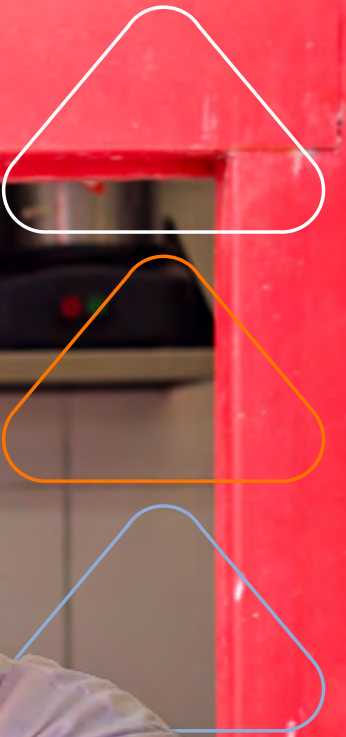


2025 ANNUAL REPORT



INSTITUTO
ASSAÍ

ABOUT THE REPORT

The Assaí Institute 2025 Annual Report presents all activities and initiatives carried out between January 1 and December 31, 2025. If you have any questions, comments, or suggestions regarding this document, please contact us at institutoassai@institutoassai.org.br.



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More information about our initiatives is also available on the Assaí Institute [website](#) and through our social media channels.



The year 2025 marked a defining moment for the Assaí Institute: the **conclusion of our first three-year cycle of operations**. This milestone allows us to look back and share with society the commitments we made, the results we achieved, and the lessons that guided us throughout this journey.

We celebrated a cycle that has established the Assaí Institute as a transformative force in promoting opportunities and prosperity for people and communities, thanks to the dedication of volunteers, partner social organizations, and funders, who made each achievement possible.

This report reflects not only the achievement of the goals set for the three-year period, but also the evolution of our strategy and our ability to translate knowledge, impact, and innovation into concrete practices, laying the groundwork for a new cycle.

In 2025, we consolidated initiatives and made meaningful progress in knowledge generation, project development, and positive impact practices, with significant results in food security, entrepreneurship, and sports and citizenship. In addition to achieving our strategic goals, we implemented adjustments to ensure stronger alignment and greater direct social impact.

Among the highlights of the year were the early achievement of our meal donation target and support for the operation of ten soup kitchens, reinforcing the Assaí Institute's role in **Food Security** and helping build more agile and effective community support networks.

The **Entrepreneurship** initiative, through the Academia Assaí Award, gained greater momentum and recognition, expanding access to applied knowledge, mentoring, and opportunities for small- and micro-entrepreneurs.

The **Sports and Citizenship** initiative left a legacy of social organizations strengthened

in management, financial sustainability, governance, and impact evaluation, prepared to continue their work and generate positive change in their communities.

These achievements position the Assaí Institute as a benchmark in positive impact practices and social innovation, demonstrating that social transformation requires coordination, engagement, and knowledge sharing. For this reason, in addition to implementing projects, we strengthened our technical capacity in program design, monitoring, and evaluation, while expanding strategic partnerships with civil society organizations, the private sector, and public institutions, creating a more collaborative ecosystem.

The Assaí Institute is now entering a new phase of strategic evolution for the 2026–2030 period, with stronger alignment between our initiatives and the business and purpose of Assaí Atacadista, our financial supporter. We are now intentionally integrating the Food Security and Entrepreneurship programs, contributing to **community development** in a holistic manner. Over the next five years, we aim to expand our impact through co-financing, accessing both public and private resources—including suppliers and partners—and taking a leading role in advocacy and public policy discussions.

“
We celebrated a cycle that has established the Assaí Institute as a transformative force in promoting opportunities and prosperity.”

Starting in 2026, we plan to operate in a more participatory, collaborative, and technical manner, expanding our contribution through coordination, engagement, and knowledge sharing. Our work will be further strengthened through enhanced governance, transparency, and impact indicators. This approach further reinforces our commitment to social transformation and the promotion of prosperity in the communities where we operate, guided at every step by dedication, innovation, and collaboration.

The 2026–2030 strategic plan is therefore an invitation to continue transforming realities and building new pathways, with confidence in the results achieved and the ambition of those who recognize themselves as active contributors to building a well-fed Brazil.

Enjoy your reading!
Sandra Vicari, Executive Director



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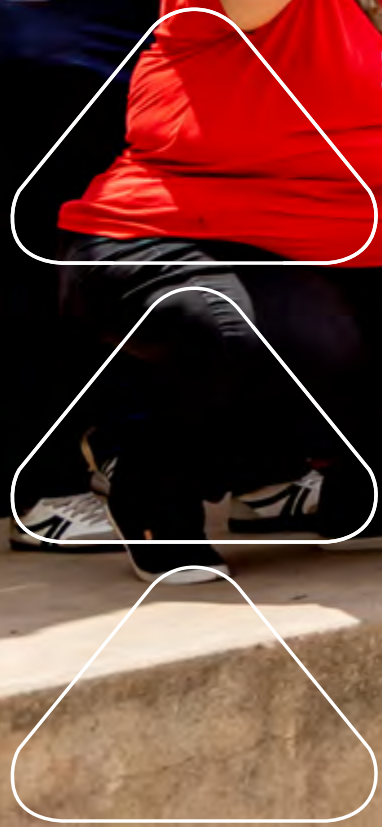
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Volunteer Activity —
Charity Christmas,
São Paulo, SP

We are the Assaí Institute

Since March 2022, we have represented Assaí Atacadista's social commitment, promoting connections and initiatives that empower people and strengthen communities across the country.

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Our purpose

To promote opportunities and paths to prosperity for people and communities.

Our commitment

To promote positive social impact in the communities where we operate



Our mission

To influence solutions that increase food security, boost entrepreneurship, and develop communities through partnerships and integration of efforts between public and private entities.



Our vision

A well-fed Brazil.



Quebrada Alimentada
Soup Kitchen,
São Paulo, SP

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Food Is Something We
Share campaign, 2025

Our values

We believe in people

We value each person’s potential. And, with empathy, we work to help them on their transformation journey.

True commitment

We have a genuine commitment to society, promoting structured and quality medium- and long-term initiatives.

Passion that transforms

We are passionate about what we do, because we know that our efforts can change people’s lives for the better.

Ethics are not negotiable

In life, we can be flexible about many things, but not when it comes to our ethics!

We welcome with respect

We truly and genuinely embrace diversity and inclusion.

We join forces for the greater good

We believe in the power of partnerships to boost results. After all, action is more important than being in the spotlight.

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Our work is guided by six Sustainable Development Goals (SDGs) and is focused on three fronts:



To ensure the implementation of our strategy and the development of our projects and programs, we rely on a dedicated team and four key governing bodies:

General Assembly

Composed of representatives of the supporting institutions Sendas Distribuidora and Sol Nascente with voting rights, it is the highest and sovereign decision-making body of the Assaí Institute.

Governing Board

The Institute’s highest strategic guidance body, composed of at least three members appointed by the Annual General Meeting. It is responsible for defining the Institute’s strategy and guidelines for the allocation of its resources. The Governing Board is chaired

by Belmiro de Figueiredo Gomes, and its members are Anderson Barres Castilho, Marly Yamamoto, and Silvia Antônia de Moraes.

Supervisory Board

Responsible for overseeing and monitoring the activities of the Assaí Institute to ensure compliance with legal obligations. Among other duties, its members review the Institute’s financial statements. Its members are Carla Hamada, Marcelo Simões Pato, and Valdério Matias.

Executive Board

Appointed by the General Assembly, it is responsible for the Institute’s administration and management and for implementing the guidelines established by the Governing Board. Sandra Vicari serves as Executive Director.



Volunteer Activity —
Pará Solidário,
Acará, PA

Click
here
to learn more.

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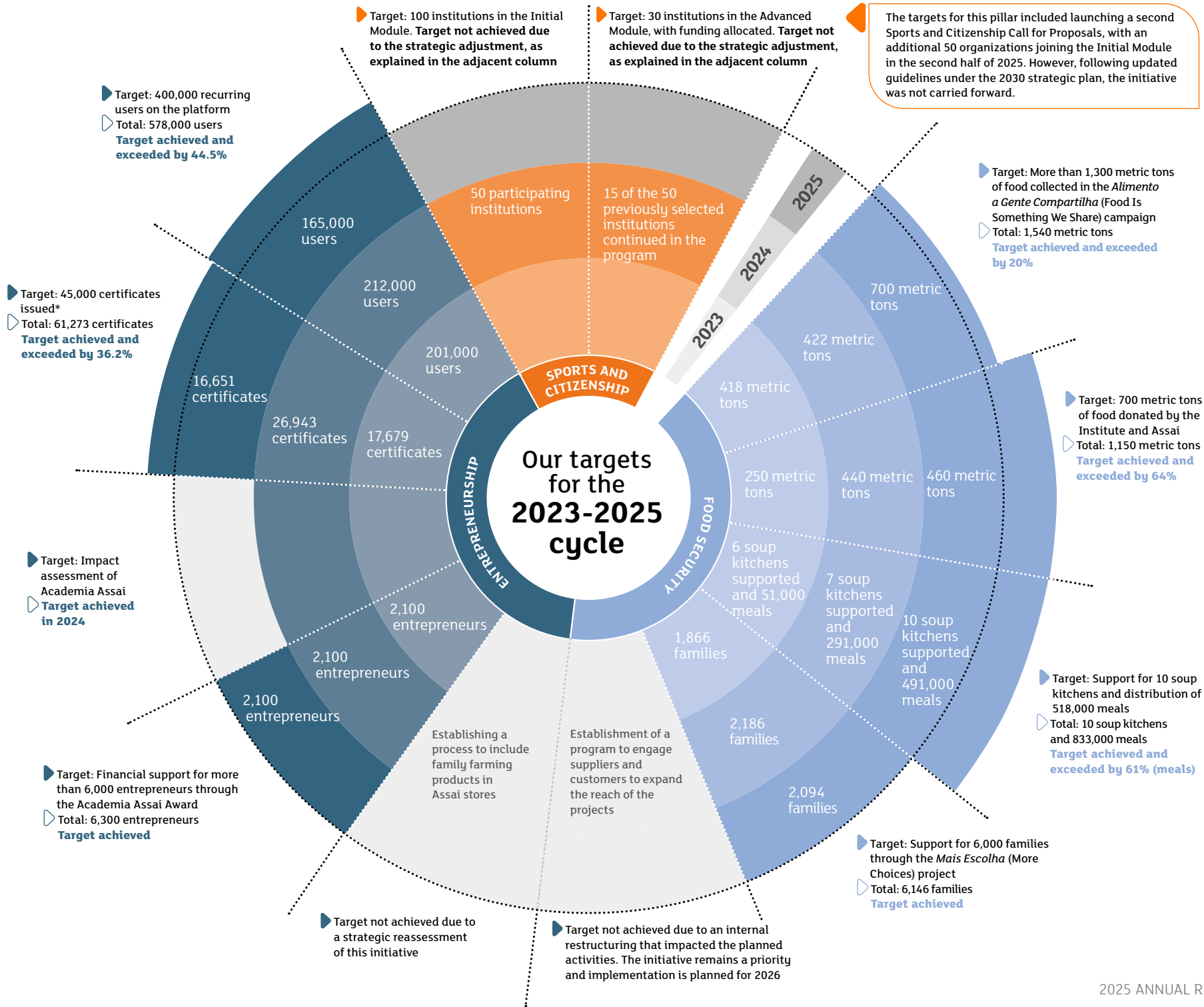
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2023-2025
Three-year cycle

At the start of our journey, we set ambitious goals for the 2023–2025 cycle across our focus areas. Here is an overview of our progress toward each goal during this period.

* In 2025, certificates issued during the Online Training Week and the Academia Assaí Award Immersion Week began to be included in the calculation. As these were not accounted for in previous years, the figures for 2023 and 2024 were updated.



2025 highlights

6.4 million +
meals¹ donated to families
experiencing social and
food vulnerability

16,651
business
management
certificates issued

¹ Equivalent to the 3,334 metric tons of food donated through basic food baskets, soup kitchens, customer engagement campaigns, and the *Destino Certo* program.

Volunteer Activity —
Charity Christmas,
São Paulo, SP

1.2 million +
people reached through
all our programs

405
partner
organizations

The following section presents the Assaí Institute's initiatives across its three focus areas in 2025, as well as our institutional programs and our performance against the targets established for the 2023–2025 cycle.

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In-Person Academia
Assai course, 2025

Entrepreneurship

Providing training, recognizing, and advancing food entrepreneurs is an investment in a more prosperous future.



