brasilagro

2024/2025 harvest year

SUSTAINABILITY REPORT

Contents

INTRODUCTION

About the report

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In this 2024/2025 sustainability report we present how we transform strategy into results and shared value. We are committed to acting in an innovative, ethical and responsible manner, combining productive performance and environmental preservation with a portfolio of properties and crops that reflects the strength and diversity of agribusiness.

Our annual report has been developed in accordance with the guidelines of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), ensuring transparency and comparability of information. The document contains data on our operations in Brazil, Paraguay and Bolivia, including agricultural units, offices and support structures over the last harvest year: between July 1, 2024 and June 30, 2025, and is published at the same rate of frequency as our financial report.

The definition of the topics covered is guided by our materiality matrix (updated in 2022), prioritizing aspects that reflect the most relevant impacts on the business and the publics with whom we relate, both internally and externally. The consolidated figures include all the group's entities - subsidiaries, merged companies and one associate (BrasilAgro Institute) - without adjustments relating to minority shareholdings. Any updates and/or revision of information are indicated in the corresponding explanatory notes.

The content presented here highlights a year of consistent progress: we adopted digital solutions and new sustainable practices to mitigate risks, increased operational efficiency, promoted the development of people, and strengthened our governance. These pillars underpin BrasilAgro's long-term vision: to generate solid results and a positive impact for investors, employees, communities, and society as a whole.

As a challenge for the coming cycles, we are preparing to adopt the **IFRS S1** (General Requirements for Disclosure of Sustainability-related Financial Information) and **IFRS S2** (Climate-related Disclosures), issued by the International Sustainability Standards Board (ISSB).

Inquiries regarding the report, strategy, and sustainability management can be directed to the institutional email of the Investor Relations department: ri@brasil-agro.com.

Materiality

GRI 3-3 | 3-2

In line with the company's strategic positioning, our materiality matrix is methodologically anchored in the concept of double materiality, which determines material topics based on our impact on the economy, environment and people. This perspective recognizes that not all stakeholders are equal and guides our actions, investments and communications, ensuring that our priorities are aligned with the expectations of our stakeholders, and the socio-environmental and economic demands of agribusiness.

The construction of the materiality matrix, revised in 2022, identified and prioritized the 18 topics that are of most importance to our business management and our stakeholders. The study was built on internal and external analyses, benchmarking , consultations, and interviews with investors, employees, experts, suppliers, customers, the community, and the public sector. The aim was to identify and prioritize topics that have a significant impact on the business and on society, taking into account risks, opportunities and global trends.

From the analyses, eight topics were established as being material.

Material topics[1]

Topics with financial impact

Occupational Health and Safety
SDGs 3, 8, 12 and 16

Innovation, Technology, and Productivity
SDGs 8 and 9

People Development
SDGs 4, 5, 8 and 10

Topics with an impact on the economy, environment, and society

GHG Emissions and Climate Change
SDGs 6, 14 and 15

Water Stewardship
SDGs 6 and 12

Biodiversity
SDGs 3, 7, 8, 12, 13, 14 and 15

Topics with an impact on value creation

Ethics and Compliance
SDG 16

Community Relations
SDGs 1, 2, 5, 8, 10 and 11

[1] The matrix is aligned with our strategic positioning and was updated in 2022 to reflect changes in the priorities and/or scale of the topics over time. There were no changes to the list of material topics compared to the previous report.

A message **from the CEO** GRI 2-22

The 2024/2025 harvest year reaffirmed BrasilAgro's ability to turn challenges into opportunities. We have faced adversity, but we have shown resilience, discipline, and a vision for the future. Our performance reaffirms that we are prepared to face periods of volatility, while building the foundations for sustainable and innovative growth.

The major operational highlight of the year was the enormous advance made in connectivity in the field and the creation of the Agricultural Operations Center (AOC). With an investment of BRL 12 million in technology and innovation, we have connected our machines and optimized processes, resulting in substantial gains in agricultural efficiency.

Among the main milestones, I would highlight the investments in irrigation and technology that have enabled more efficient land use. Today, 100% of our areas irrigated by means of fixed pivots employ telemetry technology. This has led to significant gains in efficiency and environmental benefits by optimizing the use of inputs and improving precision in agricultural management.

For the next cycle, the 2025-2030 five-year plan will include reinforcements to existing projects (irrigation, telemetry) and the incorporation of new solutions.

At the same time, we restructured pastureland, converting 2,500 hectares into farmland in the 24/25 harvest year, thus reinforcing our strategy aimed at increasing the value of the portfolio. We also finished construction of the Seed Production Unit at Chaparral farm, in Correntina, Bahia, and sold Preferência farm, in Baianópolis, also in Bahia, for BRL 141.4 million, reinforcing the consistency of our strategy of generating value through the acquisition, development, and sale of rural properties.

We faced significant challenges, in relation to both the climate and geopolitical instability. Droughts in Bahia and Paraguay, and excessive rainfall in Mato Grosso, affected the grain and cotton crops in early 2025, impacting the productivity of some units. Meanwhile, the aging of soils in regions with low clay content in Mato Grosso meant that more work was required in this area than had been planned. This process does indeed represent a challenge that needs to be overcome, but one which involves medium and long-term investments that are fundamental to the expansion of our productive base. Even so, BrasilAgro produced 366,059 tons of grain and cotton in the 2024/2025 harvest year.

Investments in irrigation and technology have made land use more efficient

International conflicts have led to disruptions in the supply chains. However, aware of Brazil's history of good diplomacy, we have been active in prospecting new markets, and one example of this is the resumption of exports, such as beans to India, which has opened up an important window for specialty crops.

We are continuing to diversify our crops. Soy, with more than 193,000 tons sold, remained our main product, while sugar cane gained ground with our strategic entry into São Paulo, increasing our presence in the sugar and ethanol market. In cotton, we invested in biotechnology and more efficient management, reaffirming our quest for greater competitiveness. We have also expanded the use of regenerative farming practices in collaboration with strategic partners, thereby reinforcing our commitment to the Sustainable Development Goals.

From a financial perspective, even in the face of volatile prices, exchange rates and interest rates, we achieved a total adjusted EBITDA of BRL 267.3 million and net revenue of BRL 1.2 billion. Our strategy involving hedge operations, combined with disciplined risk management, ensured stability and protected results. -

The gauging of climate and sustainability risks and opportunities is also under development. In the last harvest year, for the future adoption of IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures), we hired a specialized consultancy to carry out a diagnosis of the company's adherence to the new regulations, formalizing existing practices and identifying opportunities for improvement.

People remain at the heart of our strategy. Among our highlights have been a reduction in turnover, which dropped from 44% to 26%; receipt of the Mental Health Seal level 2 in the first year that our physical and mental health actions were analyzed; and the development of new leadership and competency evaluation practices, aligning culture and results.

The BrasilAgro Institute, our social wing, has also increased its impact after completing five years in operation in 2025. In 2024 alone, we reached more than 16,000 people directly and indirectly in more than 15 municipalities and 8 Brazilian states, with initiatives involving education, literacy projects, technological inclusion, and social acceleration programs.

We ended another cycle thinking about the future, and aimed at continuous improvement and innovation, certain that we will continue to balance operational efficiency, financial discipline, social and environmental responsibility, and valuing people.

We hope you enjoy reading our 2024/2025 harvest year Sustainability Report.

André Guillaumon
CEO of BrasilAgro

Crop diversification and the expansion of regenerative farming practices reinforce our commitment to the Sustainable Development Goals

Highlights of the harvest year

REAL ESTATE

BRL 141 million
revenue from the sale of Preferência farm (BA)

BRL 1.9 billion
from property sales in the last five years

FINANCE

BRL 1.2 billion
in Net Revenue

BRL 138 billion
in Net Profit

BRL 267 billion
in Adjusted EBITDA

AGRICULTURAL OPERATIONS

2,500 hectares
of pastureland converted into farmland

173,000 hectares
of productive area

INNOVATION AND TECHNOLOGY

BRL 12 million
invested in technology

Creation of the Agricultural Operations Center (AOC)
Real-time monitoring of operations

Installation of cold storage facilities
at the seed processing unit on Chaparral farm, in Bahia

RECOGNITIONS AND CERTIFICATIONS

Seal
Great Place to Work (GPTW)

Seal
Great People Mental Health

Better Cotton Initiative (BCI) and Responsible Brazilian Cotton (ABR)
Modernization of Chaparral and Arrojadinho farms

Round Table on Responsible Soy (RTRS)
Modernization of São José farm (MA)

BRASILAGRO

About **us** GRI 2-1, 2-6

We are one of the largest Brazilian companies in terms of arable land, with 173,067 hectares of productive area. Our strategy is focused on real estate development, through the acquisition, development and sale of rural properties with agricultural potential. Our main objective is to maximize the return on investment by seeking out properties with high potential, which are often underused or unproductive, transforming them into ideal areas for profitable agricultural activities through strategic investments in infrastructure and cutting-edge technology.

The active management of our land portfolio is guided by premises such as the combination of real estate and operating returns, geographic and crop diversification, and the efficient allocation of capital.

To optimize the productivity and value of our properties, we use modern agricultural technologies, combined with geoprocessing, monitoring, and automation solutions, which improve operational management by integrating production and environmental data, providing more precision in decision-making. These practices allow us to maximize productivity, preserve natural resources, and increase the value of our real estate assets.

Finally, we obtain capital gains through the selective sale of developed properties. Since 2006, we have acquired 16 properties and completed 29 sales transactions, thus demonstrating the successful application of our strategy.

Our investment and management decisions are guided by market analysis and agribusiness trends, which allows us to strategically allocate capital between acquisitions, production expansion, asset sales, and the use of hedge and operational instruments - always aiming to maximize returns and ensure a sustainable competitive standing.

We are a company prepared to grow sustainably and generate value for shareholders and employees, as well as for the future of food production in Brazil and the world. In this sense, the **Integrated Safety, Environment and Social Responsibility Policy** is our central guiding document, in which we adopt sustainability as the guiding principle for conducting business, incorporating environmental, economic, and social aspects in all our activities. GRI 2-23

With regard to the positive impact generated in the communities where we operate, in 2025 we celebrated five years since the creation of the BrasilAgro Institute, focused on social transformation through education. (Learn more in **Community Relations**)

Portfolio[1]

21 properties
including:

11
company-owned farms and

10
agricultural partnerships

18 farms
in Brazil, distributed across six states

1 farm
in Paraguay and

2 farms
in Bolivia

252,796 hectares
including agricultural and protected areas

188,727 hectares
of land available for production

A portfolio worth
BRL 3.5 billion[2]

Brazil
MT, MA, MG, PI, BA, SP
Bolivia
Paraguay

[1] Data for September/25
[2] Deloitte independent evaluation

Mission

To create value by acquiring, developing, and operating land in a sustainable, innovative, and distinctive manner.

Vision

To be the leading platform for land investment and development.

Purpose

To produce food responsibly.

Values

Result-driven
The assumption of responsibilities at all levels of the organization, with delivery of the promised results.

Ethics
Integrity, transparency and reciprocity in internal and external relations through broad and effective communication.

Meritocracy
The attraction and development of people at an organization with little hierarchy and where talent is recognized.

Innovation
The ongoing pursuit and creation of innovative methods for every component of our business model: acquisition/sale, transformation and operation, and administrative and financial management.

Social and Environmental Sustainability
Full compliance with labor and environmental laws whilst working actively with governmental and non-governmental organizations to expand the positive impacts in the regions where we operate.

Our work

We are present in Brazil (in six states in the Center-West, Northeast and Southeast regions), Paraguay, and Bolivia, with our most important areas of operation being:

In the 2024/2025 harvest year, our production area covered

173,067 hectares,

including grains, cotton, sugarcane and livestock in Brazil, Paraguay, and Bolivia.

FB-AG-000.C

Identifying, acquiring and developing rural properties

We seek out properties that can appreciate in value through investment. Purchases are founded on detailed analyses that take into account productivity, location, terrain, climate, and compliance with environmental and land legislation.

Generating value

Our business model combines real estate returns with responsible food production. We seek capital gains through the selective sale of developed properties, optimization of the portfolio, and the efficient allocation of capital .

Optimizing yield and productivity

After the acquisition, we implement cutting-edge agricultural technologies to increase productivity. The initiatives include irrigation, no-till farming, crop rotation, soil improvement and the use of bio-pesticides, in line with the recommendations of the FAO (Food and Agriculture Organization of the United Nations).

Diversification of the portfolio

To minimize climatic and operational risks, we maintain a diverse portfolio of properties in different regions involving a broad range of crops. This strategy reduces cash flow volatility and allows the company to take advantage of the best moment for trading, thus generating capital gains.

Double generation of value

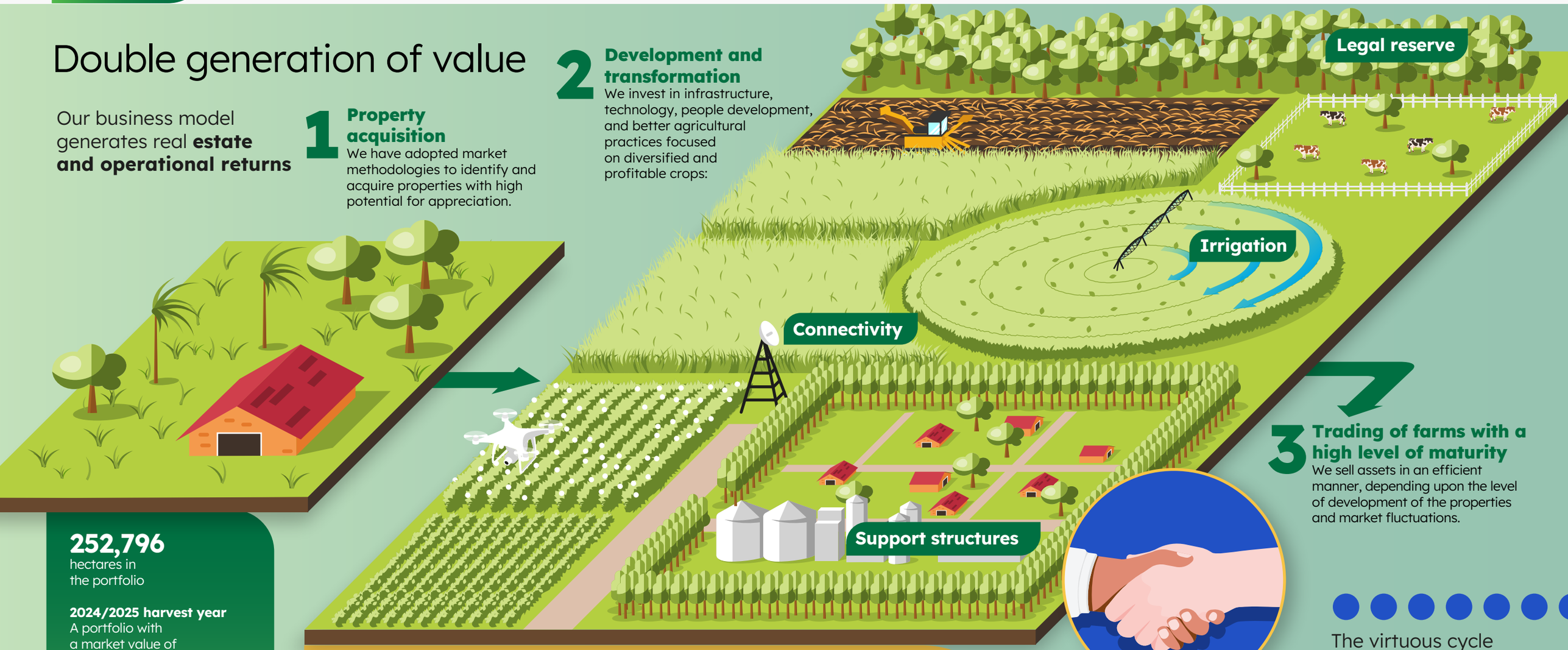
Our business model generates real **estate and operational returns**

1 Property acquisition

We have adopted market methodologies to identify and acquire properties with high potential for appreciation.

2 Development and transformation

We invest in infrastructure, technology, people development, and better agricultural practices focused on diversified and profitable crops:



252,796
hectares in the portfolio

2024/2025 harvest year
A portfolio with a market value of
BRL 3.5 billion
- Deloitte independent evaluation

2,500
hectares of pastureland converted into farmland in the 24/25 harvest year

+ 173,000
(ha) of planted area

+ 366,000
(t) of soybeans, corn, beans and cotton produced

+ 2 million
(t) of sugarcane (2024 crop)

3 Trading of farms with a high level of maturity

We sell assets in an efficient manner, depending upon the level of development of the properties and market fluctuations.

