



2025 Sustainability Report



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2025 Sustainability Report

Introduction

In our Sustainability Report, we present our key achievements, results, and challenges during the period from January 1 to December 31, 2025—a year of continued leadership in Brazil's frozen French fries and dehydrated potato flakes market.

The report provides an overview of our ESG performance during the reporting period, highlighting our material impacts, progress toward targets, and how we created sustainable value. We also describe our principal business activities, corporate governance practices, employee engagement initiatives, supplier partnerships, and stakeholder relationships, while reaffirming our commitment to sustainable development.

The contents of the report have been prepared in accordance with the Global Reporting Initiative (GRI) Standards and are mapped to the relevant United Nations (UN) Sustainable Development Goals (SDGs).

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



Sustained

leadership in Brazil's frozen 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 contract 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 a 2021 baseline

Awards and certifications



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



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



Agro Mais Integridade Badge
for the two-year period 2025/2026



Incredible Workplace,
Fundação Instituto Administração (FIA)



Experience Awards
Customer-Recommended Badge



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



Reclame Aqui Awards
Among the nominees



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



FSSC 22000
Internationally recognized certification benchmarked by the Global Food Safety Initiative (GFSI), validating the robustness 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 Orthodox 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 in Customer Satisfaction



Best Company in the Segment for Customer Satisfaction



Our Company

Throughout 2025, we prepared to implement the double materiality approach in identifying 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.

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 societal 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

Material topic	Sustainable agriculture and quality raw materials	Natural resources and ecosystems	Waste and circular economy	Local community engagement	Ethical conduct and integrity
Topic description	Ensuring the resilience and traceability of our potato production operations 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 by-product recovery, 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, strengthening 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 finance 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 focused on preventing operational failures and product recalls, mitigating public health risks and regulatory penalties, helping 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



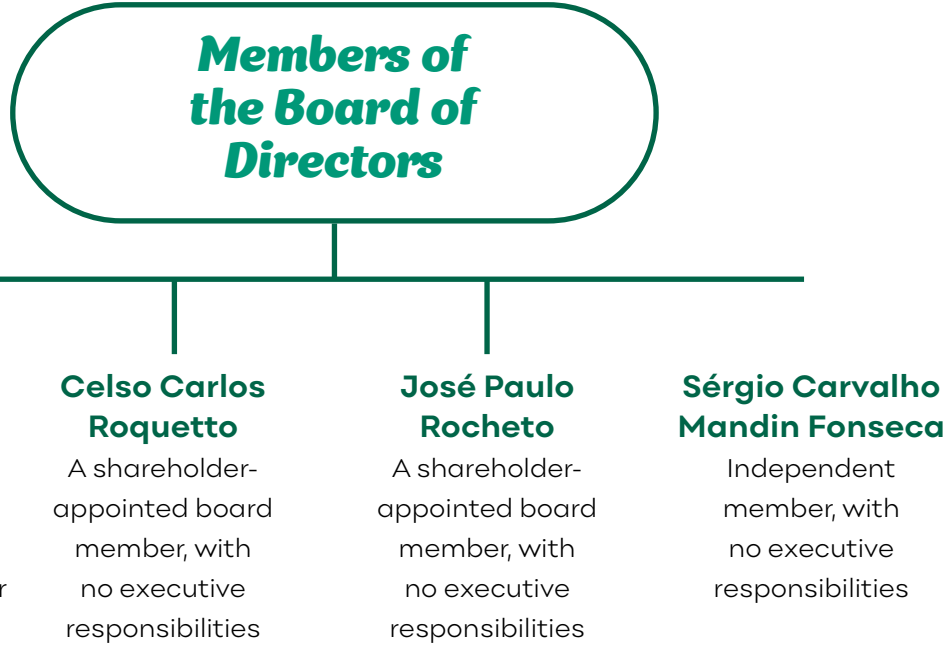
Our Governance

Bem Brasil's governance framework is grounded in ethics, transparency, and sustainability—core principles that guide our business strategy and stakeholder engagement. Under the oversight of the Board of Directors and supported by specialized committees—including ESG, Ethics, and Risk committees—we embed social and environmental responsibility in our organizational culture and align our operations with the Sustainable Development Goals (SDGs) and the UN Global Compact.

Underpinning our governance practices is a robust Integrity and Compliance Program and Code of Ethics and Conduct, along with ongoing training, structured enterprise risk management, and an independent reporting channel, *Alô, Ética*. Our preventive controls and compliance practices helped to ensure there were no confirmed cases of corruption in 2025.