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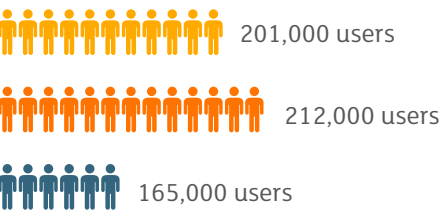
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ENTREPRENEURSHIP TARGETS FOR THE 2023–2025 CYCLE

▶ 2023 ▶ 2024 ▶ 2025

400,000 recurring users on the platform
▶ Target achieved and exceeded by 44.5%

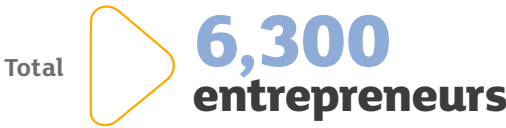
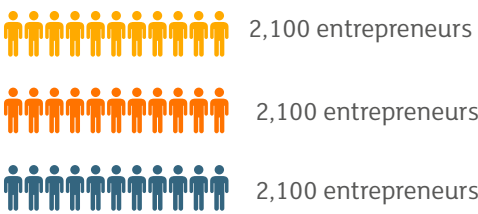


45,000 certificates issued*
▶ Target achieved and exceeded by 36.2%



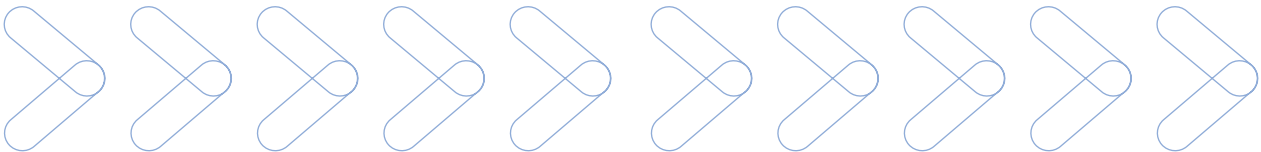
** In 2025, certificates issued during the Online Training Week and the Academia Assaí Award Immersion Week began to be included in the calculation. As these were not accounted for in previous years, the figures for 2023 and 2024 were updated.*

Financial support for more than 6,000 entrepreneurs through the Academia Assaí Award
▶ Target achieved



Impact assessment of Academia Assaí
▶ Target achieved in 2024

Process established to include family farming in Assaí stores
▶ Target not achieved due to the redefinition of the strategy in this area



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The Entrepreneurship focus area is focused on expanding access to training, support, and recognition for micro and small food entrepreneurs as a way to promote prosperity for all.

This work is centered on the [Academia Assaí](#) program, launched in 2017, which provides training, recognition, and support to strengthen the ecosystem of entrepreneurs through free courses, content, events, workshops, financial resources, and other forms of support. Our efforts are concentrated in four lines of action.

Click [here](#) to learn more about Academia Assaí.

INFORMATION AND TRAINING

Through the **Academia Assaí platform**, we offer 13 online courses, most of them tailored to different types of food businesses, as well as general business management topics, to support the professional development of entrepreneurs.

In 2025, the Assaí Institute advanced in the development and delivery of new methodologies and new formats for **in-person training** to engage different entrepreneur profiles. To do so, we partnered with three strategic organizations – [Aliança Empreendedora](#), [Instituto Feira Preta](#) and [Sebrae SP](#).

In total, 18 groups of entrepreneurs participated in an in-person business management course delivered in partnership with Aliança Empreendedora, held in 9 cities across all geographic regions of Brazil. The 12-hour course covered the concept of entrepreneurship, pricing, marketing, and sales, and was primarily intended for entrepreneurs who already run a food business.

A pilot initiative was the implementation of [Empretec](#) in São Paulo, SP, an intensive entrepreneurship training program created by the United Nations and implemented in Brazil by Sebrae. The Empretec methodology uses practical exercises, simulations, self-assessments, and structured feedback to develop entrepreneurial behavioral traits, prioritizing attitude change, decision-making

under pressure, self-awareness, and immediate application in real business contexts.

In São José do Rio Preto, SP, in partnership with Sebrae, the first class of the *Gestão Empresarial e Vendas* (Business Management and Sales) course was offered, presenting practical and accessible tools to support local entrepreneurs in improving their business management.



Brazilian
Microentrepreneurship
Forum, Brasília, DF

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Another important initiative is **AfroNegócio** (AfroBusiness), which aims to promote Black entrepreneurship in the food sector by providing training for Black micro-entrepreneurs, offering knowledge, educational content, courses, and workshops to support the development of their businesses. The content was developed in partnership with Instituto Feira Preta.

In 2025, we launched the first asynchronous course from this partnership, available on the Academia Assaí platform: *Da Raiz à Mesa: Prosperando com a Gastronomia Afro-Brasileira* (From Roots to the Table: Thriving with Afro-Brazilian Cuisine), which certified 125 entrepreneurs.

In addition, we supported two initiatives by Instituto Feira Preta that promote inclusion, income generation, and expanded opportunities for Black entrepreneurs in the cities of Cachoeira, BA, Belém, PA, and São Paulo, SP:

► **Feira Preta Cria**
An acceleration program for Black and Indigenous entrepreneurs that offers training, support, and practical tools for business development. During the year, 53 entrepreneurs were certified through the program.

► **Feira Preta Degusta Pocket**
A gastronomic space that celebrates Afro-Brazilian cuisine and gives visibility to chefs and food entrepreneurs who participated in Feira Preta Cria. During the year, 20 entrepreneurs took part in the Feira Preta Degusta Pocket held in Bahia. Additional editions in new locations are planned for 2026.

Entrepreneur participating in the Feira Preta Festival, Salvador, BA



Adriana Barbosa
Founder and Executive Director, Instituto Feira Preta

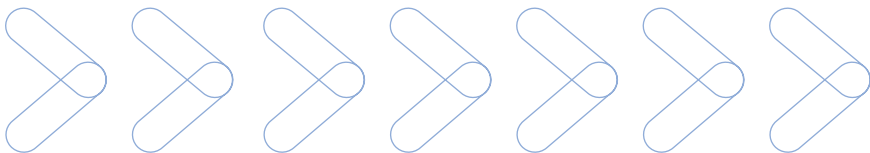
When the Assaí Institute joined our journey, we not only strengthened Instituto Feira Preta, but also had the opportunity to elevate the concept of Black cuisine. This support has been essential in fostering economic prosperity for the Black community, especially in the field of Afro-ancestral gastronomy, through training, access to investment, market opportunities, and greater visibility. What we have built together goes beyond technique and profit. This symbolic value—food as living history—makes all the difference, opening real pathways for Black entrepreneurship. I am deeply grateful to the Assaí Institute for believing in this vision.

INCENTIVE, RECOGNITION, AND APPRECIATION

Our work in this area is carried out through the **Academia Assaí Award**, an initiative that recognizes and provides training for small entrepreneurs, both formal and informal, with a focus on sustainable development and business growth.

Its objectives are to develop entrepreneurial and management skills, provide financial support to businesses, and recognize those who stand out in the food sector.

The Award has three categories—On-Demand Sales, Physical Store, and Street Vendor—and also recognizes the best initiatives in the special categories Innovation, Technology, and Sustainability, totaling six overall winners.



The Academia Assaí Award in 2025

R\$1.3 million in prizes | 7,500 applications

2,100 entrepreneurs financially supported | 81.3% of award recipients are women | 79% of award recipients are Black, Brown, or Indigenous people



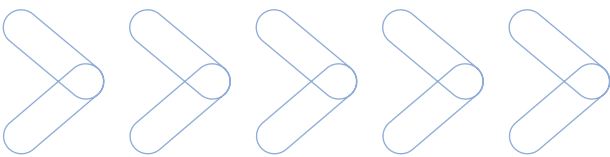
Regional Winner of the 2025 Academia Assaí Award



The Academia Assaí Award since 2018

9,480 entrepreneurs financially supported

R\$6.5 million in prizes



THE INITIATIVE IS MORE THAN AN AWARD; IT IS A TOOL FOR SOCIAL AND ECONOMIC TRANSFORMATION THAT OFFERS TRAINING, VISIBILITY, AND REAL OPPORTUNITIES FOR GROWTH.

In 2025, the Award underwent several improvements, with more agile participant selection processes and greater qualification and diversity among the businesses selected.

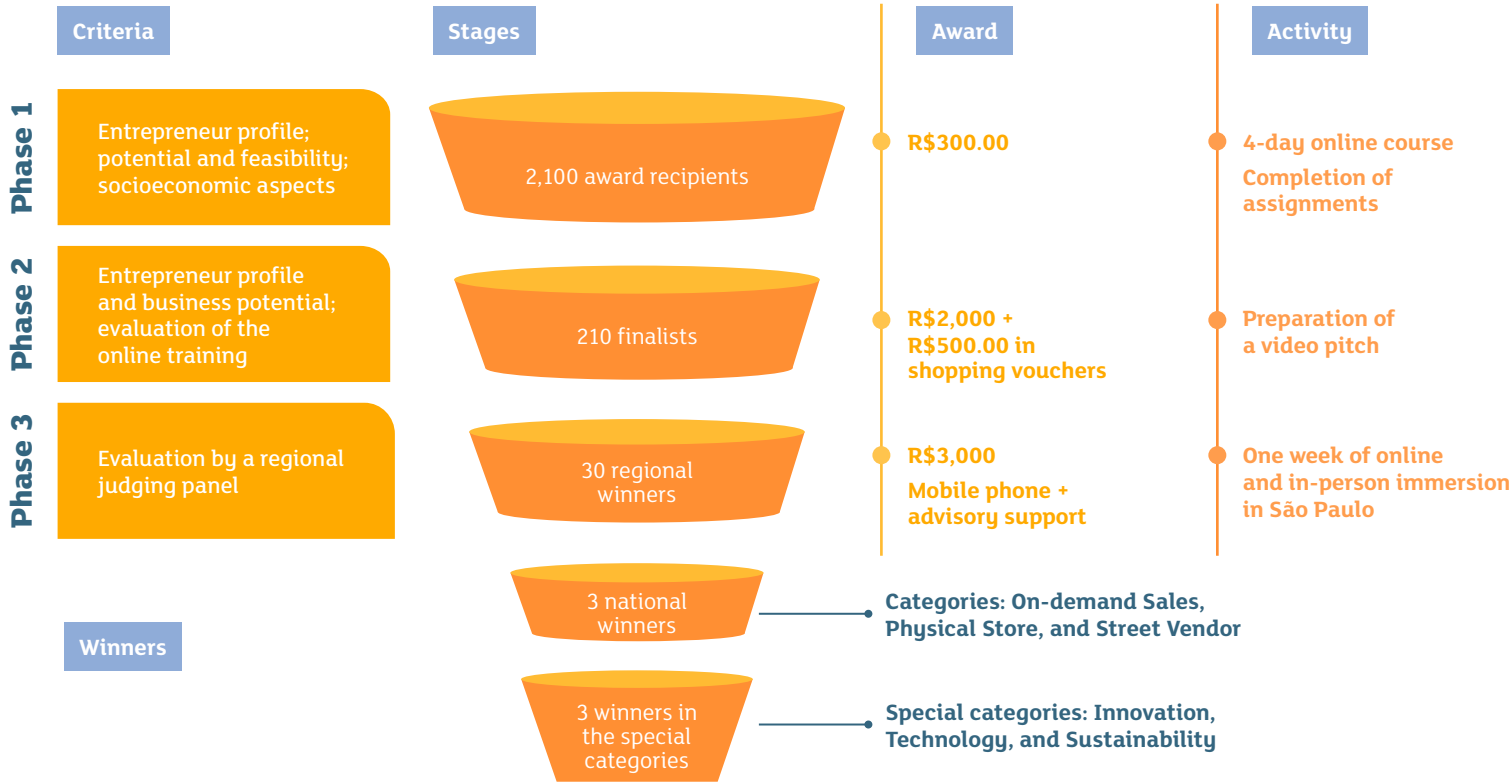
Regional Winner of the 2025 Academia Assaí Award



The Academia Assaí Award in detail

Applications

- ▷ Registration on Academia Assaí
- ▷▷ Certification in a course on innovation, technology, and sustainability
- ▷▷▷ Completion of a form about the entrepreneur and their business



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After all stages, six winners were selected—three in the main categories and three in the special awards. In total, each winner received more than R\$ 22,000 in prizes, including cash, shopping vouchers, and mobile phones.



Winning the award is an incredible feeling. This award is not just mine—it belongs to every passenger who buys my empadas (Brazilian savory pies) and encourages me, saying my business will succeed. This victory is a new beginning for my life and my business. Academia Assaí can change your life!

Bruno do Nascimento, Nilópolis (RJ)
2025 National Winner in the Street Vendor category

In 2025, the Assaí Institute exceeded the three-year target of supporting more than 6,000 entrepreneurs through the Academia Assaí Award. For future editions, we are exploring ways to further strengthen the project's regional presence and our relationship with entrepreneurs in the locations where Assaí operates.



Regional Winner of the 2025 Academia Assaí Award

 Prato Firmeza Amazônia

In 2025, through Brazil's cultural incentive law, we supported the publication of the book *Prato Firmeza Amazônia*, which was approved in December 2024 and launched in 2025 in Belém, PA, in the context of COP30, highlighting the relationship between food and climate while also promoting regional culture and strengthening our brand's connection with Amazonian identity.



The book is produced by [Ênois](#), a civil society organization that that has spent the past 16 years operating as a communication lab supporting collectives emerging from low-income communities on the outskirts of Brazilian cities, strengthening well-being through community-based information. The *Prato Firmeza* series was launched in 2016, and the Amazon is the focus of its tenth volume.

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SUPPORT FOR OTHER
ENTREPRENEURSHIP INITIATIVES

We seek to strengthen regional initiatives that support entrepreneurship—those closest to the realities of local entrepreneurs—as a way to contribute to building prosperity.

In 2025, we supported 6 organizations across 4 cities, strengthening initiatives that directly reached 1,127 entrepreneurs, primarily women, Black individuals, and residents of highly vulnerable communities.

By investing in the institutional strengthening of these organizations through financial support, technical training, and network collaboration, we expanded their capacity to generate sustainable impact and influence policies and practices aimed at productive inclusion.