BRL 141.4 million
from the complete sale of Preferência farm, in Bahia

The virtuous cycle adopted provides **capital gains** for the company and **value generation** for the shareholders

Operational and financial **performance**

GRI 3-3 Economic Performance

We ended the 2024/2025 harvest year with results that reaffirmed the solidity and resilience of our business model. We achieved a net revenue of BRL 1.2 billion, up 5% on the previous year, made up of BRL 241.3 million from the sale of farms and BRL 877.4 million from the sale of agricultural products. The net profit came in at BRL 138 million and the Adjusted EBITDA at BRL 267.3 million, demonstrating our ability to generate value even under challenging conditions.

In the real estate sector, our strategy of acquiring, developing, and selling land once again proved to be consistent. We should make special mention of the full divestiture of Preferência farm, in Bahia, for BRL 141.4 million, a transaction that further confirms the viability of developing properties that are less suited to farming activities. With this transaction, total land sales over the last five years have reached around BRL 1.9 billion, meaning an average of BRL 380.4 million per year. This performance not only validates our strategy, but also reflects the financial appreciation of our portfolio, which reached BRL 3.1 billion in market value, up 8% on the previous harvest year. Moreover, Deloitte has valued the portfolio at BRL 3.5 billion.

The harvest year was challenging due to adverse weather conditions, which impacted grain and cotton production. The diversification of crops, however (with an emphasis on the positive margins of sugarcane and the gains in livestock), and the efficiency of our commercial and hedge strategies, were essential factors in the mitigation of negative effects.

BRL 1.2 billion
in net revenue — up **5%** compared to 2024

Direct economic value generated and distributed (BRL thousands) GRI 201-1

	2022/2023	2023/2024	2024/2025	Variation[1]
Net Operating Revenue	903,372	771,126	877,443	14%
Real Estate Net Revenue	445,429	294,525	241,299	-18%
Net Revenue	1,348,801	1,065,651	1,118,742	5%
Change in fair value of biological assets	308,530	39,408	114,602	n.a
Total Net Revenue	**1,379,331**	**1,105,059**	**1,233,344**	**12%**
Adjusted Operating EBITDA	187,664	31,442	87,235	n.a
Operating EBITDA Margin (%)	21%	4%	10%	6p.p.
Total Adjusted EBITDA	533,729	279,817	267,321	-4%
Total Adjusted EBITDA Margin (%)	**39%**	**25%**	**22%**	**-3 p.p.**
Net Operating Profit/Loss	-77,529	-21,508	-42,066	96%
Net Operating Margin (%)	-9%	-3%	-5%	-2 p.p.
Total Net Profit/Loss	268,536	226,867	138,019	-39%
TOTAL NET MARGIN (%)	**19%**	**21%**	**11%**	**-10 p.p.**

[1] Yearly variation in relation to the 2023/2024 harvest year

Through trading, we directly and indirectly allocated a significant part of our grain and sugarcane production for national consumption, supplying domestic food and biofuel industries with soy, corn, beans, and sugarcane. We also exported grains such as soy, corn and beans, as well as cotton, to countries in Asia, Europe and North America.

In livestock farming (considered a transitory activity for the transformation of areas) we have 18,100 head of cattle, distributed across 16,115 hectares of active pastureland in Brazil and Paraguay.

For the 2025/2026 harvest year, despite the sale of properties, we expect to maintain the total planted area thanks to the entry into production of newly transformed areas and a new lease signed in the 2025/2026 harvest year, details of which will be presented in the next reporting cycle.

Production by main crops (t)

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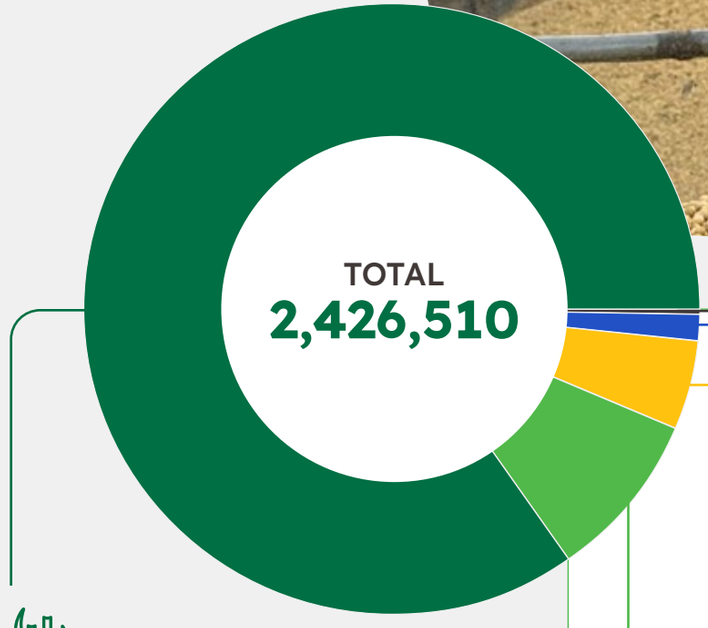


Sugarcane
(2024 calendar production)
2,060,451

Beans
4,964

Cotton
29,435

Corn
116,918

Soy
214,742

Grains and Cotton

TOTAL
366,059

growth of **22% (65.3 thousand tons)** compared to the previous harvest year.

Innovation and **technology**

GRI 3-3 Innovation, technology and productivity

We invest significantly in technology, implementing various initiatives and projects that seek operational efficiency, sustainability, and advanced management. In the 2024/2025 harvest year, we had a budget of approximately BRL 12 million for information technology, connectivity, and monitoring programs.

With the creation of the Agricultural Operations Center (AOC), we structured a specific sector dedicated to machine telemetry and connectivity, a strategic decision to improve the real-time reading of operations, consolidating a management model that combines technology and data analysis to increase efficiency and sustainability. Our goal is to connect all the farms within the next 12 months.

Today we have more than 90% of the strategic fleet already connected, eliminating registration errors and increasing the reliability of indicators. Real-time monitoring of fuel consumption, machine performance, and spraying efficiency allows us to make quick, assertive decisions and immediate corrections in the field. This results in the more efficient application of pesticides, and a reduction in input waste and diesel use, thereby minimizing environmental impacts.

In the 2024/2025 harvest year, we expanded to the Jataí farm, in São Félix do Araguaia (MT), the use of a selective spraying system using advanced optical technology, capable of identifying and eliminating weeds based on their shade - a solution implemented at Morotí farm, in Paraguay, during the previous period. Through the implementation of this system, we guaranteed the precise application of herbicide (the amount needed and specific locations), resulting in savings of more than 50% on chemical products, thus contributing to our efforts to reduce environmental impacts.

By integrating precision farming using telemetry and digital connectivity systems, we combine data analysis and intelligent management, promoting sustainability and efficiency in the use of resources, leading to consistent productivity gains.

Creation of the Agricultural Operations Center (AOC), a hub dedicated to telemetry and machine connectivity focused on improving the real-time reading of operations

Another front of innovation involves the integration of weather forecasting stations into our agricultural operations control platform, which has generated significant gains by improving weather risk management and optimizing the use of planting, spraying, and harvesting windows.

For the next cycle, we are working on integrating our management and agricultural operations systems to centralize the data, which will standardize the collection of information and optimize decision-making in the field. This initiative will strengthen operational efficiency and create the basis for improving traceability and environmental management.

Geoportal

We use a geographic information system called Geoportal, which allows integrated access to information regarding the entire portfolio of properties. The system concentrates information on productive and preserved areas, as well as control of all the company's property registrations. It is easy to access, including via cell phone, without the need for any technical knowledge in geoprocessing. In the 2024/2025 cycle, improvements were made to the fire monitoring feature called Fire Control, which monitors hotspots in real time and centralizes fire data and incident reporting on the platform.

Efficient and sustainable solutions

The use of AI and automation in the management of operations makes it possible to foresee malfunctions and optimize resources in high added-value crops such as sugar cane and cotton.

Irrigation management with **30% savings in water and energy.**

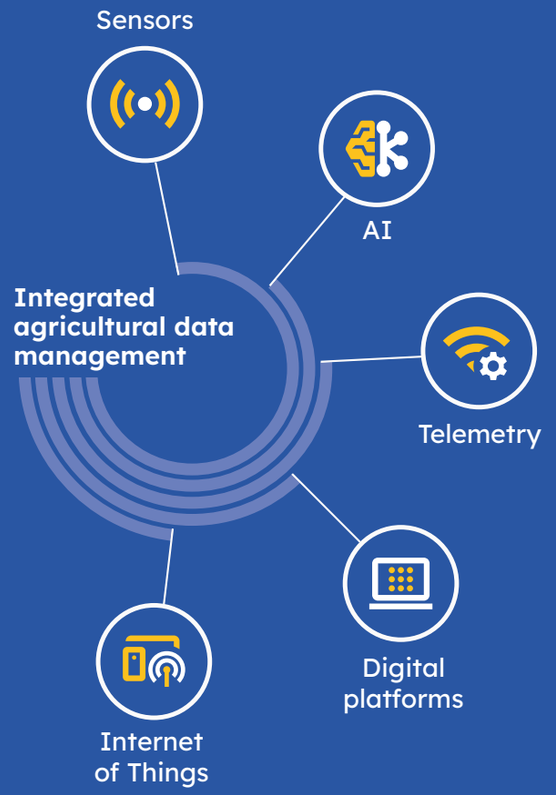
Accurate climate forecasting for better agricultural planning.

Machine telemetry for operational efficiency.

Digital pest monitoring for efficient control.

Agriculture 4.0

Our digital farm management



Agricultural Operations Center — AOP

- Real-time reading and monitoring of operations.
- Monitoring the efficiency of machinery and equipment.
- Integration with digital telemetry platforms.
- Support for strategic decisions in the field.

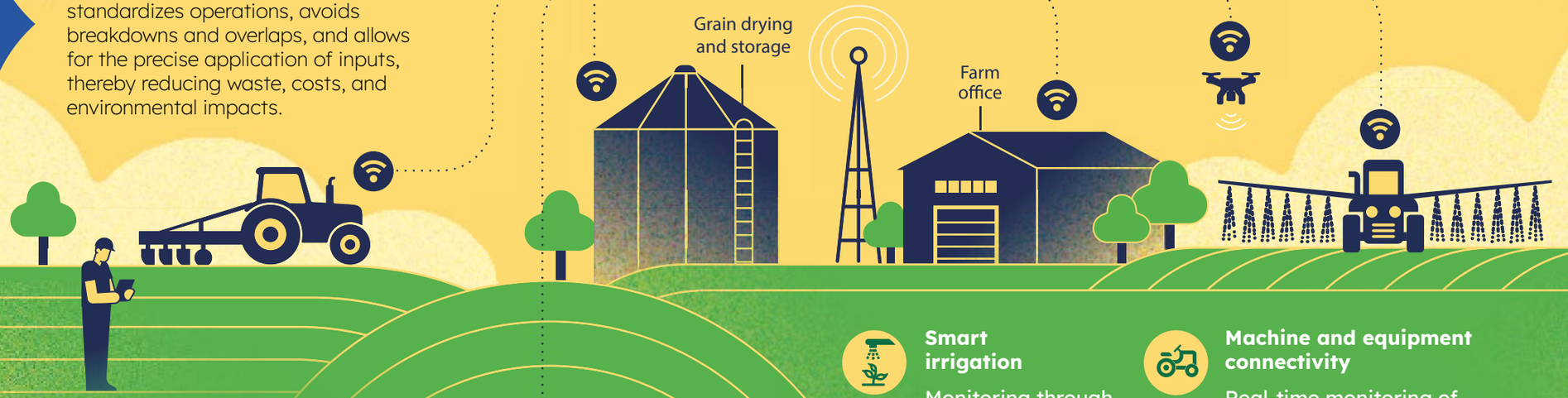
Increased productivity

Lower cost

Lower environmental impact

Efficient management

Monitoring all stages of management (from soil preparation to harvesting) standardizes operations, avoids breakdowns and overlaps, and allows for the precise application of inputs, thereby reducing waste, costs, and environmental impacts.



Digitalizing the field

Apps and digital forms improve data collection and integrated pest, disease, and weed management.

Smart irrigation

Monitoring through the use of telemetry, automation of irrigation, and integration of meteorological data, optimize the use of water and energy.

Machine and equipment connectivity

Real-time monitoring of diesel consumption, time of use, and maintenance of machinery, thereby promoting operational efficiency, agronomic quality, and longer equipment life.

Irrigation project

We made progress on one of the company's most important investments: the irrigation project at the Arrojadinho farm, in Jaborandi (BA) - funded by means of tax-deducted debentures totaling BRL 165 million. This harvest year, 1,890 irrigated hectares were added to the 970 created in the 2023/2024 period. For the forthcoming harvest year, we expect to implement a further 955 hectares. The aim is to irrigate and area of 4,100 hectares, which will optimize soil use, increase production stability, and strengthen resilience in the face of climatic challenges, as well as enable the production of higher added-value crops for export.

The project includes telemetry technology in the pivots, allowing soil fertility to be monitored, and automated pumps, thereby streamlining the operations and increasing efficiency in field work routines.

2,860 hectares
on the Arrojadinho farm, in the 2024/2025 harvest year

Seed production and storage

In the most recent harvest year, we completed the seed processing unit at the Chaparral farm, in Correntina (BA), built in 2023, with the installation of a cold storage chamber, meaning greater efficiency and quality.

As far as grain storage is concerned, on farms where there are no conventional silos or structured warehouses, we use silo-bags as a storage alternative, which allows us to store part of the production directly in the field. New technologies make it possible to monitor humidity and even georeference each silo-bag, ensuring greater control over storage. This practice has been fundamental in expanding logistical capacity during busy harvest periods. One example is the Chaparral farm, which produces around 50,000 tons of soy, but has fixed silos for only 20,000 tons.

CORPORATE **GOVERNANCE**

Governance **structure** GRI 2-9

Corporate governance is a fundamental and intrinsic pillar of BrasilAgro's operations and success, and is one of our greatest competitive advantages. Since its foundation, the company has been under the rigors of the *Novo Mercado* in Brazil (B3) and has listed its shares in New York - via American Depositary Receipts (ADRs) - thus guaranteeing a high level of disclosure and transparency, meeting the requirements of the Securities and Exchange Commission (SEC) and the Sarbanes-Oxley Act (SOX).

We operate under a set of national and international rules and regulations aimed at maintaining the integrity, market efficiency, and sustainability of agribusiness.

We believe in what we practice every day: the combination of strategy, processes, and people. All this demonstrates our high level of governance and transparency.

In the 2024/2025 harvest year, we worked even harder on correcting internal shortcomings, strengthening committees, formalizing regulations, and revising policies, as well as raising the level of transparency and management. Our governance structure is made up of various bodies, including the Oversight Board, the Board of Directors and its advisory committees, the independent auditors, the CEO/president/executive director, the executive boards, and the ethics committee.

The operation follows *Novo Mercado* rules in Brazil and meets international requirements

Shareholder composition[1]

Shareholders	Shares	Share
Cresud S.A.C.I.F Y A	35,138,225	34.22%
Charles River Capital	10,253,488	9.99%
Ellie Horn	6,098,269	5.93%
Kopernik Global Investors, LLC	5,161,700	5.03%
Treasury	3,067,987	2.99%
Others	48,125,475	41.84%
TOTAL	**102,683,444**	**100.00%**

[1] Updated on: July/2025

Board of Directors

GRI 2-10, 2-11, 2-12, 2-13

The Board of Directors is our highest governance body and plays a central role in defining corporate strategies, overseeing economic-financial and social-environmental performance, and ensuring practices in line with the highest governance standards. Made up of nine effective members, four of whom are independent and none of whom perform an executive role in the company, the board brings together complementary abilities in agribusiness, finance, risk management, corporate governance, and sustainability. Diversity is also a value, with two women on the Board of Directors.

The Board's main responsibilities include preserving and adding value for the shareholders, ensuring the integrity and transparency of the information disclosed to the market, and promoting an ethical and responsible corporate environment.

The Board of Directors is also responsible for overseeing the incorporation of the organization's commitments through broad and clear communication, training, and audits. **GRI 2-24**

When it comes to analyzing the effectiveness of the organization's processes in relation to economic, social, and environmental impacts, the Board of Directors plays an active role through the evaluation of results, strategic decision-making, continuous monitoring, and ultimate responsibility. This analysis takes place on a quarterly and annual basis, according to the duties of the Audit, Finance, Executive, and Remuneration committees.

The measures adopted to develop the skills and experience of the highest governance body on issues related to sustainable development include the creation of thematic agendas at meetings of the Board of Directors and the promotion of executive meetings with the Executive Board, with the aim of broadening knowledge about the sustainable practices adopted by the company.

Selection

The nomination and selection process for board members is formal and rigorous, taking into consideration criteria such as alignment with our values and culture, an unblemished reputation, relevant professional experience, the absence of conflicts of interest, dedication of the proper amount of time to the tasks, and evaluation of their performance in the previous term of office. The nomination of candidates who hold positions in competing companies or who act as directors in more than five publicly traded companies (with the exception of the same group) is forbidden. In the nomination and selection process, the involvement of stakeholders, the independence of the members, their skills and experience, as well as the involvement of senior management, are also considered as evaluation criteria. The positions of Chairman of the Board of Directors and Chief Executive Officer or main executive cannot be held simultaneously by the same person, except in the event of a vacancy, as provided for in the *Novo Mercado* Listing Rules.

