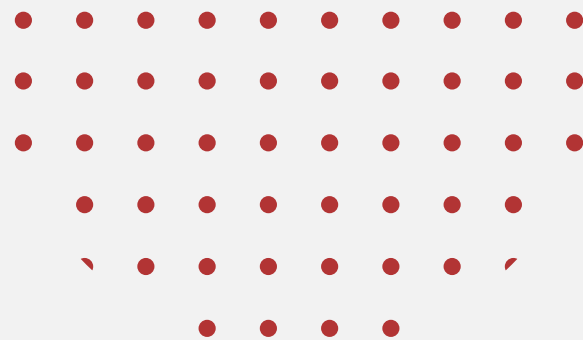




**PACTO
CONTRA
A FOME**

2025
ACTIVITY REPORT

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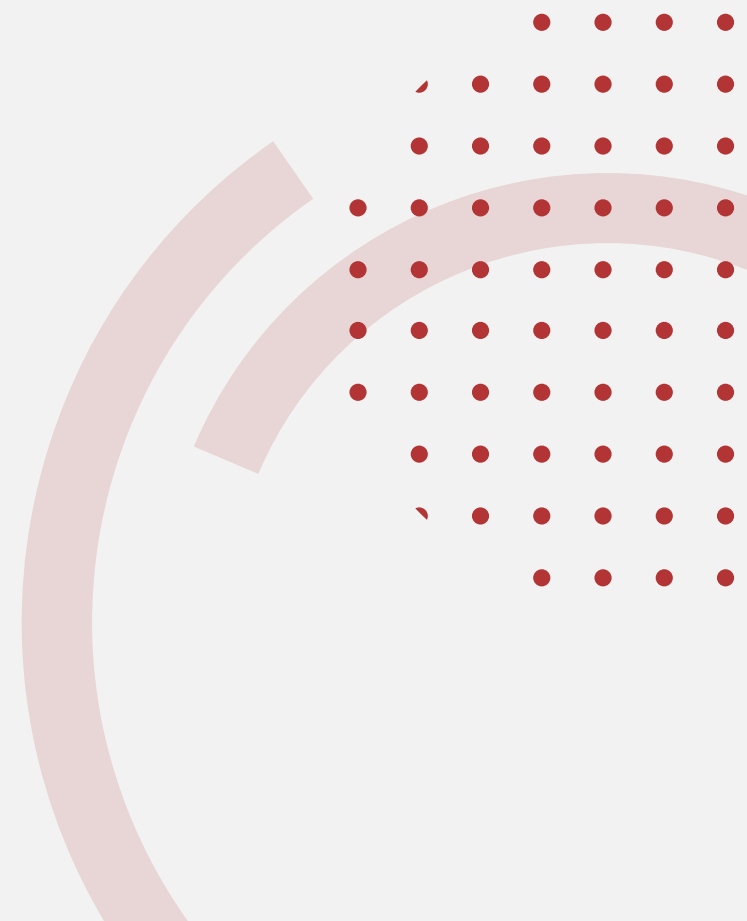
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01

CHAIR OF THE BOARD LETTER

Those who eat well study, work, learn, and dream. Adequate nutrition is the first step of human dignity and also the investment with the highest return a country can make. The cost of ending hunger is lower than the costs hunger generates in health, education, security, productivity, human development, and the future.

It is from this conviction that Pacto Contra a Fome exists. And it is from this that we worked in 2025.

Brazil has returned to being removed from the UN (United Nations) Hunger Map. This is a real achievement, built by many hands, and deserves to be celebrated. But let us not be mistaken: 55 million Brazilians still live in food insecurity. Approximately 7 million suffer from hunger today.

We live the contradiction of a country that advances yet still carries an open wound, where hunger and obesity coexist as faces of the same nutritional crisis. Leaving the Hunger Map is not the end of the journey. It is proof that the path is possible.

In 2025, Pacto Contra a Fome matured. We consolidated our identity as a multi-sectoral and supra-partisan articulator, advanced legislative fronts with the Legislative Agenda: From Policy to Plate, mobilized actors around the Pacto Contra a Fome Award and Ceasa Zero Waste. We also invested with equal seriousness in strengthening our internal structure because long-term impact requires a solid institution.



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It was in this spirit that we instituted the Fiscal Council, an active and qualified body that elevates the rigor and transparency of our financial mechanisms. We also structured the Supporters Program, which guarantees recurring contributions, ensures resource predictability, increases our independence, and amplifies our agility in facing hunger, promoting food security, and reducing food waste in Brazil.

In 2026, this governance strengthening process takes another step: lawyer Juliana Siqueira de Sá assumes the Vice-Chairmanship of the Board of Administration and joins the Executive Committee. With extensive experience in managing complex structures, Juliana arrives to expand our governance capacity at a time when Pacto Contra a Fome grows in scale, responsibility, and ambition.

In this context, the inauguration of our new headquarters represents a space for meeting, listening, and articulation—a house open to the ecosystem, aimed at strengthening relationships and potentiating collective work, which is one of the paths for real and sustainable transformations.

The recognitions received encourage us and show that we are on the right path. But what truly moves us is what still remains to be done. Ending hunger in Brazil is not a utopia; it is a choice. It requires coordination between sectors, strategy, structural policies, intentional investment, and a society that decides, once and for all, that this is unacceptable. Pacto Contra a Fome exists to be this convergence space where government, private sector, civil society, academia, and the press find a common purpose.

We continue with responsibility, with ambition, and with the certainty that a Brazil without hunger is possible and urgent.



GEYZE DINIZ
Chair of the Board of
Pacto Contra a Fome



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MESSAGE FROM THE EXECUTIVE DIRECTORSHIP

The year 2025 was one of consolidation for Pacto Contra a Fome. We delivered results and generated impact in alliance with the ecosystem fighting hunger. We advanced what is at the center of our action: strengthening structuring initiatives in government, civil society, and the most critical territories to reach 2030 with no person hungry and 2040 with all people adequately fed.

We also strengthened the foundation of the entire organization: governance, management, and planning. There are many reasons to celebrate, and they give us even more desire to move forward towards our vision.

One of the most important milestones of the year was the rapid and structured advancement of our legislative advocacy. With the launch of the Legislative Agenda: From Policy to Plate and the sanction of 3 of the defended bill projects, we created concrete paths for the advancement of essential public policies, such as school feeding and family farming, impacting millions of people. This construction organizes priorities, guides public debate, and positions Pacto as a technical, qualified agent committed to scalable solutions for Brazil.

We also gained maturity with the 3rd Edition of Pacto Contra a Fome, which now recognizes 18 Brazilian initiatives with approximately R\$ 2 million destined for the front line. Thus, we co-constructed a network of third-sector organizations and social businesses that generate even more difference when they sum efforts strategically and exchange experiences.



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With state governments, we contributed to the advancement of fundamental public policies. In Maranhão and Pará, adherence to the National Food Security System (Sisan) increased 4 and 9 times, respectively, since we began our action. At the national level, we systematized best practices and engaged Ministries and directors so that Ceasas are sustainable, efficient, and socially responsible.

Throughout the year, to make all this possible, we mobilized different sectors of society—companies, governments, organizations, and citizens—in building a collective response to hunger and food waste. This articulation capacity remains one of the main assets of Pacto Contra a Fome and a relevant differential for generating systemic impact.

It was also in this year that we consolidated our management models and strengthened our governance. We formalized our Fiscal Council with incredible people who give solidity and reliability to our work. Additionally, we expanded our group of supporters, who bring financial and intellectual capital so that the organization grows sustainably.

We ended the year with the conviction that we advanced not only in the volume of initiatives but, above all, in consistency, positioning, and influence capacity.

The challenge that remains is the same that moves us from the start, now in an even more challenging context. We will continue contributing so that facing hunger is a continuous, structuring, and non-negotiable priority for Brazil, activating our vocations and engaging all society in this purpose.

JULIANA PLASTER
Co-Executive Director



MARIA SIQUEIRA
Co-Executive Director



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We are a civil society organization, supra-partisan, and multi-sectoral, that articulates the best solutions to resolve the problem of hunger definitively.

To do this, we connect governments, companies, academia, the press, and civil society, ensuring that the eradication of hunger, the reduction of food waste, and the promotion of adequate nutrition are priorities in Brazil.

Our focus is to use knowledge, data, and evidence to strengthen public policies, mobilize society, and drive structuring and permanent impact solutions.

MISSION OF PACTO CONTRA A FOME

Engage society to eradicate hunger, promote adequate nutrition, and reduce food waste in Brazil.



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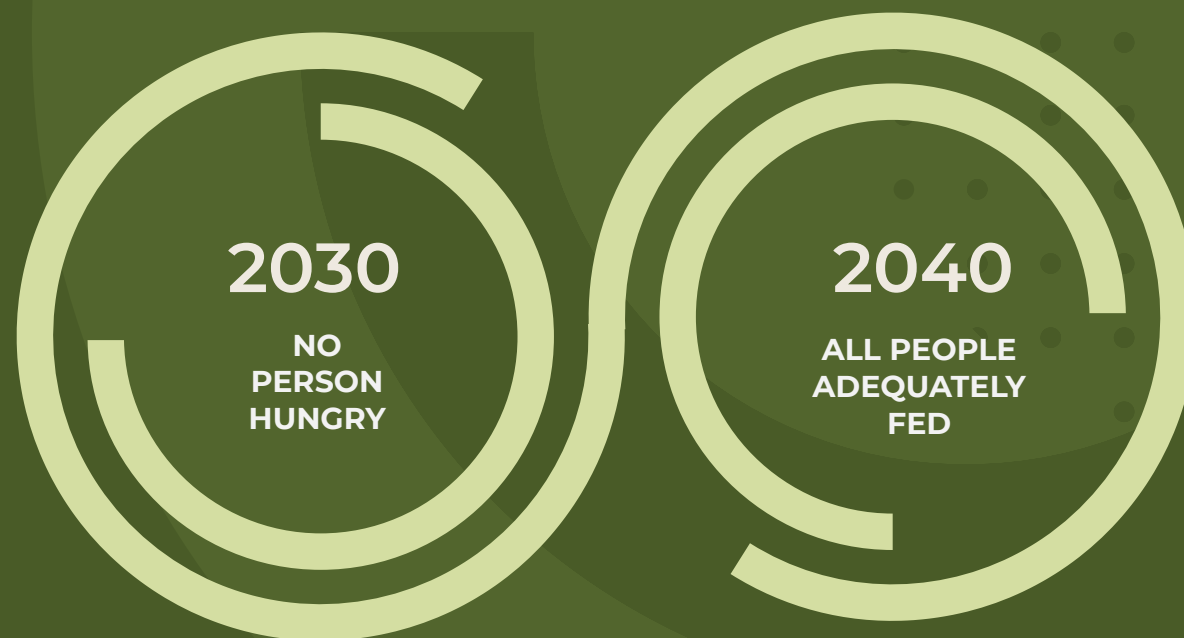
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OUR VISION FOR BRAZIL



COMPETENCIES



Intelligence

Data, evidence,
and applied



Articulation

Network building,
partnerships,
and advocacy



Incentives

Stimulating
actions and
behavior changes



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OUR VALUES



Flexibility with wisdom to fulfill our mission and vision.



Positive and proactive attitude in daily life.



Connections and strengthening in the direction of more positive impact.



Dialogue in favor of convergence and unity for our cause.



Objectivity and effectiveness for a Brazil without hunger.

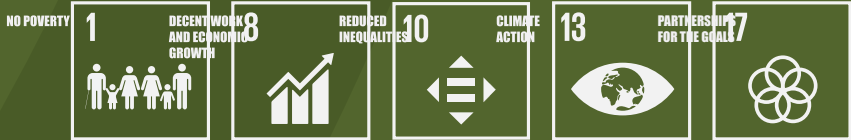
ODS

UN Sustainable Development Goals

DIRECTLY



INDIRECTLY



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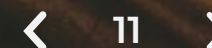
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In 2025, we advanced in the process of consolidating our management and organizational structure, accompanying the expansion of our fronts of action. Thus, the governance structure, which already included the General Assembly, the Board of Administration, the Executive Committee, the Executive Directorate, and the Management Forum, was strengthened with the integration of the Fiscal Council.

With independent action, the new council became responsible for auditing our accounts, analyzing financial statements, and reviewing the annual audit report, as well as reinforcing compliance with accounting standards and alignment with institutional guidelines. As a result, we observed greater solidity in our management.

In the field of strategic orientation, conduct remains under the responsibility of the Board of Administration, the instance that sustains our long-term vision. It was also in this year that we moved to a new headquarters and consolidated our home as a living space for meeting, listening, and collective construction. More than a physical location, it established itself as an environment that welcomes different actors, promotes qualified debates, and strengthens connections around a common agenda. It is there that the cause gains body, diversity of perspectives, and real mobilization capacity.

These advances consolidate more robust institutional bases consistent with the institution and its mission. By strengthening governance, qualifying processes, and activating effective articulation spaces, we amplify our capacity to generate impact with consistency, transparency, and long-term vision. We enter the next cycle more prepared, not only to sustain what we built but to accelerate structural transformations with even more density and reach.



