Management Report
& Financial Statements

December 31, 2025

1. Message from Management

Fundação Butantan is a private, non-profit civil entity, established in 1989 to support Instituto Butantan, an agency of the São Paulo State Health Department, which completed 124 years in 2025.

The combination of this legacy in the defense of life and science with the continuous professionalization of management allowed us, in 2025, to reaffirm our commitment to Brazilian public health, while at the same time consolidating our position as a relevant global player in the health and biotechnology sectors, consistently expanding our actions in foreign markets.

Our global expansion strategy is anchored on leveraging production scale, scientific excellence, and strengthening partnerships with leading institutions and companies across several continents. This movement has enabled not only the expansion of access to products and technologies developed by the institution, but also the deepening of our integration into global innovation chains, contributing to the advancement of public health at an international level.

Guided by the strategic pillars of Sustainability, Effectiveness, and Governance, we delivered approximately 109 million doses of immunobiologicals to the public and private markets, including vaccines, serums, and monoclonal antibodies.

Our results reflect a year of significant transformations, in which the pursuit of biotechnological sovereignty reached important milestones, such as the approval by ANVISA (National Health Surveillance Agency) of the Butantan-DV (Dengue) vaccine, the first single-dose vaccine in the world. We have already delivered 1.3 million doses to the Ministry of Health, with 300 thousand in 2025 and 1.0 million in early 2026. With the advancement of technology transfer activities to the Chinese CDMO (Contract Development and Manufacturing Organization) WuXi in 2025, we ensured the expansion of deliveries starting from the second half of 2026.

Our innovation trajectory was equally driven by the approval of the vaccine against Chikungunya (VLN 1553) and by the progress of five new Productive Development Partnerships (PDPs), covering vaccines against RSV (Respiratory Syncytial Virus) and Covid-1, in addition to complex therapies with highly impactful monoclonal antibodies, such as Pembrolizumab, Natalizumab, and Bevacizumab.

The expansion of our technological pipeline is also evident in four new strategic partnerships for the development of cutting-edge solutions, including CAR-T Cell BCMA (B-cell maturation antigen) therapy, the self-amplifying mRNA (sa-mRNA) rabies vaccine, and the development of monoclonal antibodies against yellow fever and against Zika.

To sustain the Institution's growth and prepare it for the next expansion cycles, we completed three major bioindustrial expansion projects. These investments position Instituto Butantan as an international hub in the production of immunobiologicals, reinforcing its presence among the largest global vaccine producers.

Additionally, we have seven new plants under construction or in the final bidding phase, besides the initiation of projects for another five structuring initiatives, which will significantly expand our production capacity in the coming years.

The concept "Management is a science" translates the institution's commitment to operational excellence, transcending the view of a simple theoretical guideline. Throughout 2025, this vision consolidated within the Effectiveness pillar, maturing processes and supporting efficiency initiatives coordinated by the Continuous Improvement, Procurement, Supply Chain, and Finance areas.

Consistent investments in human capital, combined with initiatives to improve the organizational climate and value our workforce, drove a profound cultural transformation. This joint effort resulted in an institutional historical milestone: achieving the **Great Place to Work** certification in early 2026.

In this context, we record our recognition and gratitude to our 3,559 employees, whose dedication and commitment are fundamental to fulfilling our mission. The continuous process of growth and maturation of our teams is evident, reflected in the evolution of our practices, the quality of deliverables, and the consolidation of an increasingly solid organizational culture. It is these people, in all their diversity of skills and backgrounds, who sustain the institution's performance and enable the execution of such an ambitious transformation and expansion agenda.

In the area of governance, we reached a new level of maturity and administrative rigor, recognition evidenced by our inclusion in the Valor 1000 ranking (Top 400), strengthening our credibility with the market and funding agencies.

As we enter 2026 on solid foundations, the legislative approval in November 2025 for the merger of FURP into Instituto Butantan opens new perspectives for expanding production capacity and national reach. This advance also reflects trust in the management model of Fundação Butantan, which will extend its scope of action to support the operations of FURP that will be integrated into those of Instituto Butantan under an ambitious growth plan.

We will remain committed to transforming science into access, ensuring that the public interest remains at the center of our decisions.

We are also proud of the consistency of our financial results. We maintained a trajectory of continuous growth, reaching BRL 3,6 billion in revenue in 2025, with the generation of significant surpluses. This financial discipline is essential to sustain our investments, attract and retain excellent talent, and enable the expansion of our operations.

We believe in the concept of "admired profit," that which is generated with purpose and reinvested for the benefit of society. Our results return directly to the strengthening of public health and, with the planned advancement of internationalization, we aspire to also expand our contribution to the Brazilian trade balance.

This report records the advances of a decisive year and reaffirms our commitment to building an increasingly solid, innovative, and global institution, always guided by public interest and management excellence.

2. Highlights of 2025

- Net revenue of BRL 3,6 billion, with a growth of 13.9% compared to 2024
- Surplus of BRL 723.9 million
- Delivery of approximately 109 million doses of immunobiologicals
- Approval of the registration of the Dengue Vaccine, Butantan-DV, by ANVISA
- Approval of the registration of the Chikungunya Vaccine by ANVISA
- Completion of 3 strategic bioindustrial expansion units
- Production and infrastructure expansion, with 7 units under construction or in the final bidding phase with already contracted investments of BRL 2,8 billion and 5 new projects in the engineering phase
- Approval of 5 new PDPs - Productive Development Partnerships
- Approval of 5 PDILs - Programs for the Development of Local Innovation
- Preparation for the Great Place to Work certification, obtained in early 2026
- Inclusion in the Valor 1000 ranking, among the Top 400 companies in the country and Top 10 in the Pharmaceuticals and Cosmetics sector, with a highlight as 1st place in financial leverage and 6th in net margin

3. Strategic Priorities in 2025

Driven by the mission to improve the population's health through leadership in research and production of immunobiologicals and advanced therapies, Butantan concentrated its activities throughout the year 2025 on continuing the execution of the 2024-2034 Strategic Plan, with clear goals for growth, diversification, and innovation:

- Expansion of the product portfolio
- Development of new growth sources and partnership models
- Expansion of the innovation pipeline and acceleration of its development
- Consolidation of Instituto Butantan within the Health Industrial Complex
- Expansion of the bioindustrial capacity
- Solidification of the continuous improvement culture
- ESG – Sustainability, Governance, and Social Impact
- Investment in Research, Cultural Activities, and Education of Instituto Butantan

Expansion of the product portfolio

The year 2025 was marked by significant achievements that consolidated Instituto Butantan as one of the main innovation centers for immunobiologicals and medicines in Brazil.

In particular, the **approval of Butantan-DV** by ANVISA in November 2025 stands out, a relevant milestone in dengue control, which demonstrated high performance: 74.7% overall efficacy and 91.6% against severe cases. The result of more than 20 years of research, the immunizer was incorporated into the National Immunization Program (PNI) with a first contract for 3,9 million doses of Butantan-DV, of which 300 thousand were already delivered in 2025 and 1 million in early 2026. The advancement of technology transfer activities to our partner, the Chinese company WuXi, one of the most respected CDMOs (Contract Development and Manufacturing Organization) in the world, will enable an increase in production capacity to 25 million annual doses, with deliveries starting from the second half of 2026.

Additionally, the disciplined evolution and continuity of strategic initiatives brought important results across all fronts. The 14% growth in product sales was mainly due to new vaccines added to the portfolio: RSV, Dengue, and Varicella. This relevant expansion of the portfolio was the result of significant advances in the evolution of already established partnerships and the development of new ones.

The **respiratory syncytial virus (RSV) vaccine** was one of the five PDPs of Instituto Butantan approved by the Ministry of Health in 2025, having been incorporated into the SUS in the same year. The prioritization of negotiations for the technology transfer contract with the North American company Pfizer, completed in a record time of 63 days, enabled the delivery of 1,8 million doses to the PNI destined for the vaccination campaign of pregnant women to protect newborns from bronchiolitis and pneumonia.

The sale of the Varicella vaccine was a specific supply demand from the Ministry of Health, and this supply was made viable through a specific contract for the fiscal year 2025.

In addition, in April, we obtained approval from ANVISA for the **Chikungunya Vaccine**, the result of a partnership with the French-Austrian company Valneva. Indicated for adults aged 18 and older, the vaccine presents high levels of efficacy and safety and joins Instituto Butantan's portfolio of immunizers against arboviruses (alongside the Dengue vaccine), reinforcing our commitment to combating the most prevalent infectious diseases in tropical and subtropical countries, especially in low- and middle-income regions.

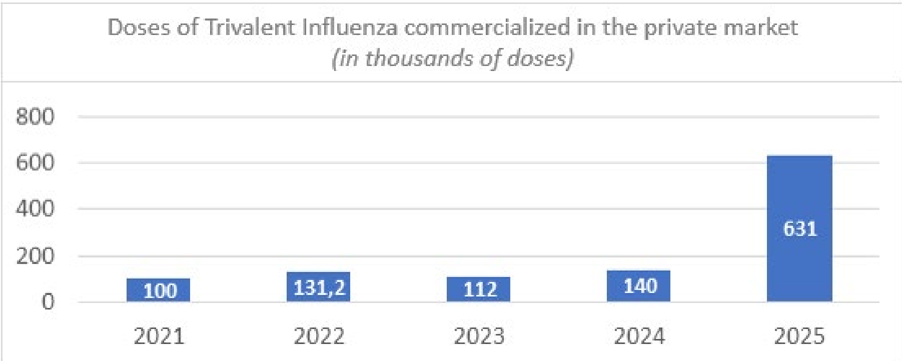
An event of high importance was the legislative approval that occurred on November 11, 2025, which authorized the merger of **Fundação para o Remédio Popular (FURP)** into Instituto Butantan. The expectation is that the merger will be completed throughout 2026 and will contribute significantly to the diversification of the institution's products, with the inclusion of synthetic medicines in therapeutic areas such as rare diseases, oncology, and antiretrovirals. FURP's synthetic pharmaceutical products will give rise to a fifth line of action, adding to the four already existing at Butantan: **vaccines, monoclonal antibodies, serums, and advanced therapies.**

Development of new growth sources and partnership models

Regarding the development of new growth sources, we advanced in opening new channels for the Trivalent Influenza vaccine, which is the formulation recommended by the World Health Organization (WHO). Throughout the period, more than 600 thousand doses were marketed in the private sector, representing a market share of approximately 15%, even in a segment predominantly dominated by quadrivalent vaccines (QIV).

The introduction of the single-dose presentation was a decisive factor in making entry into retail viable, including clinics and pharmacies, reaching around 600 points of sale.

Additionally, the expansion of corporate vaccination campaigns contributed to revenue growth in this channel, with a volume more than four times higher than that recorded in the previous year.



We also advanced on the export agenda, with a highlight on hyperimmune serums, whose volumes grew 45% compared to 2024, reaching 11 countries.

Expansion of the innovation pipeline and acceleration of its development

Throughout 2025, the pipeline of products under development showed significant progress, both through the incorporation of new projects and a more diversified composition, with the introduction of new production platforms, such as mRNA, and the expansion of fields of action, including monoclonal antibodies (mAbs) and advanced therapies.

In this context, we signed a collaboration agreement with Replicate Bioscience, a biotechnology startup based in California, United States, for the co-development of a self-self-amplifying mRNA (sa-mRNA) rabbies vaccine, as well as a broader agreement focused on developing other vaccines based on the same technological platform.

Still within the expansion of the vaccine pipeline, we celebrated a collaboration agreement with CanSino Biologics, a company with operations in China and listed on the Hong Kong stock exchange, for the development of a **Hexavalent Vaccine** that protects against 6 diseases: diphtheria, tetanus, pertussis (whooping cough), hepatitis B, poliomyelitis (IPV), and Haemophilus influenzae type b (Hib) infections. This vaccine will have the specificity of being next-generation, with a polio component based on Virus-Like Particles (VLP).

Additionally, two new monoclonal antibodies focused on infectious diseases were incorporated into the pipeline, originating from strategic partnerships. The collaboration with Rockefeller University stands out to develop a **monoclonal antibody against the Zika virus**, focusing on preventing infections in pregnant women and at-risk populations. An agreement was also concluded with Mabloc, a North American startup based in Washington, D.C., for the development and manufacturing of an innovative **monoclonal antibody** for the treatment of **yellow fever**, with an especially relevant impact for endemic areas.

In the field of advanced therapies, we concluded a partnership with IASO Biotherapeutics, a Chinese company specialized in the development of cell therapies and biological products for hematological malignancies and autoimmune diseases. The agreement provides for the licensing and technology transfer for the development of **anti-BCMA** (B-cell maturation antigen) **CAR-T** cell therapy.

In addition to expanding the project portfolio, consistent progress was observed in programs already under development, with the achievement of relevant milestones throughout 2025. Among them, the approval of the DDCM and the start of the Phase III clinical study for **Adjuvanted Influenza** stand out (an enhanced version of the flu vaccine, designed with an adjuvant compound to boost the immune response, especially in individuals over 60 years old), as well as advances in **Avian Influenza**, the Dengue study for the 60+ population, and studies of co-administration of dengue and chikungunya vaccines.

Consolidation of Instituto Butantan within the Health Industrial Complex

Instituto Butantan consolidated its relevance within the Health Economic-Industrial Complex throughout 2025, with the approval of 5 projects under the Local Development and Innovation Program (PDIL) and 5 new Productive Development Partnerships (PDPs).

The institution ranks among the ICTs with the highest number of approved projects, being responsible for five initiatives that encompass strategic medicines and vaccines of high relevance for the Unified Health System (SUS), out of a total of 31 PDPs approved by the Ministry of Health in 2025.

In addition to the volume of projects within the context of PDPs, it is important to emphasize the relevance of the approved projects, which evidences the Ministry of Health's trust in our Governance, Management Model, and Execution Capacity. **Pembrolizumab**, one of the main oncological immunotherapies today, was originally developed by MSD (Merck, Sharp & Dohme), an American pharmaceutical multinational recognized for innovations in biological products. It is a monoclonal antibody widely used in the treatment of various types of cancer, with dozens of indications approved internationally. Its incorporation within the scope of PDPs for treatments of metastatic melanoma, non-small cell lung cancer, triple-negative breast cancer, cervical cancer, and esophageal cancer represents a strategic advance for expanding access within the SUS and strengthening the local production of highly complex medicines.

In the field of autoimmune diseases, a PDP was approved for **Natalizumab**, a monoclonal antibody aimed at treating multiple sclerosis, in partnership with Sandoz, a leading Swiss company in the development, production, and commercialization of generic and biosimilar medicines.

In oncology, **Bevacizumab** also stands out, a medicine used in the treatment of various solid tumors, whose PDP was structured in partnership with Libbs Farmacêutica, a Brazilian company with recognized operations in biotechnology and the development of biosimilars.

In the vaccine segment, PDPs related to **Covid-19** also advanced, in partnership with Moderna, an American biotechnology company and one of the world leaders in messenger RNA (mRNA) technology, and the **Respiratory Syncytial Virus** (RSV) PDP, in partnership with Pfizer, one of the largest global pharmaceutical companies, a topic already highlighted previously in this report.

We also maintained the continuous and rigorous traction of ongoing PDPs: **HPV** and **Hepatitis A** with MSD, **Adalimumab** with Sandoz, and **dTpa** with the British multinational company GSK. All PDPs reached important milestones in 2025, proving our capacity to execute technology transfer agreements that actually culminate in the full internalization of production within our manufacturing units:

(i) the successful completion of process validation batches (PPQ) for the **HPV** vaccine, which resulted in submission to ANVISA in early 2026

(ii) the finalization of technology transfer for the formulation and filling stage of the **Hepatitis A** vaccine and the submission of the post-registration dossier with ANVISA's approval in early 2026

(iii) progress in the technology transfer of **Adalimumab** as planned, with the continuity of adapting the production process to single-use and the absorption of analytical methods, including training the technical team at the partner's facilities

(iv) In 2025, among various activities, we initiated the critical stage of defining and reviewing the equipment for the production process of the **Pa** component of the **dTpa** vaccine, together with the partner, covering technical requirements, adaptation to facilities, URS (User Requirement Specification) and approval stages with suppliers

The approved PDILs total a commitment of funding from the Ministry of Health of approximately BRL 250 million, directed toward executing critical development stages of innovation projects, encompassing: the clinical study of the **dengue vaccine for the population over 60 years old**; the study of **co-administration of dengue and chikungunya vaccines**; the preclinical and clinical stages (Phases I/II) of **avian influenza**; conducting the Phase III clinical study of adjuvanted influenza; besides the full development of the **adjuvanted rabies vaccine**, from proof of concept and preclinical phase through Phases I/II.

Finally, through improvements in production processes and target investments in CAPEX, we expanded the production of the 12 hyperimmune serums by approximately 30%, raising annual capacity from 500 thousand to 650 thousand doses. These volumes, even before the implementation of the CSP (which is expected to double this capacity), already allow full compliance with the contract with the Ministry of Health, the execution of supplementary deliveries (through two contract amendments), and the maintenance of export capacity. With the entry into operation of the CSP, we will have a significant production surplus for export with a priority focus on serving our Latin American neighbors.

Together, these initiatives strengthen the strategic role of Instituto Butantan as a vector of national technological autonomy, structurally reducing external dependence, internalizing critical skills, and sustainably strengthening the healthcare production base in Brazil. This is a relevant advance, not only for the resilience of the SUS, but also for the positioning of Instituto Butantan, and it is worth saying of the country itself, in global health value chains.

By making the full development of these products viable within the scope of the Institution, in the process of internalization and consolidation, Butantan advances in expanding its regulatory and commercial autonomy, reducing geographical restrictions and creating conditions to operate in international markets. This movement tends to enhance export capacity, the conclusion of global strategic partnerships, and the consolidation of Instituto Butantan as a relevant player in the international scene of vaccines and biotechnology.

Expansion of the bioindustrial capacity

In 2025, three major expansion projects for bioindustrial infrastructure were completed: a biosafety level 3 (BSL-3) laboratory, a cogeneration plant, and the new Animal Wellbeing Center (Central Bioterium), and we inaugurated the newest headquarters of the Laboratory of Ecology and Evolution (LEEv).

Continuing this growth trajectory, bidding processes were finalized and construction began on new strategic ventures, including the Recombinant Production Center (CPR), the HPV and dTpa production units, the Immunobiologicals Final Production Center (CPFI 4), the Influenza Bank Production unit (PBI), and the expansion of the Monoclonal Antibody plant (PAM 1 – Line 2). It is worth highlighting that the construction of the Serum Production Center (CSP), initiated in 2024, advanced consistently throughout 2025.

These investments will generate structuring impacts across different technological fronts:

- **Self-sufficiency in the production of various vaccines**: the dTpa and HPV projects will represent a relevant advance in local production of Active Pharmaceutical Ingredients (APIs), contributing to the reduction of external dependence.
- **Innovation and advanced therapies**: expanding the production capacity of monoclonal antibodies (PAM – Line 2), combined with the development of platforms like mRNA, reinforces our positioning in technologically complex solutions.
- **Reduction of national capacity shortfall**: CPFI 4 will expand Butantan's filling capacity by 250 million doses, including 50 million lyophilized doses and 20 million pre-filled syringes. This is a highly strategic investment, as it addresses the current shortfall in lyophilization capacity and pre-filled syringe production in Brazil, besides being fundamental for the final production stage of new products developed by Butantan, as well as for internalizing technology transfers signed under PDPs.
- **Strategic security**: the new Influenza Bank Production unit (PBI), the largest individual investment of the period, ensures the sustainability and continuity of the flu vaccine production, the institution's main product by volume.
- **Leadership in Biotechnology and Highly Complex Therapies (mAbs)**: the new PAM 2 plant consolidates the necessary infrastructure and scale for national production of monoclonal antibodies (mAbs), besides making strategic PDPs viable, such as Pembrolizumab, Bevacizumab, and Natalizumab, in addition to advancing proprietary developments, including monoclonal antibodies against yellow fever and Zika. The investment strengthens the country's biotechnological sovereignty, guaranteeing the supply of the SUS and reducing dependence on imports and public health costs.

The table below lists the 7 projects under construction, initiated, or bid out in 2025:

#	Project	PAC Resources - Ministry of Health (R$ M)	Butantan Foundation Resources (R$ M)	Total Investment (R$ M)	Expected Conclusion
1	Serum Production Center (CPS)	314	108	422	Sep/28
2	Recombinant Production Center (CPR)	73	70	143	Apr/27
3	HPV Production Unit	487	40	527	Jan/29
4	dTpa Production Unit	462	189	651	Jun/28
5	Final Production Center for Immunobiologicals (CPFI 4)*	0	583	583	Nov/28
6	Influenza Banks Production (PBI)**	0	391	391	Sep/28
7	Monoclonal Antibodies Plant Expansion (PAM 1 - line 2)	72	39	111	Oct/27
	Total	**1.408**	**1.420**	**2.828**	

**Phase 1 of the construction plus equipment*
*** BNDES Financing*

The already contracted construction works total investments of around BRL 2,8 billion, with BRL 1,4 billion coming from cash generated by productive activities themselves and BRL 1,4 billion coming from the Novo PAC.

Still in 2025, the engineering phases were initiated for 5 new strategic infrastructure and industrial expansion projects: the Quality Building, the new Research and Development Building, a new monoclonal antibody plant (PAM 2), a new electrical power substation (GIS), and the expansion of the administrative area.

Together, these investments significantly expand the institution's productive, technological, and administrative capacity, strengthening its autonomy, promoting scale gains, and preparing it to meet the growing demand for immunobiologicals and medicines within the scope of the SUS and in international markets.

These advances reinforce Butantan's commitment to scientific innovation, health security, and expanded access to essential health products, consolidating its position as a national and international reference in the sector. This recognition is also reflected in market rankings, such as the survey by Valor Econômico, which positions us among the main biotech producers in the country.

