

Executive Summary

SUSTAINABILITY REPORT 2025-2026



— 10° ANIVERSARIO —
MÁS DE 100 AÑOS EN LA INDUSTRIA

Ten years of responsible management, operational efficiency and connection to global markets, backed by more than **100 years of experience in agribusiness.**



Molinos agro 2025–2026 at a Glance

Business profile, operating scale and performance for the reporting period

Molinos agro integrates oilseed processing, port logistics and the export of soybean and sunflower products, as well as corn and wheat. More than 90% of its volume is shipped to international markets, reaching nearly 50 destinations and securing a significant position in the global trade of soybean products.

+6.5 million tonnes

handled across grains and processed products

USD 2,707 million

revenue for the reporting period

20,000 t/day

processing capacity at the San Lorenzo plant

USD 210 million

EBITDA (up USD 20.9 million year-on-year)

8 Mt/year

capacity at the Port of San Benito

USD 133.1 million

net income

Industrial milestones

- **Expansion of sunflower** seed crushing capacity from 1,000 to 1,600 tonnes per day, equivalent to 500,000 tonnes per year.
- **More than 100 operational**, technological, safety and environmental improvement projects.
- **New 2,500-tonne oil storage tank** and major maintenance of the cogeneration turbine.

Global market position

- Among Argentina's ten leading agricultural exporters.
- 4% of global soybean meal trade and 4% of global trade in crude and degummed soybean oil.
- Long-term business relationships and 100% customer satisfaction during the reporting period.

Sustainability embedded in management

An annual process focused on risk, business continuity and value creation

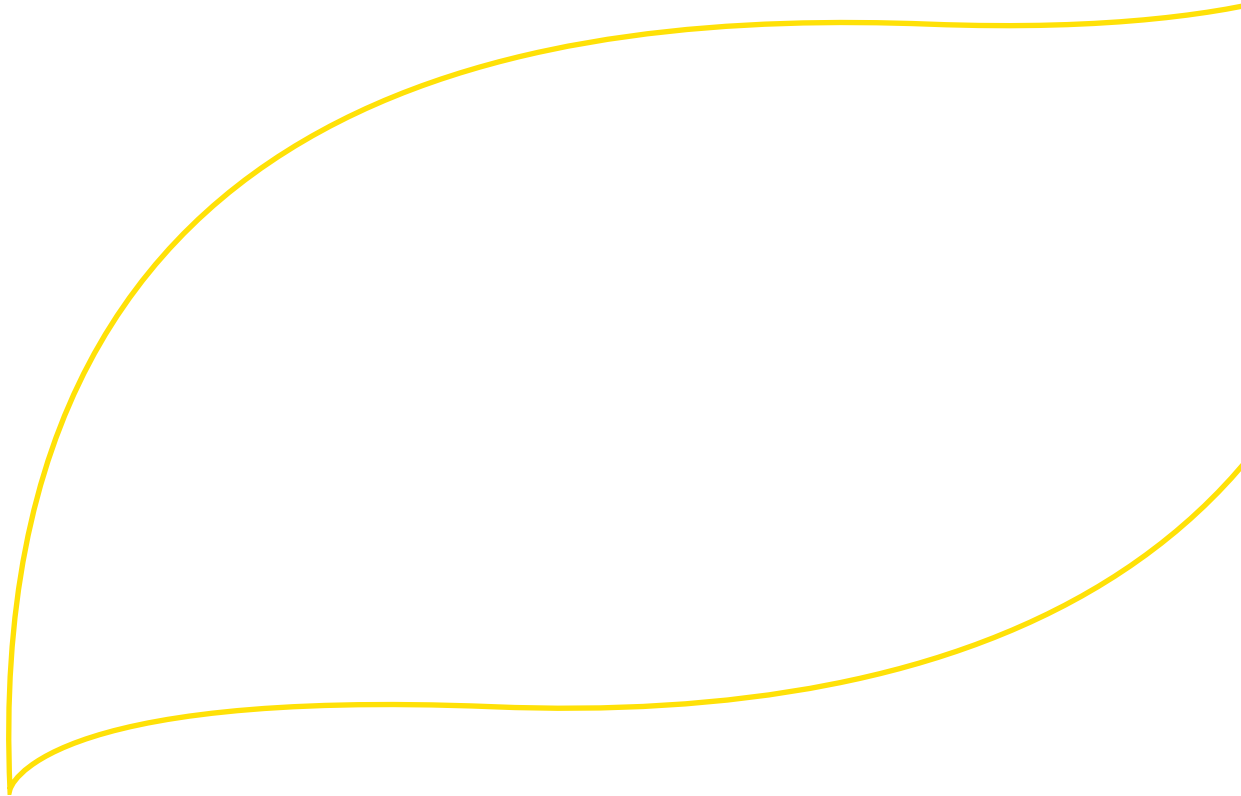
Sustainability is a strategic priority embedded across our operations and business decision-making. Our **Sustainability Strategy** organizes impacts, risks and opportunities around four cross-cutting pillars:

Business sustainability	Sustainable agricultural sourcing	People and communities	Environmental stewardship
• Economic and financial performance • Ethics and transparency • Quality products and services • Cybersecurity	• Efficient technologies and process innovation • Certification and traceability of inputs and raw materials • Environmental optimization of transportation	• Employee development and training • Occupational health and safety • Responsible labor practices • Diversity, equity and inclusion • Positive relations with local communities and society	• Emissions reduction • Resource efficiency • Circular management of waste and effluents • Renewable energy

2030 Sustainability targets

Executive overview of progress: results, trajectory and gaps

The 2030 Roadmap was developed under an “active policy” approach: proactive targets, clearly assigned accountabilities and ambitions that go beyond legal compliance. Results for the reporting period show consolidated performance in governance, quality and customer relations, alongside gaps requiring faster progress in investment, training, traceability and renewable energy.



Target	2025-2026 Result	2030 Target	Status
Operating cash flow	USD 101.3 million	USD 55 million	Target exceeded
Critical audit plans completed on time	100%	100%	Achieved and to be maintained
Customer satisfaction	100%	100%	Achieved and to be maintained
Employees trained in cybersecurity	70%	100%	Accelerate
Cumulative investment under Huella MOA	USD 1.15 million	USD 10 million	On track
Production units traced and approved	4,087	7,600	On track
Formal training	5,008 hours	12,600 hours	On track
Employees trained in DEI	74.8%	100%	On track
Social investment	USD 62.9 thousand	USD 96.63 thousand	Strengthen
30% of the energy consumed at our grain storage facilities sourced from renewables	4%	30%	Accelerate

Business sustainability

Strong financial performance, industrial expansion and robust controls

Expansion and efficiency

- **Expansion of the sunflower** seed crushing line increased production diversification and strengthens our position in a key value chain.
- **Turbine maintenance supports** energy self-sufficiency, operational continuity and energy resilience.



Sustainability-linked financing

The company renewed and expanded a USD 500 million credit facility with IDB Invest and international banks, linked to DEI, human rights and climate adaptation plans.

Quality and customers

- 100% customer satisfaction.
- 90% completion of the annual food and feed safety training plan.
- Stable quality and food and feed safety management, with no significant non-conformities.