Mais Integridade certification

Bem Brasil was once again recognized with the *Agro Mais Integridade* badge 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.



Advisory committees





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.



A guide for employees, partners, and clients.

Code of Ethics & Conduct:



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

Integrity & Compliance Program:



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

Specific Policies:



Ethics Committee



Risk Management Committee



Board of Directors

Composed of shareholder-appointed directors and one independent director.



ESG Committee



Audits (Internal and Independent)



0 cases

2025 performance:

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



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.



MOVIMENTO
TRANSPARÊNCIA 100%

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 Operations

2025 was marked by 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.

We sustained sales growth in the year, demonstrating our ability to navigate evolving market conditions. We also maintained our leadership in the segment, supported by sustainable growth and strong competitive performance. Marketing strategies closely aligned with consumer needs were key to this performance.



Valdir Turra, Agricultural
Manager, Sustainable
Agriculture Project Workshop

Exports

In 2025, export volumes increased by 32% compared with the previous year, reflecting the continued expansion of our international footprint across the nine countries where we operate. This was particularly significant given the highly competitive market environment, with a growing presence of Asian producers, especially in China and India.

To strengthen our market position and capture new opportunities, we focused our commercial strategy on Latin America, where we enjoy logistical advantages and a less competitive landscape.

Financial performance

The 2025 fiscal year presented significant challenges for both the food sector and the global economy. Even so, through close collaboration, disciplined execution, and strong alignment across our organization, we delivered another year of consistent progress, sustaining our market leadership in Brazil.

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.



Our Planet

Environmental stewardship

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.

Environmental certification

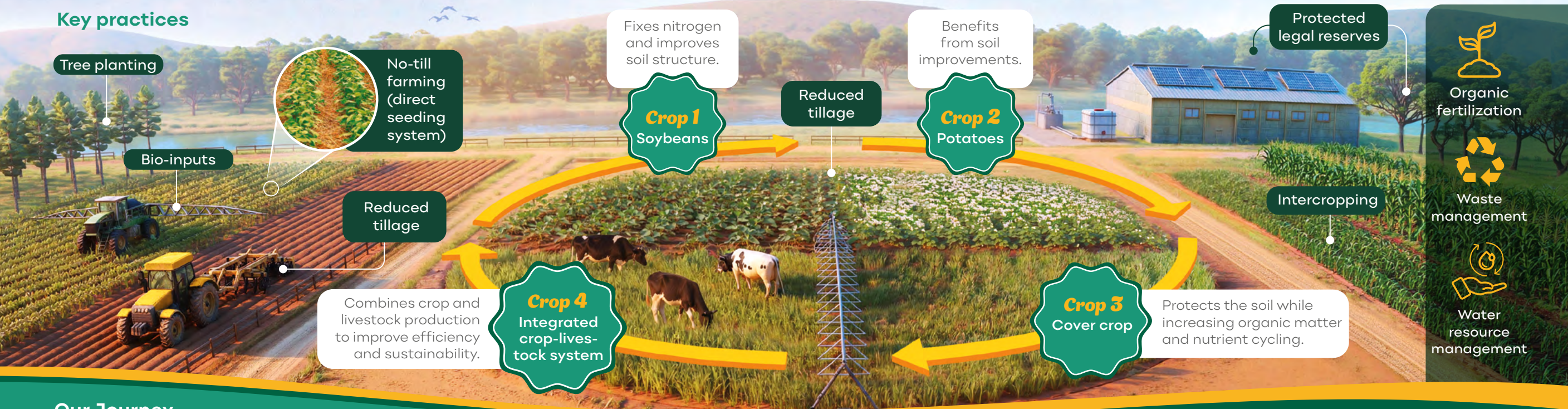
In 2025, our Araxá facility once again maintained its ISO 14001:2015 certification. This recognition reflects our structured approach to environmental management and our commitment to pollution prevention, environmental education, and sustainable natural resource use.



