BemBrasil
Alimentando bons momentos

2025 Sustainability Report

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Introduction

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Marcos Vinicius Marques and Diego Batista, Instrumentation Team

About this report GRI 2-2, 2-3

Consistent with our commitment to transparency, we are pleased to present Bem Brasil's fifth Sustainability Report, covering the period from January 1 to December 31, 2025. In this report, we highlight our key achievements, results, and challenges during the reporting period, and how we sustained our position as Brazil's leading producer of frozen French fries and dehydrated potato flakes.

The report presents our ESG performance for the reporting period, highlighting our material impacts, progress against targets, and sustainable value creation. Published annually, this report covers operations at our headquarters in Araxá and our facility in Perdizes, Minas Gerais, as well as the activities of Florestadora Santa Cecília, a majority-owned subsidiary whose results are also consolidated into our financial statements. We outline our key business activities, corporate governance practices, employee engagement efforts, supplier partnerships, and stakeholder relationships, all of which reaffirm our commitment to sustainable development and environmental stewardship.

The disclosures in this report have been prepared in accordance with the Global Reporting Initiative (GRI) Standards, the leading international framework for transparent reporting on economic, environmental, and social impacts. Reported initiatives are also mapped to the relevant United Nations Sustainable Development Goals (SDGs), and to our updated double materiality assessment and resulting priority topics. The report was reviewed and approved by the Board of Directors and senior leadership to ensure alignment with our values and strategic priorities.

For questions about this report or our sustainability and ESG strategy and management approach, please contact: isabela@bembrasil.ind.br.

João Emílio Rocheto
Chairman of the Board of Directors and founder of Bem Brasil

Message from the Board of Directors

GRI 2-22

As we celebrate two decades of growth and achievement, we remain committed to product quality and to doing business with ethics, transparency, and sustainability at the core. In 2025, we operated in a challenging macroeconomic environment with a significant increase in imports of processed potato products and heightened competition. Despite these conditions, we maintained strong operations and delivered growth in sales volumes. We view this cycle as an opportunity to recalibrate and resume our historical growth trajectory while maintaining a long-term perspective.

In the face of these challenges, we showed resilience and adaptability. Severe drought conditions during the first half of the year demanded effective climate risk management and underscored the importance of increasing predictability in our raw material supply. At the same time, the Brazilian market was affected by increased global availability of both fresh and processed potatoes. We remained firm in our purpose, as we strengthened our capabilities to achieve business objectives with efficiency and responsibility.

In 2025, Bem Brasil processed 20% of Brazil's total fresh potato harvest. To sustain this performance and reduce risks associated with extreme weather events, we expanded investments in technology, automation, and artificial intelligence, particularly through the expansion and upgrading of our raw material cold-storage facilities.

Sustainability remains a strategic priority. During the year, we joined the GHG Protocol and achieved Gold reporting status in our first reporting cycle. We also advanced circular economy, resource efficiency, waste reduction, and recycling initiatives. Through our Sustainable Agriculture Program, we continued to encourage growers to adopt responsible farming practices, integrating environmental, social, and productivity considerations into potato cultivation. We maintained certifications that are important to our business and stakeholders, including RSPO certification for palm oil at our Perdizes facility, as well as FSSC 22000, Halal, and Kosher certifications, supporting our commitment to operating to the highest standards of quality, food safety, and responsibility.

Ethics guide our decisions, and compliance is embedded in Bem Brasil's culture. We remain committed to transparency and to strengthening our reporting and engagement channels, aligned with leading governance practices and our commitments as a participant in the UN Global Compact Network Brazil. In recognition of these efforts, we once again received *Agro Mais Integridade* certification from Brazil's Ministry of Agriculture and Livestock. During 2025, we further developed the business through strategic partnerships with distributors and major retail and wholesale customers, while continuing to invest in employee training and operational excellence.

Meanwhile, our social impact continued to expand. We increased food donations through initiatives such as Mesa Brasil Sesc, reaching a new record in the volume of food distributed. Our organizational culture received further recognition as well. For the second year running we were included in the Great Place to Work® Minas Gerais list, ranking among the 20 best corporate workplaces in the state. We remain confident in our ESG strategy, integrating responsible financial performance, innovation, and the development of the communities where we operate. In this Sustainability Report, we present an overview of the initiatives and outcomes that demonstrate this commitment in practice. We invite you to explore our progress, challenges, and next steps.

Thank you for your interest in our report.

2025 at a glance

Invested approximately
R$ 3.4 million
in social, cultural, sports, and volunteering programs

32% increase
in export volumes following expansion into the Mexican and Uruguayan markets

1 million
people reached through cultural initiatives

Maintained
leadership in Brazil's frozen pre-fried French fries market

11,353
people benefited through 32 volunteer initiatives

Completed
a Double Materiality assessment

2025 at a glance

60,000

metric tons of organic compost produced for use in agricultural operations

84%

of our farm properties have adopted the regenerative practices being advanced through our Sustainable Agriculture Program

97%

of the potatoes used in our operations are traceable to the farm level through the Rastreagro traceability program

100%

of biogas generated in industrial wastewater treatment utilized as fuel in our boilers

100%

of packaging waste generated in our operations directed to reverse logistics programs

We recycled more than

5,000

metric tons of post-consumer packaging in the Brazilian and foreign markets

100%

of potato processing residues recovered for animal feed and composting

Reduced Scope 1 emissions by

38.9%

from a 2021 baseline

Net zero Scope 2 emissions

Achieved net-zero Scope 2 emissions through purchased Renewable Energy Certificates (RECs)

Expanded

Scope 3

reporting to include all material categories across our value chain

63.16%

reduction in emissions intensity compared with our 2021 baseline

Erica Abadia, Juliana Cardosoand Anielle Sousa, Quality Team

Our Company

IN THIS CHAPTER:

- About us
- Timeline
- Awards and certifications
- ESG strategy

About us GRI 2-1, 2-6

Bem Brasil Alimentos S.A. is a privately held, Brazilian-owned food company and a domestic leader in the frozen French fries and frozen foods market. As a pioneer in the production of frozen French fries and snack products in Brazil, we have built our market leadership through innovation, operational excellence, and a commitment to quality across our value chain. We are supported by an integrated and diversified supply chain that enables a reliable supply of high-quality raw materials. We operate two manufacturing facilities located in the Triângulo Mineiro region of Minas Gerais, in the municipalities of Araxá and Perdizes.

In addition to being recognized for product quality, we have received numerous awards over the past two decades for excellence in food safety and people management. Our commitment to environmental and social responsibility and strong corporate governance has earned certifications and recognitions including the *Agro Mais Integridade* Badge 2025/2026, FSSC 22000 certification, and ISO 14001 Environmental Management certification at our Araxá facility. With a large workforce of direct and indirect employees, we contribute to regional economic and social development. In 2025, our social initiatives reached more than 2 million beneficiaries across the Alto Paranaíba region.

Our operations GRI 2-6

Bem Brasil was founded in Araxá in 2006 and later expanded with the opening of our Perdizes facility in 2017. While our manufacturing operations are concentrated in Minas Gerais, our products are distributed throughout Brazil through a network of partner distributors delivering high standards of customer service. Our portfolio of more than 20 products reaches consumers through wholesale and retail channels across the country.

Bem Brsil products are also available in international markets, including Argentina, Uruguay, Paraguay, Bolivia, Peru, the United States, Chile, Mexico, and Singapore.


Perdizes Facility

Timeline

2006
Opened first factory in Araxá (MG) and founded Bem Brasil.

2010
Added a second production line and expanded storage capacity at the Araxá facility. Established a strategic partnership with the Madero restaurant chain.

2015
Completed first export shipment of potato flakes to Japan. Began construction of the Perdizes, Minas Gerais facility.

2017
Opened second manufacturing facility in Perdizes, increasing production capacity by 150%.

2019
Achieved 40% market share in Brazil's processed frozen potato market.

2021
Commissioned a fourth frozen French fries production line, reaching 500,000 metric tons of annual production capacity.

2022
Formalized our sustainability strategy, informed by a Materiality Assessment, and published first Sustainability Report for 2021.

2023
Processed a record 860,000 metric tons of fresh potatoes. Strengthened market leadership with a 53% domestic market share.

2024
Expanded and automated cold-storage facilities to increase raw material supply during the off-season. Optimized breaded and formed product lines to improve operational efficiency.

2025
Evolved our ESG strategy with the completion of a Double Materiality Assessment and improvements to our Greenhouse Gas Emissions Inventory, including a more comprehensive assessment of Scope 3 emissions.

Awards and certifications

Great Place to Work (GPTW)
Recognized among the 20 best corporate workplaces in Minas Gerais

Gold reporting status in our inaugural filing with the **Brazilian GHG Protocol** for 2024

Agro Mais Integridade Badge
two-year period 2025/2026

Incredible Workplace,
Fundação Instituto de Administração (FIA)

Experience Awards
Customer-Recommended Badge

Cliente SA 2025
Gold badge – Ranked first in the food industry

Reclame Aqui Awards
Among the nominees

SVB (Vegan) Certification
Renewed certification by the Brazilian Vegetarian Society (SVB), confirming that our products contain no animal-derived ingredients and are not tested on animals throughout the production process.

FSSC 22000
Internationally recognized certification benchmarked by the Global Food Safety Initiative (GFSI), validating the integrity of our Food Safety Management System.

Fambras Halal
Verifies compliance with Islamic dietary requirements and internationally recognized standards on food suitable for consumption by Muslim communities.

Kosher Certified
Confirms that our production processes comply with Jewish dietary laws and meet rigorous standards of control, quality, and purity.

ISO 14001
Successfully maintained environmental management certification for our Araxá facility in 2025.

Instituto Mesc
Certified Customer Satisfaction badge

Top 100 Companies for Customer Satisfaction

Best Company in the Segment for Custome Satisfaction

ESG strategy

We continue to advance a business strategy underpinned by ESG principles, with the ambition of being a recognized leader in environmental and social responsibility within the food industry. Our governance structure, overseen by the Board of Directors, supports effective strategic planning and the consistent implementation of our compliance policies and controls.

From an environmental perspective, management priorities include climate change, circular economy initiatives, loss and waste reduction, and sustainable agriculture. During 2025, we made significant progress in several priority areas, including the following: circular economy, with potato starch recovery efficiency improving by 53% compared with 2024; reverse logistics, with 5,066.80 metric tons of post-consumer packaging recycled in the domestic market and 289.62 metric tons in international markets; energy efficiency, with the deployment of trucks powered by natural gas and biomethane; and optimized water resource and waste management practices.

On the social front, in 2025 we supported 24 cultural and sports projects, as well as initiatives funded through tax incentive programs for children, adolescents and elderly in the communities where we operate. Of these initiatives, 21 were carried out in the Triângulo Mineiro region, directly benefiting approximately 1 million people.

Stakeholder engagement GRI 2-29

Bem Brasil maintains strong and transparent relationships with stakeholders through ongoing engagement, active listening, consultation processes, and collaborative initiatives.

Our engagement with business partners, civil society organizations, consumers, customers, employees and other workers, governments, local communities, NGOs, shareholders, investors, suppliers, labor unions, and vulnerable groups enables us to identify actual and potential impacts, build long-term relationships, and strengthen our management of risks and opportunities. Our approach is guided by our Stakeholder Engagement Policy, which outlines engagement principles, priority stakeholder groups, and communication channels, providing a structured engagement framework. Through this approach, we foster innovation, support compliance with legal and regulatory requirements, strengthen our reputation and brand, and advance our sustainability objectives.


Otavio Coelho, Packaging

The annual publication of our Sustainability Report is one example of this commitment to transparency and stakeholder engagement. Our practices also include formalized performance targets, ongoing training initiatives, continuous tracking of performance, and the integration of stakeholder perspectives into our business processes.

New materiality assessment GRI 3-1, 3-2

Throughout 2025, we prepared to incorporate the double materiality approach into our materiality assessment to identify the strategic topics most relevant to managing our social, environmental, and economic impacts and our engagement with stakeholders.

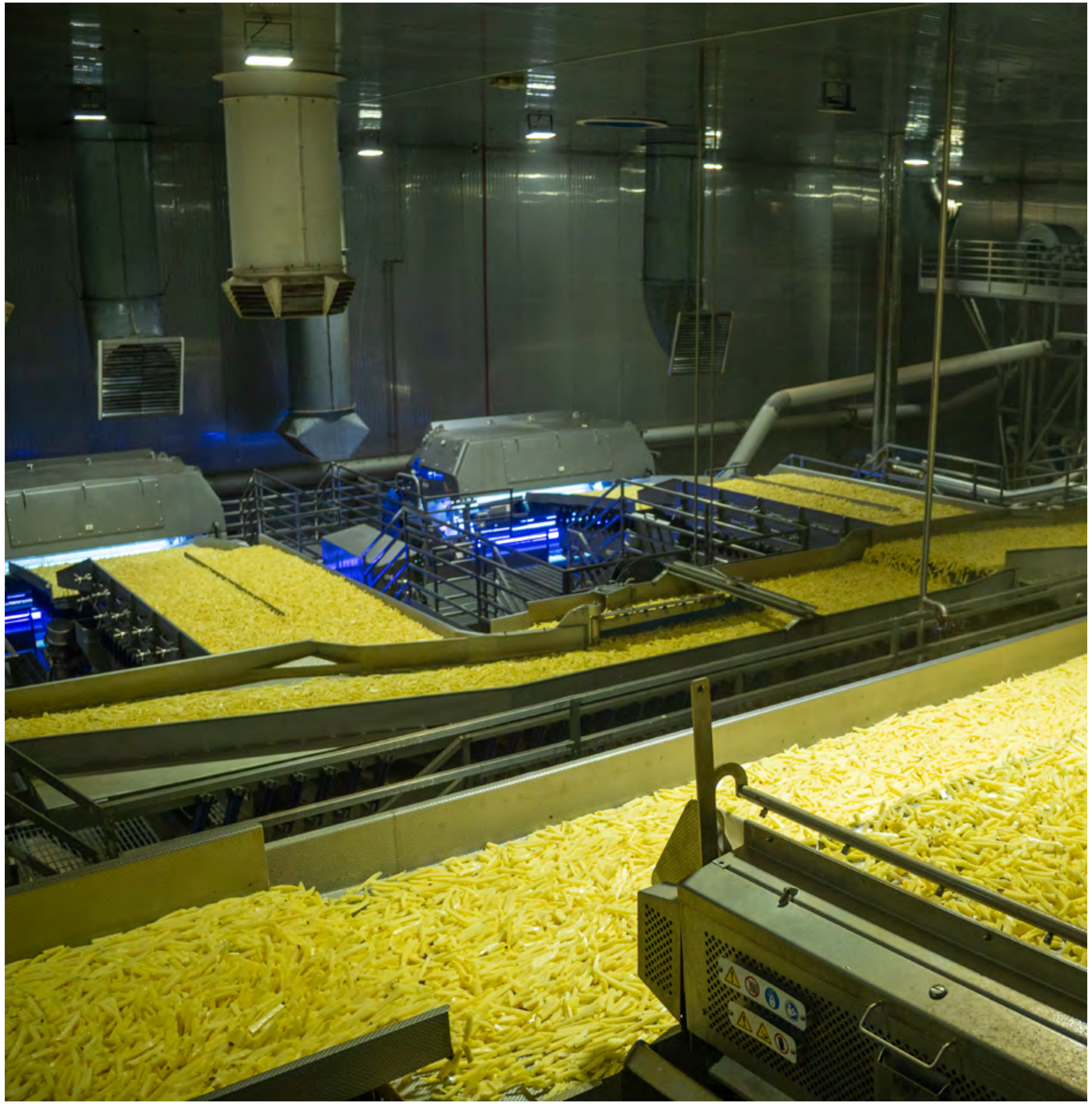
This approach considers both financial materiality—economic risks and impacts on the business—and impact materiality, which evaluates the effects of our activities on society and the environment. The process was overseen by senior management throughout all stages, with final validation of the material topics scheduled for the first half of 2026.

The impacts associated with our operations were identified through interviews, workshops, focus groups, online consultations, and reviews of internal and external documentation. This assessment provided a comprehensive understanding of our operations and processes, resulting in an updated strategic report aligned with the European Financial Reporting Advisory Group (EFRAG) standards, developed in collaboration with WayCarbon.

To ensure a comprehensive assessment, we engaged a broad range of stakeholders, including customers, consumers, employees, contractors, suppliers, business partners, regulators, labor unions, and contractors. Identified impacts were assessed based on likelihood, severity, and magnitude, as well as the level of importance assigned to them by each stakeholder group.

The updated assessment identified nine material topics. Compared with the previous reporting cycle, several topics were renamed and expanded. For example, Natural Resources and Ecosystems now incorporates and broadens the scope of the previous topic, Water and Effluent Management, addressing the impacts of other activities on ecosystems. Similarly, Waste and Circular Economy replaces and combines the former topics of Waste Management and Reverse Logistics and Circular Economy.

Double materiality enhances our approach to managing risks and opportunities by helping identify issues that may affect our reputation or create future costs, including climate-related impacts and social challenges. We believe this approach will enhance transparency, strengthen credibility, and increase confidence among investors, customers, and regulators in future reporting cycles. We also expect these improvements to further enhance Bem Brasil's competitiveness in global markets.