We achieved our second reporting period of **record oilseed crush volumes** (soybeans and sunflower seeds)

100% critical audit plans implemented on time

100% planned internal and external audits completed

0 significant non-conformities identified in external food and feed safety audits

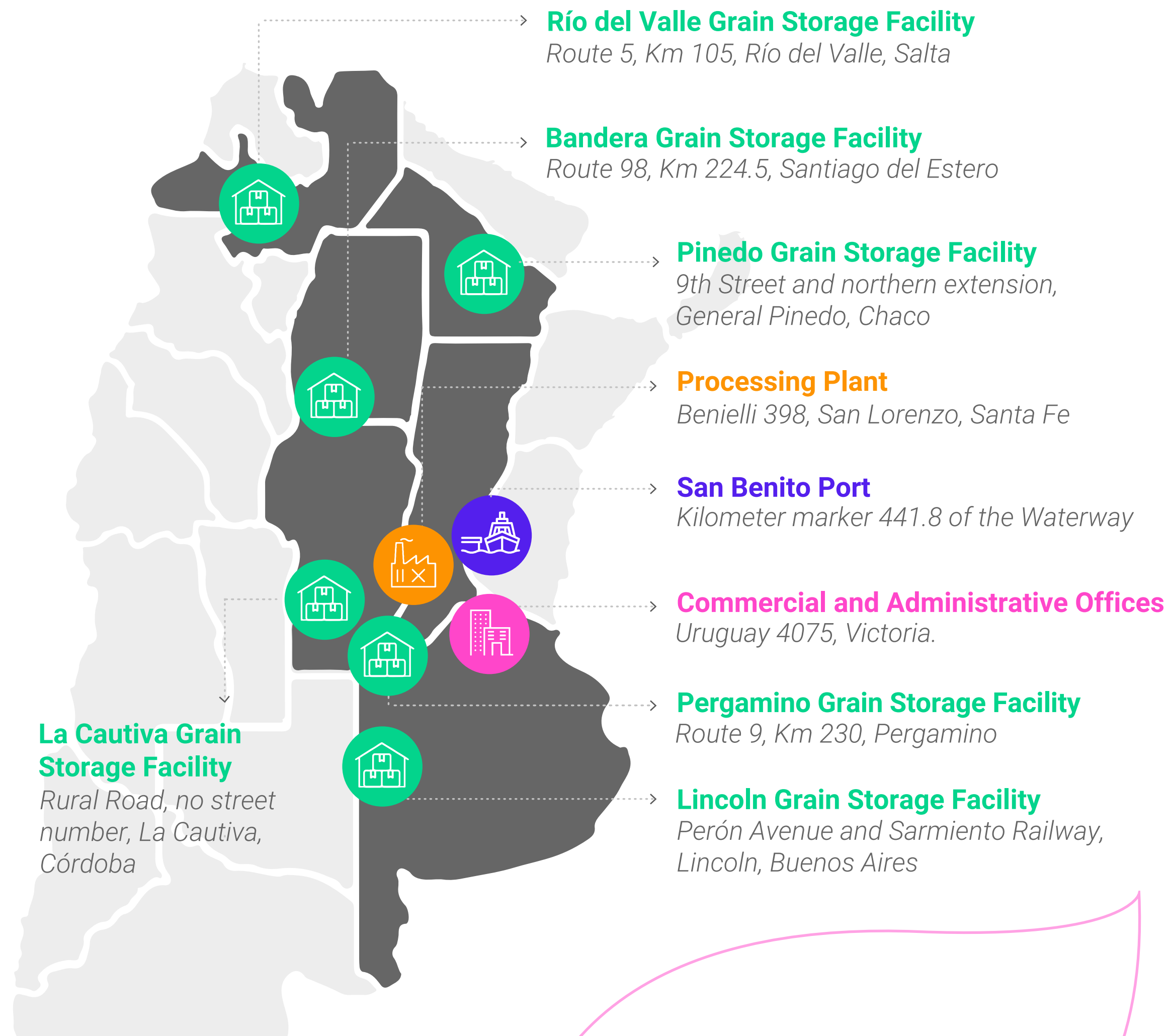
We allocate 5% of annual CAPEX to projects focused on environmental regulatory compliance and reducing our carbon footprint.



San Lorenzo Industrial Complex.

