ADECOAGRO

A SUSTAINABLE DEVELOPMENT MODEL

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WHO
WE ARE

A DIVERSIFIED AGRO-INDUSTRIAL PLATFORM

SUGAR, ETHANOL & ENERGY

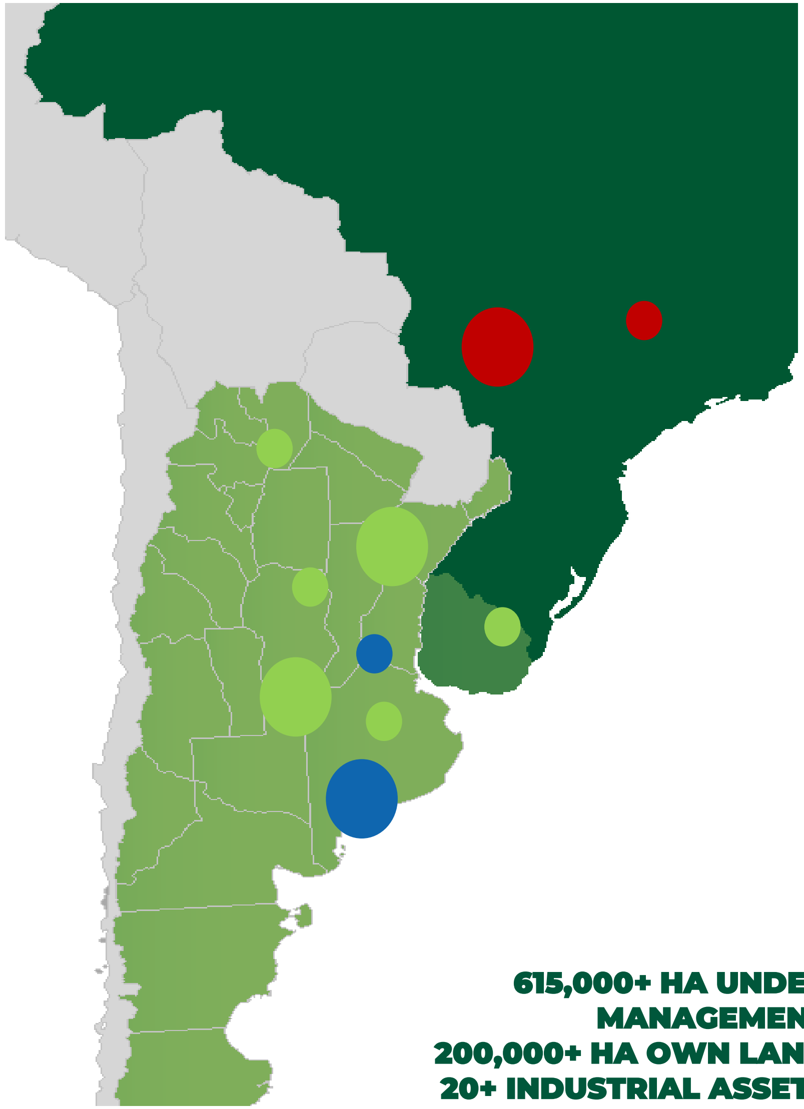
- **Sugarcane producer in Brazil**
- 275+ thousand hectares planted
- 20+ million tons of industrial capacity
- Main products: **Sugar, Ethanol and Energy**
- Biomethane production and issuer of carbon credits (CBios)

FERTILIZERS

- **Fertilizer producer in Argentina**
- 1.3 million tons of urea production capacity
- 3 logistic and dispatch centers
- Main products: **Urea and Ammonia**
- Access to railway and a deepwater port to cover regional demand

FOOD & AGRICULTURE

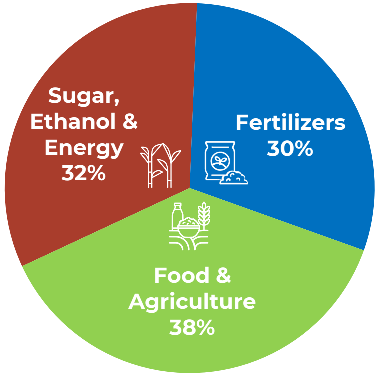
- **Food producer in Argentina & Uruguay**
- 230+ thousand hectares planted of grains and rice
- 4 Dairy free-stalls with +14,400 milking cows
- Dairy, Rice, Peanut & Sunflower industrial assets
- Market flexibility (export and domestic)



615,000+ HA UNDER MANAGEMENT
200,000+ HA OWN LAND
20+ INDUSTRIAL ASSETS

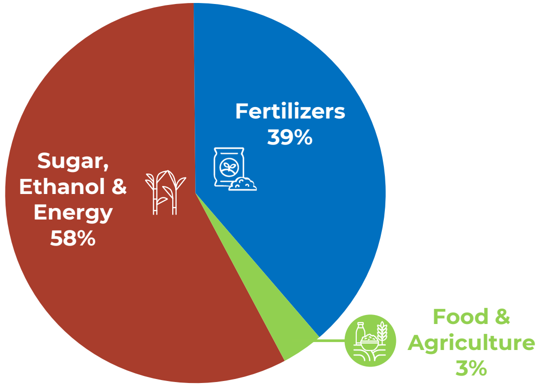
TOTAL SALES

US$2,016 MILLION[1]



ADJUSTED EBITDA

US$467 MILLION[1]



[1] Pro forma figures to give effect to our acquisition of Profertil on December 18, 2025, as if such event had occurred on January 1st, 2025. Do not include the acquisition of Caarapó Mill, which was completed on September 1, 2026.

FOUNDED 24 YEARS AGO

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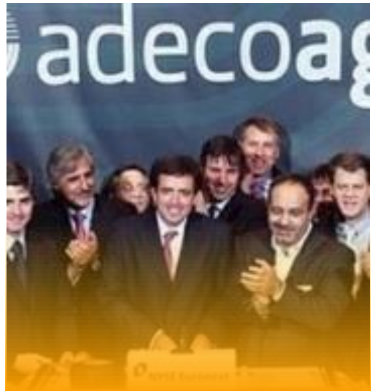
Foundation of Adecoagro in Argentina with the idea of adopting a sustainable production model

2002

- Expansion of our crops production into Uruguay and Brazil
- Beginning of operations in the sugar, ethanol and energy business
- First steps in dairy production

2004
2010



Listing in the **New York Stock Exchange** under the ticker AGRO

2011

- Consolidation of our sugar, ethanol and energy cluster
- Vertical integration of Dairy, Rice and Crops businesses.

