

# Sustainability Report

# 24/25



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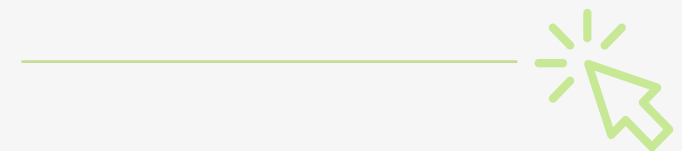
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# Responsible management, innovation and long-term value

During the 2024–2025 cycle, we have reasserted our commitment to a management based on **operational efficiency, sustainable innovation and responsibility** at every stage of our value chain. This new Sustainability Report discloses the most relevant achievements and the tangible progress made in each of the core pillars of our agenda: business sustainability, sustainable agricultural supply, people and community and environmental care.

In a challenging environment for the agro-industrial sector, that undergoes profound transformations —from climate change to technological, geopolitical and social developments— the role played by companies as regards a sustainable development takes on critical importance. In this context, we **have met and exceeded the targets of an ambitious annual plan: we traded over 6.7 million tons and achieved revenues of over USD 2.5 billion**, delivering significant improvements in both operational and financial profitability.

This performance was made possible by a strategy focused on **efficiency, regulatory compliance and quality** throughout all our processes. We guarantee the traceability, safety and fulfillment undertaken in our commitments in every operation, as shown in **100% customer satisfaction** and in **the complete absence of non-conformities** in our shipments. At the same time, we have strengthened our corporate governance standards, **fully complying with the regulations established by the National Securities Commission, CNV** [Spanish: Comisión Nacional de Valores] and committing to accurately and timely disclosing our financial statements and other relevant information.



We continue moving forward with the implementation of the strategic indicators for 2030, as previously defined in collaboration with each Management team. Likewise, the **Sustainability Committee**, comprising representatives from various levels of the company, has continued driving a sustainable culture management focused on key material issues. Meanwhile, the rigorous monitoring of our **KPIs** strengthens and helps us stay on track with our **long-term roadmap**.

One of the key challenges was getting prepared for compliance to comply with the **European Union regulations on traceability of deforestation free soybeans** (EUDR 2023/1115), which will come into effect on January 1, 2026. In this regard, we have strengthened our monitoring and certification tools to anticipate and guarantee the standards required by that market.

We have also enhanced our **impact investments**, allocating **8% of CAPEX** to sustainability-related initiatives. We improved energy efficiency through the inauguration of a solar park in La Cautiva (Córdoba), **self-generating 94% of the electricity** used and **preventing the emission** of 59,000 tons of CO<sub>2</sub>—equivalent to 1.77 million trees or to the annual electricity consumption of 15,000 households.

From a human side perspective, we strengthened our team and their environment through more than **140 training programs** and **the support provided to over 600 students** in educational initiatives focused on development and quality of the workplace environment.

These achievements would not have been possible without the unwavering commitment of all people at Molinos Agro and to the trust placed on us by our customers, suppliers, communities and shareholders. To each and all of them, we wish to express our sincere gratitude.

As evidenced by our long-term commitment—where business growth goes hand in hand with continuous improvement in environmental, social and governance criteria— we have drawn up this Report following international guidelines: GRI Standards (2021), GRI 13 sector supplement and the Sustainable Development Goals (SDG Compass 2015), including the SASB equivalency analysis.

This document discloses not only the current status of a **solid, efficient and responsible company**, but also the path toward an **Argentine agroindustry increasingly connected to the world**, focused on **quality, respect for the environment** and to building **sustainable value with a long term view**.

**Pablo Oscar Noceda**

**CEO & General Manager**

# 01 About Molinos agro



- Corporate **profile**
- **Sustainability integrated** into management
- Our Sustainability Goals to **2030**



# Corporate profile

[GRI 2-6]

We are an Argentine company established in 2016 after the spin-off of Molinos Río de la Plata S.A.'s two major business divisions: one focused on Branded food products and the other on Bulk agricultural products, which is the origin of our current operations. Molinos Agros's origins trace back to Molinos Río de la Plata S.A., established in 1902.

We specialize in the **processing and commercialization of bulk agricultural products**, primarily soy and sunflower derivatives, as well as grains such as corn and wheat.

**More than 90% of our volume** is destined for international markets, reaching nearly 50 destinations. The remainder supplies the local market, where we play a leading role in the animal feed industry and in the provision of soybean oil for biodiesel production.

Our crushing products include **soybean meal, soybean oil, lecithin, hull pellets, sunflower oil and pellets, biodiesel and crude and refined glycerin**.

We make up **5% of global soybean meal traded worldwide and 4% of global crude and degummed soybean oil trade**, which positions us **among the country's leading exporters of agricultural commodities**.



We strive for productive efficiency in each of our locations, focusing on service, quality and compliance with the highest environmental and social standards.



## Operational presence

[GRI 2-1]

We have a strategic infrastructure in place which allows us integrate the entire value chain: from raw material collection to industrial processing, port logistics, and export.



**Soybean crushing plant in San Lorenzo,**  
Province of Santa Fe.



**Headquarters located at Victoria,**  
Province of Buenos Aires.



**1 Port** on Paraná River



**6 Warehouses:** Pergamino and Lincoln,  
Province of Buenos Aires; La Cautiva,  
Province of Córdoba; Bandera, Province of  
Santiago; Río del Valle, Province of Salta;  
General Pineda, Province of Chaco

## San Lorenzo Plant (Santa Fe)

This is the world's second-largest oilseed processing plant, with a capacity of up to **20,000 tons per day**, besides having a **daily unloading capacity of 1,200 trucks**. It has its own turbo generator that generates electricity for the entire operation, positioning us as **leader in energy self-sufficiency** since its implementation.

## San Benito Port

Located on the banks of Paraná River, at kilometer 447 of the Paraná-Paraguay Waterway, the port of San Benito is integrated to the industrial plant. Throughout its 20 years in operation, **over 80 million tons** among grains and oilseed crushing-derived products have been shipped. Its current capacity reaches **8 million tons per year**, including solids and liquids, offering optimal quality and safety conditions.

## Warehouses network

We have **six warehouses** strategically distributed in Buenos Aires, Córdoba, Santiago del Estero, Salta, and Chaco, ensuring proximity to production areas and logistical efficiency.

## Administrative Headquarters

Located in Victoria, Province of Buenos Aires, it concentrates the company's corporate and commercial functions.



As part of our long-term vision, we acquired a **220-hectare** real property on the Paraná River, in Puerto San Martín and Timbúes (Santa Fe), for future logistics and industrial expansion.



## Customers and commercialization

Our main international customers are large companies with whom we maintain long-term business relationships, characterized by a high level of satisfaction as regards both product quality and operational efficiency.

We operate under the **FOB (Free On Board) modality**, with direct delivery in our port, without intervention in maritime transport or in insurance.

The **most exported products**, in descending order of volume, are those that follow:



**Soybean meal:** it represents 70% of our soybean crushing process, destined for Southeast Asia, Europe, the Middle East, Africa and South America.



**Corn and wheat:** with similar destinations, often sharing warehouses with soybean meal.



**Soybean oil:** mainly exported to India and Bangladesh.

In the 2024-2025 fiscal year, we consolidated our position as **key player in Argentine agriculture**: we accounted for **15.6% of the national soybean crushing process**, exported **14% of the soybean meal produced in the country to 29 destinations and operated more than 6.7 million tons in total, including grains**. In the **biodiesel** market, we maintained the stability of the blended diesel fuel at the domestic level and **exported 21% of the allocated quota to the European Union**, reaffirming our dual commercial presence.

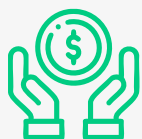
These results reflect our strong international presence, always focused on efficiency and committed to sustainable management.

For further information enter



# Highlights of the reported period in figures

Economic, social and environmental results that reflect our commitment to a sustainable business



## Financial and operating results

- **USD 2.6 billion** total revenues
- **USD 42.88 million** net income
- **USD 57.5 million** EBTDA



## Production and commercial scale

- **14% of Argentine soybean meal** exported to 29 countries
- **15.6% share** in domestic soybean crushing
- **+6.7 million** tons commercialized
- **21% of biodiesel quota** exported to the European Union



## Impact investment

- **8% of CAPEX** allocated to sustainability



## Our Team and the community

- **627 people** are part of our team
- **+140 training programs** developed
- **614 students** benefited from educational programs



## Environmental commitment

- **94%** of the electricity consumed was **self-generated**
- **59,092 tons** of CO<sub>2</sub> saved through self-generation
- **93%** of waste **recovered**
- **Solar park inaugurated** in La Cautiva (100% renewable energy)
- We certify **soybeans as deforestation-free**



# Sustainability integrated into management

[GRI 2-23; 3-1; 3-2]

At Molinos Agro, sustainability management is a strategic and cross-cutting issue that runs vertically across the company, from the CEO to each person who works in our company, and also horizontally, going through each of the areas responsible for managing material topics and providing information for the annual preparation of this report.

**Challenges ahead:** Make progress in the double materiality assessment in order to evaluate and prioritize the impacts, risks and opportunities each topic presents to the business and stakeholders. At the same time, develop opportunities for dialogue with internal and external stakeholders to prioritize the identified sustainability topics.

This management is framed within the **Sustainability Strategy**, based on four pillars:

Strategy Pillars	Business Sustainability	Sustainable Agricultural Supply	People and community	Environmental Care
Material Topics	Economic and financial performance <b>[+]</b> Ethics and transparency <b>[+]</b> Quality products and services <b>[+]</b> Cybersecurity <b>[+]</b>	Efficient technologies and process innovation <b>[+]</b> Certifications and traceability of inputs and raw materials <b>[+]</b> Environmental optimization of transport <b>[+]</b>	Development and training of collaborators <b>[+]</b> Occupational health and safety <b>[+]</b> Responsible labor practices <b>[+]</b> Diversity, equity and inclusion <b>[+]</b> Positive relationships with local communities and the society <b>[+]</b>	Reduction of emissions <b>[+]</b> Efficient use of resources <b>[+]</b> Circular economy of waste and effluents <b>[+]</b> Renewable energies <b>[+]</b>

In each pillar, we identify the topics having the greatest impacts, risks and opportunities for our company and the society, taking into account environmental, social, economic and good governance criteria. During 2023, the Sustainability Committee reviewed and updated the Business Sustainability Strategy and the material topics; for further information, **[click here](#)**.



## Sustainability Committee

In 2022, by mandate of the CEO and the Executive Committee, we created a **Sustainability Committee**, a team made up of 10 people from different areas. Its objectives are:

- Foster a **sustainability culture**, with communication and training for all people in the company
- Monitor and coordinate the **progress of each material topic** and the Sustainability Goals to 2030



The **Committee plays an important role in the coordination of the Sustainability Strategy** and relies on the management of the areas to move forward the work agenda and its Goals.

### Committee challenges to 2025:

- Renew 40% of the Committee members, allowing the participation of other collaborators
- Reach 100% of collaborators being trained in the sustainability culture
- Work on the concept of carbon footprint both individually and at the company level

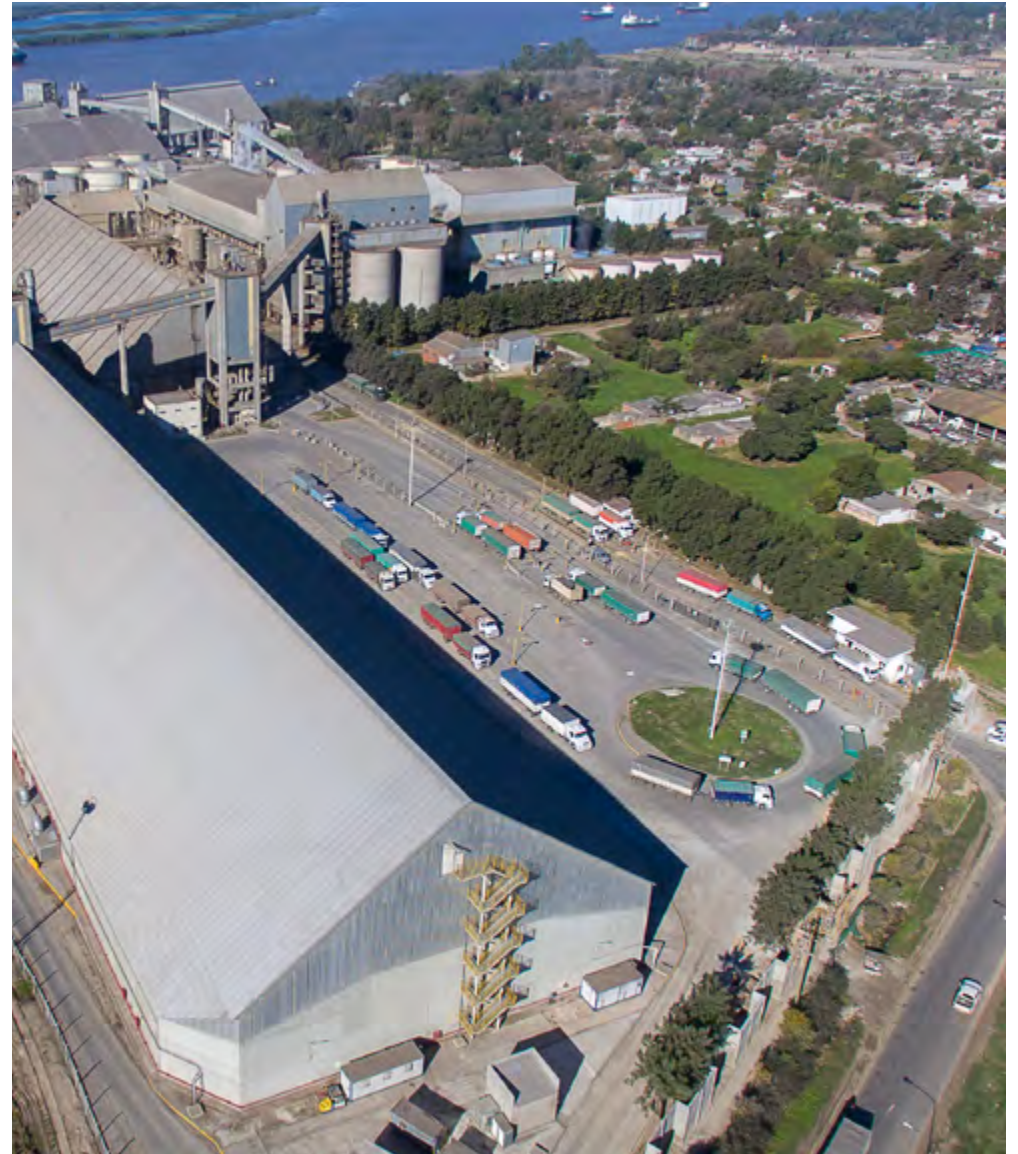


# Our Sustainability Goals to 2030

In 2024, the Sustainability Committee disclosed the Sustainability Goals for MOA business to 2030, aligned with the United Nations Sustainable Development Goals. At that time, we identified those practices that differentiate and make MOA stand out from the rest of the companies in the sector. To that aim, we followed the concept of **“active policy”**, that is, the goals defined were characterized by the proactivity of their initiatives and by an improved view of legal compliance.

In turn, our Goals reflect our ambition for an increasingly sustainable business and are “SMART” (Specific, Measurable, Achievable, Realistic and Time-bound). That is why for each goal we have appointed a sector responsible for ensuring its fulfillment.

**14 out of 16**  
material topics have at  
least one Goal to 2030



Below, we present the progress of each goal and its contribution to specific goals of the 2030 Agenda:

Pillar Business sustainability		Base year (2023-2024)	Goal 2024-2025	Progress 2024-2025	Goal to 2030	Related material topic
Operating Cash Flow (in million dollars) <sup>1</sup>	8.2	48 MM USD	50 MM USD	57 MM USD	55 MM USD	Economic and financial performance
Critical internal audit action plans implemented on time (in %) <sup>2</sup>	16.6	86%	95%	88%	100%	Ethics and transparency
Planning and compliance of annual internal and external audits (in %)	16.6	100%	100%	100%	100%	Quality products and services
Significant non-conformities in external food safety audits (in %)	2.4	0%	0%	0%	0%	Quality products and services
Compliance with the annual food safety training plan (in %)	2.4	90%	90%	90%	100%	Quality products and services
Customer satisfaction (in %) <sup>3</sup>	8.2	100%	100%	100%	100%	Quality products and services
Percentage of collaborators trained in cybersecurity (in %) <sup>4</sup>	4.4 16.10	32%	50%	89.35%	100%	Cybersecurity
Percentage of new collaborators trained in cybersecurity (in %)	4.4 16.10*	90%	90%	76.47%	100%	Cybersecurity

→ In progress    ✓ Completed    ● Not completed

1. Calculated as EBITDA without taxes, that is, it is the cash flow generated by the business to be able to make investments and, eventually, pay dividends.

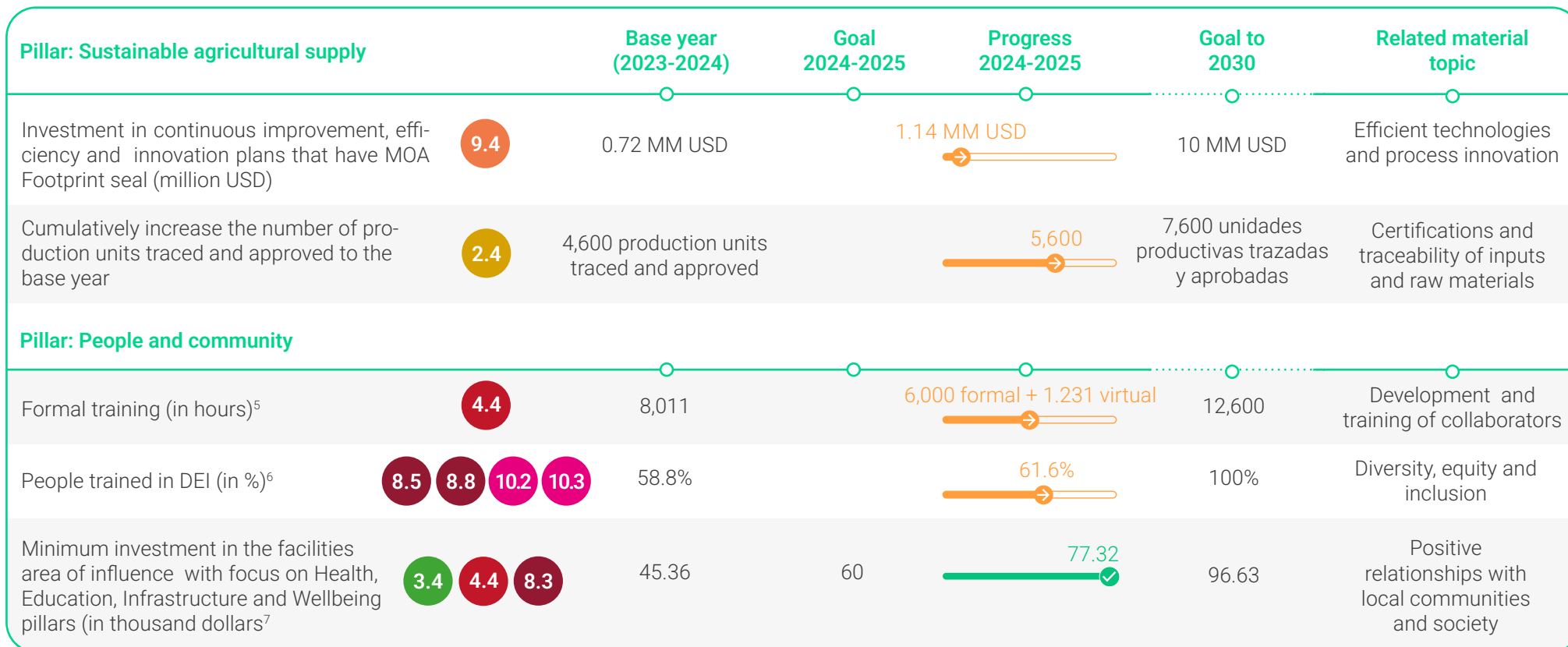
2 Action plans arise from Internal Audit reviews of the annual plan and special reviews. All plans are agreed upon with the responsible persons as regards the execution process and the implementation date. Calculated as the number of critical action plans implemented or corrected with respect to the total number of critical action plans reported.

