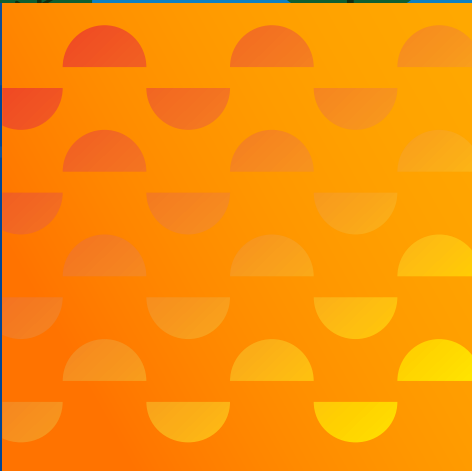


2025

Annual and Sustainability Report



Assaí is the face of Brazil and is present in all regions of the country. In the 2025 Annual and Sustainability Report, we include illustrations that celebrate our country's natural and cultural diversity.



Rodrigo Teixeira,
Assaí São Caetano
do Sul (SP)

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We maintain our confidence in Assaí's capacity to navigate challenging scenarios, evolve in a sustainable manner, and generate long-term value for customers, employees, partners, and shareholders.

Oscar de Paula Bernardes Neto
Chairman of the Board of Directors



We are pleased to share this joint message, in which we reflect on a year marked by significant achievements and lessons learned.

The macroeconomic environment in 2025 remained challenging, characterized by high interest rates and high levels of household debt, causing an asymmetric impact on consumption among different income groups. Throughout the year, this scenario was accompanied by deflationary pressures on important items in the market basket, reflecting increased supply in certain basic categories.

Additionally, several commodities, such as rice and beans, experienced simultaneous and unusual deflationary pressure, with significant impacts on average prices and nominal growth in the sector. This combination of factors affected consumer profiles in distinct ways. While the high cost of credit placed pressure on the budgets of more indebted households, higher-income segments maintained an upward trajectory in consumption volumes.

In this context, management responded with operational discipline and a consistent focus on execution, adjusting the strategy to sustain competitiveness and preserve market share. In 2025, we opened 10 new stores while maintaining financial discipline throughout the year. This translated into free cash flow of R\$2.8 billion—the result of strong capital management, a focus on operational efficiency, and rigorous working capital management.

Annual revenue reached R\$84.7 billion, reflecting the resilience of the business model.

This performance enabled us to close the year with a leverage ratio of 2.56x, below the previously disclosed guidance of 2.60x. This result reinforces the strength of the company's capital structure, particularly in the context of a high-interest-rate environment.

Market confidence was reaffirmed by Fitch Ratings, which maintained our long-term rating at 'AAA(bra),' with a stable outlook, validating our financial strength and our ability to honor our commitments.

These results were made possible by the trust of our customers and the strength of our value proposition and brand. In 2025, independent institutions (Interbrand, Brand Finance, and TM20+InfoMoney) recognized Assaí as the most valuable food retail brand in Brazil. We were also named a top-of-mind brand in the supermarket and wholesale sectors in Folha de S.Paulo's Top of Mind survey for the fourth consecutive year.

We also achieved the highest ranking ever reached by a Brazilian company in Global Powers of Retailing, published by Deloitte, ranking 92nd among the world's 100 largest retailers based on financial performance.

Aware of our role in responding to constantly evolving customer needs, we began the year convinced that continuous evolution is essential. Our ability to anticipate change and prepare for it is what differentiates Assaí and sustains our leading role in innovation in the food sector.



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Thus, in recent years, we have expanded our in-store services to include butchery, cold cuts slicing, and bakery, focusing on convenience, quality, and closer alignment with our customers' shopping needs. This has strengthened Assaí's value proposition in more relevant categories, such as proteins.

This evolution enhances the shopping experience and strengthens customer loyalty while increasing assortment flexibility to keep pace with changing eating habits, placing a greater focus on perishable categories and more balanced choices, without compromising the core value proposition of the cash & carry model.

In 2026 we will continue advancing our strategic agenda. Key initiatives include the implementation of our first pharmacy units, the launch of our private label, the consolidation of the In&Out project and financial services, and the expansion of Assaí Digital through the integration of stores with iFood. We will also debut in the marketplace through a partnership with Mercado Livre (fulfillment).

We maintain a selective approach to growth and plan to open approximately five new stores in 2026, prioritizing the strengthening of our capital structure and the continued reduction of leverage.

Corporate governance remained a central pillar of our strategy. The Board of Directors played an active role in monitoring strategy, supervising risk management, overseeing people management, and guiding the ESG agenda, ensuring alignment between financial, operational, and social and environmental sustainability.

In 2025, we also made significant progress on our environmental commitments, including a substantial expansion of our renewable energy mix. The number of stores generating their own solar power increased from 8 to 95, contributing to lower carbon emissions and greater energy efficiency. We also received an A- rating from the CDP, reflecting progress in our climate management practices.

We would also like to recognize the Assaí Institute, which completed its first three years of operation and underwent a new planning process. In 2026, the Institute will begin a new cycle, reinforcing its role as a driver of solutions that increase food security, stimulate entrepreneurship, and strengthen communities — all with a clear goal: to contribute to a well-fed Brazil.

We remain attentive to Our People, further strengthening a culture that recognizes internal talent and is genuinely committed to being a diverse and inclusive company. The indicators presented in this report prove the success of this goal for yet another year.

We are confident in our ability to execute our strategic plan, supported by dedicated, specialized teams aligned with Assaí's culture of continuous evolution. People and technology remain the foundation of our business, with customers at the center of every decision we make.

We remain confident in Assaí's ability to navigate complex scenarios, evolve sustainably, and create long-term value for customers, employees, business partners, and shareholders.

Oscar de Paula Bernardes Neto
Chairman of the Board of Directors

Belmiro de Figueiredo Gomes
CEO

Corporate governance remained a central pillar of our strategy. The Board of Directors played an active role in monitoring strategy, supervising risk management, overseeing people management, and guiding the ESG agenda, ensuring alignment between financial, operational, and social and environmental sustainability.



Belmiro de Figueiredo Gomes
CEO



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Maira de Farias,
Cajamar (SP) distribution
center, and **Fabricio
Magalhães**, Anhanguera
(SP) distribution center



São Paulo (SP)



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ABOUT THE REPORT

GRI 2-3, 2-29

Assaí's 2025 Annual and Sustainability Report reflects a year of strengthening and evolution, guided by our values and our purpose of **making prosperity a reality for everyone**.

The report also highlights our commitment to integrity, environmental stewardship, diversity and inclusion, human rights, and the communities in which we operate, as well as our high standards of corporate governance.

Its content covers the period from January 1 to December 31, 2025, and complies with Brazilian accounting legislation and the regulations of the Brazilian Securities and Exchange Commission (CVM) applicable to companies listed on B3, Brazil's stock exchange.

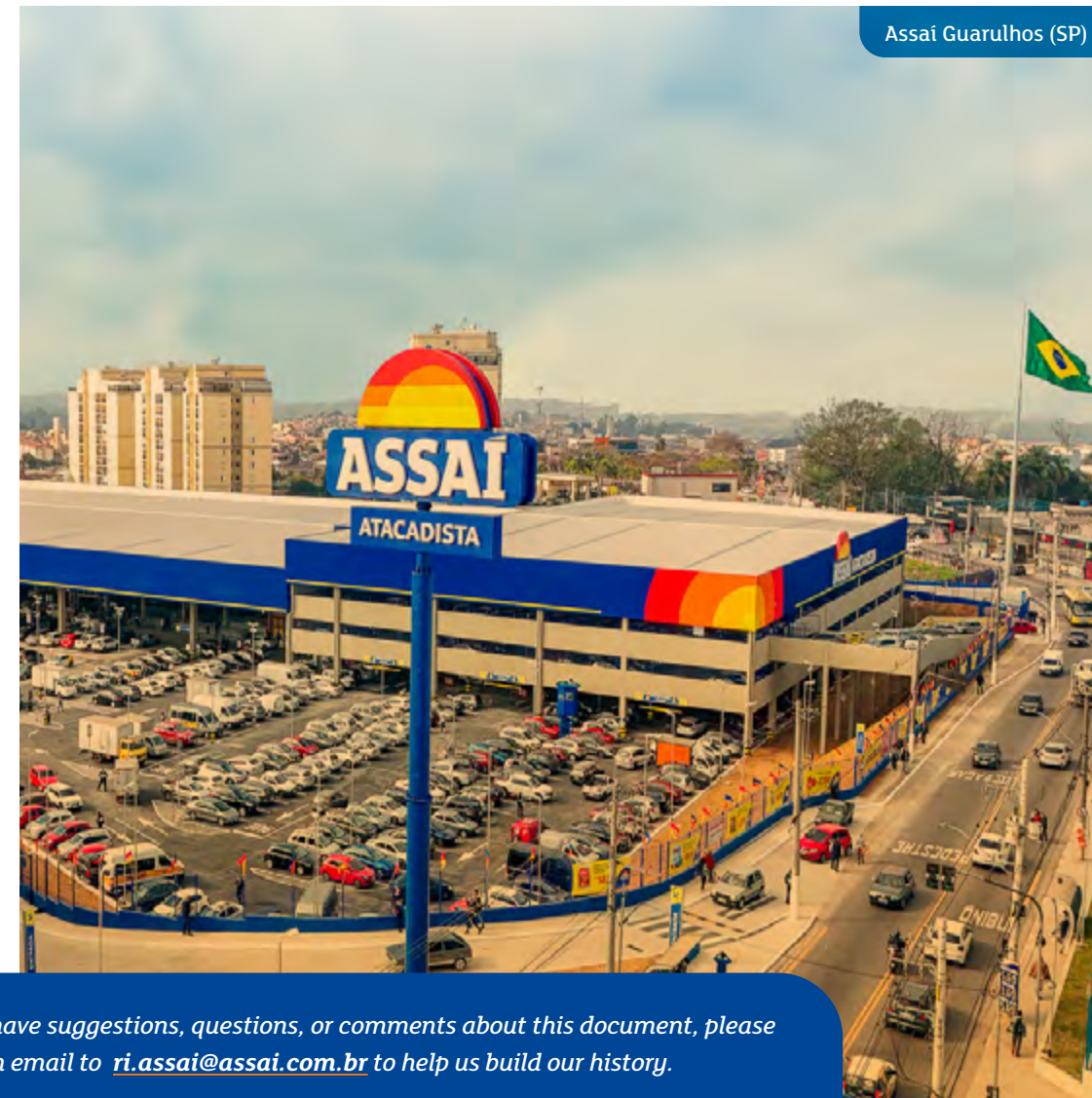
Assaí does not have any affiliated companies or subsidiaries. The joint venture Bellamar Empreendimento e Participações S.A. is not included in this report. **GRI 2-2**

Prepared for all our stakeholders, this report is also intended for those who share our strategic vision and our commitment to building a more inclusive, fair, and responsible future that generates value for everyone.

Stakeholders include employees, investors and shareholders, suppliers, customers, financial institutions, unions, representative bodies, government and regulatory agencies, civil society, local communities, the media, and competitors.

Our stakeholders are identified according to their level of influence and impact on our operations, products, and services. This is an ongoing process that involves periodic mapping and assessments of social, environmental, and operational risks and impacts.

We engage with these groups to strengthen governance, anticipate risks, identify opportunities, and build long-term relationships. Dialogue takes place through specific engagement channels tailored to each stakeholder group, and is conducted in a continuous, structured, and documented manner, ensuring transparency and traceability.



Assaí Guarulhos (SP)

If you have suggestions, questions, or comments about this document, please send an email to ri.assaí@assaí.com.br to help us build our history.



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REFERENCE INDICATORS

Our report aligns with the United Nations Sustainable Development Goals (SDGs) and follows internationally recognized standards for corporate reporting to ensure transparency, reliability, consistency, and comparability of the information presented. These include:

- Global Reporting Initiative (GRI)**
 Our social and environmental indicators are reported in accordance with the 2021 guidelines established by the Global Reporting Initiative (GRI) Standards, ensuring consistent monitoring and disclosure.
- Sustainability Accounting Standards Board (SASB)**
 We used the standards for the Multiline and Specialty Retailers & Distributors and Food Retailers & Distributors sectors to disclose risks and opportunities related to environmental, social, and governance matters impacting financial performance.
- Task Force on Climate-related Financial Disclosures (TCFD)**
 The company adopts the TCFD recommendations, now incorporated into the International Sustainability Standards Board (ISSB) framework, to strengthen transparency in climate-related financial disclosures and align with international best practices.



ASSAI'S PRIORITY SDGS

Assai's 2025 Annual and Sustainability Report is guided by the United Nations Sustainable Development Goals (SDGs)—a global framework consisting of 17 goals and 169 targets designed to address challenges such as hunger, poverty, health, education, water and sanitation, gender equality, clean energy, and decent work.

In the quest for a sustainable future, the SDGs address the main challenges countries face and seek to balance social, economic, and environmental development. Countries, companies, institutions, and civil society have committed to achieving these goals by 2030.

Assai's Sustainability Strategy prioritizes four SDGs:



We promote food security and support access to food in several regions of Brazil.



We establish guidelines for fair business management and growth, contributing to the sharing of value with communities in the regions where we operate.



We work to ensure and promote sustainable production and consumption standards.



We demonstrate our commitment to addressing climate change through various actions and initiatives.

By prioritizing these SDGs, we have structured our Sustainability Strategy and established the goals that guide our actions, described in greater detail on page 24.

SUSTAINABLE DEVELOPMENT GOALS



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ASSURED REPORT

GRI 2-5, 2-14

Assaí maintains a policy for the procurement of audit services that establishes guidelines to ensure the independence of external auditors and the proper provision of audit and assurance services. Sustainability information and material indicators disclosed in this report are submitted for limited external assurance. The results of this process are reviewed and approved by the Vice Presidency of People Management and Sustainability. The Sustainability Management team provides technical oversight of the assurance process and reports the results to the Corporate Governance, Sustainability, and Nominating Committee.

The Board of Directors is responsible for reviewing and approving the publication of this Assaí 2025 Annual and Sustainability Report, which was submitted to Deloitte Touche Tohmatsu Auditores Independentes Ltda. for limited assurance.

OUR MATERIALITY

GRI 2-12, 2-29, 3-1, 3-2

To guide our sustainability goals, Assaí updated its materiality matrix in 2024. The process was conducted with the support of an independent external consulting firm and involved 731 stakeholders, including members of senior management, employees, investors, suppliers and service providers, customers, and civil society organizations (CSOs).

We promote meaningful engagement through open, transparent, and two-way dialogue, using channels and language appropriate to each stakeholder group. These interactions occur through continuous and structured engagement mechanisms, including formal consultation processes when required. These may include prior, free, and informed consultations with traditional communities, which are documented to ensure transparency and traceability. All feedback received is carefully analyzed, and stakeholders are provided with clear responses demonstrating how their contributions inform and influence the company's decisions and initiatives.

As part of the materiality assessment, participants evaluated financial opportunities and risks based on their scale and likelihood, while social and environmental risks were assessed based on their significance (level of impact) and scope (extent of impact on society and/or the environment). The process also included an analysis of Assaí's historical materiality assessments, as well as sector-specific studies, competitive benchmarking, global sustainability trends, and critical issues relevant to the retail and wholesale sector.

The study identified nine priority material topics, grouped under the Environmental, Social, and Governance (ESG) pillars. The results were reviewed and approved by Assaí's Sustainability Committee and Board of Directors. No changes were made to the set of material topics compared to the previous reporting cycle. **GRI 2-12, 2-14**

This process was conducted in alignment with recognized international frameworks and guidelines, including the Global Reporting Initiative (GRI), the Corporate Sustainability Reporting Directive (CSRD) of the European Union, the European Sustainability Reporting Standards (ESRS), the Corporate Sustainability Index (ISE B3), and B Corp principles.



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MATERIAL TOPICS FOR ASSAÍ GRI 3-2, 3-3

HIGH ●●● MEDIUM ●● LOW ●

PILLAR	TOPIC	DESCRIPTION	IMPACT	RELATED SDGs	
Efficient operations	Responsible supply chain	Responsible supply chain management helps reduce social and environmental impacts, including those related to product traceability, waste generation, working conditions, and greenhouse gas (GHG) emissions.	Social and environmental: ●●● Financial: ●●●	8 DECENT WORK AND ECONOMIC GROWTH, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 17 PARTNERSHIPS FOR THE GOALS	
	Waste management	Promoting waste and packaging circularity helps reduce impacts on ecosystems while generating benefits for businesses and communities, including lower operating costs and income generation within the recycling chain.	Social and environmental: ●●● Financial: ●	11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
	Climate change	Active management of climate-related risks and the monitoring and reduction of carbon emissions throughout the supply chain help optimize processes and minimize social and environmental impacts.	Social and environmental: ● Financial: ●●	13 CLIMATE ACTION	
People and community development	Fight against hunger and food waste	Actions to combat food waste and promote food security generate positive social impacts through food donation programs and customer awareness initiatives that encourage responsible food consumption.	Social and environmental: ●●● Financial: ●	2 ZERO HUNGER, 10 REDUCED INEQUALITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
	People development	Continuous training and development of Our People strengthen engagement, retention, and leadership development, while enhancing the company's attractiveness to future employees.	Social and environmental: ● Financial: ●●●	8 DECENT WORK AND ECONOMIC GROWTH	
	Well-being, health, and safety	Promoting a safe and welcoming workplace contributes to the physical and mental well-being of Our People	Social and environmental: ● Financial: ●	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH	
	Diversity, inclusion, and fight against discrimination	Fostering a diverse, equitable, and inclusive workplace helps ensure fair and respectful relationships among all stakeholders, including employees, customers, and suppliers.	Social and environmental: ●● Financial: ●●	5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES	
	Responsibility to the customer	Building ethical, transparent, and responsible relationships with customers ensures that different consumer needs are met while strengthening trust and customer satisfaction.	Social and environmental: ● Financial: ●●	9 INDUSTRY INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	
	Ethical and transparent management	Ethics and governance	Establishing a strong governance framework based on ethics, transparency, and accountability promotes fair competition, among suppliers, fair contracts, and the prevention of corruption.	Social and environmental: ● Financial: ●●●	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

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In 2025, Assaí consolidated its presence in all regions of Brazil and delivered solid results despite the challenges posed by the external business environment.

WE INCREASED THE NUMBER OF STORES



OUR GROSS REVENUE GREW 5.2% (R\$ billion)



ADJUSTED EBITDA¹ REACHED R\$5.9 BILLION (R\$ billion)



¹ Adjusted EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization), adjusted by other operating income and expenses.

ADJUSTED EBITDA¹ MARGIN



¹ Adjusted EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization), adjusted by other operating income and expenses.

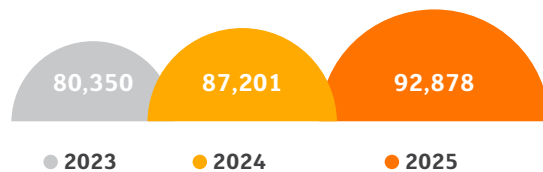
OUR GROSS REVENUE PER STORE CONTINUED TO GROW (R\$ million)



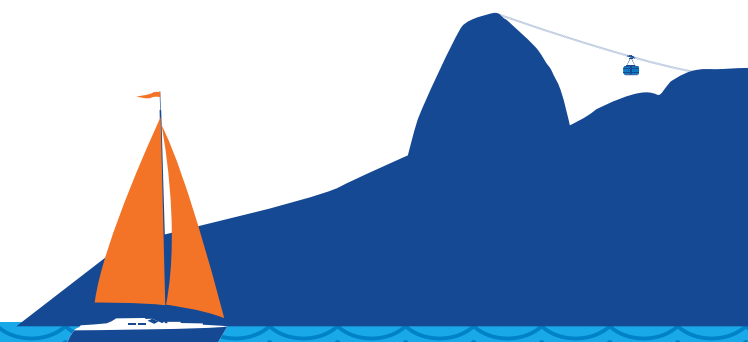
WE CONTINUED TO FOCUS ON OPERATING CASH GENERATION (R\$ billion)



**WE HAVE CONSOLIDATED OUR POSITION AS A MAJOR EMPLOYER
Number of employees**



OUR NET INCOME (R\$ million)



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Daniel Araújo,
Assaí São Caetano
do Sul (SP), and
Isabella Faria,
Anhanguera (SP)
distribution center



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The content of this section is related to:

Our values: Simplicity; Passion for what we do; Commitment to results; Always evolving

Capitals of the Integrated Reporting approach: Manufactured; Financial

SDGs:

8
DECENT WORK AND ECONOMIC GROWTH

9
INDUSTRY, INNOVATION AND INFRASTRUCTURE

12
RESPONSIBLE CONSUMPTION AND PRODUCTION

Assaí is the largest and most widely present Brazilian food retail company, according to NielsenIQ Homescan. The company is also recognized as the brand with the best reputation in the Retail–Supermarket category in Brazil, according to the Caliber Reputation Index 2025.

WE ARE THE FACE OF BRAZIL

GRI 2-1, 2-6

Assaí Atacadista is the leader in the self-service wholesale (cash & carry) segment in Brazil. Assaí was established in 1974 in the city of São Paulo with a focus on supplying small local merchants. In 2025, the company generated revenues of R\$84.7 billion while maintaining its low-cost operating model and strong focus on customer experience.

Operating under the trade name Sendas Distribuidora S.A., Assaí employs more than 92,000 people and operates 312 stores in 24 Brazilian states and the Federal District, as well as 12 distribution centers and 13 regional offices. The company’s administrative headquarters is located in São Paulo (SP).

Our presence in every region of Brazil, combined with the diversity of Our People, reinforces our identity as a company that reflects the Brazilian population.

Assaí’s business model serves a broad and diverse customer base across different social classes, age groups, and genders. By combining wholesale purchasing (large volumes) with retail sales (individual items) at competitive prices, the company meets the needs of both small and medium-sized business owners and end consumers seeking savings and variety.

Assaí operates as a corporation without a controlling shareholder, with 100% of its shares freely traded on the



Assaí Aparecida de Goiânia (GO)

market. The company’s shares are listed on B3 – the São Paulo Stock Exchange under the ticker ASAI3. Since January 9, 2025, Assaí’s American Depository Shares (ADS) have been traded exclusively on the over-the-counter (OTC) market in the United States under the ticker ASAIY, in line with the company’s long-term strategy of maintaining operational efficiency.

The company stands out for its social responsibility initiatives through the [Assaí Institute](#) (see more on page 92) and invests in sustainability through practices such as reducing carbon emissions, improving energy efficiency in its stores, promoting food and clothing donation campaigns, implementing entrepreneurship programs, and fostering diversity and inclusion.

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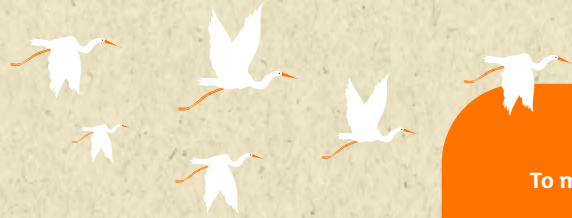
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Our purpose
To make prosperity a reality for everyone.

Our positioning
For everyone, from Dawn to Dusk.

Our value proposition
Low prices and a great shopping experience.

Our values

Simplicity

- We value our **origins**. We are simple and we are proud of it.
- Always seek an **objective, clear, practical, and effective** way of working.
- To be **thoughtful and respectful** to everyone.
- Know how to listen, empathize, and collaborate, regardless of the job position.
We're all Assaí!

Customer focus

- To be clear about **who we are**, what we offer and who our customers are.
- **Consider the customer** in every decision.
- **Have a sense of urgency** to solve problems that impact customers.
- Ensure **respectful, friendly, agile, and efficient** service.

Passion for what we do

- Enjoy what we do and take **pleasure in serving**.
- Seek **emotional balance** in all our actions.
- To be **committed and motivated** to deliver the very best.
- **Play a leading role** and make a difference.

Commitment to results

- To be **productive and agile** in solving problems, seeking solutions and achieving objectives.
- Have an **ownership attitude**, a critical eye, and always be able to work collaboratively. Together we are stronger.
- **Optimize expenses** by ensuring a low-cost business model that allows offering the best price.
- To be **open to change** and innovation-oriented.

Care for Our People

- **Value Our People** and recognize good contributions and achievements.
- **Respect and value** diversity and have equal opportunities for all.
- Ensure a **safe and welcoming environment** that provides balance and engages people.
- Offer **opportunities for growth** and development for Our People

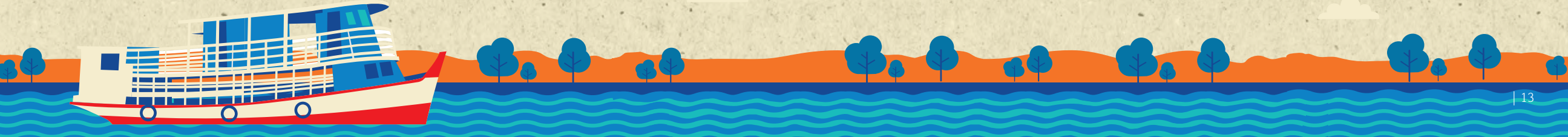
Ethics

- **Respect and comply with laws, policies, standards, and codes of conduct.**
- To be **upright, ethical, and transparent** in everything we do.
- **Act in a fair and impartial manner**, aiming for the best for the sustainability of the business.
- Comply with on what has been agreed upon, **delivering on all commitments made** on behalf of the company.

Always Evolving

- Innovate with purpose.
- Learn continuously.
- Value simplicity.
- Take action based on data.
- Transform today while preparing for tomorrow.

NEW



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WE ARE EVOLUTION IN MOTION

GRI 2-6

Our business model is based on the “atacarejo” (cash & carry) concept, which combines wholesale (atacado) and retail (varejo) characteristics. Every day, we serve small and medium-sized business owners as well as end consumers from all social segments, offering quality products and affordable prices.

We have a dual pricing policy: a wholesale price with discounts for larger-volume purchases of the same product, and a retail price for smaller quantities.

Our **modern stores** are strategically located in urban areas and feature ample parking, air conditioning, self-checkout counters, and remote customer service support. These elements improve service flow and reduce customer wait times, enhancing the overall shopping experience. Our product assortment includes nearly 10,000 items, ranging from food and beverages to cleaning products, personal hygiene items, and home goods.

We offer **services** such as butcher shops, delis, bakeries, and coffee shops, as well as shop galleries that that enrich the customer experience with services such as gyms, pet shops, restaurants, and other establishments.

In 2025, we began structuring investments in two **private label brands**, leveraging the strength and recognition of the Assaí brand. The existing **Chef** brand, focused on business customers, will undergo redesign and repositioning and is expected to be relaunched in 2026. At the same time, the new **Assaí** brand, aimed at individual customers, is also scheduled to be introduced in 2026.

Our goal is to develop products for these brands, seeking competitive pricing while focusing on even better quality and cost-effectiveness, with a view to building customer loyalty and increasing sales. This strategy also strengthens our ability to compete with leading brands while enhancing our negotiation capacity with manufacturers and supporting margin improvement.

Toon Veiga, Assaí Freguesia do Ó (SP)



We also operate in the **financial services** segment, offering solutions tailored to different customer profiles. For individual customers, we offer the Passaí card, while business customers can access AssaíPay, a solution that integrates a POS payment terminal, cashback benefits, a digital account, and a debit card. Together, these features provide a complete ecosystem of financial services designed to attract, monetize, and retain customers.

We constantly invest in **innovation and technology**, with initiatives such as the *Meu Assaí* (My Assaí) app, which builds customer loyalty through personalized promotions, and the *Nossa Gente* (Our People) app, which brings us closer to our employees. We have also introduced innovations in our stores, automating daily operational processes. One such initiative enabled a store to eliminate the printing of 300,000 sheets of paper in one process alone over the course of a year.

Our **Assaí Digital** ecosystem combines the physical and digital worlds to create integrated and more comprehensive experiences for customers. The expansion of stores integrated with iFood through last-mile partnerships, and ongoing negotiations with Mercado Livre, marking our entry into the marketplace through a fulfillment model, represent significant advances in the company's digital strategy.

Our operations are supported by an **efficient logistics network**, consisting of 12 strategically located distribution centers (DCs) designed to ensure continuous supply to our stores. This network helps minimize transportation costs, reduce delivery times, and lower CO₂ emissions associated with product transportation.

These investments support our commitment to delivering an increasingly better shopping experience to more than 40 million monthly customers¹.

¹ One sales ticket corresponds to 1.5 customers.



Eloide Monteiro,
Cajamar (SP)
distribution center



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WHERE WE OPERATE

GRI 2-6, SASB CG-MR-000.A, CG-MR-000.B, FB-FR-000.A, FB-FR-000.B

312 stores

24 States and the Federal District

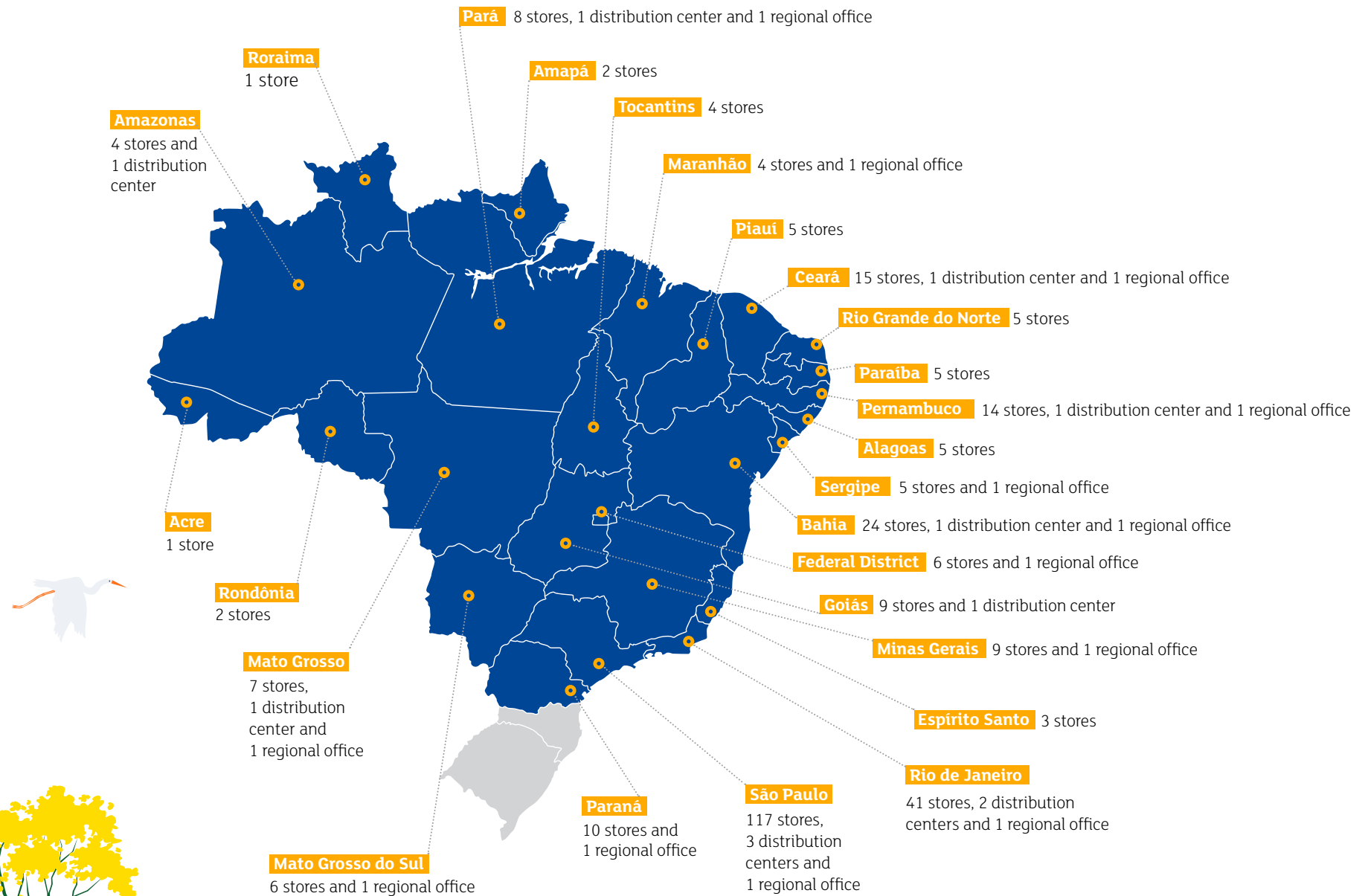
1.6 million sqm of sales area

92,000+ employees

12 distribution centers (DCs)

296,600 sqm of DC space

13 regional offices



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Assaí Business Model



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BUSINESS REACH
A network prepared to serve the entire Brazilian market

- 312 stores in strategic locations across Brazil's five regions
- Presence in 24 states and the Federal District
- 1.6 million sqm of sales area
- 12 distribution centers
- 13 regional offices with operational autonomy
- 92,000+ employees



VALUE CREATED FOR SOCIETY
Prosperity for all

- Job creation across Brazil
- Support for entrepreneurship and communities
- Commitment to fighting food insecurity



SELF-CHECKOUT

EXPERIENCE THAT BUILDS LOYALTY
Serve well to serve always

- Continuous improvement of the shopping experience, combined with the rollout of new services
- Customer loyalty and stronger customer relationships
- Accessible, modern, and efficient stores
- Low prices every day




OPERATIONAL EFFICIENCY
A simple, productive, and low-cost operation

- Regional and customized negotiations to ensure the best prices
- Commitment to decent work and low environmental impact across the value chain
- Efficient operations with low logistics costs
- Product assortment and categories tailored to the characteristics of each region



FLEXIBILITY TO SERVE ALL CUSTOMERS
Solutions for households and businesses

- Dual pricing policy: wholesale and retail
- Flexible purchasing options: bulk or individual units
- Wide product assortment to meet the needs of both businesses and families



STORES AS A VALUE CREATION PLATFORM
New revenue streams from the same asset

- Shop galleries that leverage the flow of 40 million monthly customers
- Retail media that transforms our stores and channels into advertising platforms
- Financial services that increase customer loyalty and purchase frequency



OUR JOURNEY IN 2025

Faced with an economic environment marked by high interest rates, declining sales, and labor-related issues, in 2025 we focused our efforts on operational efficiency and business profitability.

We invested in systems, internal processes, and employee training, aiming to generate greater value from the structure built over our **51-year history**, ensuring greater cash flow and financial sustainability.



Assaí Ship

CLOSING OUR 50TH-ANNIVERSARY CELEBRATIONS



To conclude the celebrations of our 50th anniversary, completed in 2024, we launched a promotion that selected 1,500 customers to participate in a unique four-day experience aboard the **Assaí Ship**, sailing along the Brazilian coast with a guest.

The logistics behind the event involved nearly 3,000 airline tickets, 700 hotel accommodations, and hundreds of

vehicles mobilized to ensure that each customer reached the airport comfortably, not to mention the 4,000 meals provided to participants.

Beyond the cruise experience, the broader 50th anniversary campaign distributed prizes totaling more than R\$20 million, including R\$5 million in grand prizes and 50,000 instant prizes awarded at store checkouts.

Our plan included moderating the pace of expansion and prioritizing the consolidation of existing stores. We also implemented strict cost control measures, financial deleveraging initiatives, and innovative commercial strategies aimed at maintaining competitiveness and preserving margins.

Another initiative adopted was the creation of the **New Business & Innovation Department**, a team of professionals dedicated to expanding our portfolio and accelerating Assaí's evolution into an even more diversified and innovative retailer.

Objectives of the New Business & Innovation Department

- Accelerate innovation and revenue diversification projects, strengthening our competitiveness and Assaí's share of customer spending.
- Maintain focus on our current operations, which form the foundation of our business and sustain our market leadership.



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In addition to innovating, we want to ensure that what we do today is done with excellence every day. The creation of this structure allows Assaí to advance into new areas without losing efficiency in what it does best: selling and serving well.

Employees, Assaí Sumaré (SP)



The new department will operate across three strategic pillars, and 2025 marked the implementation and development of these initiatives. Looking ahead to 2026, we expect to further consolidate and mature these projects.

- **In&Out Project** – Combining direct imports, the work of importing partners, and negotiations with local industry, the new strategy prioritizes high-demand products, competitive prices, and limited-time offers. The initiative plans to launch special-offer items across approximately 30 categories.
- **Private Labels** – The private label **Chef**, targeted at business customers, will be redesigned and relaunched in 2026 to expand its participation in the sales mix with products that reflect quality, sustainability, and Brazilian identity. The new **Assaí** private label, also scheduled for launch in 2026, will focus on individual consumers, offering quality products at competitive and accessible prices.

NUMBER OF PRIVATE LABEL PRODUCTS



- **Mundo Saúde (Health World)** – A new initiative under development that aims to open the first pharmacy units in our stores in 2026, in compliance with all legal, regulatory, and health requirements. The company has also created a space dedicated to the sale of dietary supplements, currently in the testing phase.

The primary objective of the new **Private Label Department** is to launch the Assaí private label in 2026. The department will also develop and manage the company's Private Label strategy, focusing on creating new product categories, strengthening competitiveness, and increasing the presence of Assaí-branded products in a growing number of Brazilian households.

In 2025, the department developed the **Sustainability Guidelines for Private Labels** designed to ensure that sustainability standards are incorporated into the production systems of Assaí's private label products. The guidelines aim to mitigate risks related to human rights, labor conditions, and environmental impacts, while promoting a more ethical and responsible value chain.

The **Mundo Saúde Department**, which builds on our commitment to innovation and pioneering spirit in our sector, will lead the strategy, implementation, and management of pharmacy operations within our stores, consolidating the business model and ensuring profitability, operational excellence, and an experience that is integrated with our characteristics and needs.



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NEW EXECUTIVE ADMINISTRATIVE DEPARTMENT

Another important milestone in 2025 was the establishment of the Executive Administrative Department, which brings together the Customer Space, Procurement Center, Ethics Channel, Solutions Center, and Internal Controls within a single structure, centralizing specialized functions and seeking gains in efficiency.

Among the main initiatives carried out during the year was the implementation of a new system in the Procurement Center, designed to optimize processes and improve efficiency, and improvements in the internal flows of the Ethics Channel, while the Solutions Center continued to focus on operational improvements.

Looking ahead to 2026, the company is evaluating the unification of registries with the goal of automating processes and reducing administrative friction. Procurement projects and the review of previously established processes will be key to achieving these gains, reinforcing Assaí's commitment to increasing organizational efficiency and agility.

NEW COMMERCIAL INTELLIGENCE DEPARTMENT

Created in December 2024, the Commercial Intelligence Department was restructured in 2025 with the mission of transforming

commercial processes through three focus areas: pricing, supply, and commercial planning.

The new department seeks to renovate the commercial area by introducing data-driven methodologies and advanced tools for negotiation and control. The directors work closely with key company areas — Sales, Logistics, Marketing, and New Business — to develop an even more efficient strategy.

Among the initiatives implemented in 2025 is **New Sales System**, with the implementation of processes and new pricing and negotiation tools, offering our buyers quick access to information on their categories' performance, the market, and the negotiation strategy for each Assaí supplier. Learn more about the New Sales System in the [Our Suppliers](#) section.

OTHER CHANGES

The **Digital Sales Channel** area was incorporated into the Executive Department of Strategic Planning to strengthen integration, maintain operational efficiency, and keep the area's focus on innovation and diversification.

We have opened another regional office of the Company, located in São Paulo, next to the Assaí Penha - Marginal Tietê store. Just like the others, this space was created with the aim of adding even more agility to our daily activities and bringing the teams closer together.

In December 2025, the company and Itaú entered into an agreement for the sale of Assaí's stake in FIC (16.5% as of December 31, 2025), with closing expected within two years. During this period, the commercial partnership will continue exclusively for the co-branded Passaí Card portfolio.

Once the spin-off is approved by the Central Bank of Brazil, the ownership structure will change to 60% Itaú and 40% Assaí, allowing the company to immediately explore new product opportunities. At the end of the two-year period, Assaí expects to sell its remaining stake to Itaú for R\$260 million, ending the partnership.

EXPANSION AND NEW UNITS GRI 2-6

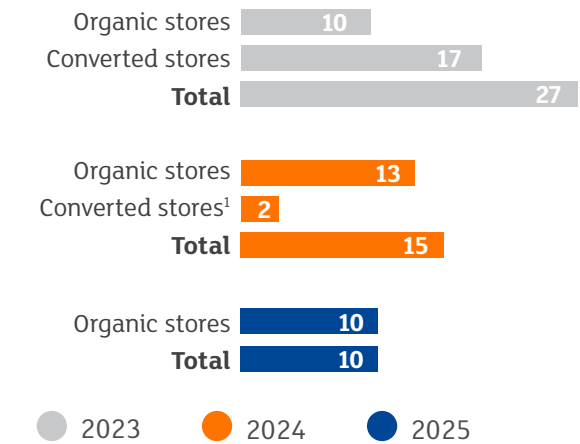
In 2025, Assaí maintained its commitment to responsible expansion, achieving its target of opening ten stores despite a challenging economic environment marked by high interest rates and rising construction costs. The decision to slow the pace of expansion was aimed at accelerating the financial deleveraging process. Since early 2021, Assaí has opened approximately 130 stores, including 64 hypermarket conversions—one of the largest projects ever undertaken in Brazilian retail—which accelerated the company's expansion by several years.

Store modernization also progressed in 2025. The implementation of remote checkout services and 1,600 self-checkout terminals increased

agility at checkout, reducing queues and accommodating different shopping profiles, particularly customers making smaller purchases. These terminals are currently available in 287 stores. Another initiative aimed at improving the checkout experience was the introduction of weighing fruits and vegetables directly at checkout, replacing the previous model that required customers to use dedicated in-store scales.

In line with its strategy to maintain financial discipline and reduce leverage, the company postponed some of the expansion projects originally planned for 2026. The current forecast is to open five stores during the year.

ASSAÍ STORE OPENINGS



¹ The project to convert the 66 hypermarket locations acquired in 2021 was completed in 2024.



