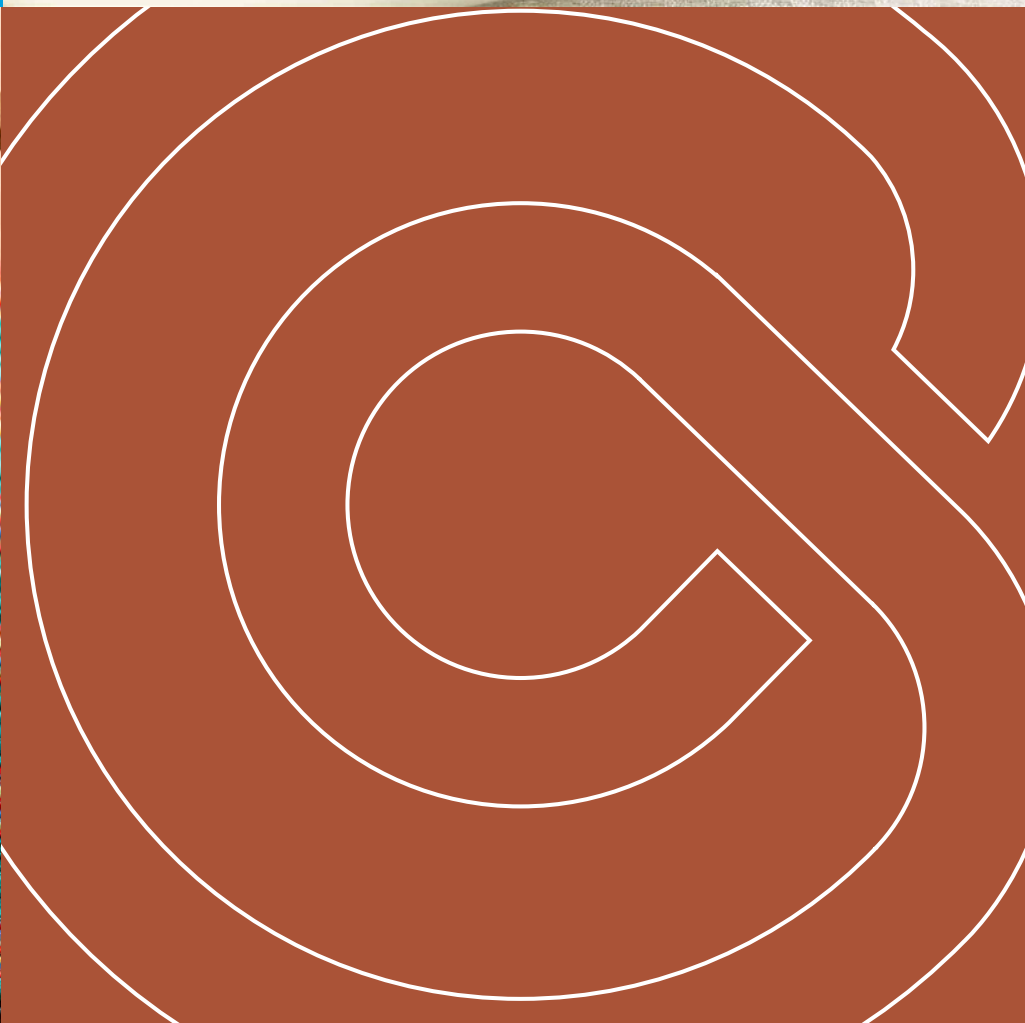




 Camil
2023 Sustainability Report





Message from Management

[GRI 2-22]

2023¹ was highlighted by the consolidation of our growth strategy, strengthening our position as one of the largest food brand platforms in Latin America. The results of 2023 reflect this strategy: despite the economic and political difficulties in Brazil and Latin America, Camil continued its expansion plan, achieving record gross and net revenues of R\$ 12.9 billion and R\$ 11.2 billion, respectively, which represents a growth of over 10% compared to the previous period. This progress is the result of management based on solid pillars of growth that include respect for people and care for the environment.

We believe that sustainability and efficiency are inseparable in our recipe for success. Striking a balance between the business' purpose and results has allowed us to multiply market opportunities, with ESG (Environmental, Social and Corporate Governance) as one of the management

and efficiency strategies employed throughout the Company.

After the acquisitions and integrations of new businesses in recent years, we have highlighted the importance of the consistency of our management, which is based on the principles of trust and proximity. The proximity to all the publics with which we relate was crucial to maintaining the levels of raw material supply and our operational efficiency, ensuring the availability of quality food at the tables of millions of people.

In the context of constant transformation, we spared no effort to identify new synergies within the acquired companies and made continuous advancements in reducing expenses and optimizing costs. By consolidating ourselves as a multi-category company, we seek to intensify the cohesion of strategies, policies and pro-

cesses in Latin America, mixing experiences and cultures for global growth, while respecting the local characteristics of each country.

In the segments of fish, pasta, coffee and biscuits – high-value categories – we achieved a 25% growth in volume. The previous year we worked to expand the production capacity of pasta and coffee, and we are directing efforts to boost sales to increase the representativeness of our high-value categories. In the high-turnover categories, including grains and sugar in Brazil, results were boosted by the increase in rice prices. For sugar, we took measures to minimize the effects of a challenging retail scenario with expeditious export operations in the category.

Internationally, we highlight investments in Peru to modernize factories and expand storage capacity. In Chile, Tucapel transferred its operation

¹ The reference to 2023 corresponds to Camil's fiscal year, which began in March 2023 and ended in February 2024.



in Santiago to a more modern and larger unit, increasing productivity and efficiency, especially in the logistics of bulk products.

And so we continue moving forward, driven by a team of approximately 7,800 people from five countries who share as a team the challenge of building a safe, healthy, and prosperous work environment. We are proud of our teams and believe that sustainable development is only possible if we take care of people first. For this reason, in 2023, we invested heavily in development and training fronts, reflected in the almost 150,000 hours of training carried out in the period, with emphasis on the executive training and first leadership programs, which support Camil's expansion strategy and new business through the

preparation of successors and new managers. On the other hand, we observed an important reduction in the volume of occupational incidents in all operations, resulting from investments in structure and especially from extended training and further qualification of the teams.

Caring for people is one of the fundamental ingredients of our recipe for success in the ESG agenda, which has been improved every year and led us to be listed on B3's Corporate Sustainability Index (ISE) as of January 2024, a highly selective portfolio of companies recognized for their commitment to corporate sustainability. This result reflects the evolution of the maturity of our agenda and our commitment to generating value for business and society, aligned with the Sustainable Development

Goals (SDGs) of the United Nations (UN) Global Compact, to which we are a signatory.

As a way to take our commitment beyond the boundaries of our operations, community engagement strengthens our ESG strategy, which prioritizes access to the professional training and development of people, closely linked to the strengthening of our brands. In this sense, in addition to our Doce Futuro União project, which promotes the training of entrepreneurs in business and confectionery production. Another big highlight of 2023 was the launch of the Grãos da Base Business School, which trains entrepreneurs and small businesses through a proprietary methodology in business management techniques, with a special focus on the profitability of the en-



terprise and the fight against food waste. In partnership with the NGO Projeto Arrastão, 24 businesses were trained in the first class and received donations of products and materials essential for the initial operation of restaurants, in addition to special purchasing conditions of Camil products for their businesses.

Aware of our role in providing food to the population, and understanding the social context in which we exist, we signed an important partnership with the Mesa Brazil project, an initiative created by the Social Service of Commerce (SESC) 20 years ago and which currently forms the largest private network of food banks in Latin America. With Mesa Brazil, as well as through the various actions and partnerships, it was possible to safely and assertively donate 61.4 tons of food to communities in situations of greater food vulnerability in the Brazilian cities where we operate.

In the environmental sphere, we have observed in recent years the higher frequency of extreme weather events that may impact the value chain, including the supply of raw materials, industrial operations, and product distribution logistics. Understanding that the fight against climate change is a collective responsibility, we intensified investments in energy efficiency strategies, seeking to reduce the consumption of natural resources and

decarbonize operations. In this sense, waste reuse, reprocessing and recycling initiatives are strategic. We continue to invest in the construction of a new thermoelectric plant that uses rice husk as a raw material, joining two other already operational production units, which in 2023 used 489 thousand tons of rice husk to produce electricity for our factories.

Acknowledgements

In 2023, we celebrated 60 years of Camil's history, a company of Brazilian origin that has become a quality benchmark for the food sector, expanding its operations and product portfolio in Latin America. We would like to thank all partners, rural producers, employees and workers, clients, consumers and investors for being with us on this successful trajectory.

By releasing this Report, we also express our solidarity with the population of Rio Grande do Sul, where our business was founded, a region that is facing the economic, social and environmental impacts of the largest flood in its history. We are confident that the union of all Brazilians will boost the reconstruction of our fellow gauchos communities.

We remain resilient and confident that we are on the right track, inspired by our accomplishments and motivated by the prospects of a good future. 2024 will undoubtedly be another challenging year, but we feel prepared and encouraged to take on another year full of overcoming challenges and celebrating achievements.

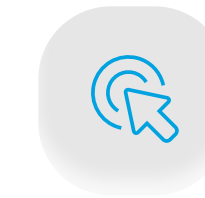
Luciano Quartiero

Chief Executive Officer

Flávio Vargas

Chief Financial and
Investor Relations Officer

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About the report

Indicators section

* Version updated on August 14, 2024, to correct data on pages [76](#) and [113](#), duly indicated there.



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About us

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About us

[GRI 2-1; 2-2; 2-6]

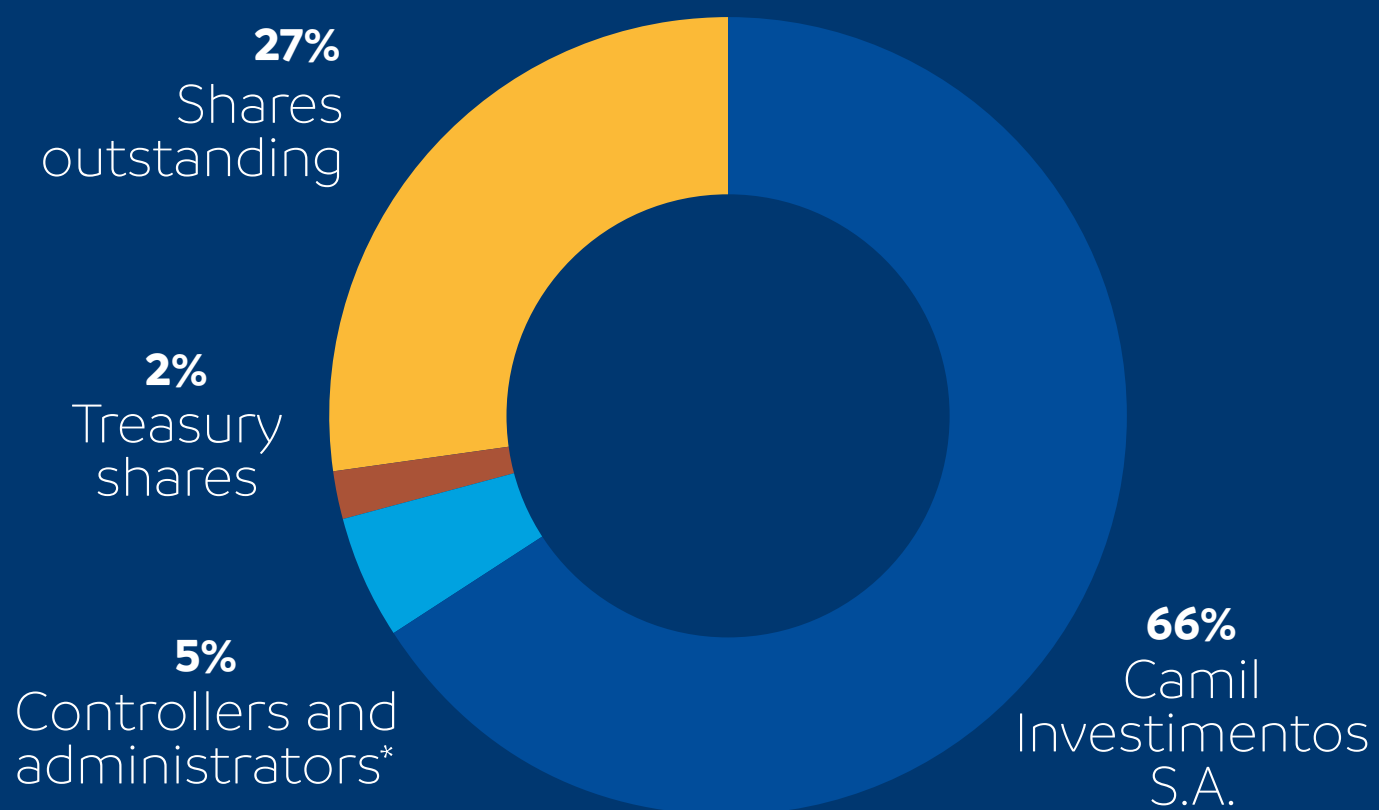
We are Camil Alimentos S.A., a multinational corporation of Brazilian origin that operates in the processing, marketing and distribution of grains, sugars and sweeteners, crackers, coffee, pasta and canned fish. We offer a diversified portfolio composed of consolidated brands widely recognized by consumers, maintaining a relevant participation in the markets of Brazil, Uruguay, Chile, Peru and Ecuador. In February 2024, our operational structure included 33 industrial plants and 28 distribution centers, in addition to the administrative headquarters in São Paulo (SP), directly employing about 7,800 people.

Throughout 2023, we intensified the integration of operations acquired in recent years. The diversification of product categories and the expansion of geographic capillarity were strategies driven in 2017 after the Company's IPO and the beginning of trading on the B3 Stock Exchange, listed on the Novo Mercado, the highest segment of corporate governance.

Corporate composition

Incorporated as a publicly-held corporation, Camil Alimentos S.A. has common shares listed on the B3 Brazilian Stock Exchange under the ticker "CAML3". The following graph shows the number of common shares held by our main shareholders at the end of February 2024.

Shareholding structure



* Includes controllers (individual positions), statutory officers, members of the Board of Directors, Fiscal Council and management committees.





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Our purpose



We believe that every person makes a difference in someone's life and we exist to nurture relationships that bring more flavor to everyday life.



Our values



Confidence

We promote relationships based on trust that are strengthened daily by work, commitment and integrity, building long-term bonds.



Responsibility

We act with ethics, awareness, and transparency to extend beyond results through sustainable relationships with people, communities, and the environment.



Entrepreneurship

We are driven by entrepreneurial attitudes that are conducive to growth and development.



Proximity

We build collaborative partnerships based on respect, simplicity, and empathy, bringing us closer together.



Enthusiasm

We renew our enthusiasm with resilience and joy to excel each day.



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Main brands

Grains and dry groceries



Ecuador



Grains and dry groceries



Peru



Grains and dry groceries



Chile



Uruguay



Grains and dry groceries



Brazil



Grains and dry groceries



Sugar and coffee



Canned fish



Pasta



Biscuits and crackers

Camil facilities:

Grain factories: 27
• 10 in Brazil
• 17 International

Pasta factory: 1

Coffee factory: 1

Fish factory: 1

Biscuit and crackers factories: 2

Sugar factory: 1

Distribution Centers: 28

[Learn more](#) about Camil and our history.



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Our History

1963 Foundation of Camil in Itaqui (RS).

74 Pioneer in the distribution of packaged rice (a transition from bulk rice).

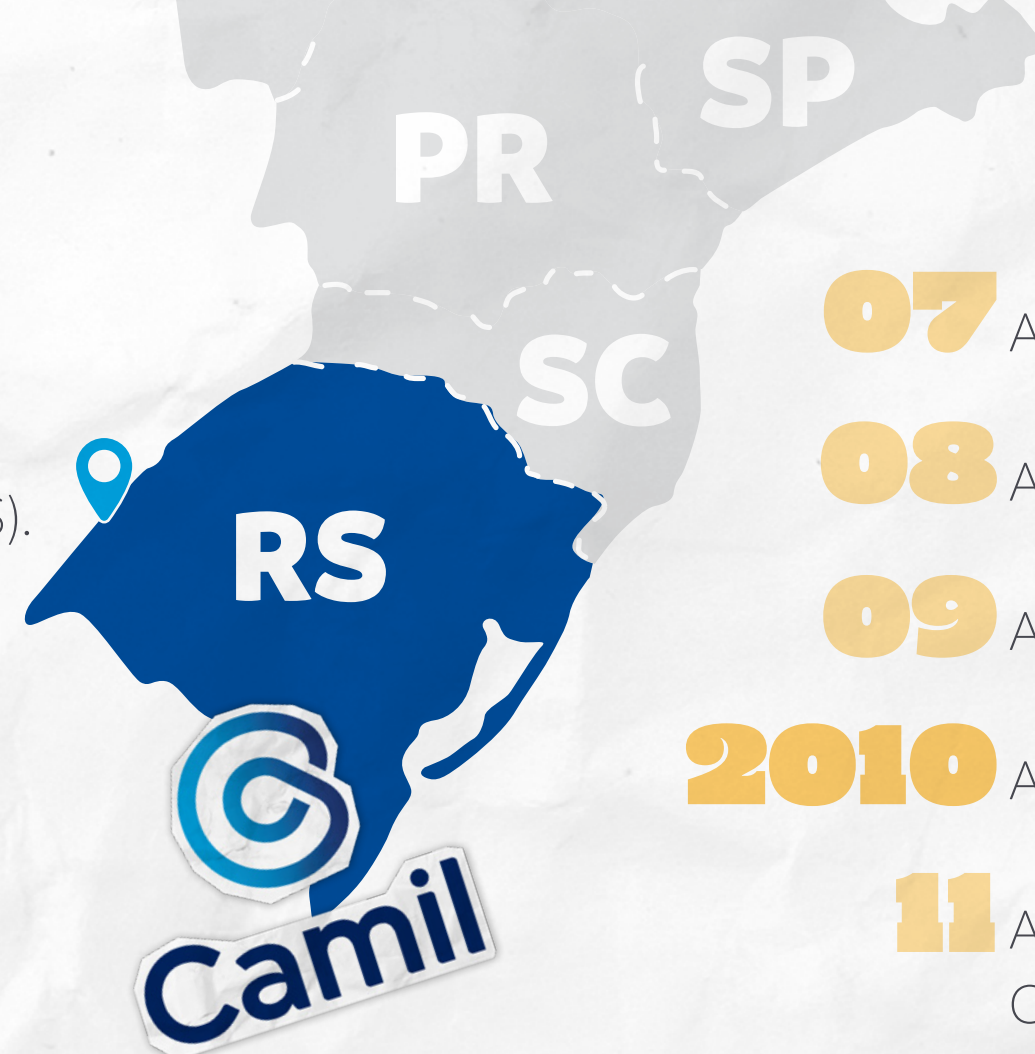
75 Inauguration of the Distribution Center in São Paulo.

87 Beginning of the commercialization of beans.

2001 Acquisition of Saman Brazil, in Pernambuco.

02 Acquisition of the Camaquã (RS) plant.

05 Expansion: new branches in the North and Northeast of Brazil.



07 Acquisition of Saman, in Uruguay.

08 Acquisition of the Rio Grande (RS) plant.

09 Acquisition of Tucapel, in Chile.

2010 Acquisition of Bom Maranhense (Brazil).

11 Acquisition of canned fish (Brazil) and Costeño (Peru).

12 Acquisition of the sugar category (Brazil).

13 Acquisition of Carreteiro (Brazil) and La Loma (Argentina).

14 Acquisition of Paisana (Peru).

17 • Camil's IPO on the B3.
• Listing on the New Market segment.

18 • Acquisition of SLC Alimentos.
• Sale of La Loma (Argentina).

19 Divestment of Warburg Pincus (buyback).

2021 Acquisitions:

- Santa Amália (Brazil – Pastas).
- Seleto Brand (Brazil – Coffee).
- Bom Dia Coffee (Brazil – Coffee).
- Dajahu (Ecuador).
- Silcom (Uruguay).

22 • Launch of the União brand coffee.

- Acquisition of Mabel (Brazil – biscuits) and licensing of the Toddy brand (cookie).

Ecuador

Peru

Chile

Argentina

Uruguay

Brazil



2

Strategy and competitive advantages

Company profile

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Camil's business model is reflected in the offering of a diversified portfolio, in which basic foods, such as rice and beans, integrate with products with higher added value – pasta, crackers, biscuits, coffees and canned fish, for example. This model, combined with a legacy of quality and efficiency, allows our brands to meet different consumer profiles and thus maintain a robust presence and consistent relevance in the markets in which we operate.

In this way, we strengthen our status as a market reference in the food industry, based on the expertise acquired in Brazil and the proven capacity for growth in other countries, as well as the good socio-environmental and corporate governance practices adopted, which are connected to the strategic pillars of the business (see infographic on the side).

A diverse product portfolio and history of quality and innovation, are pillars of our business model.

From pillars to results

Camil's strategic pillars



Results



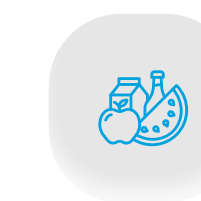
Broad portfolio of leading brands in various product categories.



Solid distribution platform in the regions of operation.



Efficient management of operations and competitive costs in all segments.



Strengthening the position of food consolidator in Latin America.



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Strategy and competitive advantages

[GRI 2-6]

In the food value chain, our businesses are positioned from the processing stage, without direct participation in agricultural and fishing activities – which makes them less exposed to the risks inherent in these activities. This positioning is part of the Company's competitive strategy, anchored in the pricing of products that follows the dynam

ics of production costs, passing them on to the final consumer.

The following table shows the distribution of our operations in the value chain for each of our main brands.

Distribution of operations in the value chain

	Grains and dry groceries					Sugar	Canned fish	Pastas	Coffee	Biscuits
Main Brand										
Country										
Agriculture	X	X	X	X	X	X	X	X	X	X
Origin	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
Processing	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
Packing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Distribution	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓





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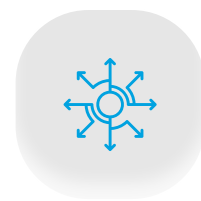
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Business strategies

In addition to the profitability obtained by the pricing dynamics, which seeks resilient margins even in the face of unfavorable macroeconomic scenarios, Camil's business model has been driven in recent years by the set of strategies highlighted in the following infographic:



Expand leadership and market share, especially in the rice and beans categories (in Brazil).



Continued expansion of international operations in the countries where we operate and in new regions in Latin America.



Expand growth and leadership in high-added-value categories.



Make strategic acquisitions that add emerging products and categories with high growth potential.



Strengthen our supply, distribution and sales platform, ensuring efficient operational management.



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Competitive advantages

The strategy adopted by the Company results in tangible growth avenues, which are reflected in three fundamental competitive advantages:

Broad capillarity and solid customer relationships:

- Comprehensiveness and efficiency in the distribution of products, with economies of scale, agility and flexibility.
- Proximity and access to more clients of different profiles and sizes.
- Agile capture of opportunities to add new products to the portfolio and to expand in regions of operation in South America.

Good corporate governance and qualified management practices:

- Experienced and professionalized management, with exceptional corporate governance standards – the Company participates in the Novo Mercado, B3's highest level of requirements in relation to this topic.
- Solid commitment to sustainability – Camil became part of B3's Corporate Sustainability Index (ISE) in January 2024.

- History of experience with private equity funds as relevant shareholders, acting together with our controllers in the Company's strategic decisions.
- Agile, transparent and efficient management and governance model, which allows strategies to be executed with professionalism, precision and security.

Proven ability to successfully identify, acquire and integrate acquisitions:

- Expertise acquired over two decades in implementing a successful expansion strategy through acquisitions both in the domestic and international markets, focusing on expanding the portfolio of brands, product categories and regions of operation.
- Effective entry into relevant positions in new countries and categories, driven by the Company's strategic vision and entrepreneurial profile.
- Growth of acquired companies in efficiency, quality and market presence through the continuous improvement of industrial operations, added to the diversification of the portfolio and the competitive pricing dynamics.

- Expertise in different distribution models and supplies and greater strength in trade marketing through cross-selling initiatives, which enhances structural and financial synergy.