2012
2024

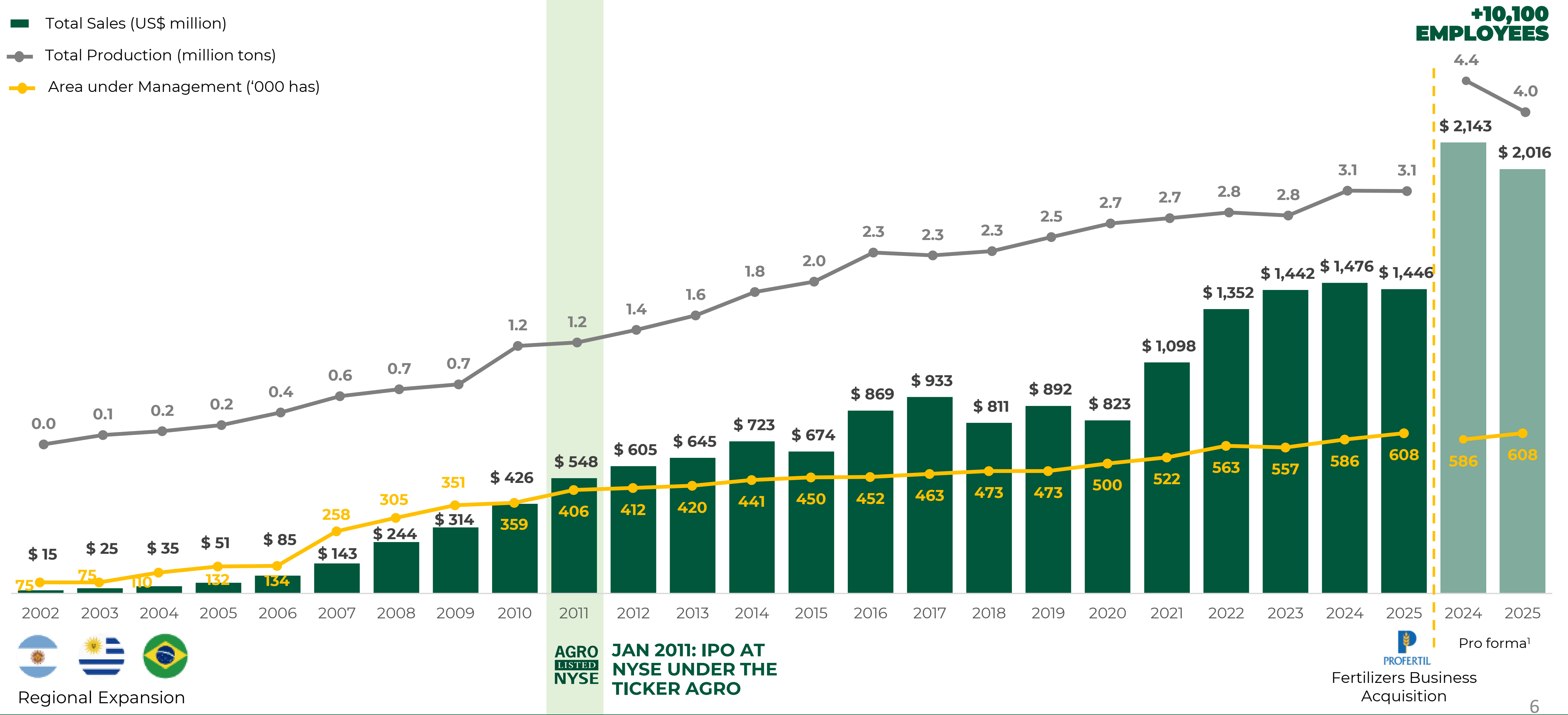
- Acquisition of a 90% stake in Profertil, the largest producer of granular urea in South America.
- Acquisition of Caarapó Mill in our SE&E business.

2025
2026

>> To know more about us: **www.adecoagro.com**

AND A STRONG OPERATIONAL TRACK RECORD

ADECOAGRO'S PERFORMANCE EVOLUTION[2]



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AGRO'S EQUITY

SHARE PRICE PERFORMANCE (NYSE: AGRO)

SELL-SIDE COVERAGE

Itaú, J.P.Morgan, btg pactual, Santander, citi, UBS, BANK OF AMERICA, Morgan Stanley

AGRO OWNERSHIP (%)[1]

Top 10 Shareholders	
Holder Name	**% O/S**
Tether	73.4%
Management & Directors	3.9%
Futura Holdings	3.7%
Two Sigma Investments	1.3%
Discovery Capital Mgmt.	1.0%
Mirae Asset Financial Group	0.6%
Amundi	0.6%
Capital Wealth Planning LLC	0.6%
EVLI PLC	0.6%
DE Shaw & Co LP	0.5%
Other - 13F Filers	6.7%
Other – Non-Filers	7.1%
Total	**100%**
Outstanding Shares	**144,307,966**

Tether, the creator of the largest stablecoin (*USDT*), **became Adecoagro's controlling shareholder** in April 2025 .

PROTECTIONS FOR MINORITY SHAREHOLDERS

- A minimum number of independent Board members
- Related third-party transactions to be approved by Independent Board Members
- An ownership stake >80% triggers a tender for all AGRO's outstanding shares

[1] *As of June 30, 2026*

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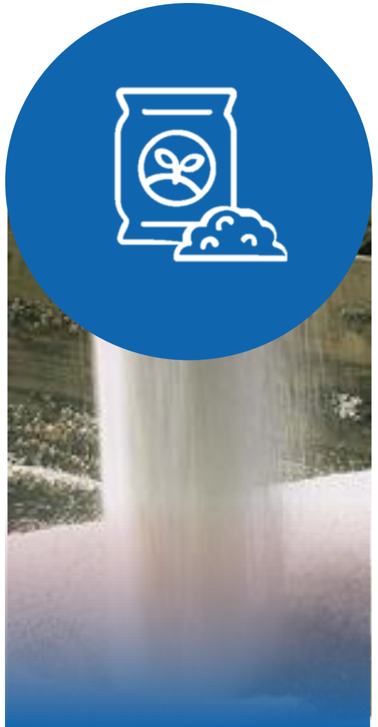
OUR BUSINESS SEGMENTS

