

2025 Sustainability Report



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Foreword

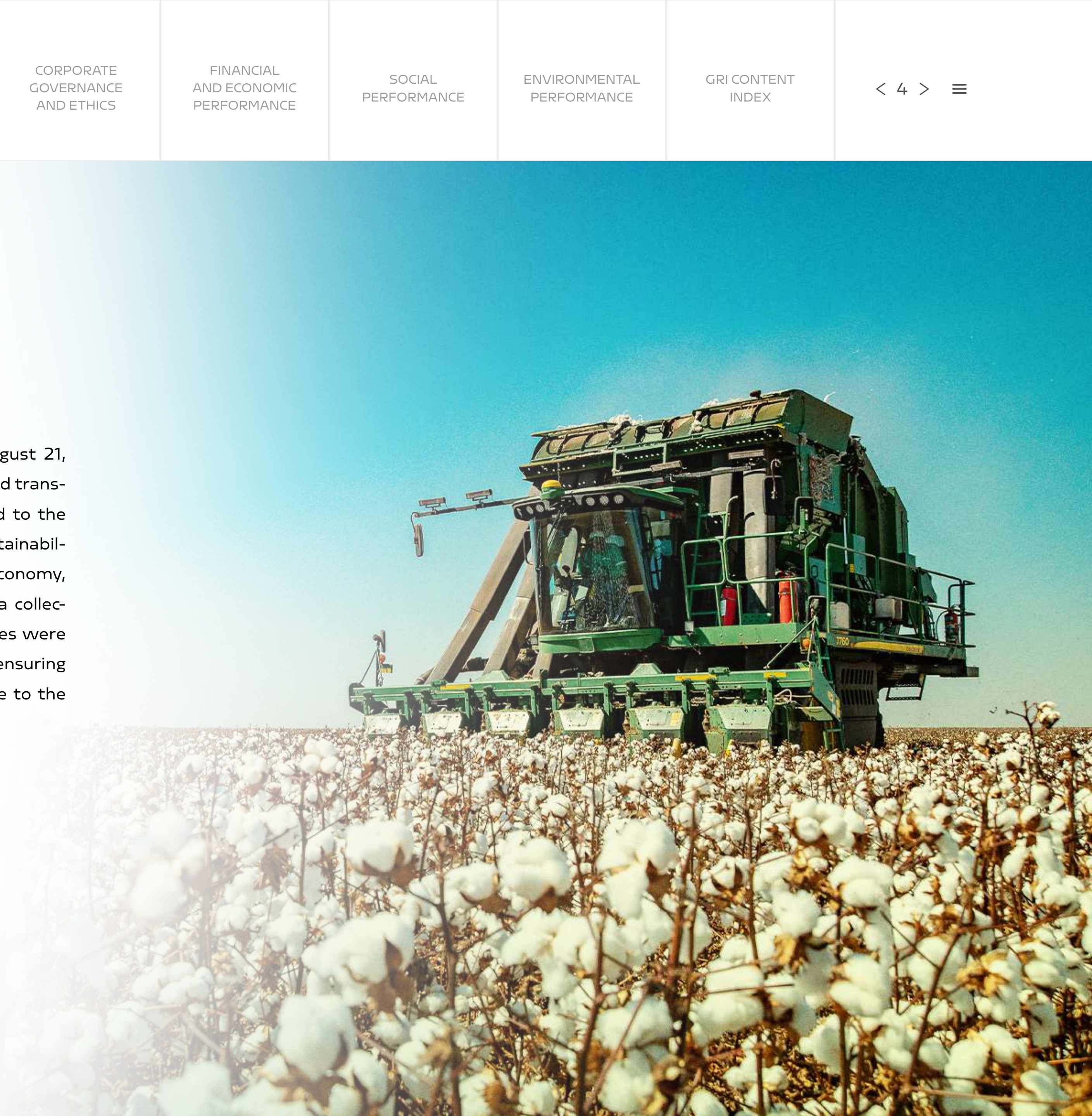
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About This Report

GRI 2-3, GRI 2-6, GRI 3-1, GRI 3-2, GRI 3-3

We are pleased to present our sixth Sustainability Report, an annual document that brings together the key information on our impact management, ESG practices, and the evolution of our material topics, as well as indicators we consider relevant to the organization. The 2025 Sustainability Report is the third to be made publicly available and covers the period from January 1 to December 31, 2025, in alignment with the company's fiscal year, and was prepared based on the Global Reporting Initiative (GRI) Standards, with information from all of the company's units and operations. Compared to the previous period, there have been significant changes in our operational structure, with the acquisition of Fazendas Tupi Barão and Itaipu and the inclusion of Fazendas Santo Antônio do Pantanal and Felicidade in our portfolio.

With this document, published on August 21, 2026, we aim to provide an objective and transparent accountability report connected to the most relevant topics for business sustainability, considering our impacts on the economy, the environment, and people. The data collection, consolidation, and review processes were conducted internally, with the goal of ensuring consistency, traceability, and adherence to the reported GRI contents.



Materiality

Our material topics were defined based on research conducted by a specialized consultancy, coordinated by Visão Sustentável, in the 2020 base-year report. The process considered market benchmarks and sustainability reports from companies in the sector and organizations related to our activities, such as SLC Agrícola, Amaggi, Bunge, and Cargill. The analysis supported the identification and prioritization of positive and negative, actual and potential impacts associated with our operations and business relationships, and considered economic, environmental, and social aspects.

In addition to the topics identified by the research, we included, on our own initiative, Energy Management as a material topic, given its strategic relevance to Bom Futuro, especially regarding the use of clean and renewable sources and the pursuit of self-sufficiency in energy generation. The topics defined in 2021 continue to guide the structure of this report and our communication about the sustainability of our business.

Boundaries (stakeholders involved)

Material Topics	Within the organization	Outside the organization	Correlated GRI Indicators
Ethical Conduct and Integrity	Shareholders, directors, employees	All stakeholders	GRI 205-1
Biodiversity	Microbiota/soil quality, environment, and productivity	Environment, society, institutional partners, and suppliers	GRI 304-1, 304-2, 304-3 and 304-4
Water Management	Water quality and employees	Environment, communities, society, and customers	GRI 303-1, 303-3 and 303-5
Effluent and Waste Management	Environment and employees	Environment, communities, society, institutional partners, and customers	GRI 303-2, 303-4, 306-1, 306-2, 306-3, 306-4 and 306-5
Climate Change	Productivity, employability, and employees	Environment, society, institutional partners, and customers	GRI 201-2, 305-1, 305-2, 305-3, 305-4 and 305-5
Energy Management	Production chain	Society and customers	GRI 302-1, 302-2, 302-3, 302-4 and 302-5
Health and Safety	Employees	Service providers and their families	GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9 and 403-10

Message from the President

GRI 2-22

In 2025, we demonstrated resilience and operational efficiency in a year marked by expansion, investments, climate challenges, and changes in the regulatory environment. We maintained our focus on productivity, disciplined resource management, and business solidity, advancing our purpose of contributing to feed, clothe, and drive the world.

One of the main results of the period was the reduction in unit production costs: 36% in the cost of the soybean bag and 19.7% in corn. This performance, combined with record field productivity, proves that the sustainable practices we have adopted also generate efficiency, competitiveness, and long-term investment capacity.

Our Sustainability Policy guides this trajectory and strengthens the integration between agricul-

ture, agroindustry, livestock farming, and energy generation. Through this connection, we have expanded resource utilization, reduced waste, and transformed residues and byproducts into inputs for new production cycles.

This logic is present in the use of agricultural by-products in animal feed, packaging recycling, the production of certified seeds and biological inputs, and circular economy initiatives. In 2025, we also advanced in the implementation of the Compost Barn for beef cattle, connecting animal welfare, operational efficiency, and the use of waste in the production of organic fertilizer.

Sustainability is also incorporated into the way we seek to expand productivity. We invest in precision agriculture, crop-livestock integration, soil conservation and regeneration, traceability, and environmental monitoring. The consolidation of the Agricultural Operations Center (COA) reinforces this movement by expanding the integration, quality, and traceability of field activity data.

Our own renewable energy generation remains a strategic differentiator. In addition to strengthening the energy security of our operations, hydro-electric generation contributes to the stability of the National Interconnected System, especially in a scenario of matrix diversification and greater exposure to the effects of climate change.

We have also advanced in governance. The Integrity Program, the Code of Conduct, the Whistleblower Channel, and the work of the Governance and Ethics Committees support a culture guided by responsibility, transparency, and respect. In an environment of constant legislative and regulatory changes, we have further deepened the structuring of risk management, expanding our capacity to anticipate impacts and support decisions aligned with the longevity of the business.

Our main activities are also backed by certifications and seals that recognize good practices and commitments to economic, social, and environmental sustainability. More than meeting requirements, these benchmarks contribute to improving processes, strengthening traceability, and increasing

the trust of customers, partners, employees, and communities.

We end 2025 convinced that sustainability, efficiency, and innovation go hand in hand. The progress presented in this Report reflects the commitment of our teams and reinforces our capacity to grow, generate value, and contribute to the development of the territories and production chains in which we operate.



Fernando Maggi Scheffer
Chief Executive Officer of Bom Futuro

2025 Highlights

Governance, Integrity, and Risk Management

In 2025, we continued to enhance corporate governance, expanding the integration between strategy, integrity, transparency, sustainability, and risk management, with the structure initiated by the Code of Conduct, the Whistleblower Channel, and the Ethics Committee, and

strengthened by the implementation of the Integrity Program, advancing in this cycle through the deepening of risk identification, assessment, and treatment mechanisms. Among the main developments of the period, the following stand out:

- **expansion of the Daily Integrity Dialogues (DIDs), strengthening the dissemination of ethical guidance across our units;**
- **progress in the development of the Risk Policy and the risk matrix;**

- **deepening of discussions on responsibilities and governance flows.**

This process is supported by the Governance Committee, the Ethics Committee, internal audits and controls, and management tools such as ERP and Business Intelligence, and together these mechanisms expand our capacity to identify deviations, improve decision-making, and respond preventively to business risks.



2025 Highlights

Research, Development, and Agriculture 4.0

In 2025, we advanced in the consolidation of the Agricultural Operations Center (COA) as an integration platform. In 2025, we directed our investments in Research and Development toward the consolidation of Agriculture 4.0, focusing on data integration, process digitalization, and agronomic efficiency in the use of inputs.

The evolution of the Agricultural Operations Center (COA) strengthened operational intelligence by integrating historical and real-time data on climate,

soil, crop development, and planting, fertilization, spraying, and harvesting activities. The platform expands information traceability and supports more precise decision-making in the field. We also advanced across different innovation fronts:

- **expansion of drone use for spraying and high-resolution mapping, supporting early stress identification and the definition of management zones;**
- **integration of data with variable-rate application systems, enabling localized interventions and greater input efficiency;**
- **expansion of drone spraying in hard-to-reach areas, with targeted applications and lower drift risk;**

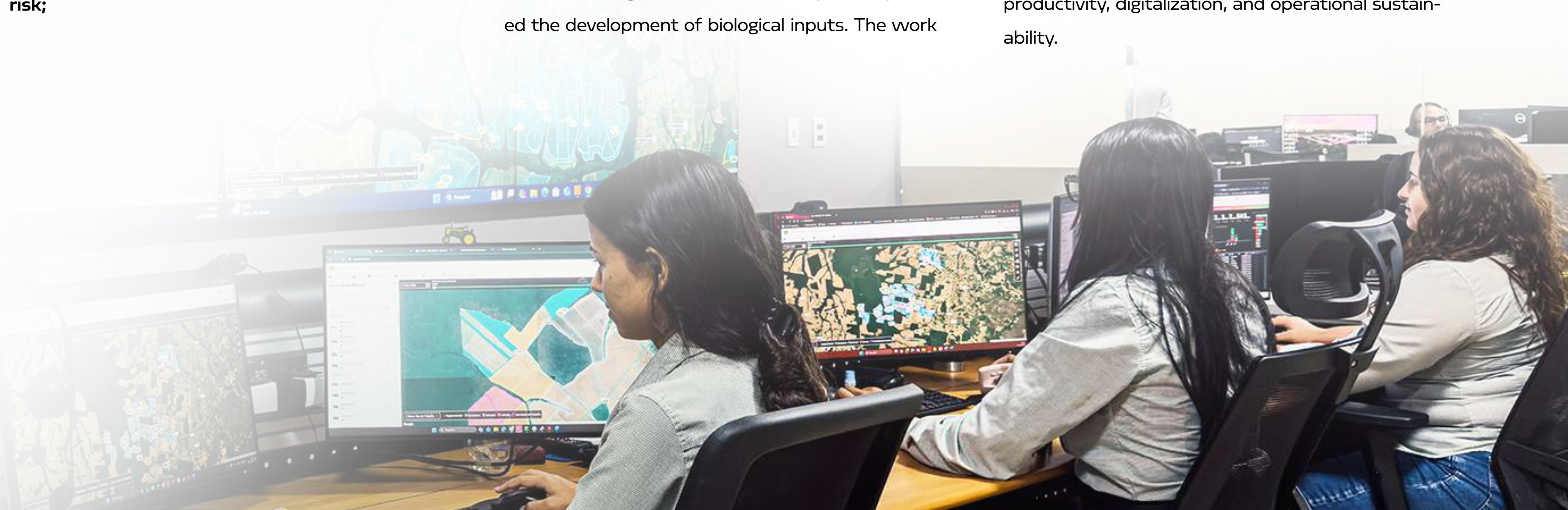
- **use of the SaveFarm system, based on computer vision and artificial intelligence, for localized herbicide application;**
- **expansion of the Zeus agroclimatic platform to all production units, increasing predictability and management assertiveness.**

In the field of genetic improvement, we advanced in the validation of cultivars with biotechnologies such as Conkesta CE and Enlist E, aimed at managing resistant weeds and adapting to low-fertility environments and sandy soils.

We also strengthened our biofactory and expanded the development of biological inputs. The work

included metabolite-based products, improved furrow inoculation, increased stability of liquid formulations, and prospecting of new strains for biological control of nematodes and insect pests. We also began testing with next-generation technologies, including mRNA, RNAi, bioactive peptides, and secondary metabolites.

In the field, we conducted trials with chemical and biological molecules and integrated management strategies for pests, diseases, and nematodes relevant to our production systems. These advances reinforce the integration between applied research, productivity, digitalization, and operational sustainability.



2025 Highlights

Circular Economy in Practice

We expanded the application of circular economy principles across our operations, transforming waste and byproducts into inputs for new production cycles, and in 2025 we implemented a composting system for the disposal of organic waste at Fazenda Filadélfia. The initiative was

accompanied by practical training, carried out in April with the operational and environmental teams, and allows for the production of organic compost with potential for use in our own agricultural activities.

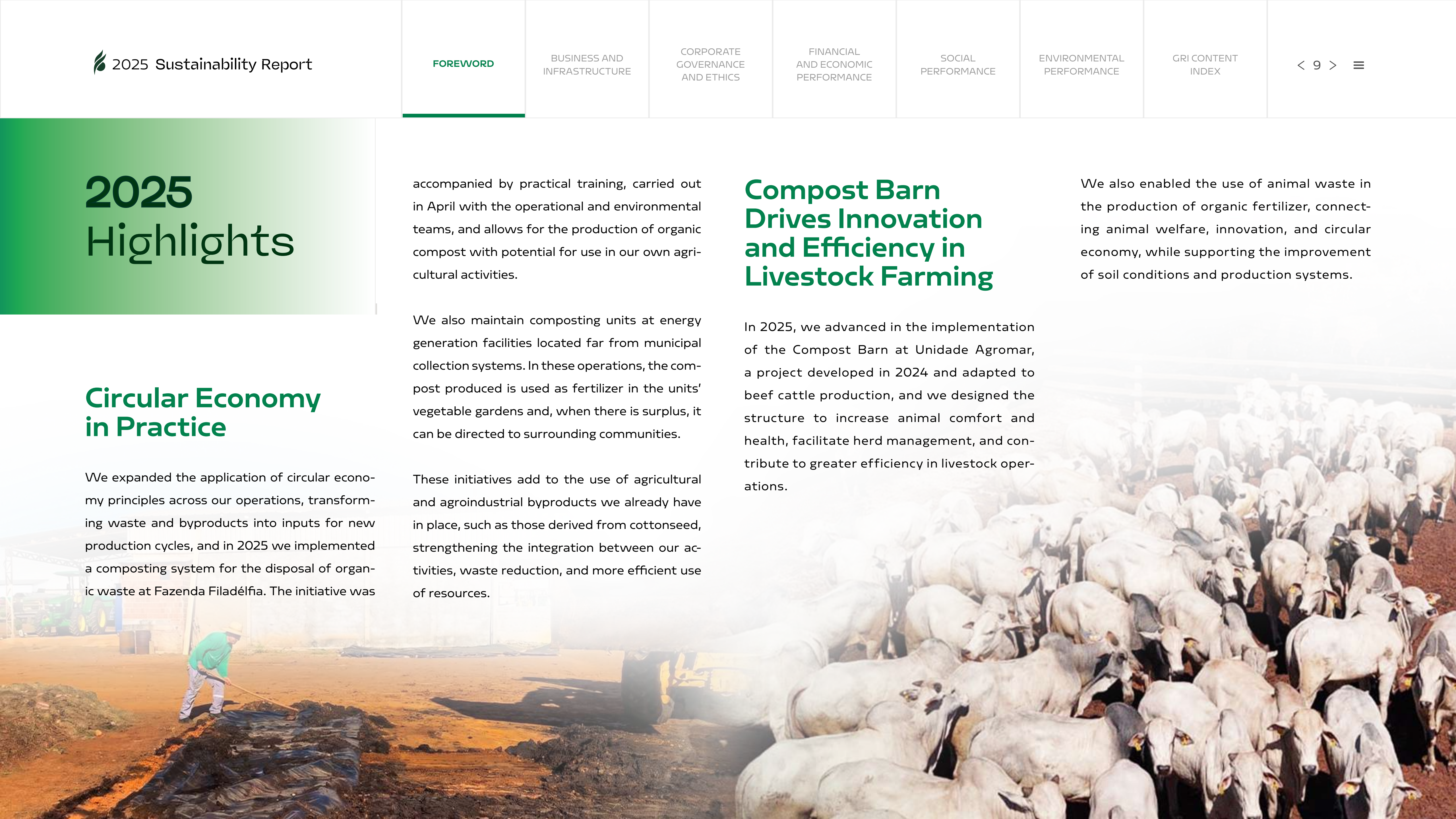
We also maintain composting units at energy generation facilities located far from municipal collection systems. In these operations, the compost produced is used as fertilizer in the units' vegetable gardens and, when there is surplus, it can be directed to surrounding communities.

These initiatives add to the use of agricultural and agroindustrial byproducts we already have in place, such as those derived from cottonseed, strengthening the integration between our activities, waste reduction, and more efficient use of resources.

Compost Barn Drives Innovation and Efficiency in Livestock Farming

In 2025, we advanced in the implementation of the Compost Barn at Unidade Agromar, a project developed in 2024 and adapted to beef cattle production, and we designed the structure to increase animal comfort and health, facilitate herd management, and contribute to greater efficiency in livestock operations.

We also enabled the use of animal waste in the production of organic fertilizer, connecting animal welfare, innovation, and circular economy, while supporting the improvement of soil conditions and production systems.



About Bom Futuro

Company Profile

GRI 2-1, 2-2, 2-23, 2-24, 2-25

Bom Futuro is the trade name of BF Participações S.A., a privately held corporation with headquarters at Rua dos Florais, 1788, Ribeirão do Lipa, in Cuiabá, Mato Grosso, ZIP code 78.049-400. We operate in Brazil and consolidate our sustainability information for this Report based on the economic group, following the same entity base used in the consolidated management report. We apply policies, governance criteria, and corporate guidelines uniformly across the companies that make up the organization.

Ideology and Commitment Policy

GRI 2-23, 2-24, 2-25

Our sustainability efforts are guided by the Sustainability Policy, the Integrity Program, and the Code of Conduct, supported by the Whistleblower Channel. These instruments are managed by the Ethics Committee, linked to the Board of Directors, and by the Governance Committee, responsible for supporting the approval of policies and corporate standards.

We incorporate our sustainability commitments through the integration of the UN Sustainable Development Goals (SDGs) into our internal Sustainability Policy, the adoption of external references, and the pursuit of certifications and seals in the company's main activities. Among the references adopted are the Abrinq Foundation for the Rights of Children and Adolescents, the Brazilian GHG Protocol Program, the OIE/Mapa Animal Welfare Standards, and the IBGC Good Governance Practices. These commitments guide our actions especially in the social, environmen-

tal, and governance spheres. We communicate and implement these commitments through our intranet, internal communication channels, training, annual managers' meetings, environmental and social projects and volunteer programs, as well as through this very Sustainability Report. As part of our governance evolution, we continue to structure risk management, with process reviews oriented toward a risk-based approach, good practices, and sustainability.

In the field of human rights, we dedicate special attention to children, adolescents, the elderly, and institutions focused on treating illnesses, such as cancer hospitals. These commitments are connected to the SDG agenda and the social and environmental initiatives we support.

[Learn more on page 34.](#)

Ideology



Mission

To innovate in the production of agricultural commodities, diversify, and promote synergy across our other segments of operation through sustainable practices.



Vision

To be a reference in our field, perpetuating our business model while being socially fair, economically viable, and environmentally sound.



Purpose

To contribute to feeding, clothing, and driving the world.



Values

Commitment: to have passion and pride in what we do;

Entrepreneurship: to innovate, with boldness, courage, and creativity;

Ethics: to act with integrity, maintaining respect and truth;

Simplicity: to make things easy, ask for help, and act promptly;

Sustainability: to add value in a rational and responsible manner.