List of material topics GRI 3-2

Material topic	Sustainable agriculture and quality raw materials	Natural resources and ecosystems	Waste and circular economy	Relationships with local communities	Ethical conduct and integrity
Topic description	Ensuring the resilience and traceability of our potato value chain through sustainable practices and certification programs, helping mitigate climate-related and operational risks. Addressing human rights, responsible sourcing, and supply chain efficiency, supporting productivity gains and access to strategic markets.	Mitigating dependence on natural resources and related operational risks (water, waste and emissions). Proactively managing water scarcity risks and fertigation system performance, supported by investments in technology to reduce environmental impacts, maintain regulatory compliance, and ensure business continuity.	Strategically managing resources and the transition toward a circular economy, helping mitigate resource dependency and effluent risks. Optimizing water efficiency and the beneficial use of by-products, including the application of organic materials in fertigation systems, enhancing efficiency, compliance, and sustainable value.	Engaging with local communities to maintain our social license to operate and create shared value. This includes responsible water management, emissions monitoring, and transparent communication with stakeholders. A proactive approach improves quality of life in local communities and strengthens long-term relationships.	Managing financial and reputational risks through integrity and ethical governance practices. Preventing fraud, corruption, and conflicts of interest, thus mitigating the risk of sanctions and loss of stakeholder trust. Fostering corporate transparency and operational compliance, building credibility with the market.
Related SDGs	8 TRABALHO DECENTE E CRESCIMENTO ECONÔMICO; 13 AÇÃO CONTRA A MUDANÇA GLOBAL DO CLIMA	6 ÁGUA POTÁVEL E SANEAMENTO; 12 CONSUMO E PRODUÇÃO RESPONSÁVEIS; 14 VIDA NA ÁGUA; 15 VIDA TERRESTRE	9 INDÚSTRIA, INOVAÇÃO E INFRAESTRUTURA; 12 CONSUMO E PRODUÇÃO RESPONSÁVEIS	11 CIDADES E COMUNIDADES SUSTENTÁVEIS	16 PAZ, JUSTIÇA E INSTITUIÇÕES EFICAZES

Material topic	Occupational health and safety	Climate change and energy	Talent development and retention	Product quality and safety
Topic description	Positioning occupational health and safety as a pillar of employee well-being and operational excellence. Management efforts focused on accident prevention, controlling chemical and physical hazards, and promoting mental health and well-being. These initiatives support our commitment to a safe and healthy workplace while aligning with industry-leading practices.	Improving emissions management and energy performance while supporting the transition to a low-carbon economy. Mitigating risks associated with rising costs, fossil fuel dependence, and evolving climate-related regulations. Advancing in energy efficiency and renewable energy sourcing to expand access to strategic markets and sustainable financing opportunities.	Promoting talent development and retention through our Corporate University and providing support for external training and educational programs. This strategic approach helps reduce turnover and operational costs while ensuring the productivity and competitiveness needed to support the long-term sustainability of the business.	Ensuring we deliver safe food products through rigorous hygiene controls and contaminant monitoring. Management practices focus on preventing operational failures and product recalls, mitigating public health risks and regulatory penalties. This helps protect brand reputation and maintain compliance.
Related SDGs	8 TRABALHO DECENTE E CRESCIMENTO ECONÔMICO	7 ENERGIA LIMPA E ACESSÍVEL; 9 INDÚSTRIA, INOVAÇÃO E INFRAESTRUTURA; 12 CONSUMO E PRODUÇÃO RESPONSÁVEIS; 13 AÇÃO CONTRA A MUDANÇA GLOBAL DO CLIMA	8 TRABALHO DECENTE E CRESCIMENTO ECONÔMICO	12 CONSUMO E PRODUÇÃO RESPONSÁVEIS

Our Governance

IN THIS CHAPTER:

- Management and leadership
- Ethics, integrity and compliance

Gustavo Quilici,
Marketing

Ethics, transparency, and accountability are core pillars of Bem Brasil's corporate governance practices. These principles guide our relationships with stakeholders, supported by internal compliance policies developed by our Internal Audit function.

Our Code of Ethics and Conduct establishes standards applicable across all business processes, guiding the actions of employees, business partners, and customers to foster a safe and equitable environment. Complementing this framework, our Integrity and Compliance Program fosters ethical conduct throughout the value chain. Going beyond compliance, we implement best practices as part of our culture. This is supported by ongoing training and active participation in industry discussions, driving continuous improvement in our business environment.

Ethics, transparency, and accountability *underpin our relationships with stakeholders.*

Management and leadership

GRI 2-9

In 2025, Bem Brasil's leadership reaffirmed sustainability as a central element of our business strategy as we navigate macroeconomic and climate-related challenges. Under the oversight of the Board of Directors, our executive management acts as a steward of our purpose, integrating environmental and social responsibility into our corporate culture.

Our governance structure consists of shareholders, a Board of Directors, an Ethics Committee, a Risk Management Committee, a Crisis Management Committee, an ESG Committee, Internal Audit, Independent Audit, a CEO, and an Executive Leadership Team.

Board of Directors

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-17

Bem Brasil's Board of Directors is our highest governance body, responsible for establishing our strategic plan, risk matrix, and sustainable development guidelines. Composed of four directors—three shareholder representatives and one independent member—the Board works in coordination with its advisory committees.

The Board actively oversees the identification and management of economic, environmental, and social impacts. This oversight includes activities ranging from financial risk assessment and carbon footprint monitoring to employee well-being programs and social responsibility initiatives.

Our Sustainability Manager holds executive responsibility for these matters, coordinating strategy implementation, ensuring regulatory compliance, and promoting stakeholder engagement. Environmental and social performance is reported annually to the Board through executive presentations and ESG committee discussions, enabling these results to inform strategic decision-making by senior management.

Collective knowledge and continuous improvement

To support informed decision-making, we ensure the Board is kept current on ESG-related topics. Quarterly Environmental Management System Team (ESGA) meetings are held with strategic leadership to review performance indicators, legal requirements, and key business projects.

These core practices are further strengthened through our participation in the UN Global Compact Network Brazil. As signatories, we participate in Action Platforms focused on climate, sustainable agriculture, human rights and anti-corruption, as well as strategic communication and corporate engagement, helping align our operations with the Sustainable Development Goals (SDGs).

The integrity of publicly disclosed information is ensured by our governance processes, through which the Board of Directors reviews and approves both the material topics and the final content of our Sustainability Reports. This process includes reviews of internal controls and prior evaluation by the reporting committee, helping ensure that our communications accurately reflect our commitment to transparency and continuous improvement. GRI 2-14

Composition of the Board of Directors

João Emílio Rocheto
Assumed the position of Chairman in 2026. Serves as a sharehol-der-appointed director

Celso Carlos Roquetto
A sharehol-der-appointed director, with no executive respon-sibilities

José Paulo Rocheto
A sharehol-der-appointed director with no executive respon-sibilities

Sérgio Carvalho Mandin Fonseca
Independent mem-ber, with no executi-ve responsibilities

Advisory committees

- Ethics Committee
- Risk Management Committee
- Crisis Committee
- ESG Committee

Remuneration policies

GRI 2-19, 2-20

Our remuneration strategy is based on balancing market competitiveness with long-term financial sustainability. For employees, fixed compensation is governed by our Job Classification and Compensation Plan, which ensures internal equity through established position structures and periodic reviews. Variable compensation is provided through a Profit Sharing Program (PLR) with targets linked to collective performance and EBITDA results. At all organizational levels, we fully comply with Brazilian labor regulations regarding severance payments and social security obligations. We do not offer supplemental retirement plans or extraordinary benefits.

Our policy includes specific provisions related to Senior Management compensation, ensuring that 100% of members are subject to the integrity criteria established by the Company. These criteria are monitored through corporate performance dashboards that track results and adherence to established governance and compliance practices.

All members of Executive Management have additional governance and accountability components incorporated into their variable compensation, supported by integrity-related performance criteria. This approach reflects our commitment to ethical management, transparency in compensation practices, and alignment between organizational performance and corporate responsibility. Unlike common market practices for executives, we do not offer sign-on bonuses or recruitment incentives. Any exceptions are evaluated individually and require governance approval.

The process for determining these policies is overseen by the General Stockholders' Meeting, the Company's highest decision-making body regarding leadership compensation. Compensation decisions are informed by benchmarking assessments and long-term strategic objectives. Shareholder perspectives are incorporated through deliberations at the General Stockholders' Meeting, helping ensure that people management and corporate governance practices remain aligned with Company interests.

Ethical conduct and integrity

GRI 2-23, 2-24, 2-26, 3-3 Ethical conduct and integrity

Our business conduct, employee engagement, and stakeholder relationships are governed by ethical principles that align with the highest international standards and have guided our purpose throughout our 19-year history. As one of our material topics, Ethical Conduct and Integrity is associated with potential negative impacts, particularly reputational and operational impacts, including damage to institutional credibility and adverse effects on organizational culture. Conversely, promoting ethical and integrity-based practices helps strengthen internal relationships, build trust among stakeholders, and enhance and transparency in decision-making processes.

Isabela Navarro, João Ricardo Coleoni, and Franciele Reis

Danielle Marques,
Environmental Management System

Supporting these commitments are Board-approved policies that establish our approach to corporate responsibility, including our Integrity Program and its related policies, and our Code of Ethics and Conduct, which guides our actions and affirms our commitment to transparency and anti-corruption practices. All employees attend periodic training on the Code and internal risk and crisis management policies, and formally acknowledge their commitment to abide by its principles.

Our commitments incorporate the precautionary principle and respect for human rights, including all principles set forth in the Universal Declaration of Human Rights, with particular attention given to people with disabilities, women, and members of the LGBTQIAPN+ community.

Our Integrity Program is guided by our Code of Ethics and Conduct and supported by a range of complementary policies

Our integrity guidelines are also aligned with the corporate governance best practices recommended by the Brazilian Institute of Corporate Governance (IBGC) and with Movimento Transparência 100%, an initiative of the UN Global Compact. Together, these commitments support our contribution to the Sustainable Development Goals (SDGs).

Integrity Program

Bem Brasil's Integrity Program fosters ethical and responsible conduct among employees by establishing practices aligned with applicable legislation, including Brazil's Anti-Corruption Law (No. 12,846/2013) and Decree No. 11,129/2022. Oversight of these commitments is carried out by the Board of Directors, which delegates responsibilities through clearly defined objectives, assigned responsibilities, and monitoring mechanisms.

The program is supported by policies including Risk Control and Management, Anti-Corruption and Anti-Money Laundering policies, and our Code of Ethics and Conduct. To ensure ongoing awareness of these requirements, employees receive regular training and updates through internal communication channels and social media platforms. Click here to access our compliance policies, which are publicly available on our website.

During the reporting period, no additional measures related to the management of this material topic were implemented.

Advisory and reporting mechanisms

GRI 2-25

To ensure that ethics are embedded in our day-to-day operations, we provide multiple channels for guidance on implementing responsible policies and practices, including internal forums, manuals, e-learning platforms, and specialized advisory services. We engage with stakeholders through communication and information-sharing processes that support management decision-making.

To report concerns or situations that may violate our standards, stakeholders may access *Alô, Ética*, a reporting channel operated by an independent third party. Under our non-retaliation policy, we ensure that the identities of individuals who submit reports through this channel are kept strictly confidential. The reporting mechanism includes a telephone hotline and dedicated platforms for reporting potential irregularities or misconduct.

We also maintain an internally operated Consumer Service Center (SAC), which guarantees confidentiality but does not provide anonymity.

Both channels report complaints to our highest governance body, and their effectiveness is monitored by tracking reported cases to resolution.

During the reporting period, 161 whistleblowing reports were received, across matters such as non-compliance with ethical standards, misconduct, sexual harassment, conflicts of interest, favoritism, theft, fraud, workplace harassment, substance abuse, and discrimination. Of these cases, 7 (4.35%) remained unresolved, while 154 (95.65%) were addressed and resolved with remediation measures. There were no cases that were addressed but left unresolved, nor any cases resolved without remediation.

Training programs, internal forums, supporting materials, and specialized advisory services help ensure that employees remain informed about organizational conduct and responsible business practices. In 2025, no confirmed cases of corruption involving Bem Brasil or our employees were identified. GRI 205-3


Fernanda Marcela,
Environmental Management System

Conflicts of interest GRI 2-15

We have processes in place to prevent and mitigate conflicts of interest, supported by clear policies and procedures, conflict disclosure mechanisms, education and training programs, oversight by the Ethics Committee or other review bodies, periodic reviews of policies and procedures, a strong organizational culture, and compliance with applicable legal requirements.

Because conflicts of interest are managed internally, they are not disclosed to stakeholders unless a situation arises that may affect the relationship between the parties involved.

Agro Mais Integridade certification

Bem Brasil was once again recognized with *Agro Mais Integridade* certification for the 2025–2026 cycle, awarded by Brazil's Ministry of Agriculture, Livestock and Food Supply (MAPA). Now in its seventh edition, the initiative recognizes and rewards organizations that demonstrate best practices in ethics and integrity, particularly in the areas of anti-corruption, social responsibility, and environmental sustainability.

Training participation rates in 2025

Code of Ethics and Conduct	96%
Anti-money laundering	96%
Anti-Corruption Policy	89%
Support for incentive-backed projects	81%
Risk and opportunity management	78%
Consequences Policy	74%
Donations and sponsorships	70%
Gifts and hospitality	68%
Volunteering	60%
Integrity Program	55%
Conflicts of interest	52%

Our training practices continue to evolve and mature. We aim to achieve 100% participation among eligible audiences through continuous improvement of engagement and training initiatives.

Risk management

Bem Brasil uses Perinity software to support enterprise risk management, including structured risk identification, monitoring and tracking. The platform supports process standardization, the development of action plans, and management decision-making across the following risk categories: Environmental and Sustainability; Compliance and Ethics; Corruption and Fraud; Strategic; Finance and Business; Legal and Regulatory; Operational Processes; Health and Safety; Food Safety; Technology and Privacy; and Third-Party Risks. In addition, we maintain an up-to-date corporate risk matrix and apply four levels of impact and likelihood to assess, classify, and prioritize identified risks, enabling more effective enterprise risk management, mitigation, and monitoring.

Risk assessments are supported by detailed reviews of business processes, ongoing evaluations of internal policies and procedures, and monitoring through management meetings and Risk Committee discussions. Identified risks are addressed through action plans and periodic training.

Through this ongoing assessment and monitoring process, priority risks have been identified in areas related to the supply of our primary raw material, the performance of our facilities, and contractor management. GRI 205-1

Our corporate risk matrix has been recently updated, supported by **ongoing risk monitoring**

Alfredo Marques, Internal Audit

Ethics, integrity and compliance

We have strengthened our ethical culture by aligning our governance practices with global standards and human rights principles. This helped to ensure full legal compliance and maintain zero cases of corruption in 2025.

0 cases

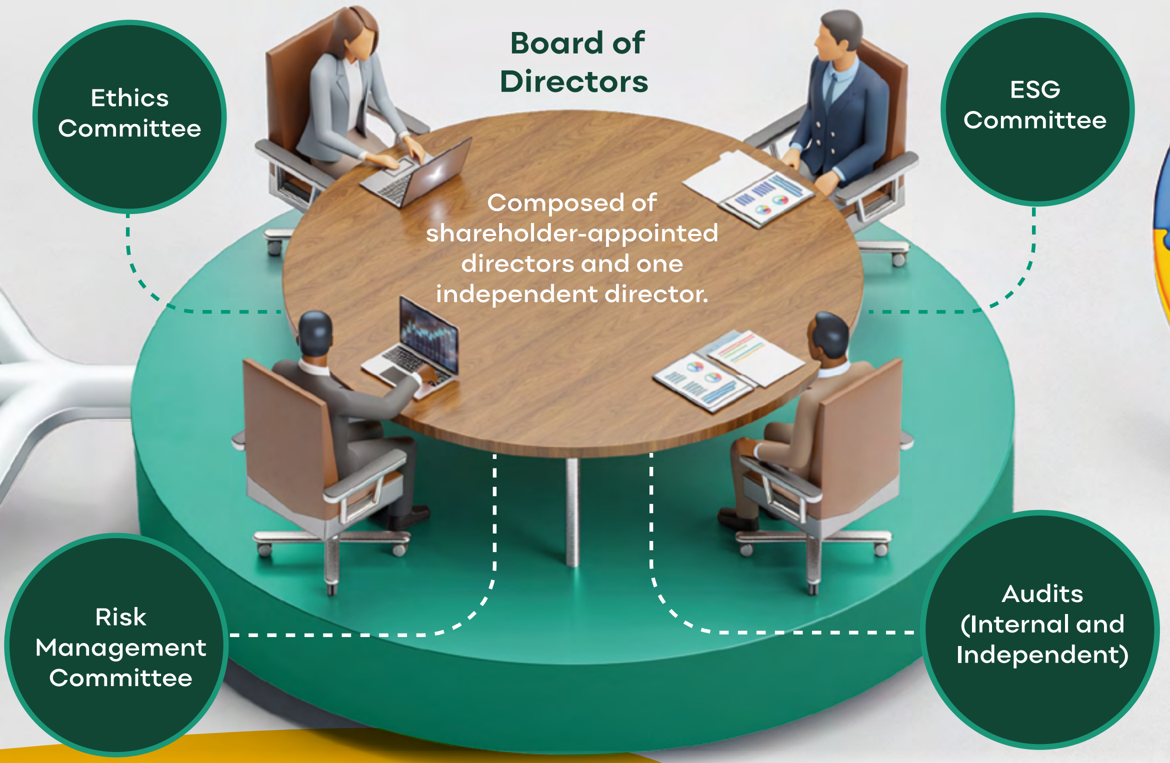
2025 performance:

Zero confirmed instances of corruption involving either the company or its employees.

Code of Ethics & Conduct: A guide for employees, partners, and clients.

