



ACTIVITY REPORT **2025 | 26**



OPENING LETTER



Luis Barbieri,
Executive Director

In 2025, Instituto Folio completed five years of existence. Beyond a symbolic milestone — one that deserves to be celebrated — this was a period of organizing what we have built so far in order to gain scale and reach new heights.

This is also our first Activity Report. Instead of following the conventional calendar of institutional reports, we chose to portray a crop year. Because it is throughout the production cycle that research is carried out, technologies are validated, decisions are made and results are assessed. Looking at the crop year brings us closer to the reality of the farmer.

In previous cycles, we concentrated on building the foundations and diagnostics needed to understand the bottlenecks of the agronomic transition in Brazil. In 2025-26, we strengthened our execution capacity with a more solid structure, a more mature governance and initiatives consolidated enough to share what we have accomplished and, above all, where we intend to go next.

Tropical agriculture is living a decisive moment. The model that sustained productivity gains over the past decades is beginning to show signs of exhaustion, opening space for a new transformation agenda.

From a production standpoint, we see the difficulty of sustaining yield levels in the main crops, alongside a higher incidence of pests and diseases. From an economic perspective, higher costs of chemical inputs — on which Brazilian farmers remain heavily dependent — and the climate increase the risk of the activity. On the environmental front, biodiversity loss and soil degradation make the crop even more vulnerable.

In this scenario, the transition to farming models based on biological processes, diversity and soil health takes a central place in the debate on productivity, competitiveness and food sovereignty.

This is the context in which Instituto Folio works. We run projects that seek to contribute to building a new agricultural infrastructure and to connect science, the field, technology, capital and communication to the main agent of change — the farmer.

As we advanced on this agenda, it also became clearer to us which bottlenecks must be overcome to shift the production model: the fragmentation of knowledge, the absence of economic models validated for tropical conditions, and the limited capacity of farmers, technicians, scientists and agronomic consultants already at the frontier of this transformation to communicate and influence.

This understanding was essential for us to structure our areas of work and the actions needed to transform Brazilian agriculture systemically.

The 2025-26 cycle was a period of growth, maturity and the structuring of a more robust and transparent governance, aligned with our purpose of transforming Brazilian agriculture starting from grains — in a technological, inclusive, productive and healthy way.

This report is the portrait of that moment.

WHO WE ARE

MISSION

To drive the transition of tropical agriculture toward regenerative and organic models that are technological, inclusive, productive and economically viable.

VISION

To be a reference in building a new tropical farming model, based on processes rather than products, that delivers nutrient-dense food.

VALUES

- Science as the basis for decision-making
- Collaboration and collective building
- Inclusive, impact-driven innovation
- Commitment to the farmer
- Transparency and accountability



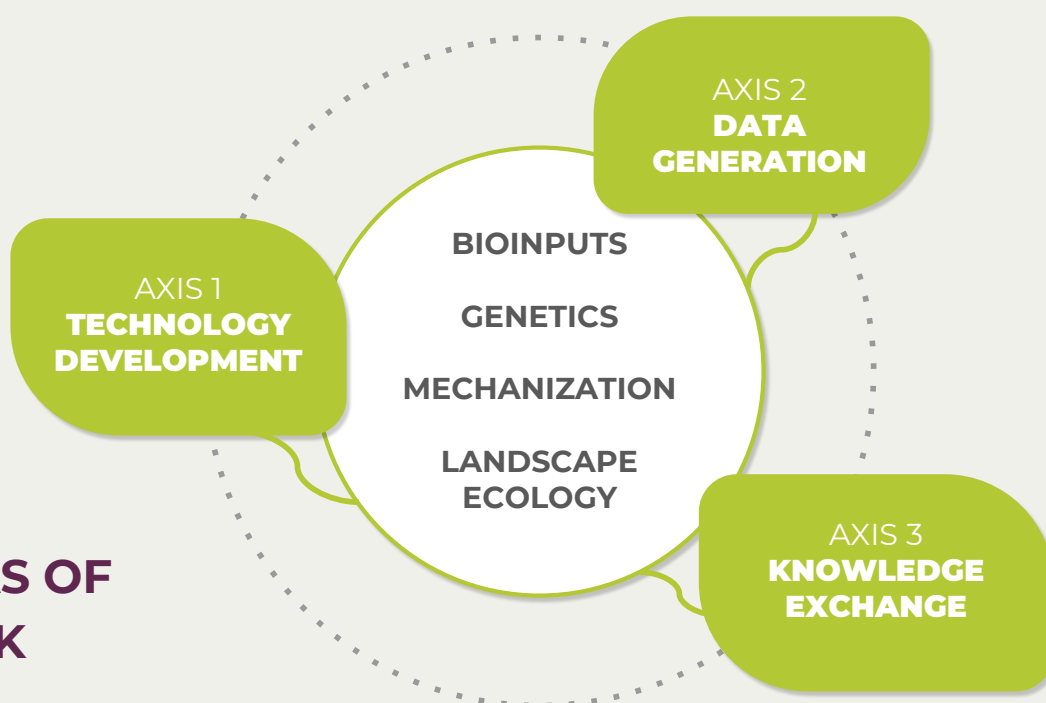


OUR STORY

Instituto Folio was born out of the recognition that tropical agriculture needs a new production model — one that goes beyond input substitution and advances the rebuilding of biological processes, the regeneration of soils and the resilience of production systems, delivering more nutritious food that generates health. Since its creation, it has acted as a convener among different actors — farmers, researchers, companies, investors, public institutions and philanthropy — with the goal of accelerating this transition.

AREAS OF WORK

The Institute works in an integrated way, organizing its initiatives into three major strategic axes and four pillars:





TRANSIÇÃO TROPICAL

Transição Tropical is a project by UFSCar – Fazenda Escola Lagoa do Sino (FELS) in partnership with Instituto Folio to develop and validate a regenerative and organic farming model for grain production in Brazil.



Katu
AGRICULTURA DE PROCESSOS

KATU

Katu develops equipment for tropical regenerative agriculture, aiming to reduce and eliminate dependence on chemical herbicides and to expand the complexity of life and root diversity in the soil, designed for tropical conditions and annual crops.



PERCEPA
DIFUSÃO TECNOLÓGICA

PERCEPA

The Strain Association is an initiative dedicated to reproducing microorganisms in the laboratory and supplying them at cost, enabling farmers to multiply their own bioinputs in on-farm biofactories — with safety, quality and technical support.



GAN

GAN is a fund created by Traive and Instituto Folio, with support from The Lab, to finance the purchase of biological inputs and regenerative technologies by farmers and companies across the agricultural chain.



VOZES DA TRANSIÇÃO

Vozes da Transição is a digital communication program run by Instituto Folio that equips agricultural leaders to spread technical knowledge and regenerative and organic practices on social media.

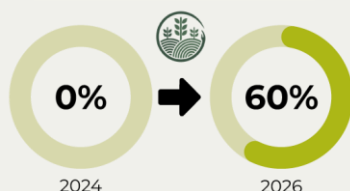


PROJETO TRANSIÇÃO TROPICAL

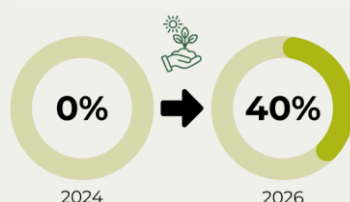
The Transição Tropical project is an initiative of Fazenda Escola Lagoa do Sino (FELS), of UFSCar, and Instituto Folio to develop a new farming model for the country — regenerative and organic — starting from grain production.