3 Customer satisfaction, according to the surveyor's protocol, in flour (proteins), oil (phosphorus).

4 Measures the proportion of collaborators within Molinos Agro SA who have received formal training in cybersecurity issues through our training and awareness-raising platform. The calculation of the percentage of collaborators trained in cybersecurity covers users who frequently use computer equipment that connects to the company's network.

\* This is the first time we have aligned with Goal 16.10 to which we can contribute from our data management and cybersecurity efforts.

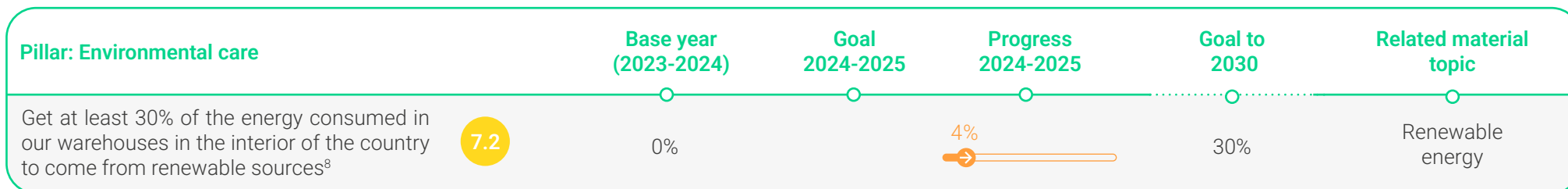





5 Base year 2022-2023: 8,000 hours of formal training. To achieve the goal, we need to increase the number of training hours by 57.5%. We are currently changing the training system to a more assertive one aimed at identifying specific needs, optimizing the training efficiency and reducing them by making them more targeted.

6 DEI: Diversity, Equity and Inclusion.

7 In USD or equivalent at Banco Nación Argentina selling exchange rate.



8 By 2023, when we established this goal, we had six warehouses. Calculation methodology: energy consumed from renewable sources / total energy consumed by all warehouses \* 100

To know the partial annual goals related to our Goals to 2030 click here. 

# We contribute to the 2030 Agenda

Our Sustainability Goals reflect our commitment to contribute to the United Nations Sustainable Development Goals (SDG), as they are aligned in themes and time horizon.

Our contribution to the global agenda starts from what we do best: feeding the world, caring for our people and the environment, fostering responsible practices throughout our value chain and promoting community development.



Throughout this Report, we identify in each section the **actions that contribute to specific goals of the 2030 Agenda**.

## Respect for human rights

[GRI 3-3; 407-1; 408-1; 409-1]

**Respect for human rights is a cross-cutting principle that guides our way of doing business.**

We are committed to ensuring decent, safe and equitable conditions for all people who are part of our operations and our value chain. This commitment is regulated and formalized in our Code of Conduct and in the Supplier's Code of Conduct, which set the ethical standards we expect from all stakeholders with whom we work.

In the role we play as an agro-export company, we contribute to the promotion of human rights through various action, among which are those mentioned below:

- **Guaranteeing the right to decent work, health and safety** of people, promoting adequate work environments, free from discrimination and with equal opportunities for professional development.
- **We reject all forms of child or forced labor**, promoting fair labor practices in our supply chain and evaluating suppliers based on these principles.
- **We ensure the safety and quality of our products**, thus safeguarding consumers' right to health and safe food.
- **We care for natural resources such as air and water**, which are essential for the development of sustainable communities and the exercise of other fundamental rights.
- **We promote local development** with programs focused on health, education, well-being, and infrastructure, in line with the rights proclaimed by the United Nations.
- **We foster diversity and equity**, fostering an inclusive organizational culture supported by policies and spaces that guarantee equal opportunities.

# Active participation in sectoral spaces

[GRI 2-28]

17.10 17.17

**We strongly believe in the interaction with other stakeholders as a tool to boost the sector's development, build a more sustainable agribusiness and anticipate new global demands.**

Therefore, we are part of business chambers, sectoral organizations and multi-stakeholder initiatives which are key for the country. We actively participate in:

- Asociación Argentina de Grasas y Aceites (ASAGA) (Argentine Association of Fats and Oils)
- Asociación de Poscosecha de Granos (APOSGRAN) (Post-harvest Grain Association)
- Cámara Argentina de Biocombustibles (CARBIO) (Argentine Chamber of Biofuels)
- Cámara Argentina de Comercio (CAC) (Argentine Chamber of Commerce)
- Cámara de Actividades Portuarias y Marítimas (CAPYM) (Chamber of Port and Maritime Activities)
- Cámara de Comercio e Industria de San Lorenzo (Chamber of Commerce and Industry of San Lorenzo)
- Cámara de Exportadores de la República Argentina (CERA) (Chamber of Exporters of the Argentine Republic)
- Cámara de la Industria Aceitera de la República Argentina (CIARA) (Chamber of the Oil Industry of the Argentine Republic)
- Centro de Exportadores de Cereales (CEC) (Grain Exporters Center)
- Cámara de Sociedades (CS) (Chamber of Companies and Associations)
- Consejo Agroindustrial Argentino (CAA) (Argentine Agroindustrial Council), through CIARA-CEC
- Unión de Comerciantes e Industriales de San Lorenzo (UCI) (Association of Merchants and Industrialists of San Lorenzo)





In addition, we participated in the following initiatives and organizations that foster the sustainability of the agricultural sector:



### Argentine Carbon Neutral Program (PACN):

We are members of the oilseed roundtable, with the aim of developing tools that allow us move towards our carbon footprint neutrality.



### Round Table for Responsible Soy Association (RTRS):

We are members of this international organization that promotes the responsible production, processing and commercialization of soybeans. Our chain of custody certification remains valid until 2028, renewed through a zero non-conformity audit.



### Visión Sectorial para el Gran Chaco Argentino (VISEC):

Since 2019, we have been full members of this multisectoral platform that seeks to mitigate the social and environmental impacts of soybean production in the Chaco region.

**This partnership will be key to meeting the new traceability requirements associated with the European Union's EUDR regulation, which will come into force in January 2026.**

For further information about our work with VISEC see Chapter 3: Sustainable Agricultural Supply

## Recognitions to our sustainable management



### BYMA Sustainability Index


For the third consecutive year, we are included in the BYMA Sustainability Index, which recognizes the 20 leading companies in environmental, social, and corporate governance practices in the Argentine market.



### CEADS (Argentine Business Council for Sustainable Development) – SDG

Within the framework of its program “Connecting Companies with the SDGs”, we were recognized for our contribution to the 2030 Agenda through the initiative “Sembramos Futuro”. This initiative, focused on education and local development, was selected for its concrete impact on the Sustainable Development Goals (SDGs).

# 02 Business Sustainability

- 
- An aerial photograph of a vast, paved truck parking lot or staging area. The lot is densely packed with hundreds of semi-trailers, mostly in shades of blue, green, and yellow, arranged in neat rows. A few white truck cabs are visible among the trailers. The lot is bordered by a dirt road and some greenery at the bottom of the frame.
- **Quality** Products and Services
  - **Ethics** and Transparency
  - **Cybersecurity**
  - **Economic and Financial** Performance



# Quality products and services

[GRI 2-6]

**We guarantee the quality and safety of our products and services as part of an integrated agribusiness value chain, committed to ongoing improvement and responsible practices.**

Our Quality, Safety, and Environmental Policy is based on three core pillars:

- **Regulatory compliance:** We ensure adherence to all applicable laws, regulations, and internal standards.
- **Quality and safety throughout every operational stage:** We guarantee the safety and quality of our products from reception of raw materials to final dispatch.
- **Ongoing improvement:** We work by setting goals and objectives that that allow us to sustainably improve our performance.

This framework guides our actions to deliver reliable, traceable products aligned with the highest standards required by both the industry and our customers.





## Quality and safety: Audits and training

We conduct both internal and external audits to verify compliance, identify opportunities for improvement, and strengthen our management systems.

**During 2024–2025, we completed 100% of the planned audits, and no major non-conformities were recorded in our food safety processes.**

The audits covered our operations related to:

- Commercialization and storage of oilseeds and grains
- Production, storage, and shipment of soybean by-products (crude degummed soy oil, soybean meals, soy hull pellets, and soy lecithin)
- Production, storage, and shipment of sunflower by-products (crude degummed sunflower oil and sunflower pellets)
- Commercialization, reception, storage, and shipment of biodiesel

■ We evaluated our Comprehensive Management Systems (ISO 9001:2015 and ISO 14001:2015) and the GMP+ Food Safety Management System (GMPB2-GMPB3), all with satisfactory results.

■ We also achieved 90% compliance with our annual training plan on Ongoing Improvement, focusing on strategic topics for our operations.



**100% customer satisfaction  
in shipments of soybean meal and  
soybean oil**



# Responsible product information and traceability

[GRI 416-1; 417-1; 13.10.4; 13.10.5; 13.6.1]

All our products comply with operational safety and quality standards. We provide clear information regarding:

- Origin of components
- Content, particularly concerning substances with potential environmental or social impact
- Safe use of products
- Disposal methods and their impacts
- Other relevant data, such as ingredients or nutritional values

**We assess 100% of our inputs, raw materials, and finished products through procedures that ensure traceability and regulatory compliance.**

Learn more about traceability of inputs and raw materials



100% of our products **are certified** under the international GMP+ standard

No product recalls were recorded due to safety issues

Pest management is outsourced and conducted using products approved **by SENASA, INAL and/or ASSAL**



# Ethics and transparency

16.5 16.6 [GRI 2-27; 206-1; 205-3]

We promote transparency, regulatory compliance, and corruption prevention within a framework of fair competition. As part of an industry based on trust among stakeholders, we play a key role in protecting our reputation and credibility through ethical, responsible management aligned with compliance standards and good corporate governance.

During this fiscal year, **no cases of corruption** were found, **nor were any legal actions** related to unfair competition practices, violations of applicable legislation on monopoly practices, or violations of free competition recorded. No violations of social or economic laws or regulations were identified either.



# Code of conduct

[GRI 2-15; 2-23; 205-2]

16.5 16.6

The **Code of Conduct** guides our decisions and relationships, promoting integrity, respect, transparency, responsibility, and fairness throughout the organization. This document reflects our values and serves as a guide for situations or issues that may arise in our daily work.

Every person being part of Molinos Agro must be familiar with and apply the Code of Conduct, regardless of their role or hierarchical level.



## 99% adherence to the Code of Conduct during the 2024-2025 fiscal year

This included critical suppliers, external staff, and temporary workers. We also revalidated the declaration of conflicts of interest with 99% participation out of 100% of the workforce.

We also provide internal and digital channels for reporting potential conflicts, including a form accessible from the corporate intranet.

As for suppliers, if a potential conflict situation is reported, an analysis protocol is activated by Internal Audit, which includes open searches to verify risks and establish mitigation measures.

## Ethics hotline and control system [GRI 2-16; 2-24; 2-26]

We have an Ethics Hotline managed by an independent third party, available to anyone—internal or external—to confidentially, voluntarily and anonymously report any violation of our Code of Conduct, internal standards, or corporate policies.

### Reporting channels

- Direct Supervisor
- Human Resources
- Internal Audit
- **Ethics Hotline**, with multiple access channels:



eticamolinosagro.lineaseticas.com  
www.moaoperaciones.com.ar  
for suppliers



eticamolinosagro@kpmg.com.ar



Phone: 0800-122-0401 (Argentina)  
4-0529-6629 (Uruguay)  
Fax: 5411-4316-5800



Personal interviews: via the 0800 line or direct contact



Correo postal: Bouchard 710, 6º piso, Buenos Aires  
(KPMG – Línea Ética)

The Ethics Committee, consisting of the Internal Audit Management, the Human Resources Department, and the CEO, is responsible for analyzing and making decisions on how each complaint should be handled, which is then reported to the Audit Committee for follow-up.

## During 2024-2025, we received 10 reports, all of which were resolved and responded to.

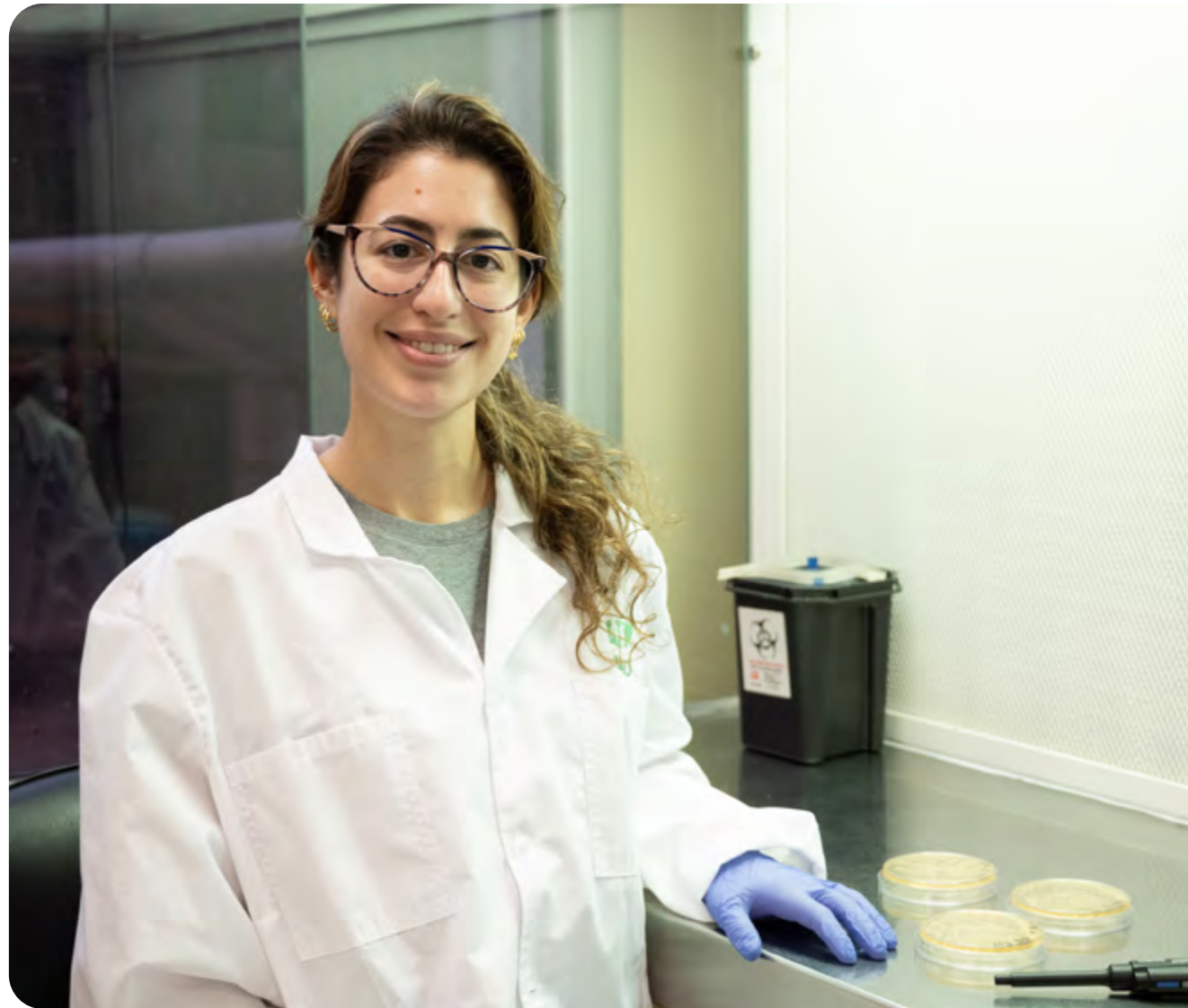
Our internal control system supports all areas, with the aim of strengthening critical processes, mitigating risks, and ensuring efficient management. The Annual Audit Plan, approved by the Audit Committee, includes reviews, follow-ups on complaints, and specific controls, and is reported regularly to the General Manager, the Audit Committee, and the Chairman of the Board of Directors.

## Training and ethical culture

We continue to reinforce our ethical culture through training and communication initiatives, both internally and throughout our value chain.

**100%**  
of our Directors and  
Managers have been trained  
in ethics and compliance

We have also extended the contents related to corruption prevention, control over third parties, and reinforcement of key policies to all levels of the organization.





## Corporate Governance

[GRI 2-9; 2-11]

Our governance model is based on the principles of transparency, responsibility, accountability, and fairness. This structure is organized under independence and sustainability criteria, with the Board of Directors as the governing body, appointed by the Shareholders' Meeting—the company's highest governing body.

### Board Members

Chairman: Luis Perez Companc <sup>(i)\*</sup>

Vice-Chairman: Amancio Hipólito Oneto <sup>(ii)</sup>

Ana Carina Turco Grecco <sup>(i)</sup>

Pablo Oscar Noceda <sup>(ii)</sup>

Oscar Miguel Castro <sup>(ii)</sup>

Gabriel Casella <sup>(ii)</sup>

(i) Term of office expires on: March 31, 2026

(ii) Term of office expires on: March 31, 2025

\* The Chairman of the Board does not hold an executive position within the Company.