OUR BUSINESS SEGMENTS

BRAZIL

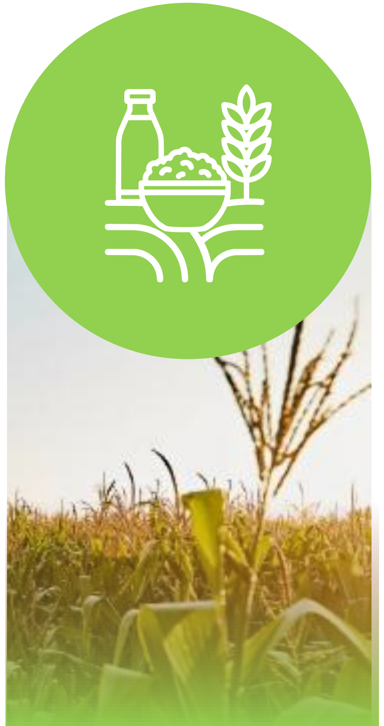
SUGAR, ETHANOL & ENERGY

ARGENTINA



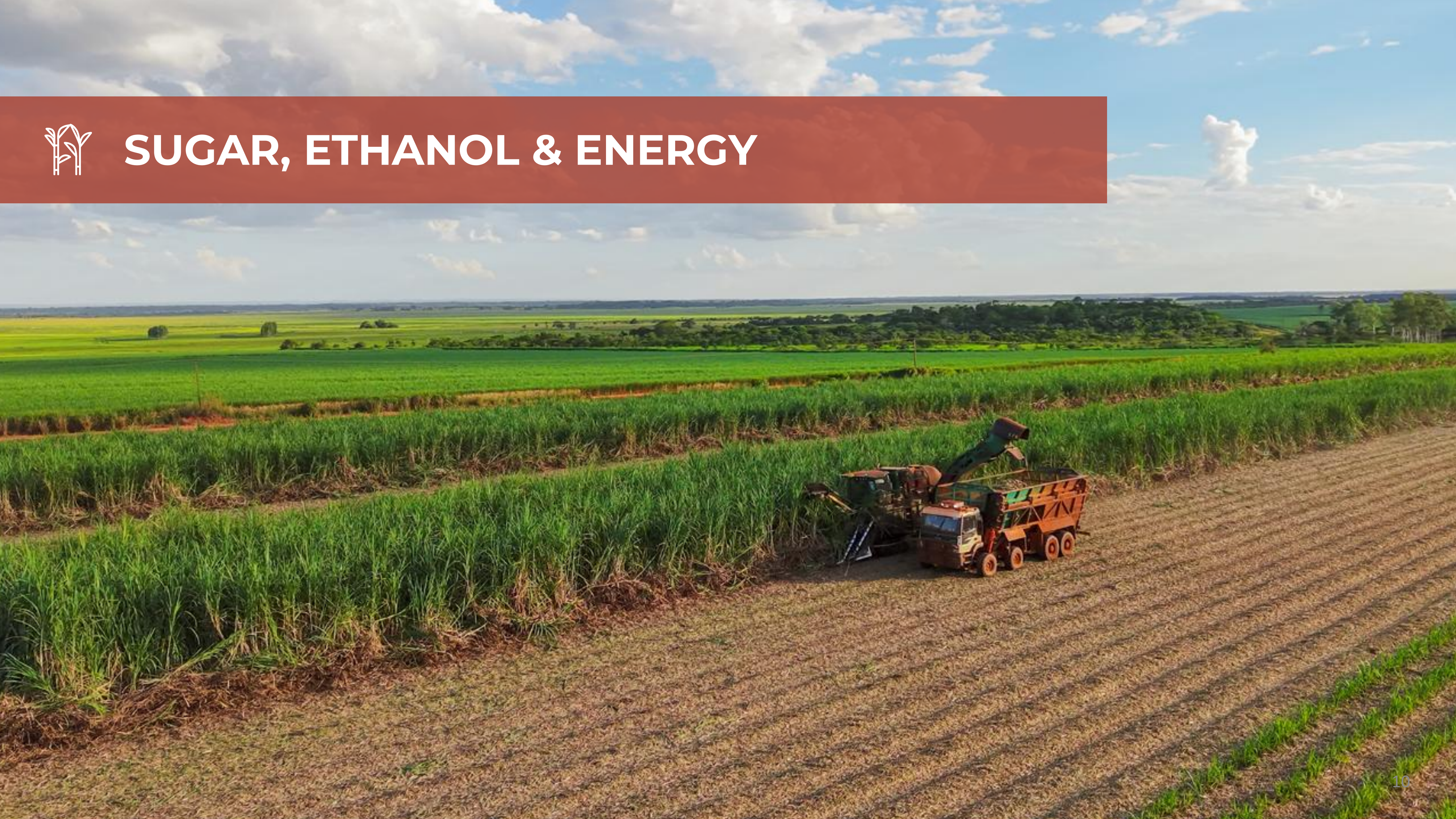
FERTILIZERS

ARGENTINA & URUGUAY



FOOD & AGRICULTURE

SUGAR, ETHANOL & ENERGY



275K+ Ha
Sugarcane Plantation

- ~85% own sugarcane
- 96% leased area
- High productivity ratios
- Own biofactory
- 100% mechanized harvest (MS)
- State-of-the-art ag equipment
- Use of drones
- Biofertilizers replace 50% of fertilizer needs