This effort gained national visibility when, in 2025, the organization **Anjos da Tia Stellinha**, supported by the Assaí Institute, and our partner Aliança Empreendedora participated in the Ethos Conference for COP30, which discussed strategies for expanding and consolidating productive inclusion in Brazil.

The panel “Strategic Alliances in Transforming Entrepreneurship in Brazil” reflected on the importance of place-based support for vulnerable groups and on progress in public policies aimed at productive inclusion.



Students at Anjos da Tia Stellinha, Rio de Janeiro, RJ



The Assaí Institute co-founded the Casa de Qualificação Profissional (Professional Training Center). It was our first major supporter, even before the center was built. Today, the center has become a reference in gender-focused professional training in Rio de Janeiro thanks to that support—through a form of private social investment that allowed us significant autonomy—with our organization understanding its own needs and being supported with trust by the Assaí Institute. We have already trained thousands of women and work with mothers from favela communities, generating an impact that extends to children and families. It is a multidimensional impact, strengthening the local economy, self-esteem, and support networks among these women. It goes far beyond professional training. We are deeply grateful.



Stella Moraes
Founder and President, Anjos da Tia Stellinha

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See the projects supported in 2025

Partner organization	Location	Project	Description
 Aliança Empreendedora	Curitiba, PR	Institutional	Provides training and promotes the professional development of food sector entrepreneurs.
 Assessoria e Planejamento para Desenvolvimento (Asplande)	Rio de Janeiro, RJ	<i>Sabores do Rio</i> (Flavors of Rio)	Enhances women's skills and promotes entrepreneurial activities in gastronomy.
 Empreende Aí Educação	São Paulo, SP	<i>Despertando o Empreendedor na Gastronomia</i> (Unleashing the Entrepreneur in Gastronomy)	Offers online training to food industry entrepreneurs nationwide.
 Grupo Anjos da Tia Stellinha	Rio de Janeiro, RJ	Professional training	Provides free food service training courses to increase employability and income generation for women entrepreneurs.
 Instituto Ciclos de Sustentabilidade e Cidadania	Ilhéus, BA	<i>Aceleradora Gastronômica de Ilhéus</i> (Culinary Accelerator of Ilhéus)	Offers microcredit to food entrepreneurs.
 Instituto Feira Preta	São Paulo, SP, and Cachoeira, BA	<i>Embaixada Feira Preta</i> (Black Fair Embassy)	Supports Black and LGBTQIA+ entrepreneurs and individuals in low-income communities by organizing and implementing social impact initiatives through education, credit, digitization, content, and communication to help them with the creation, production, distribution, and consumption processes.
 Redes da Maré	Rio de Janeiro, RJ	<i>Maré de Sabores</i> (Tide of Flavors)	Provides professional culinary training to women in the low-income community of Maré and carries out other activities that promote sustainability for the training activities provided by the Casa das Mulheres (Women's House) in the community of Maré.
 UNISF Maria Mercês	Mauá, SP	Income Generation	Prepares participants to acquire the necessary competencies, skills, practices, and technical and behavioral knowledge to engage in an activity and pursue entrepreneurship. It focuses on empowering Black women, women refugees, and women suffering from domestic violence.

 Casa das Mulheres da Maré

We support the training program for transgender women in pastry making at Casa das Mulheres da Maré in Rio de Janeiro, promoting professional development, income generation, and inclusion through the culinary arts.



Graduation Ceremony for the Pastry Making Course for Transgender Women at Casa das Mulheres da Maré, Rio de Janeiro, RJ

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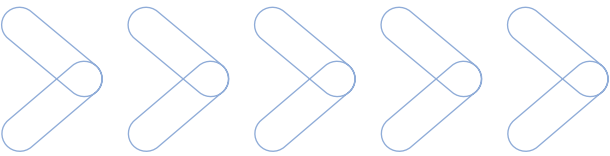
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SOLUTIONS FOR THE ECOSYSTEM

The Assaí Institute establishes strategic partnerships with organizations that are aligned with the initiatives we support and promote. These collaborations help partner institutions sustain and expand their initiatives, ultimately reinforcing the entrepreneurial ecosystem.

Aliança Empreendedora

Our institutional partner collaborates on planning and implementing content for entrepreneurs while promoting advocacy initiatives that influence public policies and strengthen the entrepreneurial ecosystem. The organization also provides training, conducts research, and develops tools and knowledge to support entrepreneurs.

Through [Empreender 360](#), a collaborative platform designed to strengthen the support ecosystem for Brazilian microentrepreneurs, Aliança Empreendedora connects a network of partners — including NGOs, companies, and public institutions — that provide support to both formal and informal microentrepreneurs across Brazil.

In 2025, the Assaí Institute was one of the main sponsors of the Microentrepreneurship Entrepreneurial Alliance Summit, an initiative that is part of the platform and brought together institutions to discuss topics such as microcredit, financial management, female entrepreneurship, and combating poverty.

Instituto Feira Preta

A partner of the Assaí Institute since 2018, Instituto Feira Preta promotes economic development and the appreciation of Black culture, seeking to create an environment that fosters empowerment, growth, and economic prosperity, particularly through food-related businesses.

Through this partnership, in 2025 we supported the Black Embassies initiatives in Cachoeira, BA, and São Paulo, SP, which included multiple activities and content focused on the creative economy in Afro-Brazilian gastronomy, as well as experimentation labs for the Feira Preta Cria program, along with lectures, courses, and workshops. We also published exclusive content in the Atribusiness section of Academia Assaí, developed by specialists and leading voices in the Afro-entrepreneurship ecosystem.

In 2025, the Assaí Institute sponsored the *Feira Preta Festival*, a celebration of Black culture that brings together entrepreneurship, gastronomy, and discussions on Afro-consumption and inclusion. The event held its first edition in Salvador, BA, and featured more than 200 artists, researchers, and creators, attracting an audience of over 30,000 people. The festival's food area included entrepreneurs who had participated in the Academia Assaí training program.



Click [here](#) to learn more about the Entrepreneurship initiative.

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Food Security

Feeding people strengthens communities.

Quebrada
Alimentada
Soup Kitchen,
São Paulo, SP

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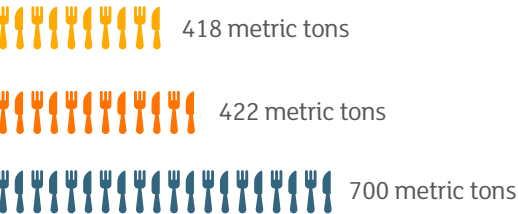
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FOOD SECURITY TARGETS FOR THE 2023–2025 CYCLE

▶ 2023 ▶ 2024 ▶ 2025

More than 1,300 metric tons of food collected in the *Alimento a Gente Compartilha* (Food Is Something We Share) campaign

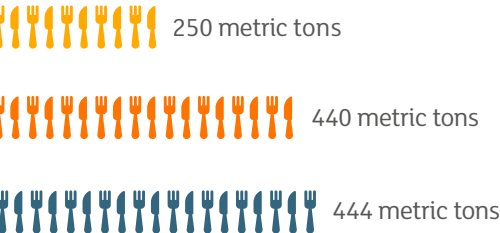
▶ Target achieved and exceeded by 20%



Total 1,540 metric tons

700 metric tons of food donated by the Institute and Assai

▶ Target achieved and exceeded by 64%



Total 1,150 metric tons

Support for 10 soup kitchens and distribution of 518,000 meals

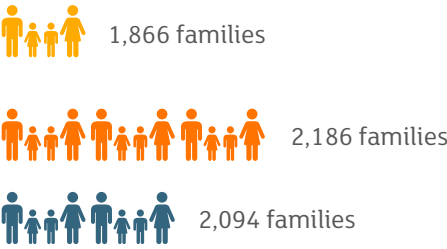
▶ Target achieved and exceeded by 61% (meals)



Total 833,000 meals

Support for 6,000 families through the *Mais Escolha* (More Choices) project

▶ Target achieved



Total 6,146 families

Establishment of a program to engage suppliers and customers to expand the reach of the projects

▶ Target not achieved: this target was not met in 2025 due to an internal restructuring that impacted the planned activities. The initiative remains a priority and implementation is planned for 2026.



The Assaí Institute works actively to address food insecurity through multiple approaches, including combating food waste and implementing initiatives focused on prevention, mitigation, remediation, and impact management.

To maximize positive impact, we promote food education and encourage responsible and environmentally conscious behaviors.

Through our **Food Security** initiatives, we work to expand access to food, prepared meals, and financial resources for food purchases for families in situations of social vulnerability.

Our work includes food donations, financial support initiatives for families and partner organizations, engagement of Assaí Atacadista customers and employees, and institutional partnerships.

To expand our impact, we also collaborate with initiatives dedicated to fighting hunger. The Institute is a signatory of the **Pacto contra a Fome** (Pact Against Hunger) and a co-financer of the **Movimento Todos à Mesa** (Everyone at the Table) Movement.



Instituto Paternus
Soup Kitchen,
Fortaleza, CE



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ACCESS TO RESOURCES
FOR FOOD CHOICE

Mais Escolha

The program distributes, on a monthly basis for six months, prepaid cards loaded with R\$105 for the purchase of food at Assaí stores. The beneficiaries of *Mais Escolha* are Black women who are single mothers and heads of households living in situations of social vulnerability and food insecurity, primarily registered in the Federal Government’s *CadÚnico* social registry.

In 2025, *Mais Escolha* expanded access to food for 2,094 families in Aracaju, SE; Boa Vista, RR; Fortaleza, CE; Maceió, AL; Manaus, AM; Parauapebas, PA; Cabo de Santo Agostinho and Recife, PE; Salvador, BA; São Paulo, SP; and Teresina, PI.

Over the 2023–2025 three-year period, the program’s three cycles reached 6,146 families through partnerships with 10 social organizations. In addition to receiving the card, families were provided guidance on identifying healthier food options and purchasing these products to improve household nutrition.

A habits survey conducted by the Assaí Institute shows that, over the years of the program, protein consumption among beneficiary families increased by 10%, while the consumption of vegetables and greens rose by 17%.

Since the program’s inception, consumption of **fruits and vegetables** has increased by 17%.

Distribution of Cards for the *Mais Escolha* project, Manaus, AM

Families supported by *Mais Escolha*





Volunteer
Activity —
Pará Solidário,
Acará, PA

Food and nutrition education (FNE)

The project was created to encourage healthy eating habits, promote autonomy in food choices, and foster social transformation through food. Its work with soup kitchens has been strengthened through meetings, communications, and educational materials.

Designed especially for beneficiaries of the Food Security focus area, the project provides practical and accessible content on food culture and conscious food choices, presented in different formats to make learning simple and inclusive for all, including through the Assaí Institute website.

In October 2025, we held an online event during *Semana Mais Consciente* (More Conscious Week), in recognition of World Food Day and the International Day of Awareness of Food Loss and Waste, fostering knowledge exchange and awareness of responsible food choices and the full use of food.



ACCESS TO PREPARED MEALS

Soup Kitchens

The Soup Kitchen project aims to provide people experiencing extreme social vulnerability, particularly those living on the streets, with free access to nutritious and adequate prepared meals.

Our work focuses on supporting and strengthening small- and medium-sized soup kitchens managed by social organizations that already distribute food free of charge. Meals are prepared and distributed by these kitchens, directly contributing to improved food security for this population.

“The support from the Assaí Institute was essential in helping us reach where we are today, because it brought not only resources but also new possibilities. The donation of equipment also made a huge difference. Today, we are able to operate with greater structure and efficiency. It had an even broader impact: thanks to this support, we were able to attract other organizations, because the Assaí name carries strong recognition and helped open doors to new partners”, says Mãe Kelly de Angelis, co-founder of [Instituto CEU Estrela Guia](#).

2025
491,000
meals were
served by the
10 soup kitchens

We provide financial support, food, and training to partner soup kitchens, which also receive training in food and nutrition education (FNE), focusing on balanced meals, reducing food waste, and proper waste management.

The project set a target of supporting 10 soup kitchens during the 2023–2025 cycle. This number was reached in the first half of 2025, when all kitchens were operating and preparing daily meals.

The three-year target of 518,000 meals served was exceeded in 2025, when the 10 kitchens served 491,000 meals in that year alone.

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Strengthening Operational Capacity

As part of the strategy to strengthen the institutions behind the soup kitchens supported by the Assaí Institute, we invest not only in enabling meal distribution but also in building local capacities that ensure continuity, efficiency, and autonomy for partner organizations.

The experience of Instituto Paternus, in Ceará, illustrates this structural approach adopted throughout 2025.

During the year, the **Instituto Paternus Soup Kitchen** underwent a structural renovation led by the organization itself, aimed at improving the physical space and expanding its service capacity. The Assaí Institute supported this new phase by donating equipment and utensils that complemented the modernization of the facility.

More than a one-time improvement, the investment had a structural impact: it expanded production capacity, improved food safety and hygiene standards in meal preparation, and strengthened the organization's operational autonomy.

The reopening, held in November 2025, marked the beginning of a more sustainable and efficient phase for the kitchen. The support also included team training, reinforcing the central role of the women

leading the project while advancing their technical and management capabilities. Ten cooks were trained, fostering professional skills, income generation, and local development.

The donated items included a combi oven, planetary mixer, freezer, exhaust hoods, stainless steel worktables, pressure cookers, and kitchen utensils.

The modernization of the equipment raised the kitchen's operational standards, enabling more efficient meal preparation and improved working conditions.