During the 2024-2025 period, the Board of Directors was made up of three regular directors, two of whom are independent, in accordance with the current criteria set forth by the National Securities Commission.



## Corporate Governance and Supervisory Functions

[GRI 2-10; 2-12; 2-13; 2-18; 2-19; 2-20]

The Board of Directors promotes the corporate culture and ensures compliance with the highest ethics and integrity standards. It approves the company's Annual Budget and Business Plan, which are drawn up with the participation of all areas of the company and reviewed by the Executive Committee. It also monitors performance of the Plan along with the fulfillment of goals and objectives.

The Board also appoints the Audit Committee members, who operate under the independence criteria required by the CNV. Among other responsibilities, this committee evaluates the reasonableness of director compensation and submits an annual report to the Board and the Shareholders' Meeting.

Although the Shareholders' Meeting does not conduct formal performance evaluations of the Board of Directors, it approves its management, financial statements, annual report, and corporate governance report on an annual basis. In addition, there are internal mechanisms for regular review that strengthen the individual and collective management of the Board of Directors. The semi-annual evaluation of the first-line management team is conducted by the Director of Corporate Affairs and Human Resources, together with the General Manager, and reported to the Board of Directors.



For more information on the Board and its functions, please refer to the Corporate Governance Code included in the Annual Report and Financial Statements 2024-2025



## Ongoing development and training for the highest positions

[GRI 2-17]

We also take an ongoing improvement approach to governance. We promote ongoing training for our directors and managers through programs focused on topics such as politics, economics, regulations, and cybersecurity, among others. These initiatives are complemented by self-development opportunities and feedback tools to identify areas for improvement and consolidate leadership at all levels.

In addition, the interdisciplinary committees on Sustainability, Transformation and Diversity serve as active platforms for training on strategic issues.

## Risk management and internal control

[GRI 2-24]

Our Risk Policy includes an annual plan that assesses critical aspects of the business in the short, medium, and long term. This plan prioritizes the monitoring of critical areas and incorporates a comprehensive review of key processes at least once every three years.

We have an internal control system that acts as cross-functional support for all areas. We implement controls that optimize processes, minimize impacts, and ensure compliance with the organization's strategic objectives.



# Cybersecurity

**We strive to preserve privacy, data integrity, and the security of the company's strategic systems**

Our Cybersecurity Headship **leads a preventive approach, combining ongoing training, policy updates, and technological tools to strengthen our defense mechanisms.**

## Training and awareness



During 2024-2025, we train everyone in the organization **on key information security issues through both our training platform and awareness campaigns complemented with Tech Talks.**

The content covers a wide range of topics, from basic concepts to specific practices for preventing incidents such as identity theft, phishing, and ransomware. This training seeks to consolidate an active and strong security culture. Trained individuals are more aware of cyber threats and know how to protect their data and that of the organization from internal and external attacks.

## Policy updates and preventive approach

Throughout the fiscal year, we have updated our internal cybersecurity policies, adapting them to new scenarios and emerging risks. We continue to develop actions focused on prevention as a central axis to reduce incidents and strengthen the company's technological resilience.







# Economic and financial performance

[GRI 201-1]

**We seek ongoing improvement in our performance and guarantee compliance with our commitments, focusing on long-term financial strength and solid Shareholder's Equity. We promote value creation for our stakeholders, reinvestment of profits, and management of climate change risks and opportunities, guiding all our actions toward business sustainability.**

# Economic Value Generated and Distributed

This indicator reflects our ability to generate income, sustain operations, contribute to development through taxes and social investments, and strengthen our value chain through payments to suppliers and people who are part of the organization.

Economic Value Generated and Distributed (in million pesos)			
	2022-2023	2023-2024	2024-2025
<b>Economic value generated</b>	<b>4,685,846</b>	<b>2,681,700</b>	<b>3,100,205</b>
Net Sales	4,573,159	2,599,240	3,038,112
Revenue from financial investments	112,687	82,460	62,093
Revenue from sale of assets	0	0	0
<b>Economic value distributed</b>	<b>4,739,665</b>	<b>2,739,497</b>	<b>3,187,724</b>
Operating expenses	3,427,845	1,987,968	2,194,418
Employee wages and benefits	64,742	60,351	61,641
Payments to providers of capital	154,371	112,918	121,252
Taxes	1,092,618	578,162	810,238
Community investments	89	98	175
<b>Economic value retained</b>	<b>(53,819)</b>	<b>(57,797)</b>	<b>(87,519)</b>

\*The values were restated for inflation to show them in a single currency as of March 31, 2025.

## Context and Performance for the 2024-2025 Fiscal Year

In a challenging global context marked by geopolitical conflicts and trade tensions, the global economy showed resilience in 2024, with growth close to **3%** and a slight slowdown in inflation. Latin America maintained a moderate pace of expansion, while Argentina experienced a strong agroindustrial recovery after the worst agricultural campaign in its history.

**Soybean production doubled year-over-year (49 Mt)** and corn production **grew by more than 40%** (55 Mt), driving a recovery in the origination and processing of raw materials. Improved yields and a lower volume of unprocessed grain exports allowed domestic soybean milling to **reach a record high of 43.5 Mt**, with the notable participation of our San Lorenzo plant, which **achieved its highest volume ever and accounted for 15.6% of the national milling**.

In this context, we achieved solid financial performance: we recorded total revenue of USD 2.66 billion, a net result of USD 42.8 million, and an EBITDA of USD 20.9 million, equivalent to 0.8% of sales, which represents an improvement compared to the previous year (USD 15.9 million).



## Key operational and commercial milestones 2024-2025

■ We achieved a **15.6% share** of the domestic industrialized soybean market.

■ We certified **soybeans as deforestation-free** under EPA, 2BSvs, and EUDR standards.

■ We exported **14% of Argentina's soybean meal**, with sales to 29 countries.

■ We consolidated a strategic partner in India for the commercialization of soybean oil.

■ In biofuels, although external demand fell, we maintained good local profitability.

■ **We operated over 6.7 million tons**, almost meeting the goal for the year.

Financial statements and other economic and financial information for the fiscal year





# Climate change risks and opportunities

[GRI 201-3]

Climate variability resulting from global warming has a direct impact on agricultural cycles, affecting supply, raw material quality, and international prices. Both record harvests and production losses generate imbalances that must be managed as physical, commercial, and regulatory risks. That is why our commercial and production strategies incorporate a short-, medium-, and long-term climate outlook.

In Argentina, the effects of El Niño/La Niña cycles alter rainfall patterns and directly influence crop development. In response to this scenario, the Research team conducts specific studies that allow us to anticipate impacts and design appropriate operational responses. We also invest in infrastructure that gives us flexibility in the face of changing conditions, such as drying capacity for grains with moisture levels outside the normal range.

As part of our adaptation to new international regulatory frameworks related to climate change, we are advancing certifications and traceability that ensure environmental compliance throughout the value chain. In this context, we carried out a witness shipment to Spain under the VISEC protocol, in compliance with European EUDR regulations.

We continue to allocate significant investments to sustainability and climate adaptation initiatives, focused on traceability, carbon, and efficiency.

**We allocated 8% of our annual CAPEX to initiatives focused on traceability, compliance with environmental regulations, and reducing our carbon footprint.**

## Commitment to carbon neutrality

2.4 13.1

As part of the **Argentine Carbon Neutral Program** and our participation in the **Oilseeds Working Group**, we completed the fieldwork that led to the development of a carbon calculator capable of **measuring the footprint** across all stages of the value chain for key products such as soybeans, soybean meal, oil, and biodiesel. This tool will enable us to make data-driven decisions to optimize the carbon balance of our operations and move forward in reducing our climate impact.

## Sustainable Financing



We renewed and expanded our three-year international credit line for **USD 500 million**, granted by BID Invest and international banks. This financing is linked to the achievement of goals related to diversity, equity, inclusion, human rights, and climate change adaptation.

# Achievements and Challenges

## Challenges 2024-2025

Continue to reinforce the ethical culture through internal communication and training, as well as within our value chain

Continue with remote auditing by developing management and alert indicators for critical processes, extending their use to end users, participating, and proposing solutions for process automation.

Focus on cybersecurity, with emphasis on prevention and ongoing training

Audit planning: 100% compliance with annual internal and external audits

Major nonconformities: 0% major nonconformities in external Food Safety audit

Ongoing Improvement Training: 90% fulfillment of the annual Food Safety training plan

Continue implementing best practices in corporate governance

Maintain compliance standards with National Securities Commission regulations

Disclose regular, relevant information as required by National Securities Commission regulations

Operate 7 million tons

Invest 8% of annual CAPEX in Sustainability

## Completion

✓ **Completed.** Progress was made with specific content and mapping of key processes.

✓ **Completed.** Indicators were implemented in critical processes and tools were developed to address findings.

✓ **Completed.** STraining activities and policy updates were consolidated.

✓ **Completed.** All planned quality and food safety audits were conducted.

✓ **Completed.** No major nonconformities were detected during the fiscal year

✓ **Completed.** A high level of execution of the training plan was achieved.

✓ **Completed.** Improvements aligned with the Corporate Governance Code standards were implemented.

✓ **Completed.** Compliance was successfully maintained throughout the fiscal year.

✓ **Completed.** We met all disclosure obligations in a timely and proper manner.

✶ **Nearly Completed.** We managed over 6.7 million tons during the fiscal year.

✓ **Completed.** We allocated 8% of CAPEX to initiatives aligned with the sustainability agenda.

# Challenges 2025-2026

## Quality and food safety

- Advance in the implementation of the Food Defense Program (Target: at least 80% compliance).
- Maintain the strength of our management systems in external safety audits (Target: 0% major non-conformity and 100% compliance).
- Deepen training in Ongoing Improvement, focusing on strategic issues for the operation (Target: 90% compliance with the annual plan).

## Ethics and cybersecurity

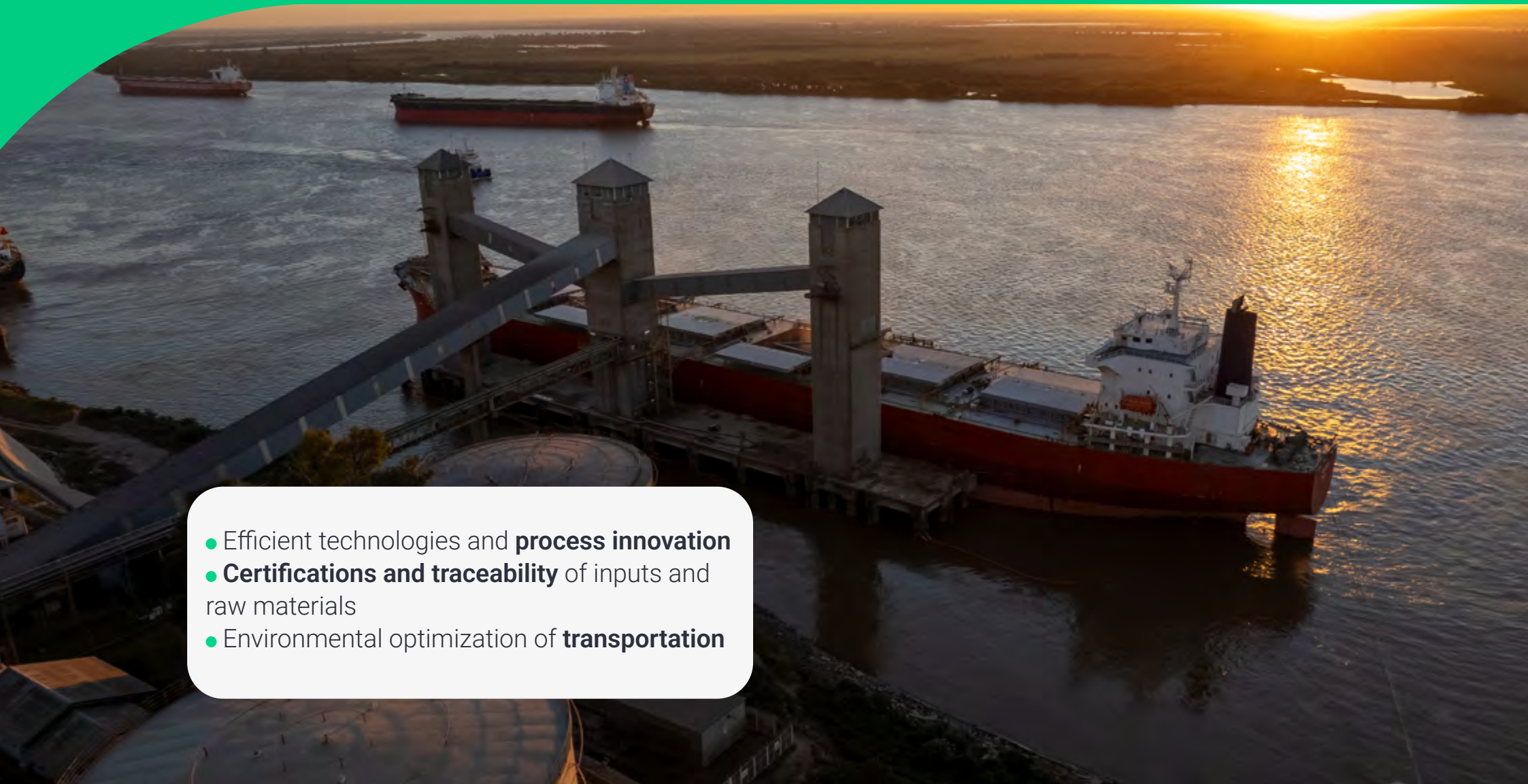
- Strengthen ethical culture with a focus on internal training and the value chain.
- Strengthen cybersecurity culture through ongoing training and preventive actions.
- Support the implementation of the new SAP system, ensuring compliance with the controls defined by the company.

## Operational performance and sustainability

- Operate 6.5 million tons in a context of reduced supply.
- Continue investing in innovation and sustainability.
- Create a procedure manual to comply with EUDR regulations using the VISEC protocol.
- Comply with EUDR regulations for all shipments to the European Union as of January 1, 2026.
- Work with the Sustainability Committee to raise awareness about the carbon footprint.
- Comply with strategic KPIs toward Molinos Agro 2030 vision.



# 03 Sustainable Agricultural Supply

- 
- Efficient technologies and **process innovation**
  - **Certifications and traceability** of inputs and raw materials
  - Environmental optimization of **transportation**

# Efficient technologies and process innovation

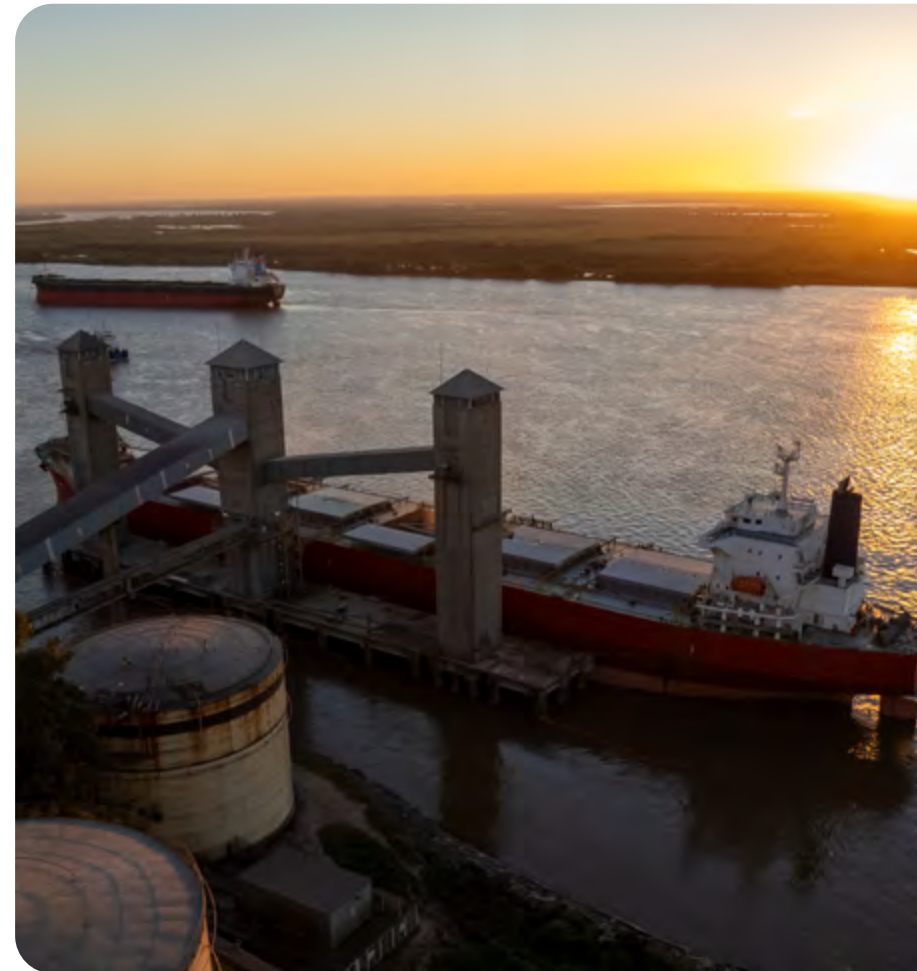
8.2 9.4 [GRI 203-1]

**We adopt innovative technologies, processes, and products to mitigate risks, optimize resources, and strengthen our operational competitiveness.**

**EFFICIENCY, INNOVATION, AND PRODUCTIVITY** are the fundamental pillars of our sustainable supply model.

We strive for an **ongoing improvement** model, with technical teams that analyze and optimize production, logistics, and maintenance processes. This approach allows us **maximize efficiency** at every stage, from **strategic equipment replacement** to the **incorporation of cleaner and safer solutions**.

Throughout the year, we made **more than 100 investments** aimed at upgrading key technologies, improving safety, and reducing environmental impacts, in a record year for crushing and shipping volumes.



Among the **main investments**, those listed below are highlighted:

- **Renewable energies and environmental efficiency**

We installed solar panels at our Acopio La Cautiva Facility, improved the performance of extraction systems by incorporating new bag filters, and added a forest barrier to mitigate the environmental impact of our operations.

- **Productivity and quality**

We expanded our sunflower crushing capacity with three new crushers which will be operational in January 2026. We also added a 2,500-ton multipurpose tank equipped with a nitrogen inerting system and independent loading unit, adaptable to refined oils and other specialty products. We enhanced the quality of lecithin, upgraded the equipment of the main crushing line, and conducted a comprehensive study to update the intermediate line.