Sustainable agricultural sourcing

Traceability, certification and readiness for deforestation-free supply chains



2,503

active
suppliers

18

provinces
sourced from

99%

raw materials
sourced
domestically

4,087

production
units traced
and approved

Integrated operating network: processing plant, port, six grain storage facilities and corporate office.

Certifications

- ISCC, RTRS, 2BSvs and RFS II certification for raw material sourcing.
- ISO 9001, ISO 14001, GMP+, Kosher and Halal certification for processing and marketing.
- 15% of annual soybean volume was identified as deforestation- and conversion-free and traceable to farm level.

WISEC and EUDR

- Molinos agro completed a pilot shipment to the European Union under the WISEC protocol.
- The Monitoring, Reporting and Verification (MRV) platform integrates geolocation with public and private data to trace soybeans from farm to port.
- 2026–2027 priority: implement the protocol for shipments subject to European regulation.

Innovation and logistics

- USD 1.15 million invested in continuous improvement, efficiency and innovation plans under the Huella MOA program.
- The share of high-capacity trucks increased by 8% year on year; rail transport accounted for 1%.

People, safety and diversity

Human capital, a prevention-focused culture and capability building

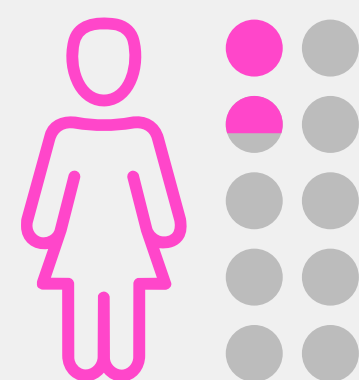
We have a committed, stable workforce with the experience required to meet the challenges of our business. **78% of our employees work in San Lorenzo**, reinforcing our position as a key employer in the region.

623

employees



84% men



16% women



98.9% permanent contracts

68% covered by collective bargaining agreements

Development and DEI

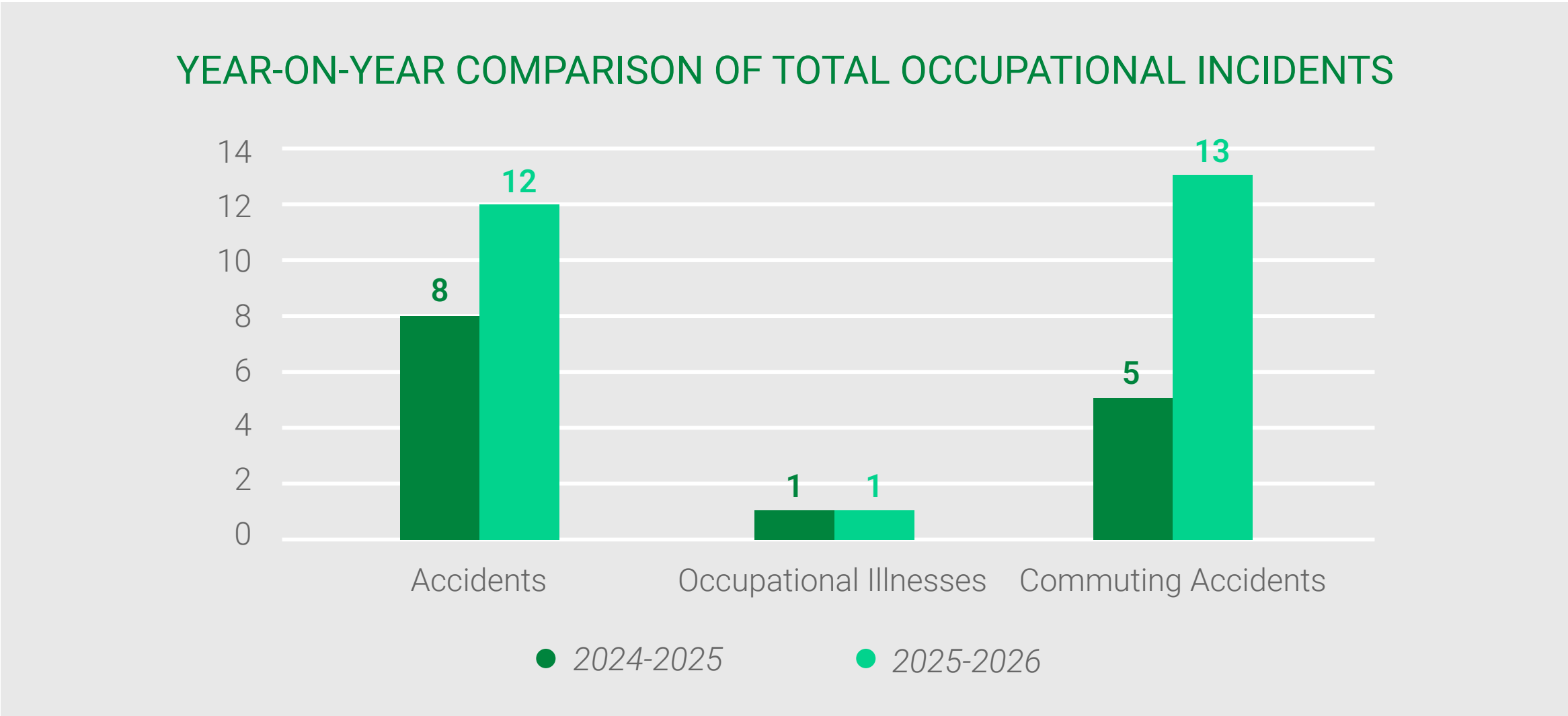
- **5,008 training hours**, prioritizing quality and critical needs during a challenging operating year.
 - **97%** of employees not covered by collective bargaining agreements received a performance review.
- We promoted 3% of employees not covered by collective bargaining agreements to positions of greater complexity as part of their career development (2% women and 1% men).
- **375** hours of DEI training
 - **Zero** reported cases of discrimination