“Because it is located in a coastal region, the Paternus kitchen faces a constant challenge: sea air, which accelerates equipment wear and requires more frequent replacements. The new set of utensils and equipment donated by the Assaí Institute was designed precisely to strengthen the continuity of the institution's work”, says Kildery Almeida, founder of Instituto Paternus.

With its renewed structure, the Paternus Soup Kitchen continues to produce around 350 meals per day, representing 3,000 ready meals delivered each month.



Instituto Paternus
Soup Kitchen,
Fortaleza, CE

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CEU Estrela Guia
Soup Kitchen,
São Paulo, SP

SOUP KITCHENS SUPPORTED IN 2025

Kitchen	City	State	Monthly Meals*
Academia Carolinas	Guaianazes	SP	500
ADIC	Natal	RN	4,000
Anjos da Noite	Olinda	PE	2,000
Estrela da Manhã	Lauro de Freitas	BA	4,000
Instituto Caridade Rosa	Aracaju	SE	4,000
Instituto CEU Estrela Guia	São Paulo (Saúde district)	SP	2,500
Instituto Paternus	Fortaleza	CE	3,000
Pará Solidário	Ananindeua	PA	1,000
Quebrada Alimentada	Guarulhos	SP	3,000
Redes da Maré	Rio de Janeiro (Maré)	RJ	6,000
Total meals in 2025			30,000

* Meals prepared using food supplies and support provided by the Assai Institute.

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ACCESS TO FRUITS
AND VEGETABLES

Destino Certo

The **Destino Certo** program works to reduce food waste by donating perishable food items that fall outside aesthetic standards but remain perfectly safe for consumption to social organizations such as daycare centers, nursing homes, and municipal food banks. This work also helps prevent food from being sent to landfills and reduces its environmental impact.

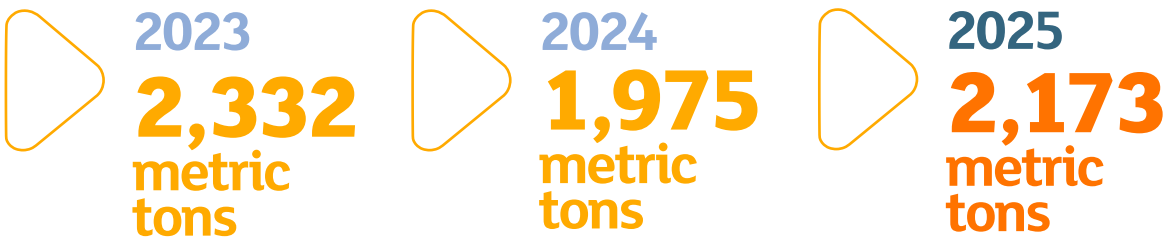
We have been working to expand the program’s scope, and in 2025 we carried out pilot initiatives that also included the donation of non-perishable products, such as rice and beans, to our partner organizations.

In 2025, *Destino Certo* distributed 2,173 metric tons of food to more than 200 social organizations, contributing to the food supply of more than 485,000 people experiencing social vulnerability, with the participation of 301 Assaí stores.

These donations are recorded and monitored to ensure traceability and social impact. Together with food upcycling initiatives, they contributed to strengthening the social support network and promoting the circular economy.

Donation Drop-off –
Remar Brasil,
São Paulo, SP

Destino Certo donations





Food Is Something We Share campaign, 2025

The Food Is Something We Share campaign supports not only those already served by the organization, but also people in even more vulnerable situations who still need to be reached. Thousands of people rely on the donations collected through this campaign to have something to eat. I myself have been in that situation—I've experienced hunger and hardship—so I know how important initiatives like this are. When we feed someone, we're not just providing food—we're helping them build strength and move toward a better future.”

Mauricio Daniel
Volunteer at Remar Brasil



COMMUNITY FOOD DRIVE

Food Is Something We Share

Every December, the Assaí Institute partners with Assaí to run a national food drive. The initiative mobilizes customers, suppliers, employees, and social organizations across all Assaí stores to support people experiencing social vulnerability.

In 2025, the campaign collected 700 metric tons of food across 306 stores nationwide, enabling the Assaí Institute to exceed its target of 1.3 metric tons collected during the 2023–2025 cycle.

These donations positively impacted the lives of thousands of people assisted by more than 100 partner social organizations. The Assaí Institute contributed to this initiative by donating an additional 15% of the total donations collected.

We also increased the participation of volunteers from partner organizations in the stores and added an extra week to the campaign, extending the period for customer participation.

The Alimento a Gente Compartilha (Food Is Something We Share) campaign is very important. Many people need support, and when each person contributes a little, together we can build a better world.”

Maria de Oliveira
Assaí customer



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SUPPORT FOR
COMMUNITIES
AFFECTED BY NATURAL
DISASTERS

Assistance in Climate
Emergencies

The Assaí Institute also provides support to communities in times of crisis or disaster, particularly during climate or humanitarian emergencies. In addition to food, donations may include hygiene items, cleaning supplies, and other essential products, with Assaí stores serving as collection points.

In January 2025, we set up a donation drop-off point at the Assaí store in Ipatinga, MG, to gather non-perishable food, water, and hygiene and cleaning products for people affected by heavy rains in the city. The initiative was carried out in partnership with the Red Cross and collected 100 basic food baskets, equivalent to 1.4 metric tons of food.

Also in January, heavy rains affected the population of Picos, PI. The Assaí Institute donated 200 food baskets to Ação Cidadania for those affected, totaling 2.3 metric tons.



Non-perishable food

We consistently support people in socially vulnerable situations by donating non-perishable food items. In 2025, we donated over 444 metric tons of food through our own initiatives and in response to emergencies, benefiting more than 485,000 people, in partnership with over 120 social institutions in Brazil.

Click [here](#) to learn more about the Food Security initiative.

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Capoeira Program by Centro Social, Cultural, Educacional Mestre Caiçara, Belém, PA

Sports and Citizenship

Sport as a tool for social transformation, promoting education, citizenship, and human development.



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SPORTS AND CITIZENSHIP TARGETS FOR THE 2023– 2025 CYCLE

These targets included the launch of a second Sports and Citizenship Call for Proposals, with an additional 50 organizations to join the Initial Module in the second half of 2025. However, in light of the updated guidelines of the 2030 strategic plan, this initiative was not launched.

▪100 institutions participating in the Initial Module

 **Target not achieved due to the strategic adjustment explained above**

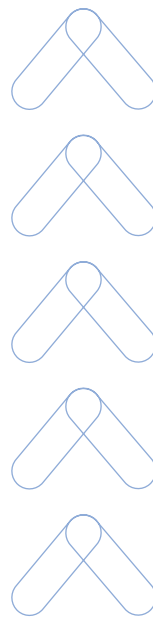
▶ 2023 and 2024: **50 participating institutions**



30 institutions participating in the Advanced Module, with financial support provided

Target not achieved due to the strategic adjustment explained above

▶ 2023 and 2024: **15 of the 50** previously selected institutions continued in the program



Leão de Judá
Project, Porto
Velho, RO





Capoeira Project — Centro Social,
Cultural, Educacional Mestre
Caicara, Belém, PA

Throughout the 2023–2025 cycle, we collaborated with organizations that promote social inclusion and the development of vulnerable communities through sports. The **Sports and Citizenship** focus area aims to use sports as a tool for social transformation, promoting education, citizenship, and human development.

Through joint initiatives, we strengthened organizations working in this field, demonstrating how collaboration can expand the reach and effectiveness of sports programs. Our program was based on four pillars:

Management support

Management training aimed at institutional development, including guidance on creating an Institutional Improvement Plan (IIP). Follow-up support is provided both collectively and individually, alongside mentoring.

Methodological support

Professionals receive training for their core activities, focused on teaching sports for citizenship, as well as support for creating an Educational Implementation Plan (EIP). After the training, participants receive follow-up support that includes practical activities and guidance on applying the content in their work.

Financial support

15 organizations receive financial contributions of up to R\$ 90,000 each throughout the project to implement the IIP and EIP.

Strengthening the sports ecosystem

Initiatives promote integration among supported entities, strengthening networking and fostering a collaborative community that uses sports to advance civic engagement.

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The Sports and Citizenship Call for Proposals, launched in 2023, attracted 330 organizations. Of these, 50 advanced in the program and completed the Initial Module of the Pedagogical Training program to develop their Pedagogical Implementation Plan (PIP). Among them, 15 organizations were selected for the Advanced Module of strategic mentoring, focused on organizational and pedagogical development.

In 2025, these organizations successfully completed the project, becoming technically prepared to raise funds from other companies, in addition to support from the Assaí Institute and Assaí itself, and were able to expand their services to children and adolescents in the communities.

“The knowledge gained through Sports and Citizenship completely changed the way our group operates. We started dividing tasks more effectively, which increased volunteer participation, including in more administrative activities. Thanks to this, we were able to dedicate more time to fundraising. Without a doubt, this was our greatest transformation during the year”, says Marcos Dias, from the Associação Cultural e Esportiva Aquidabã (ACESA), in Aracaju, SE.

This result goes beyond the numbers and confirms one of our main objectives: ensuring autonomy and sustainability so that organizations can chart their own path.

“Sports and Citizenship transformed the reality of our organization and of 14 other institutions operating far from major urban centers. It was a comprehensive strengthening process that covered everything from sports education methodologies to administrative and financial management, communication, and understanding incentive laws. The Assaí Institute prepared us to engage with different funders, and that made all the difference. Today, thanks to this investment and the coordination of Líderes Esportivos, we are far more structured and ready to implement projects with quality and confidence”, says Thiago Pereira, from the Instituto Caminho dos Campeões, in Boa Vista, RR.



Associação Cultural e Esportiva Aquidabã (ACESA), Aracaju, SE

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THE 15 ORGANIZATIONS AND THEIR KEY HIGHLIGHTS

Organization	Location	Focus	Highlights
 Associação Cultural e Esportiva Aquidabã (ACESA)	Aracaju, SE	Volleyball, handball, and beach handball programs	110 people reached/month 155% increase in fundraising
 Associação Cultural, Esportiva e Beneficente de Vila Nova Cachoeirinha (ACEB)	São Paulo, SP	Skateboarding, <i>capoeira</i> , and soccer programs	100 people reached/month 37% increase in fundraising
 Associação Leão de Judá de Cultura e Artes Marciais	Porto Velho, RO	Jiu-jitsu, wrestling, and muay thai programs	450 people reached/month 2.066% increase in fundraising
 Associação Meu Sonho de Balé	Natal, RN	Classical ballet, <i>capoeira</i> , and breakdance programs	120 people reached/month 300% increase in fundraising
 Associação Ramos Parauapebense de Karatê Educacional (ARPAKE)	Parauapebas, PA	Karate, <i>futsal</i> , and ballet programs	230 people reached/month 16% increase in fundraising
 Associação Recreativa São Paulo Futebol Clube	Ananindeua, PA	<i>Futsal</i> , soccer, and volleyball programs	80 people reached/month 1.700% increase in fundraising
 Centro de Promoção Social Fênix	São Paulo, SP	Projects in ballet, <i>capoeira</i> , and jiu-jitsu	80 people reached/month 3.900% increase in fundraising



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Instituto Navegar – Esporte, Educação e Meio Ambiente, Natal, RN

Organization	Location	Focus	Highlights
 Centro Desportivo Conjunto Gramoré	Natal, RN	Soccer programs	96 people reached/month 107% increase in fundraising
 Centro Social, Cultural, Educacional Mestre Caiçara	Belém, PA	Capoeira programs	80 people reached/month 450% increase in fundraising
 Confederação Brasileira de Karatê-Do Tradicional Esportiva e Educacional (CBKTE)	Recife, PE	Karate programs	112 people reached/month 275% increase in fundraising
 Instituto Caminho dos Campeões (KIME)	Boa Vista, RR	Karate programs	237 people reached/month 157% increase in fundraising
 Instituto Igor Arcanjo	Salvador, BA	Jiu-jitsu programs	100 people reached/month 100% increase in fundraising
 Instituto Navegar – Esporte, Educação e Meio Ambiente	Natal, RN	Sailing and rowing programs	100 people reached/month 1.066% increase in fundraising
 Instituto Novo Tempo de Desenvolvimento Humano, Educação Profissional, Esporte e Social	Teixeira de Freitas, BA	Soccer, gymnastics, and dance programs	80 people reached/month 700% increase in fundraising
 Projeto Viamar	Cabedelo, PB	Futsal, beach soccer, and 3x3 basketball programs	150 people reached/month 922% increase in fundraising

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OTHER INITIATIVES

In 2025, we supported, for the first time, two stages of the **Run and Walk Against Hunger**, in partnership with Ação da Cidadania. The events took place in São Paulo and Rio de Janeiro, and the Assaí Institute converted each race or walk registration into a donation of one kilogram of food for families experiencing social vulnerability. Together, the two events collected more than 10 metric tons of food, benefiting people supported by the organization.

The Assaí Institute also continued to support the **Taça das Favelas** (Favelas Cup), a soccer tournament organized by Central Única das Favelas (CUFA). The Institute contributed by donating one metric ton of food to the winning men’s and women’s teams at the São Paulo state level and at the national final.