4 MILLS

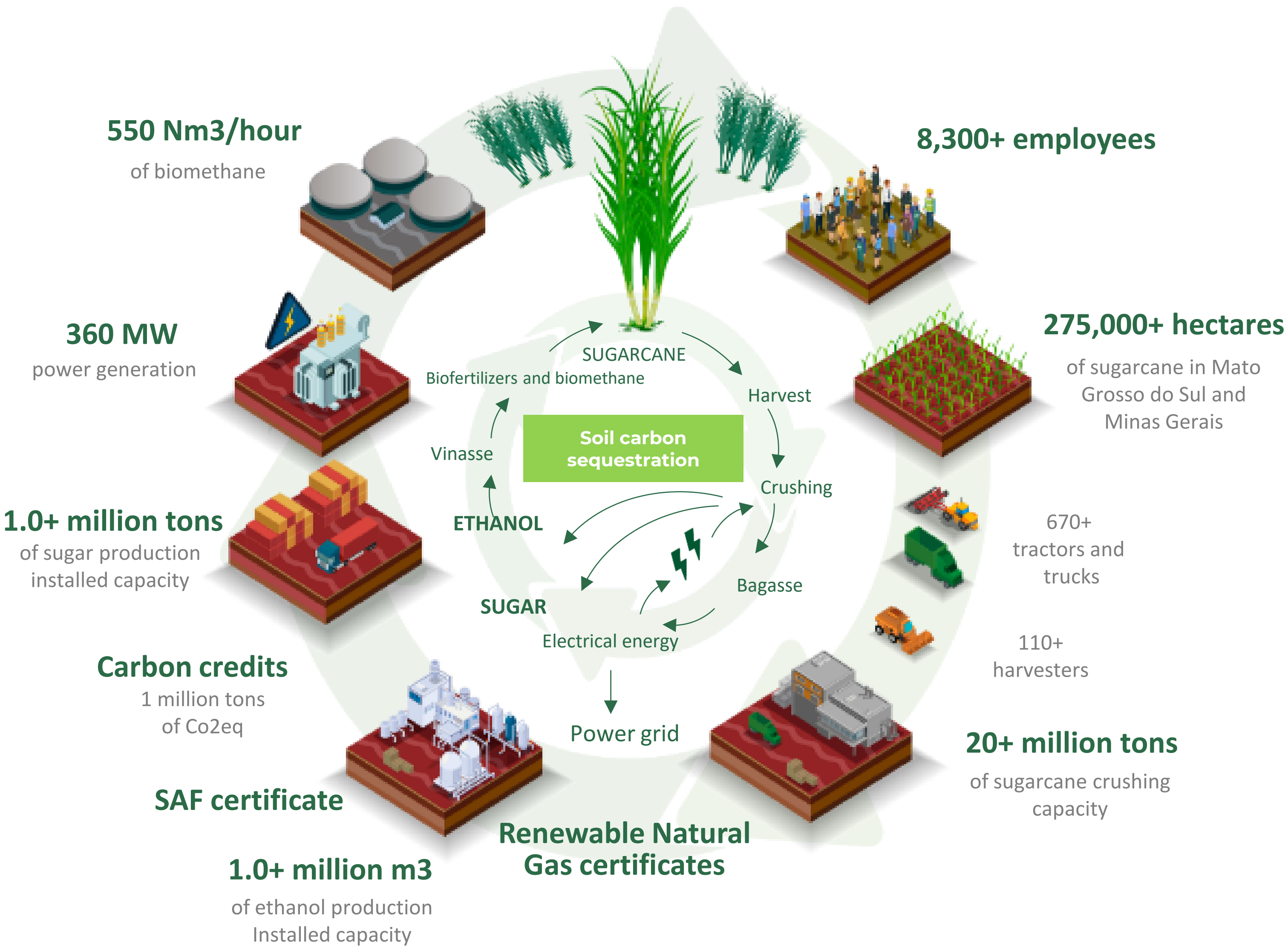
20mm+ installed capacity

- 1 mill in Minas Gerais
- 3 mills in Mato Grosso do Sul
- Large production flexibility
- Large storage capacity

CLUSTER
In Mato Grosso do Sul

- 3 mills
- Low competition for land
- High TRS/Ha potential
- Continuous harvest model
- Production flexibility
- Co-generation capacity
- State tax incentive

SUGAR, ETHANOL & ENERGY



FERTILIZERS

SNAPSHOT

- Largest producer of granular urea in South America
- Competitive access to natural gas (main input)
- Leveraging on Argentina's increasing natural gas production
- Located in the port of Bahia Blanca
- Positioned in a net urea-importing country and region

INDUSTRIAL ASSETS

- 790k tons of ammonia production capacity
- 1.3 million tons of urea production capacity
- Co-generation capacity
- 3 dispatch and logistic centers spread across the most productive regions of Argentina

COMMERCIALIZATION

- Commercial flexibility to sell domestically and to export markets
- Responsible for ~50% of Argentina’s demand for urea
- Logistic flexibility (ships, trucks and trains)
- Access to wholesale and retail customers
- Own brands

FERTILIZERS

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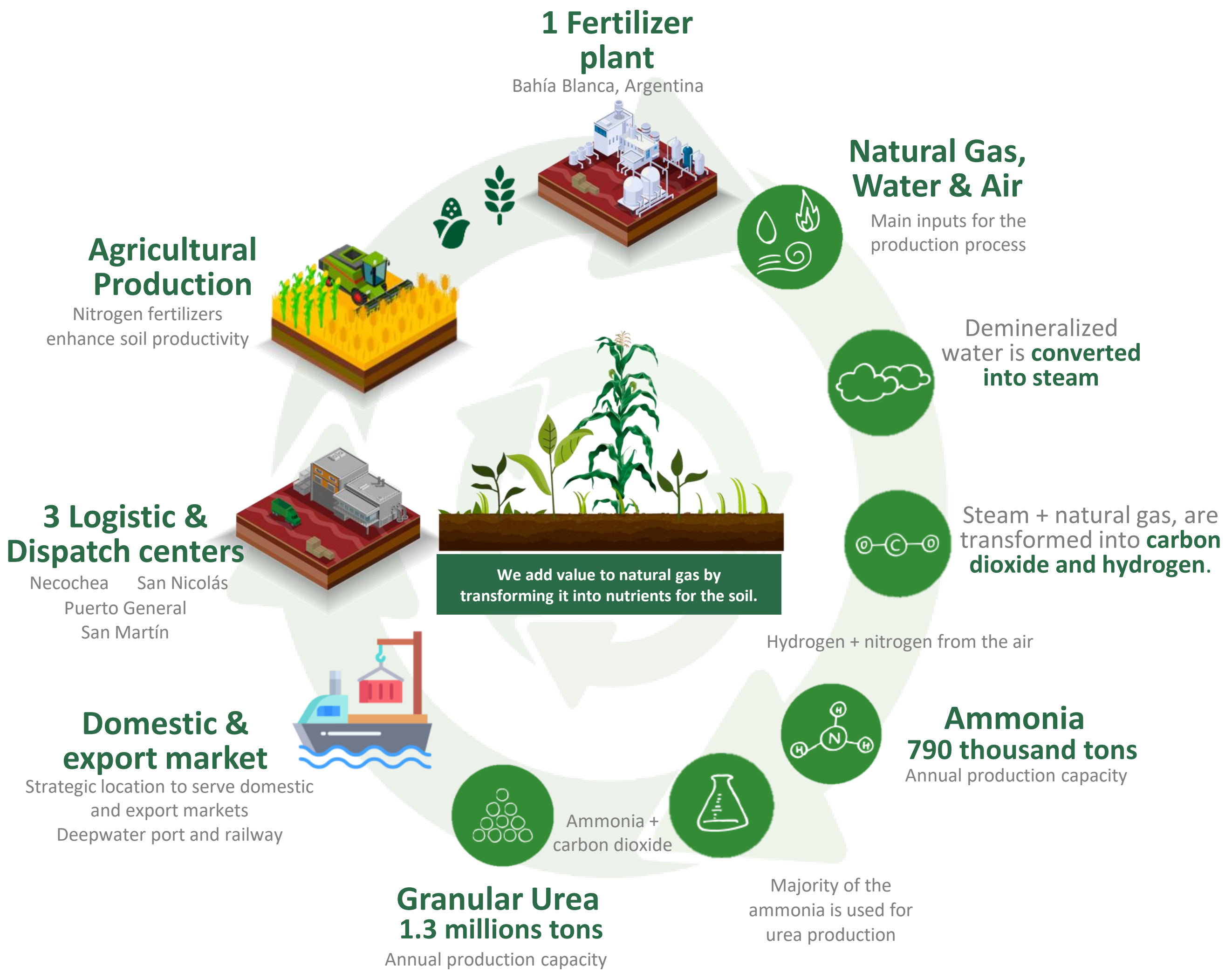


PROFERTIL'S GAS SOURCES & OWN ASSETS

Urea imports:
- Argentina 1.5mm tons per year
- South America 10.7mm tons per year

ACCESS TO ARGENTINA'S NATURAL GAS RESERVES

Profertil Gas Origins

GAS REPRESENTS 60% OF THE COST OF UREA

FOOD & AGRICULTURE

+230K HAS
Planted area

DIVERSIFICATION
By geography & crop

BEST PRACTICES:

- No-till
- Crop rotation
- Cover crops
- Balanced fertilization
- Integrated pest management
- Water management
- Zero level technology