Solidification of the continuous improvement culture

The solidification of the continuous improvement culture reached a new level of maturity in 2025. In addition to the growth in the number of identified improvement projects, 6 times more projects vs. 2023, and the reach of training offered by the area, with 360 employees impacted, the **Simplifique** Program served as a great boost for the institution's agility. With the redesign and simplification of the 19 most critical processes, we achieved an average reduction of **65% in lead time**, reflecting significant gains in operational efficiency.

Additionally, the efficiency initiatives implemented throughout the period resulted in savings exceeding BRL 130 million, with approximately BRL 82 million coming from the enhancement of procurement practices and around BRL 50 million resulting from tax and social security reviews.

In 2025, we implemented significant transformations in our supply chain. We finalized the change of our logistics operator and unified our operations (closure of the Jaguaré warehouse), generating an efficiency gain of **BRL 96 million** (realized over the 5 years of the contract). In addition to cost optimization, the new contract expands the operational scope and integrates the operator into the **SAP** ecosystem, automating processes to ensure greater accuracy and agility in deliveries.

On the procurement front, we conducted structuring actions aimed at process review, strengthening governance, greater discipline in supplier negotiation, and capturing synergies across areas. These initiatives were supported by the implementation of more robust controls and key performance indicators (KPIs), contributing to greater transparency, predictability, and efficiency in cost management.

As for the organization's industrial function, we expanded the scope of control and monitoring of operations with the structuring of specific KPIs, periodic analyses, and monthly performance reviews, as well as hiring a specialized consultancy to review industrial bills of materials (BOM). This set of initiatives allowed for greater accuracy in cost calculation, identification of efficiency opportunities, and strengthening of the economic management of operations.

Tax and social security reviews involved the reassessment of calculation bases, classifications, and tax practices, enabling the identification of opportunities for optimization and recovery of amounts, in compliance with current legislation.

Achieving the Foundation's results in 2025 is due to the indispensable commitment and talent of our workforce. We recognize that fulfilling our mission and the sustainability of institutional growth depend directly on the dedication of each employee. In this regard, in addition to maintaining a job and salary structure, with compensation and benefits packages compatible with the market. In 2025, reinforcing the attractiveness and competitiveness of the Foundation's value proposition, we adopted the private pension plan, which reached an enrollment of approximately 1.7 thousand professionals.

The performance and sustainability of organizations are, ultimately, a reflection of the quality of their people. With this guideline, we maintained a strong focus on human capital development, investing in the training of more than 900 employees. We also expanded our performance evaluation plan to 500 employees, aiming to promote performance management and encouraging a culture of continuous development and strategic alignment. These initiatives, combined with other actions aimed at improving the work environment, contributed to the evolution of favorability rates in the organizational climate survey and culminated in achieving the **Great Place to Work (GPTW)** certification in early 2026.

In December 2025, the headcount totaled 3,559 people (all under the CLT - Consolidated Labor Laws regime), an organic growth compared to the 3,350 professionals in 2024. This expansion followed the evolution of operations and was essential to support the expansion of activities and the delivery of results in the period.

ESG– Sustainability, Governance, and Social Impact

Butantan incorporates ESG (Environmental, Social, and Governance) principles as structuring elements of its strategy, ensuring that institutional growth occurs in a sustainable, ethical manner aligned with the public interest. Throughout 2025, significant progress was made in the environmental, social, and governance dimensions, consolidating consistent practices integrated into management.

Environmental

Environmental Management (GMA) operates in a structured manner to ensure that the expansion of industrial activities occurs in balance with the preservation of ecosystems. Its scope covers green area management, environmental licensing, and continuous monitoring of effluents and gas emissions, in addition to promoting socio-environmental education initiatives.

Environmental governance is supported by an institutional environment, health, and safety policy, as well as having a specialized team in different areas of activity, using digital tools for remote monitoring of legal requirements, allowing greater agility in regulatory compliance and preventive mitigation of environmental risks.

In 2025, the following operational results stood out:

- Water efficiency: 13.7% reduction in water consumption, equivalent to a savings of 97,754 m³, resulting from investments in infrastructure and monitoring systems
- Energy efficiency: 8.6% reduction in electricity consumption, with an estimated savings of 924,467 kWh
- Waste management: we annually manage 3.2 thousand tons of waste under strict control protocols, ensuring high standards of environmental and operational safety. Given the legal restrictions applicable to Healthcare Waste (RSS), the Environment area acts proactively in the implementation of recovery solutions, such as recycling and composting. These initiatives contribute to the mitigation of environmental impacts and reinforce the institution's commitment to sustainability and the circular economy
- Ecological restoration: planting of 6,126 native seedlings, contributing to the preservation of biodiversity at Fazenda São Joaquim
- Greenhouse Gas Inventory: Completion of the Annual Inventory, regarding 2024 emissions, including scopes 1 and 2 of the GHG (Greenhouse Gas) Protocol

Social

The social performance of Instituto Butantan is directly aligned with its institutional mission of promoting public health, with a structuring impact on expanding access to vaccines, immunobiologicals, and health technologies.

In 2025, approximately 109 million doses were delivered, 105 million of which to the Unified Health System (SUS), contributing significantly to vaccination coverage and the protection of the Brazilian population.

In addition to its role in health, Instituto Butantan plays a relevant role in democratizing access to scientific knowledge and culture. The Institute's park and its museums constitute an important space for education and scientific dissemination, with free access or symbolic prices, allowing thousands of people to visit throughout the year, including public school students, families, and visitors from various regions of the country.

In the educational field, the performance of Escola Superior do Instituto Butantan (ESIB) stands out, which offers scientific training and capacity-building courses, including free programs, expanding access to quality education and contributing to the training of highly qualified professionals in the areas of biotechnology, health, and research.

The promotion of diversity and equality is a central pillar, with clear guidelines against any form of discrimination. In 2025, Fundação Butantan consolidated this culture through the launch of the Diversity Guide, mandatory training, and affirmative actions aimed at affinity groups (PwDs, LGBTQIAPN+, and racial diversity).

In the employee satisfaction survey conducted periodically, in the Organizational Climate and Culture section, the Respect Pillar presents a favorability index of 81%. This result is considered solid and indicates a welcoming organizational culture, serving as a basis for inclusion strategies.

Below are the main diversity and equity indicators:

- Gender Representation: although women represent 45% of the total workforce of Fundação Butantan, they hold the majority of decision-making positions
  - Women: 45% of the workforce and 53% of leadership positions
  - Men: 55% of the workforce and 47% of leadership positions
- Ethnic-Racial and LGBTQIAPN+ Diversity:
  - Black People (*Pretos* and *Pardos*): 40% of the total workforce, with 20% occupancy in leadership positions
  - LGBTQIAPN+ People: 9% of the total workforce, with 5% occupancy in leadership positions
- Maturity and Accessibility (50+ and PwDs): The institution demonstrates a significant valuation of experience (50+ generation), with a leadership proportion that doubles the group's representation in the general workforce
  - 50+ years old People: 13% of the workforce and 26% of leadership positions
  - People with Disabilities (PwDs): 5% of the total workforce

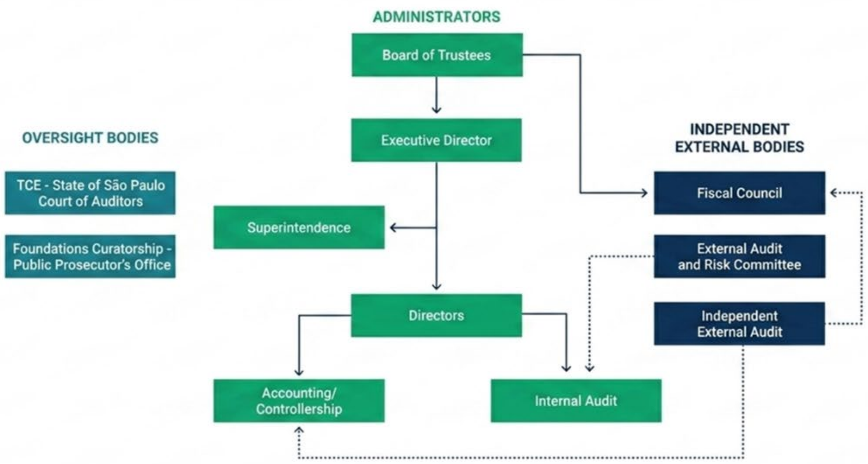
These initiatives reinforce the institutional commitment to social inclusion and the dissemination of scientific knowledge in an accessible way, contributing to the formation of a more informed and conscious society on health and science topics.

<u>Governance</u>

The governance structure of Fundação Butantan is designed to ensure high standards of integrity, transparency, and efficiency in management, in line with the best institutional practices. The adopted model establishes a clear segregation between deliberation, execution, and oversight functions, strengthening control mechanisms and the quality of the decision-making process.

As illustrated in the organizational chart below, the Foundation's governance is structured into three complementary pillars: (i) management bodies, led by the Board of Trustees and the Executive Board; (ii) oversight and control bodies, which include the Internal Audit and the Accounting and Controllership areas; and (iii) independent external bodies, such as the Supervisory Board, the External Audit and Risk Committee, and the Independent External Audit, in addition to the performance of oversight bodies, such as the São Paulo State Court of Auditors and the Public Prosecutor's Office.

GOVERNANCE STRUCTURE



This institutional framework ensures not only legal and regulatory compliance, but also discipline in risk management, the reliability of financial information, and proper accountability to society.

The Board of Trustees, the highest decision-making and management body of Fundação Butantan, is composed of 9 (nine) members, with balanced representation between public authorities, the scientific community, and the institution itself. Its composition includes representatives appointed by the State Health Department, by the main public universities of the State of São Paulo — University of São Paulo (including its capital and Ribeirão Preto units), State University of Campinas (UNICAMP), and São Paulo State University (UNESP) —, by the São Paulo State Research Support Foundation (FAPESP), in addition to a representative of the Foundation's employees, who does not hold a management position, and members from the Board of Directors of Instituto Butantan. This structure ensures diversity of skills, high technical qualification, and alignment with the institutional and scientific interests of the organization.

We maintained a structured and rigorous cadence of internal monitoring, with continuous follow-up by the Supervisory Board and the Risk Committee, both with monthly meetings and active performance in supervising the institution's critical issues. These bodies play a central role in strengthening governance, ensuring discipline in management, proper risk assessment, and adherence to strategic guidelines.

In the scope of procurement, the Foundation adopts processes disciplined by its Procurement and Purchasing Regulations, which are aligned with the principles and guidelines established in the applicable bidding legislation, observing the specificities of its legal regime and its statutory model, ensuring equality, legality, publicity, efficiency, and economy. This model reinforces the integrity and transparency of procurement processes, guaranteeing technical rigor, regulatory compliance, and proper application of institutional resources.

Additionally, Fundação Butantan systematically submits to the supervision of external control bodies, regularly reporting to the São Paulo State Court of Auditors (TCE) and the Public Prosecutor's Office for Foundations. This set of instances reinforces the institution's commitment to strict compliance with legal standards, transparency, and proper accountability to society.

In 2025, the following initiatives stand out:

- Implementation of a PMO team for continuous monitoring of more than 70 strategic projects
- Adoption of the hedge accounting system, expanding the predictability of financial results
- Strengthening of internal controls, with the incorporation of new auditors
- Consolidation of compliance and ombudsman practices, with 59 reports completed and 66 cases investigated
- Structuring of the risk management area, which conducted a mapping across the entire organization, with 205 institutional risks already identified and initiated the implementation of 145 mitigation plans

By combining robust governance, recognized by the Valor 1000 ranking, with rigorous risk management, we ensure that every real generated by Fundação Butantan is an accelerator of Instituto Butantan's mission.

Investment in Research, Cultural Activities, and Education of Instituto Butantan

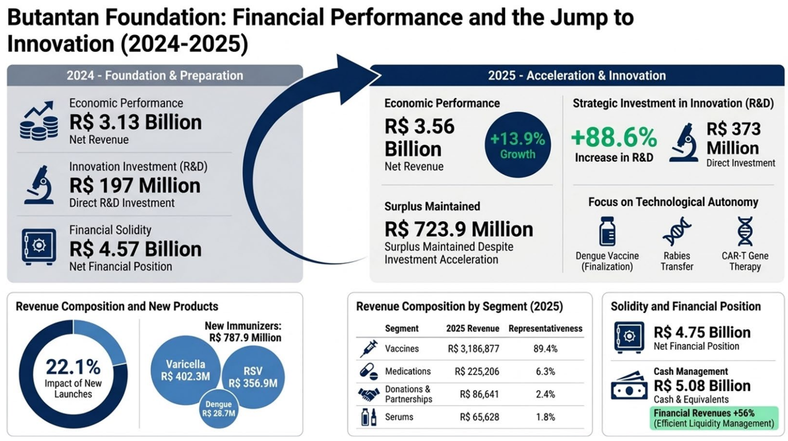
In 2025, approximately BRL 216 million were reinvested by the Foundation directly into Instituto Butantan, promoting research activities, including laboratory inputs, granting of scholarships, and the allocation of human resources necessary for the execution of scientific projects and guaranteeing the maintenance of adequate infrastructure and facility improvements.

In addition, the full operation of cultural and educational units was ensured, reinforcing the institutional commitment to the production and dissemination of scientific knowledge, as well as the training of qualified professionals.

2026 Outlook

Fundação Butantan ends 2025 with a solid financial base, a portfolio in transformation, and structuring investments in innovation and production capacity. For the next cycles, the priority will continue to be the strengthening of the Unified Health System (SUS), guiding the value capture of these investments through the production internalization of new immunobiologicals, expanding access for the population, and meeting the strategic demands of the country, always in support of Instituto Butantan and its institutional mission. In this context, we believe that the expansion of sales to the private market and the strengthening of international presence do not compete with, nor are they exclusive to, the focus on the SUS, but complement it. They contribute to the economic sustainability of the Institution, a better utilization of installed capacity, scale gains, and operational efficiency, which tend to be directly reflected in more competitive conditions and more resources for Brazilian public healthcare.

4. Financial Indicators



In 2025, Fundação Butantan presented a consistent trajectory of revenue expansion, with Net Revenue reaching the amount of BRL 3,6 billion, compared to the BRL 3,1 billion recorded in 2024.

An important highlight was the significant increase in research and development disbursements (classified in the accounting records as expenses), which exceeded BRL 370 million in 2025, and is part of the actions established in our strategic plan for the development of new products.

Despite this increase, a significant surplus of BRL 723.9 million was maintained, strengthening the Foundation's net financial position.

This solid net financial position of BRL 4,8 billion, combined with future cash generation and the raising of financing, guarantees the level of financial resources necessary to cover the investments in R&D and production capacity projected in our Strategic Planning, besides being a robust liquidity cushion required to mitigate operational risks.

Pillars of Financial Evolution

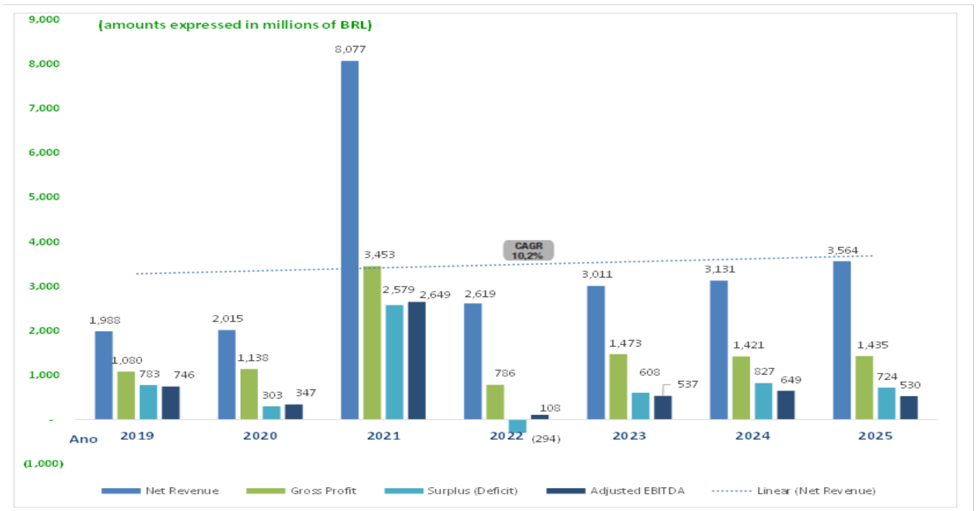
Main financial indicators, comparisons for 2025, 2024, 2023, and 2022 (BRL '000):

(in thousands of BRL)	2025	2024	Δ%	2023	2022
Net Revenue	**3,564,352**	**3,130,624**	**13.9%**	**3,011,125**	**2,618,724**
Gross Profit	**1,435,169**	**1,421,401**	**1.0%**	**1,473,075**	**785,582**
% Gross Margin	*40.3%*	*45.4%*	*-5.1 p.p.*	*48.9%*	*30.0%*
Operating Expenses	**(870,529)**	**(745,518)**	**16.8%**	**(775,885)**	**(805,535)**
% Net Revenue	*24.4%*	*23.8%*	*0.6 p.p.*	*25.8%*	*30.8%*
Research and Development	**(373,353)**	**(197,974)**	**88.6%**	**(324,849)**	**(373,234)**
% Net Revenue	*10.5%*	*6.3%*	*4.2 p.p.*	*10.8%*	*14.3%*
EBITDA	**346,665**	**611,936**	**-43.3%**	**492,853**	**(330,963)**
% EBITDA Margin	*9.7%*	*19.5%*	*-9.8 p.p.*	*16.4%*	*-12.6%*
Adjusted EBITDA	**382,265**	**649,006**	**-41.1%**	**571,832**	**108,467**
% Adjusted EBITDA Margin	*10.7%*	*20.7%*	*-5.9 p.p.*	*19.0%*	*4.1%*
Surplus (Deficit)	**723,867**	**826,630**	**-12.4%**	**608,228**	**(293,692)**
% Net Margin	*20.3%*	*26.4%*	*-6.1 p.p.*	*20.2%*	*-11.2%*
Operating Cash Flow (OCF)	**934,552**	**1,004,925**	**-7.0%**	**906,730**	**2,719**
Investments	**190,430**	**261,638**	**-27.2%**	**340,043**	**629,433**
Net Financial Position	**4,754,424**	**4,578,918**	**3.8%**	**3,648,763**	**3,427,364**
Average Dollar	5.56	5.39	3.2%	5.00	5.17
Final Dollar	5.50	6.19	-11.1%	4.84	5.22

The financial cycle between 2022 and 2025 consolidates a period of profound restructuring and expansion of the Foundation's operational base.

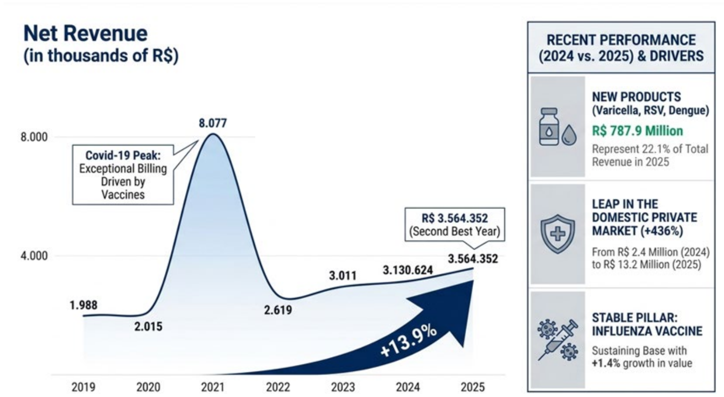
Following the contraction observed in 2022, the Foundation established a new sustainable growth channel. The current revenue level reflects not only a recovery, but the stabilization of a new revenue baseline, significantly higher than the pre-2021 historical average, proving the success of operational efficiency programs and the resilience of the business model.

Evolution of the main economic and financial indicators for the last 7 years, in billions of reais

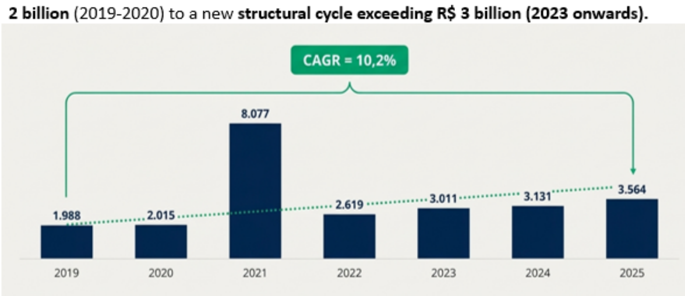


Net Revenue (BRL '000)

The fiscal year 2025 stands out as the second-best historical performance in terms of Net Revenue, surpassed only by the fiscal year 2021, when an exceptional peak of BRL 8,7 billion was recorded, a result of the Covid-19 pandemic effect. Fundação Butantan presented a consistent trajectory of revenue expansion, reaching the amount of BRL 3,6 billion, compared to the BRL 3,1 billion recorded in 2024. This 13.9% advance reflects portfolio diversification and operational resilience in the face of fluctuations in demand. The performance of the period was characterized by the value capture strategy through the optimization of the product mix, allowing growth in value to outpace negative volume variations in specific segments.