Integrity & Compliance Program: Aligned with Brazil's Anti-Corruption Law (Law No. 12.846/2013) and good governance practices.

Specific Policies: Covering Risk Management, Anti-Corruption, Anti-Money Laundering, Donations and Sponsorships, Conflict of Interest, and other related topics.



Integrity

All senior management members have variable compensation linked to integrity and compliance performance criteria.

Compliance

Engagement & Training (2025):

We achieved an average participation rate of 90% in training programs covering ethics and conduct, anti-money laundering, anti-corruption, and risk management.

Commitments & Recognition

- ***Agro Mais Integridade:*** Recognition from Brazil's Ministry of Agriculture for good governance and integrity practices (2025/2026).
- **UN Global Compact:** Participation in action platforms addressing anti-corruption and human rights.
- **100% Transparency Movement:** Governance best practices.

Risk and Prevention Management

Perinity software: used for documenting and monitoring risks across Corruption, Fraud, Ethics, Processes and Contractors,

Risk Matrix: We use a methodology tailored to our business needs to assess the impact of identified risks, including Financial, Food Safety, Environmental, and Reputational risks.

Effective Monitoring: Risks classified as highly critical are monitored on a monthly basis.

Alô, Ética Reporting Channel (Voice and Safety)

Independence and Confidentiality: The channel is operated by an independent provider, ensuring anonymous, confidential and impartial handling of reported concerns.

Access: Available via telephone and dedicated reporting platforms for reporting misconduct or ethical concerns.

Anti-retaliation policy

Our Activities

IN THIS CHAPTER:

- Business performance
- Technology and automation
- Food safety
- Value chain engagement
- Exports
- Marketing
- Financial performance

Business performance

The year was marked by market challenges in the food sector, particularly declining potato prices in the domestic market and fluctuations in industrial yield. In this environment, we maintained a strong financial position through disciplined strategic management focused on cost optimization and operational excellence.

Sustained sales growth in 2025 demonstrated our ability to adapt to evolving market conditions. We also maintained our leadership in the segment, reflecting sustainable growth and strong competitive performance. Marketing strategies closely aligned with consumer needs were key to this performance.

Operationally, automation improved inventory control accuracy and enhanced resource utilization in raw material management. In technology, we invested in artificial intelligence (AI) solutions to improve raw material preservation, reduce losses, and help ensure the delivery of high-quality products to the market. Through our sustainable agriculture initiatives, we onboarded new suppliers and incorporated more than 1,000 hectares from a partner with an advanced level of sustainability maturity.

Sustained leadership in Brazil's frozen pre-fried French fries market

Valdir Turra, Agricultural Manager, Sustainable Agriculture Project Workshop

Technology and automation

In 2025, technology and automation remained important levers in Bem Brasil's operational development, supporting more integrated, efficient, and data-driven management practices. Throughout the year, we strengthened our processes by expanding operational monitoring capabilities, increasing responsiveness to plant needs, and enhancing the reliability of our production environment.

These efforts helped establish a more connected operating environment, supported by information that is more organized, reliable, and accessible for analysis. As a result, we increased visibility across critical stages of production, enhanced decision-making, and reduced reliance on manual controls, driving operational continuity and more efficient resource use.

Artificial intelligence adoption delivered meaningful gains in operational efficiency, helping reduce losses and improve the reliability of industrial processes. This has generated a step improvement in asset management, maintenance planning, and operational efficiency, delivering positive impacts on productivity and the responsible use of industrial assets.

Automation also played a key role in improving raw material management by enhancing process monitoring, control, and analytics. Newly implemented data monitoring and organization solutions supported a more targeted and preventive approach, contributing to improved resource utilization and helping identify opportunities to reduce losses throughout the value chain.

Another significant improvement in 2025 was the expanded use of systems to consolidate information from different stages of operations into a single monitoring workflow. As a result, we now benefit from a more structured information basis for performance indicator analysis, performance monitoring, and action planning, enhancing operational transparency and enablin more consistent day-to-day decision-making.

João Bosco de Oliveira and Rangel Resende, Instrumentation and Automation

We are advancing practices that improve **loss prevention, waste reduction**, and more efficient use of raw materials, energy, and production infrastructure

Cold storage facilities

In 2025, expansion of cold-storage facilities for off-season potato storage was an important step in our strategy to preserve raw materials and reduce losses. Alongside this expansion, we implemented automated monitoring systems that increase control over storage conditions and enable faster responses to potential operational deviations.

Process digitalization allows operators to remotely monitor indicators, increasing visibility into storage conditions and enhancing real-time operational management. Continuous monitoring contributed to greater operational reliability, increased employee safety, and better preservation of stored raw material quality.

In addition to operational benefits, automated cold-storage controls support more efficient energy use by enabling greater precision in environmental management and more stable operating conditions. Ultimately, the initiative has delivered improved efficiency, control, and resource management, in line with Bem Brasil's commitments to productivity and sustainability.

Operational efficiency and responsible resource use

Our technology and automation efforts throughout 2025 illustrate the role of digital transformation in driving sustainability. More than simply upgrading processes, these efforts are helping to create operations that are more efficient, reliable, and resource-optimized.

By expanding operational monitoring, integrating information, and supporting more agile and consistent decision-making, we are advancing practices that improve loss prevention, waste reduction, and more efficient use of raw materials, energy, and production infrastructure.

Technology continues to play an important role in our sustainability strategy, supporting our ongoing pursuit of operational excellence, innovation, and responsible growth.

Food safety

GRI 3-3 Product quality and safety, 416-1, 417-1

Our commitment to food quality and safety is embedded in our business strategy. In 2025, we further strengthened our efforts to meet consumer expectations, in line with health regulatory standards. As part of these efforts, we conducted systematic assessments of health and safety impacts across 100% of our product categories.

With facilities certified under FSSC 22000, a standard recognized by the Global Food Safety Initiative (GFSI), we maintain a Food Safety Policy supported by our Food Quality and Safety Management System (FQFSMS), which ensures end-to-end traceability throughout the value chain. Our Hazard Analysis and Critical Control Points (HACCP) program complements this system by identifying and managing biological, chemical, and physical risks throughout the production process, ensuring compliance with all food safety and regulatory requirements.

Senior Management is responsible for oversight of food safety, with potential negative impacts including reputational damage, loss of customers and markets, waste generation resulting from product recalls, and risks to consumer health and safety. These impacts are mitigated through ongoing prevention, mitigation, remediation, monitoring, target-setting, risk assessment, training, auditing, transparency, continuous improvement, and stakeholder engagement practices.

Our related targets include zero food safety-related complaints, 100% compliance in customer audits, and full implementation of our annual training plan. In 2025, we recorded no negative impacts related to product quality and food safety.

Product labeling and consumer information

To ensure product transparency, we apply rigorous labeling requirements across all product categories. Our packaging includes storage instructions, preparation instructions, and customer service contact information. Packaging also includes disposal instructions and information related to environmental and social impacts, including labeling information on eureciclo and Ambipar, two organizations providing waste packaging offsets through reverse logistics.

In addition, our packaging displays the *Agro Mais Integridade* label, awarded by the Ministry of Agriculture, as well as vegan certification on selected products within our portfolio. A QR code directs consumers to our website, where they can access information on clean energy use, climate change mitigation, and sustainable agriculture. Bem Brasil's Consumer Service Center provides a channel for receiving consumer inquiries and complaints. The team is trained to address questions related to product labeling and packaging, providing consumers with an additional source of information and support.

Value chain engagement

We engage efficiently and ethically with our customers and build partnerships based on strong and responsible relationships aligned with leading social and environmental practices. Our supply chain includes farmers, paperboard and plastic manufacturers, food ingredient suppliers, as well as machinery and equipment manufacturers.

Traceability and development

Sector disclosures 13.23.3, 13.23.4

Our value chain is built on traceability, sustainability, compliance, and partner support in adopting responsible practices. In 2025, nearly 54% of our suppliers were certified under internationally recognized standards such as GlobalG.A.P., while 97% of the volume of potatoes sourced for our operations was fully traceable across the end-to-end value chain, enhancing transparency and process integrity.

To further improve these indicators and the sustainability of our agricultural operations, we have developed a Raw Material Production Development Program to establish strategic partnerships with suppliers and provide free technical support in achieving GlobalG.A.P. certification.

The program certification and traceability while encouraging the adoption of good agricultural practices, regulatory compliance, and tax, labor, and environmental responsibility throughout the production process. It also contributes to higher yields and improved potato quality for our production lines, creating shared value for both our company and our partner growers.

Consumer service and customer experience

Every consumer who contacts our official channels is supported by a structured service operation that delivers efficiency, consistency, and an integrated view of the customer journey.

Our Customer Experience team operates strategically, striving for effective case resolution and value creation. Currently, approximately 90% of customer inquiries are resolved during the first contact, reflecting the effectiveness of our processes and the autonomy of our teams. This performance is reflected in a 93% customer satisfaction rate, demonstrating the perceived quality of the customer experience across touchpoints.

In addition to its operational responsibilities, the team plays an important role in capturing and analyzing customer needs, transforming interactions into actionable insights that support business decisions, improve internal processes, and drive the continuous improvement of the customer experience.

This helps strengthen our brand reputation and build long-term relationships based on trust with consumers. As a result of these efforts, we continue to hold a leading position on consumer review platforms such as Reclame Aqui, ranking among the highest-performing companies in our segment for responsiveness.

Our customer service channels are available through our corporate website, telephone, email, and social media platforms—including Instagram, Facebook, LinkedIn, and YouTube—as well as external platforms such as Reclame Aqui, Proteste, and Consumidor.gov.br, expanding accessibility and strengthening our connection with different audiences.

Patrícia da Silva, Personnel Department

Supplier management GRI 2-6, 308-1, 308-2, 408-1, 409-1, 414-1

Our relationships with business partners are guided by compliance and ethical standards, extending our own values throughout the supply chain.

To ensure full compliance with labor legislation, we maintain internal document verification controls and require formal declarations of zero tolerance for unlawful practices in our official documentation. Individuals under the age of 18 are not employed at our operational sites but may participate in our workforce through the Young Apprentice Program. The program operates under strict guidelines, with participants engaged exclusively in theoretical activities at educational institutions and without access to operational risk areas within our facilities.

Our supply chain comprises local, national, and international suppliers of various sizes operating across the product, service, and input categories. In 2025, there were no significant changes to our operations, value chain, or business relationships.

During supplier selection and onboarding, suppliers are screened against social criteria that include labor practices, human rights, and compliance with legal and ethical requirements. This helps ensure responsible practices throughout the supply chain and alignment between our business partners and our sustainability and social responsibility principles.

Due diligence is conducted via compliance assessment platforms and previously collected supporting documentation. To mitigate risks and safeguard human rights, all commercial relationships are governed by contractual clauses that enforce our zero-tolerance stance on forced labor and degrading working conditions.

To assess environmental risks and impacts within our supply chain, we maintain supplier screening and monitoring processes through the Linkana supplier management platform. The vetting process covers environmental risk assessments, investigations, documentation relevant to the services provided, and reviews of operational best practices. Following these assessments, supplier contracts include environmental responsibility clauses.

This management approach is supported through periodic training, ongoing monitoring, audits, and active collaboration with labor unions. In addition, we maintain independent reporting channels to ensure that any irregularities within the supply chain can be reported and addressed confidentially and impartially.

During the reporting period, we did not identify any operations or suppliers with significant risks related to child labor, forced labor, or slave-like labor. We also did not identify suppliers responsible for negative environmental impacts that required formal improvement agreements or the termination of business relationships.

Aline Resende, Logistics

Exports

In 2025, our export volumes increased by 32% compared to the previous year. We expanded our international presence, strengthening our position across the 9 countries where we operate. This is a significant achievement given the competitive environment driven by the expansion of Asian producers, particularly China and India.

Exports remain an important driver of growth. As global demand for frozen foods continues to grow, we are pursuing a gradual expansion of our international presence to strengthen brand competitiveness and create opportunities for the sustainable growth of export sales over the medium and long term.

In our efforts to increase competitiveness and expand into new markets, we have sharpened our focus on Latin America, where logistics are more accessible and competition from Asian suppliers is less intense. Uruguay, in particular, stands out as a strategic market for the growth and consolidation of our export business. Walmart Mexico also remains an important customer for our frozen French fries products.

Sustainability and the export market

One of our key strengths in expanding into new markets is our commitment to sustainability. This commitment is supported by consistent progress in sustainable agriculture, social impact, and the integration of ESG into business strategy, together with established circular economy practices and emissions reduction efforts.

In discussions with major international customers, our environmental initiatives are viewed as a competitive differentiator, particularly our reverse logistics, decarbonization, and supply chain practices. Certifications such as RSPO, Global GAP, Halal, Kosher, ISO 14001:2015, and SVB further strengthen our credibility in demanding international markets.


Daniela Borges, Logistics

Marketing

Bem Brasil's performance in 2025 reflected the quality of our products, even amid strong competition and evolving consumer habits in both domestic and international markets. The marketing strategies we implemented were key to maintaining a strong market position.

Presence in mass media and family connection

Our presence on free-to-air television remained an important platform for broadening brand awareness. By investing in widely viewed programs, such as Copa Sudamericana and The Voice Brazil on SBT in 2025, we not only expanded our reach but also strengthened our association with moments of entertainment and family connection. This strategy of "being where Brazilians are" is key to making our brand more relatable and strengthening emotional connections with consumers.

Connecting with new generations and digital culture

To ensure the long-term relevance of our brand among younger generations, we implemented targeted, high-engagement initiatives on digital platforms:

- **Strategic partnerships:** We established a partnership with the Jovem Nerd platform during coverage of the 2025 Academy Awards, connecting our brand with an audience engaged in premium entertainment content.
- **Digital communities:** Our participation in the event celebrating the 1,000th episode of NerdCast enabled us to engage directly with a loyal and digitally engaged community, reinforcing our image as an innovative and connected company.

Digital marketing and e-commerce

To strengthen our connection with digital consumers, we established strategic partnerships, including with Shopper, one of Brazil's leading app-based shopping platforms. Through this initiative, we offered promotional coupons that encouraged consumers to try our products and experience the brand for the first time.

Social marketing

Our social marketing initiatives directly reflect our commitment to ESG principles, going beyond brand visibility to generate meaningful value for the communities where we operate:

- **Support for sports and inclusion:** We are one of the principal sponsors of Praia Clube, in Uberlândia, an institution recognized for its leadership in Brazilian volleyball and as the training base for 80% of the athletes on Brazil's Paralympic swimming team. This partnership illustrates our commitment to inclusion and support for high-performance sports.
- **Education and sustainability:** Through our support for school gardens and educational activities, we invest in nutritional awareness and community development, planting the seeds for a more sustainable future.

New products

In 2025, we expanded our portfolio with new product launches, bringing our offering to 20 products across the frozen French fries, specialty cuts, potato specialties, and breaded products and appetizers categories.

Responding to consumer preferences and market trends, these innovations support our commitment to delivering high-quality products to our customers.

- Rustic skin-on fries: developed specifically for the foodservice market. This product offers a more homemade, artisanal appearance and aligns with our ESG initiatives by improving potato utilization and reducing waste by retaining the potato skin.
- Potato bites available in three varieties: vegetables (grated potato with carrot, broccoli, and peas), bacon (grated potato with bacon pieces), and cheese (grated potato with mozzarella).

Financial performance GRI 2-6, 201-1

The 2025 fiscal year presented significant challenges for both the food sector and the global economy. Even so, through teamwork, disciplined execution, and strong alignment across our organization, we delivered another year of consistent progress, sustaining our leadership position in Brazil and selling 411.3 million metric tons of products. We maintained our focus on operational efficiency and innovation, launching products aligned with evolving consumer preferences and expanding our international presence to 9 countries in 2025. We also received important market recognition, including the Best of Agribusiness 2025 Award and inclusion in the Forbes Agro 100 ranking.

Financially, we generated R$ 4.2 billion in gross revenue and R$ 3.6 billion in net revenue during the year, reflecting a robust business model and consistent operational execution.

At year-end, we employed 1,342 people, while reaffirming our commitment to job creation, employee development, and strengthening human capital as a key driver of our long-term growth and business continuity.

Direct economic value generated (R$ thousand) GRI 201-1

2023	2024	2025
3,736,018.00	3,947,115.70	4,175,471.91

Economic value distributed (R$ thousand) GRI 201-1

	2023	2024	2025
	Amount (R$)	Amount (R$)	Amount (R$)
Operating costs	2,588,635.88	2,864,329.69	3,381,180.18
Employee salaries and benefits	141,720.55	162,826.10	180,596.02
Payments to capital providers	68,626.69	36,269.97	71,694.47
Payments to government	544,917.69	547,401.81	506,111.01
Community investments	5,296.99	4,817.41	14,699.23
Total	**3,349,197.80**	**3,615,644.99**	**4,154,280.91**

Economic value retained (R$ thousand) GRI 201-1

2023	2024	2025
386,820.20	331,470.71	21,191.00

Diego Costa and Ailton de Oliveira, Packaging

Our Planet

IN THIS CHAPTER:

- Environmental stewardship
- Sustainable agriculture and quality raw materials
- Natural resources and ecosystems
- Environmental Education Program
- Waste and the circular economy
- Climate and emissions management
- Energy efficiency

Fernanda Barbosa,
Agriculture

Environmental stewardship

GRI 201-2

Our raw materials come from nature. Therefore, our success depends on healthy, balanced, and resilient ecosystems. Sustainability means not only giving back to the environment what it provides, but also securing the future of our business. We consider environmental stewardship vital and implement a range of initiatives to minimize the impacts of our activities.