- **Operational safety**

We installed explosion-prevention devices, upgraded fire detection systems, improved access and equipment lifting systems, and reinforced hazard signage.

- **Team well-being**

We built new break rooms and locker rooms, added a lactation room, and made improvements to storage facilities to continue protecting the work environment.

- **Smart logistics and maintenance**

We incorporated a pneumatic conveying system to prevent dust emissions, reorganized warehouses with mini-racks identified with QR codes, and added a new truck loading bay with a flow meter to optimize liquid logistics.



These investments reinforce our position as a **technological leader in the agroindustry**, allowing us to adapt to international trends, efficiently respond to production challenges, and maintain world-class standards in our operations, consolidating our position as an agroindustry leading company with global impact and local responsibility.



# Certifications and traceability of inputs and raw materials

2.4 [GRI 2-6; 13.23.2, 13.23.3; 13.4.3]

**We encourage good practices that generate positive economic, social, and environmental impacts, and work together with our suppliers to support part or all of the responsible sourcing of the supply chain.**

In a changing international context, we have consolidated a certified, traceable supply system aligned with the most demanding standards. Our management integrates digital tools, sustainability certifications, and verification methodologies that ensure environmental and social compliance from the field to the shipping of our products.



# A traceable, certified and evolving supply chain



## Supply of raw materials

We promote a sustainable sourcing through international standards that ensure that soybeans come from deforestation-free fields, outside of protected areas, and in compliance with current environmental legislation.



### ISCC- International Sustainability Carbon Certification RTRS- Round Table on Responsible Soy



Sustainability certifications promoting the use of renewable energies, in accordance with the European Union's Renewable Energy Directive (RED).

We are certified as an industrial chain of custody for RTRS soybean processing under the mass balance approach, which guarantees traceability through verified credits. This applies to the production of biodiesel for international destinations at our San Lorenzo plant.



### 2BSvs – Biomass, Biofuel Sustainability Biomass, Biofuel Sustainability

Sustainability Standard certifying that the field where soy is produced has no land clearing and is not located within protected areas or areas of high biodiversity value.

Scope: 2,711 facilities of our suppliers authorized to source soybean, crush them, obtain oil and use it to produce biodiesel for the EU.



### RFS II (EPA)- Renewable Fuel Standard program

This EPA standard certifies that biodiesel supplies exported to the United States come from deforestation-free fields.

**These certifications allow to trace back to the farms approximately 15% of the annual soy volume produced**, through georeferencing, satellite images, and verification of compliance with the Native Forest Territorial Management zones (Spanish: Ordenamiento Territorial de Bosques Nativos, OTBN), supported by an internationally recognized Ag-Tech. **We are on track to increase said percentage in the coming periods.**

This information is integrated into the **Electronic Bill of Lading system**, which acts as the backbone for tracking raw materials from the source to the final shipment, through document validation and internal plant reports.

**During this fiscal year, we made our first sample shipment to Spain under the VISEC protocol, anticipating the environmental and social traceability requirements established by the EUDR regulations, which will be mandatory in the European Union as from 2026.**



## Processing

All our industrial operations are backed by certifications ensuring quality, environmental management, and safety for products intended for both human and animal consumption:



### ISO 9001:2015

**Quality standard of both processes and products**

Scope:

- Commercialization, reception, and storage of oilseeds.
- Production, storage, and shipping of crude oil, meals, pellets, hull pellets, and oilseed-lecithin.
- Commercialization, reception, storage, and shipping of grains and biodiesel



### ISO 14001:2015

**Environmental management standard that supports our operations under ongoing improvement criteria.**

Scope:

- Reception and storage of oilseeds.
- Production, storage, and shipping of crude soybean oil, meals, pellets, hull pellets, and oilseed-lecithin.
- Reception, storage, and shipping of biodiesel.
- Self-generation of electric power.



### GMP+FSA

**Certification that guarantees the safety of products intended for animal feeding**

Scope:

- Production, storage, and shipping of soybean meal, soybean hull pellets, soybean lecithin, and sunflower whole-seed pellets at the San Lorenzo plant.
- Storage, transportation, and commercialization of soybean meal, soybean hull pellets, and sunflower whole-seed pellets at the Head Office.

## Commercialization

We adapt our offering to the demands of markets with specific requirements.



We were granted the **Kosher** certification for commercialization of degummed crude soybean oil, degummed crude sunflower oil, and soybean lecithin, which guarantees their access to specific markets.



# Soybeans traceable from source: our participation in VISEC

[GRI 13.23.4; 13.22.1; 13.4.3]



We are plenary members of VISEC (**Visión Sectorial para el Gran Chaco Argentino**), actively participating in this multi-sector project that brings together the entire soybean value chain: producers, collectors, brokers, exporters, associations, and NGOs.

VISEC has developed a **Monitoring, Reporting, and Verification (MRV) platform that allows to guarantee soybean traceability from the field to the port of shipment**. It integrates public and private data based on georeferencing into a single, transparent, and accessible tool.

The initiative was founded in **2019 by the Stock Exchange of Rosario, CIARA-CEC, and The Nature Conservancy**, with the support from government agencies, NGOs, and regional exchanges. **We have been part of this platform since its inception.**

## Why is Gran Chaco a strategic issue?

- It covers **25% of the Argentine territory**
- It houses **60% of the country's native forests**
- Habitat for a **wide range of animal and plant species and of native communities**
- It is one of the areas with the **highest rates of environmental loss due to agricultural expansion**

Through VISEC, we contribute to positioning **Argentine soybean as a deforestation-free product**, aligned with global sustainability standards.

Further information on the initiative



# Our national supply network

8.3 [GRI 204-1]

We have a **diversified supply network**, made up of producers and service providers from various regions of our country. We aim to build long-term relationships and trustworthy links, based on equity, with a mutual collaborative approach, and a joint development philosophy.

During 2024/2025:

- **2,577 active suppliers**
- **312 new supplier registrations**
- **100% of raw materials were domestically sourced (vs. 94% in 2023/2024)\***

\*Based on the tax domicile of the supplier companies

Our suppliers come from **18 Argentine provinces**, with strong presence in La Pampa region and other key points of the productive sector of the interior of the country.

## MAIN SUPPLY CATEGORIES:

GRAINS

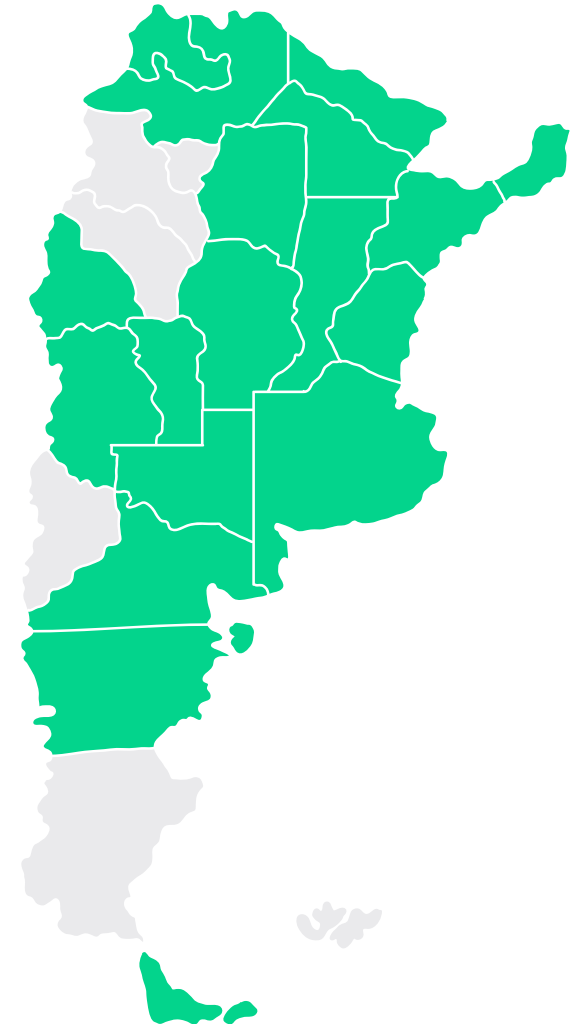
TRANSPORT

INDUSTRIAL

ADMINISTRATIVE

LEGAL

TECHNOLOGICAL SERVICES



# Responsible relationships in the supply chain

8.5 8.7 8.8 [GRI 407-1; 408-1; 409-1]

We view supply as an **extension of our values**. Therefore, we promote ethical, social, and environmental standards throughout the supply chain and establish monitoring and support mechanisms from the beginning of the business relationship.

## Every supplier company shall:

- ✓ Sign the Code of Conduct, which includes principles related to integrity, human rights, fair labor practices, health and safety, and a zero tolerance policy with regard to corruption and child exploitation.
- ✓ State any connection with public officials and adhere to our transparency policy at the time of registration, which is done through the platform [moaoperaciones.com.ar](https://moaoperaciones.com.ar).
- ✓ Comply with legal, tax, and fiscal requirements and, in the case of grain producers, their status before various regulatory bodies within the Agricultural Regime is also verified.

In addition, we encourage continuous dialogue with our supplier companies and conduct talks and training activities on good agricultural practices, environmental care, and responsible management, as part of the ongoing improvement process.



# Environmental optimization of transport

13.1

**We promote an efficient and environmentally responsible logistics, focusing on reducing emissions and making a smarter use of available resources.**

Reducing the impact of transportation is key to our environmental strategy. Therefore, we continue to foster the use of **scalable trucks and trains**, which allow for the transport of **larger volumes per trip** and improve energy efficiency and increase productivity throughout the logistics chain.




Furthermore, we enter into commercial agreements to operate as **cargo shippers and receivers in rail freight operations**, promoting a logistics network that combines economic and environmental efficiency.

**Scalable trucks**—capable of transporting between 30% and 60% more raw materials than conventional trucks—**increased their use by 4%** compared to the previous year, while that of trains decreased to 1%. The use of conventional trucks, meanwhile, remained stable.

**We are also part of the CIRCULAR network**, an app that optimizes shift management and reduces unloading times, fostering a more integrated logistics chain with a lower environmental impact and greater operational efficiency.

**We continue moving forward on a more efficient logistics with a lower environmental impact.**

Participation by type of transport in raw materials entered

	2023 / 2024	2024 / 2025
 Conventional trucks	73%	73%
 Scalable trucks	25%	26%
 Trains	2%	1%



# Challenges and achievements

## Challenges 2024-2025


To implement the VISEC program to respond to new European regulations for deforestation-free imports in said bloc.

## Compliance

✔ **Ongoing**, as the European Union has postponed the start of the EUDR regulations for one year. We have already sent our sample shipment to Spain and progress on the required traceability is being made.



# 04 People and community

- 
- A group of approximately 15 people, mostly men, are standing in a loose circle on an industrial site. They are all wearing white hard hats. Some are wearing light blue button-down shirts, while others are in plaid or dark shirts. They appear to be in a meeting or a site walk. The background shows industrial structures, including pipes, scaffolding, and a large concrete wall with a sign that says '23'. The ground is paved asphalt.
- **Responsible labor** practices
  - **Diversity**, equity and inclusion
  - **Development and training** of collaborators
  - Occupational **Health and Safety**
  - Positive relationships with **local communities and society**



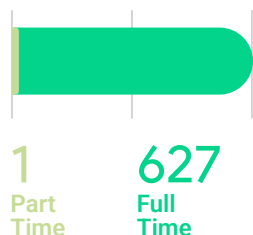
# Responsible labor practices

8 [GRI 2-7; 401-1]

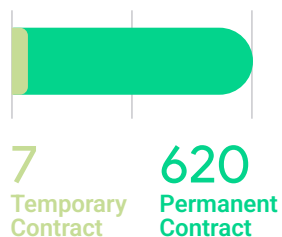
Our culture **fosters a spirit of collaboration, the transmission of values, respect for other people and a positive work environment.** That is why we strive to guarantee appropriate working conditions, decent and quality employment with respect for human integrity.

**627** people work  
at Molinos Agro

**99.8%**  
on full-time  
contracts



**98.9%**  
on permanent  
contracts



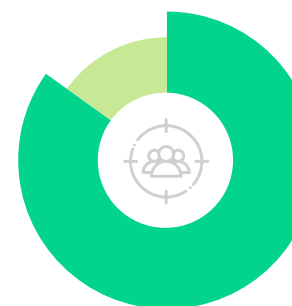
A **turnover rate** of **3.03%** shows **team stability**, while the rate of new hires was **3.35%**

The team composition has remained **85% men** and **15% women**.

**24% of the total workforce is over 50 years old**, which shows an organization with generational diversity.

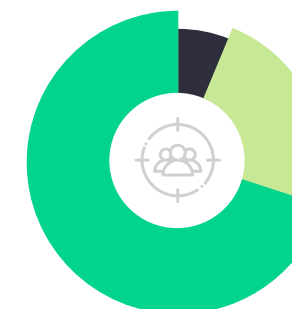
We are a key employer in the communities where we operate, with a strong presence in **San Lorenzo (77% of our total workforce)** and with teams distributed across **Victoria, La Cautiva, Lincoln, Pergamino, and Bandera**, giving priority to hiring local residents.

Learn more about our team



**15**

**85**



**6** Under  
30 years

**24** Over  
50 years

**70** Between 30  
and 50 years

# Workplace environment and employee experience

8.8 [GRI 2-29]

We strongly believe that a healthy and respectful work environment is built by actively listening to the people who make up our team. Workplace environment and daily experience are key dimensions for strengthening commitment, improving processes and building trusting relationships.

The **Employee Experience Survey** is a biannual tool which allows us to understand the perception all our collaborators have of their work environment, identify improvement opportunities and define concrete action plans. The next edition is scheduled for September 2025.

**In the meantime, during this fiscal year, we implemented two key follow-up initiatives to maintain ongoing listening:**

- October 2024 pulse survey: We communicated the results and lessons learned from the 2023 survey.
- March 2025 pulse survey: We surveyed the perception regarding the progress of the implemented action plans.

These measurements also included inquiries about the quality of the annual feedback process, satisfaction with training programs and with briefing sessions about our business.

In addition, we promoted the relaunch of internal and external communications management, with a focus on a culture of collaboration, clarity, and dialogue.





# Integrated wellbeing and benefits

5.4

8

[GRI 401-2; 401-3]

We foster the personal and family development of our people by offering them benefits that address multiple well-being aspects: health, work-life balance, family development and quality of work life.

## Key benefits include:

- Extended maternity and paternity leaves
- School and university scholarships, parenting talks and family support
- Childcare subsidy for children up to 5 years old
- Healthy lunch and snack options
- Private health insurance
- Food product boxes with employee discounts and allocations
- Wellness platform, with preventive health talks and optional vaccination campaigns
- Hybrid work model and flexible schedules during summer
- School kits, holiday gift boxes, and special gifts for births, Easter, weddings, and Children's Day celebration
- Personal and health loans, plus additional life insurance for management-level employees

# 16

employees (8 women and 8 men) took parental leave.

# 100%

returned to work and remained with the company one year after their return.

[Learn more about leave usage](#)



**During the fiscal year, we also renewed our benefits platform,** incorporating a flexible version that expands the available options and strengthens our focus on integrated well-being.

## Perez Companc Foundation's Scholarship Program

The School Scholarship Program is an optional benefit for Company's collaborators, provided by the Perez Companc Foundation for over 30 years. It promotes education as a tool for human development, encouraging the completion of studies and supporting the socio-emotional development of collaborators' children.

**It is structured around three pillar:**

- A monthly financial contribution
- Personalized support for students at the primary, secondary and tertiary levels
- Workshops for mothers, fathers and responsible adults

**In 2024, 178 scholarships were awarded to Molinos agro collaborator' children:**



- ✓ 92 for primary level
- ✓ 54 for secondary level
- ✓ 32 for tertiary level

Support was provided by 13 professionals who guided students in developing socio-emotional skills through monthly virtual sessions. The same team also conducted five **Parent Workshops**, open to all staff, covering topics such as bullying, cyberbullying, boundaries, inclusion, and emotional management, among others.

## Compensation and Pay Equity

5

[GRI 2-21; 13.20.1]

Our compensation policy ensures internal equity and external competitiveness. We use the IPE (International Position Evaluation) system to define salary structures aligned with the market. As part of this strategy, **salary adjustment instances are defined based on market conditions and collective bargaining agreements**, and a **specific individual merit recognition** is considered through selective adjustments.

**Compensation is managed without distinction of nationality, gender, or any other condition, in line with our commitment to diversity**

For further details on compensation indicators



# Diversity, equity and inclusion

5.5 10.2 [GRI 2-29; 405-1; 406-1]

**We work on developing concrete policies and actions in order to ensure a fair and non-discriminatory treatment, and to guarantee equal professional opportunities without any kind of distinction or restriction.**

We have in place a **Diversity, Equity, and Inclusion Committee** that promotes initiatives aimed at strengthening a respectful, inclusive, and bias-free culture. During 2024-2025, the Committee's work was structured around four strategic pillars:

➤ **Awareness and Sensitivity Policy**

➤ **Mindset and Culture**

➤ **Practices and Policies**

➤ **Training**

Within this framework, we have carried out the following actions:

✓ **Disability perspective workshops** focused on promoting an inclusive outlook at all levels of the organization.

✓ **"Respect" communication campaign**, an internal initiative aimed to reinforce empathetic and respectful behaviors in the workplace.

✓ **Workshop on Eliminating Violence in the Workplace**, providing a space for reflection and learning to prevent violence and promote healthy relationships.

✓ **Labor inclusion**: we incorporated a second person with a disability into the Logistics team in the Calada area.

✓ **Extended paternity leave** for non-union staff, from 5 to 10 consecutive days.

These actions show our ongoing commitment to building safe, equitable and diversity-friendly work environments.

**No cases of discrimination were reported during the 2024-2025 fiscal year**

# Development and training of collaborators

4.4 8.6 [GRI 404-1]

We encourage the training and professional development of our people by providing them with tools that prepare and motivate them to face the major challenges posed by the industry, supporting them on their path toward a fulfilling career balanced with their personal, family and social life.

Our training model is based on the **70-20-10 approach**, which promotes comprehensive learning:

**70%** of development is achieved by making experiences and tasks at the workplace

**20%** of development is made by learning from others through feedback

**10%** of learning takes place on site, through formal training sessions

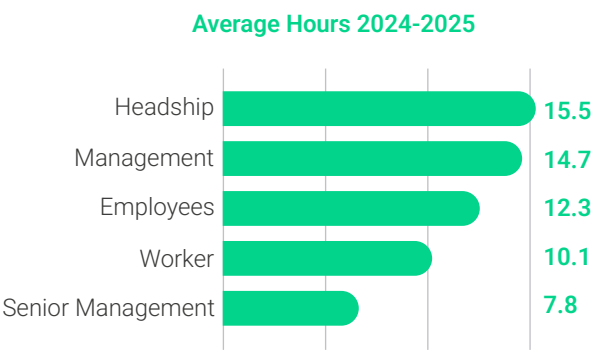
We encourage each team member to **be the protagonist of its own development**, with tools that strengthen talent and prepare teams to take on new challenges both at the local and regional levels.