In order to strengthen the abilities of the highest governance body on sustainable development issues, we include topic-based agendas at meetings of the Board of Directors and hold executive meetings with the Executive Board, aimed at broadening the group's understanding of the sustainable practices that have been implemented. **GRI 2-17**

Evaluation and remuneration

The performance of the Board of Directors, its committees and the Executive Board is assessed by means of formal self-assessment mechanisms. The directors are evaluated annually, using qualitative and quantitative criteria - considering operational and financial aspects - while the Board and its committees are evaluated at the end of each two-year term. Although there is no independent evaluation, the results of these analyses influence adjustments to the organizational practices, with the aim of improving our governance and internal processes. **GRI 2-18**

Members of the Board of Directors, the Fiscal Council, and the committees receive fixed remuneration, defined in accordance with their individual responsibilities and experience. Both the statutory and non-statutory members of the Executive Board receive fixed and variable remuneration, which may include profit sharing, bonuses, long-term incentives, and bonuses. The variable remuneration of the Executive Board is linked to success in reaching the company's financial, operational, strategic, and results targets. **GRI 2-19**

Composition of the Board of Directors

Name	Position	Independence	End of mandate	Executive Function	Connection	Time in the Role
 **Eduardo S. Elsztain**	Chairman of the Board of Directors and member of the Executive Committee	No	October 22, 2025	No	Shareholder	19 years
 **Alejandro G. Elsztain**	Vice-Chairman of the Board of Directors and member of the Executive, Financial, and Remuneration committees	No	October 22, 2025	No	Shareholder	19 years
 **Saul Zang**	Effective Board Member and member of the Executive and Remuneration committees	No	October 22, 2025	No	Shareholder	19 years
 **Matias Gavironsky**	Effective Board Member	No	October 22, 2025	No	Shareholder	One year
 **Alejandro Gustavo Casaretto**	Effective Board Member	No	October 22, 2025	No	Shareholder	7 years
 **Efraim Horn**	Effective and Independent Board Member and member of the Audit Committee	Yes	October 22, 2025	No	None	One year
 **Isaac Salim Sutton**	Effective and Independent Board Member, and member of the Finance and Audit committees	Yes	October 22, 2025	No	None	14 years
 **Eliane Aleixo**	Effective and Independent Board Member and member of the Finance Committee	Yes	October 22, 2025	No	None	4 years
 **Isabella Saboya**	Effective and Independent Board Member, and member of the Audit and Remuneration committees	Yes	October 22, 2025	No	None	4 years

Composition for the 2024/2025 harvest year. In September 2025, there were changes to the composition, which will be presented in the next reporting period.

Committees

The Board of Directors is supported by four specialized committees that are responsible for overseeing decision-making related to the organization's impact on the economy, the environment, and people. They are:

Find out more on our *website*.

Remuneration Committee

Responsible for social issues, this committee advises on the annual remuneration of the Directors and the Board Members, the granting of stock options to managers and employees, and profit-sharing, among other issues related to remuneration, culture, and people. It is statutory and made up of three board members.

Financial Committee

This committee is non-statutory, permanent, focused on economic issues, and made up of four full members, whether they are board members or not. It advises on matters such as the pricing of commodities and inputs, exchange rate variations and interest, financial investments, indebtedness, financing, and cash management, among other finance-related topics.

Audit Committee

This committee is statutory and focused on aspects of a regulatory, accounting, and internal control nature. It addresses the hiring and dismissal of the independent auditor and supervises its performance. It monitors and discusses the work carried out by the internal audit, and guarantees the quality of financial information. Finally, it evaluates the company's risks, use of assets, and management expenses. It is made up of three members, two of whom are members of the Board, and one external member with experience in accounting and finance, all of whom are independent.

Executive Committee

This is a statutory committee, made up of three members, all of whom are directors, and is concerned with strategic issues relating to the company's core business. It provides opinions on business plans, budgets, strategies, expansion projects, and investments, and also monitors their implementation. It also reviews operations valued at over BRL 10 million.

Executive Board

Our senior executives are responsible for the administration and day-to-day management of the business, complying with and enforcing the Bylaws and the resolutions of the governing bodies.

The group presents its own management reports and accounts, prepares and submits budgets, strategic plans, expansion projects, and investments to the Board of Directors, whilst also approving the creation or closure of subsidiaries, and the sale and acquisition of assets, granting sureties and contracting funding, provided that the limits set by the Board are observed.

The Executive Board is also responsible for operational decisions and for dealing with all matters that are not the sole responsibility of the General Assembly or the Board of Directors.

By integrating environmental, social, and economic practices into their activities, senior executives play a direct role in developing our sustainability guidelines. The Board of Directors is also responsible for approving our materiality and the company's annual Sustainability Report. **GRI 2-14**

Executive Board

André Guillaumon

Statutory

Chief Executive Officer (CEO)

Gustavo Javier Lopez

Statutory

Chief Financial and Investor Relations Officer (CFO/IRO)

Wender Vinhadelli

Executive

Chief Operating Officer (COO)

Ethics and **Compliance**

GRI 3-3 Ethics and Compliance - 2-25, 2-26

Our governance, aligned with market requirements, continually seeks to improve the controls and processes relating to ethics and compliance. The basis of our management is the Code of Ethics, complemented by internal policies and reinforced by training. The measures include audits, anonymous complaints, investigations by the Ethics Committee, and corrective action plans. Its effectiveness is monitored by means of audits, analysis of complaints, and indicators such as the number of incidents of non-compliance, the resolution rate, and the nature of the cases. Although there is no formal evaluation methodology, the actions take into account stakeholder feedback, thus strengthening trust and the culture of integrity as a whole.

Among the changes in the 2024/2025 harvest year is the updating of the internal audit policy. Under this process, the leadership of the area was made functionally answerable to the Audit Committee, and administratively answerable to a Company executive, strengthening the independence and governance of the process.

In the most recent period, we assessed all of our 1,191 operations for risks relating to corruption by evaluating business and third-party processes, and analyzing policies and procedures. GRI 205-1

In relation to information security, we frequently carry out pen tests and simulate cyber attacks to assess the protection of our technological environment. These tests allow us to identify vulnerabilities and implement the necessary adjustments to raise the company's level of cybersecurity.

To reinforce our internal policies and the connection with the company's objectives and goals, all employees take part in mandatory training. The sessions cover topics such as the environment, compliance, and ethics, and are fundamental to nurturing a culture of aligned and conscientious responsibility. In the 2024/2025 harvest year, 100% of the company’s direct employees in all categories and regions of Brazil, except temporary staff, received communications and training on anti-corruption policies and procedures. GRI 205-2

Finally, we conducted a careful analysis of suppliers, using background checks, to ensure that there were no signs of irregularity. As part of the preventive measures, which include combating child, forced or compulsory labor, various documents are requested and analyzed before any work begins, with the aim of ensuring compliance with current legislation. The company also has Human Resources and Workplace Safety teams at each unit, responsible for monitoring these actions directly in the field. As a result, no cases were identified during the 2024/2025 harvest year. GRI 408-1, 409-1

100%

of the company’s direct employees have received communications and training on combating corruption

Access our Code of Ethics and Conduct and Integrated Health, Safety, Environment and Social Responsibility Policy.

Compliance Hotline GRI 2-16, 2-25, 2-26

Our Compliance Hotline is an independent and secure tool for employees, partners, and other stakeholders to report, anonymously or not, any evidence of inappropriate conduct that is in breach of our Code of Ethics and Conduct, internal policies, or current legislation.

In the 2024/2025 harvest year, eight complaints were registered with the channel, two of which were considered to have grounds. The reports were forwarded to the Audit Committee and the Board of Directors, ensuring an evaluation and resolution process based on transparency, responsibility, and best governance practices. The investigations followed a structured process, conducted by the Ethics Committee, which operates in the form of two separate bodies:

First body

Responsible for analyzing complaints up to management level. It is made up of representatives from the administrative board, operations, and HSE management.

Second body

Dedicated to addressing reports involving senior management (management level upwards). It is made up of the CEO and two members of the Board of Directors.

This model guarantees impartiality and robustness in the investigative process, strengthening corporate governance and trust in the company.

In the previous harvest year, we modernized the channel's digital platform, making it more accessible, agile, and transparent. In 2024/2025, progress was made in the management indicators, with monitoring of the number of complaints received, their classification (misconduct, behavior,or fraud, among others), and decisions on the outcome of the investigations (well-founded, unfounded or uninvestigable).

Reports can be made by calling:

Brazil
0800-891-4636

Paraguay
009800-521-0056

Bolivia
800-100-605

Online
resguarda.com/brasilagro

Conflict of interests GRI 2-15

At BrasilAgro, conflicts of interest are treated seriously and transparently. We have adopted clear policies, provide continuous training and follow processes that require the formal recording of decisions and periodic reviews, strengthening the culture of integrity at all levels.

Our **Related Party Transactions and Conflict of Interests Policy**, approved by the Board of Directors in 2022, ensures that all decisions are made under market conditions, fairly, and in line with best corporate governance practices.

When a potential conflict is identified, the person involved must declare him/herself impeded, refrain from participating in the transaction, and withdraw from the discussions, ensuring that the decisions solely reflect the interests of the Company and its shareholders. If this does not happen, the situation is reported to the Ethics Committee, which assesses the appropriate measures.

Risk management

We have adopted a proactive and constantly improving approach to identifying, mapping, and mitigating different types of risk, always guided by the **Risk Management Policy**. Our risk matrix and management system is established and driven by both strict regulatory requirements and an internal culture of governance, transparency, and the search for efficiency.

By risk, we mean the possibility of losses resulting from the absence, failure, deficiency, or inadequacy of internal processes, people, systems and/or external events that negatively impact the Company. Risks can be of a material or immaterial nature and are categorized as described below.

Strategic
Lack of capacity or ability to protect against or adapt to changes in the environment, reducing the ability to achieve objectives.

Finance
Possibility of losses and/or irregularities in results, including market risks (inflation, interest, exchange rates, commodity prices), credit risks (non-receipt of payments), and liquidity risks (inability to honor commitments).

Operational
Losses resulting from the lack, deficiency, or failure of internal processes and controls, the occurrence of fraud, or difficulties in attracting/retaining qualified human capital, which could impact efficiency and the use of resources.

Regulatory
Delays or difficulties in obtaining licenses/permits, or non-compliance with regulatory standards.

Reputational
Possibility of losses due to brand erosion or credibility as a result of negative publicity.

Socio-environmental
Losses arising from negative effects on the environment and/or society, including environmental impacts, on communities, human health, cultural attributes, and biodiversity.

Technology
Cyber threats and attacks (malware, phishing, ransomware, DDoS), loss or unauthorized exposure of confidential information, bugs in data-storage systems, and shortcomings in the quality/accuracy of operational data.

For an holistic and integrated approach, we have adopted methodologies such as COSO ERM's Enterprise Risk Management Framework, ISO 31000, and the Three Lines of Defense Methodology. This policy complies with the legal and regulatory requirements of the Securities and Exchange Commission of Brazil (CVM) and the B3 Novo Mercado Listing Regulations, as well as the provisions of the Bylaws and the Brazilian Corporate Law.

The measurement of risks and opportunities related to sustainability and climate is under development as part of the action plan developed following the diagnosis carried out in the 2024/2025 harvest year. This initiative aims to improve the reporting and governance of these issues, in preparation for the future adoption of IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures).

Lines of defense

In order to identify, assess, monitor, and mitigate the risks that impact or may impact our activities and strategic objectives, we have adopted the following lines of defense:

1st Line of Defense

Business and Operational Areas

These areas are responsible for identifying, measuring, evaluating, and mitigating business risks, maintaining efficient internal controls and implementing corrective actions;

2nd Line of Defense

Compliance Area

This area monitors risks and ensures that they are correctly identified, analyzed, and reported, assessing the adequacy and effectiveness of internal controls, the integrity of information, and compliance with legislation;

3rd Line of Defense

Internal Audit

The Internal Audit systematically and independently reviews the effectiveness of the risk management controls and processes and recommends improvements. Internal audit changes are described in Ethics and Compliance.

After mapping and classifying the risks according to their likelihood and impact, we define the risk appetite, i.e. the level we are willing to assume in order to achieve our objectives - limited to losses of up to 1% of the value of the assets without compromising our reputation or perpetuity. After the assessment, each risk is appropriately addressed, with the possibility of it being eliminated, reduced, transferred, or accepted.

The policy applies to the Company and our subsidiaries, and must be observed by all employees, members of the Executive Board, Board of Directors, and third parties/partners who act on behalf of BrasilAgro, covering the entire value chain.

SOCIAL **PERFORMANCE**

Our **people**

GRI 2-7, 2-8

Our Human Resources department is committed to promoting a work environment that values professional development, ethics, well-being, and inclusion, while adapting and using technological innovations to optimize its processes, assuming a more strategic position in the business.

We have invested on various fronts for the well--being and development of our employees, and ended the 2024/2025 cycle with a total of 805 employees (permanent and temporary, considering Brazil, Paraguay and Bolivia) and 1,751 outsourced workers[1] who are involved in operational activities on the farms.

We value the culture of each country in which we operate, which is why our team works in line with the needs of each region - Brazil, Paraguay and Bolivia. For us, taking care of people goes beyond fulfilling obligations and is an ongoing investment that leverages business results, strengthens the employer brand, mitigates risks, and consolidates our commitment to social development and sustainability.

[1] As field activities are seasonal, the number of employees varies across the year; as such, the maximum per month, per farm was adopted for the calculations, a basis which was also applied to the frequency and severity rates.

Our HR is structured around four pillars:

1

Training and Development

It invests in training and educational incentive programs, including language courses, training programs, scholarships, and access to the Corporate University through the *Raiz do Saber* Platform. The platform offers employees access to learning paths, courses, and digital content aimed at technical, professional, and personal development.

2

Organizational Development

It aligns people with the company's strategy and strengthens the organizational culture. To achieve this, it uses tools such as the Leadership Program, Competency and Performance Assessment, Climate Management, Diagnostics, Surveys, and Action Plans, ensuring that business objectives are efficiently achieved through engagement.

3

Human Resources Department

This is responsible for remuneration, benefits management, union relations, and hiring professionals, ensuring fair and structured processes for all the employees.

4

Internal HR Consultancy

The consultancy works directly on the farms, supporting managers, promoting employee development, improving the organizational climate, and aligning HR practices. It ensures that all practices are aligned with corporate guidelines and preserves BrasilAgro's organizational culture at all the units, always with a focus on valuing the teams and the efficiency of the company's operations and strategies.

DNA BrasilAgro

In the 2024/2025 harvest year, in an effort to align people even more closely with the company's capabilities and consolidate the **DNA BrasilAgro** as a benchmark for personnel management and organizational development, we made further improvements to the Competency Assessment, reducing the number of competencies from 11 to 8, uniting competencies that were similar without losing their essence and simplifying the understanding of what they represent for the business. As a next step, we will continue to train the teams to **further develop the application** of these concepts in relation to the routine of each professional, further strengthening the corporate culture at all the units in Brazil, Bolivia and Paraguay. To increase engagement, we offer specific training sessions by area, encouraging participation and improving the quality of the evaluations.

Two leadership skills

Humility and respect
I lead by example, with empathetic communication, active listening, and a focus on continuously learning from my mistakes. I empower my team, value diversity, and am open to change at any level or in any area of the organization.

Involving people in decisions
I involve those for whom I am responsible in the decisions that will affect their activities. Making decisions together is part of our DNA.

Six general competencies for all employees, including managers

Innovation
I believe that creativity is key to innovation. I think differently, I break paradigms, and I try to reinvent myself to find new answers that make a difference.

Sense of Ownership
I see the success of the company as my own success, and I assume responsibilities as if I were the owner of the company.

Resilience
I overcome obstacles, I adapt to changes, and I promote the transformations necessary to achieve our purpose.

Together we are better
We have a diverse team, I promote collaboration, I unite my efforts and talents to achieve collective goals, and I am better when we are together.

Integrity
I am true and upright with myself and with others, even though conflicts may arise. I choose truth over harmony in my decisions.

Leadership
I take responsibility for my own results and those of others, I take the initiative, I learn from difficulties, and I build my own and our collective success.

Technology combined with people management

The 2024/2025 harvest year saw great strategic development for the HR area, as well as the delivery of significant projects that brought changes to its routines and processes. We implemented the SAP system for calculating the payroll, allowing the systemic integration with other business areas, automating the delivery of information, and guaranteeing secure access to data. We have also outsourced calculation of the payroll, which will give the area more time to analyze the overall scenario and focus on strategic demands. The next challenge in this context will be to train leaders to be able to assume greater autonomy in their requests.