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BOARD OF ADMINISTRATION



GEYZE DINIZ

Co-founder and Chair of the Board of Pacto Contra a Fome | Private Sector & Third Sector



HELIO MATTAR

President of the Akatu Institute | Third Sector



JOÃO ALBERTO ABREU

CEO of Suzano | Private Sector



KIKO AFONSO

CEO of Ação da Cidadania | Third Sector



LAURA MULLER MACHADO

Professor and Coordinator of Public Management courses at Insper | University



REGINA ESTEVES

President of ComunitasBR | Third Sector



VÂNIA NEVES

Independent Director of Ultra, Carrefour Brasil Group, and Rede Mulher Empreendedora | Private Sector



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GENERAL ASSEMBLY MEMBERS



**CAROLA
MATARAZZO**

Executive Director
of Movimento Bem
Maior | Third Sector



CLAUDIA PAGNANO

Board Member of Vitru
Education | Private Sector



DAVID HERTZ

Co-founder and
President of
Gastromotiva |
Third Sector



GEYZE DINIZ

Co-founder and Chair
of the Board of Pacto
Contra a Fome |
Private & Third Sector



JOSÉ LALONI

Councilor of Banco ABC
Brasil | Private Sector

FISCAL COUNCIL

ADRIANA PALLIS

Lawyer specializing in M&A, 30+ years
experience, 20 as partner at Machado Meyer
Advogados. Director of Instituto Machado
Meyer. Member of the Fiscal Council of Liga
Solidária since 2022. IBGC Board Training..



CRISTIANE BARRETO

C-Level Executive with 35 years career
(Arthur Andersen, Telefônica/Vivo, Contax,
Claro, Oi), 10 as CFO. MBA from IESE. IBGC
and Fundação Dom Cabral Board Training.
Solid experience in finance, organizational
transformation, and governance. Volunteer
mentor for EY Winning Women (8 years).
Former Admin and Fiscal Councilor..



LUCIANO PRADO

Entrepreneur and Director of Paradiso
Negócios and Instituto Paradiso, 26 years in
financial market (Corporate & Investment
Banking, Products). Founder of Arco Rail
and co-founder of an investment fund
manager. Member of Febraban and Anbima
commissions. USP Law Graduate. Wharton
School Wealth Management specialization.
Fiscal Council of Instituto Verdescola since 2015.



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CO-FOUNDERS

- ALCIONE PEREIRA** – Founding Partner at Connecting Food
- ALEXANDRE LOURES** – Controlling Partner at FSB
- ANA MARIA DINIZ** – Founder of Polvo Lab and Board Member at Instituto Península
- ANDREA AUN** – Partner at Integration Consulting
- ANETTE TROMPETER** – Third Sector Executive and Board Member at Childhood Brasil
- CAROLA MATARAZZO** – Executive Director of Movimento Bem Maior
- CÉLIA PARNES** – Partner at BRAVO Special Projects & Advisory
- CELSO ATHAYDE** – CEO of Favela Holding and Co-founder of CUFA
- CHRISTEL SCHOLTEN** – Executive Director of Reos Partners Brasil
- CLAUDIA PAGNANO** – Board Member at Vitru Education
- DANIELA CASTRO** – CEO of Impacta Advocacy
- DANILO VICENTE** – Senior Director of Internal Communications and Design at Carrefour
- DAVID HERTZ** – Co-founder and President of Gastromotiva
- DISRAELLI GALVÃO** – Founder of DG2 Public Affairs and Chair of the Board of Instituto Giro
- EDU LYRA** – CEO and Founder of Gerando Falcões
- FERNANDA CAMARGO** – Founding Partner at Wright Capital
- GABRIELA ERMINI** – Communications Specialis
- GABRIELLA MARQUES** – Co-founder of Polvo Lab
- GEYZE DINIZ** – Chair of the Board of Pacto Contra a Fome
- GUSTAVO PORPINO** – Researcher at Embrapa
- HELIO MATTAR** – President and CEO of Instituto Akatu

We were born from the mobilization of 40 co-founding people from multiple sectors and fields of action—all united by indignation regarding the reality of hunger in Brazil. Currently, this group acts as a strategic advisory nucleus, contributing to expand our vision, strengthen decisions, and generate consistent results.

- HELOISA GUARITA** – CEO and Founder of RG Nutri
- JOÃO ALBERTO ABREU** – CEO of Suzano
- JOSÉ LALONI** – Vice President at Banco ABC Brasil
- JULIANA RAMALHO** – Attorney and Partner at Mattos Filho
- JULIANA TÂNGARI** – Director of Instituto Comida do Amanhã
- KIKO AFONSO** – CEO of Ação da Cidadania
- LAURA MULLER** – Professor and Coordinator of the Public Management Program at Insper
- LUCIANA QUINTÃO** – President and Co-founder of Banco de Alimentos
- MARCIO MILAN** – Vice President of Abras
- MARIA SIQUEIRA** – Co-Executive Director of Pacto Contra a Fome
- PATRICIA FLORISSI** – Technical Director, Office of the CTO at Google Cloud
- PRETO ZEZÉ** – President of CUFA
- RAPHAEL VANDYSTADT** – Director of Institutional Relations and ESG at Africa Creative
- REGINA ESTEVES** – CEO and Founder of ComunitasBR
- SELMA MOREIRA** – Vice President of Diversity, Equity and Inclusion at JPMorgan
- SERGIO GORDILHO** – Co-President and Chief Creative Officer at Africa Creative
- SILVIO MEIRA** – Chief Scientist at The Digital Strategy Company
- STELLA BRANT** – Vice President of Marketing and Sustainability at Afya
- VÂNIA NEVES** – Independent Board Member at Ultra, Grupo Carrefour Brasil, and Rede Mulher Empreendedora



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Executive Directorate



JULIANA PLASTER | Co-Executive Director

Lawyer, 20+ years in third sector focusing on social justice, philanthropy, and food security. Founded ONG Sonhar Acordado (SP), worked in international cooperation in Spain, directed Colégio Mão Amiga for 12 years. Led resource capture and institutional partnership strategies with national/international reach.



MARIA SIQUEIRA | Co-Executive Director

Degree in International Relations, 10+ years in civil society organizations, especially in strengthening public policies, social innovation, specialized in food culture and history. Experience in institutional articulation, network management, and multi-sectoral strategy design. Co-founder of Pacto Contra a Fome.

Management Forum



ALEXANDRE IMANISHI
Corporate Relations
Manager



CAROLINE MUNIZ
Administration and
Finance Manager



LIRIAM IKEDA
People and Institutional
Management Manager



NELSON GONÇALVES
Communication and
Marketing Manager



RAFAELA VIEIRA
Public Policies
and Institutional
Relations Manager



RICARDO MOTA
Strategic Intelligence
Manager



THIAGO SILVA
Capture and
Partnerships
Manager



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TEAM MEMBERS

ALINE MARQUES
People Analyst

ALINE MUNHOZ
Institutional Management
Coordinator

ALINE OLINDA
Administrative and
Finance Coordinator

AMANDA COSTA
People Intern

ANA CERIBELLI
Marketing Coordinator

ANA LUISA ALVARENGA
Public Policy Analyst

BÁRBARA ARAÚJO
Project Analyst

BÁRBARA MARRA
Communications Analyst

BIANCA LOBATO
Public Policy Coordinator

BRUNA PALMA
Project Owner Specialist

BRUNO GOMES
Intelligence Specialist

CAMILA MANTOVANI SILVA
Public Policy Coordinator

CAROLINE SILVESTRE
Fundraising Consultan

CATARINA ZANCHETA
Project Analyst

CINTHIA DA SILVA
Administrative and Finance
Analyst

DANIEL CORRAL
Specialist – Product Manager

**ELAINE DE OLIVEIRA
SILVA**
General Services Assistant

GUILHERME QUEIROZ
Designer

GUSTAVO SANTOS
Products and Technology
Assistant

JEYSA CAMPOS
Project Analyst

**JOSE VAGNER PEREIRA
ALVES**
General Services Assistant

JULIANA ARIDA
Project Coordinator

JULIANA FERRER
Facilities Supervisor

KATHLEEN FEITOSA
Advocacy Engagement and
Technical Support Officer

KEYLLA ALVES
Communications Analyst

LETICIA LUZ
Engagement Officer

LETICIA MENOITA
Project Coordinator

LETYCIA BEZERRA
Consultant

LUCIANA LIMA
Monitoring and
Evaluation Analyst

LUIZA VIEIRA
Institutional Relations
Coordinator

MARIA LUIZA VICENTE
Strategic Intelligence Intern

MARIANA NEVES
Legal Specialist

MONI KELLY
Intelligence Analyst

NATHALIA MARANGONI
Communications and
Marketing Coordinator

NICOLLE SPERANDIO
Project Intern

RAFAELA PAULINO
Corporate Assistant

RAPHANY VIEGAS
Partnerships and Corporate
Relations Analyst

ROBERTO SOARES
Security Guard

SÉRGIO LIMA
Project Analyst

SULAMITA SANTANA
Strategic Intelligence
Coordinator

SUSAN BRITO
Engagement Office

THAYSE ARRUDA
Financial Analyst

VANESSA SILVA PINTO
Communications
Coordinator



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3 bill projects approved within the Legislative Agenda From Policy to Plate became law.



1,745 organizations registered in the HUB of Connections.



30 million people impacted by the public campaign Jogue Contra o Desperdício (Play Against Waste).



75% of national supply represented by supply centers engaged in Ceasa Zero Waste.



82% of municipalities in Pará adhering to Sisan.



86% of municipalities in Maranhão adhering to Sisan.



346 initiatives registered in the Pacto Contra a Fome Award.



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Throughout 2025, we intensified our action in lectures, forums, media, and social networks. The aim is always the same: engage, sensitize, and inform all society about structuring solutions to combat hunger and food waste.

SOCIAL MEDIA



37.8k followers on Instagram, a 77% growth compared to 2024.

5.2 million accounts reached on Instagram, more than double the previous year.

7.3k followers on LinkedIn, a 33% increase compared to 2024.

DIGITAL PLATFORM

134k new users on the website, a 163% growth compared to 2024.



PRESS

249% growth in mentions of Pacto Contra a Fome in the press compared to 2024.



R\$ 35.4 million in media exposure valuation.

30.8 million people impacted.



CONTENT PRODUCTION

17 technical notes and analyses elaborated by the Intelligence area on food security and food waste.

Development of the Food and Nutritional Vulnerability Index (IVA) in partnership with the Industry Observatory (FIEC), Ceará.

PRESENCE AND ARTICULATION

95 participations in lectures and seminars throughout 2025.

Presence in **5** strategic international events throughout 2025.

Realization of the first race in support of Pacto Contra a Fome: Corra por uma Causa (Run for a Cause), held in Ceará, raising **3 tons** of food.



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January

- Signing of Technical Cooperation Agreement with the Ministry of Agrarian Development and Family Farming (MDA).



February

- Launch of the Food Inflation Bulletin.



March

- Signing of Technical Cooperation Agreement with the Secretariat of Social Development of the State of São Paulo (SEDS-SP) for technical support and diagnostics on food and nutritional insecurity.

April

- Signing of ACT with the Federation of Municipal Associations of Pará (Famep).
- Realization of the 1st State Meeting of the Sustainable National Food and Nutritional Security System (Sisan) of Pará.
- Inauguration of the Quebrada Alimentada project in Jardim Julieta neighborhood, São Paulo, result of a partnership with Quebrada Alimentada and Instituto Capim Santo.
- First field visits of the Ceasa Zero Waste project.





May

Launch of the Legislative Agenda: From Policy to Plate in Brasília.

Realization of a donor capture and engagement dinner, celebrating two years of Pacto Contra a Fome.

Launch of Brasil Sem Desperdício (Brazil Without Waste), an initiative led by WWF-Brazil and WRAP with Pacto partnership.

Partnership with the Brazilian Association of Supply Centers (Abracen) on the Ceasa Zero Waste project.

Partnership with the Osasco City Hall for strengthening actions against hunger and food waste.

Opening of registrations for the 3rd edition of the Pacto Contra a Fome Award.

Highlight in the “Youngest NGO” category at the Best NGOs Award.



June

- Participation in the 5th Global Conference on Sustainable Food Systems, organized by One Planet Network in Brazil.

- Participation in the Ambition 2030 Forum, held by the Global Pact in São Paulo.

- Participation in the 13th GIFE Congress, in Ceará.

- Realization of the 1st Coffee with Partners.

July

- Partnership with the Brazilian Association of Supply Centers (Abracen) in the Ceasa Zero Waste Project

- Partnership with the Municipality of Osasco to strengthen actions to combat hunger and food waste



August

Recognition at the Best NGOs Award.

Realization of the 2nd Morning Coffee with Pacto Contra a Fome Partners.

Ceremony of the Pacto Contra a Fome Award, launching the orienting material for the Ceasa Zero Waste project.