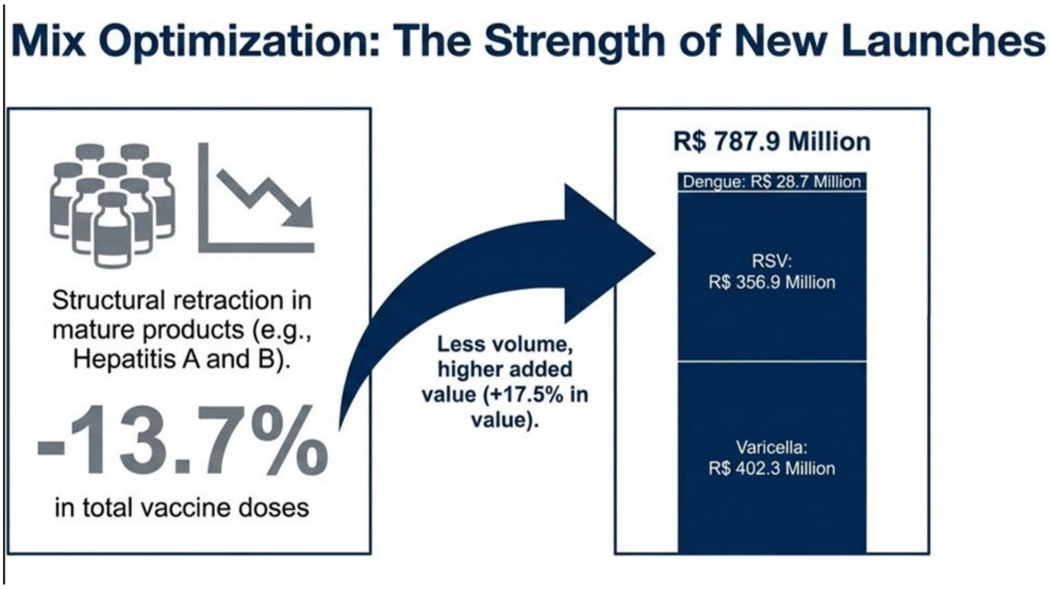


Solid Structural Growth of 10.2% per Year
The evolution of Net Revenue demonstrates a clear transition from a **baseline level of ~R$ 2 billion** (2019-2020) to a new **structural cycle exceeding R$ 3 billion (2023 onwards).**



Net revenue (in volume and BRL '000)

	Unit	Volume 2025	Volume 2024	Volume Δ%	Amount 2025	Amount 2024	Amount Δ%
Medicines	**Syringes**	**541,034**	**522,450**	**3.6%**	**225,206**	**216,942**	**3.8%**
Adalimumab		541,034	522,450	3.6%	225,206	216,942	3.8%
Serums	**Vials**	**166,755**	**662,217**	**-74.8%**	**65,628**	**182,417**	**-64.0%**
Antibothropic		48,105	339,203	-85.8%	14,197	91,965	-84.6%
Anticrotalic		32,755	47,463	-31.0%	12,882	16,068	-19.8%
Antiscorpionic		13,955	77,830	-82.1%	2,772	15,213	-81.8%
Antitetanus		7,870	59,599	-86.8%	1,961	14,244	-86.2%
Anti-rabies		15,000	72,500	-79.3%	2,838	12,953	-78.1%
Antiarachnid		22,325	23,248	-4.0%	13,358	11,724	13.9%
Antibothropic and Anticrotalic		3,520	14,450	-75.6%	2,290	8,307	-72.4%
Antibothropic and Antilachetic		15,805	9,960	58.7%	8,865	3,681	140.8%
Anti-elapid		4,450	10,200	-56.4%	1,362	2,846	-52.2%
Antilonomic		450	5,135	-91.2%	199	2,183	-90.9%
Antidiphtheric		2,520	2,410	4.6%	4,903	2,029	141.7%
Antibotulinic AB		-	219	-100.0%	-	1,204	-100.0%
Vaccines	**Doses**	**108,763,011**	**125,958,637**	**-13.7%**	**3,186,877**	**2,711,481**	**17.5%**
Influenza		81,081,298	84,165,600	-3.7%	1,451,368	1,431,426	1.4%
Varicela		4,068,084	-	-	402,254	-	100.0%
HPV		6,500,000	8,293,027	-21.6%	395,265	494,384	-20.0%
RSV		1,858,999	-	-	356,928	-	100.0%
Hepatitis A		3,200,000	6,698,390	-52.2%	151,680	312,407	-51.4%
DTPa		3,408,100	4,000,000	-14.8%	221,322	239,400	-7.6%
Rabis		1,910,530	2,218,420	-13.9%	157,648	170,268	-7.4%
Dengue		304,600	-	-	28,739	-	100.0%
Hepatitis B		6,431,400	20,583,200	-68.8%	21,674	63,596	-65.9%
COVID-19		-	-	-	-	-	-
Donations and Partnerships		**n/a**	**n/a**	**-**	**86,641**	**19,784**	**337.9%**
Other revenues		n/a	n/a	-	86,641	19,784	337.9%
Net Revenue		**n/a**	**n/a**	**-**	**3,564,352**	**3,130,623**	**13.9%**



Medicines Segment (Adalimumab)

The medicine Adalimumab presented a solid performance, with stability and organic growth aligned with market projections. The volume of distributed syringes advanced 3.6%, jumping from 522,450 units in 2024 to 541,034 units in 2025. The 3.8% increase in revenues (BRL 225.2 million) reflects the maintenance of margins and an efficient balance in the price-mix.

Serums Segment

The Serums sector faced a sales retraction, with drops of 74.8% in volume and 64.0% in consolidated amount. This reduction stems from an inventory adjustment by the Ministry of Health, following the record delivery levels achieved by the Foundation in 2023 and 2024.

Vaccines Segment and Impact of New Launches

The Vaccines unit recorded a mix optimization dynamics: despite the 13.7% reduction in total dose volume, revenue jumped 17.5%, reaching BRL 3,18 billion. This appreciation is explained by the replacement of mature products with innovative immunizers of higher added value.

The introduction of new products in 2025 was the central driver of this expansion, representing 22.1% of the total Net Revenue (BRL 787.9 million). The main highlights were:

- Varicella: BRL 402.3 million
- RSV (Respiratory Syncytial Virus): BRL 356.9 million
- Dengue: BRL 28.7 million
- While the Influenza vaccine remained a core sustaining pillar (growth of 1.4%), the Hepatitis A (-51.4%) and Hepatitis B (-65.9%) lines saw a reduction, explained by adjustments in inventory levels by the Ministry of Health.

Other Revenues: Donations and Partnerships

The "Donations and partnerships" line increased by 337.9%, from BRL 19.8 million in 2024 to BRL 86.6 million in 2025, which is explained by the increased volume of expense reimbursements for clinical studies of partnered projects, especially Chikungunya, with reimbursements made by the company Valneva.

Net Revenue by Market (BRL '000)

	2025	2024	△%
Domestic market	**3,404,435**	**3,040,690**	**12.0%**
Public	3,391,220	3,038,226	11.6%
Private	13,215	2,464	436.3%
Foreign market	**73,276**	**70,150**	**4.5%**
Public	65,555	65,525	0.0%
Private	7,721	4,625	66.9%
Other revenues	**86,641**	**19,784**	**337.9%**
Total net revenue	**3,564,352**	**3,130,624**	**13.9%**
Public	*3,456,775*	*3,103,751*	*11.4%*
Private	*20,936*	*7,089*	*195.3%*

Total Net Revenue showed growth in both operational markets in fiscal year 2025. The Domestic Market continues to be the main financial driver of the entity, representing the vast majority of revenue and recording a consolidated expansion of 12% compared to the previous year.

- **Domestic Market:** The highlight of the period was the Private segment, which jumped from BRL 2.5 million in 2024 to BRL 13.2 million in 2025 (an expressive growth of 436.3%). This increase suggests the intensification of client base diversification, driven by a consistent development of the single-dose Influenza presentation and the start of distribution to the private sector. Meanwhile, the Public sector, responsible for the largest share of domestic revenue, maintained robust growth of 11.6%, contributing a nominal increase of BRL 353.0 million.

- **Foreign Market:** The Foreign Market presented moderate growth of 4.5%. This result was driven exclusively by the Private sector, which grew 66.9%. Conversely, the foreign Public sector recorded volume maintenance, indicating stability in this specific niche.

The revenue composition demonstrates a concentration in the domestic public market but reveals a positive trend of accelerated growth in the private segments (both domestic and foreign), indicating a market expansion beyond government spheres, following the diversification strategy outlined in our Strategic Plan.

Cost of Products and Goods Sold (BRL '000)

	2025	2024	D%
Cost of Products Sold	(971,672)	(1,232,142)	-21.1%
Cost of Goods Sold	(1,024,552)	(369,410)	177.3%
Subtotal	**(1,996,224)**	**(1,601,552)**	**24.6%**
Subtotal % of revenues	**57.4%**	**51.5%**	**5.9 p.p.**
Disposals	(126,801)	(111,655)	13.6%
Variable selling expenses	(7,678)	(1,025)	649.1%
Inventory adjustment	1,520	5,009	-69.7%
Total	**(2,129,183)**	**(1,709,223)**	**24.6%**
Total % of revenues	**59.7%**	**54.6%**	**4.8 p.p.**

In fiscal year 2025, a significant change was observed in the company's cost structure.

Cost of Products Sold (COPS), relating to domestic production, showed a reduction of 21.1%. Conversely, Cost of Goods Sold (COGS) recorded a significant increase of 177.3%. This shift is explained by the launch of new products (Varicella and RSV vaccines), still under the resale model, prior to production internalization, resulting in temporary compression of the gross margin until technology transfer advances and we begin to produce these products internally.

Impact on Operating Margin: Total cost rose from BRL 1,709.2 million to BRL 2,129.2 million. The increase in total cost (+24,6%) primarily reflects the introduction of new products still under the resale model, as well as logistical and inflationary pressures. As a consequence, the weight of costs over revenue went from 54.6% to 59.7%, resulting in a temporary compression of the gross margin.

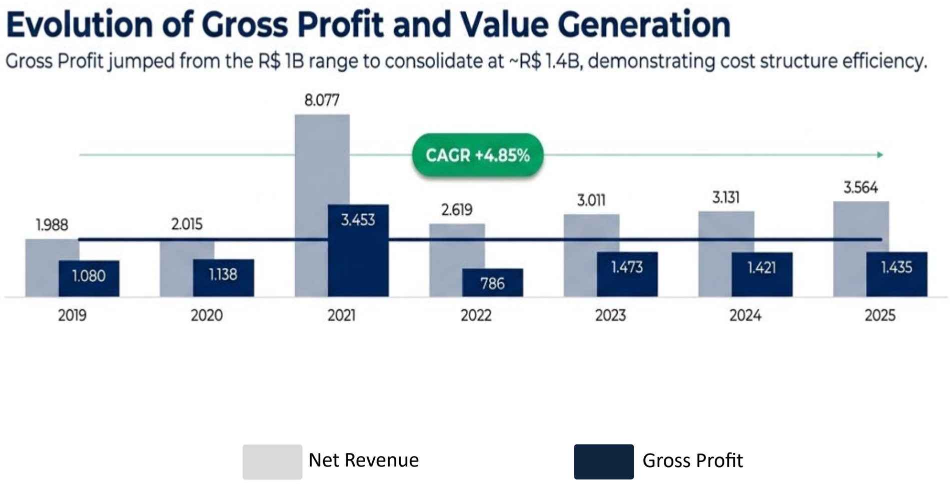
There was a 13.6% increase in losses from disposals, totaling BRL 126.8 million. This amount follows the growth trend of the transacted volume.

Although they represent a smaller portion of the total cost, logistics expenses jumped from BRL 1.0 million to BRL 7.7 million (an increase of 649%). This jump is mainly related to the expansion of sales in the domestic market.

The inventory adjustment had a smaller positive impact in 2025 (BRL 1.5 million) compared to 2024 (BRL 5.0 million).

Gross Profit (BRL ‘000)

Gross profit in 2025 was BRL 1,435.2 million (BRL 1,421.4 million in 2024).



Operating Expenses (BRL '000)

	2025	2024	△%
Administrative expenses (a)	(863,021)	(695,533)	24.1%
Research & Development (b)	(373,353)	(197,973)	88.6%
Other expenses (c)	(7,508)	(49,986)	-85.0%
Total	**(1,243,882)**	**(943,492)**	***31.8%***

(a) Administrative expenses

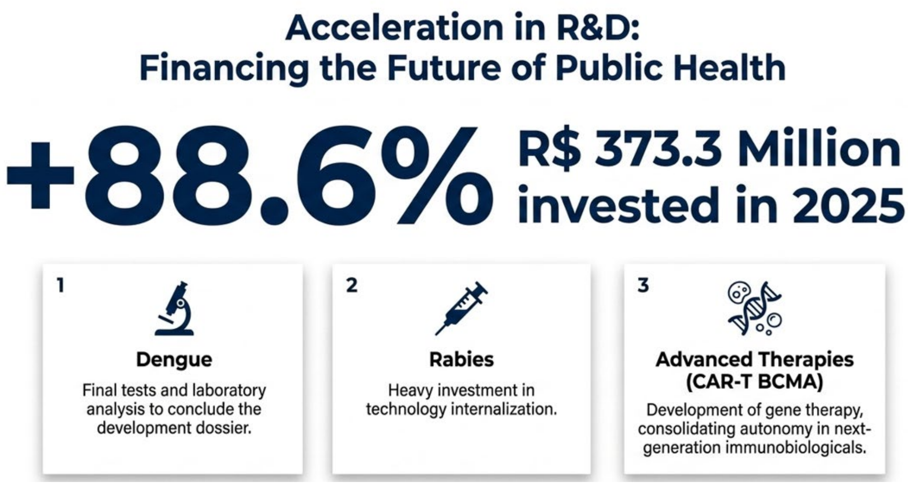
Administrative expenses totaled BRL 863.0 million in 2025, representing an increase of BRL 167.5 million (+24%) compared to the previous year. This evolution is mostly explained by the following factors:

- **Human Capital and Talent Retention (BRL 137.8 million):** The main driver of growth, resulting from the expansion of the workforce with 133 new hires. The amount reflects the implementation of the Supplementary Pension Plan and a 21.8% adjustment in health benefits, essential measures to ensure the Foundation's competitiveness in retaining highly specialized talent in biotechnology.
- **Tax Management and Prudence (BRL 28.8 million):** Refers to the full provisioning of the recoverable ICMS (state value-added tax) balance. The decision is based on technical analyses indicating that the accumulated amount exceeds future debit projections, opting for the accounting provisioning as there is no expectation of financial realization in the short or medium term.
- **Energy Security and Sustainability (BRL 12.5 million):** Impact related to the start of operations of the Natural Gas Cogeneration Plant. This investment mitigates risks of interruption in critical production cycles and guarantees total energy autonomy to industrial plants and laboratories.

(b) Research, Development (R&D) and Technological Autonomy

In 2025, the Foundation intensified its institutional mission with an increase of BRL 175.4 million in R&D investments compared to 2024. The funding was directed toward projects of high complexity and national impact:

- **Clinical Advances (Dengue Vaccine):** Concentration of efforts and resources on final trials and laboratory analyses, aiming to complete the development dossier for the 5-dose presentation.
- **Technology Transfer and Advanced Therapies:** Robust investments in internalizing the technology for a self-amplifying mRNA rabies vaccine and in developing the CAR-T BCMA gene therapy, consolidating Brazilian autonomy in the production of next-generation immunobiologicals.



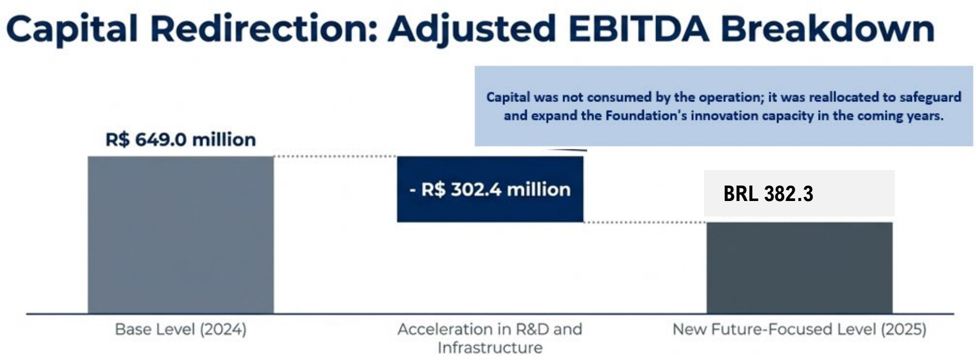
(c) Other expenses

Refer basically to agreements entered into with: FINEP, FAPESP, CSP (Serum Production Center).

EBITDA and Adjusted EBITDA (BRL '000)

The reduction of 43.3% in EBITDA (BRL 346.7 million) and of 41.1% in Adjusted EBITDA (BRL 382.3 million) in 2025 reflects a period of strategic transition. This performance is a direct result of two tactical pillars:

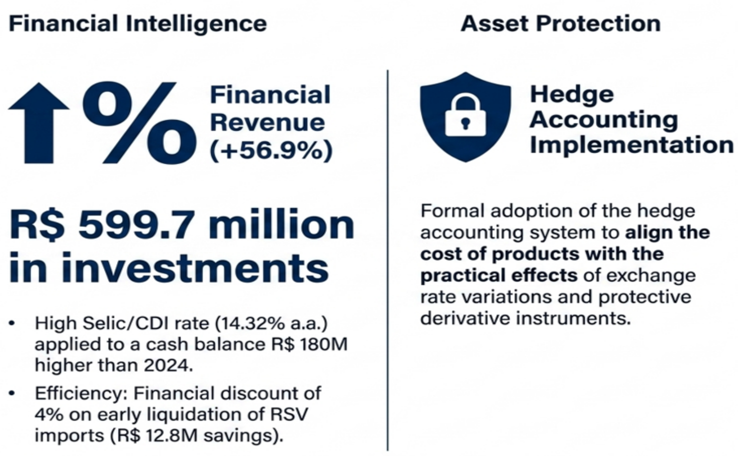
- **Sales Mix:** Higher representation of resale products in the portfolio.
- **Investment in the Future:** Acceleration of funding in R&D to strengthen technological competitiveness.



Finance Income (Costs) (BRL '000)

Since 2023, Fundação Butantan has carried out derivative transactions under a hedge policy approved by the Supervisory Board and Board of Trustees, aiming to mitigate exposure to currency volatility. In 2025, the institution evolved to the adoption of Hedge Accounting (IFRS/CPC standards). This measure aligns accounting recognition with the economic reality of transactions, reducing fluctuations in the Statement of Activities and optimizing the management of assets and liabilities in foreign currency.

	2025	2024	△%
Financial investments	599,700	382,332	56.9%
Discounts	23,943	742	3126.8%
Interest and fines	(34,223)	(3,554)	862.9%
Bank fees and other finance costs	(2,022)	(5,655)	-64.2%
Monetary adjustment	19	(8,926)	100.0%
Exchange rate variation	(54,837)	(16,218)	238.1%
Derivative financial instruments	(69,471)	30,318	-329.1%
Exchange rate variation	14,634	(46,536)	-131.4%
Total	**532,580**	**348,721**	***52.7%***



Active liquidity management, combined with the high interest rate environment and control over foreign exchange exposure, contributed to a 56% growth in finance income.

<u>Finance Income</u>

The positive performance of finance income was sustained by three pillars:

- **Liquidity management and interest rates:** The profitability of investments was driven by the increase in the basic interest rate (average CDI of 14.32% p.a. in 2025 compared to 10.88% p.a. in 2024), combined with an average cash balance that was BRL 180 million higher than the previous year.
- **Foreign exchange exposure risk management**: strict controls were maintained over foreign exchange exposure, with monitoring of the foreign exchange balance and its financial impacts, contributing to greater predictability of results.
- **Financial efficiency in imports:** Within the scope of the RSV vaccine import, the Foundation optimized its cash flow through early settlement of remaining balances. This transaction generated a 4% financial discount, representing a direct savings of BRL 12.9 million.

Finance Costs and Risk Management (Hedge Accounting)

Finance costs comprise the cost of debt service and the management of passive exposure:

- **Financing charges:** Correspond to the interest and contractual charges of credit operations with the BID and BNDES, intended for the long-term financing of institutional infrastructure.
- **Accounting treatment of hedge:** Starting in 2025, the Foundation formally adopted the practice of Hedge Accounting. With this methodology, the exchange variations of the hedging instruments are temporarily recognized in Other Comprehensive Income (OCI). This deferral allows mitigating the volatility of finance income (costs), keeping the impacts on equity until the actual realization of the hedged item (import of inputs and obligations with suppliers), ensuring a more faithful presentation of the economic performance.
- **Tax burden on investments:** The increase in the finance income base resulted in a proportional growth in the IRRF expense on liquidity investments.

Surplus (BRL ‘000)

R$ 723.9 million

Net Margin of 20.3%

Despite the exponential increase in research funding, the business model proves its vitality by maintaining a high surplus, guaranteeing funding for Strategic Planning.

Working Capital Requirement - NCG (BRL ‘000)

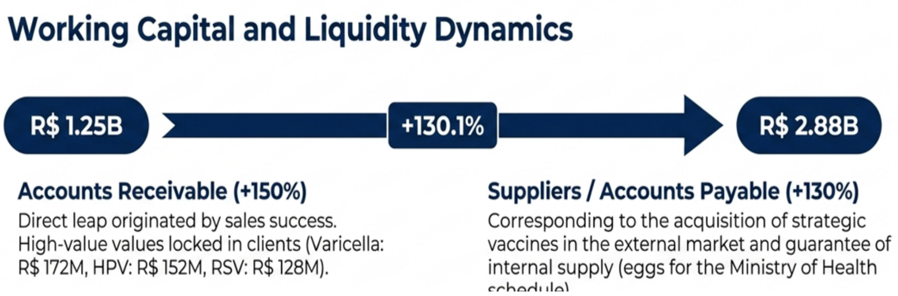
	2025		2024		Δ%
	Days	Amount	Days	Amount	
Accounts receivable (a)	36	787,180	24	314,374	150.4%
Inventories (b)	106	1,288,336	110	674,980	90.9%
Other accounts receivable	3	29,466	1	8,966	228.6%
Total amounts invested		**2,104,982**		**998,320**	**110.9%**
Suppliers (c)	77	978,858	74	424,610	130.5%
Labor obligations and social charges	11	(104,353)	10	(88,981)	17.3%
Tax obligations	10	(94,776)	9	(79,855)	18.7%
Total sources of funds		**779,729**		**255,774**	**204.9%**
NCG		**2,884,711**		**1,254,094**	**130.0%**

The balance of "Accounts receivable" is driven mainly by the billing of vaccines and biological products. The composition of this balance stands out due to the relevance of the following items:

- **Varicella:** Represents the largest individual share, with BRL 172.8 million.
- **HPV:** Contributes BRL 152.0 million to total revenue.
- **RSV:** Presents a balance of BRL 128.1 million.
- **Hepatitis A:** Records the amount of BRL 128.0 million.