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SHOP GALLERIES GENERATE MORE REVENUE FOR ASSAÍ

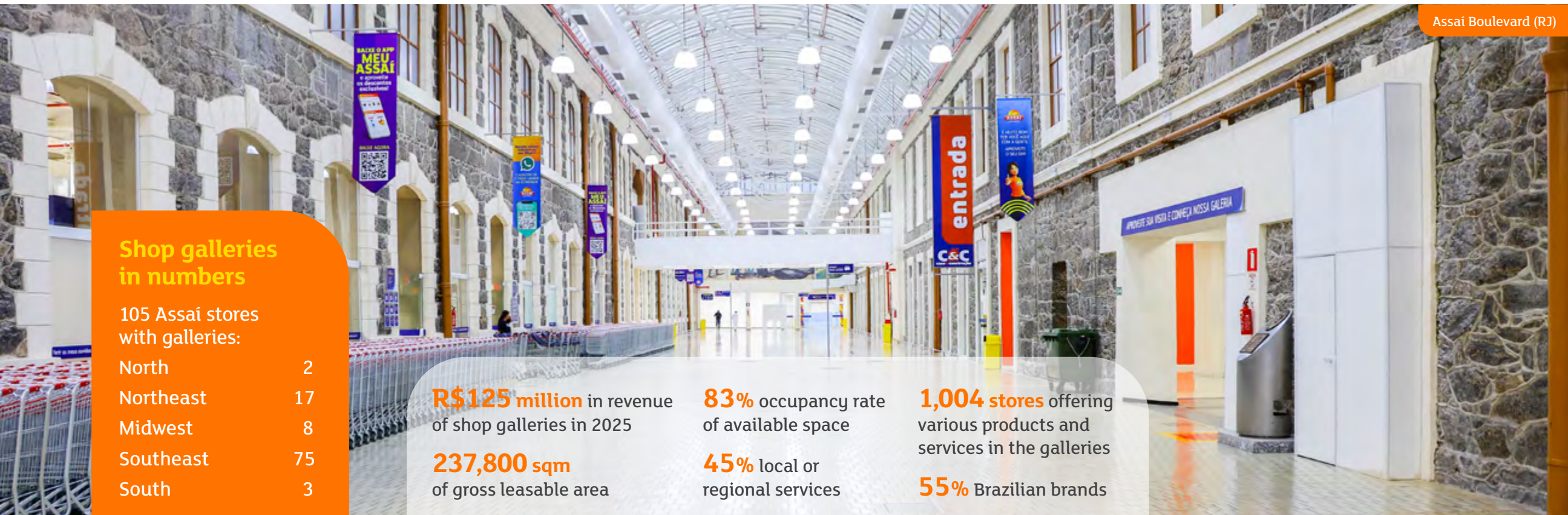
The shop gallery areas, which are permanent spaces rented to other businesses within our stores, performed well in 2025. These areas generated higher revenue for Assaí, recorded a reduction in vacancy rates, and saw an increase in the number of contracts signed throughout the year.

The number of stores featuring shop galleries increased to 105 in 2025, reaching an average occupancy rate of 83% and generating 13.6% more gross revenue of shop galleries than in 2024. This performance aligns with our growth expectations. These figures refer exclusively to permanent stores and do not include kiosks. In addition, we operate 225 kiosks, each hosting at least one business partner.

Beyond the numbers, we have made progress in cultivating a culture of shop galleries, which are beginning to be recognized as a solution for revitalizing idle spaces and differentiating the customer experience, as well as an asset that has the potential to bring resources to the company.

Our Store Owner Service Center remained efficient, handling an average of 45 calls per day and maintaining a satisfaction rate above 95%, resolving issues ranging from operational matters to administrative requests.

Shop galleries have solidified their position as a business solution, supported by multidisciplinary teams involved from the store design phase onwards to maximize synergy between operations and the physical space. Our vision goes beyond simply occupying vacant spaces: it is about enhancing the customer experience and elevating standards of quality and loyalty.



Assaí Boulevard (RJ)

Shop galleries in numbers

105 Assaí stores with galleries:

North	2
Northeast	17
Midwest	8
Southeast	75
South	3

R\$125 million in revenue of shop galleries in 2025

237,800 sqm of gross leasable area

83% occupancy rate of available space

45% local or regional services

1,004 stores offering various products and services in the galleries

55% Brazilian brands



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INNOVATION DRIVING EFFICIENCY

Technology has been one of the pillars of our expansion process in recent years. In 2025, we completed the implementation of a pricing and negotiation tool across our operations, significantly improving the efficiency of Assaí's purchasing processes. Nearly 50% of the volume handled in our distribution centers is now managed through this solution, which streamlines the movement of goods..

In administrative management, we also implemented new systems in the tax department to support the management of tax operations, as well as new treasury solutions that increase agility and efficiency in supplier payments and controllership activities.

All these projects make intensive use of artificial intelligence, with the goal of increasing efficiency in internal management processes.

ADVANCEMENT IN RETAIL MEDIA

Assaí has been investing in **retail media** as part of a strategy to transform its physical stores and digital channels into media platforms. In 2025, we advanced this initiative by expanding monetization opportunities with industry partners and accelerating the evolution of our data and CRM ecosystem.



Launched in 2024 under the name Assaí ADS, our operation benefits from an audience of over 40 million monthly visitors to our stores and 16 million customers on the *Meu Assaí* app.

Beyond offering advertising space, ADS seeks to build a collaborative ecosystem with advertisers and non-competing retailers, strengthening brand visibility and increasing the conversion of visitors into customers. The formats currently deployed in Assaí stores include digital panels, LED displays, interactive totems, immersive tunnels, and modular stands.

At present, 18 stores in São Paulo, Rio de Janeiro, Bahia, and other states have active retail media projects. This initiative improves the efficiency of resource use, reduces the volume of printed materials, and generates positive environmental impacts, while enabling more targeted advertising campaigns.

Retail media is a strategy in which retailers sell advertising space across their physical and/or digital channels to brands, strategically leveraging customer data and audience insights. This allows brands to gain visibility on these platforms and influence consumers at the point of purchase in a more effective and targeted way. The model creates value for all stakeholders: brands benefit from more precise audience segmentation, retailers generate new revenue streams, and consumers receive more relevant and personalized offers.



Employees, Assaí Alvarengas (SP)



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CONSOLIDATION AND EVOLUTION OF OUR SUSTAINABILITY STRATEGY

GRI 2-24

In 2025, we continued to advance the agenda of our Sustainability Strategy, which began in 2023. We have evolved in our social and environmental actions and initiatives, as detailed in the other sections of this report.



PILLARS OF ACTION

Our Sustainability Strategy aims to make the company more efficient in terms of sustainable development, in line with the Assaí brand, our business mission, vision, and values.

Efficient operations

We innovate in our operations and in the way we do business. From farm to fork, we encourage best practices in production and commercialization with our suppliers while promoting conscious consumption in our stores. These efforts contribute to reducing climate impacts and ensuring fair working conditions throughout our value chain.



People and community development

We promote prosperity for everyone through growth opportunities for Our People, entrepreneurs, and the communities in which we operate. As a diverse company present across different regions of Brazil, we are committed to fostering fair, inclusive, and respectful relationships, free from prejudice and discrimination.



Ethical and transparent management

We believe in ethical and transparent relationships with all our stakeholders. This is how we develop a long-term view of our business and form consistent relationships with Our People, suppliers, customers, social organizations, shareholders, and civil society as a whole.



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GOALS AND COMMITMENTS

GRI 3-3

Sustainability Strategy Pillar	Material topic	Related SDGs prioritized	Goals for 2030–2035	Achieved in 2025	Status		
Efficient operations	Responsible supply chain	 	Ensure 100% compliance of critical suppliers (beef and pork) with policy guidelines.	100%	Achieved		
			Ensure 100% of stores offer eggs produced under animal welfare standards (BEA) annually.	100%	Achieved		
			Ensure auditing of working conditions for 100% of private-label suppliers and imports from countries with social vulnerabilities annually.	100%	Achieved		
	Waste management		Achieve 91% diversion rate of non-hazardous solid waste from landfills (Zero Waste to Landfill) through recycling, composting, and co-processing by 2035	48%	In progress – on track		
			Climate change		Achieve a 42% reduction in Scope 1 and Scope 2 emissions (base year: 2021) in line with the SBTi methodology by 2030.	24%	In progress – on track
					Diversity, inclusion, and fight against discrimination		Reach 28% of women in leadership positions (manager level and above) by 2030.
People and community development	Diversity, inclusion, and fight against discrimination		Reach 45% of Black professionals in leadership positions (manager level and above) by 2030.	45%	Achieved		
			Ethics and transparency		Ensure external assurance of the Annual and Sustainability Report on an annual basis.	100%	Achieved
Ethics and transparency	Ethics and governance		Ensure external assurance of the Annual and Sustainability Report on an annual basis.	100%	Achieved		

¹ Black and Brown professionals.

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FINANCIAL PERFORMANCE

In 2025, the food retail sector faced a challenging environment marked by high household indebtedness, elevated interest rates, and shifts in consumer behavior, which impacted sales volumes. Despite this scenario, we maintained solid profitability and continued to reduce our financial leverage.

Total gross revenue reached R\$84.7 billion, representing a 5.2% increase compared with 2024. Performance was affected by reduced purchasing power among lower-income and more indebted consumers, while higher-income segments continued to show growing consumption volumes.

Adjusted Post-IFRS 16 EBITDA totaled R\$5.9 billion, with a margin of 7.7% (+0.2 p.p. compared with 2024).

The leverage ratio stood at 2.56x, below the 2.60x guidance for the year, reflecting both EBITDA growth and the continued reduction in gross and net debt. As a result, the company

maintained its AAA credit rating from Fitch, reinforcing market confidence in its financial management.

With a focus on reducing leverage, we postponed new store projects, revising the expansion plan from 10 to five stores in 2026, with estimated investments of R\$700 million.

FINANCIAL PERFORMANCE GRI 201-1

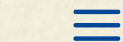
(R\$million)	2023	2024	2025
Gross revenue	R\$72,785	R\$80,570	R\$84,736
Change compared to the previous year	22%	11%	5%
Net revenue	R\$66,503	R\$73,819	R\$77,307
Change compared to the previous year	22%	11%	5%
Gross revenue per store	R\$253	R\$267	R\$272
Gross income	R\$10,821	R\$12,221	R\$13,041
Change compared to the previous year	21%	13%	7%
Net income	R\$710	R\$769	R\$497
Change compared to the previous year	-42%	8%	-16%
Post-IFRS 16 adjusted EBITDA	R\$4,712	R\$5,505	R\$5,938
Post-IFRS 16 EBITDA margin	7.1%	7.5%	7.7%
Gross investment	R\$2,448	R\$1,472	R\$915
Operating cash generation	R\$4,600	R\$3,100	R\$3,700

VAS (VALUE ADDED STATEMENT) GRI 201-1

(R\$ million)	2023	2024	2025
Revenues	R\$72,629	R\$80,395	R\$84,000
Gross value added	R\$8,871	R\$10,090	R\$10,863
Personnel	R\$3,588	R\$3,934	R\$4,424
Taxes, fees, and contributions	R\$316	R\$872	R\$827
Return on debt capital	R\$3,127	R\$3,278	R\$3,868
Remuneration of equity capital	R\$710	R\$769	R\$497

SGA (SELLING, GENERAL AND ADMINISTRATIVE EXPENSES)

	2023	2024	2025
Evolution as % of net sales	9.4%	9.3%	9.4%



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AWARDS AND RECOGNITION CONFIRM THAT WE ARE ON THE RIGHT TRACK



BRAND AND REPUTATION

O Melhor de São Paulo 2025 – *Folha de S. Paulo*

Voted the Best Wholesaler in São Paulo for the 10th consecutive time.

Top of Mind – *Folha de S. Paulo*

For the 4th consecutive year, the brand with the highest recall in the supermarket and wholesale sectors.

Brazil's Most Valuable Brands - *Interbrand Consultoria*

Voted the most valuable food retail brand for the 7th consecutive year.

Ranking of Brazil's Most Valuable and Strongest Brands – *Consultoria Brand Finance*

Recognized as the most valuable food retail brand for the 5th consecutive year.

Brazil's Most Valuable Brands – *TM20* in association with *InfoMoney*

1st among the most valuable brands in Food Retail.

Executivo de Valor – Valor Econômico

Belmiro Gomes was the winner in the Commerce category of the award presented by Valor Econômico journal, which recognizes the best leaders in 20 sectors of the economy.

30 years of *Consumidor Moderno 2025 – Grupo Padrão*

Belmiro Gomes was selected as one of the 22 leaders who have most transformed the consumer experience in Brazil.

Caliber Corporate Reputation Index and *Meio & Mensagem 2025*

Voted the best reputation in the Retail-Supermarket category.

CUSTOMER SERVICE

Modern Consumer Award for Excellence in Customer Service 2025 - *Grupo Padrão*

The company won its 5th award in the Retail – Wholesale and Cash&Carry category.

2025 Companies that Most Respect Consumers Award – *Grupo Padrão*

For the 6th time, the company won in the Wholesale/Cash&Carry category.

Ranking Ibevar – *FIA 2025*

1st place among the most admired companies in the Consumer category in the Wholesale segment; 2nd place in the ranking of the largest retail companies in the Hypermarket and Wholesale segment; and one of the most efficient retail organizations in terms of operations, considering overall productivity.

Abrarec CX 2025 Customer Service Award – *Abrarec*

Shortlisted among the top 30 companies in the Customer Service category.

Experience Awards 2025 – *SoluCX*

Certified for the 5th consecutive year with the Experience Leader in the Leading NPS in Wholesale and Cash&Carry category.

PEOPLE MANAGEMENT

GPTW Seal – *Great Place to Work consultancy*

For the 4th consecutive year, we were awarded the certification of best places to work. We were also recognized in the areas of Women, Ethnic-Racial, and People with Disabilities.

HRC Equity BR 2025 – Best Companies for LGBTQIA+ People to Work – *Human Rights Campaign Foundation (HRC)*

For the 2nd year in a row, we were recognized for promoting an inclusive workplace.

Age Friendly Seal – *Consultoria Maturi*

For the 2nd time, we have earned the seal that recognizes advances and practices focused on inclusion and development for people aged 50+.



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FINANCIAL INDICATORS AND ESG

Global Powers of Retailing 2025 – Deloitte
92nd position among the 250 largest retail companies in the world – the best ranking ever achieved by a Brazilian company in the history of the ranking, which considers net retail revenue for the 2023 fiscal.

2025 Valor 1000 Award – Valor Econômico
13th place in the Southeast region and 14th place in the overall ranking of the 1000 largest companies in Brazil based on financial indicators and ESG practices.

The Best Companies in Brazil – Veja Negócios
1st place in the Retail ranking by net revenue in 2024.

Elite InfoMoney – Plataforma Infomoney
Assaí is part of a select list of Brazilian publicly traded companies that are growing the most and most consistently, and is the only food retailer on the list.

2025 ESG Integrity Yearbook – Plataforma Integridade ESG
Placed 43rd overall among the 100 companies with the best ESG practices, and 1st in the food retail sector.

Merco ESG Responsibility 2024 – Consultoria Merco (Business Monitor on Corporate Reputation)
Among the 100 most responsible companies in Brazil.

Estadão Empresas Mais – O Estado de S.Paulo
9th overall in the ranking of the 1,500 companies analyzed.

Recognition indices B3
Assaí is listed on four B3 (Brazil’s Stock Exchange) indices (see more details in the [Our governance](#) section).

2025 Latin America Executive Team – Extel-Institutional Investor
Most Honored Company Overall Award, MidCap, and recognized as the third most awarded company in the 2025 Latin America Executive Team ranking. Other mentions in the award:

- Midcap | Retai**
- #2 Best CEO: Belmiro Gomes (*Combined & Buy Side*)
- #2 Best CFO: Vitor Fagá de Almeida (*Combined & Buy Side*)
- #2 Best IR Professional: Gabrielle Helu (*Buy Side*)
- #3 Best Investor Day (*Buy Side*)

- Overall | Retai**
- #2 Best IR Team (*Buy Side*)
- #2 Best IR Program (*Buy Side*)
- #2 Best Company Board (*Buy Side*) e #3 (*Combined*)
- #2 Best CFO (*Buy Side*) e #3 (*Combined*)
- #3 Best CEO (*Combined & Buy Side*)
- #3 Best Investor Day (*Buy Side*)

INDUSTRY ASSOCIATIONS
Ranking of the Brazilian Association of Supermarkets – ABRAS 2025
2nd largest food retailer in Brazil.

Ranking of the Brazilian Association of Self-Service Wholesalers – ABAAS
2nd largest food retailer in Brazil.

Ranking TOP 300 Brazilian Retailers 2025 – Instituto Retail Think Tank (IRTT)
2nd position in the overall ranking.

COMMUNICATION
Companies that Best Communicate with Journalists Survey 2025 - Center for Communication Studies and Communication Business Platform
For the 3rd consecutive year, voted one of the companies that best communicate with journalists in the Wholesale category.

Modern Consumer Award 2025



Executivo de Valor Award 2025

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Assaí's Value Creation and Shared Value

VALUE CREATION

SHARED VALUE

- Financial capital**
 - R\$84 billion in gross revenue (5.2% higher than in 2024)
 - R\$915 million in gross investment
 - R\$12.18 billion brand value
 - R\$3.7 billion in operating cash flow
 - R\$272 million in gross revenue per store
- Manufactured capital**
 - Operates in 24 states and the Federal District
 - 312 stores throughout Brazil
 - 12 distribution centers and 13 regional offices
 - 1.6 million sqm of retail space and 1,600 self-checkouts
 - 105 stores with shop galleries, offering Assaí customers a wide range of products and services
- Intellectual capital**
 - Meu Assaí* app for customers and *Nossa Gente* app for the workforce
 - Assaí University, committed to the development of Our People
 - Launch of Assaí.Co Lab, an innovation hub for testing emerging technologies in retail
 - Consolidated Sustainability Strategy, based on efficient operations, people and community development, and ethical and transparent management
 - Assaí Digital expanded partnership with iFood, and new partnership with Mercado Livre marks Assaí's entry into the marketplace in the fulfillment model
- Human capital**
 - More than 92,000 employees as of December 31, 2025
 - 5.3% of people with disabilities in our workforce
 - 49.6% men and 50.4% women in our workforce
 - 8.3% of C-level positions held by Black and Brown people
 - 25.9% of leadership positions and 16.7% of C-level positions held by women
 - Over 11,000 employees aged 50+
- Social and relationship capital**
 - Assaí Institute
 - Job creation
 - Commitments, policies, and practices throughout the value chain
 - Academia Assaí: training and support for micro and small business owners
 - Executive Academy, for the professional development of directors and senior leadership, consolidated in 2025
- Natural capital**
 - We have increased our emissions reduction target to 42% by 2030 (2021 baseline), in line with the Paris Agreement
 - Environmental management system performance indicators
 - Target to divert 91% of non-hazardous solid waste from landfills by 2035 (Zero Waste to Landfill)
 - LOG Award recognizing suppliers with sustainable practices

- Financial capital**
 - R\$77.3 billion in net revenue (5% higher than in 2024)
 - 100% of shares freely traded on the market
 - Most valuable food retail brand according to three rankings: Interbrand, Brand Finance, and TM20 + InfoMoney
 - Listed on Novo Mercado, B3's highest corporate governance listing segment, which includes companies that voluntarily adopt governance practices beyond legal requirements.
 - R\$10.8 billion in gross value added
- Manufactured capital**
 - 51 years of existence, present in 25% of Brazilian households
 - 10 new stores in 2025, with a focus on consolidating operations and maturing existing stores
 - Over 40 million customers per month
 - The highest sales per square meter in the cash & carry sector
 - Consolidation of the shop galleries as a business solution, with a focus on customer experience
- Intellectual capital**
 - Creation of *AssaíPay*, a solution aimed at business customers
 - 56 stores operating through the iFoodShop app in 11 Brazilian states
 - 1st place in the Wholesale/Cash & Carry category of the 2025 Companies that Most Respect Consumers Award, in addition to the "Customer Recommends" seal from the Experience Awards
 - 100% adherence to the 31 principles and 54 applicable good practices recommended by the Code of Best Corporate Governance Practices (CGBC) of the Brazilian Institute of Corporate Governance (IBGC)
 - Women's Leadership Training Program
- Human capital**
 - One of the largest private sector employers in Brazil
 - Included in B3's IGPTW portfolio and the only food retailer featured in GPTW Brazil's national ranking of Best Companies to Work For
 - Included in IDIVERSA B3, Latin America's first diversity-focused index
 - GPTW Seal for the 4th consecutive year, recognized in the following areas: Women, Ethnic-Racial, and People with Disabilities
 - Age Friendly seal for the 2nd consecutive year, awarded to companies considered to be the best for professionals aged 50+ to work for
- Social and relationship capital**
 - More than 1.2 million people benefited from the actions of the Assaí Institute and over 6.4 million meals donated to families in situations of social and food vulnerability
 - More than 54,000 people hired in 2025
 - The 8th edition of the Academia Assaí Award received over 7,500 entries and awarded over R\$1.3 million in prizes
 - The New Sales System modernizes supplier relationships, bringing greater efficiency and transparency to the management of more than 3,700 suppliers
 - Individualized development journey with Individual Development Plans (IDPs) and personalized mentoring
- Natural capital**
 - Recognition by the Carbon Efficient Index (ICO2 B3) Migration to the Free Energy Market, investment in self-generation of energy, and adoption of more efficient refrigeration systems in stores
 - CDP rating upgraded to A-. Maintenance of the Gold Seal in the Public Registry of Emissions of the Brazilian GHG Protocol Program
 - 99% of the energy we purchase comes from renewable sources (hydroelectric, solar, wind, or biomass) Reduction in total water consumption by 2%, equivalent to 50,000 m³ of drinking water
 - A 41% increase in the number of companies registered for the LOG Award, which recognizes suppliers for low-emission logistics initiatives in the Sustainability category



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Our Governance

Michele Moura, Cajamar (SP) distribution center, and **Paulo Monteiro**, Regional SP



Brasília (DF)



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The content of this section is related to:
Our values: Ethics; Commitment to results
Material topic: Ethics and governance
Capital of the Integrated Reporting approach: Intellectual
SDGs:




OUR GOVERNANCE

Assaí's corporate governance strategy emphasizes a management approach that prioritizes the sustainability of the business. Our framework includes specific policies, advisory committees, and periodically updated internal regulations. We also have an active Board of Directors, which is composed of six independent members and one non-independent member: the company's CEO.

In 2025, we achieved 100% adherence to practices applicable to Assaí, which corresponds to compliance with 93% of the total recommendations of the Code of Best Corporate Governance Practices (CGBC) of the Brazilian Institute of Corporate Governance (IBGC). The index is included in our Annual Report on the Brazilian Corporate Governance Code, which aims to disclose the level of adherence of publicly traded companies to these practices.



ASSAÍ IS AMONG THE 30 MOST SUSTAINABLE COMPANIES IN BRAZIL

During the COP30, the UN climate change convention held in November in Belém (PA), Assaí was recognized for being listed in all three of B3's main ESG indices (ISE, IDIVERSA, and IC02). Only 30 companies earned this recognition.



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Our good practices are attested to by our presence in various recognition indices related to ESG:

- B3's Corporate Sustainability Index (ISE B3)**
 Assaí is part of the ISE B3 2025 Portfolio, which became effective in May 2025. We currently hold the 42nd position in the ISE B3 ranking.
- IDIVERSA B3**
 We are included in the composite index of publicly traded companies that stand out in terms of gender and racial inclusion.
- Carbon Efficient Index (ICO2 B3)**
 Our inclusion in the index's portfolio recognizes the company's commitment to the climate agenda and transparency in disclosing emissions.
- IGPTW B3**
 A stock exchange index that brings together the best companies to work for, according to the Great Place to Work ranking.
- Age Friendly**
 For the second time, we have earned the Age-Friendly Seal in recognition of our advances and practices focused on the inclusion and development of people aged 50+.

Ronan da Silva and Uedicon dos Santos, Assaí Palmas Cesamar (TO)

WE ACHIEVED A GLOBAL LEADERSHIP LEVEL IN CLIMATE CHANGE: A- RATING FROM CDP

We report on our environmental performance to the CDP Climate Change program, which encourages companies to reduce their greenhouse gas emissions. In 2025, we improved our rating, reaching an A- for the first time.

The CDP is a global organization that helps companies and governments measure and disclose environmental impacts to encourage the adoption of sustainable practices.

Every year, we publish our Greenhouse Gas Inventory, a voluntary and externally audited document based on the GHG Protocol methodology, which is managed by the Center for Sustainability Studies of the Getulio Vargas Foundation (FGV).



Our CDP Rating



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OWNERSHIP STRUCTURE AND INVESTOR RELATIONS

GRI 2-1

In June 2023, following the completion of the shareholding transition, Assaí became a widely held corporation with no controlling shareholder, with 100% of its shares freely traded on the market. Assaí Atacadista's share capital consists of 1,353,496,950 shares, distributed as shown in the following table.

RELAÇÕES COM INVESTIDORES

GRI 2-29

The Investor Relations (IR) department serves as a strategic communication channel with current and potential investors, providing information and clarification on Assaí's financial, operational, and strategic matters.

In recognition of this work, the company received the Most Honored Company Overall – MidCap award in September 2025, ranking as the third most awarded company in the 2025 Latin America Executive Team ranking, organized by Extel / Institutional Investor.

Assaí ranked among the top three in the Company, CEO, IR Professional, and Investor Relations Team categories.

The recognition reinforces Assaí's position in Latin American capital markets and highlights the company's commitment to best practices in corporate governance, transparency, and sustainable value creation for its stakeholders (see more on page 27).

In January 2025, the company completed the delisting of its shares from the New York Stock Exchange (NYSE). Since then, its American

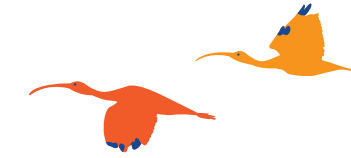
Depository Shares (ADS) have been traded on the over-the-counter (OTC) market in New York.

This decision aligns with the company's long-term strategy to maintain operational efficiency, consistent with its low-cost business model, while focusing on the Brazilian capital market. Approximately 87% of trading in the company's common shares occurs in the Novo Mercado segment of B3.

In Brazil, there were no changes. The company's common shares, traded under the ticker ASAI3, remain listed on B3's Novo Mercado segment, maintaining commitments to high standards of corporate governance.

SHAREHOLDERS ¹	COMMON SHARES	OWNERSHIP (%)
Orbis Invest	156,625,672	11.57%
Grupo Muffato	151,439,842	11.19%
Dynamo Investimentos	67,877,811	5.01%
BlackRock	67,864,529	5.01%
Conifer Management LLC	67,700,000	5.00%
Wishbone Management LP	67,700,000	5.00%
Treasury shares	11,788,932	0.87%
Other shareholders	762,500,164	56.35%
TOTAL	1,353,496,950	100%

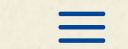
¹ Shareholders holding more than 5% of Assaí shares.



Investor Day 2025

The third edition of Assaí Investor Day, held in November 2025, brought together members of the company's management and Board of Directors to present strategic guidelines, future outlook, and new projects and initiatives.

The event highlighted the continued evolution of Assaí's business model, reflecting changes in consumer habits and the challenges of a macroeconomic environment marked by high interest rates and higher levels of consumer debt.



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GOVERNANCE STRUCTURE

GRI 2-9, 2-12, 2-13

We are committed to continuously evolving our corporate organizational structure to strengthen areas, optimize processes, and address business needs. Our governance structure is guided by the principles of ethics, transparency, and accountability, ensuring that strategic decisions align with the interests of our stakeholders and the best market practices.

Assaí's Executive Board is responsible for day-to-day management, operational conduct, and institutional representation. The Board of Directors is a collegiate body that establishes strategic guidelines, elects the Executive Board, and oversees executive management, as outlined in the articles of incorporation.

Assaí's governance integrates environmental, social, and governance (ESG) practices at all levels. The Vice Presidency of People Management and Sustainability leads the ESG agenda, ensuring that policies and initiatives are integrated into daily operations and comply with international norms and reporting standards. This department is responsible for developing and implementing strategies to reduce environmental and social impacts, ensuring compliance with corporate goals.

The CEO and other executive leaders are responsible for implementing and monitoring sustainable practices, ensuring that strategic decisions take into account risks and opportunities related to sustainability. Specific areas are responsible for impact management, with structured monitoring processes and regular internal and external audits.

Reports on actions and initiatives to the company's senior management are submitted at varying frequencies according to the nature of each one: monthly, quarterly, semi-annually, or annually. Senior management consolidates the information and presents it to committees and the Board of Directors at previously scheduled meetings, ensuring transparency and effective governance.

This structure ensures that Assaí's impact on the economy, the environment, and society is managed strategically, thereby reinforcing our commitment to ethical, inclusive, and sustainable practices.



Investor Day 2025

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BOARD OF DIRECTORS

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

At its Annual General Meeting in April 2025, Assaí approved a reduction in the number of members of the Board of Directors from nine to seven, bringing forward changes that had originally been planned for 2027. At the same meeting, six board members were re-elected to their positions.

The Board of Directors, the company's highest governance body, is currently composed of seven members, of which six are independent and one is non-independent: the CEO. The current Chairman of the Board of Directors is an independent member and does not hold an executive position within the company.

Members of the Board of Directors are elected by shareholders at the General Meeting for

terms of up to two years, with re-election permitted in accordance with applicable legislation. All of their responsibilities and duties are considered relevant to the company's impact.

Shareholders also approved a reduction in the remuneration of members of the Board of Directors, the Board of Executive Officers and the Supervisory Board, setting a maximum amount of R\$58.9 million. In 2024, the limit was set at R\$61.14 million, but the amount actually paid was R\$46.7 million.

The Board of Directors currently has four advisory committees: the Finance and Investment Committee, the People, Culture, and Remuneration Committee, the Audit Committee, and the Corporate Governance, Sustainability, and Nominating Committee. Six of the seven board members hold positions on these committees.

Appointment and Selection of the Board of Directors

GRI 2-10, 2-12

Candidates for the Board of Directors may be nominated by Assaí's management or by any shareholder, in accordance with applicable legislation. The nomination process considers the candidate's technical competencies, professional experience, and knowledge relevant to the company's business and its economic, environmental, and social impacts.

The Corporate Governance, Sustainability, and Nominating Committee (CGSNC) evaluates nominations based on the Novo Mercado independence criteria, the absence of legal or regulatory impediments, and diversity considerations. Following the Committee's recommendation, candidates

are submitted for evaluation and election by shareholders at the Annual General Meeting.

These procedures are defined in the [Policy for the Nomination of Members of the Board of Directors and its Advisory Committees, Board of Executive Officers, and Supervisory Board of Sendas Distribuidora S.A.](#)

In specific situations, the Board of Directors may also engage directly with shareholders to gather opinions and proposals, which are subsequently assessed for potential implementation.

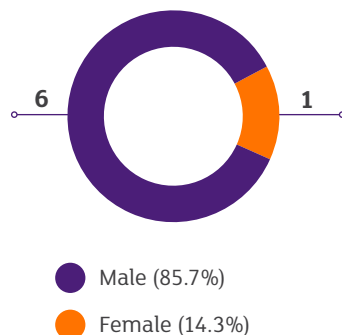
Duties and reporting

The Board of Directors establishes Assaí's short-, medium-, and long-term vision and strategies, including sustainability-related strategies, in accordance with the Corporate Governance, Sustainability, and Nominating Committee's oversight and recommendations. The board periodically reviews and approves the strategies, objectives, and policies under its responsibility.

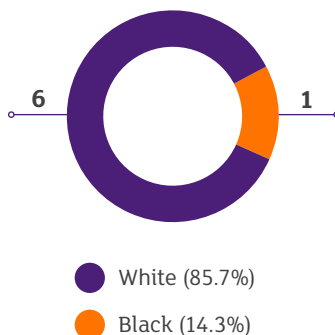
Quarterly reports are submitted to the Board of Directors, as well as to the Corporate Governance, Sustainability and Nominating, People and Culture, and Audit Committees. These reports cover topics within each committee's area of responsibility, including Environmental, Social, and Governance (ESG) issues. They also include detailed reports on the indicators used by the company to monitor these practices.

COMPOSITION OF THE BOARD OF DIRECTORS ON 12/31/2025 GRI 405-1

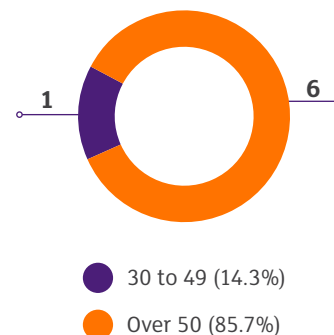
Gender



Race



Age group



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Click [here](#) to learn more about the members of our Board of Directors.
GRI 2-9

Competencies of the Board of Directors

GRI 2-9, 2-13, 2-17

To ensure that sustainability topics are increasingly integrated into corporate governance, we have adopted permanent measures aimed at developing the competencies of the Board of Directors.

Its members are encouraged to participate in training on emerging topics such as climate change, the circular economy, diversity, and inclusion. The board receives regular reports on the company's ESG performance, including energy efficiency, carbon emissions, and social impact.

The Board of Directors plays an active role in defining and overseeing Assaí's ESG strategy, validating goals and monitoring action plans on a quarterly basis. The board also relies on analysis and reports from external sustainability consultants on risks and opportunities related to sustainable development.

Evaluation of the performance of the Board of Directors

GRI 2-18

The Board of Directors conducts an annual self-assessment of its activities to identify areas for improvement in its performance. Every two years, it conducts a formal performance evaluation of the board, its advisory committees, and each individual board and committee member, in accordance with its bylaws, reinforcing the board's commitment to excellence in governance.



Click [here](#) to learn more about our Board of Executive Officers.

The evaluation processes described were carried out by a specialized and independent consulting firm, focusing on good governance practices.

Once the assessment is complete, the Corporate Governance, Sustainability, and Nominating Committee will analyze the results, compile the comments and suggestions from the advisors, and present them to the Board of Directors. Based on this report, the process of reviewing and implementing the identified improvements begins, promoting the continuous strengthening of the company's governance.

BOARD OF EXECUTIVE OFFICERS

Assaí's current Board of Executive Officers consists of three members, elected by the Board of Directors in 2024 for a two-year term. In addition to serving as the company's legal representative, it is responsible for implementing the guidelines established by the Board of Directors. Its members are eligible for re-election.

SUPERVISORY BOARD GRI 2-9

Assaí has a non-permanent Supervisory Board, composed of three to five permanent members and an equal number of alternates. Established at the 2025 Ordinary General Assembly, the body currently consists of three standing members and their alternates. In accordance with applicable laws and regulations, the body may be installed annually at any General Meeting upon request from shareholders.

Operating independently from management and external auditors, it is responsible for examining the financial statements and preparing a formal report for shareholders, in addition to fulfilling other duties provided for in current legislation.



Click [here](#) to learn more about our Supervisory Board.

COMPETENCIES OF THE BOARD MEMBERS	Oscar de Paula Bernardes Neto	José Roberto Meister Müssnich	Belmiro de Figueiredo Gomes	Enéas Cesar Pestana Neto	Julio Cesar de Queiroz Campos	Leila Abraham Loria	Miguel Maia Mickelberg
Social and environmental responsibilities	X	X	X	X	X	X	–
Strategy	X	X	X	X	X	X	X
Finance	X	X	X	X	X	X	X
Risk Management	X	X	X	X	X	X	X
People management	X	X	X	X	X	X	X
Corporate management	X	X	X	X	X	X	X



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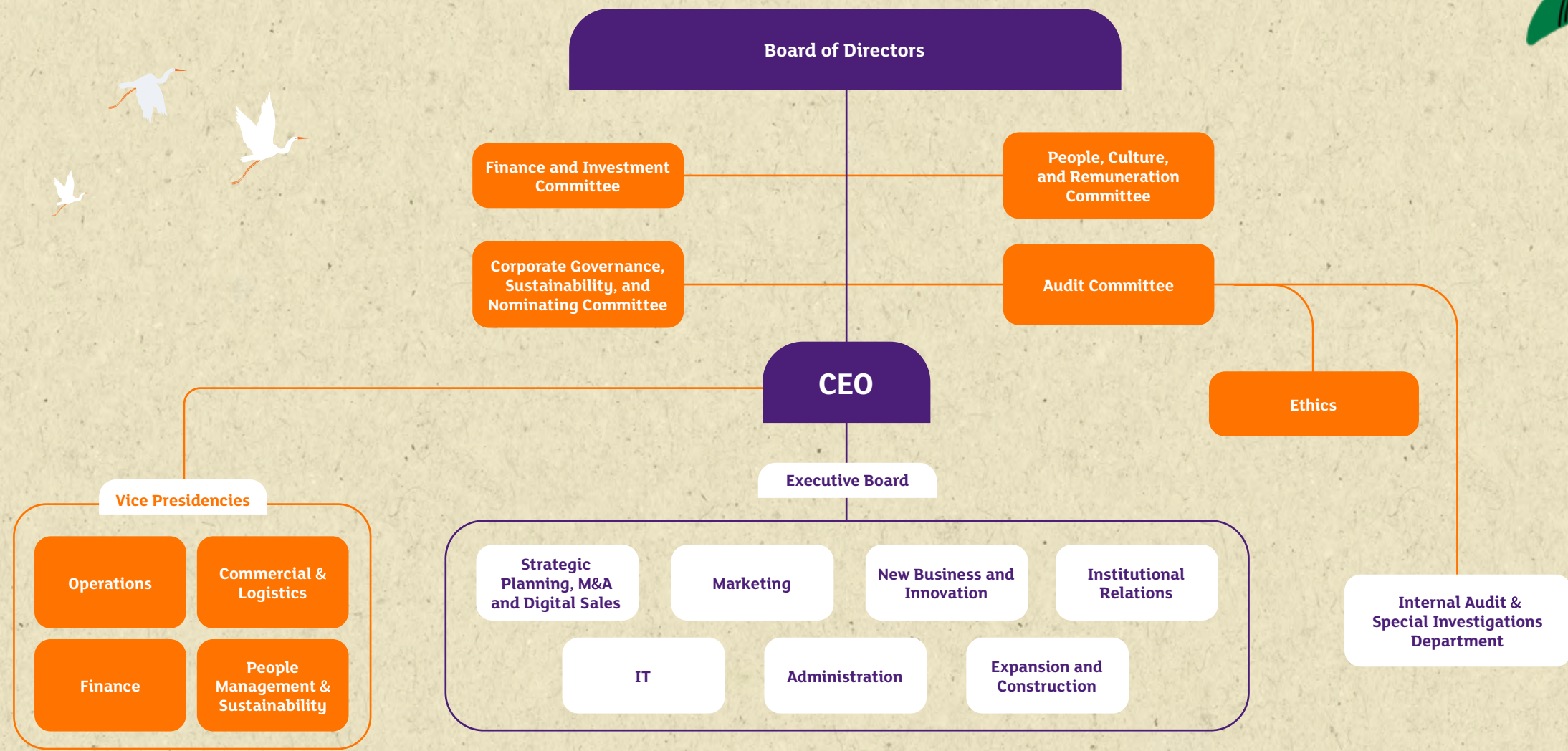
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ORGANIZATION CHART (December 2025)
GRI 2-9



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SENIOR MANAGEMENT ADVISORY COMMITTEES

GRI 2-9, 2-10

Assaí has four advisory committees supporting its senior management. Its members are elected by the Board of Directors, based on recommendations from the Corporate Governance, Sustainability, and Nominating Committee, which evaluates the candidates' competencies. The committees are led by independent board members, who support senior management in executing the business strategy and following guidelines defined by shareholders.

In 2025, the Board of Directors approved the election of members to its advisory committees and made changes to their composition. All members were elected for terms ending at the 2027 Annual General Meeting.

Corporate Governance, Sustainability, and Nominating Committee

This committee is composed of three members and advises the Board of Directors on the development of ESG Strategic Planning, ESG Indicators, and Sustainability Strategy. It is also responsible for appointing members of the Board of Directors, its advisory committees, and the Executive Management.

People, Culture, and Remuneration Committee

This committee is composed of three members and supports the Board of Directors in matters related to human resources management. Its duties include developing and recommending remuneration programs, promoting diversity, and ensuring plurality and complementary opinions in the decision-making process.

Finance and Investment Committee

This committee is composed of three members and is responsible for providing strategic support to the Board of Directors in adopting the best economic and financial standards. It also analyzes the economic situation, monitors the capital structure, and adopts best practices for capital allocation. The committee has focused its efforts on managing the company's debt and on the deleveraging plan.

Audit Committee

This committee is composed of four members who advise the Board of Directors on matters such as monitoring and controlling the quality of financial statements, internal controls, and risk management, among other duties set forth in the applicable regulations.



Click [here](#) to learn more about our committees.

IMPACT MANAGEMENT

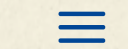
GRI 2-12, 2-13

The Vice Presidency of People Management and Sustainability is responsible for managing impacts, mainly in the environmental and social areas. Its role is to lead sustainability initiatives and integrate them into operations, as well as to formulate and coordinate the implementation of policies that address impacts on the environment and people.

The operational areas and teams, including Purchasing, Compliance, Legal, People, Marketing, Logistics, and Sustainability, also work to manage impacts, contributing to the implementation of policies and practices in accordance with their roles.

By systematically allocating responsibilities, the company can strategically manage its impact on the economy, the environment, and people, with the involvement of senior management, operational areas, and key employees.

The impacts addressed are presented to the CEO and related committees at meetings that may be held monthly, bimonthly, quarterly, semi-annually, or annually. The CEO and related committees then report on these topics to the Board of Directors at regular, pre-scheduled meetings.



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INSTRUMENTS OF GOVERNANCE

GRI 2-23, 2-24

Assai's corporate governance aligns with the best practices of Brazilian and global markets. Its responsible conduct is guided by a set of corporate policies and the Code of Ethics and Conduct, both of which were approved by the Board of Directors.

The internal governance process is supported by the Corporate Governance, Sustainability, and Nominating Committee, which oversees the adoption of procedures related to sustainability and ethical, transparent, and efficient management practices.

OUR POLICIES

GRI 2-23, 2-24, 3-3

Policy commitments related to responsible business conduct are implemented at different levels of corporate governance. The Board of Directors is responsible for approving and overseeing corporate policies within its purview. The Corporate Governance, Sustainability, and Nominating Committee is tasked with monitoring the integration of ESG and human rights topics into business strategy. The Vice Presidency of People Management and

Sustainability is responsible for implementing and rolling out these policies, while the business and operational areas apply the commitments in their routines.

We integrate these commitments at all levels of our organization and operations through strategic planning, ensuring that responsible practices are part of our daily strategies, policies, and procedures. Our operational policies are adjusted to ensure compliance with our commitments to sustainability.