Meeting with finalist and winning organizations of the Pacto Contra a Fome Award editions 2023, 2024, and 2025.

Adhesion of 16 Abracen centers to the Ceasa Zero Waste guidelines.

Participation of Pacto Contra a Fome in COP 30, in Belém.

Inauguration of the new headquarters of Pacto Contra a Fome in São Paulo.

National launch of the awareness campaign Jogue Contra o Desperdício.



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September

- Approval and presidential sanction of projects from the Legislative Agenda From Policy to Plate in the National Congress.
- Signing of Technical Cooperation Agreement with the Public Prosecutor's Office of the State of São Paulo to develop joint initiatives to face hunger and reduce food waste.



October

- Inauguration of the new headquarters of Pacto Contra a Fome in São Paulo.
- National launch of the awareness campaign "Play Against Waste".



November

- Pacto Contra a Fome Award Ceremony, including the launch of the Ceasa Zero Waste project guidance material.
- Meeting with finalist and winning organizations from the 2023, 2024, and 2025 editions of the Pacto Contra a Fome Award.



December

- Recognition at the Best NGOs Award.
- Hosting of the 2nd Pacto Contra a Fome Partners Breakfast.



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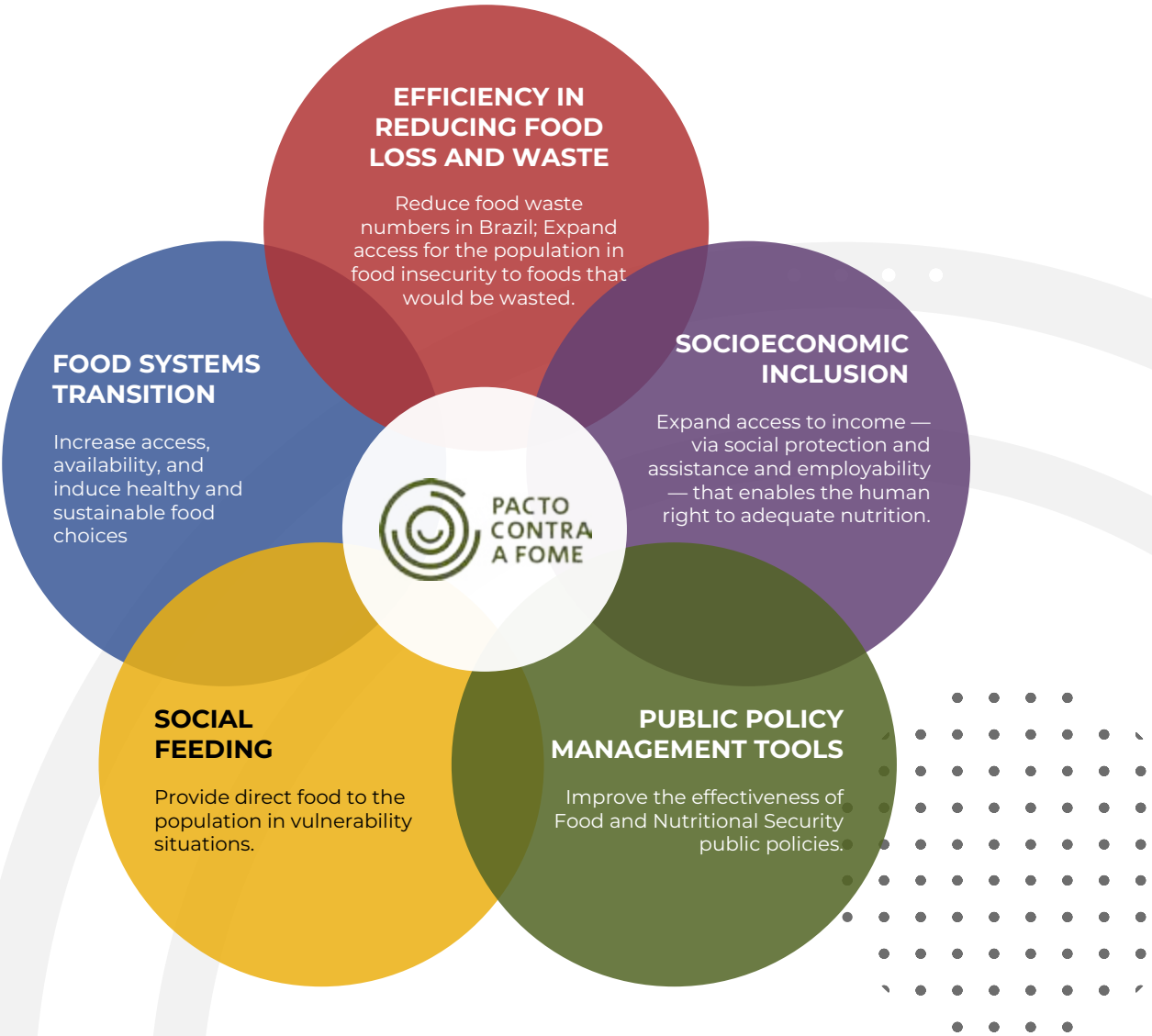
Since the beginning, we have followed a long-term vision for Brazil aligned with the SDGs (UN Sustainable Development Goals), with the objective of contributing to the eradication of hunger by 2030. In 2025, we advanced with a more structured action, focused on generating real impact and lasting changes.

To enable these transformations, Pacto Contra a Fome organizes its strategy into five programs that act integrated, supported by three core competencies: intelligence, articulation, and incentive. With intensive use of data and mobilization of different actors—from governments to the private sector—we transform intention into concrete impact, guaranteeing national scale and technical consistency to initiatives.

Throughout the year, we conducted 11 projects, eight of national scope and the others at the local level, acting in partner articulation, public policy incidence, knowledge production, technical support, and society mobilization.

With presence in five states, we expanded our capacity to adapt strategies to different realities, strengthening public policies and connecting actors around solutions. This territorial action contributes to generating learnings applicable in other contexts, while ensuring concrete results in the regions where we are present.

OUR PROGRAMS



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DISTRIBUTION OF PACTO CONTRA A FOME PROJECTS IN BRAZIL

Beyond our eight national projects, we developed initiatives in five states: Ceará, Maranhão, Pará, Minas Gerais, and São Paulo.

National:

- 1 Legislative Agenda: From Policy to Plate
- 2 Jogue Contra o Desperdício Campaign
- 3 HUB of Connections
- 4 Ceasa Zero Waste
- 5 HUB of Food Redistribution
- 6 Hunger Observatory
- 7 Pacto Contra a Fome Award
- 8 Monthly Food Inflation Bulletin

State (Ceará)

- 1 Action in Ceará State

State (Maranhão & Pará):

- 2 Strengthening of Sisan

State (São Paulo & Ceará)

- 3 Socioeconomic Inclusion



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Development and strengthening of public policies



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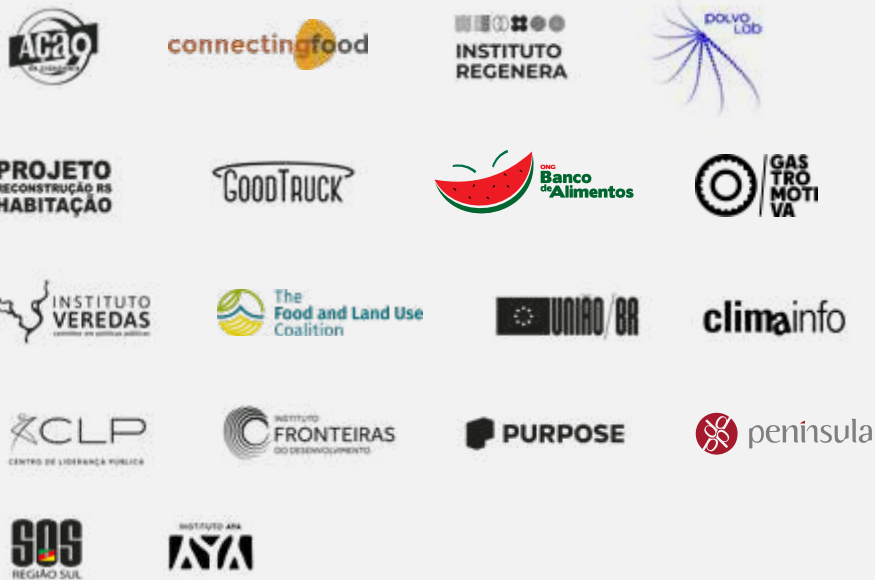
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Legislative Agenda: From Policy To Plate

START DATE: FEBRUARY 2024
SCOPE: NATIONAL

Partners:



Institutional Support:



PRESIDENT OF THE CHAMBER OF DEPUTIES, HUGO MOTTA, AT THE LAUNCH OF THE FROM POLICY PRESIDENT OF THE CHAMBER OF DEPUTIES, HUGO MOTTA, AT THE LAUNCH OF THE DA POLÍTICA AO PRATO LEGISLATIVE AGENDAA

Over the last decades, hundreds of initiatives on food security have been filed in the National Congress, reflecting the relevance of the topic but also imposing the challenge of identifying, based on technical grounds, which ones have the highest potential for systemic impact.

To face this challenge, we conducted one of the largest legislative surveys ever carried out on food and nutritional security in Brazil. We mapped 1,915 proposals in progress at the Chamber of Deputies and the Senate, of which 208 were analyzed in depth. From this diagnosis, we selected seven priority initiatives—those with the highest capacity to transform the legal framework and generate concrete effects in combating hunger and food waste. And the impact of this work materialized rapidly.

In just 34 days, four bill projects were approved by the Chamber of Deputies and three new laws were sanctioned by the President of the Republic, structurally strengthening the legal framework of food security in the country. Thus, we contributed to qualifying public power action and expanding the capacity to direct policies more efficiently to the population in food insecurity situations.



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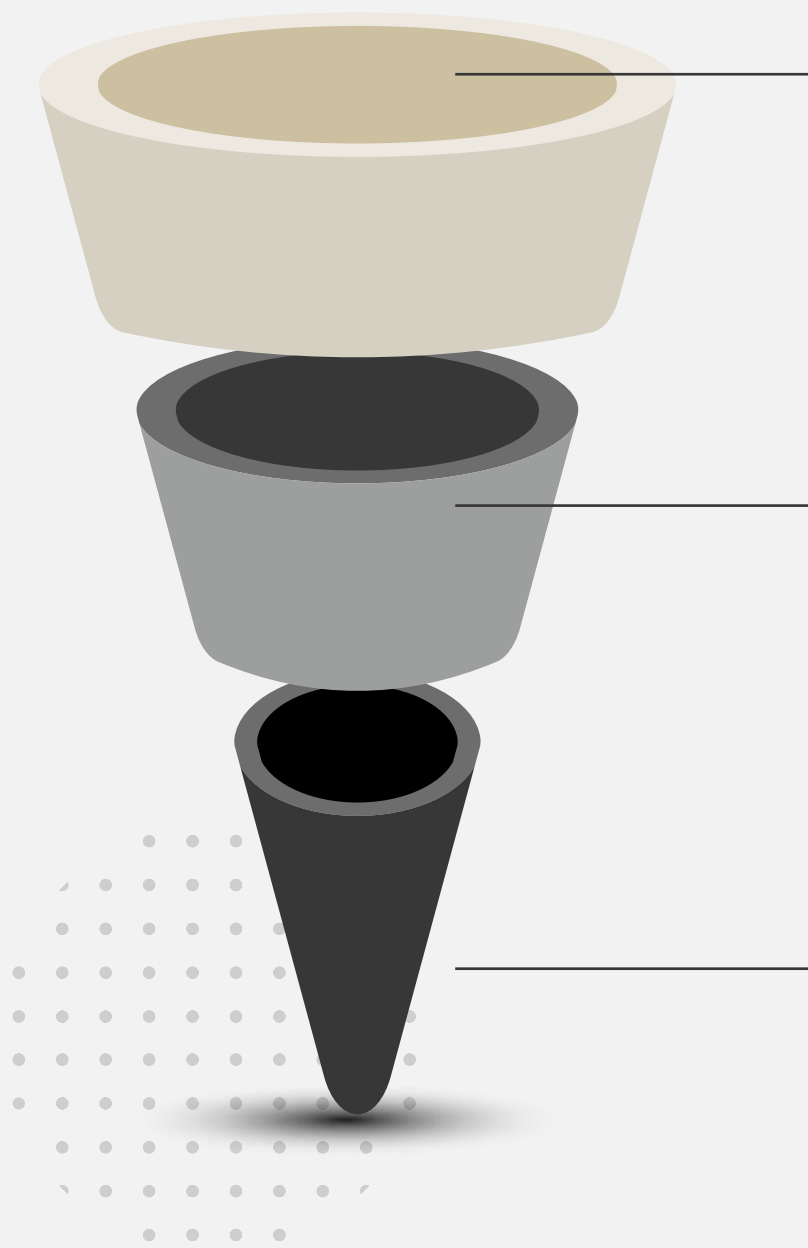
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FROM ANALYSIS TO IMPACT:
HOW WE DEFINE THE
LEGISLATIVE AGENDA

1,915

MAPPED PROPOSALS

BILLS ADDRESSING HUNGER AND
FOOD WASTE CURRENTLY UNDER
CONSIDERATION IN THE CHAMBER OF
DEPUTIES AND THE SENATE

208

**PROPOSALS ANALYZED
IN DEPTH:**

TECHNICAL ASSESSMENT
CONDUCTED BY SPECIALISTS
AND BY THE PUBLIC POLICY AND
STRATEGIC INTELLIGENCE TEAMS

7

**PRIORITY PROPOSALS
SELECTED:**

INITIATIVES WITH THE GREATEST
POTENTIAL IMPACT ON THE
LEGAL FRAMEWORK



4

BILLS
APPROVED

IN THE CHAMBER OF DEPUTIES



3

LAWS
ENACTED

BY THE PRESIDENCY
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MARIA SIQUEIRA WITH PRESIDENT LULA AND THE PRESIDENT OF THE CHAMBER OF DEPUTIES, HUGO MOTTA, AT THE ENACTMENT OF THE LEGISLATIVE AGENDA BILLS..