- In addition to these, the portfolio includes products such as **Adalimumab** (BRL 88.4 million), **dTpa** (BRL 45.4 million), and **Dengue** (BRL 28.7 million), which, added to others (BRL 36.5 million), consolidate the robustness of the institution's receivables.

The higher amounts under "Suppliers" correspond to the acquisition of vaccines in the foreign market, such as dTpa (BRL 48.8 million), Hepatitis A (BRL 48.1 million), Rabies (BRL 42.4 million), Hepatitis B (BRL 15.1 million), and Varicella (BRL 14.7 million), in addition to eggs purchased in the domestic market to meet the delivery schedule for the Ministry of Health (BRL 10.6 million).



Net Financial Position (BRL '000)

Cash and short-term investments totaled BRL 5,089.8 million at the end of 2025, representing an increase of BRL 179.4 million compared to the end of 2024.

The Net Financial Position is the sum of cash and cash equivalents, minus bank loans and financing.

	2025	2024
Borrowings		
Current	(57,871)	(11,525)
Noncurrent	(277,528)	(320,000)
Gross debt	**(335,399)**	**(331,525)**
Cash and cash equivalents	5,089,823	4,910,443
(Cash) Net debt	**4,754,424**	**4,578,918**
(Cash) Net debt/EBITDA	13.71	7.48
(Cash) Net debt/total adjusted EBITDA	12.44	7.06

<u>Gross debt</u>

At December 31, 2025, the "Gross debt" of Fundação Butantan totaled BRL 335.4 million (BRL 331.5 million in 2024). The debt composition reflects Loans and borrowings from development institutions, with a profile compatible with long-maturity projects and low liquidity risk.

Projects financed by the raising of funds from the BID (BRL 314.9 million) and the BNDES (BRL 20.5 million):

BID	BNDES
Refrigerated Storage Center (CAR)	Tetravalent Influenza
Repository Center and Biobank	New PBI – Influenza Bank Production
Central Bioterium	
Gas Generation Plant	

<u>Debt Profile and Indebtedness Schedule</u>

The Foundation's capitalization prioritized long-term sustainability and the preservation of operating cash flow. It is important to highlight that the fundraising from the BID (BRL 314.9 million) and the BNDES (BRL 20.5 million) was fully structured in 2024, with no new Loans and borrowings or financing contracted during 2025.

Below we detail the composition and scheduling of these obligations:

Institution	Amount	Grace Period (principal)	Amortization start	Periodicity (interest amortization)
BID	R$ 314.9 million	3 years	March 2026	Semiannual
BNDES	R$ 20.5 million	4 years	February 2027	Quarterly (monthly after 2027)

The amortization schedule was designed to ensure that the resumption of principal payments occurs gradually, avoiding disbursement peaks:

- **BNDES Financing:** Characterized by broad operational breathing room. Interest settlement occurs quarterly until January 2027. Starting in February 2027, debt service (principal and interest) becomes monthly, aligning with the maturation and revenue generation of the financed projects.
- **BID Financing:** Presents a medium-term profile, with the outstanding balance diluted into 14 installments following the grace period. The semiannual interest flow (March and September) was chosen to reduce pressure on immediate liquidity.

The planned staggering between the end of the grace periods for the BID (2026) and the BNDES (2027) reflects prudent liability management. This organization protects the Foundation's investment capacity and ensures the fulfillment of obligations without compromising the funding of essential activities.

Economic and financial indicators

The variation in ratios between 2024 and 2025 reveals a capital allocation more oriented toward growth and long-term sustainability. The increase in R&D investment indicates that the Foundation is transforming static resources into growth vectors. The debt represents a small percentage of the financial position, balanced and focused on the long term, ensuring that the organization's acceleration occurs without compromising its solid economic base.

<u>Liquidity Ratios (Optimization of resource application)</u>

The observed reduction in liquidity indicators reflects a more efficient allocation of capital, with resources directed toward strategic investments, without prejudice to economic security and maintaining ratios at very healthy levels, all above 1.0.

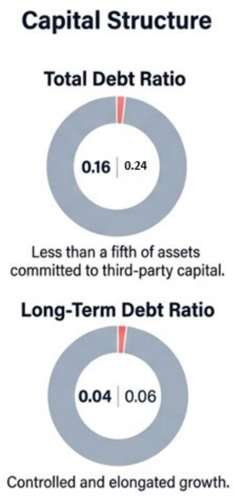
Current Ratio	Quick Ratio	Strategic Health Parameter:
2024: 9.48 → 2025: 5.18	2024: 8.40 → 2025: 4.28	An index of 1.00 attests to total payment capacity. Retained values above 3.00 demonstrate extreme cash slack.
General Ratio	**Cash Ratio**	
2024: 7.37 → 2025: 5.12	2024: 7.83 → 2025: 3.58	

- **Current Ratio:** Moved from 9.48 in 2024 to 5.18 in 2025, reflecting the use of working capital for institutional development.
- **Acid Test Ratio:** Reduced from 8.40 to 4.28, following the movement of assets to expansion projects.

- **General Liquidity Ratio:** Decreased from 7.37 to 5.12, maintaining a robust payment capacity against long-term commitments.
- **Quick Ratio:** Varied from 7.83 to 3.58. Although this is the largest proportional drop, the ratio still indicates that the Foundation has more than three times the necessary amount in immediate cash to cover its short-term obligations, demonstrating high solvency.

Indebtedness Ratios and Resource Allocation

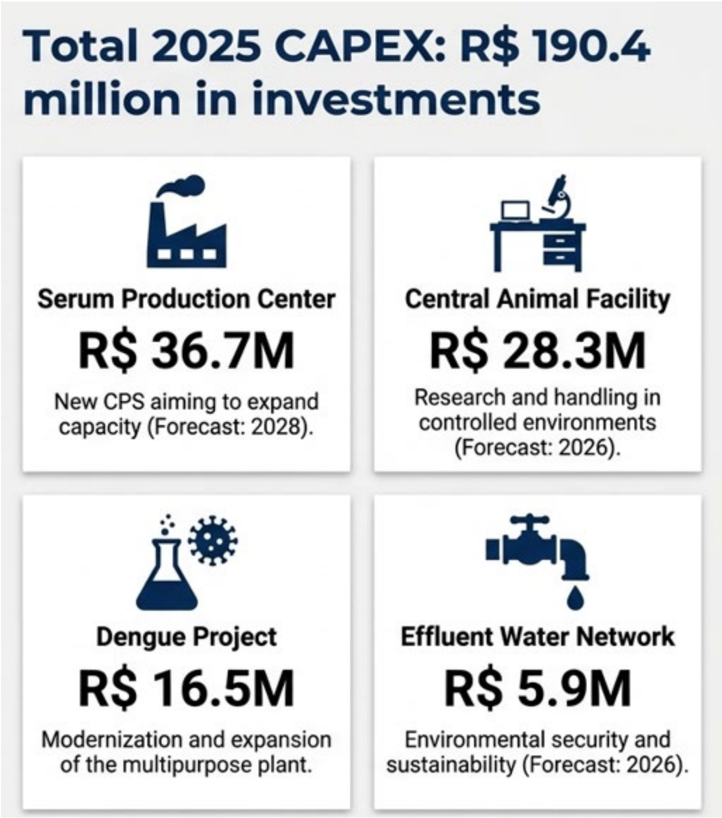
The Foundation optimized its capital structure simultaneously with the acceleration of its investments. Proactive liability management ensured that indebtedness occurred sustainably, maintaining the balance between leverage and operational expansion.



- **General Indebtedness:** Showed an increase, reaching 0.24 (24% of assets) versus 0.16 (16%) in 2024, which reinforces economic security even during an expansion phase.
- **Short-Term Indebtedness:** There was an increase from 0.08 (in 2024) to 0.15 (in 2025). This demonstrates that there is almost no pressure from immediate debts, allowing the Foundation to focus its operational resources on growth.
- **Long-Term Indebtedness:** Increased from 0.04 to 0.06. This movement confirms that the organization opted for long-term structured financing sources, aligned with the maturation time of its development plan.
- **Indebtedness Proportionality:** Increased from 0.58 to 0.77, consolidating that the vast majority of obligations are now long-term, ensuring financial stability while the organization grows.

Investments (in thousands of BRL)

The Foundation's property, plant, and equipment are comprised of equipment, buildings, and production infrastructure, in addition to all cultural and administrative infrastructure essential for the continuity of the organization's operations. The intangible assets are mainly comprised of software.


Total 2025 CAPEX: R$ 190.4 million in investments
Serum Production Center
R$ 36.7M
New CPS aiming to expand capacity (Forecast: 2028).
Central Animal Facility
R$ 28.3M
Research and handling in controlled environments (Forecast: 2026).
Dengue Project
R$ 16.5M
Modernization and expansion of the multipurpose plant.
Effluent Water Network
R$ 5.9M
Environmental security and sustainability (Forecast: 2026).

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A free translation from Portuguese into English of Financial Statements prepared in Brazilian currency in accordance with the accounting practices adopted in Brazil.

Independent auditor's report on financial statements

To the Board of Directors and Officers of
Fundação Butantan
São Paulo -SP

Opinion

We have audited the financial statements of Fundação Butantan (the "Foundation"), which comprise the statement of financial position as at December 31, 2025, and the statements of activities, of comprehensive income, of changes in equity and of cash flows for the year then ended, and notes to the financial statements, including material accounting policies and other explanatory information.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation at December 31, 2025, its financial performance and its cash flows for the year then ended, in accordance with the accounting practices adopted in Brazil.

Basis for opinion

We conducted our audit in accordance with Brazilian and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the Foundation in accordance with the relevant ethical principles set forth in the Code of Professional Ethics for Accountants, the professional standards issued by Brazil's National Association of State Boards of Accountancy (CFC) and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matters

Statements of value added

The Statements of Value Added (SVA) for the year ended December 31, 2025, prepared under the responsibility of the Foundation's executive board and presented as supplementary information, were submitted to the same audit procedures conducted together with the audit of the Foundation's financial statements. For the purpose of forming our opinion, we evaluated whether these statements are reconciled with the financial statements and accounting records, as applicable, and whether their form and content are in accordance with the criteria set forth in Accounting Pronouncement CPC 09 - Statement of Value Added. In our opinion, these statements of value added have been properly prepared, in all material respects, in accordance with the criteria set forth in this Accounting Pronouncement, and are consistent with the financial statements as a whole.

Responsibilities of the executive board and those charged with governance for the financial statements

The executive board is responsible for the preparation and fair presentation of the financial statements in accordance with accounting practices adopted in Brazil, and for such internal control as the executive board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the executive board is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the executive board either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Brazilian and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Brazilian and International Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the executive board.
- Conclude on the appropriateness of the executive board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's

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report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during our audit.

São Paulo, March 19, 2026

ERNST & YOUNG
Auditores Independentes S/S Ltda.
CRC SP-034519/O

Felipe Safra Dória de Azevedo
Accountant CRC-1SP264144/O-0

FUNDAÇÃO BUTANTAN

Statements of financial position

Assets	Nota	2025	2024
Current assets			
Cash and cash equivalents	5	5,089,823	4,910,443
Resources from partnerships with third parties (Agreements)	6	125,016	22,126
Accounts receivable	7	787,180	314,374
Derivative financial instruments	27	43,072	13,038
Inventories	8	1,288,336	674,980
Advances and prepaid expenses	9	22,482	7,574
Other accounts receivable	9	6,983	1,392
Total current assets		**7,362,892**	**5,943,927**
Noncurrent assets			
Judicial deposits	18	2,443	373
Property, plant and equipment	10	1,955,233	1,889,238
Intangible assets	11	90,299	106,103
Total noncurrent assets		**2,047,975**	**1,995,714**
Total assets		**9,410,867**	**7,939,641**

Liabilities	Nota	2025	2024
Current liabilities			
Suppliers	12	978,858	424,610
Borrowings	13	57,871	11,525
Derivative financial instruments	27	59,683	-
Labor obligations and social charges	14	104,353	88,981
Tax obligations	15	70,744	72,260
Partnerships with third parties (Agreements)	16	125,016	22,126
Lease agreements	17	-	915
Other accounts payable		24,032	6,680
Total current liabilities		**1,420,557**	**627,097**
Noncurrent liabilities			
Borrowings	13	277,528	320,000
Provision for labor and civil contingencies	18	7,054	37,584
Partnerships with third parties (Agreements)	16	132,321	92,088
Total noncurrent liabilities		**416,903**	**449,672**
Equity			
Owners' equity	20	6,862,872	6,036,242
Carrying value adjustments	20	(13,332)	-
Surplus for the year	20	723,867	826,630
Total equity		**7,573,407**	**6,862,872**
Total liabilities		**9,410,867**	**7,939,641**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Statements of activities

	Note	2025	2024
Domestic market		3,407,288	3,040,876
Foreign market		73,323	70,355
Revenues from agreements		13,417	14,078
Other operating revenues		72,156	4,698
Volunteer work		1,068	1,008
Returns and rebates		(2,900)	(391)
Net revenue	**21**	**3,564,352**	**3,130,624**
Cost of products and goods sold	22	(2,129,183)	(1,709,223)
Gross profit		**1,435,169**	**1,421,401**
Operating expenses			
General and administrative expenses	23	(1,236,374)	(893,506)
Expenditure on agreements	16	(13,417)	(14,078)
Other revenues and (expenses)	24	6,977	(34,900)
Volunteer work		(1,068)	(1,008)
Income before finance income (costs)		**191,287**	**477,909**
Finance income	25	783,016	570,966
Finance costs	25	(250,436)	(222,245)
Surplus for the year		**723,867**	**826,630**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Statements of comprehensive income

	2025	2024
Surplus for the year	**723,867**	**826,630**
Other comprehensive income	**(13,332)**	
Hedge accounting - Hedge variation/cost	(70,201)	-
Hedge accounting - MTM	41,279	-
Hedge revaluation/redesignation	15,590	-
Total	**710,535**	**826,630**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

FUNDAÇÃO BUTANTAN

Statements of changes in equity

	Owners' equity	Carrying value adjustments	Surplus for the year	Total
Balance as of December 31, 2023	**5,428,014**	**-**	**608,228**	**6,036,242**
Incorporation of the previous fiscal year's surplus (deficit)	608,228	-	(608,228)	**-**
Surplus for the year	-	-	826,630	**826,630**
Balance as of December 31, 2024	**6,036,242**	**-**	**826,630**	**6,862,872**
Incorporation of the previous fiscal year's surplus (deficit)	826,630	-	(826,630)	**-**
Carrying value adjustments	-	(13,332)	-	**(13,332)**
Surplus for the year	-	-	723,867	**723,867**
Balance as of December 31, 2025	**6,862,872**	**(13,332)**	**723,867**	**7,573,407**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

FUNDAÇÃO BUTANTAN

Statements of cash flows

	2025	2024
Cash flow from operating activities		
Surplus for the year	723,867	826,630
Adjustments to:		
Provision for impairment of accounts receivable	-	-
Provision for inventory losses	11,611	(11,604)
Depreciation and amortization	155,378	134,027
Cost of property, plant and equipment and intangible assets written off	(15,138)	8,397
Provision for taxes and duties	(1,461)	36,466
Provision for labor and civil contingencies	(30,530)	32,171
Provision for exchange differences	535	9,156
Provision for derivative financial instruments	103,623	(30,318)
Hedge reserve	(13,332)	-
Adjusted cash flow from operating activities	**934,552**	**1,004,925**
Changes in operating assets and liabilities		
(Increase) decrease in assets:		
Resources from partnerships with third parties (agreements)	(102,890)	16,660
Accounts receivable	(472,903)	(69,294)
Inventories	(624,967)	178,686
Advances and prepaid expenses	(14,873)	(4,152)
Other accounts receivable	(5,627)	(844)
Judicial deposits	(2,070)	(61)
Increase (decrease) in liabilities:		
Suppliers	553,810	64,349
Labor obligations and social charges	15,372	6,678
Tax obligations	(55)	(1,086)
Other accounts payable	17,351	(1,876)
Partnerships with third parties (agreements)	143,123	(16,090)
Lease agreements	1,972	357
Cash (used in) from operating assets and liabilities	**(491,757)**	**173,327**
Net cash from operating activities	**442,795**	**1,178,252**
Cash flow from investing activities		
Additions to property, plant and equipment	(183,872)	(249,097)
Additions to intangible assets	(6,558)	(12,541)
Cash flow (used in) investing activities	**(190,430)**	**(261,638)**
Cash flow from financing activities		
Derivative financial instruments	(73,972)	17,280
Borrowings	3,874	331,525
Amortization of leases	(2,887)	(3,739)
Cash flow (used in) from financing activities	**(72,985)**	**345,066**
Net increase (decrease) in cash and cash equivalents	**179,380**	**1,261,680**
At beginning of year	4,910,443	3,648,763
At end of year	5,089,823	4,910,443
Net increase (decrease) in cash and cash equivalents	**179,380**	**1,261,680**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

The statements of cash flows were prepared using the indirect method and are presented in accordance with CPC 03 (R2) - Statement of Cash Flows.

Statements of value added

	2025	2024
Sale of products and goods	3,477,711	3,110,840
Revenues from agreements	13,417	14,078
Other operating revenues	72,156	4,698
Volunteer work	1,068	1,008
Net revenue	**3,564,352**	**3,130,624**
Cost of products and goods sold	(1,863,129)	(1,456,813)
Research, services, materials and others	(506,271)	(366,001)
Inputs acquired from third parties	**(2,369,400)**	**(1,822,814)**
Gross value added	**1,194,952**	**1,307,810**
Depreciation and amortization	(155,378)	(134,027)
Net value added produced by the Company	**1,039,574**	**1,173,783**
Finance income (including exchange gain)	783,016	570,966
Value added received in transfer	**783,016**	**570,966**
Total value added	**1,822,590**	**1,744,749**
Personnel	817,812	694,379
Taxes and contributions	156,173	85,012
Debt remuneration (interest, exchange loss and others)	124,738	138,728
Equity remuneration (surplus)	723,867	826,630
Value added distributed	**1,822,590**	**1,744,749**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

1. Operations

Fundação Butantan ("**Foundation**") is a private non-profit legal entity created on May 31, 1989. With administrative, operational, and financial autonomy, the Foundation was established by private individuals and is funded through own resources, operating in conformity with the Brazilian Civil Code.

Its core purpose is to support **Instituto Butantan** by fostering scientific, technological, and cultural development. The Foundation plays a critical role in the production and distribution of immunobiologicals, serums and other products of social interest, and may enter into partnerships and agreements with public or private entities, either national or foreign.

Consolidating its supportive role, the Foundation was accredited as a Support Foundation to Instituto Butantan (Decree SDECTI 55 of November 1, 2022). This relationship is formalized through the Strategic Alliance Contract (Process SES-PRC-2022/77503), which sets out the Foundation's responsibilities for promoting:

- Scientific research and innovation;
- Production of vaccines and biopharmaceuticals;
- Development of advanced therapies and new processes in the health area.

This agreement is effective for a 60-month term, with the possibility of an extension for a further 120 months, thus ensuring the continuity of long-term projects.

The Foundation's governance framework ensures ethical compliance and the effective management of resources. The management bodies are:

- **Board of Trustees:** Composed of nine members, it is the highest decision-making body of management.
- **Supervisory Board:** Composed of three members, it is responsible for advising the Board of Trustees on accounting, tax, financial, and budgetary management matters.
- **Executive Board:** It is the Foundation's executive management body and is headed by the Executive Officer, Saulo Simoni Nacif, and the General Superintendent, Marcio Augusto Lassance Cunha Filho.

2. Basis of presentation of the financial statements

2.1 Statement of compliance

The financial statements have been prepared in accordance with the accounting practices adopted in Brazil applicable to not-for-profit entities, as per Technical Interpretation ITG 2002 (R1). For matters not addressed by this standard, NBC TG 1000 (R1) (Accounting for Small- and Medium-sized Entities) was applied subsidiarily.

Management authorized the issuance of these financial statements on **March 19, 2026.**

2.2 Basis of measurement

The financial statements have been prepared based on historical cost, except for financial instruments measured at fair value through profit or loss.

2.3 Material accounting policies

The accounting policies detailed below have been applied consistently to all periods presented:

- **Accrual basis:** Assets, liabilities, revenues, and expenses are recognized in the period in which they are earned or incurred. Revenues from sales and services are recognized to the extent the performance obligations are satisfied.

- **Functional and presentation currency:** The Foundation's functional currency is the Real (BRL). For better readability, all balances were rounded to the nearest thousand, unless otherwise indicated.

- **Foreign currency translation:** Foreign currency-denominated transactions are translated at the exchange rate in effect at the date of the transaction. Monetary assets and liabilities are translated at the exchange rate prevailing at the end of the reporting period, with any exchange rate variations recognized directly in surplus or deficit.

2.3.1 Current and noncurrent assets and liabilities

Items expected to be settled or realized over the next 12 months or within the Foundation's operating cycle are classified as current. Items exceeding such term are classified as noncurrent, measured at their original amounts, plus charges and monetary variations incurred up to the reporting date.

2.3.2 Financial assets and liabilities

2.3.2.1 Financial assets

Financial assets are classified into the following categories: (i) at fair value through other comprehensive income (FVOCI); (ii) at amortized cost; and (iii) at fair value through profit or loss (FVTPL). The classification is based both on the entity's business model for managing the financial asset and on the characteristics of the financial asset's contractual cash flows.

Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment losses are recognized in the statement of activities.

2.3.2.2 Amortized cost

These are initially recognized at fair value, net of transaction costs, and subsequently measured at amortized cost using the effective interest method. Interest expenses are recognized based on the yield.