Prevention, Mitigation,
and Remediation of Impacts

GRI 2-25

We seek to prevent, mitigate, and remediate negative impacts through operational, environmental, and social practices associated with our activities. Among our main areas of action are:

- Adoption of circular economy, reuse of byproducts, and waste management;
- Collection and proper disposal of packaging and hazardous waste;
- Prevention of soil and water contamination;
- Generation and use of clean and renewable energy;
- Use of woody materials from our own reforestation;
- Manufacturing and use of biological inputs;
- Sustainable agricultural practices;
- Animal welfare;
- Investments in infrastructure and accident prevention programs;
- Environmental control and monitoring programs;
- Compliance with legislation and regulatory bodies.

In our energy generation ventures, we adopt measures provided for in the licensing process, including public hearings, remediation plans, environmental control and monitoring programs, applicable offsets, and recovery of degraded areas through PRADs (Environmental Recovery Plans for Degraded Areas).

Stakeholder engagement occurs in the development of environmental and social projects and programs, as well as in strategic partnerships focused on innovation and sustainability in agribusiness. The effectiveness of these measures is monitored through mechanisms such as the Integrity Program, the Whistleblower Channel, risk-focused process reviews, and the preparation of this Sustainability Report.

For handling complaints and identifying and remediating negative impacts, we have contact channels segregated by area or department for external audiences. Internally, reports are handled among employees, managers, and the Board, according to their relevance. We are currently developing a governance policy that includes the creation of an ombudsman channel.



Business and Infrastructure

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Fartura Unit
Campo Verde (MT)

Business and Infrastructure

GRI 2-6, GRI 203-1

We operate in an integrated manner across strategic sectors for the production of food, fibers, energy, and services. Our business model brings together agriculture and livestock, processing, storage, logistics, renewable energy generation, real estate, airport services, and mining, the latter still in its initial survey phase. This diversification strengthens operational efficiency, expands revenue sources, and contributes to regional and national development.

Value Chain

Area of Operation

Products, Services, and Markets Served

	Agriculture	Production of commodities such as soybeans, corn, cotton lint, and cottonseed, serving trading companies, crushing industries, feed mills, spinning mills, rural producers, and internal consumption
	Processing and Storage	Grain and cotton processing and storage services for rural producers and agroindustrial chains
	Cottonseed Crushing	Production of cottonseed meal and degummed oil, destined for internal consumption, livestock farmers, and the national vegetable oil market
	Seeds and Biologicals	Production of certified soybean and cotton seeds and biological inputs for own use and for sale to rural producers
	Livestock	Production of beef cattle, from breeding to finishing, supplying slaughterhouses and the food industry
	Energy	Hydroelectric and solar energy generation for internal consumption, ANEEL auction market, free market, and the National Interconnected System (SIN)
	Real Estate and Airport	Real estate developments, hangarage, and ground support for executive flights, serving companies and entrepreneurs in general, families, and investors

Value Management



Our supplier chain includes companies of agricultural inputs, fuels, lubricants, supplements, animal feed, veterinary medicines, machinery, equipment, vehicles, parts, PPE, hygiene and cleaning items, construction materials, and general services. We partner with reputable companies that comply with all applicable labor and environmental legislation.

In the downstream, our products and services reach agricultural commodity trading companies, rural producers, textile mills, crushing industries, slaughterhouses, feed mills, animal producers, and electricity consumers such as households and businesses. In this way, we contribute to the availability of food, fibers, and electricity, which are essential elements for food security, economic growth, and the development of the markets in which we operate.

Markets Served

In the domestic market, we position ourselves among the largest companies in Brazilian agribusiness, with integrated operations across the agricultural, livestock, energy, airport, and innovation segments in seeds and biological inputs. The integration of operations, the vertically integrated model, the use of sustainable technologies, and the focus on traceability and decarbonization strengthen our competitiveness and add value to the products we offer to the national market.

In the foreign market, we expanded our presence with the export of cotton and traceable products. In 2025, we exported traceable soybeans, with a measured carbon footprint and free from deforestation, serving demanding markets in Europe and Asia.



Essentially, **the cotton we process is destined for export**, mainly to the Asian market, with emphasis on China and India.

Where We Are

Our Infrastructure

Our infrastructure supports the integration of our operations and expands our production, processing, storage, transportation, energy generation, and service provision capacity.

We license most of our storage structure for providing services to third parties, including the National Supply Company (CONAB). Our own logistics reinforce control over vehicle inspection, cleaning, and fumigation, contributing to the integrity of transported products and to operational safety.

Agricultural Infrastructure

Our agricultural infrastructure is a competitive differentiator, with capacity for large-scale production guided by the principle of reverse logistics. We rely on over 4,000 vehicles, aircraft, and machinery to ensure our activities. We conduct our operations in compliance with current legislation regarding load limits and traffic schedules, promoting road safety, mitigating operational risks, and ensuring the well-being of employees and communities.



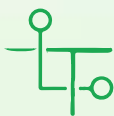
36 UPAs
Agricultural
Production Units



**12 HYDROELECTRIC
PLANTS**
05 CGHs and
07 PCHs



**2 COTTONSEED
CRUSHING
PLANTS**



**2 RESIDENTIAL
DEVELOPMENTS**
Real Estate
Developments



24 UBAGs
Grain
Processing
and Storage
Units



1 BIOFACTORY
Biological Products
Industry



**1 EXECUTIVE
AIRPORT**
Bom Futuro Airport



10 IBAs
Cotton
Processing
Industries



3 UFVs
Photovoltaic
Plants



4 IBSS
Seed Processing
Industries

Agriculture

GRI 2-6

Area of Operation		Highlights
	Storage Capacity	1.6 million tons per year of storage capacity
	Cotton Processing	8.8 thousand tons/day of seed cotton 16 thousand bales/day of lint
	Cotton Storage	2 million bales of lint 219 thousand tons of cottonseed per harvest
	Seed Crushing	Capacity of 170 thousand tons/year
	Byproduct Production	61 thousand tons/year of cottonseed meal 8 million liters/year of degummed oil

We operate in large-scale agricultural production, combining technology, operational efficiency, and good agricultural and zootechnical practices. We produce grains such as soybeans, corn, and cotton, certified seeds, and animal protein, in first and second crop seasons. We also adopt crop-livestock integration as a strategy for soil regeneration, productive diversification, and better use of already established areas.

With a focus on sustainability, we seek to expand productivity without putting pressure on the opening of new areas, through technical management, agricultural planning, rational use of inputs, and precision agriculture.



Agricultural Production

Cotton, soybeans, and corn make up the core of the company’s agricultural operations. Integrated into an efficient production system, these crops contribute to value creation, activity diversification, and integration with livestock farming. As a result, Bom Futuro ranks among the largest cotton producers in Brazil.

Crop		Period	Planted Area	Average Productivity	Production
	Production	2023/24	192 thousand hectares	315 @/ha of seed cotton	907 thousand tons of seed cotton
		2024/25	225 thousand hectares	328 @/ha of seed cotton	1.1 million tons of seed cotton
	Soybeans	2023/24	320 thousand hectares	46 bags/ha	886 thousand tons in the crop year
		2024/25	333 thousand hectares	69 bags/ha	1.37 million tons in the crop year
	Corn	2023/24	67 thousand hectares	107 bags/ha	430 thousand tons in the crop year
		2024/25	71 thousand hectares	126 bags/ha	522 thousand tons in the crop year

Crop	Destination and Differentiators
 Soybeans	Plant-based protein used in food chains, animal feed, biodiesel, and other industries. Approximately 22% of the area is allocated to conventional soybeans, serving niche markets for non-GMO grains.
 Corn	Cultivated mainly in the second crop season, it contributes to crop rotation, organic ground cover, and the supply of animal feed and human food chains.
 Cotton	Capable of generating various byproducts and derivatives, such as lint, cottonseed, meal, briquettes, and oil, with applications in the industrial, livestock, and biofuel markets, the production process is broadly defined by sustainability, with partnerships for traceability and even the use of wooden pallets from our own reforestation in logistics.

Practices and certifications associated with grains:

- **Sustainable Soy Project:** reduction in the use of chemical inputs, use of our own biological inputs, and regenerative agriculture practices;
- **FS certification for corn:** aligned with Renov-aBio, with traceability and contribution to carbon footprint reduction;
- **RTRS, MAPA/World Quality Services certifications, and Cargill's 3S program:** reinforce criteria for traceability, environmental conservation, and respect for workers' rights;
- **Grain drying:** carried out using wood chips and firewood from our own reforestation.

Cotton certifications:

- **ABR and BCI:** social, environmental, and economic criteria, including decent work, efficient resource management, and respect for human rights;
- **ABR-UBA:** certification of Cotton Processing Units based on 170 socio-environmental criteria;
- **ABNT Conformity Mark:** adherence to national technical and regulatory standards.

Seeds

GRI 2-6

Product	2023/24	2024/25
 Soybean seeds	2.2 million bags for commercialization	935 thousand bags
 Cotton seeds	367 thousand kg sold to the market and 1.45 million kg allocated for internal use	67 thousand bags

Soybean and cotton seed production has been a strategic activity for us for over two decades. Our seed production structure includes four processing plants and our own accredited laboratory, responsible for quality analysis. The process follows the Bom Futuro Seed Quality Manual, with guidelines from the selection of production areas to the shipment of batches. With this structure, we strengthen our position as a supplier of essential inputs to Brazilian agricultural productivity, with certified seeds of high genetic standard, vigor, and germination power.

Control, traceability, and seed market:

- Accreditation with RENASEM;
- Certification by MAPA and the Pró-Sementes Foundation;
- Partnerships with TMG, Monsoy, Brasmax, Bayer, Syngenta, Basf, and Corteva (DuPont);
- Commercialization to rural producers, cooperatives, and agricultural companies;
- Integration with the biological input chain, strengthening the synergy between innovation and agronomic performance.



Livestock

GRI 2-6

We conduct livestock farming in intensive and semi-intensive systems, with vertically integrated operations across all phases of the beef cattle chain, from breeding to finishing. Crop-Livestock Integration (ILP) strengthens the rational use of land, expands productive diversification, and contributes to pasture recovery, soil regeneration, increased fertility, and environmental balance.

In herd nutrition, we use internal agricultural inputs such as corn, silage, cottonseed meal, corn bran, soybean residue, and organic compounds, and this strategy increases circularity between production chains, reduces dependence on external inputs, and improves feeding efficiency, while maintaining attention to animal welfare.

2025 Results



Herd
163 thousand
head



Annual Slaughter
+99 thousand
head



Permanent Area
43 thousand
hectares



Crop-Livestock
Integration (CLI)
54 thousand
hectares



Internal inputs in
animal nutrition
~40 to 50%



Differentiators of our livestock operation

- Management aligned with the guidelines of the World Organisation for Animal Health (OIE), MAPA, and INDEA;
- Identification and traceability of 100% of animals through SISBOV;
- Infrastructure using wood from our own reforestation in fences, corrals, and troughs;
- Adoption of the Compost Barn, developed in our own project for beef cattle, with a focus on comfort, health, and herd performance.

Energy

GRI 2-6



Telegraphic PCH
Sapezal (MT)

Since 2007, we have operated across the entire renewable generation chain, including study, li-
censing, construction, operation, monitoring, and
maintenance of hydroelectric and solar power
plants in Mato Grosso. Part of the energy we gen-
erate supplies our agroindustrial units, under a
Distributed Generation model based on clean and
renewable sources. The surplus is injected into
the National Interconnected System (SIN), con-
tributing to the supply of renewable energy in the
country.

The five plants of the **Juruena Complex** are **ISO 14001** certified, and their management is carried
out through a modernized remote control center,
which contributes to operational efficiency, safe-
ty, and traceability.

2025 Results



12 Hydroelectric Plants

5

Hydropower Generating
Plants (CGHs)

7

Small Hydropower
Plants (PCHs)



3

Photovoltaic Plants (UFVs)



+1 million

MWh of annual generation



+1.1 million

equivalent population served



~10%

of Energy destined
for agroindustrial units

Environmental management and certifications

- Generation that increases the supply of clean and renewable energy;
- Environmental monitoring, with assessment of flow rates and water quality;
- Semiannual submission of reports to ANA and SEMA/MT;
- Environmental compensation actions and for-
est restoration for new ventures, in accordance
with licensing;
- I-REC Standard, ISO 14001, Selo Verde – Insti-
tuto Chico Mendes, and Selo Verde SEMA/MT
certifications;
- Technical and regulatory feasibility studies for
integration into the carbon market.

Airport

Since 2014, we have operated in the airport sector with Bom Futuro Airport, certified by the National Civil Aviation Agency (ANAC), located near the Administrative Political Center of Cuiabá. Through this operation, we strengthen Mato Grosso's logistics infrastructure and provide support to regional executive air transportation.

In 2025, we inaugurated the Luzia Maggi Scheffer Executive Terminal, considered the most modern in the Central-West region. With an investment of approximately R\$ 20 million, the structure was designed to offer more comfort, safety, privacy, and functionality to passengers, pilots, and crews. Among its differentiators are a VIP lounge, covered parking, electric vehicle charging points, a cafeteria, meeting and conference rooms, private spaces, a rest area, a gym, a cinema, a playroom, and locker rooms.



Services
Hangarage, fueling, and ground support

Operating Model
FBO – *Fixed-Base Operator*

Runway
1.557 m in length
30 m in width

Traffic in 2025
10 thousand
aircraft operations

42 thousand
passengers



Bom Futuro Airport
Cuiabá (MT)

Real Estate

Since 2013, we have operated in the real estate sector with a focus on sustainable urban development and housing solutions in the regions where we are present. Our strategy transforms areas near our production units into planned developments, contributing to the quality of life of families and to the development of municipalities in Mato Grosso.

Our operations are guided by territorial valorization, urban sustainability, and shared value creation, with a positive impact on housing infrastructure, mobility, safety, and community well-being.



First developments
Matupá (MT)

Sales Status
100%
sold

Lots
+1,000

Urbanized Area
365 thousand m²

thousand
Paving, drainage, water, sewage and power networks, wooded areas, public lighting, and bike lanes

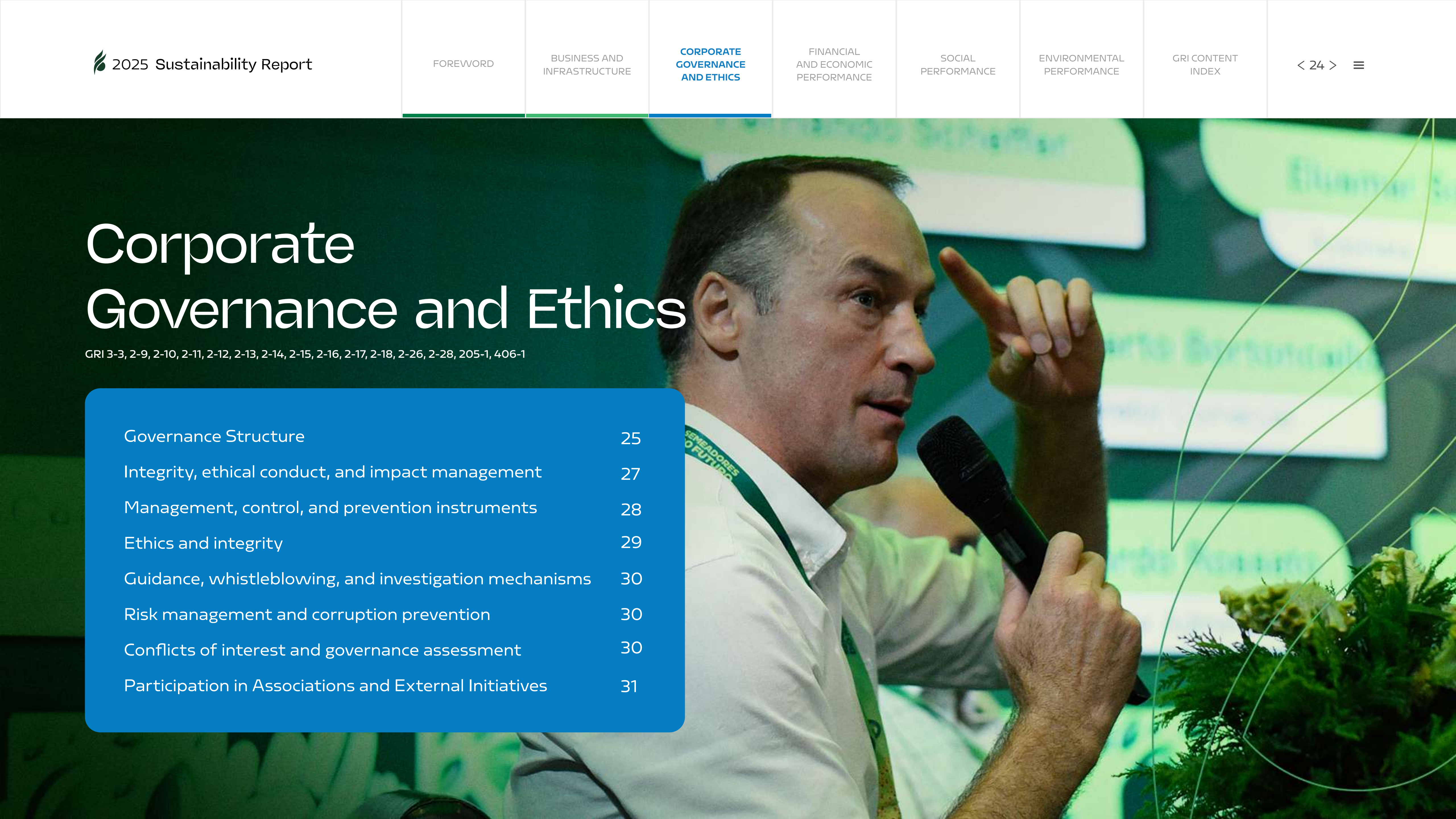


Altos dos Lagos Development
Matupá (MT)

Corporate Governance and Ethics

GRI 3-3, 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-26, 2-28, 205-1, 406-1

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Governance Structure

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14

Our corporate governance is structured to support the longevity of the business, strengthen decision-making, and ensure alignment between strategy, integrity, risk management, and sustainability. The **Board of Directors** is the highest governance body of the company. With a non-executive role, a three-year term, and full composition by partners, as per the Company's Bylaws, its members are appointed by the Partners' Council assembly. The Chairman of the Board of Directors, Mr. Erai Maggi Scheffer, is the majority partner but does not hold an executive position, which contributes to the separation between the chairmanship of the governance body and the executive management of the business.

Among its duties, the Board of Directors guides the company's businesses, approves the strategic planning, elects and removes the Executive Board, supervises books, records, and documents, may institute audits, approves the annual budget and the Annual Business Plan, deliberates

on investments, expenses, loans, and relevant obligations, and reviews the annual accounts, the Management Report, and the Sustainability Report.

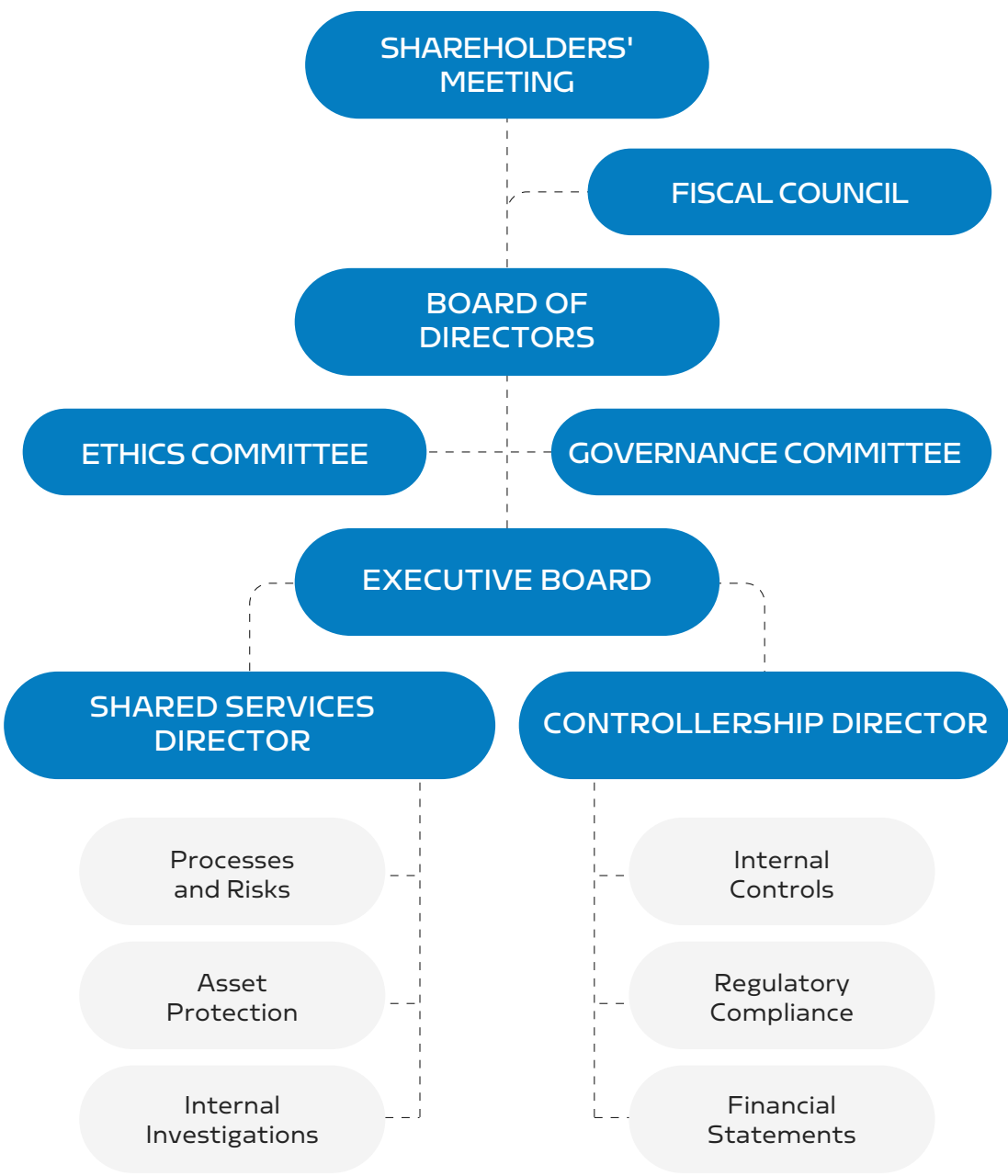
The competencies considered relevant for participation in the body are mainly related to knowledge of agribusiness and entrepreneurship. Although there are no structured actions directly aimed at the Board of Directors, its members are aware of the relevance of sustainability to business management.