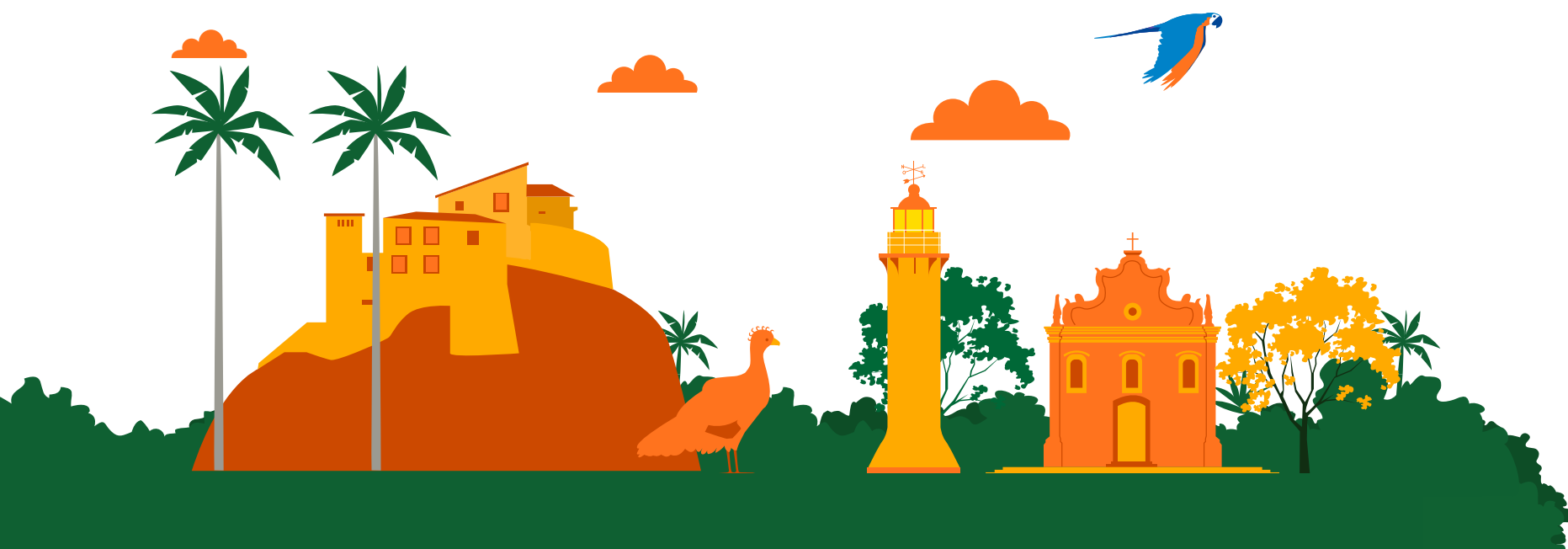
These commitments are reinforced through the inclusion of contractual clauses related to social and environmental compliance and human rights; the adoption of our Code of Ethics and Conduct and our Supplier Charter of Ethics, regular audits of suppliers; and the engagement of business partners.

We apply the precautionary principle in our operations, especially in matters relating to the environment, taking a preventive approach when dealing with potential environmental and social impacts.

Our teams at all levels receive ongoing training to ensure they are qualified to implement these commitments to responsible business conduct. We also offer training programs for leaders (senior management and team leaders), as well as awareness workshops for suppliers and business partners.

As outlined in our Donations, Contributions, and Sponsorships Policy and in our Anti-Corruption Policy, any donation, sponsorship, or contribution in favor of candidates for public office and political parties is prohibited, in accordance with electoral legislation.

GRI 415-1



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Check out some of Assaí Atacadista's policies below.

- [Anti-corruption Policy](#)
- [Commercial Actions in Advertising and Marketing Policy](#)
- [Animal Welfare Policy](#)
- [Consequences and Disciplinary Measures Policy](#)
- [Distribution of Profits and Dividends Policy](#)
- [Diversity and Human Rights Policy](#)
- [Policy on the Disclosure and Use of Material Information and the Preservation of Confidentiality](#)
- [Donations, Contributions, and Sponsorships Policy](#)
- [Environmental Management Policy](#)
- [Corporate Risk Management Policy](#)
- [Indemnification Policy](#)
- [Policy for the Nomination of Members of the Board of Directors and its Advisory Committees](#) – Establishes the criteria and procedures for nominating members of the Board of Directors, its advisory committees, the Board of Executive Officers, and the Supervisory Board, in accordance with corporate governance best practices. **GRI 2-10**
- [Private Social Investment Policy](#)
- [Securities Trading Policy](#)
- [Community and Stakeholder Relations Policy](#) – Defines the standards that guide Assaí's long-term relationships with stakeholders that influence or are influenced

- by the company's activities. The policy establishes ethics, dialogue, engagement, and transparency as the foundations of these relationships, with the objective of generating shared value. **GRI 2-29**
- [Policy on Remuneration of Members of the Board of Directors, its Advisory Committees, and the Board of Executive](#) – Establishes the principles, rules, and guidelines for defining compensation and benefits granted to members of the Board of Directors, its advisory committees, and the company's executive officers. **GRI 2-19, 2-20**
- [Clawback Policy](#) – Establishes procedures for recovering amounts that may have been incorrectly paid by the company to current or former directors. The policy complies with the rules of the Securities and Exchange Commission (SEC), the regulatory agency for the financial market in the United States, whose purpose is to suppress financial crises. **GRI 2-19**
- [Workplace Safety Policy](#) (Portuguese only)
- [Related-Party Transactions Policy](#) – Its purpose is to ensure that Assaí's interests are met in various transactions and that transparency and fairness are respected, in addition to preventing and resolving situations of potential conflict of interest. **GRI 2-15**
- [Volunteer Policy](#)
- [Social and Environmental Beef Purchasing Policy](#)



Click **here** to learn more about our policies.



CONFLICT OF INTEREST POLICY

GRI 2-15

We have a framework in place to prevent and mitigate conflicts of interest, which includes consolidated policies and processes, specifically the Conflict of Interest Policy, which lays out clear guidelines for identifying, preventing, managing, and mitigating conflicts of interest.

The Compliance Department is responsible for managing this issue and annually requests that eligible employees complete a Declaration of Conflict of Interest. Potential conflicts of interest are

assessed in order to mitigate risks and are then referred to the Ethics Committee, the Audit Committee, and the Board of Directors, depending on the case.

In addition, members of the management bodies undergo a compliance assessment before assuming their duties and during their terms of office. As part of the control process, Assaí performs an annual cross-check between its supplier and employee databases to identify possible conflicts not in accordance with current policy guidelines.



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New regional office
São Paulo

GOALS IN LEADERSHIP REMUNERATION

GRI 2-19, 2-20

Assai’s short-term variable pay for leadership positions is tied to two sustainability goals: the percentage of women in leadership positions (manager level and above) and the reduction of CO2 emissions (Scopes 1 and 2). Long-term leadership remuneration also incorporates sustainability targets: reducing CO2 emissions (Scopes 1 and 2) and increasing the percentage of Black individuals in leadership roles.

Assai does not have any specific contracts, insurance policies, or instruments that guarantee remuneration or compensation for administrators in the event of termination or retirement.

The process of developing remuneration policies and remuneration packages is overseen by independent members of the Board of Directors or by an independent remuneration committee, which must ensure that decisions on the matter are impartial and in line with the interests of the company and its stakeholders.

The opinions of shareholders and other stakeholders are requested and considered in the remuneration process, and feedback from these stakeholders is valued and incorporated into final decisions.

We also involve independent remuneration consultants to provide external expertise and market benchmarks, as well as an objective and impartial assessment of our remuneration practices.

Shareholders approve the overall remuneration of directors at the General Meeting, where they decide on management’s proposals. The presented structure reflects investor expectations and aligns with the objectives of retaining, recognizing, and motivating the team to deliver consistent and sustainable results.



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COMMITMENTS AND MEMBERSHIP IN ASSOCIATIONS AND GOVERNMENTAL AND NON-GOVERNMENTAL AGENCIES

GRI 2-24, 2-28

Active participation in organizations and public engagement is essential to promoting sustainable development. By aligning our actions with **global sustainability initiatives**, we demonstrate our commitment to ethical practices and the preservation of natural resources, as well as respect for universal human rights.

This approach strengthens the company's institutional image, attracts socially conscious investors, engages employees, and contributes to the development of more effective and inclusive public policies.

To communicate its commitments, Assaí provides regular training to its employees and contractors, particularly those responsible for security, parking, cleaning, and reception services, and includes specific clauses addressing social and environmental issues, human rights, and anti-corruption in its contracts.

United Nations Global Compact

Assaí is a signatory to the Global Compact, committing to its ten principles in areas such as human rights, labor, the environment, and anti-corruption.

Sustainable Development Goals (SDG)

The company integrates the SDGs into its strategies, focusing on promoting inclusive economic growth, decent work, and environmental protection.

UN Universal Declaration of Human Rights

Respect for human rights is a priority, with clear policies to combat discrimination and promote inclusion.

ILO Declaration on Fundamental Principles and Rights at Work

It upholds four universal labor rights (freedom of association, elimination of forced and child labor, and non-discrimination), in addition to the promotion of healthy work environments.

Anti-Corruption Call to Action (UN)

UN call to companies and investors for a commitment to create a more transparent and fair global economy.

The company also participates in associations and organizations that discuss topics relevant to the food retail sector and society in general. **GRI 3-3**

- [ABAAS – Brazilian Association of Self-Service Wholesalers](#)
- [ABAD – Brazilian Association of Wholesalers and Distributors](#)
- [ABRAS – Brazilian Association of Supermarkets](#)
- [ABVTEX – Brazilian Association of Textile Retail](#)
- [AMIS – Minas Gerais Supermarket Association](#)
- [APAS – São Paulo Supermarket Association](#)
- [ASBRA – Brasília Supermarket Association](#)
- [Brazil Business Integrity Pact](#)
- [Brazilian Institute of Corporate Governance](#)
- [Brazilian Roundtable on Sustainable Livestock](#)
- [Business Coalition to End Violence against Women and Girls](#)
- [Business Initiative for Racial Equality](#)
- [Business Pact for Integrity and Against Corruption - Clean Company](#)
- [CEBDS – Brazilian Business Council for Sustainable Development](#)
- [Ethos Institute for Business and Social Responsibility](#)
- [Forum of Companies with Refugees](#)
- [Forum on Business and LGBTI+ Rights](#)
- [GTFI – Indirect Suppliers Working Group](#)
- [ID_BR – Brazilian Identities Institute](#)
- [IDV – Retail Development Institute](#)
- [InPacto – Pact for the Eradication of Slave Labor](#)
- [Mover – Movement for Racial Equality](#)
- [REIS – Business Network for Social Inclusion](#)
- [UN Women](#)
- [United Nations Global Compact](#)
- [Women Empowerment Principles](#)
- [Women's Movement 360](#)



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COMPLIANCE - ETHICS AND INTEGRITY

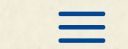
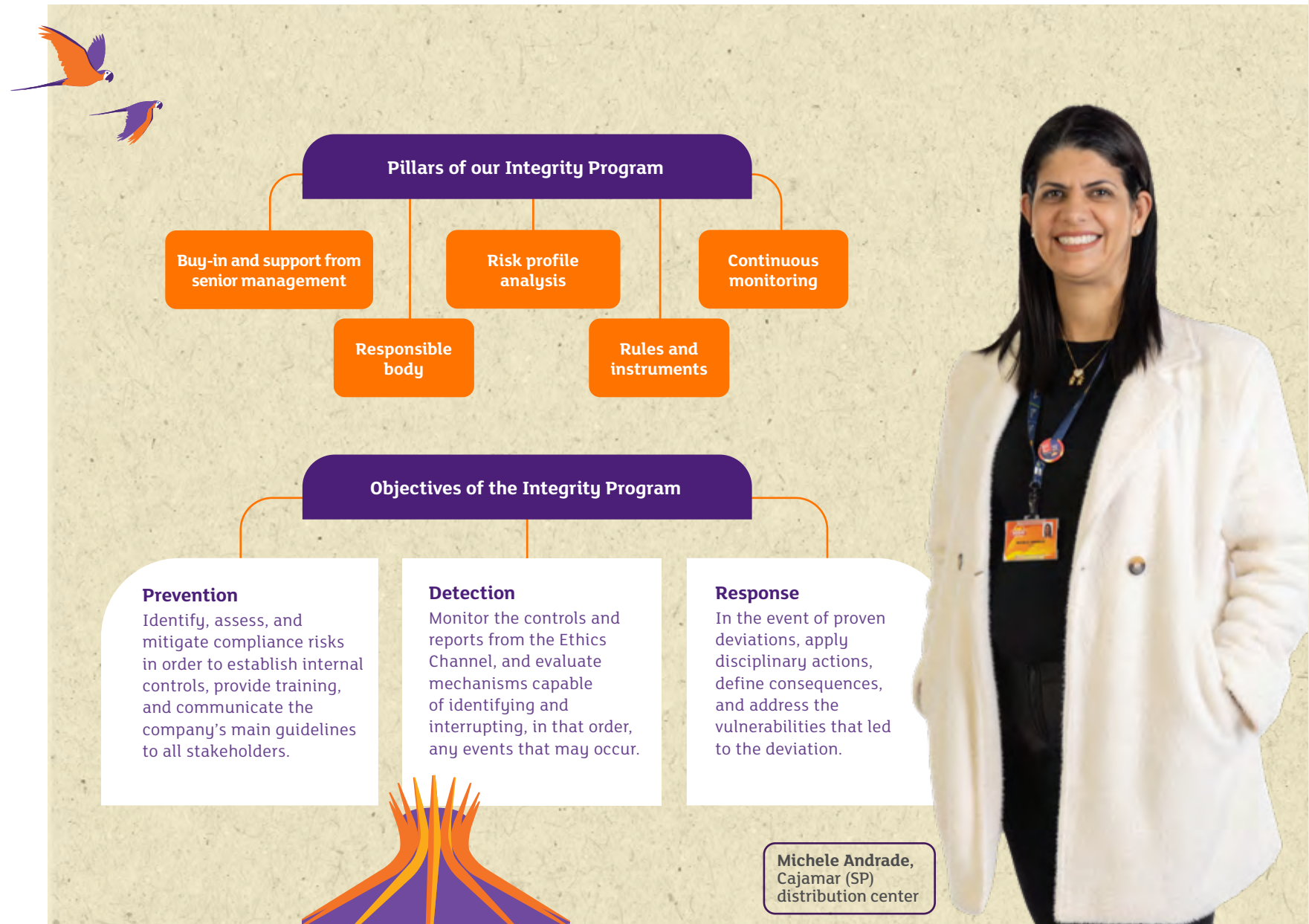
GRI 3-3 (Material topic: Ethics and governance)

Our Compliance area is responsible for structuring, managing, and improving the **Integrity Program**, carrying out activities and controls aimed at preventing, detecting, and correcting potential situations that could lead to risks such as corruption, fraud, and conflicts of interest and other non-compliance with our Code of Ethics and Conduct and internal policies.

The Board of Directors oversees the program with support from the Audit Committee and the Executive Board through the Ethics Committee.

The Ethics Committee is responsible for ensuring compliance with the Code of Ethics and Conduct, monitoring integrity-related issues, and recommending training, communication initiatives, and disciplinary measures where necessary. The Compliance area is part of the Committee, whose operation, structure, powers, and reporting procedures are defined in its bylaws.

Our Integrity Program is based on the guidelines of the Office of the Comptroller General (CGU), the Brazilian Anti-Corruption Law, the Foreign Corrupt Practices Act (FCPA), Decree No. 11,129/22, Assai's Code of Ethics and Conduct, and a set of internal company policies.



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EVOLUTION OF THE INTEGRITY PROGRAM

Ethics and Integrity Page

Launch of the page on Assaí's institutional website. With an emphasis on transparency in our actions, it is possible to access information about the commitments made, donations and sponsorships granted, and relationships with public authorities.

Policy review and monitoring

Throughout 2025, we made progress in reviewing and updating our normative documents. Approximately 70 procedures and policies were reviewed, in an effort that reinforced our commitment to compliance and continuous improvement.

We updated our policies on anti-corruption and conflicts of interest, revised our guidelines on relationships with public officials, and expanded monitoring under our Integrity Program, including monitoring service providers from third-party companies and financial conditions associated with the procurement of services and consumer goods.

Artificial intelligence and automation

We began using automation and artificial intelligence (AI) solutions for various monitoring processes to achieve more accurate and efficient risk analysis. Third parties who wish to provide

services to Assaí can now enter their information directly into a tool that automatically performs an initial risk assessment with AI support. This more agile process sends data directly to the Compliance team, reducing steps and increasing the efficiency of third-party risk assessments. This transformation process will continue to expand in 2026.

Transformation in the integration between the Compliance, Legal, and business areas

The Contracts function has been integrated into the Compliance area to strengthen processes and controls, and improve operational efficiency. This model facilitates closer collaboration with business areas, ensuring specialized service and strengthening the integration between the company's support areas and operations.

This new approach has yielded impressive results: collaboration with internal teams has increased, and demand for and preparation of legal documents has grown by 53%.

For 2026, we plan to further enhance this integration, focusing on the strategic use of technology. Our goal is to establish a model that values segmented services, continuous communication, and ongoing training—ensuring that internal areas receive expert support that is tailored to their needs.

Training and education

Assaí University supports this development and actively participates in creating an expanded training agenda for the Integrity Program. The content is designed for employees, leaders, the Executive Board, and the Board of Directors, reinforcing a culture of integrity that permeates all levels of the company.

Compliance content, including the Code of Ethics and Conduct and Brazil's General Data Protection Act (LGPD), has been integrated into the onboarding training for new hires. Additional training topics include anti-corruption, relationships with public officials, and the new Code of Ethics and Conduct.



COMPLIANCE WEEK

In 2025, Assaí held its first **Compliance Week** since the spin-off of its former parent company. During the event, Assaí University launched a training program to support the Code of Ethics and Conduct featuring interactive videos, as well as specific training on relations with public authorities. The program also featured the *Papo de Integridade* (Integrity Talk) web series, in which company leaders discussed topics such as the role of Compliance, the Ethics Channel, the LGPD, internal auditing, and corporate investigations. Our special guest, Professor Mario Sergio Cortella, discussed "Ethics, People, Companies, and Society." Due to the event's success, a new edition is likely to take place next year.



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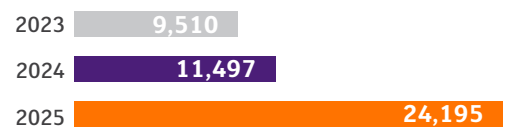
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SUPPLIER DUE DILIGENCE GRI 205-1

Currently, we conduct integrity risk analyses on all of our supply chains. We evaluate alerts related to corruption, fraud, conflicts of interest, slave labor, and other issues involving not only the company, but also its partners.

During the risk analysis, we identify any third parties that require specific licenses and registrations, powers of attorney for interactions with public authorities, and other situations that need a detailed analysis by the Compliance department. After due diligence is complete, the relationship is formalized through a contract containing mandatory compliance clauses.

RISK ANALYSES PERFORMED



FIGHT AGAINST CORRUPTION

GRI 2-23, 2-26, 3-3 (Material topic: Ethics and governance)

At Assaí, the mitigation of corruption risks is overseen by the Integrity Program and the Anti-Corruption Policy, which establishes guidelines for preventing and combating corruption within the company.

Any incidents of corruption can be reported via the Ethics Channel, with the Risk, Internal Audit and Corporate Investigation Department responsible for analysis.

Since 2021, no incidents of corruption, administrative misconduct, fraud, money laundering or collusion have been recorded. There were also no legal proceedings related to corruption during the reporting period. **GRI 205-3**

In 2025, there were no legal actions against Assaí for unfair competition, antitrust, and monopoly practices.

GRI 206-1



- All employees are informed of the company's Anti-Corruption Policy and Integrity Program through various internal communication channels, such as videos on Assaí TV, emails, and notices.
- Anti-corruption training is available to all employees, with 3% (2,789) having completed it in 2025.

André do Vale and Sabrina dos Santos,
Regional Midwest

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ETHICS CHANNEL

GRI 2-16, 2-26

At Assaí, cases of non-compliance with our Code of Ethics and Conduct are reported through the Ethics Channel, which receives and analyzes claims from anyone interested in contributing to our good management practices. The reports received are verified, and the information is compiled and presented quarterly to the Ethics Committee, which is aligned with the other governance bodies.

These ethical issues, which directly impact the company's sustainability, reputation, or performance, are communicated to the Board of Directors by the members of the advisory committees during regular meetings. The criteria for analyzing violations and making recommendations for guidance, warnings, suspension, or termination of the employee can be found in our Consequences and Disciplinary Measures Policy.



Employees, Assaí São José dos Campos (SP)

ASSAÍ ETHICS CHANNEL

Working hours: 24 hours a day,
7 days a week

Toll-free phone number: 0800 777 3377

E-mail: canaldeetica@assai.com.br



REPORTS OF NON-COMPLIANCE WITH THE CODE OF ETHICS AND CONDUCT

	2023	2024	2025
Number of reports related to the Code of Ethics and Conduct	8,342	10,986	14,351
Percentage of reports related to the Code of Ethics and Conduct - reviewed and resolved ¹	100%	100%	100%

¹ Incidents resolved in the period.

TOTAL NUMBER OF INCIDENTS OF DISCRIMINATION DURING THE REPORTING PERIOD GRI 406-1

	2023	2024	2025
Number of reports related to the Code of Ethics and Conduct per type of incident of discrimination ¹	136	239	335
Number of incidents deemed substantiated	15	24	37

¹ All reports were reviewed in accordance with the company's established procedures, and substantiated cases were duly resolved.



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CODE OF ETHICS AND CONDUCT

GRI 2-23, 2-26

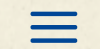
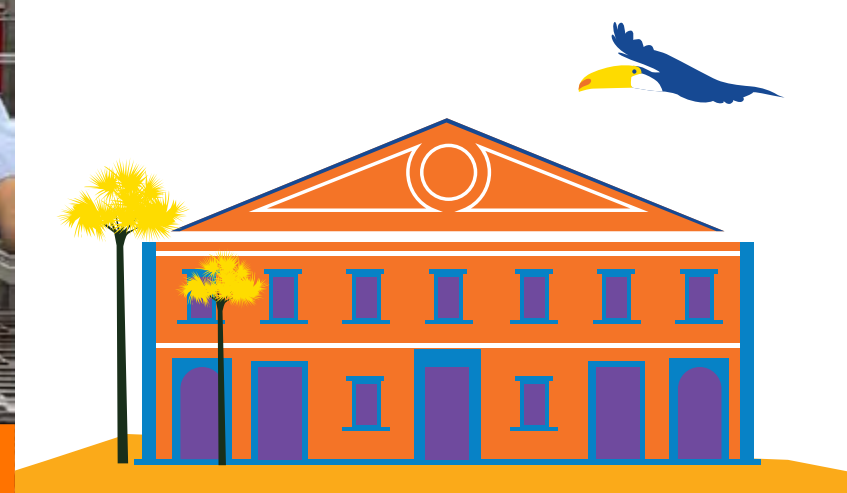
In 2025, Assaí took an important step in expanding the reach of its Code of Ethics and Conduct by delivering the updated version of the document to 98% of its employees. Employees were given a card with a QR code providing access to the digital version of the document on any mobile device. This approach eliminated the need for physical printouts, reduced costs, and ensured greater adherence, thereby reinforcing our commitment to sustainable practices.

The Code outlines the institutional values that guide our work, particularly those relating to ethics and integrity. It also provides conduct guidelines for all our stakeholders and covers specific topics. It is divided into the following areas: the Integrity Program, communication channels, the Ethics Committee, our positioning, caring for our brand and image, interacting with our stakeholders, building a healthy environment, and ethics and transparency.

Our Code of Ethics and Conduct outlines the institutional values that guide our work, particularly those relating to ethics and integrity.



Employees, Assaí Araguaína (TO)



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HUMAN RIGHTS PRACTICES

GRI 2-23, 3-3 (Material topic: Responsible supply chain)

Respect for human rights is a core pillar of our commitments and policies. We adopt a proactive and preventive stance to ensure that everyone we interact with is treated fairly and with dignity, promoting a safe and inclusive work environment. This commitment permeates our operations and business relationships, reinforcing our role in promoting a safe, ethical, and inclusive work environment throughout the value chain

Our actions include banning child and forced labor; guaranteeing freedom of association and collective bargaining; promoting diversity, equity, and inclusion in the workplace; and respecting the right to health, safety, and decent working conditions. These principles apply to internal teams and business partners.

Internally, the [Diversity and Human Rights Policy](#) outlines six priority areas to guide our actions: inclusion and development of people with disabilities; age diversity; gender equality; racial equality; respect for LGBTQIA+ rights; and migrants and refugees. Recently, the document was updated and translated into two additional languages. We have also reinforced our commitment to ethical and transparent practices that are consistent with the best national and international standards in this area.

To ensure the dissemination of our commitments, we have adopted various mechanisms, including regular training for employees and contractors, inclusion of contractual clauses that reinforce social, environmental, and human rights commitments, availability of documents on public channels (such as the corporate website and intranet), and constant communication through internal campaigns. We also have the Integrity Program and the Ethics Channel.

We encourage our suppliers to incorporate specific clauses and guidelines regarding human rights, freedom of association, and the fight against slave labor in their own management systems, contracts, and internal policies. This initiative aligns with our joint action plan with the National Pact for the Eradication of Slave Labor Institute (InPacto), reinforcing our commitment to good industry practices and the dissemination of minimum standards of respect for fundamental rights throughout the entire production chain.

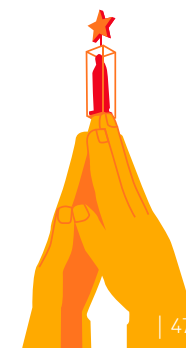
We also advise our partners to use recognized social risk assessment and prevention tools, such as the Ministry of Labor and Employment's Blacklist, to qualify due diligence processes and strengthen governance, monitoring, and

social risk assessment mechanisms, thus consolidating a culture of prevention and continuous improvement.

WE BASE OUR ACTIONS ON THE FOLLOWING GUIDELINES:

- The United Nation's Universal Declaration of Human Rights
- UN Global Compact (10 Principles)
- 17 UN Sustainable Development Goals (SDGs)
- UN Guiding Principles on Business and Human Rights (UNGPs)
- Accord on Fire and Building Safety in Bangladesh
- United Nations Convention on the Rights of the Child
- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- ILO Declaration on Fundamental Principles and Rights at Work
- Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy (ILO)
- Definitions based on the five freedoms of animals as established by the Farm Animal Welfare Committee (FAWC) and the guidelines of the World Organization for Animal Health (OIE/WOAH) on animal welfare.
- Guidelines of the Brazilian Association of Textile Retail (ABVTEX)

- Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- Guidelines of the National Pact for the Eradication of Slave Labor Institute (InPacto)
- French Initiative for Compliance and Sustainability (ICS)
- LGBT Charter for Rights Equality
- International Standard ISO 26000
- Guidelines from the Ministry of Labor and Employment (MTE), including the Blacklist as a public reference for human rights due diligence
- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social and Cultural Rights (ICESCR)
- Yogyakarta Principles
- Principles for Responsible Investment (PRI)
- The Global Social Compliance Programme (GSCP)



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RISK MANAGEMENT

GRI 2-12, 2-13, 2-16

Risk management is a strategic activity that ensures transparency, regulatory compliance, and financial soundness. We demonstrate our responsibility to shareholders and the market by identifying, assessing, and mitigating operational, financial, and reputational risks.

This practice strengthens governance and credibility, promotes sounder decision-making, and reduces the likelihood of unexpected negative impacts, thereby contributing to the predictability of outcomes. Our actions are guided by the [Corporate Risk Management Policy](#).

Our risk matrix, updated in 2024, covers 17 prioritized risks (13 business risks and 4 ESG

In 2025, there were no reports of complaints or incidents involving leaks, theft, or unauthorized use of customer or employee data.

GRI 418-1, SASB CG-MR-230a.2, FB-FR-230a.1

risks) and 316 controls, supported by evidence of mitigation from the responsible areas.

Internally, we communicate with risk “owners” — directors, vice presidents, and operational teams — through regular meetings and a risk calculation tool. When a new risk is identified, the Risk Management team includes it among the priority topics. In 2025, no significant new risks were identified.

The Business Continuity Management and Crisis Management Department created a **quick guide** on how to proceed in adverse situations, aiming to reinforce guidelines across the entire operation and conduct tests to identify vulnerabilities that could cause operations to shut down, issuing a report that improves security and maintains compliance in store and distribution center operations. These inspections and actions aim to ensure operational continuity in all sectors by constantly monitoring and contributing to the safety of employees and customers.



INFORMATION SECURITY, DATA PRIVACY AND GOVERNANCE

SASB CG-MR-230a.1, FB-FR-230a.2

At Assaí, privacy and the protection of personal data are considered strategic pillars, extending beyond regulatory compliance. The company recognizes data as a valuable asset and understands that its ethical and secure management is essential for generating positive results, fostering innovation, and supporting long-term sustainability.

Assaí promotes privacy and personal data protection through awareness initiatives, investments in information security, and the continuous improvement of internal processes, in line with the requirements of the Brazilian General Personal Data Protection Law (LGPD).

The company is committed to maintaining the trust of employees, customers, suppliers, and business partners by safeguarding their data and ensuring the privacy rights of each data subject.

The LGPD serves as the company’s foundation, and since its enactment, Assaí has invested in processes that align operations with its requirements, promoting both agility and security without bureaucracy.

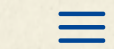
The compliance journey includes the detailed mapping of data flows—from collection to disposal—to proactively identify and mitigate risks. In addition, the company develops and periodically reviews internal policies and controls, such as the Personal Data Processing Policy and Privacy Notices, reflecting best practices.

A key component of this strategy is the promotion of a strong culture of responsible data use. Assaí invests in ongoing employee training and maintains open channels for questions and incident reporting.

In 2025, 15,566 employees participated in training on data privacy and information security in accordance with LGPD requirements, strengthening collective responsibility and the commitment to protecting entrusted data.

The company also maintains proactive monitoring of regulatory developments, including those of the Brazilian Agency for Data Protection (ANPD) and the Digital Statute of Children and Adolescents (ECA Digital), thereby reinforcing the protection of children’s and adolescents’ data.

At Assaí, privacy and security represent ongoing strategic investments in reputation, relationships, and business continuity, thus consolidating trust and ensuring the company’s long-term success.



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Our *People*



Jaine Matos, Assaí Jaraguá/Taipas (SP), and **Marco Santos**, Assaí São Caetano do Sul (SP)



Belém (PA)



The content of this section is related to:

Our values:
Simplicity; Passion for what we do; Care for Our People; Commitment to results; Ethics; Always Evolving

Material topics:
People development; Well-being, health and safety; Diversity, inclusion, and fight against discrimination

Capitals of the Integrated Reporting approach:
Human; Intellectual

SDGs:

OUR PEOPLE ARE THE FACE OF BRAZIL

GRI 3-3 (Material topic: People development)

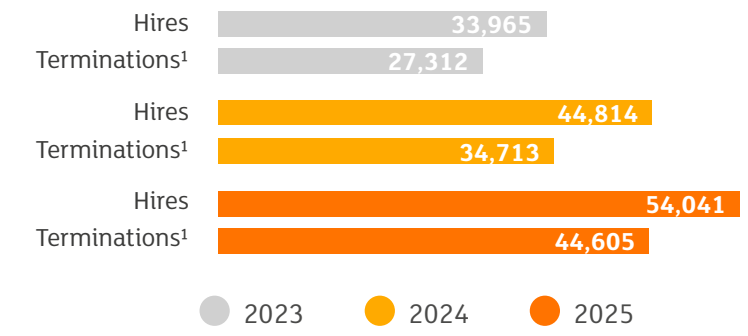
We are one of the largest employers in the sector in Brazil, with more than 92,000 employees, and we are very proud to say that Our People are the face of our country. We are present in all regions of Brazil and employ people from a wide range of backgrounds, which contributes to our inclusive environment, where everyone can be who they truly are.

We are facing a market characterized by a growing labor shortage driven by changes in work models, high turnover, and low unemployment rates in Brazil. In 2025, we experienced difficulties filling open positions and meeting the company's workforce needs.

To achieve this, we enhanced our talent attraction and retention processes. We streamlined our selection process and centralized the search for candidates in São Paulo by using a technology platform that ensured a monthly vacancy fill rate of between 93% and 95%, despite high turnover (55%).

At the same time, our commitment to creating a humane and inclusive work environment was confirmed when we earned our fourth consecutive Great Place to Work (GPTW) seal, with a record 85% of employees participating in the annual satisfaction survey.

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER IN ABSOLUTE NUMBERS GRI 401-1



¹ These numbers refer to both voluntary and involuntary dismissals. They do not include apprentices, interns, employees on leave, members of the Board of Directors, canceled hires, staff reductions due to eliminated positions or operations, and constructive dismissals. There were no large-scale layoffs at Assai in 2025.

NUMBER OF EMPLOYEE HIRES, BY DIVERSITY GROUPS GRI 401-1

	2023	2024	2025
Total hires ¹	33,965	44,814	54,041
Women (gender)	16,081	21,667	26,751
50+ (generations)	1,871	3,050	4,866
People with disabilities	1,435	1,387	1,583
Black and Brown	21,134	29,327	35,035
Migrants and refugees	734	987	1,448

¹ Includes both temporary and permanent contracts.



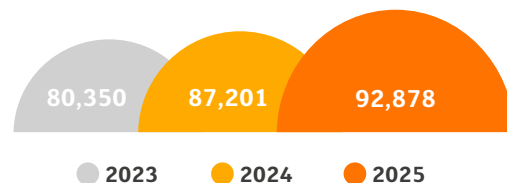
OUR PEOPLE PROFILE

In 2025, Assaí surpassed the milestone of 92,000 employees after opening 10 new stores and hiring 54,041 people who work directly or indirectly to serve our customers.

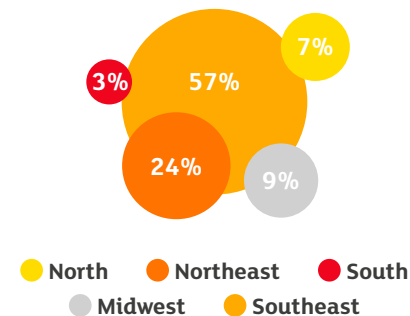
Our People reflect all the diversity of Brazil, including differences in culture, religion, race, gender, accent, generation, disability status, sexual orientation, and other traits that reinforce our Brazilian identity.

OUR PEOPLE IN 2025

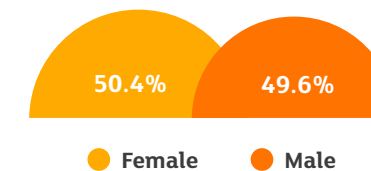
TOTAL NUMBER OF EMPLOYEES
GRI 2-7, 405-1,
SASB CG-MR-330a.1



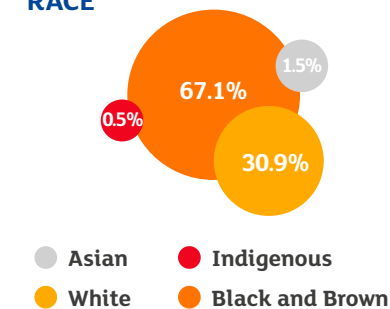
REGION



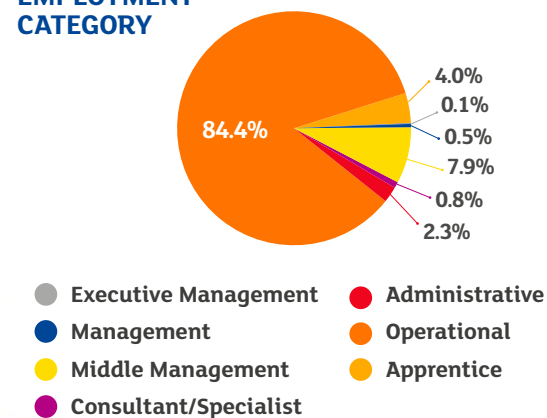
GENDER



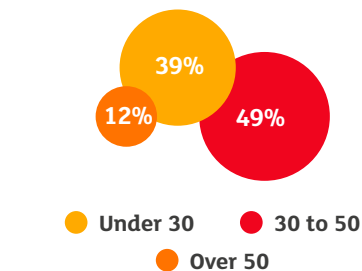
RACE



EMPLOYMENT CATEGORY



AGE GROUP



Employees, Assaí Assunção, São Bernardo do Campo (SP)





Assaí Aparecida de Goiânia (GO)

Turnover

GRI 401-1, SASB CG-MR-310a.2

In 2025, the food retail sector in Brazil experienced a high rate of employee turnover. At Assaí, our turnover rate was 55% at the end of the year. This was affected by structural changes in the job market, such as the demand for flexible work schedules and entrepreneurship.

The company has been seeking alternatives to become more attractive, especially to younger generations, who tend to be less bound by traditional work models like ours. One example is the new intermittent work model, which has been tested in three stores since September 2025. Under this model, professionals are invited to work

on specific days according to demand and their availability. There are no fixed shifts, but there is a formal contract, guaranteed rights, and the respect that has always been part of our culture.

Additionally, in 2025, teams at the São Paulo headquarters were given the option to work from home one day per week.



EMPLOYEE TURNOVER RATE¹ GRI 401-1

	2023	2024	2025
Aggregate	38.4%	45.4%	55.0%
Aggregate involuntary turnover ²	14.6%	14.8%	21.1%
Aggregate voluntary turnover ³	23.8%	30.5%	33.9%

¹ The company revised the methodology used to calculate employee turnover. Previously, the calculation included only terminations subject to a manageable filter and certain exclusions. The indicator now includes all employee terminations. As a result, the reported rates increased for 2025 and were also restated for 2023 and 2024. The indicator covers all Assaí operations. **GRI 2-4**

² Involuntary turnover = employees terminated by the company.

³ Voluntary turnover = employees who choose to leave the company.



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ORGANIZATIONAL CULTURE: THIS IS BEING ASSAÍ



The “*Ser Assaí é Assim*” (This is Being Assaí) culture is the foundation of our corporate identity and guides all our actions. It reflects the values, principles, and behaviors expected of each employee, thereby reinforcing the brand’s essence and purpose.

In 2025, we started a movement to evolve our organizational culture. Our goal is to create a more collaborative and agile organization that focuses on results and customers. The first step was launching the value of **Always Evolving**, which encourages a mindset of transformation. This value was introduced at the end of the year and will be consolidated in 2026.

Always Evolving is part of who we are. It is the attitude of those who face the present with courage and the future with a desire to do better. At Assaí, evolving is what keeps us moving forward. It ensures that we continue to grow with a pioneering spirit, leadership, courage, and simplicity.

We also launched the **Strengthening Our Assaí** campaign, an internal communication initiative focused on enhancing, our culture, our operations, and Our People.

All employees in stores, distribution centers, and offices were involved in the mobilization, which invited Our People to play a central role in strengthening what makes us unique.

Through special actions and content throughout the year, the campaign promoted a movement to optimize internal processes and reduce bureaucracy, always guided by our values, especially Commitment to Results and Customer Focus. After all, by strengthening Our Assaí, we are strengthening our future.

Our values

- Simplicity
- Customer focus
- Passion for what we do
- Commitment to results
- Care for Our People
- Ethics
- Always Evolving (NEW)



Assaí Itaquaquetuba (SP)



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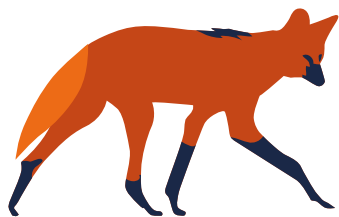
DIVERSITY AND INCLUSION

GRI 3-3 (Material topic: Diversity, inclusion, and fight against discrimination)

In 2012, we created our Diversity, Inclusion, and Human Rights Department to attract and select professionals from underrepresented groups, as well as to implement policies and actions that promote inclusion, professional development, and the guarantee of rights, ensuring equal opportunities for all.

Throughout this journey, we have implemented internal and external affirmative actions and reviewed processes and practices in all areas to ensure that our activities promote inclusion and equal opportunities, guarantee rights, and combat discrimination, thereby reducing inequalities and generating income and prosperity for everyone.

These actions have positive impacts on the company's organizational climate, performance, and productivity, as valuing different perspectives generates more innovation and creativity and leads to more effective decision-making.



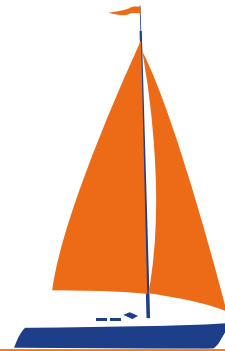
DIVERSITY DRIVES DEVELOPMENT

Inclusion initiatives, which guarantee rights and equal opportunities, also impact employees, fostering the guarantee of rights, well-being, and psychological security so that people can be who they are. Organizations with diverse workforces tend to reflect this diversity in the communities where they operate, promoting sustainable practices that value local and traditional knowledge.

We monitor the Ethics Channel and take action to combat microaggressions and discrimination in the workplace, with a focus on change management.

In 2025, we faced challenges that required us to reinforce an inclusive culture and innovate people management processes. We maintained our commitment to diversity and inclusion practices, investing in training, governance, and strategies to ensure the progress we achieved remained solid.

To support more inclusive selection processes, we provided intensive training on diversity, inclusion, and unconscious bias to people management and selection teams ensuring that inclusion remained a priority in the face of high turnover. We also provided training to the entire corporation, promoting diversity as a shared goal.



Fenel Darius, Anhanguera (SP) distribution center

OUR DIVERSITY WEEK

Assai's 9th Diversity Week featured daily activities, including virtual reality experiences that simulated discriminatory situations, discussion groups, lectures, and games, connecting diversity to business and its economic and cultural impact.

For the first time, the week featured representatives from the UN Refugee Agency (UNHCR), the Forum on Business and LGBT Rights, ID-BR, and Mais Diversidade. We also held a diversity workshop for our suppliers, which included lectures and experiential games on the topic of diversity.



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DIVERSITY CENSUS PROVIDES VALUABLE INSIGHT INTO OUR PEOPLE

In 2025, we conducted our third Diversity Census, with versions in Portuguese, Brazilian Sign Language (Libras), and, for the first time, Spanish, thereby strengthening access and communication for migrant and refugee employees.

The initiative had a 90% participation rate, which was 10% higher than the previous year, reflecting the engagement of the teams and the importance of the support from regional leaders. The survey allowed us to better understand the diversity of Our People.



Assaí Itaquaquecetuba (SP)

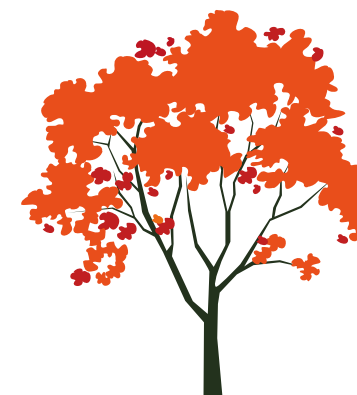
OUR APPROACH TO THE VARIOUS FOCUS AREAS

GRI 3-3 (Material topic: Diversity, inclusion, and fight against discrimination)

We have made several public commitments to promote diversity, inclusion, and human rights, as well as to combat all forms of violence and discrimination, working to address these issues on six focus areas: Gender; Race; LGBTQIA+; People with Disabilities; Generations; and Migrants and Refugees.

Our Diversity Talent Pool aims to make us more attractive to different minority groups by facilitating access to existing opportunities and strengthening our employer brand.

We are aligned with various commitments and initiatives: Ethos Institute, Business Initiative for Racial Equality, Forum on Business And LGBTI+ Rights, Yes to Racial Equality Seal, Women 360° Movement, Business Movement for Racial Equality (MOVER), and Business Network for Social Inclusion (REIS).



AFFINITY GROUPS ESTABLISHED IN 2025

To reinforce our diversity strategy and strengthen the journey of Our People, we established two affinity groups in 2025. One group focuses on racial issues, aimed at all employees who self-identify as Black or Brown, and the other focuses on LGBTQIA+ issues.

Both groups had the support of partner institutions that are references in their agendas, and each group sponsored two meetings aimed at connection, literacy, and breaking down social barriers, enabling the personal and professional development of this audience, with a view to a more inclusive and diverse work environment.