Launched in 2024, the project aims to convert 100% of the farm's productive area within up to five years, gradually removing chemical inputs and synthetic fertilizers as new processes and technologies are incorporated into the production model.

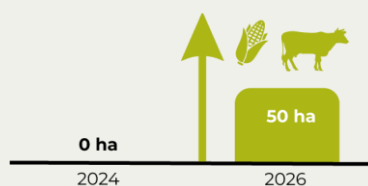
Regenerative area



Regenerative-organic area



Crop-livestock integration (ha)



Biological community



Composting (ha served)



On-farm bio-inputs bio-input unit



RESEARCH

In 2025, farm management advanced to a model in which 60% of the area came to operate under regenerative management with reduced chemical use, while the other 40% was conducted under organic regenerative management. New practices focused on soil health and on the biological control of pests and diseases were adopted, including composting, on-farm bioinput production and the strengthening of the soil's biological community.

Crop-livestock integration also began, promoting nutrient cycling, and we advanced in the consolidation and expansion of agroforestry systems, as well as in setting up a nursery. Analyses showed that most productive areas moved from the “ailing” category to “recovering” or “healthy”, indicating the progress of regenerative and organic management and the transition to a more functional and healthier system.





Areas under Conventional Management

In the remaining areas of the farm, the system remains 100% based on conventional chemical inputs, with no significant integration of biologicals to date.

Areas under Organic Regenerative Management

The areas classified as organic regenerative are: S1, S2, S3, S4-A and B, S5 and P1-A and B.

In these areas, synthetic chemical inputs were fully (100%) replaced by biological inputs.

Crop protection and nutritional management is carried out exclusively with:

- Bioinputs (biofungicides, bioinsecticides)
- Growth-promoting microorganisms
- Biofertilizers
- Biological inducers

This model eliminates the use of conventional chemical pesticides, promoting the rebuilding of the soil microbiota and greater biological balance in the production system.

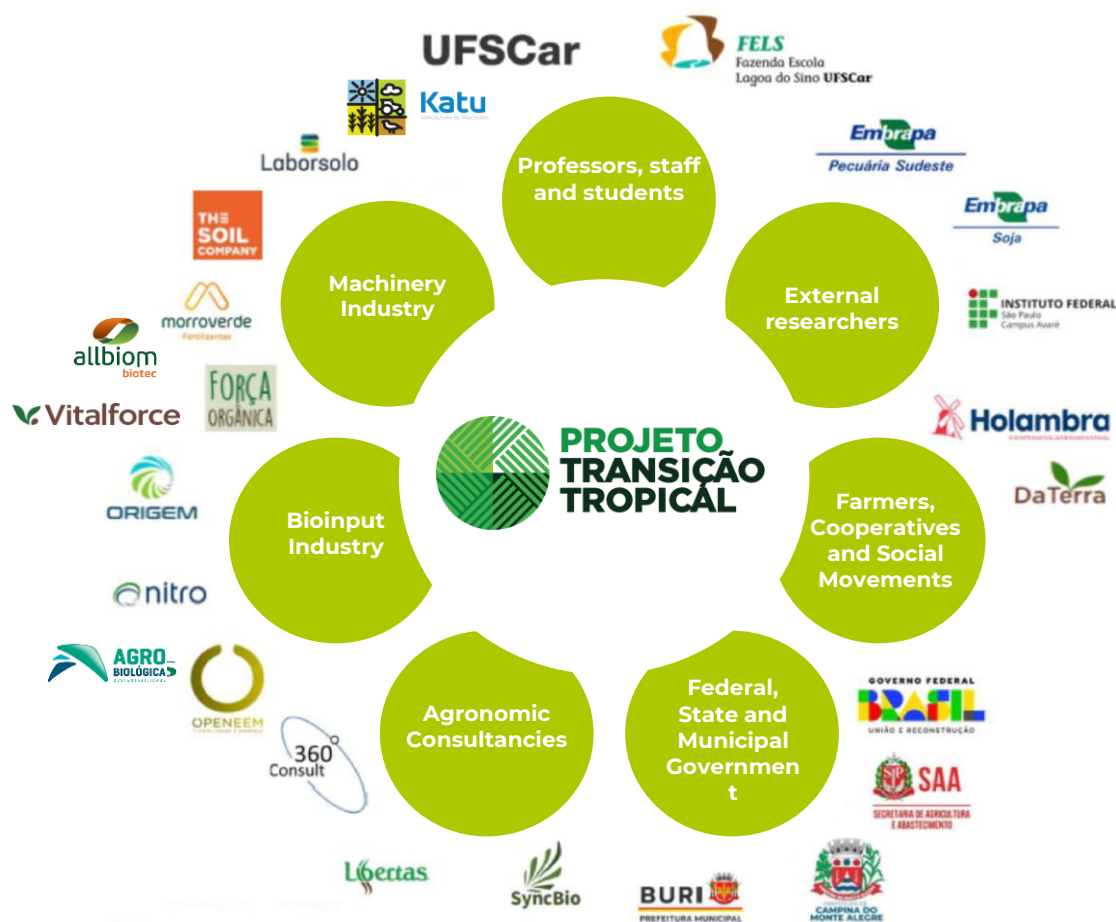
Areas under Regenerative Management (Chemical-Biological Integration)

The areas in transition are: P2 and P3-A and B.

In these areas, chemical management is still used as a complement, but integrated with biologicals. An average reduction of approximately 25% in chemical input use has already been achieved, through:

- Partial replacement of pesticides with biologicals;
- Preventive use of microorganisms;
- Reduced doses and number of chemical applications;
- Adoption of integrated pest and disease management.

This model represents an intermediate stage within the production transition strategy.



GOVERNANCE

A governance structure was set up to connect and strengthen the main actors involved in the tropical transition, driving collective building and the dissemination of the knowledge needed to transform agriculture.

The project evolved from three initial working groups — Governance, formed by Folio and the FELS board, Agronomic and Academic — to six fronts in 2025, with the addition of Food Quality and Processing, Environmental Management and Agroecology, expanding the capacity to integrate and deliver the initiatives.

Over this period, our work expanded through the integration of research centers and the strengthening of public-private partnerships, with more than R\$ 400,000 in donations of biological inputs and technical support in soil analysis and crop planning.

Engagement with municipal governments and local cooperatives also advanced, connecting the project to family farming through rural extension activities and training for small and medium-sized farmers.



RESEARCH GRANTS

The project also mobilized a total of 26 research grants — 4 master's, 17 undergraduate research and 5 junior undergraduate research grants — building an applied research agenda connected to the reality of the field and to the generation of data on the transition.