2.3.2.3 Financial assets at fair value through profit or loss

A financial asset is measured at fair value through profit or loss when it does not meet the classification criteria of the other categories or when, on initial recognition, it is designated to eliminate or reduce accounting mismatches.

2.3.2.4 Financial liabilities

Financial liabilities are measured at amortized cost.

2.3.2.5 Financial liabilities at fair value through profit or loss

Financial liabilities are, by default, measured at amortized cost, except for: (i) financial guarantee contracts, (ii) commitments to grant loans at below-market interest rates, (iii) financial liabilities that arise when the transfer of the financial asset does not qualify for derecognition or when the continuing involvement approach is applicable.

A financial liability will be measured at fair value through profit or loss when it eliminates and/or significantly reduces the accounting mismatch or if the liability group is managed at fair value.

2.3.2.6 Impairment

The Foundation calculates allowances for expected credit losses (ECL) on financial assets measured at amortized cost.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit losses, the Foundation considers reasonable and supportable information that is relevant and available at no excessive cost or effort. This includes quantitative and qualitative information and analysis based on the Foundation’s historical experience, creditworthiness, and forward-looking information.

An asset is impaired if objective evidence indicates that a loss event occurred after the initial recognition of the asset and that the loss event had a negative effect on projected future cash flows that can be reliably estimated.

Objective evidence that financial assets are impaired may include, among other factors:

- Significant financial difficulty of the debtor.
- Nonpayment or late payment by the debtor.

- Restructuring of amounts owed to the Foundation on terms that the Foundation would not consider in other transactions.

- Indications that the debtor or issuer will enter bankruptcy proceedings.

- The disappearance of an active market for a security.

In applying the impairment test, the carrying amount of an asset or cash-generating unit is compared with its recoverable amount. The recoverable amount is the higher of an asset’s net sale value and its value in use. Considering the particularities of the Foundation’s assets, the recoverable amount used to assess the impairment test is the value in use unless specifically indicated. This value in use is estimated based on the present value of future cash flows, the result of the Foundation's best estimates.

2.3.2.6.1 Nature of the impairment assessment:

The Foundation periodically assesses its assets to determine whether there is any indication of impairment that could impact its recoverable amount. This assessment is conducted in accordance with the Foundation’s accounting policies, which are in line with the applicable international accounting standards.

2.3.2.6.2 Recognition criteria:

Impairment is recognized when there is evidence that the carrying amount of an asset or cash-generating unit exceeds its recoverable amount. This evidence may include significant changes in the operating, economic, legal, regulatory, or technological environment that affect the asset’s ability to generate cash.

2.3.2.6.3 Assessment method:

The Foundation uses different methods to determine the recoverable amount of its assets, including the present value method of expected future cash flows, comparison with similar market values or fair value less costs of disposal. The choice of the appropriate method depends on each asset's specific characteristics.

2.3.2.6.4 Impairment measurement:

When it is determined that an asset or cash-generating unit is impaired, the impairment amount is recognized as an expense in the statement of activities for the period. The impairment amount is calculated as the difference between the asset's carrying amount and its recoverable amount.

2.3.2.6.5 Impairment reversal:

If the circumstances that led to the recognition of the impairment change and the recoverable amount of an asset increases, the impairment recognized in previous periods can be reversed, provided that it does not exceed the carrying amount that would have been determined if the impairment had not been recognized.

2.3.3 Accounting assumptions, estimates and judgments

The preparation of financial statements in accordance with accounting practices adopted in Brazil applicable to Not-for-Profit Entities (ITG 2002 - R1) requires Management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, revenues, and expenses. The actual results may differ from these estimates.

Estimates and assumptions are continuously reviewed. Revisions regarding accounting estimates are recognized in the period in which they are performed and in any future periods affected.

Information about uncertainties related to assumptions and estimates that have a significant risk of resulting in a material adjustment within the next fiscal year is included in the following explanatory notes:

- **Note 7** – Accounts receivable (allowance for expected credit losses on accounts receivable**)**
- **Note 8** – Inventories (provision for impairment of inventories)
- **Note 9** – Advances, prepaid expenses and other accounts receivable
- **Note 10** – Property, plant and equipment (PPE) (depreciation rates, useful life of property, plant and equipment and impairment)
- **Note 15** – Tax obligations (provision for income tax on financial investments and on derivative instruments)
- **Note 18** – Provision for labor and civil risks
- **Note 26** – Financial instruments
- **Note 27** – Hedge accounting

3. New pronouncements

In 2025, the Accounting Pronouncements Committee (CPC) issued a revision of the standards below, which are effective for 2025 and subsequent years.

CPC standard	Description	Effective date
CPC 02 (R2) / IAS 21	Standardization of the assessment of currency convertibility and exchange rates.	01.01.2025
OCPC 10	Guidance for the recognition and disclosure of carbon credits and emissions.	01.01.2025
CPC 48 / IFRS 9 and CPC 40 / IFRS 7	Clarifications on ESG assets, settlement of instruments, and new fair value disclosures.	01.01.2026
CPC 51 / IFRS 18	Supersedes CPC 26 (IAS 1). Reorganizes the income statement into categories (Operating, Investing and Financing categories).	01.01.2027

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

The changes have been evaluated and there is no effect on its financial statements in terms of their application.

In addition, the IASB issued a revision of existing pronouncements, which came into force on January 1, 2025, upon convergence of the pronouncements issued by the CPC:

Standard	Description
Amendments to IFRS 18/CPC 26 (R1) and IAS 7/CPC 03 (R2)	Presentation of Financial Statements
Amendments to IFRS 19	Subsidiaries without Public Accountability
Amendments to CPC 02 (R2)	Effects of Changes in Foreign Exchange Rates and Translation of Financial Statements
Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments

These changes will only be valid for periods beginning on or after January 1, 2027, and will be applied retrospectively. The Foundation does not expect the adoption of the standards listed above to have a material impact on the financial statements in future periods.

4. Main events occurred during 2025

4.1 Strategic and operational overview

FY2025 was driven by the implementation of the 2024-2034 Strategic Plan, with a focus on portfolio expansion, technological innovation, and financial sustainability. The Foundation has consolidated its position within the Health Economic-Industrial Complex through management practices oriented toward operational effectiveness and the strengthening of Productive Development Partnerships (PDPs) and the Local Development and Innovation Program (PDIL), resulting in a high rate of project approvals by the Ministry of Health.

4.2 Business performance and portfolio expansion

The Foundation reported a 13.9% increase in revenue from product sales, driven by the introduction of vaccines against Varicella, Respiratory Syncytial Virus (RSV), and Dengue.

Regulatory Highlights: Approval of the Butantan-DV (Dengue) vaccine by Anvisa (National Health Surveillance Agency), with 74.7% efficacy, and the commencement of supply to the National Immunization Program (PNI).

New Markets: Expansion of the Trivalent Influenza Vaccine in the private sector, reaching 600 points of sale and creating new revenue streams. The Foundation has also entered into five new PDP (Productive Development Partnerships) agreements with the Ministry of Health and private-sector partners for the production of RSV and Covid vaccines, as well as the monoclonal antibodies Pembrolizumab, Natalizumab, and Bevacizumab.

The period was also characterized by the diversification of production platforms, particularly by entering into partnership agreements to advance self-amplifying mRNA technology and the development of monoclonal antibodies (mAbs) targeting Zika and Yellow Fever. Progress in Phase II and Phase III clinical trials (Avian Influenza and Adjuvanted Influenza) further strengthens the scientific pipeline and enhances its future value-generation potential.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

4.3 The Foundation made progress in its sustainability and environmental transparency agenda

A 13% decrease in water consumption and an 8.6% reduction in energy consumption were reported, supported by investments exceeding BRL 2.9 million in environmental management and biodiversity.

4.4 Tax reform (Constitutional Amendment 132/2023 and Supplementary Law 214/2025)

The Foundation has been monitoring the transition to the Dual VAT system, which comprises the CBS (Contribution on Goods and Services) and the IBS (Tax on Goods and Services). The schedule establishes 2026 as a testing year, featuring trial tax collection and operational adjustments. In 2027, PIS and COFINS will be replaced by CBS. The transition from ICMS and ISS to the IBS will occur gradually between 2029 and 2032, with the complete replacement of the previous system in 2033.

In order to assess the impacts of the new legislation and prepare the organization for the transition period, a Tax Reform Committee was established to monitor regulatory changes and coordinate the necessary measures for adapting internal processes.

In connection with such process, adjustments to the Foundation's ERP system were initiated to support the coexistence of tax regimes during the transition period. Technology investments encompass the automation of new taxes, the adaptation of bank reconciliation processes associated with the split payment mechanism, and the enhancement of documentary validation controls, with a view to ensuring the accurate utilization of tax credits.

Moreover, the Foundation has engaged a specialized legal and tax advisory firm to support the assessment of the impacts arising from the reform and the implementation of the measures required to comply with the new tax model.

The split payment implementation expected for 2027 will entail the payment of taxes upon the financial settlement of transactions. In this context, the Foundation has been assessing the potential impacts of such system on cash flows, which matter is an integral part of the consulting engagement plan for 2026.

Another relevant aspect under analysis concerns contracts with customers and suppliers, with a view to identifying the main impacts arising from the Tax Reform implementation, particularly in relation to costs, the utilization of tax credits, and effects on cash flows. In this context, the Foundation will also assess the need to review commercial terms and conditions and renegotiate prices for key products potentially affected by the new tax model.

4.5 Merger of Fundação para o Remédio Popular (FURP)

On November 11, 2025, the Legislative Assembly of the State of São Paulo approved a bill whereby authorizing the merger of Fundação para o Remédio Popular (FURP) into Instituto Butantan. The measure aims to integrate FURP's facilities into the research, development, and production activities of Instituto Butantan. Fundação Butantan is expected to support the administrative and operational transition process, so as to ensure the continuity of production and supply of essential medicines to the public healthcare system.

Upon the merger of Fundação para o Remédio Popular (FURP), a fifth business line dedicated to pharmaceutical products will be established within Instituto Butantan, complementing the existing lines of vaccines, serums, monoclonal antibodies, and advanced therapies. The strategy underlying such new line of pharmaceutical products encompasses the following objectives:

- **Expansion of service channels:** Expand the supply of medicines to municipalities throughout Brazil. In the State of São Paulo, for instance, the number of municipalities regularly served has decreased in recent years from roughly 600 to approximately 30.

- **Portfolio expansion:** Expand the portfolio of medicines from approximately 30 to around 65 products over the next five years, focusing on rare diseases, oncology, and antiretroviral therapies.

- **Improved utilization of production capacity:** Gradually increase production, currently at approximately 400 million units p.a., seeking greater utilization of the installed capacity, estimated at up to 3 billion units p.a.

- **Enhancement of technology and innovation:** Implement biotechnology platforms and the production of injectable medicines, as well as to enable technology transfers through Productive Development Programs (PDPs).

5. Cash and cash equivalents

Cash and cash equivalents are classified as financial assets measured at fair value through profit or loss (FVTPL) and comprise cash on hand, bank deposits and highly-liquid short-term investments, which are readily convertible into a known cash amount and subject to an insignificant risk of change in value.

- **Measurement:** The fair value of these instruments at the end of the reporting period does not differ significantly from their carrying amount, given their short-term nature and high liquidity.

- **Recognition:** Finance income and changes in fair value are recognized in the statement of activities on an accrual basis, using the effective interest method.

	2025	2024
Banks	583	1,402
Short-term investments	5,089,240	4,909,041
Total	**5,089,823**	**4,910,443**

Breakdown of balances:

Nature of the Investment	Accounting Classification	2025	2024
Banks		583	1,402
Highly liquid investments (CDB)	FVTPL	995,964	2,708,113
Short-term investments (Reverse Repurchase Agreements Exclusive Fund/Short-Term)	FVTPL	260,060	1,031,597
Financial Bills (Exclusive Fund)	FVTPL	2,168,159	103,485
Financial Bills (Own Portfolio)	FVTPL	748,993	807,875
Federal Government Bonds (Exclusive Fund)	FVTPL	916,063	257,971
Total		**5,089,823**	**4,910,443**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

The Foundation's short-term investments are managed under a conservative investment policy that prioritizes capital preservation and ensures the liquidity required for operations. The strategy seeks to maximize returns within strictly defined risk limits and is primarily composed of:

- **Bank Deposit Certificates (CDBs):** Investments held with first-tier financial institutions, with a minimum credit risk rating of BBB/Baa2 (national scale), assigned by specialized credit rating agencies.

- **Exclusive investment funds:** Portfolios composed exclusively of fixed-income assets with low credit risk, including:

  ✓ **Federal government bonds:** Securities held in custody within the Special System for Settlement and Custody (SELIC), which are considered as the lowest sovereign credit risk assets in the domestic market.

  ✓ **Financial Bills (LF):** Securities issued by private financial institutions with equity exceeding BRL 7,5 billion, subject to the credit rating criteria set out in the internal investment policy.

Management continuously monitors the exposures to credit and market risks. This control ensures compliance with concentration limits by issuer and asset class, contributing to the mitigation of the following risks: **Liquidity risk:** ensuring that investment redemption periods are aligned with the Foundation's cash flow requirements.

- **Credit risk:** through the periodic assessment of issuers' creditworthiness and solvency.

- **Market risk:** by monitoring the sensitivity of assets to interest rate fluctuations.

The Foundation monitors the credit risk exposure of its financial investments based on credit ratings assigned by independent rating agencies (S&P, Moody's and Fitch). The portfolio is broken down by credit risk as follows:

Credit Rating (National Scale)	Instrument	Amount	% of the Portfolio
AAA	Government Bonds	916,063	18%
AAA	CDB / Financial Bills	2,929,191	58%
AAA	CDB	1,136,674	22%
AA+	LF	107,895	2%
Total		**5,089,823**	**100%**

Accounting policy

Cash and cash equivalents comprise cash, bank deposits and highly-liquid short-term investments, originally maturing within 90 days from the investment date.

These assets are readily convertible into known amounts of cash and are subject to an insignificant risk of changes in value. They are held to meet short-term cash commitments rather than for investment or other purposes.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

6. Resources from partnerships with third parties (agreements)

	2025	2024
Banks (5)	386	6
Short-term investments	124,630	22,120
Total	**125,016**	**22,126**

During 2025, the Foundation raised development funds intended to support strategic projects, which are classified as restricted funds. The main funding transfers from the Ministry of Health were as follows:

- **Production Capacity Expansion (BRL 75,923):** Funds specifically allocated to the acquisition of capital assets for the Filling and Lyophilization areas.

- **Serum Production Center (CPS) (BRL 15,215):** Funds allocated to defray civil works and the modernization of the unit's equipment park.

Pursuant to the contractual terms and conditions and the prevailing legislation, the balances of unused funds are held in specific bank accounts and invested in the financial market. Income earned is mandatorily tied to the purpose of the agreement and is reinvested in the project itself or returned to the funding agency, in accordance with the policy set out in each legal instrument.

Accounting policy

Funds from partnerships with third parties comprise balances in bank accounts and financial investments linked to the agreements.

7. Accounts receivable

	2025	2024
Domestic (a)	796,083	323,758
Foreign	1,663	1,182
Provision for impairment of accounts receivable (b)	(10,566)	(10,566)
Total	**787,180**	**314,374**

(a) Domestic accounts receivable comprise mainly amounts billed to the Ministry of Health. The balance mostly comprises bills issued in December 2025, reflecting the financial cycle and the agreed average collection terms. The main products comprised in accounts receivable are: HPV Vaccine (BRL 152,025), RSV Vaccine (BRL 128,081) and Varicella Vaccine (BRL 172,794).

(b) The allowance for expected credit losses totaled BRL 10,566 at the end of the reporting period and remained unchanged when compared to the prior period. The accrued amount refers to specific amounts that are under court-ordered collection.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Management believes that the other balances are exposed to a low credit risk, given that the main counterparty is the Federal Public Administration, without any past default events that would justify the recognition of additional allowances.

The balance of “accounts receivable” by maturity period is shown below:

	2025	2024
Not overdue	658,225	268,926
Overdue:		
From 1 to 30 days	86,136	38,623
From 31 to 60 days	731	3,183
Over 61 days	52,654	14,208
Total	**797,746**	**324,940**

Accounting policy

Accounts receivable correspond to amounts receivable mainly from the Ministry of Health for the sale of products (vaccines, serums, and medicines).

These financial assets are initially recognized at fair value and subsequently measured at amortized cost, which, in practice, corresponds to their nominal value, given the short-term nature and lack of significant financing components. The balances are segregated between Current and Noncurrent Assets according to the respective maturity periods.

In order to recognize an allowance for expected credit losses, the Foundation applies the expected credit loss model, in conformity with CPC 48. The measurement methodology considers the following:

- Individual analysis: Executive Board’s regular monitoring of outstanding receivables, focused on the aging and history of debtor’s solvency.
- Allowance Recognition Criteria: For receivables for which there is objective evidence of impairment or receivables subject to legal dispute, an allowance is recognized for 100% of the debt amounts.
- Sector Credit Risk: Given that the receivables portfolio is concentrated in Public Administration entities, credit risk has been historically low, and the estimated losses are considered by Management to be sufficient to cover any losses on the collection of receivables.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

8. Inventories

	2025	2024
Semi-finished product	527,659	555,688
Auxiliary production materials	351,877	333,430
Inventory in transit (a)	376,091	33,874
Finished product (b)	283,472	31,658
Consumable products	92,089	79,637
Work in progress products	35,886	17,678
Raw material (a)	35,141	38,535
Consumables	28,464	15,215
Provision for impairment of inventories	(194,054)	(143,064)
Accrual for research and development materials	(248,289)	(287,671)
Total	**1,288,336**	**674,980**

Third-party warehousing and logistics

The Foundation uses storage and distribution centers operated by logistics providers to enhance distribution and operational efficiency. As of December 31, 2025, the amount of materials held by third parties totaled BRL 369,939 (BRL 241,854 in 2024). The increase of 53% in relation to the prior year reflects the expansion of production activities and the need to expand the logistic capacity to meet domestic demand.

(a) **Inventories in transit**

The balance of BRL 376,091 substantially (89.3%) refers to the acquisition of Active Pharmaceutical Ingredients (API) in the amount of BRL 337,413.

- **Purpose:** These ingredients are intended for the production of Dengue Vaccines.
- **Origin:** Derived from a technology transfer agreement entered into with WuXi Vaccines (Hong Kong) Limited, ensuring continuity of the large-scale production schedule to meet the Ministry of Health's demand for 2026.

(b) **Finished products and government demand**

The balances of finished products were measured to meet the 2026 supply targets agreed with the Ministry of Health, specifically for the National Immunization Program (PNI) and the Department of Pharmaceutical Assistance and Strategic Inputs (DAF).

The most significant items composing the balance are broken down as follows:

Product	Amount	Use / Program
Adalimumab	74,760	Pharmaceutical care (DAF)
Varicela	62,432	National Immunization Program (PNI)

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The movement in the provision for impairment of inventories and the accrual for research and development (R&D) materials is shown below:

	Obsolete (i)	Slow Moving (ii)	Total	P&D (iii)
Opening balance as of January 1, 2024	**(77,691)**	**(56,811)**	**(134,502)**	**(307,837)**
Addition - finished product supply	(62,048)	(34,940)	(96,988)	(99,720)
Reversal - provision (effective write-off)	62,839	25,587	88,426	119,886
Net effect in 2024	**791**	**(9,353)**	**(8,562)**	**20,166**
Closing balance as of December 31, 2024	**(76,900)**	**(66,164)**	**(143,064)**	**(287,671)**
Addition - finished product supply	(49,397)	(67,518)	(116,915)	(150,853)
Reversal - provision (effective write-off)	37,494	28,431	65,925	190,235
Net effect as of December 31, 2025	**(11,903)**	**(39,087)**	**(50,990)**	**39,382**
Closing balance as of December 31, 2025	**(88,803)**	**(105,251)**	**(194,054)**	**(248,289)**

The Foundation periodically tests its inventories for impairment and recognizes provisions to adjust their cost to their net realizable value. The adopted criteria are segregated as follows:

I. Accrual for obsolete inventory and unusable items

The accrual is recognized for items that lose their economic usefulness, including:

- Materials and products with expired validity date.
- Items that have been definitively rejected or temporarily suspended by the quality control area, with no expectation of reprocessing.
- Products intended for non-existent or discontinued markets.

II. Accrual for slow-moving materials

As for slow-moving items, Management adopts technical criteria based on past consumption and demand projections:

- **Complete inactivity:** Materials that have not been consumed in the last 12 months will have their entire balance accrued.

- **Excess inventory:** For items handled in the last 12 months, a projection for demand over 24 subsequent months is made. If the current physical inventory balance is higher than the projected demand, 50% of the exceeding amount will be accrued, thus reflecting the risk of loss due to future obsolescence.

III. Research and development (R&D) materials

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Materials acquired solely to support research and development projects are fully recognized as expenses in the statement of activities upon acquisition.

Accounting policy

Inventories are measured at the lower of acquisition cost and net realizable value (NRV). Cost is determined under the weighted average cost method, including:

- Acquisition price and non-recoverable taxes.
- Transportation and insurance expenses.
- Storage costs and other costs directly attributable to bringing the items to their present location and condition for use or sale.

The net realizable value is the estimated sales price in the normal course of business, deducted from the estimated costs of completion (in the case of work in progress products) and estimated costs necessary to make the sale or distribution.

The carrying amount of inventories is written down through accruals when inventory amounts exceed their recoverable amount, arising from:

- Market Devaluation: When the average cost exceeds the realizable value.
- Obsolescence and Expiration: Items with expired validity or technically discontinued items.
- Inventory Adjustments: Physical differences identified during cycle counts or annual inventory counts.

The Foundation adopts a prudent approach, recognizing an accrual equivalent to 100% of the carrying amount of items identified as having a high likelihood of obsolescence or low turnover, in cases where there is no reasonable expectation of economic realization or operational use.