We introduced a key tool: the Ten Principles on Unacceptable Conduct, which establishes a zero-tolerance approach and clear criteria for conduct prohibited in the workplace.

- **100%** of employees informed about unacceptable conduct
- **75%** of employees trained on the Integrity Program and the Ten Principles



Health and safety



In 2025–2026, 26 occupational incidents were recorded: 12 workplace accidents, one occupational illness and 13 commuting accidents. **Zero fatalities.**

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

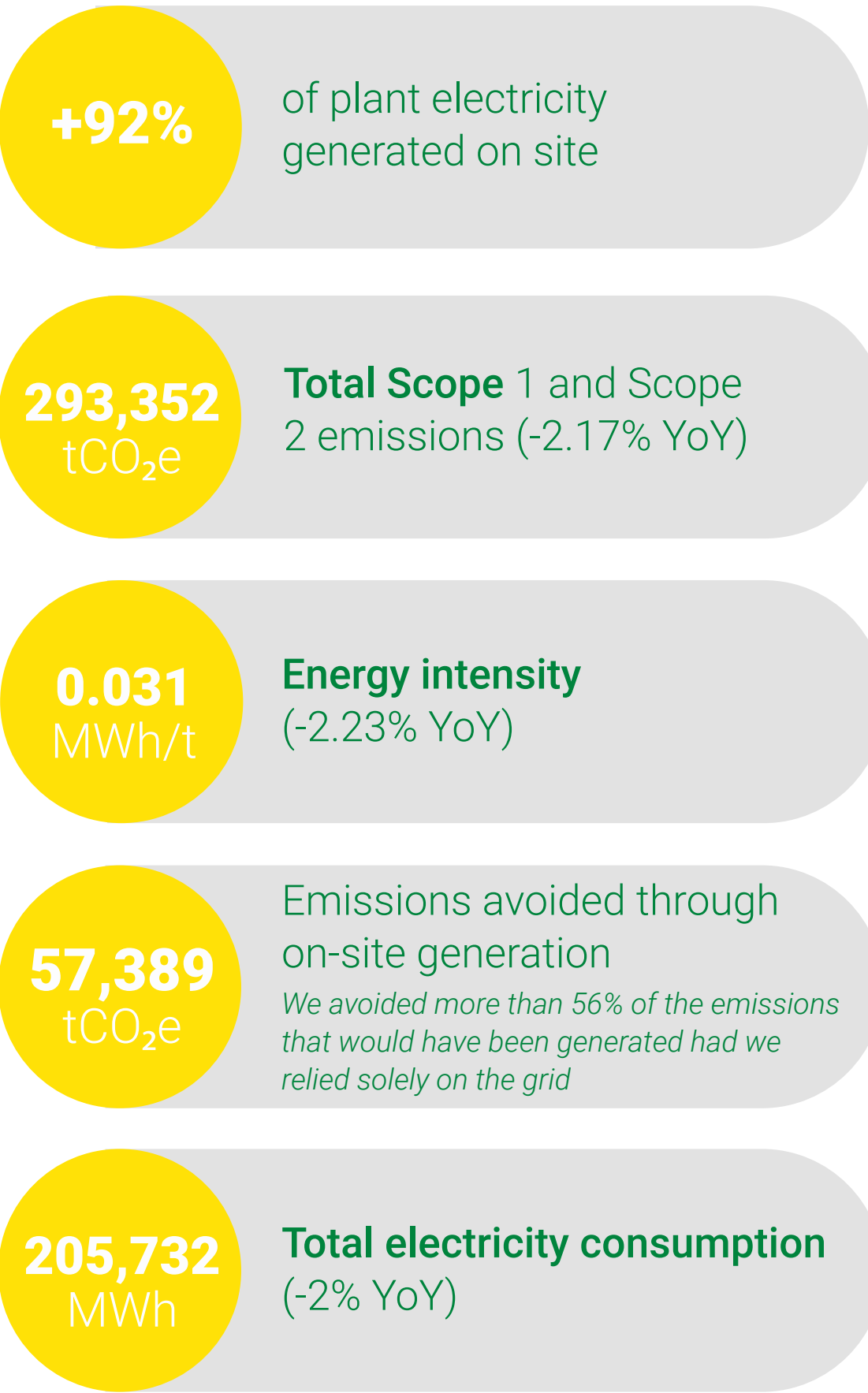


During the reporting period, we enhanced our flexible benefits platform, expanding the options available to meet individual needs.