Run and Walk Against Hunger, 2025

A shift in focus starting in 2026

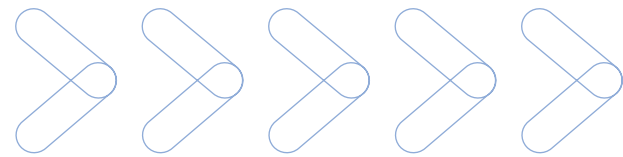
The Assaí Institute’s 2030 strategic plan introduced a change in its operating structure. The lessons learned over the past three years through its Sports and Citizenship initiative were fundamental to this shift in focus, as it was through this work that we were able to meaningfully consider the development of our partner organizations, both pedagogically and institutionally.

It is on the basis of these lessons that we will continue **to mobilize resources and foster community development** for our priority causes: food security and entrepreneurial inclusion.

This decision stemmed from the participatory development of our strategic plan, which included interviews with external experts and Assaí executives.

This process brought greater clarity regarding the Institute’s priority agendas and objectives, with strategies focused on measurable results aligned with our vision for development, selecting themes and investment priorities that reflect our identity.

Click here to learn more about the Sports and Citizenship initiative.



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Institutional Projects

Expanding our social impact through
greater engagement.

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CORPORATE VOLUNTEERING

We also seek to expand our social impact through institutional projects. One of our main initiatives in this regard is the **Assaí Corporate Volunteering Program**, established in 2024, which encourages employees at Assaí’s headquarters and regional offices to engage in civic participation through volunteer service.

The program is managed by the Assaí Institute, guided by the Volunteer Policy, which defines its operational standards.

The year 2025 was dedicated to structuring and strengthening the initiative, which mobilized 100 volunteers from Assaí’s regional offices and headquarters in activities carried out with organizations supported by the Assaí Institute in three regions of Brazil (Southeast, Midwest, and North). In total, these activities reached more than 1,000 people in situations of social vulnerability.

In July 2025, 27 volunteers participated in planting 1,300 seedlings across 20 meters of garden beds in a community garden in São Sebastião, Brasília, DF, alongside volunteers from Instituto Horta Girassol. The harvest yielded 150 kilograms of food, benefiting 20 families.

Another initiative brought together 33 volunteers for activities with the elderly and the planting of 300 seedlings in an organic garden at the Casa Transitória Fabiano de Cristo organization, in the Belenzinho neighborhood of São Paulo, SP, in addition to the preparation of 350 meals for those served by the organization.

In September, 13 volunteers cooked 240 meals and distributed 100 basic food baskets to families in the Estrela da Manhã Quilombola Community in Acará, PA, in partnership with Associação Pará Solidário.

In December, our volunteers brought joy to the children during the Charity Christmas event organized by the *Quebrada Alimentada* social project. Santa Claus distributed candy to the children, and 450 people benefited from a festive lunch in Jardim Julieta, in the city of São Paulo.



Volunteer Activity — Horta Girassol, Brasília, DF

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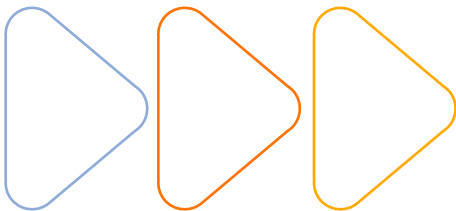
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Volunteer Activity — Charity Christmas, São Paulo, SP



“I participated as a volunteer and feel very grateful to be part of this incredible project, which provides the basics for so many families. Seeing the joy of those who receive a plate of food warms the heart and is deeply moving. Without a doubt, it is a transformative experience. If I were to define that day in one word, it would be gratitude”, says José Ramos, an Assaí volunteer who participated in the Charity Christmas event organized by the *Quebrada Alimentada* social project.

Also in 2025, the first in-person training session on corporate volunteering was launched for employees at Assaí’s headquarters, covering topics such as the history of volunteering, corporate volunteering, and effective communication. More than 60 people participated, and this training will be incorporated into the Assaí University curriculum in 2026.

Charity Christmas Tree

In 2025, employees at Assaí’s headquarters in São Paulo participated in the Charity Christmas Tree initiative, which included a special surprise: participation in Papai Noel dos Correios (Post Office Santa Claus), a charitable campaign in which socially vulnerable children write letters to Santa Claus sharing their Christmas wishes. Employees become sponsors, “adopt” these letters, and purchase the requested gift, which is delivered by the post office directly to the organization that supports these children. In the first year of this new initiative, more than 260 letters were sponsored.

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ARCO Associação Beneficente, São Paulo, SP

WARM CLOTHING IS SOMETHING WE SHARE CAMPAIGN

Every year, the Assaí Institute and more than 300 Assaí Atacadista stores come together for the *Agasalho a Gente Compartilha* (Warm Clothing is Something we Share) winter clothing donation campaign.

In 2025, in partnership with the Salvation Army, Rotary, the Red Cross, and 49 other social organizations, 37 metric tons of scarves, footwear, pants, T-shirts, coats, blankets, sweatshirts, comforters, beanies, jackets, gloves, and throws in good condition were collected nationwide.

“The winter clothing donation campaign is essential for the families we support, especially as we are located in a very cold region near the Guarapiranga Reservoir, in the southern area of São Paulo. Each donation is collected, sorted, cleaned, and carefully prepared to reach those who need it most in perfect condition. For many families, this support is urgent and makes all the difference in facing the winter with greater dignity. We are very grateful to everyone who donates wholeheartedly, with empathy, thinking of others and helping without discrimination”, says Madalena Sodré, Projects and Partnerships Manager at ARCO Associação Beneficente.



Pet Care

The Assaí Institute is responsible for the guidelines governing Assaí’s engagement with the communities where the company operates.

In 2025, Assaí published its Pet Rescue, Adoption, and Product Donation Policy, which establishes guidelines for the care and rescue of domestic animals (cats and dogs) abandoned in stores, distribution centers (DCs), or other company units.

The Assaí Institute plays a central role in managing cases covered by the policy, including overseeing documentation related to adoptions, donations, adoption events, and animal rescues, as well as identifying partnerships with animal protection organizations, registering organizations, and approving expenses related to these cases.

During the year, 330 metric tons of pet food and other pet products were donated to animal protection organizations partnered with the Assaí Institute.

Prosperar Program

A partnership between Fundação Getulio Vargas (FGV) and the Assaí Institute, the program provides scholarships to high-potential students with limited financial resources pursuing degrees in Business Administration or Public Administration. In 2025, 9 students were supported, receiving assistance for school supplies, food, housing, and transportation.

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INCENTIVE LAWS

In 2025, we selected four projects supported through tax incentives to allocate resources across different areas.

Acelera Toti
Cultural Fair,
Salvador, BA



National Fund for the Elderly

Digital Inclusion for Older Adults at Cine Favela Heliópolis – This project strengthens digital skills among older adults living in Heliópolis and nearby communities in São Paulo, SP, expanding their access to technology, social media, and information. By promoting digital inclusion, it helps reduce inequality, broaden social and cultural engagement, and support well-being and gender equality. In addition to social media and basic computing workshops, participants also have access to a social worker. Associação Cine Favela Heliópolis.
Amount: R\$62,000.

Child and Adolescent Fund

Educating for Life – In Fortaleza, CE, this project applies a Theory of Change framework built on three pillars: education, community, and employability. It serves 800 adolescents aged 14 to 18 from underserved communities, who attend in-person classes three times a week over 12 months, developing socio-emotional skills. Participants also receive a monthly basic food basket and, upon completion, a certificate of continuing education. Instituto Alicerce.
Amount: R\$62,000.

Federal Cultural Incentive Law

Acelera Toti – A career acceleration program designed to help refugees and migrants in Brazil access employment opportunities. Over 16 weeks, 62 participants attended online classes covering both technical and behavioral skills, applying project management and agile methodologies in practical assignments and projects. Participants in the 2025 cohort came from 8 countries and live across 10 Brazilian states; 89% identify as Black or Brown, 39% have completed higher education, and 44% are heads of household. Organização Toti Diversidade.
Amount: R\$250,000.

Federal Sports Incentive Law

Areninha Olímpica – This initiative supports children and youth aged 6 to 18 from underserved communities in Cabedelo, PB, through skateboarding and surfing, using sports as a pathway to development. In addition to physical and mental well-being, the project provides academic support to improve school performance and reduce dropout rates. It also promotes environmental awareness and gender equality, with 50% of spots reserved for girls. Projeto Viamar.
Amount: R\$110,000.

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Volunteer
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— Charity
Christmas,
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Assaí Institute: three years *Where we came from and where we are headed*

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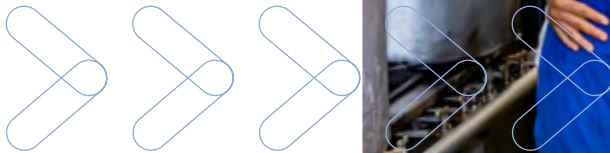
At the close of its first three-year cycle, the Assaí Institute is entering a new phase of strategic evolution for the 2026–2030 period.

The co-creation process for this next phase was shaped through internal discussions on a renewed vision for the Institute, more closely aligned with Assaí’s core business. In 2025, we conducted interviews with external experts and Assaí’s C-level executives, followed by refinements and validation of our 2030 Strategic Framework, culminating in final approval by the Governing Board.

“We have made meaningful progress, and the results are encouraging. We now need to scale our efforts and consider how the Assaí Institute can further strengthen its contribution—both in advancing priority causes and in how it positions and communicates its work”, says Belmiro de Figueiredo Gomes, CEO of Assaí Atacadista and Chair of the Institute’s Governing Board.



In this new phase, we will further strengthen our work in **Food Security and Entrepreneurship**, focusing on the communities we serve through these two lenses while building on the legacy of our work in Sports and Citizenship. We will continue advancing Community Development, mobilizing resources and partners and engaging in advocacy.



Volunteer Activity —
Charity Christmas,
São Paulo, SP



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FROM CONCEPTION, RESULTS, AND LESSONS LEARNED TOWARD THE FUTURE

The Assaí Institute was created through a collaborative, co-creation process, guided by the purpose of driving social transformation and expanding opportunities for people and communities.

We believe that partnerships and collaboration are essential to generating lasting positive impact. Strengthening relationships with civil society organizations, public institutions, customers, suppliers, and employees has therefore become one of our key strategic pillars.

▶ 2021-2022

The Beginning

In 2021, the Assaí Institute established its purpose, vision, mission, and values, along with its three focus areas. In the following year, we developed a strategic plan grounded in research, diagnostics, sector benchmarking, and interviews with more than 30 experts, complemented by internal workshops. We also began implementing programs and projects to address social needs and expand the number of people reached across different regions, reinforcing our social commitment.



▶ 2023-2025

Achievements and Lessons Learned

The 2023–2025 cycle was marked by the growth and maturation of our initiatives. The Assaí Institute expanded its reach to 433,000 families from underserved communities, through the distribution of 6 million meals, support for soup kitchens, and access to information and knowledge within the Food Security focus area. In Entrepreneurship, we provided training to 46,758 micro and small food entrepreneurs across Brazil. The Sports and Citizenship Call for Proposals supported organizations in strengthening their structure and financial sustainability, enabling them to manage their own future.

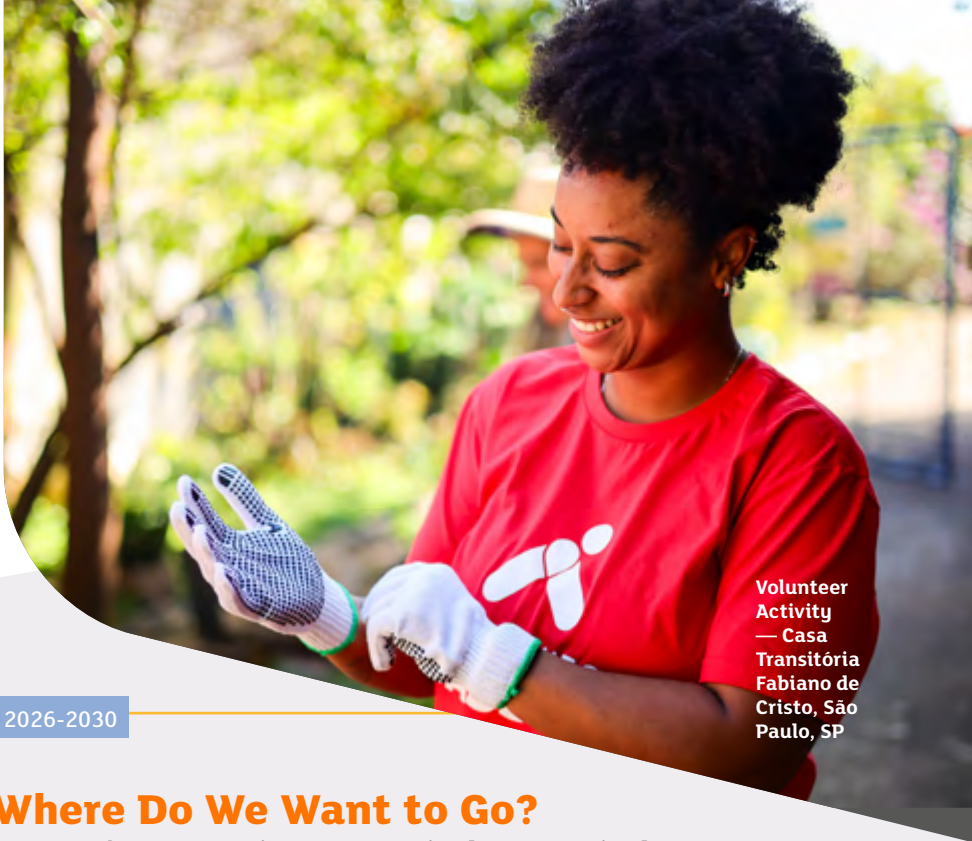
▶ 2026-2030

Where Do We Want to Go?