For detailed information on our competitive advantages, [click here](#).





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Company Profile

[GRI 2-6]

Who we are

- **One of the largest food brand companies in Latin America**
Several leadership positions in Brazil and Latin America in different business segments.
- **Unique expertise in the Brazilian market**
Unparalleled experience in Brazil and proven ability to grow in new markets.

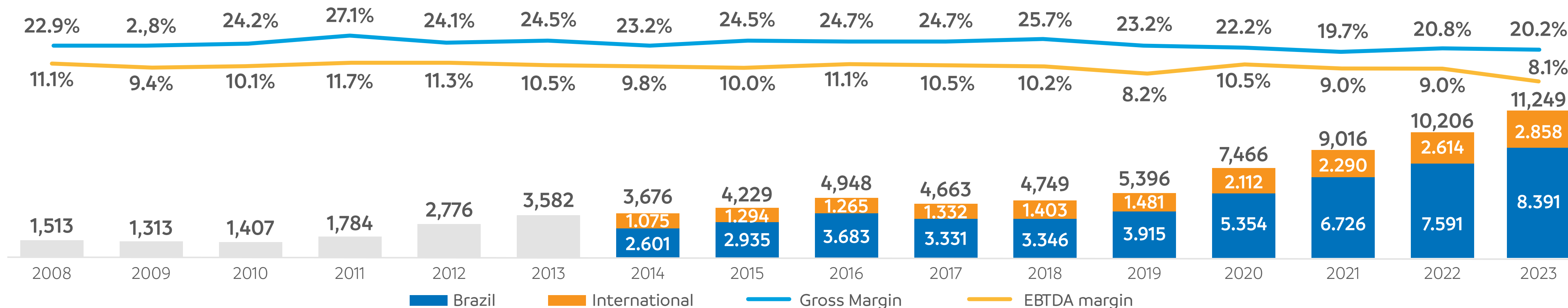
- **Solid ESG standards**
Best-in-class corporate governance practices, combined with a strong environmental and social agenda.
- **Solid and stable financial performance**
Strong cash position and investment-grade debt profile.

Our Business Model

- **Solid business model with resilient margins**
Price transfer and ability to maintain profitability in adverse scenarios.
- **Wide range of products**
Wide range of products offering different value propositions for clients and consumers.
- **Tangible growth avenues**
Natural market consolidator in Latin America, mainly in Brazil.

Net revenue by segment

(R\$ million)





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Capitals involved	Value capture	Value generation
Financial	<ul style="list-style-type: none"> Record gross revenue of R\$ 12.9 billion. Record EBITDA of R\$ 914 million. R\$ 290 million in investments (Capex). 	<ul style="list-style-type: none"> R\$ 106 million in net income. R\$ 1.3 billion in acquisitions since the IPO. R\$ 2.7 billion in distributed added value. Over 69 million shares acquired since the IPO. R\$ 761 million in proceeds distributed since the IPO.
Manufacturing	<ul style="list-style-type: none"> 33 industrial plants. 28 distribution centers 2 thermoelectric power plants (biomass) and the start of construction of the new thermoelectric plant. 	<ul style="list-style-type: none"> 2.1+ million tons of commercialized food (0.6% over in 2022). Offer of food products in all regions of Brazil and operations in four other countries in Latin America. 45,698 MW of renewable energy generated from rice husk.
Intellectual	<ul style="list-style-type: none"> Innovation in production, distribution and sustainable management processes. Innovation focused on high-added-value portfolio. P&D initiatives. 	<ul style="list-style-type: none"> Reduction of general and administrative expenses by increasing the efficiency of processes. Increased information and historical data security through the unification of management software.
Human	<ul style="list-style-type: none"> Approx. 7,800 employees. 907 third-party service providers. 	<ul style="list-style-type: none"> R\$ 777 million paid in salaries and benefits. Reduction in occupational accidents by 17%. 147,100 hours of training, with an average of 18.9 hours per worker.
Social and relationships	<ul style="list-style-type: none"> 6,064 suppliers of goods and services. 12 strategic partner institutions active in development actions. Proprietary training and capacity-building projects implemented in the communities surrounding the operations. 	<ul style="list-style-type: none"> R\$ 9.7 billion spent on suppliers. Over 30,000 people benefited through social projects in the last year. Over 662 people trained in Doce Futuro since its inception. 24 Establishments certified by the Grãos da Base Business School.
Natural resources	<ul style="list-style-type: none"> 3,095 mil GJ of energy consumed. 100% of energy from renewable sources in Brazil's operations, 35% through self-sustainable generation 	<ul style="list-style-type: none"> 3,812 tCO₂ avoided through the acquisition of renewable energy in Brazil. 87 thousand tons of waste recycled, reused or sent to composting. 44 thousand tons of waste used for energy generation diverted from landfills.



3

Business segments

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Business segments

[GRI 2-6]

Operating in five countries in Latin America, we have been following the growth trends of the food sector across the continent. In Brazil, which concentrates about 70% of our production, the context of the segments in which the Company operated in 2023 can be summarized as follows:

Grains: Rice and beans provide the basic nutrition of over half of the world's population. The industrialization and commercialization of rice and beans in the Brazilian market is fragmented, with Camil being the leader in rice sales in the country, and taking second place in the beans category. The segment is formed by regional processors with reduced capacity due to their size, and few large-scale processors throughout the Brazilian market. As they are essential products of the basic food basket of the middle and lower-class population, the variation in consumption has little influence, allowing any price fluctuations to be passed on to the final consumer. Retail sales of rice and beans, on the other hand, are characterized by stratification into several segments, according to the different types of products, designed to meet the specificities of consumers. Camil also sells other grains and vegetables, such as popcorn, peas and hominy, among others.

Sugar: in a concentrated retail market of refined sugar, four of the five main companies belong to sugarcane processing groups and operate in a vertical model, with greater exposure to price volatility of the commodity. Camil, with União Sugar and other consolidated brands, maintains its leadership in the refined sugar retail market, anchored in the representative history and reputation of the União brand.

Canned fish: the Brazilian canned fish companies (sardines and tuna) were pioneers in the segment and have competitive price strategies, with investments in technology and brand positioning. The search for practical and healthy products has been a growing trend in the Brazilian market, and Camil's performance in this segment seeks to strengthen the relevance of the products for consumers, as is an important substitute for traditional proteins such as chicken, meat and other derivatives.

Pasta: due to the concentration of the market in the country and the verticalization of companies that operate in various phases of the production process, including milling processes, this product category is highly exposed to price fluctuations of the commodities used in production, espe-

cially wheat, with derived products in its portfolio. Camil acquires the raw material from mills and carries out processing and distribution with a variety of wheat products, adapting the production process to meet consumer preferences.





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Coffee: Brazil, in addition to being the world's largest producer, is the second-largest consumer market for roasted and ground coffee. Coffee, therefore, is also present in the diet of a large part of the Brazilian population and, like rice and beans, is little impacted by any variation in consumption, allowing the transfer of price fluctuations to the final consumer. Retail sales of the product are characterized by stratification into several niches, with different types and variations of coffees, from premium to traditional roasted and ground products. The market is also significantly complemented by high-added-value products such as coffee capsules. In this context, consumer preference for strong and recognized brands is a relevant factor in consumers' purchase decisions.

Crackers: this category is recognized in different types of products for providing greater added value, with a gain in popularity among consumers who seek attributes of practicality, convenience, and healthiness, especially in the niche of fit products. The category is part of a highly competitive segment, with traditional brands and diversified portfolios, where only five companies hold approximately 60% of the market in Brazil.



In all these segments, we maintain solid brands that are widely recognized by consumers, inserting our products into different times of people's meal routines, regardless of their socioeconomic profile. To this end, we strive to maintain a diversified portfolio, which adds leading brands to the so-called occupation brands – strategic to expanding the population's access to quality food. The infographic on the following page presents the brands marketed in 2023 in each of our segments.



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Business segments

	Main brands		Occupational brands	Gourmet brands
Grains		It covers the most complete portfolio in the category, ranging from rice and beans to gourmet products, with special grains, as well as whole grain rice crackers and ready-to-eat beans.	     	
Sugar and coffee		With over 100 years of tradition in Brazil, it is a reference in sweets and desserts and a market leader in the refined sugar category. In 2022, The Company launched Café União, reactivating a brand that was once a leader in the coffee market in Brazil.	    	
Pastas		Acquired in 2021, the Company offers a broad portfolio of pasta. Founded in 1954, in the interior of Minas Gerais, it holds the leadership in masses in the region and is among the four largest leading brands in the segment in Brazil.		
Canned fish		It became part of Camil's portfolio in 2011, reinforcing the tradition built by the brand in the canned fish segment since 1937. It occupies a prominent place, especially among consumers attentive to the nutritional value and benefits of healthy eating.		
International	   	International brands consolidate Camil's expansion strategy, which has acquired consolidated rice operations and high added-value products in other Latin American countries. This is the case of Saman and La Abundancia in Uruguay; Tucapel in Chile; Costeño in Peru; and Rico Arroz in Ecuador.	    	



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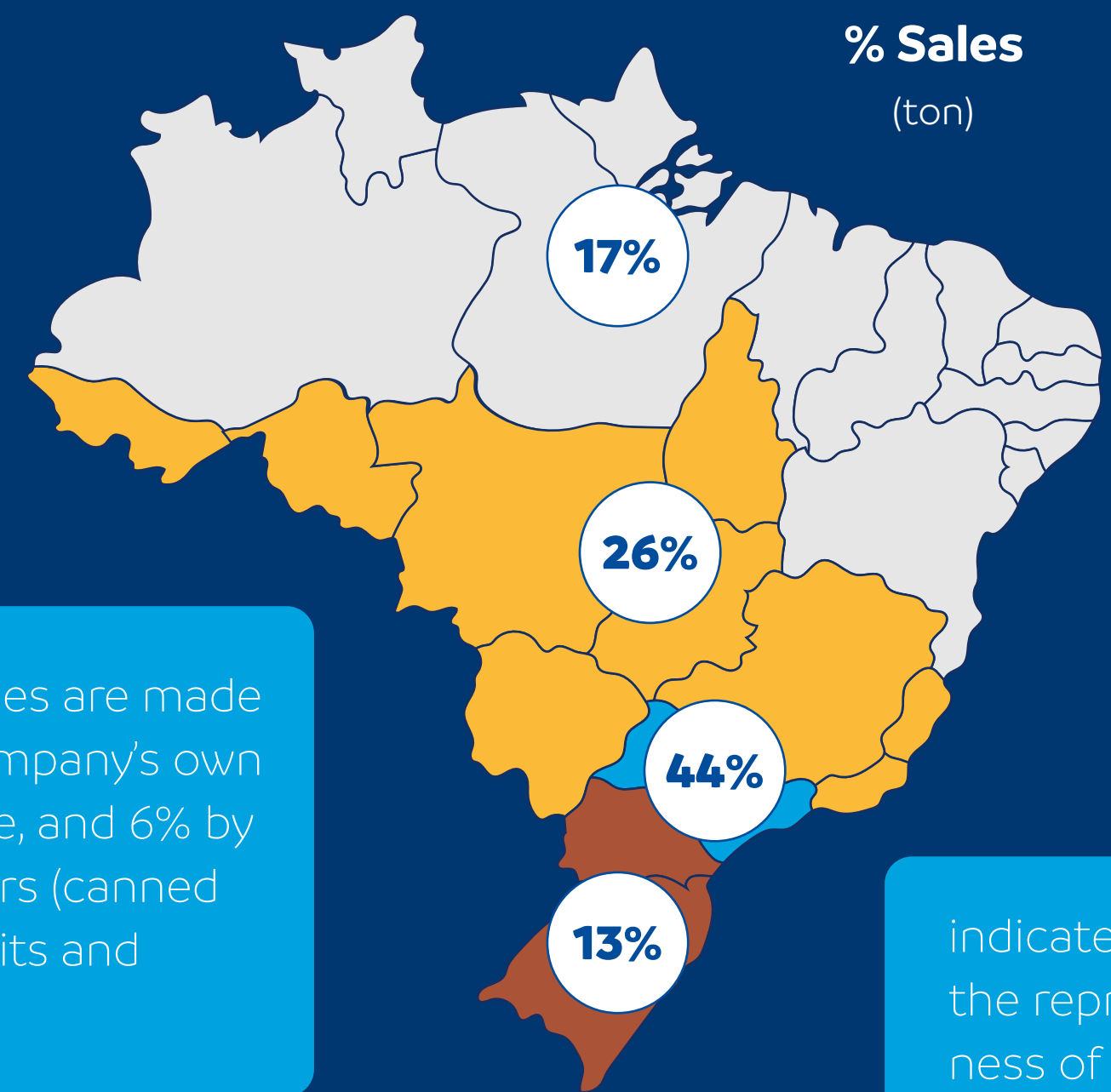
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Marketing strategy

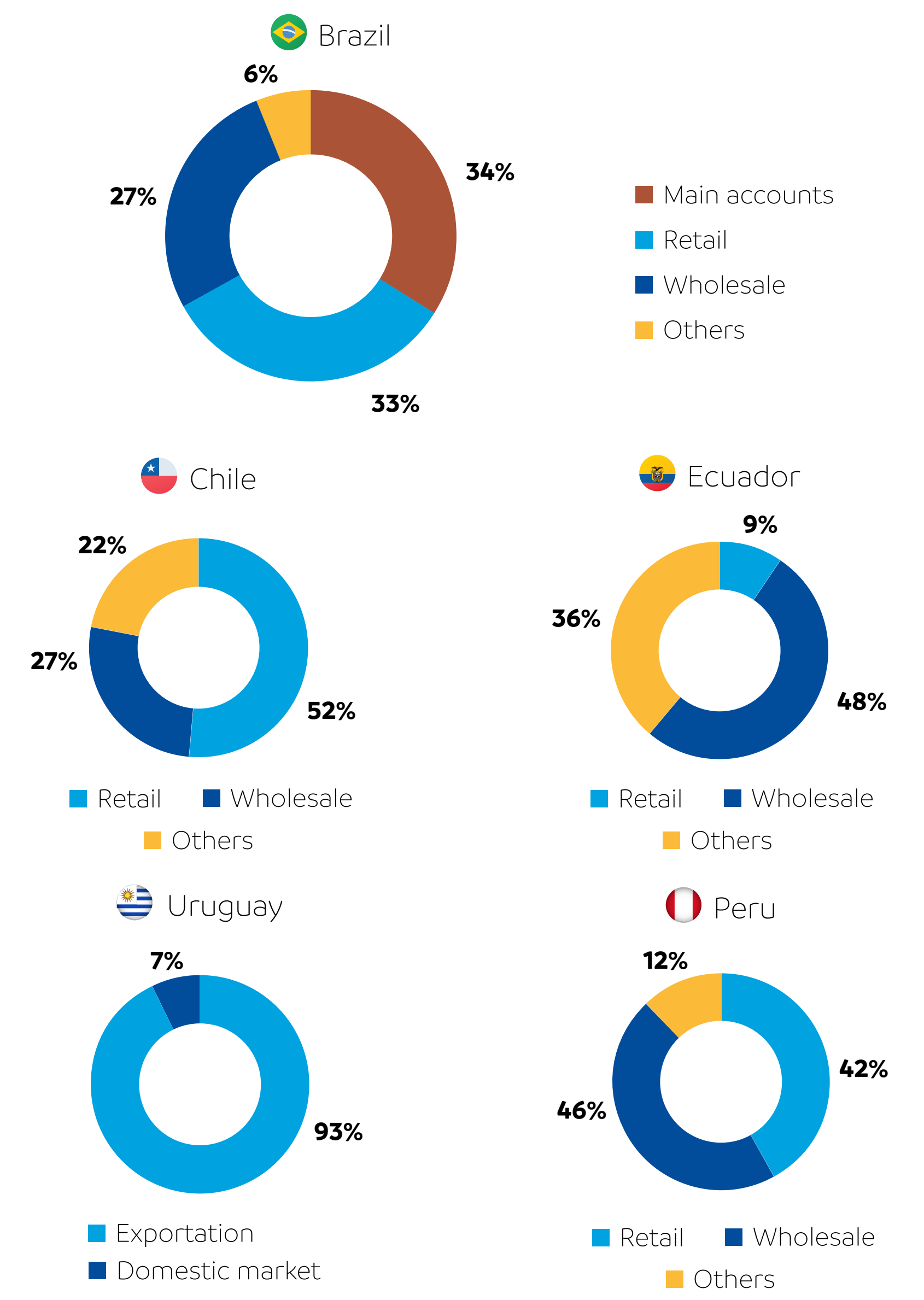
In 2023, the Company continued to restructure its marketing strategy to ensure the growing visibility of brands in the market throughout the consumption journey – identifying need, attraction, engagement, conversion and loyalty. To this end, we have intensified the development of our sales teams, with emphasis on in-depth training on all categories of our portfolio, which allows us to capture synergy opportunities with clients. In Brazil alone, we serve over 18,000 points of sale of our products. In addition, we continue to invest in the continuous improvement of sales channels, both in-person and digital.



94% of sales are made by the company's own sales force, and 6% by distributors (canned fish, biscuits and crackers).

% indicates the representativeness of direct points of sale, by region.

Participation of sales channels





4

Corporate governance

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Corporate governance

[GRI 2-9; 2-10; 2-11; 2-12; 2-15; 2-16; 2-17; 2-18; 2-19; 2-20]

At Camil, we consider corporate governance essential to achieving our strategic objectives and the sustainability of our business, reaffirming our commitment to transparency, ethics and integrity. Our listing on the B3's Novo Mercado since 2017 reinforces this position, aligning the Com-

pany with a group of companies that adopt even stricter governance practices than those required by law. Among these practices, the following stand out:

- Issuance of common shares, exclusively, and maintenance of over 25% of outstanding shares;
- The Board of Directors, active since 2008, with a majority formed by independent members (66% in February 2024) – the minimum requirement is 20% of independent directors, according to the Novo Mercado B3 rules and regulations;
- Monthly disclosure of negotiations of securities issued by the Company by the controlling shareholders, related persons and treasury (repurchase programs);
- Women on Board Certification;
- Publication of the [Brazilian Corporate Governance Report](#), through which the Company annually evaluates the adherence of its policies and practices to the recommendations of the Brazilian Corporate Governance Code;
- Regularly installed Fiscal Council and Statutory Audit Committee;
- Thematic committees to advise the Board of Directors, with periodic monitoring; and
- Periodic evaluation of the Corporate Governance Bodies, including the Statutory and Executive Board.



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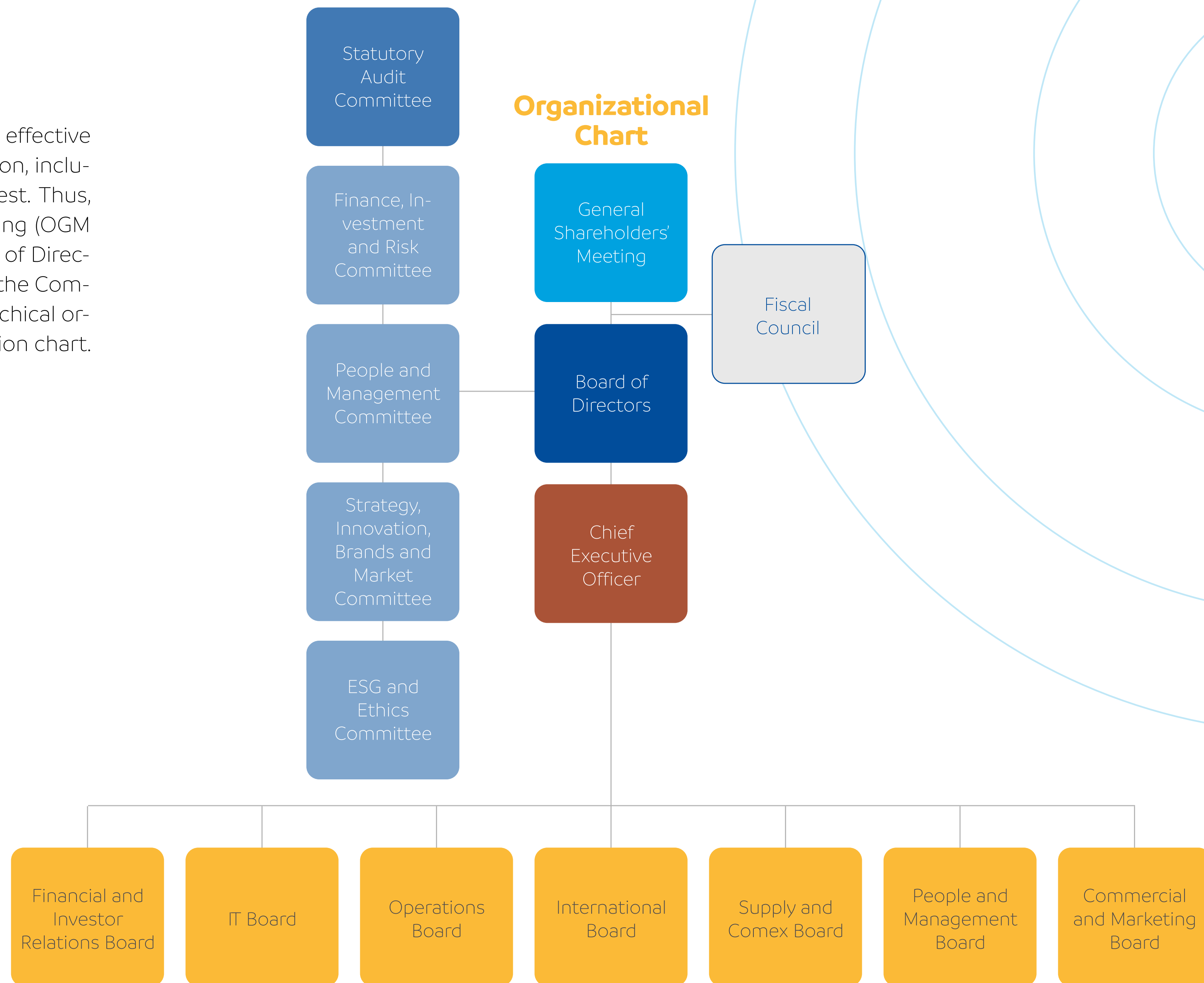
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Our governance is structured to ensure effective business management and risk mitigation, including that of potential conflicts of interest. Thus, the annual General Shareholders' Meeting (OGM – Ordinary General Meeting), the Board of Directors and the Executive Board compose the Company's decision-making bodies, in hierarchical order, as shown in the following organization chart.





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Board of Directors

Composed of seven effective members², five of whom are independent, the Board of Directors acts collectively in the definition of the corporate strategy, with special attention to the management of risks and opportunities, with the ESG and Ethics Committee being responsible for presenting issues related to social, environmental and governance risks to the highest management body of the Company. With unified terms of office of two years³, the directors are elected by the General Shareholder's Meeting – according to the criteria established in the Policy for the Nomination of Members of the Board of Directors, Committees and Statutory Board⁴.

Gender diversity in senior management

As a reflection of our commitment to diversity, equity and inclusion, since 2022 the Company has had two women on the Board of Directors. They are joined by two fiscal advisors and two non-statutory directors, expanding the presence of women in decision-making and governance bodies

² Effective as of June 2024, after the election of the new members, in an act subsequent to the reporting period.

³ The re-election of directors is permitted by the Bylaws.

⁴ As established in the Company's Bylaws, the positions of Chairman of the Board and Chief Executive Officer or main executive of Camil cannot be accumulated by the same person.

Composition of the Board of Directors*

(as of June/2024)

Name	Position	Profile
Jacques Quartiero	Chairman	Camil Investimentos and Q4
Thiago Quartiero	Director	Camil Investimentos, Tzar, and Q4
Sandra Montes	Independent Director	CMO Olist, former CGMO of Rappi and OLX, and former CMO of Electrolux
Piero Minardi	Independent Director	Warburg Pincus, member of the boards of GPS, America Net, Eleva Educação, and Take Blip
Cláudia Elisa	Independent Director	Member of the Board of CPFL Energia, Smartfit, BP São Paulo, and Grupo Cassol; former member of Arezzo, TOTVS, and Roldão Atacadista
José Antônio Fay	Independent Director	Former CEO of BRF and member of the Board of São Salvador Alimentos
Carlos Júlio	Independent Director	Former CEO of Tecnisa, HSM, and Polaroid. Member of the Board of Aramis, Katz, and TV1. Curator at StartSe Advisors and board member of the Institute Vencer o Câncer (pro-bono)



Click here to see the resumes of Camil's board members.