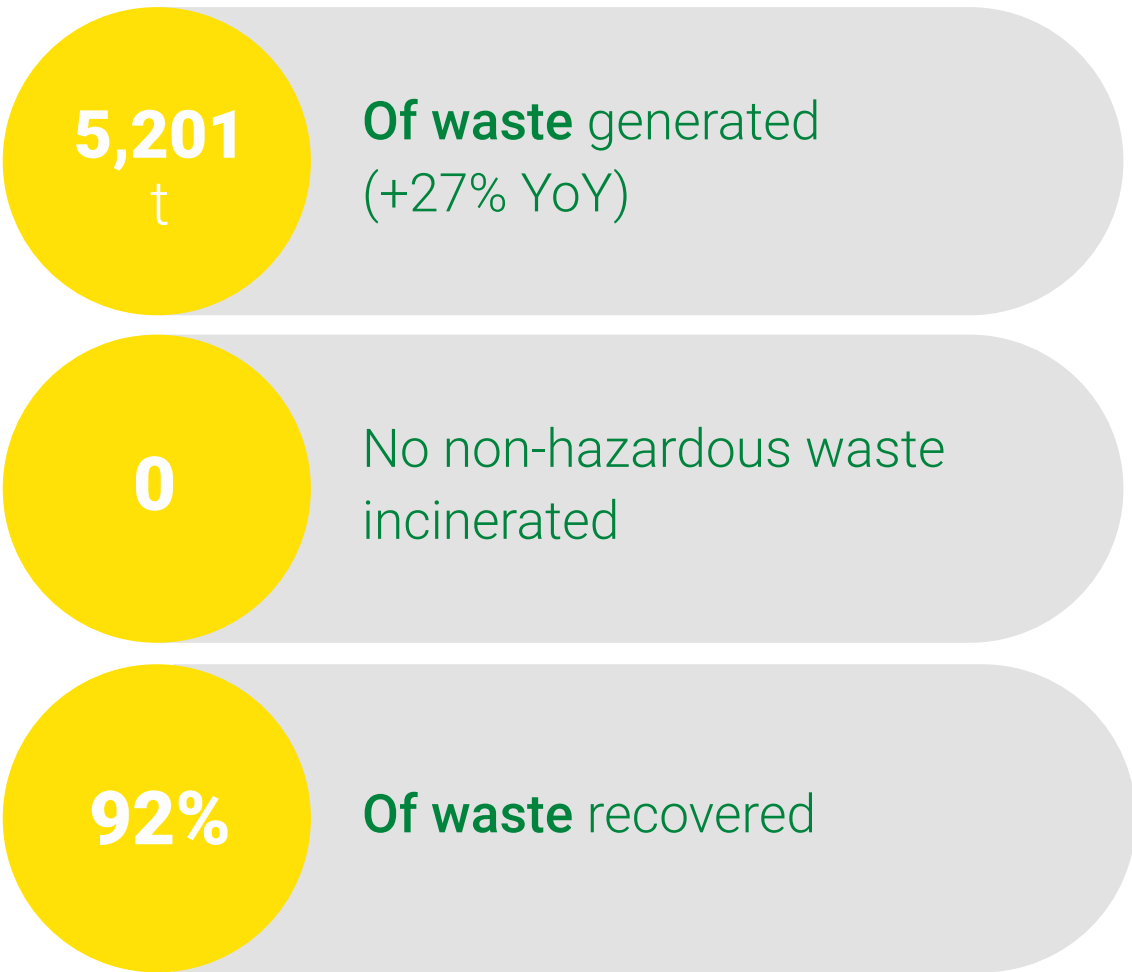
Environmental performance

Operational efficiency, on-site generation, emissions and the circular economy

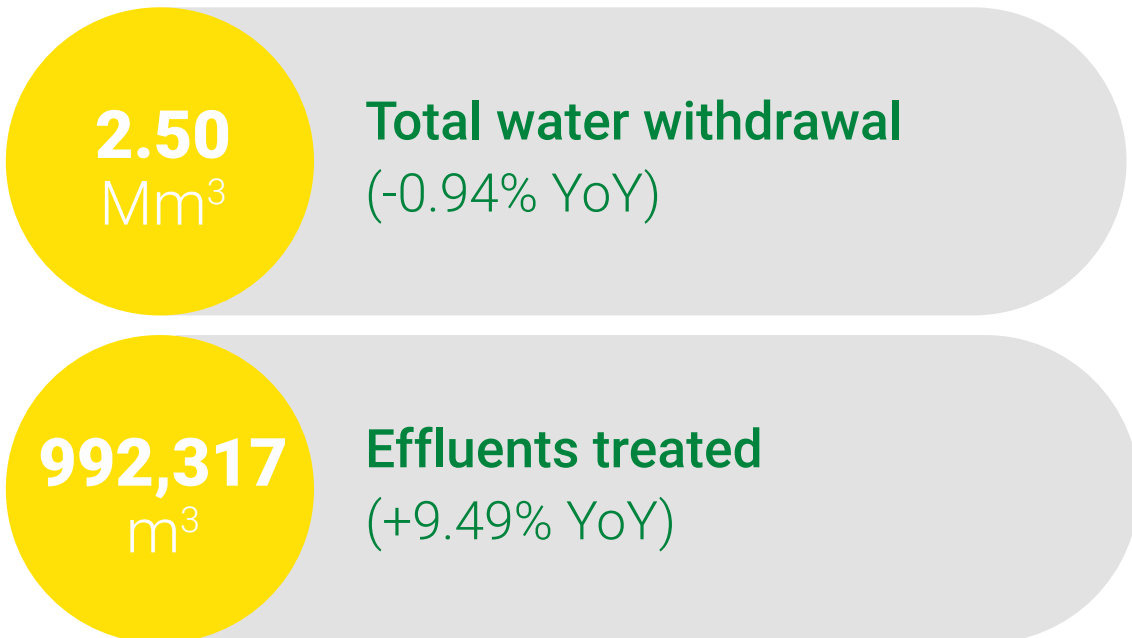
Energy and emissions



Waste



Water and effluents



GHG Emissions Intensity*	2024-2025	2025-2026	Change
Raw material received at the Complex (tonnes)**	6,547,493	6,575,901	0.43%
Tonnes of CO ₂ emitted / raw material received	0.05	0.04	-2.60%

*GHG emission categories included: direct (Scope 1) and energy indirect (Scope 2).

**Includes oilseeds received, stored, processed and dispatched.

Emissions intensity improved slightly compared with the previous period, confirming that higher production did not result in a proportional increase in emissions per unit processed.



Communities and Human Rights

Local impact, education and responsible conduct

Our community engagement approach is structured around **four pillars** that guide all our initiatives:



Health, supporting access to essential services and strengthening local healthcare



Education, promoting learning, training and development opportunities for children, young people and teachers



Infrastructure, contributing to improvements in community spaces, institutions and local services



Well-being, promoting activities, celebrations and support initiatives that strengthen the social fabric and everyday life in local communities

87.5%

communities reached by programs

USD
62,900

social investment

563

students and families reached through initiatives carried out with Fundación Leer

850

people hosted during facility visits (+13% vs. the previous year)

Programs and local stakeholder engagement

- **#SembramosFuturo**: five schools, more than 175 students, 20 teachers and more than 20 volunteer instructors.
- **Third consecutive year of our partnership with Fundación Leer**, advancing educational initiatives that promote reading, strengthen teaching capabilities and expand access to educational resources.
- Dialogue forums with neighborhood associations and active engagement with public authorities, educational institutions and business chambers.