Currently, the Board of Directors is composed exclusively of male representatives:

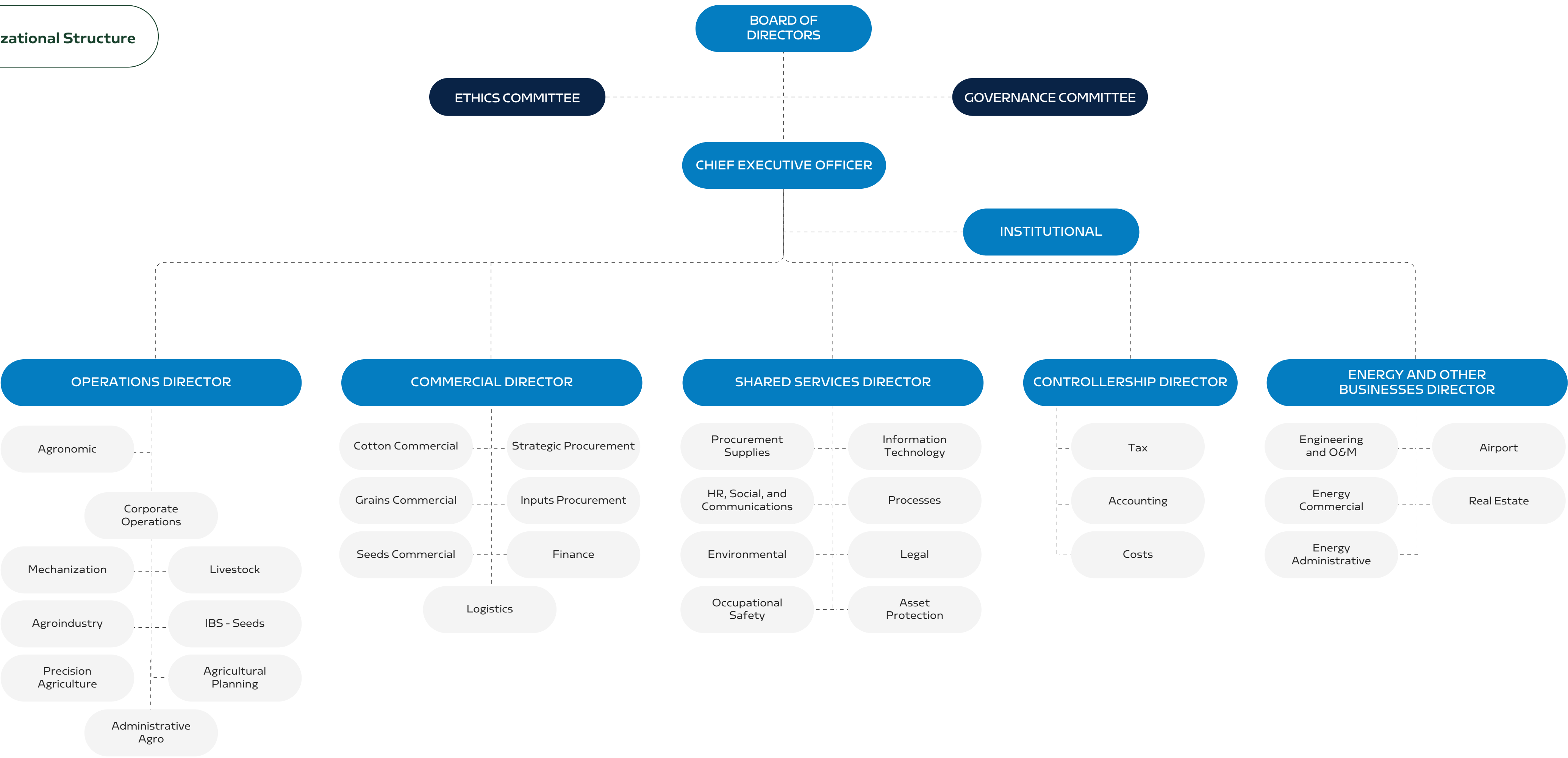
- **Donato Cechinel**, Institutional Director and Board Member;
- **Humberto Luiz Balieiro**, Legal Consultant and Board Member;
- **Fernando Maggi Scheffer**, Chief Executive Officer and Board Member;
- **Eraí Maggi Scheffer**, Chairman of the Partners' Council and Chairman of the Board of Directors;
- **Elusmar Maggi Scheffer**, Board Member;
- **José Maria Bortolli**, Board Member.

Our **Executive Board** is responsible for implementing the guidelines defined by the Board of Directors. It works in conjunction with the non-statutory directorates of Mechanization, Production, and Energy, delegated by the Board with previously established approval limits. This structure contributes to clarity in the distribution of responsibilities and to agility in the execution of our actions.

Corporate Governance Structure



Organizational Structure



Governance Support Committees

We support the Board’s activities through the **Governance Committee** and the **Ethics Committee**, which provide input on decisions related to integrity, ethics, the ESG agenda, risk management, and other governance practices. The Governance Committee is appointed by the Board of Directors to oversee the implementation of the Sustainability Report and its developments. The reports produced between 2020 and 2023 were shared with and evaluated by the Board and the Executive Board, serving as the basis for a process that expanded meetings, discussions, and internal alignments on the topic, with reports publicly disclosed from 2024 onward. In 2025, the committee deepened discussions on risk management and advanced in defining the roles of those involved in this management.

The Governance Committee meets whenever necessary to deliberate on the company’s day-to-day operations and reports to the Board in a timely manner for the correction of deviations or mitigation of potential risks. The committee is

composed of three executive directors:

- **Roberto Bortoncello**, Commercial Director;
- **Marcos Rodrigues**, Controllershship Director;
- **Leonardo Rossato**, Shared Services Director.

Structure	Main Responsibilities
Governance Committee	Supports the Board on governance matters, approval of policies and standards, risk management, strategic planning, and the preparation of the Sustainability Report, as well as implementations related to the sustainability agenda.
Ethics Committee	Acts on the management of ethics and integrity matters, including the receipt and handling of reports linked to the Whistleblower Channel.

Integrity, Ethical Conduct, and Impact Management

GRI 3-3, 2-13, 2-17, 205-1

We treat Ethical Conduct and Integrity as a material topic, due to its direct relationship with organizational climate, engagement, team motivation, corporate image, and compliance. Its inadequate management can generate negative impacts, such as reputational risks, bias, injustices, financial losses, and regulatory adherence challenges. On the other hand, its proper conduct strengthens credibility, transparency, loyalty, health and mental balance, rational resource use, and conflict reduction.

We are involved with this topic both through our own activities and through our business relationships. Its impacts reach the agribusiness production chain and the energy, real estate, and airport segments, influencing supply and demand relationships, input procurement, and interaction with all our stakeholders.

Our commitments are guided by:

- Corporate ideology;
- Code of Conduct;
- Communication Channel;
- Sustainability Policy;
- Integrity Program;
- UN Sustainable Development Goals;
- GRI Sustainability Standards;
- Projects aimed at obtaining recognized seals in the national market.

Implemented in 2024, the Integrity Program has been evolving consistently, with meetings with our leadership and in-person sessions at production units during its launch, initially involving key local leaders. Internal communication was also strengthened by including the topic in the annual managers’ meeting, implementing the Daily Integrity Dialogue (DID), and using the internal network to explain the Program, its effects, and its importance, while also recording participation and clarifying doubts. Additionally, we are developing educational materials for dissemination on internal platforms and use in training.

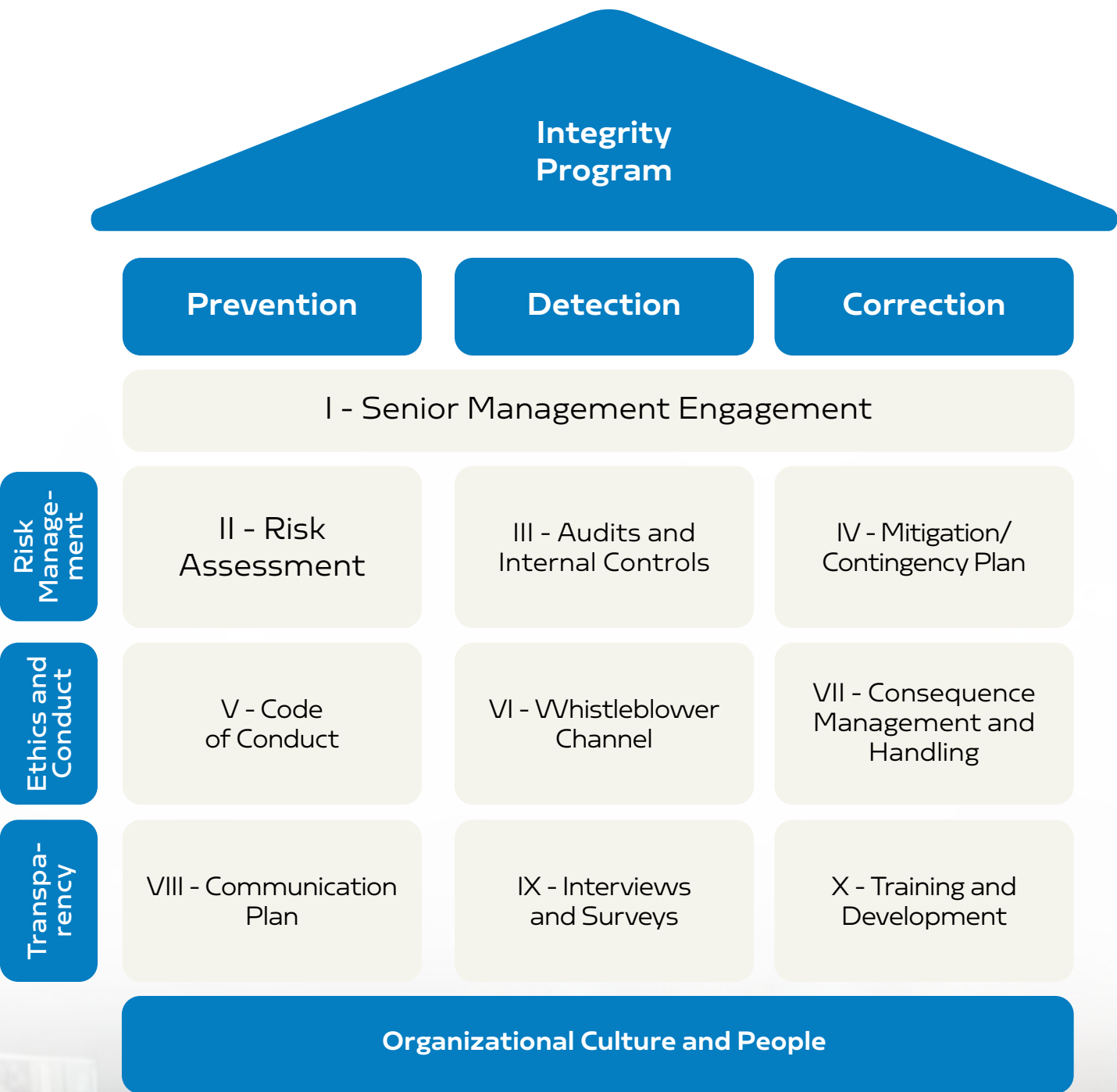
Management, Control,
and Prevention Instruments

GRI 3-3, 205-1

To manage impacts related to ethics and integrity, we rely on different control, monitoring, and prevention instruments:

- Integrity Program;
- External audit;
- Internal process controls and audits conducted by corporate areas;
- Involvement in process design and review;
- Business performance indicator monitoring platform through Business Intelligence;
- Inventory and other resource management;
- Use of ERP for activity integration, control, and proper mapping;
- Implementation of process improvements;
- Implementation of risk management methodology.

We monitor the effectiveness of these measures through operational indicators, internal controls, audits, management systems, and process reviews. Overall, the indicators measuring operational effectiveness perform above the national average, reflecting the engagement and commitment of our teams. The relevance of ethical conduct and integrity is also reinforced by stakeholder demands, such as customers and financial institutions, with economic impacts such as premium pricing and better interest rates on capital raising, and social impacts by strengthening the company's image before our relationship audiences.



GRC Strategy

Risk Category	Business Approach	Approach Strategy
Strategic	BSC - Business Model	Longevity Strategy Growth Strategy Results Strategy
	ESG - Sustainability	Environmental Strategy Social Strategy Governance Strategy
Market	Customer Expectations	Customer Due Diligence Quality of Products and Services Provided Timeliness in Delivery Prices - Seasonality and Volatility
	Supply Chain	Supplier Due Diligence Price and Availability - renewable/non-renewable Quality of Products and Services Purchased Timeliness in Receipt
	Financial Market	Low Liquidity Exchange Rate Variation Credit Risk Counterparty Risk
Regulatory	Internal Compliance	Corporate Compliance
	Legal Compliance	Legal Compliance
Operational	Production Chain	Operational Planning Procurement Resource Management Production Agroindustry Sales
	Corporate Support	Controllership Finance Legal People Environmental Information Technology Processes and Risks Asset Protection

Ethics and Integrity

GRI 3-3, 2-15, 2-16, 2-18, 2-26, 205-1, 406-1

We strengthen our ethics and integrity agenda through governance, control, communication, and reporting investigation mechanisms. Crucial concerns related to our day-to-day operations are communicated to the highest governance body by the Executive Board or the Governance Committee, depending on the nature and criticality of the topic. For strategic and financial moves, we adopt approval limits, which contributes to mitigating risks and improving decision-making.

We consider crucial concerns those that may affect:

Dimension	Scope
Company Image	Institutional reputation and trust of relationship audiences
People	Physical integrity and safety
Business	Financial performance
Operations	Directly or indirectly impacted activities

In the field of ethics and conduct, the charter establishing the Ethics Committee provides for bi-monthly reporting through meeting minutes and a consolidated semiannual report on complaints received and their respective handling. Communication between the Committee, the Board, and the Executive Board takes place by telephone, email, meetings, or in-person discussions, according to the needs of each situation, without formal consolidated control of the number and nature of communications. Currently, we do not maintain formal consolidated control of the number and nature of these communications.

Guidance, Whistleblowing,
and Investigation Mechanisms

GRI 2-26, 406-1

The Whistleblower Channel is public, accessible to internal and external audiences, and available on our website, with the possibility of reporting via website, telephone, or WhatsApp. Reports can be made anonymously and are received by a specialized third-party company, with guarantees of confidentiality, secrecy, and protection against retaliation. Internally, investigations are conducted by a reputable and impartial team, under the guidance of the Ethics Committee, which is responsible for directing the analyses and necessary measures. The channel can be accessed at: bomfuturo.com.br/pt-br/canal-de-denuncias

In addition to the channel, we use the Code of Conduct as a reference to guide responsible business conduct, and the document was printed in booklet format and distributed to all employees, as well as being available on our website. Its topics are addressed in internal communication through knowledge pills and educational materials used at

the units within the scope of the DID, an initiative aimed at disseminating content on ethics, integrity, corruption, risks, and other compliance topics.

In 2025, we recorded one case of discrimination, related to a complaint of weight-based discrimination (fatphobia), and the case was investigated, with analysis of the reported facts, testimonies, and information from the people and departments involved. After the investigation, the complaint was not substantiated and the case was closed, and since the occurrence was not proven, preventive measures were suggested, such as holding Integrity Dialogues on non-discrimination, under the responsibility of local HR, with support from the area manager.

Risk Management and
Corruption Prevention

GRI 205-1

In 2025, we advanced our risk agenda with the initiation of a formal management process, including the development of a risk matrix with probability and impact, scheduled for implementation



throughout 2026, and the Risk Policy and risk appetite matrix are in the final drafting stage for subsequent submission for approval. This evolution reinforces the maturity of our corporate governance and expands our capacity to identify, assess, and respond to potential risks, in line with our strategy of growth, integrity, and sustainability.

The risk assessment provided for in the Policy covers four categories:

- Strategic
- Market
- Regulatory
- Operational

We annually submit our accounting and financial

transactions to external audit, with no qualifications recorded to date, and we have also conducted specific audits of information technology systems and the procurement process, without identifying any records related to corruption.

In 2023, we established the Ethics Committee to receive and handle complaints made through the Whistleblower Channel, based on the Code of Conduct, and in 2024 we implemented the Integrity Program, aimed at preventing, detecting, and correcting risks, increasing transparency, and strengthening organizational culture, and for 2026 we plan to advance in the implementation of the risk management methodology, also covering risks related to corruption.

Conflicts of Interest
and Governance

GRI 2-15, 2-18

Regarding conflicts of interest, the Board of Directors and business management are conducted and chaired by different professionals, and we have no relevant records or specific concerns on the topic. As

a privately held family business, we do not maintain interaction with stakeholders related to the disclosure of conflicts of interest.

The Bylaws establish that the Partners' Council may institute, at any time, a temporary Fiscal Council for assessments related to conflicts, principles of isonomy between management bodies, or other aspects of business conduct, and the Bylaws also provide for the possibility of temporarily constituting a Fiscal Council to monitor the actions of the Board of Directors and the Executive Board, should the partners deem it necessary, which has not occurred to date.

Currently, the Board meets periodically for deliberations and conveys its decisions and concerns to the Partners' Council informally.

Participation in Associations and External Initiatives

GRI 2-28

We maintain active participation in associations, sector entities, and voluntary initiatives that strengthen our institutional, technical, and strategic presence in agribusiness and the energy sector. This presence contributes to continuous dialogue with stakeholders, monitoring of regulatory frameworks, access to best practices, engagement in sector discussions, and alignment with innovation, integrity, socio-environmental responsibility, and sustainability agendas.

In the agricultural and livestock sector, we participate in representative entities that support the development of production chains, the qualification of market practices, and the institutional strengthening of the sector. They are:

- Associação Agrológica Mato Grosso (Agrológica);
- Associação dos Produtores de Sementes de Mato Grosso (Aprosmat);
- Associação dos Produtores de Soja e Milho de

Mato Grosso (Aprosoja);

- Associação Matogrossense dos Produtores de Algodão (AMPA);
- Associação dos Criadores de Mato Grosso (Acrimat).

In the energy sector, our operations are connected to organizations focused on generation, transmission, distribution, and the advancement of clean energy. We participate in:

- Associação Brasileira de Geração de Energia Limpa (ABRAGEL);
- Sindicato da Construção, Geração, Transmissão e Distribuição de Energia Elétrica e Gás no Estado de Mato Grosso (SINDENERGIA);
- Associação Brasileira de PCHs e CGHs (ABRAPCH).

In addition to sector associations, we adhere to external initiatives that reinforce our commitments to socio-environmental responsibility, corporate integrity, human rights, governance, and environmental management. Since 2021, we have been part of the Brazilian GHG Protocol Program, through which we commit to disclosing the results of our greenhouse gas emissions inventory

on the GHG Protocol Public Registry Platform. We also follow the guidelines of the UN 2030 Agenda, which we adhered to in 2019, aligning our actions and initiatives with the 17 SDGs. Since 2017, we have participated in the Empresa Amiga da Criança Program, promoted by the Abrinq Foundation, focusing on the protection of children's and adolescents' rights and the fight against child labor.

In livestock farming, we adopt animal welfare standards established by the World Organisation for Animal Health (OIE) and the Ministry of Agriculture, Livestock and Supply (MAPA), guiding practices aimed at the ethical treatment of animals in our operations. In corporate governance, we follow as a reference the guidelines of the Code of Best Practices of Corporate Governance of the Brazilian Institute of Corporate Governance (IBGC), reinforcing ethics and transparency in management.

We are also associated with the National Institute for the Processing of Empty Packaging (InpEV), contributing to the reverse logistics and environmentally appropriate disposal of agricultural pesticide packaging.

Financial and Economic Performance

Financial and Economic Performance

33



Financial and Economic Performance

GRI 201-1

In 2025, in a positive scenario for Brazilian agri-business, despite challenges related to prices and climate, we recorded significant economic performance. Net revenue reached R\$10.1 billion, a growth of 7.6% compared to 2024, while net income reached R\$2.7 billion, an increase of 33.3%. Adjusted EBITDA totaled R\$3.3 billion, up 11.3%, with a margin of 41.1%.

From the perspective of direct economic value generated and distributed, we recorded R\$3.58 billion in total value added to be distributed, a reduction of 17% compared to 2024. Revenues totaled R\$8.15 billion, gross value added reached R\$3.67 billion, and net value added produced by the organization was R\$3.02 billion.

This result reinforces our ability to generate and

distribute value from our agricultural and livestock operations and other businesses, contributing to employees, government, financiers, shareholders/controllers, communities, and the strengthening of the production chains in which we operate.



Direct economic value generated and distributed in 2025 (R\$) [GRI 201-1](#)

1) REVENUES	8,148,963,273.19
2) INPUTS ACQUIRED FROM THIRD PARTIES (includes ICMS and IPI)	4,483,619,816.13
3) GROSS VALUE ADDED	3,665,343,457.06
4) RETENTIONS	646,488,469.41
5) NET VALUE ADDED PRODUCED BY THE ORGANIZATION	3,018,854,987.65
6) VALUE ADDED RECEIVED IN TRANSFER	566,060,762.63
7) TOTAL VALUE ADDED TO BE DISTRIBUTED	3,584,915,750.28
8) DISTRIBUTION OF VALUE ADDED	3,584,915,750.28
8.1) Personnel and charges	573,442,427.89
8.2) Taxes, fees, and contributions	38,557,741.6
8.3) Interest and rent	225,065,100.22
8.4) Interest on equity and dividends	1,184,242.36
8.5) Retained earnings / loss for the year attributable to controllers	2,727,899,348.61
8.6) Investments in the community	18,766,889.6
9) ACCUMULATED ECONOMIC VALUE (ECONOMIC VALUE GENERATED MINUS ECONOMIC VALUE DISTRIBUTED)	0,00

Social Performance

Social Performance	35
Employees	37
Suppliers	44
Communities	46



Social Performance

GRI 2-29

We recognize that relationships with our stakeholders are an essential part of business management and long-term value creation. For this reason, we maintain a continuous engagement approach based on active listening, information exchange, and the identification of demands, expectations, and improvement opportunities.