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Remuneration of directors

The directors are remunerated by the Company monthly with a fixed salary defined according to market practices and based on their duties and responsibilities. Thus, the amount allocated to the global remuneration of the members of the Board of Directors is approved at the General Shareholders' Meeting, respecting the guidelines established by the [Remuneration Policy of the Members of the Management, Committees and Fiscal Council](#).



Fiscal Council

Elected at the General Shareholder's Meeting, the Fiscal Council is responsible for supervising the Company's accountability, monitoring independent external audits and verifying the legality of the managers'

acts. Of an impermanent character, it is installed at the request of the shareholders, being formed by three effective members and their respective alternates.

Composition of the Fiscal Council*

(on 02/29/2024)

Effective members	Maria Elena Cardoso Figueira
	Marcos Silveira
	Eduardo Augusto Rocha Pocetti
Alternates	Maria Cecilia Rossi
	Fernando Cruchaki de Andrade
	Ademir José Scarpin



Access the resumes of the members of Camil's Fiscal Council.

* All members of the Fiscal Council were appointed in June 2023 for terms until June 2024 and were reappointed in an act subsequent to this reporting period, at the General Shareholders' Meeting held in June 2024, for terms until June 2025.



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Thematic Committees

Established to support the Company's strategic decisions, our thematic committees are of a multidisciplinary character, complementing members of the Board of Directors and external members – professionals from different business areas. The committees acting in 2023 and their respective responsibilities are described below:

- **Audit Committee:** matters related to accounting, internal controls, financial reports, internal audit, GDPL, and compliance, among other duties.
- **Finance, Investment and Risk Committee:** analysis of economic and financial results, investment plan, financing plan, capital structure, liquidity, and cash flow.
- **People and Management Committee:** evaluation and development of policies, practices, strategies and structures related to human capital.
- **Strategy, Innovation, Brands and Market Committee:** guidance on strategic market plans, as well as practices and guidelines for innovation, research and technological development, brand positioning and strengthening of the corporate image.
- **ESG and Ethics Committee:** support the integration of social, environmental, and governance aspects into the business strategy, as well as evaluate compliance with the standards of conduct as defined in the Code of Ethics and other corporate guidelines.





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Executive Board

In 2023, two statutory and five non-statutory officers formed our Executive Board, responsible for the conduct of the businesses based on the strategy defined by the Board of Directors. The table below

presents a brief profile of the officers, including their performance in the Company's ESG agenda, already including the new officers elected for terms of office as of June 2024.

Composition of the Executive Board*

(as of June 2024)

Name	Position	Professional Background	Academic background	ESG Leadership
Luciano Quartiero	Chief Executive Officer	Camil	IBMEC	Application and monitoring of ESG initiatives with Camil's strategic pillars of growth.
Flavio Vargas	Chief Financial and Investor Relations Officer	Smiles Gol	USP NYU	Responsible for ESG reporting and Governance Working Group.
André Ziglia	Supply and Comex Director	Saman Josapar	UFPEL FGV	Responsible for GTD and Supplies.
Erika Magalhães	People & Management Director	Estácio, Allied, and Ambev	Unifev UnP	Responsible for the Social Responsibility Working Group
Daniel Cappadona	Commercial and Marketing Director	Danone, Coca-Cola, Lactalis	<i>ESE – Santiago, Chile</i>	Responsible for social marketing initiatives that involves the main brands.
Leomar Goldoni*	International Operations Director	Josapar, SLC Alimentos	UFRGS UFSC	Responsible for the ESG agenda in Latin American countries (Uruguay, Chile, Peru and Ecuador).
Maria Stella Natrielli*	Director of Operations – Brazil	Kraft Foods, Mondelez, and ADM.	<i>University of Tennessee, Knoxville</i>	Responsible for environmental initiatives, combating waste, and operational efficiency.
Pedro Dorico*	Director of Information Technology	Philips, Gol, and Smiles	FSA	Technology, Digital Transformation, and Innovation initiatives.

New Executive Board members

As of June 2024, Camil's ESG agendas were reinforced with the arrival of new members to the Executive board. Leomar Goldoni, who assumed the position of Director of International Operations, Maria Stella Natrielli in the new position of Director of Operations and Logistics, and Pedro Dorico as Director of Information Technology, will join the Executive Board from 2024.



* In an act subsequent to the period covered by this Report, the constitution of the Executive Board now has two new members: Maria Stella Napolitano as Director of Operations and Logistics in Brazil, replacing Renato Accessor, and Pedro Dorico as Director of IT in the newly created Technology and Information Board. Leomar Goldoni assumed the International Operations Board, replacing Renato Gastaud.



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The remuneration package offered to senior management aims to engage with the Company's long-term objectives. Thus, the executive officers receive a monthly remuneration of a fixed amount compatible with their responsibilities and level of exposure to risks. In addition, they participate in the Profit Sharing Program (PSP), which links remuneration to the Company's consolidated performance, as well as to specific individual indicators and goals – which include ESG aspects.

Medical assistance, life insurance and meal vouchers complement the package, which also includes the possibility of granting shares under the terms of the Stock Options Grant plan⁵, which seeks the convergence of interests and objectives of shareholders and executives in the creation of sustainable value.

Evaluation of governance bodies

Camil, through external consulting firms, carries out an evaluation process of the collegiate bodies of Corporate Governance that covers the Board of Directors, the Executive Board and the thematic committees, in addition to the Corporate Governance Secretariat. Within the scope of the Board of Directors, each member evaluates their performance, as well as that of the collegiate, the directors, and the Corporate Governance Secretary.

The process addresses several dimensions of performance, such as participation in meetings, contribution to debates and decisions, and engagement in assigned roles. For this, we applied a questionnaire that includes closed, open and semi-open questions in line with the practices recommended by the Brazilian Institute of Corporate Governance (IBGC). The results are presented to the Board of Directors by the People and Management Committee, which also proposes action plans to improve the performance of the bodies and their members.

⁵ Approved at the General Shareholders' Meeting held on June 30, 2021, and granted in these terms according to grants that are approved by the Board of Directors with definitions of quantities and beneficiaries.



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Fundamental Guidelines

Elaborated to guide the conduct of Camil's employees and other stakeholders, defining our fundamental commitments, the corporate policies are available on the Company's intranet, and some are publicly available on the Investor Relations website. During 2023, over 30 normative and policy documents were updated, including:



The Donations and Sponsorships Policy



Sustainability Policy



Bylaws of the Board of Directors



Policy for Transactions with Related Parties

To control any conflicts of interest, we adopted, in addition to the rules contained in the applicable legislation and regulations, two internal guidelines – [Conflict of Interest and Related Party](#) and [Transaction Management Policy](#) – as well as specific procedures for combating, preventing and resolving such issues, such as collecting statements. The regulations contain the applicable guidelines, responsibilities and sanctions for cases of transgression.



“ We have adopted two internal policies, in addition to the relevant legislation, to combat conflicts of interest and ensure transparent and integral management. ”



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ESG Commitment

Sustainability permeates Camil's routine and is manifested in our strategic pillars, which include caring for people and the planet. We understand that the continuity of our business is directly linked to the positive social impact we generate, the excellence of our products and the effectiveness of our environmental management.

As actors in a sector vital to the well-being of the population, particularly in the provision of basic and nutritious food, we strive to promote the Sustainable Development Goals (SDGs) of the United Nations (UN) 2030 Agenda. Committed to the Global Compact, the largest corporate sustainability initiative in the world, we seek to support the achievement of the goals of this Agenda, especially those more closely linked to our material topics (see [page 33](#)).

In addition to guidelines dedicated to socio-environmental aspects, our corporate governance structure allows the direct involvement of Senior Management in ESG topics, sharing responsibilities with thematic committees and working groups, as follows:



Board of Directors: approves and supervises the compliance and effectiveness of the policies, strategies and structures linked to the ESG pillars, with oversight by the ESG and Ethics Committee.



ESG and Ethics Committee: with three board members, including one independent member, the Committee discusses and oversees the ESG strategy and initiatives to report to the Board of Directors, guiding the company's ESG and ethics practices in line with the corporate strategy.



ESG Operating Committee (Executive Board): made up of four executives, including the Chief Executive Officer, the committee reports to the ESG and Ethics Committee, monitoring the ESG Working Groups in the implementation of objectives and practices that reflect the company's guidelines and the particularities of the countries where we operate.



Working Groups: execute the ESG strategy aligned with our strategic planning, focusing on the topics identified in Camil's materiality matrix, with specific groups for environmental, social, governance and value chain issues.

In addition, we established ESG goals that are linked to the variable remuneration of directors. Communications regarding such progress is issued by the company's Investor Relations and ESG departments.



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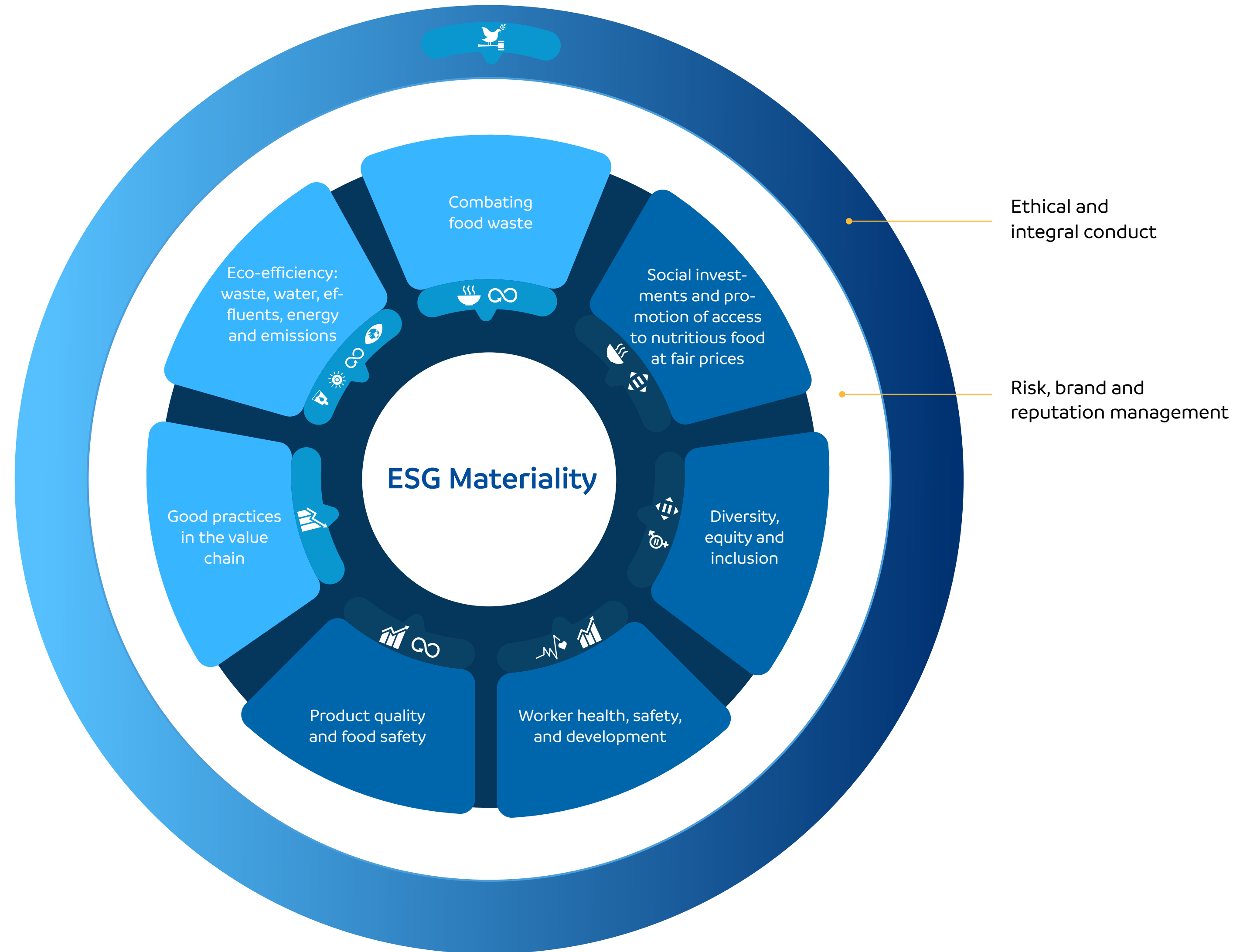
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Material topics

In 2023, Camil's ESG agenda continued to be anchored in the materiality process carried out in the previous year. This process involved analyzing the sustainability context in all countries where we operate, considering our policies and practices, the positions of other players in the sector, the recommendations of global ESG frameworks, and interviews with Senior Management.

We identify potentially material topics and engage stakeholders on them through consultations with a diverse sample. As a result, the topics deemed most relevant by the groups consulted and considered fundamental to our strategy made up the Materiality Matrix, validated by our governance forums. In total, nine aspects were recognized as material, aligned with the SDGs and monitored by specific indicators – the majority of which are reported throughout this publication.



Related SDGs:





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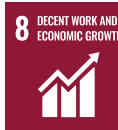








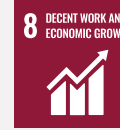





Working groups

Committed to Camil's Sustainability Policy, revised in 2023, our ESG Working Groups work in a multidisciplinary manner, focused on the diagno-

sis, analysis and development of action plans that address the impacts and externalities of our business.

The main results of the WGs acting in 2023 will be presented throughout this report and summarized in the table below.

Performance of the WGs in 2023

Group	Commitments	Initiatives carried out in the year	Related SDGs
Supply	The value chain is encouraged to ensure respect for the environment and human rights according to international conventions ratified by Brazil. The Company is committed to relations that are ethical, transparent, responsible, and conducive to social development.	<ul style="list-style-type: none"> - Work to raise awareness among producers about good agricultural practices and proper use of pesticides. <ul style="list-style-type: none"> - Pesca Limpa Project. - Declaration of socio-environmental and ethical responsibility. Learn more page 65. 	   
Environmental	Camil seeks to mitigate the environmental impacts generated by its operations. The Company values compliance with environmental legislation and standards applicable to its businesses and products, as well as seeking continuous efficient management of resources.	<ul style="list-style-type: none"> - Continuity of the Biomass Co-Generation Plant project. - Daily management of energy efficiency. - GHG Emissions Inventory. Learn more page 76. 	  
Social investments	Through social investments, the Company supports several projects covering the communities surrounding its production units, promoting local development with food, educational and training projects, as well as support in emergency situations.	<ul style="list-style-type: none"> - Expansion/consolidation of the Doce Futuro União program. <ul style="list-style-type: none"> - Launch of the Grãos da Base Business School. - Continuous support offered to partner institutions. Learn more on page 57. 	  
Occupational health and safety	Security is a non-negotiable value for the Company. Camil seeks the continuous improvement of working conditions, health and safety.	<ul style="list-style-type: none"> - Daily Safety Dialogue (DDS): sensitization to safe behaviors and sharing experiences through meetings with workers. Learn more on page 47 	 
Diversity & inclusion	The Company defends fundamental rights in labor relations and promotes the appreciation of diversity and inclusion, combating all forms of discrimination. Camil repudiates any form of discrimination in its labor relations.	<ul style="list-style-type: none"> - Do's and Don't's Awareness Campaign. - Execution of the Diversity and inclusion Actions Calendar. - Creation of the Diversity and Inclusion learning path at Camil Academia. Learn more on page 55. 	  
Risks and Compliance	Camil manages the main emerging and critical risks that may pose a threat to the achievement of its strategic objectives, including ESG risks, to keep them within the levels of risk appetite and tolerance established by the Company. In addition, it acts to strengthen its ethical, integral and transparent culture, providing a sustainable work environment and preventing acts contrary to its rules of conduct.	<ul style="list-style-type: none"> - ESG Risk Management. - Updating of the Camil Brasil and Latam Code of Ethics. - GDPL training. Learn more on page 42. 	
Governance	The Company complies with the requirements of its listing level on the stock exchange of values (Novo Mercado da B3) and seeks to constantly improve its corporate governance model based on transparency, integrity, equity and provision of accounts, according to the guidelines of the Brazilian Corporate Code.	<ul style="list-style-type: none"> - Improvements and adjustments to the Report of the Brazilian Corporate Governance Code. - Performance evaluation of governance bodies. Learn more on page 24. 	



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ESG Performance

Corporate Sustainability Index (ISE)

As we intensify our sustainable management journey, we seek to address important challenges to sustaining our business. After an intense period of preparation, which included the involvement of a multidisciplinary team, we became part of B3's Corporate Sustainability Index (ISE), an exclusive portfolio of companies that demonstrate their commitment to sustainability, bringing transparency and support to investor decision-making.

Created in 2005, ISE B3 is a pioneering initiative in Latin America and the fourth Sustainability Index in the world, with an exclusive portfolio of 78 companies that submitted their processes to strict questionnaires, evidencing that their initiatives are aligned with the ESG strategies of the market. The index is announced annually and Camil has been part of the portfolio since January 2024.

ISEB3

Carbon Disclosure Program (CDP)

The Carbon Disclosure Program (CDP) is a global non-profit organization that, through a specific methodology, evaluates the environmental performance of companies based on their emissions inventories. Camil submitted its data for the first time during 2023 and was recognized by the program, achieving a minimum index for entry requirements to the CSI B3.

Other market frameworks

In addition to ISE and CDP, Camil regularly evaluates its ESG performance through indices such as MSCI, which deals with the management of ESG risks and opportunities; Sustainalytics, which allows the evaluation and comparison of initiatives and indicators with other players in the market; and the SDG Action Manager, which enables self-assessment of cooperation with the UN Sustainable Development Goals (SDGs). Such evaluations guide the Company's improvement efforts, ensuring the adoption of practices increasingly in line with global references.





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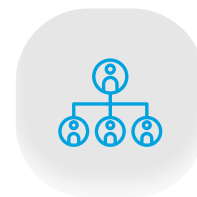
Ethics and integrity

[GRI 2-13; 2-23; 2-24; 2-25; 2,26; 2,27; 3-3; 205-2; 205-3; 406-1; 418-1]

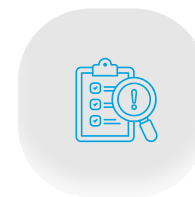
[2030 Agenda Goals: 16.5; 16.6]

Our Integrity Program includes measures, policies, and procedures to guide the conduct of all employees and related parties, in line with our commitment to ethics and transparency. Thus, it

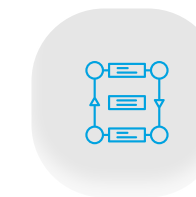
seeks to prevent, detect and remedy inappropriate actions, ensuring compliance with our Code of Ethics and other corporate policies, based on six pillars:



Structure of the area and commitment of Senior Management



Risk analysis



Policies and procedures



Training and communication



Whistleblower Channel and remediation measures



Controls and continuous monitoring





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As part of the Integrity Program, the Code of Ethics defines the rights and duties of employees, third parties, business partners, shareholders and members of the Board of Directors. We ended the year with 99% of employees trained in the Code of Ethics. In addition, we maintain policies such as Anti-Corruption and Anti-Bribery and Conflict of Interest Management, among others, all available on the Company's intranet and on the Investor Relations website. In 2023, all these policies were widely disseminated through different communication channels, in addition to specific training programs.

Launched in 2022 on the Camil Academia platform, in 2023 the Integrity Web Series composed the set of mandatory training programs for the onboarding process of new employees. By the end of February of the following year, 1,400 professionals had completed the Webseries, which contains five episodes and one quiz per episode to reinforce learning, with certifications issued upon completion.

99%
of employees trained
in the Code of Ethics.

de to reinforce learning, with certifications issued upon completion.

Risk management, under the responsibility of the Compliance Department, includes the reputational analysis of third parties – also referred to as due diligence – to ensure that the beneficiaries of donations and sponsorships operate ethically and in compliance with applicable laws. In 2023, we carried out 56 reputational analyses, which resulted in improved targeting of supported projects, according to the analyses conducted and best compliance practices.

Based on the Controls and Monitoring pillar, in 2023 we implemented four transactional controls focusing on donations and sponsorships, Code of Ethics training, low-risk procurement, and payments processes for labor union fees. The non-conformities identified were subject to immediate remediation measures.

Data privacy

Identifying, controlling and remedying any risks related to the processing of personal data that are under the responsibility of the Company is the main objective of our Data Privacy Program, structured in accordance with the provisions of the General Data Protection Law (GDPL). The topic is monitored by the Audit Committee and the ESG and Ethics Committee, which periodically receive reports from the Compliance Department, which is responsible for managing the Program.

Throughout 2023, communications on GDPL among employees were maintained to reinforce the Program's guidelines, as well as the updating of the inventory of personal data and the preparation of impact reports for critical activities. As a result of this work, no complaints, claims or sanctions related to breach of data were recorded in the period.



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Ethics channel

A fundamental part of the Program, our Ethics Channel, available 24 hours a day by website and during business hours by phone and email, covers the five countries in which we operate. Managed by an independent company, it allows anonymous reporting and ensures non-retaliation against whistleblowers.

Complaints of a behavioral nature, harassment and non-compliance with internal procedures are directed to investigation procedures by the People and Management Department. Other complaints are investigated by the Compliance and/or Internal Audit areas. Complaints of high criticality are forwarded for analysis and deliberation by the Operating Ethics Committee, composed of the Financial Board, G&G Board and Camil's chairman. Periodically, the result and status of complaints are brought to the attention of the Audit Committee, the ESG and Ethics Committee, the Chief Executive Officer and the Board of Directors.

⁶ The Declaration of Compliance with Legislation and Ethics is provided to suppliers, service providers and business partners. To be signed by those who intend to establish or maintain a business relationship with the Company.

Of the 280 complaints registered in the period, 266 were investigated and concluded in 2023, which represents an increase of 40% compared to the previous year, showing the effectiveness of the expansion of the channel to other countries, as well as the dissemination and training actions on the rules and expected conduct. Of the thoroughly investigated incidents, 121 were well-founded or partially well-founded, 79 were not well-founded, 22 were closed due to insufficient data, 31 were not conclusive and 13 cases were beyond the scope of the Channel. Among the reports received, none were related to corruption, and eleven (4%) were related to discrimination, five (2%) of which were

confirmed and measures were taken according to the degree of criticality of each case.

The number of complaints (by type and unit) is one of the indicators regularly monitored by the Integrity Program, together with the number and percentage of trained workers, and the number of communications disclosed, among others. In order to foster good practices along the value chain, we encourage all parties with which we relate, including suppliers⁶, to adopt standards of ethics and integrity comparable to those of Camil, accessing and adhering to our publicly available Code of Ethics.