Another project implemented involved the fully digital modernization of the 9Box tool, involving the use of AI, which has ensured greater efficiency, confidentiality, and impartiality in evaluating employees' performance and potential, as well as reducing the application time from five to two months. With this system in place, each manager is now able to evaluate their team and the professionals they are asked to evaluate individually and confidentially. As a result, collegiate meetings now only take place when there are disagreements between the evaluators, avoiding the influence of generally-held opinions in collective discussions. With the optimization of this process, in addition to saving time, we also noticed that the evaluations were of as noticeably higher quality, with the leaders feeling more at ease to reflect and prepare them. In this process, AI supported the sending and receiving of forms, consolidating the evaluations and converting the data into a concise, easy-to-understand report, suggesting action plans for employee development.

The next step will be to use the time gained from this demand to draw up more in-depth Individual Development Plans (IDPs) and feedback, with the aim of increasingly developing our team.

New solutions optimize processes and guarantee better quality

Climate survey

In the latest organizational climate survey, carried out in 2024, in addition to winning the Great Place to Work (GPTW) seal, in our first assessment, we received the two-star seal for mental health, awarded by Great People Mental Health, in partnership with GPTW Brazil, confirming that we have reached a strategic stage of maturity in emotional management. More than just an honor, this certificate reflects the growing concern regarding the positive impact that healthy working environments can have on productivity, employee satisfaction, and the corporate image.

The findings of the survey have already begun to generate practical changes, such as the reformulation of management meeting formats, targets, and the monitoring of strategic projects, which have made communication clearer and processes more efficient. Another initiative arising from the survey was the planning of new training courses as part of the Leader Development Program, based on the teams' comments.

For the next few cycles, the challenge will be to make further progress in implementing structural actions linked to mental health, guaranteeing the ongoing well-being of the teams and strengthening the organizational culture.

In our first assessment, we were awarded the two-star mental health seal by Great People Mental Health

People development

GRI 3-3 People Development, 404-2

We maintain skills development programs aimed at the continuous improvement and professional upgrading of our employees. The initiatives include courses and training in operations, project management, technology, leadership, information security, communication, and human rights, among other topics. We also offer financial support for language courses, higher education courses, technical and free courses, congresses, and programs with partner institutions.

In the 2024/2025 harvest year, we conducted the Leadership Development Program, with the focus on recycling the knowledge learned so far, in order to continue the project, applying new themes highlighted by the Climate Survey, starting in July 2025. In this cycle, the topics covered were: Assertive Communication, Conflict Management, and the Leadership Pipeline. The training sessions were held on the farms, divided by hubs and teams, allowing the language to be adapted and cases to be presented, thus increasing public participation and engagement.

We also held the third edition of the Leadership Day, which involved 13 employees: Self-knowledge, the foundations of leadership, strategic planning, agile methodologies, transformational leadership, and performance management.

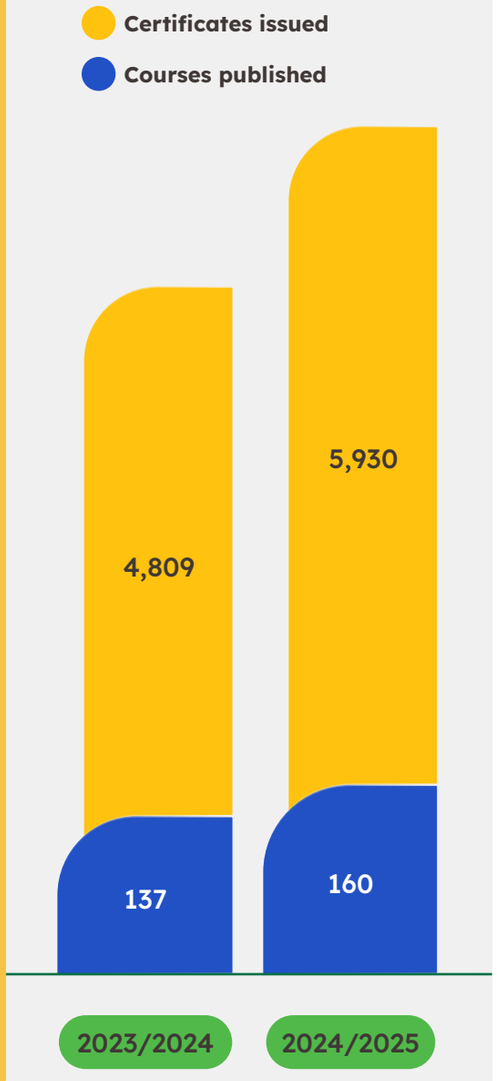
We have significantly reduced our turnover rate from 44% in 2024 to 26% in 2025. Despite this progress, we still face challenges at the Mato Grosso hub, where the highly competitive market and the shortage of available professionals have had an impact on results.

To strengthen our competitiveness, we carry out salary surveys, ensuring that our practices are in line with the market. The definition of remuneration takes into account factors such as the responsibility of the position, the time spent on the job, competence, the market value of the services provided, and performance evaluations. GRI 2-19, 2-20

All together, these actions strengthen the organizational culture and consolidate BrasilAgro's commitment to a more attractive, inclusive and transparent work environment.

Raiz do Saber

Through the *Raiz do Saber* digital education platform, we offer technical training and professional and personal development courses. The trails offered to all employees cover a variety of topics, such as Health, Safety and Environment (HSE), compliance, and operational training, as well as bringing together all the company's policies, processes, manuals, and forms. Last year, we published 160 courses, issued 5,930 certificates, and had an average engagement rate of 26%. This was a significant increase on the previous period, when we recorded 137 courses and 4,809 certificates.



Diversity and inclusion

GRI 3-3 Diversity and inclusion

We believe that a plurality of ideas and experiences drives innovation and allows us to continually improve our policies and practices. The variety of perspectives enriches our understanding and approach to the business, strengthening our team and our results.

We recognize the importance of diversity and know that there are still challenges to overcome in our sector. That is why we are committed to building an increasingly inclusive working environment. Our selection processes are based exclusively on technical and behavioral skills. We also invest in training our employees with awareness-raising talks aimed at fostering a culture of respect and inclusion.

As part of this process, our Compliance Hotline is an essential tool for mitigating any kind of discrimination or act that is not in line with our code of conduct.

A score of 97 on questions about perceived well-being and fair treatment, regardless of any personal characteristics or identity

The results of our climate survey reinforce the success of these efforts, demonstrating that our employees feel that BrasilAgro provides a safe environment for everyone. We scored 97 on questions regarding the perception of well-being and fair treatment, regardless of any personal characteristics or identity.

We monitor the effectiveness of the measures by means of retention indicators, climate surveys, benchmarking, and qualitative feedback, always adapting our actions to the reality of the region in question. For forthcoming cycles, the focus will be better preparing the unit leaders to consistently welcome different publics.

Health, safety, and **well-being**

GRI 3-3 Occupational health and safety, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9 | SASB FB-AG-320a.1

At BrasilAgro, we are committed to accident prevention and the safety of our activities at all levels. Our occupational health and safety management system covers 100% of our direct employees (805) and third-party employees (1,751) in all the activities and workplaces in Brazil, Paraguay and Bolivia. This system is based on the Regulatory Standards (RNs) of the Ministry of Labor and Employment, while it also meets the various legal and regulatory requirements, including labor laws, collective agreements, and conventions of the International Labor Organization (ILO).

We maintain a risk matrix that assesses and quantifies each different position in relation to the risks involved in each activity, considering severity, frequency, and scope. In the 2024/2025 harvest year, investigations into accidents and close calls resulted in 58 actions, of which 91.38% have already been completed and 8.62% are ongoing. To improve this control, we keep all the risks cataloged and updated for each position, using a system that allows the digitalization of processes such as third-party documentation and daily security checklists.

100% of employees
are included in the occupational health and safety management system

Daily Safety Dialogues (DDS) are held before the start of each working day to discuss health and safety issues. We offer life insurance for employees and protocols for immediate care in the event of accidents, including first aid and referral to the nearest hospital when necessary.

Risk monitoring

Health and safety committees, involving company employees, work to monitor risks, implement preventive measures, investigate accidents, collaborate with the SESMT (Specialized Service in Safety Engineering and Occupational Medicine), recommend shutdowns in the event of imminent risk, periodic inspections, and awareness-raising actions.

Complementing this care, we hold an annual Internal Week for the Prevention of Rural Work-related Injuries (SIPATR), which brings in specialized professionals (nutritionists, physiotherapists, and doctors, among others) to address issues related to illness prevention and the promotion of good health. Workers are actively involved in health and safety management through Cipa meetings, access to safety teams, and risk reporting apps, as well as monthly meetings on the farms and quarterly meetings at the plant, with members of the senior management always present.

Training

All in-house employees are trained in occupational safety, while third parties take part whenever necessary and must provide proof that they have completed the mandatory training. The company has a matrix of more than 533 training courses offered in partnership with Senar (National Rural Learning Service), Senai (National Industry Learning Service), external consultants, and the internal Work Safety team, as well as online training through the *Raiz do Saber* platform (Find out more in **People Development**).

533 training sessions

Our third-party management model is robust, with a strong focus on developing a culture that seeks to continually improve practices and the quality of operations. A number of documents must be submitted before any service begins, and every month for the duration of the contracts, including employment contracts, Occupational Health Certificates (OHS), OHS reports, proof of delivery of Personal Protective Equipment (PPE), and mandatory training for each job.

Among the practices adopted is the implementation of eight Golden Rules and Progressive Motivation, which are widely disseminated by means of training sessions and safety dialogues. One of the employee's duties is to stop an activity if they feel unsafe, with impasse situations assessed by the Disciplinary Assessment Committee (CAD). In the 2024/2025 harvest year, we had six irregular situations, which were dealt with by dismissals, and verbal and written warnings. Another essential tool for accident prevention involves behavioral observations, a method that consist of the systematic and objective collection of data on unsafe behaviors or conditions, allowing irregularities to be identified and corrected to prevent future occurrences. This harvest year, we recorded 2,851 irregularities, 97.75% of which have already been addressed or corrected.

In the most recent harvest year, we implemented a new safety management software, which allows us to create checklists and perform inspections using an app, as well as manage third parties and send information to eSocial, making data management more agile and, above all, making any possible irregularity more transparent and easy to recognize. The next challenge in the system is to generate irregularity dashboards, so that we can act systematically, and generate monitoring and alert indicators.

Visit our website to access the Integrated Health, Safety, Environment and Social Responsibility Policy.

New software for security management makes the processes and employee and third-party data more agile and transparent

Health and well-being

We are challenged with standardizing our well-being and quality of life actions on the farms, aiming to make them less isolated and more institutionalized. In addition to the talks focusing on physical, mental, and financial health, an important action implemented in the last cycle was the Doctors on Farms Program. This initiative allows employees to receive basic examinations on site, thus avoiding situations in which they may be unable to seek medical assistance due to the distance involved in traveling to health centers.

Throughout the harvest year we promote other initiatives, including lectures, and vaccination and awareness campaigns, such as blood donations, prevention of Sexually Transmitted Infections (STIs), and the Yellow September, Pink October, and Blue November actions.

Other initiatives aimed at quality of life include our partnership with fitness centers for employees at the head office, and the offering of blood tests, dental exams, eye tests, and other services to teams located on the farms via mobile health units.

Stakeholder engagement GRI 2-29

We invest in relationships with a wide range of stakeholders, including business partners, customers, employees, governments, local communities, NGOs, shareholders, investors, suppliers, and trade unions. We seek to establish long-lasting and transparent relationships to improve decision-making, manage risks, promote innovation, strengthen brand reputation, and resolve conflicts. To do so, we adopt practices such as active listening, open communication, and the regular disclosure of results and commitments. These elements were reinforced in the 2024/2025 harvest year with the formalization of the Communication area, which began operating in a more structured and strategic manner in developing the company's relationship with stakeholders.

Progress 2024/2025

Standardization and clarity in communication
Review of processes, adoption of unified language, and our own visual identity.

Greater digital engagement
Intensified presence on social networks and broader dissemination of socio-environmental and institutional initiatives.

Getting closer to local communities
Promoting events on farms and opening up activities to the regional public.

Valuing the public and partners
Improved communication with employees, contractors, and suppliers, strengthening bonds, and increasing the sense of belonging.

We participate in the following associations
Bahia Association of Cotton Producers (Abapa), Brazilian Agribusiness Association (Abag), Brazilian Cotton Producers Association (Abrapa), Mato Grosso Soy and Corn Producers Association (Aprosoja-MT), Chapada do Rio Pratudão Farmers Association (Aprup), Brazilian Rural Society (SRB), and Organization of Sugarcane Producers Associations of Brazil (Orplana). GRI 2-28

Supply chain GRI 2-6

In the 2024/2025 harvest year, we are continuing our solid work with companies that supply agricultural inputs - such as seeds, pesticides, fertilizers, correctives and fuels - which represent the main group of partners in the supply chain. This relationship is based on proximity, with negotiations conducted directly, without the need for intermediaries.

The selection process is conducted mainly by the technical, production, and commercial areas, taking into account criteria such as reputation, experience, and consolidation in the market. In the registration process, we use a platform to identify environmental, social, and economic aspects. In the last harvest year, we operated with an average of 1,000 suppliers, most of which were medium-sized Brazilian companies.

In the downstream stage, we rely on distributors, logistics partners, customer suppliers, contractors and subcontractors, as well as banks and financial institutions. Among the strategic partners, we also have joint ventures, corporate partnerships, Civil Society Organizations (CSOs), governments and public entities, as well as specialized service providers - all of which are fundamental to running the operations and achieving the company's objectives.

Community relations

GRI 3-3 Community relations, GRI 203-1, 203-2, 413-1

Throughout our history, we have promoted initiatives that strengthen local communities and boost regional development. To make the work in this social sphere more strategic and structured, the **BrasilAgro Institute**, on its fifth anniversary in 2025, has consolidated our commitment to generating a positive impact that goes beyond the farm.

The Institute is the Company's social arm and acts as a non-profit organization dedicated to transforming people's futures through education. With projects aimed at vulnerable communities, it promotes inclusion, citizen training, and development opportunities. To develop these initiatives, we direct up to 2% of our net profits to the Institute every year.

In 2024, we renewed our membership of the UN Global Compact as a signatory until 2030, reinforcing our alignment with the 2030 Agenda and the Sustainable Development Goals, with special emphasis on Eradication of Poverty (SDG 1) and Promoting Quality Education for All (SDG 4).

Furthermore, in 2024 approximately BRL 300,000 was earmarked for one-off projects in various regions of the country, strengthening the direct social impact of the actions. The Institute also underwent a process of professionalizing its governance, bringing in professionals with experience in the third sector as board members. This change brought more technique and consistency to the initiatives, strengthening project management and execution.

instituto brasilagro

OUR MISSION

To promote and implement social actions that provide opportunities for the responsible development of low-income and socially vulnerable communities.

OUR VISION

To be an institution recognized for expanding and enhancing fairer and more egalitarian socio-economic development, investing in projects that foster the social inclusion of these people, and seeking to add value to the benefiting community.

OUR VALUES

Ethics
Integrity, transparency and reciprocity in internal and external relations, with broad and effective communication.

Commitment
Responsibility for the development of initiatives and projects carried out in the communities in which we operate.

Valuing citizenship
To extract and develop the potential of each individual in order to achieve the transformation of society.

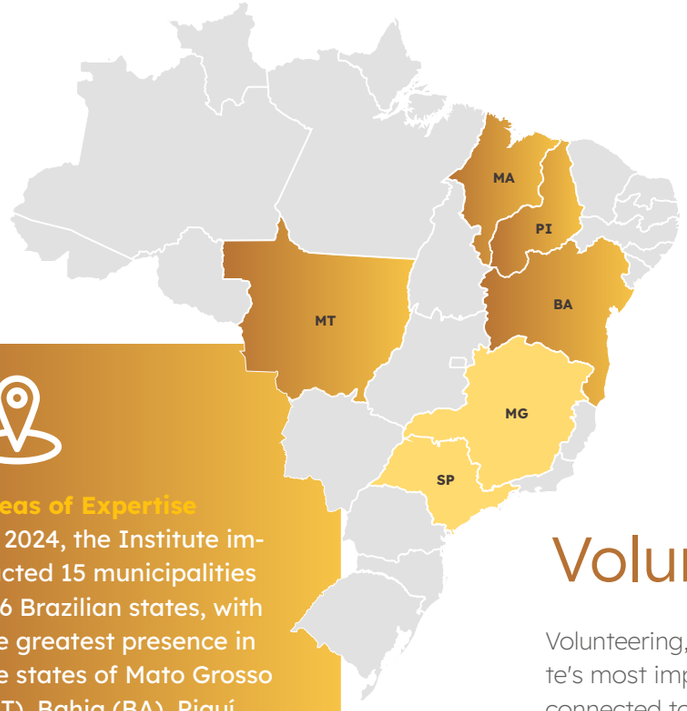
Active listening
Paying attention to and understanding what each community needs.