During this fiscal year:

- We re-launched the MOA Development Program, aligning it with key people management processes and the business’s strategic needs.
- We provided **6,000 hours of training** through in-person, virtual, and self-managed sessions.
- The annual average per person was **7.5 hours for both women and men.**
- By job position, **headships led the indicator with 15.5 hours, followed by managers with 14.7 hours.**



These results show a training effort distribution aligned with the challenges posed by the role and the business

For further training indicators

# Annual training plan

[GRI 404-2]

The annual training plan is structured on seven key training areas established by the organization:

**Technical | Languages | Quality | Leaders | Management | HSE | Development**

**During 2024–2025, we implemented over 140 training programs through in-person, virtual, and asynchronous formats. These programs ranged from technical training in industrial processes to the development of leadership skills, digital tools, sustainability, communication, safety, and well-being.**

Training Pillars	Highlighted training programs
Technical	Grain logistics workshop • SAP • Energy optimization in industrial plants • Graduate course in Agribusiness
HSE	HACCP – Hazard Analysis and Critical Control Points system • Confined space safety • Waste management • Emergency response team training
Management	Power BI • Scrum from scratch • Time management tools • Job evaluation
Supervisors	Leadership and team management • Communication for leaders • Sustainable leadership workshop • Conflict resolution
Development	Public speaking workshop • Mindfulness • Neuro-linguistic programming (NLP) course • Effective/meaningful conversations
Languages	English for professionals – Business English Basics • English – general course
Quality	SBOG – Sociedade Brasileira de Óleos e Gorduras • HACCP - Hazard Analysis and Critical Control Points system • Update on Good Manufacturing Practices (GMP) • Food safety and food defense

This diversity of proposals addresses the specific needs of each profile within the organization and demonstrates our commitment to a culture aimed at continuous improvement, innovation and professional development.

# Performance Evaluation


[GRI 404-3]

Performance evaluation is a strategic tool to align expectations, support individual development, and strengthen both individual and collective performance. Through this process, each team sets business-aligned objectives, identifies key talents, defines action plans, and makes decisions related to development, turnover, or promotions.

It includes self-assessment, evaluation, calibration, and feedback stages, integrating both quantitative and behavioral goals, with short- and long-term perspectives. It is also an opportunity to foster valuable conversations about the learning process, recognition of achievements and areas for improvement.

**A total of 187**  
people received performance  
evaluations during the fiscal year  
2024–2025, accounting for 29% of  
our workforce\*



For further performance indicators 

\*It applies to all staff, except those covered by collective bargaining agreement and those with a seniority of more than three months of service.

# Occupational health and safety

3 8 [GRI 2-23; 403-1; 403-2]

**We provide optimal health and safety conditions at every workstation and at all times, ensuring the safety of our employees.**

Ongoing improvement in health and safety is an essential part of our management. Under the Integrated Quality, Health, Safety and Environment Policy (HSE) guidelines, we carry out systematic actions to anticipate risks, reduce exposure to hazardous situations, and promote the physical and mental well-being of everyone involved in our operations.

This policy is implemented based on **four central pillars**:

## 1. Structure

The **HSE Committee**, made up of managers and heads from various departments, defines preventive strategies, monitors indicators and coordinates actions across sectors. At the same time, plant teams and technical staff work together to adapt the plans to operational realities.

## 2. Management

It includes prevention and emergency plan, management of contractors, accidents and incidents, risk analysis, implementation of tools, effectiveness control and review – all aimed at continuous improvement.

## 3. Tools

We have a system of Safe Work Permits, Safe Task Analysis, and checklists for critical risks, all supported by digital records in SAP. Specific audits, training sessions, and field inspections are conducted to reinforce preventive protocols.

## 4. Actions

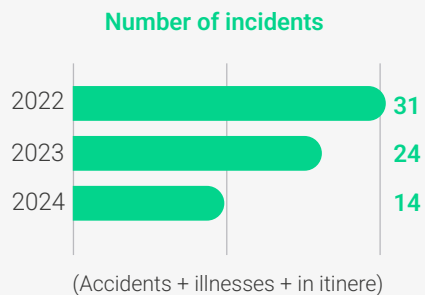
Daily supervision allows for the identification of improvements and validation of corrective actions. Tasks are organized to facilitate participation in training sessions, and inspections regarding health, working conditions and compliance with permits are carried out. Each department has technical staff who work closely with leaders and workers.

During this fiscal year, we have moved forward in consolidating a **culture of prevention**, working on raising awareness, active participation, and daily commitment among all employees, both permanent and contracted. This approach allows us to transform processes into shared and sustainable habits.

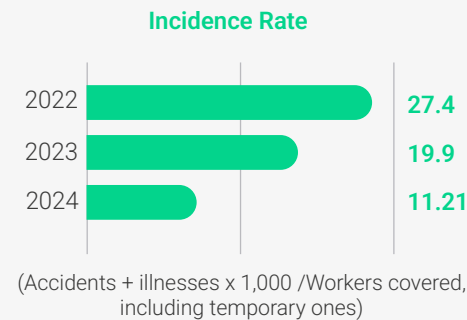


# Key Indicators 2024-2025

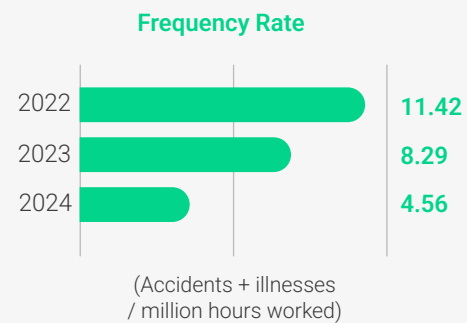
The cumulative reduction in incidents was **55% over two years**, accompanied by a significant decrease in in itinere cases and occupational diseases.



The incidence rate has decreased by **59%** since 2022, reflecting the impact of preventive actions and the swift response to deviations.



The frequency rate shows a sustained decline, establishing 2024 as the year with the **best historical performance** in this metric.



For further information

# Risk detection and incident control

[GRI 403-2; 403-7]

Our preventive strategy relies on specific tools and procedures to anticipate, classify, and address occupational risks in a structured manner:

- **Likelihood - severity matrix:** We analyze each task and its potential risk scenarios. The combination of the likelihood of occurrence and the severity of harm allows us to classify risks and prioritize corrective actions according to their criticality level.
- **Cause tree method:** Used to investigate accidents and incidents. It includes the participation of the areas involved and interdisciplinary teams that collaborate in identifying the root cause of the event. The goal is to implement final improvements that prevent recurrence thereof.
- **Work permits:** All tasks carried out outside workshops or construction sites, whether by own-company personnel or by contractors, must have a specific, approved, and signed work permit. For those tasks classified as of “critical risk,” a checklist must also be completed to ensure compliance with requirements before starting the activity.
- **Safe Work Analysis (SWA):** When an activity does not have a standard of procedure, a SWA is prepared, detailing the tasks involved, the risk assessment of each of them and the corresponding preventive measures to be adopted. This analysis does not replace the Safe Work Permits (SWP), but rather complements and reinforces them.



**We continue expanding the use of the mobile app to audit plant conditions and record observations in real time.**

This tool promotes accessibility, eliminates paper forms, digitalizes data and improves the traceability of findings

## Involvement in safety management

[GRI 403-4]

We promote tools and spaces that enable all individuals to actively contribute to risk identification, improvement of working conditions and strengthening of safety protocols.

The **Joint Health and Safety Committee** meets on a monthly basis and includes collaborators from different areas, along with three union representatives, appointed in accordance with Provincial Law 12,913, which determines the number of representatives based on the number of registered workers. This committee analyzes reported situations, monitors incidents, evaluates training campaigns, and channels improvement proposals for workplace environments.

## Medical Service

[GRI 403-3]

Through the Medical Service, we implement the **Occupational Health Program** via an interdisciplinary team responsible for monitoring physical fitness, providing primary care and managing absenteeism due to disease. We also carry out preventive health campaigns and keep occupational health records up to date.

## Prevention and training

[GRI 403-5; 403-6]

We carry out ongoing activities to support the physical and emotional well-being of our team, including:

- First aid and CPR training
- Prevention of chronic illnesses and addictions
- Healthy lifestyle and nutrition workshops
- On-site kinesiology services
- Yoga sessions and vaccination campaigns

We keep the vaccination center on site active, open to both our people and neighbors from nearby neighborhoods, promoting equitable access to healthcare.

# Positive relationships with local communities and society

[GRI 413-1]

We are committed to building strong relationships with our neighboring communities through ongoing dialogue and the implementation of actions to meet their needs and contribute to their development.

## Our Approach

We engage with the community by developing structured programs based on four key areas of work:

✓ Health

✓ Infrastructure

✓ Education

✓ Well-being



**87,5%**  
of the communities where we operate were included in our development programs during this fiscal year and we aim to reach 100% by next year.



# #SEMBRAMOSFUTURO

4.4

8.3

[GRI 413-1; 203-2]

This program, set up seven years ago, promotes an entrepreneurial culture and aims to prepare technical school students for their work experience. Through workshops delivered by various departments – including health, safety and environment, administration, industrial processes, human resources and quality – we share with young people what we do and how we do it.

This edition involved students in their final year at technical schools in San Lorenzo, Ricardone, and Capitán Bermúdez (Santa Fe), Bandera (Santiago del Estero) and La Cautiva (Córdoba) where we also incorporated a rural school into the program.



## Results 2024:

6

school

300

students

70

teachers

12

volunteer  
instructors

# Programs LEER TE AYUDA and LEER LAS CIENCIAS

4.4 [GRI 413-1]

For the third consecutive year and in partnership with Fundación Leer, we have implemented educational programs that promote reading, strengthen teaching capacities and expand access to educational resources.



At School No. 6392 Carlos Javier Benielli in San Lorenzo (Santa Fe), we have carried out two complementary initiatives:

## LEER TE AYUDA – Lectores Galácticos:

Aimed at students from 1st to 3rd grade which supports the first steps in literacy through ludic activities and educational materials.

### Results:

- ✓ **236** children and their families benefited
- ✓ **1** participating institution
- ✓ **248** Lectores Galácticos 1, 2, and 3 activity books
- ✓ **12** reading follow-up posters
- ✓ **3** virtual meetings (training, follow-up and closing)
- ✓ **12** teachers trained

## LEER LAS CIENCIAS – Misión Alpha (Alpha Mission):

Aimed at students from 4th to 7th grade: it links reading with science, technology, and critical thinking. Through informative texts and educational activities, it promotes an experiential approach that sparks curiosity, strengthens reading comprehension, and brings boys and girls closer to the STEM world.

### Results:

- ✓ **378** children and their families benefited
- ✓ **1** participating institution
- ✓ **394** activity books (Green, violet and blue editions)
- ✓ **32** activity tracking posters
- ✓ **3** virtual meeting (training, follow-up and closing)
- ✓ **16** teachers reached

The programs reached **614 students and their families**, achieving full coverage across all primary school grades.



## Program Cadena Productiva

8.3 [GRI 413-1]

Since 2016, we have carried out this program in partnership with the San Lorenzo Chamber of Commerce. Primary school students from the Industrial Belt of Greater Rosario have visited our plant to learn about how agro-industrial activities are carried them out.

### In 2024, we sponsored two schools:

- ✓ School No. 6392 Carlos Benielli (4 visits | 121 students)
- ✓ School No. 1291 (2 visits | 51 students)

In addition, we welcomed **130 students** and teachers from secondary and higher education institutions to our plant, including: UBA, UNR (Engineering), Instituto Beppo Levi, Instituto Mateo Booz, and Instituto C.E.S.

## Silobags recycling program

12.5 [GRI 203-1]

Together with Siclo Rural and the municipalities of La Cautiva, Gral. Pinedo and Río del Valle, we recycle silobags used in our warehouse facilities. The funds raised from this circular economy initiative are allocated to educational institutions, senior centers, and community kitchens in nearby towns.



# Direct collaboration with local communities and institutions

In line with our community-based approach, we carry out activities in the neighborhoods surrounding our San Lorenzo plant, organized around our four main focus areas: health, education, infrastructure, and well-being. These initiatives include direct contributions, support for local institutions and responses to specific needs identified in the area.



3 4 17 [GRI 203-1]

## Health

### **We support healthcare services in various localities through medical services and equipment.**

- In San Lorenzo, we provide pediatrics and gynecology services at 2 de Abril neighborhood Health Assistance center, as well as ambulance services for Bouchard and 2 de Abril neighborhoods, and also for Benielli School.
- In La Cautiva (Córdoba), we donated a computer to the first aid room to improve medical record-keeping and appointment management.

## Infrastructure

### **We contribute to the maintenance and improvement of community and educational spaces in San Lorenzo.**

- We contribute to the maintenance of 2 de Abril Square.
- We supply fuel to the zonal police station to strengthen neighborhood patrols.
- We bought the necessary materials for 2 de abril Neighborhood Center building refurbishment.
- We refurbished benches and playground equipment of Primary School No. 129 in Las Quintas neighborhood.



## Education

### **We promote improvements in educational infrastructure and equipment across various localities.**

- In the province of Córdoba, we donated the former Viamonte storage facility to the Juan Bautista Alberdi Institute, for it to be conditioned as a gymnasium and used to implement a hydroponics program.
- In Bandera (Santiago del Estero), we donated computers to the computer lab of School No. 751 "Tte. Juan Carlos Sánchez," strengthening access to technological tools.

## Well-being

### **We support community celebrations and local food assistance.**

- We donated toys and sweets to the three neighborhood centers of San Lorenzo on the occasions of Three Kings' Day and Children's Day.

Additionally, whenever we have food products available, we deliver boxes to these neighborhood centers, reinforcing the aid they provide to the most vulnerable families in the area.

# Spaces for participation and joint development

17 [GRI 2-29; 413-2]

We promote meeting spaces with neighborhood associations from the communities surrounding the Plant of San Lorenzo, where we share concerns, needs and progress related to living alongside our operations.

These dialogue sessions also allow us to address environmental issues and build agreements that reflect a comprehensive view of the territory.

Additionally, we hold active relationships with municipal authorities, chambers of commerce, educational institutions, and local media.

## Area-based actions

**2022:** We conducted a participatory diagnosis in the three neighborhoods surrounding the plant.

**2023:** Together with Fundación Conciencia, we provided training to representatives of 2 de Abril, Bouchard and Rivadavia neighborhood centers, strengthening their capacity in project development and institutional management. The project leader was selected and hired locally, ensuring the necessary knowledge for the program's success.

## Social Impact Evaluation 2024

As part of our participatory approach, we conducted a social impact study at all our locations, carried out by the specialized consultancy firm Gaudí. This assessment allowed us to identify perceptions, opportunities for improvement and the actual reach of our community initiatives, reaffirming our commitment to the sustainable development of the surrounding environment

## MOA Volunteer Program

In 2024, we implemented the **MOA Volunteer Program** with the support of Fundación Conciencia. It included a training cycle for employees, virtual and in-person meetings, and a community action at the “El Tren de la Esperanza” center. Additionally, we developed the **MOA Volunteer Manual**, which documents the principles and action guidelines for future initiatives.

This program not only embodies the social commitment of Molinos Agro team but also strengthens the connection with communities through sustained and collaborative work.

## Open Door Policy

We uphold an active **Open Door Policy**, welcoming suppliers, customers, authorities, educational institutions and community representatives at our plant.

During the fiscal year 2024-2025, we received **752 visitors from 72 companies and institutions**, which accounts for a **35% increase compared to the previous year**.

The visits were distributed as follows:

- ✓ 142 visitors during institutional visits
- ✓ 81 visitors during industrial visits
- ✓ 224 visitors during business visits
- ✓ 305 visitors during educational visits

This growth reflects the interest and trust generated by our operations among the various stakeholders in our environment.



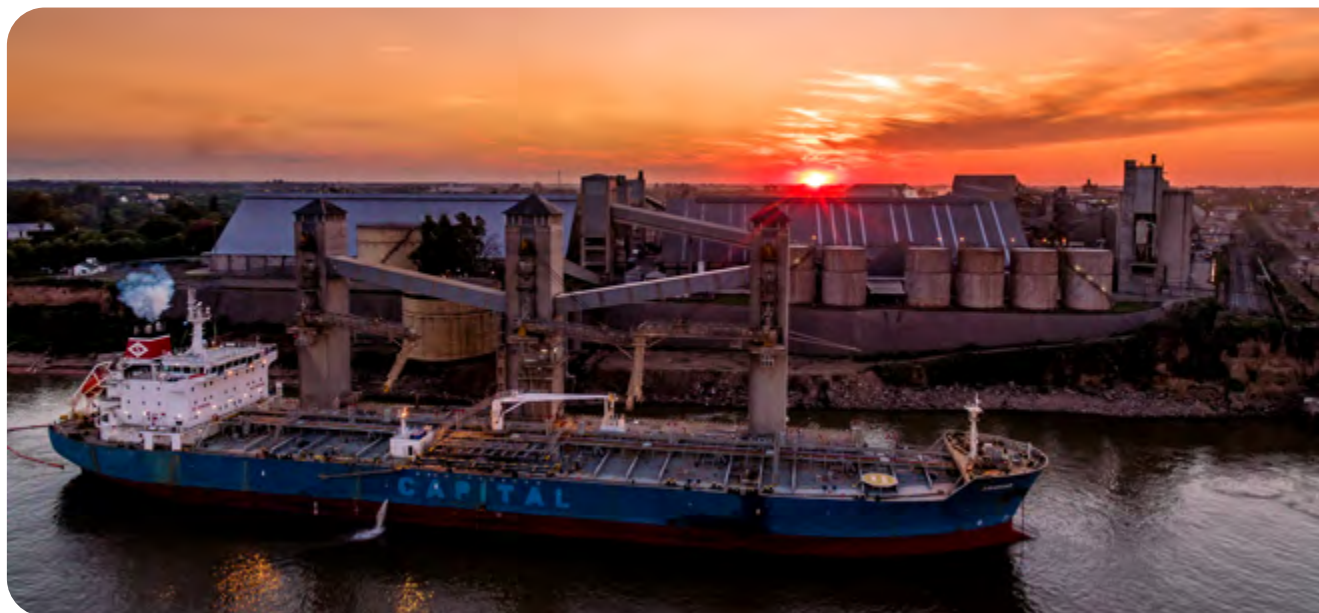
# Environmental impact assessment

11.6

In parallel with social dialogue, we have advanced in the assessment and mitigation of our environmental impacts. We submitted an external study to the Environmental Secretariat of the province of Santa Fe, which validated our plant's regulatory compliance and its ISO 14001:2015 certification.

