



Opening Address of the 25th CBA by the President of ABAG - Ingo Ploger

Ladies and gentlemen, esteemed friends of the agribusiness community,

On behalf of ABAG, B3, and all our distinguished partners, I welcome each one of you with profound satisfaction and gratitude to this twenty-fifth edition of the Brazilian Congress of Agribusiness. We gather here to reflect upon the present and the future of Brazil, offering perspectives and actions to those present in this hall and to those who accompany us from various regions of the country and beyond, virtually.

This edition bears a singular significance. We celebrate the twenty-fifth convening of this Congress, a milestone that symbolizes the maturity of an institution.

More than merely following events as they unfold, this Congress has always sought to anticipate trends, to comprehend the great global movements, and to contribute to the construction of a long-term strategic vision for Brazil.

For this reason, I extend my sincere homage to the presidents who have guided ABAG throughout its history: Ney Bittencourt, Arturo José Furlong, Luiz Alberto Garcia, Roberto Rodrigues, Carlo Lovatelli, Marcello Brito, and Caio Carvalho.

I am fully aware that I assume the responsibility of presiding over ABAG supported by the legacy of these remarkable leaders. As Isaac Newton once observed, “If I have seen further, it is by standing upon the shoulders of giants.” It is with humility, respect, and a deep sense of responsibility that I endeavor to continue this distinguished trajectory.

We live in an age in which challenges have grown ever more complex and transformations ever swifter. It is precisely in such moments that solid institutions and forums for dialogue acquire heightened relevance.

It is this very spirit that brings us together today. With this purpose, and with renewed hope, I hereby declare open the twenty-fifth edition of the Brazilian Congress of Agribusiness. A most cordial welcome to you all.

My dear friends, I should like to invite you to a brief reflection.

In recent decades, we have witnessed highly significant advances, and we now behold a vigorous Brazil that has become a protagonist in the global agro-industrial sphere — drawing upon its tropical expertise and extending its reach to several continents. This dynamic Brazil has grown sustainably for many years, at a pace comparable to that of Asia, with exceptionally low unemployment, solid and consistent investment, and a reduced interest rate that reflects institutional stability. It attracts investment in industry and agribusiness, and particularly in infrastructure — evidenced by high-performance ports, paved highways, and railways that traverse the nation from south to north.



With admirable boldness, its entrepreneurial class has succeeded in elevating enterprise above mere assistance, harmonising small and large endeavours, and uniting science and innovation with pioneering spirit. Brazil presents itself as a model society, consolidated by a vigorous democracy and institutions of high credibility, with remarkably low levels of poverty and corruption.

My friends, this is the speech my successor may deliver twenty-five years from now — a speech that could describe the Brazil we shall attain, should we set its course aright.

The Brazil we possess today is very different from the one my successor may one day portray.

We are living through a period of profound transformation and growing uncertainty. At many junctures, we have managed to aggravate challenges that would already be complex. As the world accelerates, we frequently increase our weight of our own restraints. Paradoxically, we have succeeded in perfecting the very notion of a “perfect storm.”

High interest rates restrict investment. Credit, rural insurance, and financing — the true lifeblood of productive activity — have become scarcer and more costly. Excessive regulation coexists with a heavy tax burden, whilst legal uncertainty undermines confidence and deters investment. Predatory imports hinder fair competition.

At the same time, an increasingly fragmented geopolitical landscape expands protectionism, reshapes markets, and imposes new demands for competitiveness. Added to this are climatic risks — El Niño among them — which have ceased to be occasional phenomena and have become a permanent feature of agricultural activity.

A holistic vision succumbs to the urgency of events.

It is within this context that ABAG proposes to look towards the future of the Brazilian Nation — to consider where we may go, where we wish to go, and to seek an agenda capable of uniting our efforts.

A far stronger alliance between AGRICULTURE and INDUSTRY.

It was precisely this integration that made Brazilian agribusiness a unique case in the world. Tropical agriculture developed solutions that no other country has been able to replicate on the same scale. Our capacity to produce up to three harvests per year brought the countryside closer to the logic of industry — with efficiency, innovation, and continuous production operating on a just-in-time basis.

Today, the Brazilian countryside is, in practice, a vast open-air industry: immersed in an environment of digital innovation, yet still poorly connected and subject to climatic uncertainties. It is an industry that unites the rural and the urban, forming a single society — the *rurban* society.



This achievement does not stem solely from the fertility of the soil, the richness of the land, favourable climates, or the grandeur of our territory. It is a conquest forged by the toil of the rural worker, by investment in research, by determination, and by the will to overcome challenges. The next step is to transform this capability into leadership.

The true protagonism of a nation is not measured merely by what it produces, but by its capacity to lead transformations.

Our challenge now is to conquer new markets, create new demands, and lead the transition towards a renewable-based economy — one capable of feeding, powering, and making the world more sustainable.

To achieve this, we must go beyond production. We must influence standards, participate in shaping the new rules of international trade, and occupy — with genuine protagonism — the spaces where the future is being decided.

Brazil is already a relevant actor in this landscape. A new business diplomacy will be built through the joint action of agribusiness and industry, together with their research and innovation institutions, such as EMBRAPA and EMBRAPPII.

Agriculture and industry are one and the same — in the large and in the small. Industry resides within agribusiness just as agribusiness resides within industry, within services, and within Brazilian culture and identity.

Strengthening strategic alliances in our natural vocations means building true sovereignty for the well-being of all.

This is but the beginning of a long journey — from a Brazil of tropical agro-industry towards a tropical economy.

It is precisely this vision that inspires the theme of this Congress.

It was with this spirit of responsibility that ABAG, together with its associates, conducted a broad strategic study on the future of Brazil. From the analysis of more than eighty factors — prioritised according to urgency, impact, and implementation horizon — we constructed a Plan for Brazilian Agribusiness. At a decisive moment for the country, we submitted these proposals to future leaders, gathering actions for the short, medium, and long term.

For the future of Brazil cannot be built upon isolated measures. And when such a vision incorporates the contribution of civil society, it ceases to be merely a government agenda and becomes a true Agenda of the Nation.

We do not seek privileges or favors. We seek predictability, legal certainty, and an environment that encourages investment, innovation, and entrepreneurship.



We desire a profound national transformation. We wish to cease being a country of privileges and become a nation of opportunities.

The Brazil that succeeds already exists — and it can be seen. It is present in the states we like to call “tropical pumas”: economies that grow above the national average, attract investment, expand their middle class, generate employment, and increasingly face the challenge of a shortage of qualified labor.

These states demonstrate that development is not a promise; it is a reality when there is an environment conducive to investing, undertaking, and innovating.

This phenomenon did not occur by chance. It reveals a fundamental lesson:

When entrepreneurship surpasses assistentialism, development ceases to be an expectation and becomes a reality. I hold the dream of seeing this process unfold across the whole of Brazil — guided by a true vision of Nation.

A vision that integrates agriculture and industry, countryside and city, large and small entrepreneurs. For there can be no sustainable development without investment; no investment without confidence; and no confidence without freedom, legal certainty, and respect for institutions.

This is the ambition that must unite us. A dream that becomes a vision. A vision that inspires a mission. And a mission that compels us to act today, without losing sight of the horizon we seek to reach.

This is the invitation we extend to the participants of the twenty-fifth edition of the Brazilian Congress of Agribusiness: to contribute with ideas, to share experiences through dialogue and debate.

For the future is not awaited. The future is built.

May this Congress be yet another step in the construction of the Brazil we desire — and which we possess every condition to achieve.

Thank you very much.