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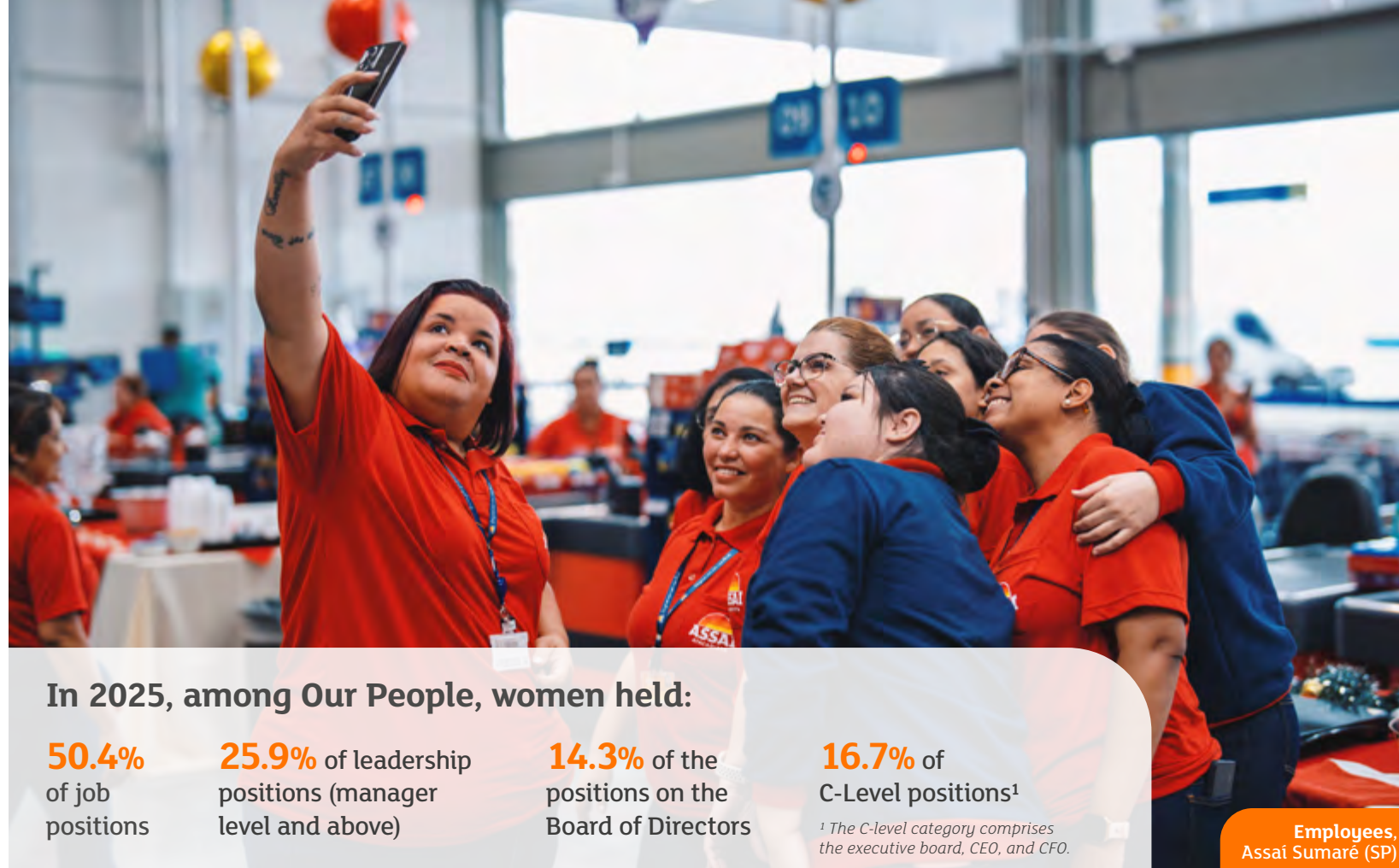
Gender

Since 2012, we have been working to increase the participation and presence of women in leadership positions (manager level and above) at Assaí. We continue to take action, provide training, and implement initiatives on this topic. Our goal is to reach a 28% female representation in leadership positions by 2030.

We are signatories to the 7 Women’s Empowerment Principles (WEPs)— which are the UN guidelines for companies to promote gender equality in leadership, opportunities, health, and transparency—and to the Alliance Against Stereotypes, an initiative that combats gender stereotypes in advertising, encouraging more diverse and realistic representations.

In 2025, we launched the second class of our female leadership training program for stores and distribution centers. The program received 160 registrations and 50 participants, and prioritized racial representation and made adjustments based on feedback. We also initiated a mentoring program for women leaders in the corporate department, with 40 participants. See more in the [Assaí University](#) topic.

Our 7th Women’s Week featured philosopher and professor Djamila Ribeiro, who discussed gender and race issues. In parallel, our actions against gender violence during Purple August included training on moral and sexual harassment for trainees and leaders, thus reinforcing safety and respect in the workplace.



In 2025, among Our People, women held:

50.4% of job positions

25.9% of leadership positions (manager level and above)

14.3% of the positions on the Board of Directors

16.7% of C-Level positions¹

¹ The C-level category comprises the executive board, CEO, and CFO.

Employees, Assaí Sumaré (SP)

BREAKDOWN OF POSITIONS, BY GENDER GRI 405-1, SASB CG-MR-330a.1

Level	Senior Management			Executive Management			Management			Middle Management		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Male	7	7	6	32	38	43	360	382	406	3,711	3,947	4,036
	77.8%	77.8%	85.7%	76.2%	76.0%	78.2%	74.8%	74.2%	73.7%	59.6%	56.2%	55.0%
Female	2	2	1	10	12	12	121	133	145	2,515	3,076	3,296
	22.2%	22.2%	14.3%	23.8%	24.0%	21.8%	25.2%	25.8%	26.3%	40.4%	43.8%	45.0%
Total	9	9	7	42	50	55	481	515	551	6,226	7,023	7,332



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Race

This focus area aims to create an environment free of discrimination and racism, not only for our employees, but also for suppliers, customers, and all those who interact with us.

Our goal of having 45% Black people in leadership positions by 2030 was achieved in 2025.

We partnered with the Movimento pela Equidade Racial (MOVER), (the Movement for Racial Equality), an organization that accelerates inclusion and racial equality in the labor market and entrepreneurship. As a MOVER member, Assaí supported the *Mover o Seu Futuro* (Move Your Future) campaign, which offers 60,000 scholarships for Black and Brown individuals in courses such as technology, business, and languages.

Additionally, we maintain our commitment to the Instituto Identidades do Brasil (ID_BR), through the Selo Sim à Igualdade Racial (Yes to Racial Equality Seal) certification. This initiative is dedicated to promoting racial equality and seeks to achieve racial equality in the labor market. We are also part of the Iniciativa Empresarial pela Igualdade Racial, (Business Initiative for Racial Equality), a corporate movement that focuses on promoting racial equity through the Employability pillar —the only one of its kind in the food retail sector.

For the second consecutive year, in 2025 Assaí was recognized as an organization committed to racial diversity and a more inclusive society, ranking among the five finalists for ID_BR's **Yes to Racial Equality Award**.

6TH BLACK AWARENESS WEEK

In the 2025 edition, we partnered with Dr. Katiuscia Ribeiro, a philosophy PhD, author, and host, to provide exclusive content. Each episode featured powerful reflections on identity, ancestry, and equity.

In 2025, people who self-identified as Black (Black and Brown) held:

- 67%** of the positions at Assaí
- 45%** of leadership positions (manager level and above)
- 8.3%** of C-Level positions¹

¹ The C-level category comprises the executive board, CEO, and CFO.

Employees, Assaí Sumaré (SP)

TOTAL NUMBER OF EMPLOYEES BY RACE AND GENDER GRI 405-1

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Headcount by race Black	25,626	27,010	29,143	29,858	31,122	31,253
Headcount by race Asian	718	539	890	602	788	575
Headcount by race White	12,911	13,234	13,086	13,147	14,707	13,985
Headcount by race Indigenous	105	207	168	305	163	283
Headcount by other races	0	0	0	2	0	2
Total	39,360	40,990	43,287	43,914	46,780	46,098



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In 2025:

GRI 405-1

7.3% of the people working at Assaí self-identified as LGBTQIA+.

763 people self-identified as transgender and transvestites.

388 people used the preferred name badge¹.

¹ This includes dismissed, on-leave, and active employees who applied for a social name badge in 2025.



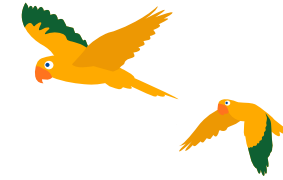
LGBTQIA+

We work daily to ensure that our LGBTQIA+ employees have their identities and rights recognized in safe and respectful environments in our stores, distribution centers, and offices. We support this mission with clear policies, inclusive practices, and spaces for active listening.

In 2025, we trained leaders and other employees on transgender inclusion and improved controls related to preferred names (we provided preferred name badges for people who have not yet legally changed their name).

For the second consecutive year, we achieved the Human Rights Campaign (HRC) Corporate Equality Index certification, which reaffirms our commitment to policies and practices that promote the inclusion of the LGBTQIA+ population.

We distributed inclusive guides and maintained strategic partnerships with the LGBTQIA+ Employment Fair, TransEmpregos, the DiverS/A Fair, and the Forum on Business and LGBTI+ Rights.



Wesley Martins,
Cajamar (SP)
distribution center

FORUM ON BUSINESS AND LGBTI+ RIGHTS

In 2025, Assaí became a Full Supporter of the Forum on Business and LGBTI+ Rights, contributing to strengthening projects and actions under this initiative and joining its main decision-making bodies, such as the Presidents' Committee and the Management Committee.



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People with disabilities

GRI 405-1, SASB CG-MR-330a.1

Assaí is among the retail companies that most hire people with disabilities in the market. Our guiding principle is to provide the best experience for individuals with physical, hearing, or visual disabilities, as well as for neurodivergent individuals and those with other conditions.

We offer training to promote knowledge and awareness among Our People, encouraging respectful and inclusive attitudes toward individuals with disabilities, both within our team and among customers visiting our stores.

In 2025, we expanded our training on the inclusion of people with disabilities, with the aim of expanding knowledge and generating respectful and bias-free relationships, ensuring the best experience in the attraction, selection, and admission processes.

This year, we initiated a project to educate and raise awareness among leaders and HR professionals about invisible disabilities — those that are not noticeable at first glance based on physical appearance or signs — such as autism spectrum disorder (ASD) and intellectual disability. The training emphasized the importance of the lanyards with sunflower and puzzle prints as visual symbols for relating to and providing appropriate support for these groups.

We developed a campaign called “*Identificação que Acolhe a Nossa Gente*” (Identification that Supports Our People), which involved distributing lanyards with puzzle and sunflower prints to all our units, including stores, distribution centers, regional offices, and headquarters, to promote identification and proper treatment of these groups.

For years, we have sponsored Teleton Brasil, a television campaign in support of the Association for Assistance to Disabled Children (AACD), and we have maintained strategic partnerships, such as with the São Paulo Chamber of Inclusion, which enabled us to sponsor Reatech, the largest inclusion and accessibility fair in Latin America.

We supported the 34th anniversary celebration of the Quota Act and participated in the 18th *Espaço de Cidadania* (Citizenship Space) event. We also established the Diversity Committee, initially focusing on people with disabilities, to enhance governance and accessibility at Assaí.



In 2025:

4,946 people with disabilities worked in Assaí stores, DCs, and offices

5.3% of professionals with disabilities were part of Our Team

Amanda Pontes,
Assaí São Caetano do Sul (SP)

PEOPLE WITH DISABILITIES GRI 405-1

	2023	2024	2025
Total number of people with disabilities	4,372	4,594	4,946
Percentage of people with disabilities	5.4%	5.3%	5.3%
Total number of people with disabilities in leadership positions (manager level and above)	10	9	13
Percentage of people with disabilities in leadership positions ¹	1.9%	1.6%	2.1%

¹ Number of PwDs in leadership positions (manager level and above)/total leadership positions (manager level and above).



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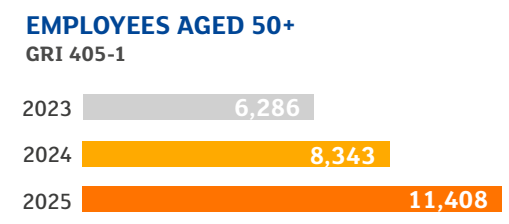
Tatiana Lima,
Cajamar (SP)
distribution center

Generations

We believe in the value of different generations. With a keen eye on market changes, we continued to advance actions in 2025 to increase representation of people of different ages and provide the best intergenerational experience.

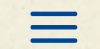
Through the Apprentice Program, 3,703 youngsters are starting their careers in a structured way, with opportunities for personal and professional development, career advancement, income generation, and socioeconomic transformation for their families and communities.

We also increased the hiring of people aged 50+, expanding their presence in our units, establishing an exclusive talent pool, and improving HR support materials.



We launched a mentoring program that brings different generations together by pairing professionals with mentors from other age groups to help them with their daily routines. In partnership with Assaí University and the *Viva+* Program, we also created a knowledge journey with content focused on the silver economy, longevity, health, well-being, and combating ageism. This journey also includes content on digital inclusion, communication, and business.

For the second year, we sponsored Maturifest, a festival featuring workshops on employability and finance, which included the participation of senior leaders in panels on inclusion. These initiatives earned coverage in high-reach media outlets such as the Rede Globo network's TV show *Fantástico*.



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Max Loiseau,
Anhanguera (SP)
distribution center

At the end of 2025, our workforce included 1,345 migrants and refugees from Venezuela, Cuba, Haiti, Angola, Bolivia, Paraguay, and Colombia, among other countries.

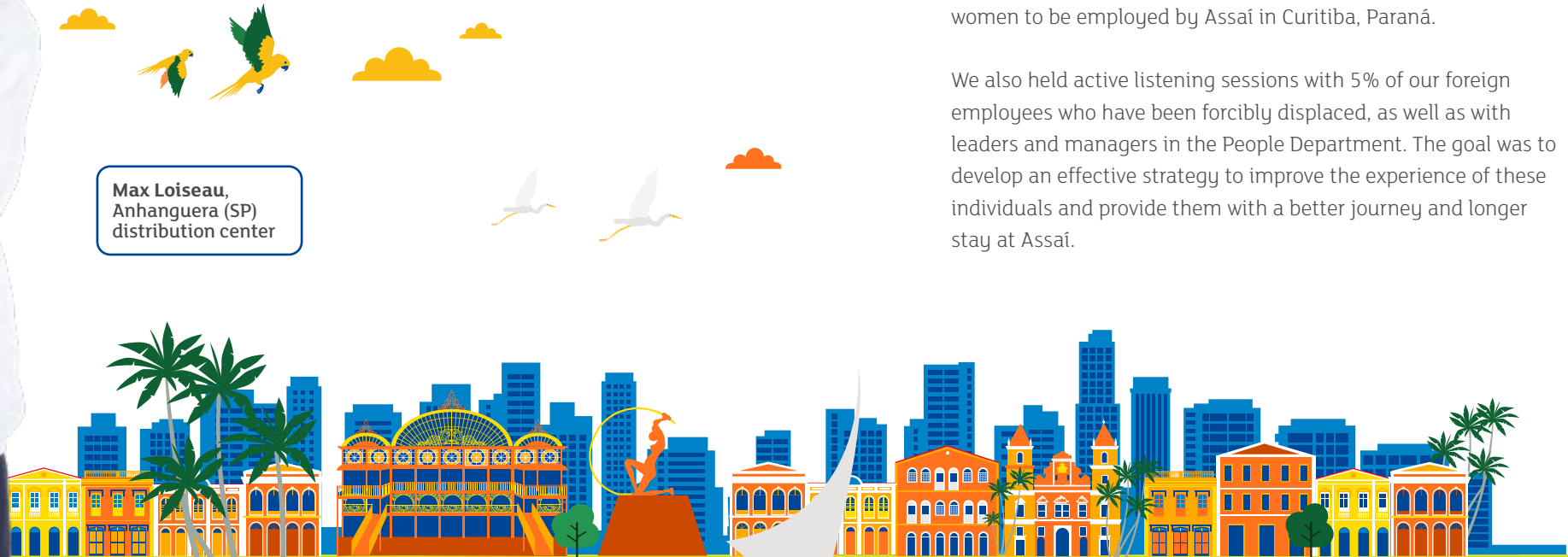
Migrants and refugees

The expansion of our migrants and refugees program was consolidated with initiatives conducted in partnership with the UNHCR. One such initiative was joining Hub Amazonas and Hub Curitiba, which are linked to the Companies with Refugees Forum, a partnership between the UNHCR and the UN Global Compact Network Brazil that helps refugees find employment in the Brazilian labor market.

For the first time, we participated in UNHCR's Humanitarian Mission to experience practices that promote the inclusion of forcibly displaced people.

This closer contact with the issue resulted in a collaboration with the Empowering Refugees initiative, which trained 18 refugee women to be employed by Assaí in Curitiba, Paraná.

We also held active listening sessions with 5% of our foreign employees who have been forcibly displaced, as well as with leaders and managers in the People Department. The goal was to develop an effective strategy to improve the experience of these individuals and provide them with a better journey and longer stay at Assaí.



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Aginaldo Oliveira,
Cajamar (SP)
distribution center

ADVANCES IN OUR PEOPLE'S JOURNEY

GRI 3-3 (Material topic: People development)

In 2025, in line with our new value of Always Evolving, we made significant progress in the digital transformation of people management, with a focus on efficiency, sustainability, and employee experience. The year's major milestone was the **HR 360 Project**, which integrates processes, systems, and decisions to bring more agility, autonomy, and productivity to the employee and manager journey.

The full internalization of payroll processes into a new integrated system, which involves multiple subsystems in Human Resources, makes it possible to optimize information flows, ensuring greater security and easier access to data, indicators, and reports for employees, managers, and technical areas.

These initiatives complement others recently implemented, such as a digital system for work schedules that contributes to greater predictability of working hours. We also developed a virtual assistant powered by generative AI to answer employees' questions about benefits, payroll, vacations, and other topics.

This makes it even easier to access information, allowing us to quickly answer questions about our employees' work schedules. The launch in 2024 focused on HR teams in stores and distribution centers, and expansion to the entire company is planned for 2026.



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TALENT SELECTION

The creation of the **Talent Pool** in 2025 was a strategic innovation intended to provide centralized support for the selection process in all of our stores and distribution centers throughout Brazil.

The initiative was launched in response to challenges related to hiring employees in the domestic market, streamlining selection and admissions through an approach that combines digital methods that use artificial intelligence with traditional selection methods.

This strategy enables us to reach diverse audiences, including candidates with limited digital access, particularly in remote regions where in-person recruitment is essential.

The selection process has been streamlined to enhance the candidate's experience from the initial contact, thereby strengthening their engagement with our brand. This experience is important for attracting and retaining talent, consolidating Assaí as an employer of reference.

In 2025, we restructured the **Refer a Friend** program to make it more attractive to those who bring talent to Assaí. Anyone who refers a friend who is hired and remains with the company for at least three months will receive a R\$120 bonus in their Assaí Shopping Voucher benefit.

TRAINING AND DEVELOPMENT

GRI 3-3 (Material topic: People development), 404-2

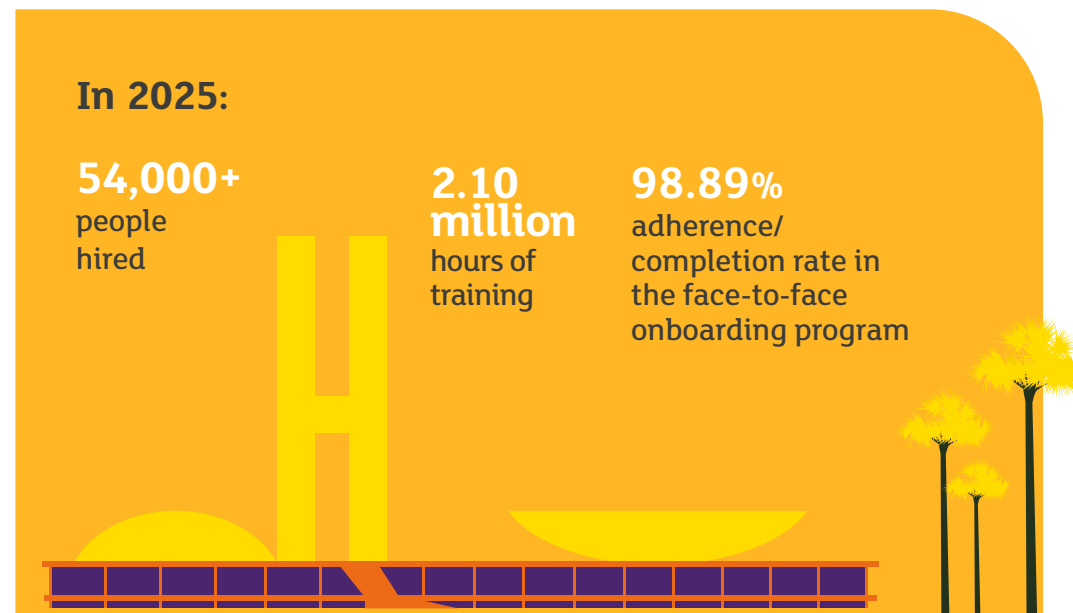
From the moment they join the company, Assaí provides employees with learning opportunities that strengthen technical and behavioral skills, accelerate careers, and prepare them for challenges through the company's own platform. This structured training program is coordinated by **Assaí University**.

Assaí University (AU)

Some of our initiatives include:

Welcome to Assaí – This onboarding program introduces new employees to our culture, values, and policies, helping them understand their role in the business. In mid-2025, 100% of these sessions were resumed in person across regional offices, corporate headquarters, stores, and distribution centers, fostering a welcoming environment aligned with Our Way of Being.

Technical Training Brazil – In 2025, Assaí University conducted the Technical Training Brazil program to strengthen operational excellence in stores. Specialists in butchery, bakery, grocery, fresh produce, and perishables participated in a 16-hour immersion focused on continuous improvement. This initiative reinforces



process standardization and service quality, supporting the expansion and efficiency of the service area.

New Sales System – Focuses on developing the Commercial team to execute the strategy in a more data-driven manner. By analyzing internal and market data, the initiative enables more precise supplier negotiations, strengthens supply chains, and improves pricing. This project reinforces Assaí's wholesale DNA and its commitment to providing competitive prices for customers (see more in the [Our Value Chain Management](#) section).

Impulsionar Program – This program provides training in technical and behavioral skills for full operators, preparing them to assume top leadership positions when opportunities arise.

Regulatory Standards – Mandatory training is conducted according to job functions, with a focus on store and distribution center teams, which constitute the largest volume of Assaí University participants. This training reinforces the company's commitment to the safety of employees, customers, suppliers, and business partners.



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Assaí University's numbers in 2025:

82 programs
1,706 courses completed
2.1 million hours of training



For our leadership, we continuously invest in training professionals who support business expansion, with initiatives such as the **Crescer (Grow)**, **Acelerar (Accelerate)**, **Atuar (Act)**, **Dono do Negócio (Business Owner)**, and **Formação de Gerentes Regionais de Operações (Regional Operations Manager Training) programs**.

Aprende+ (Learn+) Program – This program integrates educational and professional development initiatives for employees and their dependents. The program supports preparation for the ENCCEJA (National Exam for the Certification of Youth and Adult Skills) and offers agreements

with recognized learning institutions for undergraduate and graduate distance learning courses. Scholarships ranging from 50% to 100% are provided for employees at the analyst level and above for foreign language courses, and cross-functional technical and behavioral training is offered to the corporate department. The program also includes specific training according to the needs of each area.

Our corporate university consists of five schools of training: Wholesale, Leadership, Operations, Commercial, and Technical and Behavioral Development.

We are responsible for managing learning content, training budgets, and corporate education processes, and its development strategy encompasses all hierarchical levels up to senior management.

The learning model addresses a diverse employee base with varying academic backgrounds and professional experiences. Flexible methodologies include multiple channels and learning formats, with content customized according to area of activity, career stage, and individual development needs.

To better manage in-person training, we created the *Registra Aí* app, which tracks employee attendance at training sessions, ensuring the quality and reliability of indicators.

These initiatives are part of our technology and innovation strategy for learning, integrating physical and digital resources to provide continuous, structured access to knowledge.



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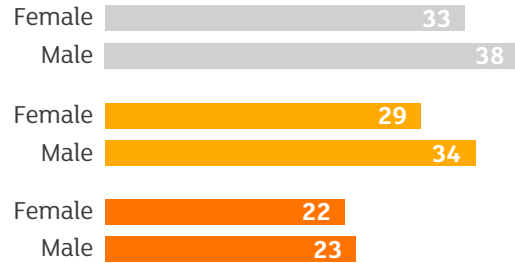
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AVERAGE HOURS OF TRAINING PER EMPLOYEE, BY GENDER¹

GRI 404-1



¹ Average hours per capita.

● 2023 ● 2024 ● 2025

The Assai University undergoes annual reviews focusing on continuous improvement and adherence to business challenges. Its methodology is always aligned with market changes, allowing us to identify new learning opportunities, the need for greater customization of leadership programs and give greater focus on topics involving diversity and inclusion.

We have a digital learning ecosystem that includes an online education platform, the MyLearning app, 446 learning totems across 296 stores, and Maia, a learning multiplier bot accessible via WhatsApp. Physical infrastructure includes training rooms at stores, distribution centers, regional offices, and administrative headquarters.



Isabella Faria and Shirlei Lopes, Anhanguera (SP) distribution center

AVERAGE HOURS OF TRAINING UNDERTAKEN BY EMPLOYEES DURING THE REPORTING PERIOD, BY EMPLOYEE CATEGORY GRI 404-1

Employee category	2023			2024			2025		
	Total number of employees	Hours of training	Average hours of training	Total number of employees	Hours of training	Average hours of training	Total number of employees	Hours of training	Average hours of training
Executive Management	42	792.4	18.9	50	1,609.5	32.2	55	1,033.9	18.8
Management	481	10,126.6	21.1	515	41,310.0	80.2	551	22,534.5	40.9
Middle Management	6,226	342,783.6	55.1	7,023	360,159.0	51.3	7,332	648,029.6	88.4
Consultant/Specialist	603	85,572.7	141.9	688	20,036.6	29.1	738	13,667.9	18.5
Administrative	4,315	103,144.7	23.9	1,904	120,132.3	63.1	2,105	47,252.7	22.4
Operational	65,690	2,290,655.7	34.9	73,740	2,148,337.8	29.1	78,394	1,319,219.9	16.8
Apprentice	2,993	28,370.8	9.5	3,281	58,364.9	17.8	3,703	50,351.9	13.6
Total	80,350	2,861,446.6	35.6	87,201	2,749,950.1	31.5	92,878	2,102,090.4	22.6
Total invested in training	R\$23.4 million			R\$23.0 million			R\$28.4 million		

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Our trainee programs
GRI 3-3 (Material topic: People development)

Assaí continues to invest in the development of future leaders through its internal trainee programs, which serve as a key pathway for career acceleration within store operations.

In 2025, we initiated three classes of the Operations Trainee Program. The 14th class, the first of the year, trained 77 trainees, all of whom have already been assigned to their new roles.

The other classes, with a total of 121 participants, are scheduled for completion in 2026. The 15th class had 55 trainees, 33% of whom were women, and for the first time we had the participation of a refugee, expanding the diversity of the program.

The 16th class, with 66 participants, included 27% women and one person with a disability, reinforcing our commitment to inclusion and representation.

In October 2025, we initiated the 3rd class of the Operations Career Trainee Program, providing office employees with opportunities to assume assistant store manager positions.

Assaí has 7,938 employees in leadership positions, who received 671,597.98 hours of role-specific training in 2025.



Female Leadership Training Program

New leadership training and development programs
GRI 404-2

Female Leadership Training Program

In 2025, two new classes were initiated. The corporate-focused class trained 37 coordinators and specialists for future management positions, while the second class targeted store and distribution center leaders, broadening the development of female talent throughout the organization.

Managerial Transformation Program

This program accelerates the development of store managers progressing toward regional management positions. Training is based on six key pillars: commercial, customer, people, brand, operations, and results.

Digital Transformation Program

Thirty-four senior leaders completed training to enhance their innovation mindset and the use of technology in decision-making. The initiative aims to foster agile, data-driven

performance and will continue in 2026.

Executive Academy

Consolidated in 2025, this program reached 100% of directors and senior management. Participants followed individualized journeys, including assessments, Individual Development Plans (IDPs), and mentoring with external partners. For 2026, we plan to implement a collective development program emphasizing critical skills, performance, and business sustainability.



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Performance cycle

Avance is Assai's career management system for corporate and regional employees and leaders. Through self-assessment, manager assessment, feedback, the Career Committee, and the IDP, it assesses skills that align with our corporate culture.

The goal is to empower each individual to take charge of their own professional development with the support of leadership and structured, transparent processes.

In 2025:

7,519 people eligible for the 2025 cycle

7,517 employees participated in the self-assessment and manager assessment cycle

99.9% participation of eligible professionals in at least one stage of the assessment process

1,330 employees participated in awareness training on self-assessment, manager assessment, and feedback



PERCENTAGE OF TOTAL EMPLOYEES WHO RECEIVED PERFORMANCE AND/OR CAREER DEVELOPMENT REVIEW GRI 404-3

Employee category	2023			2024			2025			
	Female	Male	Total	Female	Male	Total	Female	Male	Total	
Executive Management	Number	9	29	38	8	30	38	10	31	41
	Percentage	21.4%	69.0%	90.5%	16.0%	60.0%	76.0%	18.2%	56.4%	74.5%
Management	Number	103	332	435	116	340	456	115	331	446
	Percentage	21.4%	69.0%	90.4%	22.5%	66.0%	88.5%	20.9%	60.1%	80.9%
Middle Management	Number	2,295	3,049	5,344	2,438	3,203	5,641	2,415	2,917	5,332
	Percentage	36.9%	49.0%	85.8%	34.7%	45.6%	80.3%	32.9%	39.8%	72.7%
Consultant/Specialist	Number	211	289	500	210	302	512	244	306	550
	Percentage	35.0%	47.9%	82.9%	30.5%	43.9%	74.4%	33.1%	41.5%	74.5%
Administrative	Number	555	450	1,005	549	452	1,001	612	536	1,148
	Percentage	12.9%	10.4%	23.3%	28.8%	23.7%	52.6%	29.1%	25.5%	54.5%
Total	Number	3,173	4,149	7,322	3,321	4,327	7,648	3,396	4,121	7,517
	Percentage	3.9%	5.2%	9.1%	3.8%	5.0%	8.8%	3.7%	4.4%	8.1%

BENEFITS

GRI 3-3 (Material topic: Well-being, health and safety), 401-2, 403-6

In 2025, Assaí strengthened its strategy of regionalized compensation and benefits, designed to attract, retain, and develop talent across all regions of Brazil. This approach considers the cultural and competitive characteristics of each location, avoiding solutions that do not apply to regional realities.

We offer a regionalized benefits package, in addition to various initiatives aimed at promoting quality of life. These include 100% company-subsidized medical and dental assistance, agreements with fitness programs (Wellhub and Totalpass), meals in internal cafeterias, life insurance, social services, newborn essentials, and an extension of maternity leave to 180 days.

Through the *Nossa Gente* app, we offer monthly cash credit in the form of *Vale-Compras Assaí* (Assaí Shopping Vouchers), *Mamãe* (Mommy) Vouchers, and Christmas Baskets (once a year) to help cover the cost of food and other items purchased in our stores. We offer *Compra+ Assaí* (Shop+ Assaí), a cash credit on the app of up to 25% of salary for in-store purchases, with payroll deduction and a 5% company subsidy on the total amount of the purchase.

Our People, Our Voice

In 2025, we partnered with the consulting firm Great Place to Work (GPTW) to implement a system that continuously monitors our organizational climate. The solution, which uses a new technological platform in Brazil, includes periodic pulses that will be implemented to continuously monitor the employee's journey.

Currently in its pilot phase, the project will be fully implemented in 2026. It will allow us to monitor the Net Promoter Score (NPS) throughout employees' journeys with frequent pulse surveys and an approach that broadens our view of their experience at Assaí.

Regular surveys help us identify opportunities for improvement and create specific action plans for each unit of the company and for the evolution of the employee's journey.



Carlos Peres,
Cajamar (SP)
distribution center

INTERNAL RECOGNITION PROGRAMS

Assaí Pensando em Você (Assaí Thinking of You) is a program that unites all initiatives that recognize Our People, encouraging each of our employees to embody the behaviors and values of the *Ser Assaí é Assim* (This is Being Assaí) culture.

Program activities include "Highlights of the Month," "I Got Promoted," and "Time with Assaí," as well as birthday celebrations and special occasions such as Mother's Day, Father's Day, and Children's Day.

In 2025, more than 20,000 employees from Assaí stores and DCs were recognized in the "Highlights of the Month" program.

INNOVATION AT THE SERVICE OF OUR PEOPLE



Launched in 2024, the *Nossa Gente* (Our People) app, an internal communication channel available to all employees via their cell phones, brought exponential improvements in usability and direct communication with Our People.

In 2025, with the implementation of notifications for all users, the app played a strategic role in disseminating communications to all Our People quickly, simply, and efficiently.

Another change aimed at giving Our People even more autonomy took place in 2025. For the first time, instead of delivering the Christmas Basket physically, credit was made available in the app. This way, each employee could choose how to best use the benefit.

For 2026, there are plans to send personalized messages to each employee. Additionally, the app will integrate with the HR 360 project, giving employees more autonomy in their digital journey.



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Antônio Pastore, Assaí São José do Rio Preto (SP)

HEALTH AND SAFETY

GRI 3-3 (Material topic: Well-being, health and safety), 403-2, 403-3, 403-4, 403-5

At Assaí, we work every day to promote health and safety, a commitment that is reflected in our value of Caring for Our People.

The main objective of our occupational health services is to protect the health and ensure the safety of our employees through preventive and corrective measures. Some of its primary duties include identifying risks through occupational health exams, promoting health through campaigns and vaccinations, managing absenteeism with structured return-to-work programs and psychosocial support, offering medical and emergency care through clinics and specialized partners, and investigating incidents and implementing continuous improvement actions.

We have technical protocols that comply with legal standards; multidisciplinary teams; internal and external audits; and integrated digital systems for managing exams and indicators. We also have healthcare services consisting of our own medium-complexity clinics, primary care services, telemedicine, and accredited clinics throughout the country.

We actively promote employee involvement in occupational health and safety (OHS) management through systematic processes and the efforts of the Internal Commission for Accident Prevention (CIPA) across all units. Our OHS policy is available on the intranet and reinforced in our Code of

Ethics and Conduct, which underscores our commitment to the care and well-being of our people.

CIPA is comprised of both employee and employer representatives, and its activities include identifying risks, conducting regular inspections, and implementing preventive measures. Monthly meetings are dedicated to analyzing improvements and recommending corrective actions. Outsourced workers adhere to the safety protocols established by the contracting companies and are not represented by CIPA.

In 2025, our Occupational Safety Department strengthened its preventive actions, placing a particular emphasis on educational campaigns and training. Videos focusing on safe practices in butcher shops and the proper use of forklifts were incorporated into operational routines via Corporate TV, reinforcing safe behaviors and reducing risks in critical areas. Other initiatives included Green April, a month dedicated to accident prevention, thereby expanding our safety culture.

To support the safety structure within Assaí, we carry out emergency drills in stores targeting the most critical locations to ensure compliance with regulatory standards (NRs) and that our employees are properly prepared. Additionally, Assaí University provided regulatory training, both online and in person, mandatory training, and other training on occupational risks and hazardous situations.



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HEALTH AND SAFETY RECOGNIZED AS NON- NEGOTIABLE VALUES

GRI 3-3 (Material topic: Well-being, health and safety), 403-6

We promote the health and well-being of Our People through **VIVA+ Assaí – Health and Safety**, a program structured around four pillars: health care; commitment to safety; support and promotion of well-being; and compliance with internal and legal standards and policies. These pillars guide processes and initiatives related to our employees' health, safety, social inclusion, and satisfaction.

Our main initiatives include health and dental plans with national coverage, internal clinics in strategic locations, and wellness and quality of life programs. These programs offer check-ups, vaccinations, educational activities, psychosocial support, and partnerships with leading hospitals and clinics. We also provide digital platforms and telemedicine for remote consultations and follow-up.

Assaí has been awarded the Gerar Bem-Estar (Generate Well-Being) Seal by the Brazilian Association for Quality of Life (ABQV) in partnership with ION. This seal is awarded to companies that demonstrate excellence in health and well-being practices. Additionally, the company is recognized by the National Quality of Life Award (PNQV), which is also promoted by ABQV.

Our Occupational Health Policy adheres to the guidelines of the Specialized Occupational Health and Safety Service (SESMT). We also have 12 SESMT occupational outpatient clinics strategically located in major Brazilian capital cities, with occupational medicine and nursing teams.

In 2025 alone, these clinics provided more than 22,000 medical services, including occupational exams, medical care, and assessments for the preliminary classification of people with disabilities.

MANAGEMENT OF EMPLOYEES ON LEAVE

GRI 3-3 (Material topic: Well-being, health and safety), 403-6

We offer monitoring and support to employees on leave due to illness or work-related accidents. Through the **Readapta** program, we assist employees with the National Social Security Institute (INSS) process. The program aims to ensure compliance with labor laws and facilitate reintegration into activities after an accident or leave.

Our team is dedicated to managing employees on leave, and we have developed an information kit for professionals in these circumstances, as well as material containing all the necessary information about the leave process.

In 2025, we integrated artificial intelligence into the documentation control processes within the **Absenteeism Management Program** to manage employees on leave.

This technological tool, a pioneer in the food retail sector, identifies potential irregularities in doctor's notes by validating registration numbers (CRMs) of doctors and ensuring compliance with the rules of the Federal Council of Medicine and regional union agreements. The implementation of this solution resulted in a 7.1% reduction in medical absenteeism.



The primary objective of this innovative approach is to manage medical absenteeism more effectively and to support employees who truly need health care, treatment, and social services.

In addition to managing doctor's notes, the program offers mental health support services, including access to psychologists and psychiatrists; monitoring of hypertension, diabetes, and obesity; vaccination and prevention campaigns; and initiatives related to nutrition, physical activity, ergonomics, and health education. Assaí promotes these services through its communication channels to encourage employee participation.



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Otavio Oliveira, Assaí Tatuapé (SP)

SAFETY REQUIRES CONSTANT ATTENTION

GRI 403-1, 403-2, 403-4, 403-7

Despite our company's expansion and many new employees being hired, we remain committed to ensuring that everyone is trained in and aware of the correct procedures for operating our units. We also have a team of specialists dedicated to preventing, controlling, monitoring, and measuring all risks.

One of our initiatives in this area is developing and supporting Occupational Safety Booklets on various topics, such as handling cargo and butcher shop equipment. Occupational safety technicians and engineers work regionally to promote awareness by giving safety talks on the shop floor and in distribution centers.

We care about the well-being of each employee and strive to make our units safe places for them to work. Aiming to constantly assess potential operational risks, we conduct safety inspections in the field with the support of a customized app, covering topics that range from legal documentation to the implementation of preventive actions. Through this platform, we identify opportunities, monitor indicators, and propose preventive and corrective measures.

Our accident investigation processes allow us to identify causes, implement corrective actions, and continuously enhance our health and safety management system, thereby contributing to a safer work environment.

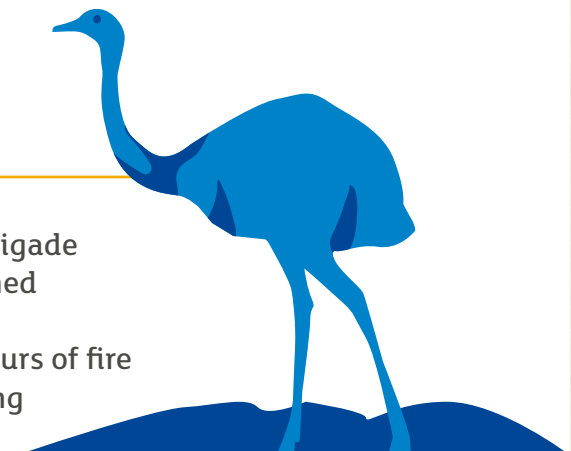
In 2025, we recorded

24,984 hours of CIPA training

2,082 CIPA members trained

7,071 fire brigade members trained

157,150 hours of fire brigade training



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Safety Dialogues

In 2025, we held 135,000 hours of Structured Safety Dialogues in our stores, distribution centers, and regional offices. We also distributed 2,500 safety booklets (Safety Booklet for Butchers + Safety Booklet for Cargo Handling Equipment).

Having direct conversations between leaders and teams, covering topics such as safety, procedures, and reinforcement of measures, has become even more important due to the opening of new stores and the arrival of new employees, establishing standardized procedures that ensure safety in our units.



A highlight of the year was our work to improve safety in our butcher shops. We invested in training and capacity building, especially in compliance with regulatory standard (NR) 12, which regulates workplace safety when handling machinery and equipment.

Additionally, we work to prevent accidents involving machinery and equipment by training operators who handle and transport loads in all our units.

In 2025, a fatality involving an employee was recorded at a facility located in Barueri (SP). The company deeply regrets the incident and has provided all necessary support to the family, including psychological assistance and funeral arrangements.

In accordance with applicable internal protocols, an investigation into the facts was conducted. As part of the continuous process of improving health and safety practices, initiatives to strengthen the prevention culture were reinforced. This included intensified training, expanded Safety Dialogues with operational teams, and active participation from the Health and Safety Committee (CIPA), focusing on sharing lessons learned and the continuous promotion of an increasingly safe work environment.

NUMBER OF HOURS OF SAFETY DIALOGUES AND FIELD WORK (STORES AND DCS)



WORK-RELATED INJURIES¹ GRI 403-9

For employees who have a formal relationship with the organization	2023	2024	2025 ²
Fatalities as a result of work-related injury	0	0	1
Number of high-consequence work-related injuries (excluding fatalities)	12	55	86
Number of recordable work-related injuries	1,059	1,111	1,144
Number of hours worked	187,721,072.0	175,048,271.8	184,017,602.0
Rate of fatalities as a result of work-related injury	0.0	0.0	0.005
Rate of high-consequence work-related injuries (excluding fatalities)	0.1	0.3	0.5
Rate of recordable work-related injuries	5.6	6.4	6.2
Injuries from which the worker cannot recover	0.0	0.0	0.0

¹ The indices were calculated based on 1,000,000 hours worked, as recommended by NBR 14280, which allows for a more accurate calculation and aligns with the applicable accident monitoring regulations. Outsourced employees are not monitored.

² The increase in the rate of work-related injuries recorded during this period, particularly during the first half of the year, was mainly concentrated in butchery operations due to operational volume, expansion of the employee base and intensification of production activities.