Education as a fundamental pillar

Instituto BrasilAgro exists to transform lives through education, with a focus on children, adolescents, and communities close to the farms. Over the last cycle, our literacy programs impacted more than 2,600 vulnerable children, significantly expanding the Institute's reach.

We see education as the fundamental foundation for building a fairer and more inclusive society. To promote social transformation, the Institute supports training and development programs that go beyond the simple transmission of knowledge, but which seek to awaken critical awareness, strengthen a sense of belonging, and stimulate the generation of income in the communities where it is present.

Learning is conceived as a continuous and collective process, in which each individual develops their own knowledge and, at the same time, is open to new discoveries. From this perspective, we invest in educational initiatives that value local potential and drive concrete changes in the social fabric, promoting responsible and sustainable development in the communities that live and grow alongside our operations.



Areas of Expertise
In 2024, the Institute impacted 15 municipalities in 6 Brazilian states, with the greatest presence in the states of Mato Grosso (MT), Bahia (BA), Piauí (PI) and Maranhão (MA).

2,600 children
in vulnerable situations impacted

Volunteering

Volunteering, now considered one of the Institute's most important strategic pillars, is directly connected to the regional demands of our areas of operation. This is because the actions are built on actively listening to the communities and the employees themselves, who identify local needs and present them to the Institute. This means that each initiative responds to specific contexts, respecting regional identity and, at the same time, aligning itself with BrasilAgro's culture and values.

The initiatives include donations of basic food hampers, food security actions, improvements to community infrastructure, events on commemorative dates, and educational projects, always defined in conjunction with schools, local departments, managers, and employees.

Through until 2024, the volunteer activities promoted by the Institute relied on the occasional participation of volunteer employees in certain projects. In 2020, 85 volunteers took part. The feedback received, both during the events and in messages afterwards, show that employees feel touched, motivated, and proud to contribute to the communities.

In 2025 (which will be covered in the next reporting cycle), these initiatives were officially structured through the *Semeando Comunidades* (Sowing Communities) Volunteer Program, which began to guide and expand our social engagement practices, promoting the participation of volunteers in all stages of the projects.

Our projects

All of BrasilAgro Institute's projects are only feasible because of the joint action that exists between the private sector, the third sector, and the public sector, with firm partnerships established with municipal departments and local town halls in all the regions where we operate.

We have adopted a structured form of management to prevent risks and maximize positive impacts, combining local diagnosis, action plans, and constant evaluation with listening to the needs of the communities. The initiatives are developed according to regional demands, accompanied by technical reports, field visits, and the monitoring of indicators, guaranteeing adjustments whenever necessary. This process includes monthly reassessments and the mapping of local leaders, strengthening regional links and ensuring a true understanding of the reality.

Instituto BrasilAgro in numbers

BRL 1.5 million
designated for social actions and projects throughout Brazil

16,000+
people impacted by actions and projects

15
municipalities affected

85
volunteers registered for social actions

8
SDGs achieved

instituto brasilagro

Highlighted actions 2024

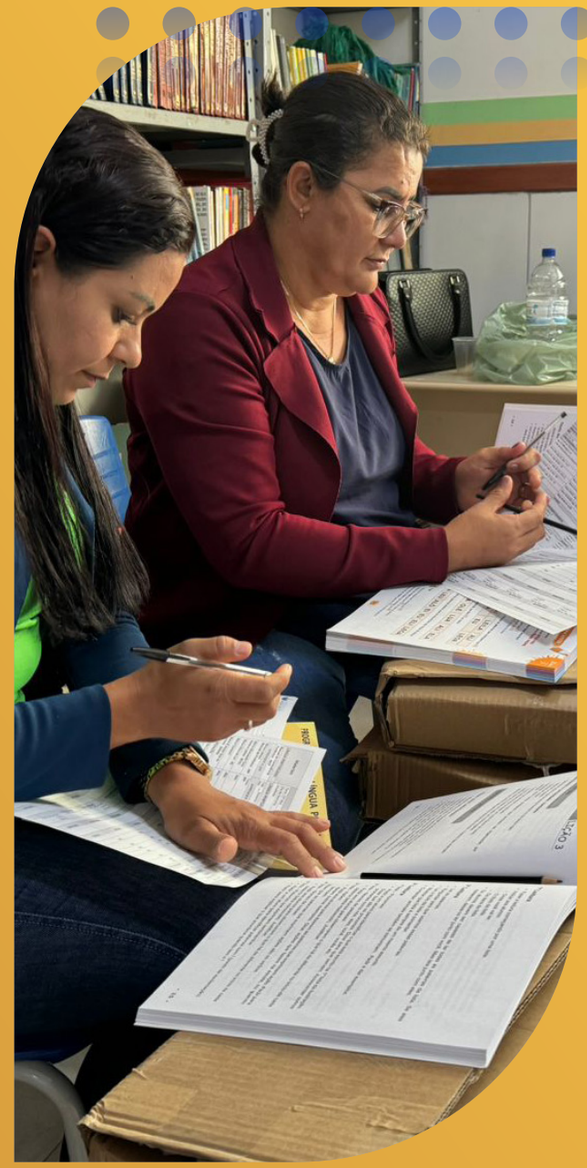
Mais Educação Program

The *Mais Educação* **(More Education) Program**, developed through a partnership between the BrasilAgro Institute and ASID Brasil, focused on inclusive education for people with disabilities in the municipality of São Raimundo das Mangabeiras (MA) from 2022 to 2024. The program has created a more accessible and welcoming educational environment, benefiting around a thousand people. One of its legacies has been the community's first children's health task force, aimed at children who were not registered, involving the Education, Health, and Social Services departments. With the support of volunteer collaborators from São José farm and the community in general, the project also organized the refurbishment of AEE (Specialized Educational Assistance) classrooms, to better serve students with disabilities in the municipality's public school system. The action strengthens the Institute's capacity to inspire new initiatives and encourages the autonomy of communities, training local educators and leaders who become multipliers. This ensures that the positive impacts of the project continue in the territory, even after it comes to an end.

Practices cater for different age groups, in accessible and welcoming environments

Alfa e Beto Literacy Program

In the last cycle, the ***Alfa e Beto* (Alpha and Beta) Literacy Program** increased the number of literate students in the municipalities of Baixa Grande do Ribeiro (PI) and Baianópolis (BA) by 50.7%, through the literacy program developed in partnership with the *Alfa e Beto* Institute. Using structured strategies based on the Science of Reading and the Phonic Method, the program develops fundamental skills such as phonemic awareness, decoding, and reading fluency. The initiative has already helped 2,616 students from the 2nd to 5th grades of primary school, making a significant contribution to improving literacy in schools.



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De Olho no Material Escolar Program

The *De Olho no Material Escolar* **(Keeping an Eye on School Supplies) Program** seeks to combat misinformation, and highlight the value of the agribusiness sector, and its economic and social importance. In 2024, the action expanded the *Agroteca Digital* platform, raised teachers' awareness of the issue, and increased the agricultural sector's participation in discussions on educational policies.

Agentes da Transformação Program

The *Agentes da Transformação* **(Transformation Agents Program / PAT)** set up school community gardens, acquired equipment for the preparation and storage of organic food, and developed food education activities aimed at primary school students. As a result, there has been an improvement in school performance and student continuity, as well as advances in the education and food security of the children served.

One-off donations

In 2024, the **BrasilAgro Institute**, through one-off donations, invested in improving the physical infrastructure and essential services in schools and communities, benefiting around 2,500 people. The initiatives included structural renovations, sanitary alterations, improvements in ventilation and accessibility, and the construction of leisure spaces. Healthy eating programs have also been implemented to promote positive changes in the eating habits of children and adolescents.

The BrasilAgro Institute's strategy of one-off donations means we can take a swift and targeted approach to the emergency needs identified in the regions where we operate. In 2024, several initiatives were implemented that directly benefited hundreds of families and increased the Institute's social impact: support for the victims of the floods in Rio Grande do Sul; donation of food and basic food hampers to groups in vulnerable situations; support for projects aimed at to improving children's spaces such as playrooms, reading rooms, and living areas, in the states of Mato Grosso, Maranhão, Piauí, and Bahia.

Find out more on the BrasilAgro Institute's *website* and in the 2024 Activities Report.

ENVIRONMENTAL **PERFORMANCE**

We invested

BRL 2 million

in inventories, infrastructure, licenses, and processes that reinforce our environmental performance

Sustainable development

We believe in continuous improvement and in the positive results generated for the business resulting from investments in sustainability, safety, and certification processes. In the 2024/2025 harvest year alone, we invested around BRL 2 million in inventories, infrastructure, maintenance, and obtaining licenses and processes that reinforce our environmental performance.

The sustainable development of agricultural activities is the cornerstone of our investment strategy. This is why ESG (Environmental, Social and Governance) practices have been integrated into our business plan, recognizing that our production depends directly on natural resources such as soil and water, and that adapting to climate change is essential for the resilience and continuity of our operations.

In recent years, the corporate sustainability agenda has undergone a profound transformation, driven by the creation of international reporting standards, such as the IFRS S1 and S2, issued by the International Sustainability Standards Board (ISSB). This is a new, technical, and challenging subject, which requires companies to have an integrated understanding of financial, environmental and climate aspects, as well as structure robust internal processes to measure and disclose information with quality and transparency. In the context of agribusiness, this challenge is intensified by the complexity of production chains and the sector's exposure to climatic and regulatory variables.

In the 2024/2025 harvest year, we performed the **Regulatory Assessment for the Implementation of IFRS S1 and S2**, with the aim of assessing the company's level of readiness for the disclosure requirements relating to sustainability and climate change. The work involved the analysis of internal documents and policies, as well as interviews with key areas, meaning we could identify the gaps, challenges, and opportunities for improvement in the pillars of Governance, Risks, Strategy and Metrics, and targets within the spheres of sustainability and climate change.

The process was developed with the support of specialized consultants, taking into account the multiple variables that impact our business. In the 2025/2026 harvest year, we will be working to adjust and implement controls and processes to comply with the standard and, above all, to advance the company's sustainability and climate change strategy.

Certifications

Over the last few years, we have received important seals and certifications that reinforce our transparency, credibility, and positive impact. These certification processes function as a **permanent management and auditing** mechanism, as they require year-on-year progress in infrastructure, the environment, and occupational safety. To this end, we have adopted internationally recognized standards in our operations, ensuring that agricultural production is aligned with the best practices in sustainability, governance, and social responsibility.

In agricultural production, we maintained certifications relating to the sustainability of our production chains. These include **the Better Cotton Initiative (BCI)** and **Responsible Brazilian Cotton (ABR)**, which ensure that our cotton production follows socio-environmental criteria, including respect for labor laws, good agricultural practices, efficient use of water, and preservation of biodiversity. This harvest year, these certifications were renewed at Arrojadinho farm, in Jaborandi (BA) and Chaparral farm, in Correntina (BA).

We also renewed the **Round Table on Responsible Soy (RTRS)** certification at São José farm, and began the process of obtaining certification at Jataí farm, with approval expected for the next harvest year. Developed in partnership with Bunge, the RTRS certification guarantees that our grain is grown sustainably and transparently, based upon independent audits. This seal connects BrasilAgro to global demands for fairer and more responsible supply chains.

In addition, the sugarcane supplied to partner plants continues to contribute to the issuance of decarbonization credits (CBIOs) through the RenovaBio program, strengthening sustainable biofuel production and supporting the transition to a low-carbon economy.

Better Cotton Initiative (BCI)

Onça-Pintada

RenovaBio

Responsible Brazilian Cotton (ABR)

Round Table on Responsible Soy (RTRS)

Climate change

GRI 3-3 GHG emissions and climate change

We develop partnerships in regenerative agriculture and apply modern technologies to reduce the carbon footprint, increase production efficiency, mitigate climate risks, and conserve natural resources. To reduce the impact of risks such as droughts, frosts and irregular rainfall, we have diversified the portfolio in different regions, chosen varieties adapted to the characteristics of each property, and expanded irrigation in strategic areas. We have also invested in connectivity, precision agriculture, and conservation practices.

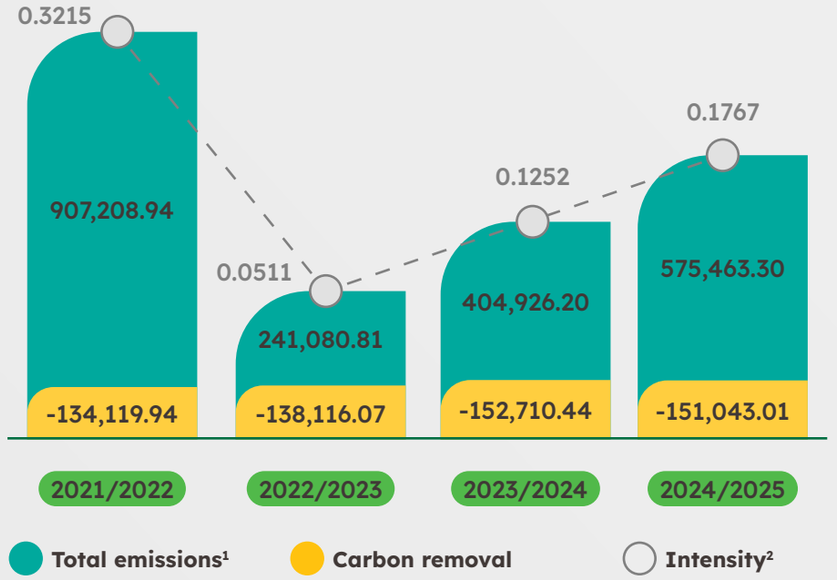
Greenhouse gases

GRI 305-1 | SASB FB-AG-110a.1 | FB-AG-110a.2

Since the 2021/2022 harvest year, we have monitored Greenhouse Gas (GHG) emissions annually, based on the GHG Protocol and ISO 14064. The operational data from the GHG inventory is entered into a software, which automatically calculates emissions according to international, national, and agribusiness sector-specific standards.

In addition to continuous improvements designed to enhance operational controls and adopt more robust methodologies, we are also working on an action plan to comply with the IFRS S1 and S2 standards, such as mapping scope 3 and including the units in Paraguay and Bolivia, thus reinforcing the transparency and adherence of our information to the requirements of the standards.

Intensity of greenhouse gas (GHG) emissions



¹ Total emissions correspond to the sum of emissions in scopes 1, 2 and 3.

² The emissions intensity corresponds to the sum of Kyoto emissions and biogenic emissions, minus carbon removals/ton of product.

The inventory includes:

Scope 1
This refers to direct emissions from our own sources (such as vehicles and machinery, changes in land use, application of lime, the use of nitrogen fertilizers, and enteric fermentation);

Scope 2
This is linked to electricity consumption;

Scope 3
This scope takes into account indirect emissions from the value chain (such as production of the agricultural inputs consumed - herbicides, fungicides and insecticides).

In our balance sheet, we also account for carbon removals from green manure, changes in management, and the maintenance of native vegetation in protected areas.

Carbon balance GRI 305-1, 305-2, 305-3 | SASB FB-AG-110a.1

Direct greenhouse gas emissions, Scope 1 (tCO_2e)	2022/2023	2023/2024	2024/2025
Scope 1 total emissions	202,360.57	156,652.32	141,874.36
Scope 2 total emissions	208.69	191.19	598.20
Scope 3 total emissions	16,087.88	19,518.78	22,290.71
Carbon removals[1]	-138,116.07	-152,710.44	-151,043.01
Balance	80,541.08	23,651.85	13,720.26
Biogenic emissions[2]	22,423.66	228,563.91	410,700.02

[1] For the 24/25 cycle, there was a small reduction in carbon removals compared to the previous year, due to the sale of part of Chaparral farm and, consequently, the proportional transfer of native vegetation. On the other hand, we have expanded the areas of cover crops, a practice that helps protect the soil, increase organic matter, reduce climate risks, and increase productivity. Recognizing these benefits, we intend to continue expanding the use of this strategy in the coming harvests.

[2] Biogenic emissions, unlike Kyoto emissions, are not related to long-term carbon, but to carbon that is part of the natural cycle. The calculation considers Scope 1 and Scope 3.

Regenerative agriculture

Regenerative agriculture plays a central role in our sustainability strategy. Our project brings together strategic partnerships to promote agricultural practices that strengthen soil health, increase biodiversity, and reduce greenhouse gas (GHG) emissions. Among the main practices, we can highlight the use of bio-inputs in all our production units, from seed treatment to harvesting, crop rotation, the use of cover crops, integrated pest management, and the integration of crops and livestock.