+14,400
Milking cows

4 FREESTALLS fully populated

- Focus on cow comfort
- ~38 liters/cow/day
- Clean and dry spaces
- Sand beds
- Refrigeration systems
- Biodigesters process cow manure
  - Renewable energy
  - Biofertilizers

INDUSTRIAL ASSETS

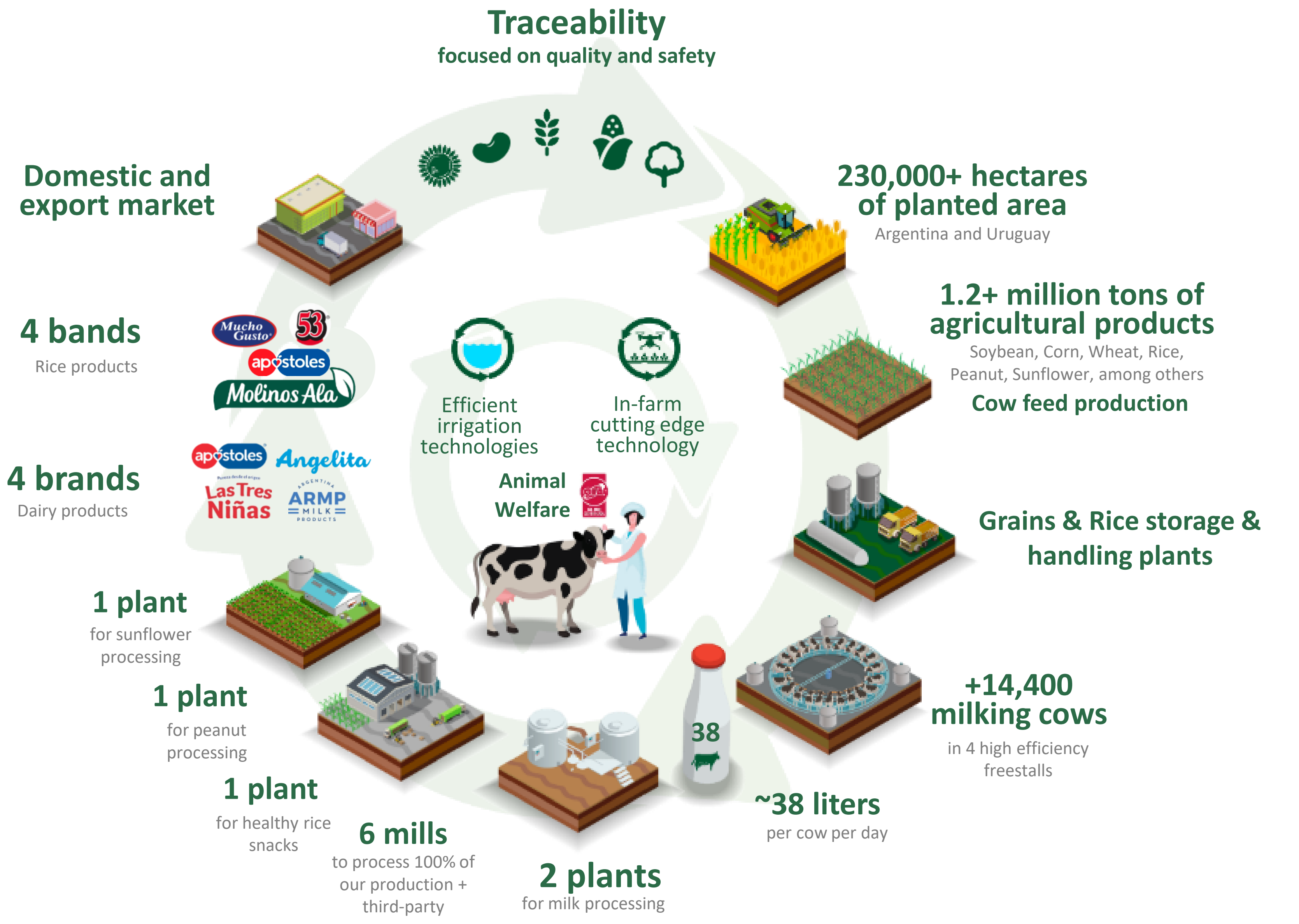
High quality value-added products

- 2 Milk processing plants
- 1 Rice seed unit
- 3 Rice drying & conditioning plants
- 6 Rice mills
- 1 Rice snack plant
- 2 Grains handling & storage plants
- 1 Peanut processing facility
- 1 Sunflower processing facility

COMMERCIALIZATION

- Commercial flexibility
- Product traceability
- Logistic flexibility
- Own brands
- Customized varieties
- International certifications
- Quick speed of reaction to respond to market opportunities

FOOD & AGRICULTURE



OUR PRODUCT PORTFOLIO

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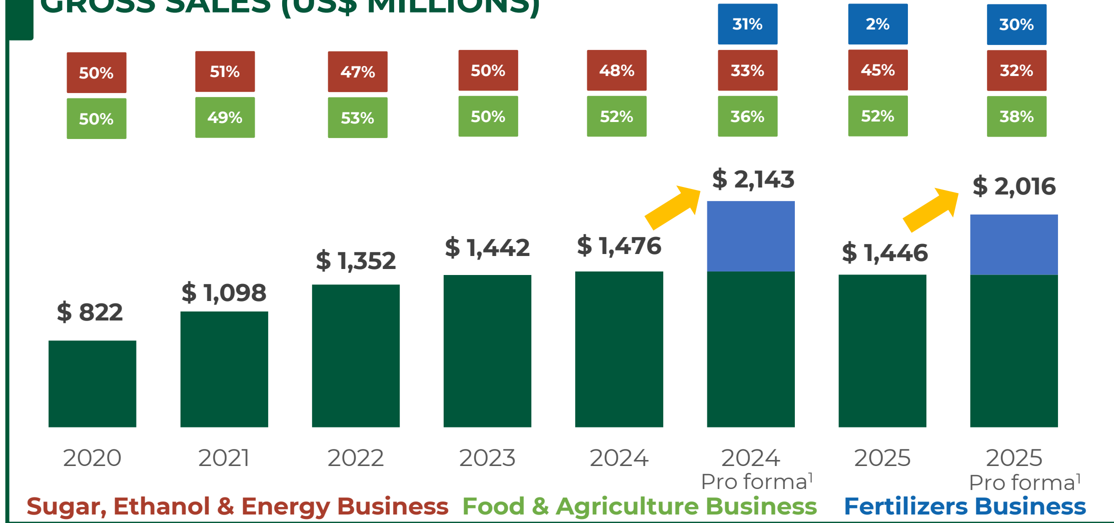
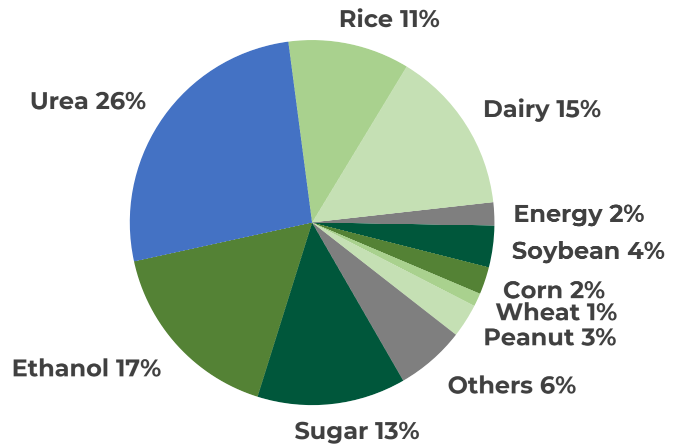
OUR FINANCIAL PERFORMANCE