PROCESSES THAT ARE NOW LAWS

PL 4384/23 (LAW 15.223/2025)

Strengthening of Family Farming (Pronaf): By elevating the program to law status, it guarantees greater stability, predictability, and continuity to support policies for family farming, strengthening access to credit and the productive capacity of small producers.

PL 800/24 (LAW 15.223/2025)

Territorial Prioritization in Sisan: Establishes criteria to prioritize municipalities with low Human Development Index (HDI) and high food insecurity in Sisan planning, integrating official data to increase efficiency, transparency, and coordination of public policies.

PL 2708/24 (LAW 15.225/2025)

Food Acquisition in Climate Emergencies: Allows the structured use of the Food Acquisition Program (PAA) in situations of emergency or public calamity, prioritizing food distribution for the most impacted municipalities.



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Strengthening of Sisan

START DATE: JANUARY 2024

SCOPE: MARANHÃO AND PARÁ

Project partners in Maranhão



SEDES



Project partners in Pará



CONSELHO ESTADUAL DE SEGURANÇA
ALIMENTAR E NUTRICIONAL SUSTENTÁVEL
CONSEANS / PÁ



SECRETARIA DE
ASSISTÊNCIA SOCIAL,
TRABALHO, EMPREGO E RENDA



The National Food and Nutritional Security System (Sisan) is the main instrument to transform public policies into reality at the front line, meaning that localities that have not adhered to the system end up left out of essential programs, such as family farming purchases for supply in socio-assistance networks. Therefore, when a municipality is integrated into Sisan, it gains greater governance, planning, and action capacity in combating hunger.

Knowing this structural gap, we acted since 2024 to strengthen the system in two strategic states: Pará and Maranhão. Both started from a scenario where less than half of the municipalities were integrated into Sisan, which significantly limited the reach of food security policies. With the mobilization carried out, there was an expressive expansion of adherence, leading Pará and Maranhão to exceed 80% coverage.

This advance happened beyond numbers and expanded the states' capacity to guarantee, continuously, the right to nutrition. In Maranhão, the growth in adherence came accompanied by management changes, with the creation of an exclusive coordination for Sisan and the use of tools that support municipality monitoring and priority definition.

In Pará, institutional strengthening placed food security at the center of the state agenda. With technical support from Pacto Contra a Fome, the state structured its strategy with the "Pará Without Hunger" policy and mobilized local managers to advance in organizing municipal plans, giving more consistency and rhythm to policy implementation.



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MILESTONES IN STRENGTHENING SISAN IN THE STATES

MARANHÃO

- Nine workshops held in 2025, bringing together around 500 participants from 96 municipalities and resulting in 32 new adhesions in just six months.
- Digitization and centralization of state and municipal SISAN data, enabling greater transparency and monitoring capacity.
- Development of a vulnerability map to prioritize municipalities and guide implementation actions.

PARÁ

- Structuring of the “Pará Sem Fome” Partnership Network, fostering cooperation among government, private sector, and civil society.
- First State SISAN Meeting held, mobilizing more than 400 participants from 66% of municipalities in Pará.
- Coordination with the Federation of Municipal Associations of Pará (FAMEP) to drive municipal engagement with SISAN across the state.

RESULTS OF STRENGTHENING SISAN

Growth in municipal adherence to SISAN following the start of the project, both above the national average for adherence



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Action in Ceará Territory

START DATE: AUGUST 2024
SCOPE: CEARÁ

Partners



Pacto Contra a Fome's action in Ceará throughout 2025 combined optimization of food redistribution, mobilization of the local ecosystem, and applied research on food and nutritional security, creating a solid base towards reducing hunger in the state.

At the invitation of the Food and Nutritional Security Coordination (COSAN/SPS), we promoted two workshops on Food and Nutritional Security Equipment for municipal managers in the state. One important product resulting from these trainings was the mapping of Ceará's food banks. The Implementation Forum—a governance instance of the hunger combat ecosystem composed of 12 institutions—held two meetings in 2025.

Our pioneering study on hunger at the municipal level, developed in partnership with the Industry Observatory (FIEC), received regional and national recognition. In 2025, it was presented at the XXIII National Meeting of the Brazilian Association of Regional and Urban Studies (ENABER), in Bahia, and at the 53th National Meeting of Economics of ANPEC (National Association of Post-Graduation Centers in Economics), in São Paulo.

Our commitment to food redistribution was present in retail. In 2025, a pilot redistribution model was initiated with two of the largest retail networks in the state—which together billed approximately R\$ 2 billion in 2024—demonstrating in practice that donation can be safe, viable, and beneficial from both social and environmental points of view.

Additionally, the HUB of Connections consolidated itself as a solution to solve a historical problem: the disconnect between those who have food available for donation and those who can distribute it efficiently. The platform's georeferencing mapped 66 civil society organizations and 105 social projects, with an estimated reach potential of more than 200,000 people.



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These initiatives were developed in coordination with different institutional spheres: state and municipal governments, through COSAN/SPS; civil society, represented by the organizations and social projects mapped by the HUB of Connections and by the institutions that make up the Implementation Forum; the retail sector, including two of the largest chains in Ceará; and academia, through a partnership with the Industry Observatory (FIEC). This diversity of stakeholders was present across all fronts of Pacto Contra a Fome's work in the state throughout 2025.

This articulation among the public sector, civil society, the retail sector, and academia reflects Pacto Contra a Fome's mission to engage society and strengthen the local ecosystem in addressing hunger, reinforcing the understanding that tackling hunger depends on coordinated efforts across multiple sectors.



IMPACT IN NUMBERS

STRENGTHENING LOCAL ECOSYSTEM:

- 15 REPRESENTATIVES OF 12 INSTITUTIONS ENGAGED IN THE IMPLEMENTATION FORUM
- 2 MEETINGS HELD FOR ARTICULATION AND CONSTRUCTION OF STRUCTURAL SOLUTIONS
- 1 FRONT INITIATED FOR CONSTRUCTION OF LEGISLATION ON FOOD REDISTRIBUTION

APPLIED INTELLIGENCE PRODUCTION

- 1 UNPRECEDENTED STUDY ON HUNGER AT MUNICIPAL LEVEL DEVELOPED WITH FIEC



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PACTO CONTRA A FOME VISIT TO A COMMUNITY KITCHEN, ALONGSIDE LIA DE FREITAS, FIRST LADY OF CEARÁ AND PRESIDENT OF THE INTERSECTORAL GOVERNANCE COMMITTEE OF CEARÁ SEM FOME



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Food Waste Reduction



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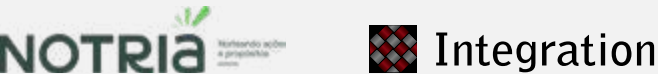
CEASA Desperdício Zero

START DATE: NOVEMBER 2024
SCOPE: CEARÁ, MINAS GERAIS, AND SÃO PAULO

Partners | Cooperation



Technical Partnership



Technical Support



Supply Centers (Ceasas) are key infrastructures for food security in Brazil, responsible for connecting agricultural production to urban centers and guaranteeing access to fresh food on a large scale. At the same time, they concentrate a critical point in the chain: it is in these intermediaries that a relevant part of food loses commercial value and may end up discarded, despite still being fit for consumption.

Aware of this structural bottleneck, we conducted diagnostics to dimension the size of the challenge and, mainly, the opportunity. To give an idea, more than 340,000 tons of food are wasted annually only in Ceasas, generating a loss superior to R\$ 1.5 billion, plus relevant environmental impacts.

Considering this scenario, we launched Ceasa Zero Waste in the second half of 2025—an initiative developed in technical cooperation with MDA and ABRACEN. Presented during the Pacto Contra a Fome Award ceremony, the project consolidates in a national orienting material methodologies, operational models, and best practices to modernize food banks, qualify logistics, and expand surplus redistribution.

In total, 16 Ceasas adhered to the program. Together, these centers represent approximately 75% of national supply and assume concrete goals for expanding redistribution, with the potential to recover tens of thousands of tons of food that are currently lost. By establishing infrastructure, governance, and measurement standards, the initiative creates the bases to transform centers into active pillars in facing waste and expanding access to adequate nutrition.



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The Mais Nutrição Program and the CEASA of Maracanaú, through the Agrarian Development Secretariat of Ceará State, placed second in the Ministry of Development and Social Assistance, Family, and Combat to Hunger (MDS) edital and received R\$ 880k for food bank modernization. This achievement composes Pacto Contra a Fome's action in the Territory. In the Mais Nutrição Program of CEASA of Maracanaú, we conducted a diagnosis with technical recommendations, built an action plan, and provided technical advisory for the awarded proposal.

Additionally, we co-created the implementation of the Cearense Network of Food Banks (RECEBA), which will allow an increase in both the capacity of CEASA donation flow and the capillarity of food redistribution in the state.

GEYZE DINIZ ALONGSIDE MINISTER PAULO TEIXEIRA (MDA), JOSÉ LOURENÇO PECHTOLL (VICE PRESIDENT OF ABRACEN AND CEO OF CEAGESP), AND MARIA SIQUEIRA AT THE LAUNCH OF CEASA DESPERDÍCIO ZERO.



IMPACT IN NUMBERS

STRENGTHENING LOCAL ECOSYSTEM:

ARCHITECTURAL MODELS DEVELOPED

3 FOR FOOD BANKS

STANDARDIZED INFRASTRUCTURE

16 SIGNATORIES OF THE COMMITMENT LETTER (OUT OF 44 CEASAS IN BRAZIL)

REDISTRIBUTION EXPANSION POTENTIAL

15 FROM 698.6K TO 102K TONS OF FOOD PER YEAR

POTENTIAL SOCIAL IMPACT

698,6 MEALS VIABLE PER DAY, BENEFITING 232.9K PEOPLE DAILY

ESTIMATED ENVIRONMENTAL IMPACT

-153 TONS OF CO2 AVOIDED PER YEAR



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Campaign “Jogue Contra o Desperdício” (Play Against Waste)

START DATE: JULY 2024
SCOPE: NATIONAL

Partner



To mobilize society around reducing food waste and engage consumers, companies, and governments in concrete change practices, we launch annually a national campaign. In 2025, the initiative under the motto Jogue Contra o Desperdício featured Olympic champion Rebeca Andrade, who starred in the advertising film and digital/ audiovisual communication pieces, attracting attention to the theme and generating connection with different publics.

Another great novelty of the project was combining mass communication actions with practical engagement tools. Among them, the Desperdiçômetro (Waste-o-meter) and TIA Contra a Fome (AI Against Hunger), an artificial intelligence via WhatsApp. The first innovation seeks to make the dimension of waste tangible by presenting, in real time, the amount of food discarded in daily tasks.

The virtual assistant seeks to directly guide the population with practical tips to avoid waste and suggestions for creative recipes with ingredients available at home—a way to encourage integral food use.



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We also potentiated the campaign distribution strategy through partnerships capable of expanding scale and relevance. Beyond wide dissemination on TV Globo and Alpha, 89, and Disney radios, we had ads in urban furniture under the responsibility of JC Decaux and installed media in Multiplan shopping malls.

Eletromidia was another major partner, contributing to bring the message Jogue Contra o Desperdício closer to people through ad displays in urban furniture and elevator screens in condominiums across Brazil. On average, there were 10 million national monthly displays of content about Pacto Contra a Fome and two national media campaigns in partnership.

We also had the collaboration of the Brazilian Football Confederation (CBF) and CazéTV, which for the first time brought the food waste theme to its Campeonato Brasileiro transmissions, with the insertion of the Desperdiçômetro in high-audience moments.

On September 29, in commemoration of the International Day of Awareness on Food Loss and Waste, simultaneous projections were made in two Brazilian capitals, calling attention to the urgency of the theme: in São Paulo, on the facade of a building on Av. São João, and in Brasília, at the National Library building.



PROJECTION OF THE CAMPAIGN ON A BUILDING ON AVENIDA SÃO JOÃO, IN SÃO PAULO.