In the 2024/2025 harvest year, for logistical reasons, the Regenerative Agriculture project, in partnership with Bunge, was discontinued in Mato Grosso (Jataí farm) and transferred to two farms in Bahia (Chaparral and Arrojadinho farms). In these two locations, the project is in its initial stages, but its objective remains the same: to map the impacts of agricultural operations and other activities that generate GHG emissions. At São José farm (MA), we continued with the Regenerative Agriculture project consolidated in 2024 which, in addition to mapping impacts, provides for the annual adoption of new regenerative practices, reinforcing our commitment to continuous improvement.

The fact that three of our properties have been subject to and passed the initial diagnosis of the Regenerative Agriculture Project demonstrates the consolidation of our practices and reinforces our role in conserving natural resources.

To disseminate and reinforce our actions with employees, on Environment Day we gave a talk on the benefits of regenerative agriculture practices and their application at our units.

20,000 hectares
of precision farming

Soil health

GRI 3-3 Soil health

The management of this material topic is guided by good agricultural and regenerative practices, such as no-till farming, crop rotation, the use of biological pesticides, and cover crops, as well as precision agriculture on more than 20,000 hectares, involving chemical, physical and biological analyses.

Managing this issue involves annual monitoring of soil quality indicators, data integration via geotechnologies, annual reports, and action plans. The objectives are to guarantee productive and environmental sustainability, prevent degradation, and optimize the use of inputs.

Every year, we collect georeferenced soil samples, monitoring indicators such as pH, V%, CTC, organic matter, nutrients, and plant cover. The aim is to guarantee the maintenance of base saturation (V%), promote nutritional balance, increase plant cover, and test new technologies. This work, together with the preparation of prescription and management maps, guides the variable rate application of correctives and fertilizers. This process ensures the rational use of inputs, reduces operating costs, and promotes the continuous improvement of soil fertility, helping to increase productivity on our farms.

In the last harvest year, we carried out a range of soil management experiments at all our units. The tests considered most strategic for the company were reapplied in different regions. The results confirmed that proper correction is essential for productivity and sustainability. Adjusting lime doses on an experimental scale, for example, increased yields by up to 7.5 bags/hectare, with a net return of more than BRL 250 per hectare.

The next steps will aim to expand physical-chemical-biological monitoring, optimize machine traffic, and reduce the use of nitrogen per hectare without losing productivity.

PRODUCTIVITY

↑ 7.5 bags per hectare

NET RETURN

↑ BRL 250 per hectare

Bio-inputs and soil conservation

We are stepping up our efforts to ensure the health and longevity of the soil. One of the strategies used has been to increase the use of biological products from local microorganisms for pest management and control. Algae-based products and biostimulants have been shown to increase plant tolerance to water and nutritional stress, while resistance inducers have strengthened protection against pests and diseases. On an experimental scale, these advances have brought average yield gains of five to ten bags/hectare, which have been observed across the farms as a whole, and have contributed to more resilient agricultural systems in the face of climate variability and phytosanitary challenges.

The *Azospirillum* bacteria (applied to soy, corn, and, especially, sugar cane), and the *Trichia* fungus contribute to the fixing and better absorption of nitrogen, reducing the use of nitrogen fertilizers. Currently being tested at the São José (MA) and Serra Grande (PI) units, soil bioactivation technology stimulates existing microorganisms by including a biological syrup containing simple inputs (manure, molasses, water, etc.) in the Microgeo bioreactor. This preparation, rich in microorganisms, is applied periodically to the soil or to the straw, generating benefits including: improved physical structure and water infiltration in the soil; improved nutrient cycling; increased active organic matter and reduced erosion/compaction; fewer pests and diseases; more fertile, resilient soil; and more efficient use of inputs. The technology has led to consistent gains in soy and corn crops and there are plans to expand its use to new areas in the Mapi hub during the next harvest year.

In addition to partnerships, we are setting up our own laboratories on Jataí (MT) and São José (MA) farms, to analyze the quality of biological products multiplied internally, adding to the laboratory that already exists at Chaparral farm in Bahia.

We use cover crops on practically all our farmlands, a practice that helps to prevent erosion, conserve moisture, and enrich the organic matter in the soil. Plant cover protects against excessive solar radiation and stimulates the development of a more diverse and active microbiota. These solutions strengthen regenerative agriculture, keeping the soil alive, fertile, and productive.

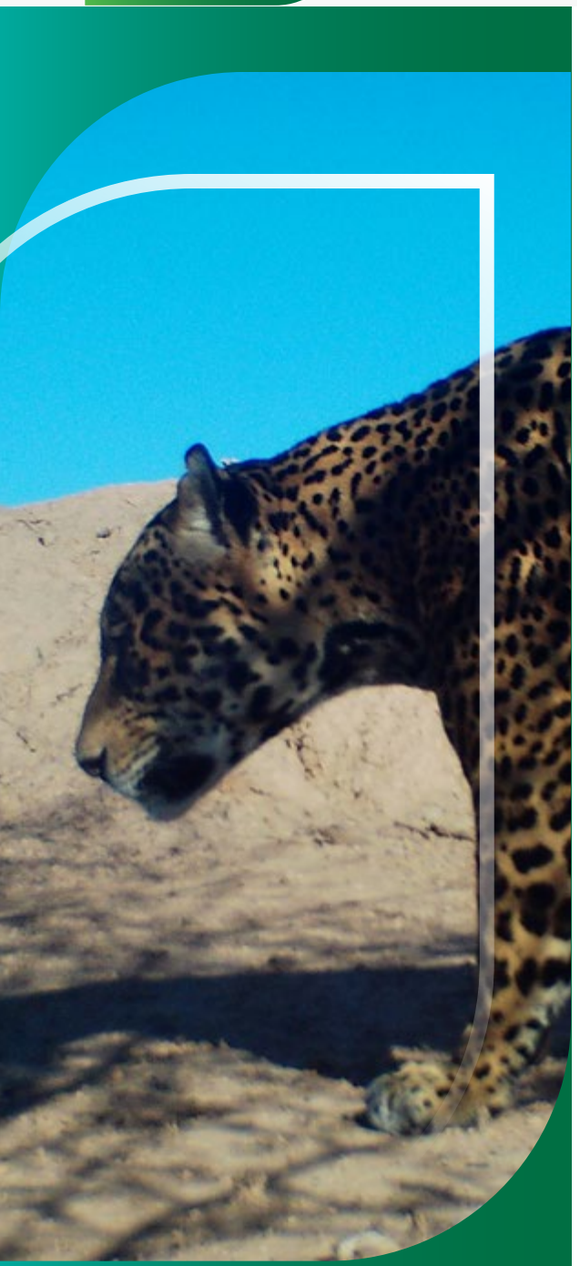
We invested

BRL 11.7 million

in organic products, an increase of

26%

in relation to the 2023/2024 harvest year



Biodiversity

GRI 3-3 Biodiversity - 304-2, 304-3

The preservation of biodiversity remains a priority at BrasilAgro. Our actions follow the Forest Code and local legislation, with georeferenced surveys to identify PCAs, legal reserves, ecological corridors, offsetting, and other legal or assumed obligations. The efficiency of maintaining protected or restored habitat areas is validated by independent experts.

To recover damaged areas, we plant seedlings and work on the natural regeneration of Permanent Preservation Areas (PCAs) and legal reserves that have been acquired but which present environmental liabilities - actions that help negate greenhouse gases.

In addition to our own initiatives, we have partnerships for protection and restoration, applying techniques such as soil preparation, planting of native seedlings, implementation of the muvuca system, and natural regeneration. Among the projects is the recovery of 24.73 hectares of a damaged PCA on Panamby Farm (MT), in partnership with Cargill.

In the most recent period, we continued our internal fauna monitoring program, nicknamed *Jogo do Bicho* **(Animal Game)**. This initiative involves farm employees, with the aim of raising their awareness of the coexistence of agricultural operations and wildlife as an important part of their daily lives. This involves an app which employees can use to report any wild animals they see, indicating their location and health condition (whether they are injured or not).

In the 2024/2025 harvest year, we finished the *Sementes do Cerrado* Program (designed to encourage the collection of native seeds) benefiting rural communities in the Rio de Janeiro Basin Environmental Protection Area, in Jaborandi (BA). The initiative has strengthened generation of local income and contributed to the conservation of biodiversity through training workshops focused on identifying, collecting, storing, and selling seeds, as well as ecological restoration initiatives and technical support for the community network of seed collectors.

In return, we started the **Agricultural Training and Improved Family Farming Production Project**. This project includes four workshops, involving practical and theoretical classes, aimed at training participants in the handling of agricultural machinery and tools, and the application of sustainable management techniques in agroforestry systems.

The projects are part of the Environmental Compensation Agreement (TCCA) n°. 014/2021, signed with the Bahia Department of the Environment (SEMA) and with input from the Environment and Water Resources Institute (INEMA).

Fire prevention and fighting

In the 2024/2025 harvest year, we kept the number of wildfires very close to that recorded in the previous harvest year. This is due to the fact that we work to control fires that begin off the properties, which are often criminal and difficult to access.

In order to mitigate this risk, in the last harvest year we improved wildfire monitoring through the use of the Geoportal software, meaning we could connect the public databases for monitoring hotspots in real time via API, centralizing the data and communication of occurrences in a single intuitive and democratic platform, which can be used by all the farm employees. The development of the platform should allow us to act more quickly on fires that start outside our units, preventing them from spreading and causing negative environmental and economic impacts.

We have invested in employee training and in the Fire Prevention and Fighting Program, which involves more than 100 trained firefighters.

We also investigate all incidents and use the Reporting Channel to maintain direct contact with our neighboring communities and engage them in fire prevention.

Water **resources**

GRI 3-3 Water stewardship - 303-1, 303-3, 303-5,| SASB FB-AG-140a.1, FB-AG-140a.2

Water is an essential input in our operations and BrasilAgro considers its management to be a priority. Our initiatives include the adoption of automatic measurement technologies and the sending of alerts (find out more in **Innovation and technology**), rational use on the farms, and awareness-raising talks. The goals are aimed at the rational use of this important resource, consuming the exact amount that each crop needs at each stage of development, within the limits granted by the environmental agencies. In the 2024/2025 harvest year, as a result of this responsible consumption policy, we made progress in the efficiency of our water volume measurement technology, with telemetry being applied in 100% of the areas irrigated with fixed pivots.

We should also highlight the investments made on the Arrojadinho (BA), São José (MA) and Rio do Meio (BA) farms, where improvements were made to the automation of the system, which allows pumps and pivots to be switched on and off remotely, avoiding physical travel, and allowing for operational agility and increased efficiency in field

work routines. We are also developing automatic alerts to monitor consumption when it approaches the limits granted, in order to provide more operational and environmental security.

Furthermore, the irrigation systems are complemented by weather stations that provide real-time climate data for the region. The integration of this information results in subsidies and numerical indicators that make it possible to optimize the use of water in our irrigation projects.

The entire process is carried out in partnership with the environmental team, which works to obtain and regularize the use of water resources, ensuring that projects progress on schedule and in compliance with laws and regulations.

We use both surface water and groundwater as withdrawal sources, aligning the demand for water withdrawal with the levels of water availability, while maintenance activities are performed at safe distances, in accordance with the requirements of NR 31.

In Brazil and Bolivia - and still in the implementation phase in Paraguay - consumption is monitored by a system that integrates data from hydrometers and well meters. The information at each unit is recorded each month by an means of an app, being analyzed by the environmental team and reported to the competent bodies whenever necessary.

STANDARDS DOCUMENT

GRI and SASB disclosures

Production standards

FB-AG-000.A Production by principal crop

	2023/2024	2024/2025
FB-AG-000.A Production by principal crop	**Tons**	**Tons**
Soy	200,246	214,742
Cotton	10,177	17,248
Off-season corn	48,152	71,487
Corn	18,106	45,431
Off-season beans	4,286	4,288
Beans	9,045	676
Off-season cotton	10,700	12,187
Sugarcane[1]	1,975,027	2,060,451

[1] The historical sugarcane crop considered is 2023, while the current crop is 2024, since the sugarcane harvest year follows a different calendar to other grains.

Social standards

GRI 2-7 Employees by type of contract, region and country, and gender[1]

	2023/2024			2024/2025		
By location	**Permanent**	**Temporary**	**TOTAL**	**Permanent**	**Temporary**	**TOTAL**
Northeast	194	125	319	257	191	448
Midwest	97	22	119	131	57	188
Southeast	87	7	94	103	10	113
Paraguay	34	0	34	35	0	35
Bolivia	16	0	16	18	3	21
TOTAL	**428**	**154**	**582**	**544**	**261**	**805**

Gender	**Permanent**	**Temporary**	**TOTAL**	**Permanent**	**Temporary**	**TOTAL**
Men	341	140	481	431	240	671
Women	87	14	101	113	21	134
TOTAL	**428**	**154**	**582**	**544**	**261**	**805**

[1] The data is compiled using reports generated by the payroll system and employee records. The data is recorded at the end of the reporting period. There are no employees in the North and South of Brazil. The total number of employees includes all full-time employees and trainees.

GRI 2-7 Employees without a guaranteed workload by gender, region and country[1]

By gender	2023/2024	2024/2025
Men	74	94
Women	15	15
TOTAL	**89**	**109**
By location	**2023/2024**	**2024/2025**
Northeast	33	34
Midwest	17	20
Southeast	31	45
Paraguay	3	5
Bolivia	5	5
TOTAL	**89**	**109**

[1] 'Employees without guaranteed working hours' means those occupying management positions and who are not subject to clocking in and out of work.

GRI 2-21 Annual total compensation ratio[1]

	2024/2025
	Sums
Ratio between the total annual remuneration of the highest paid individual and the median total annual remuneration of all employees (excluding the highest paid)	214.09
Ratio between the percentage increase in the annual total remuneration of the highest paid individual in the organization and the median percentage increase in the annual total remuneration of all employees (excluding the highest paid)	0.03

[1] For the 2023/2024 harvest year, the calculation of the ratio was based on the average annual salary of all employees, excluding the highest paid. For the 2024/2025 harvest year, the median was used, due to the updated GRI guidelines. As such, there is no historical comparison.

GRI 403-9 Work-related injuries and work-related illnesses[1,2,3,4]

	2022/2023		2023/2024		2024/2025	
	Employees	Workers	Employees	Workers	Employees	Workers
Number of hours worked	1,018,600	2,175,580	1,114,520	2,366,320	1,156,760	2,552,220
Number of recorded work-related injuries (including fatalities)	9	18	21	22	5	7
Rate of registered work-related injuries (includes fatalities)	8.84%	8.27%	18.84%	9.30%	4.32%	2.74%
Frequency rate of close calls	3.93%	10.11%	9.87%	5.92%	5.19%	5.49%

[1] The calculation basis used is 1,000,000 man-hours worked.

[2] For the category "Serious work-related injuries (excluding fatalities)", accidents that resulted in sick leave of 180 days or more were classified as serious.

[3] The main types of accidents at work in the company include musculoskeletal injuries, vehicle accidents, falls, and accidents with equipment. During the reporting period, accidents with serious consequences were predominantly caused by vehicles, and musculoskeletal and equipment-related injuries.

[4] We do not monitor accidents involving service providers responsible for transporting goods, inputs or grain, nor do we manage data relating to partners or tenants on our lands.

GRI 404-1 Average hours of training per year, per employee

By gender	2022/2023	2023/2024	2024/2025[1]
Men	46.32	44.27	38.53
Women	43.45	44.48	26.46
TOTAL	**45.57**	**44.32**	**35.83**

By employee category	2022/2023	2023/2024	2024/2025
Executive Board	13	6.75	25.77
Management	70.18	78.59	91.52
Coordinators	112	57.63	69.05
Administrative	51.15	49.64	31.72
Operational	30.2	35.99	27.19
TOTAL	**45.57**	**44.32**	**35.82**

[1] There was a reduction in the average number of hours, due to this year's focus on leadership actions.

GRI 404-3 Percentage of employees receiving regular performance and career development reviews[1]

By gender		2022/2023	2023/2024	2024/2025
Men	Number	317	449	437
	Percentage	100%	100%	100%
Women	Number	84	130	126
	Percentage	100%	100%	100%
TOTAL	**Number**	**401**	**579**	**563**
	Percentage	**100%**	**100%**	**100%**

By employee category		2022/2023	2023/2024	2024/2025
Executive Board	Number	4	4	4
	Percentage	100%	100%	100%
Management	Number	15	20	20
	Percentage	100%	100%	100%
Coordinators	Number	30	63	69
	Percentage	100%	100%	100%
Administrative	Number	148	135	153
	Percentage	100%	100%	100%
Operational	Number	206	207	317
	Percentage	100%	100%	100%
TOTAL	**Number**	**401**	**579**	**563**
	Percentage	**100%**	**100%**	**100%**

[1] For this calculation, only permanent employees who underwent training during the harvest year (July 2024 to June 30, 2025) were considered, not including temporary employees or members of the Board of Directors; as such, the number of people differs from the figure presented in indicator 405-1.