We identify our relationship audiences based on two criteria: the degree of impact of our operations on each group and the capacity of these audiences to influence our decisions. Based on this analysis, we organize our stakeholders into four layers:

Layer	Audiences covered
1. Internal core	Employees, founding family, shareholders, board members, senior leadership, and Executive Board.
2. Direct relationship with the business	B2B (Business to Business) clients and commercial partners, traders, industries, national and international buyers, suppliers, service providers, and unions.
3. Institutional, social, and regulatory environment	Local communities, community leaders, schools, associations, government, regulatory and supervisory bodies, investors, banks, certifiers, and the financial market.
4. Society and broader public opinion	Society at large, press, opinion makers, NGOs, environmental and social entities.

Our engagement seeks to build and preserve trusting relationships with the audiences that impact or are impacted by our activities. This action is structured around four complementary dimensions:

Dimension	Relationship focus
Relational	Strengthening ties with employees, communities, suppliers, and customers
Institutional	Positioning Bom Futuro as a reference in governance, transparency, and socio-environmental responsibility before government, investors, certifiers, and industry associations
Reputational	Protection and strengthening of the brand image before the press, opinion makers, and society
Educational	Dissemination of knowledge about sustainability, traceability, and innovation in agribusiness to customers, communities, and the general public



In practice, we adapt the form of dialogue to the characteristics and expectations of each audience:

• With **employees**, engagement is focused on motivation, well-being, health, belonging, and organizational pride, through environmental awareness actions, selective collection programs, health campaigns, celebration of special dates, benefits, and structured internal communication with institutional videos, endomarketing, and events. Leadership also act as spokespersons for organizational values and culture.

• Employees are represented by the **Rural Workers' Union**. We keep our units open for assemblies, and part of the employees are elected by their peers to represent them before union bodies. The annual negotiation of the collective bargaining agreement is conducted with transparency and mutual respect.

• With **clients and commercial partners (B2B)**, including major global commodity players, we prioritize reliability, traceability, and evidence of sustainable practices. This relationship involves the provision of data and evidence on sustainability and production traceability, sustainable production, and a long-term vision, as well as continuous dialogue on quality, innovation, and responsibility in the value chain.

• With **suppliers and service providers**, we encourage information exchange and joint development of solutions in the value chain, including technologies in agricultural machinery and implements, biologicals and seeds, low-carbon sustainable agriculture programs, internal events, and benchmarking visits.

• With **financial institutions, certifiers, and investors**, we maintain an active relationship to support fundraising for infrastructure works, fleet acquisition, agricultural financing, and cash flow balance. The dialogue is guided by solid governance, ESG criteria, and communication on the sustainability of our business model.

• In **local communities**, we act through the Social Responsibility department, with initiatives that go beyond philanthropic actions. Among the fronts developed are job and income generation, contribution to local infrastructure, support for schools and health units, development of local service providers, connectivity projects with long-range internet, and constant dialogue with community leaders, associations, and surrounding families.

• With **government and regulatory bodies**, we maintain a relationship guided by compliance, transparency, and cooperation, operating within current legislation with socio-environmental responsibility and governance, and providing data and evidence of our practices when requested

by competent authorities.

With the **press, opinion makers, NGOs, and environmental and social entities**, we adopt a stance of open dialogue, transparency, and availability for joint construction of solutions, with communication based on facts, data, proven practices, and real stories.

In this way, stakeholder engagement also functions as a management instrument. By maintaining open channels with different audiences, we capture perceptions, demands, and signals from the external environment that support strategic decisions and contribute to the identification of topics relevant to the business and to society.



Employees

Employee Profile

GRI 2-7, 2-8, 2-19, GRI 2-20, 2-21 GRI 2-30, 404-2

We ended 2025 with 8,519 own employees, all classified as permanent and full-time, located in the Central-West region of Brazil, in the state of Mato Grosso. The increase in employees compared to the previous year was mainly due to acquisitions and the inclusion of new farms in our portfolio. Due to the seasonality of our operations, especially during the harvest, planting, and processing stages, approximately 800 to 1,000 people work at the company during the crop seasons.

Own employees **GRI 2-7, GRI 2-30**

Gender	2023	2024	2025
Women	1,041	952	1,007
Men	7,158	6,790	7,512
Total*	8,199	7,742	8,519
Covered by collective bargaining agreements **	8,199	7,742	8,519

Refers to the total number of employees as of December 31, 2025. All are categorized as permanent and are located in the Central-West region of Brazil. ** The percentage of total employees covered by collective bargaining agreements or collective conventions is 100%.

Own employees, broken down by functional category and gender * **GRI 2-7**

Área	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Board	6	0	6	0	6	0
Managers	643	86	642	74	699	74
Administrative	386	315	391	319	320	268
Operational	5,774	489	5,411	429	6.149	529
Technical	207	58	213	50	220	47
Apprentices	134	101	127	80	118	89
Total	7,150	1,049	6,790	952	7,512	1,007

* The information is based on employee records for the reported period and considers the total number of our employees as of December 31, 2025.

Compensation and Benefits

GRI 2-19, 2-20

We adopt a fixed compensation model for members of the highest governance body and senior executives. Termination payments follow the procedures provided for by the Consolidation of Labor Laws (CLT), with no differentiation. We develop our compensation policies based on salary surveys, collective bargaining, and external consultants. The definitions are validated by the management of each area and by the Bom Futuro Board, with the aim of ensuring strategic alignment and competitiveness in relation to the market.

As a corporate benefit, we offer the BrasilPrev private pension plan, available to all our employees. Adhesion is optional, with different contribution brackets, in a co-participation model: the company also contributes proportionally to the employee's contribution, according to specific plan rules, including a waiting period for access to the corporate contribution. Goals are linked to exceeding the average results of the last four

years for each indicator evaluated, considering our units, region, and businesses. All decisions related to the salary table are analyzed and validated by managers and directors.

Competency Management

GRI 404-2

We maintain a policy of encouraging training to improve skills and support the professional development of employees, through sponsorship of internal and external courses. We also offer financial support for higher education, technical courses, foreign language courses, and Youth and Adult Education. In these cases, we cover 50% of the course costs, provided that the employee has been with the company for at least one full year and that the training is preferably aligned with their area of activity.

In 2025, we expanded the volume of training, with emphasis on accident prevention and technical-operational training. During the year, in addition to corporate training, 280 employees re-

ceived investments in educational assistance, totaling more than R\$ 545 thousand allocated to undergraduate and graduate programs, with Agronomy being the most chosen course. We also supported the training of 268 young apprentices, who participated in vocational technical courses in partnership with institutions such as SENAI, SENAR, and IFMT, totaling more than 750 thousand hours during the year.



Programs for employee competency development and career transition assistance GRI 404-2

	2023		2024		2025	
	Training hours	Number of participants	Training hours	Number of participants	Training hours	Number of participants
Occupational Safety	133,732	6,164	143.953	6,338	268,602	10,106
Technical/ Operational Training	25,386	954	20.861	904	103,153	1,929
Behavioral Training	73,851	7,848	84.214	7,781	32,190	12,130

2025 Highlights



Occupational safety training

268,602 horas



Behavioral training

32,190 hours



Young apprentices supported

268



Participants in safety training

10,106



Participants in behavioral training

12,130



Vocational technical courses for apprentices

+ 750 thousand hours



Technical and operational training

103,153 hours



Employees supported with education assistance

280



Participants in technical and operational training

1,929



Investment in education assistance

+ R\$ 545 thousand



Health and Safety

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

Protecting people and ensuring operational continuity guide our health and safety management. We recognize that injuries, occupational illnesses, and absences can affect worker well-being, team performance, and organizational costs. For this reason, we maintain a preventive approach based on hazard identification, risk control, training, and worker participation.

Our approach follows applicable legislation and Regulatory Standards, including specific rural labor requirements. Suppliers and service providers must also comply with safety procedures while operating on our premises.

Management system
and risk prevention

GRI 403-1, 403-2, 403-3, 403-8

We use an ERP platform to integrate Occupational Health and Safety (OHS) information with other company departments regarding functions, occupational risks, medical examinations, mandatory training, and worker history. Implemented to improve internal information management and preserve a structured and reliable historical record, the tool has also started to support compliance with eSocial obligations.

The system covers own employees from administrative, commercial, management, strategic, technical, and operational areas, including agricultural and livestock activities, processing and storage, seed production, energy generation, and airport services. In 2025, 12,059 own employees had a relationship with us at some

point during the year, all covered by our system and internal health and safety controls, working in a workplace controlled by the organization and covered by the system, which is subject to third-party audit or certification. Contracted workers follow our guidelines during the provision of services, but are not yet included in this total, as we do not have consolidated control over this workforce.

Risk identification and control follow a structured flow:



Stage

Practice adopted

Hazard
identification

Regular inspections conducted by local and regional SESMT teams

Risk
assessment

Qualitative analyses and quantitative measurements provided for in Regulatory Standards and Occupational Hygiene Standards

Recording
and planning

Consolidation of information in the Occupational Health Medical Control Program (PCMSO) and the Rural Work Risk Management Program (PGRTR) of each unit by the Occupational Safety team

Risk control

Operational adjustments, signage, Collective Protection Equipment (CPE), Personal Protective Equipment (PPE), and specific training

Monitoring

Data recording in the ERP, monitoring and evaluation of actions and results through Business Intelligence dashboards

The delivery of PPE is controlled by an app integrated with the inventory, which records the Certificate of Approval (CA), its validity, date, quantity delivered, and worker identification. PPE and collective

protection equipment are provided to both own and third-party workers.

Upon hiring or at the start of activities, employees participate in an orientation conducted by SESTR (Specialized Service in Rural Safety and Health) and receive the Work Order, with a definition of the activities to be performed, risks, preventive measures, protective equipment, and procedures to be adopted in emergency situations. Guidance is reinforced by Daily and Weekly Safety Dialogues (DSD), which address topics focused on the safe execution of the day's activities.

Workers can report hazards or unsafe conditions to leadership, the Occupational Safety teams, or CI-PATR (Rural Internal Commission for Accident Prevention). Reports are recorded and taken for discussion at the commission's periodic meetings or, when greater urgency is required, in extraordinary meetings, to assess the reported circumstances and define preventive and corrective measures to eliminate or reduce the identified risk.

We also provide suggestion boxes at the units and a Whistleblower Channel, with the possibility of submitting suggestions, criticisms, or reports anonymously or identified, with confidentiality and protection against retaliation, ensuring greater freedom for employees to report potential hazards or irregularities, should they feel the need, and strengthening a culture of prevention and continuous improvement of working conditions. In the event of a risk to integrity, the worker must stop the activity and report the situation for assessment before resuming.

In the event of an incident or accident, SESMT provides initial care, offering the necessary support to the affected worker, and conducts the investigation with CIPATR, once the situation has been stabilized. The causes, contributing factors, and corrective measures are recorded in the Work Accident Report (RAT) and in the Work Accident Communication (CAT) module of the ERP, integrated with eSocial. The data obtained in the investigation is used for discussions by CIPATR with the aim of identifying op-



portunities for improvement in work processes, prevention measures, and working environment conditions.

Participation and Training

GRI 403-4, 403-5

Worker participation occurs mainly through CIPATRs. The commissions monitor the risk assessment process and the definition and implementation of control measures, carry out checks on work environments and conditions, collaborate

with the PGRTR, analyze accidents and illnesses, propose improvements and work plans with preventive action in occupational health and safety, propose the holding of courses, training, and campaigns, and support the holding of SI-PATR (Rural Internal Week for Accident Prevention).

Ordinary CIPATR meetings are held bimonthly during working hours, in an appropriate location. Their decisions and recommendations are communicated to workers and forwarded to the employer and SESMT on an ongoing basis,

in the onboarding process for new employees, in preventive training, in DSDs, and through other internal communication channels, such as institutional channels - corporate TVs and intranet - and campaigns. This work of the CIPATRs and their involvement promotes a safer and healthier environment for everyone at the company.

Training is defined according to functions, risks, and exposure levels, with a focus on competency development, occupational risk prevention, and safety in activities, with emphasis on mandatory training. For the most part, they are conducted by SESMT, with support from specialized companies when necessary, and may also include service providers. Among the training courses provided by the SESMT team, the following stand out:

- Onboarding and preventive management: safety onboarding upon hiring and job change, prevention of environmental risks, and CIPA and CIPATR training;
- Individual and collective protection and ergonomics: use of PPE and CPE, ergonomics, and respiratory, hearing, and hand protection;



- **Agricultural and livestock operations:** safety related to planting activities, soybean and corn harvesting, operation of agricultural machinery and implements, ground sprayers, pesticide application, and accident prevention in livestock farming;
- **Machinery, equipment, and industrial processes:** safe operation of cotton gins, presses,

- chainsaws, front-end loaders, stationary machinery, circular saws, industrial kitchens, and maintenance and equipment intervention activities;
- **Handling, transportation, and storage:** operation of forklifts and crane trucks, material handling and movement, dryers, silos, and transportation of hazardous products;
 - **Electricity and power systems:** safety in electrical installations and services and in Power Electrical Systems, including initial and periodic training;
 - **Critical activities:** work at heights, confined spaces, entry supervision, hot work, welding, and painting;
 - **Chemicals, fuels, and hazardous activities:** identification of chemical products and Safety Data Sheets, flammable liquids and fuels, benzene, and activities classified as hazardous;
 - **Specific processes and facilities:** boilers and pressure vessels, civil construction, open-air work, and slaughter and meat and derivative processing;
 - **Emergencies and first aid:** prevention and fighting of incipient fires and basic first aid training.

Occupational Health and Health Promotion

GRI 403-3, 403-6, 403-7

Occupational health services are preventive in nature and integrate the monitoring of work environments with employee health. Inspections, pre-employment, periodic, and complementary examinations support the identification of changes, the review of risks, and the updating of the PGRTR and PCMSO. This ensures that environmental conditions and employee health are monitored in an integrated manner, allowing for the continuous review of preventive actions and the adjustment of measures adopted whenever necessary.

Annually, we hold the Rural Internal Week for Accident Prevention (SIPATR), with lectures, training, examinations, and awareness actions on occupational health, disease prevention, and the promotion of workers' physical and mental well-being.

We also facilitate access to non-work-related medical services. The nursing technician and the Human Resources area support appointment scheduling and provide guidance on care procedures. The health plan has national coverage, adherence without monthly fees, and co-participation when used, covering consultations, examinations, and surgical procedures.

Health promotion actions include campaigns on Sexually Transmitted Infections (STIs), mental health awareness during Janeiro Branco (White January), suicide prevention during Setembro Amarelo (Yellow September), breast cancer prevention during Outubro Rosa (Pink October), and prostate cancer prevention during Novembro Azul (Blue November), in addition to the annual H1N1 flu vaccination campaign. Campaigns can take place either in person or virtually, with live broadcasts and the availability and dissemination of informative content and awareness materials on internal communication channels, expanding reach and enabling the participation of employees from different units.

Hired companies must provide proof of the regular employment relationship of their professionals and the completion of mandatory training compatible with the activities performed. During the provision of services, we require compliance with internal procedures, the proper use of PPE, and adherence to other applicable safety measures. Whether for own or outsourced workers, all must follow Bom Futuro’s health and safety guidelines while on our premises.

Health and Safety Performance

GRI 403-9, 403-10

In 2025, the hazards with the greatest potential to cause injuries were associated with cuts and punctures, particle projection, falling objects, and falls at the same level or at heights below two meters. The most frequent injuries among own employees were cuts and lacerations, fractures, bruises, sprains, and strains. To reduce these risks, we reinforced training and safety guidance, intensified inspections in oper-

ational activities, sought to improve preventive practices, expanded signage, and maintained control over the use of PPE and CPE. The results are monitored through Business Intelligence (BI) dashboards, with data on accidents, causes, types of injury, absences, and frequency and severity rates, per unit.

No cases of occupational illnesses were recorded among own employees. Among the hazards with the potential to affect health are noise, vibration, extreme temperatures, radiation, biological agents, chemical products, dust, flammable substances, and agricultural pesticides. Hazard identification also occurs through periodic inspections and workplace assessments, and prevention includes environmental assessments, medical examinations, training, and collective and individual protection measures.

Work-related accidents * GRI 403-9

	2023	2024	2025 ¹
Fatalities resulting from work-related injuries			
Number	0	2	1
Rate**	0	0.12	0.05
Work-related injuries with severe consequences (excluding fatalities)			
Number	44	59	92
Rate**	2.87	3.62	5.24
Recordable work-related injuries			
Number	213	327	422
Rate**	13.9	20.1	24.05

*The increase in the total number of accidents with lost time and fatalities is partly due to the incorporation of new company units, which significantly expanded the employee base and operational fronts. This movement generated temporary impacts on the indicators, especially during the initial period of adaptation to the company's safety guidelines.

*Data refers to own employees. Data on accidents or occupational injuries involving outsourced workers is not available to the company as it does not have direct control over these workers.

**To calculate the rates, we used the formula: number of injuries in the category divided by (/) number of hours worked (17,544,491) times (x) 1,000,000.



Suppliers

GRI 204-1, 308-1, 308-2, 414-1, 414-2

We conduct supplier management with a focus on legal compliance, conformity, quality, competitiveness, operational safety, and meeting the needs of our different business fronts.

We prioritize, whenever feasible, suppliers located in Mato Grosso, contributing to service agility, operational performance, and the strengthening of the regional economy. Contracts outside the state occur when there is no local availability or when competitiveness, quality, and cost-benefit criteria indicate a better commercial condition.

In this way, in 2025, 89% of supply suppliers and 100% of input suppliers hired are considered local.

2025 Highlights



New suppliers registered
3,024



Percentage selected with social criteria
5.79%



New service suppliers
933



Suppliers with identified negative environmental impacts
0%



Percentage selected with environmental criteria
2.31%



Suppliers with identified significant negative social impacts
0%

In the inputs sector, we carry out purchases at the national level, directly from industries, manufacturers, or resellers established in Brazil, with no direct imports. Among our main suppliers are Nortox, Syngenta, Bayer, Basf, FMC, DuPont, Copacel, Votorantim, and Yara Brasil Fertilizantes. Acquisitions are centralized by the responsible department, based on the demands from technical areas, especially for pesticides, fertilizers, and other agricultural inputs. Corporate standards and practices are applied in a standardized manner across all our units.

Socio-environmental
criteria in the supply chain

We seek to maintain commercial relationships with legally established, reputable companies that are in compliance with legislation and aligned with principles of social responsibility. For this reason, we adopt social and environmental criteria for targeted selection, applicable to suppliers with risky activities or potential social or environmental impact. The hiring of suppliers selected under these criteria is only effective upon presentation of required documentation and proof of compliance with legal and environmental requirements.

In 2025, 70 new suppliers were evaluated based on environmental criteria, especially in activities such as firewood supply, collection, disposal and waste management, and services that require environmental licenses, mandatory registrations, or legal proof, according to the nature of the service or product. During the period, we did not identify suppliers with actual or potential negative environmental impacts in the active contracting base.

In the same year, 175 new suppliers were selected based on social criteria, linked to demands conducted by the Social Responsibility department, including associations, archdioceses, and other social institutions, with no identification of suppliers with significant actual negative social impacts duly characterized.