Fernanda Barbosa, Luis Alvarenga, and
Sofia Mara, Agriculture

Sustainable Agriculture

Key practices



Our Journey

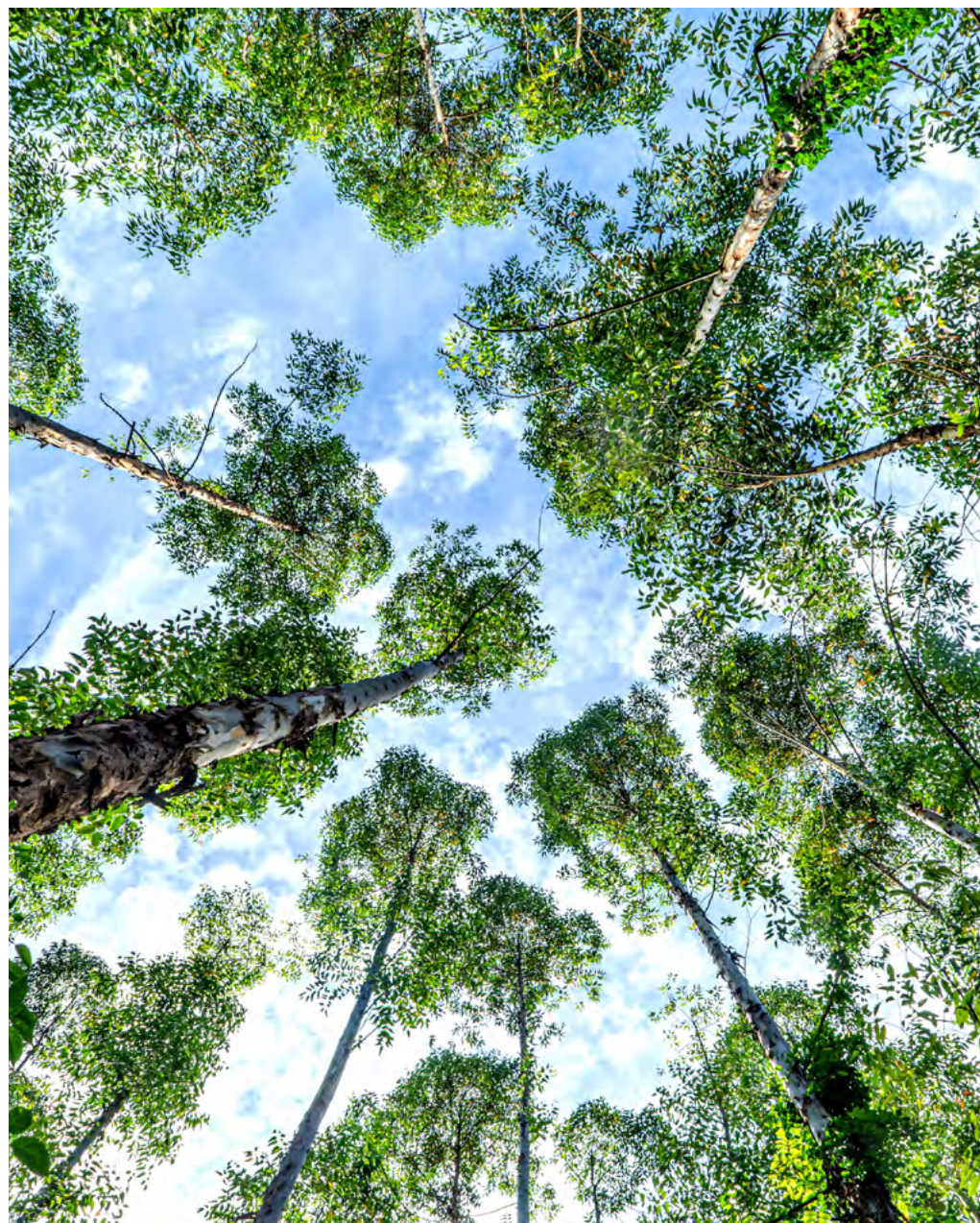




Sustainable Agriculture and Raw Material Quality is one of our priority material topics. Accordingly, we recognize its strategic importance given the potential environmental, economic, and operational impacts associated with the agricultural value chain.

Bem Brasil's management approach, led by our Agricultural and Sustainability teams, ensures the resilience and traceability of our raw materials in a challenging 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.

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.



Natural resources and ecosystems

Water consumption and efficiency

In 2025, our total water withdrawal was 6,297.14 megaliters (ML). Following processing activities, 2,960.33 ML was discharged, resulting in net water consumption of 3,336.81 ML. These figures are based on direct measurements and data collected through our internal EMS 4.0 management system. On-site facilities monitor and treat the water used in our operations to ensure compliance with the potable water standards established under GM/MS Ordinance No. 888/2021.