We assess climate-related risks and opportunities strategically and classify them into physical, financial, and market-related dimensions. Among physical risks, we monitor extreme weather events and water scarcity, which may affect crop yields, alter cultivation patterns, and damage operational infrastructure. These factors can lead to direct financial impacts, including higher operating and energy costs, volatility in input prices, and potential supply chain disruptions.

From a market and positioning perspective, we recognize the challenges posed by climate change, including the need for investments in more resilient infrastructure and increasing regulatory requirements that may affect costs and operations. In response, we have directed investments toward initiatives to strengthen our competitiveness and adaptability, including sustainable agriculture projects and fleet modernization to transition to lower-emission fuels.

These initiatives help reduce emissions, improve operational efficiency, and strengthen our position in markets with increasingly demanding sustainability requirements.

To manage these challenges in a structured manner, we maintain annual budgets dedicated to our Carbon Footprint Program and sustainable agriculture initiatives, supporting the implementation of climate mitigation and adaptation measures. Other key initiatives include maintaining renewable energy certificates and ongoing investments in technology and innovation. The effectiveness of these initiatives is supported by specialized consulting services, independent audits, and systematic data monitoring, strengthening both regulatory compliance and competitiveness.

Environmental certification

In 2025, our Araxá facility once again maintained its ISO 14001:2015 certification. This recognition reflects our structured approach to environmental management and our commitment to pollution prevention, environmental education, and the sustainable use of natural resources.

Environmental management **is essential** to the success of our business

Sustainable agriculture and quality raw materials GRI 3-3

Sustainable Agriculture and Raw Material Quality is one of our priority material topics. Accordingly, we recognize its strategic importance given the potential environmental, economic, and operational impacts associated with the agricultural value chain. Among the key risks we monitor are those related to climate change, soil quality, and supply instability.

Through these management practices, led by our Agricultural and Sustainability teams, we ensure the resilience and traceability of our raw materials amid a rapidly changing global environment. Currently, 97% of our raw materials are sourced from partner growers, with traceability maintained to the field level through the RastreAgro program and in-field monitoring. The remaining 3% comes from spot purchases and summer-crop contracts, with traceability ensured through supplier identification and screening. Regenerative agriculture practices help improve soil quality, nutrient cycling, and biodiversity, strengthening the resilience of our production system to climate change while supporting higher yields and improved raw material quality.

In 2025, we identified that 84% of our contract farm properties had already adopted, either fully or partially, a set of regenerative practices defined under our Sustainable Agriculture Program. These practices include the use of cover crops and no-till farming within crop rotation systems, biological inputs for pest and disease management, fertilization plans designed for efficient

We ensure the resilience and traceability of our raw materials amid a rapidly changing global environment


Fernanda Barbosa, Luis Alvarenga, and Sofia Mara, Agriculture

use of nitrogen fertilizers, application of organic amendments, integration of trees into farming systems, and the inclusion of pollinator-friendly species. Information collected through an assessment conducted by Bioma Trading e Consultoria is informing the development of a Monitoring, Reporting, and Verification (MRV) system, as well as regeneration and sustainability indicators across our supply chain.

As part of the program, we conducted presentations and technical discussions with each grower to review assessment results, increasing awareness of individual maturity levels and social and environmental improvement opportunities. We also held a workshop to present the project's overall results, discuss next steps, and recognize participating producers. In addition, 2 new suppliers joined that were classified as having an "advanced" level of social, environmental, and regenerative maturity.

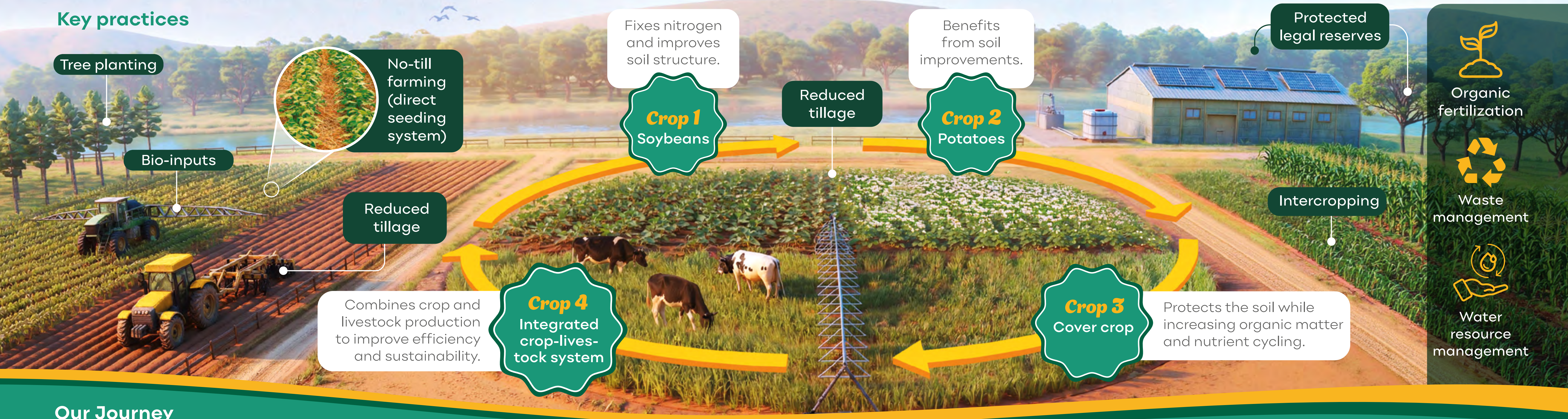
The initiative includes a training program to build awareness and technical capabilities related to regenerative practices and their impact across the potato supply chain. During the year, we conducted 2 training sessions covering Carbon Accounting and Biodiversity Management on farms, with participatory activities based on producers' day-to-day operations. In addition, training sessions on regenerative agriculture and on-farm sustainability will be delivered throughout the project. These initiatives are part of our efforts to provide capacity building and continuous improvement on farms, supporting the adoption of responsible practices throughout our value chain.

Our Sustainable Agriculture Program includes training to build **awareness and technical technical capabilities** across the potato supply chain

Sustainable Agriculture

Our regenerative agriculture plan is designed to strengthen the resilience of our farming operations through practices that improve soil health, promote biodiversity, and conserve water resources.

Key practices



Our Journey

2023

Initial Phase

- Launched our Sustainable Agriculture agenda.
- Engaged consultants Bioma Trading e Consultoria.
- Established the technical foundations for regenerative agriculture.

2024

Structuring and Social & Environmental Assessment

- Outlined ESG indicators.
- Completed social, environmental and technical assessments on farms.
- 38 farms assessed.
- 55,800 hectares mapped.
- 17,714 hectares of potato crops.
- Implemented the Bioma ESG platform.
- Established regenerative agriculture practices and an associated action plan.

2025

Engagement & Training:

- Technical workshop with farmers.
- Individual feedback sessions for each farm.
- Training programs on carbon management and biodiversity.

Expansion:

- +2 farms assessed.
- Total mapped area expanded to 57,133 hectares.
- Total potato cultivation area expanded to 18,410 hectares

GHG inventory:

- Developed GHG inventory framework.

2026

Materiality Assessment & Next Steps

- Define priority ESG indicators.
- Develop MRV (Measurement, Reporting, and Verification) framework.
- Develop the Bem Brasil Sustainable Agriculture Protocol.
- Collect farm-level data.
- Conduct carbon balance assessment.

Crop protection products

Sector disclosure 13.6.2 Reporting on pesticide use

Potato production inherently requires crop protection products due to its high susceptibility to pests and the stringent quality standards required for processing, although application volumes per hectare are proportionally lower than those of other major crops. We recognize that certain products classified as extremely, highly, or moderately hazardous remain technically necessary to ensure productivity and food safety.

Although the full replacement of higher-impact chemicals is not yet technically feasible, we remain committed to prioritizing biological and lower-hazard chemical alternatives to gradually reduce our dependence on synthetic pesticides, including through on-farm practices already adopted by some growers.

As part of this effort, we operate a Development Program through which we purchase chemical and biological crop protection products directly from manufacturers and supply them to partner growers. This continuous monitoring program forms part of our responsible crop management strategy, helping prevent the use of counterfeit products—which account for 25% of the domestic market—while ensuring compliance with GlobalG.A.P. requirements and customer specifications. Between 2023 and 2024, crop protection product consumption was influenced by phytosanitary conditions observed throughout the production cycle, particularly the increased need to control *Alternaria*, which required additional applications beyond those originally planned.

Operational factors also influenced reported volumes, including the advance purchase of inputs for future planting cycles and seed production. In some cases, products intended for summer planting and seed production were included in winter planting packages, even though they were only used in subsequent growing cycles.

In addition, certain technical decisions were based on agronomic efficiency and cost optimization per hectare while maintaining the effectiveness of crop protection management.

Volume and intensity of pesticides used by the following toxicity hazard levels[1]

Sector disclosure 13.6.2

	2024	2025
Hazard level		Volume/liter
Extremely hazardous	1,380	500
Highly hazardous	96,874	148,110
Moderately hazardous	322,384	314,678
Low toxicity	411,646	436,782
Unlikely to cause acute harm	1,052,994.2	1,165,436.5

[1] The data were consolidated based on the volume of products supplied to partner producers, using a representative sample for each hazard classification. For standardization purposes, all volumes are reported in liters. Products originally supplied in kilograms were converted using a density factor of 1 (1 kg = 1 L). The 2024 figure was restated following the exclusion of 10,000 liters related to an input not used in potato production.

Continuous monitoring **forms part of our responsible crop management strategy**, helping prevent the use of counterfeit products and ensuring compliance with GlobalG.A.P. and customer requirements

Natural resources and ecosystems

GRI 303-1, 303-2, 303-3, 303-4, 303-5, 3-3

The drought during the first half of 2025 tested the resilience of our ESG agenda. Although this climate event created operational challenges, it also accelerated improvements in our risk management practices and long-term planning efforts. We strengthened employee awareness regarding the responsible use of resources and reviewed industrial processes to reduce losses. In our farming operations, our Sustainable Agriculture Program promoted practices such as efficient irrigation and improved soil management.

Water consumption and efficiency

As a shared resource that supports both local communities and ecosystems, we take a strategic approach to water stewardship. Water is sourced primarily from deep-cased wells and surface water sources and is used for industrial processes, farming activities, human consumption, and administrative operations.

In 2025, our total water withdrawal was 6,297.14 megaliters (ML). Following processing operations, 2,960.33 ML were discharged, resulting in net water consumption of 3,459.16 ML. These figures are based on direct measurements and data collected through our internal EMS 4.0 management system. Water quality is ensured through treatment and monitoring at on-site facilities, maintaining compliance with the drinking water standards established under GM/MS Ordinance No. 888/2021.

We identify direct and indirect water-related impacts through Environmental Aspects and Impacts Assessments (LAIA), which classify risks and support regulatory compliance. At our Araxá facility, monitoring is automated via a platform, called PASE, in accordance with applicable water-use permits and COPAM-CERH/MG Joint Resolution No. 8/2022 governing discharges into the Galinha Stream. In 2025, we invested in ultraviolet (UV) disinfection technology to support future water reuse initiatives.

At our Perdizes facility, no effluent is discharged into natural water bodies. In compliance with Conama Resolution No. 503/2021, 100% of treated effluent (approximately 6,000 m^3 per day) is applied through fertigation on partner farms, returning spent water to the soil as a fertilizer.

Discharge quality is subject to rigorous standards covering BOD, COD, temperature, pH, heavy metals, and nutrient concentrations. During 2025, we recorded no instances of non-compliance with legal discharge limits and, based on technical assessments, none of our operations were located in water-stressed areas. Our targets and objectives are based on scientific criteria and local watershed conditions, ensuring that water withdrawal and discharge levels will not affect resource availability for other users within the basin.

Total water withdrawals in all areas (megaliters)[1] GRI 303-3

	2023	2024	2025
Source	Freshwater[2]	Freshwater	Freshwater
Surface water	5,658.19	5,584.426	5,478.34
Groundwater	1,117.27	985.37	818.80
Utility water	0.00	0.00	0
Total	**6,775.46**	**6,572.07**	**6,297.14**

[1] Information was compiled through internal monitoring of surface water and groundwater withdrawals, and permitted withdrawal volumes. No water is withdrawn from or discharged into water-stressed areas.
[2] Total dissolved solids ≤ 1,000 mg/L.

Total water discharge across all areas (megaliters)[1] GRI 303-4

	2023	2024	2025
Source	Freshwater	Freshwater	Freshwater
Total	**2,262.70**	**2,890.42**	**2,960.33**

[1] Water discharge is not calculated separately for surface and groundwater. The figures are compiled from data on entry into the Wastewater Treatment Plants, at the Araxá and Perdizes facilities. Water is discharged into surface water that is not in water-stressed areas.

Total water consumption (megaliters)[1] GRI 303-5

	2023	2024	2025
Total water withdrawal	6,775.46	6,546.98	6,297.14
Total water discharge	2,262.70	2,890.42	2,960.33
Total	**4,512.76**	**3,656.56**	**3,336.81**

[1] No water was consumed in areas with water stress.

Commitment to biodiversity

GRI 101-2, 101-4, 101-5, 101-6, 3-3 Natural resources and ecosystems

We apply the mitigation hierarchy across our operations, with priority given to the prevention of biodiversity impacts through rigorous compliance with regulatory requirements and continuous monitoring. Our approach is primarily preventive, with a focus on legal compliance, conformity to ISO 14001 and FSSC 22000 certification requirements, and continuous process improvement.

We systematically assess our social, environmental, and economic impacts through three integrated processes: Environmental Aspect and Impact Assessments, which evaluate operational interactions with the environment; the Sogi system, which supports legal compliance management; and the Perinity platform, which consolidates corporate risks and action plans based on severity and likelihood.

Our approach **focuses on legal compliance and continuous process improvement**

This integrated approach provides traceability and decision-making support, with data reliability monitored via business intelligence dashboards. Our strategy addresses biodiversity and climate through sustainable agriculture initiatives and waste water and waste treatment practices.

Among actual negative impacts, our dependence on water resources for potato processing is particularly significant. Among potential impacts, we prioritize risks associated with soil contamination and the potential failure of raw water and treated effluent impoundments at our Perdizes facility.

Biodiversity conservation and climate action

Biodiversity conservation is addressed as part of our climate agenda through wastewater treatment, responsible waste management, and sustainable agriculture initiatives. Our management approach incorporates circular economy principles, including recycling, reverse logistics, and waste recovery through composting and animal feed applications.


Perdizes Facility

Our Araxá facility spans 20.38 hectares, of which 3.45 hectares are designated as protected areas, which help protect water resources, conserve biodiversity, and maintain local ecosystem services. Our Perdizes facility spans 143.36 hectares, where industrial activities are conducted in accordance with environmental management guidelines and applicable legal requirements.

None of our operating facilities are located within protected areas, key areas for biodiversity conservation, or areas considered critical for the provision of ecosystem services to local communities. Site assessments and the ongoing monitoring of these conditions are integral to our environmental management process, helping prevent significant biodiversity impacts and maintain environmental balance within our areas of influence.

Managing biodiversity impacts is embedded in our business strategy, with a particular focus on the most relevant segments of our supply chain, especially suppliers of fresh potatoes and biomass. We maintain structured governance and compliance processes for supplier management, addressing both social and environmental aspects in raw materials sourcing. We continuously improve our practices through process reviews, the incorporation of findings from technical assessments, benchmarking against evolving market practices, and investments in technology and digital solutions, maintaining a proactive approach focused on creating sustainable value.

In addition, in 2025 we took an important step forward in monitoring emissions across our value chain through our Air Emissions Inventory (Scope 3), expanding traceability and the management of indirect impacts in our supply chain. We continue to progress in this area, improving data quality and expanding the scope of monitored activities.

Biodiversity impact management is **embedded in our business strategy**

Environmental Education Program

A key initiative illustrating our commitment to sustainability is our Environmental Education Program (EAP), developed in partnership with Cerrado Engenharia and Fazenda Água Santa. The program runs environmental education and awareness-raising initiatives for elementary school teachers, students, and communities in the municipalities of Araxá, Perdizes, Pedrinópolis, and Santa Juliana, in the state of Minas Gerais. One of the program's key activities is visits to Núcleo Água Santa do Cerrado (NASC), which provides participants with hands-on exposure to sustainability innovations and connects classroom learning with real-world agricultural practices. Through a program designed to deepen learning and encourage reflection on environmental and governance topics, we hosted 23 visits in 2025, involving 678 students and 78 employees and family members.

In April, the EAP launched a comprehensive assessment of school infrastructure, mapping available resources and opportunities to adapt educational approaches and support effective interventions. Subsequently, a Participatory Social and Environmental Assessment (DSP), conducted in May with 41 teachers, helped inform program activities by identifying challenges and opportunities. The goal of the initiative is to address knowledge gaps and environmental misinformation through training that combines content on the *Cerrado* biome with sustainable practices and engagement with this ecosystem.

The program aims to equip educators to cascade knowledge while engaging students by integrating environmental education into teaching practices through innovative, data-driven, and science-based approaches. In 2025, a course titled Science and Sustainability in Action: Using Open Data to Innovate Environmental Education became a key component of teacher training efforts across the region.

Waste and the circular economy

GRI 3-3, 306-1, 306-2

Waste management and the circular economy are integrated into our business strategy and overseen by our Sustainability team. We have practices in place to prevent and reduce waste generation across our operations, ensuring efficient resource use and responsible material consumption.

Waste-related impacts are identified and monitored throughout the operational cycle, including material inputs such as raw materials and packaging, production processes, and outputs including products, by-products, and operational surpluses.