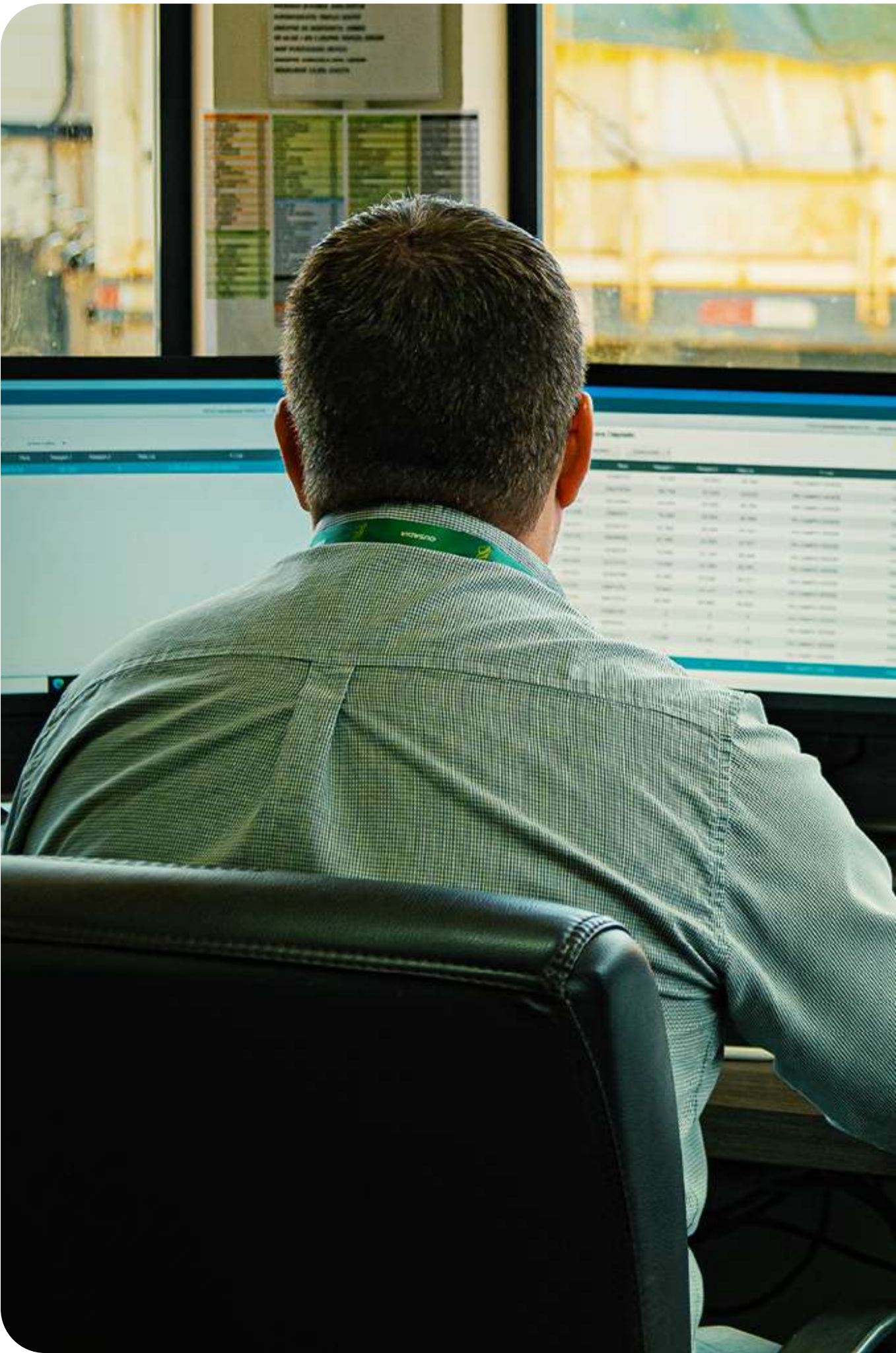
When any risk or non-compliance is identified, the supplier may be subject to regularization, suspension of new contracts, or blocking for new operations, but no measure of this nature was necessary during the period. We also maintain the assessment of legal, labor, and documentary regularity of suppliers, including aspects related to human rights, when applicable. In contracts, we include clauses on:

- prohibition of child labor, degrading work, or work analogous to slavery;
- fight against corruption, bribery, terrorism, and money laundering;
- contractual good faith and the social function of the contract;

- legal, labor, and safety compliance.

For service contracts or labor supply, we require proof of regularity of employees and service providers linked to the contracted activity. We support this management through a system and internal controls, auditing in the procurement area, and the EFICAZ homologation platform, which contributes to registration, traceability, and risk assessment in hiring.

As an evolution, we are evaluating the improvement of socio-environmental assessment and monitoring of the supply chain, with tools for controlling licenses, certifications, and regulatory documents, as well as analysis of environmental certifications such as ISO 14001, verification of waste management, team training, definition of social indicators, and gradual integration of socio-environmental criteria into hiring decisions.





Communities

GRI 203-1, 413-1

We work with communities with a focus on education, human development, infrastructure, social inclusion, and strengthening the territories where we are present. In 2025, our social and community investments included proprietary initiatives, volunteering, incentive-driven projects, and improvements to structures used by employees and their families, contributing to greater well-being, safety, quality of life, and opportunities for local development.

We conduct the management of social programs in a structured manner and aligned with our ESG strategy, with execution at operational units, support from institutional partnerships, monitoring through indicators, and engagement of employees and external audiences. All our operations have social projects in place.

Investments in infrastructure

In 2025, we made investments in educational infrastructure, employee housing and accommoda-

tions, with direct impact on safety, comfort, habitability conditions, and support for families linked to our operations.

Front	Investment	Main Deliverables
Education	R\$ 125,908.40	Renovation of Escolinha São José Matupá CTO, with improvements to walls, ceiling, and painting for safety, durability of the structure, and physical conditions of the educational space;
Housing	R\$ 1,432,893.40	Implementation and renovations of accommodations at the Fazenda Felicidade, PR Fuji CTO - MATUPA, PR Cocal - CANARANA, and PR Malu units, with implementations to improve lodging conditions, collective-use infrastructure, and support for employees' daily routines, resulting in improved hygiene, well-being, comfort, and quality of life;
Residential houses for employees	R\$ 3,516,051.06	Expansion, renovation, and maintenance of a total of 15 houses at PR Água Limpa - Nova Ubirata, PR Cidadela CTO - MATUPA, Fazenda Clarão da Lua - MATUPA, and Fazenda Rubi - CUIABA, for the improvement of infrastructure, sanitary, safety, and health conditions, increasing the quality, conservation, durability of the dwellings, and resident comfort.

The improvements to accommodations included the construction of collective bathrooms, structural repairs, painting, renovation of rooms, and construction of collective housing. In the residences, the interventions included house expansions, replacement of roofs, doors, windows, plumbing and sewage systems, bathrooms, flooring, and painting. These actions reinforce safety, healthiness, property conservation, and the quality of life of the occupants.



Investments in infrastructure (R\$)	2023	2024	2025
Education	2,262,429.29	-	125,908.40
Housing	356,846.66	327,897.48	1,432,893.40
Residences	382,282.57	1,312,788.82	3,516,051.06
Surrounding infrastructure	1,249,452.76	112,644.44	-
Leisure areas	229,013.86	21,580.87	-
Total	4,480,025.14	1,774,911.61	5,074,852.86

Social Investments

Sementes do Futuro (Future Seeds)

Sementes do Futuro is one of our main social initiatives. In 2025, the program served **600 children of employees**, aged 4 to 17, residing on our farms. Held outside school hours, the initiative, which focuses on education, training, and inclusion, offers tutoring, English, music, sports, culture, and environmental education, with **46 educators working in 30 schools**. The total investment was **R\$ 2,192,115.09**, financed with resources from the Separô Program, aimed at the reuse of solid waste, combining the environmental and social pillars of our ESG strategy and contributing to the education of children and adolescents better prepared for future challenges, while at the same time strengthening the bond between the company, employees, and their families.

School Kit

We also delivered **3,666 customized school kits** to children aged 4 to 14, including children of employees and children and adolescents in socially vulnerable situations served by the Júlio Müller

University Hospital (UFMT), Casa Lar, and other social protection programs, as part of our commitment to social transformation through education. The kits brought together school supplies and backpacks with social themes, featuring concepts related to integrity, ethics, and emotional management.

Aprendiz do Futuro (Future Apprentice)

In the professional apprenticeship front, Aprendiz do Futuro, an initiative focused on training and inclusion of young people in the job market, ended 2025 with **276 apprentices** trained, in partnership with institutions such as SENAI and IFMT. The training covered areas such as Administration, Automotive Maintenance, Agricultural Mechanization, and Agriculture and Livestock. Throughout its trajectory, the program has already trained and professionally placed more than **2,200 young people**.

Costurando o Bem (Sewing for Good)

Created in 2020, Costurando o Bem remains consolidated as a social impact initiative and local

community involvement. In 2025, the program produced **13,574 items**, including hospital uniforms, Sementes do Futuro uniforms, lab coats for volunteers, hospital layettes, patient gowns, and cleaning materials destined for the office.

The items were distributed to audiences and institutions we support, such as the Associação Matogrossense de Combate ao Câncer (HCAN) and Hospital Santa Helena, as well as students and volunteers linked to the company's social programs.

Philanthropy and Volunteering

Through our philanthropy program, we allocated **R\$ 856,119.04** in direct donations to entities and social initiatives in Mato Grosso. In addition to financial support, we promote actions carried out by volunteer employees, focusing on care, solidarity, and support for vulnerable populations.

Initiative	2025 Results
MC Dia Feliz (MC Happy day)	Approximately 6,120 t-shirts sold and R\$ 156,856.00 raised for the acquisition of ventilators for HCAN
Cartinha de Natal (Christmas Letter)	257 gifts donated to children in socially vulnerable situations in the Várzea Grande region
Blood donation	292 employees mobilized in two campaigns in Cuiabá, contributing to the region's blood supplies
Corporate volunteering	More than 30 employees participated in 14 social actions, dedicating an average of 2 to 4 hours per activity
Volunteering beneficiaries	Approximately 1,367 people were directly benefited by volunteering efforts. Among the different audiences served, 480 families, 100 elderly people, and 487 children and adolescents were reached.

The volunteer actions included activities at nursing homes, children's institutions, and pediatric hospitals, with donations of school supplies, clowning actions, and celebrations of dates such as Children's Day and Elderly Day.

IR Solidário (Solidarity Income Tax)

In partnership with the Municipal Councils for the Defense of the Rights of the Elderly, we carried out the IR Solidário campaign, which mobilized **1,051 employees** and raised **R\$ 386,681.15** in 2025. The funds were allocated to foundations, community centers, and long-term care facilities for the elderly located in municipalities surrounding our units.

Incentivized Projects

In the fifth edition of the **Incentivized Projects Social Program**, we allocated approximately **R\$ 17,152,739.00** to support **51 projects** from civil society organizations. The initiatives were selected based on criteria of relevance, social impact, execution capacity, and alignment with the UN SDGs.



The supported projects covered five areas:

- **Childhood and Adolescence**, focusing on rights guarantee, opportunities, reduction of inequalities, and human development;
- **Sports**, as a tool for social inclusion, health, citizenship, and socio-emotional skills;
- **Culture**, encouraging art, music, and cultural expressions as instruments of social transformation;
- **Health**, supporting qualified care, early diagnosis, treatment, research, and patient follow-up for cancer patients;

- **Elderly People**, with initiatives focused on comprehensive care, quality of life, and rights guarantee.

The 2025 Call for Proposals covered various social organizations, as we recognize the importance of initiatives that promote social, cultural, sports, and health development in the state. These organizations received support through different incentive laws and public funds, each with specific objectives that contribute to strengthening citizenship and the well-being of the population.



Area of action	Projects/ institutions 2024	Projects/ institutions 2025	SDGs addressed by the projects in this area
Childhood and Adolescence	14	27	1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 16 e 17
Sports	8	10	1, 3, 4, 5, 8, 10, 12, 14, 16 e 17
Culture	10	11	1, 2, 3, 4, 5, 8, 9, 10, 11, 12, 16 e 17
Health	1	1	3, 10 e 17
Elderly People	2	2	3, 10, 11 e 17
Total	35	51	

Through these initiatives, we seek to contribute to local development, strengthen ties with communities, and amplify the positive impacts generated by our operations in the territories where we are present.

Environmental Performance

GRI 3-3

Water	51
Effluents and Waste	54
Materials	58
Emissions and Climate Change	61
Biodiversity	64
Energy	70

Water

GRI 3-3, 303-1, 303-3, 303-4, 303-5

Water is essential for the continuity of our operations and for the balance of ecosystems in the territories where we operate. Our interactions with this resource occur mainly in agricultural and livestock activities, in the operational use of our units, and in hydroelectric power generation, always with a focus on regulatory compliance, responsible use, and mitigation of impacts on water availability and quality.

We recognize that our activities can generate actual and potential impacts, such as pressure on water availability in contexts of production expansion or climate variability, risk of contamination of water bodies due to inadequate use of agricultural inputs, and changes in the hydrological regime associated with energy generation. For this reason, we act with a preventive and continuous improvement approach, guided by the Sustainability Policy, especially by the pillar Caring for Resources.

This commitment translates into practices such as protection of springs and rivers, proper soil management, precision agriculture, responsible use of inputs, especially chemicals, recovery of degraded areas, conservation of ecosystems associated with the hydrological cycle, and compliance with applicable environmental legislation. This is reinforced by proper water management, which contributes to the conservation of water resources, productive efficiency, renewable energy generation, water security, and operational resilience in the face of climate change in the regions where we operate.

Management, monitoring, and control

In agricultural and livestock operations, we capture water mainly in rural areas under our management, through tubular wells and, to a lesser extent, from surface water bodies such as rivers, streams, and reservoirs, for operational use and support to agricultural activities. Groundwater and surface water withdrawals are regulated and licensed by the competent authorities, including SEMA (State Secretariat for the Environ-

ment - MT) and ANA (National Water and Sanitation Agency), and monitored based on granted volumes.

In hydroelectric generation, we use water as mechanical force to drive turbines, with no significant consumption in the process, and subsequent return of the water to the natural course of the rivers. In plants with intake channels, part of the flow is diverted for generation and returned to the river; in reservoir units, the impounded water passes through the turbines. The main potential impact is associated with the reduced flow stretch, always respecting the sanitary flow defined by the environmental agency. Water consumption in the plants occurs only in support areas, offices, and accommodations.

Main water management practices

- **Withdrawal and consumption:** Monitoring of withdrawn, consumed, and granted volumes;
- **Water quality:** Control based on legal parameters and monitoring programs, with field inspections and compliance control with applicable legal requirements;

- **Agricultural and livestock operations:** Precision agriculture, efficient irrigation management, and input use control.
- **Hydroelectric generation:** Hydrosedimentological monitoring, telemetric stations, and maintenance of ecological flows;
- **Natural areas:** Mapping of environmentally relevant areas and reforestation and protection initiatives for springs, rivers, streams, riparian forests, and APPs;
- **Effluents:** Treatment before disposal or soil infiltration;
- **Suppliers:** Request for environmental documents when there is potential water or environmental impact.





The practices adopted contribute to the control and mitigation of possible operational impacts and to the maintenance of environmental conditions in the areas of operation, while also supporting the strengthening of management through enhanced water use controls, loss reduction, increased water efficiency, and continuous improvement in environmental management practices. These practices also minimize risks of interference with ecosystems and other local activities.

The monitoring we carry out follows legal parameters, such as CONAMA Resolution No. 357/2005, GM/MS Ordinance No. 888/2021, and CONAMA Resolution No. 430/2011, and the implementation and operation rely on indicators defined in Environmental Monitoring Programs. In hydroelectric ventures, the programs are defined from the study and licensing phase and include water quality monitoring, hydro-sedimentological monitoring, and periodic data submission to ANA and SEMA.

In addition to interactions with environmental and regulatory bodies due to legislation, we maintain interaction with local communities, suppliers, institutions, and industry forums, including licensing and monitoring processes of ventures and aspects related to environmental management and natural resource use, incorporating relevant contributions to water resource management, impact prevention, and promoting practice alignment and stakeholder engagement, especially with strategic partners. These spaces promote experience exchange, trend monitoring, and continuous improvement of practices related to sustainability and responsible water use.

We promote transparency of our actions through the publication of the Sustainability Report and content on the institutional website and external and internal corporate communications, such as awareness campaigns, to disseminate good practices related to sustainability, responsible water use, and operational risk management.

The effluents generated in operations go through appropriate treatment systems before disposal or soil infiltration. At the plants, due to the distance from municipal networks, domestic effluents are treated in septic tanks and subsequently incorporated into the soil through soakage pits or infiltration trenches.

In areas with higher water risk, our action is guided by a preventive approach, reinforcing attention to local conditions and regulatory restrictions, seeking to avoid additional pressure on water resources and reduce operational and socio-environmental risks. We do not yet have quantitatively formalized goals for water management, but we monitor data on consumption, withdrawal, disposal, water quality, and legal compliance, to support control and initiatives carried out, and to allow room for evolution with the structuring of specific goals and indicators.

Water withdrawal,
discharge, and consumption

In 2025, total water withdrawal was 9,573.25 megaliters, between surface and groundwater, while total water discharge was 15.66 megaliters, fully classified as freshwater and destined for surface water. There was no withdrawal or discharge in water-stressed areas, nor withdrawal of seawater, produced water, or third-party water. As a result, water consumption in 2025 was 9,557.59 megaliters.

Summary of water quantitative data

Water use in the organization (ML) GRI 303-3, 303-4, 303-5	2023	2024	2025
Surface water withdrawal	8,832.01	11,284.04	7,016.01
Groundwater withdrawal	2,567.02	5,831.67	2,557.24
Total water withdrawal	11,399.03	17,115.71	9,573.25
Water discharge ²	31.98	15.08	15.66
Water consumption ³	11,367.05	17,100.63	9,557.59

Data is compiled from operational records of the units. Groundwater withdrawals and irrigation systems are monitored by water meters, with readings recorded in the corporate system. For surface water withdrawals, especially in activities such as aquaculture and discharge, we use hydrometric methods, such as current meters and limnimetric rulers. Data is consolidated in cubic meters and converted to megaliters for reporting purposes.

In 2025, we continued to improve water consumption controls, with a focus on quality, consistency, and traceability of information. Considering the geographic dispersion of operations and the rural context, data standardization still represents an operational challenge. For this reason, we advanced in the review of recording and validation procedures, training of responsible teams, improvement of flows in the control system, and evaluation of technological alternatives to increase automation and monitoring reliability.

In the case of energy generation, the reported data refers to four plants. Monitoring is still evolving, with water meters in the calibration process and units to be included in future collections. For this reason, data from this segment does not yet represent the entirety of the plants and is in the process of improvement.

²Water discharge refers to non-consumptive use for recreational fish farming activity, and the measurement method for this discharge is a current meter with a limnimetric ruler.
³Consumption calculated by the formula total withdrawal minus discharge volume.



Effluents and Waste

GRI 3-3, 303-2, 303-4, 306-1, 306-2, 306-3, 306-4, 306-5

We consider effluents and waste management as a material topic for the company due to its direct relationship with operational efficiency, natural resource conservation, protection of employee and community health, and environmental compliance of operations. We recognize that our agricultural, livestock, and energy generation activities can generate solid waste, hazardous waste, and effluents that, if not properly managed, can cause impacts on soil, water, air, biodiversity, ecosystems, and human health.

Among the main potential impacts are contamination of soils and water resources, generation of environmental liabilities, risks to occupational and community health, legal sanctions, additional treatment and disposal costs, and reputational damage.

On the other hand, proper management of these flows contributes to cost reduction, material re-use, optimization of input use, strengthening of the sustainability culture, and expansion of opportunities associated with the circular economy.

Based on the commitments of responsible use of natural resources and environmental preservation of the Caring for Resources pillar, as guided by the Sustainability Policy, we seek to ensure the proper disposal of waste and the treatment of effluents in compliance with legislation, the prevention of impacts on soil and water resources, the reduction of waste generation, and the integration of environmental management into our agricultural, livestock, and energy activities.

To promote the exchange of experiences and improve practices related to sustainability within our company and with sector organizations, we participate in initiatives and sector forums, such as the AgroSustentável Connection Group, the ABRAPA ESG Committee, the Cargill Multistakeholder Technical Committee (3S program), and the Governance Committee of the Louis Dreyfus

Company (LDC) Sustainable Agriculture Program, supporting continuous improvement, including in waste and effluent management.

Effluent Management

GRI 303-2, 303-4

We treat effluents generated in all our operations through appropriate systems, with the aim of ensuring that disposal occurs in compliance with legal standards. Management considers parameters defined in environmental licensing, applicable grants, and standards such as CONAMA Resolutions No. 430/2011 and No. 357/2005, and carries out monitoring and control of parameters to ensure alignment with resource management.

Discharge limits are defined according to current legislation, specific licensing and grant conditions, the characteristics of the effluent generated, and the receiving water body. In 2025, we did not identify any cases of non-compliance regarding discharge limits established by environmental legislation and applicable licenses.

Responsible Waste Management

GRI 306-1, 306-2

Waste generation arises mainly from the use of agricultural inputs, the operation and maintenance of machinery, vehicles, and equipment, the consumption of operational and administrative materials, occupational and veterinary health activities, and the operation of hydroelectric and photovoltaic plants. These activities include non-hazardous and hazardous waste.

To prevent and mitigate impacts, we adopt a structured and preventive approach, operationalized through the Separô Program, which guides waste management from generation to final disposal. The socio-environmental program establishes corporate guidelines for waste management throughout the operational cycle, from segregation at source, safe packaging, traceability of flows, and disposal by licensed companies.



Main practices adopted

- Planning and control of input use, reducing losses and leftovers;
- Increasing adoption of biological inputs and precision agriculture;
- Preventive maintenance of machinery, equipment, and energy generation assets;

- Segregation of waste according to classification and risk potential;
- Reverse logistics of agrochemical packaging through the Campo Limpo System;
- Sending of lubricating oils for rerefining;
- Recycling of tires, batteries, metallic scrap, electronic components, and other materials;
- Reuse of organic waste through composting;
- Reduction of waste generation in operations;
- Use of crop residues, livestock waste, and organic waste as agricultural inputs;
- Crop-livestock integration, with the use of agricultural byproducts in animal feed;
- Development of strategic partnerships aimed at expanding solutions for waste management;
- Implementation of corrective measures and operational adjustments in case of identified deviations.

With these practices, we seek to achieve a progressive reduction in waste generation in our operations, increased reuse, recycling, and environmentally adequate disposal rates, and strengthened controls and legal compliance.

When waste management is carried out by third parties, we verify environmental licenses, operational authorizations, regularity with competent bodies, and compliance with legal requirements, including the National Solid Waste Policy (PNRS). We also monitor the validity of licenses, documentation related to waste transport and treatment, and, when applicable, evaluations or technical audits.

Data collection and monitoring are carried out through operational controls, integrated management systems, and Business Intelligence (BI) tools. For waste sent to third parties for treatment and final disposal, we use the Waste Transport Manifest (MTR) as the main traceability instrument, integrated with official systems such as SINIR. Data monitoring also includes Final Disposal Certificates, Waste Movement Declaration, and Annual Waste Inventory, with systematized information.

Employees are engaged through continuous training and awareness actions on proper waste segregation, environmental and health

risks associated with inadequate disposal, and compliance with operational procedures and legal requirements, as a way to reinforce organizational culture and encourage the adoption of sustainable recycling and reverse logistics practices, in line with initiatives such as the Separô Program.

In this way, we reinforce our commitment to the integration between productive efficiency, environmental compliance, and natural resource preservation, contributing to the long-term sustainability of operations and the regions where we operate.

We monitor relevant operational information, such as generated volumes, disposal, effluent treatment, legal compliance, and performance of segregation and reuse processes, which allows us to identify opportunities for improvement in management, while we have not yet defined specific goals and indicators for effluents and waste.