Additionally, we keep an investment plan in technologies and actions to mitigate dust generation, whose main sources are plant materials and soil particulate matter mobilized by wind. Actions include:

- Application of a pre-shipment spray to control particulate matter on wheat and corn.
- Installation and operation of three water cannon sprayers on the port towers.
- Afforestation and landscaping of areas surrounding the plant.



Such measures have yielded tangible results, with a significant reduction in dust-related complaints and improved coexistence with the surrounding environment.



**During 2024, we planted new forest barriers and landscaped the lands acquired during the fiscal year.**

**It is important to note that the emissions generated do not contain chemicals or industrial waste,** but rather natural particles such as plant residues or soil, whose presence varies depending on the season and weather conditions.

# Achievements and Challenges

## Challenges 2024-2025

Digitalize and integrate training management. Develop KPIs.

## Completion

✓ **Partially advanced.**

Measure all HR processes and consolidate existing ones.

✓ **Partially advanced.**

Integrate and consolidate all HR information for the business into a single dashboard.

✓ **Partially advanced.** Full systematization will be completed in 2025.

Implement a formal MOA Volunteer Program.

✓ **Completed.** Implemented through training, meetings, and community action.

Expand the #WePlantFuture program to another location, covering 4 out of 6 collection centers, in addition to San Lorenzo and its surroundings.

✓ **Partially advanced.** Still to be implemented in Charata (Chaco province).

Develop the "Misión Alpha" program together with Fundación Leer for 6th and 7th grades at Benielli School, successfully reaching all students enrolled in the primary education cycle at the institution.

✓ **Completed.** With the implementation of "Misión Alpha," coverage of all primary school grades was achieved

Prepare a social impact study of the Company at all its locations.

✓ **Completed.** A comprehensive study was carried out with the specialized consulting firm Gaudí.



# Challenges 2025-2026


## People management

- Design and implement development programs aligned with strategic business needs.
- Strengthen internal communication channels and leadership capabilities.
- Continue to incorporate digital tools into people management processes.
- Reduce accidents resulting in lost days by 10%.
- Consolidate the safety culture with our own and contracted personnel.
- Expand the use of digital solutions for preventive management, such as safe work permits.

## Community outreach

- Reach 100% of primary school students at Carlos Benielli School with Fundación Leer programs.
- Continue the MOA Volunteer Program with new initiatives.
- Implement #SembramosFuturo in the town of Charata, Chaco province.

# 05 Enviromental Care

- 
- An aerial photograph of a large industrial facility, likely a sugar mill, situated along a river. The facility features numerous large white storage silos, conveyor belts, and industrial buildings. A large cargo ship with a green and yellow deck is docked at a barge in the foreground. The surrounding area includes residential housing and lush green trees. A white rounded rectangle containing a bulleted list is overlaid on the bottom left of the image.
- **Efficient use** of resources
  - **Renewable** energies
  - Reduction of **emissions**
  - **Circular economy** of waste and effluents





**Protecting the environment is a key value of our organizational culture and of our commitment towards a responsible and sustainable management.**

[GRI 2-23]

Through our Integrated **Quality, Safety, Health and Environmental Policy**, we aim to minimize the environmental impact resulting from our operations by means of the following specific initiatives:

- Rational use of natural resources and materials, preserving ecosystems and biodiversity.
- Efficient waste management, prioritizing reduction, reuse and recycling in order to prevent possible contamination
- Reduction of greenhouse gas emissions by using alternative energies, cleaner fuels and a more efficient logistics.
- Fostering ongoing improvement by setting clear environmental goals and objectives and through a systematic follow-up of our performance indicators.

# Efficient use of resources

## Water management and consumption

6.3 [GRI 303-1; 303-3; 303-5]

We promote the **efficient and sustainable use of water and energy in our operations**, with a view to minimizing the environmental impact of our production process and contributing to a more responsible management of natural resources.

Water care is a **priority axis** in our environmental impact matrixes. At our industrial plant, we promote the efficient use of the resource, optimizing processes through closed loops whenever possible.

Furthermore, we encourage responsible water use throughout our entire value chain. Our raw material supplier companies sign a commitment letter that includes good agricultural practices, among which the rational use of water resources is stressed.

During this period, **total water extraction was 2,524,733 m³**, compared to 1,679,224 m³ in the previous period, reflecting a **higher level of operational activity**.

Total water extraction and consumption (m³/year)	
2022 - 2023	1,615,961
2023 - 2024	1,679,224
<b>2024 - 2025</b>	<b>2,524,733</b>

Water used for the production process **comes from the Paraná River**. This is surface, freshwater water (≤1000 mg/L dissolved solids). We do not extract groundwater, sea water, water produced or from third parties. Likewise, we do not operate in water-stressed areas or store water.





# Energy consumption and operational efficiency

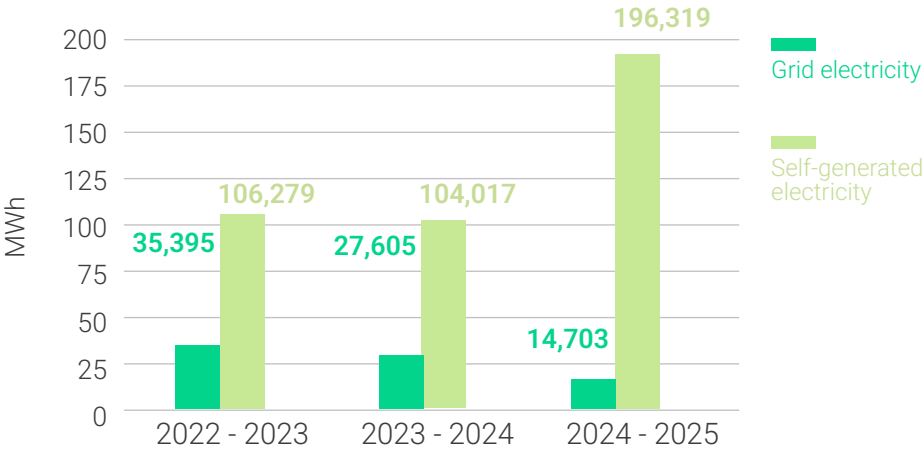
[GRI 302-1; 302-3; 302-4]

We promote the rational use of energy sources and the optimization of the consumption relative to production, strengthening a more efficient and resilient matrix.

During the period, total electricity consumption was **209,887 MWh**, 59% more than that of the previous year, in line with the increase in processed volume (+48% of raw materials received). This growth was efficiently managed: **94% of the energy consumed was self-generated**, significantly reducing dependence on the electricity grid.

Our largest energy consumption is concentrated in the boiler, which was **100% fueled by natural gas**. Since 2007, we operate our own turbine from the steam generated, supplying electricity to **San Lorenzo Plant and San Benito Port**. This infrastructure allowed us to avoid **more than 3,000 micro-power outages**, ensuring operational continuity in sensitive industrial processes.

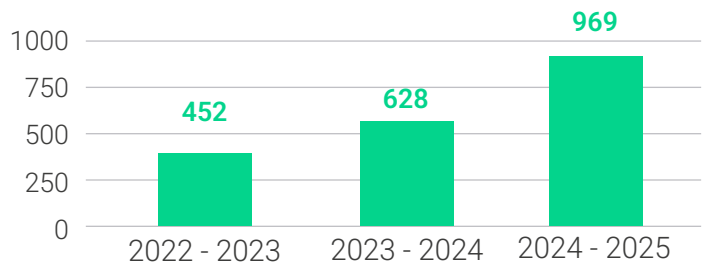
Furthermore, **the residual steam is reused in the production process**, contributing to an improved thermal efficiency.



Indicadores de Energía	Unit	2022-2023	2023-2024	2024-2025
Grid electricity	MWh	35,395	27,605	14,703
Self-generated electricity	MWh	106,279	104,017	196,319
Total energy consumed	MWh	141,675	131,623	209,887
Natural gas	dam³	88,954	83,520	150,830

This internal generation capacity also **positions us as an active player in the energy system**: during the year we **sold 969 MWh** to the grid, **54% more** than in the previous year.

Sold electricity (in MWh)



Energy intensity **increased by 7.7%**, in proportion to the increased production during the period. Nevertheless, the indicator remained at efficient levels, reflecting a sound management of electricity consumption in the face of the increased activity.

Energy Intensity	2022-2023	2023-2024	2024-2025
Raw material received at the Complex (tons)	4,588,714	4,426,745	6,547,493
Total electricity consumption and production (MWh/t)	0.0309	0.0297	0.032



# Renewable energies

7.2 7.3 [GRI 302-1]

**We invest to strengthen biodiesel production capacity from soybean oil and foster the increased use of renewable energies, regardless of their cost in comparison to traditional energies.**

We drive the use of clean sources as a pillar of our environmental commitment. Although our industrial operations do not currently incorporate renewable energies into their production processes, we move forward to pilot projects with high scalability potential.

As part of our clean energy strategy, we invest in order to strengthen our biodiesel production capacity from soybean oil, thus promoting a key renewable source within our agro-industrial chain.

During this period, supply to the domestic market (blended diesel fuel) remained stable and profitable, while exports to the European Union represented 21% of the agreed quota.



We actively work on the evaluation of new energy transition projects **with 100% renewable sources for future facilities and processes.**

## Solar Park in La Cautiva

During 2024-2025, we added a new 100% renewable energy source with the installation of a **solar park** at our warehouse in La Cautiva, Córdoba

- More than **90 solar panels** were installed
- **54,762 kWh** were generated, of which:
  - **67%** was consumed by collection activities.
  - **33%** was fed into the local residential grid.

This initiative represents a concrete progress towards a cleaner and more collaborative energy matrix, integrating the community into the shared use of solar energy.

Energy consumption indicators



# Reduction of emissions

13.1 [GRI 305-1; 305-2; 305-5]

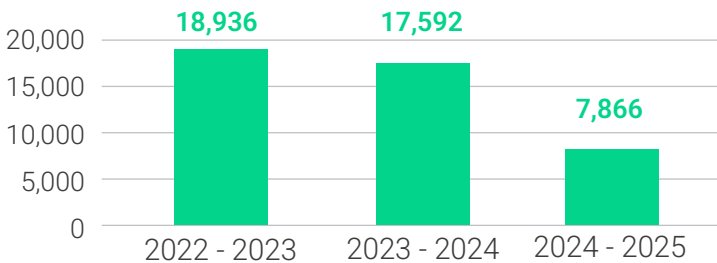
We seek to reduce fossil fuel emissions and increase carbon capture in our operations as part of our commitment to climate change mitigation.

During the period, **direct emissions** (from natural gas consumption) increased in line with the higher production volume. On the other hand, **indirect emissions** (from grid electricity) were reduced by 55% thanks to the increased self-generation participation in our matrix.

We carry out **multiple initiatives** focused on reduction of emissions and environmental efficiency.

- 1. Generating our own electricity from alternative sources and continuously evaluating renewable energy projects.
- 2. Optimizing the use of transportation, fostering the utilization of scalable trucks and dual-trains that allow for a greater freight per trip.
- 3. Participating as cargo givers and receivers in railway operations.
- 4. Continuously improving our processes and adopting new technologies to reduce particulate matter emissions.
- 5. Promoting interdisciplinary teams that collaborate to mitigate atmospheric emission sources.
- 6. Providing ongoing training for all personnel in the environmental impact of their actions.

Reduction of indirect emissions due to higher self-generation



Emisiones de GEI	2022-2023	2023-2024	2024-2025
Indirect emissions	18,963	17,592	7,866
Direct emissions	172,215	161,694	292,008
CO <sub>2</sub> total emissions	191,152	179,287	299,874

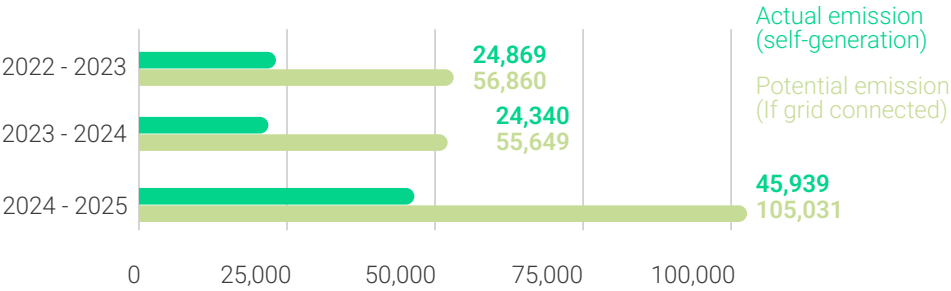
In tCO<sub>2</sub>



Thanks to electricity self-generation, we have avoided more than **50% of the emissions** that would be generated if we relied solely on the grid.

This **59,092 tons saving of CO<sub>2</sub>** represents a significant advance in the efficiency and sustainability of our energy matrix.

As the fuel used for internal energy generation is primarily **natural gas**, emissions of nitrogen oxides, sulfur oxides, and other particulate emissions are considerably lower than those resulting from the use of other fossil fuels. In addition, we conduct periodic emissions monitoring, which confirms that gas and particulate levels remain minimal and within the limits established by current regulations.



Actual emission vs. potential emission due to tCO <sub>2</sub> energy consumption			
Year	Actual emission (self-generation)	Potential emission (If grid connected)	Saving
2022-2023	24,869	56,860	31,990
2023-2024	24,340	55,649	31,909
2024-2025	45,939	105,031	59,092

## Challenge 2025-2026

- Move forward to the development of our own carbon footprint calculator, which allows for a comprehensive estimation of emissions.

Further information about our emissions



# Circular economy of waste and effluents

8.4 11.6 12.4 12.5

We responsibly manage waste from our operations to prevent pollution and promote a circular economy in order to reduce waste generation to the minimum possible.

- We invest in **plant waste separation** and reprocessing processes.
- We invest to **minimize particulate waste** into the environment.
- Through our effluent treatment plant, we return **water to the river in better condition** than those required by current regulations.



# Integrated waste management: circular approach

[GRI 306-1; 306-2; 306-3]

The main waste stream generated in our operations consists of organic solids derived from grain processing, such as fibers, fine particles, beans and plant debris. These streams originate mainly in the industrial stage and are managed using a circular economy approach.

From reception of raw materials to effluent treatment, we implement systems that allow us to:

- **Separate** organic, hazardous and non-hazardous waste **at source**.
- **Reincorporate** recoverable materials into the production process (such as soybean meal particles or pre-cleaning byproducts).
- Classify and divert recoverable waste for **recycling, composting or reuse** as input for other industries.
- Send the remaining waste to an **environmentally safe final disposal**, through operators authorized by the Ministry of Environment of the Province of Santa Fe, that ensure waste traceability and final treatment.

This integral system allows us to minimize waste generation, maximize its utilization and comply with applicable regulatory standards.

## Circularity actions implemented

### 1. Recirculation of fine particles:

We recirculate soy meal fine particles, captured by aspiration systems to the production lines, thus integrating them into the soy pellet without compromising the final product quality.

### 2. Recovery of grain pre-cleaning waste:

We have a recovery plant of the grain pre-cleaning sector that allows us to:

- Recover the soy grains still contained in their beans.
- Crush beans and sticks previously disposed of, and incorporate them as a byproduct for animal feed.

### 3. Best practices and sustainable purchases:

- We continuously evaluate waste processors that offer disposal of our waste with the lowest environmental impact, prioritizing reuse and recycling.
- We favor the purchase of bulk supplies with the least packaging use, whenever feasible.





## Results in waste management

[GRI 306-3; 306-4; 306-5]

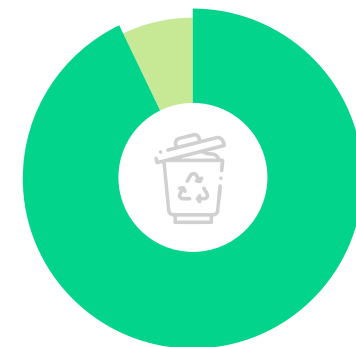
During the period 2024-2025, **we generated a total of 4,105 tons of waste**, maintaining a high level of recovery: **93% was not destined for disposal**, but was reused, recycled, or recovered through other off-site operations.

We also managed to maintain zero non-hazardous waste disposal through incineration, reaffirming our commitment to a sustainable management.

### Waste Management: Recovery vs. disposal (2024-2025)

**93%**  
Not-intended  
to disposal

**7%**  
Intended  
to disposal



Learn about our waste management in detail





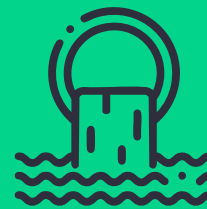
# Treatment of industrial effluents

[GRI 303-2; 303-4]

Our **effluent treatment plant** integrates physical, chemical and biological processes to ensure the responsible management of industrial waste. The system complies with the limits established by the regulation of the Province of Santa Fe, which governs the dumping limit based on the type of receiving water mass and the distance from the dumping point to the water intake.