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Our *Customers*



Customers, Assaí Bola de Suframa, Manaus (AM)



Salvador (BA)



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The content of this section is related to:

Our values:
Customer focus; Commitment to results; Ethics

Material topic:
Responsibility to the customer

Capital of the Integrated Reporting approach: Social and relationship

SDGs:




OUR CUSTOMERS

GRI 3-3 (Material topic: Responsibility to the customer)

Throughout 2025, we sought to reinforce our commitment to bringing prosperity to everyone by doing consistent work guided by technology, data, and sensitivity, and by active listening to our customers' needs.

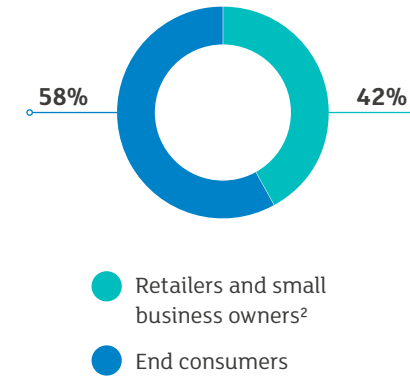
Our strength lies in offering low prices, ensuring a simple and enjoyable shopping experience, and maintaining close, democratic communication that connects with the different realities of Brazil, a commitment that is reflected in our investment in

localized communication, which optimizes resources and strengthens the brand's presence in all five regions of the country.

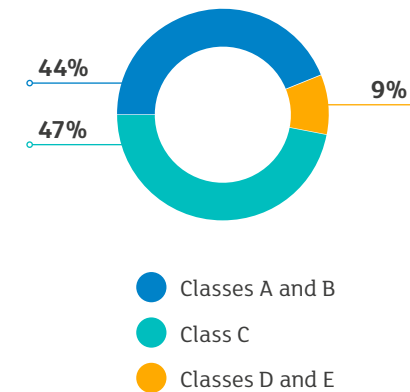
In recent years, our customer profile has evolved, and we are constantly working to serve everyone in the best possible way. Currently, 42% of our revenue comes from business customers—such as restaurants and small businesses—while 58% comes from individual consumers purchasing groceries for their households.

OUR CUSTOMERS GRI 2-6

We serve diverse segments¹



Assaí customers by social group³



¹ Share of these audiences in Assaí's sales in 2025.
² Street food vendors, hotels, churches, snack bars, small grocery stores, restaurants, etc.
³ Tendências Consultoria Study 2024.

The four pillars of customer service



People who know our culture.



Communication and culture and personalized relationships safeguarding the brand's reputation.



Systems that allow us to increase our capacity to serve.



Processes and structure dedicated to continuous improvement.



SHOPPING EXPERIENCE

We work every day to make our customers' shopping experience increasingly better. We invest in our facilities, offering well-lit, climate-controlled environments, Wi-Fi in all stores, parking lots with ample and secure spaces, dedicated service areas, and an assortment of approximately 10,000 products — all at low prices.

We are continuously improving the way we measure the results of our actions, ensuring a complete view of the impact on sales and the health of our brand.

Our monitoring system uses indicators to assess efficiency, presence in digital channels, brand perception, customer engagement, and customer satisfaction metrics. These efforts reinforce our commitment to data-driven decisions and the constant improvement of the consumer shopping experience.

In 2025, we continued to actively listen to customers through our traditional satisfaction survey, which tracks customer experience and recommendations in real time across all stores, and through our brand health survey, conducted in 19 regions to assess perception, recall, and consideration.

We also expanded our use of behavioral surveys with end consumers and business customers, exploring the emotional aspects of their relationship with our brand, their perception of savings, and their shopping experience.

These initiatives allow us to tailor our communication, campaigns, and value propositions to different profiles and regions, ensuring greater alignment with public expectations.



OUR SERVICES IN NUMBERS IN 2025

Butcher shop
in 270 stores

Cold cuts deli
in 258 stores

Coffee shop
in 148 stores

Coffee shop with bakery in 247 stores



Aline da Silva, Assaí Itaquá Alberto Hinoto (SP)



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GREATER CONVENIENCE FOR BUSINESS CUSTOMERS

In 2025, we strengthened our relationship with business customers by offering financial services as a loyalty tool. Our goal is to create an ecosystem that offers competitive prices, increases purchasing power, and helps resellers increase their sales.

The first step was the creation of **AssaiPay**, a point-of-sale (POS) payment terminal with exclusive cashback for use in our stores. The project started in late 2024 with the establishment of the Financial Services team and the collaboration of a consulting firm specializing in market and feasibility studies.

The pilot program began in September 2025 with ten customers, and the official launch is scheduled for early 2026 in Curitiba (PR), and in the states of Mato Grosso and Mato Grosso do Sul.

AssaiPay uses the white-label model, which enables us to offer the solution in partnership with a financial institution that provides the infrastructure and processes transactions. Assai is responsible for customer acquisition and relationship management, while customers receive automatic cashback for use in our stores.

In addition, we are evaluating potential strategic partners to develop and expand new

financial products, such as private-bales cards, insurance, assistance services, consortiums, acquiring, and digital solutions such as business checking accounts, with a focus on solutions that align with the company's customer profile.

TECHNOLOGY BRINGS ADVANTAGES TO INDIVIDUAL CUSTOMERS

Our **Meu Assai** app continues to be an important tool for strengthening customer relationships. The app's integrated CRM provides valuable information that allows us to better understand consumer habits and develop more effective strategies.

The app offers features such as a shopping list, financial services, a digital wallet for rewards and cashback, integration with the **Passai card**, and the 'Member Get Member' program, which provides discounts to users who refer others to the app.

By the end of 2025, 34% of Assai's sales were identified through the use of the **Meu Assai app**. This success enables us to analyze the purchasing behavior of over 23 million customers. Consequently, we are constantly launching new versions of the app to better serve our customers, on a journey of constant learning.

To further enhance the shopping experience for our customers, we have installed 1,588 self-service checkouts in 287 stores. These checkouts are available for purchases of up to 20 items or 50 kilograms and account for approximately 20% of in-store transactions.

This initiative streamlines customer service and aligns with the evolving profile of cash& carry stores, which are increasingly attracting families to this model. We also installed scales at these checkouts to speed up the payment process.

THE MEU ASSAÍ APP IN NUMBERS

- 23+ million** active users
- 16 million** downloads since launch
- 34%+** of sales identified through the app in 2025
- 27% higher** average spending per user in 2025, and **12%** more items purchased per transaction compared to customers who do not use the app
- 51% higher** frequency through the app than customers who did not use it in 2025

Liliane dos Santos, Assai Vila Velha (ES)



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ASSAÍ DIGITAL

Assaí Digital is an ecosystem that combines elements of the physical and digital worlds to create integrated and more comprehensive experiences for customers.

One of the initiatives within this ecosystem—partnerships with last-mile delivery companies—continues to strengthen the digital channel and enhance convenience for customers. The partnership established with iFood in 2024 boosted performance in

the fourth quarter of 2025, resulting in a 62% increase in last-mile sales compared to the same period in the previous year.

As Assaí Digital continues to expand, we expect to double the number of stores on the iFood platform, reaching 100 units by the end of the first quarter of 2026 and expanding customer access to integrated shopping solutions. Currently, sales via iFood account for more than 3% of total sales in stores participating on the platform.



Assaí São Bernardo do Campo (SP)

ASSAÍ.CO LAB EXPANDS OUR DIGITAL JOURNEY

In line with our new cultural value of Always Evolving, we advanced our digital journey in 2025 with the launch of **Assaí.Co Lab**, an innovation space that acts as a multifunctional laboratory designed to accelerate experimentation with emerging retail technologies through rapid, organized testing.

The initiative has a dedicated, multidisciplinary team and aims to bring Assaí closer to startups and partners, promoting the co-creation and development of new digital services and products and ensuring that ideas reach the market more quickly.

Practical examples of what will be explored at Assaí.Co Lab include using artificial intelligence for contract analysis and smart sensors for monitoring products on shelves.

The Lab will also serve as a meeting point for various internal teams and strategic partners, including suppliers, fostering collaboration and strengthening the culture of innovation within the company.



Partnership with Mercado Livre

At the end of 2025, Assaí entered into a partnership with Mercado Livre to establish its presence on the marketplace in 2026 under the fulfillment model. Under this model, Assaí will supply Mercado Livre's distribution centers (DCs), and Mercado Livre will be responsible for storage, sorting, order preparation, and delivery to the end customer. This model enables Assaí to expand its geographic reach and accelerate its presence in the marketplace with less operational friction.

Initially, the product mix was defined to allow for operational learning and economic discipline, prioritizing non-perishable categories high purchase recurrence and higher ticket prices within dry groceries, cleaning products, beverages, and selected non-food items.

Sales, scheduled to begin in the second quarter of 2026, represent Assaí's entry into a new digital channel and are part of the evolution of Assaí Digital, an ecosystem that integrates the company's digital channels. Through the marketplace, customers will be able to purchase Assaí products in an integrated digital journey, with the possibility of adding items from different sellers and categories to a single shopping cart and receiving everything in a single delivery and within the delivery time frames indicated by the platform.

The project began as a structured pilot, focused on gradual profitability. Sales to consumers will begin once Mercado Livre's distribution center in São Paulo is supplied with Assaí products. Throughout 2026, plans are in place to expand to distribution centers in Salvador (BA) and Curitiba (PR), which serve as regional hubs for the platform's logistics network and will enable broader national coverage.



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Parintins Festival (AM)

LOCALIZATION

To bring the Assaí brand even closer to different communities across Brazil, we have reinforced our regional marketing strategy, valuing the connection with local culture to better serve our customers.

We have also strengthened our work with influencers, reflecting the customs of each location and promoting authenticity in our campaigns. We have 16 different internal radio stations in our stores, so that the music suits the region while customers are making their purchases.

To address the cultural nuances of the states of Maranhão and Piauí, we set up a dedicated office within the structure of the Northeast region, ensuring closer proximity to and greater relevance in local initiatives.

The Somos Feitos de Nordeste (The Northeast is in each of us) campaign, created for *Dia do Nordestino* (a day celebrating the people of Brazil's Northeast region), exemplifies this approach. The campaign presented two manifestos with the same lyrics, adapted to different rhythms — *xote* and *matraca* — to reflect regional cultural nuances.

For the first time, we also used the tax incentive mechanism of the Rouanet Act to support the Parintins Festival and the Tempero Bahia culture and gastronomy festival, which we plan to repeat in 2026.

To measure the impact of these initiatives, for the first time we conducted brand awareness surveys in Assaí stores after key events such as Carnival, Saint John festivities in Caruaru (PE) and Campina Grande (PB), Parintins (AM), and Círio de Nazaré (PA).

The year was also marked by our presence at the Sobá Festival in Campo Grande, in Mato Grosso do Sul, and the Chapada dos Guimarães Winter Festival, in Mato Grosso. Additionally, we launched our first campaigns and activations on the beaches of Santos and Guarujá, in São Paulo, which were so successful that they will be repeated in the summer of 2026.

In Minas Gerais, we established a partnership around the character *Bolinho* to integrate the arts into a campaign aimed at the population of Minas Gerais. In Pernambuco, we officially sponsored the *Galo da Madrugada* (Dawn Rooster) carnival street parade for the first time. This sponsorship included the distribution of rooster sculptures in stores in Recife and Greater Recife, as well as support for the *Corrida do Galo* (Rooster Race).



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SPORTS SPONSORSHIP

Sports marketing remains one of our brand's engagement strategies and contributes to our localization efforts. In 2025, we continued to support eight state soccer championships, including the *Copa do Nordeste* (Northeast Cup), the *Copa do Brasil* (Brazil Cup), the Brazilian Championship Series A and B, and the São Paulo State Men's and Women's championships. We promoted in-store activations and themed campaigns to enhance the shopping experience for our customers.

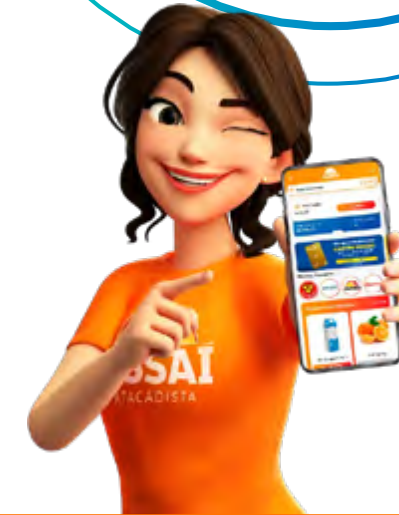
We once again sponsored a national edition of the *Taça das Favelas* (Favelas Cup), a soccer tournament organized by Central Única das Favelas (CUFA), which provides young people living in favelas and low-income neighborhoods with professional soccer facilities, cultural activities, and spaces for civic engagement. In addition to the sponsorship, we created the *Craque Assaí que Multiplica* (Assaí Star Player That Multiplies) award, which recognizes the best players in each match with a trophy and shopping vouchers (see more in the [Our Relationship with the Community](#) Section).



Brazil national team friendly match

SOCIAL MEDIA

We interact with and serve customers who contact us through our social media channels on Facebook, X (formerly Twitter), Instagram, YouTube, and TikTok. In 2025, we recorded more than 239,000 mentions of Assaí across posts and through organic monitoring outside our official social media channels, as well as through partnerships with influencers. A team of specialists reviewed all mentions.



Assaí's social media in 2025

Facebook

Followers **1,832,493**
 Videos **521**
 Posts **525**
 Reach **32,501,684**

Instagram

Followers **4,257,873**
 Videos **696**
 Posts **1,695**
 Reach **192,203,430**

YouTube

Subscribers **71,094**
 Views **119,222,030**
 Videos **83**

TikTok

Followers **96,077**
 Views **19,141,823**
 Likes **59,755**
 Posts **412**
 Reach **19,141,823**

LinkedIn

Followers **1,651,356**
 Views **578,771**
 Posts **251**
 Reach **9,043,360**



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CUSTOMER SPACE

We have a variety of customer service channels to ensure accessibility. Each customer can choose the most appropriate form of communication, including WhatsApp, our app, social media, phone, email, and reputation platforms such as Procon, Reclame Aqui, Consumidor.gov, and the electronic form on our website.

We created the Customer Space to centralize customer service and streamline incident resolution. In 2025, our team efficiently handled 920,332 inquiries, with a personalized approach.

To reinforce this work, we offer a self-service option that assists with low-complexity issues and was responsible for handling 473,267 inquiries (chat and IVR) during the year. In 2025, 90% of the inquiries received across all channels were resolved within ten calendar days.

Physical stores also play an important role in this process by serving as direct points of contact and offering immediate support in situations requiring face-to-face interaction. A dedicated team is available during store hours to ensure the quick resolution of requests.

Additionally, our in-house team is dedicated to promoting the Assaí culture, reinforcing our values and commitment to customer experience. This integrated approach fosters trust and transparency in our relationship with our customers.

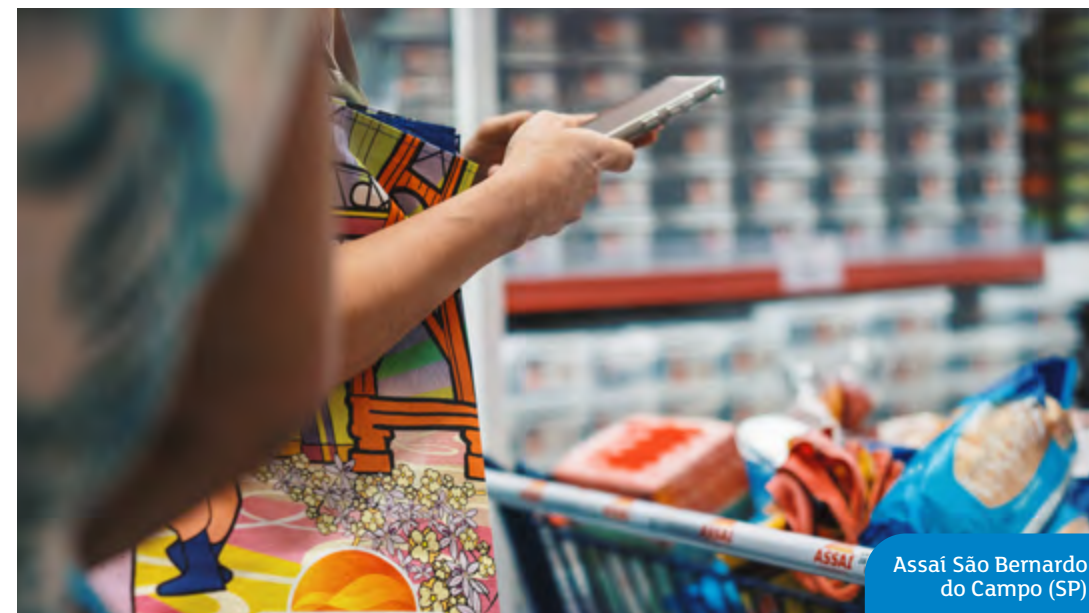
In 2025, we made progress in transforming customer service tools, particularly by migrating to a unified system that will integrate phone service, chat, interactive voice response (IVR), and internal systems by March 2026, providing a more seamless and efficient experience.

This unification of channels will allow customer service representatives to access customer profiles and immediately recognize their history, prioritizing sensitive cases and reducing the need for manual transitions between platforms.

Implementation will occur in phases: telephone and IVR in 2025, followed by chat and social media in the first half of 2026.

NUMBER OF CUSTOMER SERVICE INTERACTIONS HANDLED BY THE CUSTOMER SPACE

2023	1,107,327
2024	919,025
2025	920,332



GREATER AGILITY IN CLAIMS MANAGEMENT

After a testing and maturation period, the Ibatí platform, which we use to manage claims in our parking lots, cut the average case resolution time in half, from 80 to 40 days. The new tool promotes direct integration between management, legal, finance, operations, and most importantly, stores and customers, streamlining decisions and increasing transparency.

Customer satisfaction with the platform reached 90%, particularly for sensitive cases

such as theft and damage. Despite the increase in the number of stores in 2025, claims fell by 0.4%, thanks to camera monitoring and preventive security measures.

This evolution in our technology infrastructure was complemented by investments in training for our customer service team. In partnership with Assaí University, we developed a five-module training program for all customer service employees. One module, which focuses on leadership, will be completed in April 2026. We are already seeing improvements in the speed and quality of responses to customers.



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CUSTOMER SATISFACTION

GRI 3-3 (Material topic: Responsibility to the customer)

Our customer service was recognized with the following awards: *Consumidor Moderno 2025* (Retail-Wholesale and Cash&Carry category) and Companies that Most Respect Consumers 2025 (1st place in the Wholesale/Cash&Carry category), in addition to the 'The Customer Recommends' seal from the Experience Awards.

Regarding the *Reclame Aqui* award, an important reputation channel for brands, we regained our "Good" service status. We improved the average response time to mentions on the platform from 13 to 7 days.

We continuously monitor satisfaction indicators via the Customer Satisfaction Score (CSAT), chat, and *Reclame Aqui*, achieving results that are consistently above average for the sector.

ASSAÍ NPS



NUMBER OF SALES TICKETS IN ASSAÍ STORES



Customers, Assaí São Bernardo do Campo (SP)



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Felipe Mesquita, Assaí Valparaíso (GO)

FOOD QUALITY AND SAFETY CONTROL

GRI 416-1, 417-1, SASB FB-FR-260a.2

We are committed to ensuring the health and safety of consumers. We assess the potential health and safety impacts of all our significant product categories, including packaged foods, beverages, personal care products, cleaning products, and home goods. These assessments consider potential risks to human health and applicable regulatory requirements, ensuring our processes align with high quality and compliance standards.

To mitigate risks throughout the distribution chain, we maintain continuous preventive monitoring by providing nationwide monthly training covering all our operations. Our management system adheres to the regulations and guidelines of the relevant agencies, including the Ministry of Agriculture, Livestock, and Supply (MAPA), the National Health Surveillance Agency (ANVISA), the National Institute of Metrology, Quality, and Technology (INMETRO), the Consumer Protection Code, and other applicable laws.

Products are selected at distribution centers based on quality criteria, such as weight, appearance, and packaging. Nutritional information complies with current legislation and is presented in a standardized format. Packaging includes information such as composition, net weight, nutritional content, expiration date, batch number, and storage conditions. Perishable items, such as fruits, vegetables, and animal products, are subject to rigorous monitoring and controls regarding temperature, expiration date, and storage.

Although Assaí does not have its own certification programs for private label products, we guarantee the safety and compliance

of these products through a robust evaluation and qualification process of our suppliers. This evaluation verifies suppliers' adherence to legal requirements, technical capacity, quality history, good manufacturing practices, and health standards. We encourage our suppliers to adopt recognized food safety management systems that reinforce preventive practices in line with the best national and international guidelines. Employee training on food quality and safety is conducted nationwide every month and covers all operations in Brazil.

Our actions are based on the following guidelines:

- Standards and regulations of the Ministry of Agriculture, Livestock, and Supply (MAPA)
- Rules and guidelines of the National Health Surveillance Agency (ANVISA)
- Regulations of the National Institute of Metrology, Quality, and Technology (INMETRO)
- The Consumer Protection Code
- Good Manufacturing Practices (GMP)
- Hazard Analysis and Critical Control Points (HACCP)
- Codex Alimentarius (Joint FAO/WHO Program)
- ISO 22000 – Food Safety Management System
- International guidelines for food labeling, standardization, and quality control
- Legal and regulatory sector requirements applicable to the categories sold



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Our Value Chain *Management*

Camila Provenzano,
SP Regional, and
Fernando Campos,
Midwest Regional



Vila Velha (ES)



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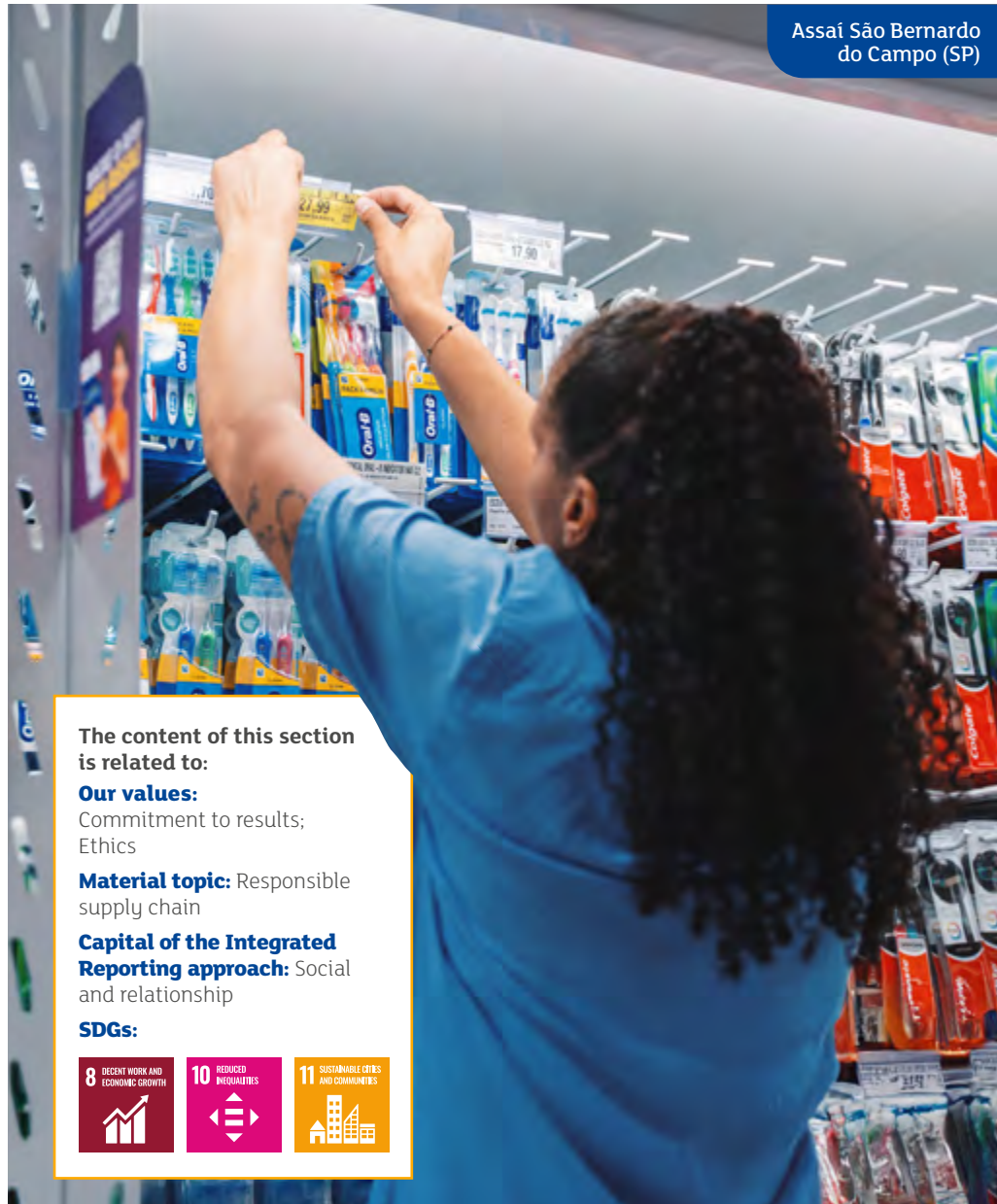
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Assaí São Bernardo do Campo (SP)

The content of this section is related to:
Our values: Commitment to results; Ethics
Material topic: Responsible supply chain
Capital of the Integrated Reporting approach: Social and relationship
SDGs:



OUR SUPPLIERS

GRI 2-6, 2-24, 3-3 (Material topic: Responsible supply chain)

Assaí's rapid expansion in recent years has brought numerous challenges, including greater operational complexity and the need to modernize systems to ensure efficient commercial and logistical processes that can sustain the company's growth.

To address these demands, we have selected 15 priority projects, one of which is the **New Sales System**, which changes the way the commercial team interacts with our suppliers.

This project involves replacing key systems such as purchasing, supply, pricing, promotions, assortment, transportation, and warehouse management. We expect to see gains in sales and margins, increased competitiveness, and reduced breakage, which will result in better negotiations and offer our customers more savings on their purchases.

Another innovation was the creation of a tool for negotiation meetings: a customized solution that centralizes internal data and information from various sources. This gives the commercial team the ability to quickly run simulations for better decision-making.

We began planning this change in 2023 and hired an outside consulting firm to develop the purchasing, supply, and pricing systems, which are scheduled for full implementation in November 2026.

The pricing system began operating at full capacity in November 2025, and its integration with a promotions tool is scheduled for the first quarter of 2026, which will maximize discounts, accelerate new promotions, and provide customers with more opportunities.

A pilot version of the supply system has been implemented in our Northeastern Regional Office, which already has a warehouse management system (WMS). The WMS was implemented in three distribution centers in 2025, and its expansion to nine distribution centers is planned for 2026.

Assaí University supports us with training, refresher courses, and workshops with leaders to establish roles and responsibilities within the project.

Implementing the New Sales System is also important for Assaí's localization strategy, which involves differentiated commercial policies and local negotiations with regional suppliers and regional teams of national suppliers, aiming to achieve the best terms and savings for our customers.



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SUPPLIER PROFILE AND LOCALIZATION

GRI 2-6

As of the end of 2025, we had more than 3,700 product suppliers spread across several states in Brazil. Our supply chain comprises three categories of suppliers

- **National:** operate in several states and have broad supply capacity.
- **Regional:** operate in only a few states, providing greater proximity and logistical agility.
- **Local:** supply a few stores, mainly with fresh and perishable products, including fruits and vegetables, eggs, dairy products, dulce de leche and yogurt, confectionery items, baked goods, wines and hot beverages, honey, and plants, among others. **GRI 2-6**

We prioritize working with regional companies located close to our operations to reduce environmental impact by minimizing transportation needs and strengthen our connection with local communities, while also supporting local businesses.

In 2025, 100% of our 603 new suppliers were selected using social and environmental criteria, including fair labor practices, respect for human rights, commitment to diversity and inclusion, and environmental impact. This assessment is part of the company's structured due diligence process.

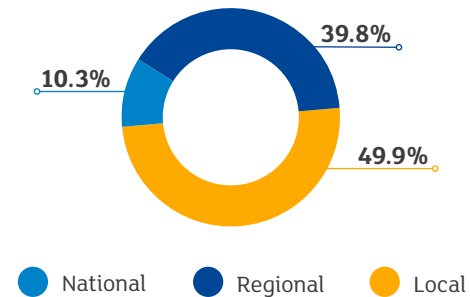
As part of our integrity mechanisms, we conduct periodic checks against public watchlists and corporate reputation databases, preventing the onboarding of new suppliers that present social and environmental irregularities or restrictions. In 2025, 619 suppliers were assessed against environmental criteria and 676 against social criteria, and no significant impacts were identified.

GRI 308-1, 308-2, 414-1, 414-2

One of our 2025 sustainability-related actions aimed at suppliers was inviting 87 companies in the areas of property security, entrance management, parking, security systems, and cleaning to participate in a workshop on ethics, diversity, and inclusion.

ACTIVE SUPPLIERS IN 2025

GRI 2-6



Paulo da Costa Muniz, Assaí São Caetano do Sul (SP)



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SUSTAINABLE DEVELOPMENT OF THE VALUE CHAIN

GRI 2-24, 2-25, 3-3 (Material topic: Responsible supply chain), 408-1, 409-1

Responsible management of our supply chain is one of the central pillars of Assaí's Sustainability Strategy. We operate based on the guidelines published in our institutional documents, including the [Code of Ethics and Conduct](#), the [Supplier Charter of Ethics](#), the [Environmental Management Policy](#), the [Diversity and Human Rights Policy](#), the [Social and Environmental Beef Purchasing Policy](#), and the [Animal Welfare Policy](#).

These documents provide guidance for practices that align with human rights, technical rigor regarding the environment, the promotion of diversity, the prevention of

negative impacts, risk mitigation, and the assurance of high standards of ethics and integrity throughout the supply chain.

We consider freedom of association and collective bargaining to be fundamental human rights in the workplace, and we do not condone child, forced, or compulsory labor.

We recognize that our supply chain presents significant social, environmental, labor, and governance risks. The main topic involving negative impacts include deforestation and the conversion of vegetation linked to the agricultural supply chain; damage to

biodiversity; risks relating to poor working conditions and human rights violations; the impact on local communities resulting from territorial expansion; and risks to animal welfare, particularly in supply chains involving animal products.

To mitigate these risks, we have established processes to assess, audit, and continuously monitor supply chains, prioritizing suppliers who demonstrate full adherence to our policies and public commitments.

Our efforts include verifying social and environmental compliance, monitoring critical indicators, promoting sustainable practices, applying criteria of risks mapped, and ensuring compliance with environmental, health, labor, and animal protection laws. We also prioritize business relationships with certified companies or those that demonstrate practices compatible with our responsibility standards.

Assaí offers programs and training courses to strengthen supply chain governance. We promote educational activities, technical training, and awareness initiatives on topics such as human rights, diversity,

ethics, the environment, and animal welfare. These initiatives reinforce the strategic role of suppliers in building a responsible and transparent supply chain. Internally, we conduct campaigns and provide training to ensure our teams align with the company's established guidelines and social and environmental expectations.

Our relationship with suppliers is based on dialogue, continuous improvement, and correcting inappropriate practices. When non-conformities are identified, we provide technical support for making appropriate adjustments while respecting deadlines and adjustments. However, as stated in our policies and public documents, we may terminate business relationships if social, environmental, ethical, legal, or animal welfare requirements are not met.

In addition to regularly monitoring critical suppliers, we have strict criteria for new registrations, which include social and environmental assessments, verification against restrictive lists, and proof of legal compliance. This approach strengthens the integrity of the supply chain, reduces risks, and ensures that our sustainability standards are integrated into commercial decision-making processes.



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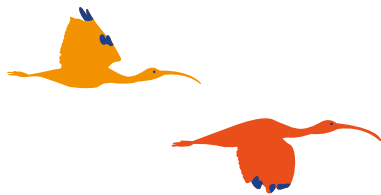
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WORKING TOGETHER TO BOOST POSITIVE IMPACT

GRI 2-25, 409-1

We collaborate with regulatory agencies, local entities, and affected communities to address negative impacts and establish reporting channels to identify irregularities, such as labor and environmental violations.

We promote initiatives that have a positive social impact. For example, we support programs that help micro and small business

Carlos Conceição and Silvana Neves, Assaí São Caetano do Sul (SP)



owners in our supply chain. We also invest in initiatives that reduce waste, encourage the circular economy, and increase the recycling of materials.

We have made progress regarding our supply chain. Currently, 100% of our private label and textile suppliers are audited for working conditions. The same applies to imported products manufactured in countries with a high risk of slave-like labor.

Some of the guidelines in our internal policies and in the Supplier Charter of Ethics (posted on our website) are:

- Ensure that all suppliers of private label brands and products subject to control by the Brazilian Association of Textile Retail (ABVTEX) are audited for working conditions.
- Ensure that all private label products have Roundtable on Sustainable Palm Oil (RSPO) and Forest Stewardship Council (FSC) traceability certifications.
- Ensure that free-range eggs are available for sale in all Assaí stores.

- Ensure that suppliers of fresh pork adhere to the Animal Welfare Policy and track their progress with each commitment established in the policy.
- Ensure the monitoring of farms that supply cattle directly, as established in the Social and Environmental Beef Purchasing Policy.

Assaí does not develop its own chemical products, nor does it maintain a list of restricted substances. Our activities are limited to monitoring document compliance and the traceability of information provided by the suppliers of these products. **SASB CG-MR-410a.2**

Compliance Assurance

Internal and external audits, combined with automated monitoring systems, track key environmental and social indicators, ensuring compliance with our policies.



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PARTICIPATORY RELATIONSHIP WITH STAKEHOLDERS

GRI 2-25, 3-3 (Material topic: Responsible supply chain)

We build and maintain participatory relationships with our stakeholders—including suppliers, customers, employees, NGOs, local communities, and regulatory agencies—through consultations, forums, and periodic questionnaires.

These interactions help us identify challenges and establish sustainability priorities. We communicate the results and effectiveness of these actions in annual reports, at meetings, and through digital channels. These results are validated through satisfaction surveys and public consultations, which continuously inform the company's strategies.

We strive to ensure that our grievance mechanisms are accessible, reliable, and continuously improved. To this end, target stakeholders are involved throughout the design, operation, and review cycle in different ways, such as regular training on ethics and integrity, participating in meetings and training programs, and having access to the Ethics Channel.

We take a systematic approach to tracking the effectiveness of grievance mechanisms and other remediation processes to ensure they meet stakeholder needs and promote continuous improvement. This approach involves collecting and analyzing data from grievance mechanisms, reporting examples of effectiveness, incorporating stakeholder feedback, and making continuous improvements.

We also participate in debates and working groups organized by partner non-governmental organizations, such as the Brazilian Roundtable for Sustainable Beef (MBPS), the National Pact for the Eradication of Slave Labor (InPacto), and the Indirect Suppliers Working Group (GTFI), as well as the Ethos Institute, the Brazilian Business Council for Sustainable Development (CEBDS), and the UN Global Compact, to contribute to the search for sustainability solutions.

ANIMAL WELFARE

GRI 3-3 (Material topic: Responsible supply chain), SASB FB-FR-430a.3

Our relationships with suppliers of animal protein (such as beef, pork, chicken, fish, and eggs) and personal hygiene products involving animal testing are governed by the [Animal Welfare Policy](#) and the [Social and Environmental Beef Policy](#), which contain guidelines for all links in the supply chain, including employees.

We encourage our suppliers to adopt recognized animal welfare practices and voluntary certifications as a way to strengthen sustainability guidelines, ensuring traceability and transparency standards and reinforcing our role in advancing these practices throughout the supply chain.

Through its Animal Welfare Policy, Assaí reinforces its public commitments to the pork supply chain with its suppliers, which must be implemented by 2030. These commitments include group sow housing, the abolishment of ear notching (ear mutilation), and the use of immunocastration or surgical castration under anesthesia and analgesia. Assaí also communicates its commitments

100% of suppliers were **in compliance** with our Animal Welfare Policy.

regarding the egg supply chain, such as ensuring free-range eggs are available in all stores.

In 2025, we increased our direct interaction with suppliers in the pork production chain to communicate the guidelines established in our policy and ensure alignment with expected standards. We are in frequent contact with our suppliers and closely monitor their progress. Additionally, we have strengthened our collaboration with civil society organizations to standardize supplier monitoring processes.

Our goal is for **100%** of stores to offer **eggs** from **cage-free** systems.



João Luiz Domingues, Assaí João Dias (SP)



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BIODIVERSITY AND COMBATING DEFORESTATION

GRI 3-3 (Material topic: Responsible supply chain)

Assaí has intensified its sustainability management, with a focus on the beef, palm oil, and wood supply chains, which are considered priorities due to their criticality and relevance among the products sold.

For these chains, we promote actions aimed at raising awareness of deforestation, conversion of native vegetation, and traceability through the program for the purchase of beef and products containing palm oil and wood for our private labels.


We invest in supplier policies as well as in monitoring and qualification processes, establishing commitments and action plans to mitigate social and environmental impacts. We also collaborate with governments, regulatory agencies, and society to promote best practices in the supply chain.

Our commitment to preserving natural ecosystems and biodiversity is formalized in the [Supplier Charter of Ethics](#), the [Environmental Management Policy](#), and the [Social and Environmental Beef Purchasing Policy](#), which govern our partnerships and reinforce the importance of engaging the entire supply chain in protecting the environment.

In 2025:

100% of the fresh meat purchased by Assaí was sourced from companies with direct-producer traceability systems.

100% of suppliers were in compliance with our beef policy.



CATTLE FARMING

GRI 3-3 (Material topic: Responsible supply chain)

We have maintained a close relationship with our beef suppliers for many years, supporting the development of processes, systems, and engagement initiatives aimed at reducing negative impacts across the supply chain.

In 2025, we celebrated two significant achievements as a result of this work:

- Assaí's participation in the Sustainable Livestock Program, a government initiative in the state of Pará that aims to align livestock

farming in the state with environmental and traceability requirements, particularly those of the European Union and China

- During COP30, four Assaí stores in Belém began stocking 100% traceable beef—from farm to slaughterhouse as part of this program and in partnership with Assaí's main supplier in the state.

We have established processes to govern our relationships with beef suppliers, including fresh beef and processed products (e.g., salted, seasoned). In both cases, signing the [Social and Environmental Beef Purchasing Policy](#) is mandatory.

To join our supplier base, all suppliers must adhere to the [Supplier Charter of Ethics](#), which is incorporated into the commercial contract. Fresh beef suppliers must provide information on their sources of supply, including details on those responsible for breeding cattle intended for slaughter and manufacturing products supplied to Assaí. This information is necessary for social and environmental analyses.

Fresh beef supply chains must be free of deforestation and environmental embargoes. Practices involving slave-like or child labor, or encroachment on conservation areas, Indigenous lands, or Quilombola territories, are also unacceptable.

Through geomonitoring, we assess the social and environmental practices of farms that supply cattle to meatpacking plants, considering the farm where fed cattle are supplied for slaughter. This assessment covers compliance with established social and environmental practices.

We support initiatives such as Imaflores's *Boi na Linha* program and participate in relevant forums, including the Indirect Suppliers Working Group (GTFI) and the Brazilian Roundtable for Sustainable Beef (MBPS), which promote sustainability in the supply chain.



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HUMAN AND LABOR RIGHTS IN THE VALUE CHAIN

We monitor human rights and labor conditions in supply chains through on-site audits conducted with the support of independent companies.

These audits follow guidelines from the Brazilian Association of Textile Retail (ABVTEX), the Initiative for Compliance and Sustainability (ICS), the Business Social Compliance Initiative (BSCI), and the Sedex Members Ethical Trade Audit (SMETA), and include document analysis and anonymous interviews to assess aspects such as remuneration, benefits, health and safety, freedom of association, and the prevention of child, forced, or mandatory labor.

In 2025, 100% of private label suppliers, 100% of textile suppliers, and 100% of suppliers of imported products in countries with high vulnerability to degrading and/or slave-like working conditions had valid working condition audits. **GRI 408-1, 409-1, 414-2**

We check all our approved suppliers against the Dirty List of Slave Labor, published by the Ministry of Labor and Employment (MTE), and we review our active suppliers regularly.

ASSESSMENT OF WORKING CONDITIONS IN THE SUPPLY CHAIN GRI 414-2

	2023	2024	2025
Total number of suppliers eligible for audits - national private labels	19	21	26
Percentage of national suppliers of private labels with valid audits	95%	100%	100%
Total number of suppliers eligible for audits - international in countries with social vulnerability	6	9	32
Percentage of international suppliers with valid audits in socially vulnerable countries	100%	100%	100%
Percentage of ABVTEX-certified PLUs audited for working conditions	100%	100%	100%

Note: We are readjusting the process of monitoring fruits and vegetables as we prioritize other supply chains that are considered more critical based on the updated value chain risk study.

LOG AWARD RECOGNIZES SUPPLIERS

GRI 2-25, 3-3 (Material topic: Responsible supply chain)

Since 2024, we have been promoting good practices to combat climate change in the logistics chain (Scope 3) through the LOG Award, which recognizes suppliers with the best low-emission logistics initiatives in the Sustainability category.

The 2025 edition of the award received 24 entries from companies, which is a 41% increase from the previous year. Of the total, 80% responded to the questionnaire for the Sustainability category, which is not yet mandatory.

The award evaluates indicators such as emissions and emission reductions in operations with Assaí, adoption of alternative fuels and vehicles equipped with telemetry, percentage of drivers trained in efficient driving, preparation of emissions inventories, and science-based reduction targets (SBTi).



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Our Relationship with the Community



Vera Lucia, Quebrada Alimentada organization (supported soup kitchen), and **Marcos Dias**, Associação Cultural e Esportiva Aquidabã (organization supported via Sports and Citizenship Call for Proposals)



Rio de Janeiro (RJ)



ASSAÍ INSTITUTE

The content of this section is related to:

Our values:

Passion for what we do; Ethics

Material topics:

Fight against hunger and food waste; People development; Well-being, health, and safety

Capital of the Integrated Reporting approach:

Social and relationship

SDGs:



Assaí's social relationships with the communities where the company operates are managed by the Assaí Institute, an independent nonprofit organization established in 2022 that runs programs in all our stores.

The Institute works to create opportunities and promote prosperity in three focus areas: Food Security, Entrepreneurship, and Sports and Citizenship. and is guided by **Sustainable Development Goals (SDGs)** that govern its actions and commitments.

With a commitment to having a positive social impact on the communities where we operate, the purpose of the Assaí Institute is to *promote opportunities and pathways to prosperity for people and communities.*

PRIORITY SDGs FOR THE ASSAÍ INSTITUTE



Mission

To support solutions that strengthen food security, promote entrepreneurship, and contribute to community development through partnerships and collaboration between public and private entities.



Vision

A well-fed Brazil.

Values

We believe in people – We value the potential of every individual and, through empathy, support people in their development and transformation journeys.

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.



Click [here](#) to watch the institutional video of the Assaí Institute.





Volunteering in Horta Girassol Institute, Brasília (DF)



Click [here](#) to learn more about the Institute's structure.