9. Advances, prepaid expenses and other accounts receivable

Advances and prepaid expenses	2025	2024
Advances to suppliers (a)	10,964	614
Prepaid expenses (b)	7,667	3,240
Advance on payroll	3,869	3,595
Others	479	557
Provision for losses on advances to suppliers	(497)	(432)
Total advances and prepaid expenses	**22,482**	**7,574**

Other accounts receivable	2025	2024
Recoverable taxes	181	1,077
Insurance	530	158
Others (c)	6,272	157
Total other accounts receivable	**6,983**	**1,392**

Current	29,466	8,966
Noncurrent	-	-

(a) The balance of BRL 10,964 refers to amounts paid in advance as collateral for the supply and services. The main breakdown is as follows:

- **Import Processes (BRL 5,634):** Prepayments of taxes and customs duties related to Import Declarations (DI) for inputs and equipment.
- **Employee Benefits (BRL 3,367):** Prepayments related to contractual benefits to be received in the short term.

(b) Prepaid expenses refer to contracts or financial commitments whose terms extend beyond the current year, reaching the subsequent period (2026). These amounts are recognized in the statement of activities in proportion to the contract term, ensuring that expenses are recorded in the year in which the related benefits or costs actually occur.

(c) Other accounts receivable and reimbursable amounts recorded in line item “Others” total BRL 5,441, substantially comprising transfers made for maintaining the operations of the Serum Production Center (CPS).

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

10. Property, plant and equipment (PPE)

Fundação Butantan's property, plant and equipment comprise equipment, leasehold improvements and production infrastructure, as well as research laboratories and cultural infrastructure.

		2025			2024		
	Average useful life	Cost	Accumulated depreciation	Net	Cost	Accumulated depreciation	Net
Real estate	25 years	8,403	(1,190)	7,213	8,403	(854)	7,549
Real estate - Right of use	-	12,201	(12,201)	-	10,197	(8,387)	1,810
Leasehold improvements	25 years	621,280	(130,772)	490,508	543,255	(107,573)	435,682
Machinery, equipment and facilities	10 to 15 years	853,974	(324,936)	529,038	832,463	(288,566)	543,897
Furniture and fixtures	10 years	46,343	(23,365)	22,978	39,580	(19,136)	20,444
IT equipment	5 years	69,186	(39,133)	30,053	57,097	(34,161)	22,936
Vehicles	12 years	14,098	(5,796)	8,302	14,204	(4,685)	9,519
Assets held by third parties	5 years	25,669	(15,524)	10,145	25,884	(11,781)	14,103
Livestock and horses	8 years	2,897	(1,763)	1,134	2,590	(1,669)	921
Works in progress	-	695,219	-	695,219	725,471	-	725,471
Property, plant and equipment - Own assets		**2,349,270**	**(554,680)**	**1,794,590**	**2,259,144**	**(476,812)**	**1,782,332**
Real estate	-	-	-	-	-	-	-
Real estate - Right of use	-	-	-	-	-	-	-
Leasehold improvements	25 years	23,180	(6,071)	17,109	21,497	(5,352)	16,145
Machinery, equipment and facilities	15 years	184,713	(116,001)	68,712	173,500	(110,286)	63,214
Furniture and fixtures	11 years	3,137	(1,592)	1,545	3,268	(1,388)	1,880
IT equipment	5 years	1,920	(1,414)	506	1,739	(1,178)	561
Vehicles	15 years	100	(100)	-	100	(100)	-
Assets held by third parties	5 years	20	(20)	-	20	(20)	-
Works in progress	-	35,381	-	35,381	12,471	-	12,471
Property, plant and equipment - Agreement		**248,451**	**(125,198)**	**123,253**	**212,595**	**(118,324)**	**94,271**
Property, plant and equipment losses		(38,108)	-	(38,108)	(24,269)	-	(24,269)
Property, plant and equipment in transit		75,498	-	75,498	36,904	-	36,904
Total provision		**37,390**	**-**	**37,390**	**12,635**	**-**	**12,635**
Total property, plant and equipment		**2,635,111**	**(679,878)**	**1,955,233**	**2,484,375**	**(595,135)**	**1,889,238**

Investments in construction and adaptation of production buildings, infrastructure and acquisition of equipment are essential to improve the production capacity and operational efficiency, ensuring that the Foundation is prepared to meet growing demands, complying with safety and regulatory standards.

Changes in Property, plant and equipment (PPE) in 2025:

	2024	Additions (a)	Write-offs	Transfers (d)	Depreciation	2025
Real estate	7,549	-	-	-	(336)	7,213
Real estate - Right of use	1,810	2,004	-	-	(3,814)	-
Leasehold improvements	451,827	-	(64)	80,026	(24,172)	507,617
Machinery, equipment and facilities	607,111	-	(1,485)	57,788	(65,664)	597,750
Furniture and fixtures	22,324	-	(1,067)	6,682	(3,416)	24,523
IT equipment	23,497	-	(941)	18,201	(10,198)	30,559
Vehicles	9,519	-	(52)	43	(1,208)	8,302
Assets held by third parties	14,103	-	(43)	3	(3,918)	10,145
Livestock and horses	921	-	(9)	472	(249)	1,134
Works in progress (a)	737,942	162,000	-	(169,342)	-	730,600
Total cost	**1,876,603**	**164,003**	**(3,661)**	**(6,128)**	**(112,975)**	**1,917,844**
Property, plant and equipment in transit (b)	36,904	19,869	-	18,725	-	75,498
Property, plant and equipment losses (c)	(24,269)	-	4,001	(17,839)	-	(38,108)
Total provision	**36,904**	**19,869**	**4,001**	**886 0**	**-**	**37,390**
Total property, plant and equipment	**1,913,507**	**183,872**	**339**	**(5,241)**	**(112,975)**	**1,955,233**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

(a) Summary of works and investments:

Project	Accumulated balance	Additions 2025	Note	Estimated completion date
Central Bioterium	256,176	28,368	Infrastructure adaptation, civil works, and equipment for the research and management of living organisms under controlled conditions.	First half of 2026
Multipurpose Vaccine Production Center	187,446	163	Renovation of the building and construction of a Multipurpose Pilot Plant for the production of cell-based vaccines, vaccine prototypes, and biological medicines, ensuring compliance with good manufacturing practice standards. In addition to the CPR - Recombinant Vaccine Production Center, located in the building's basement.	First half of 2026
Effluent Rainwater Sewage Network	132,393	5,900	Construction of underground infrastructure at the Butantan Complex to comply with environmental and safety regulations.	First half of 2026
Serum Production Center (CPS)	88,802	36,797	Infrastructure works for the new CPS, including Building 1024 and the Lyophilization Unit, aiming to expand production capacity.	First half of 2028
Direct Acquisitions:	22,534	45,944	Acquisition of various equipment and furniture to improve operational capacity, production efficiency, and meet the specific demands of each area.	
Dengue	18,137	16,540	Modernization and expansion of the multipurpose plant with the acquisition of laboratory and IT equipment for the Dengue Project.	
Annex II - WHO	6,613	6,713	Equipment and systems to enable hyperimmune plasma processing, ensuring strict control of laboratory pressure and technical standardization of autoclavable tools in controlled environments.	First half of 2028
Cogeneration Plant	27	4,975	Investment in services and equipment for a substation and a Cogeneration Center, aiming to ensure self-sufficiency and the continuous supply of energy, chilled water, and steam for the Foundation's essential operations.	
Property, Plant, and Equipment in Transit	-	19,869	Property, plant, and equipment in transit refers to advances made to suppliers for the acquisition of equipment, and the recognition of provisions to comply with the accrual principle.	
Others	18,472	18,603	Acquisition of furniture, software, medical equipment, and works for regulatory compliance at Hospital Vital Brazil, ESIB, and R&D centers.	
Total	**730,600**	**183,872**		

(b) Property, plant and equipment (PPE) in transit

	Advances for property, plant and equipment	Provision	Total
Closing balance as of December 31, 2024	**13,810**	**23,094**	**36,904**
Provision / New advances	39,342	101,975	141,317
Reversal (effective entry)	(14,275)	(88,448)	(102,723)
Net effect as of December 31, 2025	**25,067**	**13,527**	**38,594**
Closing balance as of December 31, 2025	**38,877**	**36,621**	**75,498**

(c) Accounting losses and Impairment:

During 2025, the Foundation wrote off the amount of BRL 4,001 of property, plant and equipment due to the physical non-location of items during the inventory taking process (accounting discrepancies), as well as the write-off of biological assets (horses) due to events occurred in the ordinary course of business.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

(d) Asset Transfers – 2025

This records assets that entered operation during the year and were transferred from the "Works in Progress" account to the related class of property, plant and equipment. It also includes transfers between categories of property, plant and equipment and between property, plant and equipment and intangible assets, according to the nature of the asset.

Accounting policy

Recognition and measurement

Property, plant, and equipment items are measured at historical acquisition or construction cost, less accumulated depreciation and any accumulated impairment losses.

Gains and losses on the disposal of an item of property, plant and equipment (determined by the difference between the proceeds arising from the disposal and the carrying amount of the asset) are recognized in other operating revenues/expenses in the statement of activities.

Investments are accounted for in accordance with the Foundation's guidelines and Brazilian accounting standards, and are initially recorded in property, plant and equipment, in the "Works in progress" account. After completion of the works, the installation of the equipment and the start of operations, the amounts are transferred to the related class of property, plant and equipment.

Depreciation

Depreciation is calculated on the depreciable value, which is the cost of an asset or another value that replaces the cost.

Depreciation is recognized in profit or loss based on the straight-line method in relation to the estimated useful life of each part of property, plant, and equipment, since this is the method that most closely reflects the consumption pattern of future economic benefits incorporated into the asset.

Depreciation of items starts from the moment the assets are in real working order, after start-up (machinery and equipment) and technical qualification for laboratory equipment and production equipment, in accordance with Anvisa's Resolution RDC 17.

The depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and any adjustments are recognized as a change in accounting estimates.

Accounting losses and impairment

The provision for impairment of property, plant and equipment items is recorded when an asset ceases to be used by the Foundation due to obsolescence, scrapping, sale or other factors, reflecting the estimated loss in value, and is recorded as an expense.

In addition, property, plant and equipment items that remain inactive for more than three years, awaiting installation, qualification or renovation, are revalued, since they do not generate economic benefits, and may suffer deterioration. Assets stored for this period are also classified in this category, with an adjustment to their carrying amount.

11. Intangible assets

	2024	Additions	Write-offs	Transfers (a)	Amortization	2025
Intangible assets in progress	29,214	6,558	-	(32,876)	-	2,896
Management programs and software	76,461	-	(456)	38,118	(24,145)	89,978
Trademarks and patents	428	-	-	-	(108)	320
Total cost	**106,103**	**6,558**	**(456)**	**5,242**	**(24,253)**	**93,194**
Provision for intangible assets (b)	-	-	15,255	-	(18,150)	(2,895)
Total intangible assets	**106,103**	**6,558**	**14,799**	**5,242**	**(42,403)**	**90,299**

(a) Capitalization and Transfers: In 2025, the Foundation completed the capitalization of ButanSAP project, resulting in the transfer of BRL 32,876 from "Works in Progress" (property, plant and equipment) to Intangible Assets. The changes refer to the *Go-Live* stage and beginning of amortization of the following modules:

- **SAP Ariba:** Strategic procurement and supplier management.
- **SAP Analytics Cloud (SAC) Planning:** Financial planning and analysis.
- **SAP IAG (Identity Access Governance*):*** Access management, compliance, and data security.

(b) Discontinuity and write-off of BRL 2,895 from Fieldglass module. Management elected not to proceed with the respective implementation. Given the lack of future economic benefits or operational use, a provision was recognized for fully writing off the remaining project balance, affecting the surplus for the year.

Accounting policy

These comprise assets acquired from third parties and are measured at total acquisition cost less amortization. Intangible assets are amortized using the straight-line method, and amortization is recognized in the statement of activities over the estimated useful life of the assets, which is 5 years from the date they are available for use.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

12. Trade payables

	2025	2024
Domestic suppliers	153,607	237,234
Foreign suppliers (a)	825,251	187,376
Total	**978,858**	**424,610**

(a) Purchases of inputs and finished products

At the end of 2025, the balance of foreign suppliers reflects the substantial volume of purchases of inputs and finished products intended for the production and distribution of vaccines and other products sold by the Foundation. The main purchases refer to:

- Dengue Vaccine: BRL 337.4
- Varicella Vaccine: BRL 186.4
- Medicine Adalimumab: BRL 145.7

Debt profile and average term

The average days payable outstanding was 77 days in 2025 (74 days in 2024).

Breakdown of balances by maturity

Out of total liabilities amounting to BRL 978.9, roughly 52% (BRL 507.4) matures in the short term (61 to 180 days). The concentration primarily derives from Dengue and Varicella API items, which total BRL 436.4.

Accounting policy

The amounts corresponding to accounts payable to suppliers consist of commitments related to the acquisition of raw materials during the Foundation's ordinary course of business and investments made in specific projects. These commitments are initially recognized at fair value and subsequently measured at amortized cost using the effective interest method when applicable.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

13. Loans and borrowings

13.1 Breakdown of loans and borrowings

	2024				
	Annual interest	Maturity	Current	Noncurrent	Total
In local currency					
BNDES - Development of the Trivalent Influenza Vaccine	TR + 2.2% p.a.	07/15/2036	112	20,000	20,112
BID - Invest – Inter American Investment-Corporation - Manufacturing Investment	CDI + 2.25% p.a.	09/15/2032	11,413	300,000	311,413
Total			**11,525**	**320,000**	**331,525**

	2025				
	Annual interest	Maturity	Current	Noncurrent	Total
In local currency					
BNDES - Development of the Trivalent Influenza Vaccine	TR + 2.2% p.a.	07/15/2036	112	20,385	20,497
BID - Invest – Inter American Investment-Corporation - Manufacturing Investment	CDI + 2.25% p.a.	09/15/2032	57,759	257,143	314,902
Total			**57,871**	**277,528**	**335,399**

13.2 Nature of loans and borrowings

The Foundation has credit facilities with development institutions to support the development of technological infrastructure and clinical research.

13.2.1 Loans and borrowings – BNDES (National Bank for Economic and Social Development)

The agreements with BNDES are tied to specific innovation and production capacity projects:

- Tetravalent Influenza Vaccine: Financing of multicenter clinical trials for vaccine development.
- New Industrial Infrastructure – PBI plant (production of influenza banks expected to begin in 2026). This plant will be primarily engaged in the production of cell banks and pilot-scale batches for the manufacture of biological products.

13.2.2 Borrowing - BID *Invest* - Inter-American Development Bank

Agreement for the expansion of the industrial and logistics complex, encompassing:

- Refrigerated Storage Center (CAR)
- Biobank
- Central Bioterium
- Gas Generation Plant

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

13.3 Financial covenants)

The agreement executed with the BID contains financial covenants, which are monthly monitored and quarterly reported. As of December 31, 2025, the Foundation was fully compliant with all covenants, as shown below:

Indicator	Description	Contractual limit	Position (2025)	Status
Net Debt / EBITDA	Indebtedness level over cash generation	< 2.0	-13.71	In compliance
EBITDA / Interest	Capacity to pay financial charges	> 3,5	6.78	In compliance
Current Ratio (Current Assets/Current Liabilities)	Capacity to honor short-term obligations	> 1,2	5.18	In compliance

Performance analysis:

- **Indebtedness:** The negative ratio of 13.71 reflects a position of cash and cash equivalents in excess of the total financial debt, indicating a sound capital structure.
- **Interest Coverage:** the ratio of 6.78 indicates that EBITDA generation is more than six times higher than the institution's finance costs.
- **Liquidity:** The ratio of 5.18 indicates that the Foundation's current assets are five times higher than its short-term obligations.
- **Compliance:** There are no risk indicators that would compromise compliance with covenants in the coming years.

The covenants are tested monthly and reported to the BID quarterly.

13.4 Maturity schedule

The maturity of Loans and borrowings, classified in noncurrent liabilities, is presented below:

Amortization schedule	Amounts
2026	42,857
2027	44,963
2028	44,963
2029	44,963
2030	44,963
After 2031	97,292

The repayment plan comprises two distinct periods for the settlement of the outstanding balance: Quarterly and Semiannually.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

BNDES

The transaction provides for a four-year grace period for the commencement of principal repayment, beginning February 2027. During the grace period, interest is payable on a quarterly basis, with maturities in January, April, July, and October of each year, commencing in 2024. After such period, interest is payable monthly, together with the amortization installments.

BID

The transaction provides for a three-year grace period for the commencement of principal repayment, beginning March 2026. After such period, the outstanding balance will be settled in 14 installments. The financial charges are settled semiannually, with maturities in March and September of each year.

13.5 Summarized changes in Loans and borrowings:

	BID	BNDES
Balance as of December 31, 2023	**-**	**-**
Proceeds from borrowings	300,000	20,000
Accrued interest	16,212	112
Payment of interest	(4,799)	-
Balance as of December 31, 2024	**311,413**	**20,112**
Accrued interest	23,657	603
Payment of interest	(20,168)	(218)
Balance as of December 31, 2025	**314,902**	**20,497**

Accounting policy

Loans and borrowings are initially recognized at fair value, net of costs directly attributable to the transaction. After initial recognition, they are measured at amortized cost using the effective interest method.

These transactions are subject to contractual conditions agreed upon between the parties, including, among others, interest rates, maturity dates and guarantees offered. The financial charges are recognized in the statement of activities over the transaction term, according to such method.

14. Labor obligations and social charges

	2025	2024
Vacation payable	57,033	49,384
Salaries to be paid	19,302	15,934
INSS on salaries to be paid	12,149	10,538
IRRF on salaries to be paid	10,376	8,981
FGTS payable	3,892	3,263
INSS payable on third-party services	1,272	592
PIS payable	329	289
Total	**104,353**	**88,981**

The Foundation recognizes obligations relating to salaries and benefits granted to its employees and management members on an accrual basis, and records expenses in the statement of activities to the extent the services are provided.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Compensation comprises:

- **Fixed charges:** salaries, 13th salary and accrued vacation pay.
- **Social charges:** Social security contribution (INSS) and severance pay fund (FGTS).
- **Benefits:** life insurance, healthcare plan, supplementary pension plan, and other benefits.

15. Tax obligations

	2025	2024
Provision for income tax on financial investments	59,398	69,125
Provision for tax on payments of services abroad (a)	10,734	-
PIS, COFINS and Social Contribution payable	328	238
Service tax payable	152	216
Withholding income tax payable	132	109
Provision for income tax on derivative instruments	-	2,468
ICMS payable	-	104
Total	**70,744**	**72,260**

(a) The balance refers to the provision for taxes on the provision of specialized technical services, related to the partnership for the production of Dengue Vaccine. These obligations derive from the productive cooperation model and are recognized in accordance with the achievement of contractual milestones.

16. Partnerships with third parties (Agreements)

Below we present the activity of the partnership contracts, demonstrating the total funds received by the Foundation as well as the amounts used in project execution (consumption).

	2025	2024
Current liability		
Partnerships to be executed	125,016	22,126
	125,016	**22,126**
Noncurrent liability		
Property, plant and equipment - partnerships	141,401	92,273
Partnerships to be executed	(9,080)	(185)
	132,321	**92,088**
Total	**257,337**	**114,214**

Description	Balance as of December 31, 2024	Amounts received	Partnerships to be executed	Finance income	IRRF on finance income	Consumption	Returns	Depreciation and amortization	Balance as of December 31, 2025
Partnership contracts	114,214	141,947	9,080	6,119	(1,227)	(5,055)	(606)	(7,135)	257,337

Fundação Butantan acts as the administrative and financial intervening party in agreements entered into between Instituto Butantan and governmental or non-governmental entities. Institutional management is driven by the strict implementation of work plans, supported by two pillars:

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

- **Delivery of results:** Achievement of the scientific and technical goals and objectives established for each project.

- **Accountability:** Transparent reporting on the use of the funds raised.

Funds from agreements are allocated to the maintenance and expansion of the R&D, teaching, culture and industrial production infrastructure. Management ensures the full utilization of the funds, and any remaining balances at the end of the contractual term are returned to the funding entity, in accordance with the following arrangements:

- Engagement of technical and specialized services.

- Acquisition of inputs and consumables.

- Capital expenditure (CAPEX) investments to expand the managerial and operational capacity of the complex.

Expenditure on agreements	2025	2024
Services provided by third parties	1,142	2,279
Expenditure on consumables	1,688	878
General and administrative expenses	785	273
Finance costs	57	66
Freight costs	-	5
Others	1,383	649
Consumption	**5,055**	**4,150**
IRRF on finance income	1,227	538
Depreciation and amortization	7,135	9,390
Total	**13,417**	**14,078**

Accounting policy

Funds received under agreements are initially recognized as current liabilities, in specific restricted bank accounts, reflecting the Foundation's obligation to fulfill the conditions established in the work plans.

In compliance with the accrual basis and the matching principle, revenues from agreements are recognized in the statement of activities as the project-related expenses and costs are incurred. Accordingly:

- **Measurement of Liabilities:** The balances remain recorded in liabilities whenever there are obligations to be fulfilled.

- **Recognition in the Statement of Activities:** Liabilities are simultaneously derecognized and grant income is recognized in the exact amount of expenses incurred during the year, ensuring neutrality in the results of operations, in accordance with NBC TG 1000 (R1).

- **Presentation:** Expenses are classified within a specific group of costs/expenses related to agreements, ensuring segregation and transparency in reporting to the granting bodies.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

17. Lease agreements

The Foundation had only one (1) lease agreement relating to a property used as a warehouse for indirect materials, recognized as a liability as shown below:

	Balance as of December 31, 2024	Remeasurement / New contracts	Payments	Interest	Balance as of December 31, 2025
Real estate	915	1,972	(2,965)	78	-

During 2025, Fundação Butantan terminated the lease agreement relating to the aforesaid property. The vacating of the premises and return of the keys resulted in the full derecognition of the Right-of-use Asset and the related Lease Liability.