Access the Camil Ethics Channel



Website
(24-hour service)



0800 770 2530



canal.etica@camil.com.br



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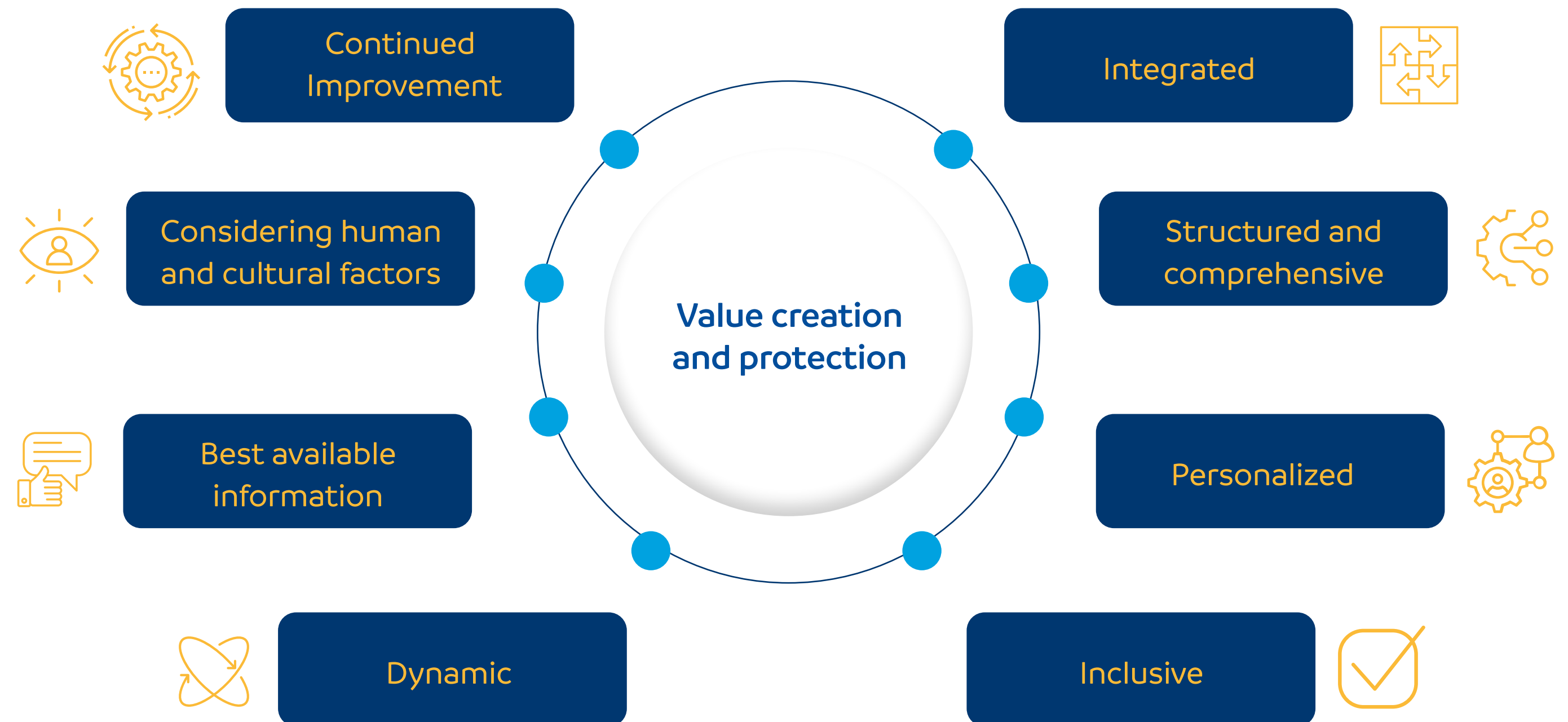
Camil has structures and processes for managing its risks based on the best global practices, aiming to reduce the level of uncertainty associated with achieving its strategic objectives, thus promoting the preservation and continuity of its business through an aligned and integrated approach to risk management among all its stakeholders, as a mechanism for creating and protecting value through mitigating threats and enhancing opportunities.

The risk management structure includes a set of regulations approved by the Board of Directors that define the internal level of risk appetite, establish the guidelines and responsibilities that must be respected by all employees, and ensure the promotion of the management culture of risks to which we are exposed, so that it is integrated, objective and effective. Camil Alimentos' Risk Management Policy is the basis for its risk management, which establishes guidelines, roles and responsibilities in the management of its corporate risks. The Company also defines the limits of risk appetite and risk tolerance in the pursuit of its strategic objectives by issuing its Risk Appetite Statement.

The methodology adopted for risk management is based on the best and most up-to-date global practices available, such as COSO ERM 2017 and ISO 31000:2018, and incorporates the three-line model proposed by the Institute of Internal

Auditors (IIA), which structures risk management among the different areas and levels of the organization to identify structures and processes that assist in achieving its strategic objectives and promote good governance and risk management.

Risk Management Principles adopted by Camil



Source: Adapted from ISO 31000:2018 – Risk Management.



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Risk management principles and models

1st Line: composed of all managers of the business areas, including support functions, which must ensure effective risk management within the scope of their direct organizational roles and responsibilities.

2nd Line: composed of the Risk Management, Internal Controls and Compliance structures, among others, which support the 1st Line, acting in a consultative manner for the executive areas, offering support and technical assessments on specific risks independently, and reporting on risk management and the control environment.

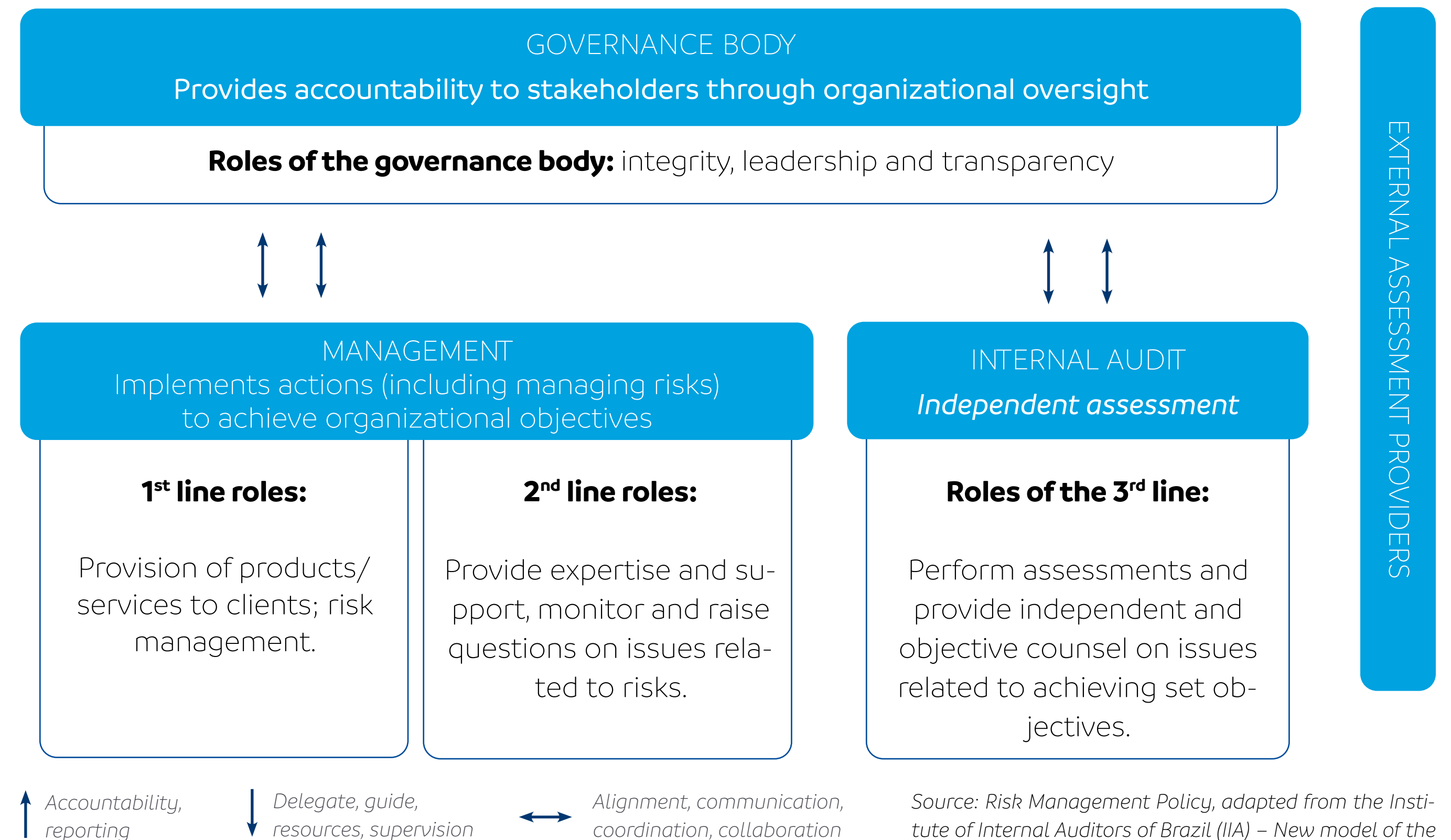
3rd Line: composed of the Internal Audit Department, it aims to provide independent opinions to the Board of Directors through the Statutory Audit Committee on the risk management process and the effectiveness of internal controls, including how the 1st and 2nd lines achieve their objectives.

Senior Management establishes structures and processes for risk management, including advisory committees such as the Statutory Audit Committee. In addition, it delegates responsibilities and offers resources to management to

achieve the organization's objectives and mitigate its risks. It also determines the organizational risk appetite and supervises risk management, including internal controls. Senior management also maintains oversight of compliance with legal, regulatory, and ethical expectations, as well as establishes and supervises

the role of performing independent, objective, and competent internal audits.

The assessment of legislative and regulatory compliance is complemented by external assessors, such as Independent Auditors.



Source: Risk Management Policy, adapted from the Institute of Internal Auditors of Brazil (IIA) – New model of the Three Lines of IIA 2020.



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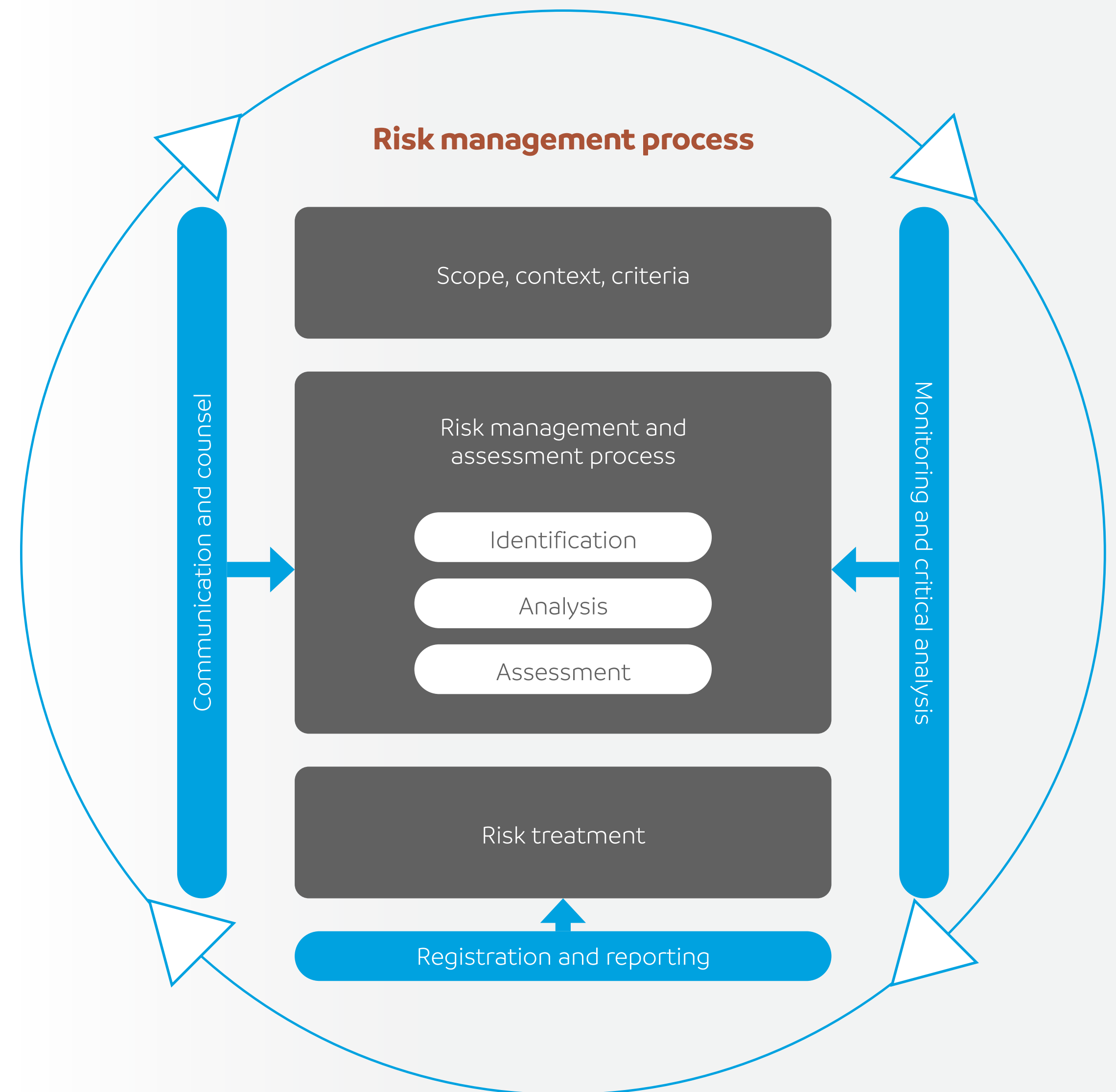
Risk management process

Camil identifies, assesses and monitors the main risks associated with its business that may pose a threat to the achievement of its objectives and results, including risks related to environmental, social and corporate governance aspects, in addition to other strategic, financial, operational, technological and compliance factors. The Company's lines of defense operate in an integrated manner, strengthening risk management and its internal control environment.

Each year, Camil performs a risk assessment with Senior Management in order to identify, analyze and assess the Company's risk environment, in addition to verifying that the existing control environment is sufficient to mitigate such risks according to the defined risk appetite or implement additional measures to treat priority risks that exceed the tolerance limits.

The risk management process is properly formalized through the preparation of dictionaries and risk matrices and internal controls. In addition, the results of risk management are shared with all lines of defense to promote the recording and reporting practices of priority risks, communication and counsel thereof, as well as monitoring and critical analysis of the Company's risk environment.

Risk management is conducted in a transparent manner and its results are periodically reported to Senior Management and the Governance Bodies. The main risk factors, which in the Company's view may impact its operations and/or threaten its strategic objectives, are disclosed to the market and other stakeholders through the Reference Form – accessible on the [Investor Relations website](#).





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ESG Risks

Camil assesses the main environmental, social and governance risk factors associated with its operations and business. Such risk factors are qualitatively assessed in relation to the impacts on the business and its operational continuity, and the results of this assessment make up the “ESG Risk Map”, which is aligned and integrated with the Company’s Risk and Materiality Matrices and its strategic objectives.

The ESG risk management process is carried out through multidisciplinary Working Groups, first and second-line components, and the results are guided and supervised by the Governance Bodies, such as the ESG and Ethics Committee and the Board of Directors. The corporate Risk Management structure composes and technically advises the work groups to align and integrate ESG risk management into the Company’s overall risk management process.

Monitored ESG risks

Environmental:

- (i) environmental compliance and energy matrix (emission of pollutants, reverse logistics and conscious consumption);
- (ii) availability of natural resources (“commodities”).

Social:

- (i) tax and social incentives, donations and sponsorships;
- (ii) occupational health and safety;
- (iii) diversity, equity and inclusion.

Governance:

- (i) compliance with the regulations of the Brazilian capital and securities market and the best corporate governance practices;
- (ii) corporate risks.



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LatAm Risk Management

Over the past year, Camil has made progress in building an integrated view of risks in all its operations through the adaptation and implementation of the Parent Company's (Brazil) risk management guidelines, methodologies and practices in its subsidiaries, controlled companies and affiliates operating in Latin America (LatAm).

The performance of the corporate risk management structure, in addition to supporting and supervising local structures in the management of their main risks, also expanded and implemented ongoing risk management policies and programs in Brazil, also in LatAm, consolidating the global risk vision.

The risk assessment initiative applied in Brazil was replicated in LatAm, defining and managing the main risks for each country, with the support of local risk and control structures implemented over the previous year, which aims to improve the level of corporate governance in other countries. The risk assessment process is carried out considering each location's challenges, threats and uncertainties to better translate each country's risk environment and implement effective mitigation and control responses.





5

Our team

Health, safety and well-being

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Diversity, equity and inclusion

Social responsibility



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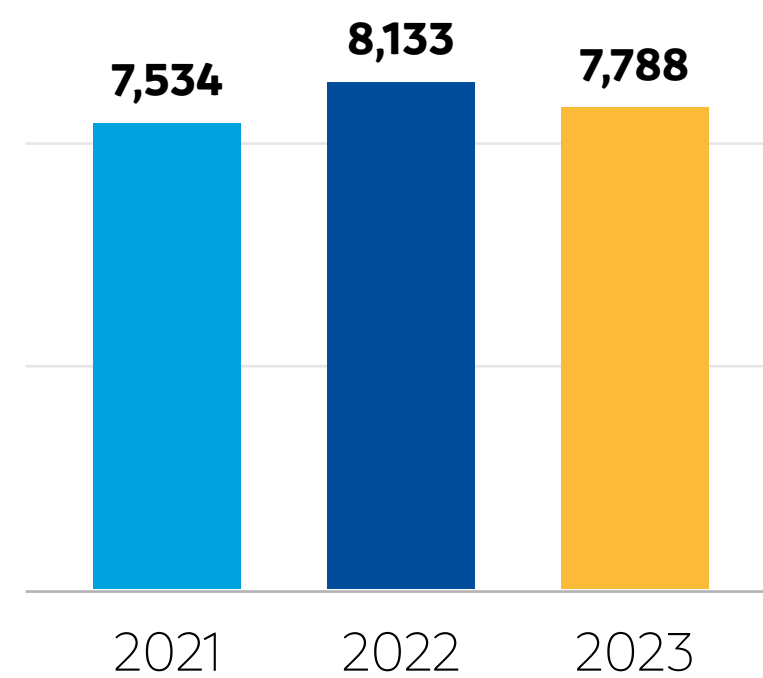
Our team

[GRI 2-7; 2-8; 401-1]

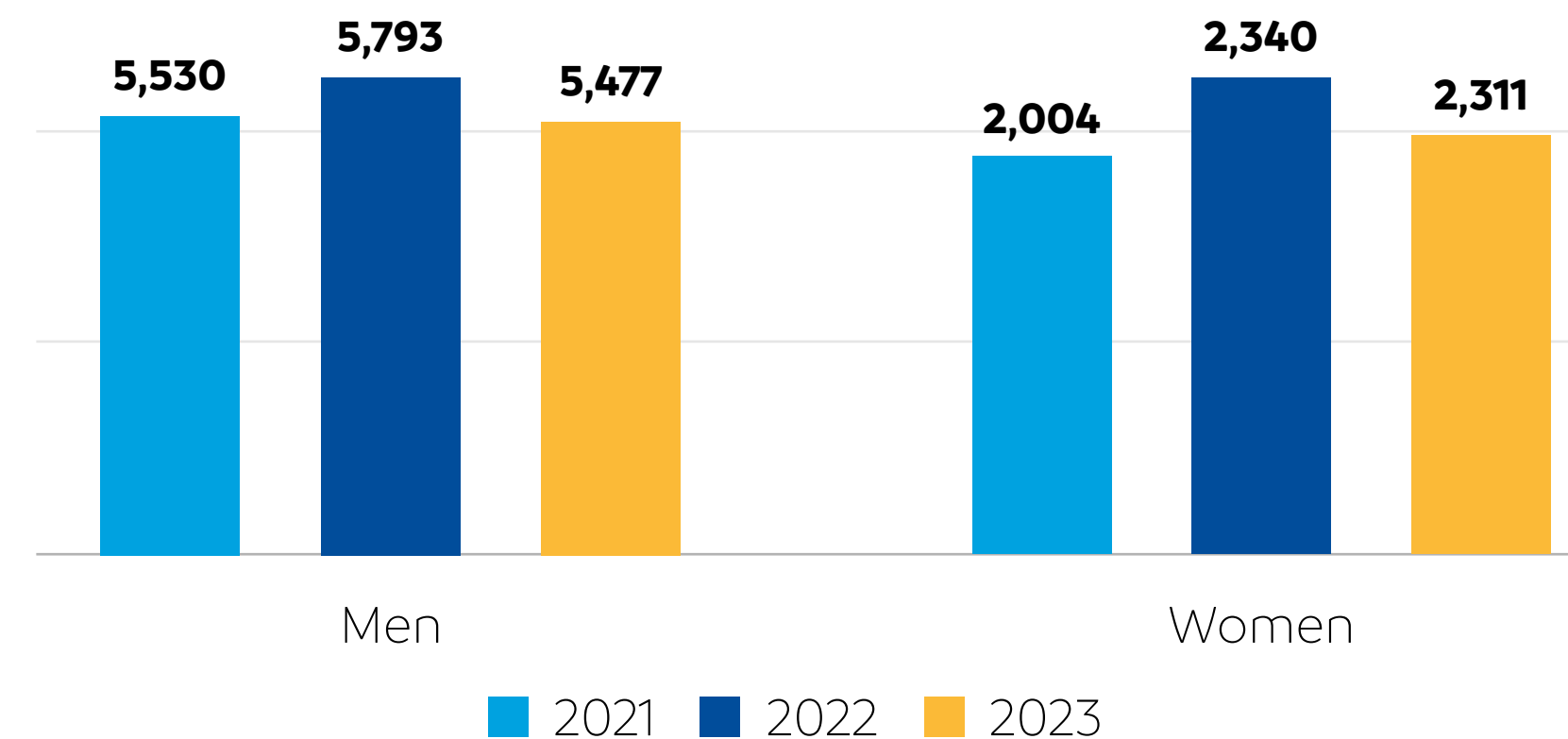
[Agenda 2030 Target: 8.5]

For Camil, building a respectful, safe, and prosperous work environment represents a shared commitment among the people who are dedicated to realizing our purpose on a daily basis: its workers. In February 2024, about 7,800 people⁷ were part of this special group of stakeholders – of which 77% worked in Brazil, a country where most of the workforce is concentrated, followed by Uruguay, Chile, Peru and Ecuador. In addition, 166 apprentices and 25 interns complemented the Company's human capital, in addition to 907 outsourced professionals.