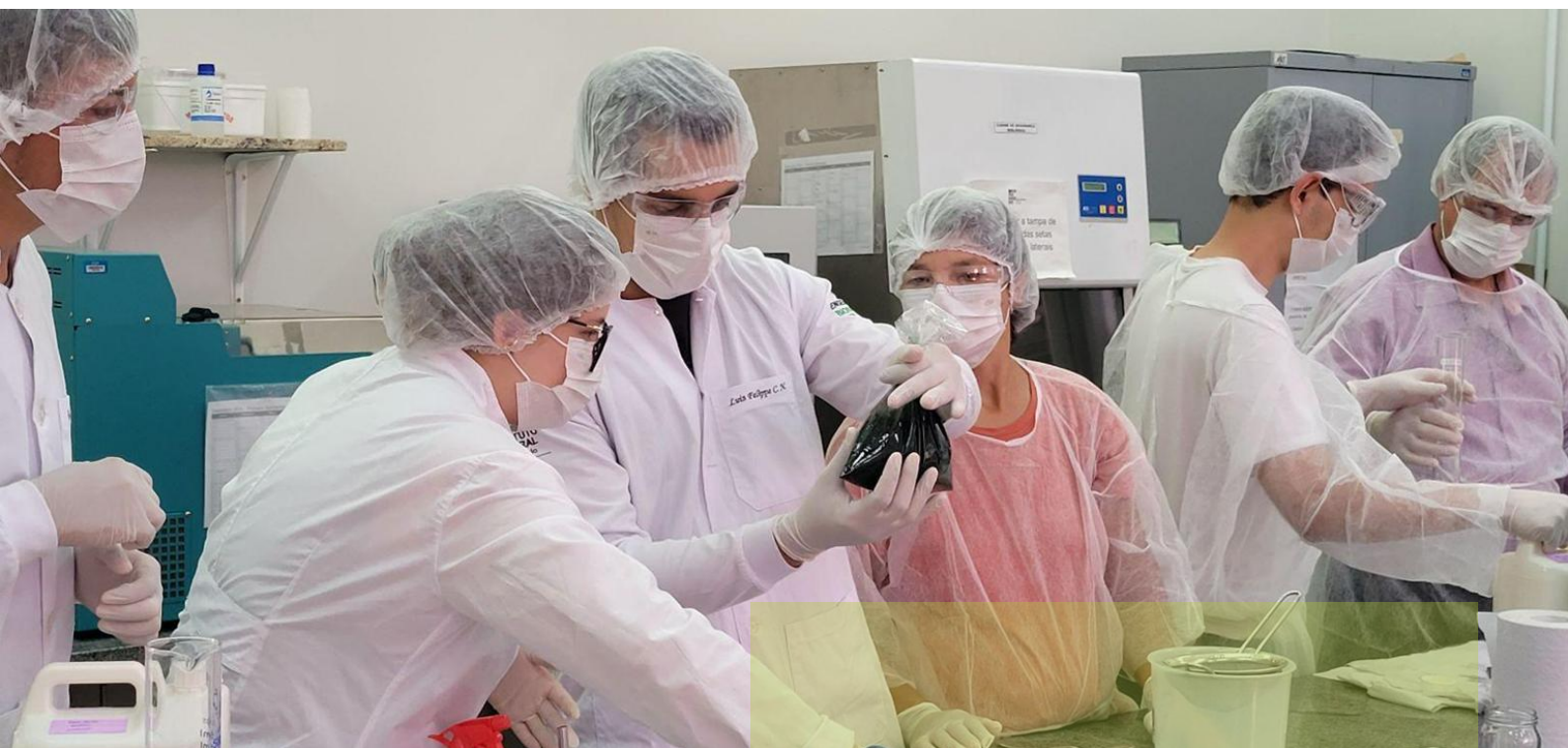
- How to reduce chemical use through pest and disease management (e.g. rust, head blight)
- How the soil responds, in fertility, productivity and biological health
- How the environment reacts, in water quality, biodiversity and system balance

Which alternatives are viable, such as bioinputs, intercropping and new practices

- What the cost and economic viability of the transition are



By answering these questions through research, the project advances in building a replicable and scalable transition model.



PEOPLE

What sustains projects is people.

In Transição Tropical, professors, researchers and students — from high school to doctoral level — work in an integrated way on knowledge generation and field execution, supported by the Folio team, dedicated partially or fully to coordinating and running the project.

Over the cycle, the project structure was expanded and consolidated, with organized working groups, the addition of grant holders and interns and specialized technical support, strengthening the capacity for execution, activity monitoring and data generation.

In addition to the internal team, the project now counts on a network of external technical consultants dedicated to strategic fronts of the transition, including soil analysis, composting, planning and organic certification, as well as biological and nutritional management.

“

Regenerative and organic agriculture is not limited to replacing prescriptions and products. The transition requires the convergence of new knowledge with gradual, evolving processes.”

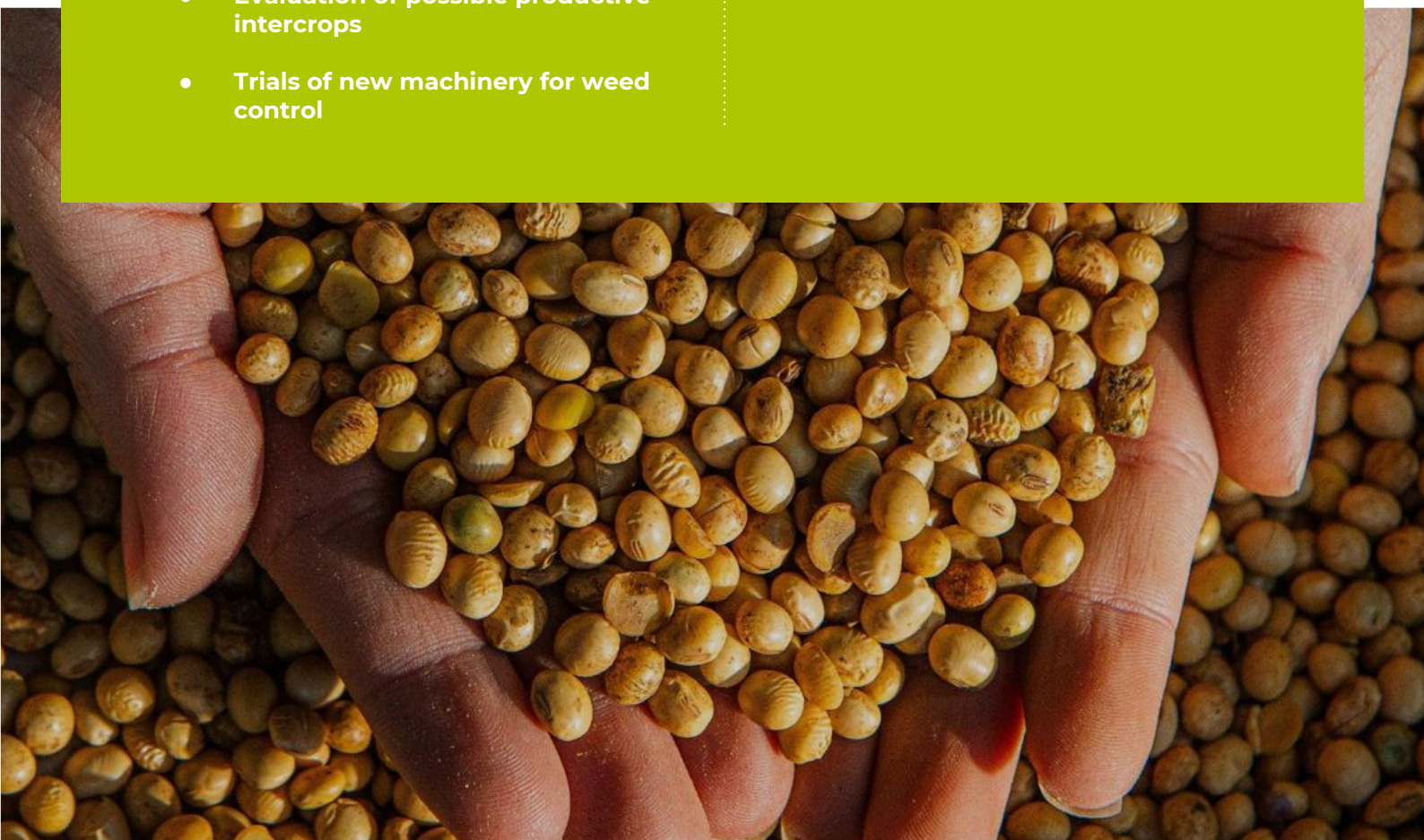
FOR THE NEXT CROP YEAR

The following strategies are being considered:

- Improved plant nutrition aimed at greater physiological strength;
- Evaluation of new biological agents;
- Adjustments to the timing and frequency of applications;
- More intensive monitoring for early intervention.
- Inclusion of new service plants
- Evaluation of possible productive intercrops
- Trials of new machinery for weed control

KEY LEARNINGS

- Strategic importance of choosing cultivars adapted to the system;
- Need for preventive management and constant monitoring;
- Need to establish cover crops that inhibit weed development in soybean and corn crops.
- Greater dependence on technical planning and operational synchronization;
- Progressive building of the soil's biological balance





Katu
AGRICULTURA DE PROCESSOS

Katu is a company created by Brazilian farmers to develop machinery and agronomic processes that make sustainable production systems viable in the tropics. Its thesis is the replacement of chemical herbicides with plant diversity and intelligent management as the basis of a living, resilient soil.

Why does this matter?

MECHANIZATION



PLANTS



AGRONOMIC DESIGN



In the current crop year, Katu improved its inter-row mowing model with advances in the cutting system, in the electric and mechanical drive mechanisms and in the operational precision of activities, through the integration of GPS technology.

Weed management in the field has proved to be the single biggest challenge today for advancing toward organic agriculture.

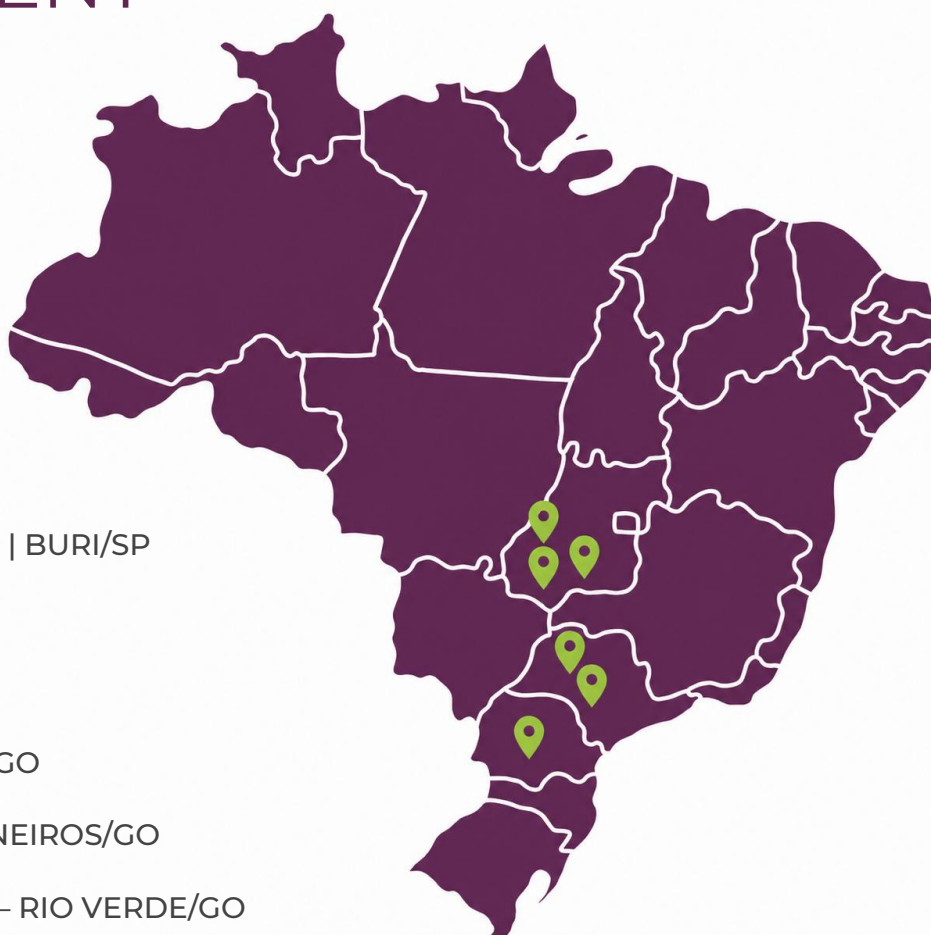
In the current farming model, herbicides became indispensable tools because they offered fast, efficient and predictable answers to the operational challenges of the field. They reduced weed competition for water, light and nutrients at critical stages of crop development, and made it possible to manage large areas with greater agility and lower operational demand.

However, this agronomic model is beginning to show signs of wear, especially in tropical regions. Farmers face the cost of herbicides and of the seeds tolerant to these products, on top of growing weed resistance and the gradual loss of efficiency of chemical tools over time. This scenario highlights the need to develop new management strategies — more integrated and based on biological processes — capable of reducing chemical dependence and increasing the resilience of production systems.



TECHNOLOGY DEVELOPMENT

We rely on a network of public and private experimental farms to design and test solutions for different ecosystems across the country.



-  **UFSCAR – LAGOA DO SINO | BURI/SP**
-  **UFSCAR – ARARAS/SP**
-  **UTFP – CURITIBA/PR**
-  **FAZENDA PB – PARAÚNA/GO**
-  **FAZENDA CAPIVARA – MINEIROS/GO**
-  **FAZENDA RIO VERDINHO – RIO VERDE/GO**

ECONOMIC IMPACTS OF THE SOLUTION

-  **Reduced herbicide use**
-  **Lower royalties on transgenic seeds**
-  **Improved biological productivity of the system**
-  **Access to certified markets**



PERCEPA
DIFUSÃO TECNOLÓGICA

Percepa was created to broaden access to biological solutions and strengthen their presence in the field, creating opportunities for more farmers to incorporate innovative technologies into their production systems and advance toward a more sustainable agriculture.