Accounting policy

The Foundation assesses whether a contract is or contains a lease at the beginning of the contract. The Foundation recognizes a Right-of-use Asset and the corresponding Lease Liability with respect to all lease contracts in which the Foundation is the lessee, except for:

- **Short-term Leases:** Lease term of no more than 12 months.
- **Leases of Low-value Assets:** such as personal computers, tablets and office furniture. For these leases, the Foundation recognizes lease payments as an operating expense using the straight-line method.

Measurement and Recognition:

- **Liabilities:** Measured at the present value of future payments, discounted using the implicit rate or, in its absence, the Foundation's incremental funding rate. The balance is adjusted using the effective interest method and reduced by payments made.
- **Assets:** Recorded at cost (initial amount of liabilities + direct costs), less accumulated depreciation and impairment losses. Depreciation is recognized over the shorter of the asset's useful life and the lease term.

Remeasurement:

Liabilities are remeasured whenever there are changes in the lease terms, indexation rates, or lease conditions. During the reporting period, no adjustments of such nature were made.

The structure of the Statement of Financial Position comprises separate disclosure of right-of-use assets and the corresponding lease liabilities, allowing for an individual analysis of the impact of these transactions on equity.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

18. Provision for labor and civil contingencies

The Foundation is a party to lawsuits and administrative proceedings arising from the normal course of operations involving labor and civil matters. Based on information from its legal advisors and on previous experience regarding the amounts claimed, Management has recognized a provision in an amount considered sufficient to cover estimated losses, as follows:

December 31, 2025	Provisions	Judicial deposits	Subtotal	Non-linked judicial deposits	Total judicial deposits
Labor	(2,252)	498	(1,754)	350	848
Civil	(4,802)	1,595	(3,207)	-	1,595
Total	**(7,054)**	**2,093**	**(4,961)**	**350**	**2,443**

18.1 Labor and civil contingencies

Based on the opinions of its legal advisors, Fundação Butantan's Management recognized provisions for contingencies in the amount of BRL 7,054 (BRL 37,584 in 2024). This amount is considered to be sufficient to cover probable losses from ongoing lawsuits and administrative proceedings.

	Labor	Civil (a)	Gross exposure	Net exposure
Balance as of December 31, 2023	**(3,969)**	**(1,444)**	**(5,413)**	**(5,413)**
Provision / New lawsuits	(701)	(33,299)	(34,000)	(33,923)
Write-offs and reversals	3,038	-	3,038	3,038
Transaction	356	(1,565)	(1,209)	(984)
Balance as of December 31, 2024	**(1,276)**	**(36,308)**	**(37,584)**	**(37,282)**
Provision / New lawsuits	(1,363)	(1,560)	(2,923)	(1,160)
Write-offs and reversals	220	33,299	33,519	33,217
Transaction	167	- 233	- 66	264
Balance as of December 31, 2025	**(2,252)**	**(4,802)**	**(7,054)**	**(4,961)**

The Foundation does not have any tax lawsuits for which a provision has been recognized in 2024 and 2025.

The decrease in the balance of provisions reported in 2025 substantially derives from the settlement of the proceeding with the Federal Court of Auditors (TCU). Following the final judgment, the Foundation paid the accrued amounts. The original amount of BRL 24,438 reached the adjusted amount of BRL 33,299.

18.2 Lawsuits assessed as a possible risk of loss

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

As of December 31, 2025, the Foundation was a party to administrative proceedings and civil and labor lawsuits, in the total amount of BRL 68,842 (BRL 51,315 in 2024). Such increase primarily stems from the reclassification of the likelihood of loss from remote to possible. In accordance with the accounting practices adopted in Brazil and ITG 2002 (R1), contingent liabilities classified as possible losses are not subject to the recognition of provisions and are only disclosed in explanatory notes.

18.3 Contingent assets

The Foundation has contingent assets estimated at BRL 1,277, arising from lawsuits and administrative proceedings for which there is a likelihood of favorable outcome. Although the realization of these amounts is considered probable, their accounting recognition remains suspended in accordance with Brazilian standards, pending the outcome of future events. Management continuously monitors such litigation for timely updating the respective status.

Accounting policy

Provisions are recognized for present obligations or risks resulting from past events for which the amounts can be reliably estimated and whose disbursement is probable. The amount recognized as a provision is the best estimate of the consideration required to settle the obligation at the end of each year or period, considering the risks and uncertainties related to the obligation.

Provisions are made for all claims relating to taxation on financial investments, loss of assets (accounts receivable, inventories and property, plant, and equipment) and legal proceedings for which, as a result of past events, an outflow of funds will probably be required to settle the claim and a reasonable estimate can be made. The assessment of the likelihood of loss includes the evaluation of available deficiencies, the hierarchy of laws, available case law, the most recent court decisions and their relevance to the legal system, as well as the assessment of in-house lawyers.

Provisions are reviewed and adjusted to take into consideration changes in circumstances, such as the applicable statute of limitations, conclusions of tax audits or additional exposures identified based on new matters or court decisions. Actual results may differ from Management's estimates.

Contingent liabilities assessed as possible losses are only disclosed in explanatory notes, and contingent liabilities assessed as remote losses are neither provisioned nor disclosed. Contingent assets are recognized only when there are real guarantees or favorable court decisions that have become final. Contingent assets with probable success are only disclosed in explanatory notes.

19. Related parties

Fundação Butantan is a private entity recognized as an institution of public utility and duly accredited by Instituto Butantan ICT Support Foundation. Its institutional mission is to support and promote research, teaching, innovation, and the industrial production of serums and immunobiologicals, in alignment with the strategic objectives of Instituto Butantan.

19.1 Remuneration of key Management personnel and members of the Supervisory Board and External Audit and Risk Committee

The Foundation's employees are governed by the Consolidated Labor Laws (CLT) under the terms of the articles of incorporation. In alignment with the strategy of professionalization initiated in 2023, the Supervisory Board members and the Executive Officer are remunerated. In 2024, such structure was strengthened through the establishment of the External Audit and Risk Committee, whose members are also remunerated.

In 2025, the total cost of salaries and charges was BRL 20,292 (BRL 18,515 in 2024), comprising 38 Directors, 3 members of the Supervisory Board and 2 members of the Audit Committee, with the structure for 2024 remaining unchanged. Other directors, founders or benefactors do not receive any remuneration, advantages or benefits of any nature for the performance of their duties.

20. Equity

The Equity is composed of the Foundation's Capital and the Surplus for the period. It consists of the initial contribution described in the public deed of incorporation, contributions or assets that may be added by donations made by public entities, legal entities under private law, or individuals for the specific purpose of incorporation into the equity, and part of any net surpluses arising from its activities.

Fundação Butantan may be extinguished by reasoned decision of its Board of Trustees with the presence of the São Paulo State Public Prosecutor's Office for Foundations - São Paulo District, and must be approved by 3/4 of the board members when occurred, alternatively:

- the impossibility of maintaining it;
- that the continuation of activities does not serve the public and social interest of Instituto Butantan and of any other partners;
- the unlawfulness or uselessness of its purposes.

In the event of the Foundation's extinction, the Board of Trustees, accompanied by the competent body of the Public Prosecutor's Office, will proceed to liquidate it, carrying out the relevant operations, collecting and paying debts and other acts necessary for its closure. At the end of the process, the Foundation's assets will revert in their entirety to Instituto Butantan.

The results of activities are calculated on an accrual method of accounting.

20.1 Other comprehensive income (OCI)

In 2025, the Foundation implemented a Cash Flow Hedge system to mitigate exposure to foreign exchange fluctuations in scheduled imports of inventory materials and services. The strategy draws on Non-Deliverable Forward (NDF) to determine the acquisition costs.

In accordance with CPC 48, the effective portion of changes in the fair value of these instruments is recognized in Other Comprehensive Income (OCI) and accumulated in line item "Other comprehensive income (OCI)" (CVA) in equity.

- **Effectiveness:** The instrument effectiveness is tested on a monthly basis to ensure that changes in the derivative offset fluctuations in the hedged item.

- **Reclassification:** The balances accumulated in CVA are reclassified to surplus or deficit (or adjusted to the carrying amount of an asset), simultaneously with the recognition of the hedged item in the statement of activities (Cost of Products Sold – COPS).

	2025	2024
Other comprehensive income		
Hedge accounting - Hedge variation/cost	(70,201)	-
Hedge accounting - MTM	41,279	-
Hedge revaluation/redesignation	15,590	-
Total	**(13,332)**	**-**

20.2 Surplus for the year

The surplus for the year will be incorporated into the Foundation's assets after the close of the fiscal year and approval of the financial statements, in accordance with legal and statutory requirements, since the surplus will be applied in full in the national territory, in the maintenance and development of its institutional objectives and in accordance with Resolution No. 1409/12 which approved ITG 2002 (R1).

As of December 31, 2025 and December 31, 2024, the Equity was composed as follows:

	2025	2024
Owners' equity	6,862,872	6,036,242
Carrying value adjustments	(13,332)	-
Surplus for the year	723,867	826,630
2025	**7,573,407**	**6,862,872**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

21. Net operating revenue

Net revenue for 2025 mostly derives from the supply of inputs to the Ministry of Health, intended for the National Immunization Program (PNI). The remaining amount comprises sales to the domestic and foreign private markets. In addition, it reflects ancillary revenues, such as agreements, donations, volunteer services measured at fair value, and other operating revenues.

	2025	2024
Sales (a)	3,480,611	3,111,231
Partnerships	13,417	14,078
Donations (b)	64,342	2,694
Volunteer work (c)	1,068	1,008
Other revenues	7,814	2,004
Gross revenue	**3,567,252**	**3,131,015**
(-) Returns and rebates (a)	(2,900)	(391)
(=) Net revenue	**3,564,352**	**3,130,624**

Performance by product line (variations for the year)

During 2025, revenue performance was primarily driven by the expansion of the strategic portfolio within the National Immunization Program (PNI) and by fluctuations in demand for consolidated products.

Increase in revenue and new launches

The period was characterized by the inclusion of new vaccines in the PNI schedule, particularly vaccines against Varicella, RSV, and Dengue. Additionally, an increase was observed in revenues from the sale of Influenza vaccines and the biological medicine Adalimumab.

Performance decline

Conversely, the financial volume of sales of mature products and serums decreased, as detailed in the table below, primarily due to high inventory levels of these products held by the Ministry of Health.

(a) Net sales

Net sales	2025	2024
Medicines	225,206	216,942
Serums	65,628	182,417
Vaccines	3,186,877	2,711,481
Total	**3,477,711**	**3,110,840**

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

(b) Donations (Strategic partnerships and research donations)

The consolidation of the strategic partnership with Valneva allowed the Foundation to receive 500 thousand doses of Chikungunya Vaccine, i.e., a contribution estimated at BRL 58,110. This resource is a key element in the implementation of the Pilot Vaccination Strategy (PVS) in high-incidence epidemiological areas, a project aimed not only at meeting FDA requirements but also at strengthening public health in collaboration with the Ministry of Health.

From a financial perspective, the amount was classified as donation contingent upon the achievement of milestones in R&D projects and clinical trials. As an additional investment, the amount of BRL 1,995 was allocated to support Phase III of the study, and BRL 4,237 to essential inputs for production and the continuity of research activities.

(c) Volunteer Work

In conformity with technical interpretation ITG 2002 (R1) - Not-for-Profit Entity, the Foundation recognizes the fair value of services provided by volunteers, including the strategic engagement of members of the Board of Trustees.

Measurement is based on the market value on which the entity would rely to engage professionals with similar qualifications. The accounting recognition reflects a neutral impact on the surplus/deficit for the year, given that revenue is recognized as a direct contra entry to the corresponding operating expenses.

Accounting policy

Revenue from product sales is recognized in accordance with NBCTG 47 - Revenue from contracts with customers, which establishes a five-step model for determining the measurement of revenue and when and how it is recognized. Thus, the Foundation recognizes revenue when:

- a contract exists with the customer;
- the performance obligations to be met in connection with the contract (products to be delivered to customers) are identified;
- measurement of the contract value;
- allocation of the contract value to the respective performance obligations;
- determination of the timing of the recognition of revenue (generally through the transfer of the risks and rewards of ownership of the products, through the respective shipment and issuance of sales invoices, taking incoterms into consideration).

These criteria are considered to be met when the goods are transferred to the buyer, respecting the main freight methods adopted by the Foundation.

Revenue is presented net of taxes, returns, rebates, and discounts.

22. Cost of products and goods sold

	2025	2024
Cost of products sold (a)	**(971,672)**	**(1,232,142)**
Variable costs	*(643,465)*	*(938,546)*
Personnel expenses	*(205,626)*	*(217,986)*
Maintenance	*(55,422)*	*(35,075)*
Depreciation and amortization	*(60,428)*	*(34,424)*
Others	*(6,731)*	*(6,111)*
Cost of goods sold (b)	**(1,024,552)**	**(369,410)**
Other costs (c)	**(132,959)**	**(107,671)**
Disposals	*(126,801)*	*(111,655)*
Variable selling expenses	*(7,678)*	*(1,025)*
Inventory adjustment	*1,520*	*5,009*
Total	**(2,129,183)**	**(1,709,223)**

(a) **Cost of products sold**: comprises the costs incurred on the internal production of immunobiologicals and medicines. In 2025, the following main events occurred:

- **Variable costs:** The raw material and packaging costs decreased as a direct consequence of the 78.5% reduction in the sales of internally manufactured products, which led to lower production activity.

- **Maintenance of plants:** The Foundation began to recognize provisions for maintenance expenses incurred during production cycle intervals (off-season periods), aiming to properly allocate costs to production periods. The accrued balance is BRL 19,234, whereas variations in the consumption of materials totaled BRL 1,113. Together, these factors account for the consolidated total variation of BRL 20,347.

- **Depreciation:** Upon the review of property, plant and equipment inventory taking, the cost centers were reorganized. Items previously allocated to indirect areas were reclassified to direct production centers, resulting in higher depreciation attributable to production.

(b) **Cost of goods sold:** exclusively refers to goods acquired for distribution (resale). The variations reported in 2025 substantially derive from the introduction of RSV and Varicella vaccines into the distribution portfolio.

(c) **Other costs and inventory adjustments: the Foundation recognizes inventory losses and adjustments according to the nature of events:**

- **Disposals:** There was an increase in the provision for slow-moving inventory items. Such adjustment substantially refers to consumables and laboratory materials, for which the internal analyses of variations and obsolescence pointed out the need to recognize the provision so as to reflect the respective net realizable value.

- **Variable selling expenses:** This increase refers to freight and transportation in the amount of BRL 5,148 and Royalties of BRL 1,589.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

- **Physical inventory adjustment:** Based on the general physical inventory taken across all warehouses and plants during 2025, an adjustment of BRL 1,520 was recorded, relating to quantitative discrepancies in direct materials identified during the reconciliation process.

23. General and administrative expenses

	2025	2024
Personnel expenses (a)	(612,186)	(476,393)
Research & Development (b)	(373,353)	(197,974)
Depreciation and amortization (c)	(67,951)	(89,906)
Maintenance	(40,291)	(47,455)
Telephony and licenses	(37,642)	(39,386)
Taxes and duties (d)	(30,475)	(1,495)
Natural energy (e)	(12,504)	(27)
Services provided by third parties	(18,285)	(21,010)
Travels	(13,131)	(5,961)
Contributions and royalties (f)	(10,031)	(3,638)
Rent	(5,324)	(2,963)
Communication services	(5,178)	(3,477)
Fleet expenses	(2,134)	(1,551)
Fines	(907)	-
Others (g)	(6,982)	(2,270)
Total	**(1,236,374)**	**(893,506)**

(a) The payroll increase recorded in 2025 arises from the workforce expansion, with the hiring of 133 new employees. The talent retention and appreciation policy was reinforced through the implementation of a supplementary pension plan. There was also a 21.8% increase in healthcare plan costs, within the average market rates for this service.

(b) The Foundation successfully executed its strategic plan to increase research and development expenses, particularly with respect to:

- **Clinical trials:** Costs related to laboratory testing and analysis for Dengue vaccine development.

- **Technology transfer:** Continuous product development, with ongoing PDP processes, such as: HPV vaccine, Hepatitis A vaccine, DTPa vaccine and the medicine Adalimumab.

- **New technologies:** Butantan entered into a technology licensing and collaboration agreement with Replicate Bioscience for the development and commercialization of a self-amplifying mRNA vaccine for pre- and post-exposure prophylaxis against rabies. Moreover, it executed an agreement for the development of CAR-T BCMA advanced therapy, consolidating the production autonomy in gene therapies and immunobiologicals.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

(c) As mentioned in note “Costs”, the review of asset allocation across cost centers resulted in a greater concentration of depreciation directly in production costs, improving our ability to allocate costs directly to products. As an accounting consequence, indirect expenses reported in administrative expenses decreased proportionally.

(d) The Foundation elected to fully accrue the ICMS balance recoverable in 2025, in the total amount of BRL 27,867. The decision is based on technical analyses indicating that the projected balance payable is lower than the recoverable accumulated amount, with no expectation of financial realization of such assets in the short or medium term.

(e) In 2025, the Natural Gas Cogeneration Plant became operational, with a view to ensuring the operational security and sustainability. The system guarantees total energy autonomy to industrial plants and laboratories, further mitigating any risks of disruptions to production cycles;

(f) This amount includes the annual fee of the Pandemic Influenza Preparedness (PIP) Program of the World Health Organization (WHO), in the amount of BRL 8,975.

(g) Other Operating Expenses: Other expenses for the year are concentrated in the following groups:

- **Intellectual property and insurance:** Expenses on royalties (BRL 1,056) and insurance premiums (BRL 1,055).

- **Administrative costs:** Expenses on office supplies totaled BRL 1,033.

24. Other net revenue and expenses

	2025	2024
Estimated losses with suppliers	(5,597)	(2,462)
Property, plant and equipment impairment and write-off	(3,335)	(5,452)
Donations	(585)	(358)
Legal expenses (a)	1,525	(25,471)
Non-recurring income	2,952	4,216
Inventory (b)	12,017	(5,373)
Total	**6,977**	**(34,900)**

(a) In 2024, a provision for civil contingencies was recognized in the amount of BRL 24,438 referring to the proceeding with the Federal Court of Auditors (TCU).

(b) The amount of BRL 12,017 refers to positive inventory adjustment for materials allocated to R&D centers, particularly research components associated with rabies. Given that these items are fully accrued as R&D expenses, the adjustments are neutral to the consolidated surplus or deficit for the year.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

25. Net finance income (costs)

Finance income		
Investment interest income (a)	724,414	462,958
Foreign exchange gains (b)	34,489	65,998
Discounts obtained (c)	24,054	742
Interest earned and monetary adjustment	59	4
Gains on derivative financial instruments	-	41,264
	783,016	**570,966**
Finance costs		
Withholding taxes on investment interest income (d)	(122,622)	(79,662)
Losses on derivative financial instruments	(69,471)	(10,946)
Foreign exchange losses (e)	(19,855)	(112,534)
Interest (f)	(34,263)	(3,558)
IOF - tax on financial transactions	(2,093)	(964)
Bank charges	(1,039)	(2,764)
IRRF on financial derivatives	(983)	(2,891)
Discounts granted	(110)	-
Loss on monetary adjustment	-	(8,926)
	(250,436)	**(222,245)**
Total	**532,580**	**348,721**

Finance income

Finance income increased by 37% when compared to the prior year, on account of the following factors:

(a) The main factors were the increase in the basic interest rate and increase in the average cash balance. The average CDI rate went from 10.9% p.a. in 2024 to 14.3% p.a. in 2025. Moreover, the amount of approximately BRL 180 million in the average cash balance increased the income from short-term investments.

(b) Refer to foreign exchange gains on export transactions and balances in foreign currency.

(c) Pursuant to the RSV vaccine import agreement, the Foundation exercised the early settlement clause for the outstanding balance, obtaining a 4% financial discount and generating savings of BRL 12,871. For the Varicella vaccine agreement, it was also possible to apply the early payment condition, which provides for a 3% discount, resulting in additional savings of BRL 9,747.

Finance costs

Finance costs reflect the long-term borrowing costs and tax impacts of the higher cash income:

(d) The higher finance income led to proportional increase in expenses on withholding income tax (IRRF) on short-term investments when compared to the prior year.

(e) Impacts of foreign exchange fluctuations on payables to foreign suppliers and imports of inputs.

(f) Interest on loan transactions with the BID and BNDES (as detailed in note 13 – Loans and borrowings).

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Accounting policy

Finance income and finance costs are recognized on an accrual basis in the statement of activities, as described below:

- **Finance income:** Comprises income earned on highly-liquid short-term investments, foreign exchange gains on monetary assets denominated in foreign currency, financial discounts granted by suppliers and interest on deposits.

- **Finance costs:** Comprise foreign exchange losses on payables in foreign currency, financial charges and interest on Loans and borrowings, bank charges and late payment fines and charges incurred during the period.

26. Financial instruments

Financial risk management

As a result of its operations, the Foundation faces different financial risks, which are managed in accordance with the Investment Policy and the Foreign Exchange Hedge Policy. These policies were approved by the Board of Trustees in August 2023.

The Foundation is exposed to the following risks arising from the use of financial instruments:

- **Credit risk**
- **Liquidity risk**
- **Market risk**
- **Currency risk**

This note presents information on the Foundation's exposure to each of the risks above, the Foundation's objectives, policies and processes for measuring and managing risk.

Risk management structure

The Foundation's risk management policies are established to identify and analyze the risks faced by the Foundation, define appropriate risk limits and controls, and monitor risks and adherence to limits. The risk management policies and systems are reviewed annually or in case of any adverse event in the market or in the Foundation's activities. Through its training and management policies and procedures, the Foundation aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

26.1 Credit risk

Credit risk is the risk of financial loss to the Foundation if a customer or counterparty to a financial instrument fails to meet its contractual obligations. These risks arise from the Foundation's receivables, most of which are concentrated in the Ministry of Health/Federal Government - sovereign risk and in fixed-income market securities with top-tier banks - AAA rating on a national scale.