GRI 405-1 Diversity in governance bodies[1, 2]

By gender		2022/2023	2023/2024	2024/2025
Men	Number	10	10	9
	Percentage	83%	83%	82%
Women	Number	2	2	2
	Percentage	17%	17%	18%
TOTAL	**Number**	**12**	**12**	**11**
	Percentage	**100%**	**100%**	**100%**

By age group		2022/2023	2023/2024	2024/2025
Under 30	Number	0	0	0
	Percentage	0%	0%	0%
30 to 50	Number	4	3	2
	Percentage	33%	25%	18%
Over 50	Number	8	9	9
	Percentage	67%	75%	82%
TOTAL	**Number**	**12**	**12**	**11**
	Percentage	**100%**	**100%**	**100%**

[1] Governance bodies include representatives of underrepresented and/or vulnerable groups, such as the elderly and women. The Board of Directors and the Supervisory Board were also taken into account.

[2] The data for previous harvest years has been altered due to a revision.

GRI 405-1 Employee diversity

By employee category and gender		2022/2023		2023/2024		2024/2025	
		Men	Women	Men	Women	Men	Women
Executive Board	Number	3	1	3	1	3	0
	Percentage	75%	25%	75%	25%	100%	0%
Management	Number	11	2	18	2	17	2
	Percentage	85%	15%	90%	10%	89%	11%
Coordinators	Number	25	5	53	10	33	6
	Percentage	83%	17%	84%	16%	85%	15%
Administrative	Number	77	53	91	65	101	82
	Percentage	59%	41%	58%	42%	55%	45%
Operational	Number	206	18	316	23	509	52
	Percentage	92%	8%	93%	7%	91%	9%
TOTAL	**Number**	**322**	**79**	**481**	**101**	**663**	**142**
	Percentage	**80%**	**20%**	**83%**	**17%**	**82%**	**18%**

By employee category and age group		2022/2023			2023/2024			2024/2025		
		Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50
Executive Board	Number	0	3	1	0	3	1	0	1	2
	Percentage	0%	75%	25%	0%	75%	25%	0%	33%	67%
Management	Number	0	11	2	0	16	4	0	15	4
	Percentage	0%	85%	15%	0%	80%	20%	0%	79%	21%
Coordinators	Number	0	24	1	3	56	4	1	34	4
	Percentage	0%	96%	4%	5%	89%	6%	3%	87%	10%
Administrative	Number	38	87	5	65	90	1	77	101	5
	Percentage	29%	67%	4%	42%	58%	1%	42%	55%	3%
Operational	Number	84	133	7	149	178	12	279	261	21
	Percentage	38%	59%	3%	44%	53%	3%	50%	47%	4%
TOTAL	**Number**	**122**	**258**	**16**	**217**	**343**	**22**	**357**	**412**	**36**
	Percentage	**31%**	**65%**	**4%**	**37%**	**59%**	**4%**	**44%**	**51%**	**4%**

GRI 405-1 Percentage of employees from underrepresented and/or vulnerable groups, by employee category[1]

Black	2023/2024		2024/2025	
	Number	Percentage	Number	Percentage
Executive Board	0	0%	0	0%
Management	0	0%	0	0%
Coordinators	11	7%	3	8%
Administrative	72	47%	18	10%
Operational	69	45%	36	6%
TOTAL	**152**	**100%**	**57**	**100%**

[1] We do not have a record of the number of LGBTQIA+ employees or other minority groups.

GRI 405-2 Ratio of basic salary and remuneration between men and women, by employee category[1]

	2023/2024 (Men)		2024/2025 (Women)	
	Basic salary (BRL)	Remuneration (BRL)	Basic salary (BRL)	Remuneration (BRL)
Executive Board	0.79	0.80	0.00	0.00
Management	1.14	1.25	1.33	1.33
Coordinators	0.97	0.98	1.01	1.01
Administrative	1.10	1.01	1.04	1.04
Operational	1.12	1.15	1.05	1.05

[1] For this calculation, we considered all the operating units in Brazil.

Environmental standards

GRI 3-3, 13.13.1 Land and natural resource rights

All land acquisitions and leases undergo thorough due diligence, checking for environmental and agrarian liabilities. In the most recent harvest year, we faced a negative operational impact in Bolivia due to agrarian conflicts in the Guarayos region, a district of Santa Cruz. We are making every legal effort to re-establish normal activities at this property.

GRI 3-3, 13.6.1 Use of pesticides

Our pest control plan follows the principles of Integrated Pest Management (IPM), implementing practices to mitigate agronomic and environmental risks. We periodically monitor the crops to determine the levels of infestation and the most suitable moment for intervention, always based on the levels of economic damage defined by Embrapa. The choice and application of pesticides follows technical criteria, while internal tests define the best solutions and control strategies, prioritizing selective products with lower toxicity and alternating mechanisms of action to ensure the sustainability of the system.

GRI 302-1 | SASB FB-AG-130a.1 Energy consumption within the organization (GJ)

	2022/2023[1]	2023/2024[1]	2024/2025[2]
Renewable fuels			
Hydrous ethanol	38	151	205
Industrial Waste / Construction and Demolition / Wood (PBGHGP)	15,321	7,282	8,023
Subtotal	**15,359**	**7,433**	**8,228**
Non-renewable fuels			
Gasoline	7,591	5,410	5,176
Diesel	316,392	321,778	346,124
Acetylene	5	5	2
Subtotal	**323,988**	**327,194**	**351,303**
Purchased electricity[2]			
Electricity	18,195	17,947	47,806
Subtotal	**18,195**	**17,947**	**47,806**
TOTAL	**357,542**	**352,574**	**407,337**

[1] The historical data for non-renewable fuels and purchased electricity has been adjusted. (GRI 2-4)

[2] For this cycle, Bolivia's electricity data has been included.

With regard to non-renewable fuel, only Brazil and Paraguay are considered. In Bolivia, the management is carried out by third parties, who source the supplies from outside.

GRI 302-1 | SASB FB-AG-130a.1 Power consumption by source

Type of consumption	Quantity (kWh)	Quantity (gigajoules)
Electricity	13,279,510	47,806.24
Heating	99,869,862.69	359,531.51
TOTAL	**113,149,372.69**	**407,337.74**

Heating: diesel, gasoline, ethanol, acetylene, and wood. Electricity: electricity purchased.

GRI 302-2 Energy consumption outside the organization[1]

Energy consumption outside the organization (GJ)	2022/2023	2023/2024	2024/2025
Hydrous ethanol	2,449.75	3,492.63	1,410.73
Aviation kerosene (liters)	8,536.96	7,900.73	7,378.74
TOTAL	**10,986.71**	**11,393.36**	**8,789.47**

[1] The methodology for conversion is to multiply the amount of fuel by its respective "Lower Calorific Value", which is based on the National Energy Balance (BEN) report. The data includes only the fuel used in crop-dusting aircraft, a service provided by third parties.

GRI 302-3 Energy intensity[1]

	2022/2023	2023/2024	2024/2025
Energy intensity			
Specific metric (GJ/ton of product produced)	2,040,388.24	2,021,788.71	2,418,655.12
Within the organization	0.18	0.17	0.17
Outside the organization	0.01	0.01	0.00

[1] The denominator takes into account the grain production and animal weight gain of the units in Brazil and Paraguay, as well as sugarcane production in Brazil. As we don't manage fuel consumption at the Bolivian units, we have chosen not to include their production in the calculation of the index, in order to avoid distortions in the information.

GRI 302-4 Reduction of energy consumption

We have specific initiatives, such as machine connectivity, which increases operational efficiency and helps reduce fuel waste, but we do not have specific initiatives aimed at reducing energy consumption.

GRI 303-3 | SASB B-AG-140a.1 Total water withdrawal from all areas, by source (ML)

	2023/2024[1]	2024/2025
Source	**Fresh water**	**Fresh water**
Surface water	18,611,511.48	22,797,517.76
Groundwater	1,054,276.09	4,970,151.68
TOTAL	**19,665,787.57**	**27,767,669.44**

[1] The consumption data for the 23/24 cycle has been altered due to a revision of the data.

GRI 303-3 | SASB B-AG-140a.1 Total water withdrawal in water-stressed areas, by source (ML)

	2023/2024[1]	2024/2025[2]
Source	**Fresh water**	**Fresh water**
Surface water	3,937,929.58	3,008,062.16
Groundwater	845,941.01	4,682,949.84
TOTAL	**4,783,870.59**	**7,691,012.00**

[1] The consumption data for the 23/24 cycle has been altered due to a revision of the data.
[2] The increased withdrawal is due to the expansion of the irrigated area at Arrojadinho farm.

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

	2023/2024		2024/2025	
Contents	**Total areas**	**Water-stressed areas**	**Total areas**	**Water-stressed areas**
Total water withdrawal	19,665,787.57	4,783,870.59	27,767,669.44	7,691,012.00
Total water disposal	0	0	0	0
Water consumption	19,665,787.57	4,783,870.59	27,767,669.44	7,691,012.00

GRI 304-1 Operational sites located in, or adjacent to, protected areas and areas of high biodiversity value

UNIT	TYPE OF OPERATION	CROP FARMED	UNIT SIZE (HECTARES)	POSITION IN RELATION TO THE CONSERVATION UNIT (CU) OR AREA OF HIGH BIODIVERSITY VALUE (AHBV)	IDENTIFICATION OF THE CU/AHCV AND CHARACTERIZATION OF ITS RELEVANCE
Alto Taquari	Proprietary	Sugarcane and grains	1,380	Close	About 7 km from Ribeirão do Sapo and Rio Araguaia EPA, in Alto Taquari (MT)
Arrojadinho	Proprietary	Grains (rainfed and irrigated)	16,642	Close	About 2.5 km from the Veredas do Oeste Baiano Wildlife Refuge, in Jaborandi (BA)
Chaparral	Proprietary	Grains and cotton	24,848	Close	About 35 km from the Veredas do Oeste Baiano Wildlife Refuge, in Correntina (BA)
Jatobá	Proprietary	Grains	8,868	Close	About 16 km from the Veredas do Oeste Baiano Wildlife Refuge, in Jaborandi (BA)
Nova Buriti[1]	Proprietary	-	24,212	Overlapping	There is an ongoing legal dispute involving the area adjacent to the Company, due to a partial overlap of the Acres del Sud area with the Guarayos Forest Reserve
Preference[2]	Proprietary	Grains and Livestock	17,799	Close	About 35 km from the Cristópolis National Forest, in Baianópolis (BA)
Rio do Meio	Proprietary	Grains (rainfed and irrigated)	5,750	Close	About 70 km from the Veredas do Oeste Baiano Wildlife Refuge, in Correntina (BA)
São José	Proprietary	Sugarcane and grains (rainfed and irrigated)	17,566	Adjacent	Adjacent to the Mirador State Park, in São Raimundo das Mangabeiras (MA)
Moroti (Paraguay)	Proprietary	Grains, cotton and livestock	58,722	Adjacent	Adjacent to the Chaco Biosphere Reserve (Boquerón)
Acres del Sud (Bolivia)	Proprietary	Sugarcane and grains	9,875	Overlapping	Adjacent to the Company, there is a legal dispute over the partial overlap of Acres Del Sud with the Guarayos Forest Reserve.
Avarandado - Partnership II	Partnership	Grains	7,465	Close	About 100 km from the Uruçuí-Una Ecological Station
Alto Taquari - Partnership III	Partnership	Sugarcane and grains	5,128	Overlapping	Partly within the Ribeirão do Sapo and Rio Araguaia EPA, in Alto Taquari (MT)
São José - Partnership IV	Partnership	Sugarcane and grains (rainfed and irrigated)	15,000	Adjacent	Adjacent to the Mirador State Park, in São Raimundo das Mangabeiras (MA)
Jataí Farm - Partnership V	Partnership	Grains and cotton	13,092	Close	About 40 km from the Marâiwatsede Indigenous Land, in São Félix do Araguaia (MT)
Regalito - Partnership VI	Partnership	Grains	8,859	Close	About 1 km from the Xingu Indigenous Park, in São Félix do Araguaia (MT)
Unagro Farm - Partnership VIII	Partnership	Sugarcane	1,065	Close	About 80 km from RF Chore, 50 km from Lagunas Santa Barbara y Brava, 60 km from RF Guarayos, 60 km from the Curichi La Madre Municipal Protected Area, 48 km from the Parque de Protección Ecologica Río Piraí, 60 km from AP Nacional Amboró, 50 km from the Amboró Integrated Management Natural Area, 70 km from Espejillos Natural Monument, and 75 km from Lomas de Arena Natural Heritage Conservation Unit.
São Domingos - Partnership IX	Partnership	Grains	4,707	Adjacent	Adjacent to the Vale do Guaporé Indigenous Land, in Comodoro (MT)
Panamby	Proprietary	Grains and livestock	10,793	Close	About 28 km from the Pimentel Barbosa Indigenous Land, in Canarana (MT)
Alto da Serra - Partnership X	Partnership	Sugarcane and grains	5,060	Overlapping	Inserted in the Corumbataí EPA, Botucatu Tejupá - Corumbataí Perimeter, in Brotas, (SP)
Serra Grande - Partnership VII	Partnership	Grains	6,013	Close	About 25 km from the Uruçuí-Una Ecological Station, in Baixa Grande do Ribeiro (PI)
Serra Grande	Proprietary	Grains	4,489	Close	About 25 km from the Uruçuí-Una Ecological Station, in Baixa Grande do Ribeiro (PI)
Novo Horizonte - Partnership XI	Partnership	Grains and cotton (rainfed and irrigated	4,767	Adjacent	Adjacent to the Sangradouro/Volta Grande Indigenous Land, in Novo São Joaquim (MT)

[1] Nova Buriti farm has no cultivated areas, with all of its lands covered by native vegetation

[2] Preferência farm was sold on June 30, 2025.

GRI 304-3 Protected and restored areas: size and location[1]

AREA NAME	CONDITION	LOCATION (STATE AND DRAINAGE BASIN)	HABITAT	AREA (HA)	TYPE	*STATUS*
Chaparral	protected	BA / São Francisco River Basin	Cerrado	7,199	Native	-
Alto Taquari	protected	MT / Paraná River Basin	Cerrado	610	Native	-
Arrojadinho	protected	BA / São Francisco River Basin	Cerrado	4,926	Native	-
Jatobá	protected	BA / São Francisco River Basin	Cerrado	1,872	Native	-
Nova Buriti	protected	MG / São Francisco River Basin	Cerrado	6,236	Native	-
Preference 2	protected	BA / São Francisco River Basin	Cerrado	5,386	Native	-
Rio do Meio	protected	BA / São Francisco River Basin	Cerrado	1,869	Native	-
São José	protected	MA / North/Northeast Atlantic Basin	Cerrado	7,410	Native	-
Moroti (Paraguay)	protected	Boquerón (Paraguay) / Cuenca del Chaco	Chaco	26,313	Native	-
Acres del Sud (Bolivia)	protected	Santa Cruz (Bolivia) / Cuenca Amazonas	Amazon	507	Native	-
Serra Grande	protected	PI / Parnaíba River Basin	Cerrado	1,535	Native	-
Panamby	protected	MT / Amazon Basin	Cerrado	5,201	Native	-
Panamby	restored	MT / Amazon Basin	Cerrado	24.73	Under regeneration	In progress
São José	restored	MA / Atlantic Basin	Cerrado	345.57	Undergoing regeneration	In progress

[1] Only the proprietary areas are under BrasilAgro's management.

[2] Preferência farm was sold on June 30, 2025.

GRI 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations

We use the National List of Threatened Species of Brazilian Fauna (MMA Ordinance n°. 444/2014) to identify species with habitats located in areas affected by our operations. Species classified as vulnerable: ball armadillo (*Tolypeutes tricinctus*), ocelot (*Leopardus pardalis*), wildcat (*Felis geoffroyi*), puma (*Puma concolor*), Brazilian goldfinch (*Carduelis yarrellii*), straw-tailed godwit (*Phaethon lepturus*), rhea (*Rhea americana*), hornbill (*Tropidurus torquatus*), beetle (*Coarazuphium tessai*), ant (*Dinoponera lucida*), and spider (*Ianduba caxixe*).

GRI 305-1 | SASB FB-AG-110a.1 | FB-AG-110a.2 Direct greenhouse gas emissions (Scope 1)

Direct greenhouse gas emissions, Scope 1 (tCO_2e)	2022/2023	2023/2024[1]	2024/2025
Agricultural	160,685.50	123,647.65	114,666.53
Stationary combustion	2,040.91	2,493.72	2,997.17
Mobile combustion	19,699.16	19,379.13	20,392.41
Fugitive	316	72.24	25.74
Change in land use	19,278.58	10,719	3,451.91
Solid waste and liquid effluents	340.41	340.57	340.61
Scope 1 total emissions	**202,360.56**	**156,652.31**	**141,874.37**
Carbon removals[2]	-138,116.07	-152,710.44	-151,043.01
Total balance of Scope 1 emissions	64,244.49	3,941.87	-9,168.64
Biogenic emissions	22,256.39	228,325.44	410,603.70

[1] The emissions for the cycle 23/24 have been changed due to a revision of the data.