FINANCIAL HIGHLIGHTS[2]

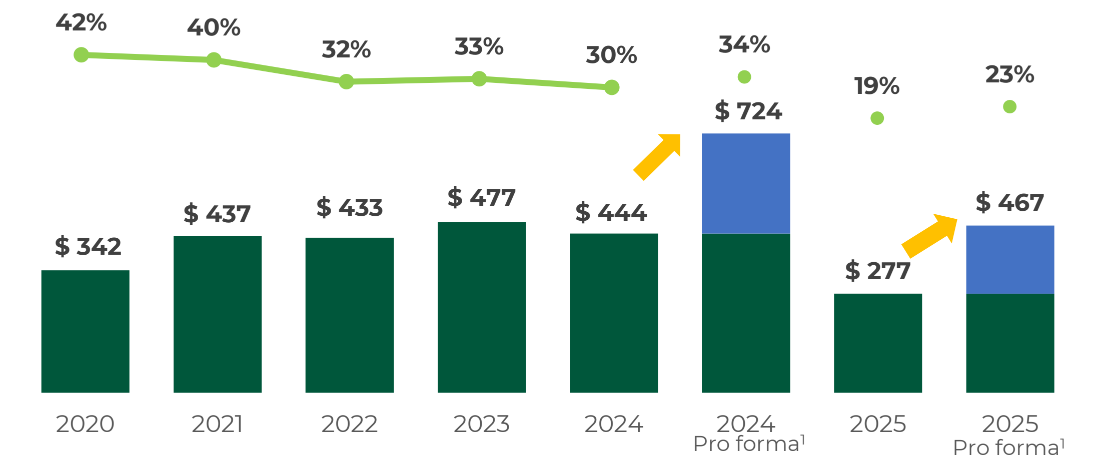
GROSS SALES (US$ MILLIONS)



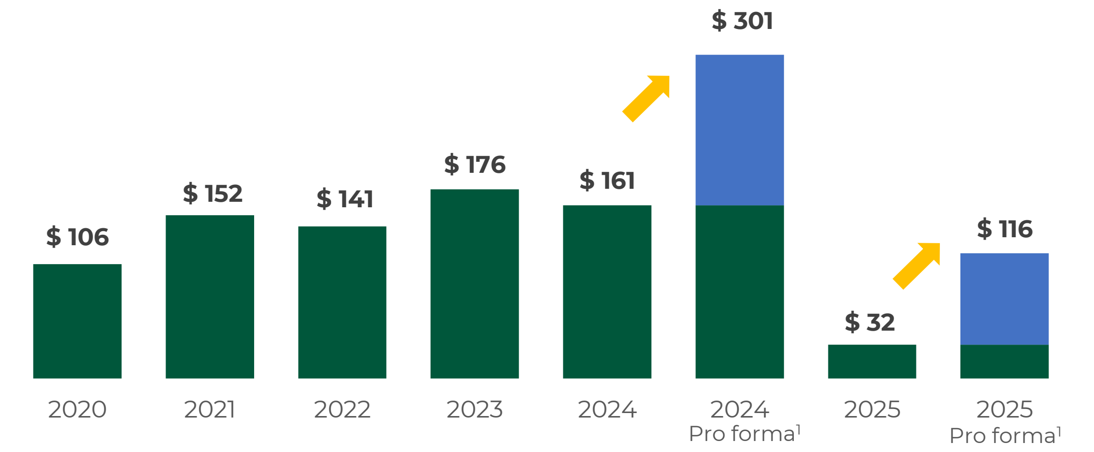
2025 SALES BREAKDOWN BY PRODUCT (%) – PRO FORMA[1]



ADJUSTED EBITDA (US$ MILLIONS) & ADJ. EBITDA MARGIN (%)



ADJ. FREE CASH FLOW FROM OPERATIONS (US$ MILLIONS)



[1] Pro forma figures to give effect to our acquisition of Profertil on December 18, 2025, as if such event had occurred on January 1st, 2024. Include 100% of Profertil's results. [2] The figures presented do not include the acquisition of Caarapó Mill, which was completed on September 1, 2026.

DISCIPLINED CAPITAL ALLOCATION STRATEGY[2]