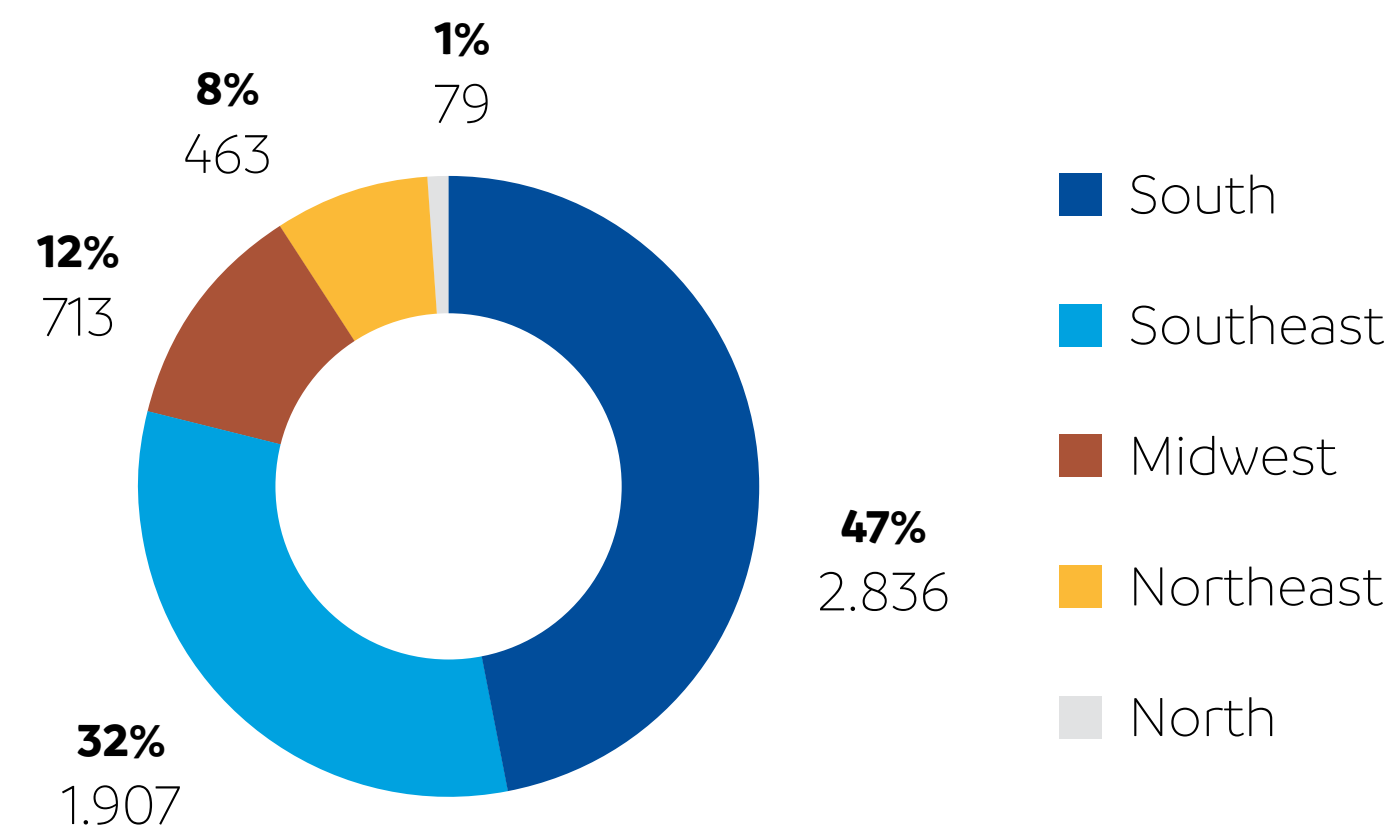
Total employees



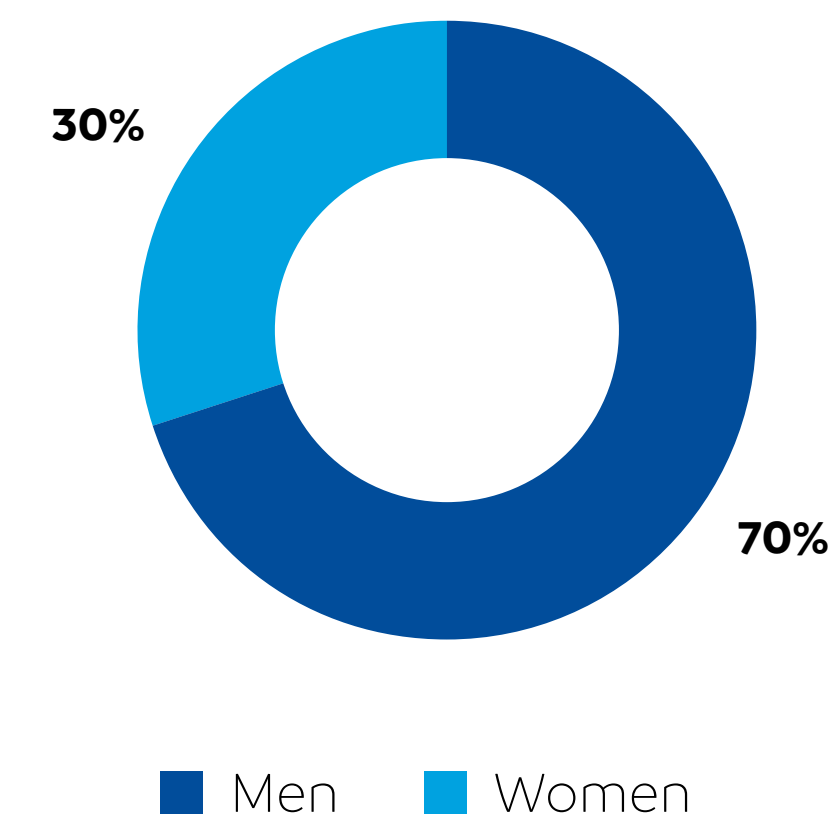
Total workers by gender



Distribution of workers by region (Brazil)



Percentage of employees by gender



⁷ All worked full-time and 4.6% were hired indefinitely. Compared to the previous year, there was a decrease of 4.2% in the total number of employees, caused mainly by the restructuring of certain areas of the business, with the aim of optimizing processes.



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Number of employees by job role

Job role	Men	Women	Total
Executive Board	18	6	24
Management	117	43	160
Coordination / Special	207	90	297
Technical	247	81	328
Leader	239	62	301
Administrative	526	433	959
Operational	4,123	1,596	5,719
Total	5,477	2,311	7,788

Free association and collective bargaining

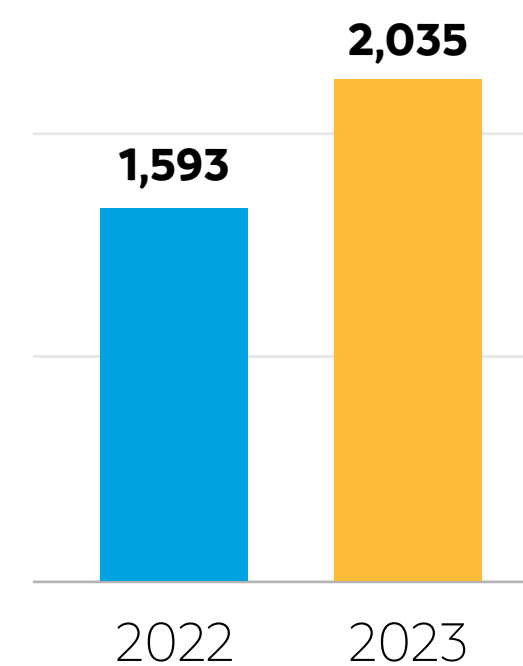
We ensure that all our employees exercise their rights to freedom of association, collective bargaining and internal representation, in accordance with the guidelines of the International Labour Organization (ILO). In February 2024, all professionals with an indefinite employment contract in Brazil and Uruguay were covered by collective bargaining agreements – while in Chile and Peru, this percentage was 59% and 20%, respectively⁸.

Admissions and dismissals

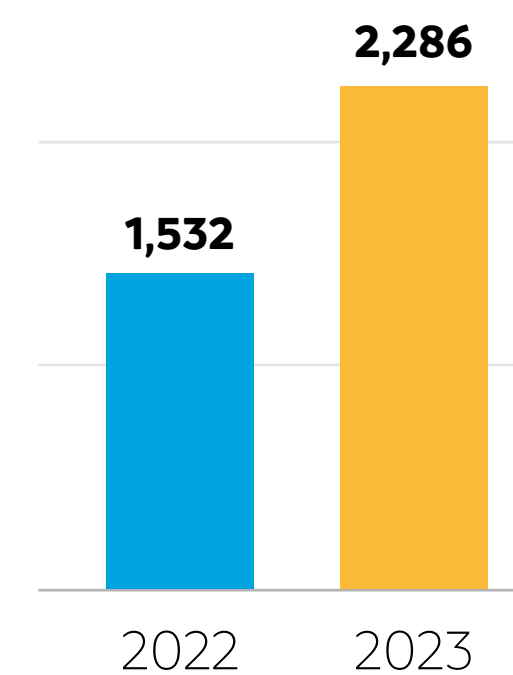
[GRI 401-1]

Throughout the year, Camil admitted 2,035 people and dismissed 2,286 – which represents a decrease of 251 jobs, due to the organizational restructuring carried out in some operating units. In Chile, the workforce was especially reduced at Tupapel's production unit located in Retiro, which had part of its operation transferred to the Santiago plant.

Number of admissions



Number of dismissals



⁸ In Ecuador, considering the local labor legislation, the rules of collective agreements or conventions do not apply.



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Health, safety and well-being

[GRI 3-3; 403-1; 403-2; 403-3; 403-4; 403-6; 403-9]

[SASB FB-AG-320a.1]

[Agenda 2030 Goals: 8.5, 8.8]

Ensuring safe and healthy working conditions represents a commitment shared by Camil with each of our employees. In addition to ensuring legal compliance in relation to the subject, we have developed a series of voluntary actions in the different countries in which we operate to prevent occupational accidents and diseases, as well as investments in infrastructure and up-to-date structural accessibility.

The Occupational Health and Safety management system covers 100% of employees and includes specific indicators, which are developed into goals linked to the variable compensation of managers at different levels. With oversight by Senior Management, these goals are part of the Company's ESG Agenda. Occupational health services are developed based on the analysis of risks present in the work environment, which serve as the basis for the Medical Control and Occupational Health Program (PCMSO).

Means of identifying occupational hazards



Suggestion boxes: arranged so that forms are deposited that describe information on risks, incidents and misconduct.



Daily Safety Dialogue (DDS): promote the sensitization of safe behaviors through direct dialogue with workers, feedback, guidance and commitment (individual and collective).



Physical communication: every employee has access to an open communication channel with a dedicated team and are able to inform on any situations that expose them to the risk of accidents.



Investigation: assessment of risk situations and occupational incidents. Generates action plans to correct any deviations and mitigate the possibility of recurrence.



Incidents registry: available to all workers, it enables the reporting of events that may result in accidents.



Monitoring: mapping of risks identified by employees or OSH teams in order to mitigate them.



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Specialized teams

Teams composed of doctors, nurses, engineers and occupational safety technicians conduct Occupational Health and Safety activities in the various operational units. These teams receive support from multidisciplinary bodies, composed of managers and employee representatives, such as:

- Internal Accident Prevention Commission (CIPA) in Brazil;
- Joint Committee on Health, Hygiene and Safety in Chile;
- Health and Safety Committee in Ecuador;
- Occupational Safety and Health Commission in Peru; and
- Safety and Health Commission in Uruguay.

Commissions and Committees are responsible for identifying risks, monitoring the results of periodic inspections carried out by employees, and monitoring the Company's performance in relation to the subject. In addition to the periodic analysis of occupational accident and disease in-

dicators, this work includes investigating the causes and consequences of incidents, in addition to developing preventive and corrective plans. On another front, we advanced the project developed in partnership with DuPont Sustainable Solutions for team training and leadership engagement. Throughout 2023, R\$ 5.7 million was contributed by Camil to Brazil's operations for initiatives that minimize the risks mapped in different work environments. The investments also covered adapting machinery and equipment, installing walkways, stairs, and access points, and reviewing the conditions for carrying out activities in confined environments or at height.

Among the risks mapped out in the administrative and operational environments, as well as in the performance of different work activities, some were listed as vital to direct priority actions, as they can potentially generate incidents with serious consequences. In general, these risks are related to working at height, handling big bags, entrapment in machines, confined spaces, and moving cargo with pallet trucks and forklifts.



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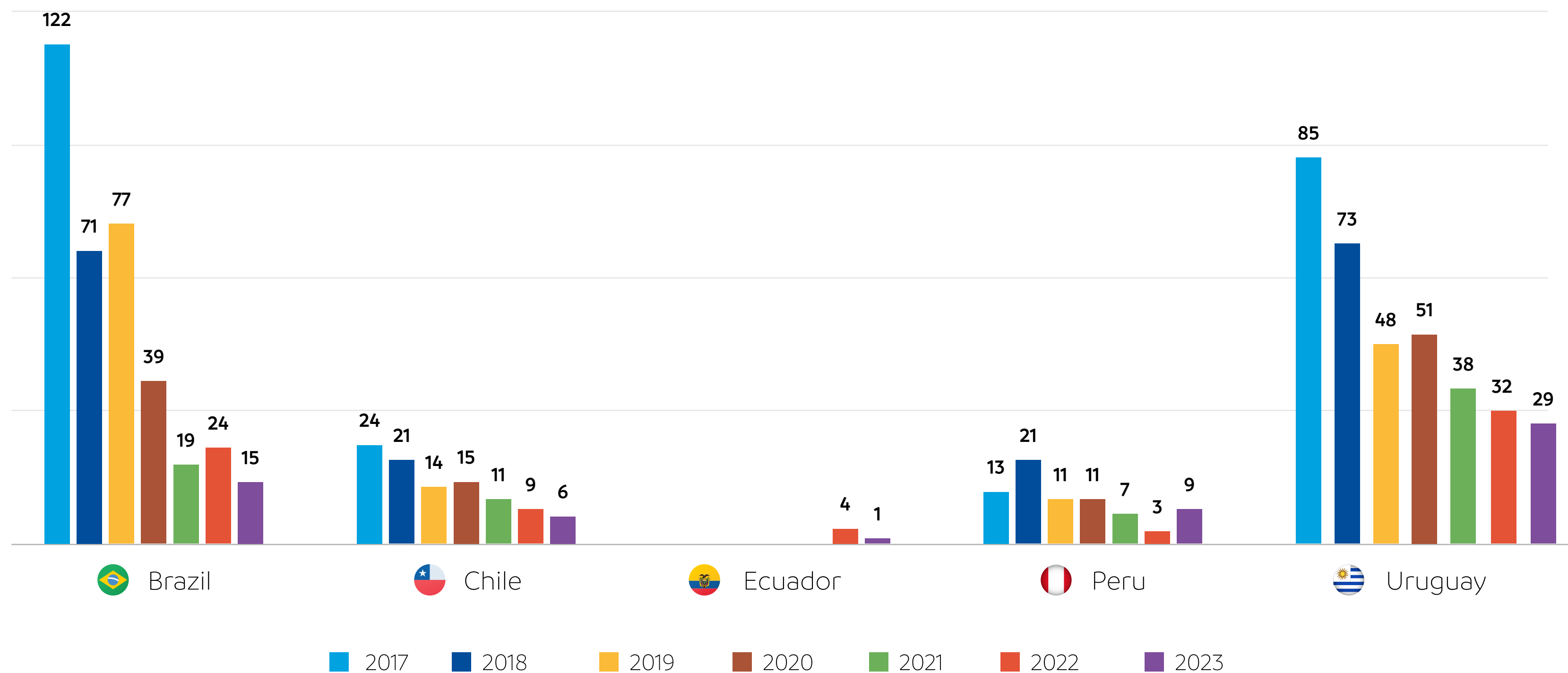
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As a result of the strengthening of the safety culture, Camil has been registering a significant drop in the number of accidents with lost days over the last few years. In relation to 2022, the annual reduction was 17% – with emphasis on Brazil, where 77% of the workforce is concentrated, with a drop of 37%.

In parallel with the prevention of occupational accidents and diseases, we seek to contribute to the improvement of the health conditions of our employees through periodic medical examinations and the fight against diabetes, hypertension and obesity. On another front, internal campaigns encourage the adoption of healthy habits related to diet and physical activity.

The number of incidents with days lost decreased by 17% compared to the previous year, with emphasis on Brazil, where this reduction reached 37%.

Evolution of the number of incidents





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Professional development

[GRI 404-1; 404-2; 404-3]

The continuous development of skills and capabilities of our employees allows the execution of the organizational strategy and the agile adaptation to the evolution of Camil's market. Aware of this benefit, in 2023 we increased the time dedicated to training and qualification by 41% compared to 2022. In all, 147,100 hours were dedicated – an average of 18.9 hours of training per employee.

On another front, we improved processes and tools for managing the professional development of our team. In Brazil, training demands are identified through the People Cycle Program, as well as through the analysis of the learning evaluations of the programs executed, in addition to meeting the requests of managers for customized courses (in company).

Among the highlights of 2023 are initiatives aimed at preparing successors for strategic positions through two Programs, namely:

- **Lidera:** managers, coordinators, experts and some analysts participated in an in-depth training program of over 30 hours.
- **Avante:** also with 30 hours dedicated to training the sales team (managers, executives and promoters).





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In addition to the programs focused on succession, we carry out actions designed for non-leaders through Camil Evolua, which aims at professional development and updating, offering comprehensive content via lectures (open to all employees, from all operating units). Like the managers, this public was the target of a series of training programs related to corporate culture and topics of Diversity, Equity and Inclusion.

As in previous years, in 2023 the corporate training programs were integrated into the Camil Academy, a corporate education platform that brings together three schools:

- **Sales School:** focused on the sales team, it prepares our professionals to generate more assertive and strategic sales.
- **School of Leaders:** develops managers from different areas and levels in high-performance leadership, boosting business efficiency and corporate culture.
- **Business School:** covers all our employees for training on the various aspects involved in Camil's business. The classes are taught by our most experienced professionals, tasked with multiplying knowledge.

Education for sustainable development

In February 2024, the managers of Camil's headquarters in Brazil met for an integration workshop, which marked the beginning of the preparation cycle for the Sustainability Report. Held at Casa do Sabor, the meeting included the presentation of the results of the Working Groups, highlighting the progress of the projects, actions and goals established for the next year. The objective of the group activities was to reinforce the importance of certain principles of sustainable management, such as avoiding waste, promoting people development, collaboration in the value chain, among others, fostering integration and exchange between all areas involved.

In addition, the workshop held a presentation by an external expert on ESG and the importance of the topic for Camil, which was made available to representatives from all countries, allowing an important moment of learning and strengthening the culture of sustainable management.





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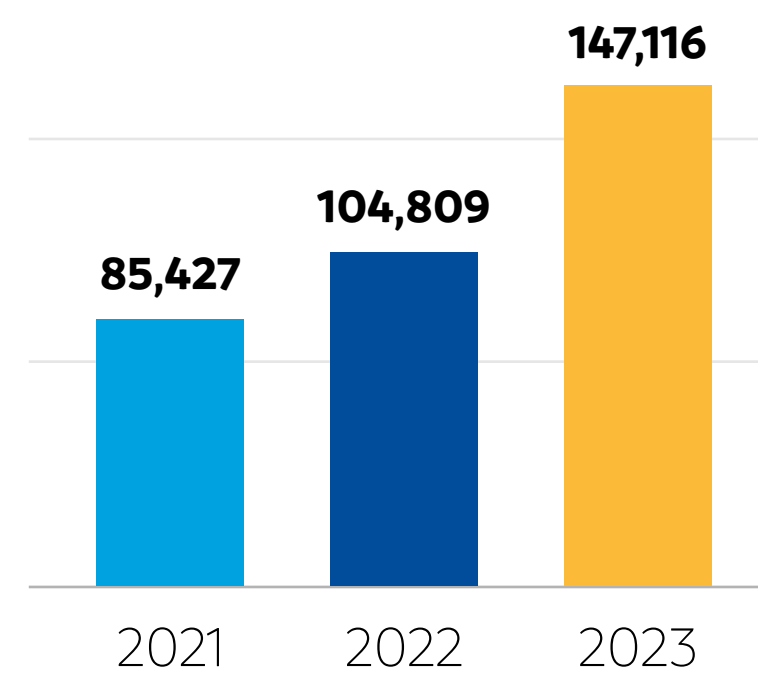
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The alignment of development initiatives with the business strategy extends to other Latin American units. In Uruguay, for example, Saman annually conducts the Training Needs Diagnosis (TND), based on employee feedback and the guidelines of the Individual Development Plans (IDP). Simultaneously, transversal areas of the Company, such as Quality and Safety, elaborate their training plans, which are added to those provided by the TND. In addition, Saman encourages employees to conclude their formal studies and participate in improvement initiatives.

Total number of training hours



Total number of training hours by job role

(consolidated)

Category	Male	Female	Total
Executive Board	0:00	0:00	0:00
Management	3.450:15	1.289:09	4.739:24
Coordination / Specialists	4.570:45	2.628:31	7.199:16
Technical	14.972:28	14.14:23	16.386:51
Leadership	4.697:50	1.840:54	6.538:44
Administrative	16.525:56	17.482:03	34.007:59
Operational	54.513:46	23.730:37	78.244:23
Total	98.731:00	48.385:37	147.116:37

We recorded over

147,000
hours of training

in the year, an average of almost 19 hours per employee.



Our professional development programs

Country	Program	Market segment	Description
Brazil	Internal/External Mentoring	Coordinators, Managers and Executive Managers	Guides leaders to the next stage of their career. Participants are accompanied and advised by a more experienced professional, focusing on personal and professional growth. Mentors can be internal or external, according to the strategy defined for each mentee.
Brazil	Avante	Sales managers, sales executive and promoters	As part of succession initiatives, it prepares professionals in both technical and behavioral skills to take on new roles, such as sales executives and/or management positions.
Brazil	Lidera	Managers, coordinators, specialists and senior analysts	Forms successors for leadership positions and those at managerial levels.
Brazil	Welcoming	All workers	<i>Follows-up on the onboarding process from admission to institutional training. Includes initial training for the role to facilitate adaptability to Camil's culture and values.</i>
Brazil	Intern Development	Interns	Prepares youth talents in administrative, operational, and commercial areas. The monthly meetings address behavioral and business-related topics.
Brazil	Scholarships	All workers	It aims to retain and develop employees mapped in the PDI – People Cycle with undergraduate and graduate scholarships.
Brazil	School of Leaders	All leadership roles	Provides leaders with specialized knowledge, focusing on organizational and behavioral skills, as well as business and people management.
Brazil	Camil Evolua	All workers	Promotes technical knowledge on internal tools and processes. It also provides training on the behavioral skills expected of according to Camil's culture.
Brazil	Sales School	Sales managers, sales executive and promoters	Promotes updated professional sales training. Fosters management and the development of business skills in order to drive results.
Brazil	Business School	All workers	Disseminate knowledge about Camil's business to improve understanding of processes and products.
Uruguay	<i>Leadership Development and Effective Communication Workshop for Second Line Leaders</i>	Supervision	A series of workshops were held for Saman leaders throughout 2023. Among the topics addressed were communication and innovation skills.
Uruguay	<i>Coaching</i>	Management	Guidance from Saman's management team, focusing on personal and professional development.

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Supporting learning paths

The social impacts generated by the development initiatives of our people go beyond the benefits to the business, affecting society and other stakeholders. An example of this is the Employee Training Program carried out in Navegantes (SC), which offers the opportunity to resume studies and complete basic education and high school through special classes for youth and adult education (YAE). The program takes 13 months to complete and enables students to participate in internal recruitments that require complete high school. In 2023, 22 students – 21 employees and one dependent family member – concluded the program, of which 15 were women and seven were men.

Another prominent initiative in this regard is the Itaquí Training School in Rio Grande do Sul, which since 2020 has offered basic training and professional qualification for free – to employees and community members – through training programs focused on technical and managerial aspects. In 2023, 724 people were trained in almost four thousand hours of training, with emphasis on participants from the communities surrounding our operations, which totaled 62 people, of which six were hired as Camil employees.

In Minas Gerais, at the unit located in Machado, the Training School was created, with the objective of qualifying “Camillians”, developing business skills

and contributing to the career path of employees. In 2023, 179 people were trained through 10 training modules, totaling 2,700 hours.

Performance evaluation

Fundamental to the development of professional development programs, performance evaluations are a systemic process at Camil. In 2023, they were extended to 18% of our employees in Brazil, with the following objectives:

- **Verify employees’ level of adherence** to the skills required by the business;
- **Diagnose factors** that lead to a drop in individual performance;
- **Guide people management** in order to recognize different levels of performance;
- **Strengthen the feedback** culture, based on tangible information;
- **Qualify the Individual** Development Plans (IDP); and

- **Develop increasingly** effective development programs, based on individual and collective training needs.

Also in Brazil, one of the highlights of the year was the launch of PDI Succession, a program designed to prepare employees mapped as possible successors for strategic positions. Improvements to the evaluations were also made in Chile, where in 2023 Tucapel implemented a new competency analysis tool for operational and technical job roles. In Uruguay, Saman implemented a training module for leadership evaluation – to be administered at all plants in 2024.

Total number of performance evaluations (by country)

Brazil	1.071
Chile	516
Ecuador	88
Peru	0
Uruguay	201



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Diversity, equity and inclusion

[GRI 3-3; 405-1]

[Agenda 2030 Goals: 5.1; 5.5; 8.5; 10.2; 10.3]

For Camil, the promotion of a diverse, equitable and inclusive work environment generates benefits that go beyond the boundaries of the business, contributing to the fight against discrimination and the reduction of social inequalities. Aware of this, we have invested in initiatives focused on raising awareness on the subject, with a view to the effective inclusion of women, people with disabilities, the LGBTQIA+ community and blacks, among other under-represented groups.

Since deciding to advance on this journey in 2020, the Company has been developing campaigns and training programs to increase the awareness of teams regarding prejudice and discrimination. To keep the discussions on the agenda, in 2023 the theme began to be addressed monthly in the Safety and Health Dialogue (DSS), in its Plus version and a training module dedicated to Diversity & Inclusion was inserted in the Camil Academia, which, from 2024 became mandatory for all, including the onboarding of new employees, equalizing the

knowledge base until the company can fully address the theme.

In parallel with education activities, we intensified affirmative actions to fill vacancies for people with disabilities, blacks and browns, and transgender people. In addition, the recruitment and selection procedures for diversity orientation were revised, defining, for example, mandatory female candidates in the selection processes for management positions..

31.3%

of leadership positions

in Brazil are held by women, an increase of over 4 p.p. compared to the previous year.