- Systematic assessment of social and environmental impacts through community engagement and technical studies.

Human rights and ethics

- Our commitment to human rights extends to our employees, suppliers and value chain.
- 100% of directors and managers trained in ethics and compliance.
- Ten reports received through the Ethics Line; all were investigated and closed or otherwise addressed.

Looking ahead

Priorities for sustaining competitiveness, trust and market access



Traceability and markets

Implement VISEC for shipments subject to European regulation, expand traceability coverage and document deforestation-free production criteria.

Governance and data

Maintain robust controls and methodological consistency, ensuring year-on-year comparability and the traceability of reported information.

Climate and energy

Complete the Scope 1 and Scope 2 carbon footprint, begin measuring Scope 3 and increase the share of renewable energy at grain storage facilities.

Innovation and efficiency

Maintain investment under the Huella MOA program and translate operational improvements into measurable productivity gains and impact reductions.

People and safety

Strengthen incident prevention, with a particular focus on commuting accidents; expand formal training; and provide all employees with DEI and cybersecurity training.

Communities

Align social investment with the 2030 target, prioritize verifiable outcomes and maintain local stakeholder engagement.

The primary purpose of our 10th Sustainability Report is to communicate the progress achieved across each material topic.



Learn more about us
www.molinosagro.com.ar

Overall coordination
Corporate Affairs Department, Molinos agro S.A.

External advisors
Punto ESG | www.puntoesg.com

Explore our full performance, methodologies and technical disclosures

The full report includes GRI and SASB metrics, the reporting scope, methodological notes and details of initiatives for each material topic.



Access the report 