PEOPLE IMPACTED

+30

MILLION

ENGAGEMENT

10

TIA CONTRA A FOME USERS

MOBILIZATION

19

PARTNERS AND CHANNELS INVOLVED

ENGAGEMENT AT SCALE

13

USERS OF TIA CONTRA A FOME PARTNERS AND CHANNELS INVOLVED DESPERDIÇÔMETRO INTEGRATIONS IN NATIONAL BROADCASTS



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Partner Initiative: Brasil Sem Desperdício (Brazil Without Waste)

In 2025, the Brasil Sem Desperdício program began, an initiative led by WWF-Brazil and WRAP that brings together companies, governments, academia, and civil society organizations around a common objective: structurally reduce food loss and waste in the country. Built collaboratively, the program proposes a model based on diagnosis, goal definition, and result monitoring, focusing on the entire productive chain.

We, from Pacto Contra a Fome, integrate this agenda as partners, alongside signatory organizations and companies such as Grupo Accor, Assaí, Carrefour, Pão de Açúcar, and Raízes, composing a multi-sectoral network aimed at building practical solutions and qualifying public debate on the theme. In this context, our role consists in supporting the technical implementation of the agreement, which includes producing materials and technical notes, articulating with the government, and coordinating the working group focused on food donation and redistribution.

The initiative establishes a governance structure with strategic, technical, and communication committees, as well as working groups that must deepen themes such as waste measurement, consumer engagement, and articulation with public policies. By bringing different actors together around common goals and monitoring mechanisms, the program reinforces the importance of coordinated action as a condition to face a problem that simultaneously impacts climate, economy, and food security.



FROM LEFT TO RIGHT: DANIELA TESTON, CORPORATE RELATIONS DIRECTOR AT WWF, MARIA SIQUEIRA, AND LEAH KARRER, DIRECTOR FOR THE AMERICAS AT WRAP.



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Social and Economic Inclusion



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Socioeconomic Inclusion In São Paulo State

START DATE: JULY 2024
SCOPE: CEARÁ AND SÃO PAULO

São Paulo is the most populous state in Brazil and also the one with the highest absolute volume of people in food insecurity. With this scenario as a backdrop, in 2025, we signed a strategic partnership with the Secretariat of Social Development of the State of São Paulo, formalized through a Technical Cooperation Agreement.

The agreement officially formalized our action as a technical and advisory supporter in two central fronts. In the first, we contributed to the evaluation research of the Bom Prato program and conducted the georeferencing of the policy's restaurants and VivaLeite program points in the Pacto Contra a Fome HUB—disseminating this information for both government use and public access. In the second, we advisory supported the design of SuperAção SP, the state's new socioeconomic inclusion policy aimed at attending families in vulnerability situations, also contributing in articulating members for its network.

Beyond technical cooperation, we made our presence in the main debate spaces on food security in the state. At the Second State Seminar on Food and Nutritional Security of São Paulo, we participated in the opening panel and the debate on advances and challenges in SAN public policies—reinforcing our commitment to contribute not only to execution but also to qualifying the debate that guides public policies in the state

CENTER: GEYZE DINIZ, PRESIDENT OF THE PACTO CONTRA A FOME BOARD, AND ANDREZZA ROSALÉM, STATE SECRETARY OF SOCIAL DEVELOPMENT, WITH THEIR RESPECTIVE TEAMS AT THE CEREMONY CELEBRATING THE TECHNICAL COOPERATION AGREEMENT.



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Food Inflation Bulletin

START DATE: JANUARY 2025
SCOPE: NATIONAL

PRESS RESULTS

268

MATERIALS ACROSS BRAZIL

MEDIA
VALUATION:
R\$ 10,063,391

ESTIMATED REACH:
23,533,889
PEOPLE



Access to adequate and healthy nutrition does not depend only on food availability but also on families' capacity to acquire them. In this context, food inflation is one of the main vectors of food insecurity in Brazil, making its rigorous monitoring an essential condition to qualify public debate and guide effective policies.

It was with the purpose of monitoring, analyzing, and disseminating information on the issue that, throughout 2025, our Intelligence team periodically produced the Food Inflation Bulletin. Each month, the publication evaluated the behavior of food prices in our country based on the Broad Consumer Price Index (IPCA), calculated by the Brazilian Institute of Geography and Statistics (IBGE), and analyzed the impacts of this variation on families' purchasing power and access to adequate nutrition.



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To ensure technical rigor and depth of analysis, we collaborated with researchers specialized in economics and food security: Professor Eliseu Verly Junior (Coordinator of NEBIN/UERJ), Felipe Amorim Pereira and Luan Paciencia (consultants at Lupa Social), and Walter Belik (co-founder of Instituto Fome Zero). Together, they contributed to the bulletin's methodological construction, which adopted as reference the Brazilian Basic Food Basket—a NEBIN/UERJ project, whose composition starts from nutritional recommendations of the Food Guide for the Brazilian Population, the EAT-Lancet planetary diet, and family purchase data in the country.

This choice allowed us to go beyond general inflation: by measuring the price variation of a basket that reflects both what Brazilian families consume and what they should consume for healthy nutrition, we managed to precisely evidence inequality in access to good nutrition throughout the year.

Beyond monitoring, the bulletin became an instrument of transparency and advocacy. Because with the produced data, we promoted qualified debates and contributed to fostering a public policy agenda and civil society actions aimed at ensuring the Human Right to Adequate Nutrition (DHAA). By making visible the concrete impact of inflation on families' daily lives, we transformed data into arguments for building a more just and accessible food system.



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Connection and recognition of the ecosystem



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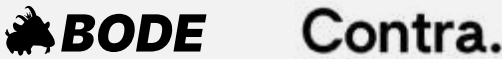
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Hub of Connections

START DATE: MARCH 2023
SCOPE: NATIONAL

Partners



The HUB of Connections arrives at 2025 consolidated as the main intelligence and articulation platform of the hunger combat ecosystem in Brazil. Created to map, organize, and connect initiatives across the country, it gathers, in a single environment, strategic data on organizations, projects, and territories, allowing identification of who acts and where.

Throughout the year, the platform was improved to become more accessible, robust, and oriented to actor connection. Among the main improvements, we highlight the incorporation of automation with artificial intelligence support for data qualification, the creation of the Company Profile—expanding private sector engagement—and the implementation of visibility mechanisms, such as recognition seals for winning initiatives of the Pacto Contra a Fome Award. We also expanded the base through mass registration functionalities, which allowed incorporating large networks and expanding territorial capillarity.

As a result, we ended the year with more than 1,700 registered organizations, approximately 1,900 mapped initiatives, and 2,300 georeferenced addresses—an unprecedented panorama of the food security ecosystem in the country. More than growth in volume, this advance reflects a gain in density and quality of connections, allowing organizations to find partners, expand their action, and increase their impact.

IMPACT IN NUMBERS

1.745
ORGANIZATIONS
CONNECTED IN A
SINGLE PLATFORM

+2.300
ADDRESSES
WITH GEOREFERENCED
ACTION ACROSS
THE COUNTRY

EVOLUTION FROM 2024 TO 2025

ORGANIZATIONS

+45,7%
GROWTH IN CONNECTED
ORGANIZATIONS

62,2%
INCREASE IN REGISTERED
INITIATIVE



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Pacto Contra a Fome Award 2025

START DATE: MAY 2023
SCOPE: NATIONAL

Partners

Cooperation



Organização das Nações Unidas para a Alimentação e a Agricultura



unicef



ONU
programa para o meio ambiente



unesco



WFP
Programa Mundial de Alimentos
Centro de Excelência contra a Fome

Technical Coordination:



Institutional Support:



Master Sponsor:



Sponsor:



ama



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ifood



INSTITUTO BIA RABINOVICH





xp



Apoio:



SESC MESA BRASIL



Sesc
CNC Senac



With each edition, the Pacto Contra a Fome Award evolves and expands its role as a platform for recognition, engagement, and mobilization in the field of food security—and in 2025, it was no different. Proof of the initiative’s maturity is the institutional strengthening we began to promote, attacking one of the third sector’s biggest pains: the lack of structured support for management, growth, and sustainability of organizations. This movement adds to the already consolidated financial recognition, with the delivery of R\$ 100k for each of the six winning initiatives, plus a trophy conceived by artist Vik Muniz.

We also structured a presencial meeting between 2025 finalists and winning initiatives from previous years. By gathering various representatives at our headquarters in São Paulo, we created a qualified space for exchange, listening, and collective construction, where organizations acting in different territories could share challenges and identify replicable solutions. This process resulted in yet another novelty: the creation of a network among participants, based not only on financial resources but on continuous exchange of knowledge, experiences, and mutual support.



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On the award ceremony day, we reinforced this articulation role by gathering different actors around an experience that combined recognition and mobilization. Beyond awarding the six winning initiatives, we promoted an interactive fair on food security and food waste, connecting the public to the theme practically. The foods exhibited were collected by GoodTruck Brasil, a winning initiative in the first edition of the award, and redistributed on the same day to families in vulnerability situations.

We also took an unprecedented step by financing the participation of 2024 winning initiatives in the Third Sector Forum, promoted by Fundação Dom Cabral. Throughout the immersion, participants had access to management content, qualified networking, and an exchange environment that generated concrete developments. An example was an organization from Ceará, which, from the discussions, decided to implement a biodigester in one of its schools—a solution that reduces waste, decreases energy consumption, and generates operational efficiency.

Throughout its editions, the award has already recognized 18 initiatives in the categories Promotion of Food and Nutritional Security and Reduction of Food Waste, and distributed R\$ 1.8 million in resources, consolidating itself as a seal of excellence and a platform that impels trajectories. Awarded initiatives have already transformed into state public policies, influenced school feeding programs, and inspired improvements in supply and government purchasing systems. And even those not selected in the final stage reap the benefits of the award, since participation in the process generates visibility, endorsement, and credibility, expanding the impact possibilities of each initiative.



TROPHY CREATED BY THE VISUAL ARTIST VIK MUNIZ ESPECIALLY FOR THE PACTO CONTRA A FOME AWARD.

IMPACT IN NUMBERS

346
INICIATIVES |
REGISTERED FROM ALL
BRAZILIAN REGIONS

R\$ 600 k
REAL DESTINED TO
AWARDED INITIATIVES

59%
OF INITIATIVES LED
BY WOMEN

56%
OF LEADERS SELF-
DECLARE AS BLACK

+450
PEOPLE PRESENT AT THE
AWARD CEREMONY



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**2025
WINNERS**

CATEGORY:

**PROMOTION OF FOOD AND
NUTRITIONAL SECURITY**



SABORES DO QUILOMBO

Institution:

ASSOCIAÇÃO MULHERES QUILOMBOLAS EM AÇÃO
DANDARA DOS PALMARES (SALVADOR/BA)

Led by quilombola women, the project in Morro do Chapéu transforms traditional Afro-Brazilian cuisine into a tool for autonomy, income generation, and belonging. In community kitchens, meals are produced with nutritional guidance, subsequently distributed throughout the week to families in quilombola communities of Queimada Nova, Velame, and Boa Vista/Poço Comprido. The initiative also contributes to waste reduction by planning seasonal menus and prioritizing the purchase of fresh foods from local family farming.



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AGENTES POPULARES DA ALIMENTAÇÃO

Institution:

CENTRO DE ESTUDOS APOLÔNIO DE CARVALHO (SÃO PAULO/SP)

The project trains residents of peripheral communities from different regions of the country to act as multipliers of healthy eating practices and community mobilization. For this, it combines theoretical and practical training, conversation circles, mutirões (collective work), and door-to-door territorial listening actions. From this process, agents structure popular kitchens as a base for community action, spaces that feed, educate, generate income, and strengthen local solidarity networks.



GASTRONOMIA PERIFÉRICA

Institution:

GASTRONOMIA PERIFÉRICA (SÃO PAULO/SP)

Founded by chef Edson Leite and psychologist Adélia Rodrigues, the initiative consists of a school that unites gastronomy, sustainability, and social impact through trainings and community events. With more than a decade of action in the capital of São Paulo, the project became a national reference in social gastronomy and peripheral protagonism, training people who act in community kitchens, own businesses, urban gardens, and agroforestry systems, contributing to more just and sustainable food systems.



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FICHA TÉCNICA

CATEGORY:

REDUCTION AND/OR REVERSAL OF FOOD WASTE



ANGU DAS ARTES

Institution:

INSTITUTO CASA AMARELA SOCIAL (RECIFE/PE)

With action in the Alto Santa Isabel community, the project, aimed exclusively at women, provides training workshops integrating gastronomy, business management, and sustainable practices. Thus, it articulates technical training and cultural strengthening, based on Afro-descendant and indigenous knowledge. In practice, the workshops function as spaces for professional and administrative competence development, expanding opportunities for action in the food and entrepreneurship area, while valuing local food production and the territory's cultural identity.