The Assaí Institute is managed by a dedicated team and supported by four governance bodies: the General Meeting, the Advisory Board, the Supervisory Board, and the Executive Board. These bodies execute our strategy and develop projects and programs.

In 2025, the Assaí Institute concluded the first three-year cycle of its strategic planning period (2023–2025), marking a phase focused on consolidating initiatives and advancing knowledge, project development, and social impact practices.

During this period, the Institute achieved significant results. Among the highlights was the early fulfillment of its meal donation target and the support of ten soup kitchens, strengthening its contribution to food security and hunger relief.

The entrepreneurship program gained momentum and recognition through [Academia Assaí](#) and the annual award. In parallel, the Corporate Volunteer Program continued to evolve, expanding its reach and structure through dedicated training initiatives (see more on page [101](#)).

Starting in 2026, the Assaí Institute will intentionally integrate its Food Security and Entrepreneurship programs to contribute to **community development** in a more holistic way.

As it embarks on a new phase of operations in 2026, the Assaí Institute will align its activities with the 2030 Strategic Framework, approved in late 2025. This framework

aims to diversify social initiatives and expand their reach through co-financing mechanisms, enabling the Institute to access resources from other companies, including suppliers and partners. It also strengthens the Institute's role in advocacy and public policy discussions, contributing to broader social transformation.

Read on to learn more about the Assaí Institute's initiatives across its three focus areas in 2025, including institutional projects.

2025 HIGHLIGHTS

1.2 million+ people benefited from our programs

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

405 partner organizations

16,651 certificates in business management issued



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FOOD SECURITY

GRI 3-3 (Material topic: Fight against hunger and food waste), 413-1

Assaí addresses food insecurity through a range of initiatives designed to prevent, mitigate, correct, and manage related impacts.

Among the measures adopted are the review of purchasing processes, improved seasonality and inventory management, and the use of technology to monitor and identify products approaching their expiration dates.

To address identified negative impacts, Assaí has implemented initiatives such as the *Destino Certo* (Right Destination) program and employee awareness training. To enhance positive impacts, we promote food and nutrition education and encourage conscious and environmentally responsible consumption among our customers.

We continuously monitor product breakage in stores through inventory controls and management systems, enabling the identification of operational losses and the implementation of preventive actions to reduce waste. Internal targets are established for controlling breakage in stores based on inventory data and historical loss records.

Assaí has also strengthened inventory management and loss reduction by adopting technologies that help predict demand and control product expiration dates. In addition, indicators related to breakage, food donations, and upcycling in cafeterias support data-driven decision-making.

To engage employees and reinforce awareness, the company provides training and educational activities on the impacts of food waste and the importance of proper food handling and separation.

Waste reduction initiatives are developed through a collaborative and continuous approach, involving employees, customers, suppliers, social organizations, and technology partners.

We also use monitoring mechanisms to track operational and environmental indicators, analyze sustainability metrics, and collect stakeholder feedback to assess the effectiveness of these initiatives and promote continuous improvement.

As part of our efforts to combat hunger and food waste, the Assaí Institute's Food Security program focuses on providing

socially vulnerable populations with access to food, prepared meals, and financial resources to purchase food.

To further strengthen these efforts, the Assaí Institute also participates in broader initiatives aimed at combating hunger. It is also a signatory to the Pact Against Hunger and a co-financier of the Movimento Todos à Mesa (Everyone at the Table Movement).



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Access to resources for food choice – Mais Escolha

The *Mais Escolha* project, concluded in November 2025, provided beneficiaries with cards loaded with R\$105 per month for six months to purchase food at Assaí stores. The initiative supported Black women who are single mothers and heads of household living in situations of social vulnerability and food insecurity, primarily those registered in the Federal Government’s *CadÚnico* program.

In 2025, the *Mais Escolha* project distributed 2,094 cards, promoting food autonomy for these families. In the 2023-2025 period, more than 6,000 families received the card and participated in the Nutrition and Food Education project, which provided guidance on identifying healthier food options and making purchasing decisions that improve family nutrition.

Beneficiaries also received information on making more nutritious food choices, upcycling parts of food that would otherwise be discarded, as well as recipes and practical tips to reduce food waste.

Access to prepared meals – Soup Kitchens

This project provides individuals experiencing extreme social vulnerability, particularly those living on the streets, with free access to nutritious and adequate prepared meals. The meals are prepared and distributed by small and medium-sized soup kitchens, directly contributing to increased access to quality food. The Soup Kitchens program is carried out in partnership with social organizations that work directly in food-insecure territories. In addition to supporting meal preparation, the Assaí

Institute strengthens these initiatives through structural investments, such as infrastructure improvements and equipment donations, as well as training and capacity-building initiatives for the teams responsible for the kitchens, thereby enhancing their management and operational capabilities.

The Institute’s three-year target of supporting 10 soup kitchens was achieved in the first half of 2025, with all units actively producing meals. The goal of donating 518,000 meals by 2025 was also surpassed, and a total of 833,000 meals were served between 2023 and 2025.



Soup Kitchen Paternus, Fortaleza (CE)

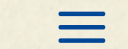
Access to fruits and vegetables – Destino Certo

The *Destino Certo* program combats food waste by donating fruits and vegetables that do not meet aesthetic standards but remain safe for consumption to social organizations such as daycare centers, nursing homes, and municipal food banks.

In 2025, *Destino Certo* distributed 2,173 metric tons of fruits and vegetables, benefiting more than 485,000 people experiencing social vulnerability. The number of Assaí stores making donations reached 301, and the number of organizations supported exceeded 200.

All donations are recorded and monitored to ensure traceability and measure social impact. Together with food upcycling initiatives, these actions have strengthened the social support network, promoted the circular economy, and ensured food security.

DESTINO CERTO DONATIONS (METRIC TONS)



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Donation of non-perishable food items

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.

Community Food Drive – Food Is Something We Share

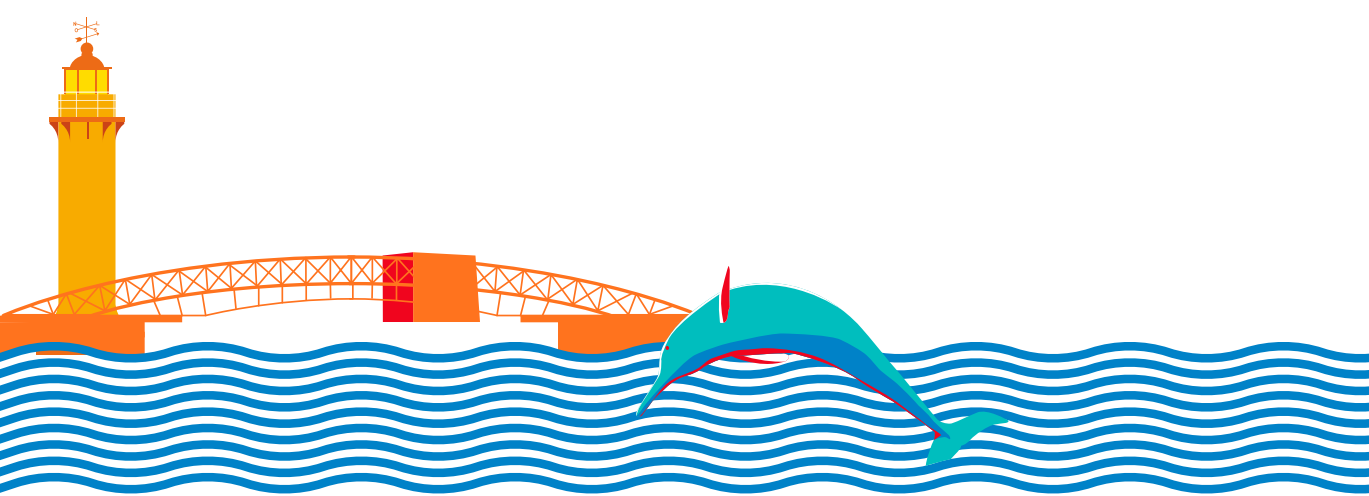
At the end of each year, the Assaí Institute, in partnership with Assaí, conducts its national food drive, engaging customers, suppliers, and employees across all Assaí stores to support families experiencing social vulnerability.

In 2025, the campaign collected 720 metric tons of food across 306 stores nationwide, enabling the Assaí Institute to exceed its target of 1,300 metric tons collected during the 2023–2025 period.

These donations positively impacted the lives of thousands of people supported by more than 100 partner social organizations. To further strengthen the initiative, the Assaí Institute contributed an additional 15% of the total volume collected.



Volunteers from the REMAR Brazil Organization in the Food is Something We Share Campaign, São Paulo (SP)



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COMPLETE AND NUTRITIOUS MEALS FOR LESS THAN R\$10



In 2024, Assaí launched Prato Cheio (Full Plate), an initiative designed to provide complete and nutritious meals for less than R\$10. The program operates in 16 participating stores across the states of Pernambuco, Paraíba, Alagoas, and Rio Grande do Norte.

In 2025, the program involved more than 2,000 tons of food, consolidating itself as a pioneering model of food inclusion and

demonstrating the real, sustainable impact that our business can generate.

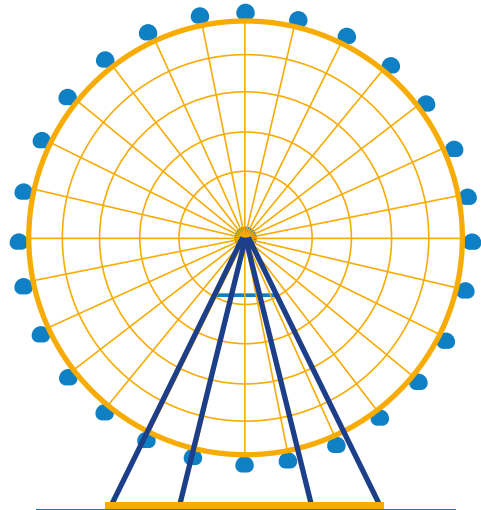
Open to all, from families looking to save money to small local business owners, the initiative requires no registration and reinforces our commitment to food security and access to quality food for everyone. It also supports our purpose of generating a positive impact in the regions where we operate.

Support for communities affected by natural disasters

The Assaí Institute supports communities during crisis situations, particularly climate-related or humanitarian emergencies. In addition to food, donations may include hygiene products, cleaning supplies, and other essential items, with Assaí stores serving as collection points for these contributions. After severe storms in January 2025, we collected 1.4 metric tons of donations for residents of Ipatinga, Minas Gerais, and 2.3 metric tons for residents of Picos, Piauí.



Click [here](#) to learn more about the Assaí Institute's Food Security initiatives.



Quebrada Alimentada organization, São Paulo (SP)

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Entrepreneur recognized in the Academia Assaí Award 2025

ENTREPRENEURSHIP

GRI 413-1

The Assaí Institute advances its **Entrepreneurship** agenda through Academia Assaí, a program that combines training, recognition, and access to financial resources for micro and small entrepreneurs in the food sector, helping generate income and strengthen these businesses.

Through Academia Assaí, the Institute offers in-person courses held at Assaí stores, while also supporting projects led by social organizations that provide training and development for entrepreneurs in the food sector.

The program also develops educational content, events, workshops, awards, and financial support, strengthening the ecosystem of small food businesses and recognizing entrepreneurs who operate in this sector. Activities within the Entrepreneurship agenda are organized around four key areas of action:

Information and training

Through the Academia Assaí platform, we offer thirteen online courses, most of which are tailored to specific types of food businesses. The courses address general business management topics with the aim of fostering the professional development of micro and small business owners.

A total of 18 classes of entrepreneurs participated in a classroom-based business management course held in partnership with Aliança Empreendedora across nine cities covering all geographic regions of Brazil. The 12-hour courses addressed entrepreneurship concepts, pricing, marketing, and sales, and was primarily aimed at entrepreneurs who already own a food business.

Incentive, recognition, and appreciation

The Academia Assaí Award is an initiative that aims to promote and empower small business owners, both formal and informal, emphasizing sustainable development and business growth.

The 8th edition of the Award received more than 7,500 entries and distributed over R\$1.3 million in prizes, including cash, shopping vouchers, and smartphones. Participants also gained access to a professional training program focused on business management and sustainable growth.

The award has three categories—On-Demand Sales, Physical Store, and Street Vendor—and also recognizes the best in the special categories of Innovation, Technology, and Sustainability.



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Support for other initiatives in the area of entrepreneurship

The Assaí Institute seeks to boost regional initiatives that support entrepreneurship in the food sector, particularly those that are most relevant to the reality of local business owners. See the table for a list of projects that were 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 Ai 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 carry 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.



Solutions for the ecosystem

The Assaí Institute establishes strategic partnerships with and provides institutional support to organizations that are aligned with the initiatives it advocates and promotes. These collaborations help partner institutions sustain and expand their initiatives, ultimately reinforcing the entrepreneurial ecosystem.


Entrepreneur at the Festival in partnership with the Instituto Feira Preta, Salvador (BA)

Aliança Empreendedora – Collaborates on planning and implementing content for entrepreneurs while promoting advocacy initiatives that influence public policies and strengthen the entrepreneurial ecosystem. We participate in **Empreender 360**, a collaborative platform created by Aliança Empreendedora to support microentrepreneurship in 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 – Supports economic development and promotes Black culture, creating an environment conducive to empowerment, growth, and economic prosperity, particularly through food businesses. We support and participate in initiatives that promote inclusion, income generation, and expanded opportunities for Black entrepreneurs. In 2025, the Institute sponsored the Feira Preta Festival in Salvador, Bahia—a Black culture event combining entrepreneurship, gastronomy, and discussions on Afro-consumption and inclusion.

Click [here](#) to learn more about the Assaí Institute's Entrepreneurship initiatives



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SPORTS AND CITIZENSHIP GRI 413-1

Between 2023 and 2025, the Assaí Institute collaborated with organizations that use sports as a tool for social inclusion in vulnerable communities. Support was provided through four key approaches:

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 focused on teaching sports for citizenship and developing an Educational Implementation Plan (EIP). Post-training follow-ups include practical proposals and guidance for the application of the content.

Financial support: Fifteen organizations receive financial assistance of up to R\$90,000 each to support the implementation of their 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.

Launched in 2023, the Sports and Citizenship Call for Proposals attracted 330 organizations, of which 50 advanced in the program. Of these, 15 were selected for the strategic mentoring module, which focuses 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, through applicable incentive laws, and were able to expand their services to children and adolescents in the communities.

The Assaí Institute's 2030 strategic plan introduced a change in its operating structure. The lessons learned over the past three years through its Sport 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.



Race and Walk Against Hunger

In 2025, Assaí and the Assaí Institute supported, for the first time, two stages of the Race and Walk Against Hunger, organized by Ação da Cidadania. The events took place in São Paulo and Rio de Janeiro. For each registration, one kilogram of food was donated to people in vulnerable situations through the Assaí Institute. Together, the two events collected more than 10 metric tons of food, benefiting people supported by the organization.



Favelas Cup

The Assaí Institute also continued to support the *Taça das Favelas* (Favelas Cup), a soccer tournament organized by Central Única das Favelas (CUFA). The tournament brings together men's and women's teams from low-income communities across the country for state-level competitions and a national final. The Assaí 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 the national final.



Click [here](#) to learn more about the Sports and Citizenship initiatives



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INSTITUTIONAL PROJECTS

GRI 413-1

The Assaí Institute expands its social impact through institutional projects, engaging customers, partners, and employees.

VOLUNTEERING

Assaí's Corporate Volunteer Program, established in 2024, encourages employees at headquarters and regional offices to engage in volunteer activities as a form of civic engagement. The program is managed by the Assaí Institute, guided by the Volunteer Policy, which defines its operational standards.

In 2025, the program focused on structuring and strengthening the program, mobilizing 100 volunteers to participate in initiatives carried out by organizations supported by the Assaí Institute across four regions of Brazil. These activities benefited over 1,000 individuals in socially vulnerable situations.

One of these activities was the Charity Christmas Tree event, which took place at the headquarters and 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.

Our volunteers 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. A total of 260 letters were sponsored in 2025.

Also in 2025, the first **in-person training session on corporate volunteering** was launched for headquarters employees, 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 Volunteering, São Paulo (SP)



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Warm Clothing is Something We Share campaign

WARM CLOTHING IS SOMETHING WE SHARE

In 2025, the Assaí Institute, together with all Assaí stores, launched a campaign to collect clothing, particularly warm items, ahead of the winter season. A total of 37 metric tons of clothing and bedding—including scarves, shoes, pants, T-shirts, coats, blankets, sweatshirts, comforters, beanies, jackets, gloves, and throws—were collected and donated to the Salvation Army, Rotary, the Red Cross, and 49 other social organizations.



The Assaí Institute 2025 Annual Report will be available on the website.

Government incentive projects and historical heritage

In 2025, the Assaí Institute initiated work with government incentive projects, which leverage incentive laws to increase funding for sponsorships and social initiatives, maximizing the reach and impact of its programs.

The first project to benefit from this incentive was the publication of the book *Prato Firmeza Amazônia*, approved in December 2024 and launched in 2025 in Belém, Pará. The initiative aims to promote regional culture and strengthen the Assaí brand's connection with the Amazonian identity.

Additional initiatives focused on diversity and inclusion were implemented, including literacy programs for refugees and individuals over 50 in underserved communities, fostering social transformation and creating new opportunities.



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Our Care for *the Environment*

Guilherme Souza, Cajamar (SP) distribution center, and **Ana Maria de Melo**, Assaí João Dias (SP)



Aparecida de Goiânia (GO)

The content of this section is related to:

Our values:
 Passion for what we do;
 Commitment to results;
 Ethics

Material topics:
 Climate change;
 Waste management

Capital of the Integrated Reporting approach:
 Natural

SDGs:



OUR CARE FOR THE ENVIRONMENT

Sustainability is an integral part of Assaí's operations. Given the scale and complexity of our business, we work continuously to identify, monitor, and reduce any negative impacts we may have on the environment, developing actions and initiatives that make our activities increasingly sustainable.

Our environmental performance aligns with the United Nations Sustainable Development Goals (SDGs) and complies with all relevant environmental legislation. We also seek to engage our employees, suppliers, business partners, customers, and other stakeholders in preserving the environment.

Our Environmental Management Policy establishes four main commitments that guide our actions:

Reducing greenhouse gas (GHG) emissions

Reducing waste generation and promoting the circular economy

Ensuring the sustainable use of natural resources

Protecting natural ecosystems and biodiversity



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COMBATING CLIMATE CHANGE

GRI 3-3 (Material topic: Climate change)

Assaí has continued to advance in the management and transparency of our greenhouse gas (GHG) emissions. This progress is reflected in the improvement of our CDP (Carbon Disclosure Project) score, a global initiative that assesses corporate governance and business strategies related to climate change. In 2025, we achieved an A- score, reflecting the continued maturation of our climate management practices and the increased robustness of the information disclosed.

In recognition of this progress, we also maintained the Gold Seal of the Brazilian GHG Protocol Program, a certification granted to companies that publish complete GHG emissions inventories. This recognition reinforces our commitment to transparency and to the rigorous monitoring of emissions—an essential element for guiding the definition of targets and the implementation of initiatives aimed at reducing the environmental impact of our operations.

SCOPES 1 AND 2 IN OUR OPERATIONS

In 2025, we updated our climate target to align with the Science Based Targets Initiative (SBTi) guidelines and our decarbonization strategy.

As a result, we increased our commitment to reducing emissions by 42% by 2030, based on 2021 levels, in line with the Paris Agreement.

To achieve this goal, we are migrating to the Free Energy Market, investing in self-produced energy, and adopting more efficient refrigeration systems in our stores.

In 2025, we reduced our absolute Scope 1 and Scope 2 emissions by **5.3%** compared with the previous year

GRI 305-5



OUR PARTICIPATION IN COP30

Assaí participated as an observer at COP30, the 30th United Nations Climate Change Conference, which was held for the first time in Brazil, in Belém (state of Pará), in November 2025.

Throughout the event, we highlighted our initiatives related to emissions reduction, resource efficiency, social projects, and conservation through both digital and in-store communications across five stores in the city. These stores hosted actions such as offering discounts on reusable bags to encourage their use and reduce reliance on single-use plastic bags, as well as the introduction of 100% traceable beef, enabling more sustainable choices for customers in the region.

As part of the conference agenda, Amcham presented Assaí Atacadista's **migration project to Brazil's Free Energy Market**, launched in 2019. The initiative aims to reduce and optimize energy consumption

across our operations by diversifying energy sources and expanding the use of clean and renewable alternatives.

The initiative includes the gradual migration of the company's stores to Brazil's Free Energy Market, enabling the contracting of renewable energy from sources such as hydropower, solar, wind, and biomass. The process involves the technical adaptation of the infrastructure and metering systems of each store to ensure efficient and monitorable operations within this new contracting environment.

Assaí has also committed to ensuring that all new stores are launched directly in the Free Energy Market, enabling them to operate from the outset under a more sustainable and economically advantageous energy model.



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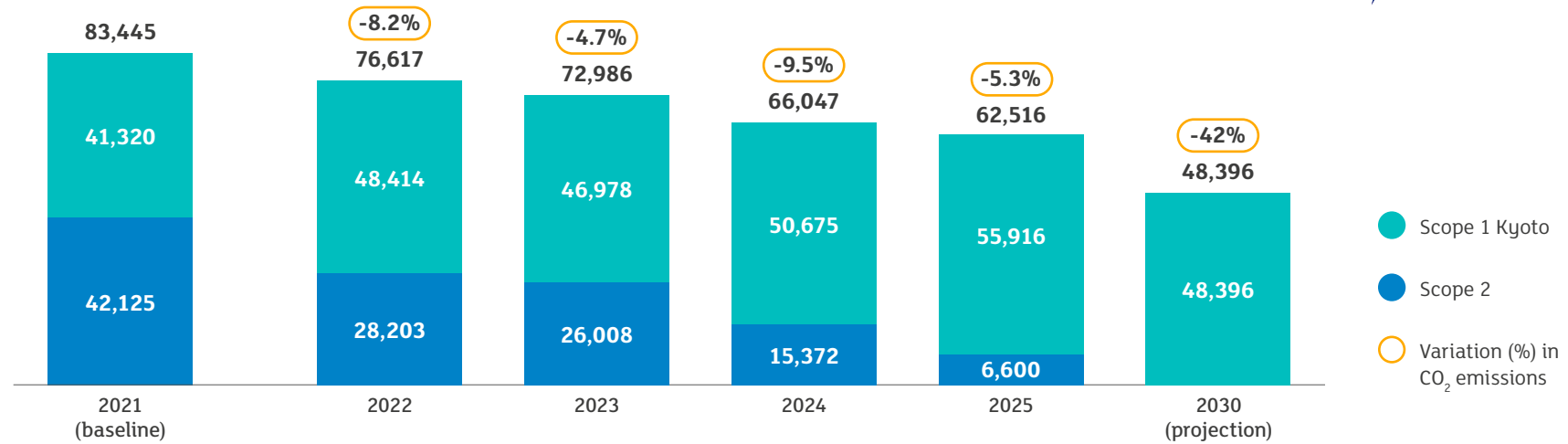
Operations with reduced impact (Scope 1) GRI 2-25, 305-1, SASB FB-FR-110b.1

In 2025, nearly 80% of Assaí's Scope 1 emissions were related to refrigerants used to refrigerate food counters and islands, as well as in the store's air conditioning system.

Since 2022, all new stores have opened with more efficient equipment and gases that have a lower impact on emissions. At the same time, we have a program in place to modernize the refrigeration systems in older stores, which includes replacing old equipment with newer ones that use natural gases with a lower global warming potential (GWP).

We continue to invest in measures that minimize the use of diesel generators, which are only utilized to ensure customer service in the event of power outages. One such measure is a project involving the use of batteries, which is currently being tested in five stores.

EMISSIONS INVENTORY (tCO₂e)



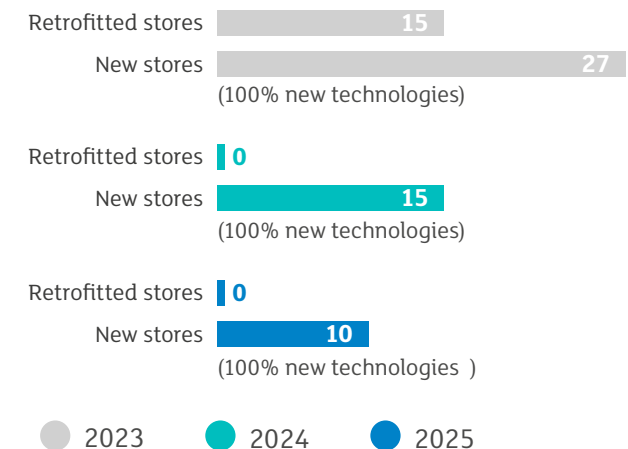
BATTERY ENERGY STORAGE

The Battery Energy Storage System (BESS) is a technology that facilitates the storage of electrical energy in batteries for subsequent use, particularly during periods of peak demand when energy rates are elevated.

During the day, when energy is cheaper or when we can generate our own energy, such as solar energy, the system charges the batteries. Subsequently, during periods of higher consumption and cost, this stored energy is utilized, leading to cost savings and enhanced efficiency.

This solution offers several key benefits: it reduces costs by avoiding high rates during peak hours, contributes to sustainability by integrating renewable sources, and reduces the carbon footprint. Additionally, it ensures security and continuity in cases of grid instability. It also enhances operational efficiency, facilitating more effective management of consumption and introducing predictability to our stores, aligning our business with industry trends.

EVOLUTION IN REFRIGERANTS



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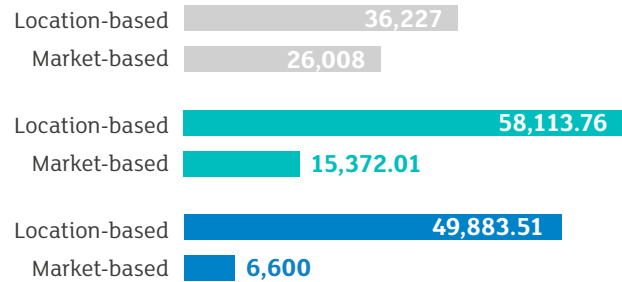


Clean and renewable energy (Scope 2) GRI 302-1, 305-2

In 2025, we expanded our use of renewable energy across our operations. During the year, 99% of the electricity purchased came from renewable sources (hydropower, solar, wind, or biomass). The reduction of Scope 2 emissions by 2030 will be achieved through the purchase of **I-REC** certificates for the electricity consumed, demonstrating our commitment to this agenda.

International Renewable Energy Certificates (I-RECs) are certificates that prove a certain amount of electricity was generated from renewable sources.

EMISSIONS FROM ENERGY ACQUISITION (tCO₂e) GRI 305-2



● 2023 ● 2024 ● 2025



Assaí Ayrton Senna (RJ)



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Auren Plant

In 2025, our emissions intensity was
0.0000007
tCO₂e/R\$ (Scopes 1 and 2)
GRI 305-4

In addition to the procurement of renewable electricity, 2025 marked significant progress in our on-site electricity generation strategy. In partnership with Auren, 3 solar plants in Jaíba (MG) began operations in October. Together, they have an annual generation capacity of 36 average MW (MWa), enough to supply 87 of our stores (Assaí holds a 99% stake in the consortium that operates the plants).

Another component of this strategy is the installation of rooftop solar systems at our stores, an initiative already implemented in several company units. In total, we operate eight rooftop solar systems, located at stores in Cabo Frio (RJ), Cuiabá (MT), Duque de Caxias (RJ), Goiânia (GO), Londrina (PR), Rio de Janeiro (RJ), Rio Verde (GO), and São Bernardo do Campo – Anchieta (SP). Together, these systems totaled more than 26,000 square meters of installed solar panels, generating over 31,000 MWh of electricity and avoiding the emission of 1,698.77 tCO₂e.

Among these projects, the solar rooftop installed in April 2025 at the São Bernardo do Campo – Anchieta (SP) store is the largest in Brazil’s food retail sector.

With an installed capacity of 762 kWp, the photovoltaic system enables approximately 14% savings in the store’s electricity costs. With this, the total number of stores with self-generation of energy reached 95.

Supply chain emissions (Scope 3)
GRI 305-3

Our commitment to reducing emissions across our value chain includes both improving the measurement of these emissions and encouraging our suppliers to adopt more sustainable environmental practices.

In 2025, we enhanced the coverage of our emissions inventory, which now includes all applicable Scope 3 categories. Among the emission sources reported, Category 1—which includes emissions associated with products sold in our stores—represents a significant share. As a result of these methodological improvements, our total Scope 3 emissions increased from 598,163.16 tCO₂e to 638,522.82 tCO₂e.

Supplier engagement also takes place through the LOG Award, which includes a sustainability category and annually evaluates the logistics practices of our suppliers. These practices include the use of alternative fuels in their fleets, the implementation of technologies and processes to optimize routes, telematics systems, and the preparation of greenhouse gas (GHG) emissions inventories associated with logistics operations (see more in the [Our Value Chain Management](#) section).



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WASTE REDUCTION AND CIRCULAR ECONOMY

GRI 2-25, 3-3 (Material topic: Waste management), 306-1, 306-2, SASB CG-MR-410a.3, FB-FR-430a.4

We recognize the environmental impacts that stem from our operations and continuously seek to reduce them by improving waste management and adopting circular economy practices. Our initiatives aim to reduce the volume of waste generated and ensure the proper destination of materials throughout the entire value chain.

Assai's operations generate organic waste, recyclables (plastic, paper/cardboard, glass, and metal), products unfit for sale (expired, damaged, or defective), and operational waste resulting from losses during handling and storage.

These waste streams occur both in our stores and distribution centers, while in the supply chain they may arise from packaging and disposable materials used by suppliers. We also recognize the impacts associated with improper disposal of post-consumption packaging and products.

To address these challenges, we have developed a set of initiatives focused on **reducing waste generation, reusing materials, and ensuring environmentally appropriate disposal.**

Direct operations

Nearly half of the waste generated in our operations (48%) is recycled, repurposed, or reused through various initiatives:

Destino Certo – Food that does not meet commercial standards but remains suitable for consumption is donated to charities or reused internally. Some items are used to prepare meals in store cafeterias, while the rest are donated to social institutions, preventing food waste and generating positive social impacts.

Composting – Organic waste is sent for composting, diverting it from landfills and enabling its reintegration into productive cycles.

Use of bones and tallow – Waste generated in store butcher sections is collected and sent to industry for upcycling. Tallow can be refined and used in the production of biodiesel, soaps, cosmetics, and other chemical industry inputs, as well as in animal feed formulations. Bones can be processed into bone meal, a calcium- and phosphorus-rich input used in animal feed or fertilizers and soil amendments.

Modernization of operational processes – Improvements in product handling, storage, and in-store display help reduce losses and prevent unnecessary waste.



DESTINO CERTO: COMBATING FOOD WASTE

The **Destino Certo** program, developed with the support of the Assai Institute, promotes the redistribution of food that was not sold in stores but remains suitable for consumption. In **2025, 301 stores donated 2,173 metric tons of food** through this initiative.

In the same year, we launched a pilot project in partnership with a Brazilian startup to expand the scope

of donations, including **grocery items and personal care products resulting from operational losses.** The pilot was implemented in two stores, with potential to donate **more than five additional tons per month.**

Learn more about Destino Certo on **page 95.**



Meal at Casa de Clara Institution - Sefras (SP)



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Supply chain, customers, and partners

Waste management also involves actions across the value chain.

In our relationships with suppliers, we seek to increase the recyclability of packaging. Currently, **more than 70% of the packaging waste generated by our private label products is fully recyclable**, and we work with business partners to gradually increase this share.

We also develop initiatives aimed at customers and partners, encouraging proper waste disposal and more conscious consumption:

Voluntary Drop-off Points (VDPs) – Available in **67 stores**, these stations allow customers to

dispose of materials such as cardboard, plastic, glass, electronics, paper, metal, and used cooking oil for proper treatment and recycling. Through the Recycle with Assaí campaign, all stores provide battery collection points, and more than 90% of our units also offer collection points for light bulbs.

Conscious Consumption – We provide cardboard boxes in stores and sell reusable bags, encouraging the reduction of single-use plastic bags.

All suppliers and partners involved in waste disposal undergo qualification processes based on efficiency and compliance criteria. The data used in waste management are traceable and subject to third-party audit.



Assaí Jacu Pêssego (SP)



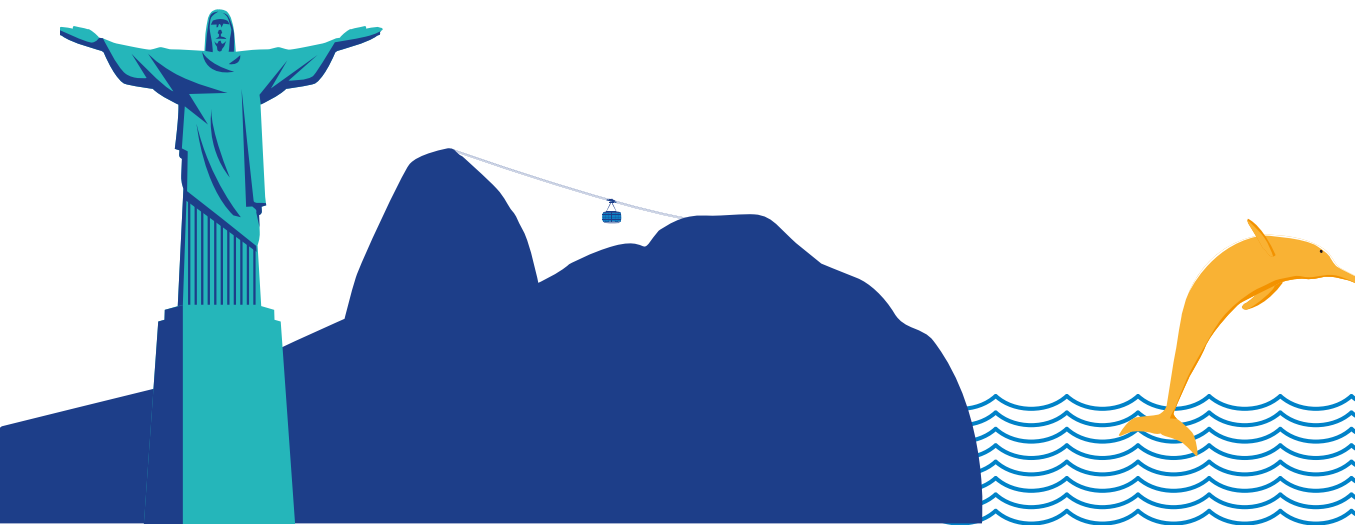
Assaí Jacu Pêssego (SP)



Assaí São Bernardo do Campo (SP)



Assaí João Dias (SP)



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PACKAGING AND WASTE DIVERSION INITIATIVES

In 2025, we advanced initiatives focused on the circular economy and responsible management of packaging. During the year, **82,886 metric tons of operational waste were sent for recycling**, and **48% of the total waste generated was either repurposed, recycled, or recovered**.

We also monitor the consumption of single-use plastic bags through indicators and monthly reporting. This monitoring supports consumption reduction campaigns, including providing cardboard boxes at checkout and encouraging customers to use reusable bags.

To strengthen waste management control, in 2025 we launched a pilot of a digital system that monitors waste flows in stores in real time, recording volumes, material types, and their final destination.

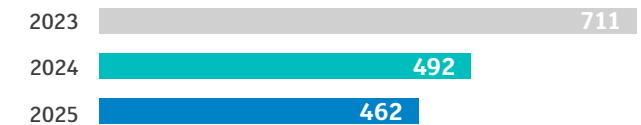
These initiatives are part of the **Assai Waste Valorization Program**, which establishes annual landfill diversion targets for each store. Monthly meetings with regional leaders track progress on this agenda, whose long-term objective is to achieve **zero waste to landfill by 2035**.

Assai Guajaras (MA)

NON-HAZARDOUS WASTE GENERATED (metric tons) GRI 306-3



CUSTOMER WASTE FOR RECYCLING (metric tons) GRI 306-4



LIGHT BULBS COLLECTED FROM RECYCLING STATIONS (metric tons)



BATTERIES COLLECTED FROM RECYCLING STATIONS (metric tons)



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REVERSE LOGISTICS FOR PACKAGING

In 2025, we expanded our partnership with **Eureciclo**, which enables reverse logistics for all **recyclable private label packaging we place on the market in 2024**, complementing the initiatives carried out through the stores' Voluntary Drop-off Points (VDPs).

Packaging compensation does not necessarily occur in the same year as the sale and may take place over subsequent years, but ensuring that the entire volume of packaging is properly offset within the established timelines.

Efficient management of packaging is particularly relevant given the expansion of Assaí's private-label brands. For products already sold, we work with partner manufacturers to adapt packaging. For new products, our **Sustainable Purchasing Guide** recommends that **100% of packaging be designed to be recyclable**.

In addition to structuring the recycling value chain and strengthening the work of waste pickers, these initiatives contribute to compliance with Brazil's **National Solid Waste Policy** and reinforce Assaí's commitment to shared responsibility across product lifecycles.



André Albuquerque, Assaí João Dias (SP)



LIGHT BULB EXCHANGE FOR CUSTOMERS

In celebration of Environment Week 2025, we held a special event offering free light bulb exchanges at four stores in São Paulo, Santo André, and Diadema.

In collaboration with electricity distributors, these stores have established recycling stations that accept various types of waste, including paper, plastic, glass, metals, electronics, batteries, and used cooking oil.

During the event, customers who brought an old incandescent, halogen, or fluorescent light bulb to Assaí received a free LED bulb, subject to certain participation rules, such as a limit on the number of bulbs exchanged.



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ORGANIC WASTE AND FOOD WASTE REDUCTION

SASB FB-FR-150a.1

Assaí has also advanced the integration between organic waste management and **food waste reduction initiatives**, aligning environmental preservation with positive social impact.

Driven by the Zero Waste to Landfill target, composting increased significantly during the period: **more than 9,000 metric tons of organic waste were composted in 2025**, representing a **154% increase compared to 2024**, reflecting daily efforts and cultural changes across operations. Greater awareness and improved waste segregation were key factors contributing to this result.

We also advanced the pilot of a digital waste management system, which will improve real-time monitoring, reduce delays in data consolidation, and facilitate the qualification of suppliers responsible for environmentally appropriate waste disposal.

WASTE SENT FOR COMPOSTING (metric tons) GRI 306-4



Assaí Penha Marginal Tietê (SP)



Tiago Bueno, Assaí João Dias (SP)

In 2025, more than 9,000 metric tons of organic waste were composted, representing a 154% increase compared to 2024.



In 2025, we joined the **Brazil Without Waste International Coalition**, coordinated by **WWF-Brasil**, which brings together companies, governments, and civil society to reduce food loss and waste in the country.



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SUSTAINABLE USE OF NATURAL RESOURCES AND WATER EFFICIENCY

GRI 303-1

In 2025, we made progress in our efforts to conserve and use water efficiently in our operations. This is an important issue, not only from an environmental standpoint, but also in terms of regulations (legislation) and costs for Assaí.

We use water from the public water supply system, artesian wells, and water trucks for human consumption, cleaning, irrigating the garden, preparing food, and refrigeration. Most of the water is disposed of in the sewage system. In locations where this service is unavailable, our stores hire third parties to install Wastewater Treatment Plants (WWTPs) or clean septic tanks to ensure proper disposal.

We remotely monitor water consumption in real time using billing or telemetry data. We also have leak detection systems, faucet aerators, flow regulators, atomizers, jet sprays, and dual flush systems. Action plans are implemented for corrections in the case of deviations or leaks.

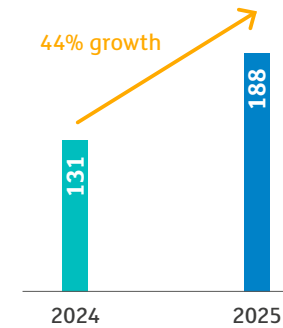
To encourage store employees to save water, we created a campaign called “Responsible Consumption of Water and Energy,” which included educational materials, sharing best practices, and awards. In 2025, we expanded the campaign’s scope and began rewarding stores with the most successful water and/or energy conservation projects.

Targets were set according to each store’s characteristics (region, space, type of refrigeration, new services, and galleries) and consumption history. Our goal is to reduce consumption according to the water efficiency projects implemented. In cases where there are no plans for projects, we established a percentage reduction in standard consumption.



Romario Oliveira,
Anhanguera (SP)
distribution center

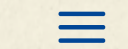
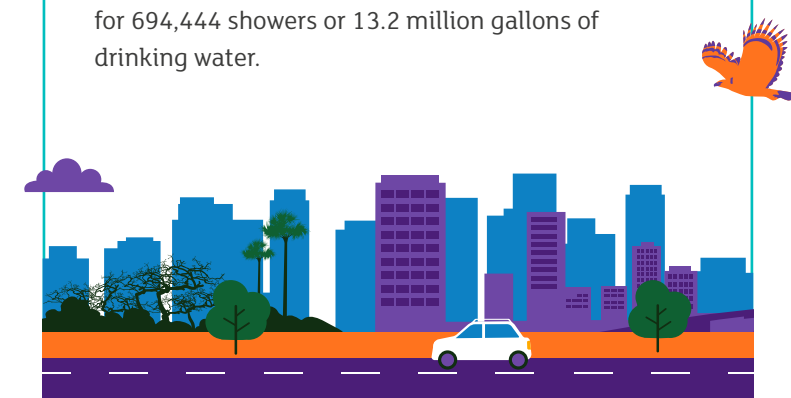
EFFICIENT STORES¹



¹ On our scale, efficient stores are those with a consumption variation of 0% or less compared to the previous period.

WATER SAVINGS EQUIVALENT TO SUPPLYING 228 HOMES

Despite opening 10 new stores in 2025, we reduced our total water consumption by 2%. This means we avoided using more than 50,000 cubic meters of drinking water in our processes, which is sufficient to supply 228 four-person households for one year. The total water saved would be sufficient for 694,444 showers or 13.2 million gallons of drinking water.



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Our Journey *into the Future*

Kaina Silva,
Assaí São Caetano
do Sul (SP), and
Juliana Nampo,
Headquarters (SP)

Fortaleza (CE)



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We expect 2026 to be a year of challenges, but also one of continued evolution and consistent growth. The economic environment is likely to remain complex, with ongoing pressure on consumption, but we are prepared for the journey ahead.

Drawing on Assaí's more than 50 years of history, we understand that every challenge brings opportunities to innovate, enhance efficiency, and strengthen resilience. Guided by this mindset, we remain focused on three pillars: financial deleveraging, operational efficiency, and sustainable expansion.

In the digital space, we will expand our online channels, guided by active listening and understanding of customer needs, in addition to strengthening our partnership with iFood and initiating a partnership with Mercado Livre, entering the marketplace fulfillment model.

We will continue to strengthen customer service and personalize the customer journey, including accessible financial services such as AssaíPay, while investing in technology and automation to make decision-making faster and more customer-centered. These advances will reduce costs, elevate the quality of our services, and further strengthen the trust that millions of Brazilians place in Assaí.