In 2024,

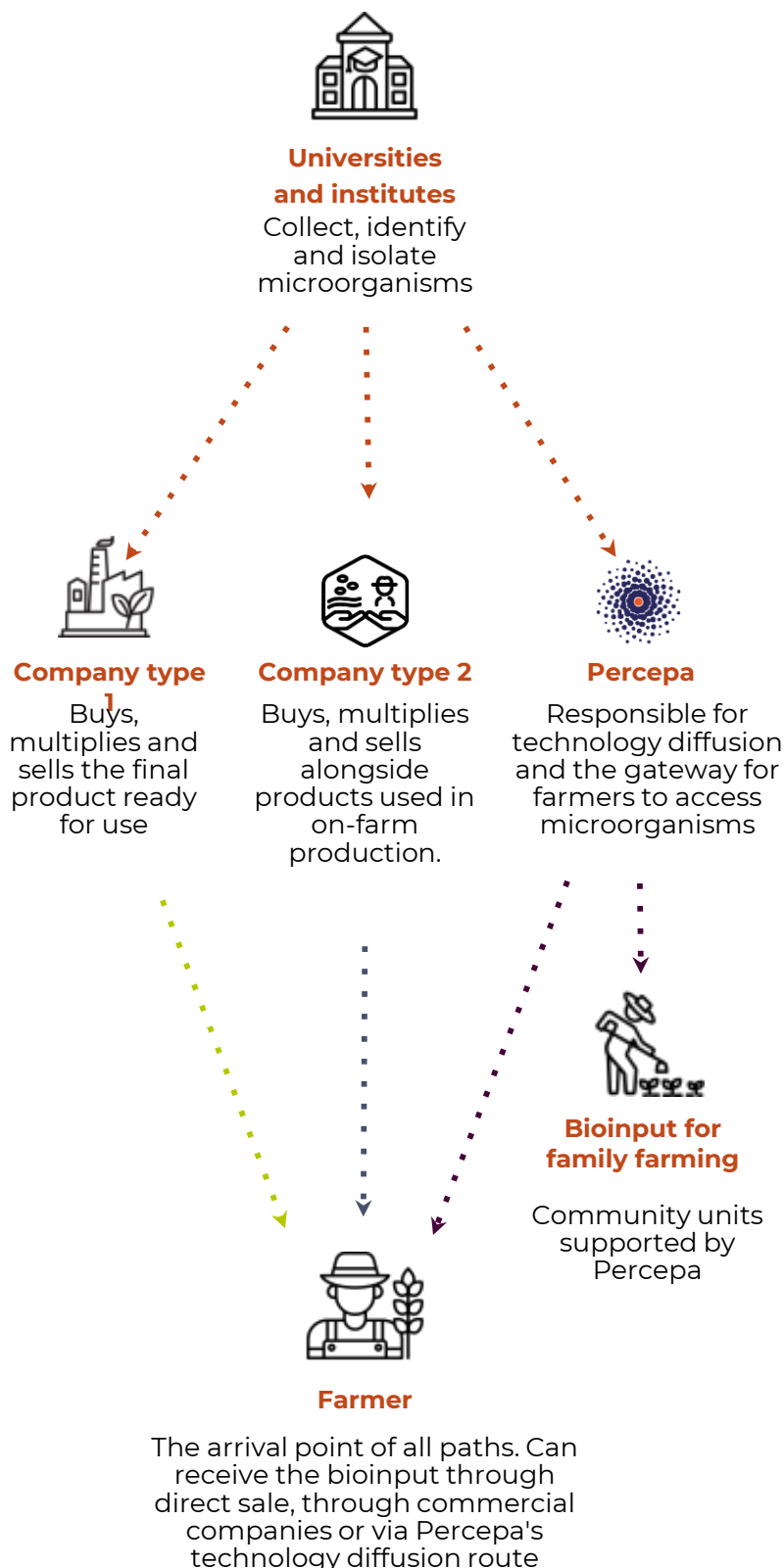
Brazil enacted the Bioinputs Law, a regulatory milestone for the sector, recognizing the importance of biology (microorganisms) in agronomic management and allowing Brazilian farmers — regardless of size, location or crop — to produce their own biological inputs for their own use.

Today, universities and research institutions collect, identify and isolate microorganisms, and are the holders of these biological materials.

They can be sold directly to farmers, to companies that produce and sell bioinputs, or to companies that reproduce and sell them for on-farm use.

In this context, the Institute created Percepa to boost the use of bioinputs, making access to these same microorganisms easier and serving as a gateway for farmers.

It also seeks to encourage the creation of new production units geared to family farming, expanding the supply of bioinputs to smallholders as well.





Vozes da Transição is a digital communication training program that prepares agricultural professionals to also become influential spokespeople on social media, expanding the reach of technical knowledge and of regenerative and organic practices in the field. The project is run by Instituto Folio in partnership with the agency AllmaHub and the magazine Globo Rural.

WHAT KEEPS THE FIELD FROM BEING HEARD?

LACK OF TOOLS

Farmers, technicians and scientists have something to say, but lack the repertoire, technique or strategy to communicate it. → *difficulty turning experience into narrative*

LACK OF VISIBILITY

Even when they produce content, it does not circulate.
→ *they stay outside the main flows of media and attention*

LOW REACH

Content does not gain scale.
→ *it does not reach those who could learn, adopt or support*

TALKING TO OURSELVES

Communication stays inside its own bubble.
→ *it does not shift the wider narrative*

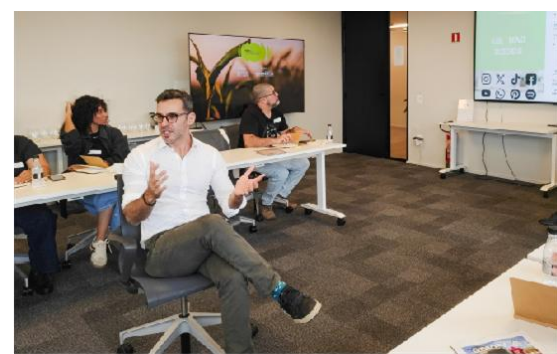
VOZES DA TRANSIÇÃO

An initiative designed to support people already making the regenerative and organic grain transition in practice who want to communicate better what they do, expanding relevance, reach and impact in the field.

5
MONTHS LONG

1
DAY OF IN-
PERSON
IMMERSION

4
GROUP ONLINE
MENTORING
SESSIONS +
INDIVIDUAL
MENTORING



VOICES THAT MAKE US PROUD

Throughout the process, participants advanced on four main fronts:

In Communication, they moved from individual, not always structured actions to intentional narratives aligned with the transition.

In Digital Presence, they overcame the difficulty of translating technical knowledge and began making greater use of channels, formats and positioning.

In Networking, they evolved from little connection with one another to an established network, with real exchanges and opportunities.

In Scale, they left behind fragmented, limited-reach experiences to form multipliers capable of expanding the agenda.

18 communicators trained, with 14.5 hours of training per participant.

There were 14 publications in collaboration with Globo Rural and 10,827 new followers on social media.



THE 1ST VOZES DA TRANSIÇÃO COHORT

Farmers, researchers, field technicians, professors and agronomists trained in digital communication — ready to take part in the agricultural debate.



GAN is a fund created by Traive and Instituto Folio, with support from The Lab, to finance the purchase of biological inputs and regenerative technologies by farmers and companies across the agricultural chain. It is a financial structure designed to unlock low-carbon agricultural expansion in the country.



WHAT GAN DOES

- Invests in agribusiness receivables certificates (CRAs) backed by regenerative technologies
- Connects industries, distributors and farmers to competitive credit
- Provides technical assistance, risk analysis and impact measurement
- Expands the supply of bioinputs (biofungicides, bioinsecticides, inoculants, cover crops, etc.)
- Reduces barriers to adopting healthy-soil practices, crop rotation and low fossil-fuel dependence