AJEUM

Institution:

INSTITUTO CULTURAL BANTU (SALVADOR/BA)

The project transforms foods that would be discarded and, thus, generates more food security, income, and community belonging. In partnership with markets and institutions, it redistributes donations to families and terreiros, uses the Bantu Currency to stimulate community participation, and promotes food processing by the Mulheres Candaces group. What is not used goes to composting and returns to community gardens, closing a sustainable cycle that unites Afro-Brazilian culture, education, and hunger combat.



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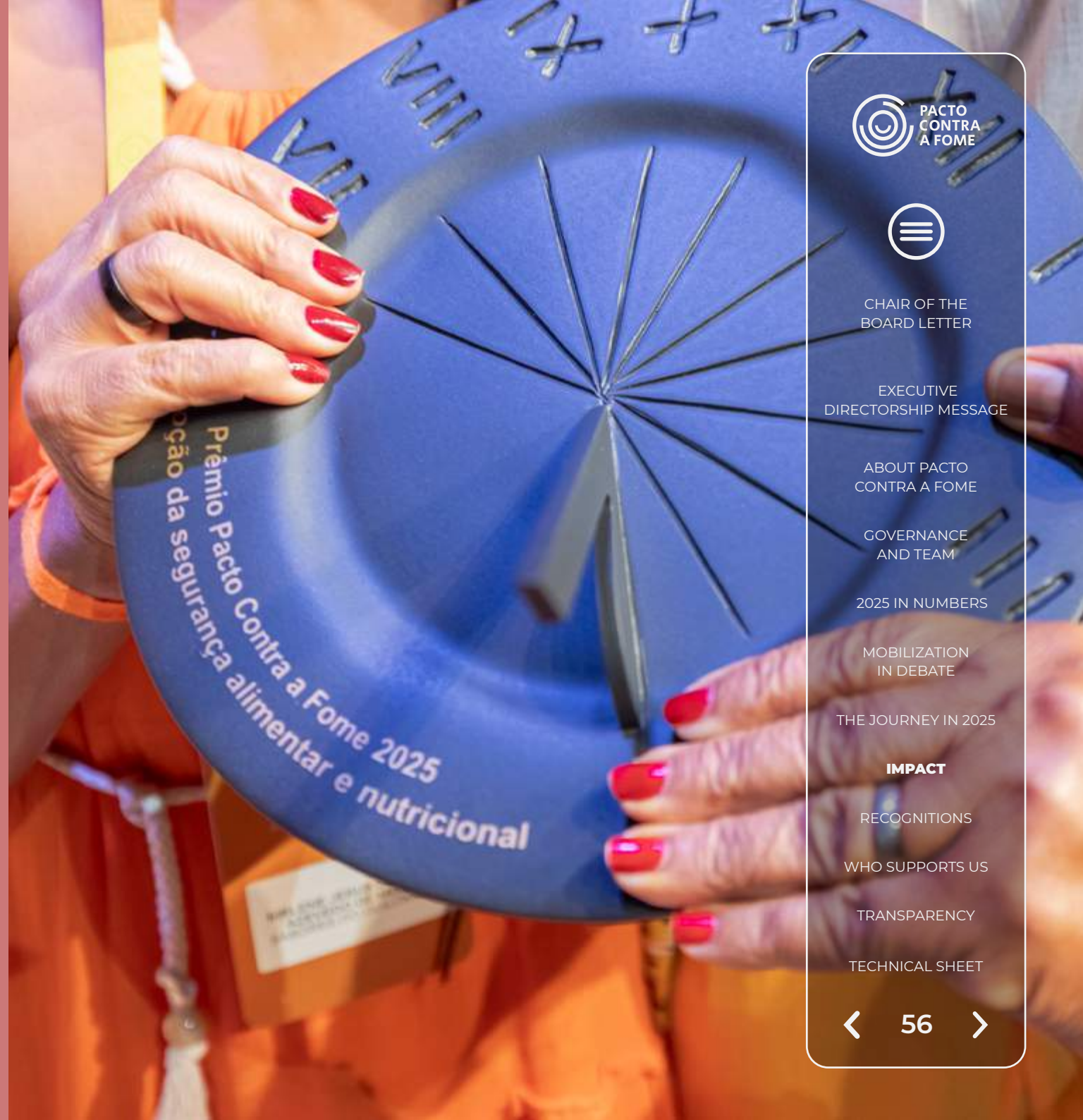


PROJETO ALIMENTO DE AXÉ

Institution:

INSTITUTO TERREIRO SUSTENTÁVEL
(RIO DE JANEIRO/RJ)

Inspired by the cosmology of terreiros, the project integrates ancestry, culture, and sustainability in facing hunger and food waste. In practice, what occurs are integral use workshops, solidary kitchen actions, cultural festivals, and formative activities. Thus, the initiative reaffirms food as a sacred element and resistance, which contributes to combating food racism, values Afro-Brazilian traditions, and expands access to adequate nutrition for low-income families, terreiro peoples, fishermen, shellfish gatherers, and traditional communities.



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The year 2025 was marked by relevant advances in facing hunger in Brazil, with the country's exit from the Hunger Map and the strengthening of an agenda built collectively. Throughout this process, we also expanded the recognition of the work developed by Pacto Contra a Fome, both in the country and abroad. The distinctions received reflect the consistency of action, the capacity for articulation between different sectors, and the impact of initiatives being structured in a network, as detailed below.



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Best NGOs Award

In 2025, we joined the list of the 100 Best NGOs of Brazil, a recognition granted by Certificadora Social, in partnership with the Ambev VOA program. The award, delivered in an official ceremony in December, highlights organizations with good practices in governance, planning, communication, financial sustainability, and social impact. With this achievement, we join a select group of organizations that stand out for management quality and the capacity to generate consistent impact.

Before the national stage of the award, we were selected in the São Paulo state phase—an intermediate process that gathered 250 organizations for evaluation of management, transparency, and social impact practices. During the meeting held in June, we were highlighted as the youngest organization among those selected. At the time, we were in our second year of action, and positioning ourselves alongside consolidated third-sector organizations reinforced the solidity of the model we have built.

Honor from the Government of Maranhão

We were honored by the Secretariat of State for Social Development (Sedes) of Maranhão in recognition of the partnership built in the state and the contribution to strengthening public policies of food and nutritional security. For us, such honor is also a reflection of the relevance of joint action with state governments in building structuring and evidence-oriented strategies.



JULIANA PLASTER, EXECUTIVE CO-DIRECTOR, RECEIVES THE TROPHY FROM THE PRÊMIO 100 MELHORES ONGS DO BRASIL (100 BEST NGOS IN BRAZIL AWARD)

TROPHY AWARDED BY THE STATE SECRETARIAT FOR SOCIAL DEVELOPMENT (SEDES) OF MARANHÃO IN RECOGNITION OF THE PARTNERSHIP AND CONTRIBUTION OF PACTO CONTRA A FOME.



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Honor in the Legislative Assembly of Ceará

We were honored in the Legislative Assembly of Ceará in a solemn session for the 53 years of Ceasa in the region, based on a request by state deputy Guilherme Sampaio. The recognition highlighted our action as a strategic partner in structuring and qualifying the food bank of the center, focusing on waste reduction and expanding food redistribution in the state. It is a relevant honor within the state legislative sphere, as it evidences the importance of articulation between civil society and public power to enable structuring solutions in combating hunger.

The Bloom

Our Co-Executive Director, Maria Siqueira, was the only Brazilian selected for the Social Impact Under 30 list by the The Bloom platform, which annually gathers global young leaders with relevant action in the field of social impact. In our case, the recognition was directly linked to the work developed at the head of Pacto Contra a Fome, especially in the consolidation of the HUB of Connections, which has already mapped approximately two thousand initiatives in the country.

Forbes Brasil

Another leader of Pacto Contra a Fome recognized in 2025 was Geyze Diniz, included by Forbes Brasil among the 15 most influential female leaders in the country. In the publication, her action in articulating between different sectors was highlighted, especially in engaging the private sector as part of strategies to face hunger and food insecurity.



PACTO CONTRA A FOME WAS RECOGNIZED BY THE LEGISLATIVE ASSEMBLY OF THE STATE OF CEARÁ (ALECE) AS A STRATEGIC PARTNER OF THE MARACANAÚ SUPPLY CENTER (CEASA) IN REDUCING AND REVERSING FOOD WASTE.



SOCIAL MEDIA POST BY PACTO CONTRA A FOME ANNOUNCING OUR CO-EXECUTIVE DIRECTOR, MARIA SIQUEIRA, AS THE ONLY BRAZILIAN SELECTED FOR THE SOCIAL IMPACT UNDER 30 LIST BY THE BLOOM PLATFORM.



COVER OF FORBES MAGAZINE FEATURING GEYZE DINIZ AMONG THE 15 MOST INFLUENTIAL FEMALE LEADERS IN BRAZIL.



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BrazilFoundation –
New York Gala 2025

New York Gala 2025 Geyze Diniz was also honored by BrazilFoundation during the New York Gala 2025, held in the context of New York Climate Week. The recognition highlights leaders committed to promoting lasting social transformations, and in Geyze's case, emphasized her action in building collaborative solutions for facing hunger in Brazil.

Thünen Institute

Pacto Contra a Fome was mentioned in the report of the Thünen Institute, linked to the Federal Ministry of Food and Agriculture of Germany, which gathers and analyzes international initiatives aimed at reducing food loss and waste. In the document, Pacto Contra a Fome was highlighted alongside global initiatives as a relevant practice within the Brazilian reality, reinforcing the alignment of our work with international agendas and its contribution to the debate on more sustainable food systems.



GEYZE DINIZ AT THE NEW YORK GALA 2025 DURING THE TRIBUTE OFFERED BY BRAZILFOUNDATION.



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Facing hunger in Brazil requires more than isolated initiatives. It depends, above all, on articulation, cooperation, and continuous commitment between different actors. Throughout 2025, we advanced precisely through this collective construction, connecting distinct capacities around a common objective: guaranteeing the right to adequate nutrition in a structuring and lasting way.

In the following pages, we gather the institutions and people who were on our side in 2025, contributing to transform this agenda into reality. To all of them, our thanks for the trust and commitment to the cause. We continue inviting new partners to engage in this collective construction—because facing hunger, at scale, is a challenge that is only resolved together.

JOIN US:



Individuals

Make recurring or one-time donations and help enable frontline actions and structural initiatives.



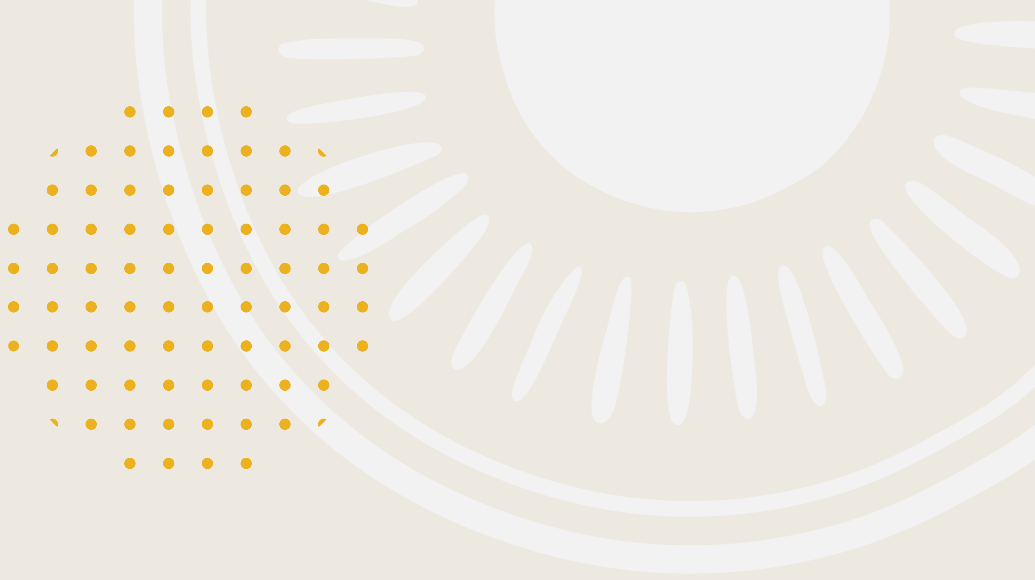
Government or Institution

Whether public sector, foundation, or social organization: we can build impact pathways together.



Companies

Learn how your company can support our work and help drive structural solutions..



ACTIONS IN PARTNERSHIP

Hering

Pacto Contra a Fome and Hering united in two actions that connected fashion, conscious consumption, and social impact in facing hunger and food waste in Brazil.

On Basic Day, part of the sales of the World T-Shirt, one of the brand's conscious icons, was reverted to Pacto Contra a Fome, supporting the Ceasa Zero Waste project.

The partnership returned in December, at Christmas, in a new solidary mobilization that expanded support for the project and reinforced the commitment to strengthening food banks in supply centers.

The initiative contributes to reducing losses and waste and promoting food security for communities in vulnerability situations. More than two campaigns, these actions show how retail can mobilize people around urgent causes and generate concrete social impact.