In 2025, the Assaí Institute’s strategic plan was revised to support the expansion of our social impact, reinforcing our commitment to transforming lives and communities across Brazil.

Under this new 2026–2030 operating model, Community Development will serve as our foundation, expanding opportunities in corporate volunteering, strengthening a culture of giving, advancing financial education initiatives, and scaling our work through tax incentive funding.

This model aims to deepen integration across the Assaí Institute’s programs and projects, strengthen the mobilization of resources and partners, and advance advocacy efforts, supporting causes and influencing public policies that promote food security and strengthen micro and small entrepreneurs.



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ASSAÍ INSTITUTE 2030 OPERATING MODEL



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▶ 2030 NEW Vision

A well-fed Brazil.

NEW ▶ **Our mission**

To influence solutions that increase food security, boost entrepreneurship, and develop communities through partnerships and integration of efforts between public and private entities.

▶ **Our purpose**

To promote opportunities and pathways to prosperity for people and communities.

▶ **Our commitment**

To promote positive social impact in the communities where we operate.

Volunteer Activity — Casa Transitória Fabiano de Cristo, São Paulo, SP

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44.206.810/0001-74

AACC - ASSOCIAÇÃO DE AMIGOS DA CRIANÇA COM CÂNCER DE MATO GROSSO
03.186.621/0001-08

AACD - ASSOCIAÇÃO DE ASSISTÊNCIA À CRIANÇA DEFICIENTE
60.979.457/0001-11

AAMA - ASSOCIAÇÃO AMERICANENSE DE ACOLHIMENTO
52.154.424/0001-04

AAMAE - ASSOCIAÇÃO DE ASSISTÊNCIA À MULHER, AO ADOLESCENTE, CRIANÇA E ESPERANÇA
06.234.994/0001-97

AASC - ASSOCIAÇÃO DE APOIO SOCIAL DE CAMAÇARI
26.816.516/0001-00

AAV - ASSOCIAÇÃO ACONCHEGO E VIDA
39.580.578/0001-08

ABARF - ASSOCIAÇÃO BENEFICENTE DOS AGOSTINIANOS RECOLETOS DE FORTALEZA - LAR SANTA MONICA
08.960.433/0001-09

ABAS - ASSOCIAÇÃO BENEFICENTE DE ASSISTÊNCIA SOCIAL
34.844.299/0001-82

ABRAC - ASSOCIAÇÃO BENEFICENTE DE RENOVAÇÃO E ASSISTÊNCIA À CRIANÇA
74.501.032/0001-07

ABRACE - ASSOCIAÇÃO BRASILEIRA DE ASSISTÊNCIA ÀS FAMÍLIAS DE CRIANÇAS PORTADORAS DE CÂNCER E HEMOPATIAS
01.973.478/0001-60

ABRIGO SÃO VICENTE DE PAULO
10.248.060/0001-81

ABSW – ASSOCIAÇÃO BRASILEIRA DA SÍNDROME DE WILLIANS
05.143.689/0001-27

ACADEMIA CAROLINAS
24.866.909/0001-96

ACAGIA RIO MANSO - ASSOCIAÇÃO COMUNITÁRIA DE APOIO À GESTANTE, À INFÂNCIA E À ADOLESCÊNCIA DE RIO MANSO
24.260.780/0001-77

ACAM - ASSOCIAÇÃO DE CIDADANIA ATIVA JARDIM MACEDÔNIA
44.695.260/0001-02

AÇÃO DA CIDADANIA CONTRA A FOME, A MISÉRIA E PELA VIDA
00.346.076/0001-73

AÇÃO SOCIAL VICENTE MORETTI
33.831.322/0001-31

ACEB - ASSOCIAÇÃO CULTURAL, ESPORTIVA E BENEFICENTE DE VILA NOVA CACHOEIRINHA
06.035.952/0001-27

ACESA - ASSOCIAÇÃO CULTURAL E ESPORTIVA AQUIDABÃ
33.023.784/0001-22

ACESP - ASSOCIAÇÃO ACOLHIDA COM ESPERANÇA DA GRANDE SÃO PAULO
12.383.013/0001-76

ADIC RN - ASSOCIAÇÃO PARA O DESENVOLVIMENTO DE INICIATIVAS DE CIDADANIA DO RIO GRANDE DO NORTE
07.708.428/0001-32

ADRA BRASIL - AGÊNCIA HUMANITÁRIA DA IGREJA ADVENTISTA DO SÉTIMO DIA
16.524.054/0002-77

ADRA LESTE - AGÊNCIA ADVENTISTA DE DESENVOLVIMENTO E RECURSOS ASSISTENCIAIS LESTE
17.798.849/0001-55

AEM - ASSOCIAÇÃO ESTRELA DA MANHÃ
39.453.260/0001-58

ÁGATHA INSTITUTO SOCIAL
22.144.635/0001-03

ALIANÇA DE MISERICÓRDIA
04.186.468/0001-73

ALJ - ASSOCIAÇÃO LEÃO DE JUDÃ DE CULTURA E ARTES MARCIAIS
46.775.815/0001-43

ALOB SPORTS
24.177.124/0001-05

AMADIS - ASSOCIAÇÃO DOS MORADORES E AMIGOS DO DISTRITO INDUSTRIAL
39.408.049/0001-13

AMAR - INSTITUTO ASSISTÊNCIA SOCIAL E EDUCAÇÃO
10.844.922/0001-39

AMIGOS DO BEM
05.108.918/0001-72

AMOBAM - ASSOCIAÇÃO DE MORADORES DO BAIRRO MOLLON
02.921.188/0001-36

ANJOS DA NOITE
41.643.086/0001-58

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DA SERRA
27.564.699/0001-79

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE ANÁPOLIS
01.113.810/0001-17

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE ARACAJU
13.046.636/0001-16

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE ARAPIRACA
16.739.798/0001-28

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE BELÉM
04.975.561/0001-67

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE CAMPINA GRANDE
70.097.894/0001-65

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE CAMPO GRANDE
03.025.707/0001-40

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE CARAGUATATUBA
48.672.323/0001-58

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE CUIABÁ
03.488.590/0001-31

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE DOURADOS
03.368.578/0001-93

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE FEIRA DE SANTANA
13.609.771/0001-22

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE FORTALEZA
07.143.845/0001-85

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE FOZ DO IGUAÇU
77.413.649/0001-69

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE GARANHUNS
10.136.752/0001-38

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE GOIÂNIA
01.240.688/0001-40

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE GUANAMBI
15.015.142/0001-08

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE IGUAU
03.530.341/0001-67

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06.759.187/0001-98

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01.252.605/0001-32

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14.636.260/0001-62

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08.299.133/0001-12

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16.252.694/0001-94

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07.670.367/0001-61

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06.946.217/0001-75

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE MACAPÁ
05.984.661/0001-12

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE MACEIÓ
12.321.592/0001-22

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE MANAUS
04.216.628/0001-80

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE MARACANAÚ
35.003.680/0001-81

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78.191.848/0001-32

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08.287.336/0001-99

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13.452.867/0001-20

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE PRAIA GRANDE
02.910.374/0001-70

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55.350.136/0001-13

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11.024.940/0001-37

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03.940.889/0001-85

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15.233.505/0001-73

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05.407.390.0001/32

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57.599.847/0001-51

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE SÃO LUIZ
06.048.565/0001-25

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE SÃO VICENTE
57.730.087.0001-70

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE SERRA TALHADA
01.986.023/0001-80

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE SETE LAGOAS
25.002.270/0001-62

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE SOBRAL
35.048.446/0001-70

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE VALPARAÍSO DE GOIÁS
07.441.601/0001-89

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DE VITÓRIA DA CONQUISTA
14.376.362/0001-96

APAE - ASSOCIAÇÃO DE PAIS E AMIGOS DOS EXCEPCIONAIS DO DISTRITO FEDERAL
00.643.692/0001-96

APAE - ASSOCIAÇÃO DOS PAIS E AMIGOS DOS EXCEPCIONAIS NATAL
08.453.920/0001-77

APOIO ASSOCIAÇÃO DE AUXÍLIO MÚTUO DA REGIÃO LESTE
74.087.081/0001-45

APRAESPI - ASSOCIAÇÃO DE PREVENÇÃO, ATENDIMENTO ESPECIALIZADO E INCLUSÃO DA PESSOA COM DEFICIÊNCIA DE RIBEIRÃO PIRES
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APS DOWN - ASSOCIAÇÃO DE PAIS E AMIGOS DE PORTADORES DE SÍNDROME DE DOWN
86.771.136/0001-10

ARCO ASSOCIAÇÃO BENEFICENTE
66.862.657/0001-76

ARIL - ASSOCIAÇÃO DE REABILITAÇÃO INFANTIL LIMEIRENSE
51.472.447/0001-02

ARPAKE - ASSOCIAÇÃO RAMOS DE KARATÊ EDUCACIONAL
05.637.622/0001-49

ARTE GER'AÇÃO
27.089.981/0001-41

ARUR - ASSOCIAÇÃO DOS REUMÁTICOS DE UBERLÂNDIA E REGIÃO
01.411.315/0001-94

ASILO JOÃO KUHIL FILHO
51.486.587/0001-21

ASPAN - ASSOCIAÇÃO PROMOCIONAL DO ANCIÃO DR. JOÃO MEIRA DE MENEZES
08.558.819/0001-80

ASPLANDE - ASSESSORIA & PLANEJAMENTO PARA O DESENVOLVIMENTO
68.623.982/0001-01

ASSA - ASSISTÊNCIA SOCIAL SANTO ANTÔNIO
49.871.700/0001-40

ASSEMBLEIA DE DEUS MINISTÉRIO ITATUBA
35.519.543/0001-02

ASSOCIAÇÃO 99POR1 - ORGULHO DE SER SOLIDÁRIO
33.818.349/0001-94

ASSOCIAÇÃO ALIANÇA EMPREENDEDORA
07.324.851/0001-39

ASSOCIAÇÃO AMIGOS DO BAIRRO
46.584.791/0001-45

ASSOCIAÇÃO AMOR É VIDA
36.120.122/0001-69

ASSOCIAÇÃO ANJOS DA RUA
38.378.975/0001-20

ASSOCIAÇÃO ASSISTENCIAL E EDUCACIONAL JARDIM SANTO ANDRÉ
43.325.141/0001-97

ASSOCIAÇÃO BAIANA DOS HEMOFÍLICOS
15.678.568/0001-33

ASSOCIAÇÃO BEM TE VI
65.047.466/0001-98

ASSOCIAÇÃO BENEFICENTE AÇÃO CIDADANIA E CULTURA
12.299.112/0001-74

ASSOCIAÇÃO BENEFICENTE ABID
03.508.076/0001-10

ASSOCIAÇÃO BENEFICENTE JOÃO XXIII
06.592.661/0001-30

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06.094.424/0001-49

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18.700.721/0001-70

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46.642.042/0001-27

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47.351.804/0001-07

ASSOCIAÇÃO CASA DA ESPERANÇA - SANTOS
58.218.207/0001-17

ASSOCIAÇÃO CATÓLICA SÃO VICENTE DE PAULO CASA DE RANQUINES
08.585.407/0001-30

ASSOCIAÇÃO CIVIL PARÁ SOLIDÁRIO - ANANINDEUA
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ASSOCIAÇÃO CIVIL PARÁ SOLIDÁRIO - BELÉM
42.188.138/0002-97

ASSOCIAÇÃO COLORINDO A VIDA
09.112.341/0001-23

ASSOCIAÇÃO COMUNITÁRIA CRISTO LIBERTA
02.822.871/0001-16

ASSOCIAÇÃO DE ASSISTÊNCIA SOCIAL BETEL
54.408.935/0001-30

ASSOCIAÇÃO DE BENEFICÊNCIA E EDUCAÇÃO
56.728.793/0001-14

ASSOCIAÇÃO DE MULHERES HELENIRA PRETA (MLB)
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ASSOCIAÇÃO DE ROTARIANOS DO DISTRITO 4420
66.663.949/0001-80