Our key practices include diverting recyclable waste from landfills, ensuring environmentally sound treatment of Class I waste, and directing organic waste to composting or animal feed applications.

100% of potato waste is recovered and reused

These practices support our commitment to advancing the circular economy, maximizing value from byproducts, and minimizing environmental impacts associated with our operations.

As part of our commitment to continuous improvement and community engagement, we also donated an average of 34 metric tons of organic compost to local communities, supporting our transition toward a more circular and responsible production model. Potential negative impacts associated with waste management are continuously monitored, particularly those related to improper disposal and potential failures in effluent management, which could result in operational, reputational, and financial risks. At the input stage, impacts are associated with material losses; during operations, with processing activities and the use of auxiliary materials; and at the output stage, with defective products, obsolete equipment, and hazardous waste. Conversely, our approach seeks to maximize positive impacts by optimizing material use and the recovery of waste streams, delivering operational benefits and greater overall efficiency.

Fazenda Água Santa

Davi Silva and Ana Letícia Borges, Production Planning and Control

We delivered on our commitment to recycling through **post-consumer packaging recovery and offset** initiatives across Brazil

To mitigate risks and promote continuous improvement, we conduct internal and external audits, invest in technological innovation, and engage stakeholders through consultations and feedback channels. Our management approach is supported by structured monitoring and control processes, including truck weighing and data entry in our ERP system. These data are measured and quantified through the Perinity platform and reported monthly through our EMS 4.0 system.

We also utilize environmental management tools, including the Waste Waybill (MTR) system, our EMS 4.0 Environmental Management System for monthly reporting and monitoring of waste indicators, and the Vertown platform for MTR generation, ensuring traceability and informational compliance. Waste is classified in accordance with ABNT NBR 10004, ensuring all waste streams generated by our operations are appropriately identified and disposed of.

Post-consumer packaging and reverse logistics

In 2025, our post-consumer packaging management efforts focused on compliance with reverse logistics requirements and monitoring environmental reports. Within our downstream (post-consumer) value chain, we manage impacts through packaging recovery and offset initiatives. In addition, our greenhouse gas emissions inventory support us in measuring and monitoring impacts across both upstream and downstream stages of the value chain. Collaboration with our partners enabled us to exceed the requirements established under Federal Decree No. 12,688/2025. We achieved a 32% offset rate for primary and tertiary packaging and voluntarily applied the same rate in international markets. The regulatory update, which expanded the scope to include secondary and tertiary packaging, required enhancements to our internal controls and adjustments to data collection processes.

In partnership with Ambipar and eureciclo, we delivered on our commitment to recycling through post-consumer packaging offset programs across Brazil. In 2025, we recycled 5,066.80 metric tons of post-consumer packaging in Brazil, consisting of 76.83% cardboard, 22.54% plastic, and 0.63% tertiary packaging (stretch film). In international markets, through Ambipar, we directed 289.62 metric tons of post-consumer packaging to recycling, comprising 67.87% cardboard, 19.94% plastic, and 12.19% tertiary packaging.

Waste management highlights 2025

56%
increase in waste diverted to animal feed, reflecting the continued expansion of reuse and circular economy practices.

Starch recovery increased by
53%
providing a valuable input for other value chains.

36%
reduction in scrap waste, reflecting operational improvements and stronger loss prevention controls.

Paperboard waste declined by
8%
demonstrating progress in packaging optimization initiatives.

Out of total waste generated in 2025, only
0.22%
was landfilled, demonstrating our commitment to waste recycling and environmentally compliant disposal.

Circular economy

Circular economy principles are embedded throughout our value chain, from farming to distribution, and are supported by ongoing investments in Research and Development (R&D). For greater transparency, we report our impacts and progress in a structured manner that ensures information is traceable and credible for the market and other stakeholders.

In practice, advancing a circular economy requires a broad set of practices aimed at reducing environmental impacts and maximizing resource efficiency. Preventive measures include risk assessments, employee training, technology investments, and practices guided by our Environmental Policy.

In 2025, we experienced raw material quality issues that were directly influenced by natural conditions, underscoring our dependence on healthy and resilient ecosystems. As a result, non-hazardous waste (Class II) volumes increased compared with 2024, primarily due to higher volumes of raw materials that did not meet processing specifications. Hazardous waste (Class I), however, declined during the reporting period.

Despite these challenges, we upheld our commitment to responsible waste management by diverting all potato waste to animal feed and organic compost production, while maintaining our zero-landfill target for recyclable materials.

A portion of potato waste was composted, resulting in the production of 60,000 metric tons of organic compost applied across 10,000 hectares of cropland and school gardens. In addition, biodigesters at our wastewater treatment facilities generate biogas that is used in our boilers, contributing to emissions management and a reduced environmental footprint.

Recovered starch, with monthly volumes increasing from 100 to 290 metric tons, is repurposed as a raw material for the textile and adhesive industries. During the year, 3,427 metric tons of recovered starch were utilized, a 53% improvement compared with 2024.


Perdizes Facility

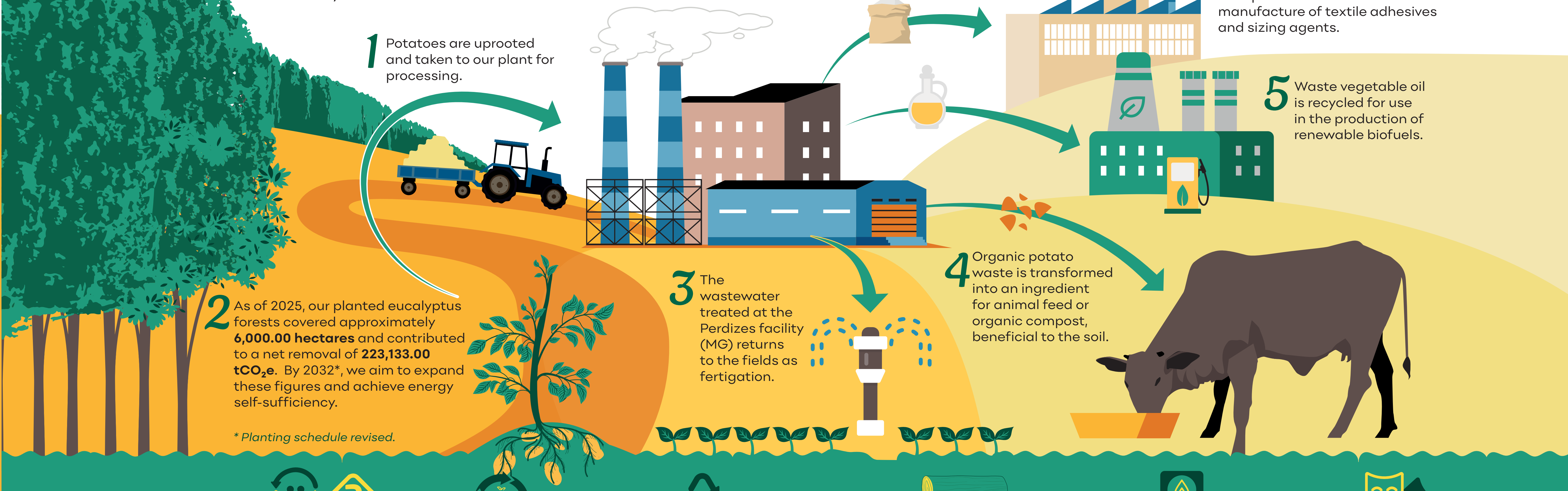
Hazardous and nonhazardous waste generated[1] (in metric tons) GRI 306-3

	2023	2024	2025
Types of hazardous waste			
Hazardous – Class I	43.53	52.59	50.90
Non-hazardous – Class II	137,778.38	141,726.85	254,675.41
Total	**137,821.91**	**141,779.44**	**254,726.31**

[1] Data are collected and tracked through Waste Waybills (MTR), Potentially Polluting Activities Reports (RAPP) maintained by the Brazilian environmental regulator (Ibama), the National Waste Management Information System's (Sinir) National Waste Inventory, and the Vertown platform. Figures shown are based on internal waste management controls, ensuring traceability and compliance with applicable regulations.

Circular economy

From field to fork, waste is treated and reused as a way of reducing the impacts of our production process and strengthening our sustainability initiatives.



1 Potatoes are uprooted and taken to our plant for processing.

2 As of 2025, our planted eucalyptus forests covered approximately **6,000.00 hectares** and contributed to a net removal of **223,133.00 tCO_2e**. By 2032*, we aim to expand these figures and achieve energy self-sufficiency.

** Planting schedule revised.*

3 The wastewater treated at the Perdizes facility (MG) returns to the fields as fertigation.

4 Organic potato waste is transformed into an ingredient for animal feed or organic compost, beneficial to the soil.

5 Waste vegetable oil is recycled for use in the production of renewable biofuels.

6 Potato starch recovered through a settling process is sold as a co-product for use in the manufacture of textile adhesives and sizing agents.

eureciclo

We have been awarded Eureciclo and Ambipar certification in recognition of our commitment to recycling by offsetting our post-consumer packaging in Brazil and other geographies.

100% of the packaging waste generated in our facilities is returned via reverse logistics.

We recycled more than **5,000** metric tons of post-consumer packaging, including cardboard, plastic, and tertiary packaging, across domestic and international markets.

We produce energy from burning wood chips and utilize the biogas generated by wastewater treatment. This avoids **308,657.77 tCO_2e** in emissions compared to diesel-fueled boilers.

The gas generated from the treatment ponds powers boilers. The steam generated by industrial processes is used to operate factory equipment.

Our waste recovery initiatives benefited more than **1 million** people in 2025 through cultural and social projects, events, and theatrical productions that support cultural, professional, socioeconomic, and environmental development.

Climate and emissions management

GRI 3-3 Climate change and energy transition

Integrating climate considerations into our corporate strategy is not only a regulatory requirement but also an opportunity to improve operational efficiency, mitigate risks, and strengthen our competitive position in the food industry. We continued to use the Ecosystem platform for data management and remained actively engaged in the UN Global Compact Network Brazil's Climate Action Platform.

In our first year participating in the Brazilian GHG Protocol Program, we earned Gold reporting status for the 2024 reporting year, a distinction reflecting our completion of a comprehensive greenhouse gas (GHG) emissions inventory covering Scopes 1, 2, and 3, independently assured by PwC at the Reasonable Assurance level, the highest level of assurance available.

We also continued our technical emissions assessment and analytical studies in partnership with WayCarbon. The project produced a consolidated GHG emissions assessment covering all three scopes, a recalculated baseline, and indicative decarbonization pathways extending through 2050. The study also includes preliminary decarbonization pathways and modeled interim targets through 2035.

In governance, we strengthened our climate agenda by hiring an ESG specialist to support the Management Committee in climate-related discussions and initiatives. This has enabled a more integrated approach to climate-related matters, further embedding sustainability into business decision-making.

Initiatives implemented

In 2025, we continued to perfect our climate management framework by recalculating the baseline and subsequent reporting years within our emissions inventory. We expanded Scope 3 reporting to cover all categories identified in our assessment as representative of our value chain. Methodological refinements and updates to reporting parameters also resulted in revisions to Scope 1 disclosures and the inclusion of emissions from all offices located outside Minas Gerais, as well as Florestadora Santa Cecília.

We maintained net-zero Scope 2 emissions across all operations by purchasing Renewable Energy Certificates (RECs).

Perdizes Facility

Our emissions inventory remains under assurance and will be republished in the Public Emissions Registry. Information reported for 2025 remains subject to adjustment until the conclusion of the Brazilian GHG Protocol Program reporting cycle. For final assured data, click here to view the Public Emissions Registry upon completion of the reporting cycle.

Emissions balance

In our Sustainable Agriculture Program, we advanced to the greenhouse gas (GHG) emissions balance measurement phase across the 40 farms participating in the initiative. Technical training was provided on carbon accounting in agriculture, covering the main sources of emissions and carbon sequestration, an introduction to the GHG Protocol and its emission scopes, regenerative agriculture practices, and biodiversity applications in production systems.

Total direct greenhouse gas emissions in tCO_2eq (Scope 1) GRI 305-1

	2021		2023		2024		2025	
Category	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions
Stationary combustion	3,614.63	208,723.19	6,468.77	376,243.28	6,348.05	366,727.38	6,976.73	400,152.29
Mobile combustion	27,330.51	0.0	1,898.09	257.29	1,640.39	286.47	1999.37	352.63
Fugitive emissions	59.31	0.0	204.82	0	140.01	0	161.77	0.00
Agricultural operations	0	0	0	0.00	0	0.00	0.00	344,025.84
Waste and effluents	12,146.00	1254.18	28,477.40	14,508.57	15,789.04	7,283.19	17,160.32	7,563.03
TOTAL	**43,150.45**	**209,977.37**	**37,049.08**	**391,009.14**	**23,917.49**	**374,297.04**	**26,298.18**	**752,093.79**

Data were updated after completing a technical assessment, consolidating the greenhouse gas emissions assessment across all three scopes, and recalculating the baseline years.
The baseline year for sources categorized under Scope 1 is 2021.

The increase in emissions compared with the previous year reflects higher industrial activity levels and market-related challenges experienced during the reporting period. The gases included in the calculation are CO_2, CH_4, N_2O, HFCs, PFCs, and SF_6. The inventory was prepared using the operational control consolidation approach in accordance with the GHG Protocol methodology

The increase in biogenic emissions is associated with forestry operations supplying biomass as fuel for our boilers.

Greenhouse gas emissions intensity in tCO_2eq GRI 305-4

2021	2023	2024	2025
0.19	0.10	0.07	**0.07**

The metric used as the basis for the calculation was total annual production volume, which amounted to 441,145.15 metric tons in 2025. The calculation included Scope 1 and Scope 2 emissions, totaling 31,867.03 tCO_2e. Gases included in the inventory were carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and hydrofluorocarbons (HFCs).

Energy indirect (Scope 2) GHG emissions in tCO_2eq GRI 305-2

	2021	2023	2024	2025
	7,635.45	3,117.97	5,498.85	5,485.42

[1] The baseline year for Scope 2 sources is 2021. The gases included in the calculation are CO_2, CH_4, N_2O, SF_6, HFCs, and PFCs. The inventory was prepared using the operational control consolidation approach in accordance with the GHG Protocol methodology.

We neutralized Scope 2 emissions across all our operations by purchasing Renewable Energy Certificates (RECs)

Other indirect (Scope 3) GHG emissions in tCO_2eq GRI 305-3

	2023[1]		2024		2025	
Category	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions	Total emissions	Biogenic emissions
Upstream						
Goods and services purchased	242,667.01	75,882.84	247,027.00	128,492.61	225,404.39	156,231.12
Fuel- and energy-related activities	13,207.75	0	14,568.91	0	15,876.12	0.00
Upstream transportation and distribution	25,291.09	2768.97	27,117.59	3,548.45	32,784.54	4287.26
Waste generated in operations	1,578.03	20.67	1,048.11	20.52	1,049.54	84.31
Business travel	424.87	77.78	127.44	9.97	210.22	29.82
Employee commuting	343.45	40.44	275.58	39.55	387.44	56.92
Transportation and distribution (downstream)	5,542.74	618.26	5,369.34	773.77	5,741.98	848.06
Downstream						
Processing of sold products	4,396.51	0	5,092.03	0.00	5,636.60	0
End-of-life treatment of sold products	12,007.33	0.00	11,563.46	0.00	12,805.52	0
Total	**305,458.77**	**79,408.95**	**312,189.46**	**132,884.88**	**299,896.35**	**161,537.49**

[1] Data were updated after completing a technical assessment, consolidating the greenhouse gas emissions assessment across all three scopes, and recalculating the baseline years. The baseline year for Scope 3 emissions is 2023.

Energy efficiency

Energy efficiency is more than about cost reduction; it is a strategic priority that enhances sustainability, mitigates regulatory risks, and strengthens our position as a leader in environmental responsibility within the food industry. By optimizing energy consumption, we reduce operating costs, lower greenhouse gas emissions, and decrease reliance on non-renewable energy sources. These efforts ultimately enhance our competitiveness and strengthen our appeal to sustainability-focused investors.

One of our flagship energy efficiency initiatives is the use of eucalyptus biomass (wood chips) to generate steam and electricity. By combining biomass with biogas generated by industrial wastewater treatment facilities, we continue to advance toward greater energy self-sufficiency based on renewable sources.

As part of this strategy, we aim to expand our eucalyptus plantation area to 15,000 hectares by 2032, providing a self-sufficient supply of biomass and strengthening our renewable energy generation capabilities.

In 2025, our eucalyptus plantations covered approximately 6,000 hectares and contributed to net carbon removals of 223,133 tCO_2e.

Since 2022, we have operated an electric truck serving regional routes between Araxá, Perdizes, and Santa Juliana, helping reduce emissions associated with short-haul transportation.

In 2025, we expanded our logistics decarbonization strategy through the introduction of trucks powered by natural gas (CNG) and biomethane for medium- and long-haul routes, particularly between Minas Gerais, São Paulo, and Rio de Janeiro, where fueling infrastructure is available. During the year, seven vehicles were CNG-fueled, increasing to nine vehicles in January 2026.

This initiative was enabled through a partnership with an integrated trucking provider, allowing implementation without direct investment in fleet assets while supporting our commitment to more sustainable and efficient logistics solutions. While there is potential for further expansion, future fleet growth will remain dependent on market demand and internal investment priorities.