In 2025, the Separô Program correctly disposed of 7.85 thousand kg/l of waste, raising R\$ 2.76 thousand.



Separô 2025 in numbers

Waste Disposed
7,850,289.43 kg/lt
of waste correctly
disposed, of which:

-   **2,568,708.50 kg** of plastic scrap
-   **1,546,305.00 kg** of iron scrap
-   **1,392,826.73 kg** of empty packaging

Amount Raised
R\$ 2,757,881.83
of total amount raised:

-  **R\$ 1,301,529.92** from plastic scrap
-  **R\$ 885,259.51** from iron scrap
-  **R\$ 414,565.20** from burnt oil
-  **R\$ 68,800.00** from bovine bone
-  **R\$ 24,230.00** from copper scrap

-   **960,355.00 kg** of hazardous waste
-   **318,118.70 kg** of tailings
-   **299,759.00 lt** of burnt oil
-   **204,962.50 kg** of cardboard scrap
-   **174,500.00 kg** of unusable tires
-   **137,600.00 kg** of bovine bone
-   **106,508.00 kg** of battery scrap
-   **101,166.00 kg** of treated seeds
-   **14,300.00 lt** of vegetable oil

-   **7,070.00 kg** of paper scrap
-   **5,300.00 kg** of deodorant packaging
-   **4,465.00 kg** of glass scrap
-   **3,793.00 kg** of aluminum scrap
-   **3,040.00 kg** of copper scrap
-   **1,010.00 kg** of bovine leather
-   **502.00 kg** of electronic scrap

-  **R\$ 16,386.30** from unusable tires
-  **R\$ 15,150.00** from bovine leather
-  **R\$ 11,707.10** from cardboard scrap
-  **R\$ 8,663.50** from aluminum scrap
-  **R\$ 8,313.00** from vegetable oil
-  **R\$ 2,804.00** from treated seeds
-  **R\$ 253.77** from paper scrap
-  **R\$ 219.53** from glass scrap

Waste Management
Process and Results

Waste generated, by composition (t) **GRI 306-3**

		Total WWeight		
Composition	Description	2023	2024	2025
Non-hazardous waste	Plastic, iron, cardboard, aluminum, glass, paper, copper, electronics, tire scrap, bovine leather and bones, cooking oil, vegetable oil residue, among others.	3,529.31	4,747.80	4,989.17
Hazardous waste	Burnt oil sent for rerefining, used cooking oil, lamps, battery scrap, contaminated packaging sent for reverse logistics, contaminated materials, waste, PPE, air and oil filters, treated seeds, among others.	2,571.29	2,298.59	2,861.11
Total	Total	6,100.60	7,046.39	7,850.28

No non-hazardous waste was sent for final disposal.

Waste not directed to final disposal, by type of recovery, off-site (t) **GRI 306-4**

	2023	2024	2025
Hazardous Waste			
Reuse	264.33	254.57	299.75
Recycling	0.00	2.01	0.50
Other recovery actions - reverse logistics	887.74	1,097.19	1,499.33
Refining	0.00	0.00	
Total	1,152.07	1,353.77	1,799.58
Non-Hazardous Waste			
Preparation for reuse	0.00	0.00	0.00
Recycling	3,421.57	4,214.88	4,800.37
Other recovery actions (bovine leather and bones, tires, and cooking oil)	107.74	532.92	188.80
Total	3,529.31	4,747.80	4,989.17
Grand Total	4,681.38	6,101.57	6,788.75

Waste directed to final disposal, by type of disposal operation (t) **GRI 306-5**

	2023	2024	2025
Hazardous waste			
Incineration (without energy recovery)	1,419.22	944.81	1,061.52
Landfill	0.00	0.00	0.00
Grand total	1,419.22	944.81	1,061.52

Materials

GRI 301-1, GRI 301-2

We integrate materials management into agricultural planning and inventory control and operational variations. In 2025, as in previous years, we used renewable and non-renewable materials in our agricultural, livestock, and industrial operations, with variations associated with the expansion of operational areas, fleet modernization, evolution of internal controls, and technical management decisions.

Material	Comparison of 2025 consumption in relation to 2024
Alcohol	Increase related to the expansion of the flex fleet, especially motorcycles, with prioritization of ethanol use
JET A-1, diesel, and gasoline	Increase associated with the expansion of operational areas, which demanded more aerial spraying, fleet growth, and increased travel
Tires	Reduction resulting from fleet modernization and more rigorous lifespan controls
Lubricants	Reduction after the cotton harvest proved less demanding in lubrication and spindle cleaning for the machinery used in harvesting
Stretch film roll	Revision in the code standard and data reclassification, and the increase in cotton production raised the volume of stretch film roll consumed
Internal firewood	Higher documented consumption due to the improvement and standardization of controls
Internal feed and inputs	Better control and segregation between internal and external sources led to a more accurate picture of volume composition, along with sustainable consumption strategies aligned with production
Soil conditioners and fertilizers	Reduction in consumption due to technical decisions, based on soybean soil analysis and fertilization history
Cover crops seeds	Increase with the inclusion of sorghum and bean areas in production planning
Biologicals	Increase due to external demand for technical and commercial definition regarding our own Biofactory



Biofactory
Campo Verde (MT)

Renewable materials

Among the main renewable materials used in the period, agricultural inputs, byproducts of internal origin, operational support materials, and items related to the cotton production chain, livestock, and fish farming stood out.

Renewable materials used, broken down by weight or volume **GRI 301-1**

Material	Volume/weight/units			Suppliers
	2023	2024	2025	
Alcohol (L)	609,200.95	954,470.35	1,178,053.48	External
Biologicals (kg/L)	818,652	268,771.00	381,796	Internal
Cotton baling packaging (units)	1,574,013	1,769,062.00		External
Baling packaging – sacks (units)			1,915,111	External
Firewood/wood residue (m³)	0.00	104,466.58	34,028.61	External
Firewood/wood residue (m³)	180,272.64	-	148,209.64	Internal
Crude cotton oil (kg/L)	782,639	614,965.00	1,917,903	Internal
Livestock feed/inputs (kg)	12,402,994.39	68,335,341.24	216,550.00	External
Fish farming feed/inputs (kg)			2,802,468.51	External
Livestock feed/inputs (kg)	418,257,498.13	-	230,434,703.47	Internal
Fish farming feed/inputs (kg)			333,873.00	Internal
Bean seeds (kg)			7,865	External
Corn seeds (bags)	75,240	74,944.00	79,981	External
Soybean seeds (kg)	2,204,655	4,762,197.00	4,799,028.5	External
Soybean seeds (kg)	18,470,923	15,175,313.00	15,292,681	Internal
Sorghum seeds (kg)			72,017	External
Rice seeds (kg)	163,600	17,220.00		External
Cotton seeds (kg)	367,490	541,755.00	351,151	Internal
Cotton seeds (kg)	1,440,711	1,804,083.00	2,008,919	External
Other crop seeds (kg)	798,880	1,716,248.00	2,236,393	Internal
Other crop seeds (kg)	499,695	225,817.00	773,857	External

“After evaluation of the material with the technical area, this decision was made to change the classification of biologicals to renewable material, including in relation to previous years.”

Non-renewable materials

The main non-renewable materials used in 2025 were related to fuel consumption, fleet maintenance, agricultural management, pesticides, fertilizers, and operational packaging.

Non-renewable materials used, broken down by weight or volume GRI 301-1

Material	Volume/weight/unit			Suppliers
	2023	2024	2025	
Gasoline (L)	460,388.1	-	288,892.14	External
Diesel (L)	54,849,160.99	57,585,834.39	60,510,805.76	External
Lubricants (L)	867,380	-	668,573.9	External
Aviation fuel JET A-1 (L)	3,041,439.19	3,438,275.62	4,172,030.93	External
Tires (unit)	33,820	39,539.00	33,489	External
Tarpaulin (roll)	14,787	-		External
Soil conditioners (kg)	594,987,733.02	1,245,249,340.00	987,600,672.87	External
Fertilizers (kg)	435,176,709	485,884,244.00	472,417,077.11	External
Pesticides (kg/L)	15,313,326	22,965,090.00	22,568,578.42	External
Feed/inputs for fish farming and livestock (kg)	-	-	9,619,946.13	External
Feed/inputs for fish farming (kg)	-	-	651,791.22	External
Feed/inputs for fish farming and livestock (kg)	-	-	266,731,386.74	Internal
Feed/inputs for fish farming (kg)	-	-	38,610.00	Internal
Baling packaging - plastic label (unit)	3,156,271	3,862,385.00	3,841,031	External
Baling packaging - wire (roll)	1,859,783.52	-	-	External
Baling packaging - wire (kg)	-	2,170,605.78	2,177,983.42	External
Baling packaging - stretch film roll (unit)	-	16,423.00	18,770.75	External

⁵After evaluation of the material with the technical area, this decision was made to change the classification of biologicals to renewable material, including in relation to previous years – GRI 2-4

Use of Recycled Materials

We use recyclable byproducts from our agroindustrial chains in animal feed production and agricultural management. In 2025, these materials totaled 243,788,062 kg, with emphasis on:

Raw materials or recycled materials used GRI 301-2

Material	Volume/weight
Chicken litter	3,225,020.00
Cottonseed mix	12,027,235.00
Soybean meal	206,934.00
Sorghum mix/wet	12,249,572.00
Corn mix	98,353,084.00
Wet corn	17,835,851.00
Cotton residue	25,276,079.00
Corn silage	25,825,727.00
Cottonseed meal	36,604,827.00
Soybean residue	7,807,973.00
Organic compost	4,375,760.00
Total	243,788,062.00

In agriculture, materials such as dry manure and organic compost represent approximately 1.5% of total inputs consumed and are used according to technical demand, soil analysis, and crop needs. In livestock, materials such as cottonseed mix, corn and sorghum, soybean meal, and corn, cotton, and soybean residues represent approximately 90% of inputs consumed in feed and core factories, contributing to the composition of our production chains.



Emissions and Climate Change

GRI 3-3, 201-2, 305-1, 305-2, 305-3, 305-5

Agricultural and livestock production and energy generation are directly exposed to the effects of



climate change. Changes in rainfall patterns, temperature increases, and extreme events can affect the production schedule, agricultural productivity, operational costs, and the predictability of hydroelectric generation, especially due to variations in water availability. We also recognize possible impacts on ecosystems, biodiversity, natural resources, communities, and workers in more vulnerable rural regions.

At the same time, the transition to a low-carbon economy opens up opportunities associated with the production of food through sustainable practices, the expansion of renewable generation, operational efficiency, and access to markets, financial instruments, and initiatives linked to decarbonization.

To ensure that this topic is adequately addressed, our climate management is guided by the Sustainability Policy, especially by the Caring for Resources pillar, which directs the responsible use of natural resources and environmental preservation.

Emission sources and mitigation practices

Our GHG emissions are mainly associated with the use of nitrogen fertilizers, livestock activities, fossil fuel consumption in agricultural and logistics operations, and soil management. We also recognize indirect impacts in the supply chain, still without structured monitoring, which represents an opportunity for future evolution.

To avoid and mitigate emissions and strengthen climate resilience, we adopt sustainable practices such as:

- integrated pest management and use of biological inputs;
- crop rotation, soil conservation, and regenerative practices;
- crop-livestock integration;

- conservation of natural areas and afforestation activities aligned with environmental management;
- efficient use of water, energy, and inputs;
- renewable energy generation from hydroelectric and photovoltaic sources;
- circular economy initiatives;
- precision agriculture and operational monitoring.

We monitor these initiatives through the annual GHG emissions inventory, monitoring of main emission sources, and analysis of environmental and operational data. We also use the Agricultural Operations Center (COA), a platform that integrates operational information on planting, spraying, harvesting, fertilization, fuel consumption, and fertilizer application. The system is continuously evolving, calibrating, and improving, enhancing operational control and effectiveness and the identification of emission reduction opportunities, consequently supporting the assessment of opportunities related to decarbonization initiatives and carbon markets.

FOREWORD	BUSINESS AND INFRASTRUCTURE	CORPORATE GOVERNANCE AND ETHICS	FINANCIAL AND ECONOMIC PERFORMANCE	SOCIAL PERFORMANCE	ENVIRONMENTAL PERFORMANCE	GRI CONTENT INDEX	< 62 > 
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Climate risks and opportunities

GRI 201-2

We recognize climate change as a strategic factor, with the potential to generate financial, operational, and reputational impacts. For this reason, we identify risks and opportunities with operational, financial, and reputational implications, to support an integrated approach to climate risk and opportunity management:

- **Physical risks** - Extreme weather events such as droughts, heavy rainfall, floods, heatwaves, water scarcity, and increased incidence of pests and diseases;
- **Market and regulatory risks** - Commodity volatility, new environmental regulations, trade requirements, and decarbonization demands;
- **Possible outcomes of impacts** - Reduction in agricultural productivity, impairment of energy generation, damage to infrastructure, and increased costs and revenues;
- **Possible financial impacts** - Increased costs for adaptation, irrigation, soil management, pest control, infrastructure protection, and monitor-

ing technologies;

- **Opportunities** - Renewable energy, resilient and regenerative agriculture, operational efficiency, sustainable financing, carbon markets, and nature-based solutions;

We manage these risks and opportunities through crop diversification, crop-livestock integration, a renewable energy matrix, a network of weather stations, the use of historical data and climate forecasts, precision agriculture, and the COA. We also adopt sustainable and regenerative practices, circular economy initiatives, continuous improvement of energy and operational efficiency, monitoring and reporting of emissions, and interaction with strategic stakeholders.

Currently, we do not measure in a consolidated manner the specific costs associated with climate management, as the initiatives are integrated into operational routines and productive business investments. The structuring of mechanisms to identify and measure these costs with greater precision is recognized as an opportunity

to strengthen climate governance. Stakeholder engagement supports the evolution of the climate agenda. We maintain interaction with employees, partners, clients, communities, participating in sector forums, multistakeholder programs, partnerships for the development of solutions, and the Brazilian GHG Protocol Program. We communicate our progress through the Sustainability Report, the Public Emissions Registry, the institutional website, corporate channels, and internal communication actions.

GHG Emissions Inventory

GRI 305-1, 305-2, 305-3, 305-5

Since 2021, we have been members of the Brazilian GHG Protocol Program, a reference for the calculation, monitoring, and reporting of greenhouse gas (GHG) emissions. Following this membership, we publish our inventories on the Public Emissions Registry (RPE) platform, reinforcing our commitment to transparency, traceability, and the evolution of climate management. The report is prepared in accordance with the spec-

ifications of the Brazilian GHG Protocol Program and the IPCC guidelines, used to define emission factors and convert gases into tons of carbon dioxide equivalent.

Inventory scope:

- operational control approach
- direct emissions from operations, including CO₂, CH₄, N₂O, and HFCs
- Biogenic removals are associated with natural carbon sequestration processes in agricultural practices and native vegetation areas under our management
- we inventoried emissions from 67 operational units
- sixth consecutive year of monitoring direct emissions

Regarding Scope 2, we have our own renewable generation matrix, composed of 12 hydroelectric plants and 3 photovoltaic plants, which generate enough energy to supply our operations, with the surplus being commercialized. According to GHG Protocol guidelines, energy generated internally is not accounted for in Scope 2, as it comes from re-

newable sources. In 2025, 1,055,417.86 MWh of electricity were generated, of which 91,548.04 MWh were allocated for internal consumption in operations.

In this cycle, we prioritized the consolidation of Scopes 1 and 2, until full coverage of all our units is achieved, following the strategy adopted in 2020 with the progressive expansion of the inventory's scope over the years. As an initial step toward including Scope 3 in the inventory, we conducted a preliminary technical study to identify potential categories of indirect emissions in the value chain, such as acquisition of agricultural inputs; transportation and logistics of inputs and products; use of fuels and energy by third parties; and waste management.

Below are the consolidated data from the inventories of the last three years:

⁶At the time of completion of the Annual Sustainability Report the 2025 GHG emissions inventory had not yet been officially published. The values presented may be subject to adjustment until the conclusion of this process in accordance with the validation and schedule established for submission and technical analysis in the RPE.

Greenhouse gas emissions **GRI 305-1, GRI 305-2** ⁶

	2023	2024	2025
Direct emissions (Scope 1) of greenhouse gases (GHG) GRI 305-1	244,859.34	448,788.61	582,711.03
Direct biogenic emissions (Scope 1)	73,975.17	59,039.64	75,583.77
Indirect emissions (Scope 2) of greenhouse gases (GHG) GRI 305-2	0.00	0.00	0.00

In 2025, biogenic CO₂ removals reached 87,952.513 tCO₂, associated with natural carbon sequestration processes resulting from the practices we adopt.

The 30% increase in Scope 1 emissions compared to 2024 is mainly associated with the expansion of the organizational scope, with the inclusion of new units in the inventory; methodological improvements in quantification; and the evolution of operational monitoring systems, with greater integration of agricultural activity data. Thus, the observed variations do not exclusively reflect changes in environmental performance, but also the maturation of climate management, with greater scope,

precision, and traceability of information.

We also carried out an estimate of carbon stock in areas under our management, based on recognized biomass quantification methodologies. These data highlight the contribution of native vegetation areas and production systems to carbon retention.

We have not yet formally established a fixed base year for the definition of emission reduction targets, since the inventory is still in the process of methodological consolidation and scope expansion. The definition of a consolidated base year will be evaluated as we advance in method-

ological standardization and stabilization of the reporting scope.

At this stage of climate management maturity, we prioritize the strengthening of the database, methodological improvement, and monitoring. At the same time, we continue to adopt mitigation initiatives, such as the use of renewable energy, efficient and regenerative agricultural practices, expansion of biological inputs, investments in technology, precision agriculture, and operational monitoring.

We conduct emissions management through the Environmental and Quality Management Department, with support and strategic direction from Senior Management. Energy generation and consumption management, in turn, is conducted by the Energy Department, connecting our own energy matrix to the demands of the units.

Estimated carbon stock in 2025

Above-ground biomass

23,457.140 t
of carbon

Below-ground biomass

4,988.660 t
of carbon

Biodiversity

GRI 3-3, 101-1, 101-2, 304-1, 304-2, 304-3, 304-4

Biodiversity conservation is directly linked to the continuity of our agricultural, livestock, and energy generation activities. The conversion of natural areas, the use of agrochemicals, and the implementation of hydroelectric ventures can affect habitats, ecosystems, soil, water, fauna, flora, and ecosystem services essential to the resilience of the territories where we operate.

Among the potential impacts are loss and fragmentation of habitats, reduction of species diversity, risks to non-target organisms such as pollinators, and alterations in aquatic ecosystems and migratory species. To prevent and mitigate these effects, we adopt practices such as precision agriculture, integrated pest management, use of biological inputs, crop-livestock integration, recovery of degraded areas, and conservation of native vegetation, which contribute to the maintenance of biodiversity, the strengthening of ecosystem services, and

the increased resilience of production systems in the medium and long term. Our biodiversity management is guided by the Sustainability Policy, especially by the Caring for Resources pillar, and by the Environmental Management Program – Biodiversity Control and Preservation, which was established in July 2025. The program, applied across all our production units, formalizes guidelines through practices and procedures for ecosystem conservation, impact mitigation, and legal compliance, which contributes to our commitments to the sustainable use of natural resources, the promotion of biodiversity conservation, and ecological restoration for the maintenance of ecosystem services.

We adopt a preventive approach that integrates productive practices and environmental conservation, as well as continuous impact assessment, including strict compliance with legislation, protection of preservation areas, and the use of monitoring and territorial management technologies. Although we have not yet made a formal commitment to the 2050 Goals

and the 2030 Targets of the Kunming-Montreal Global Biodiversity Framework, our policies and practices are aligned with the principles of conservation, sustainable use, and impact mitigation, which consistently contributes to the achievement of these global goals.

We invest in the development and adoption of technologies, treating innovation as a strategic lever for our sustainability and evolution, as these initiatives enable productive efficiency gains while reducing environmental impacts.

Preserved and restored areas

Preserved areas under
our responsibility

353,994.1101 ha

Areas in the restoration process

329.4805 ha

Areas restored during
the validity of the TACs

2,536.6687 ha



The preserved areas include native vegetation, riparian forests, Permanent Preservation Areas (APPs), and Legal Reserves. These areas are continuously monitored, ensuring the evolution of recovery processes. In energy generation units, the Basic Environmental Plans (PBAs) bring together the prevention, mitigation, monitoring, and restoration measures defined in the licensing of the ventures.

Impact management
and mitigation hierarchy

GRI 101-2, 304-2

Main potential impacts

• **Agriculture and livestock:** conversion and fragmentation of habitats, soil degradation, erosion, compaction, loss of edaphic biodiversity, diffuse pollution of water resources, reduction of native species, and alterations in ecological processes;

- **Hydroelectric generation:** alteration of aquatic ecosystems with the formation of reservoirs, modification of the hydrological regime, interference with aquatic fauna, vegetation suppression, alteration of terrestrial habitats, erosion, and sedimentation;
- **Photovoltaic generation:** more localized impacts, related to land occupation and land-use change.

To address these impacts, we apply the mitigation hierarchy, prioritizing prevention, minimization, restoration, and, when applicable, compensation.

Stage	Main practices
Prevention	Sustainable land-use planning, protection of sensitive areas, and prevention of irregular conversions
Minimization	Precision agriculture, use of biologicals, integrated pest management, and conservation practices
Restoration	Protection and recovery of APPs, springs, riparian forests, and areas covered by Conduct Adjustment Terms (TACs) and Degraded Area Recovery Plans (PRADs)
Compensation	Application of measures provided for in the licensing of hydroelectric ventures
Transformative actions and additional conservation	Adoption of sustainable agricultural practices that reduce pressure on ecosystems, such as soil conservation with crop rotation, Crop-Livestock Integration (CLI), and proper management, creation of ecological corridors, and habitat connectivity

We use geotechnologies, drones, satellite imagery, and geoprocessing tools to monitor vegetation cover, sensitive areas, and possible environmental changes. In areas under recovery, we adopt native vegetation recomposition, isolation, planting of native species, control of invasive species, natural regeneration management, erosion protection, and monitoring of ecological indicators.