## The process includes the following stages:

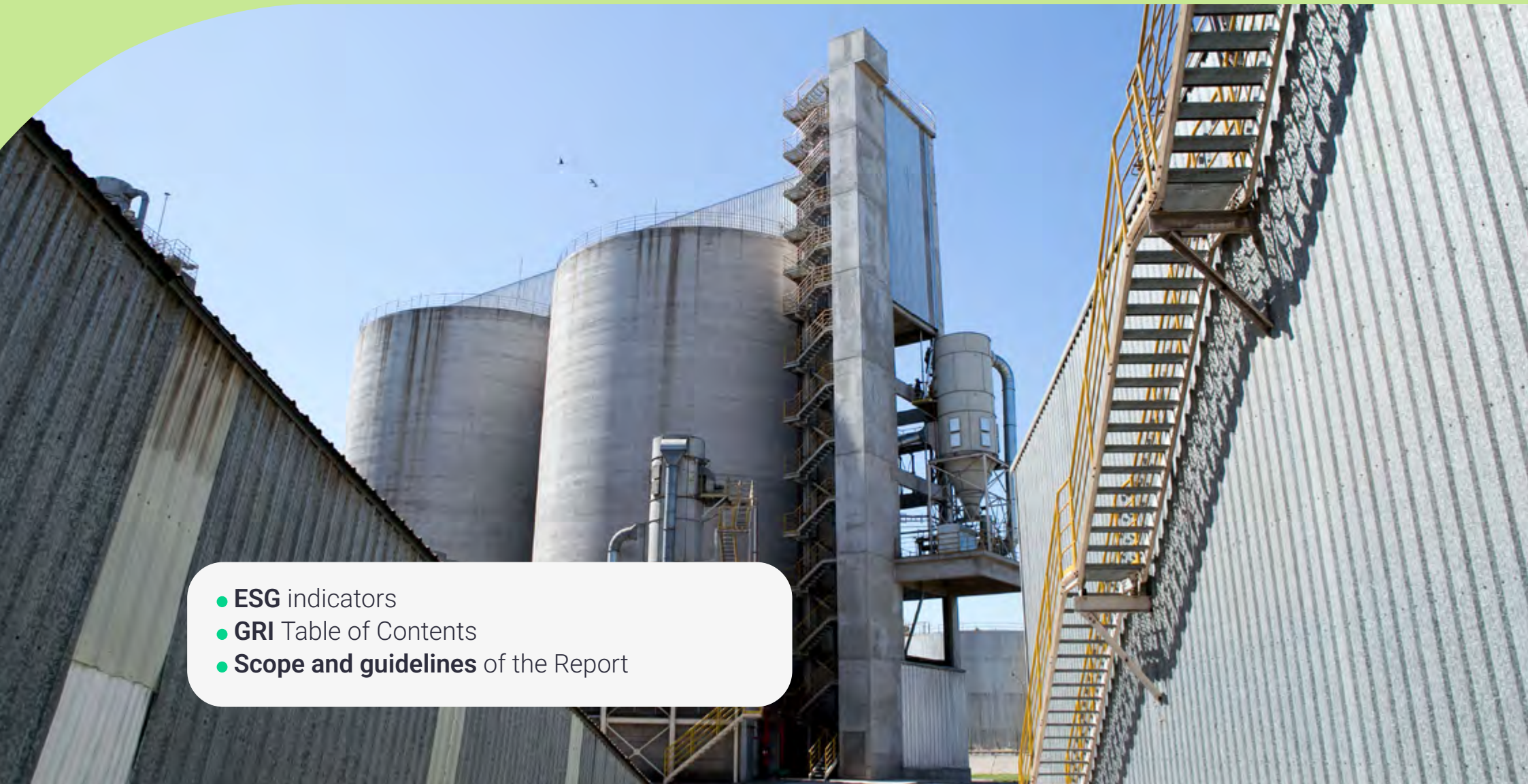
1. Inflow of industrial effluent to the plant.
2. Filtering and cooling through the use of towers.
3. Equalization in pools to homogenize temperature and pH.
4. Dissolved Air Flotation (DAF), which removes suspended fats, oils and solids.
5. Biological treatment using specific microorganisms.
6. Final sedimentation and discharging into the Paraná River, complying with the limits currently permitted.



During the year 2024  
-2025, we treated  
**898,189 m<sup>3</sup> of  
industrial effluent**

The whole discharge is made into **fresh surface water**, without affecting groundwater, sea water or third-party grids.

# 06 Report Technical Information

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- A photograph of an industrial facility, likely a refinery or chemical plant. In the center, there are two large, cylindrical storage tanks. To the right of the tanks is a tall, vertical distillation column with multiple levels of platforms and ladders. The foreground shows a corrugated metal wall on the left and a long, yellow-painted metal staircase or walkway on the right. The sky is clear and blue.
- **ESG** indicators
  - **GRI** Table of Contents
  - **Scope and guidelines** of the Report

# ESG indicators

## GRI 2-7

Type of workday, contract and gender	2022-2023			2023-2024			2024-2025		
	M	W	Total	M	W	Total	M	W	Total
Full-time	537	91	628	530	93	623	529	97	626
Half-time	2	0	2	2	0	2	1	0	1
<b>Total</b>	<b>539</b>	<b>91</b>	<b>630</b>	<b>532</b>	<b>93</b>	<b>625</b>	<b>530</b>	<b>97</b>	<b>627</b>
Permanent Contract <sup>1</sup>	523	86	609	530	89	619	523	97	620
Temporary Contract <sup>2</sup>	16	5	21	2	4	6	7	0	7
<b>Total</b>	<b>539</b>	<b>91</b>	<b>630</b>	<b>532</b>	<b>93</b>	<b>625</b>	<b>530</b>	<b>97</b>	<b>627</b>

\*Data as of March 31, 2025 | 1. Contract entered into with a person to work full-time or part-time for an indefinite period. 2: Contract entered into with a person that ends when a predetermined period expires or when a specific task, with a calculated duration, is completed.

## GRI 405-1

Job Category and Gender	2022-2023		2023-2024		2024-2025	
	M	W	M	W	H	W
Senior Management	1%	0%	1%	0%	2%	0%
Management	2%	1%	2%	1%	2%	1%
Supervisors	5%	1%	5%	1%	5%	2%
Employees	14%	8%	12%	8%	12%	9%
Worker	64%	4%	64%	4%	64%	4%
<b>Total</b>	<b>86%</b>	<b>14%</b>	<b>85%</b>	<b>15%</b>	<b>85%</b>	<b>15%</b>

By Region	2022-2023				2023-2024				2024-2025			
	Permanent Contract	Temporary Contract	Full-time	Half-time	Permanent Contract	Temporary Contract	Full-time	Half-time	Permanent Contract	Temporary Contract	Full-time	Half-time
San Lorenzo	476	14	490	0	481	4	485	0	484	1	485	0
Victoria	120	1	121	2	116	1	117	2	119	0	118	1
Lincoln	3	0	3	0	3	0	3	0	3	0	3	0
La cautiva	3	3	6	0	3	5	8	0	3	5	8	0
Pergamino	2	0	2	0	2	0	2	0	1	0	1	0
Bandera	2	1	3	0	9	1	10	0	10	1	11	0
Soja – Hired Premises	2	1	3	0	0	0	0	0	0	0	0	0
General Pinedo	1	1	2	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>609</b>	<b>21</b>	<b>630</b>	<b>2</b>	<b>614</b>	<b>11</b>	<b>623</b>	<b>2</b>	<b>620</b>	<b>7</b>	<b>626</b>	<b>1</b>

\*Data as of March 31, 2025



Job Category and Age	2022-2023			2023-2024			2024-2025		
	< 30 years	Between 30 and 50	Over 50 years	< 30 years	Between 30 and 50	Over 50 years	< 30 years	Between 30 and 50	Over 50 years
Senior Management	0%	1%	1%	0%	1%	1%	0%	0%	1%
Management	0%	2%	1%	0%	1%	1%	0%	1%	2%
Supervisors	0%	5%	1%	0%	5%	1%	0%	5%	2%
Employees	2%	15%	4%	3%	14%	4%	2%	14%	4%
Worker	2%	54%	12%	4%	51%	14%	4%	49%	15%
<b>Total</b>	<b>4%</b>	<b>77%</b>	<b>19%</b>	<b>7%</b>	<b>72%</b>	<b>21%</b>	<b>6%</b>	<b>70%</b>	<b>24%</b>

## GRI 2-30 | 13.21.2

Percentage of people under collective bargaining agreements:

2022-2023	2023-2024	2024-2025
68%	68%	68%

## GRI 401-1

New hires	2022-2023		2023-2024		2024-2025	
	Number	Rate <sup>1</sup>	Number	Rate <sup>1</sup>	Number	Rate <sup>1</sup>
Total employees	630	100%	630	100%	627	100%
Total new hires	56	8.89%	56	8.89%	21	3.35%
<b>By gender</b>						
Women	10	1.59%	12	1.92%	9	1.44%
Men	46	7.30%	14	2.24%	12	1.91%

New hires	2022-2023		2023-2024		2024-2025	
	Cant.	Tasa <sup>1</sup>	Cant.	Tasa <sup>1</sup>	Cant.	Tasa <sup>1</sup>
<b>By age</b>						
Under 30 years	23	3.7%	6	0.96%	6	0.96%
Between 30 and 50 years	30	4.8%	19	3.04%	12	1.91%
Over 50 years	3	0.5%	1	0.16%	3	0.48%
<b>By region</b>						
La cautiva	0	0.0%	3	0.48%	0	0.00%
Bandera	3	0.5%	1	0.16%	2	0.32%
Pergamino	1	0.2%	1	0.16%	0	0.00%
Victoria	21	3.3%	16	2.56%	14	2.23%
San Lorenzo	31	4.9%	5	0.80%	5	0.80%

<sup>1</sup> Calculated as the ratio between the total number of new hires and the total number of employees.



Turnover	2022-2023		2023-2024		2024-2025	
	Number	Rate <sup>1</sup>	Number	Rate <sup>1</sup>	Number	Rate <sup>1</sup>
Total employees	625	100%	625	100%	627	100%
Total turnover	31	4.96%	31	4.96%	19	3.03%
<b>By gender</b>						
Women	7	1.1%	10	1.60%	5	0.80%
Men	25	4.0%	21	3.36%	14	2.23%
<b>Por edad</b>						
Under 30 years	9	1.45%	6	0.96%	3	0.48%
Between 30 and 50 years	14	2.20%	20	3.20%	12	1.91%
Over 50 years	9	1.45%	5	0.80%	4	0.64%
<b>By region</b>						
La cautiva	1	0.2%	3	0.48%	0	0.00%
Bandera	1	0.2%	0	-	1	0.16%
Pergamino	1	0.2%	1	0.16%	0	0.00%
Victoria	16	2.5%	17	2.72%	10	1.59%
San Lorenzo	13	2.1%	10	1.60%	8	1.28%

1: Calculated as the ratio between the number of employees who left the company, whether voluntarily or involuntarily, and the total number of employees as of the end of the reporting fiscal year.

## GRI 2-21

Ratio between the total annual compensation of the highest-paid individual and the average annual compensation of all other employees (excluding the highest-paid individual)		
2022-2023	2023-2024	2024-2025
5.1%	4.4%	4.17%

Ratio between the percentage increase in the total annual compensation of the highest-paid individual and the average percentage increase in the total annual compensation of all individuals (excluding the highest-paid individual) \*

2022-2023	2023-2024	2024-2025
98%	275%	63%

\*Includes only non-union staff

## GRI 405-2

Base salary ratio Women/Men by job category	2022-2023	2023-2024	2024-2025
Senior Management	N/A	N/A	N/A
Management	92%	88%	96%
Supervisors	98%	95%	93%
Employees	78%	79%	90%
Worker	96%	96%	96%

Total remuneration ratio (women/men) by job category.

## GRI 401-3

Parental leave	2022-2023		2023-2024		2024-2025	
	W	M	W	M	W	M
Number of employees entitled to parental leave <sup>1</sup>	91	539	91	539	530	97
Number of employees who took parental leave	5	17	5	17	8	8
Number of employees who returned to work after the end of their leave	5	17	5	17	8	8
Number of employees who returned to work after the end of their leave and remained employed 12 months later	5	17	5	17	8	8
Return-to-work and retention rates of employees who took parental leave <sup>2</sup>	100%	100%	100%	100%	100%	100%

1: Employees covered by policies, agreements or contracts that include parental leave rights. 2 Total employees who returned to work after parental leave/Total employees who are due to return to work after parental leave x 100.

## GRI 403-9 | GRI 403-10

	2021	2022	2023	2024
Accident	8	4	9	8
Occupational Disease	105	18	7	1
In Itinere	10	9	8	1
Total Claims	123	31	24	14
Covered Workers	803	803	803	803
Work Hours	1,927,200	1,927,200	1,927,200	1,927,200
MOA Incidence	140.7	27.4	19.9	11.21
SRT incidence	37.5	34.6	34.6	33
Frequency Rate	58.63	11.42	8.29	4.56

Incidence rate: (Work-related accidents + occupational illnesses) × 1,000 / covered workers. Includes temporary workers. The incidence and frequency rates are calculated based on the total number of work-related accidents and occupational illnesses. **The most common types of injuries are blunt force trauma and sprains. No fatal incidents have been reported.**

Accidents and diseases of workers who are NOT employees but whose work and/or workplace is controlled by the organization	2023	2024
Number of fatal work-related accidents	0	0
Rate of fatal work-related accidents (1)	0	0
Number of work-related injuries	0	4
Rate of work-related injuries (2)	0	16
Number of work-related injuries with serious consequences for the worker	0	0
Rate of work-related injuries with serious consequences for the worker (3)	0	0
Main types of work-related injuries	Trauma	Trauma
Number of fatalities due to occupational disease	0	0
Number of occupational disease cases	0	0

(1) Number of fatal work-related accidents × 1,000,000 / hours worked. (2) Number of work-related injuries × 1,000 / average workforce. (3) Number of work-related injuries with serious consequences (excluding fatalities) × 1,000,000 / hours worked

GRI 404-1

Average training hours per person	2022-2023	2023-2024	2024-2025
By gender			
Men	13.5	15.3	7.5
Women	21.3	24.5	7.5
By job category			
Senior Management	17.01	13	7.8
Management	36.5	32.5	14.7
Supervisors	32.8	32.8	15.5
Employees	26.3	26.3	12.3
Worker	10.3	14.2	10.1

Calculation methodology: Total number of training hours provided to each job category/number of employees in each category. \*Includes both in-person and virtual training hours. The values are estimated, as it is not possible to accurately track actual attendance time in virtual sessions.

GRI 404-3

Performance Evaluation	2022-2023		2023-2024		2024-2025	
	Total	%	Total	%	Total	%
By gender						
Men	132	21%	131	21.0%	123	18%
Women	65	10%	67	10.7%	64	9.8%
By job category						
Senior Management	6	1%	9	1.4%	7	1%
Management	17	2%	18	2.9%	18	2.7%
Supervisors	44	7%	42	6.7%	42	6.4%
Employees	130	20%	129	20.6%	122	18.4%
Worker	0%	0%	0	0%	0	0%

It applies to all staff, except those covered by a collective bargaining agreement and those with more than three months of service.

GRI 204-1

Percentage of raw materials of national origin	
2022-2023	97%
2023-2024	94%
2024-2025	100%

GRI 302-1

Energy Indicators	Unit	2022-2023	2023-2024	2024-2025	Variation
Grid electricity*	MWh	35,395.137	27,605.45	14,703.56	-46%
Self-generation electricity	MWh	106,279.466	104,017.52	196,319.01	89%
Total electricity consumption	MWh	141,674.603	131,622.97	209,887.14	59%
Natural gas**	dam <sup>3</sup>	88,954.273	83,519.70	150,830.41	80%

\*Net purchase of grid electricity \*\* Gas consumption considers the whole gas consumption within the Complex. "The information does not include warehouses for being subject to annual changes when leased. We do not currently have consumption information broken down by purpose (heating, cooling, and/or steam)".

Electricity sold	2022-2023	2023-2024	2024-2025	Variación
(in MWh)	451.668	627.72	968.94	54%



### GRI 302-3

Energy intensity*	2022-2023	2023-2024	2024-2025	Variation
Raw material received at the Complex (tons)**	4,588,714	4,426,745	6,547,493	48%
Power energy consumption and production (MWh/t)	0.0309	0.0297	0.032	7.7%

\*Power energy purchased + own-generated energy consumption/tons of raw material received.\*\* Includes seeds received, stored, processed and shipped.

### GRI 303-4

Water discharges with treatment (m³)	
2022/2023	573,666
2023/2024	596,323
2024/2025	898,189

### GRI 305-1 | GRI 305-2

GHG Emissions	Unit	2022-2023	2023-2024	2024-2025	Variation
<b>Indirect emissions</b>					
From electricity consumption	TonCO <sub>2</sub>	18,936.4	17,592.5	7,866.4	-55%
<b>Direct emissions</b>					
From gas consumption	TonCO <sub>2</sub>	172,215.5	161,694.1	292,007.67	80%
<b>Total emisiones de CO<sub>2</sub></b>	<b>TonCO<sub>2</sub></b>	<b>191,151.9</b>	<b>179,286.6</b>	<b>299,874.07</b>	<b>67%</b>

To calculate emissions, natural gas and grid electricity consumption were multiplied by their respective emission coefficients. For gas, the corresponding emission factor was applied. For electricity, the national electricity system operating margin which reflects the average carbon intensity per MWh was used. Both values come from the document "CO<sub>2</sub> Emission Factor – 2015" published by the National Energy Secretariat (updated 2019).

### GRI 3-3

Type of transport entering with raw materials	2022-2023	2023-2024	2024-2025	Year-on-year variation (%)
Conventional trucks	80%	73%	73%	0%
Scalable trucks	18%	25%	26%	4%
Train	2%	2%	1%	-50%

### GRI 305-4

GHG Emission Intensity *	Unidad	2022-2023	2023-2024	2024-2025	Variación
Raw material received at the Complex++	ton	4,588,714	4,426,745	6,547,493	48%
CO <sub>2</sub> tons emitted/raw material received	tCO <sub>2</sub> /t	0.042	0.040	0.045	12.50%

\* Types of GHG emissions included: direct emissions ((Scope 1) and indirect emissions from energy generation (Scope 2). \*\* Includes seeds received, stored, processed and shipped.



## GRI 305-5

Reduction of GHG emissions from self-generated electricity	2022-2023	2023-2024	2024-2025	Variation
Self-generated electricity (MWh)	106,279.47	104,017.52	196,319.01	89%
Operating margin from self-generation (tCO <sub>2</sub> /MWh)	0.234	0.229	0.234	2%
Actual GHG emissions from self-generation tCO <sub>2</sub> /MWh)	24,869.40	24,340.10	45,938.64	89%
Operating margin if grid-connected (tCO <sub>2</sub> /MWh)	0.535	0.523	0.535	2%
Potential emissions if grid-connected (tCO <sub>2</sub> /MWh)	56,859.51	55,649.36	105,030.67	89%
Emissions savings from self-generation	31,990.11	31,909.26	59,092.03	85%

The emission factors used come from the document "CO<sub>2</sub> Emission Factor – 2015" from the National Energy Secretariat (published 11/02/2016, updated 09/19/2019).

## GRI 306-4

Recovered waste (Not intended for disposal) (in kg)	2022-2023	2023-2024	2024-2025
<b>Hazardous waste</b>			
Preparation for reuse	12,655	24,480	33,940
Recycling	0	0	0
Other recovery operations	0	0	0
<b>Total</b>	<b>12,655</b>	<b>24,480</b>	<b>33,940</b>
<b>Non-hazardous waste</b>			
Preparation for reuse	0	0	0
Recycling	293,320	379,240	379,040
Other recovery operations	2,426,130	2,210,180	3,388,516
<b>Total</b>	<b>2,719,450</b>	<b>2,589,420</b>	<b>3,767,556</b>

In (kg) Waste recovery is carried out off-site.