Our approximately 6,000 hectares of eucalyptus plantations **contributed net carbon removals of 223,133 tCO_2e**

Energy consumption within the organization GRI 302-1

Fuel consumption – non-renewable GRI 302-1

	2021	2023	2024	2025
Types of nonrenewable sources				Amount of energy (GJ)
Acetylene	912.87	7.68	11.18	7.19
Diesel	71.65	23,947.75	20,215.27	25,878.33
Gasoline	0.00	3,950.73	4,989.16	5,139.97
Liquefied Petroleum Gas (LPG)	421,191.38	2,335.58	2,391.96	3,357.10
Total	**422,175.9**	**30,241.74**	**27,607.57**	**34,382.59**

Fuel consumption – renewable GRI 302-1

	2021	2023	2024	2025
Types of renewable sources				Amount of energy (GJ)
Hydrous ethanol	0.00	225.71	537.88	608.89
Timber/firewood	1,863,597.88	3,359,275.17	3,274,256.91	3,572,622.00
Total	**1,863,597.54**	**3,359,500.88**	**3,274,794.79**	**3,573,230.89**

Energy consumption by source GRI 302-1

	2021	2023	2024	2025
Type of source				Amount of energy (GJ)
Electricity	267,129.54	286,454.02	348,041.70	417,809.71
Total	**267,129.54**	**286,454.02**	**348,041.70**	**417,809.71**

Total energy consumption within the organization[1] GRI 302-1

	2021	2023	2024	2025
				Amount of energy (GJ)
	2,552,903.32	3,676,196.65	3,650,444.05	4,025,423.19

1 Includes energy consumption from Scope 1 and 2 sources. Although conservatively categorized as non-renewable fuels, gasoline and diesel may contain additions of renewable fuels (i.e. ethanol and biodiesel, respectively).
The grid conversion factor used is 1 mWh = 3.6 GJ, as per the IPCC.
Note: For Scope 1 and 2 emissions, the baseline year is 2021.

Energy consumption outside the organization GRI 302-2

Energy consumption outside the organization[1] GRI 302-2

	2023	2024	2025
Types of renewable sources			Amount of energy (GJ)
Hydrous Ethanol	225.71	0.00	0.00
Types of nonrenewable sources			Amount of energy (GJ)
Diesel/Brazil	431,252.29	762,705.52	540,844.22
Marine diesel	3,510.18	3,652.99	9,187.62
Gasoline/Brazil	4,317.09	590.41	1,599.59
Compressed Natural Gas (CNG)	-	0.00	1,295.88
Jet fuel	716.76	847.65	502.78
Lubricants	1.03	1.02	0.75
Total	**440,023.07**	**467,797.59**	**553,430.84**

[1] The inventory was prepared using the operational control consolidation approach in accordance with the GHG Protocol methodology.

Data were updated after completing a technical assessment, consolidating the greenhouse gas emissions assessment across all three scopes, and recalculating the baseline years. For Scope 3 emissions, the baseline year is 2023.

As reported, an increase in export volumes resulted in higher Scope 3 emissions.

Milene de Morais, Sofia Mara and Camila Araújo, Tax and Agriculture

Our People

IN THIS CHAPTER:

- Organizational culture and development
- Diversity and Inclusion
- Occupational health and safety
- Community engagement

Organizational culture and development

GRI 3-3 Talent retention and development management

Maintaining a culture centered on health, safety, well-being, and professional development for our 1,342 employees is a vital part of our business strategy. The challenges we navigated in 2025 did not prevent us from achieving our People Management targets for the year, supported by our commitment to increasingly developing and recognizing our employees.

Under the leadership of our Human Relations team, our approach to talent development and retention is underpinned by our Code of Ethics and Conduct, internal policies, and regular audits. This approach works to mitigate risks such as the loss of intellectual capital and key talent, as well as financial costs associated with employee turnover. At the same time, we seek to constantly strengthen our organizational culture and improve cost efficiency.

We received Great Place to Work (GPTW) certification for the second consecutive year

In 2025, our efforts were recognized with Great Place to Work (GPTW) certification for the second consecutive year. We were also ranked among the 20 Best Corporate Workplaces in Minas Gerais. In addition, for the seventh consecutive year, we were recognized as an Incredible Workplace in a survey by Fundação Instituto de Administração (FIA) in collaboration with *Estadão*. These recognitions reflect effective management practices and our success in maintaining talent turnover below 1%.

Another highlight from the year was the launch of a Manager Culture Manual designed to help team leaders standardize behaviors and align expectations within a people-centered


Jenifer Illeana , Human Resources


Ludmila Martins and Erika Araujo,
Personnel and Environmental Management System Team

leadership model. A version tailored to the broader workforce was also introduced, supporting our efforts to foster consistent management practices and a healthier work environment. The manual complements structured programs such as our Leadership School and the Bem Brasil Backups succession program, both of which help mitigate management-related risks.

We continued to raise awareness about ESG throughout the year, particularly within the social dimension. We organized community initiatives and shared these efforts through internal communication channels, including corporate TV screens, bulletin boards, shift meetings, and toolbox talks. These and other initiatives helped maintain high levels of employee satisfaction, as measured through Bem Brasil's organizational climate survey, which highlighted employees' perception of progress toward our ESG-related goals. In situations requiring remediation of impacts, we work collaboratively with stakeholders to validate and communicate the effectiveness of remediation measures.

Benefits GRI 401-2

Our benefits package is available to employees across all operations, including full-time, part-time, and temporary workers. Benefits include life insurance, medical and dental coverage, parental leave, grocery packs, on-site cafeterias, transportation, meal and food vouchers, and access to the Onhappy discounts platform.

Employees also benefit from our *Viva Bem* program, which offers a network of accredited psychologists and other professionals, as well as initiatives focused on well-being and employee recognition, including birthday gifts, baby welcome grants, and Christmas gift kits.

Full-time employees are also eligible for additional benefits, including childcare allowance and education grants.

Talent retention

Talent retention is as important as employee recognition and development. To support this objective, we have implemented several related initiatives, including flexible working hours at our São Paulo and Americana offices.

As another key initiative, we formalized remote work arrangements, which had previously been managed informally and varied among managers. Standardizing these practices helps reduce potential conflicts and promotes greater consistency and equity across teams.

We have recently begun using LinkedIn Recruiter to support us in recruiting highly qualified professionals. This tool has been particularly effective in filling positions outside the regions where our manufacturing facilities are located, including our São Paulo office. The platform reduced reliance on external recruitment firms and shortened the time required to fill open positions.

Development

At Bem Brasil, learning extends beyond formal training and is reinforced through daily knowledge sharing, investments in organizational climate management, internal engagement initiatives, corporate education, and financial support for external courses.

As part of this approach, we continued to advance our *Raízes do Saber* ("Roots of Knowledge") program, an initiative to support employee development within our production operations. With a customized platform and internal facilitators, the program standardizes processes and improves knowledge management by ensuring that the technical expertise of experienced employees is passed on to new talent.

The program engaged more than 250 employees and modernized the approach to learning through 360-degree training content that provides a more immersive learning experience. A total of seven training programs combined theoretical and practical learning, linking individual development to continuous improvement initiatives as part of our Efficiency Program.

Jonathan de Oliveira,
Information Technology

In 2025, we continued to offer a broad range of learning tracks through *Uni do Bem*, our corporate university, which brings together our full suite of training, qualification, development, and educational content. Programs range from entry tracks for interns and trainees to onboarding initiatives for new employees, as well as programs focused on developing individual skills and potential.

Leadership development

Leadership development continued to play a central role in our training and capability-building strategy. Our Bem Brasil Leaders School – Agents of Transformation, offered via *Uni do Bem*, was attended by 90 department heads in 2025. Participants have access to content covering self-awareness, emotional intelligence, effective communication, business skills, and other topics aligned with our culture of care and results orientation.

During the year, we also held five *Líder do Bem* meetings, a program for managers that this year addressed the launch of our Manager Culture Manual and implementing commitments established during our 2024 Annual Leadership Meeting. Participants discussed topics including the global outlook on workplace productivity, situational leadership, and building a climate of trust.

Supporting our succession planning efforts, the Bem Brasil Backups program reached its third edition, beginning in February with 119 participants. The initiative aims to develop future leaders through assessment stages followed by individual feedback sessions. Participants who did not advance received constructive feedback, while those who progressed worked on aligning and preparing Individual Development Plans (IDPs).

Financial support for employees pursuing external education

Education support GRI 404-2

We provide financial support for employees pursuing external education, including language courses, technical training, professional development programs, graduate studies, and other learning opportunities offered through educational institutions and training platforms. In 2025, 112 employees were benefited by over R$160,000 in reimbursements, covering up to 50% of tuition expenses.

We also continued our partnership with the Government of Minas Gerais, which provides transportation, meals, and educational materials to encourage employees to complete K-12 and trade programs. In the first cohort, eight participants completed a trade program in electrotechnics.

As part of career transition support, we provide assistance to employees entering retirement through well-being and psychological support programs, financial education initiatives, and extended health benefits. We also provide support to employees leaving the company, including career transition assistance, outplacement services, and continued benefits for a defined period.

Líder do Bem meeting

Diversity and inclusion

Valuing the differences among our employees is essential to building a stronger company. We are committed to respecting the individual and diversity of gender, belief, race, and background, and this is reflected in the principles outlined in our Code of Ethics and Conduct.

We actively track diversity metrics and act on them to maintain balanced representation whenever specific variations are identified. In recruitment processes, for example, candidates who are women or members of underrepresented groups may be prioritized in order to maintain progress in representation indicators.

Representation of black employees has remained at positive levels for the past five years. During this period, the share of female and black employees in leadership positions increased gradually, supported by ongoing improvements in people management and recruitment practices.

In addition to internal initiatives, we support programs such as Women in Industry, which provides technical training in areas such as industrial mechanics and welding to increase female participation in the industrial sector. Through a partnership with the Industrial Training Service (SENAI) and other companies, the program has benefited the Araxá and Perdizes regions by providing technical training and creating new opportunities for career development, independence, and inclusion in the industrial sector. Of the 25 participants enrolled in the program, 18 completed their training in 2025.

We support initiatives such as the Women in Industry Program, which **provides technical training in industrial occupations**

Marcos Clemente, Stepany de Paiva, Maria Laura Dias, Danila da Silva, Letícia Melo and Weliton Caetano, Administrative Team

Employees GRI 2-7

The reported data were extracted from our Personnel Administration system, with a reporting date of December 31, 2025. The methodology used was a direct count of all employees on record. There were no significant fluctuations in workforce size during the reporting period.

Employees by region and gender GRI 2-7, Sector disclosure 13.10.4

	2023			2024			2025		
Region	Men	Women	Total	Men	Women	Total	Men	Women	Total
Perdizes Facility	603	219	822	610	240	850	617	242	859
Araxá facility	330	141	471	330	144	474	339	144	483
Total	**933**	**360**	**1,293**	**940**	**384**	**1,324**	**956**	**386**	**1,342**

Employees by employment type and gender[1] GRI 2-7

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	933	360	1,293	940	384	1,324	956	386	1,342
Total	**933**	**360**	**1,293**	**940**	**384**	**1,324**	**956**	**386**	**1,342**

[1] Bem Brasil does not employ temporary workers

Workforce by employment type and region[1] GRI 2-7

	2023	2024	2025
Region	Full time	Full time	Full time
Perdizes Facility	822	850	859
Araxá facility	471	474	483
Total	**1,293**	**1,324**	**1,342**

[1] There are no part-time positions at the company. There were no significant fluctuations in the year.

Total workforce by employment type[1] and region GRI 2-7

	2023		2024		2025	
Region	Temporary	Total	Temporary	Total	Permanent	Total
South	8	8	14	14	3	3
North	4	4	3	3	9	9
Southeast	1,271	1,271	1,297	1,297	4	4
Northeast	6	6	6	6	1320	1320
Midwest	4	4	4	4	6	6
Total	**1,293**	**1,293**	**1,324**	**1,324**	**1342**	**1342**

[1] Bem Brasil had no temporary employees in 2025.

Occupational health and safety

GRI 3-3, 403-1, 403-2, 403-4, 403-5, 403-7, 403-8

Protecting the physical and psychological well-being of our employees is a strategic priority for Bem Brasil. Our Occupational Health and Safety (OHS) management approach recognizes the real impacts of workplace hazards and psychosocial risks affecting both employees and contractors. Conversely, promoting a safe work environment generates long-term positive impacts reflected in employee well-being and operational efficiency across our operations.

Our OHS framework is based on the Regulatory Standards (NRs) established by Brazil's Ministry of Labor and Employment. The system includes operational procedures, preventive controls, and senior management commitment to continuous improvement, supported by internal policies and our Code of Ethics and Conduct.

To strengthen this culture, we provide mandatory training programs ranging from new employee onboarding to specialized certifications, including NR 35 (Work at Heights), NR 33 (Confined Spaces), and NR 12 (Machinery and Equipment Safety). Hazard identification activities are currently focused on operations under our direct control and do not extend to the operations of external partners.

Our hazard identification and incident investigation processes include routine inspections, ergonomic risk assessments, and emergency response drills. Employee participation is supported through direct involvement in risk assessments, the right to refuse work in situations of imminent danger, and the activities of our Internal Accident Prevention Committee (CIPAA), which meets monthly. The effectiveness of these measures is evaluated through internal audits, independent assessments, and monitoring systems, enabling transparent communication with affected stakeholders whenever remediation measures are required.

As part of our continuous improvement efforts, we transitioned to an online system with structured analytics tools following recommendations from external audits.

Michely Ribeiro, Production

Safety performance GRI 403-9

In 2025, no fatalities or serious injuries were recorded among employees or contractors. Recorded incidents involved falls and musculoskeletal injuries, both of which had previously been identified through hazard assessments. To mitigate these risks, we have implemented measures ranging from equipment replacement to engineering controls and preventive maintenance programs. Accident data are compiled in accordance with the methodologies established by Brazilian Regulatory Standards (NRs) and cover all employment categories, with safety treated as a shared responsibility across the organization.

Work-related injuries[1] GRI 403-9

	2023		2024		2025	
Class[2]	Employees	Workers	Employees	Workers	Employees	Workers
Number of hours worked	3,043,776	0	3,271.9630	112,112	3,265,006	82,368
Number of fatalities as a result of work-related injuries	0	0	0	0	0	0
Rate of fatalities as a result of work-related injuries	0.00	0.00	0.00	0.00	0.00	0.00
Number of high-consequence work-related injuries (excluding fatalities)	1	0	1	1	1	0
Rate of high-consequence work-related injuries (excluding fatalities)	0.33	0.00	0	8.92	0.31	0
Number of recordable work-related injuries (including fatalities)	11	0	19	1	21	0
Rate of recordable work-related injuries (including fatalities)	3.61	0.00	5.81	8.92	6.43	0

[1] The rates have been calculated based on 1,000,000 hours worked. Hours worked by contractors were calculated based on a 44-hour workweek. The serious injury reported refers to an ankle fracture that resulted in 90 days away from work. One commuting accident resulted in the death of an employee.

[2] For reporting purposes, "employees" are individuals hired under Brazil's Consolidated Labor Laws (CLT), excluding interns and apprentices. "Workers who are not employees" are individuals who provide services to the company and, although not employed directly, are afforded the same health and safety protections as employees.

Promoting health and well-being GRI 403-3, 403-6

At Bem Brasil, occupational health services are provided by specialized professionals, including physicians, safety engineers, and technicians registered with the appropriate professional bodies. This team is responsible for occupational medical examinations, personal protective equipment (PPE) management, risk monitoring, and the ongoing oversight of employee health. Workshops, the intranet, and dedicated committees help ensure that employees have access to information and support.

Our *Viva Bem* program **expands and facilitates employee access to medical and health services** designed to improve well-being and quality of life

Our *Viva Bem* program facilitates access to medical and health services unrelated to occupational care. Key services include health and dental insurance coverage, as well as an on-site medical clinic in Perdizes. In mental health, we provide access to a digital platform, called *Psicologia Viva*, which offers free services to employees and their dependents, as well as the *Psi do Bem* program, which provides in-person consultations in Araxá and Perdizes at subsidized rates.

Physical and mental well-being is further supported through workplace exercise programs, weekly sessions with fitness professionals, and annual awareness campaigns such as White January, Pink October, and Blue November. Across all programs, we maintain the confidentiality of personal and medical information, ensuring that health data are protected and used exclusively for disease prevention and well-being initiatives.

Workplace Exercise

Community engagement

GRI 203-1, 3-3 Social Responsibility 413-1

Bem Brasil is closely connected with the social and economic development of the Triângulo Mineiro region, our priority area, where 21 of the 24 projects we support are located. Under the leadership of our Social team, 63.41% of operations implemented local community engagement initiatives in 2025, including impact assessments and local development programs.

Relationships with neighboring communities are managed strategically to mitigate reputational and operational risks, as well as economic impacts such as changes in regional employment levels. Our approach to stakeholder engagement is guided by our Code of Ethics and Conduct and our procurement and sustainability policies, and was further strengthened with the implementation of our Simbi platform in 2025. This digital tracking platform came online in early 2026 to manage projects funded through tax incentive laws, integrating performance indicators and real-time reporting. Donations and volunteering activities will be managed through the Simbi platform beginning in the second half of 2026.

In addition to these tools, Bem Brasil draws on stakeholder mapping and identified community needs to design local development and stakeholder engagement plans. We also maintain grievance mechanisms, impact assessments, and audits to support the continuous improvement of our social initiatives.