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In Chile, the People Development area maintains a management front exclusively dedicated to labor inclusion, focusing on training and action plans, especially related to people with disabilities. Thus, Tucapel seeks to have at least 1% of PWDs within the organization, maintain this percentage throughout the year, and produce transversal training resources on the subject to be administered to the operational and administrative teams as well as leaders.

Number of workers by age group and gender

Country	Up to 29 years		Between 30 and 50 years old		Over 50		Total
	Men	Women	Men	Women	Men	Women	
Brazil	1,132	458	2,324	1,199	634	264	6,011
Chile	82	35	186	104	90	22	519
Ecuador	28	4	70	23	26	1	152
Peru	35	8	137	47	52	20	299
Uruguay	125	23	404	80	153	22	807
Total	1,402	528	3,121	1,453	955	329	7,788

Total persons with disabilities hired

Brazil	297
Chile	5
Ecuador	5
Peru	2
Uruguay	8
Total	317





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Social responsibility

[GRI 3-3; 413-1]

[Agenda 2030 Goals: 10.2; 11.3; 11.A]

Enhancing the impact generated by both production and access to food has been a premise of Camil's private social investments, focusing on the sustainable development of the communities where it operates. In Brazil, in 2023, we contributed about R\$ 1.5 million to social projects – among own and incentivized resources – in addition to 61.4 tons of food donated to social entities (see table on [page 59](#)).

Below, we highlight the main social initiatives developed or supported in the country.

Grãos da Base Camil Business School:

Launched in 2023, the school aims to develop and encourage small entrepreneurs in the restaurant industry. In partnership with Projeto Arrastão, a non-profit organization located in Campo Limpo (SP), two groups of classes were created, with two weekly classes. The content offered was divided between business modules, practical cooking classes, and online mentoring (individual). In total, 140 hours of training were provided over five months. At the end of the course, the trainees received a support kit, containing communication materials, products, and a quality seal with Camil's certification plaque for their establishment.



Click above to see the video and learn more about Grãos da Base

23
businesses formed
in the pilot project

140
hours of classes

5
months of training



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Doce Futuro União Business and Confectionary School: launched in 2021, it offers technical and inspirational content to stimulate income generation from the preparation and marketing of sweets. Through an online platform and face-to-face courses, confectionery techniques, recipes and guidelines on food safety and business management are taught. In 2023, face-to-face activities arrived in Rio de Janeiro (RJ), where a partnership with Institute Capim Santo enabled the training of 101 people divided into four classes.

In the capital of São Paulo, where the project was founded, through coordina-

662 students completed the course since the School's beginning.

4 new classes formed in 2023

tion with a series of partner institutions, a new module was added for the women attending the School. Called Awakening the Entrepreneur, this module aims to deepen the students' knowledge on issues related to self-knowledge, communication, digital marketing, administrative management, sales and business formalization.

Another noteworthy initiative in the year was the development of a network of suppliers for internal events and appointments, engaging the students trained at the School.



[Check out](#) the mini-documentary here that tells the transformational story of four students.

SESC Mesa Brazil: in partnership with Mesa Brazil, a network of food banks that works to combat hunger and waste, it is designed to raise donations of our products in different regions of the country. Thus, it contributes to the food and nutritional security of the population living in situations of social vulnerability throughout Brazil. In all, we allocate 480 monthly basic food baskets, which results in 5,760 basic food baskets donated annually, distributed among families in six states: Maranhão, Pernambuco, Minas Gerais, Goiás, São Paulo and Rio Grande do Sul. These foods benefit over 50,000 people a year.

Arrastão Project: throughout 2023, partnerships based on food donation was maintained, in addition to the expansion of training projects, such as Doce Futuro – Module 02 Awakening the Inner Entrepreneur and the two pilot classes of the Grãos da Base Camil Business School.





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Investments in social responsibility – Brazil

Company resources		
Program	Amount	
Corporate donation	R\$ 368,158.47	
Doce Futuro União Business and Confectionery School	R\$ 348,398.71	
Business School of Grãos da Base Camil	R\$ 300,000.00	
Incentivized resources		
Program	Amount	
PISEG Community Fund Rio Grande do Sul	R\$ 283,152.44	
Childhood and Adolescent Fund (FIA) + Elderly Fund	R\$ 241,567.70	
Receiving institution	Number of people benefitted	Donated volume (Kg)
Mesa Brazil SESC NACIONAL	57,000	47,325
Project Group Effort	1,000	4,410
PRO HOPE Association – Supporting children with cancer	1,152	1,219
PIVI Association – Life Incentive Project	2,000	3,740
Central Única das Favelas do Rio de Janeiro	960	240
Municipality of Itapecuru Mirim (emergency donation)	400	4,370
Casa do Zezinho Assistance Association	1445	181

Volunteering

In 2023, we concluded the third year of the Mentoring Program, a partnership between Camil and the FESA C.R.O.M.A. Institute. The program focuses on low-income youths seeking to enter the labor market, in which 33 participants were mentored by our volunteers over a span of 5 months.

In addition, in partnership with Mesa Brazil (SESC), groups of employees attended the institution periodically to assemble basic food baskets that are distributed to local NGOs. In the last year, two classes of Camil volunteers have actively participated in this action.

The traditional Christmas campaign, on the other hand, made it possible for about 70 children from the Parish of Jardim Peri to be sponsored by our employees and receive kits of clothes, shoes and toys. On another front, we carried out the campaign for AACD's Salary Donation, implemented since 2020, allowing our employees to contribute directly to the institution.



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Chile

In Chile, Tucapel invested about 18 million Chilean pesos – approximately R\$ 100,000 – in social initiatives, among which the following stand out:

- **Ayuda a Chile Program:** offers help to communities affected by climatic phenomena through the distribution of food to ensure their food security. Throughout 2023, rice donations were made to families who suffered from storms in the Maule region and fires in Vinã del Mar.
- **Community Training Program:** together with local partners, the training needs of the community neighboring the factory are identified, offering an innovative training program free of charge. In 2023, 27 women participated in the Food Handling course, of which 16 were certified. A forklift operator training was also offered, in which eight men and two women were trained.
- **Comunidad Program:** Community meetings are held systematically, which are fundamental for listening to residents' opinions about the impact of Tucapel's operations on the surroundings. These meetings help us to observe your con-

cerns and expectations while allowing us to share relevant information about the Company. By promoting open and constructive dialogue, we reinforce our collaboration for the sustainable development of communities.

- **Educar Program:** dedicated to disseminating good social and environmental practices among employees and communities. Thus, it seeks to inspire positive changes that benefit future generations. Among the initiatives developed in 2023, the 3R campaign – Recycle, Reuse and Reduce – stands out, educating on the proper management of solid waste.

Recognition

Tucapel received the 2023 Corporate Social Responsibility recognition award granted by the municipality of Retiro, in the Maule region, for its work with local communities.



Investments in social responsibility Chile (in CLP\$)

Company resources		
Program	Amount	
Educar	\$3,359,175	
Capacitación Comunidades	\$408,455	
Comunidad	\$1,008,810	
Incentivized resources		
Program	Amount	
Ayuda a Chile	\$4,436,063	
Educar	\$350,000	
Capacitación Comunidades (SENCE)	\$8,557,200	
Receiving institution	Number of families served	Donated volume (Kg)
Fundación Teletón	1,550	3,171
Municipalidad de Retiro	1,500	3,000



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Uruguay

Opportunities Program

The Opportunities Program provides the children of our employees with a first professional experience (youth programs, apprenticeship or internship) in our company, with the objective of encouraging their professional development and insertion in the labor market. In 2023, 10 children of employees participated in the program, 40% higher than in the previous period.

In their time at the company, young people experience job interviews, skills assessment, integration process, performance evaluations, professional guidance workshop, in addition to having the opportunity to give a final presentation about their experience with the program. The program was recognized by DERES, a group formed by the main companies and entrepreneurs in Uruguay in favor of developing corporate social responsibility.

SAMAN a Toda Moña

This project offers students and educators from educational institutions the opportunity to visit our manufacturing units. Children and adolescents take a pedagogical tour of the different areas of the factory, where they observe how we care for the environment and safety and health at work. In 2023, 68 schools visited operations in Uruguay, totaling over 3,700 visiting students. The program also opens SAMAN's doors to employees' family members.





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Food donation 2023

Institution that received donations	Institutions served	Donated food	Volume donated (Kg)
ANEP	Public Education	Rice	1535
ANEP	Public Education	Rice crackers	25
ANEP	Public Education	Rice oil	120 liters
ANEP	Public Education	Wheat flour	24
Liceo Impulso	1,375 students	Rice	400
Liceo Impulso	1,375 students	Savory ricecrisps	1,412 units
Asociación Civil Vida Digna	30 people	Rice	50
Voluntariado Maranatha	Barrio Kenedy	Rice	500
Comunidad S.A.L.E.S	people in situations of social vulnerability	Rice	250
UTU Casavalle	Education Center	Rice	50
Club de Leones Sayago		Rice	25
Horizonte		Rice	50
Food Bank		Rice	50
Jornada Solidaria Maldonado		Rice	100
Fundación Vida		Rice	50
Vía Escape		Rice	50
Centro Quebracho		Rice	500
Centro Educativo Asociación Casavalle		Rice	50
Asociación Civil Vergara Siglo XXI		Rice	60
Asociación Civil Vergara Siglo XXI		Olive oil	108 liters
Asociación Civil Vergara Siglo XXI		Rice crackers	8

Institution that received donations	Institutions served	Donated food	Volume donated (Kg)
Asociación Civil Vergara Siglo XXI		Rice flour	60
Centro CAIF El Ceibo Vergara		Rice	120
Centro CAIF El Ceibo Vergara		Rice crackers	6
Centro CAIF El Ceibo Vergara		Rice flour	60
Escuela Agraria Vergara		Rice	180
Escuela Agraria Vergara		Rice crackers	8
Escuela Agraria Vergara		Wheat flour	48
Obra Social San Martin San José		Rice	180
Obra Social San Martin San José		Rice crackers	22
Obra Social San Martin San José		Wheat flour	24
Hogar de Ancianos Vergara		Rice	425

Investing in social responsibility – Uruguay

Amounts invested in social programs - Own resources

Program	USD
Opportunities Program	USD 10.000
“SAMAN a TODA MOÑA”	USD 22.000



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Our solidarity with Rio Grande do Sul

In May 2024, the state of Rio Grande do Sul, Brazil, Camil's place of origin, was impacted by the largest flood in its history, which left over 600,000 families displaced and homeless, and affected approximately 95% of the municipalities in Rio Grande do Sul⁹ ([learn more](#)).

Aware of our social responsibility, and as a supplier of food categories that are staples of Brazilians' meals, we mobilized resources and people to act on various support fronts, both for society and for our employees affected by this catastrophe. In a joint effort between Camil, commercial partners and Mesa Brazil, over 66 tons of food and 31,000 cans of sardines and tuna were donated to the population of Rio Grande do Sul. Our manufacturing units in the region were not affected by the floods, but we provided all necessary support for employees who were impacted in some way.

Camil Club

Another important initiative carried out in support of the victims was the Camil Club – United for RS, which mobilized employees to make donations of food that could be acquired through the Camil Club, with amounts subsidized by the Company. The donated food was also distributed in partnership with SESC Mesa Brazil.



⁹ According to data from the Civil Defense of the State of Rio Grande do Sul.



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Suppliers

Consumers

Engagement in the chain



Value chain



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Suppliers

[GRI 2-6; 204-1]

Our supply chain involves organizations of different sizes, sectors, and regions of the countries in which we operate. Sharing our values and commitments regarding sustainability, these partners contribute decisively to the business. In this sense, supplier procurement practices consider technical, economic, and, where applicable, socio-environmental aspects – with an emphasis on envi-

ronmental, labor, and tax compliance. Between March 2023 and February 2024, Camil allocated R\$ 9.7 billion to pay suppliers. Of this total, 79% was allocated to companies based in the countries where we operate, which reinforces our commitment to sustainable local development.

Amounts paid to suppliers*



R\$ 6.9 billion

Brazil



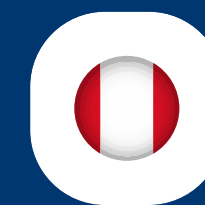
R\$ 427.2 millions

Chile



R\$ 54.8 millions

Ecuador



R\$ 300 millions

Peru



R\$ 1.5 billion

Uruguay

R\$ 9.7 billion

Total

*Amounts converted to Brazilian reais based on the average price of the crop year.



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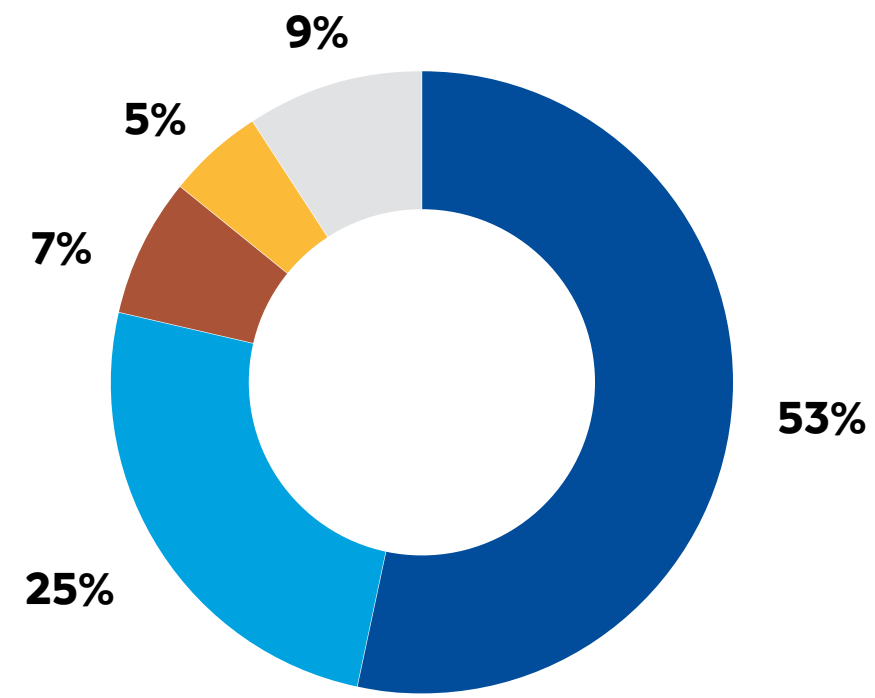
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Percentage of procurement from Brazilian suppliers by state



- Rio Grande do Sul
- São Paulo
- Paraná
- Minas Gerais
- Other states

Fostering sustainability in the value chain is among the commitments of our ESG Agenda. As a result of this commitment, all direct suppliers registered as of 2022 sign the Declaration of Compliance with Legislation and Ethics mandatorily during the contracting phase. The others, who signed contracts prior to that date, have been instructed by the Company to also sign the document – obliged by 100% of critical suppliers by February 2024.

100% of new suppliers in Brazil have signed the Declaration of Compliance with Legislation and Ethics since 2022.





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Promoting producers

Responsible for the supply of grains and other raw materials, rural producers constitute a special-relations group, with their engagement being essential to ensuring compliance, quality and sustainability criteria established by the Company. In this context, initiatives to promote suppliers play a decisive role, which include providing inputs and offering guidance on good ESG practices.

Pesca Limpa Project

In partnership with the University of Vale do Itajaí (Univali), we carried out the Pesca Limpa Project, which aims to correctly collect and dispose of the waste produced during fishing activities to protect the oceans – the source of the raw material for the production of canned fish and essential to one of our business segments.

Focusing on the sustainability of the business and the planet, the crew of the fishing vessels of Camil's suppliers are trained and guided on the correct disposal of waste generated during fishing activities, including training on addressing ghost fishing, which occurs through the improper use of fishing nets. The work also includes guidance on the importance of storing waste on board and bringing it ashore in a controlled and classified manner, ensuring proper disposal, covering materials such as nets, ropes, hooks, and fishing equipment, in addition to waste produced in the kitchen, packaging in general, and liquids produced in the engine room.



Good practices in the beans production chain

In order to raise awareness among bean producers regarding good agricultural practices, as well as the proper use of pesticides and fertilizers, we developed the Good Practices in the Value Chain Project, which led awareness-raising lectures to the producing regions, in addition to the distribution of booklets and printed materials to multiply information.

In 2023, the actions reached the regions of Guaríra (SP), Jussara (GO) and Castro (PR). In 2024, the project is set to continue, with initiatives planned for Unaí (MG), Castro (PR) and Itaí and Olambra (SP).





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Future Purchase Guarantee Program

Aimed at small, medium and large rice producers, the Future Purchase Guarantee Program contributed R\$ 562 million in support of suppliers in the period. This support initiative includes monitoring practices through periodic technical visits carried out by specialists during the stages of planting, irrigation, pesticide applications and pre-harvest. Suppliers are also advised on the contractual requirements, which cover the mandatory use of seeds verified by accredited agencies and agrochemicals sanctioned by the Ministry of Agriculture, Livestock and Supply (MAPA) in Brazil, and other specific requirements in each of the countries in which they operate.

The infographic on the side highlights the main procurement practices we have adopted for different categories.



Procurement practices

Category	Procurement practices
Rice	The Future Purchase Guarantee Program (see information on the side) offers technical guidance and provides support regarding inputs to guarantee stock from harvests. In addition to enhancing the socioeconomic impact of agriculture, the Program reduces operational risks, resulting in receiving grains at competitive costs within the volume and quality on demand.
Beans	Following the trends of supply and demand, the totality of the Company's beans procurement practices are made on the spot market in a decentralized manner.
Sugar	This raw material, in the crystal and refined categories, is obtained through fixed long-term contracts signed with strategic partners recognized for good ESG practices.
Fish	Distributed between local and foreign suppliers, this category has a diversified supply base, focusing on distribution in local markets.
Coffee	Acquired both on the spot market and by fixed contracts, according to market conditions and the Company's strategy.
Wheat	Seeking the best trading conditions, Camil acquires wheat flour for producing pasta and biscuits at different times of the year, with price visibility of 3 to 4 months, maintaining a base of local suppliers.



The Future Purchase Guarantee Program allocated
R\$ 562 million
to actions that support rice producers.



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Consumers

[GRI 2-6; 3-3]

The quality, safety and taste of our products are the basis of the trust and recognition earned from our consumers. Added to these factors are the sustainability attributes featured in our brands, which include the Company's willingness to maintain active communication channels with different consumer profiles in a transparent manner. In addition to disclosing information about the portfolio through websites, social networks, and other platforms, we have developed customer service channels dedicated to receiving feedback and evaluations of our products.

In Brazil, the monitoring of the NPS (Net Promoter Score) reflects complaints, doubts, suggestions, criticisms, requests and compliments received through different channels, including complaint platforms such as Reclame Aqui and consumidor.gov. Analyzed strategically, these manifestations make up the NPS Camil (average of all brands), which reached an index score of 54 in the period, which characterizes recognized quality.

Consumer opinions also drive process improvements whenever opportunities arise. The SAC results are presented monthly to the Categories Forum, which brings together multidisciplinary teams from different areas to share consumer feedback and assess how they can contribute to improving policies and practices in areas such as manufacturing, communication, marketing, planning and logistics.

  **Contacts received**

  2023/2024

 | **Sac 120 thousand**
Contacts received



Grades - Reclame Aqui

(last 6 months)



mabel Insufficient sample.



Reclame Aqui Award

Company attributed in

Category 1: Groceries **3rd** 

Category 2: Multi-brand foods **2nd** 



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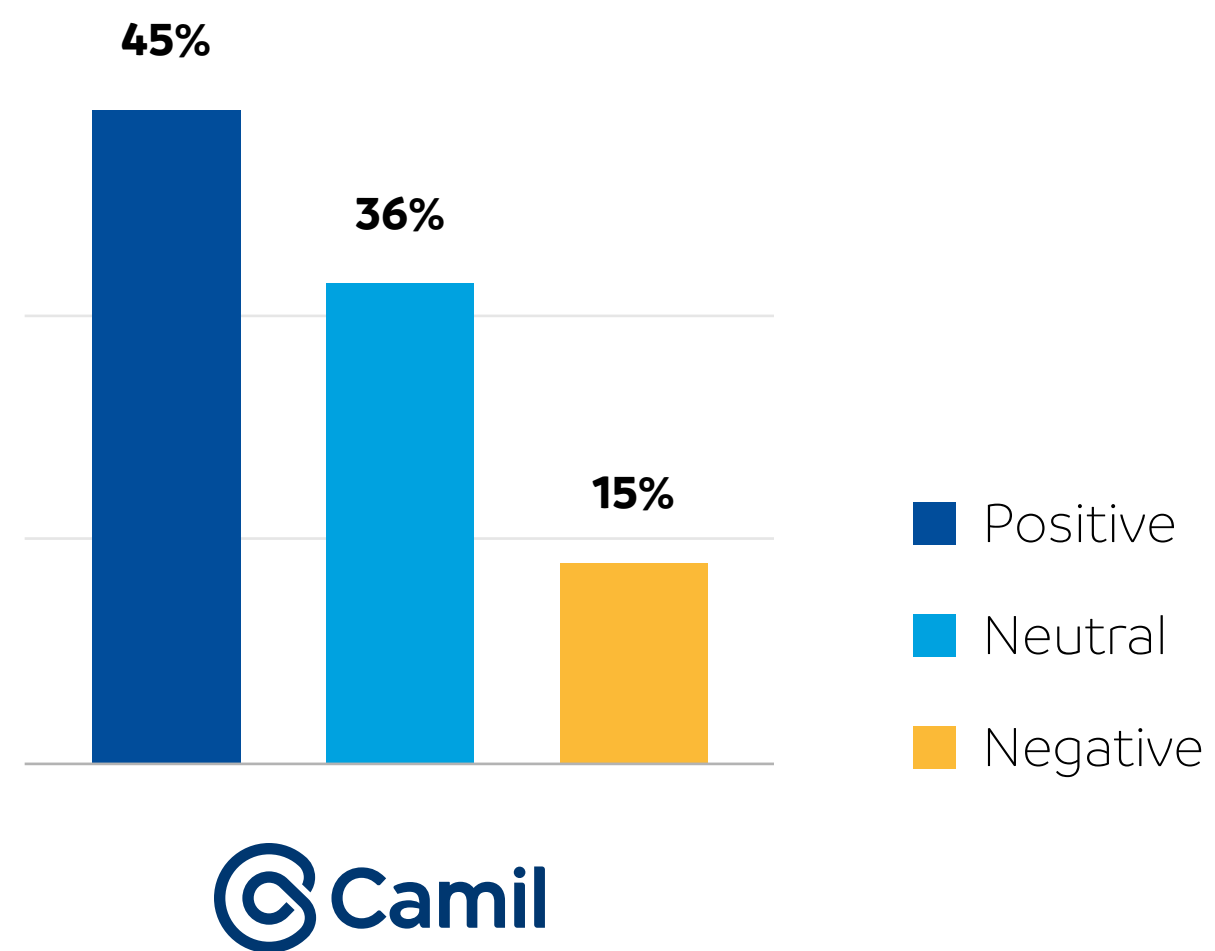
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Digital platforms

Social networks are among the main platforms that allow our brands to interact with consumers. In the 2023–2024 period, the Sentiment Analysis, measured based on the content of the manifestations made in comments, indicated an average of only 15% negativity.