We will also enhance efficiency through the New Sales System, which is scheduled for

completion by the end of the year. This initiative will implement intelligent pricing, inventory, and category management systems, thereby ensuring more accurate and agile operations.

Stores with shop galleries and services will continue to evolve in 2026, further enhancing the shopping experience. Our response time to customer demands will continue to decrease, and our efforts toward localization and proximity to communities will strengthen, increasingly reflecting Brazil's diversity.

We will continue expanding the company in a sustainable manner, with five new stores and investments of approximately R\$700 million planned. We will also continue working to maintain the downward trajectory of the net debt-to-EBITDA ratio, reinforcing our ability to navigate challenges without compromising our financial strength.

Following the structuring carried out in 2025, 2026 will be a year of consolidation and maturation for projects led by the New Business & Innovation Executive Department, including the implementation of pharmacies in our stores, the expansion of our private-label product offering, and the In&Out strategy.

The Nossa Gente (Our People) app will further consolidate its role as a communication channel, connecting people and strengthening the internal experience of employees. The migrant and refugee



Assaí Cabula (BA)

pillar of our diversity strategy will also mature, transforming diversity into an operational strength, and we will remain steadfast in pursuing our goals for Black professionals and women in leadership positions.

We will continue to make progress in the areas of energy efficiency, water reduction, waste management, and CO2 emissions. We will further support the development of more ethical, transparent, and sustainable supply chains.

The Assaí Institute will begin a new cycle toward 2030 with a strategy that is even more aligned with the business, focused on Food Security

and Entrepreneurship, expanding development opportunities for communities.

All of this will be guided by the highest standards of governance, ethics, and commitment to sustainability, valuing the experience of those who work with us, the social impact we generate, and the legacy we leave to society. This will be the year when we fully put our new value — Always Evolving — into practice.

It will be another challenging year, but also one of progress and transformation, taking steady steps toward becoming an even more efficient, innovative, and sustainable Assaí.



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Gabriela Pedrolí,
Cajamar (SP)
distribution center,
and **José Novaes
dos Santos,**
Headquarters (SP)



Foz do Iguaçu (PR)



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Material topic: Responsible supply chain

GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

We have identified risks related to the right to freedom of association and collective bargaining in certain operations and supply chains. These risks are found in two types of operations, involving factories and agricultural production, and were detected in seven countries: Argentina, Brazil (especially in the fruit and vegetables and textile chains), China, Indonesia, Peru, Turkey, and Vietnam.

To mitigate potential negative impacts and ensure that our suppliers are aligned with corporate guidelines, we have a strict assessment and auditing policy in place. We only do business with suppliers deemed eligible. The audits allow us to identify any irregularities which, if found, prevent the supplier from being registered in the company's system, making it impossible to do business with them until such irregularities have been resolved.

We understand that some production chains pose a greater risk of inadequate working conditions and, therefore, we monitor fruit and vegetables, textile, and certain imported products to ensure compliance with labor and human rights standards.

The methodology for determining which countries are most vulnerable to slave-like labor follows the guidelines of the Casino Group, based on multiple criteria. Based on this methodology, a list is created containing low-risk countries—with which direct negotiations are allowed—and high-risk countries that require on-site audits prior to establishing commercial partnerships.

Company indicator: Percentage of meatpackers directly supplying beef that have their own geomonitoring system and active traceability

	2023	2024	2025
Percentage of direct suppliers of beef that have their own geomonitoring system and active traceability	100%	100%	100%

Company indicator: National meatpackers and processors with non-conformities

	2023	2024	2025
National meatpackers and processors with non-conformities and that have been blocked	30	30	30
Number of beef suppliers that have been blocked and remain blocked	25	25	25
Number of meatpackers and beef processors with non-conformities that submitted action plans and resumed supplying Assai	5	5	5

Note: This indicator refers to the cumulative total from 2017 to December 31, 2025.

SASB FB-FR-430a.2 - Percentage of revenue from (1) eggs that originated from a cage-free environment and (2) pork produced without the use of gestation crates

Company indicator: Percentage of revenue from the sale of cage-free, free-range, and organic eggs supplied by national brands

	2023	2024	2025
Percentage of revenue from the sale of cage-free, free-range, and organic eggs supplied by national brands, in relation to the total volume of eggs	6.2%	7.3%	8.2%

Company indicator: Number and percentage of stores offering eggs certified for animal welfare

	2023	2024	2025
Number of stores that offer animal welfare-certified eggs	284	302	311
Percentage of stores that offer animal welfare-certified eggs	98.6%	100%	99.7%

Material topic: Waste management

GRI 306-3 - Waste generated

Waste generated by composition (metric tons)	2023	2024	2025
Discards	98,477	111,368	108,945
Recyclables	70,017	77,022	82,886
Composting	2,419	3,601	9,135
Donation of fruits and vegetables	2,332	1,975	2,173
Meals and flours	1,089	1,094	1,106
Pet food	110	176	330
Tallow and bones	101	736	909
Processing ¹	-	-	3,548
Total	174,545	195,972	209,032

¹ The "Processing" category began to be reported in 2025.



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Company indicator: Total volume of customer waste sent for recycling – reverse logistics

Total volume of waste from customers sent for recycling, by type (metric tons)	2023	2024	2025
Batteries	26	28	32
E-waste	11	8	58
Energy-efficient light bulbs	23	30	29
Plastic materials	89	59	73
Paper and cardboard	401	234	182
Scrap metal	27	13	58
Aluminum	4	4	4
Glass	88	58	16
Other customer waste	42	58	10
Total	711	492	462

Other indicators related to waste management and the circular economy

	2023	2024	2025
Number of stores with the <i>Destino Certo</i> program implemented	156	196	301
Total number of stores with VDP for the recycling of waste brought by customers	41	44	67
Waste recovery rate	44%	43%	48%

GRI 306-4 - Waste diverted from disposal
GRI 306-5 - Waste directed to disposal

	2023			2024			2025		
	Onsite	Offsite	Total	Onsite	Offsite	Total	Onsite	Offsite	Total
Recovered waste and waste directed to disposal (metric tons)									
Recovered waste									
Hazardous waste	0.00	61.00	61.00	0.00	66.00	66.00	0.00	119.10	119.10
Recycling (batteries, light bulbs, and electronic waste) (Reverse logistics)	0.00	61.00	61.00	0.00	66.00	66.00	0.00	119.10	119.10
Non-hazardous waste	76,067.92	651.00	76,718.92	84,604.00	426.00	85,030.00	100,086.57	342.77	100,429.33
Preparation for reuse (meals and flours / pet food / bones and tallow)	1,300.00	0.00	1,300.00	2,006.00	0.00	2,006.00	5,893.51	0.00	5,893.51
Recycling	70,017.00	651.00	70,668.00	77,022.00	426.00	77,438.00	82,885.77	342.77	83,228.53
Donation of fruits and vegetables	2,331.64	0.00	2,331.64	1,975.00	0.00	1,975.00	2,172.78	0.00	2,172.78
Composting	2,419.29	0.00	2,419.29	3,601.00	0.00	3,601.00	9,134.51	0.00	9,134.51
Waste directed to disposal (metric tons)									
Non-hazardous waste	98,477.00	0.00	98,477.00	111,368.00	0.00	111,368.00	108,944.91	0.00	108,944.91
Landfilling	98,477.00	0.00	98,477.00	111,368.00	0.00	111,368.00	108,944.91	0.00	108,944.91

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Material topic: Climate change

GRI 201-2 Financial implications and other risks and opportunities due to climate change

Assaí's risk management approach aligns with international standards and is integrated into all processes, with a focus on ensuring financial planning, business continuity, value creation, and fostering a risk culture. The methodology is based on COSO and ISO 31000:2018, and it is structured in seven interdependent annual stages:

1. Establishing the context: Analysis of the scenario and alignment with strategic objectives through annual cycles of executive alignment.
2. Risk identification: A top-down approach involving interviews with executives to generate a list of emerging risks and opportunities.
3. Analysis and assessment: A qualitative and quantitative assessment of risks is conducted, classifying them by impact (1 to 5) and probability (1 to 5), considering 45 dimensions grouped into direct impacts on Assaí and its stakeholders.
4. Treatment: Assessment of the effectiveness of existing controls and definition of action plans for unmitigated risks.
5. Monitoring and communication: Actions are continuously monitored and regularly aligned with executives based on annual self-assessments.

In 2024, 18 risks were prioritized: 14 related to the business and four focused on ESG, including climate risks. In this context, Assaí conducted its first climate mapping based on IPCC scenarios:

1. Physical risks: landslides, floods, heat waves, storms, and wildfires. Scenario A (SSP1-2.6): 1.8°C increase by 2100 (sustainable development). Scenario B (SSP3-7.0): 3.6°C increase by 2100 (current policies).
2. Transition risks (NGFS – Current Policies and Net Zero 2050): regulatory, technological, market, and reputational impacts, as well as opportunities related to efficiency, energy, resilience, and new products.

The analysis covered 302 stores (by the end of 2024), 12 distribution centers, and 12 offices. The main climate threats identified were river flooding, wildfires, and heat waves, with physical risks such as damage to structures, equipment, and products; explosion involving flammable materials; increased energy consumption; and loss of heat-sensitive products.

Some of the most significant transition risks include the mandatory replacement of high-GWP refrigerants, which requires investment; non-compliance with climate disclosure requirements, which affects reputation and access to capital; and stricter requirements for climate engagement in the supply chain, which increase regulatory and operational risks.

In terms of governance, the CSO and the Sustainability Committee are responsible for managing resources to mitigate climate risks and opportunities, integrating the topic into the strategy, monitoring goals, and managing risks. Climate issues are addressed regularly at quarterly Committee meetings, with a focus on policies, practices, indicators, and results. It is important to note that if the climate risk study indicates potential financial impacts, these will be incorporated into the company's accounting provisions in the future, thereby strengthening the integration between risk management, sustainability, and financial planning.

GGRI 302-1 - Energy consumption within the organization

SASB CG-MR-130a.1 - (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable

SASB FB-FR-130a.1 - (1) Operational energy consumed, (2) percentage grid electricity and (3) percentage renewable

	2023	2024	2025
Total energy consumption (GJ)	3,626,747.72	4,106,401.43	4,180,140.25
Purchased electricity (GJ)	3,378,395.32	3,855,767.47	3,981,743.88
Self-generated electricity (GJ)	248,352.40	250,633.96	198,295.78
Renewable energy consumed (GJ)	857,962.04	2,373,863.91	3,135,400.04
Non-renewable energy consumed (GJ)	248,352.40	250,633.96	198,295.78
Energy intensity (GJ/production unit)	12,592.87	13,597.36	13,397.88
Energy consumption within the organization (GJ)	2023	2024	2025
Non-renewable sources			
Gasoline	0	0	0
Diesel	149,386.15	142,171.30	97,875.49
Butane, propane, and liquefied petroleum gas (LPG)	95,744.18	104,026.98	96,199.41
Natural gas, including compressed natural gas (CNG) and liquefied natural gas (LNG)	3,222.07	4,435.68	4,220.88
Subtotal	248,352.40	250,633.96	198,295.78
Renewable sources			
Biomass	27.10	35.13	39.11
Hydropower	613,422.00	2,009,812.43	3,084,087.60
Solar energy	18,224.14	16,911.55	20,061.48
Wind energy	226,288.80	347,104.80	31,211.85
Subtotal	857,962.04	2,373,863.91	3,135,400.04
Electricity consumption	3,378,395.32	3,855,767.47	3,981,743.88
Total energy consumption	3,626,747.72	4,106,401.43	4,180,140.25
Percentage of energy consumed from the grid	74.6%	38.8%	21.3%
Percentage of renewable energy	25.4%	61.2%	78.7%

Note 1: Renewable energy consumed includes only renewable energy with certification (I-REC) or a guarantee of origin.

Note 2: The conversion factor used for energy conversion was 1 megawatt-hour equals 3.6 gigajoules. For converting other energy sources, we used the conversion factors described by the Energy Research Company (EPE): Diesel: 0.0355 – LPG: 0.255 – CNG: 0.01884 – Gasoline: 0.03224.

Note 3: The indicator includes all Assaí units (stores, distribution centers, and headquarters), from January to December of each year, using the same assumptions as the GHG Inventory.

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GRI 302-2 - Energy consumption outside of the organization

Total energy consumption outside of the organization (GJ)	2023	2024	2025
	4,990,977.02	5,690,658.40	7,607,782.57

GRI 302-3 - Energy intensity

Energy intensity (GJ/sqm)	2023	2024	2025
Onsite	2.49	2.69	2.65
Offsite	n/a	3.72	4.82
Total	n/a	6.42	7.46

Note: Energy intensity is calculated by dividing the total energy consumed within, outside, and within and outside the organization by the sales area (in square meters). Energy intensity outside the organization and total energy intensity began to be reported in 2024 and are therefore not available for 2023.

SASB FB-FR-110a.1 - Fleet fuel consumed, percentage renewable

Fleet fuel consumed	2023	2024	2025
Total fuel consumed by fleet vehicles (GJ)	27.1	35.1	39.1
Total renewable fuel consumed by fleet vehicles (GJ)	27.1	35.1	39.1
Percentage of fuel consumed by fleet vehicles that is renewable fuel (%)	100.0%	100.0%	100.0%

GRI 303-5 - Water consumption

Water consumption (megaliters)	2023	2024	2025
Total water consumption	1,875.06	3,476.77	3,629.52
Total water consumption in areas with water stress	94.42	604.08	648.72
Consumption in areas with extremely high risk for water stress	10.26	46.33	43.02
Consumption in areas with high risk of water stress	84.63	557.76	605.70

Note 1: The increase in water consumption from 2023 to 2024 occurred because, in 2024, we began monitoring and reporting water consumption at all stores, the Cajamar distribution center, and headquarters. In previous years, only 180 stores were considered. In 2024 and 2025, water consumption at 35 stores was estimated based on the size of the operation. Water consumption is monitored monthly through utility bills issued by the regional service providers where the stores are located, and at headquarters.

Note 2: The 2024 data were reported in cubic meters (m³) last year and have been divided by one thousand to be corrected to the megaliters unit for this year. **GRI 2-4**

GRI 305-1 - Direct (Scope 1) GHG emissions

GRI 305-2 - Energy indirect (Scope 2) GHG emissions from acquired electricity

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

Greenhouse gas (GHG) emissions (tCO ₂ e)	2023	2024	2025
Direct emissions (Scope 1)	75,896.44	75,937.33	55,987.37
Indirect emissions (Scope 2) - location-based	36,226.71	58,113.76	50,132.06
Indirect emissions (Scope 2) - market-based	26,008.40	15,372.01	6,513.98
Other indirect emissions (Scope 3)	450,729.57	598,163.16	638,522.82
Biogenic emissions (Scope 1)	1,187.87	1,325.63	981.51
Biogenic emissions (Scope 3)	53,520.92	66,799.31	73,202.90

Note: The Greenhouse Gas Inventory data has been submitted to independent third-party verification.

GRI 305-4 - GHG emissions intensity

GHG emissions intensity (tCO ₂ e/R\$ billion)	2023	2024	2025
GHG emissions intensity (Scope 1)	0.00000104	0.00000094	0.00000066
GHG emissions intensity (Scope 1 + Scope 2)	0.0000014	0.0000011	0.0000007

Note 1: Emissions intensity is calculated by dividing the respective scopes by gross revenue in billions of Brazilian reais. For Scope 2, market-based emissions are considered.

Note 2: The Greenhouse Gas Inventory data has been submitted to independent third-party verification.

SASB FB-FR-110b.1 – Gross global Scope 1 emissions from refrigerants

SASB FB-FR-110b.2 – Percentage of refrigerants consumed with zero ozone-depleting potential

SASB FB-FR-110b.3 – Average refrigerant emissions rate

Air emissions from refrigeration	2023	2024	2025
Gross global Scope 1 emissions from refrigerants (tCO ₂ e)	77,015.92	77,262.73	77,689.33
Percentage of refrigerants consumed with zero ozone-depleting potential	61%	66%	56%
Average refrigerant emissions rate (tCO ₂ e)	n/a	n/a	35.11

Note: The average refrigerant emissions rate began to be reported in 2025; therefore, historical data are not available.

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Material topic: Fight against hunger and food waste

SSASB FB-FR-250a.1 - High-risk food safety violation rate

SASB FB-FR-250a.2 - (1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are private-label products

In 2025, maintaining the strong results achieved in 2023 and 2024, the rate of high-risk food safety violations remained at zero. We had no products recalled or units withdrawn.

High-risk food safety violation	2023	2024	2025
High-risk food safety violation rate (%)	0%	0%	0%
Number of recalls	0	0	0
Number of units withdrawn	0	0	0
Percentage of units recalled that are private-label products	0%	0%	0%

Material topic: Development of people

GRI 401-1 - New employee hires and employee turnover

Total number and rate of new employee hires

	2023		2024		2025	
	Employees hired	Rate of new hires	Employees hired	Rate of new hires	Employees hired	Rate of new hires
Gender						
Female	16,081	40.9%	21,667	50.1%	26,751	57.2%
Male	17,884	43.6%	23,147	52.7%	27,290	59.2%
Total	33,965	42.3%	44,814	51.4%	54,041	58.2%
Age group						
Under 30	19,422	57.6%	25,323	70.6%	28,901	80.7%
From 30 to 50	12,672	31.1%	16,441	38.2%	20,274	44.4%
Over 50	1,871	28.2%	3,050	36.6%	4,866	42.7%
Total	33,965	42.3%	44,814	51.4%	54,041	58.2%
Region						
North	1,612	33.4%	3,306	55.5%	3,140	49.9%
Northeast	6,922	31.5%	6,600	29.4%	7,760	34.2%
Midwest	4,394	59.1%	6,058	76.7%	7,339	87.0%
Southeast	19,250	44.0%	26,827	55.3%	33,276	62.8%
South	1,787	74.8%	2,023	84.7%	2,526	101.8%
Total	33,965	42.3%	44,814	51.4%	54,041	58.2%

Note: Hiring rate = total number of new hires divided by the average headcount for the year.

Total number and rate of employee turnover

	2023		2024		2025	
	Employee turnover	Turnover rate	Employee turnover	Turnover rate	Employee turnover	Turnover rate
Gender						
Female	12,365	36.3%	15,679	42.9%	20,801	52.6%
Male	14,947	40.2%	19,034	47.7%	23,804	57.2%
Total	27,312	38.4%	34,713	45.4%	44,605	55.0%
Age group						
Under 30	14,549	48.5%	18,021	58.6%	22,139	72.1%
From 30 to 50	11,628	32.2%	14,820	38.0%	19,376	46.9%
Over 50	1,135	22.3%	1,872	27.7%	3,090	34.1%
Total	27,312	38.4%	34,713	45.4%	44,605	55.0%
Region						
North	1,615	35.9%	2,007	40.0%	2,596	47.3%
Northeast	4,633	24.8%	5,318	26.6%	6,729	33.1%
Midwest	4,214	64.5%	5,272	75.8%	6,454	89.9%
Southeast	15,213	38.7%	20,214	47.8%	26,491	57.7%
South	1,637	74.8%	1,902	85.6%	2,335	105.8%
Total	27,312	38.4%	34,713	45.4%	44,605	55.0%

Note 1: The indicator was updated to report the Company's total turnover, without excluding non-manageable terminations. Due to this methodological change, there is an increase in the turnover rate for 2025, as well as for the previous years, 2023 and 2024.

Note 2: Turnover rate = total number of terminations divided by the average headcount for the year.



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SASB CG-MR-310a.2 – (1) Voluntary and (2) involuntary turnover rate for in-store and distribution center employees

Turnover rates	2023			2024			2025		
	Stores	Distribution Centers	Total	Stores	Distribution Centers	Total	Stores	Distribution Centers	Total
Cumulative involuntary turnover	14.5%	16.7%	14.6%	14.9%	16.2%	15.0%	21.2%	28.1%	21.5%
Cumulative voluntary turnover	24.9%	9.7%	24.3%	31.8%	16.0%	31.2%	35.2%	22.0%	34.7%
Cumulative	39.4%	26.4%	38.8%	46.8%	32.1%	46.2%	56.5%	50.2%	56.2%

Note 1: Assaí revised the methodology used to calculate employee turnover. Previously, the calculation included only terminations subject to a manageable filter and certain exclusions. The indicator now includes all employee terminations. As a result, the reported rates increased for 2025 and were also restated for 2023 and 2024. **GRI 2-4**

Note 2: Involuntary turnover = employees terminated by the company. Voluntary turnover = employees who choose to leave the company.

SASB FB-FR-310a.3 - (1) Number of work stoppages and (2) total days idle

In 2025, Assaí's operations did not experience any work stoppages or days idle.

Material topic: Well-being, health, and safety of people

GRI 403-8 – Workers covered by an occupational health and safety management system

Assaí Atacadista implemented its occupational health and safety management system in compliance with legal requirements and in accordance with recognized standards, including the Risk Management Program (PGR) and the Program for the Medical Control of Occupational Health (PCMSO). The system covers all employees, ensuring that everyone is protected by policies aimed at creating a safe and healthy work environment. Additionally, all employees participate in internal compliance activities based on standards established by the Ministry of Labor and Employment and receive training, thereby reinforcing the company's commitment to occupational health and safety. Although the system is not externally certified, we conduct internal audits and periodic monitoring to verify compliance with safety processes.

At present, Assaí Atacadista's occupational health and safety management system does not extend to outsourced workers, as their employment relationships are managed by their respective contracting companies, which must comply with applicable regulations and labor legislation.

GRI 403-10 – Work-related ill health

Through its Occupational Health and Safety Department, Assaí ensures that all programs developed are strictly aligned with current legislation and fully comply with regulatory standards (*Normas Regulamentadoras* — NRs) and other guidelines established by the relevant public agencies. This commitment reflects the company's responsibility for the health, safety, and well-being of its employees, as well as for legal compliance and operational excellence. However, this control does not currently cover outsourced employees.

At Assaí, the main risk factors for occupational diseases arise from a combination of physical effort, incorrect posture, operational pressure, and environmental exposure. All business functions are subject to the Risk Management Program (PGR), in accordance with NR-07, through which we conduct a comprehensive mapping of all risks and hazards to which employees may be exposed. Hazards that may lead to work-related ill health include prolonged standing, bending and twisting of the torso, manual lifting and handling of loads, and an intense work pace. Associated diseases may include WMSDs (tendinitis and bursitis), low back pain, and chronic muscle fatigue.

To eliminate these risks, Assaí adopts measures such as eliminating and/or reducing unnecessary manual tasks; removing frequently used harsh chemicals and replacing them with water-based solvents that are not harmful to health; replacing equipment; and replacing excessive working hours with more balanced schedules, among other initiatives. In 2025, there were no fatalities resulting from occupational diseases and no cases of recordable work-related ill health at Assaí.

Material topic: Diversity, inclusion, and fight against discrimination

GRI 2-7 – Employees

Number of employees, by gender	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Total number of employees	39,360	40,990	80,350	43,287	43,914	87,201	46,780	46,098	92,878
Number of permanent employees	37,427	39,911	77,338	41,163	42,759	83,922	44,379	44,796	89,175
Number of temporary employees	1,933	1,079	3,012	2,124	1,155	3,279	2,401	1,302	3,703
Number of full-time employees	37,278	39,555	76,833	41,153	42,749	83,902	44,372	44,785	89,157
Number of part-time employees	2,082	1,435	3,517	2,134	1,165	3,299	2,408	1,313	3,721

Note: The indicator includes all active employees and employees on leave, except for board members, at the end of December of each year. We do not have employees with non-guaranteed hours, and we do not have a breakdown of data by other genders.

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GRI 2-7 – Employees (cont.)

Number of employees, by region	2023						2024						2025					
	North	Northeast	Midwest	Southeast	South	Total	North	Northeast	Midwest	Southeast	South	Total	North	Northeast	Midwest	Southeast	South	Total
Total number of employees	4,831	21,986	7,441	43,702	2,390	80,350	5,962	22,445	7,896	48,509	2,389	87,201	6,291	22,715	8,432	52,958	2,482	92,878
Number of permanent female employees	2,107	9,516	3,819	20,847	1,138	37,427	2,693	9,849	4,134	23,403	1,084	41,163	2,875	10,000	4,389	26,003	1,112	44,379
Number of permanent male employees	2,514	11,548	3,350	21,290	1,209	39,911	3,059	11,626	3,517	23,321	1,236	42,759	3,171	11,705	3,747	24,864	1,309	44,796
Number of temporary female employees	117	607	173	1,013	23	1,933	125	622	148	1,192	37	2,124	153	661	173	1,371	43	2,401
Number of temporary male employees	93	315	99	552	20	1,079	85	348	97	593	32	1,155	92	349	123	720	18	1,302
Number of full-time female employees	2,106	9,514	3,819	20,741	1,138	37,318	2,693	9,844	4,133	23,400	1,083	41,153	2,875	9,996	4,387	26,003	1,111	44,372
Number of full-time male employees	2,514	11,547	3,349	20,936	1,209	39,555	3,058	11,625	3,515	23,315	1,236	42,749	3,170	11,702	3,746	24,858	1,309	44,785
Number of part-time female employees	118	609	173	1,119	23	2,042	125	627	149	1,195	38	2,134	153	665	175	1,371	44	2,408
Number of part-time male employees	93	316	100	906	20	1,435	86	349	99	599	32	1,165	93	352	124	726	18	1,313

Note: The indicator includes all active employees and employees on leave, except for board members, at the end of December of each year. We do not have employees with non-guaranteed hours.

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Company indicator: Percentage of women in IT/engineering

Women in IT	2023	2024	2025
Total number of employees in IT	231	257	144
Total number of women in IT	71	77	28
Percentage of women in IT	30.7%	30.0%	19.4%

Note: In 2025, the CSA area ceased to be part of the IT Executive Board and became part of the Executive Board Administrative. This change reduced the headcount of the IT Department compared to previous years (2023 and 2024).

Company indicator: Percentage of women promoted

	2023	2024	2025
Total promotions for the year	6,766	8,691	10,500
Total number of women promoted during the year	2,559	3,487	4,653
Percentage of women promoted	38%	40%	44%

GRI 2-8 – Workers who are not employees

Total number of workers who are not employees

	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Members of the Board of Directors	2	7	9	2	7	9	1	6	7
Assai Institute	7	4	11	5	4	9	5	3	8

Note 1: Significant fluctuations may occur over time for each category depending on the annual election of the members of the Board of Directors.

Note 2: All of them are located in the Southeast region.

GRI 202-1 - Ratios of standard entry level wage by gender compared to local minimum wage

SASB CG-MR-310a.1 – (1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region

SASB FB-FR-310a.1 – (1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region

Ratio of the entry level wage compared to the minimum wage, by type of operation and gender	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Stores			100.2%	100.2%	100.0%	100.0%
Distribution Centers	100.0%	100.0%	104.5%	104.5%	108.0%	104.7%

Note: All locations of operation are considered significant; therefore, in 2024, we began reporting this indicator by type of operation.

Percentage of employees earning the minimum wage, by region and gender

Region	2024		2025	
	Female	Male	Female	Male
North	1.78%	1.93%	2.73%	2.71%
Northeast	0.29%	1.47%	1.82%	2.46%
Midwest	0.02%	0.49%	0.05%	0.69%
Southeast	0.21%	0.21%	0.42%	0.58%
South	0.02%	0.42%	0.30%	2.40%

Note: As this indicator only began to be reported in this format in 2024, there is no historical data.

Average wage and minimum wage in stores and distribution centers

	2023	2024		2025	
		Female	Male	Female	Male
Average hourly wage for in-store and distribution center employees	R\$8.70	R\$8.98	R\$9.49	R\$9.66	R\$10.11
Total number of in-store and distribution center employees earning minimum wage	n/a	329	498	318	506
Total number of in-store and distribution center employees	n/a	36,663	38,993	38,907	40,000
Percentage of in-store and distribution center employees earning minimum wage	1.60%	0.90%	1.28%	0.8%	1.3%

Note: We started monitoring and reporting this indicator by gender in 2024. Therefore, there is no historical data.

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GRI 202-1 – Ratios of standard entry level wage by gender compared to local minimum wage

SASB CG-MR-310a.1 – (1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region

SASB FB-FR-310a.1 – (1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region (cont.)

Average hourly wage paid to store and distribution center employees by region in 2025 (R\$)	Stores		DCs	
	Women	Men	Women	Men
North	8.83	9.34	10.18	9.04
Northeast	8.38	8.75	11.28	10.83
Midwest	8.63	9.16	9.40	11.12
Southeast	10.31	10.76	12.17	13.68
South	10.14	10.09	n/a	n/a

Note: There are no distribution centers in the South region; therefore, the indicator is not applicable.

GRI 405-1 – Diversity of governance bodies and employees

Percentage of employees by employee category and gender

	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Executive Management	23.8%	76.2%	100.0%	24.0%	76.0%	100.0%	21.8%	78.2%	100.0%
Management	25.2%	74.8%	100.0%	25.8%	74.2%	100.0%	26.3%	73.7%	100.0%
Middle management	40.4%	59.6%	100.0%	43.8%	56.2%	100.0%	45.0%	55.0%	100.0%
Consultant/Specialist	39.5%	60.5%	100.0%	41.1%	58.9%	100.0%	43.0%	57.0%	100.0%
Administrative	34.6%	65.4%	100.0%	46.6%	53.4%	100.0%	47.6%	52.4%	100.0%
Operational	50.3%	49.7%	100.0%	49.9%	50.1%	100.0%	50.5%	49.5%	100.0%
Apprentice	64.1%	35.9%	100.0%	64.8%	35.2%	100.0%	64.8%	35.2%	100.0%
Total	49.0%	51.0%	100.0%	49.6%	50.4%	100.0%	50.4%	49.6%	100.0%

GRI 401-3 – Parental leave

Parental leave by gender		2023	2024	2025
Total number of employees who were entitled to parental leave	Female	39,360	43,287	46,780
	Male	n/a	43,914	46,098
Total number of employees who took parental leave	Female	1,543	1,494	1,574
	Male	n/a	1,130	1,142
Total number of employees who returned to work in the reporting period after their parental leave ended	Female	1,344	1,509	1,491
	Male	1,188	1,119	1,143
Total number of employees who returned to work after their parental leave ended and were still employed 12 months after their return to work	Female	n/a	712	774
	Male	n/a	1,138	1,081
Total number of employees who should have returned from parental leave during the reporting period	Female	n/a	1,543	1,529
	Male	n/a	1,125	1,147
Return to work rate	Female	94%	97.8%	97.5%
	Male	n/a	99.5%	99.7%
Retention rate	Female	59%	53.0%	51.3%
	Male	n/a	95.8%	96.6%

Note 1: Monitoring of paternity leave began in 2024; therefore, historical data are not available.

Note 2: The retention rate is calculated by dividing the total number of employees who remained employed 12 months after returning by the total number of employees who returned from leave during the year.

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GRI 405-1 – Diversity of governance bodies and employees (cont.)

Percentage of employees by employee category and age group	2023				2024				2025			
	Under 30	From 30 to 50	Over 50	Total	Under 30	From 30 to 50	Over 50	Total	Under 30	From 30 to 50	Over 50	Total
Executive Management	0.0%	59.5%	40.5%	100.0%	0.0%	56.0%	44.0%	100.0%	0.0%	56.4%	43.6%	100.0%
Management	1.2%	78.8%	20.0%	100.0%	0.8%	79.2%	20.0%	100.0%	0.4%	77.7%	22.0%	100.0%
Middle management	21.6%	72.6%	5.8%	100.0%	21.7%	71.5%	6.8%	100.0%	19.8%	72.4%	7.9%	100.0%
Consultant/Specialist	16.9%	72.8%	10.3%	100.0%	12.1%	77.5%	10.5%	100.0%	12.3%	76.7%	11.0%	100.0%
Administrative	38.1%	56.4%	5.5%	100.0%	46.4%	51.3%	2.3%	100.0%	43.5%	53.5%	3.0%	100.0%
Operational	43.0%	48.6%	8.4%	100.0%	40.8%	48.9%	10.3%	100.0%	37.8%	48.7%	13.4%	100.0%
Apprentice	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
Total	42.7%	49.4%	7.8%	100.0%	41.1%	49.3%	9.6%	100.0%	38.6%	49.1%	12.3%	100.0%

Percentage of employees by employee category and race	2023					2024					2025						
	Asian	White	Indigenous	Black	Total	Asian	White	Indigenous	Black	Not informed	Total	Asian	White	Indigenous	Black	Not informed	Total
Executive Management	0.0%	88.1%	0.0%	11.9%	100.0%	0.0%	80.0%	0.0%	20.0%	0.0%	100.0%	1.8%	78.2%	0.0%	20.0%	0.0%	100.0%
Management	1.2%	52.4%	0.0%	46.4%	100.0%	2.9%	48.7%	0.0%	48.3%	0.0%	100.0%	3.1%	49.4%	0.0%	47.5%	0.0%	100.0%
Middle Management	1.8%	32.8%	0.3%	65.0%	100.0%	2.8%	30.0%	0.6%	66.6%	0.0%	100.0%	2.3%	29.4%	0.6%	67.7%	0.0%	100.0%
Consultant/Specialist	1.7%	49.3%	0.0%	49.1%	100.0%	2.3%	45.1%	0.3%	52.3%	0.0%	100.0%	2.3%	45.8%	0.5%	51.4%	0.0%	100.0%
Administrative	1.9%	37.7%	0.3%	60.1%	100.0%	2.2%	43.1%	0.4%	54.3%	0.0%	100.0%	2.6%	43.5%	0.4%	53.5%	0.0%	100.0%
Operational	1.6%	31.7%	0.4%	66.3%	100.0%	1.6%	29.4%	0.6%	68.4%	0.0%	100.0%	1.4%	30.3%	0.5%	67.9%	0.0%	100.0%
Apprentice	0.9%	35.7%	0.3%	63.1%	100.0%	1.1%	31.1%	0.4%	67.4%	0.0%	100.0%	0.7%	33.2%	0.3%	65.8%	0.0%	100.0%
Total	1.6%	32.5%	0.4%	65.5%	100.0%	1.7%	30.1%	0.5%	67.7%	0.0%	100.0%	1.5%	30.9%	0.5%	67.2%	0.0%	100.0%

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GRI 405-1 – Diversity of governance bodies and employees (cont.)

Percentage of people with disabilities by employee category	2023	2024	2025
Executive Management	4.8%	6.0%	5.5%
Management	1.7%	1.2%	1.8%
Middle Management	1.0%	1.2%	1.3%
Consultant/Specialist	1.5%	0.9%	0.8%
Administrative	1.5%	3.0%	3.1%
Operational	6.4%	6.0%	6.1%
Apprentice	0.1%	0.3%	0.0%
Total	5.4%	5.3%	5.3%

GRI 405-2 – Ratio of basic salary and remuneration of women to men

Ratio of basic salary and remuneration of women to men by employee category	2024		2025	
	Basic salary	Remuneration	Basic salary	Remuneration
Executive Management	89%	102%	107%	97%
Management	n/d	n/d	107%	104%
Middle Management	94%	94%	97%	101%
Consultant/Specialist	93%	93%	93%	92%
Administrative	95%	97%	97%	97%
Operational	98%	98%	106%	100%
Total	91%	98%	98%	94%

Note: Information for this indicator is not available for previous years due to a change in the classification methodology for the job positions reported. **GRI 2-4**

SASB CG-MR-310a.3 – Total amount of monetary losses as a result of legal proceedings associated with labor law violations
SASB CG-MR-330a.2 – Total amount of monetary losses as a result of legal proceedings associated with employment discrimination
SASB FB-FR-310a.4 – Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination

Total amount of monetary losses (R\$)	2023	2024	2025
Total amount of monetary losses	114,230,828	193,530,157	281,591,381
Total amount associated with labor law violations ¹	114,230,828	193,530,157	281,591,381
Total amount associated with employment discrimination	0	0	0

¹ The company is involved in several labor lawsuits, most of which stem from layoffs that occurred as part of its normal business operations; as a result, the increase in labor lawsuits is consistent with the company's growth, reflecting its expanding operations and the resulting increase in employees and contractors. This trend is natural and proportional to the company's size and the complexity of its activities and does not represent additional risks to its reputation or to the normal conduct of its business.

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Material topic: Responsibility to the customer

GRI 416-2 – Incidents of non-compliance concerning the health and safety impacts of products and services

In 2025, Assai experienced 85 incidents of non-compliance concerning the health and safety impacts of products and services. These incidents generally involved products with expired dates, products unfit for consumption, and products lacking necessary consumer information. We seek to identify the problem and implement solutions to mitigate the risks and impacts of fines and penalties. In other words, we work with operational management teams in each region to point out risks, identify the monthly number of issues reported, and determine how to reduce the number of incidents. These efforts have positively impacted operations and led to a measurable reduction in fines.

Incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period	2024	2025
Total number of incidents of non-compliance with regulations resulting in a fine or penalty	175	85
Total number of incidents of non-compliance with regulations resulting in a warning	2	0
Total number of incidents of non-compliance with voluntary codes	0	0
Total	177	85

SASB CG-MR-230a.2 – (1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected

SASB FB-FR-230a.1 – (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected

Data breaches identified during the reporting period	2023	2024	2025
Total confirmed cases of data breaches	0	0	0
Total confirmed cases of customer or business partner data breaches	0	0	0
Percentage of data breaches that were personal data breaches	0%	0%	0%
Number of customers affected by data breaches	0	0	0

SSASB FB-FR-270a.1 – Number of incidents of non-compliance with industry or regulatory labelling or marketing codes

SASB FB-FR-270a.2 – Total amount of monetary losses as a result of legal proceedings associated with marketing or labelling practices

Non-compliance with industry or regulatory labelling or marketing codes	2024	2025
Total number of incidents	1	21
Total amount of monetary losses as a result of legal proceedings (R\$)	0	1,040.78

Note: As this indicator only began to be reported in this format in 2024, there is no historical data.

Material topic: Ethics and governance

GRI 2-27 – Compliance with laws and regulations

During the reporting period, there were no significant incidents of non-compliance with laws and regulations in the legal, tax, regulatory, corporate, and civil areas. A significant regulatory incident is defined as one involving amounts equal to or greater than R\$10 million or one with the potential to impact reputation or operations. Significant tax-related incidents involve amounts greater than R\$30 million. Tax assessment notices are not considered incidents of non-compliance with laws and regulations.

GRI 205-2 – Communication and training about anti-corruption policies and procedures

In 2025, Assai communicated anti-corruption policies and procedures to all seven members of the Board of Directors (100%), and six board members also received training on the subject, totaling 85.7% of Board members. In 2024, all nine members were communicated with and trained on the subject.

Communication and training about anti-corruption policies and procedures to employees, by employee category

	2024		2025	
	Total number and percentage of employees communicated	Total number and percentage of employees trained	Total number and percentage of employees communicated	Total number and percentage of employees trained
Executive Management	50 100.0%	10 20.0%	55 100.0%	16 29.1%
Management	515 100.0%	412 80.0%	551 100.0%	113 20.5%
Middle Management	7,023 100.0%	1,003 14.3%	7,332 100.0%	480 6.5%
Consultant/Specialist	688 100.0%	272 39.5%	738 100.0%	325 44.0%
Administrative	1,904 100.0%	521 27.4%	2,105 100.0%	733 34.8%
Operational	73,740 100.0%	159 0.2%	78,394 100.0%	1,112 1.4%
Apprentice	3,281 100.0%	7 0.2%	3,703 100.0%	10 0.3%
Total	87,201 100.0%	2,384 2.7%	92,878 100.0%	2,789 3.0%

Note: As this indicator only began to be reported in this format in 2024, there is no historical data.



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GRI 205-2 –Communication and training about anti-corruption policies and procedures (cont.)

Communication and training about anti-corruption policies and procedures to employees, by region

	2024		2025		2024		2025	
	Total number and percentage of employees communicated	Total number and percentage of employees trained	Total number and percentage of employees communicated	Total number and percentage of employees trained	Total number and percentage of employees communicated	Total number and percentage of employees trained	Total number and percentage of employees communicated	Total number and percentage of employees trained
North	12,245	104.3%	89	0.8%	6,291	100%	144	2.3%
Northeast	21,972	101.6%	404	1.9%	22,715	100.0%	467	2.1%
Midwest	1,612	100.0%	132	8.2%	8,432	100.0%	254	3.0%
Southeast	49,899	100.0%	1,703	3.4%	52,958	100.0%	1,827	3.4%
South	2,332	100.0%	56	2.4%	2,482	100.0%	97	3.9%
Total	88,060	100.0%	2,384	2.7%	92,878	100.0%	2,789	3.0%

Note: As this indicator only began to be reported in this format in 2024, there is no historical data. The percentage of employees communicated with regarding anti-corruption policies and procedures exceeds 100% in some cases because the number of employees communicated with was higher than the total number of employees at the end of the reporting period, which is the basis used for the calculation.

GRI 410-1 - Security personnel trained in human rights policies or procedures

Percentage of security personnel who have received formal training in human rights	2024	2025
Percentage of third-party organizations that provide security personnel who have received training	78%	88%

Other indicators

SSASB CG-MR-000.A - Number of (1) retail locations and (2) distribution centers

SASB FB-FR-000.A – Number of (1) retail locations and (2) distribution centers

SASB CG-MR-000.B - Total area of (1) retail space and (2) distribution centers (sqm)

SASB FB-FR-000.B - Total area of (1) retail space and (2) distribution centers

Total number of retail locations and distribution centers	2023	2024	2025
Assai Stores	288	302	312
Assai Distribution Centers	11	12	12

Total area of retail space and distribution centers (sqm)

	2023	2024	2025
Sales area in stores	1,455,641.2	1,528,813.9	1,578,529.6
Storage area in distribution centers	253,609.1	296,639.9	296,639.9

SASB FB-FR-000.C – Number of vehicles in commercial fleet

SASB FB-FR-000.D – Tons-kilometers traveled

Fleet and kilometers traveled	2023	2024	2025
Number of vehicles in commercial fleet	1	1	1
Number of kilometers traveled	n/a	n/a	n/a

Note: Assai does not currently monitor the total number of kilometers traveled by its own fleet. We are working internally to provide this information in future reporting cycles.

SASB CG-MR-410a.1 Revenue from products third-party certified to environmental and/or social sustainability standards

SASB FB-FR-430a.1 Revenue from products third-party certified to environmental and/or social sustainability standards

In 2025, the total revenue from products third-party certified to environmental and/or social sustainability standards was R\$143.8 million. This total includes sales of Assai's private label wood products that are FSC (Forest Stewardship Council) certified.