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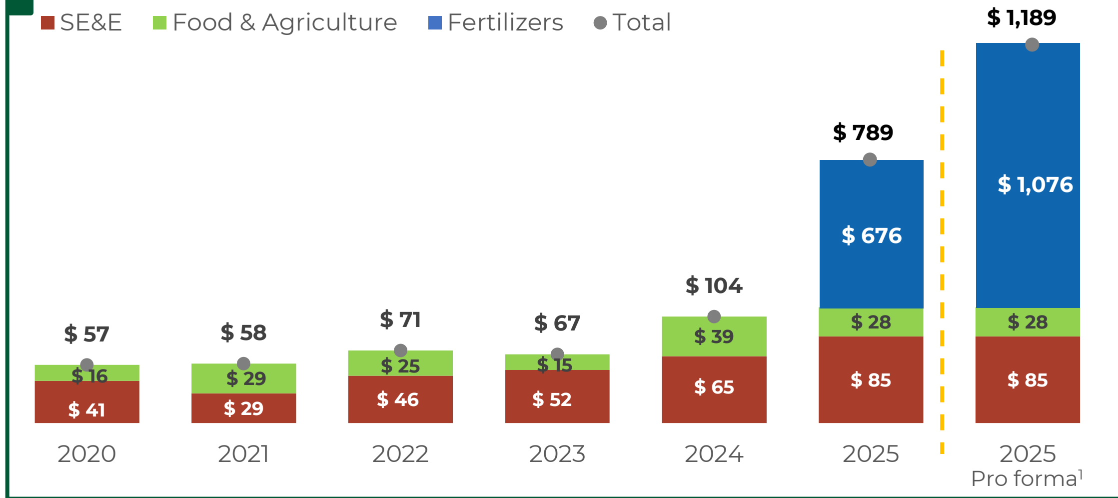
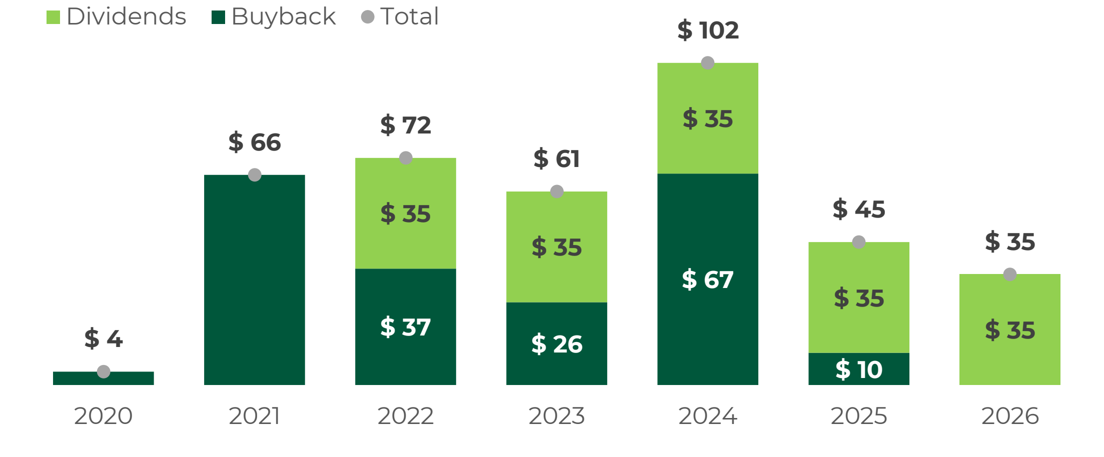
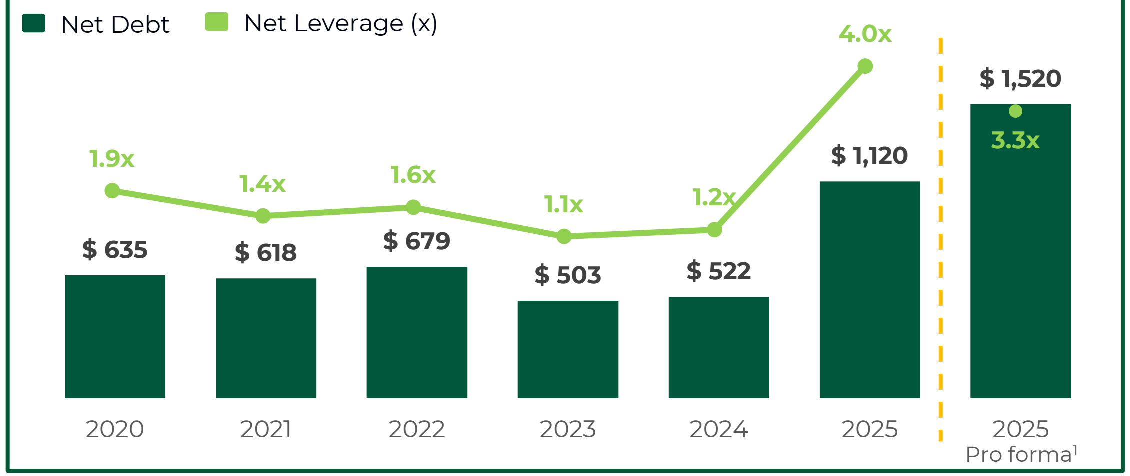
EXPANSION CAPEX (US$ MILLIONS)



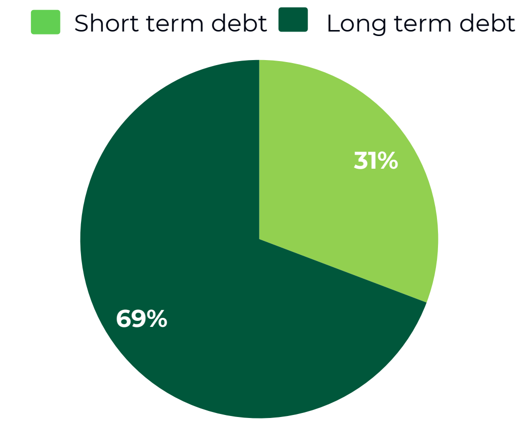
SHAREHOLDER DISTRIBUTION (US$ MILLIONS)



NET DEBT (US$ MILLIONS) & NET LEVERAGE (x)

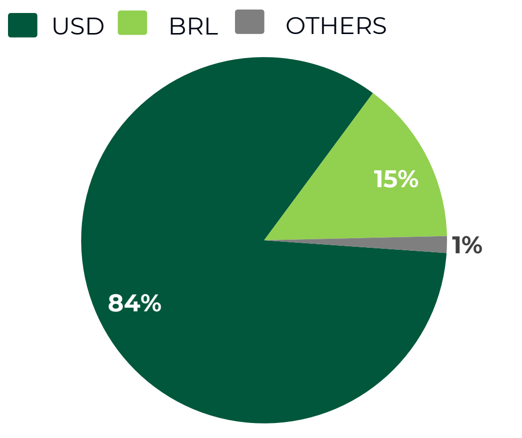


DEBT BY TENURE (%)



As of December 31, 2025 – Pro forma[1]

DEBT BY CURRENCY (%)



As of December 31, 2025 – Pro forma[1]

[1] Pro forma figures to give effect to our acquisition of Profertil on December 18, 2025, as if such event was fully financed in 2025 (~$400 million balance canceled in 1Q26). Include 100% of Profertil's results. [2] The figures presented do not include the acquisition of Caarapó Mill, which was completed on September 1, 2026.

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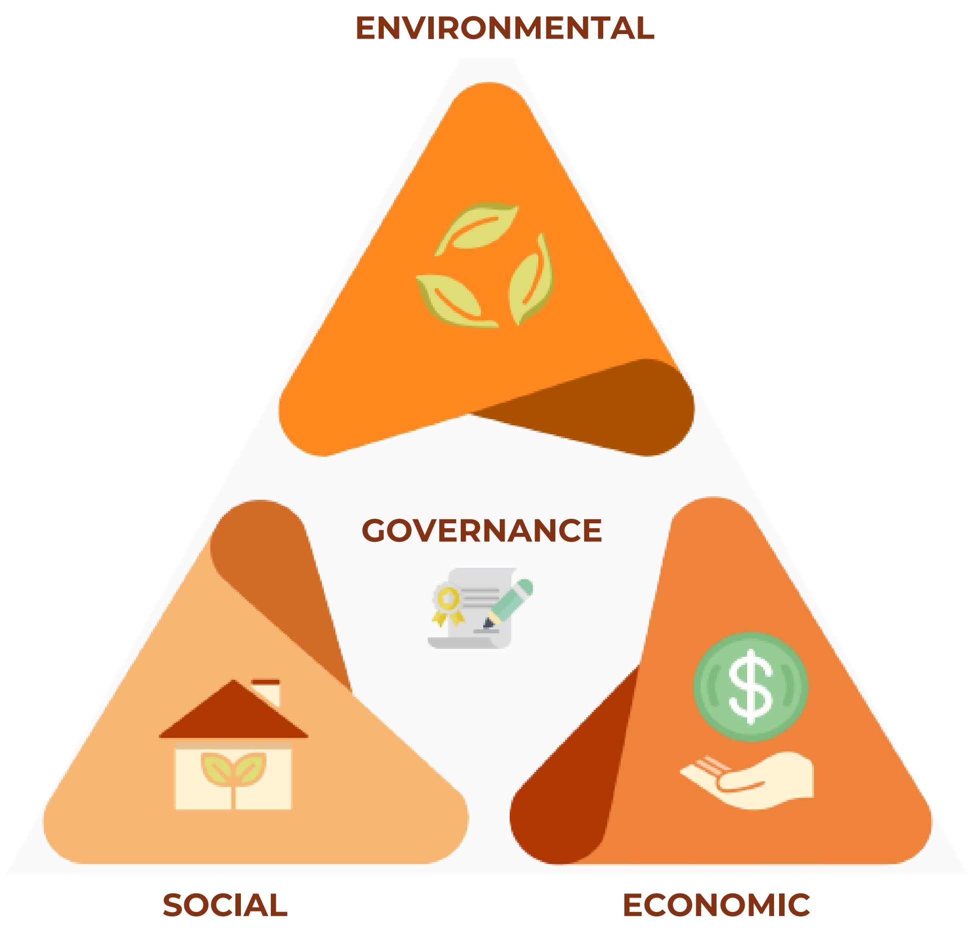
OUR SUSTAINABLE BUSINESS MODEL