ASSOCIAÇÃO DIVINA MISERICÓRDIA
15.161.567/0001-17

ASSOCIAÇÃO DOS APOSENTADOS E PENSIONISTAS DE PAULISTA
05.890.427/0001-26

ASSOCIAÇÃO DOS MORADORES DO NOVO ANGELIM
12.538.203/0001-15

ASSOCIAÇÃO EDUCACIONAL E ASSISTENCIAL CASA DOS AMARELINHOS
12.517.900/0001-90

ASSOCIAÇÃO FAMÍLIA ANJOS DA NOITE
31.544.008/0001-42

ASSOCIAÇÃO FAZENDA EMBRIÃO
34.824.086/0001-99

ASSOCIAÇÃO GATIL IRMÃ FRANCISCA
25.382.038/0001-05

ASSOCIAÇÃO HEBRON
17.861.975/0001-07

ASSOCIAÇÃO INFÂNCIA E FAMÍLIA
06.192.162/0001-55

ASSOCIAÇÃO JEQUIENSE DE CEGOS
42.718.171/0001-09

ASSOCIAÇÃO LAR DA SERENIDADE
34.227.061/0001-08

ASSOCIAÇÃO LAR SEMENTE DO AMOR
00.612.230/0001-01

ASSOCIAÇÃO MATOGROSSENSE DE COMBATE AO CÂNCER
24.672.792/0001-09

ASSOCIAÇÃO MEU SONHO DE BALÉ
45.322.227/0001-91

ASSOCIAÇÃO MOVIMENTO DE MULHERES DO JARDIM COMERCIAL
59.289.546/0001-57

ASSOCIAÇÃO NAGAI MISERICÓRDIA
28.729.198/0001-68

ASSOCIAÇÃO NOSSA SENHORA DAS DORES
18.946.028/0001-81

ASSOCIAÇÃO OBRA DO CENÁCULO DA CARIDADE A SERVIÇO DOS POBRES
16.242.596/0001-76

ASSOCIAÇÃO OSCAR KLEIN
44.387.959/0001-05

ASSOCIAÇÃO PAULO TONUCCI
03.376.425/0001-98

ASSOCIAÇÃO PAZEAR
41.466.091/0001-32

ASSOCIAÇÃO PESTALOZZI DE CUIABÁ
15.023.815/0001-63

ASSOCIAÇÃO PRATO CHEIO
04.490.998/0001-00

ASSOCIAÇÃO PROJETO CRER
00.491.223/0001-07

ASSOCIAÇÃO PROT. ORIENTAÇÃO EXCEPCIONAIS
28.891.430/0001-60

ASSOCIAÇÃO QUEBRADA ALIMENTADA
48.948.120/0001-41

ASSOCIAÇÃO RECREATIVA SÃO PAULO FUTEBOL CLUBE
14.840.788/0001-59

ASSOCIAÇÃO REDES DE DESENVOLVIMENTO DA MARÉ
08.934.089/0001-75

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39.509.245/0001-84

ASSOCIAÇÃO REMAR DO BRASIL DO RIO DE JANEIRO
39.509.245/0004-27

ASSOCIAÇÃO SAL PARA A TERRA - PROSAT
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ASSOCIAÇÃO SANTA RITA DE CÂSSIA
08.666.159/0001-51

ASSOCIAÇÃO SANTO DIAS
01.910.998/0001-24

ASSOCIAÇÃO SÃO JOSÉ
41.127.093/0001-05

ASSOCIAÇÃO SHALOM
07.044.456/0001-00

ASSOCIAÇÃO SONS DO BEM
04.955.132/0001-28

ASSOCIAÇÃO VENCEDOR CADA DIA
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03.960.066/0006-26

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97.352.645/0001-25

CASA DAS FRATERNIDADES FEIXE DE LUZ
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CASA DE APOIO MULHER E VIDA
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CASA DE ASSISTÊNCIA SOCIAL UBUNTU
45.151.667/0001-23

CASA DE RECUPERAÇÃO RENASCER
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63.079.172/0001-12

CASA DO BOM MENINO
54.407.838/0001-23

CASA DO CANDANGO
00.077.552/0001-06

CASA DO CRISTO REDENTOR
62.366.844/0001-08

CASA DO IDOSO SÃO VICENTE DE PAULO DE MANAUS
04.162.681/0001-45

CASA DO SOL PADRE LUÍS LINTNER
32.661.464/0001-35

CASA FAMÍLIA ROSETTA
63.762.553/0001-00

CASA MARIA MAIA
57.386.310/0001-03

CASA MIGA
33.156.400/0001-40

CASA TRANSITÓRIA FABIANO DE CRISTO
61.669.966/0002-91

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CDCG - CENTRO DESPORTIVO CONJUNTO GRAMORÉ
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CEAI - ASSOCIAÇÃO CENTRO EDUCACIONAL DE AÇÃO INTEGRADA
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INSTITUTO FILIPPO SMALDONE

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INSTITUTO IGOR ARCANJO

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INSTITUTO OBA

48.429.363/0001-73

INSTITUTO PATERNUS

40.819.473/0001-30

INSTITUTO PIPOQUINHA

13.608.654/0001-44

INSTITUTO PIRILAMPOS

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INSTITUTO PRÓ MAIS VIDA SÃO SEBASTIÃO

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INSTITUTO SOS GENTE

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40.483.172/0001-88

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ISAMA - INSTITUTO DE ASSISTÊNCIA E INCLUSÃO SOCIAL DO MARANHÃO

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KIME - INSTITUTO CAMINHO DOS CAMPEÕES

11.093.854/0001-86

LACULTESP

09.587.710/0001-34

LAR AMIGOS DE JESUS

11.368.624/0001-82

LAR BATISTA

18.105.800/0001-32

LAR BATISTA DE CRIANÇAS - MOGI

60.958.972/0003-87

LAR BATISTA MARCOLINA MAGALHÃES

12.320.875/0001-50

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31.144.918/0001-38

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17.110.826/0001-06

LAR ESPÍRITA CAMINHO DE NAZARÉ

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LAR INFANTIL CRISTO REDENTOR

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14.492.367/0001-84

LAR MANÃ
10.386.914/0001-96

LAR MENINA
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12.183.760/0001-60

LAR TERNURA
44.807.261/0001-93

LAR TRÊS IRMÃS
22.960.483/0001-09

LAR VIDA
13.787.932/0001-78

LBV - LEGIÃO DA BOA VONTADE
33.915.604/0001-17

LIONS CLUB BAIXADA SANTISTA
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MADRE MARIA DAS NEVES
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MÃES DO TURU
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MLB - MOVIMENTO DE LUTAS NOS
BAIRROS, VILAS E FAVELAS
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MMPP - MOVIMENTO POR MORADIA
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MOMUNES - MOVIMENTO MULHERES
NEGRAS DE SOROCABA
03.778.458/0001-64

MUNICÍPIO DE SÃO
JOSÉ DO RIO PRETO
46.588.950/0001-80

NEAC - NÚCLEO ESPECIAL DE
ATENÇÃO À CRIANÇA
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NÚCLEO DE APOIO À CRIANÇA
COM CÂNCER
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OAF - ORGANIZAÇÃO DE
AUXÍLIO FRATERNAL
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OBRA DO BERÇO
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OBRA SOCIAL NOSSA SENHORA
DA GLÓRIA FAZENDA
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SESC - PRESIDENTE VARGAS
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SESC - RECIFE - CURADO
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SESC - RIBEIRÃO PRETO
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SESC - RIO GRANDE DO NORTE
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SESC - RONDONÓPOLIS
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SERVIÇO SOCIAL DO COMÉRCIO -
SESC - SANTOS
03.667.884/0026-89

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SESC - SÃO JOSÉ DOS CAMPOS
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SESC - SOROCABA
03.667.884/0030-65

SERVIÇO SOCIAL DO COMÉRCIO -
SESC - VITÓRIA DA CONQUISTA
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SESC MESA BRASIL - MARINGÁ
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41.504.769/0001-24

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UNAS - UNIÃO DE NÚCLEOS,
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UNIDOS SOMOS MAIS - OAF
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UNISF - UNIÃO DA SAÚDE SEM
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VILA VICENTINA DE SETE LAGOAS
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INDEPENDENT AUDITOR’S REPORT ON THE FINANCIAL STATEMENTS

To Board Members and Managers of Instituto Assaí
São Paulo – SP

Opinion on the financial statements

We have audited the financial statements of **Instituto Assaí (“Institute”)**, which comprise the statement of financial position as at December 31, 2025 and the respective statements of activities, comprehensive income, changes in net assets and cash flows for the year then ended, as well as the corresponding notes to the financial statements, including material accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of **Instituto Assaí**, as at December 31, 2025, its financial performance and its cash flows for the year then ended, in accordance with Brazilian accounting practices, based on provisions included in ITG 2002 (R1) – Non-profit entity, and NBC TG 1000 (R1) – Accounting for small and medium-sized entities for matters not covered by ITG 2002 (R1).

Basis for opinion on the financial statements

We conducted our audit in accordance with Brazilian and International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the “Auditor’s responsibilities for the audit of the financial statements” section of our report. We are independent of the Entity in accordance with the relevant ethical principles in the Code of Ethics for Professional Accountants and in the professional standards issued by the Brazilian Federal Council of Accounting (CFC), and we have fulfilled our other ethical responsibilities in accordance with these standards. We believe that the audit evidence obtained is sufficient and appropriate to provide a basis for our opinion.



Other matters

Audit of previous year’s amount

The financial statements for the year ended December 31, 2024, presented for comparison purposes, were audited by other independent auditors whose report thereon, dated May 26, 2025, was unqualified.

Responsibilities of Management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Brazilian accounting practices applied to small and medium-sized entities (NBC TG 1000 (R1)) and non-profit entities (ITG 2002 (R1)) and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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Auditor’s responsibilities for the audit of the financial statements

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

As part of an audit in accordance with Brazilian standards and ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

continue as a going concern. If we conclude that material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Entity to cease to continue as a going concern;

- ▷ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether they represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

The accompanying financial statements have been translated into English for the convenience of readers outside Brazil.

São Paulo, May 05, 2026.



BDO RCS Auditores Independentes SS Ltda.
CRC 2 SP 013846/0-1

Carlos Aragaki
Accountant CRC 1 SP 132091/0-1



ASSAÍ INSTITUTE

Statement of financial position as of December 31, 2025
(In Brazilian Reais)

Assets	Note	2025	2024
Current			
Cash and cash equivalents	4	14,904,391	9,304,909
Other credits		4,675	488
Deferred tax asset		11,688	10,674
Total current assets		14,920,754	9,316,071
Long-term			
Intangible		772	772
Total long-term assets		772	772
Total assets		14,921,526	9,316,843

Liabilities	Note	2025	2024
Current			
Suppliers	5	60,266	71,648
Cost of labor	6	194,768	227,862
Tax obligations		34,441	39,890
Total short-term liabilities		289,475	339,400
Equity			
Net assets	8	14,632,051	8,977,443
Total equity		14,632,051	8,977,443
Total liabilities and equity		14,921,526	9,316,843

The accompanying notes are an integral part of the financial statements.

ASSAÍ INSTITUTE

Statement of activities

Years ended December 31, 2025 and 2024
(In Brazilian Reais)

	Note	2025	2024
Net operating revenue			
Revenue from individual donations	9	-	82,564
Revenue from the supporting entity	9	15,278,538	10,000,000
(-) ITCMD	9	(55,114)	(452,364)
Revenue from gratuities	9	4,801,525	4,329,695
Net operating revenue	9	20,024,949	13,959,895
Operating expenses			
Personnel expenses	10	(1,840,606)	(1,802,684)
Administrative expenses	11	(8,741,733)	(8,136,131)
Gratuities	9	(4,801,525)	(4,329,695)
Total operating expenses		(15,383,864)	(14,268,510)
Operating income before financial result		4,641,085	(308,615)
Financial income		1,352,856	811,818
Financial expenses		(339,333)	(191,752)
Financial result, Net	12	1,013,523	620,066
Surplus for the period		5,654,608	311,451

The accompanying notes are an integral part of the financial statements.

ASSAÍ INSTITUTE

Statement of changes in net assets

Years ended December 31, 2025 and 2024
(In Brazilian Reais)

	Net assets	Accumulated surplus	Total
Balances as of December 31, 2023	8,665,992	-	8,665,992
Surplus for the period	-	311,451	311,451
Transfer to net assets	311,451	(311,451)	-
Balances as of December 31, 2024	8,977,443	-	8,977,443
Surplus for the period	-	5,654,608	5,654,608
Transfer to net assets	5,654,608	(5,654,608)	-
Balances as of December 31, 2025	14,632,051	-	14,632,051

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Statement of cash flows – Indirect method

Years ended December 31, 2025 and 2024

(In Brazilian Reais)

	2025	2024
Cash flows from operations		
Surplus for the period	5,654,608	311,451
Civil contingencies	-	(13,300)
Surplus for the period	5,654,608	296,151
Changes in assets and liabilities		
Increase (reduction) in assets in		
Other credits	(4,187)	7,637
Deferred tax asset	(1,014)	(8,359)
Increase (reduction) in liabilities in		
Suppliers	(11,382)	(196,514)
Labor and social costs	(33,094)	7,522
Tax obligations	(5,449)	11,260
Civil contingencies (Note #7)	-	(2,000)
Net cash from operations	5,599,482	117,697

	2025	2024
Statement of increase (decrease) in cash and cash equivalents	5,599,482	117,697
Statement of changes in cash and cash equivalents		
At the beginning of the period	9,304,909	9,187,212
At the end of the period	14,904,391	9,304,909
Increase in cash and cash equivalents	5,599,482	117,697

The accompanying notes are an integral part of the financial statements.



ACCOMPANYING NOTES TO THE FINANCIAL STATEMENTS

1. OPERATIONAL CONTEXT

Assaí Institute, hereinafter referred to as “Institute”, was legally established on March 10, 2022 and has its headquarters at Ave. Aricanduva, 5,555 São Paulo - SP and has Sendas Distribuidora S.A. and ASN Atacadista Ltda. as its supporting entities.

The Assaí Institute was created in 2022 to develop and implement the social investment strategy of Sendas Distribuidora S.A. Operating independently and on a non-profit basis, its purpose is to promote opportunities and create paths to prosperity for people and communities. The creation of the Institute reflects the importance of the Social Responsibility agenda to its supporting entity and our commitment towards social impact. The Institute proposes to act in an even more focused and structured manner on three fronts:

- ▷ Entrepreneurship: supporting actions aimed at food entrepreneurship;
- ▷ Food: combating food insecurity;
- ▷ Sports: strengthening small institutions that promote sports activities.