Exposure to credit risks

The carrying amount of financial assets represents the maximum exposure of credit. The maximum exposure to credit risk at the date of the financial statements was:

	Note	2025	2024
Cash and cash equivalents	5	5,089,823	4,910,443
Resources from partnerships with third parties (Agreements)	6	125,016	22,126
Accounts receivable	7	787,180	314,374
Advances and prepaid expenses	9	22,482	7,574
Total		**6,024,501**	**5,254,517**

Cash and cash equivalents and third-party partnership resources (agreements)

The Foundation held cash and cash equivalents of BRL 5,089,823 as of December 31, 2025 (BRL 4,910,443 in 2024), and third-party partnership resources (agreements) of BRL 125,016 (BRL 22,126 in 2024), which represent its maximum credit exposure on those assets. Cash and cash equivalents are held with first-tier banks and financial institutions – rating not lower than that established (BBB/Baa2) and equity above BRL 7,5 billion, as defined in the Investment Policy.

Accounts receivable

The Foundation concentrates its operations with the Ministry of Health.

For receivables classified as maturing (sovereign risk) on the date of the financial statements, no impairment losses were recognized.

For other customers, the Foundation recognizes estimated losses for doubtful accounts for each receivable over 60 days past due.

Other accounts receivable

Advances to suppliers refer to amounts prepaid to ensure the supply of strategic inputs and the execution of long-term agreements. The Foundation adopts the following practices for monitoring and safeguarding assets:

- **Financial guarantees:** As a condition for disbursement, the presentation of Standby Letters of Credit, Letters of Guarantee, or bank guarantees is required, ensuring full recovery of the amounts advanced in the event of contractual breach.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

- **Performance monitoring:** Management systematically monitors the delivery schedule for products and services, assuring that the settlement of advances is tied to the effective receipt of the products and services.

- **Credit risk analysis:** The financial health of critical suppliers is periodically assessed to ensure the expected realization of assets and mitigate the risks of operational discontinuity or financial losses.

26.2 Liquidity risk

Liquidity risk is the risk that the Foundation may have insufficient funds to meet the obligations associated with its commercial or financial liabilities that are settled with cash payments or another financial asset.

Management strategy: Management adopts a conservative approach mainly aimed at ensuring the maintenance of sufficient liquidity levels to fulfill obligations as they become due under normal market conditions. Such approach seeks to mitigate financial losses, preserve institutional reputation, and ensure the continuity of operations.

Payment capacity and solvency: As of December 31, 2025, the Foundation has balances of cash and cash equivalents that exceed projected operating expenses and financial obligations for the next cycle, ensuring an adequate safety margin. This liquidity analysis considers ordinary cash flows, disregarding force majeure events or extreme and unforeseeable circumstances (such as natural disasters).

Maturity profile of financial instruments: The table below comprises the contractual maturity schedule of financial assets and liabilities (notional amounts), including estimated interest flows, without considering any netting arrangements:

December 31, 2024	Carrying amount	2 months or less	3-12 months
Nonderivative financial liabilities			
Suppliers	424,610	336,835	87,775
Borrowings	11,525	94	11,431

December 31, 2025	Carrying amount	2 months or less	3-12 months
Nonderivative financial liabilities			
Suppliers	978,858	471,433	507,425
Borrowings	57,871	112	57,759

26.3 Market risk

Market risk refers to the possibility that fluctuations in asset prices, exchange rates, interest rates, and commodities may adversely affect the Foundation’s results of operations or the value of its financial instruments. The management strategy aims to mitigate exposure to external volatility within prudential limits established by the governance members, while optimizing returns on invested capital.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Risk of interest rates and short-term investments: The Foundation manages the interest rate risk by adopting a conservative approach, as set forth in its Investment Policy. It is primarily intended to preserve capital and high liquidity, prioritizing assets pegged to the Interbank Deposit Certificate (CDI).

The investment portfolio is concentrated in low-risk, high-creditworthiness fixed-income instruments, such as:

- **CDBs and financial bills:** Issued by first-tier banking institutions (Tier 1).

- **Fixed-income investment funds:** Include portfolios primarily composed of government securities or low-risk private assets.

This CDI indexation strategy allows the Foundation to obtain returns from money market rates, while minimizing mark-to-market losses that would arise in fixed-rate securities during periods of rising interest rates.

26.4 Currency risk

The Foundation's operations are subject to currency risk in sales and purchases in a currency other than its respective functional currency, the Brazilian real (BRL). The currencies in which these transactions are primarily made are: the US Dollar (USD), Euro (EUR) and Swiss Franc (CHF).

The financial instruments that impact the Foundation's result or other comprehensive income due to exchange rate variations include cash and cash equivalents, accounts receivable, and accounts payable.

The Foundation has an Exchange Hedge Policy, and its objective is to establish general rules, guidelines, and responsibilities to be observed in the process of pricing and monitoring foreign currencies, as well as in the management of exchange rate effects related to the Foundation's operations in order to ensure that such operations should be used exclusively to hedge assets and liabilities in foreign currency, avoiding speculation in the face of currency fluctuations.

Fundação Butantan optimizes the contracting of financial instruments to protect risk exposure, considering and benefiting from natural hedges and may only use exchange rate hedging instruments when exposures in foreign currency are related to the following risk factors:

- The risks arising from exposure to exchange rate variations in import, export, and financial exchange purchase and sale transactions.

- Any exceptions to this policy require the approval of the Board of Trustees with the appropriate recommendations from the Chief Financial Officer and Executive Board.

Exposure to foreign currency

In the statement of financial position as of December 31, 2025, the Foundation had assets and liabilities denominated in foreign currency. Two scenarios were defined to assess the potential impact of exchange rate variations. In scenario I, the exchange rate used was adjusted by 25.0%, and in scenario II, it was adjusted by -25.0%.

The following exchange rates were applied during the year:

Currency	Average rate		Closing rate on December 31	
	2025	2024	2025	2024
USD	5.5635	5.3920	5.5024	6.1923
EUR	6.2902	5.8340	6.4692	6.4363
CHF	6.7248	6.1299	6.9457	6.8393

The table below shows a simulation of the impact of the exchange rate variation on the statement of financial position items and the finance result, taking into account the balances as of December 31, 2025.

Sensitivity analysis

The scenario projections allow assessing the exposure to foreign currencies as of December 31, 2025. Scenario I reflects the exchange rate prevailing close to the reporting date, while Scenarios II and III simulate adverse variations of 25% and -25%, respectively.

This analysis focuses on net exposure (comprising accounts receivable and trade payables), disregarding future export and import flows. It is worth mentioning that, due to the adoption of hedge accounting (as detailed in note 27), foreign exchange fluctuations are initially recognized in equity (Other Comprehensive Income). The finance result is only affected upon the actual settlement of transactions.

The table below details the simulated effects on the Statement of Financial Position, Equity, and Finance Result:

		Balance as of December 31, 2025		Scenario I		Scenario II	
	Currency	Original currency amount	Rate (Ptax Dec. 31, 2025)	BRL income (loss)	Rate (+ 25%)	BRL income (loss)	Rate (- 25%)
Assets							
Cash and cash equivalents in foreign currency	USD	9,735	5.5024	13,391	6.8780	(13,391)	4.1268
Accounts receivable	USD	390	5.5024	536	6.8780	(536)	4.1268
Derivative financial instruments in foreign currency	USD	144,304	5.5024	198,505	6.8780	(198,505)	4.1268
Derivative financial instruments in foreign currency	EUR	18,740	6.4692	30,308	8.0865	(30,308)	4.8519
Liabilities							
Suppliers in foreign currency (*)	USD	(12,343)	5.5024	(16,979)	6.8780	16,979	4.1268
Suppliers in foreign currency (*)	EUR	(2,173)	6.4692	(3,514)	8.0865	3,514	4.8519
Equity (Comprehensive Income - Hedge Accounting)							
Effect on other comprehensive income (hedge accounting)	USD	(141,812)	5.5024	(195,077)	6.8780	195,077	4.1268
Effect on other comprehensive income (hedge accounting)	EUR	(19,544)	6.4692	(31,609)	8.0865	31,609	4.8519
Total	**USD**	**274**		**377**		**(377)**	
	EUR	**(2,977)**		**(4,815)**		**4,815**	
Total in R$				**(4,438)**		**4,438**	

(*) Suppliers: exclusively comprises issued invoices, disregarding transactions in local currency, exchange-hedged operations, and provision entries.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

Fair value against carrying amount

The fair values of financial assets and liabilities together with the carrying amounts in the financial statements are as follows:

December 31, 2025	Note	Designated at fair value through profit or loss	Loans and receivables	Other financial liabilities	Accounting total	Fair value
Cash and cash equivalents	5	5,089,240	583	-	5,089,823	5,089,823
Resources from partnerships with third parties (agreements)	6	124,630	386	-	125,016	125,016
Accounts receivable	7	-	787,180	-	787,180	787,180
Suppliers	12	-	-	(978,858)	(978,858)	(978,858)
Borrowings	13	-	(57,871)		(57,871)	(57,871)
Derivative financial instruments	27	-	-	(16,611)	(16,611)	(16,611)
Total		**5,213,870**	**730,278**	**(995,469)**	**4,948,679**	**4,948,679**

Fair value hierarchy

Due to the short-term cycle, it is assumed that the fair value of the balances of cash and cash equivalents, third-party partnership resources (agreements), accounts receivable, and accounts payable to suppliers are close to their carrying amounts.

Based on these approaches, the Foundation assumes the value that market participants would use to price the asset or liability, including assumptions about the inherent risks or risks of the inputs used in the assessment techniques. These inputs can be easily observable, confirmed by the market, or unobservable. The Foundation uses techniques that maximize the use of observable inputs and minimize the use of unobservable ones. According to the pronouncement, these inputs for measuring fair value are classified into three levels of hierarchy.

Financial assets and liabilities recorded at fair value should be classified and disclosed according to the following levels:

- Level 1 – Quoted prices (unadjusted) in active, liquid, and visible markets for identical assets and liabilities that are accessible at the measurement date;

- Level 2 – Quoted prices (whether adjusted or not) for similar assets or liabilities in active markets, other inputs not observable in level 1, directly or indirectly, under the terms of the asset or liability; and

- Level 3 – Assets and liabilities whose prices do not exist or whose prices or assessment techniques are supported by a small or non-existent, unobservable or liquid market. At this level, the estimation of fair value becomes highly subjective.

The process of measuring the fair value of the Foundation's financial instruments is classified as Level 2.

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

27. Hedge accounting

Beginning 2025, Fundação Butantan formally adopted hedge accounting, in accordance with CPC 48 / IFRS 9 guidelines. This change aims to align the accounting treatment of derivative instruments with the economic substance of its operations, allowing the impact of foreign exchange fluctuations on surplus or deficit to be recognized concurrently with the impact on the hedged item.

1. Currency risk management policy

The Foundation operates in accordance with its Foreign Exchange Hedge Policy, approved by the Board of Trustees. The strategy is focused exclusively on risk mitigation and the assurance of budget predictability, with the use of derivatives for speculative purposes being prohibited.

- **Nature of exposure:** The risk primarily arises from the need to import Active Pharmaceutical Ingredients (APIs), vaccines, equipment, and technical services, whose costs are denominated in foreign currencies (mainly US dollar and Euro), while revenues are mostly denominated in Brazilian reais (BRL).

- **Instrument used:** Non-Deliverable Forward (NDF) contracts, which allow fixing an exchange rate in advance for future settlement based on the difference between the contracted rates and the market rates.

2. Classification and measurement criteria

The hedging instruments are designated as cash flow hedges, in accordance with the following criteria:

- **Hedged items:** Purchase orders, service agreements and export transactions qualified as firm commitments or highly probable transactions.

- **Measurement and effectiveness:** Derivatives are measured at fair value. The Foundation conducts prospective effectiveness testing, both at initial designation and quarterly, using qualitative and quantitative methods to ensure the economic correlation between the hedging instrument and the hedged item.

3. Accounting recognition

The Hedge Accounting adoption changes the method for recognition of changes in fair value:

Component	Accounting Treatmente
Effective Portion	Recognized in Other Comprehensive Income (OCI), in Equity.
Realization in Income	The amounts in OCI are reclassified to income in the same period in which the hedged item (e.g. Imported API cost) impacts the income for the year.
Ineffectiveness	Any ineffective portion is immediately recognized in Finance Income (Costs).

In 2025, hedging instruments were used exclusively to hedge assets and liabilities related to the Foundation's financial and commercial transactions, ensuring compliance with risk management goals.

Breakdown of cash flow hedges:

Hedging Instruments	Currency	Maturity up to	Nominal value	Contract closing rate	Recognized exchange variation of the hedge	Hedge cost
Import payment	USD	Jan/2026	15,858	5.58	189	(84)
Import payment	USD	Feb/2026	6,274	5.76	(1,437)	(295)
Import Payment	USD	Mar/2026	3,024	6.01	(1,728)	
Import payment	USD	Apr/2026	2,587	6.28	(1,417)	-
Import payment	USD	May/2026	33,654	6.06	(4,870)	660
Import payment	USD	Jun/2026	40,945	6.16	95	181
Import payment	USD	Jul/2026	8,300	5.93	(1,241)	
Import payment	USD	Aug/2026	8,300	5.97	(1,231)	-
Import payment	EUR	Aug/2026	3,748	7.07	(566)	-
Import payment	USD	Sept/2026	8,300	5.90	449	-
Import payment	USD	Oct/2026	4,685	7.18	(727)	-
Import payment	EUR	Oct/2026	8,300	5.83	352	-
Import payment	USD	Nov/2026	9,885	5.93	(466)	-
Import payment	EUR	Dec/2026	7,496	7.29	(1,196)	-
			161,356		**(13,794)**	**462**

Variations during the year:

	2,025
Derivative instruments Gain	43,072
Derivative instruments Loss	(59,683)
Hedge gain/loss adjustment	3,279
Hedge variation	**(13,332)**

28. Tax aspects – tax waiver

In compliance with item 27, letter "c" of ITG 2002 (R1) - Not-for-Profit Entity, the Foundation presents below the list of taxes subject to tax waivers for the years ended December 31, 2025 and 2024:

- **State Value-added Tax (ICMS):** According to ICMS Agreement 87/02 - grants exemption from ICMS on operations with drugs and medicines destined to federal, state, and municipal direct Public Administration bodies;

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

- **PIS and COFINS (contribution Taxes on Gross Revenue for Social Integration Program and for Social Security Financing, respectively)** The standard rates of 0.65% (PIS) and 3.0% (COFINS) are reduced to zero in accordance with article 1 of Decree No. 6426/2008. This exemption applies to revenues arising from the domestic sale and import of products intended for public health campaigns, listed in Annex III of this decree and classified under NCM 30.02, 30.06, 39.26, 40.15 and 90.18. Article 2 of the same decree extends the exemption to imports of pharmaceutical products classified under NCM 3002.90.20, 3002.90.92 and 3002.90.99. Furthermore, according to Provisional Executive Order (MP) No. 2158-35/2001, private and public foundations maintained by the Government contribute PIS/PASEP on the payroll at a rate of 1.0%, and their revenues related to their own activities have been exempt from COFINS since February 1, 1999.

- **IPI (Federal Value-added Tax):** Fundação Butantan, due to its accreditation for imports intended for research at the CNPq, is entitled to IPI exemption. According to the TIPI table for NCM Group 3002 to 3005 (pharmaceutical products), the IPI rate is 0.0%.

- **II (Import Tax):** Import for research carried out by Fundação Butantan, accredited by CNPq, is exempt from Import Tax. In addition, there are reductions in rates as per item I, paragraph 4, article 1 of Senate Resolution 13/2012 and updates to the GECEX/CAMEX Resolution for the NCMs listed in its annexes.

- **Additional Freight for Renewal of the Merchant Marine (AFRMM):** Imports carried out by waterway for research and development may be exempt, provided they meet CNPq criteria. In the case of imports for trade, a 25.0% rate applies to the remuneration for water transport.

- **Tax on Transfers Due to Death and Donations (ITCMD):** In the State of São Paulo, exemption may occur if the donation does not exceed 2,500 UFESPs per donor or if the institution is recognized as a promoter of human rights, culture or environmental preservation.

- **IRPJ (Corporate Income Tax) and CSLL (Social Contribution Tax on Net Profit):** As a non- profit organization, Fundação Butantan enjoys the benefit of exemption from the payment of federal taxes levied on its activities, in accordance with article 15 of Law 9532/97 and Decree No. 9580/18, articles 178 to 184 of the Income Tax Regulations (RIR).

29. Insurance coverage

The Foundation has insurance policies aimed at reducing exposure to significant risks related to its operations, assets, and liabilities before third parties.

The insurance coverage taken includes, among others, property risks, civil liability, and other operational risks inherent to the activities performed. Maximum indemnity limits and insured amounts were determined based on internal assessments and specialized technical advice.

The insurance policies are effective at the reporting date, as detailed in the following table:

Type	Amount of principal		Effective date Beginning	End
Vehicle fleet	According to Fipe Table 100%		04/28/2025	04/28/2026
Civil liability - D&O	R$	200,000	12/31/2025	12/31/2026
General civil liability - Clinical trials	R$	10,000	08/01/2025	11/01/2026
General civil liability - Clinical trials	R$	10,000	04/22/2025	04/22/2026
General civil liability - Clinical trials	R$	5,000	08/01/2025	11/01/2026
International transport - Export	R$	38,517	08/18/2025	08/18/2026
International transport - Import	R$	7,000	08/11/2025	08/11/2026
Total	**R$**	**270,517**		

30. Events after the reporting period

In the first quarter of 2026, the plant expansion schedule advanced upon the issuance of commencement orders for the following plants:

- **dTpa – Diphtheria, Tetanus and Acellular Pertussis**, on 01/05/2026. The total project amount is estimated at BRL 653,289, of which BRL 542,718 derives from PAC funds – Federal Government.

- **PBI – Influenza Bank Production,** on 01/12/2026, the total project amount is BRL 299,322 using BNDES financing.

- **HPV – Human Papillomavirus**, on 02/23/2026. The total project amount is estimated at BRL 488,925, of which BRL 487,345 derives from PAC funds – Federal Government.

Moreover, the bidding process for the **Immunobiologicals Final Production Center (CPFI 4)** was completed on 03/04/2026 and is currently at the contractual execution stage for subsequent commencement of works. The project amount is BRL 814,483 financed using own funds.

On March 17, 2026, Fundação Butantan obtained the Great Place to Work (GPTW) certification. This certification validates the effectiveness of people management policies and the success of a two-year cycle of investments in organizational culture, consolidating an institutional environment based on trust and collaboration.

São Paulo, March 19, 2026.

Assinado por:
Ana Paula Cerqueira
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Ana Paula Marzano Cerqueira
Gerente Contábil e Fiscal
CRC 1SP204118/O

Assinado por:
Luiz Roberto Cassab Mousinho
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Luiz Roberto Cassab Mousinho
Diretor Financeiro

Notes to the financial statements for the years ended December 31, 2025 and 2024 (in thousands of BRL, unless otherwise stated).

OPINION OF THE SUPERVISORY BOARD

The Supervisory Board has examined the Financial Statements of Fundação Butantan, which include the statement of financial position as at December 31, 2025 and the related statements of activities, comprehensive income, changes in equity and cash flows, accompanied by the summary of the main accounting policies and explanatory notes and the Report of Ernst & Young Auditores Independentes S/S.

Based on the analysis of these documents, the unqualified report of Ernst & Young Auditores Independentes S/S on the Financial Statements, and the clarifications provided by the Foundation's management representatives, the members of the Supervisory Board unanimously believe that the financial statements reflect, in all material respects, the Foundation's equity and financial position and activities for the year ended December 31, 2025 and can be submitted for consideration by the Board of Trustees.

São Paulo, March 19, 2026.

Assinado por:
Ieda Bhering
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Ieda Cristina Corrêa Bhering da Silva

Presidente do Conselho Fiscal

DocuSigned by:
André Aroldo Freitas De Moura
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André Aroldo Freitas de Moura

Membro do Conselho Fiscal

DocuSigned by:
Guilherme Bueno
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Guilherme Bueno de Camargo

Membro do Conselho Fiscal

OFFICERS' STATEMENT ON THE FINANCIAL STATEMENTS

In our capacity as officers of Fundação Butantan ("Foundation"), a private, non-profit legal entity headquartered in the City of São Paulo, State of São Paulo, at Rua Alvarenga, 1396, Butantã, CEP 05509-002, duly registered with the CNPJ under No. 61.189.445/0001-56, we hereby declare that we have reviewed, discussed, and fully agree with the set of financial statements for the year ended December 31, 2025.

São Paulo, March 19, 2026.

Assinado por:
Luiz Roberto Cassab Mousinho
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Luiz Roberto Cassab Mousinho

Diretor Financeiro

Signed by:
Márcio Augusto Lassance Cunha Filho
A266EC7079794AB...

Márcio Augusto Lassance Cunha Filho

Superintendente

DocuSigned by:
Saulo Nacif
BEC442216D6544F...

Saulo Simoni Nacif

Diretor Executivo

OFFICERS' STATEMENT ON THE INDEPENDENT AUDITOR'S REPORT

In our capacity as officers of Fundação Butantan ("Foundation"), a private, non-profit legal entity headquartered in the City of São Paulo, State of São Paulo, at Rua Alvarenga, 1396, Butantã CEP 05509-002, duly registered with the CNPJ under No. 61.189.445/0001-56, we hereby declare that we have reviewed, discussed, and agree with the opinions expressed in the independent auditor's report regarding the set of financial statements for the year ended December 31, 2025.

São Paulo, March 19, 2026.

Assinado por:
Luiz Roberto Cassab Mousinho
115AB83999BD45B...

Luiz Roberto Cassab Mousinho

Diretor Financeiro

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