ACADEMIA FOLIO



ORGANIC GRAINS FORUM



BIOINPUT WORKSHOPS

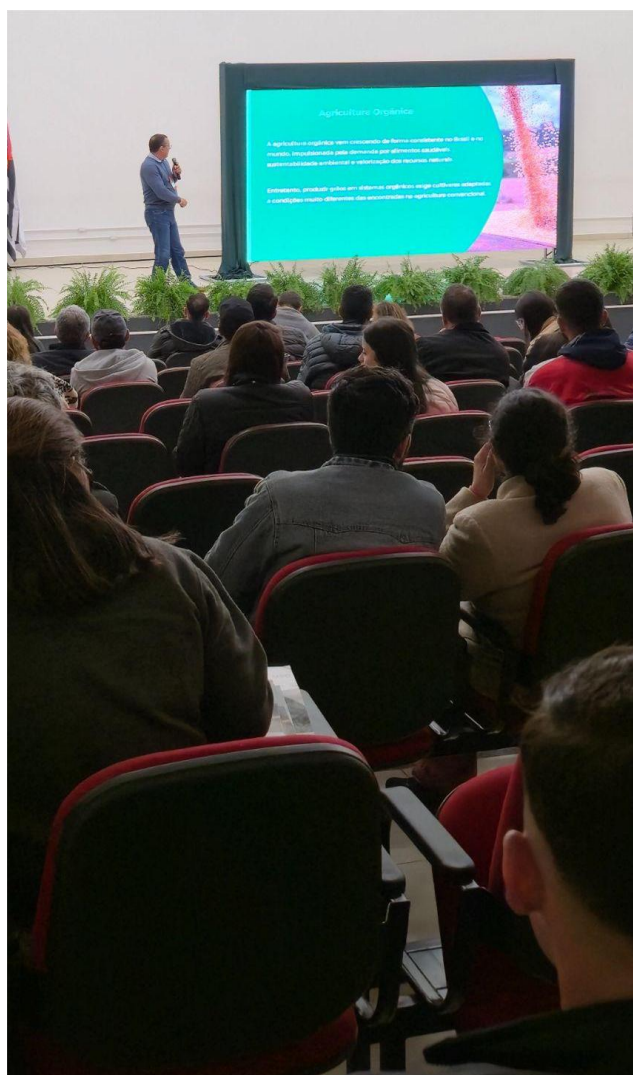


FIELD DAYS / WORKSHOPS



ORGANIC GRAINS. FORUM.

Over its six years, the Organic Grains Forum has established itself as one of the main spaces for meeting, knowledge exchange and engagement among farmers, researchers, companies and professionals interested in the transition of Brazilian agriculture to organic models.



Over this period, the event reached an estimated audience of 1,100 participants, bringing together different links of the value chain around technical, scientific and strategic debates for the sector.

In 2025, the Forum underwent important changes aligned with Folio's institutional maturing and the expansion of its dialogue with academia. The event was moved to the Federal Institute (IF) in Avaré, bringing it closer to an educational and scientific environment more connected to the Institute's purpose of integrating research, training and practice in the field.

Another strategic change was moving the event to June, placing it in the off-season. The new window made it possible to increase the practical relevance of the technical discussions, bringing the content presented closer to the challenges of the production cycle just starting in the field.

The 2025 edition featured 10 speakers, who addressed topics such as cover crops, seed efficiency, plantability and mechanization in organic systems. The thematic diversity reflected the Forum's commitment to promoting a systemic view of agricultural production, connecting productivity, technological innovation, production costs and economic viability.

The Organic Grains Forum has been consolidating itself as a space for building knowledge and strengthening networks to accelerate the transition to food systems that are more resilient, regenerative and adapted to Brazilian conditions.



SOME DATA |

Gender

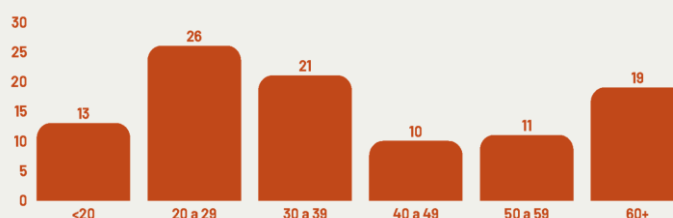


37%
Male

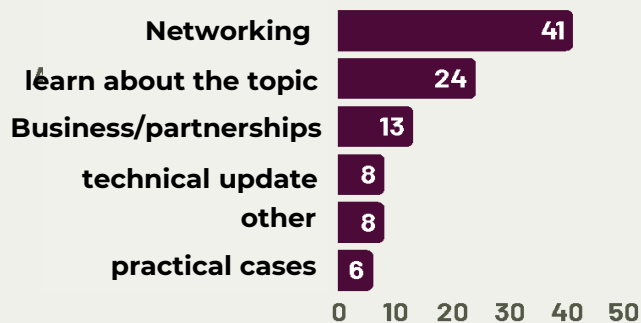


63%
Female

Age group

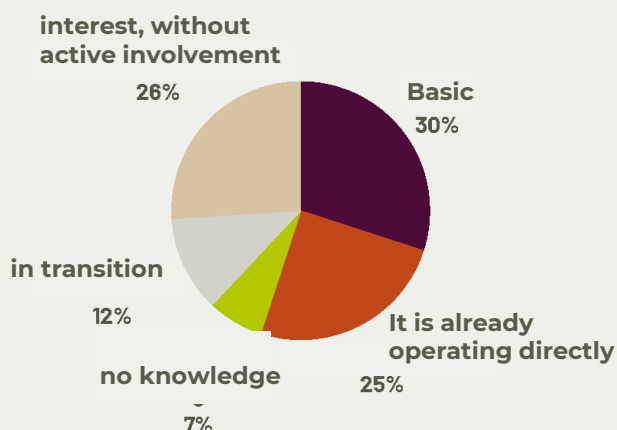


What motivated participation?



Level of involvement

with Organic/Regenerative agriculture





..ON-FARM BIOINPUT.. ..WORKSHOPS.

The On-Farm Bioinput Workshops were created by Instituto Folio as an initiative devoted to the practical dissemination of knowledge about biological production applied to agriculture.

The goal is to train farmers for the safe, efficient and economically viable production of bioinputs on their own farms, strengthening productive autonomy and reducing dependence on external inputs.

Offered free of charge, the workshops teach techniques for producing biological inputs through solid-state fermentation, covering key aspects of handling, multiplication, quality and operational safety. The aim is to bring farmers closer to accessible tools that adapt to local realities, contributing to more resilient agricultural systems based on biological processes.

ACADEMIA FOLIO

WERE HELD

3

WORKSHOPS

25
FARMERS
FROM DIFFERENT
REGIONS



PARTICIPANTS
MUNICIPALITIES

- AVARÉ
- ITAÍ
- CERQUEIRA CÉSAR
- ÁGUAS DE SANTA BÁRBARA
- LENÇÓIS PAULISTA

STATE

- SANTA CATARINA

The initiative was developed in strategic partnership with the Federal Institute (IF) of Avaré, led by Professor Marcela Pavan, and made it possible to expand the territorial reach of the activities and strengthen the practical training of farmers interested in adopting regenerative and organic models.

The workshops mainly served small and medium-sized farmers, concentrated in the grain and horticulture chains.

The participant profile shows the growing interest of different agricultural segments in production alternatives that integrate soil health, biology and agronomic efficiency.



..FIELD DAYS.. ..WORKSHOPS..

In a sector where exchanging practical experience remains one of the most trusted forms of learning, Field Days and Workshops keep a fundamental role as traditional offline communication tools in rural areas.

These gatherings allow farmers to see technologies, practices and production systems applied in the field, creating an environment of trust, dialogue and collective knowledge building that digital channels rarely replace. Besides bringing farmers and researchers closer together, these spaces foster discussions adapted to local realities, strengthen relationship networks in the territory and accelerate the adoption of new farming practices through direct observation of results in the field.



FIELD DAYS

- TAQUARIVAÍ (SP) – EXPO SOJA
- RIO VERDE (GO) – PONTO DE EQUILÍBRIO
- BURI (SP) – TRANSIÇÃO TROPICAL PROJECT
- BANDEIRANTES (PR) – ORGANIC FIELD DAY
- GOIÂNIA (GO) – AGRO CENTRO-OESTE FAMILIAR

WORKSHOPS

- GRAMADO (RS) – LATIN AMERICAN SYMPOSIUM ON BIOLOGICAL CONTROL
- LONDRINA (PR) – THE SOIL SUMMIT

.TECHNICAL MEETING



Held on 26 March at the Lagoa do Sino campus (UFSCar), the Technical Meeting brought together 260 people, establishing itself as a space that brings university, research and the productive sector closer together.