Throughout fiscal year 2025, the Institute concentrated its efforts on Entrepreneurship, Food Security, and Sports and Citizenship, promoting initiatives designed to generate income, ensure access to food, and strengthen civil society organizations in various regions of the country.

In the area of Entrepreneurship, the Institute maintained and expanded Academia Assaí’s role as a platform for training and empowering micro and small entrepreneurs in the food sector, including the organization of courses, in-person activities, and the annual Academia Assaí Award, which provided financial and training support to participants.

In Food Security, initiatives were developed to combat food insecurity through food donation projects, support for soup kitchens, and initiatives that promote greater autonomy in food choices for families in families in situations of social vulnerability.

In the area of Sports and Citizenship, the Institute continued to support and strengthen the organizations selected under the current call for proposals, focusing on institutional development, management, and the consolidation of pedagogical practices, concluding the cycle planned for this area of activity at the end of the fiscal year.

Consumption tax reform (Complementary Law No. 214/2025)

Enacted on January 16, 2025, Complementary Law (LC) No. 214/2025 regulated and operationalized Brazil’s new consumption taxes, notably the Tax on Goods and Services (IBS), the Contribution on Goods and Services (CBS), and the Selective Tax (IS), establishing the applicable taxable events, tax bases, regimes, and governance (including the IBS Management Committee).

The transition to the new tax system will take place gradually between 2026 and 2033. As the process is still in its early stages and several aspects are dependent on subordinate regulations, the quantitative effects of the Tax Reform on the entity’s tax calculations cannot yet be estimated with precision.

Complementary Law No. 224/2025

Published on December 26, 2025, Complementary Law No. 224/2025 introduced a 10% across-the-board reduction in federal tax incentives and benefits, effectively reducing the tax exemption applicable to Corporate Income Tax (IRPJ), Social Contribution on Net Income (CSLL), and Contribution for Social Security Financing (COFINS).

Published on February 23, 2026, Normative Instruction No. 2,307/2026 provided clarification regarding the application of Complementary Law No. 224/2025 with respect to tax exemptions applicable to nonprofit entities, where it determines that the Organization qualifies as a nonprofit civil association and falls within the scope of Article 15 of Law No. 9,532, which grants full exemption from IRPJ and CSLL, provided the applicable requirements are met.

As of the date of disclosure of these financial statements, Management states that the entity fully complied with the requirements set forth in the applicable legislation in fiscal years 2025 and 2024 and understands that Complementary Law No. 224/2025 does not produce effects that would alter the entity’s tax treatment for fiscal year 2026.

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2. PRESENTATION OF THE FINANCIAL STATEMENTS AND BASIS FOR PREPARATION

a. Presentation of the financial statements

The financial statements have been prepared and are presented in accordance with accounting practices adopted in Brazil, Technical Pronouncement NBC TG 1000 (R1), and Interpretation ITG 2002 (R1) – Nonprofit Entity.

In preparing the financial statements, the Executive Board is responsible for assessing the Institute’s ability to continue operating, and disclosing, as applicable, matters related to its going concern and using the going concern basis of accounting, unless the Executive Board either intends to liquidate the Institute or cease its operations, or has no realistic alternative but to do so.

The issuance of the financial statements was authorized by the Executive Board on February 16, 2026.

b. Basis for preparation

The financial statements were prepared on a historical cost basis, with the exception of non-derivative financial instruments measured at fair value through profit or loss, where applicable.

3. MATERIAL ACCOUNTING POLICIES

The material accounting policies and practices applied in the preparation of these financial statements are described in each corresponding accompanying note, except for the ones below, which are related to more than one accompanying note. These accounting policies and practices were consistently applied for the fiscal periods presented.

a. Functional currency and presentation currency

The items included in the financial statements are measured in Reais - R\$, which is the functional and presentation currency of the financial statements, representing the currency of the main economic environment where the Institute operates.

b. Calculation of the surplus (deficit) for the period

The surplus (deficit) for the period is calculated in accordance with the accrual basis accounting, with the exception of income from donations, since these are recorded in the books when they are effectively received in cash. The surplus for the period will be incorporated into Equity in accordance with legal and statutory requirements, since the surplus will be used entirely in Brazil, in the support and development of its institutional objectives.

c. Classification of assets and liabilities as current and long-term

An asset should be classified as current when it meets any of the following criteria: it is expected to be realized or intended to be sold or consumed in the normal course of the Institute’s operating cycle.

▷ It is expected to be realized within twelve months after the date of the balance sheet.

A liability should be classified as current when it meets any of the following criteria:

▷ It is expected to be settled during the Institute’s normal operating cycle.

▷ It should be settled within twelve months after the date of the balance sheet.

Assets or liabilities that exceed 12 months should be classified as long-term.

d. Tax exemptions and taxation

The Institute is not-for-profit and is exempt from paying income tax and social security contributions on surpluses. In addition, according to Law No. 9,532/1997 and Provisional Measure No. 2,158-35/2001, non-profit organizations can be exempt from the Tax for Social Security Financing (COFINS) and the PIS/PASEP contribution on income from their core activities.

Conversely, the Institute is subject to COFINS taxation at a rate of 4% on interest income from financial investments and to PIS taxation at 1% on payroll amounts, in accordance with applicable legislation.

With regard to the Tax on Inheritance and Donations (ITCMD), the Institute benefits from tax immunity under the legislation applicable to non-profit entities, provided the legal requirements are met. Therefore, this tax does not apply to donations received.



e. Use of estimates and judgments

The preparation of financial statements in accordance with Brazilian standards requires Management to make judgments, estimates, and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, and expenses.

The financial statements, therefore, include estimates relating to the selection of the useful lives of fixed and intangible assets, provisions for risks and contingent liabilities, and determination of the fair value of gratuities. Estimates are continuously revised, and revisions of accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

f. Provisions

A provision is recognized, as a result of a past event, if the Institute has a legal or constructive obligation that can be reliably estimated, and it is likely that monetary resources will be required to settle the obligation.

g. Intangible

Intangible assets acquired separately are measured at cost on initial recognition, less amortization and any losses due to non-recovery. Internally generated assets, excluding capitalized software development costs, are reflected in the income statement for the period in which they were incurred. Intangible assets with an indefinite useful life are not amortized, but are subject to recovery tests at the end of the period or whenever there is an indication that their book value may not be recovered, either individually or at the cost-generating unit (CGU) basis.

On December 31, 2025, the Institute's intangible assets consisted of trademarks and patents classified as intangible assets with an indefinite useful life.

4. CASH AND CASH EQUIVALENTS

These comprise cash, bank accounts, and short-term financial investments held with Itaú and Bradesco banks, which are highly liquid and subject to an insignificant risk of changes in value, with the intention and ability to be redeemed in the short term—up to 90 days from the date of investment—without loss of yield.

Financial investments are available for immediate use according to the Institute's operational needs. In fiscal year 2025, these investments yielded an average return of 9.48%, equivalent to 90% of the CDI, the Brazilian interbank deposit rate.

	2025	2024
Cash and bank deposits	36,091	12,582
Financial investments	14,868,300	9,292,327
Total	14,904,391	9,304,909

5. SUPPLIERS

	2025	2024
Services	21,308	43,955
Transfers to social organizations	-	27,693
Total	21,308	71,648

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6. COST OF LABOR

	2025	2024
Accrued payroll	30,047	39,503
Accrued INSS (social security contributions)	48,485	31,485
Accrued FGTS (Govt. Severance Fund)	7,315	8,188
Provision for vacation pay	106,530	146,974
Loans payable	531	-
Other contributions and benefits payable	1,860	1,712
Total	194,768	227,862

7. PROVISION FOR LEGAL RISKS

As of December 31, 2025, the Institute had no legal proceedings classified as probable or possible losses; therefore, no provisions were recognized, nor were there any additional disclosures related to contingencies.

8. EQUITY

The Institute’s net equity consists of the surpluses accumulated in each period and transferred annually to the Institute’s “Net Assets” heading. In the event of the Institute’s dissolution, once the liabilities have been settled, the remaining assets will be allocated to another legal entity qualified under Law 9,790 of March 23, 1999, preferably one with the same business purpose.

9. NET OPERATING REVENUE

The Institute receives donations from legal entities and individuals who voluntarily support its work, and are recognized when ownership of the funds is transferred.

As established in the ITG 2002 (R1) - Non-Profit Entities Interpretation, the Institute measures revenues from volunteer work by members of Management bodies, and services and goods received free of charge at their fair value, taking into account the amounts that the Institute would have to pay for hiring similar services in an active market.

Revenues from volunteer work and services received free of charge are recognized in the income statement for the period as revenue in the operating revenue group against operating expenses.

	2025	2024
Individual donations	-	82,564
Donations from the supporting entity (a)	15,278,538	10,000,000
(-) ITCMD on donations	(55,114)	(452,364)
Gratuities - food (b)	4,437,133	3,791,696
Gratuities - voluntary work (b)	364,392	537,999
Total	20,024,949	13,959,895

a. Donations from the supporting entity

According to the Institute’s statutes, the funds come from donations from its supporting entities. Donations follow the schedule agreed upon with the supporting entity and is linked to the Institute’s planning for the year.

b. Revenue from gratuities

The Chairman of the Board of Directors, the Board members, and the Supervisory Board members carry out their activities on a voluntary basis. They do not receive any remuneration or benefits. The same applies to professionals from Sendas Distribuidora S.A. who collaborated with the Institute.



10. PERSONNEL EXPENSES

The Institute offers its employees benefits such as medical assistance, a baskets of food staples,life and personal accident insurance, and child daycare allowance. The costs related to the actions described are recognized in the income statement when incurred.

	2025	2024
Salaries and wages	1,081,041	1,021,320
Vacation	121,242	130,589
13 th salary	83,700	85,671
INSS (Social Security)	261,154	277,848
FGTS (Govt. Severance Fund)	130,344	128,883
PIS (Employee Integration Contribution)	10,105	10,280
Benefits	153,020	148,091
Total	1,840,606	1,802,684

Administrative expenses

	2025	2024
Advisory services	1,977,668	1,691,802
Consulting services	346,723	451,444
Travel	387,377	629,656
Grocery voucher	1,967,910	1,507,065
Donations to social organizations	825,713	1,056,973
Photo and video	172,600	275,355
Marketing	595,588	724,494
Legal services	141,758	158,015
Pet shelter	52,240	108,000
Audits	45,000	53,645
Sponsorship	-	15,000
Education and training	134,092	39,384
Software license/lease	35,832	67,793
Other administrative expenses	95,743	38,950
Donations Rio Grande do Sul	-	82,602
Other charity expenses	1,940,361	1,070,320
Institutional support	-	178,601
Licensing, inspection, and operating fees	348	332
Reversal of provision for contingencies	-	(13,300)
Trademark and patent registration	22,780	-
Total	8,741,733	8,136,131

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11. FINANCIAL RESULT

	2025	2024
Financial income		
Income from financial investments	1,352,856	811,818
Financial expenses		
Bank charges	(1,137)	(1,224)
Interest and fines	(1,365)	(22)
IOF (Tax on Financial Operations)	(428)	(130)
Income tax on financial investments	(336,376)	(190,376)
Financial result, Net	1,013,550	620,066

12. FINANCIAL INSTRUMENTS

The Institute only operates with non-derivative financial instruments that include cash and cash equivalents, suppliers, accounts payable, and salaries, vacation pay and charges, whose values are equivalent to their fair value. In the periods of 2025 and 2024, the Institute did not carry out any transactions with derivatives. Due to the characteristics and form of operation, as well as its equity and financial position as of December 31, 2025, the Institute is subject to the following factors:

Credit risk

This arises from the possibility of the Institute incurring losses as a result of default of its financial institutions where its funds are deposited or where it has financial investments. In order to mitigate such risks, the Institute does not make speculative investments in derivatives or in any other risk-bearing asset, and has internal controls in place to continuously monitor the profitability and liquidity of its investments.

Liquidity risk

This is the risk of the Institute encountering difficulties in meeting the obligations associated with its financial liabilities, which are settled via cash payments or another financial asset. The Institute’s approach to managing liquidity is to ensure that it always has sufficient liquidity to meet its obligations, without causing unacceptable losses or jeopardizing its reputation. Management considers this risk to be low.

Interest rate risk

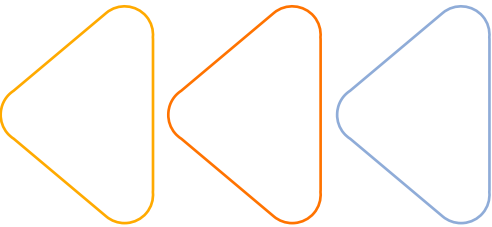
This risk arises from the possibility of the Institute incurring losses due to fluctuations in interest rates on its financial investments. Management considers this risk to be low.

13. RELATED PARTIES

The Institute does not pay the members of its Board of Directors or Supervisory Board, including its president. The services provided by key Management personnel are valued and recorded as volunteer work, as mentioned in accompanying note #9.

The Institute does not distribute any portion of its assets or income in any form whatsoever, and fully invests the funds earmarked for maintaining its activities in Brazil.

Transactions with related parties refer to donations received from its supporting entity, which totaled R\$15,278,538 in 2025 (R\$10,000,000 in 2024).



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Volunteer Activity —
Pará Solidário, Acará, PA

Project Coordination
Assaí Institute

**Project Management,
Content Curation, and Copy**
Quintal 22 Comunicação Corporativa

Graphic Design and Layout
Adesign

Translation
Gotcha! Idiomas

Photographs
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