### GRI 306-3

Waste composition (in kg)+	2022-2023			2023-2024			2024-2025		
	Waste generated	Waste not intended to disposal	Waste intended to disposal	Waste generated	Waste not intended to disposal	Waste intended to disposal	Waste generated	Waste not intended to disposal	Waste intended to disposal
<b>Non-hazardous waste</b>									
Paper and cardboard	2,560	2,560	0	2,393	2,393	0	2,787	2,787	0
Plastics	500	500	0	107	107	0	313	313	0
Urban solids	227,800	0	227,800	263,620	0	263,620	248,808	0	248,808
Scrap	290,260	290,260	0	376,740	376,740	0	375,940	375,940	0
Organic solids non- recoverable in the process	2,115,660	2,115,660	0	2,094,680	2,094,680	0	3,337,476	3,337,476	0
Organic fluids	310,470	310,470	0	115,500	115,500	0	51,040	51,040	0
<b>Hazardous waste</b>									
Used mineral oil	12,655	12,655	0	24,480	24,480	0	33,940	33,940	0
Contaminated solids	21,760	0	21,760	31,120	0	31,120	50,700	0	50,700
Pathological waste	401	0	401	338	0	338	336	0	336
Hazardous fluids (mixed with water)	8,000	0	8,000	2,180	0	2180	2,920	0	2,920
Other eventually-generated waste	2,020	0	2,020	460	0	460	1,080	0	1,080
<b>Total waste</b>	<b>2,992,086</b>	<b>2,732,105</b>	<b>259,981</b>	<b>2,911,618</b>	<b>2,613,900</b>	<b>297,658</b>	<b>4,105,340</b>	<b>3,801,496</b>	<b>303,844</b>

## GRI 306-5

Waste intended to disposal (in kg)	2022-2023	2023-2024	2024-2025
<b>Hazardous waste</b>			
Incineration (with energy recovery)	8,000	2,180	2,920
Incineration (without energy recovery)	23,780	31,580	51,080
Transfer to landfill	401	338	336
Other disposal operations	0	0	700
<b>Total</b>	<b>32,181</b>	<b>34,098</b>	<b>55,036</b>
<b>Non-hazardous waste</b>			
Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	0	0
Transfer to landfill	227,800	263,620	248,808
Other disposal operations	0	0	0
<b>Total</b>	<b>227,800</b>	<b>263,620</b>	<b>248,808</b>

(In Kg) Waste disposal is carried out off-site.

# GRI Table of contents

**Statement of use:** Molinos Agro has drawn up this report in accordance with the GRI Standards for the period 1 April 2024 - 31 March 2025.

**GRI 1 used:** GRI 1: Foundation 2021

**Applicable GRI sector standards:** Supplement sector standard for agriculture, aquaculture and fishing (GRI 13)

Contents	Location	Omission		
		Omitted requirements	Reason	Explanation
<b>GRI 2: GENERAL DISCLOSURES 2021</b>				
<b>1. The organization and its sustainability reporting practices</b>				
2-1 Organizational details	6-10			
2-2 Entities included in the organization's sustainability reporting	107			
2-3 Reporting period, frequency and contact point	107			
2-4 Restatements of information	It is reported in the report			
2-5 External assurance	107			
<b>2. Activities and workers</b>				
2-6 Activities, value chain and other business relationship	6-10, 44, Note 1			
2-7 Workers	49, Note 2			
2-8 Workers who are not employees	Note 3			
<b>3. Governance</b>				
2-9 Governance structure and composition	26-27			
2-10 Nomination and selection of the highest governing body	26-27			
2-11 Chair of the highest governing body	26			

\*Gray cells indicate that omissions are not permitted for that standard or that a GRI sector standard reference number is not available.



Contents	Location	Omission		
		Omitted requirements	Reason	Explanation
3. Governance				
2-12 Role of the highest governing body in monitoring the impacts of management	27			
2-13 Delegation of responsibility for managing impacts	27			
2-14 Role of the highest governance body in sustainability reporting	107			
2-15 Conflicts of interest	24			
2-16 Communication of critical concerns	24, 27			
2-17 Collective knowledge of the highest governance body	27			
2-18 Evaluation of the performance of the highest governance body	27			
2-19 Remuneration policies	52			
2-20 Process to determine remuneration	52			
2-21 Annual total compensation ratio	87			
4. Strategy, policies and practices				
2-22 Statement on sustainable development strategy	3			
2-23 Policy commitments	16, 24			
2-24 Embedding policy commitments	24-25			
2-25 Processes to remediate negative impacts	24			
2-26 Mechanisms for seeking advice and raising ethics concerns	24			
2-27 Compliance with laws and regulations	23			
2-28 Membership associations	17-18			
5. Stakeholder engagement				
2-29 Approach to stakeholder engagement	50, 53, 67-68 Note 18			
2-30 Collective bargaining agreements	86			

GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
MATERIAL TOPICS						
GRI 3: Material topics 2021	3-1 Process to determine material topics 3-2 List of material topics	11, Note 4 11				
Desempeño económico y financiero						
GRI 3: Material topics 2021	3-3 Management of the material topic	14, 30				13.2.1
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	31				
	201-2 Financial implications and other risks and opportunities due to climate change	34				13.2.2
	201-3 Defined benefit plan obligations and other retirement plans	Note 5				
	201-4 Financial assistance received from government	Note 6				
Ethics and transparency						
GRI 3: Material topics 2021	3-3 Management of the material topic	14, 23				13.16.1 / 13.17.1 13.18.1/ 13.26.1 13.25.1
GRI 205: Anticorruption practices 2016	205-2 Communication and training about anti-corruption policies and procedures	24-25				13.26.3
	205-3 Confirmed incidents of corruption and actions taken	23				13.26.4
GRI 206: Anticompetitive behaviors 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	23				13.25.2

GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Ethics and transparency						
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	16, 45				13.18.2
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	16, 45				13.17.2
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	16, 45				13.16.2
Cybersecurity						
GRI 3: Material topics	3-3 Management of the material topic	14, 28				13.6.1 / 13.10.1
Quality products and services						
GRI 3: Material topics	3-3 Management of the material topic	14, 20				
GRI 416: Customer health and safety 2016	416-1 Report the percentage of significant product and service categories for which health and safety impacts are assessed for improvements	Note 7				13.10.2
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Note 8				13.10.3
GRI 417: Marketing and labeling 2016	417-1 Requirements for product and service information and labeling	20-22, 40-42				
	417-2 Incidents of non-compliance concerning product and service information and labeling	Note 9				
	417-3 Incidents of non-compliance concerning marketing communications	Note 9				

GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Quality products and services						
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022   Use of pesticides	Provide information on the volume and intensity of pesticides used according to the following toxicity hazard levels	22				13.6.2
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022   Food safety	Internacional information on the percentage of production volume from sites certified to internationally recognized food safety standards	22				13.10.4
	Report the number of food safety recalls issued and the total volume of products recalled	22				13.10.5
Certifications and traceability of inputs and raw materials						
GRI 3: Material topics 2021	3-3 Management of the material topic	15, 40				13.4.1 / 13.23.1
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	44				
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	45				
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022   Traceability of the supply chain	Describe the level of traceability in place for each product sourced	21-22, 40-43				13.23.2
	Report the percentage of source volume (sourced from suppliers), by product, certified to internationally recognized standards that track the path of products throughout the supply chain and list those standards	41				13.23.3



GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Certifications and traceability of inputs and raw materials						
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022   Traceability of the supply chain	Describe improvement projects to get suppliers certified to internationally recognized standards that track the path of products throughout the supply chain to ensure that all volumes obtained are certified	41, 43, 45				13.23.4
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022   Natural ecosystem conversion	Report the percentage of sourced volume determined to be deforestation- or conversion-free and describe the assessment methods used	41, 43				13.4.3
	Report the percentage of sourced volume for which origins are unknown	41				
	Report the size in hectares, location and type of natural ecosystems converted by suppliers or at sourcing locations	Note 10	13.4.5	Not available information	Note 10	13.4.5
Environmental optimization of transport						
GRI 3: Material topics 2021	3-3 Management of the material topic	11, 46				
GRI G4 Guidelines	EN-30 Significant environmental impacts involving transportation of products					
Efficient technologies and process innovation						
GRI 3: Material topics 2021	3-3 Management of the material topic	15, 38				
GRI 203: Indirect economic impacts 2016	203- Infrastructure investments and services supported	38				

GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Occupational health and safety						
GRI 3: Material topics 2021	3-3 Management of the material topic	11, 58				13.19.1
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	58				13.19.2
	403-2 Hazard identification, risk assessment and incident investigation	60				13.19.3
	403-3 Occupational health services	61				13.19.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	61				13.19.5
	403-5 Occupational health and safety training provided to workers	61				13.19.6
	403-6 Promotion of worker health	61				13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60				13.19.8
	403-8 Workers covered by the occupational health and safety management system	58				13.19.9
	403-9 Work-related injuries	59-88				13.19.10
	403-10 Work-related ill health	59-88				13.19.11

GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Development and training of employees						
GRI 3: Material topics 2021	3-3 Management of the material topic	15, 54				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	55, 89				
	404-2 Programs for upgrading employee skills and transition assistance programs	Note 11	404-2 b.	Not available information	Note 11	
	404-3 Percentage of employees receiving regular performance and career development reviews	57, 89				
Responsible Labor Practices						
GRI 3: Material topics 2021	3-3 Management of the material topic	11, 49, Note 12				13.20.1 / 13.21.1
GRI 401: Employment 2016	401-1 Percentage of employees receiving regular performance and career development reviews	53, 86-87				
		51				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	51, 88				
	401-3 Parental leave	Note 13				
GRI 402: Labor/Management Relationships 2016	402-1 Minimum notice periods regarding operational changes	86				
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022   Living income and living wage	Indicate the percentage of employees and non-employees whose jobs are covered by collective bargaining agreements containing provisions related to wage levels and frequency of wage payment	Note 12				13.21.2
	Provide information on the percentage of employees and non-employees whose work is monitored and who are paid above the living wage, with a breakdown by gender.					13.21.3

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GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Diversity, equity and inclusion						
GRI 3: Material topics 2021	3-3 Management of the material topic	15, 53				13.15.1
GRI 405: Diversity and equal opportunities 2016	405-1 Diversity of governance bodies and employees	49, 85-86				13.15.2
	405-2 Ratio of basic salary and remuneration of women to men	87				13.15.3
GRI 406: No discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	53				13.15.4
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Describe any differences in terms of employment and compensation approach based on the nationality or immigration status of workers	16, 53				13.15.5
Positive relationships with local communities and society						
GRI 3: Material topics 2021	3-3 Management of the material topic	15, 62				13.12.1
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	62				13.12.2
	413-2 Operations with significant – actual and potential– negative impacts on local communities	67-69				13.12.3
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	66				
	203-2 Significant indirect economic impacts	62-68				



GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Efficient use of resources						
GRI 3: Material topics 2021	3-3 Management of the material topic	11, 73-74				13.7.1
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization	Note14	302-2	Not available information	Note 14	
	302-3 Energy intensity	76				
	302-4 Reduction of energy consumption	89				
	302-5 Reductions in energy requirements of products and services		302-5	Not applicable	Note 15	
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	74				13.7.2
	303-2 Management of water discharge-related impacts	74				13.7.3
	303-3 Water withdrawal	74				13.7.4
	303-4 Water discharge	90				13.7.5
	303-5 Water consumption	74				13.7.6
Emission reduction						
GRI 3: Temas materiales 2021	3-3 Management of the material topic	11, 73, 78				13.1.1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	78-79, 90				13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	78-79, 90				13.1.3
	305-3 Other indirect (Scope 3) GHG emissions		305-3	Not available information	Note 16	13.1.4
	305-4 GHG emissions intensity	78-79, 90				13.1.5

GRI Standards	Contents	Location	Omission			GRI Sector Supplement Reference No.
			Omitted requirements	Reason	Explanation	
Emission reduction						
	305-5 Reduction of GHG emissions	78-79, 90				13.1.6
	305-6 Emissions of ozone-depleting substances (ODS)		305-6	Not available information	Note 17	13.1.7
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	79				13.1.8
Waste and effluents circular economy						
GRI 3: Material topics 2021	3-3 Management of the material topic	11, 73, 80				13.8.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	81				13.8.2
	306-2 Management of significant waste-related impacts	81				13.8.3
	306-3 Waste generated					13.8.4
	306-4 Waste diverted from disposal	82, 91				13.8.5
	306-5 Waste directed to disposal	82, 91				13.8.6
Renewable energies						
GRI 3: Material topics 2021	3-3 Management of the material topic	15, 73, 77				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	75-76, 89				

# Notes

**Note 1: GRI 2-6:** During the 2024-2025 fiscal year, no changes were recorded in the share capital structure, other than movements among minority shareholders trading on the Buenos Aires Stock Exchange.

**Note 2: GRI 2-7:** At La Cautiva facilities, five male workers are employed without guaranteed hours. While no minimum number of hours is assured, they are required to remain available upon request.

**Note 3: GRI 2-8:** Once a year, at the end of the peak season, maintenance work is performed at the plant by approximately 100 people who are not part of the permanent workforce. They are hired through an outsourcer consulting firm. This figure is an estimate based on average annual revenues.

**Note 4: GRI 3-1:** The process for determining the material topics included four stages. First, we identified 16 relevant topics based on context analysis, sector trends, international guidelines (GRI and SASB) and business projections. Second, we scheduled virtual stakeholder consultations to prioritize these topics. We will then analyze the results to update the materiality assessment and guide the management agenda. Finally, we addressed each topic through a cross-cutting approach in order to anticipate risks and opportunities and strengthen business resilience.

**Note 5: GRI 201-3:** We do not have a retirement plan in addition to the regulatory obligations required for all employers in Argentina.

**Note 6: GRI 201-4:** ANSES' Sustainability Guarantee Fund (Law 26,425) holds a 20.04% stake in the company's capital stock.

**Note 7: GRI 416-1:** Our products are 100% compliant with operational safety and quality measures.

**Note 8: GRI 416-2:** No breaches of regulations relating to the health and safety impacts of products were recorded during the reporting fiscal year.

**Note 9: GRI 417-2 | GRI 417-3:** No breaches of the regulations and the voluntary codes relating to product and service information and labeling, or marketing and advertising communications, were recorded during the reporting fiscal year.

**Note 10: GRI 13.4.5:** We do not currently have a formal assessment of exposure to the risk of natural ecosystem conversion or deforestation in our supply chain. However, since we are not involved in primary production and source our supplies mainly from regions like the Humid Pampas—which are deforestation-free—the risk is considered low. As we advance in traceability and adopt standards like VISEC, we aim to improve our capabilities for environmental assessment and monitoring at source.

**Note 11: GRI 404-2 [omitted]:** We do not currently have a specific program in place for managing end-of- professional-career situations due to retirement or separation.

**Note 12: GRI 13.20.1:** Our Code of Ethics includes a commitment to fair hiring conditions and respect for freedom of association. Any potential violations can be reported through the Ethics Line: **Molinos Agro | Términos y condiciones ([lineaseticas.com](https://lineaseticas.com))**. For employees not covered

by collective bargaining agreements, working conditions are determined according to market benchmarks for equivalent positions.

**Note 13: GRI 402-1:** The advanced notice term for significant operational changes that may affect employees varies depending on the nature of each situation.

**Note 14: GRI 302-2 [omitted]:** We do not currently calculate energy consumption outside the organization.

**Note 15: GRI 302-5 [omitted]:** This indicator does not directly apply to our activity, as we do not influence the energy consumption of the products during their use phase. However, we actively work to improve the energy efficiency of our production process, thus helping to reduce the energy footprint of our products.

**Note 16: GRI 305-3 [omitted]:** We currently do not measure Scope 3 indirect emissions.

**Note 17: GRI 305-6:** Ozone-depleting substances (ODS) indicator is not currently available.

**Note 18: GRI 2-29:** Our Stakeholders: Neighborhood Associations from the neighborhoods of 2 de Abril, Bouchard, and Rivadavia, in the Municipality of San Lorenzo, Province of Santa Fe; Schools in the Municipality of San Lorenzo and neighboring municipalities: Fray Luis Beltrán, Ricardone, and Puerto San Martín; Chamber of Commerce and Industry and the Union of Merchants and Industrialists; Municipal Authorities of San Lorenzo and neighboring municipalities; Universities of the Province and CONICET; Clients and consumers; Collaborators; Investors; Suppliers; Media; Shareholders.



# Scope and guidelines of the Report

[GRI 2-1; 2-2; 2-3; 2-5]

**This is Molinos agro S.A.' 9th Sustainability Report and covers the fiscal year started on April 1, 2024 and ended on March 31, 2025.**

Molinos agro is an Argentine company incorporated as a corporation, registered with Inspección General de Justicia [Superintendence of Corporations]. Since June 19, 2017, its shares have been publicly traded on the Buenos Aires Stock Exchange under the public offering regime.

**In line with our commitment to increased transparency, our main objective when drafting and submitting this Sustainability Report is to disclose the progress made in each material topic identified in order to foster the sustainable development of the locations where we operate and the 2030 Global Agenda for Sustainable Development.**

**Report drafting cycle:** annual

**External verification:** Financial data has been externally verified; non-financial data has not been externally verified.

**Publication date:** August 2025

**Scope:** The entities included in the consolidated financial statements are: Molinos Agro S.A., Molinos Overseas Commodities S.A., Patagonia Bio Energía Holdings 1, S.L., Patagonia Bio Energía Holdings 2, S.L., and Renova S.A. This Sustainability Report refers exclusively to the operations of Molinos Agro S.A.

This document was approved by our Senior Management.

Both this report and the sustainability management are based on the following guidelines:

- Global Reporting Initiative (GRI) Standards [www.globalreporting.org](http://www.globalreporting.org)
- GRI 13 Sector Supplement: Agriculture, Aquaculture and Fisheries Sectors 2022
- 2030 Sustainable Development Goals and Targets through its tool SDG Compass – (GRI, United Nations Global Compact and WBCSD (2015)).

[www.un.org/sustainabledevelopment/es/](http://www.un.org/sustainabledevelopment/es/)

## CONTACTO


We will be glad to hear your opinions, suggestions, doubts or any comments related to the management presented in this Report at [sustentabilidad@molinosagro.com.ar](mailto:sustentabilidad@molinosagro.com.ar)

This Sustainability Report 2024-2025 and the previous versions thereof are available at [www.molinosagro.com.ar](http://www.molinosagro.com.ar)





Learn more about us [www.molinosagro.com.ar](http://www.molinosagro.com.ar)

 Molinos agro

General Coordination

**Corporate Affairs Management, Molinos agro S.A.**

External facilitators

**Punto ESG** | [www.puntoesg.com](http://www.puntoesg.com)

**Design**

**Thesia** |  thesiadg