Biodiversity conservation and climate action

We support biodiversity conservation and climate action through practices designed to reduce environmental impacts and maximize natural resource efficiency. Key practices include wastewater treatment, responsible waste management, and sustainable agriculture projects.

Our approach also incorporates circular economy practices, including recycling, reverse logistics, and waste recovery through composting and animal feed applications. These practices contribute to climate change mitigation while supporting the preservation of ecosystems and natural resources.

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. In 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.



Waste and circular economy

Waste management and the circular economy are integrated into our business strategy and overseen by our Sustainability team. We implement measures to prevent and reduce waste generation across our operations, ensuring efficient resource use and responsible material consumption. We assess and manage significant impacts throughout our value chain, from material inputs (raw materials and packaging) to production activities and outputs (finished products and by-products). Our related targets include achieving zero landfill disposal of recyclable waste, ensuring environmentally sound treatment of Class I hazardous waste, and directing organic waste to composting or animal feed applications—supporting our commitment to circular economy principles and the beneficial use of by-products.

At Bem Brasil, 100% of potato waste is recovered and reused. A portion is used in animal feed, while the remainder is converted into organic compost for agricultural applications. In 2025, these practices generated approximately 60,000 metric tons of compost, which was applied across nearly 10,000 hectares of farmland.

As part of our circular economy approach, the Perdizes facility reuses 100% of its treated effluent—approximately 6,000 m³ per day—through fertigation on partner cropland, returning valuable nutrients to the soil. In addition, biodigesters at the Wastewater Treatment Plant (WWTP) generate biogas that is used as an energy source for operational boilers.

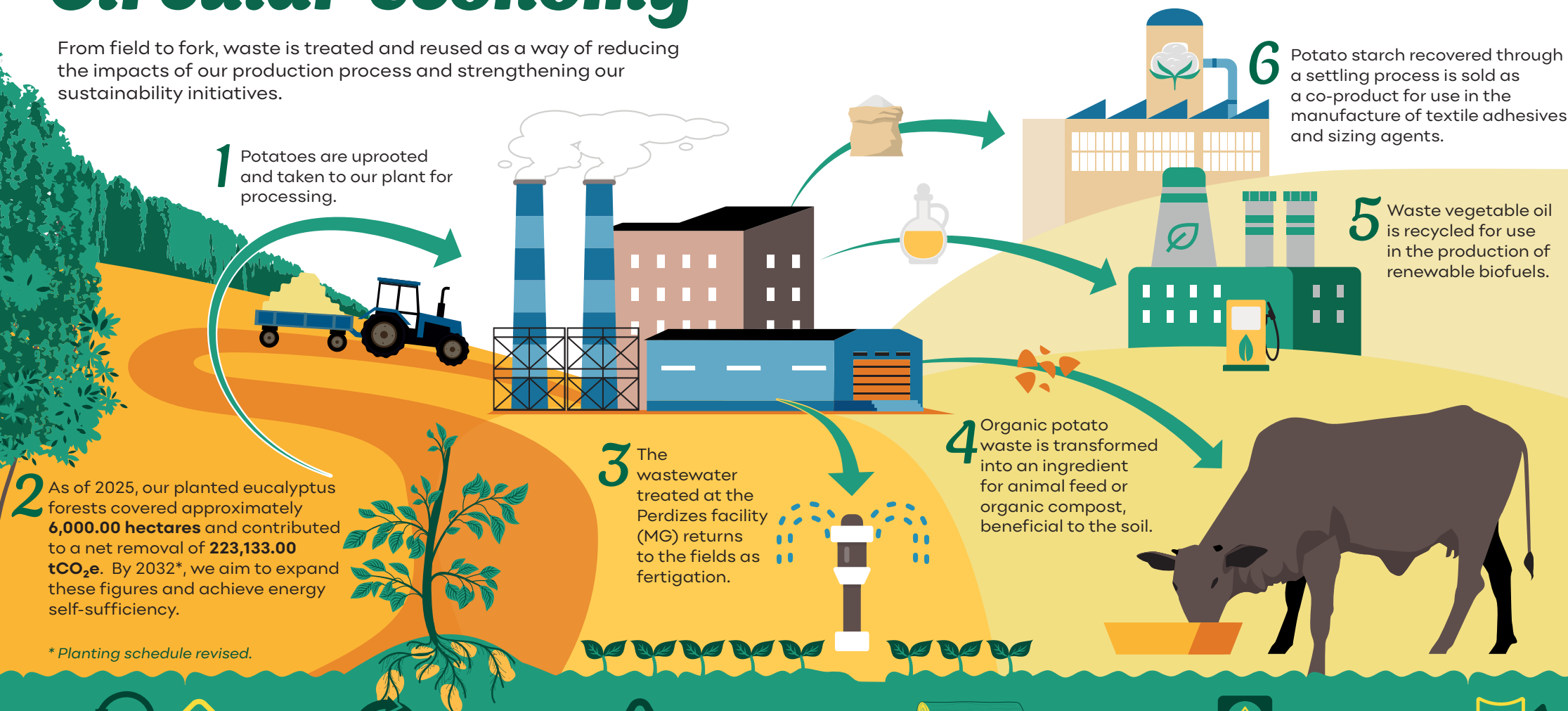
Starch recovered from processing is repurposed as a raw material for the textile industry and for the manufacture of adhesives. During the year, 3,427 metric tons of recovered starch were utilized, a 53% improvement on 2024.