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Donor Dinner and
2-Year Celebration

More than celebrating a trajectory, it was a moment to mobilize for what still needs to be done. Thus was the dinner that marked two years of Pacto Contra a Fome's action, held at the Teatro Cultura Artística, gathering more than 200 entrepreneurs, philanthropists, and supporters around a common purpose: strengthening the commitment to a Brazil without hunger and with less food waste.

Conceived as a strategic action for relationship, resource capture, and mobilization, the initiative sought to engage new supporters and expand the network of partners committed to the cause. Throughout the night, each achievement presented reinforced a central message: advances are only possible thanks to the continuous support of people and partner organizations.

In an unprecedented scenographic proposal, the dinner was served on the theater stage, transforming the space into a symbol of protagonism and social co-responsibility. At the entrance, a scenographic “supermarket” presented, in an impactful way, data and reflections on hunger and food waste, provoking guests from arrival.

The event integrated a series of actions carried out throughout 2025 to strengthen relationships with different publics and mobilize society around building permanent solutions for food security in Brazil.



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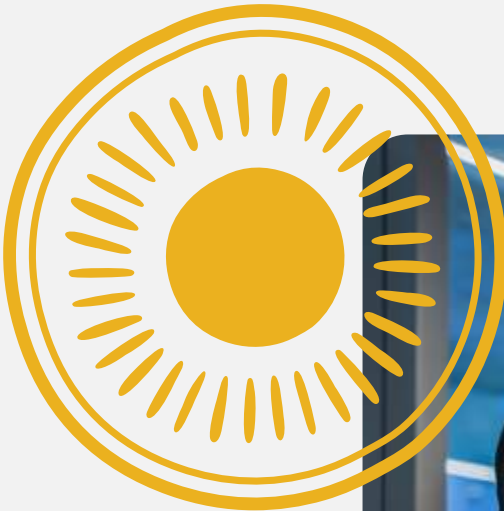
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Coffee with Partners

Good conversations also move changes. It was with this spirit that Pacto Contra a Fome held the first two Cafés com Parceiros, creating a meeting space between those who already act—and want to advance—in the food security agenda in Brazil.

The meetings took place in May and December, gathering companies, supporters, and leaders committed to building structuring solutions for combating hunger and food waste. More than institutional agendas, they were moments of exchange, collaboration, and articulation between organizations that believe in collective impact as a path to transform realities.]

The initiative reinforced Pacto Contra a Fome’s role as an articulator of a diverse network of partners engaged in promoting systemic and lasting changes towards a Brazil without hunger.



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Cashin

Uniting technology, engagement, and social impact at scale: it was with this objective that Pacto Contra a Fome initiated an unprecedented partnership with Cashin in combating hunger in Brazil. The initiative foresees the allocation of resources to support food security actions and projects through the company's platform. From this partnership, app users gained the possibility of converting part of their benefits and rewards into donations for Pacto Contra a Fome. The launch took place in an event held at our headquarters, marking the beginning of a joint journey of social mobilization and positive impact generation across the country.

Corra Por Uma Causa (Run for a Cause)

Sport, culture, and social mobilization met in Fortaleza in the second edition of Corra Por Uma Causa with Zélia Duncan, held by Imã Conexões in support of combating hunger in Brazil. The event gathered more than 1,700 participants at the Aterro da Praia de Iracema and directly benefited Pacto Contra a Fome.

The program also featured the presence of initiatives recognized by the Pacto Contra a Fome Award, strengthening local impact networks and valuing regional food culture. Participants included the Social Gastronomy School, local producers Sítio Jordão and Cajuína São João, and Instituto Metamorfose. More than an event, the action reinforced Pacto

Contra a Fome's commitment to engaging society around concrete solutions to eradicate hunger, value local food culture, and promote social transformation through collective mobilization.



A CHARITY RUN IN SUPPORT OF PACTO CONTRA A FOME FILLED THE ATERRO DA PRAIA DE IRACEMA IN FORTALEZA, CEARÁ.



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EXECUTIVE DIRECTORSHIP MESSAGE

ABOUT PACTO CONTRA A FOME

GOVERNANCE AND TEAM

2025 IN NUMBERS

MOBILIZATION IN DEBATE

THE JOURNEY IN 2025

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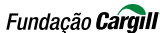
WHO SUPPORT US

Corporate Donors























Strategic Support Partnership























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TRANSPARENCY AND INSTITUTIONAL SUSTAINABILITY



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Trust is one of the most important assets of a civil society organization. Therefore, Pacto Contra a Fome adopts the commitment to report accounts clearly, responsibly, and accessibly, demonstrating how received resources are mobilized to strengthen its institutional mission.

In 2025, we expanded our mobilization capacity, diversified our revenue sources, strengthened our asset structure, and maintained the commitment to efficient management of resources entrusted by partners, supporters, and donors. The following information presents the main financial and asset indicators of the organization, reflecting our continuous effort for transparency, governance, and long-term sustainability.



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EXECUTIVE FINANCIAL SUMMARY 2025

2025 FINANCIAL SUMMARY

TOTAL REVENUE:

**R\$ 21.6
MILLION**

CONTRACTS SIGNED
FOR FUTURE EXECUTION:

**R\$ 23.3
MILLION**

RESOURCES ALLOCATED
TO PROGRAMS AND PROJECTS

84%

EXERCISE SURPLUS:

**R\$ 1.06
MILLION**

SOCIAL EQUITY:

**R\$ 3.04
MILLION**

PARTNERS AND
SUPPORTERS IN 2025

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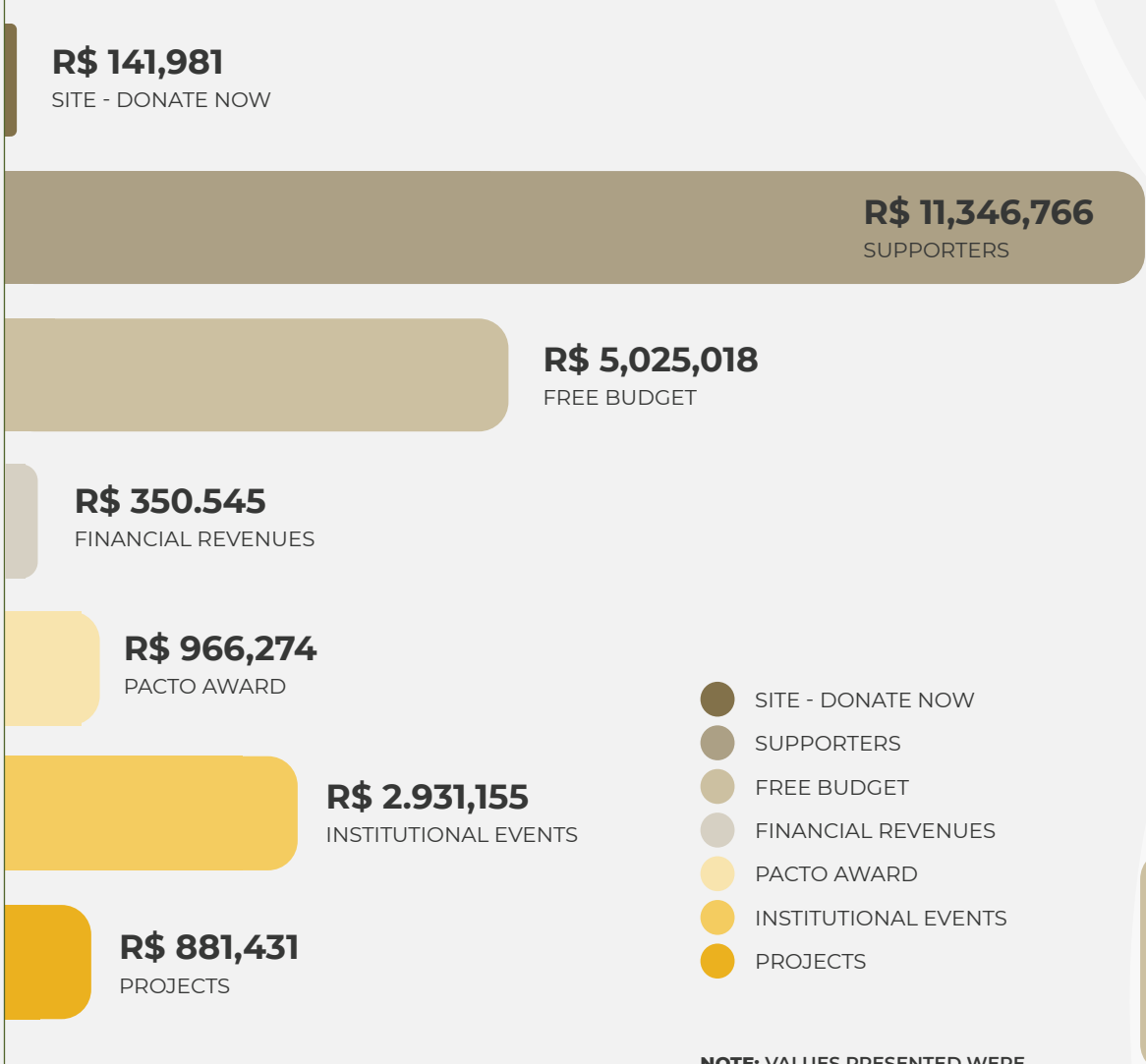
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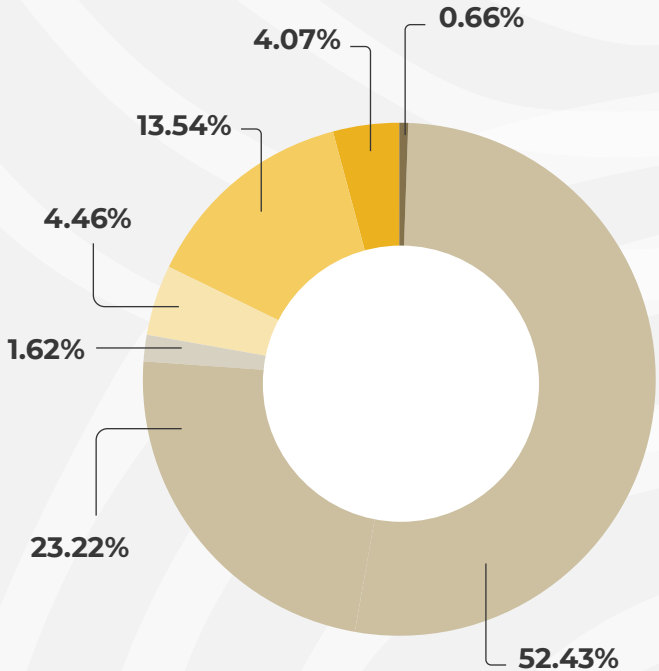
FINANCIAL RESOURCE ENTRY (2025)



R\$ 21,643,171

- SITE - DONATE NOW
- SUPPORTERS
- FREE BUDGET
- FINANCIAL REVENUES
- PACTO AWARD
- INSTITUTIONAL EVENTS
- PROJECTS

NOTE: VALUES PRESENTED WERE CALCULATED ACCORDING TO: CASH BASIS, REFLECTING A MANAGERIAL PERSPECTIVE OF THE PACTO CONTRA A FOME INSTITUTE.



CONTRACTS FOR DONATIONS CLOSED IN 2025

R\$ 23,351,946.98

NOTE: VALUES PRESENTED WERE CALCULATED ACCORDING TO: CASH BASIS, REFLECTING A MANAGERIAL PERSPECTIVE OF THE PACTO CONTRA A FOME INSTITUTE..