Sentiment Analysis Social Media Comments

(2023/2024)





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- [camilbrasil](#)
- [ciauniao](#)
- [coqueirooficial](#)
- [oficial.pescador](#)
- [acucardabarra](#)
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- [bom.maranhense](#)
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- [cafe.bomdia](#)
- [_santaamalia](#)
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- [samanuruguay](#)
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- [vidabanquete](#)



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- [laabundanciauy](#)
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- [tucapelfanaticosdelarroz](#)
- [VidaBanquete](#)
- [ricoarrozec](#)



Websites

- [www.camil.com.br](#)
- [www.uniao.com.br](#)
- [www.coqueiro.com.br](#)
- [www.pescadornalata.com.br](#)
- [www.acucardabarra.com.br](#)
- [www.ducula.com.br](#)
- [www.acucarneve.com.br](#)
- [www.arrozmomiji.com.br](#)
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- [www.arrozpop.com.br](#)
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- [www.namorado.com.br](#)
- [www.butui.com.br](#)
- [https://santaamalia.com.br/](#)
- [https://bomdia.com.br/](#)
- [https://www.mabel.com.br/](#)
- [https://costenoalimentos.com.pe/](#)
- [https://www.laabundancia.com/](#)
- [https://www.saman.uy/](#)
- [www.empresastucapel.cl](#)
- [https://tucapel.cl/](#)
- [www.banquete.cl](#)
- [www.agrodajahu.com](#)
- [www.ricoarroz.ec](#)



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- [arroztucapel](#)
- [ricoarrozec](#)

Contact us

SAC

<https://camilalimentos.com.br/sac>
0800 013 3300

Investors

E-mail: ri@camil.com.br | esg@camil.com.br
Telephone: (11) 3039-9200

ESG

esg@camil.com.br

Press

<https://camilalimentos.com.br/imprensa>

Suppliers

<https://camilalimentos.com.br/fornecedores>

Work with us

<https://camilalimentos.com.br/carreiras>



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Casa do Sabor Camil

Located in Osasco (SP), Casa do Sabor is a center for the experimental cuisine of all our brands, allowing us to test and expand the repertoire of recipes and preparations of our food. A team specialized in gastronomy and nutrition conducts the activities, focusing on the continuous improvement of the experience of our consumers, supporting the development of new products, in addition to training clients, suppliers, and employees.





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Access to healthy foods

Aware of the importance of food for sustainable development, we are committed to the goals of the 2030 Agenda, especially in expanding access to affordable food, thus contributing to the second Sustainable Development Goal (SDG), which seeks to eradicate hunger worldwide. Considering that a significant portion of the population of Latin America, where we operate, faces situations of social vulnerability, we strive to offer more economical food options to facilitate access to food for low-income families.

On another front, in line with SDG 3, which promotes health and well-being, we expanded our lines of healthy products, such as rice flour and oil, and biscuits with reduced sodium and sugar. Canned fish constitutes a healthy protein alternative in our product line, as do rice and beans. These products are essential elements of what we offer and naturally constitute a healthy, minimally processed, and natural diet for all Brazilians and Latin Americans.

Healthy acquisitions

[GRI 2-4]

As a way to boost the healthy products segment, in 2023 Camil completed the acquisition of the company La Abundancia, in Uruguay. For over 40 years in the market, La Abundancia has worked with selected products, providing a balanced and nutrient-rich diet to its customers. With a mix of natural products, the acquisition complements Camil's portfolio with items such as olive oils, dried fruits, cereal bars, among others.





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Engagement in the chain

[GRI 2-28]

As a mechanism for engaging in external initiatives, Camil remains connected to several business and sectoral entities, with which it seeks to contribute to agendas of interest to the segments, based on its position in the food production chain. The following is the list of such businesses and entities in the five countries of operation:



Brazil

- Brazilian Association of the Coffee Industry (Abic);
- Brazilian Association of the Rice Industry (Abiarroz);
- Brazilian Association of the Bean Industry (Abifeijão);
- Brazilian Association of the Food Industry (Abia);
- Brazilian Association of Parboiled Rice Industries (Abiap);
- Brazilian Association of Biscuit, Pasta and Industrialized Bread & Cakes Industries (Abimapi);
- Brazilian Association of Fishing Industries (Abipisca);
- Brazilian Association of Beans and Vegetables (Abrate);

- Pro-Industrial Development Association of the State of Goiás (Adial);
- United Nations (UN) Global Compact;
- Union of the Pelotas Rice Industry (Sindapel);
- Union of the Rice Industry in the State of Rio Grande do Sul (Sindarroz-RS);
- Union of Rice Industries in the State of Goiás (Siago);
- Brazilian Association of Advertisers (ABA).



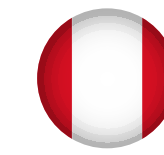
Chile

- Asexma - Asociación de Exportadores y Manufacturas);
- Asociación de Productores de Aceite de Oliva (ChileOliva);
- Asociación Gremial de Industrias Proveedoras (Agip);
- Asociación Gremial Molinos Arroceros (AGMA);
- Camara Chileno-Brasileña de Comercio);
- Confederación de Molinos Arroceros del Mercosur (Conmasur);
- Instituto Chileno de Administración Racional de Empresas (Icare).



Ecuador

- CAMINDUR - Cámara de Industrias de Durán;
- CORPCOM – Corporación de Industriales Arroceros del Ecuador;
- Cámara de Comercio de Guayaquil.



Peru

- Cámara Binacional de Comercio e Integración Peruano-Uruguaya;
- Cámara de Comercio de Lima (CCL);
- Sociedad de Comercio Exterior del Perú (Comex Perú);
- Sociedad Nacional de Industrias (SNI).



Uruguay

- Asociación de Importadores y Mayoristas de Almacén;
- Cámara de Industrias del Uruguay (CIU);
- Camara Mercantil de Productos del País;
- Confederación de Molinos Arroceros del Mercosur (CONMASUR);
- Gremial de Molinos Arroceros;
- Union de Exportadores del Uruguay;
- DERES - Red de empresas por el Desarrollo Sostenible;
- Cámara de Comercio Brasil-Irak;
- Cámara de Comercio y servicios del Uruguay.



7

Policies and practices

Energy

Water

Waste

Materials

Emissions

Food quality and safety

Environmental management and operations





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Policies and practices

[GRI 3-3]

[Agenda 2030 Target: 12.1]

Anchored in our purpose and business model, the conservation of the environment is a fundamental commitment of Camil. We are committed to maintaining compliance with laws, policies, standards, procedures and, above all, we seek to identify and mitigate the impacts of our operations, engaging stakeholders in order to ensure the availability of resources and raw materials essential to the food sector.

To support this strategy, we maintain a working group (WG) dedicated to environmental issues, with specific goals and objectives, based on our ESG agenda. Among the actions of the WG, energy efficiency is assigned special attention by the Company, as we believe that it is possible to reduce the consumption of natural resources and maintain productivity levels. In addition, the topic of waste has been strategically addressed by the business, as reuse, reprocessing, and recycling provide advantages to the entire ecosystem.

Throughout 2023, based on the actions of the WG, we invested over R\$ 184 million in environmental projects and initiatives.

Energy

[GRI 302-1]

[SASB FB-AG-130a.1]

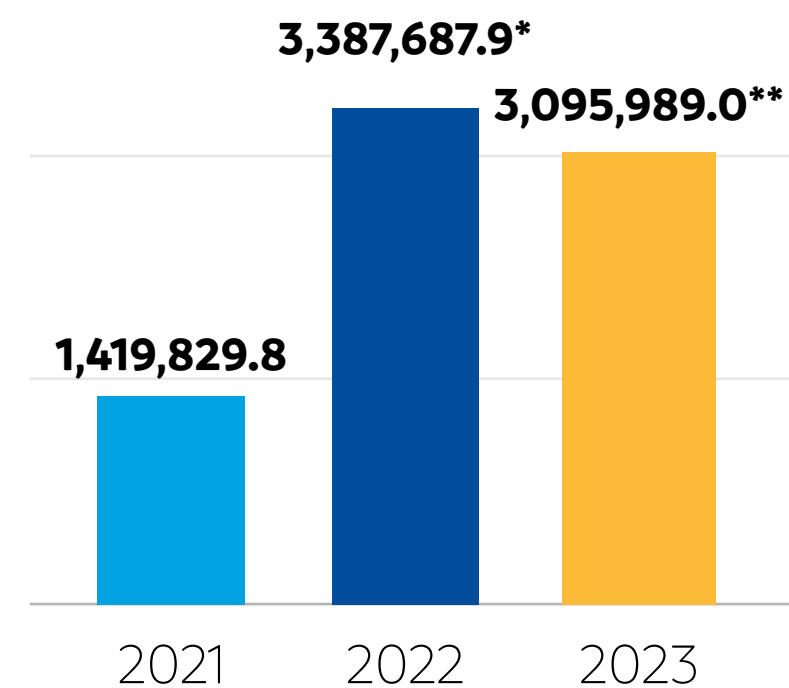
[Agenda 2030 Target: 7.3; 8.4; 12.2]

In all our units, the search to increase self-generated energy and prioritize renewable energies has been a premise for business sustainability. Strategically, we understand that energy self-sufficiency is a competitive advantage and, above all, fundamental to reducing impacts on the climate.

In 2023, our total consumption of direct energy, represented by the sum of electricity and fuels used, totaled 3.095 gigajoules (GJ).

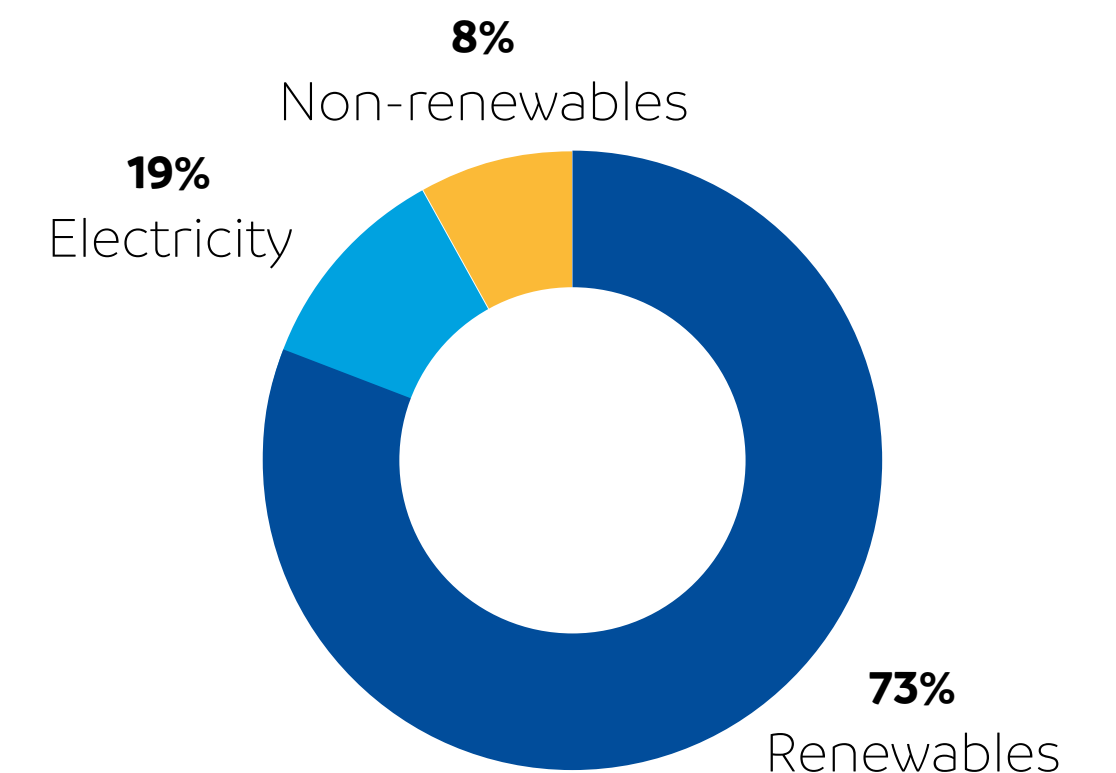
Total energy consumption

(in thousand GJ)



Energy consumption according to source*

(in %)



* Data corrected in relation to the version of Report published on August 1, 2024.



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Looking to the future, we continue to invest in the construction of an additional thermoelectric plant – using rice husk as a raw material for combustion – with a capacity to use 100% of the husk generated in the operations in Itaqui (RS) and the new plant in Cambaí (RS), which is currently under construction. The works are being carried out with financing linked to the green debentures issued by the Company in 2021. The plant is expected to start operating by 2025.

Two other thermoelectric plants already operate in the units of Capão do Leão and Itaqui, both in Rio Grande do Sul, which concentrate the Company's self-production of energy. In 2023, these two units used 48,900 tons of rice husk, which resulted in the production of over 45,000 MWh of energy, supplying 35% of the needs of the entire Company in Brazil.

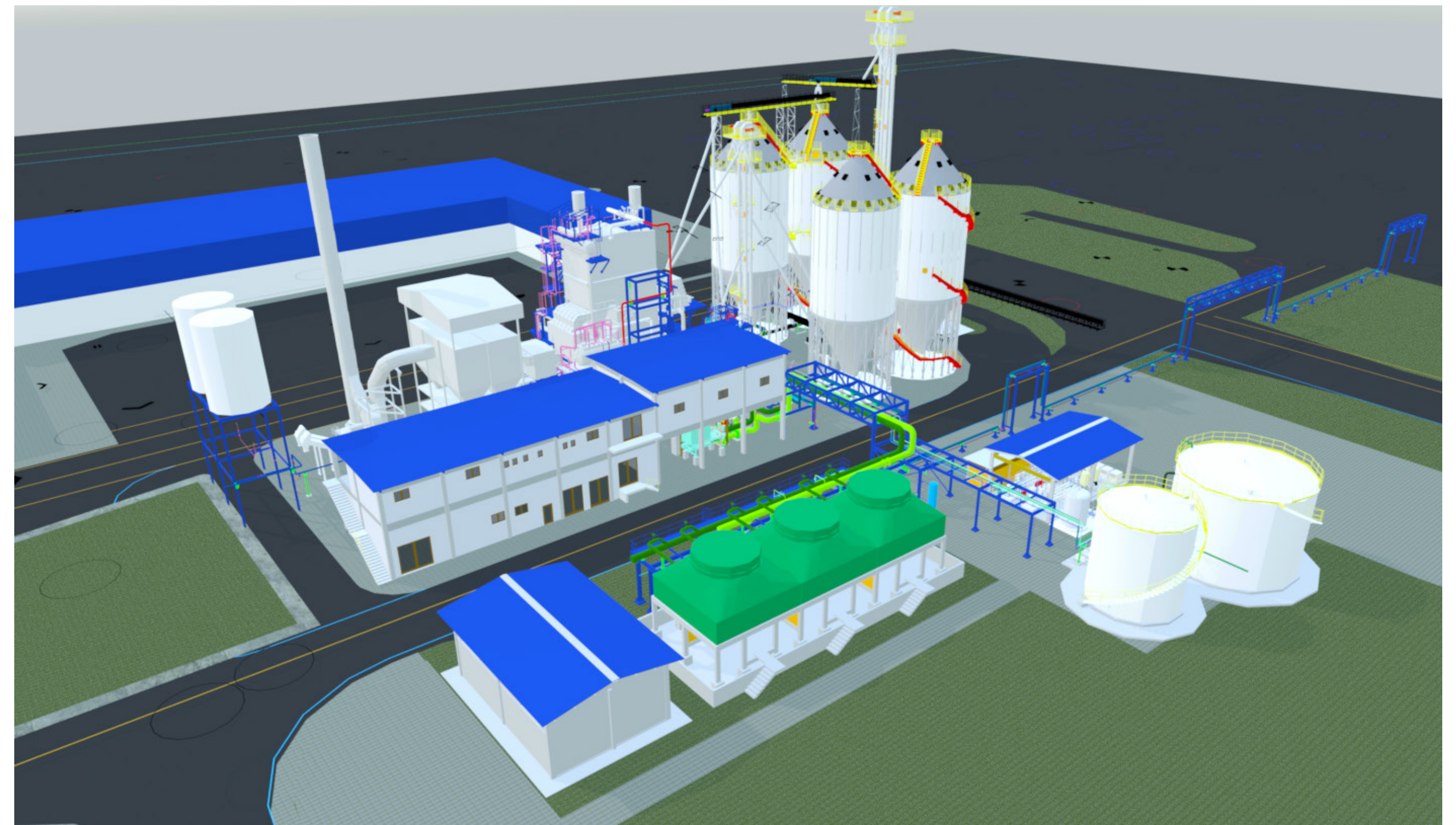
Saman, in Uruguay, has been investing in the procurement of renewable energy for all its industrial units. In addition, it implemented important changes in the rice drying process through greenhouses powered by biomass from the grain husk itself. These initiatives, combined with more efficient equipment such as induction furnaces, reduce the use of non-renewable fuels, positively impacting the mitigation of derived emissions. On another front, Saman maintained a 45% stake in the management of the Galofer plant, the main generator of energy from the burning of rice husk in the country, which in

2023 consumed 124 thousand tons of the input, generating over 74 thousand MWh of energy in the year.

In Chile, Tucapel already acquires 100% of the electricity from renewable sources and, in 2023, started installing solar energy panels at the Retiro Plant capable of producing 175 KWh to supply the site from 2024. All Tucapel's strategies are based on ISO 50.001 (Energy Management System), the standard in which the unit is certified.

Over R\$ 184 million was invested in environmental projects and initiatives.

Project of the new thermoelectric plant under construction in the city of Cambaí (RS).





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Water

[GRI 303-1; 303-3]

[SASB FB-AG-140a.1]

[Agenda 2030 Goals: 6.3; 6.4; 12.2]

Reducing consumption, improving operational processes, and avoiding waste is our focus for managing water, a resource that is so important for the planet and food production. At Camil, water is mainly used in the process of parboiling grains and in the production of pasta and steam generation, which led to a total consumption in 2023 of about 2,200 mega liters (ML), a volume 18% higher than last year, directly linked to the increase in production volume and the integrations of recent acquisitions.

As a way to mitigate the impacts on the supply of communities near the units of Itapecuru Mirim (MA) and Recife (PE), in Brazil, and Sullana, in Peru, regions that integrate areas classified as water stress, we carried out the systemic monitoring of consumption in operations, as well as the development of projects focused on reducing water withdrawal.

Closed-circuit system

The consumption of water used at the Saman plant in Uruguay is done through a closed circuit system, which allows the reuse of water from the process of treatment of particulate materials for cleaning activities of the facilities. As a result, only 25% of the volume captured in underground wells is directed to these activities. The unit also maintains a rainwater collection system, which reached 600,000 liters in 2023.

Water withdrawal

Camil's units are supplied with water from different sources, with approximately 73% of the volume coming from surface water.



Brazil

- Local sanitation companies.
- Granted surface wells.



Chile

- Local sanitation companies.
- Surface wells.



Peru

- Local sanitation companies.
- Cistern (in the Sullana unit).



Uruguay

- Local sanitation companies.
- Surface wells.



Ecuador

- Water trucks with water withdrawn from surface wells.



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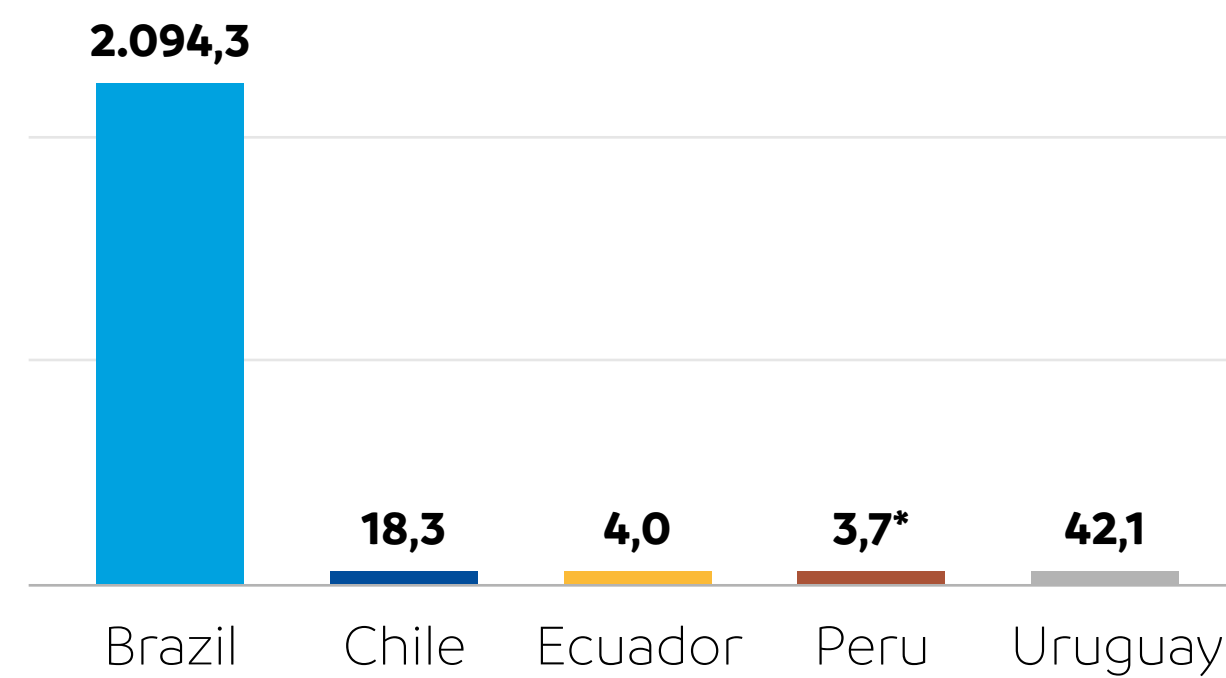
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Volume of water withdrawn by country

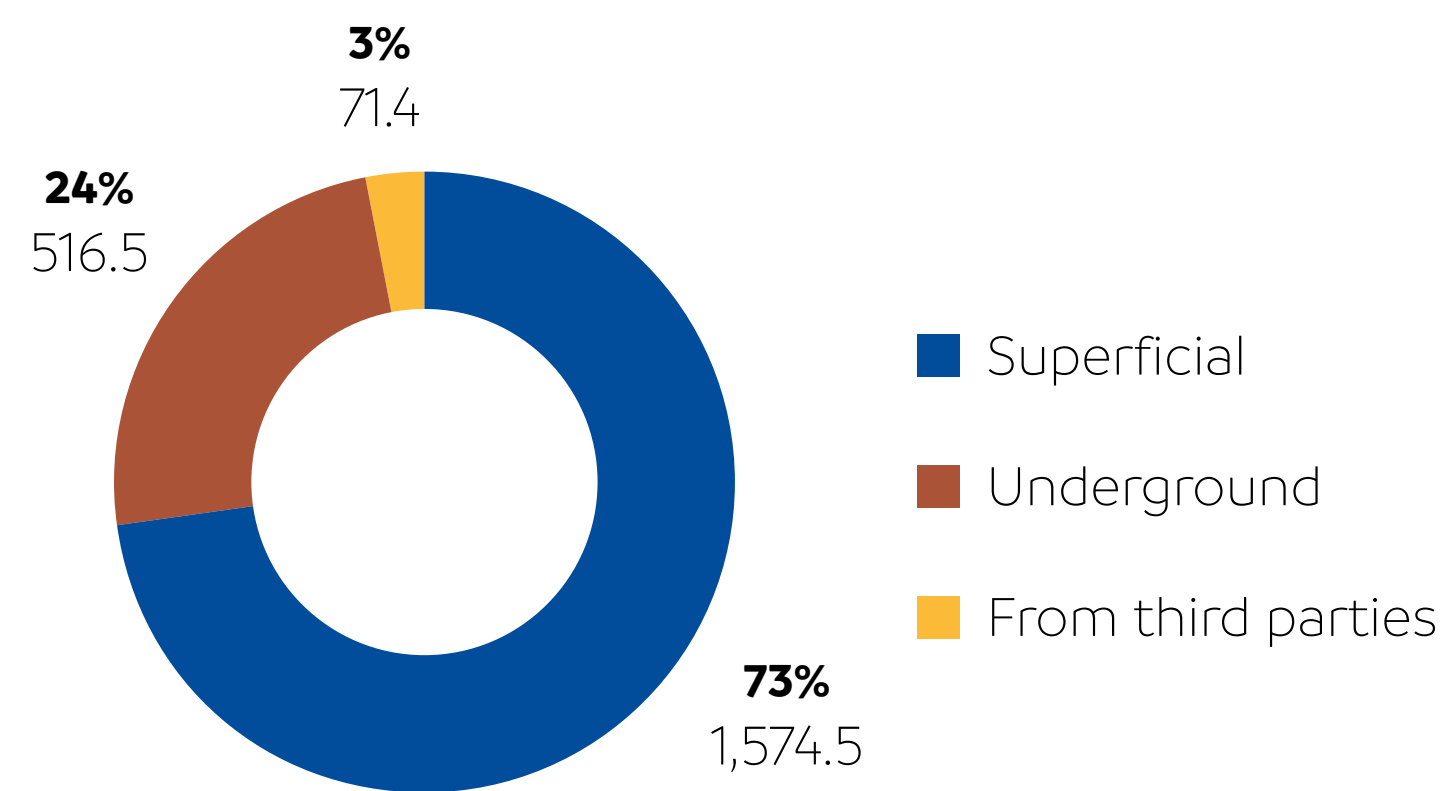
(in ML)



* The San Hilarión unit is not yet accounted for because the water supply company has not installed the hydrometer on site. Currently, Consteño pays a monthly fee to the supplier.