In 2025, we achieved significant outcomes exceeding our annual target of 10% growth in the reach of community initiatives. Total donations benefited approximately 2.3 million people, three times the number reached in 2024. One of the main drivers of this growth was our partnership with the Brazilian Commercial Social Service (SESC) through our *Mesa Brasil* program, which donated 1,194 metric tons of food to charities. Meanwhile, our *Voluntários do Bem* program engaged employees in 32 volunteering initiatives, directly reaching 11,353 people while strengthening employee engagement.

We also expanded our social investment under tax incentive laws, directing funding to sports and cultural projects and assistance funds such as the Childhood and Adolescence Fund (FIA) and the Elderly Fund, reaching 1 million beneficiaries in 2025. This funding prioritized inclusive initiatives, ranging from Paralympic sports programs and partnerships with APAE serving children and adolescents with disabilities or autism spectrum disorder (ASD), to support for Hospital de Amor and its work in humanized care and palliative care.

Integrating annual environmental education targets and social and environmental initiatives into our planning process supports our commitment to creating shared value and promoting community well-being.


The *Teatro Menino Lobo* cultural project

Total social investments in 2025

R$ 1.5 million
invested in sports programs

R$ 1.7 million
invested in cultural programs

R$ 28,000
Youth Fund

R$ 28,000
Elderly Fund

R$ 72,000
Volunteering

R$ 13.3 million
Mesa Brasil program (product donation)

Project evaluation criteria

Social: Criteria evaluated include the number of beneficiaries, the profile of the target audience—with particular attention to vulnerable groups—and the extent to which initiatives contribute to the Sustainable Development Goals (SDGs).

Governance: Reputational, legal, and credit risks are assessed through platforms that analyze applicant information using Corporate Taxpayer Identification Numbers (CNPJ) or Individual Taxpayer Identification Numbers (CPF), in addition to alignment with Bem Brasil's Board-approved social investment policy.

Programs supported

- SUP – 2025 Annual Activities Plan
- *Doutores Pititicos*
- Literary Generations – Year II
- Cerrado Literary Circuit
- ECOARTE Year II: ECOARTE Year II: Cultural Inclusion and Sustainability Through Art (Perdizes)
- ECOARTE Year II: ECOARTE Year II: Cultural Inclusion and Sustainability Through the Arts (Perdizes)
- Playing at Being Happy
- Oktoberfest 2025 Parades
- Paralympic Swimming – Praia Clube IV
- Golden Girls Competitions – Year III
- Golden Girls – Year VI
- ESSUBE Youth Sports School – Year VI
- Apae Araxá Paralympic Program
- Taekwondo in Action
- Trianon, Beyond Joy, a Dream
- International Mountain Bike Cup for All – Year IV
- Liporema Meropil Comic Book Series – The Alphabet Forest and the Disappearance of the Vowels
- Brasília Araxá Volleyball Youth Development Program – Year II
- More Than a Special Sport IV
- Triângulo Beach Cup
- Fundinho Festival - Jazz & Blues
- Support for the Elderly
- Madiba University
- 24th Dançaraxá Festival

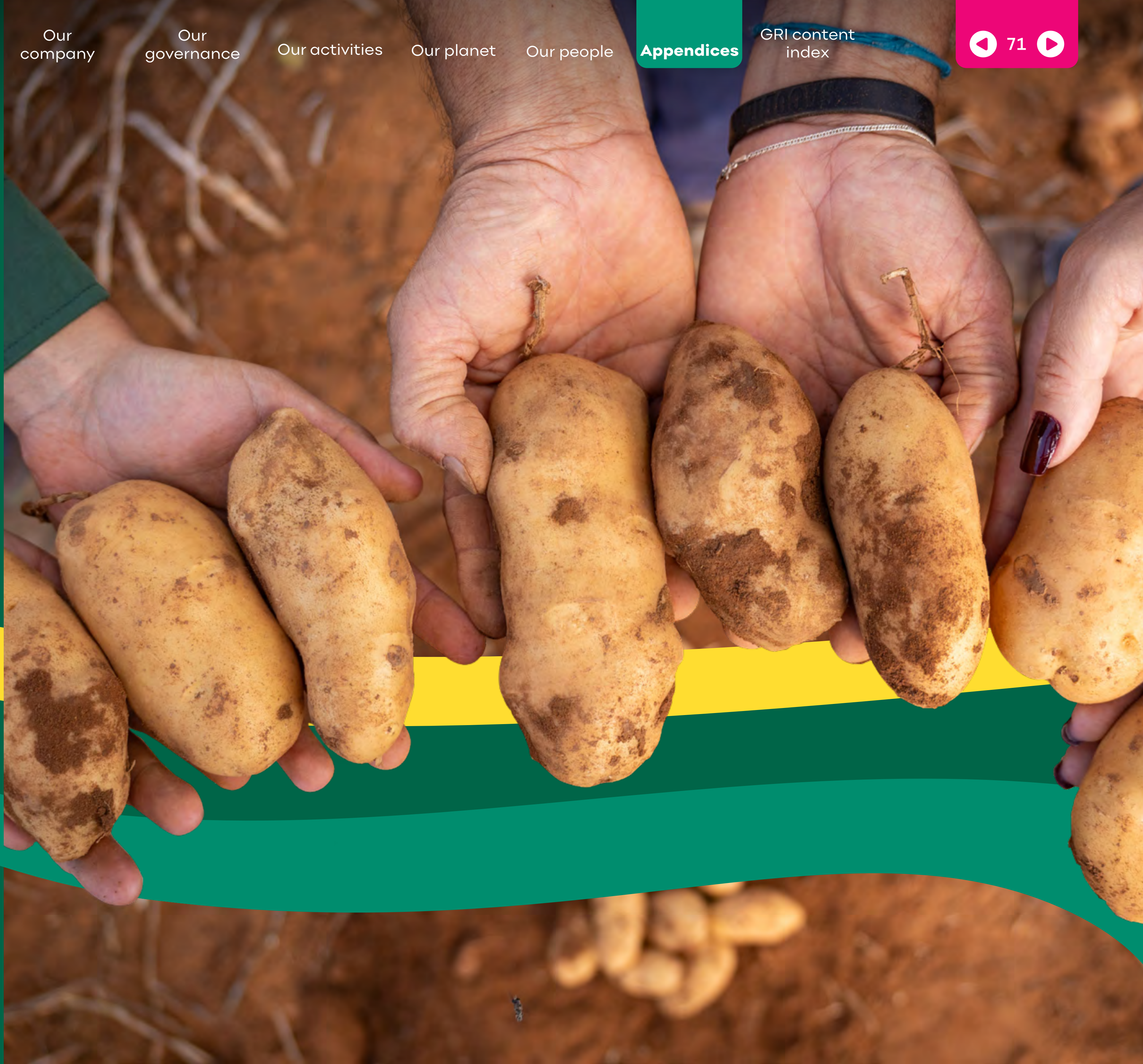
Voluntários do Bem

In 2025, our *Voluntários do Bem* program carried out 32 initiatives, directly reaching 11,353 people. Strengthening our contribution to social development, we marked Volunteer Day in August. The event brought together previously engaged employees to share results and present project developments, highlighting the positive impacts generated within local communities. The agenda included a presentation on the volunteer sector and a workshop on improving field activities.

In addition to building engagement among active volunteers, the event encouraged peer recruitment to expand the program's volunteer network.

Yara de Souza, Occupational Safety

Appendices



Indirect economic impacts GRI 203-2

The indirect economic impacts from our activities are identified and tracked through process mapping, sensitivity analyses, ongoing monitoring, and periodic reviews. We disclose our impacts transparently in periodic reports and implement corrective actions whenever necessary.

Our primary positive indirect economic impacts include indirect employment opportunities, the development of local suppliers, support for innovation, contributions to infrastructure development, increased municipal tax revenues, and improvements in human development indicators.

Negative indirect economic impacts have also been identified, including risks related to environmental pollution, economic dependence on our operations within local communities and municipalities, natural resource use, impacts on local traffic, and water consumption in regions subject to water stress.

Proportion of spending on local suppliers

GRI 204-1

Out of our total supplier spend in 2025, 98% went to local suppliers, defined as suppliers established within Brazil, across all Bem Brasil operations. The reported data were obtained from Bem Brasil's 2025 corporate procurement records.

Communication and training on anti-corruption policies and procedures GRI 205-2

Governance body members that have received training on anti-corruption, broken down by region GRI 205-2

	2023		2024		2025	
Governance	Informed	Trained	Informed	Trained	Informed	Trained
Total number of members in the year	5	0	4	4	2	1
Percentage of members who have received communications/training	100	0	100	100	100	50

Employees informed and trained, by region GRI 205-2

	2023		2024		2025	
Araxá and Perdizes facilities	Informed	Trained	Informed	Trained	Informed	Trained
Total number of employees who have received communications/training	822	60	82	70	53	48
Percentage of employees who have received communications/training	100	7.30	100	85.37	100	90.57

Communication and training on anti-corruption policies and procedures GRI 205-2

Employees informed and trained, by employee category[1] GRI 205-2

	2023		2024		2025	
Employee category	Informed	Trained	Informed	Trained	Informed	Trained
Senior Management						
Total number of employees who have received communications/training	4	0	4	4	2	1
Percentage of employees who have received communications/training	100	0	100	100	100	50
Middle Management						
Total number of employees who have received communications/training	15	7	15	11	8	8
Percentage of employees who have received communications/training	100	46.67	100	73.33	100	100
Supervisors						
Total number of employees who have received communications/training	62	46	62	58	45	40
Percentage of employees who have received communications/training	100	74.19	100	93.55	100	88.89

[1] Training on our anti-corruption policies is provided only to employees in leadership positions. This training is not provided to external audiences.

Energy intensity GRI 302-3

In 2025, energy intensity was calculated based on the total volume of product manufactured, which amounted to 441,145.15 metric tons. Energy consumption within the organization was 9.13 GJ per metric ton produced, based on total energy consumption of 4,026,741.92 GJ, including fuels and purchased electricity.

Energy intensity outside the organization was 1.21 GJ per metric ton produced, based on total energy consumption of 533,430.84 GJ associated with fuel use.

Energy intensity ratio for the organization[1] GRI 302-3

2021	2023	2024	2025
9.63	9.30	8.73	**9.13**

[1] The metric used to calculate energy intensity was total food produced divided by total energy consumed. For energy consumption outside the organization, the energy intensity rate was 1.21 GJ per metric ton produced. The calculation was based on 441,145.15 metric tons of product manufactured during the year. The calculation included energy consumption from renewable and non-renewable fuels, as well as purchased electricity.

Emissions of ozone-depleting substances (ODS) GRI 305-6

In 2025, we generated emissions of ozone-depleting substances (ODS) associated with maintenance activities and refrigerant recharging in industrial refrigeration equipment. Our inventory documented a consumption of 0.000715 metric tons of HCFC-22 and 0.001276 metric tons of HCFC-141b. Data collection and calculations were centralized on the Ecosystem platform, using assumptions and emission factors aligned with IPCC and GHG Protocol guidelines.

Reduction of GHG emissions in tCO_2eq in 2025[1] GRI 305-5

	Scope 1	Scope 2	Scope 3
Baseline emissions	43,150.45	7,635.45	614,168.55
Emissions in the reporting year	26,070.31	5,485.42	299,744.88
Difference in emissions from baseline	17,080.14	2,150.03	314,423.67

[1] We reported reductions in greenhouse gas emissions across Scopes 1, 2, and 3 compared with a 2021 baseline, totaling 17,080.14 tCO_2e in Scope 1, 2,150.03 tCO_2e in Scope 2, and 314,423.67 tCO_2e in Scope 3 emissions. The change in Scopes 1 and 2 emissions reflects the expansion of production activities at our Perdizes facility during the baseline year, as well as factors related to the GHG Protocol calculation methodology for Scope 2 emissions under the hydrological conditions observed in 2021. The difference in Scope 3 emissions primarily reflects improvements in emissions assessment methods and data quality. The calculations included CO_2, CH_4, N_2O, HFCs, PFCs, and SF_6 and were prepared in accordance with the GHG Protocol methodology and reported through the Climas platform.

NOx, SOx, and other significant air emissions GRI 305-7

NOx, SOx, and other significant air emissions[1] GRI -305-7

Substance	Quantity (kg)
NOx	226.00
SOx	0
Persistent Organic Pollutants (POP)	0
Volatile Organic Compounds (VOCs)	0
Hazardous Air Pollutants (HAP)	0
Particulate Matter (PM)	143.00
Other standard categories of air emissions identified in relevant laws and regulations	0

[1] During the reporting period, we reported significant air emissions of 226 kg of NOx and 143 kg of particulate matter (PM). These emissions are associated with wood chip biomass-fired boilers used in the production process. Monitoring covered the boilers serving Lines 1 and 2, Line 3, and Line 4, including measurements of atmospheric pollutant concentrations and emission rates. The assessment was conducted in accordance with Copam Normative Resolution No. 187/2013, which establishes maximum emission limits for stationary sources.

Waste diverted from disposal GRI 306-4

Total weight of (nonhazardous) waste diverted from disposal GRI 306-4

2023		2024		2025	
Nonhazardous waste	Weight of waste diverted from disposal (metric tons)	Nonhazardous waste	Weight of waste diverted from disposal (metric tons)	Nonhazardous waste	Weight of waste diverted from disposal (metric tons)
Total	**137,297.23**	**Total**	**138,832.8**	**Total**	**251,636.04**

Total weight of (hazardous) waste diverted from disposal GRI 306-4

2023		2024		2025	
Hazardous waste	Weight of waste diverted from disposal (metric tons)	Hazardous waste	Weight of waste diverted from disposal (metric tons)	Hazardous waste	Weight of waste diverted from disposal (metric tons)
Total	**34.46**	**Total**	**29.83**	**Total**	**35.39**

Waste diverted from disposal GRI 306-4

Hazardous waste diverted from disposal by recovery operation (metric tons) GRI 306-4

	2023			2024			2025		
Types of nonhazardous waste	On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Preparation for reuse	0.00	1,598.08	1,598.08	0.00	404.89	404.89	0.00	726.78	726.78
Recycling	0.00	3,445.06	3,445.06	0.00	4,260.53	4,263.11	0.00	5,331.50	5,331.50
Composting	67,128.55	3,046.67	70,175.22	39,052.51	5,155.56	44,208.07	48,009.50	49,488.90	97,498.40
Animal feed	0.00	60,385.52	60,385.52	0.00	89,958.5	89,959.50	0.00	148,078.68	148,078.68
Use in agricultural soil	0.00	1,693.12	1,693.12	0.00	0.00	0.00	0.00	0.00	0.00
Sorting and transfer	0.00	0.23	0.23	0.00	0.00	0.00	0.00	0.00	0.00
Dismantling of WEEE and vehicles	-	-	-	0.00	0.81	0.81	0.00	0.68	0.68
Total	**67,128.55**	**70,168.68**	**137,297.23**	**39,052.51**	**99,783.87**	**138,836.48**	**48,009.50**	**203,626.54**	**251,636.04**

Hazardous waste diverted from disposal[1] (metric tons) GRI 306-4

	2023			2024			2025		
Types of hazardous waste	On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Recycling	0	16.72	16.72	0	14.6	14.6	0.00	24.48	24.48
Re-refining	0	14.98	14.98	0	14.6	14.6	0.00	10.87	10.87
Sorting and transfer	0	2.76	2.76	0	0.06	0.06	0.00	0.00	0.00
Lamp decontamination	0	0	0	0	0.28	0.28	0.00	0.04	0.04
TOTAL	**0**	**34.46**	**34.46**	**0**	**29.74**	**29.74**	**0.00**	**35.39**	**35.39**

[1] Excluding effluents. Data are monitored through internal systems and official platforms, including DMR, RAPP, SINIR, and Vertown, ensuring traceability and compliance with applicable regulations.

Waste directed to disposal GRI 306-5

Total weight of nonhazardous waste directed to disposal GRI 306-5

2023		2024		2025	
Nonhazardous waste	Waste directed to disposal (metric tons)	Nonhazardous waste	Waste directed to disposal (metric tons)	Nonhazardous waste	Waste directed to disposal (metric tons)
Total	**481.34**	**Total**	**2,890.37**	**Total**	**3,039.38**

Total weight of hazardous waste directed to disposal GRI 306-5

2023		2024		2025	
Hazardous waste	Waste directed to disposal (metric tons)	Hazardous waste	Waste directed to disposal (metric tons)	Hazardous waste	Waste directed to disposal (metric tons)
Total	**9.07**	**Total**	**20.71**	**Total**	**15.50**

Total weight of hazardous waste directed to disposal, by recovery operation GRI 306-5

	2023			2024			2025		
Type of recovery	Total weight on-site	Total weight off-site	Total	Total weight on-site	Total weight off-site	Total	Total weight on-site	Total weight off-site	Total
Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Incineration (without energy recovery)	0.00	9.07	9.07	0.00	18.21	18.21	0.00	12.59	12.59
Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Co-processing	0.00	0.00	0.00	0.00	2.50	2.50	0.00	2.40	2.40
Decontamination	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.02
Dismantling of WEEE and vehicles	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.49	0.49
Total	**0.00**	**9.07**	**9.07**	**0.00**	**20.71**	**20.71**	**0.00**	**15.50**	**15.50**

Waste directed to disposal GRI 306-5

Total weight of nonhazardous waste directed to disposal, by recovery operation GRI 306-5

	2023			2024			2025		
Type of recovery	Total weight on-site	Total weight off-site	Total	Total weight on-site	Total weight off-site	Total	Total weight on-site	Total weight off-site	Total
Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Incineration (without energy recovery)	0.00	0.11	0.11	0.00	0.04	0.04	0.00	0.00	0.00
Landfilling	0.00	106.33	106.33	0.00	96.21	96.21	0.00	0.00	0.00
Co-processing (with energy recovery)	0.00	374.9	374.9	0.00	2,794.12	2,794.12	0.00	2,877.84	2,877.84
Class IA and IIB landfill	-	-	-	-	-	-	0.00	161.51	161.51
WEEE and vehicle dismantling	-	-	-	-	-	-	0.00	0.03	0.03
Total	**0.00**	**481.34**	**481.34**	**0.00**	**2,890.37**	**2,890.37**	**0.00**	**3,039.38**	**3,039.38**

The information presented is based on our internal waste management and disposal controls, including Waste Waybills, Potentially Polluting Activity Reports (RAPP) maintained by the environmental regulator, Ibama, the National SINIR Inventory, and the Vertown waste management system.