In hydroelectric ventures, impacts are assessed during the study and licensing phase, with mitigation measures defined through environmental programs. Among these, the Fauna Monitoring Programs stand out, carried out at all plants and submitted semiannually to the environmental agency, along with the Forest Suppression Monitoring Programs and the Degraded Area Recovery Programs (PRADs), which restore areas affected by construction or vegetation suppression.

We do not yet maintain structured biodiversity compensation programs outside our operational areas nor third-party verifications; we focus

management on the application of the control hierarchy in areas under our responsibility. In hydroelectric ventures in Mato Grosso, however, legislation provides for the allocation of up to 1% of the investment for environmental compensation in conservation units defined by the competent authority.

Monitoring and
continuous improvement

GRI 101-1, 101-2, 304-3

We monitor the effectiveness of measures through environmental monitoring, field inspections, internal audits, geotechnologies, and legal compliance verification. We use continuous monitoring indicators:

- Preserved areas, APPs, Legal Reserves, and sensitive areas in hectares;
- Areas under recovery and ecological restoration indicators for restoration control;
- Identified changes and corrective actions in vegetation cover;
- Quality indicators and environmental conditions of soil and water;

- Records obtained from monitoring to quantify fauna and flora;
- Monitoring of non-compliance occurrences and compliance with legal requirements of licenses and legislation.

This monitoring determines the effectiveness of the measures adopted based on the maintenance of areas and the evolution of processes, and ensures the continuous improvement of practices and the strengthening of established guidelines and implemented programs, according to the results obtained and the opportunities identified.

At the plants, restoration actions are conducted mainly through PRADs, with seedling planting, natural regeneration, control of invasive and competing species, monitoring of canopy development, control of erosive processes, and terrain stabilization. More information on areas under restoration can be found on [page 68](#).

With the formalization of the Environmental Management Program in 2025, we established a baseline for objectives and goals related to eco-

system conservation, impact prevention and correction, integration of regenerative agriculture and circular economy, and legal compliance.

Among the planned goals are the maintenance of the integrity of natural areas, the protection of APPs and Legal Reserves, the implementation of ecological corridors and protection zones, the expansion of soil conservation practices, and the strengthening of socio-environmental monitoring of suppliers.

Biodiversity conservation also presents synergies with the climate agenda: native vegetation contributes to carbon stock; regenerative agriculture strengthens soil health; and water resource protection increases the resilience of ecosystems and production systems. To date, we have not identified any material conflicts between these agendas, only simultaneous and interdependent benefits, which strengthen ecosystems and productive capacity while helping to mitigate impacts that would lead to extreme weather events.

At the energy generation units, monitoring is carried out semiannually and presented annually to the environmental agency through reports, photographic records, and technical analyses.

Registered species and evolution of fauna survey

GRI 304-4

In 2025, we began to formalize and systematize threatened species based on the IUCN Red List or official conservation lists, in an approach to the topic that is still evolving. During the year, the following were recorded:

Among the threatened or vulnerable species recorded are *Conothraupis mesoleuca*, *Sylvilagus*

Threat category	Registered species	Registered individuals
Critically Endangered	0	0
Endangered	3	6
Vulnerable	8	37
Near Threatened	16	47
Least Concern	426	1,811

brasiliensis, *Ateles chamek*, *Hypocnemis ochrogyna*, *Priodontes maximus*, *Tapirus terrestris*, *Tayassu pecari*, *Aburria kujubi*, *Myrmecophaga tridactyla*, *Tinamus tao*, and *Pionites leucogaster*.

We monitor fauna data semiannually within the scope of the Environmental Management Program: Biodiversity Control and Preservation, implemented in 2025 at the plants, with support from specialized consultants, and compiled for annual submission to the environmental agency. As a complementary evolution, we are structuring the Biodiversity Channel, with implementation scheduled for 2026, which will expand the participation of over 8,500 employees in the voluntary registration of fauna observed in operational areas, with photos and records of animals observed at Bom Futuro via WhatsApp, promoting engagement and strengthening the conservation culture among the teams.

Engagement and value chain

GRI 3-3, 101-1, 101-2

We engage employees through communication actions, educational campaigns, and training, as well as through the pursuit of socio-environmental certifications. We also maintain dialogue with environmental and regulatory bodies and participate in forums and sector initiatives, such as:

- Grupo Conexão Agro Sustentável;
- Abrapa ESG Committee;
- Cargill Multistakeholder Technical Committee, in the 3S program;
- Governance Committee of the Louis Dreyfus Company (LDC) Sustainable Agriculture Program.

These spaces support the exchange of experiences and the improvement of environmental practices, in addition to ensuring compliance with legal requirements and the incorporation of guidelines and technical orientations in impact management, based on dialogues held

with regulatory bodies. We also provide formal channels, such as the Whistleblower Channel, and disclose initiatives and results through our institutional channels, as a space for information exchange and registration of expressions related to socio-environmental aspects.

In the supply chain, we monitor suppliers considered critical from an environmental standpoint, requiring legal compliance, responsible land use, and prevention of illegal deforestation, while also encouraging the adoption of sustainable practices. We do not yet have, however, a structured system to monitor impacts on biodiversity throughout the entire chain, maintaining priority focus on our own operations, where effects are more direct, measurable, and controllable.

We also recognize the importance of responsible engagement with traditional communities, especially those that depend directly on natural resources, as our operations may generate impacts on their access to resources and traditional ways of life. In this regard, whenever

necessary, we seek to promote transparent and respectful dialogue, incorporating local perspectives into our decision-making processes and contributing to the construction of trusting relationships and sustainable territorial development.

Protected areas

GRI 304-1

We maintain own, leased, or managed operations in protected areas, adjacent to protected areas, or located in regions of high biodiversity value. In 2025, we updated the base considered of high value for biodiversity, aiming to more accurately reflect restricted-use zones, environmental protection areas, areas that house protected environmental assets, and buffer zones of Indigenous Lands. The revision also included area updates, georeferencing adjustments, subdivisions, and registration updates linked to the property registrations of the properties that make up or no longer make up the operational portfolio.

The mapping includes own, leased, or managed operational units within protected areas, covering production and reserve areas, or adjacent to protected areas and in areas of high biodiversity value outside protected areas, including production units, reserve areas, and energy generation ventures.

Areas mapped in 2025

Operational units
within protected areas

56,167.8432 ha

Areas within or adjacent
to protected areas and
of high value for biodiversity

232,564.7831 ha

A complete list of areas with size, geographic location, and type of operation is available in the appendices of this report, on [page 72](#).

The management of these areas combines technology, operational controls, and environmental governance, involving the technical areas, which allows us to identify deviations, implement corrective actions, and improve our practices and initiatives. Among the main practices of the year are:

- daily monitoring through remote sensing, with high-resolution satellite imagery;
- use of specialized socio-environmental management software;
- monitoring of critical indicators, such as heat spots, deforestation, fires, and environmental embargoes;
- field inspections, internal audits, and periodic socio-environmental assessments in own and leased areas;
- environmental programs linked to licensing that monitor biodiversity, water resources, and environmental conditions in the areas of influence of energy generation ventures.

We also maintain continuous relationship with Indigenous Lands, through a compensation program, monitored by a Management Council composed of indigenous representatives, the entrepreneur, and FUNAI, with execution approval by FUNAI itself.

To date, we have not conducted formal structured inventories of threatened species based on lists such as IUCN, the Ramsar Convention, or other international instruments, as the applicable regulatory framework does not establish this requirement. Even so, we monitor the integrity of areas under our responsibility and remain attentive to regulatory developments and market best practices.

Protected or restored habitats

GRI 304-3

We maintain habitat protection and restoration actions in agricultural and livestock areas and in energy generation ventures. These initiatives follow Brazilian environmental legislation, including the Forest Code, the Rural Environmental Regis-

try, the PRADs, and the environmental licensing conditions applicable to agricultural, livestock, and energy activities. Like the legislation, our habitat protection and restoration efforts prioritize restoration with native species compatible with local biomes.

At the plants, actions are conducted mainly through PRADs, with seedling planting, natural regeneration, control of invasive and competing species, monitoring of canopy development,

control of erosive processes, and terrain stabilization. These actions seek to restore ecological functions, recompose vegetation, reduce erosion risks, and contribute to the environmental stability of impacted areas. Management is carried out by the responsible forest engineer, together with the units' maintenance teams, with monitoring through semiannual reports sent to the environmental agency.

We also have our own nursery in Cuiabá (MT), with an annual production capacity of approximately 100 thousand seedlings of native species, in addition to partnerships with nurseries, specialized companies, native seedling suppliers, and technical service providers. These partnerships support the selection of species compatible with local biomes, planting, and initial maintenance of restored areas.



Água Quente Small Hydropower Plant (CGH)
Sapezal (MT)

Protected or restored habitats **GRI 304-3**

Energy generation areas CGH with PRAD actions	14.14 ha
Energy generation areas PCH with PRAD actions	58.6 ha
Agricultural and livestock unit areas	353,994.11 ha

The complete list of protected and restored habitat areas, with size, geographic location, and actions carried out, is available in the appendices of this report, on [page 80](#).

In 2025, at PCH Rio Claro, the PRAD included partial planting of seedlings in five hectares and full terrain stabilization. At PCHs Sapezal, Parecis, Rondon, and Telegráfica, the actions include monitoring of seedling and canopy development, natural regeneration, control of invasive and competing species, control of erosive processes, and terrain stability.

The variation observed between the 2024 and

2025 cycles in protected and restored habitat areas is related to the improvement of the database, including changes in the portfolio of operational areas and technical georeferencing adjustments. Thus, the difference does not represent an effective reduction of protected or restored areas, but rather an improvement in the quality, consistency, and traceability of the reported information.

In addition to the areas linked to energy generation, we maintain protected or restored habitats on farms, land parcels, and other areas under our territorial management, distributed across different locations. These areas are monitored to ensure conservation, ecological integrity, and adherence to applicable legal and environmental requirements.

With this approach, we seek to integrate production, conservation, and environmental restoration, strengthening biodiversity management in the areas under our responsibility and contributing to the maintenance of ecosystem services essential to our operations and to the territories where we operate.





Small Hydroelectric Power Plant (PCH)
Sapezal (MT)

Energy

GRI 3-3, 302-1, 302-2, 302-3, 302-4, 302-5

Energy management is a material topic for us due to its relationship with operational efficiency, energy security of the units, and the transition to a low-carbon energy matrix. In our generation operations, we recognize potential impacts on the physical, biotic, and socioeconomic environments, especially in the implementation of hydroelectric and photovoltaic ventures, such as vulnerability to erosion, alteration of soil geotechnical properties, and expropriation, which may occur if mitigation measures are not properly applied. Should negative impacts occur, they are duly mitigated and/or compensated, such as the planting of seedlings to compensate for vegetation suppression. At the same time, these assets contribute positively to regional development, job creation, and the increase of renewable energy in the National Interconnected System.

Each energy generation venture has a Basic Environmental Plan (PBA), in which monitoring programs and prevention, mitigation, and compensation measures for impacts identified in environmental studies are defined, in addition to our Sustainability Policy. In 2025, we maintained continuous environmental monitoring programs at the plants, including indigenous compensations developed in relationship with the indigenous peoples involved.

Among the environmental programs we have, the Water Quality Monitoring stands out, conducted based on CONAMA Resolution No. 357/2005, as well as programs that monitor the environment to verify the implementation of measures put into practice and their application against potential impacts, such as erosion control actions aimed at preventing sediment transport to water courses.

The effectiveness of the measures is monitored and validated through reports sent to the competent authorities and, in ISO 14001-certified plants, through annual internal and external audits. We also support the environmental management of the ventures with certifications such as:

- the Selo Verde from the Chico Mendes Institute;
- the Selo Verde from the State Secretariat for the Environment; and
- the Renewable Energy Certificate (I-REC).

Consumption, generation, and energy intensity
We monitor energy consumption through supply measurement systems, clocks integrated into agricultural equipment, and meters installed at the plants. Fuel consumption is measured directly in the machinery, while energy generation from the generating units is controlled through proprietary systems.

In 2025, energy consumption was 2.9 million GJ, as shown in the following table:

Energy consumption within the organization **GRI 302-1**

Source	2023	2024	2025
Energy consumption from non-renewable fuels			
Gasoline	14,271.00	9,075.37	9,764.46
Diesel	2,218,106.99	2,370,922.00	2,284,780.63
Two-stroke oil	81.08	72.83	71.34
Aviation fuel	111,696.10	125,963.80	145,390.89
Total non-renewable fuels	2,344,155.17	2,506,034.00	2,440,007.32
Energy consumption from renewable fuels (GJ)			
Ethanol	12,255.13	20,377.76	24,446.02
Total renewable fuels	12,255.13	20,377.76	24,446.02
Total energy consumption from fuels (GJ)	2,356,410.30	2,526,411.76	2,464,453.34
Electricity consumption from the utility (GJ)	0.00	0.00	119,017.56
Hydro (GJ)	254,483.91	299,327.67	242,838.57
Solar (GJ)	77,452.12	72,194.95	69,466.70
Steam consumption (GJ)	0.00	0.00	0.00
Total electricity consumption (GJ)	331,936.03	371,522.62	431,322.83
Total energy consumption (GJ)	2,688,346.33	1,852,888.90	2,895,776.17
Electricity sold (GJ)	3,298,634.35	3,332,956.99	3,799,504.30

Our energy production currently meets 72.41% of our company’s consumption. The energy sold is greater than the volume used internally because part of the plants sells energy in auc-

tions, with generation directed to the SIN. Our smaller CGHs remain in the free market and contribute to internal supply.

We do not carry out energy consumption management outside the organization, and therefore the indicators for energy intensity outside or combined 'inside and outside the organization' are considered null.

In 2025, energy intensity was 3.50 GJ/ha, as shown in the following table:

Energy intensity **GRI 302-3**

	2023	2024	2025
Total electricity consumption (GJ)	331,936.03	371,522.62	431,322.83
Total energy consumption (GJ) ⁷	2,688,346.33	3,269,457.00	2,895,776.17
Production area (ha)	649,275.00	667,871.00	828,007.00
Electric energy intensity (GJ/ha)	0.51	0.56	0.52
Energy intensity (GJ/ha) ⁸	4.14	4.90	3.50

Energy efficiency and consumption reduction

Although we do not yet have formal plans or targets for energy consumption reduction, we adopt initiatives aimed at reducing energy consumption through process modernization, natural resource savings, and changes in employee behavior. Among the ongoing initiatives, the following stand out:

- gradual replacement of the fleet powered by regular diesel with vehicles fueled by S10 diesel, a fuel with lower sulfur content, which already represents about 60% of the diesel fleet;
- training and awareness actions on reducing energy and water consumption, carried out at least

four times a year;

- adoption of composting systems for organic waste at the plants, especially in remote units, with the compost used as fertilizer in local vegetable gardens and the possibility of donating surplus to the community;
- distributed generation and self-supply with renewable energy, from hydro and solar sources, reducing dependence on external sources.

Our own renewable generation and self-supply reinforce our strategy of operating with greater energy efficiency and lower environmental impact, and have contributed to the reduction of energy intensity.

⁷Considers fuel and electricity consumption to calculate the intensity rate. The values are recorded through an internal energy consumption and generation system. ⁸Bom Futuro's energy intensity is calculated by dividing the absolute energy consumption by the specific metric of the organization's production area in hectares.

GRI Content

GRI Content Index

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GRI Content Index

Bom Futuro reported in accordance with the GRI Standards for the period from January 1, 2025 to December 31, 2025.

GRI Standards	Disclosure	Observations	Report page	Reason for omission
GRI 1: FOUNDATION 2021				
GENERAL CONTENTS				
GRI 2: GENERAL DISCLOSURES 2021	THE ORGANIZATION AND ITS REPORTING PRACTICES			
	GRI 2-1	Organization details	10	
	GRI 2-2	Entities included in the organization's sustainability reporting	10	
		Bom Futuro presents a listing of the entities that make up its economic group, which are treated as a single economic group in the financial statements. This arrangement is reflected both in the management report and in the consolidated financial statements.		
	GRI 2-3	Reporting period, frequency, and point of contact	04	
	GRI 2-4	Information restatements	59, 60	
		In this cycle, we carried out a reformulation regarding the GRI 301-1 indicator. In the previous report, products of biological origin and cotton oil had been classified as non-renewable materials. After review, these items were reclassified as renewable materials, resulting in a reduction in the volume previously reported as use of non-renewable materials.		
	GRI 2-5	External verification		
		This report has not undergone external verification.		
	ACTIVITIES AND WORKERS			
	GRI 2-6	Activities, value chain, and other business relationships	04	
	GRI 2-7	Employees	37	
	GRI 2-8	Workers who are not employees		Information unavailable: we currently do not have control over the number of outsourced workers operating in our activities. We have self-employed professionals and outsourced workers in activities such as mechanical, building, and industrial maintenance, general services, technical functions, engineering, electricity, training, and specialized consulting.

GRI Standards	Disclosure	Observations	Report page	Reason for omission
GRI 2: GENERAL DISCLOSURES 2021	GRI 2-9	Governance structure and its composition	24, 25	
	GRI 2-10	Nomination and selection for the highest governance body	24, 25	
	GRI 2-11	Chair of the highest governance body	24, 25	
	GRI 2-12	Role played by the highest governance body in the supervision of impact management	24, 25	
	GRI 2-13	Delegation of responsibility for impact management	24, 25, 27	
	GRI 2-14	Role played by the highest governance body in sustainability reporting	24, 25	
	GRI 2-15	Conflicts of interest	24, 29, 30	
	GRI 2-16	Communication of crucial concerns	24, 29	
	GRI 2-17	Collective knowledge of the highest governance body	24, 27	
	GRI 2-18	Performance evaluation of the highest governance body	24, 29, 30	
	GRI 2-19	Remuneration policies	37, 38	
	GRI 2-20	Process for determining remuneration	37, 38	
	GRI 2-21	Annual total remuneration ratio		Confidential information - Bom Futuro considers this information confidential and therefore will not disclose it in this report. For future reports, the Board will analyze the possibility of disclosing the information, in accordance with the updating of the Policies, and ensuring adequate protection of employees.
	STRATEGIES, POLICIES, AND PRACTICES			
	GRI 2-22	Statement on sustainable development strategy	06	
	GRI 2-23	Policy commitments	10	
	GRI 2-24	Incorporation of policy commitments	10	
	GRI 2-25	Processes for remediating negative impacts	10, 11	
	GRI 2-26	Mechanisms for seeking advice and raising concerns	24, 29, 30	

GRI Standards	Disclosure	Observations	Report page	Reason for omission
GRI 2: GENERAL DISCLOSURES 2021	GRI 2-27	Compliance with laws and regulations		Confidentiality: Bom Futuro keeps its obligations up to date in accordance with Brazilian legislation. The company considers more detailed information on the topic to be confidential. For future reports, the possibility of disclosing the information will be analyzed, in accordance with what is defined in the updates of the Policies currently being developed by the company.
	GRI 2-28	Participation in associations	24, 31	
	STAKEHOLDER ENGAGEMENT			
	GRI 2-29	Approach to stakeholder engagement	35	
	GRI 2-30	Collective bargaining agreements	37	
MANAGEMENT APPROACH				
GRI 3: MANAGEMENT APPROACH 2021	GRI 3-1	Process for determining material topics	4, 5	
	GRI 3-2	List of material topics	4, 5	
MATERIAL TOPICS				
BIODIVERSITY				
GRI 3: MATERIAL TOPICS 2021	GRI 3-3	Management of material topics	64	
	GRI 304-1	Own, leased, or managed operational units within or adjacent to environmental protection areas and high-biodiversity-value areas located outside protected areas.	64, 67	
	GRI 304-2	Significant impacts of activities, products, and services on biodiversity	64, 65	
GRI 304: BIODIVERSITY 2016	GRI 304-3	Protected or restored habitats	64, 65, 68, 69	
	GRI 304-4	Species included on the IUCN Red List and on national conservation lists with habitats in areas affected by the organization's operations	64, 66	
ETHICAL CONDUCT AND INTEGRITY				
GRI 3: MATERIAL TOPICS 2021	GRI 3-3	Management of material topics	27	
GRI 205: ANTI-CORRUPTION 2016	GRI 205-1	Operations assessed for risks related to corruption	27, 28, 29, 30	

GRI Standards

Disclosure

Observations

Report page

Reason for omission

WATER MANAGEMENT

GRI 3: MATERIAL TOPICS 2021

GRI 3-3 Management of material topics

50

GRI 303: WATER AND
EFFLUENTS 2018

GRI 303-1 Interactions with water as a shared resource

51

GRI 303-3 Water withdrawal

51, 53

GRI 303-5 Water consumption

51, 53

EFFLUENT AND WASTE MANAGEMENT

GRI 3: MATERIAL TOPICS 2021

GRI 3-3 Management of material topics

54

GRI 303: WATER AND
EFFLUENTS 2018

GRI 303-2 Management of impacts related to water discharge

54

GRI 303-4 Water discharge

53, 54

GRI 306:
WASTE 2020

GRI 306-1 Waste generation and significant waste-related impacts

54

GRI 306-2 Management of significant waste-related impacts

54

GRI 306-3 Waste generated

57

GRI 306-4 Waste not directed to final disposal

57

GRI 306-5 Waste directed to final disposal

57

ENERGY MANAGEMENT

GRI 3: MATERIAL TOPICS 2021

GRI 3-3 Management of material topics

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GRI 302: ENERGY 2016

GRI 302-1 Energy consumption within the organization

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GRI 302-2 Energy consumption outside the organization

Information unavailable: Bom Futuro does not manage energy consumption outside the organization. A methodology for collecting energy consumption data from third parties is not yet planned.