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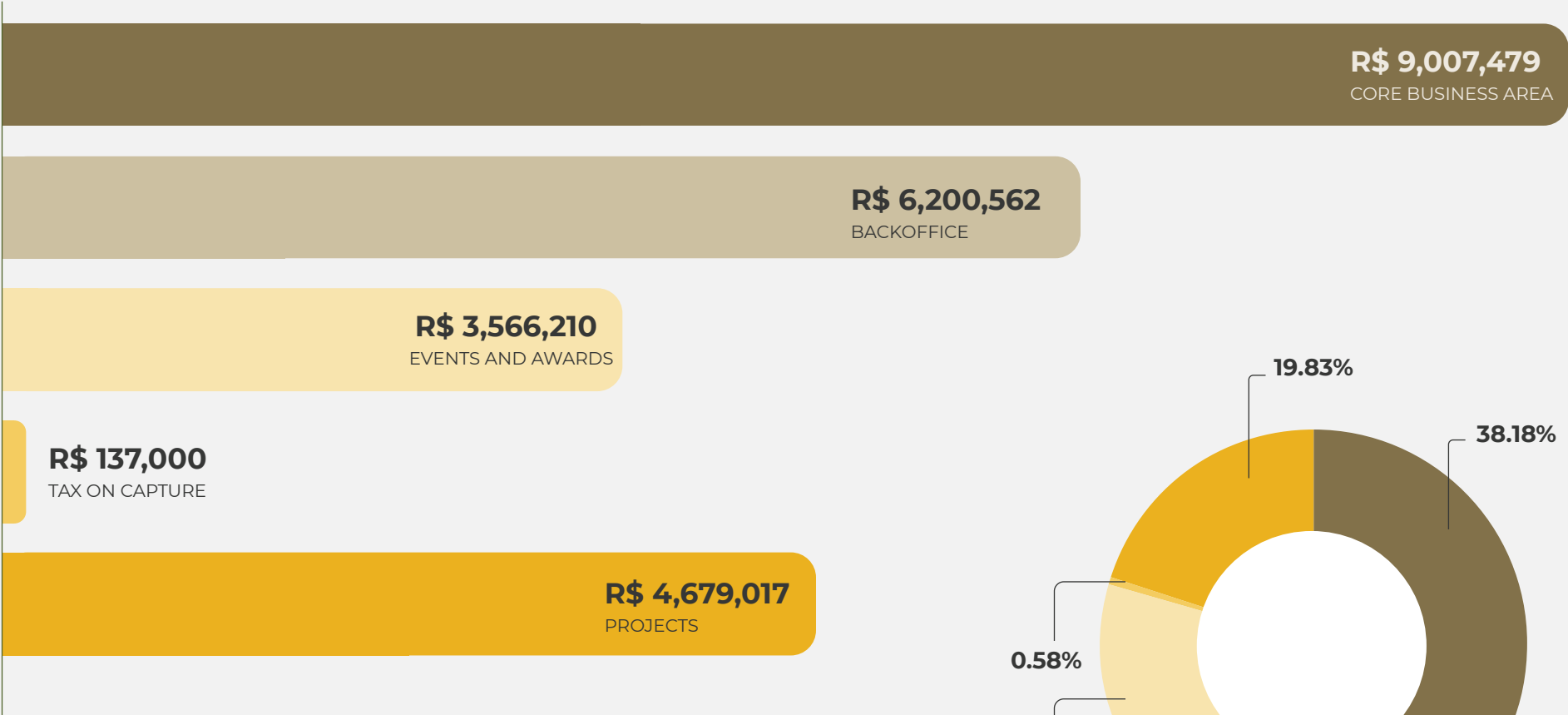
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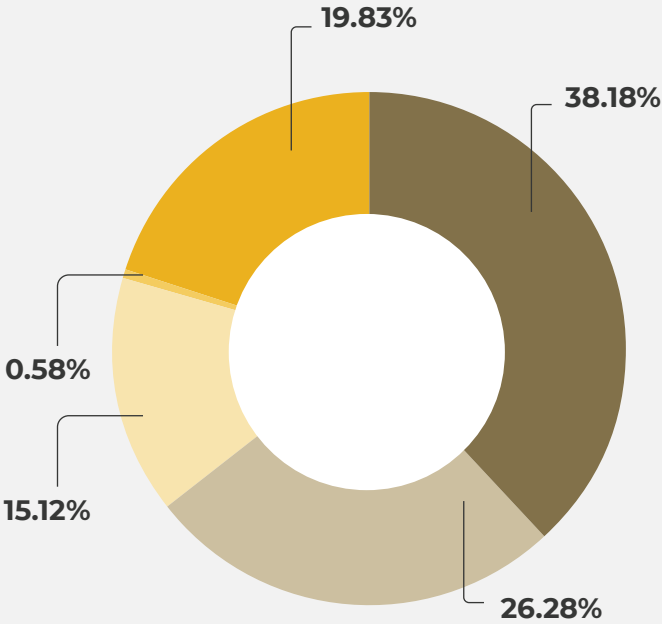
TECHNICAL SHEET

FINANCIAL RESOURCE DISTRIBUTION (2025)



R\$ 23,590,268

- CORE BUSINESS AREA
- BACKOFFICE
- EVENTS AND AWARDS
- TAX ON CAPTURE
- PROJECTS



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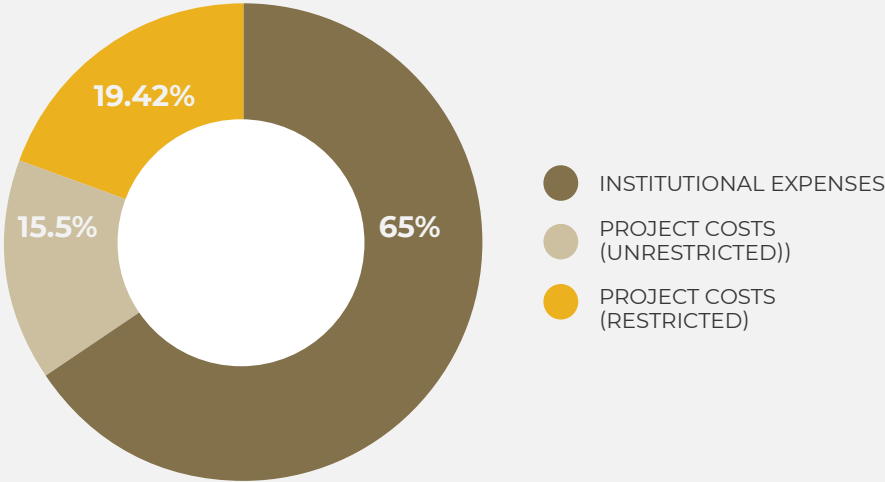
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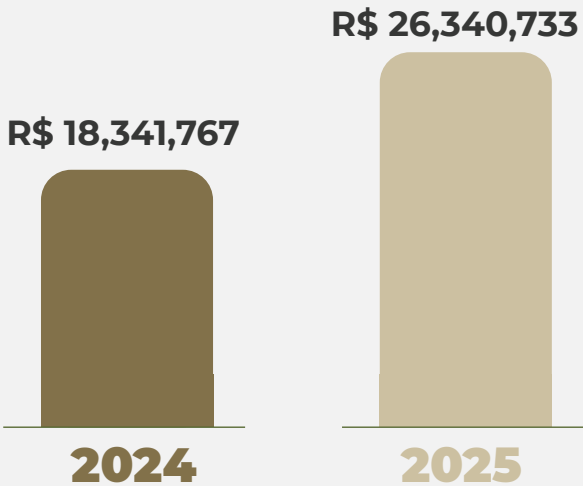
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FINANCIAL RESOURCE DISTRIBUTION (2025)



ANNUAL BUDGETARY EVOLUTION - COSTS AND EXPENSES

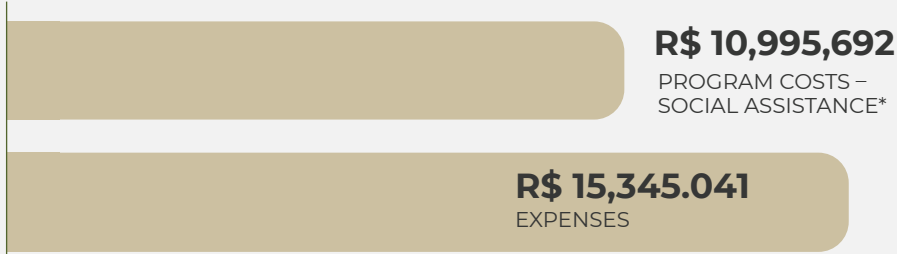


ANNUAL BUDGET OVERVIEW – COSTS AND EXPENSES

2024



2025



NOTE: COSTS PRESENTED FOLLOW A MANAGERIAL VIEW, WITH ACCOUNTING SEGREGATION BETWEEN PROJECTS WITH RESTRICTED RESOURCES, UNRESTRICTED RESOURCES, AND OPERATIONAL EXPENSES, CLEARLY REFLECTING THE ALLOCATION OF THE INSTITUTE'S RESOURCES.



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PROJECT AND SOCIAL ASSISTANCE COSTS FOLLOW THE ACCOUNTING CLASSIFICATION ESTABLISHED BY THE TECHNICAL INTERPRETATION (ITG) STANDARDS APPLICABLE TO THE THIRD SECTOR. THE AMOUNTS PRESENTED WERE PREPARED ON AN ACCRUAL BASIS AND REFLECT THE ACCOUNTING RESULTS OF INSTITUTO PACTO CONTRA A FOME.

STATEMENT OF FINANCIAL POSITION

(AS OF DECEMBER 31, 2025 AND 2024)

ASSETS			
	NOTES	2025	2024
CURRENT ASSETS			
Cash and cash equivalents	4	567,753	2.987,948
Advances and prepayments	5	77,428	53
Other receivables		49,585	47,793
TOTAL CURRENT ASSETS		694,766	3,035,794
NON-CURRENT ASSETS			
Property and equipment, net	6	2,432,351	509,430
Financial investments	7	159,397	
TOTAL NON-CURRENT ASSETS		2,591,748	509,430
TOTAL ASSETS		3,286,514	3,545,224

NOTE: THE ACCOMPANYING NOTES ARE AN INTEGRAL PART OF THESE FINANCIAL STATEMENTS.

STATEMENT OF FINANCIAL POSITION

(AS OF DECEMBER 31, 2025 AND 2024)

PASSIVO E PATRIMÔNIO SOCIAL			
	NOTES	2025	2024
CURRENT LIABILITIES			
Accounts payable	8	567,753	149,339
Taxes and statutory contributions	9	77,428	10,985
Employee benefit obligations	10	1,317,511	974,140
Deferred project revenue	11	-	424,464
Advances from donors/customers		3,573	-
TOTAL CURRENT LIABILITIES		1,682,061	1,558,928
NET ASSETS			
net assets		1,986,296	3,043,461
Change in net assets (deficit)		381,843	1,057,165
TOTAL NET ASSETS		1,604,453	1,986,296
TOTAL LIABILITIES AND NET ASSETS		3.286.514	3.545.224



CHAIR OF THE BOARD LETTER

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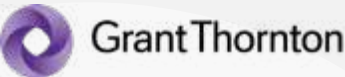
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EXERCISE DEFICIT
STATEMENT AS OF
DECEMBER 31, 2025



The financial audit
was conducted by
Grant Thornton.
Check the complete
report at:



NOTE: VALUES PRESENTED WERE
CALCULATED ACCORDING TO:
ACCRUAL ACCOUNTING BASIS.

THE ADMINISTRATION'S
EXPLANATORY NOTES ARE
AN INTEGRAL PART OF THE
ACCOUNTING STATEMENTS.

	NOTES	2025	2024
REVENUES			
REVENUES FROM PROJECT RESOURCES			
Revenues for program and project execution	13	896,570	463,101
OPERATIONAL REVENUES WITHOUT RESTRICTIONS			
Institutional revenues	14	21,075,883	12,932,236
Obtention of volunteer service	15	3,631,000	3,659,450
Incident taxes	-	(21,559)	(68,747)
Diverse revenues	-	10,237	22,151
TOTAL REVENUES		25,592,131	17,008.,191
OPERATIONAL COSTS			
Costs for program and project execution	16	(896,570)	(463,101)
OPERATIONAL EXPENSES			
Personnel expenses	17	(10,572,305)	(6,792,598)
Third-party service expenses	18	(6,545,513)	(4,624,091)
General and administrative expenses	19	(4,410,148)	(2,498,278)
Depreciation and amortization	7	(72,605)	(57,060)
Tax expenses	20	(212,592)	(247,189)
Appropriation of volunteer service	15	(3,631,000)	(3,659,450)
TOTAL OPERATIONAL EXPENSES		(26,340,733)	(18,341,767)
RESULT BEFORE FINANCIAL REVENUES AND EXPENSES		(748,602)	(1,333,576)
OPERATIONAL EXPENSES			
	20		
Financial expenses	-	(16,774)	(7,573)
Financial revenues	-	383,533	283,983
TOTAL FINANCIAL RESULT		366,759	276,410
EXERCISE SURPLUS (DEFICIT)		(381,843)	(1,057,165)



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Vanessa Silva Pinto | Communication Coordinator

Writing

Vanessa Silva Pinto | Communication Coordinator
Ana Ceribelli | Marketing Coordinator
Nathalia Marangoni | Communication Coordinator
Bárbara Marra | Communication Analyst
Anna Oliveira | Writer

Design and Layout

Nathália Rodrigues | Graphic design and layout
Guilherme Queiroz | Designer

Photos

Partners and Pacto Contra a Fome archive
Istockphoto

Review and Approval

Geyze Diniz | Co-founder and Chair of the Board
Juliana Siqueira de Sá | Vice-Chair of the Board
Juliana Plaster | Co-Executive Director
Maria Siqueira | Co-founder and Co-Executive Director



CARTA DA PRESIDENTE
DO CONSELHO
ADMINISTRAÇÃO

MENSAGEM DA
DIRETORIA EXECUTIVA

SOBRE O PACTO
CONTRA A FOME

GOVERNANÇA
E EQUIPE

2025 EM NÚMEROS

MOBILIZAÇÃO
EM DEBATE

A JORNADA EM 2025

IMPACTO

RECONHECIMENTOS

QUEM APOIA

TRANSPARÊNCIA

FICHA TÉCNICA

“ **IN THE BRAZIL OF
THE FUTURE, HUNGER
HAS NO PLACE.**”



CHAIR OF THE
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