New employee hires and turnover GRI 401-1

Total terminations and turnover rate by age group[1] GRI 401-1

	2023				2024				2025			
Age group	Total workforce	New hires	Terminations	Turnover rate	Total workforce	New hires	Terminations	Turnover rate	Total workforce	New hires	Terminations	Turnover rate
Under 30	535	152	96	0.23	510	179	123	29.61	482	163	126	29.98
30 to 50	696	109	71	0.12	736	91	93	12.50	768	125	140	17.25
Over 50	62	5	6	0.08	78	9	8	10.90	92	8	12	10.87
Total	**1,293**	**266**	**173**	**16.98**	**1,324**	**279**	**224**	**19.00**	**1,342**	**296**	**278**	**21.39**

[1] Calculation method: [(hired + terminated)/2]/total headcount.

Total terminations and turnover rate by gender[1] GRI 401-1

	2022				2023				2024			
Gender	Total workforce	New hires	Terminations	Turnover rate	Total workforce	New hires	Terminations	Turnover rate	Total workforce	New hires	Terminations	Turnover rate
Men	398	278	120	0.16	933	180	118	15.97	940	186	163	18.56
Women	207	150	57	0.09	360	86	55	19.58	384	93	61	20.05
Total	**605**	**428**	**177**	**0.25**	**1,293**	**266**	**173**	**16.98**	**1,324**	**279**	**224**	**19.00**

[1] Calculation method: [(hired + terminated)/2]/total headcount.

Total new hires, terminations and turnover rate by region GRI 401-1

	2023				2024				2025			
Region	Total workforce	New hires	Terminations	Turnover rate	Total workforce	New hires	Terminations	Turnover rate	Total workforce	New hires	Terminations	Turnover rate
Perdizes Facility	822	177	128	18.55	850	187	145	19.53	859	213	203	24.21
Araxá facility	471	89	45	14.23	474	92	79	18.04	483	83	75	16.36
Total	**1,293**	**266**	**173**	**16.98**	**1,324**	**279**	**224**	**19.00**	**1,342**	**296**	**278**	**21.39**

Parental leave GRI 401-3

Parental leave

		2023	2024	2025
Employees entitled to parental leave	Men	933	940	956
	Women	360	384	386
Employees who took parental leave	Men	42	45	35
	Women	20	16	14
Employees who returned to work during the reporting period after parental leave ended	Men	42	45	35
	Women	16	14	13
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Men	35	42	34
	Women	10	9	10
Return rate	Men	100	100	100
	Women	84.21	100	100
Retention rate	Men	97.22	93.33	97.14
	Women	66.67	100	100

Average hours of training per year per employee GRI 404-1

Average hours of training per employee by gender[1]

	2023	2024	2025
Men	30	19	22.02
Women	24	19	23.15

[1] Data were obtained through a review of training and development activities conducted during 2025.

Average hours of training per employee by employee category[1]

	2023	2024	2025
Senior Management	24	9	43.43
Middle Management	24	18	40.33
Coordinator	0	13	43.55
Supervisor	30	29	40.04
Advisor	30	34	14.57
Consultant	22	13	5.45
Engineer	22	18	54.45
Leadership	30	31	45.53
Specialist	22	20	30.48
Analyst	22	20	26.54
Sales representative	22	6	13.31
Technician	30	17	25.44
Assistant	22	18	21.34
Warehouse manager	22	18	19.49
Operator	28	19	18.27
Auxiliary	22	17	21.40
Farm hand	28	15	17.08

[1] Data were obtained through a review of training and development activities conducted during 2025.

Percentage of employees receiving regular performance and career development reviews[1] GRI 404-3

	2023	2024	2025
Employees	Percent	Percent	Percent
Senior Management	75	100.00	0.00
Middle Management	86.67	92.31	0.00
Coordinator	100.00	-	0.00
Supervisor	96.77	93.94	6.00
Advisor	100.00	100.00	0.00
Consultant	0.00	0.00	0.00
Engineer	100.00	50.00	0.00
Leadership	97.59	90.48	3.00
Specialist	66.67	40.00	1.00
Key Account	-	0.00	0.00
Sales representative	21.67	55.88	33.00
Analyst	68.81	76.03	20.00
Technician	89.22	76.27	17.00
Assistant	73.97	88.57	12.00
Warehouse manager	83.33	83.33	0
Operator	95.80	91.45	51.00
Helper	40.00	50.00	2.00
Farm hand	40.54	42.17	22.00

[1] In 2025, we conducted competency assessments only for employees who had not been evaluated in 2024 and who had completed at least six months of service with the company. For all other employees, we tracked progress against their Individual Development Plans (IDPs).

GRI content index

Statement of use	Bem Brasil has developed its report in accordance with the GRI Standards for the period from January 1 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 13: Sector Standard for Agriculture, Aquaculture, and Fishing 2022

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
The organization and its reporting practices						
GRI 2: General disclosures 2021	2-1 Organizational details	9	-	-	-	-
	2-2 Entities included in the organization's sustainability reporting	4	-	-	-	-
	2-3 Reporting period, frequency and contact point	4	-	-	-	-
	2-4 Restatements of information	Information provided in previous reports has not been restated.	-	-	-	-
	2-5 External assurance	External insurance was not obtained for the current reporting period.	-	-	-	-
	2-6 Activities, value chain and other business relationships	9, 10, 32	-	-	-	-
	2-7 Employees	62	Requirement b.iii.	Information unavailable	We have no non-guaranteed hours employees.	-

GRI 2: General disclosures 2021	2-8 Workers who are not employees	-	Disclosure	This information is confidential	This information is deemed strategic and confidential.	-
	2-9 Governance structure and composition	17	-	-	-	-
	2-10 Nomination and selection of the highest governance body	17	-	-	-	-
	2-11 Chair of the highest governance body	17	-	-	-	-
	2-12 Role of the highest governance body in overseeing the management of impacts	17	-	-	-	-
	2-13 Delegation of responsibility for managing impacts	17	-	-	-	-
	2-14 Highest governance body's role in sustainability reporting	17	-	-	-	-
	2-15 Conflicts of interest	22	-	-	-	-

GRI 2: General disclosures 2021	2-16 Communication of critical concerns	- -	Disclosure	Information unavailable	As of the close of the reporting period and the completion of this report, the consolidated data and statistical analyses related to communications of critical concerns submitted to the highest governance body had not yet been fully centralized by the technical committee. We are implementing the automation and integration of this process within our internal systems and will fully report this disclosure in our next Sustainability Report (2026)	-
	2-17 Collective knowledge of the highest governance body	17	-	-	-	-
	2-18 Evaluation of the performance of the highest governance body	During the reporting period, we did not conduct a formal assessment of the performance of our highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people. We currently do not have a structured process in place to conduct this type of assessment.	-	-	-	-

GRI 2: General disclosures 2021	2-19 Remuneration policies	18	-	-	-	-
	2-20 Process for determining remuneration	18	-	-	-	-
	2-21 Annual total compensation ratio	-	Disclosure	Information unavailable	This information is deemed strategic and confidential.	-
	2-22 Statement on sustainable development strategy	5	-	-	-	-
	2-23 Policy commitments	19	-	-	-	-
	2-24 Embedding policy commitments	19	-	-	-	-
	2-25 Processes to remediate negative impacts	21	-	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns	19	-	-	-	-
	2-27 Compliance with laws and regulations	No fines or non-monetary sanctions were imposed for non-compliance with laws and regulations during the reporting period, nor were any payments made related to prior periods. There were no significant incidents of non-compliance during the reporting period. We determine the significance of cases based on severity and impact criteria, including potential harm to health and safety, environmental impact, non-compliance, reputational risk, recurrence, scope of impact, and financial materiality. Significant cases are addressed through action plans that are followed up on to resolution.	-	-	-	-
	2-28 Membership associations	We are not members of any national or international associations or organizations.	-	-	-	-

GRI 2: General disclosures 2021	2-29 Approach to stakeholder engagement	13	-	-	-	-
	2-30 Collective bargaining agreements	As of 2025, 100% of the total workforce is covered by collective bargaining agreements.	-	-	-	-
Material topics						
GRI 3: Material topics 2021	3-1 Process to determine material topics	14, 15	-	-	-	-
	3-2 List of material topics	14, 15	-	-	-	-
Sustainable agriculture and quality raw materials						
GRI 3: Material topics 2021	3-3 Management of material topics	39	-	-	-	13.2.1/13.3.1/ 13.16.1/13.17.1
Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	38	-	-	-	13.2.2
Biodiversity 2024	101-2 Management of biodiversity impacts	44	-	-	-	13.3.2
Biodiversity 2016	101-4 Identification of biodiversity impacts	44	-	-	-	13.3.3
	101-5 Locations with biodiversity impacts	44	Disclosure	Information unavailable	We are enhancing our processes for collecting and consolidating data related to locations with biodiversity impacts to support disclosure of this information in future reporting cycles.	13.3.4
	101-6 Direct drivers of biodiversity loss	44	-	-	-	13.3.5

Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	32	Item a.	This information is confidential	We incorporate environmental criteria into our supplier screening and onboarding processes. This information is deemed strategic and confidential.	-
	308-2 Negative environmental impacts in the supply chain and actions taken	32	Omitted items: a, d, e	This information is confidential	This information is deemed strategic and confidential.	-
Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	32	-	-	-	13.17.2
Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	32	-	-	-	13.16.2
Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	-	disclosure	This information is confidential	We incorporate social criteria into our supplier screening and onboarding processes. This information is deemed strategic and confidential.	-

GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Sector Standard 13.6.2 Pesticide use	42	-	-	-	-
	Sector Standard 13.23.2 Supply chain traceability	We maintain a traceability system that enables products to be tracked throughout our supplier chain within Brazil. Information is not available on traceability to specific points of origin, such as individual farms, and monitoring is conducted on a consolidated basis at the national level.	-	-	-	-
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Sector Standard 13.23.3 Supply chain traceability	30	Item a.	Information incomplete	We revised the way information on certified suppliers is presented, placing emphasis on percentage-based performance and traceability indicators. Absolute data on purchased volumes and certified volumes are not available for disclosure for this reporting period.	-
	Sector Standard 13.23.4 Supply chain traceability	30	-	-	-	-

Waste and Circular Economy						
GRI 3: Material Topics 2021	3-3 Management of material topics	47	-	-	-	13.8.1
Materials 2016	301-1 Materials used by weight or volume	-	disclosure	This information is confidential	This information is deemed strategic and confidential.	-
	301-2 Recycled input materials used	In 2025, we consumed a total of 15,441,831.44 kg of cardboard in our packaging and distribution processes. Of this total, 98% consisted of recycled fiber, based on declarations provided by the supplier. This directly reduces demand for virgin natural resources within our value chain.	-	-	-	-
	301-3 Reclaimed products and their packaging materials	We do not recover or reuse materials or inputs in the production of our primary products due to the food safety requirements inherent to the food industry.	-	-	-	-
Effluents and Waste 2020	306-1 Waste generation and significant waste-related impacts	47	-	-	-	13.8.2
	306-2 Management of significant waste-related impacts	47	-	-	-	13.8.3
	306-3 Waste generated	50	-	-	-	13.8.4
	306-4 Waste diverted from disposal	75	-	-	-	13.8.5
	306-5 Waste directed to disposal	77	-	-	-	13.8.6
Natural resources and ecosystems						
GRI 3: Material Topics 2021	3-3 Management of material topics	43	-	-	-	13.7.1

Water and effluents 2018	303-1 Interactions with water as a shared resource	43	-	-	-	13.7.2
	303-2 Management of water discharge-related impacts	43	-	-	-	13.7.3
	303-3 Water withdrawal	43	-	-	-	13.7.4
	303-4 Water discharge	43	-	-	-	13.7.5
	303-5 Water consumption	43	-	-	-	13.7.6
Local community engagement						
GRI 3: Material Topics 2021	3-3 Management of material topics	67	-	-	-	13.12.1/13.22.1
Economic performance 2016	201-1 Direct economic value generated and distributed	36	-	-	-	13.22.2
Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	67	-	-	-	13.22.3
	203-2 Significant indirect economic impacts	72	-	-	-	13.22.4
Procurement practices 2016	204-1 Proportion of spending on locally-based suppliers	72	-	-	-	-
Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	67	-	-	-	13.12.2
	413-2 Operations with significant actual or potential negative impacts on local communities	We do not have operations that generate significant negative impacts on local communities. We have identified certain potential negative impacts associated with our operations, including environmental pollution, land-use impacts, and pressure on local natural resources.	-	-	-	13.12.3

Ethical conduct and integrity						
GRI 3: Material Topics 2021	3-3 Management of material topics	19	Omitted item: a	We do not track the number of operations, as risks are assessed exclusively from a process-based perspective.	-	13.25.1/13.26.1
Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	23	-	-	-	13.26.2
	205-2 Communication and training on anti-corruption policies and procedures	72	-	-	-	13.26.3
	205-3 Confirmed incidents of corruption and actions taken	21	-	-	-	13.26.4
Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Bem Brasil did not have any pending or concluded legal actions during the reporting period for anti-competitive behavior, anti-trust, or monopoly practices.	-	-	-	13.25.2
Climate change and energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	52	-	-	-	13.1.1/13.2.1
Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	38	-	-	-	13.2.2

Energy 2016	302-1 Energy consumption within the organization	56	-	-	-	-
	302-2 Energy consumption outside the organization	56	-	-	-	-
	302-3 Energy intensity	74	-	-	-	-
	302-4 Reduction of energy consumption	During the reporting period, there were no measurable reductions in energy consumption resulting from energy efficiency initiatives.	-	-	-	-
	302-5 Reductions in energy requirements	During the reporting period, there were no significant changes in the energy requirements of our products and services.	-	-	-	-
Emissions 2016	305-1 Direct (Scope 1) GHG emissions	52	-	-	-	13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	52	-	-	-	13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	54	-	-	-	13.1.4
	305-4 GHG emissions intensity	53	-	-	-	13.1.5
	305-5 Reduction of GHG emissions	74	-	-	-	13.1.6
	305-6 Emissions of ozone-depleting substances (ODS)	74	-	-	-	13.1.7
	305-7 NOx, SOx, and other significant air emissions	74	-	-	-	13.1.8
Occupational Health & Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	64	-	-	-	13.19.1

Occupational health and safety 2018	403-1 Occupational health and safety management system	64	-	-	-	13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	64	-	-	-	13.19.3
	403-3 Occupational health services	64	-	-	-	13.19.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	64	-	-	-	13.19.5
	403-5 Worker training on occupational health and safety	64	-	-	-	13.19.6
	403-6 Promotion of worker health	66	-	-	-	13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We do not identify hazards and risks associated with activities performed by workers in operations or by business partners over which we do not have operational control. Information within the scope is currently not available.	-	-	-	13.19.8
	403-8 Workers covered by an occupational health and safety management system	We have an occupational health and safety management system in place that is fully compliant with Brazilian Regulatory Standards (NRs) established by Brazil's Ministry of Labor, as well as ISO 45001. The system covers 100% of our workforce, including direct employees and contractors, ensuring compliance with applicable legal requirements and recognized standards.	-	-	-	13.19.9
	403-9 Work-related injuries	65	-	-	-	13.19.10
	403-10 Work-related ill health	There were no incidents of work-related ill health or fatalities.	-	-	-	13.19.11

Talent Development and Retention						
GRI 3: Material Topics 2021	3-3 Management of material topics	58				
Employment 2016	401-1 New employee hires and employee turnover	80	-	-	-	-
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	59	-	-	-	-
	401-3 Parental leave	81	-	-	-	-
Training and education 2016	404-1 Average hours of training per year per employee	81	-	-	-	-
	404-2 Programs for upgrading employee skills and transition assistance programs	61	-	-	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	82	-	-	-	-
Product quality and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	29	-	-	-	13.10.1
Consumer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	29	-	-	-	13.10.2
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	In 2025, we were not notified of any fines or penalties related to the health and safety impacts of our products.	-	-	-	13.10.3

GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	Sector Standard 13.10.4 Food safety	In 2025, we did not identify any food safety incidents that required a product recall.	-	-	-	13.10.4
	Sector Standard 13.10.5 Food safety	During 2025, no incidents occurred that required a public notification or product recall due to food safety concerns.	-	-	-	13.10.5
Marketing and labeling 2016	417-1 Requirements for product and service information and labeling	29	-	-	-	-
	417-2 Incidents of non-compliance concerning product and service information and labeling	In 2025, there were no incidents of non-compliance concerning product information and labeling.	-	-	-	-
	417-3 Incidents of non-compliance concerning marketing communications	During the reporting period, there were no identified cases of non-compliance with regulations or voluntary codes concerning marketing communications. There were no fines, sanctions, settlements, or legal proceedings related to this matter.	-	-	-	-

Credits

Coordination
Sustainability Team
Bem Brasil Alimentos S.A.

Project Management, GRI Consulting, Content and Design

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