The participant profile reinforces this positioning: 71% were students, followed by researchers (10.3%), farmers (5.4%), industry representatives (2.2%) and other professionals (11.2%). The presence of 54% women and 46% men shows a balanced audience, reflecting the reach and diversity of the initiative.



National Seminar on Agroecological Transition in the Grain Value Chain

The meeting brought together 29 cooperatives from more than 10 states, as well as universities, researchers, farmers, technical support organizations and institutions linked to family farming and food security.

During the event, we presented an initial assessment of land reform settlements, built from 22 interviews with organizations linked to cooperatives or associations.





COMMUNICATION & ADVOCACY



Communication plays a strategic role in Instituto Folio's work, understood not only as a dissemination tool but as a mechanism for engagement, advocacy and acceleration of the agrifood system transition.

In 2025/26, communication activities involved both hosting our own events and taking part in external forums and spaces of national and international relevance.



Highlights included Folio's institutional launch in São Paulo and the event held in Brasília in partnership with Instituto Escolhas, which launched the studies "Brazil as a world leader in soybean production: for how long and at what cost?" and "How soy can lead the transition of Brazilian agriculture"

COMMUNICATION & ADVOCACY

EVENTS 2025-2026



JUL/25 - World Agri-Tech South America Summit/SP



AUG/25 - Future of Sustainable Production - São Paulo State Legislature



SEP/25 - Launch of studies on soybean viability



OCT/25 - Transição Tropical recognized by FAO



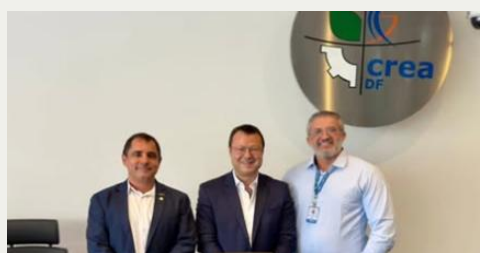
NOV/25 - COP30 Belém



FEB/26 - Mumbai Climate Week



MAR/26 - Ministry of Agrarian Development and Family Farming



APR/26 - CREA Federal District



MAY/26 - Plan 2030



AUG/26 - SP Climate Week



Folio launch in São Paulo, Escolhas in Brasília | Launch of study in partnership with Instituto Escolhas in São Paulo and Brasília.



Folio launch in São Paulo, Escolhas in Brasília | Launch of study in partnership with Instituto Escolhas in São Paulo and Brasília.



Folio launch in São Paulo, Escolhas in Brasília | Launch of study in partnership with Instituto Escolhas in São Paulo and Brasília.



Folio launch in São Paulo, Escolhas in Brasília | Launch of study in partnership with Instituto Escolhas in São Paulo and Brasília.



Folio launch in São Paulo, Escolhas in Brasília | Launch of study in partnership with Instituto Escolhas in São Paulo and Brasília.

Institutos privados apoiam projeto 'Transição Tropical'

Primeiro grande aporte, de R\$ 3 milhões, foi feito pela Fundação Itaúsa; em seguida, chegaram outros R\$ 500 mil, do Instituto Ibirapitanga

Por Clayton Vilarino — De Buri (SP)
13/09/2025 09:58h - Atualizado 13/09/2025 09:58h



Private institutes support the Transição Tropical project | Valor Econômico

Valor Econômico | Agro | POR GOBORU AL

Fazenda Lagoa do Sino, da UFSCar, vira laboratório de agricultura regenerativa

Propriedade doada pelo escritor Raduan Nassar à universidade pública une pesquisa à produção orgânica para "revolucionar" a agricultura tropical

Por Clayton Vilarino — De Buri (SP)
13/09/2025 09:58h - Atualizado há 5 horas



UFSCar's Fazenda Lagoa do Sino becomes a regenerative agriculture laboratory | Valor Econômico

Search Valor Agribusiness

Lagoa do Sino becomes hub for regenerative agriculture

Donated farm combines research and organic production to reshape tropical farming

By Clayton Vilarino, Globo Rural — Buri, São Paulo
04/14/2026 01:00 PM - Updated on one month ago



Lagoa do Sino becomes hub for regenerative agriculture | Valor International

Reportage

Agriculture régénérative au Brésil : « Je crois que nous sommes sur le bon chemin »

Au sud du pays, qui accueille la COP30. Jusqu'au 21 novembre, le campus Lagoa do Sino se revendique comme l'épicentre de la « transformation » de l'agriculture brésilienne, respectant les sols et les saisons.

Par Chantal Rayes envoyée spéciale à Buri (Etat de São Paulo)
publié le 13 novembre 2025 à 19h23



Les professeurs Waldir Chirra (à gauche) et le directeur de la ferme scolaire Lagoa do Sino, João Paes

Par Chantal Rayes
envoyée spéciale à Buri (Etat de São Paulo)

« Cela n'avait pas de sens pour nous de planter du soja pour engraisser les porcs en Chine. » Ce bon mot, allusion à la monoculture du grain dont le Brésil est devenu le plus grand producteur mondial, arrache un sourire un peu narquois au directeur du campus Lagoa do Sino, Alberto Carmassi. Et pour cause : cette école d'agronomie située à environ 270 km de São Paulo se revendique comme l'épicentre de la « transformation » de l'agriculture brésilienne, hautement dépendante des pesticides, de l'eau et de la terre. Nous sommes dans le sud-ouest pauliste, à la croisée de deux écosystèmes menacés par ce modèle, la forêt atlantique et la savane du

Feature for the French newspaper Libération

SEGUNDA 16 FEV 09:13



TÉCNICA PARA COMUNICAR O AVANÇO NA PRODUÇÃO DO AGRO

VÉSPERAS DO CARNAVAL PRODUTOR DO PR ACELERA COLHEITA DE SOJA PARA PLANTAR

COTACÃO	NYORK	NYORK	NYORK	NYORK	NYORK	US\$	EURO	SÃO PAULO
SOJA	62.17	297.55	13.87	182.80	3589.00	5.23	6.20	19884.90
ALGODÃO	+0.10%	+0.81%	+0.65%	+0.65%	+0.22%	+0.00%	+0.00%	
CAFÉ								
ACÚCAR								
SUCO DE LARANJA								
DOŁAR COMERCIAL								

Técnica para comunicar o avanço na produção do agro

Interview on the launch of the Vozes da Transição program | AgroMais

SUPPORTERS

Instituto Folio has the financial support of philanthropic organizations and companies aligned with the transformation of the agrifood system.

The funds are directed to applied research, training, communication, technical monitoring and institutional strengthening.

instituto
ITAÚSA

IBIRAPITANGA

**OPEN SOCIETY
FOUNDATIONS**



PORTICUS

icci Instituto Cultura
Comunicação
& Incidência

 **climeworks**
FOUNDATION

ORGÂNICOS
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FUTURE OUTLOOK

2026 already marks a new stage in Instituto Folio's trajectory. After a cycle devoted to building technical, institutional and operational foundations, we are entering a period of maturing the initiatives already under way — a moment to harvest learnings in order to scale our work.