GRI 302-3 Energy intensity

71

GRI Standards

Disclosure

Observations

Report page

Reason for omission

GRI 302: ENERGY 2016

GRI 302-4	Reduction of energy consumption
GRI 302-5	Reductions in energy requirements of products and services

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CLIMATE CHANGE

GRI 3: MATERIAL TOPICS 2021

GRI 3-3	Management of material topics
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GRI 201: ECONOMIC
PERFORMANCE 2016

GRI 201-2	Financial implications and other risks and opportunities arising from climate change
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61, 62

GRI 305-1	Direct emissions (Scope 1) of greenhouse gases (GHG)
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61, 62, 63

GRI 305-2	Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition
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61, 62, 63

GRI 305-3	Other indirect emissions (Scope 3) of greenhouse gases (GHG)
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61, 62

GRI 305: EMISSIONS 2016

GRI 305-4	Greenhouse gas (GHG) emissions intensity
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Information unavailable - In the 2025 cycle, we chose not to disclose a single consolidated emissions intensity indicator, considering the diversity of our activities, which integrate large-scale agricultural and livestock production and renewable energy generation, with distinct characteristics and units of measurement. As a next step, we are evaluating the adoption of indicators segmented by type of activity, such as emissions per cultivated hectare or per ton produced.

GRI 305-5	Reduction of greenhouse gas (GHG) emissions
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The increase in Scope 1 GHG emissions in 2025 is directly related to the expansion of the inventory scope, which went from 58 to 67 operational units. For this reason, Bom Futuro has not established formal emissions reduction targets.

61, 62

HEALTH AND SAFETY

GRI 3: MATERIAL TOPICS 2021

GRI 3-3	Management of material topics
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39

GRI 403-1	Occupational health and safety management system
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40

GRI 403-2	Hazard identification, risk assessment, and incident investigation
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40

GRI 403-3	Occupational health services
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40, 42

GRI 403-4	Worker participation, consultation, and communication with workers regarding occupational health and safety
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GRI Standards

Disclosure

Observations

Report page

Reason for omission

GRI 403: OCCUPATIONAL
HEALTH AND SAFETY 2018

GRI 403-5	Worker training in occupational health and safety
GRI 403-6	Promotion of worker health
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships
GRI 403-8	Workers covered by an occupational health and safety management system
GRI 403-9	Work-related accidents
GRI 403-10	Occupational illnesses

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42
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SUPPLEMENTARY INDICATORS

GRI 201: ECONOMIC
PERFORMANCE 2016

GRI 201-1	Direct economic value generated and distributed
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33

GRI 203: INDIRECT ECONOMIC
IMPACTS 2016

GRI 203-1	Investments in infrastructure and support for services
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46

GRI 204: PROCUREMENT
PRACTICES 2016

GRI 204-1	Proportion of spending on local suppliers
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44

GRI 301: MATERIALS 2016

GRI 301-1	Materials used, broken down by weight or volume
GRI 301-2	Raw materials or recycled materials used

58, 59, 60
58, 60

GRI 308: SUPPLIER
ENVIRONMENTAL
ASSESSMENT 2016

GRI 308-1	New suppliers selected based on environmental criteria
GRI 308-2	Negative environmental impacts in the supply chain and measures taken

44
44

GRI Standards

Disclosure

Observations

Report page

Reason for omission

GRI 404: TRAINING AND
EDUCATION 2016

GRI 404-2 Programs for employee competency
development and career transition
assistance

We do not adopt a specific transition program for continuity of employability in cases of retirement or termination of employment contracts. Nevertheless, we maintain the private pension plan as a corporate benefit and a tool to support the long-term financial planning of employees who choose to join.

38

GRI 406: NON-
DISCRIMINATION 2016

GRI 406-1 Cases of discrimination and corrective measures taken

24, 29, 30

GRI 413: LOCAL
COMMUNITIES 2016

GRI 413-1 Operations with engagement, impact
assessments, and development programs
aimed at the local community

46

GRI 414: SUPPLIER
SOCIAL ASSESSMENT
2016

GRI 414-1 New suppliers selected based on social criteria

44

GRI 414-2 Negative social impacts in the supply chain and measures taken

44

Appendices

Own, leased, or managed operational units in protected areas **304-1**

Geographic grouping	Area name	Size (ha)	Type of operation
Region 01	Tarumã Farm; Laço de Ouro Farm; Salobinha Farm; Serra Azul A Farm; Serra Azul B Farm; Zulmira Farm	20,262.42	Production
Region 02	Lot 09 – Panellas; Lot 22; Lot 22 – Panellas; Lot 64	4,492.03	Reserve
Region 03	Araguaia Farm – Lot 04; Nova Kenia Farm; Araguaia Farm – Lot 08	7,599.83	Reserve
Region 04	Santo Antônio do Mutum Farm; Santo Antônio do Itiquira Farm	23,813.56	Production
TOTAL		56,167.84	



Areas owned, leased, or managed within or adjacent to protected areas and areas of high biodiversity value outside protected areas.

Area name	Size	Geographic location	Type of operation
Region 01	37,706.51	Cristalino; Farms: El Shaday; Graúna; Pataca I and II; Pataca III; Pataca V; Pedra Grande and Clarão da Lua (two areas); Rio Verde; Santa Emilia; Santa Luzia; Santa Maria do Pará; Santo Expedito I; São Cristóvão; São Jorge – Gleba B; São José; São José II; São Marcos; Três Irmãos	Production
Region 02	83,055.01	Boa Vontade; Canaã II-V-VI-IX-X; Cocal; Tropical do Xingu; Vera Cruz do Xingu	Production
Region 03	33,878.14	3F Farm; Acorizal; Barracão; Cachoeirão - Mat 547; Fartura; Nevada; Nevada – Céu Azul; Nova Fartura; Prenda I; Prenda II; Progresso – Planalto da Serra; Sartori	Production
Region 04	8,988.08	Arvoredo I (MAT 8447); Arvoredo II (MAT 8446); Brusque (MAT 468); Copacabana (MAT 311); Dois Irmãos; Fantini (MAT 8449); Fantini I (MAT 8474); Flaboyant II (MAT 8448); Flamboyant I (MAT 8450); Jussara - MAT 10977; Jussara I - MAT 10971; Jussara II - MAT 10966; Lambari; Pasqualoto; Recanto; Schaefer (MAT 10951); Schaefer III (MAT 817); Vanda I (MAT 467); Vando (MAT 465)	Production
Region 05	12,530.30	Simarelli; Simarelli I; Simarelli II; Simarelli III	Production
Region 06	23,200.59	Carajás; Missioneira do Norte II	Production
Region 07	1,891.50	Agrosem I, II e III; Sapezal II	Production
Region 08	2,228.68	São Judas Tadeu Farm; Maffini 11427	Production
Region 09	27,573.42	Água Limpa Farm	Production
Region 10	1,512.57	Progresso Farm – Reserve	Reserva
Campos de Júlio (MT)	70	Juí Small Hydropower Plant (PCH)	Hydroelectric plant – energy generation
TOTAL	232,634.80		



Protected or restored habitat areas of the energy units **304-1**

Location	Areas	Total size (hectares)	Type of operation
Campos de Júlio (MT)	Juí PCH, Cidezal PCH	32.76	PRAD with seedling planting
Campos de Júlio (MT)	Sapezal PCH, Rondon PCH, and Telegraphic PCH	7.39	PRAD with seedling and canopy development, natural regeneration, control of invasive and competing species, erosive processes, and terrain stability
Diamantino (MT)	Parecis PCH	2.53	PRAD with seedling and canopy development, natural regeneration, control of invasive and competing species, erosive processes, and terrain stability
Diamantino (MT)	Água Verde CGH	10.19	PRAD with seedling planting
Cáceres (MT)	Rio Claro PCH	15.92	PRAD with partial seedling planting on 5 hectares - terrain 100% stabilized
Sapezal (MT)	Água Quente CGH	0.50	PRAD with seedling planting
Poconé (MT)	Novo Colorado CGH	1.74	PRAD with seedling planting
Barra do Bugres (MT)	Correntão CGH	0.41	PRAD with seedling planting
Rondonópolis (MT)	Galheiros CGH	1.36	PRAD with seedling planting
Total	12 units	72.80	

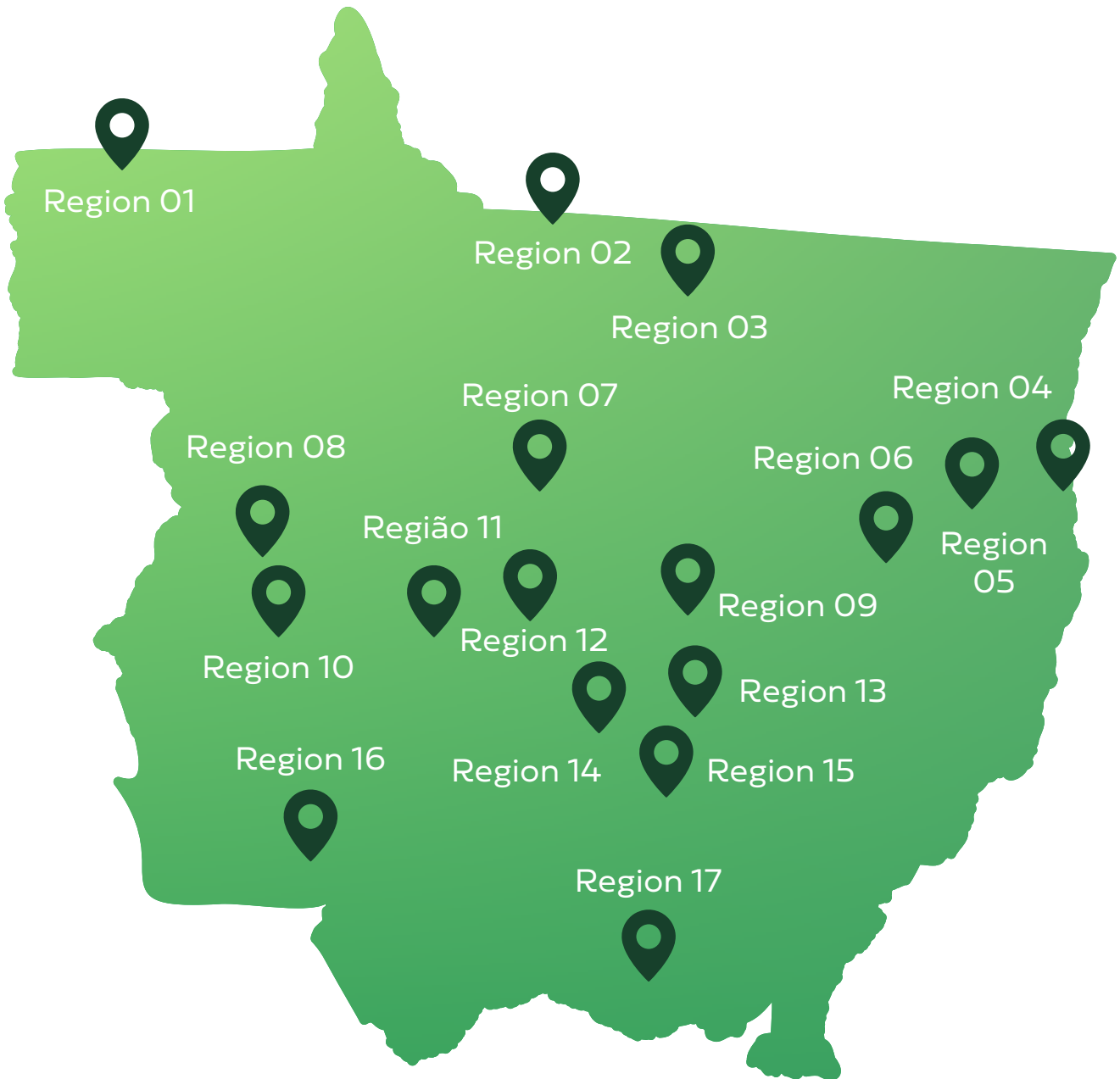


Protected or restored habitat areas of agricultural and livestock units

Coordinate range	Total area (ha)	Units included
Region 01	4,491.82	Lot 09 Farm - Panellas; Lot 22 Farm; Lot 22 Farm - Panellas II Project; Lot 64 Farm
Region 02	17,409.89	Cristalino; El Shaday Farm; Graúna Farm - PA; Pataca I and II, III and V Farm; Pedra Grande and Clarão da Lua Farm (Two Areas); Rio Verde Farm - PA; Santa Emilia Farm; Santa Luzia Farm - PA; Santa Maria do Pará Farm; Santo Expedito I Farm; São Cristóvão Farm; São Jorge Farm - Gleba B; São Marcos Farm - PA; Três Irmãos Farm; São José - Alta Floresta and Alta Floresta I
Region 03	90,735.39	Cidadela IV; Estância Beira Rio - Gleba C; Estância Mineira and Mineira I; Estância Santa Julia - Gleba X - Lots 07-001; Estância Santo André - Gleba X and Lot 07; Estância São Pedro - Gleba E and Gleba X and E; Asa de Tubarão Farm; Bufalos Farm Gleba Iriri; Buffalos I Farm; Canário Farm; Ce-dro Farm; Cidadela I, II and III Farms; Duas Meninas Farm; Grauna Farm; Jacaré Farm; Lambari Farm - Campos de Júlio; Madalena Farm; Matrinxã Farm; Perdiz and Codorna Farm; Pingo D'água Farm; Prestes Farm; Progresso Farm (MTP); Santa Cecília Farms - Lots 117, 84, 86, 88 and 90; Santa Cecília and Santa Cecília II, III and IV Farms; Santa Maria Farm; Santo André Farm; Sombra da Mata Farm (Fuji); São Jerônimo Farm; São José Farm (two areas); Terra Nobre Farm; Tilápia Farm; Trevo Farm; Tucunaré Farm; Vô Anselmo and Vô Anselmo I Farm;
Region 04	7,599.83	Lot 08 Farm; Nova Kênia Farm; Lot 04 - Araguaia Farm
Region 05	26,412.42	Boa Sorte Farm; Bom Futuro III Farm; Colosso da Lagoa Farm; Duas Estrelas de Mato Grosso Farm; Edira Farm; Malu and Malu I Farm; Pelizan Farm (two areas); Pelizan Farm Gleba A and Gleba B; Santa Helena Farm; Santa Rita Farm; Sentapua I Farm; São Jorge Farm; São Miguel, I and II Farm; Três Irmãos 4690 Farm
Region 06	42,445.90	Boa Vontade Farm; Canaã II-V-VI-IX-X Farm; Cocal Farm; Jangada I Farm; Tropical do Xingu Farm; Vera Cruz do Xingú Farm
Region 07	10,423.62	Primavera III Farm (three areas); Primavera III Farm - Lot 37; Tupi Barão Farm; Vale do Rio Verde Farm - Ipiranga do Norte; Vale do Rio Verde Farm - Tapurah; Vale do Rio Verde I Farm - Ipiranga do Norte; Vale do Rio Verde I Farm - Tapurah; Vale do Rio Verde II Farm - Ipiranga do Norte; Vale do Rio Verde II Farm - Tapurah; Vale do Rio Verde III Farm - Ipiranga do Norte; Vale do Rio Verde III Farm - Tapurah; Vale do Rio Verde IV Farm - Ipiranga do Norte; Vale do Rio Verde IV Farm - Tapurah; Vale do Rio Verde V Farm - Tapurah; Vale do Rio Verde VI Farm - Tapurah; São João Coroados
Region 08	26,755.33	Cambará and São Francisco de Assis (M-9311 and 9313); Arvoredo I Farm (Mat 8447); Arvoredo II Farm (Mat 8446); Brusque Farm (Mat 468); Cam-po Roxo Farm; Copacabana Farm (Mat 311); Dois Irmãos and Dois Irmãos II Farms; Fantini Farm (Mat 8449); Fantini I Farm (Mat 8474); Flaboyant II Farm (Mat 8448); Flamboyant I Farm (Mat 8450); Gaivota and Gaivota II Farms (Mat 9777 and 9800); Guisso Farm; Irmãos Mamose VI Farm; Jussara Farm (Mat 10977); Jussara I Farm (Mat 10971) and Jussara II Farm (Mat 10966); Lambari Farm; Madre de Dios, Madre de Dios (Mat 12421-12422) and Madre de Dios (Mat 12729-12732) Farms; Mezzomo and Mezzomo 12,088 Farms; Pasqualoto Farm; Progresso Farm (Reserve); Recanto Farm; Schaefer (Mat 10951) and Schaefer III (Mat 817) Farms; Segredo Farm; Simarelli, Simarelli I and II Farms; São Judas Tadeu Farm; Vanda I Farm (Mat 467); Vando Farm (Mat 465); Ventania Farm; Maffini_11427; Mamose Area A, Area B, Area D, Area F, Area H and Area J; Santo Expedito - Lot 20; Simarelli III



Coordinate range	Total area (ha)	Units included
Region 09	22,984.51	Marizan Farm; Nova Aurora Farm; Planalto Farm; Planalto II Farm; Água Limpa Farm; Água Limpa II and Part B, III, IV, V and VI Farm
Region 10	9,080.78	Agrosem I, II, and III Farm; Amanjur 1 Farm; Carajás Farm; Dal Maso Farm; Dal Maso - 19 De Março Farm; Esperança Farm (Gleba B); Gleba Sapezal Farm; Hermes Farm and Others; João e Maria Farm; Missioneira Do Norte II Farm; Nova Fronteira Farm; Pannebecker I, II, and III Farm; Planta I and Planta III Farms; Rincão Da Saudade I Farm; Santa Luzia Farm (Gleba A and Gleba B); Sapezal Farm and Others; Sapezal II Farm; São José - SPZ Farm
Region 11	18,738.42	Betara Farm; Catucho, Catucho I and II Farms; Daila I and Others Farm; Diamantino Farm; Encosta do Varjão, Encosta do Varjão I - Gleba A and Encosta do Varjão I - Gleba B Farms; Escalada Gleba A II Farm; Escalada Gleba B - Remanescente Farm; Itaipu Part I, II, III and IV Farm; Keidy Farm; Maranata Farm; Marca de Casco and I Farm; Nayara I, Raissa I and Santa Inês IV Farm; Nova Jerusalém Farm; Parecis and Dois Irmãos Farm; Pirapora Farm; Promissão Farm; Raissa, Trento and Santa Inês I Farm; Rodeio Farm; Santa Fé Farm; Santa Inês II and III and Santo Antônio Farm; Santa Rita I, II and III Farm; Solange Farm; Sulina and Água Verde Part A Farm; São Carlos Farm (MAT 15189); Volta Redonda Farm; Água Verde II - Part B Farm; Santa Maria, Nossa Senhora Aparecida, São José and Natividade Farms; Rincão Novo II
Region 12	25,563.30	Agromar CGH; 477 Farm; Arinos Farm; Cachoeira Farm; Campina Farm; Córrego da Onça Farm; Diamante Farm; Estreito do Rio Claro Farm (Area I, II and III); Flor do Cerrado Farm; Matrinchã Farm; Mineral Farm; Ouro Branco Farm; Pequizal Farm; Piquizeiro Farm; Santa Cecília I and Santa Cecília II Farms; Vovó Ernesto I and II Farm; Zortea Farm (MAT 3561); Zortea II, III, IV, V and São Luiz Farm; Zortea VI Farm; Água Limpa Farm (Agromar); Águas do Cerrado - Gleba A and Gleba B Farms
Region 13	14,102.89	3F Farm; Acorizal Farm; Barracão Farm; Cachoeirão Farm (MAT 547); Fartura and Nova Fartura Farms; Nevada Farm; Nevada Farm (Céu Azul); Prenda I and II Farms; Progresso Farm - Planalto da Serra; Sartori Farm
Region 14	9,126.80	Lara Estância; Laço de Ouro Farm; Salobinha Farm; Serra Azul Farm; Tarumã Farm; Zulmira Farm
Region 15	21,037.11	Arco Íris Farm; Berto and Canarana Farm; Carranca Farm; Carreteiro Farm; Cascata II or Cascavel Farm; Catumbi Farm; Charrua Farm; Fartura Farm; Filadélfia Farm; Marabá Farm; Nossa Senhora Aparecida and São Miguel Farm; Perdigão Farm; Perdigão II and Santa Júlia - Parcel I - 15037 Farm; Perdigão II and Santa Júlia - Parcel II - 15040 Farm; Perdigão II and Santa Júlia - Parcel III - 15039 Farm; Perdigão II and Santa Juliana - Parcel V - 15042 Farm; Perdigão II and Santa Juliana - Disbanded Area Farm; San Diego Farms (MAT 14912, MAT 14931, MAT 8671, MAT 8672, MAT 8673 and MAT 8674); Santa Juliana Farm; Santa Rita Farm; Santa Silvia Farm; Santo Antônio and Nossa Senhora Aparecida Farm; Santo Antônio I and II Farm; Santo Antônio II - 15041 Farm; São Miguel Farm; Sementes Mariana I Farm; São Donato Farm; São Miguel (Nozaki) Farm; Talismã II Farm; Topázio I Farm; Vale do Rio Manso Farm; Vale do Rio Manso I Farm; Água Azul Farm; Água Azul and Others Farm; Água Branca Farm; Lageado I, II and III Farms; São José - Campo Verde; São José I_2242
Region 16	1,140.54	Felicidade Farm
Region 17	5,945.56	Santo Antônio do Itiquira Farm; Santo Antônio do Mutum Farm



Credits

GRI 2-3

Coordination

**Bom Futuro's Shared Services
and Administration Board**

Photos

Bom Futuro Collection

Graphic design and layout

Bom Futuro

Selection, Collection, and Analysis of Disclosures

"Visão Sustentável "

For questions, comments, or requests related to the reported information, please contact **Davi Luis Rech**, by phone at **(65) 3645-8015** or by email at **davi.rech@bomfuturo.com.br**.