**100% of potato
waste is
recovered and
reused**



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.



* Planting schedule revised.



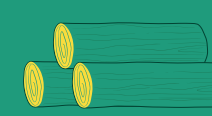
We have been awarded Eureciclo and Ambipar certification in recognition of our commitment to recycling by offsetting our post-consumer packaging in Brazil and other geographies.



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 tCO₂e 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.



Waste management highlights in 2025

56%

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

Paperboard waste declined by

8%

demonstrating progress in packaging optimization initiatives.

Out of total waste generated in 2025, only

36%

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

0.22%

was landfilled, delivering on our commitment to waste recycling and environmentally compliant disposal.

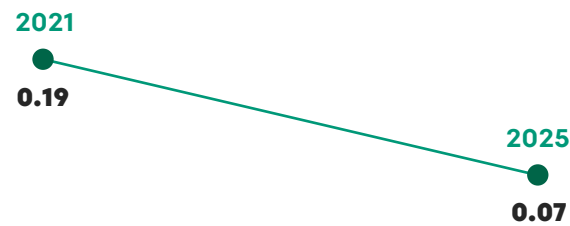
Climate management and emissions

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.

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 collaboration with WayCarbon. The project produced a consolidated GHG emissions assessment covering all three scopes, a recalculated baseline, and indicative decarbonization pathways extending through 2050. For final assured data for the 2025 reporting period, [click here](#) to view the Public Emissions Registry.

Greenhouse gas emissions intensity in tCO₂eq GRI 305-4



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 2 emissions, totaling 31,867.03 tCO₂e. Gases included in the inventory were carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs).

Reduction of GHG emissions in tCO₂eq in 2025¹ 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 tCO₂e in Scope 1, 2,150.03 tCO₂e in Scope 2, and 314,423.67 tCO₂e in Scope 3 emissions. The change in Scope 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 CO₂, CH₄, N₂O, HFCs, PFCs, and SF₆ and were prepared in accordance with the GHG Protocol methodology and reported through the Climas platform.



Our People

Organizational culture and development



Fostering a culture centered on health, safety, well-being, and professional development for our more than 1,300 employees is a vital part of our business strategy. The challenges we navigated in 2025 did not prevent us from meeting our People Management targets for the year, supported by our commitment to increasingly developing and recognizing our employees.

A 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 leadership model. A version tailored to the broader workforce was also introduced, supporting our efforts to foster consistent management practices and a healthier workplace 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.

Diversity and inclusion

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

We also 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.



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



Community engagement

Bem Brasil is closely connected with the social and economic development of the Triângulo Mineiro region, our priority area, where 21 of the 24 social and cultural initiatives we support are located.

In 2025, we expanded our social investment under tax incentive laws, directing funding

to sports and cultural projects and funds such as the Childhood and Adolescence Fund (FIA) and the Elderly Fund, reaching 1 million beneficiaries. During the year, we achieved significant outcomes exceeding our annual target of 10% growth in the reach of community initiatives.



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)



Credits

Coordination

Sustainability Team
Bem Brasil Alimentos S.A.

Project management, content, consulting and design

Grupo Report
www.gruporeport.com.br

Images

Bem Brasil image archive

Translation

Ivan van Rheenen
America Latina Traduções