Among the priorities for this year are:

- **expanding institutional governance and strengthening long-term structures;**
- **deepening the science of the research and systems under development;**
- **expanding dialogue with new partners, farmers, universities, companies and policymakers;**
- **strengthening the communication of the findings, learnings and results built so far;**
- **assessing and influencing strategic regulations to unlock the transition to biologically based farming models;**
- **consolidating and maturing the initiatives under way;**
- **disseminating knowledge, methodologies and experiences to new locations and territories.**

GOVERNANCE & MANAGEMENT

TEAM

The Folio team was reinforced to respond more quickly and efficiently to the organization's growing demands, with support in management, operations and finance.



Luis Barbieri is a co-founding partner of Raiar Orgânicos, one of Brazil's largest organic protein companies, and the founder of Instituto Folio. A production engineer trained at UFSCar, he built his career at the multinational Louis Dreyfus Company (LDC), where he was head of all grain trading operations in Brazil. He was also responsible for implementing grain operations in China and India for the same company.



Bettina Barros is a journalist trained at Fundação Cásper Líbero with a postgraduate degree in Behavioral Economics from FIA. She worked in radio and TV and contributed to various outlets between 1997 and 1999 in Europe and the Middle East. She received four sustainability and agriculture awards from the newspaper Valor Econômico. Since 2019 she has focused on communication for regenerative agriculture and innovation projects.



Mateus Aleixo is an agronomist trained at the Federal University of São Carlos (UFSCar). He works as a field technician at Folio, as part of the Transição Tropical project in partnership with FELS, developed at Fazenda Escola Lagoa do Sino. He works with sustainable production systems, focusing on organic regenerative management applied to row crops, mainly soybean and corn.



Maurílio Antônio de Melo Souza holds a technologist degree in Agroindustry from Fatec Capão Bonito and a degree in Biosystems Engineering from the Federal Institute of São Paulo (IFSP). He has expertise in agricultural microbiology and food quality control, with a focus on research into the use of agro-industrial residues as plant fertilizer and on formulating low-cost culture media for the multiplication of *Bacillus thuringiensis*.



Anita Martins holds a degree in Production Engineering from the Federal University of Viçosa. She spent 10 years in the private sector, where she deepened her understanding of Brazilian agribusiness. She worked as a cotton lint and soybean oil trader at Louis Dreyfus Company (LDC), was a sales manager and an innovation and project specialist in the beverage sector at Ambev, and finally coordinated a strategic project for sugarcane mills at Raízen.

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João Dourado is an executive with more than 18 years of experience in finance, corporate governance and strategic management. He has served on boards of directors and financial/audit committees, with strong leadership, team development and policy and process design skills. He has experience in large companies in the infrastructure, construction, ESG and food sectors, notably in finance, controllership and corporate management.



Nicole Esteves is an advertising professional with a solid track record in Communication and Digital Strategy, with 16 years of market experience. Throughout her career she has worked with major brands in retail, food, technology and the nonprofit sector, among others. She has developed strategic analyses, led projects and coordinated multidisciplinary teams, focusing on results and brand positioning.



Daniel Suda is training as an agronomist at the Federal University of São Carlos (UFSCar). He works as an intern at Folio, supporting the Transição Tropical project in partnership with Fazenda Escola Lagoa do Sino. He works with sustainable production systems, focusing on the use of bioinputs in row crops, mainly soybean and corn.



Ana Laura Ribeiro holds a degree in Business Administration, with postgraduate studies in People Management and Organizational Psychology, and has experience in finance, working in accounts payable, accounts receivable and billing. She has solid experience in administrative and financial routines, combined with knowledge of people management and organizational behavior, contributing to process optimization and improved organizational results.



Fiamma Schulomei is an undergraduate student in Business Administration at the Federal University of São Carlos (UFSCar). She works as an intern at Instituto Folio, contributing to administrative and financial activities and supporting the organization of internal processes. She was also People Management director of the Business Administration Student Union and takes part in university extension projects, serving as Client Acquisition director at Lagoa Digital and as an advisor at Engineers Without Borders (ESF)

GOVERNANCE & MANAGEMENT

BOARD MEMBERS

We have set up an advisory board whose purpose is to ensure that our actions stay aligned with our purpose and financially responsible.

There are 8 board members with complementary expertise, executive experience and a deep capacity to analyze and interpret scenarios.



Felipe Alves

A mining engineer with a master's degree from the Colorado School of Mines, he has more than 20 years of leadership in the private sector and in industry associations. He was the first president of the Brazilian Resources and Reserves Commission and is Managing Partner of Grupo Frontera, active in fertilizers, mining and the energy transition. He founded Morro Verde Fertilizantes, Brazil's largest producer of organic phosphate fertilizers, and is co-founder and General Director of Fundação Brasil Meu Amor.



Marcus Menoita

Marcus Menoita is founding partner and CEO of Raíar Orgânicos. With more than 25 years of experience in grain logistics and storage, he was founder and CEO of NovaAgri, a company acquired by the Toyota group in 2015. An entrepreneur by nature, he decided to apply his management and innovation experience to the sustainable food sector, creating Raíar, Brazil's largest producer of organic eggs — despite never having owned a hen before.



Marcelo Behar

A lawyer and public policy specialist, he serves as Senior Consultant to WBCSD and CEBDS for COP30. He was Deputy Minister of Strategic Affairs and led the Federal Disarmament Campaign. He has 15 years of executive experience in sustainability, including roles at CSN and Natura. He co-founded Ambition Loop Brasil and coordinates the Climate Governance Forum at FGV-SP. He sits on the boards of Instituto Ethos and WWF-Brazil.



Natália Dias

With 30 years of investment banking experience, she has worked in Brazil, the USA, England and Africa. She was Capital Markets Director at BNDES, also leading the Funding, International, IR and Credit Restructuring areas. Between 2012 and 2023 she was Director of Energy and Infrastructure for Latin America and later CEO of Standard Bank Brazil and a member of the Standard Bank International Executive Committee. She is a board member at Iguá Saneamento and Future Climate and a senior researcher at CEBRI's Africa Center.



Ludmila Rattis

She holds a PhD in Ecology from UNICAMP, with a sandwich doctorate at Carleton University (Canada) under a CAPES scholarship, a master's in Entomology from USP Ribeirão Preto and a biology degree from UEMG. She is a researcher at the Amazon Environmental Research Institute (IPAM) and a scientist at the Woodwell Climate Research Center in Massachusetts (USA). Her research focuses on the effects of landscape on climate, food production and biodiversity. In 2018 she received ABECO's Marcio Ayres Award for the best article published in Perspectives in Ecology and Conservation.



Paulo Borges

A farmer from Goiás, he is a member of the Associated Sustainable Agriculture Group (GAAS) and one of the founders of Katu.



Plínio Ribeiro

Plínio Ribeiro is co-founder and CEO of Biofílica Ambipar Environment, a pioneer in developing carbon projects in Brazil. He is also co-founder of Aliança Brasil NBS, which brings together developers committed to a carbon credit market with high environmental integrity. A founding member of Instituto Escolhas and leader of the sustainability committee of Sociedade Rural Brasileira, he holds a degree in Business Administration from INSPER and a master's in Public Administration and Environment from Columbia University and the Earth Institute (USA).



Murillo Luchese

An agronomist (UFMT) with a specialization in Agribusiness Management (UFV), he has 17 years of experience at LDC, working in Market Intelligence, Grain Origination and Input Sales. Over the past 4 years he served as Commercial, Supply and Implementation Director at Sierentz Agro Brasil. He was responsible for Risk Management, grain and fertilizer logistics, ESG implementation and strategic projects such as irrigation, crop-livestock integration, cotton, seeds and biofactories. Since 2021 he has been an Advisor to Grão Direto, following digitalization and the use of AI in grain trading.



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