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TCFD RECOMMENDATIONS	RESPONSE	CDP REFERENCE
GOVERNANCE		
Disclose the organization's governance around climate-related risks and opportunities.		
<p>a) Describe the board's oversight of climate-related risks and opportunities.</p>	<p>The Board of Directors of Assaí oversees climate-related risks and opportunities through its formal governance structure and advisory committees.</p> <p>The topic is monitored by the Governance, Sustainability and Nominating Committee, which supports the Board in assessing strategic ESG matters, including climate-related physical and transition risks. The Committee periodically reviews information related to the following:</p> <ul style="list-style-type: none"> • Updates on climate-related risks • Progress toward established targets • Results of the annual greenhouse gas (GHG) emissions inventory • Mitigation and adaptation plans • Climate-related regulatory trends and market expectations 	<p>Discussions within the Committee support the Board in overseeing the potential strategic, operational, financial, and reputational impacts associated with climate change.</p> <p>The Board also monitors the integration of climate-related risks into the company's enterprise risk management process, ensuring the topic is incorporated into strategic analyses and long-term decision-making.</p> <p>In addition, the Board is informed of progress in initiatives related to energy efficiency, technological modernization and emissions reduction, as well as potential exposures identified through scenario analysis.</p>
<p>b) Describe management's role in assessing and managing climate-related risks and opportunities.</p>	<p>Under its bylaws, the Board of Directors is responsible for approving the company's Sustainability Strategy, including climate-related matters. Through its advisory bodies, the Board monitors updates and recommendations to ensure that the climate agenda is assessed from multiple perspectives, such as supply chain impacts, physical and transition risks (including financial risks, regulatory developments, and market dynamics), as well as alignment with the company's culture. The Board of Directors is responsible for guiding the company toward medium- and long-term plans aligned with the transformation driven by the climate agenda.</p> <p>The Audit Committee supports the Board of Directors by monitoring risks and related action plans through strategic KPIs assigned to the areas responsible for each topic. Monitoring the status of action plans is the responsibility of the relevant departments, primarily Operations and Sustainability, with support from the Risk Management area, in accordance with the responsibilities defined in the Risk Management Policy. Monitoring frequency varies according to risk management needs and may occur monthly, bimonthly, quarterly, semiannually, or annually. The validation process culminates in the presentation of results to the CEO, the Audit Committee, and the Corporate Governance, Sustainability and Nominating Committee.</p>	<p>Action plans are developed based on analyses conducted by the Audit Committee and validated with the relevant departments during the risk identification and assessment process, within an integrated framework whose validation and monitoring are carried out by the Board of Directors. In addition, the committee evaluates risks, KPI performance, alignment and effectiveness of actions in relation to the company's policies, targets and commitments, as well as strategic financial planning. The Audit Committee and the Risk Management area, together with the Corporate Governance, Sustainability and Nominating Committee, discuss how climate-related and social and environmental risks may affect the company's strategy. Together, they assess, monitor, and raise awareness among the Board of Directors.</p> <p>The Board also monitors the integration of climate considerations into strategic planning, infrastructure investments, and the expansion of new units, ensuring that resilience and energy efficiency criteria are considered in decision-making.</p> <p>Regarding opportunities, the Board monitors initiatives related to modernization of refrigeration systems, increased use of renewable energy, operational efficiency gains, and emissions reduction, assessing their contribution to the company's competitiveness and long-term sustainability.</p>

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STRATEGY			
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.			
<p>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p>	<p>Assai's mapping of risks and opportunities follows the guidelines of the COSO framework and ISO 31000:2018 and comprises seven stages carried out annually. The company incorporates social and environmental risks into its strategic and financial planning, considering short-, medium-, and long-term horizons.</p> <p>Time horizons in the retail and wholesale sectors are relatively short, and even long-term horizons are typically shorter than in other sectors. The short-term horizon adopted by the company is up to 1 (one) year, while the medium-term horizon ranges from 1 (one) to 2 (two) years. The long-term horizon ranges from 2 (two) to 10 (ten) years.</p> <p>With regard to the climate agenda, in the short term, for example, the company monitors strategic KPIs on a regular basis (monthly), such as the absolute reduction of Scope 1 and Scope 2 greenhouse gas emissions. In 2025, the company achieved its annual target, recording a 5.35% reduction compared with the previous year (2024). Assai reiterates its commitment to the use of clean energy through the expansion of certified renewable energy consumption in its operations (above 70%), representing a significant improvement in Scope 2 emissions.</p> <p>Through annual targets, the company monitors equipment modernization to reduce greenhouse gas emissions from refrigeration, the transition of the consumption mix to cleaner sources, eco-efficiency initiatives in stores and distribution centers, and proper waste management. his mapping follows protocols and methodologies aligned with international standards* and includes the continuous improvement of internal control mechanisms, as well as actions aimed at preventing and mitigating impacts.</p> <p>In the medium term, progress related to the climate agenda is assessed cumulatively through emissions reductions, increased use of renewable energy in the consumption mix, equipment modernization, the phase-out of high-impact refrigerants, and improved monitoring of Scope 3 emissions, among other factors. These elements support the development of appropriate responses under different climate scenarios projected for the coming years.</p>	<p>This monitoring also contributes to the company's long-term target of reducing Scope 1 and Scope 2 emissions by 42% by 2030, using 2021 as the base year and aligned with the methodology of the Science Based Targets initiative (SBTi).</p> <p>Examples of risks and opportunities identified, as well as the measures adopted to mitigate risks and capture opportunities, are presented below.</p> <p>The study identified flooding, heat waves, and severe storms as the primary physical risks. These events can result in operational impacts, including temporary interruptions of activities, increased energy consumption for air-conditioning and refrigeration, loss of temperature-sensitive products, and logistical challenges in replenishing merchandise.</p> <p>Critical transition risks include the need to replace refrigerants with lower-emission technologies, insufficient engagement of suppliers with sustainability and climate criteria, and potential non-compliance with climate-related financial disclosure and reporting requirements.</p> <p>In addition to physical and transition risks, the company has identified opportunities such as incorporating climate considerations into the process for opening new stores, expanding the adoption of sustainable practices in building design, engaging suppliers in mitigation initiatives, and promoting the use of low-emission transport solutions. Some of these opportunities have already been implemented. For example, 97% of the company's operations have migrated to the Free Electricity Market, and the supply chain has been engaged in initiatives to promote low-emission transport solutions through <u>Prêmio Log (Log Award)</u> (an initiative that recognizes best practices among suppliers in low-emission logistics).</p> <p><i>* Brazilian GHG Protocol Program, IPCC Guidelines for National Greenhouse Gas Inventories, 2006, and international agreements such as the Kyoto, Montreal, and Kigali Protocols.</i></p>	<p>CDP C2.1a, C2.3, C2.3a, C2.4, C.2.4a</p>
<p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>	<p>The physical risks identified — such as floods, heat waves, and severe storms — may generate operational impacts, including:</p> <ul style="list-style-type: none"> • Damage to store and distribution center infrastructure • Temporary interruptions of operations • Increased energy consumption for air-conditioning and refrigeration • Loss of temperature-sensitive products • Logistical challenges and delays in merchandise replenishment <p>These climate-related physical risks are formally incorporated into the company's corporate risk matrix. Analyses indicate that some of these risks may generate substantial financial impacts for the company.</p> <p>Although these risks are not disclosed in monetary terms in this document, they are mapped and considered within internal risk management processes, strategic planning, and decision-making.</p>	<p>In the context of the transition to a low-carbon economy, potential impacts include:</p> <ul style="list-style-type: none"> • The need to modernize refrigeration systems • Regulatory compliance requirements • Increasing demand for climate transparency from investors and business partners <p>The identification of climate-related risks has strengthened mitigation and adaptation measures, including:</p> <ul style="list-style-type: none"> • Integration of climate resilience criteria into the expansion of new units • Investments in energy efficiency and technological modernization • Gradual replacement of refrigerants with high global warming potential (GWP) • Expansion of renewable electricity procurement 	<p>CDP C1.1b, C1.2, C1.2a, C4.3c</p>

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<p>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. (cont.)</p>	<p>Among the opportunities associated with climate change, the company has identified:</p> <ul style="list-style-type: none"> • Continuous investment in renewable energy. Prolonged droughts reduce electricity generation from hydroelectric plants, resulting in a substantial increase in electricity procurement costs due to the increased dispatch of thermal power plants. The company's strategy, based on purchasing renewable energy in the Free Energy Market, provides a competitive advantage compared with electricity procurement in the regulated market, as both prices and volumes negotiated with power plants and distributors remain fixed, generating cost savings for the company. • Investment in eco-efficiency programs. The implementation of devices aimed at improving the management of environmental resources such as water and energy, generates both economic (cost reduction) and environmental benefits (reduced emissions and reduced consumption of scarce natural resources). In this context, Assaí continues to invest in new technologies, training initiatives and employee engagement programs to improve operational efficiency. 	<ul style="list-style-type: none"> • Reduction of landfill disposal costs through continuous investment in waste reduction and efficient waste management programs. Actions generate environmental benefits (reduction in GHG emissions) and financial savings (reduced transportation and landfill disposal costs); • Investment in the replacement of refrigerants currently subject to international phase-out processes. Early identification of new technologies provides the company with a competitive advantage, as costs are expected to increase in the medium term due to declining supply. This advantage goes beyond cost savings, also contributing to reductions in Scope 1 emissions. At Assaí, refrigerants represent the primary source of Scope 1 emissions and are currently being phased out. The company therefore continues to implement its transition plan for refrigerants covered by the Kyoto Protocol in order to achieve its long-term public targets. 	<p>CDP C1.1b, C1.2, C1.2a, C4.3c</p>
<p>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	<p>Assaí assessed the resilience of its corporate strategy through the analysis of different climate scenarios, considering both physical and transition risks, with time horizons extending to 2030 and 2050.</p> <p>The company's risk management framework follows international standards and operates in an integrated manner across all processes, supporting financial planning, ensuring business continuity, generating value and strengthening the company's risk culture. The methodology, as previously mentioned, is based on the COSO framework and ISO 31000:2018 and is structured through annual and interdependent stages: (i) Context definition: scenario analysis and alignment with strategic objectives through annual executive alignment cycles; (ii) Risk identification: a top-down approach involving interviews with executives, generating a list of risks, emerging risks, and opportunities; (iii) Analysis and evaluation: qualitative and quantitative assessment of risks, classified by impact (1 to 5) and likelihood (1 to 5), considering 45 dimensions grouped into direct impacts affecting Assaí and its stakeholders; (iv) Treatment: assessment of the effectiveness of existing controls and definition of action plans for unmitigated risks; (v) Monitoring and communication: continuous monitoring of actions and frequent alignment with executives based on annual self-assessments.</p> <p>In 2025, a total of 17 risks were prioritized: 13 related to the business and four focused on ESG issues, including climate risks. In this context, Assaí conducted its first climate mapping based on IPCC scenarios.</p> <p>Physical risks: landslides, floods, heat waves, storms, and wildfires. Scenario A (SSP1-2.6): 1.8°C increase by 2100 (sustainable development). Scenario B (SSP3-7.0): 3.6°C increase by 2100 (current policies).</p> <p>Transition risks (NGFS – Current Policies and Net Zero 2050): regulatory, technological, market, and reputational impacts, as well as opportunities related to efficiency, energy, resilience, and new products.</p> <p>The analysis covered 302 stores (as of the end of 2024), 12 distribution centers, and 13 administrative offices. The main climate threats identified were river flooding, wildfires, and heat waves, with physical risks such as damage to structures, equipment, and products; explosion of flammable materials; increased energy consumption; and loss of temperature-sensitive products.</p>	<p>Among the most significant transition risks are the mandatory replacement of high-GWP refrigerants, which requires additional investment; potential non-compliance with climate disclosure requirements, which may affect reputation and access to capital; and stricter climate engagement requirements across the supply chain, increasing regulatory and operational risks.</p> <p>From a governance perspective, the CSO and the Sustainability Committee are responsible for allocating resources to mitigate climate-related risks and capture opportunities, integrating the topic into strategy, monitoring targets, and managing risks. Climate-related matters are discussed regularly in quarterly committee meetings, focusing on 20 policies, practices, indicators, and results. It is important to note that, if the climate risk assessment identifies potential financial impacts, these will be incorporated into the company's accounting provisions, strengthening the integration between risk management, sustainability, and financial planning.</p> <p>The company's current target, aligned with the SBTi (1.5°C scenario), aims to reduce Scope 1 and Scope 2 greenhouse gas emissions by 42% by 2030, using 2021 as the base year. Annual targets related to this objective are linked to variable compensation for leadership positions. Building a strategy for climate resilience also involves developing adaptation measures for critical risks:</p> <ul style="list-style-type: none"> • Floods: reinforcing building structures, elevating critical equipment above maximum flood levels, and developing action plans to ensure the availability of equipment and training required to increase resistance to damage. • Drought: optimizing the use of water resources and investing in water reuse, recycling, and alternative supply systems (such as artesian wells and licensed water tank trucks). • Heat waves: expanding and improving air-conditioning and refrigeration systems with greater efficiency and lower emissions impact, maintaining occupational health and safety measures to mitigate extreme heat impacts and monitoring energy costs and availability due to increased demand. 	<p>CDP C3.2, C3.2a</p>

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RISK MANAGEMENT		
Disclose how the organization identifies, assesses, and manages climate-related risks.		
<p>a) Describe the organization's processes for identifying and assessing climate-related risks.</p>	<p>Assai adopts a structured approach to identifying and assessing climate change-related risks, integrating the topic into its enterprise risk management framework.</p> <p>The methodology is aligned with the COSO ERM framework and ISO 31000 guidelines and includes formal procedures for risk identification, analysis, classification, and monitoring. This approach ensures alignment with the company's governance structure and strategic planning processes.</p> <p>Climate-related risks are identified through a combined process that involves:</p> <ul style="list-style-type: none"> • Specialized technical analyses, including climate scenario studies • Workshops and interviews with leaders from operational and strategic areas • Monitoring of regulatory developments and market trends • Consideration of international frameworks and IFRS S2/TCFD recommendations <p>For physical risks, the company performs dedicated modeling for its operating units, considering variables such as geographic location, exposure to extreme weather events, local environmental conditions, and projected climate trends across different time horizons. Potential threats assessed include floods, heat waves, wildfires, and severe storms, with analysis of their frequency, severity, and potential operational impacts.</p> <p>For transition risks, the assessment considers factors such as regulatory developments, technological changes, investor and customer expectations, carbon pricing trends, and supply chain requirements.</p> <p>Once identified, risks undergo qualitative and, where applicable, quantitative assessment, considering criteria such as:</p> <ul style="list-style-type: none"> • Probability of occurrence • Magnitude of financial impact • Operational impact • Potential reputational and regulatory implications • Time horizon for materialization <p>Risks are then classified according to the company's corporate risk matrix, which defines criticality levels and supports the prioritization of mitigation and adaptation measures.</p> <p>In 2025, the internal validation and integration of climate-related risks into the corporate risk management model — based on the Climate Risk Study conducted in 2024 — enabled a more granular assessment of exposure across stores, distribution centers, and administrative offices. This process allowed for greater regional refinement and the identification of units with higher potential vulnerability.</p> <p>The results of these assessments are periodically reported to senior management and relevant governance bodies, supporting the strengthening of operational resilience and the progressive integration of climate considerations into corporate strategy.</p> <p>Assai maintains an ongoing process of methodological improvement, continuously monitoring the evolution of international best practices and regulatory developments related to climate risk management.</p>	<p>Additionally, in 2021 Assai updated a critical supply chain study originally conducted in 2018, with the objective of mapping social and environmental risks associated with key raw materials and product categories. The analysis considered factors such as working conditions, animal welfare, deforestation, biodiversity loss.</p> <p>Another 28 critical value chains with social and environmental risks were mapped across the cultivation, production, and processing stages of products sold in the company's stores. Based on the prioritization process, 14 additional chains were included compared with those identified in the first study conducted in 2018.</p> <p>Climate-related considerations were also incorporated into the analysis, including the impacts of sustainable extraction and the risk of species extinction. As a result, it was possible to prioritize value chains for targeted action. These chains were grouped into categories such as aquaculture, extractivism, and harvesting. To obtain this result, the review included an analysis of internal and external data (public sources and documents) related to the primary chains. This analysis enabled the cross-referencing of social and environmental risk levels with the relevance of these products and categories based on the volume and origin of purchases associated with these chains. As a result, value chains were classified according to their level of risk: low, medium, or high.</p> <p>To establish and maintain commercial relationships with suppliers, Assai adopts specific guidelines for certain product categories and types, with the aim of promoting more ethical, responsible, and sustainable supply chains.</p> <p>As part of the contractual requirements, all suppliers with active commercial agreements must adhere to Assai's Supplier Charter of Ethics and Environmental Management Policy, which are incorporated into the standard commercial contract. These instruments establish commitments related to legal compliance, human rights, social and environmental practices, and business integrity.</p> <p>In addition, before initiating commercial relationships, suppliers are screened against the embargo list maintained by the Brazilian Institute of the Environment and Renewable Natural Resources (IBAMA) as a preventive measure to mitigate social and environmental risks and ensure compliance with applicable legislation.</p> <p>In the beef supply chain, suppliers must formally adhere to Assai's Social and Environmental Beef Purchasing Policy. In addition to this commitment, meatpacking plants are required to implement geomonitoring and cattle traceability systems. Suppliers must also demonstrate that their production chains are free from deforestation or conversion of native vegetation, as well as from slave and child labor. Environmental embargoes related to deforestation, encroachment on Indigenous or Quilombola territories, and occupation of protected conservation areas are also not permitted.</p> <p>Currently, 100% of properties supplying cattle directly are monitored through remote geoprocessing, ensuring full traceability of direct suppliers.</p> <p>Systematic monitoring of the beef supply chain allows the company to more effectively identify and mitigate social and environmental risks, helping to prevent potential legal and reputational liabilities. By ensuring the traceability of raw materials and compliance with responsible practices throughout the supply chain, Assai increases transparency regarding indirect emissions (Scope 3), strengthening climate governance and contributing to the resilience of the value chain in the face of increasing regulatory requirements and market expectations.</p>

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TCFD RECOMMENDATIONS	RESPONSE	CDP REFERENCE
<p>a) Describe the organization's processes for identifying and assessing climate-related risks. (cont.)</p>	<p>In the context of Private Labels, criteria related to environmental impacts and relevant social and environmental certifications are also considered for the respective supply chains. For forest-based products, suppliers are required to hold FSC (Forest Stewardship Council) certification, ensuring responsible forest management practices. For products containing palm oil as a raw material, certification from the Roundtable on Sustainable Palm Oil is required, promoting more sustainable production practices across the supply chain.</p> <p>With regard to the management of risks and opportunities associated with the value chain, in 2025 Assaí advanced initiatives aimed at strengthening traceability and mitigating social and environmental risks associated with livestock production. As part of these efforts, the company began implementing structural initiatives designed to align the beef supply chain with the increasing environmental and traceability requirements of international markets.</p>	
<p>b) Describe the organization's processes for managing climate-related risks.</p>	<p>Assaí manages climate-related risks through a framework integrated into its enterprise risk management model, ensuring alignment with the company's strategy, governance structure, and operational planning. In 2025, the company monitored a total of 17 risks, of which 13 were related to business operations and four were associated with ESG matters.</p> <p>The Risk Management area conducts periodic meetings with executives and the areas involved, reporting to the Board of Directors through the Audit Committee and the Corporate Governance and Sustainability Committee, with specific focus on ESG and climate-related risks.</p> <p>Once identified and assessed, climate-related risks are incorporated into the corporate risk map and monitored according to their level of criticality. For each material risk, responsible internal areas are designated, and mitigation actions and monitoring mechanisms are established.</p> <p>Management actions related to physical risks include:</p> <ul style="list-style-type: none"> • Continuous monitoring of vulnerabilities associated with operating units • Assessment of structural reinforcement and technical adaptation requirements • Implementation of contingency plans for extreme weather events • Review of operational protocols to mitigate impacts on temperature-sensitive products • Strengthening logistics coordination during temporary operational disruptions 	<p>CDP C2.1, C2.1a, C2.1b, C2.2</p>
<p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>	<p>Climate-related risks are fully integrated into Assaí's corporate risk management framework and are addressed within the company's structured governance and internal control environment, rather than being managed as a standalone topic.</p> <p>The corporate risk management model follows recognized frameworks, including COSO ERM and ISO 31000, and incorporates formal stages for risk identification, assessment, prioritization, action plan development, and continuous monitoring. Within this framework, climate-related risks — including both physical and transition risks — are assessed using the same methodology applied to strategic, operational, financial, regulatory, and reputational risks.</p> <p>Climate risks are identified through technical studies, climate scenario analyses, and engagement with business areas. Once identified, they are assessed using standardized probability and impact criteria, considering factors such as:</p> <ul style="list-style-type: none"> • Potential financial impacts • Operational and business continuity impacts • Regulatory exposure • Reputational and social and environmental impacts • Time horizon for materialization 	

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TCFD RECOMMENDATIONS	RESPONSE	CDP REFERENCE
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. (cont.)	As mentioned earlier, the company identified 28 production chains based on the risks defined in 2018, considering factors such as revenue representativeness, the presence of Private Label products, and the percentage of raw materials in the final product. The results of this study inform the company's actions and guidelines, involving assessments of the situations in each supply chain.	CDP C2.1, C2.1a, C2.1b, C2.2
METRICS AND TARGETS		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Assai has established a target to reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 42% by 2030 (base year 2021), aligned with the methodology of the Science Based Targets initiative. Progress toward this target is linked to variable compensation for leadership positions. In 2021, the company also announced its goal of migrating all stores to the Free Energy Market, prioritizing cleaner energy sources such as wind and solar power. In addition, Assai is implementing a plan to reduce emissions from refrigerants, which have a significant environmental impact and represent a key source of emissions for the sector. The company also plans to expand the mapping of Scope 3 emissions, aligning its climate strategy with the SBTi methodology.	CDP C4.2, C4.2a, C4.2b
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	In 2025, the company's greenhouse gas emissions totaled 62,516 tCO ₂ , of which 55,916 tCO ₂ corresponded to direct emissions (Scope 1) and 6,600 tCO ₂ to indirect emissions from energy consumption (Scope 2). In addition, other indirect emissions (Scope 3) totaled 641,084 tCO ₂ .	CDP C6.1, C6.3, C6.5
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>Assai has established a target to reduce absolute Scope 1 and Scope 2 emissions by 42% by 2030 (base year 2021), in line with the Science Based Targets initiative (SBTi). The target is linked to the variable compensation of middle and senior management, including the CEO and directors, as well as consultants, coordinators and managers, and store, distribution center and headquarters directors.</p> <p>In 2025, emissions were reduced by 25.1% compared with the 2021 base year, representing a significant advance in the company's climate agenda.</p> <p>In order to advance the energy transition and achieve a cleaner consumption mix, Assai decided in 2021 to migrate its stores to the Free Energy Market (Free Contracting Environment - ACL). Under this model, the company can purchase electricity from cleaner sources such as wind, solar, biomass, and small hydroelectric plants. Unlike conventional supply through the National Interconnected System, the Free Energy Market allows for more flexible and customized negotiations. In addition to financial savings, migration contributes to the climate agenda by enabling the acquisition of renewable energy certificates (I-REC), which ensure that the electricity consumed comes from renewable sources.</p> <p>With this strategy, Assai continues to progress toward the full use of renewable energy in its operations. Currently, 97% of the company's facilities have already migrated to the Free Energy Market, and in 2025 approximately 78.7% of total electricity consumption will have the International Renewable Energy Certificate (I-REC). This scenario generates both climate</p>	CDP C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b
	<p>and financial benefits, reducing the company's dependence on the regulated electricity market, which is increasingly affected by droughts and the increased dispatch of thermal power plants, which raise electricity costs and emissions</p> <p>To reduce emissions associated with refrigerants (Scope 1), the company is implementing a transition plan that considers the regulatory framework, the expansion of new stores, and the technology transition roadmap approved by the Corporate Governance and Sustainability Committee, which is linked to the Board of Directors.</p> <p>Also with regard to Scope 1 emissions, Assai applies its policy for new stores, which operate with low-emission refrigerants such as CO₂ and propane. In addition, the company continues to progressively replace high-emission refrigerants in units opened before 2021. This approach reinforces Assai's commitment to public emission reduction targets, anticipating the impacts of future regulations that will limit the availability of high-impact refrigerants, potentially increasing the cost of these inputs. The company also plans to expand the coverage of Scope 3 emissions in order to align with the SBTi methodology, including the mapping and reporting of emissions associated with the sale of products.</p> <p>Regarding categories already mapped, progress has also been made in the management of waste generated in operations. The company has established a public commitment to achieve zero waste to landfill by 2035. As a result, all stores now have individual targets for the progressive reduction of materials sent to landfills. KPIs are monitored monthly and, in 2025, the landfill diversion rate increased from 43% to 48%, contributing significantly to the reduction of Scope 3 greenhouse gas emissions.</p>	

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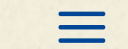


GRI AND SASB CONTENT INDICES

GRI STANDART

Statement of use	Assaí Atacadista reported in accordance with the GRI Standards for the period of January 1 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable sector standards	-

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)
			REQUIREMENT(S) OMITTED	REASON	
General disclosures					
GRI 2: General disclosures 2021	2-1 Organizational details	12 , 32			-
	2-2 Entities included in the organization's sustainability reporting	6			-
	2-3 Reporting period, frequency and contact point	6 , 150			-
	2-4 Restatements of information	52 , 121 , 123 , 128			-
	2-5 External assurance	8			-
	2-6 Activities, value chain and other business relationships	12 , 14 , 16 , 20 , 74 , 84 , 85			-
	2-7 Employees	51 , 123 , 124			8.5, 10.3
	2-8 Workers who are not employees	125			8.5
	2-9 Governance structure and composition	33 , 34 , 35 , 36 , 37			5.5, 16.7
	2-10 Nomination and selection of the highest governance body	34 , 37 , 39			5.5, 16.7
	2-11 Chair of the highest governance body	34			16.6
	2-12 Role of the highest governance body in overseeing the management of impacts	8 , 33 , 34 , 37 , 48			16.7
	2-13 Delegation of responsibility for managing impacts	33 , 35 , 37 , 48			-
	2-14 Role of the highest governance body in sustainability reporting	8			-
	2-15 Conflicts of Interest	39			16.6



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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)		
			REQUIREMENT(S) OMITTED	REASON		EXPLANATION	
General disclosures (cont.)							
GRI 2: General disclosures 2021	2-16	Communication of critical concerns	45, 48			-	
	2-17	Collective knowledge of the highest governance body	35			-	
	2-18	Evaluation of the performance of the highest governance body	35			-	
	2-19	Remuneration policies	39, 40			-	
	2-20	Process to determine remuneration	39, 40			-	
	2-21	Annual total compensation ratio	-	2-21.a/b	Confidentiality restrictions	The requirements disclose confidential information and therefore are not reported.	-
	2-22	Statement on sustainable development strategy	3, 4				-
	2-23	Policy commitments	38, 44, 46, 47				16.3
	2-24	Embedding policy commitments	23, 38, 41, 84, 86				-
	2-25	Processes to remediate negative impacts	86, 87, 88, 90, 106, 109				-
	2-26	Mechanisms for seeking advice and raising concerns	44, 45, 46				16.3
	2-27	Compliance with laws and regulations	129				-
	2-28	Membership associations	41				-
	2-29	Approach to stakeholder engagement	6, 8, 32, 39				-
2-30	Collective bargaining agreements	100% of Assai's employees are covered by collective bargaining agreements.				8.8	
Material topics							
GRI 3: Material topics 2021	3-1	Process to determine material topics	8			-	
	3-2	List of material topics	8, 9			-	

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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)
			REQUIREMENT(S) OMITTED	REASON	
Responsible supply chain					
GRI 3: Material topics 2021	3-3 Management of material topics	9 , 24 , 47 , 84 , 86 , 88 , 89 , 90			-
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	85			-
	308-2 Negative environmental impacts in the supply chain and actions taken	85			-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	118			8.8
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	86 , 90			5.2, 8.7, 16.2
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	86 , 87 , 90			5.2, 8.7
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	85			5.2, 8.8, 16.1
	414-2 Negative social impacts in the supply chain and actions taken	85 , 90			5.2, 8.8, 16.1
Our indicators	Percentage of meatpackers directly supplying beef with their own geomonitoring system and active traceability	118			-
	National meatpackers and processors with non-conformities	118			-
	Percentage of beef with traceability	100% of beef volume has traceability.			-
	Percentage of revenue from the sale of cage-free, free-range, and organic eggs supplied by national brands	118			-
	Number and percentage of stores offering eggs certified for animal welfare	118			-
	International suppliers located in socially vulnerable countries that are eligible for audits	90			-
	Suppliers eligible for audits - National private label products	90			-
	PLUs eligible for ABVTEX certification	90			-

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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)
			REQUIREMENT(S) OMITTED	REASON	
Waste management					
GRI 3: Material topics 2021	3-3 Management of material topics	9 , 24 , 109			-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	109			3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	306-2 Management of significant waste-related impacts	109			3.9, 6.3, 8.4, 11.6, 12.4, 12.5
	306-3 Waste generated	111 , 118			3.9, 6.6, 11.6, 12.4, 12.5, 15.1
	306-4 Waste diverted from disposal	111 , 113 , 119			3.9, 11.6, 12.4, 12.5
	306-5 Waste directed to disposal	119			3.9, 6.6, 11.6, 12.4, 12.5, 15.1
Our indicators	Total number of stores with voluntary drop-off points (VDPs) for customers to deposit waste for recycling.	119			-
	Total volume of customer waste sent for recycling	119			-
Climate change					
GRI 3: Material topics 2021	3-3 Management of material topics	9 , 24 , 105			-
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	120			13.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	107 , 120			7.2, 7.3, 8.4, 12.2, 13.1
	302-2 Energy consumption outside of the organization	121			7.2, 7.3, 8.4, 12.2, 13.1
	302-3 Energy intensity	121			7.3, 8.4, 12.2, 13.1
	302-4 Reduction of energy consumption	There was no reduction in energy consumption in 2025. Initiatives to increase the consumption of renewable energy are described on page 107 .			7.3, 8.4, 12.2, 13.1

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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)
			REQUIREMENT(S) OMITTED	REASON	
Climate change (cont.)					
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	106 , 121			3.9, 12.4, 13.1, 14.3, 15.2
	305-2 Energy indirect (Scope 2) GHG emissions from acquired electricity	107 , 121			3.9, 12.4, 13.1, 14.3, 15.2
	305-3 Other indirect (Scope 3) GHG emissions	108 , 121			3.9, 12.4, 13.1, 14.3, 15.2
	305-4 GHG emissions intensity	108 , 121			13.1, 14.3, 15.2
	305-5 Reduction of GHG emissions	105			13.1, 14.3, 15.2
Fight against hunger and food waste					
GRI 3: Material topics 2021	3-3 Management of material topics	9 , 94			-
Our indicators	Volume of food donated	95			
	Number of stores with the Destino Certo Program in place	95			
	Volume of food donated by customers (Food Is Something We Share campaign)	96			
	Number of cards distributed under the Mais Escolha Program	95			
	Number of people benefiting from the initiatives developed by foundations or solidarity partnerships	93			
People development					
RI 3: Material topics 2021	3-3 Management of material topics	9 , 50 , 62 , 63 , 66			-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	50 , 52 , 122			5.1, 8.5, 8.6, 10.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	68			3.2, 5.4, 8.5

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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)
			REQUIREMENT(S) OMITTED	REASON	
People development (cont.)					
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	65			4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
	404-2 Programs for upgrading employee skills and transition assistance programs	63, 66			8.2, 8.5
	404-3 Percentage of employees receiving regular performance and career development reviews	67			5.1, 8.5, 10.3
Well-being, health, and safety					
RI 3: Material topics 2021	3-3 Management of material topics	9, 50, 68, 69, 70			-
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	71			8.8
	403-2 Hazard identification, risk assessment, and incident investigation	69, 71			8.8
	403-3 Occupational health services	69			8.8
	403-4 Worker participation, consultation, and communication on occupational health and safety	69, 71			8.8, 16.7
	403-5 Worker training on occupational health and safety	69			8.8
	403-6 Promotion of worker health	68, 70			3.3, 3.5, 3.7, 3.8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	71			8.8
	403-8 Workers covered by an occupational health and safety management system	123			8.8
	403-9 Work-related injuries	72			3.6, 3.9, 8.8, 16.1
	403-10 Work-related ill health	123		403-10.b	Data unavailable

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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)
			REQUIREMENT(S) OMITTED	REASON	
Diversity, inclusion, and fight against discrimination					
RI 3: Material topics 2021	3-3 Management of material topics	9 , 24 , 54 , 55			-
GRI 401: Employment 2016	401-3 Parental leave	126			5.1, 5.4, 8.5
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34 , 51 , 56 , 57 , 58 , 59 , 60 , 126 , 127 , 128			5.1, 5.5, 8.5
	405-2 Ratio of basic salary and remuneration of women to men	128			5.1, 8.5, 10.3
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	45			5.1, 8.8
Our indicators	Percentage of women promoted	125			
	Percentage of women in IT/Engineering	125			
Responsibility to the customer					
RI 3: Material topics 2021	3-3 Management of material topics	9 , 74 , 81			-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	82			-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	129			16.3
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	48			16.1, 16.3
Ethics and governance					
RI 3: Material topics 2021	3-3 Management of material topics	9 , 24 , 42 , 44			-
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	44			16.5
	205-2 Communication and training about anti-corruption policies and procedures	129 , 130			16.5
	205-3 Confirmed incidents of corruption and actions taken	44			16.5

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GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION / RESPONSE	OMISSION		SUSTAINABLE DEVELOPMENT GOALS (SDGS)
			REQUIREMENT(S) OMITTED	REASON	
Ethics and governance (cont.)					
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	44			16.3
GRI 415: Public Policy 2016	415-1 Political contributions	38			16.5
Our indicators	Total number of reports received via the Ethics Channel concerning violations of the Code of Ethics	45			
	Percentage of reports concerning violations of the Code of Ethics analyzed and resolved	45			

OTHER NON-MATERIAL INDICATORS	DISCLOSURE	LOCATION / RESPONSE
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	25
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	125 , 126
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	114
	303-5 Water consumption	121
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	130
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	94 , 98 , 100 , 101

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SASB CONTENT INDICES

SASB Topic / Code	Accounting Metric	Location / Response	Omission
SASB CG-MR: Multiline and Specialty Retailers & Distributors			
Energy management in retail and distribution			
CG-MR-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	120	
Data Security			
CG-MR-230a.1	Description of approach to identifying and addressing data security risks	48	
CG-MR-230a.2	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected	48 , 129	
Labor Practices			
CG-MR-310a.1	(1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region	125 , 126	
CG-MR-310a.2	(1) Voluntary turnover rate and (2) Involuntary turnover rate for in-store and distribution center employees	52 , 123	
CG-MR-310a.3	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	128	
Workforce Diversity & Inclusion			
CG-MR-330a.1	Percentage of (1) gender and (2) racial/ethnic group representation for (a) management and (2) all other employees	51 , 56 , 59	
CG-MR-330a.2	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	128	
Product Sourcing, Packaging, and Marketing			
CG-MR-410a.1	Revenue from products third-party certified to environmental and/or social sustainability standards	130	
CG-MR-410a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	87	
CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging	109	
Activity Metrics			
CG-MR-000.A	Number of: (1) retail locations and (2) distribution centers	16 , 130	
CG-MR-000.B	Total area of: (1) retail space and (2) distribution centers	16 , 130	



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SASB Topic / Code	Accounting Metric	Location / Response	Omission
SASB FB-FR: Food Retailers & Distributors			
Fleet Fuel Management			
FB-FR-110a.1	Fleet fuel consumed, percentage renewable	121	
Air Emissions from Refrigeration			
FB-FR-110b.1	Gross global Scope 1 emissions from refrigerants	106, 121	
FB-FR-110b.2	Percentage of refrigerants consumed with zero ozone-depleting potential	121	
FB-FR-110b.3	Average refrigerant emissions rate	121	
Energy Management			
FB-FR-130a.1	(1) Operational energy consumed, (2) percentage grid electricity and (3) percentage renewable	120	
Food Waste Management			
FB-FR-150a.1	(1) Amount of food waste generated, (2) percentage diverted from the waste stream	113	
Data Security			
FB-FR-230a.1	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of customers affected	48, 129	
FB-FR-230a.2	Description of approach to identifying and addressing data security risks	48	
Food Safety			
FB-FR-250a.1	High-risk food safety violation rate	122	
FB-FR-250a.2	(1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are private-label products	122	
Product Health & Nutrition			
FB-FR-260a.1	Revenue from products labelled or marketed to promote health and nutrition attributes	-	The indicator is not monitored by Assai. We are working internally to report it in future cycles
FB-FR-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	82	

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SASB Topic / Code	Accounting Metric	Location / Response	Omission
SASB FB-FR: Food Retailers & Distributors (cont.)			
Product Labelling & Marketing			
FB-FR-270a.1	Number of incidents of non-compliance with industry or regulatory labelling or marketing codes	129	
FB-FR-270a.2	Total amount of monetary losses as a result of legal proceedings associated with marketing or labelling practices	129	
FB-FR-270a.3	Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	-	The indicator is not monitored by Assai. We are working internally to report it in future cycles.
Labor Practices			
FB-FR-310a.1	(1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region	125 , 126	
FB-FR-310a.2	Percentage of active workforce employed under collective agreements	100% of Assai's employees are covered by collective bargaining agreements.	
FB-FR-310a.3	(1) Number of work stoppages and (2) total days idle	123	
FB-FR-310a.4	Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination	128	
Management of Environmental & Social Impacts in the Supply Chain			
FB-FR-430a.1	Revenue from products third-party certified to environmental or social sustainability sourcing standards	130	
FB-FR-430a.2	Percentage of revenue from (1) eggs that originated from a cage-free environment and (2) pork produced without the use of gestation crates	118	
FB-FR-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	88	
FB-FR-430a.4	Discussion of strategies to reduce the environmental impact of packaging	109	
Activity Metrics			
FB-FR-000.A	Number of (1) retail locations and (2) distribution centers	16 , 130	
FB-FR-000.B	Total area of (1) retail space and (2) distribution centers	16 , 130	
FB-FR-000.C	Number of vehicles in commercial fleet	130	
FB-FR-000.D	Ton-kilometers travelled	130	

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(Convenience Translation into English from the Original Previously Issued in Portuguese))

INDEPENDENT AUDITOR’S LIMITED ASSURANCE REPORT ON THE NON-FINANCIAL INFORMATION INCLUDED IN THE ANNUAL AND SUSTAINABILITY REPORT 2025

To the Management, Board and Shareholders of Sendas Distribuidora S.A.

Introduction

We have been engaged by Sendas Distribuidora S.A. (“Company” or “Sendas”) to present our limited assurance report on the non-financial information included in the Company’s Annual and Sustainability Report 2025, related to the year ended December 31, 2025 (“Annual Report 2025”).

Our limited assurance scope does not comprise prior-period information or any other information disclosed in conjunction with the Annual Report 2025, including any embedded images, audio files or videos.

Management’s responsibilities

The Company’s Management is responsible for:

- Selecting and establishing appropriate criteria to prepare the information included in the Annual Report 2025.

- Preparing the information in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI), with reference to the Sustainability Accounting Standards Board (SASB) and the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).
- Designing, implementing, and maintaining internal controls over the relevant information for the preparation of the information included in the Annual Report 2025, that is free from material misstatement, whether due to fraud or error.

Independent Auditor’s responsibility

Our responsibility is to express a conclusion on the non-financial information included in the Annual Report 2025, based on our limited assurance engagement conducted in accordance with Technical Communication CTO 03/2022, issued by the Brazilian Federal Accounting Council (CFC), and based on Brazilian Standard NBC TO 3000 - “Trabalhos de Asseguração Diferente de Auditoria e Revisão”, also issued by the CFC, which is equivalent to the international standard ISAE 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that we comply with ethical and independence requirements and other related responsibilities, including the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the implementation of a comprehensive quality control system, including documented policies and procedures on compliance

with ethical requirements, professional standards and applicable legal and regulatory requirements.

In addition, those standards require that the work should be planned and performed to obtain limited assurance that the non-financial information included in the Annual Report 2025, taken as a whole, are free from material misstatement.

A limited assurance engagement conducted in accordance with Brazilian Standard NBC TO 3000 (ISAE 3000) consists mainly of making inquiries of Management and other professionals of the Company involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that cause the auditor to believe that the information included in the Annual Report 2025, taken as a whole, might present material misstatements.

The procedures selected were based on our understanding of the aspects related to the compilation, materiality and presentation of the information included in the Annual Report 2025, and other circumstances of the engagement and our consideration of the areas and processes concerning the material information disclosed in the Annual Report 2025, in which material misstatements might exist. The procedures comprised, among others:

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- a) Planning the work, considering the relevance, the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the Annual Report 2025.
- b) Understanding the calculation methodology and the procedures adopted for the compilation of indicators through inquiries with the managers responsible for the preparation of the information.
- c) Applying analytical procedures to quantitative information and making inquiries about the qualitative information and its correlation with the indicators disclosed in the information included in the Annual Report 2025.
- d) For cases in which non-financial data is correlated to financial indicators, comparing such indicators with the financial statements and/or accounting records.

The limited assurance engagement also included the compliance with the guidelines and criteria of the GRI, SASB and TCFD, applied in the preparation of the information included in the Annual Report 2025.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less extensive in a reasonable assurance work. Consequently, the level of assurance obtained in a limited assurance work is substantially lower than that obtained if a reasonable assurance work had been performed. If we had performed a reasonable assurance work, other matters and misstatements that might exist in the information included in the Annual Report 2025 might have been identified. Accordingly, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations on materiality, relevance and accuracy of the data are subject to individual assumptions and judgments. In addition, we have not performed any work related to data disclosed for prior periods or future projections and goals.

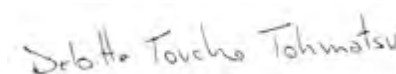
The sustainability indicators have been prepared and presented pursuant to the criteria set out in GRI and SASB Standards and, therefore, are not intended to ensure compliance with social, economic, environmental or engineering laws and regulations. However, these standards prescribe the presentation and disclosure of possible non-compliance with such regulations when sanctions or significant fines are applied. Our limited assurance report should be read and understood in this context, which is inherent in the criteria selected (GRI, SASB and TCFD).

Conclusion

Based on the procedures performed, which are described herein, and on the evidence we have obtained, nothing has come to our attention that causes us to believe that the non-financial information, included in the Annual Report 2025 of the Company for the year ended December 31, 2025, was not prepared, in all material respects, in accordance with the criteria and guidelines of the GRI and based on the criteria and guidelines of the SASB and TCFD.

The accompanying Annual Report 2025 has been translated into English for the convenience of readers outside Brazil.

São Paulo, March 27, 2026



DELOITTE TOUCHE TOHMATSU
Auditores Independentes Ltda.



Alexandre Carboni Machado
Engagement Partner

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ASSAÍ COORDINATION

Vice Presidency of People Management & Sustainability;
Vice Presidency of Finance & Investor Relations;
External Communications

PROJECT MANAGEMENT, CONTENT CURATION, AND COPY

Quintal 22 Comunicação Corporativa

GRAPHIC DESIGN AND LAYOUT

Adesign

INDICATORS

Avesso Sustentabilidade

PHOTOGRAPHS

Assaí Photo Archive

TRANSLATION

Gotcha! Idiomas

LIMITED ASSURANCE

Deloitte Touche Tohmatsu Auditores Independentes Ltda.

For questions, comments, or suggestions regarding Assaí's
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GRI 2-3

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