[2] For the 24/25 cycle, there was a small reduction in carbon removals compared to the previous year due to the sale of part of Chaparral farm and, consequently, the proportional transfer of native vegetation.

GRI 305-2 Indirect energy (Scope 2) GHG emissions[1]

Indirect, Scope 2 (tCO_2e) greenhouse gas emissions	2022/2023	2023/2024	2024/2025
Purchase of electricity	208.69	191.19	598.20

[1] The gas included in the calculation was carbon dioxide (CO_2). The base year chosen was harvest year 2021/2022, since this was the first year the inventory was performed. The total Scope 2 emissions in the base year were 561.15 [tCO_2e]. There were no significant changes in emissions that generated the need to recalculate emissions in the base year. The reference used for the global warming potential (GWP) emission factors was the National Interconnected System (SIN). Operational Control was used as the consolidation approach for calculation of the emissions. The standards and calculation methodologies adopted were the GHG Protocol and ISO 14064. All the operational data from the GHG inventory is entered into a software that automatically calculates the GHG emissions inventory, in accordance with international, domestic, and agribusiness-specific standards.

GRI 305-3 Other indirect (Scope 3) GHG emissions (tCO_2e)

Type of emission	2022/2023	2023/2024[1]	2024/2025
Goods and services purchased	16,087.88	19,518.78	22,290.71
Biogenic emissions	167.27	238.47	96.32

[1] The data for the cycle 23/24 has been corrected. **GRI 2-4**

The gases included in the calculation are carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O). The base year chosen was harvest year 2021/2022, since this was the first year the inventory was performed. The Scope 3 emissions in the base year totaled 15,993.46 [tCO_2e], while Kyoto was 15,861.32 and biogenic emissions 132.14. There were no significant changes in emissions that generated the need to recalculate emissions in the base year. The references used for emission factors and global warming potentials (GWP) were: GHG Protocol - Agriculture; IPCC; MCTIC; BEN; WRI 2015b; and the Brazilian GHG Protocol Program.

GRI 305-4 GHG emissions intensity[1]

GHG emissions intensity (Scopes 1, 2)	2021/2022	2022/2023	2023/2024	2024/2025
Emissions (Kyoto)	0.141	0.1005	0.0779	0.0593
Emissions (Kyoto + Biogenic) - Removals	0.314	0.0430	0.1154	0.1673
GHG emissions intensity (Scope 3)	**2021/2022**	**2022/2023**	**2023/2024**	**2024/2025**
Emissions (Kyoto)	0.007	0.0080	0.0097	0.0093
Emissions (Kyoto + Biogenic) - Removals	0.007	0.0081	0.0098	0.0093

[1] The gases included in the emissions intensity calculation are: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and hydrofluorocarbons (HFCs). The denominator of this metric corresponds to total production in tons, covering grains, sugarcane and livestock. Grains: we consider the estimate of the entire production from the harvest year. Sugarcane: we consider sugarcane harvested up to June 30. Livestock: herd weight gain from July 2024 to June 2025.

GRI 305-5 | SASB FB-AG-110a.2 Reduction of GHG emissions (tCO_2e)[1]

	Scope 1 (GRI 305-5 d)	Scope 2 (GRI 305-5 d)	Scope 3 (GRI 305-5 d)
Emissions in the base year	890,654.33	561.15	15,993.46
Emissions in the reporting year	552,478.06	598.20	22,387.04
Carbon removal	-134,119.26	0	0
Carbon removal	-151,043.01	0	0
Total balance of emissions	**401,435.05**	**598.20**	**22,387.04**
Difference in emissions compared to the base year, including removals	-355,100.02	37.05	6,393.58
Difference in emissions compared to the base year, excluding removals	-338,176.27	37.05	6,393.58

[1] Base year and reporting year emissions considering Kyoto + Biogenic. Scope 1: the most significant reduction is associated with changes in land use. The area suppressed in 2024/2025 corresponds to less than 50% of the area suppressed in 2021/2022. Scope 2: increase associated with greater electricity consumption for Arrojadinho farm irrigation project. Scope 3: increase due to the greater use of pesticides, resulting from both the incorporation of new areas and the expansion of the cotton-growing area. The gases included in the calculation are: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and hydrofluorocarbons (HFCs). The references and methodologies used for emissions factors and global warming potentials (GWP) were: GHG Protocol - Agriculture, ISO 14064, IPCC, MCTIC, BEN, WRI 2015b, Brazilian GHG Protocol Program, and National Interconnected System (SIN). The base year chosen was 2021/2022, since this was the first year the inventory was performed. The standards and methodologies used were the GHG Protocol and ISO 14064.

GRI content index

Declaration of use	BrasilAgro reported in accordance with the GRI Standards for the period from July 1, 2024 to June 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standards	GRI 13: Agriculture, Aquaculture and Fishing Sector 2022

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
General content							
The organization and its reporting practices							
GRI 2: General Disclosures 2021	2-1 Organizational details	10					
	2-2 Entities included in the organization's sustainability reporting	4					
	2-3 Reporting period, frequency, and point of contact	4					
	2-4 Restatements of information	4, 63, 67					
	2-5 External assurance	No					
Activities and workers							
GRI 2: General Disclosures 2021	2-6 Activities, value chain, and other business relationships	10, 42					
	2-7 Employees	33, 59, 60					8, 10
	2-8 Workers who are not employees	33					8
Governance							
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	22					5, 16
	2-10 Nomination and selection of the highest governance body	23					5, 16
	2-11 Chair of the highest governance body	23					16

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	23					16
	2-13 Delegation of responsibility for managing impacts	23					
	2-14 Role of the highest governance body in sustainability reporting	27					
	2-15 Conflicts of interest	29					16
	2-16 Communication of critical concerns	29					
	2-17 Collective knowledge of the highest governance body	24					
	2-18 Evaluation of the performance of the highest governance body	24					
	2-19 Remuneration policies	24, 37					
	2-20 Process to determine remuneration	37					
	2-21 Annual total compensation ratio	60					
Strategy, policies and practices							
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	6					
	2-23 Policy commitments	10					
	2-24 Embedding policy commitments	23					
	2-25 Processes to remediate negative impacts	28, 29					
	2-26 Mechanisms for seeking advice and raising concerns	28, 29					
	2-27 Compliance with laws and regulations	There were no cases of new fines or sanctions relating to non-compliance with laws and regulations in the period reported.					
	2-28 Membership associations	42					

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
Stakeholder Engagement							
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	42					
	2-30 Collective bargaining agreements	100% of employees (permanent and temporary) are covered by collective bargaining agreements.					8
Material topics							
GRI 3: Material topics 2021	3-1 Process to determine material topics	5					
	3-2 List of material topics	5					
Biodiversity							
GRI 3: Material topics 2021	3-3 Management of material topics	55				13.3.1	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	65				13.3.2	6, 14, 15
	304-2 Significant impacts of activities, products, and services on biodiversity	55				13.3.3	6, 14, 15
	304-3 Habitats protected or restored	55, 66				13.3.4	6, 14, 15
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	66				13.3.5	14, 15
Water stewardship management							
GRI 3: Material topics 2021	3-3 Management of material topics	57					6
GRI 303: Water and Effluents 2018	303-1 Interaction with water as a shared resource	57				13.7.1	6
	303-2 Management of water discharge-related impacts	The organization does not discharge effluents into bodies of water.				13.7.2	6

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	57, 64				13.7.3	6
	303-4 Water discharge	The company does not discharge effluents into water bodies; they are all treated in biodigesters before infiltrating the soil.				13.7.4	6
	303-5 Water consumption	57, 64				13.7.5	6
GHG emissions and climate change							
GRI 3: Material topics 2021	3-3 Management of material topics	51					
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	The risks and opportunities arising from climate change have not yet been formally mapped.				13.2.2	13
GRI 302: Energy 2016	302-1 Energy consumption within the organization	63					7, 8, 12, 13
	302-2 Energy consumption outside the organization	64					7, 8, 12, 13
	302-3 Energy intensity	64					7, 8, 12, 13
	302-4 Reduction of energy consumption	64					7, 8, 12, 13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	51, 52, 66				13.1.2	3, 12, 13, 14, 15
	305-2 Indirect energy (Scope 2) GHG emissions from energy purchases	52, 67				13.1.3	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	52, 67				13.1.4	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	67				13.1.5	13, 14, 15
	305-5 Reduction of GHG emissions	67				13.1.6	13, 14, 15

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
Ethics and compliance							
GRI 3: Material Topics 2021	3-3 Management of material topics	28					
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	28				13.26.2	16
	205-2 Communication and training about anti-corruption policies and procedures	28				13.26.3	16
	205-3 Confirmed incidents of corruption and measures taken	No cases of corruption were identified.				13.26.4	16
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	28				13.17.2	5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	28				13.16.2	5, 8
Community relations							
GRI 3: Material topics 2021	3-3 Management of material topics	43				13.12.1	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	43				13.22.3	5, 9, 11
	203-2 Indirect economic impacts	43				13.22.4	1, 3, 8
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	There were no cases of violations of indigenous peoples' rights.				13.14.2	2
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessment, and development programs	43				13.12.2	
	413-2 Operations with significant actual and potential negative impacts on local communities	The company has no operations that generate significant negative impacts on local communities.				13.12.3	1, 2

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
Occupational Health and Safety							
GRI 3: Material topics 2021	3-3 Management of material topics	39				13.9.1	
GRI 303: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	39				13.9.2	8
	403-2 Hazard identification, risk assessment, and incident investigation	39				13.9.3	8
	403-3 Occupational health services	39				13.9.4	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	39				13.9.5	8, 16
	403-5 Training for workers on occupational health and safety	39				13.9.6	9
	403-6 Health promotion	39				13.9.7	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	39				13.9.8	8
	403-8 Workers covered by an occupational health and safety management system	39				13.9.9	8
	403-9 Work-related injuries	39, 60				September 13, 2010	3, 8, 16
	403-10 Work-related ill health	There were no records of fatalities, cases or rates of work-related injuries among employees or third parties.				September 13, 2011	3, 8, 16
Innovation, technology and productivity							
GRI 3: Material topics 2021	3-3 Management of material topics	17					

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
People development							
GRI 3: Material topics 2021	3-3 Management of material topics	37					
GRI 303: Training and Education 2016	404-1 Average hours of training per year, per employee	60				13.9.2	4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition assistance programs	37 | No assistance is provided for retirement or dismissals.				13.9.3	8
	404-3 Percent of employees receiving regular performance and career development reviews	61				13.9.4	5, 8, 10
Economic Performance							
GRI 3: Material topics 2021	3-3 Management of material topics	15				13.22.1	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	15				13.22.2	8.9
Diversity and inclusion							
GRI 3: Material topics 2021	3-3 Management of material topics	38				13.15.1	
GRI 405: Diversity and Equal Opportunities	405-1 Diversity of governance bodies and employees	61, 62				13.15.2	5, 8
	405-2 Ratio of basic salary and remuneration	62				13.15.3	5, 8, 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No cases of discrimination were reported through the complaints channel or in direct communications				13.15.4	5, 8
GRI 13: Non-discrimination and equal opportunities	Describe any differences in terms of employment contract and approach to remuneration based on the nationality or migrant status of workers, broken down by place of operations.	There is no differentiation between workers by nationality or migration status, either in terms of contracts or pay.				13.15.5	10, 16

GRI *Standards*	Contents	Location	Omission			GRI sector standard ref. no.	SDGS
			Omitted requirements	Reason	Explanation		
Soil Health							
GRI 3: Material topics 2021	3-3 Management of material topics	53				13.15.1	GRI 3: Material topics 2021
Use of pesticides (sector topic GRI 13.6.1)							
GRI 3: Material topics 2021	3-3 Management of material topics	63				13.6.1	
Land and natural resource rights (sector topic GRI 13.13.1)							
GRI 3: Material topics 2021	3-3 Management of material topics	63	-			13.6.1	

Applicable GRI Sector Standard topics defined as non-material	
TOPIC	**EXPLANATION**
GRI 13: Agriculture, Aquaculture and Fishing Sector 2022	
Topic 13.4 Natural ecosystem conversion	The company complies with the Forest Code, keeping the LR and PCA areas preserved. Moreover, in general, it has prioritized the conversion of degraded pastures for agricultural and/or livestock activities.
Topic 13.8 Waste	BrasilAgro is committed to returning empty packaging and properly disposing of other organic and recyclable waste due to legal compliance.
Topic 13.9 Food security	Although the company produces agricultural commodities (grains, fibers, and sugarcane), their production is destined exclusively for trading and the processing industries. As such, the company is not directly responsible for processing the products or distributing them to the end consumer.
Theme 13.10 Food safety	Although the company produces agricultural commodities such as grains, fibers, and sugarcane, their production is destined exclusively for trading and the processing industries. As such, the company is not directly responsible for processing the products or distributing them to the end consumer. Responsibility for food safety and traceability to the end consumer is assigned to subsequent links in the production chain.
Topic 13.11 Animal health and welfare	Livestock farming is not the company's main activity, but is used in a complementary manner as a strategy for maturing and preparing agricultural areas. The practice is conducted on a limited scale, which does not justify including animal welfare as a material topic in the context of the organization's operations.
Topic 13.21 Living income and living wage	The company's collective bargaining agreements provide for established minimum wage levels, and all direct employees already receive compatible remuneration, plus legal benefits. As such, there is no identified material risk of non-compliance in terms of proper payment. In the case of outsourced workers, we check to ensure that payments are being made in accordance with the currently applicable employment agreements.
Topic 13.23 Supply chain traceability	The relationship with input suppliers is limited to the purchase of standardized items such as seeds, pesticides, and fertilizers, which significantly reduces the exposure to relevant risks at this stage of the chain. The material risks are mainly concentrated in the downstream links, such as buyers and exporters, and not in BrasilAgro's direct operations. Apart from the one-off analysis carried out at the time of contracting, using a computerized system, we do not maintain any additional relevant controls over these suppliers.
Topic 13.24 Public policy	The company has no history of involvement in controversies related to undue influence on public decisions. Its work on agricultural and environmental policy issues is carried out exclusively through trade associations, in an institutional and transparent manner that is in compliance with current regulations.
Topic 13.25 Anti-competitive behavior	The company operates in a highly regulated and competitive market, with commercial relations based on formal agreements and ethical market practices. No situations of anti-competitive behavior or significant risks associated with this topic were identified.

SASB content **index**

Topic	Code	Title	Answer/ Location	GRI correlation
Ingredient supply	FB-AG-440a.1	Identification of the main crops[1] and description of the risks and opportunities presented by climate change in relation to these types of plantations.	The risks and opportunities arising from climate change have not yet been formally mapped. The company is in the process of carrying out a diagnosis of adherence to the IFRS S1 and S2 standards.	201-2, 3-3 GHG emissions and climate change
Greenhouse gas emissions	FB-AG-110a.1	Scope 1 Emissions	51, 52, 66	305-1
	FB-AG-110a.2	Long- and short-term discussions, strategies, or plans to manage Scope 1 emissions. Cite the emissions-reduction targets and conduct a performance analysis in relation to these targets.	51, 66, 67	GRI 305-1, 305-5, 3-3 GHG emissions and climate change
	FB-AG-110a.3	Fuel consumed in the fleet, percentage of renewable and non-renewable fuels.	The consumption, covering scopes 1 and 3 in Brazil and Paraguay, was 360,297.66 GJ, 45% of which came from renewable sources.	
Energy management	FB-AG-130a.1	(1) Operating energy consumed; (2) percentage of electricity purchased from the grid; and (3) percentage of renewable energy consumed.	63	302-1
Water Stewardship management	FB-AG-140a.1	(1) Total water withdrawn; (2) total water consumed and percentage of withdrawal in water-stressed regions.	57, 64	303-3, 303-5
	FB-AG-140a.2	Risk assessment, ways of managing water resources, and discussion of strategies and practices to mitigate any risks.	57	GRI 303-1, 3-3 Water stewardship
	FB-AG-140a.3	Number of incidents of non-compliance associated with water quantity and/or quality licenses, standards, and regulations.	The organization does not discharge effluents into bodies of water, so no specific quality standards apply in this context. All the effluent from the headquarters is treated in biodigester-type septic tanks, which perform the treatment before infiltrating the soil.	303-2
Occupational 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	39	403-9
Innovation, technology and productivity	FB-AG-000.A	Production by main crop (t) - harvest year	16.59	
Activity metrics	FB-AG-000.B	Number of processing facilities[2]	We have four facilities, three storage silos, and a seed processing unit.	
	FB-AG-000.C	Total area of land in active production (in hectares).	13	

[1] The main crops are those that accounted for 10% or more of consolidated revenue in any of the last three fiscal years.

[2] Processing facilities include those involved in the manufacturing, processing, packaging, or holding of agricultural products, but do not include the administrative offices.

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