LONG-TERM VALUE CREATION



A better use of resources helps us to reduce costs and to enhance productivity

Caring about our people makes our teams more committed and highly motivated

Profitability is present in all our analysis and decision-making processes

All supported by a strong corporate governance: policies, procedures, by-laws, etc.

ENVIRONMENTAL MANAGEMENT

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Integrated Approach to Environmental Management

Driven by a constant search for efficiency, sustainability is at the core of our business, shaping our processes and the products we deliver

Seed development and production reducing input requirements and increasing yields

Regenerative Agriculture practices caring for the soil

Integrated Pest Management reducing phytosanitary products applications

Efficient irrigation technologies lowering water consumption

Technology as our efficiency ally enhancing productivity and lowering costs

Production of renewable energy from by-products, promoting circular economies

Waste and Effluent Management caring for the environment

Our path towards **green logistics:** biomethane production to replace diesel

We hold multiple certifications that confirm our sustainable practices, which not only care for the environment but also enhance efficiency, reduce costs, and contribute to strong economic performance

Key Environmental Highlights

No-till farming
implemented since our origins

75 thousand
hectares of cover crops

~90%
of hectares under management are rainfed onl

30%
of water saving in rice fields using precision leveling/controlled slope technology

87%
of total energy consumed is self-generated and renewable

26%
of total sales from green energy (ethanol, bioelectricity, and Cbios)

608 thousand hectares
of land under management capturing carbon via photosynthesis

15+ million tCO2e captured in 2025

Key highlights focus only on Adecoagro's legacy businesses. Starting in 2026, we will report following the new organizational structure (which includes the Fertilizers business acquired in mid December 2025 and Caarapó Mill acquired in September 2026).

OUR PEOPLE

We tailor our strategic vision to each region, enabling our people to reach their full potential and grow professionally, while recognizing that **every team member plays a meaningful role in driving continuous improvement and operational excellence**.

Key Figures

9,778 employees

69%

31%

89% employees under collective bargaining agreement

Great Place To Work. Certified BRAZIL

Our fourth Climate Survey covered 69% of our workforce (SEE Business), with an 81% participation rate, supporting our recertification as GPTW and recognition among Brazil's 175 Best Companies to Work For, including the top 10 for health & well-being.

Training & Development

331,706 person-hours of training in 2025

34 average training hours

Average training hours by occupational category

Diversity & Inclusion

MULTI

OUR DIVERSITY AND INCLUSION PROGRAM

Focused on developing two key areas:

- People with disabilities
- Women in the workforce

Health & Safety at Work

Safety is one of our core values

We are committed to maintaining safe, healthy working conditions that promote the overall well-being of our employees and third parties.

100% of our employees are covered by our OHS management system

116,156 hours of OHS training provided in 2025

Performance Assessment

We conduct a Performance Assessment process to drive continuous improvement, evaluate individual performance, promote feedback, set measurable goals, identify development opportunities, and support tailored career growth plans.

Key highlights focus only on Adecoagro's legacy businesses. Starting in 2026, we will report following the new organizational structure (which includes the Fertilizers business acquired in mid December 2025 and Caarapó Mill acquired in September 2026).

OUR COMMUNITIES

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We believe the strength of our production model is closely linked to the development of our communities. That is why we actively engage with them, address local needs, and build lasting relationships—**recognizing that our communities are an integral part of who we are, with many of our team members living in the communities where we operate.**

2025 in numbers

Education

- 103 students in our Educational Support Programs (tutoring scholarships)
- 39 schools supported through this axis
- 180 educators trained through our Escola Nota 10 Program
- 1 library inaugurated in the state of Mato Grosso do Sul

USD 302,396
invested in Education

Nutrition

- 230,500+ kilos of food donated
- 100 organizations benefited through food donations
- 60 children and 21 mothers supported through our Child Development Program with NGO Haciendo Camino

USD 299,020
invested in Nutrition

Local Development

- USD 31,000+ donated through our Matching Program
- 16 NGOs benefited from our Matching Program
- We support essential local institutions, such as fire departments, hospitals, municipalities, and police stations, contributing to community well-being

USD 295,292
invested in Local Development

Violence Prevention

- 100% of our employees in Brazil received training in violence prevention through our Proteger Program
- 1,623 external collaborators trained in violence prevention

USD 67,689
invested in Violence Prevention

Stakeholder Engagement

We consider our suppliers and customers key partners in ensuring the safe and efficient delivery of high-quality products

79%
of the raw materials we use are internally sourced

***Although this allows us to control most of our value chain, we also engage with a diverse range of stakeholders across every stage.*

Strong engagement with local communities and stakeholders helps strengthen our supply chain by

- Building trust
- Encouraging collaboration
- Creating shared value

By listening to their needs and working together, we improve resilience, support responsible food and crop production, and enhance the long-term sustainability and value of the entire chain.

Key highlights focus only on Adecoagro's legacy businesses. Starting in 2026, we will report following the new organizational structure (which includes the Fertilizers business acquired in mid December 2025 and Caarapó Mill acquired in September 2026).

GOVERNANCE

Our governance model is built on the core principles of Independence, Transparency and Accountability.

One class of common shares
Equal rights

Highly qualified Director & Management teams

Majority of our Board Members are **independent**

100% Board of Directors, Senior Management and employees **trained in anticorruption policies**

4 Board-level committees for greater in-depth analysis

2 ESG variables are part of our compensation Policy

Carbon intensity & gender diversity

For more information on Minority Shareholders protection, please refer to our **Bylaws**

THANK YOU!