Volume of water withdrawn by source

(in % and mL)



Water disposal

Based on the current legislation and the requirements of the Operating Licenses, all effluent produced in our units, after reusing the water in the production processes, is discarded in order to meet the parameters provided for in the regulations of the control bodies. Thus, disposal occurs primarily in properly monitored treatment plants and, in Brazil, in water bodies, according to the established legal parameters.





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Waste

[GRI 306-1; 306-2; 306-3; 306-4; 306-5]

[Agenda 2030 Goals: 11.6; 12.5]

In compliance with the processes and parameters established by environmental agencies in all countries where we have operations, we follow the rules and legal provisions for the treatment and correct disposal of waste generated by our activities. Guided by our ESG strategy, we seek to reduce waste production in our production processes and also prioritize recycling and reuse, especially of biomass from rice husk used for energy production in our thermoelectric plants.

Solid waste is segregated, stored and collected by licensed companies, and then sent to proper final disposal. The main hazardous waste generated in the production processes are containers of chemicals, lamps, printer toners and contaminated fabrics (from equipment maintenance activities), among others. Non-hazardous waste includes discarded raw material (rice unfit for commercialization), leftover inputs (such as rice husk, seeds), plastics, stretch film, leftover packaging, paper and cardboard, scrap (damaged machines, polyethylene and laminate), ash and im-

purities, and organic waste (from administrative activities). In 2023, companies generated a total of 463,700 tons of waste – 99.9% corresponding to non-hazardous waste. Of this total, 360.8 tons (77.8%) are rice husks from the production process used in energy generation.

Good practices in waste management Brazil

Brazil



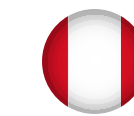
- The use of rice husk for self-production of energy, carried out in thermoelectric plants powered by biomass;
- Extraction of rice oil, generating a by-product for animal feed factories;
- Ashes from the burning of rice husk serve as fertilizers for crops in the supply chain;
- Sludge from effluent treatment plants (ETE) is incorporated into mineral extraction areas for vegetation mulch;
- Leftovers of products from the pasta lines, biscuits and canned fish (sardines and tuna) are directed to animal feed factories;

- Roasted coffee shells are reused in road paving in rural areas.



Uruguay

- Rice husk is directed for use as an alternative fuel source and for the bedding of broiler chickens in poultry farming.



Peru

- Commercialization of waste from rice processing, in addition to stretch film, cardboard, polyethylene scrap and laminate.



Chile

- Part of the waste is directed to composting;
- Rice husk used as fuel for grain drying ovens;
- Disposal of waste for recycling such as plastic, cardboard, paper and scrap.



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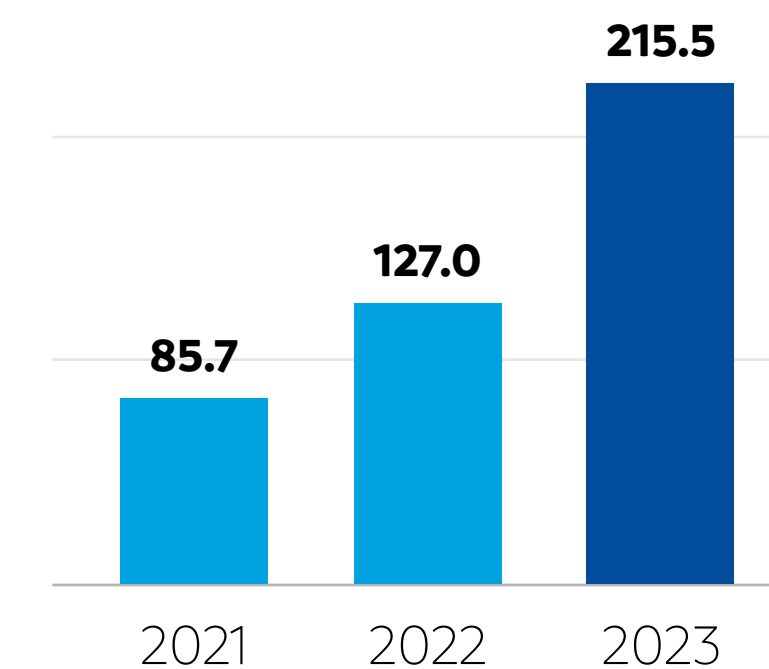
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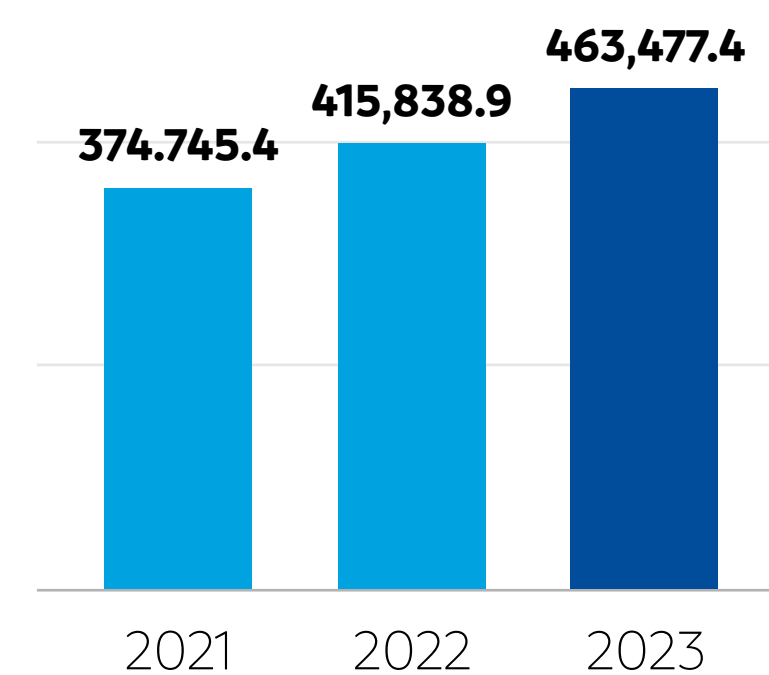
Total volume of hazardous waste

(in tons)



Total volume of non-hazardous waste

(in tons)



Volume of rice husk used for energy production

(in tons)

País	Volume
Brazil	257,503.4
Chile	9,900.0
Uruguay	93,451.0
Total	360,854.4



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Materials

[GRI 301-1]

The choice of materials we use in our operations is made consciously and responsibly. Quality, adequate cost and minimized environmental impacts in the production cycle are some of the aspects taken into account for the selection of materials. Throughout the chain management, we follow practices and procedures to improve operational efficiency, reduce waste, increased reuse of packaging, and product durability. Sustainable solutions have been developed that alter the structure and weight of packaging to provide greater recyclability and decrease the amount of material placed on the market, avoiding overloading landfills.

In 2023, the main materials used by Camil to carry out its activities totaled 90,100 tons. Of this amount, 90 tons were of materials such as metal, plastic, paper/cardboard, wood and glass.

Tucapel, in Chile, complied with the first year of the Extended Producer Responsibility Law (EPR), which sets targets for companies to treat, recycle, or reuse packaging waste. In the period, in addition to meeting the legal requirements, Tucapel also ensured the fulfillment of the determined goals, especially in relation to plastics used in the packa-

ging, which is mostly composed of polyethylene mono-structures, which enable its recycling.

In Peru, Costeño adapted its structure, allowing it to centralize all packaging activities at the Boca-negra factory, an initiative that reduces product waste in addition to packaging consumption, based on a unified control of the process.

New packaging

At Camil, we understand that research and development are inseparable strategies for business growth. Therefore, we continuously invest in more sustainable packaging solutions. In 2023, the teams conducted a project to change the packaging structures of laminated rice biscuits from two distinct polymer structures to a single structure (mono-material), facilitating the recycling process and reducing impacts on the environment.

On another front, two new plastic film structures were developed: one using post-consumption material (30% PCR) reducing the amount of virgin resin used and accelerating the circular economy of plastic; and the other of biodegradable mate-

rial, reducing the degradation time of the material when not captured by the circular economy or by waste collection, thus diverting microplastics from the environment. We also worked to reduce packaging consumption by changing specifications and adjusting the production process.

Compliance with legislation

In 2020, a new labeling standard was published in Brazil that seeks to make the nutritional information of packaged foods more transparent. Under the new rules, the form of presentation of information in the nutritional table of foods was changed, in addition to specifying whether the product contains high content of added sugars, saturated fats or sodium. In 2023, we completed the adequacy of 100% of our packaging, changing approximately 600 SKUs.



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Emissions

[GRI 305-1; 305-2]

[SASB FB-AG-110a.1]

Committed to decarbonizing the planet, in 2023 we carried out our second Emissions Inventory, an important initiative that allows us to identify the impacts and seek alternatives to reduce the carbon footprint of our operations. Based on the GHG Protocol methodology, we calculated greenhouse gas emissions for 2023 in the Brazilian units, which totaled 39,200 tCO₂e.

In the Inventory, sources related to stationary and mobile combustion, solid waste, effluents and fugitive emissions were measured, the results of which are highlighted in the table below.

GHG emissions 2023 – Operational Control approach

(in tCO₂e)

Country	Approach by Location
Scope 1	35,334.3
Scope 2 (purchase of electricity)	3,937.2
Total	39,271.5

Partnerships for decarbonization

Camil and CHEP

The partnership between CHEP and Camil has lasted over 10 years, and in 2023 it reached 16 Camil units in Brazil.

Using the pooling system, through which companies share logistics equipment and reduce operating costs, we avoided the emission of over 2,000 tCO₂e and the consumption of approximately 6 million m³ of wood, or 5,795,000 trees. Another positive result of the partnership diverted the disposal of 1,908,421 kg of waste in landfills, equivalent to the daily consumption of about 1.5 million people.

Costeño e AmBev

In Peru, Costeño started a partnership with AmBev to measure their joint carbon footprint, conducted at Sullana's headquarters. Through the BONO2 platform, we collect data from operations and evaluate alternatives to reduce emissions. A working plan has already been prepared and will be executed through partnerships in the coming years.



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Food quality and safety

[GRI 3-3; 416-1]

[Agenda 2030 Goals: 2.1, 12.3]

The commitment to food quality and safety is one of our strategic pillars and is reflected in processes, procedures and standards throughout our production chain. Based on the guidelines of the most renowned national and international food safety practices, such as the Hazard Analysis and Critical Control Point (HAC-CP) system, the Food Safety System Certification (FSSC) 22000 and the British Retail Consortium (BRC), our management system is shared among all group's companies, especially among suppliers and rural producers, ensuring that our products undergo quality analysis and risk assessment that may impact food safety.

In 2023, we maintained our purpose of providing quality and, first and foremost, safe food to the tables of millions of people. Thus, the dissemination of our quality culture gained strength with the support of the development programs ([learn more](#)) through awareness-raising actions with producers in São Paulo, Paraná and Goiás, including the publication of a booklet containing

guidelines and tips on the use of chemicals, storage, soil fertilization, among others. In addition, we invested in team training, in the acquisition of rapid testing equipment, and in increasing the volume of samples tested in the laboratory, thus expanding the verification methods of the requirements for products used in our production.

Thus, we seek to ensure compliance with technical and regulatory specifications by maintaining national and international certifications, in addition to meeting the demands of markets, clients and consumers through control and registration tools, verification equipment, and internal and external audits.





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Certifications

• Food Safety System Certification (FSSC) 22000

Food safety certification based on ISO 22000 (Food Safety Management), internationally recognized and complemented by technical standards related to biosafety, food manufacturing, and packaging, being globally accepted for food and beverage manufacturing.

Certified Units: Camaquã (RS), Aparecida de Goiânia (GO), Itaporanga d'Ajuda (SE) / Brazil

• British Retail Consortium (BRC)

A global standard that attests to food safety, both of products and packaging, highlighting the processes of management, integrity, legality, and product quality. The standard is approved by the Global Food Safety Initiative (GFSI), an entity that issues food safety standards.

Certified Units: Tucapel Retiro and Santiago (Chile) and Saman (Uruguay)

• BPM – HACCP System

BPM is an intermediate level of the Hazard Analysis & Critical Control Point (HACCP) certification that certifies food quality based on an ordered analysis to identify and control hazards associa-

ted with food production, distribution and consumption.

Certified Units: Tucapel Retiro and Santiago (Chile), Dajahu (Ecuador), Costeño (Peru) and Saman (Uruguay)

• Operador Económico Calificado (OEC)

It attests to compliance with international standards in terms of supply chain security.

Certified Units: Saman (Uruguay), Costeño (Peru)

• Kosher Supplier

Globally recognized, this certification attests to the maximum quality control practices in food production based on specific standards governing the Orthodox Jewish diet.

Certified Units: Camaquã (RS) / Brazil and Saman (Uruguay)

• Establishment Sanitary Authorization

Authorization issued by the National Agricultural Health Service of Peru for commercial establishments dedicated to the primary processing of agricultural foods that comply with the Food Safety Regulation.

Certified unit: Costeño Alimentos (Peru)

• HACCP System

Hazard Analysis & Critical Control Point (HACCP) certification that attests to food quality based on an ordered analysis to identify and control hazards associated with food production, distribution and consumption, evidencing preventive measures adopted.

Certified unit: Costeño Alimentos (Peru)

• ISO 50.001 - Energy Management System

A set of procedures and activities implemented by any type of organization, whether industrial, commercial, administrative, or service, in its daily routine to make energy consumption more efficient and thus promote a reduction in total energy consumption.

Certified unit: Tucapel (Chile)



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Quality analysis

Throughout our production chain, we seek to maintain quality and monitoring standards in a systematic manner, monitoring indicators and carrying out internal and external audits. Each month a meeting is held with the participation of the CEO, where all factories present their monitored quality indicators. The analyses carried out at this meeting go through three dimensions: the cost dimension (fines), quality dimension (customer service and returns data) and management dimension (training, processes, etc.). Thus, we ensure that all products processed in Brazil undergo quality requirements analysis based on the current legislation and standards, and follow the control steps:

- Vegetable classification of rice, beans and other grains, as well as sugar and coffee;
- Water potability analysis;
- Monitoring of microbiology, micro and macroscopy, mycotoxins, pesticides and heavy metals;
- Compliance with HACCP requirements.

In 2023, the Company's plants in Brazil underwent 23 internal and external audits by independent

consulting firms that validated the units' adherence to food quality and safety guidelines.

At Tucapel, in Chile, based on BRC certification, all units maintained the quality processes in order to ensure the effectiveness of the integrated management system. The continuous monitoring of indicators allows for improvement actions to be taken in addition to ensuring that 100% of the products undergo risk and quality analysis. Likewise, at Costeño Alimentos in Peru, all products are verified, based mainly on the HACCP system, which identifies any risks that may affect food safety, especially in the stages considered critical, thus ensuring that all products are in compliance with food safety regulations.

In Uruguay, Saman launched the Quality Plan in 2023, applicable to all plants, including the most recent company acquired: La Abundancia. The plan incorporated a professional regulatory affairs technician, enabling analysis of legal issues, records, specifications of raw materials and shipment control, increasing agility, control and efficiency in the production process.

Customer Service

2023 was a year highlighted by investments and improvements in the processes of serving our clients in Brazil. In addition to reviewing the indicators and establishing a reporting routine to the board, the Customer Service Channel (SAC) allowed greater visibility of the entire Company, as well as identifying issues and any opportunities for improvement informed by consumers. In 2023, SAC received almost 120,000 reports, highlighted by the provision of medical and dental care for cases in which consumers reported possible issues related to physical or oral health.

The SAC 4.0 service was provided through interactions on social networks, after the internalization of the service with our team, by which the customer service time was reduced from 24 business hours to two business hours. [Click here](#) to learn more about Camil's Customer Service performance.



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Circular economy practices

As a way to reduce the impact of our business and promote the fight against waste, in addition to social actions ([learn more](#)), we constantly invest in improvements in our production processes to minimize losses at all stages, from acquiring raw material to final delivery to the consumer. Likewise, the reuse of materials and waste is a premise in our environmental management, with emphasis on the use of the main waste generated – rice husk – for self-production via energy plants

powered by biomass at our industrial factories. Ashes generated by the burning of rice husk are used as fertilizer and applied in the preparation of crops. In grain factories, rice oil is also extracted, generating a by-product for partner factories that produce animal feed.

In the canned segment, sardine waste (heads, glue and viscera) serves to produce fishmeal and fish oil, diverting such waste from landfills. In the case

of tuna, the use of parts not used in production (heads, blood, glue, and skin), but which contain high levels of omega 3, are directed to the production of MSM (mechanically separated meat). Produced in our factories, MSM is marketed for the production of animal feed. Moreover, in coffee production, roasted coffee husk is reused for paving roads in rural areas.

Product classification

In Ecuador, Dajahu has implemented actions focused on reducing waste, specifically in product classification processes. After creating the Reprocessing area, we recorded a recovery of 99.9% of previously rejected products, based on the classification issued.



In Ecuador, Dajahu achieved the recovery of

99,9%

of previously rejected products.



8

Operating performance

Financial results



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The performance of our operations throughout 2023 once again confirmed the solid position achieved by Camil over recent decades as one of the largest and most varied food brand platforms in South America. In the high-value category, consisting of fish, pasta, coffee and biscuits, we recorded a 25% growth in volume when compared to the previous year. This was mainly due to the entry into the biscuit category, in addition to the continuous evolution of roasted and ground coffee volumes.

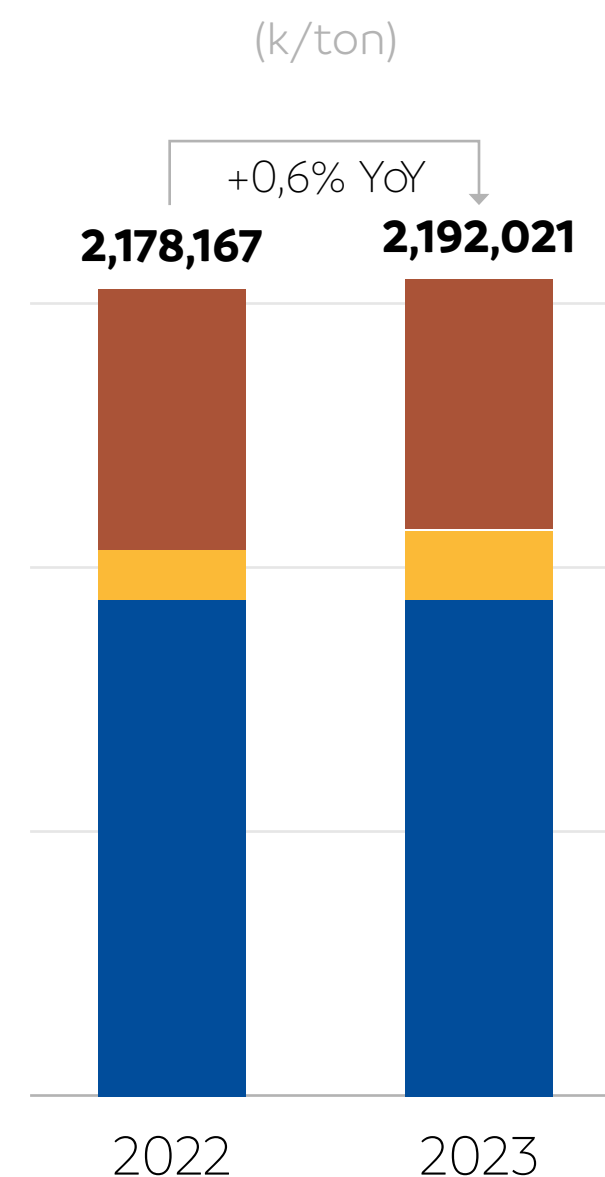
In the pasta segment, which presented superior performance in 2023, we worked on expanding production capacity and focused on increasing sales and category representation for Camil. In coffee, the União brand gained a 4% market share in the regions of São Paulo (SP) and Rio de Janeiro (RS) and expanded its portfolio, with new versions of packaging suitable for consumer preference – 250g pouch and 500g vacuum-sealed pouch.

This high turnover from grains in Brazil and sugar resulted partially from the increased price of rice in the second half of 2023. Sugar, however, traded below potential

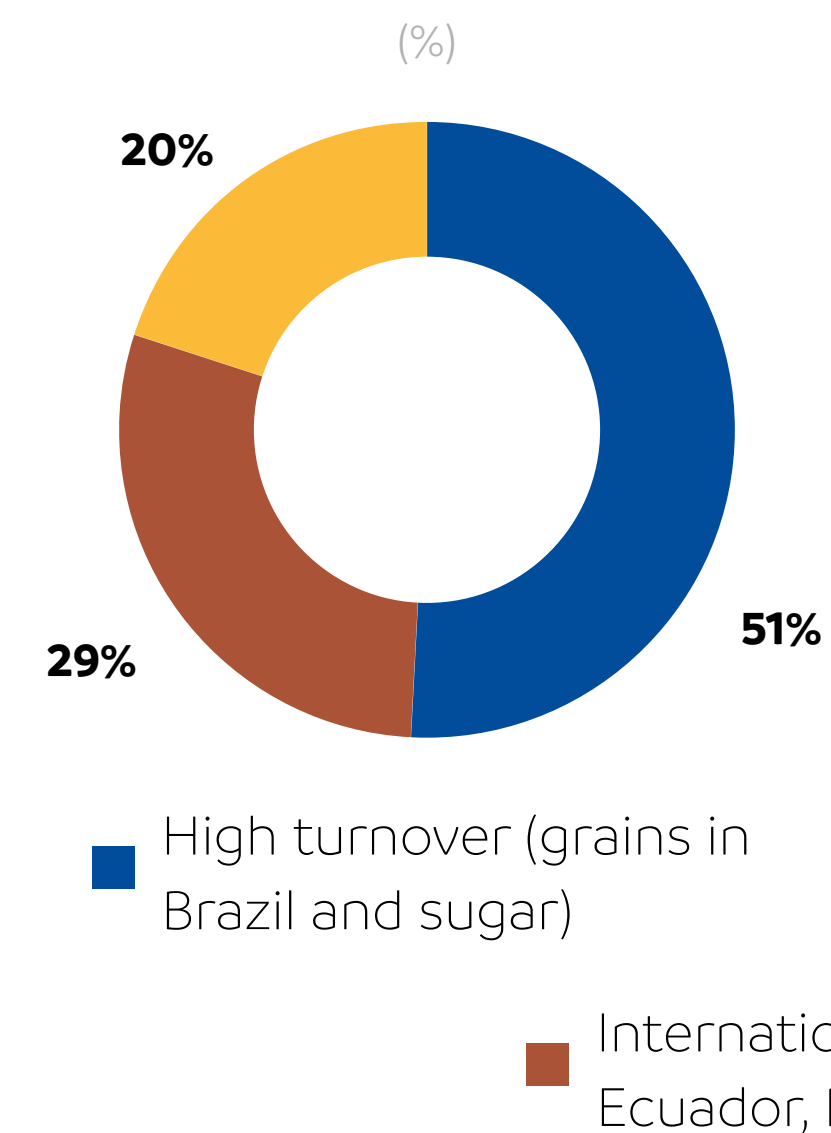
Throughout the year, especially due to the challenging scenario experienced in the retail sector.

Among the measures adopted to minimize such effects is the continuity of export operations. Internationally, we made further investments in Peru and Chile, which yielded improved profitability. We modernized the grain mill and expanded storage capacity in the Peruvian operations. In Chile, Tucapel started its transfer and modernization of the Santiago unit to a new, sizeable location that will add productivity and efficiency.

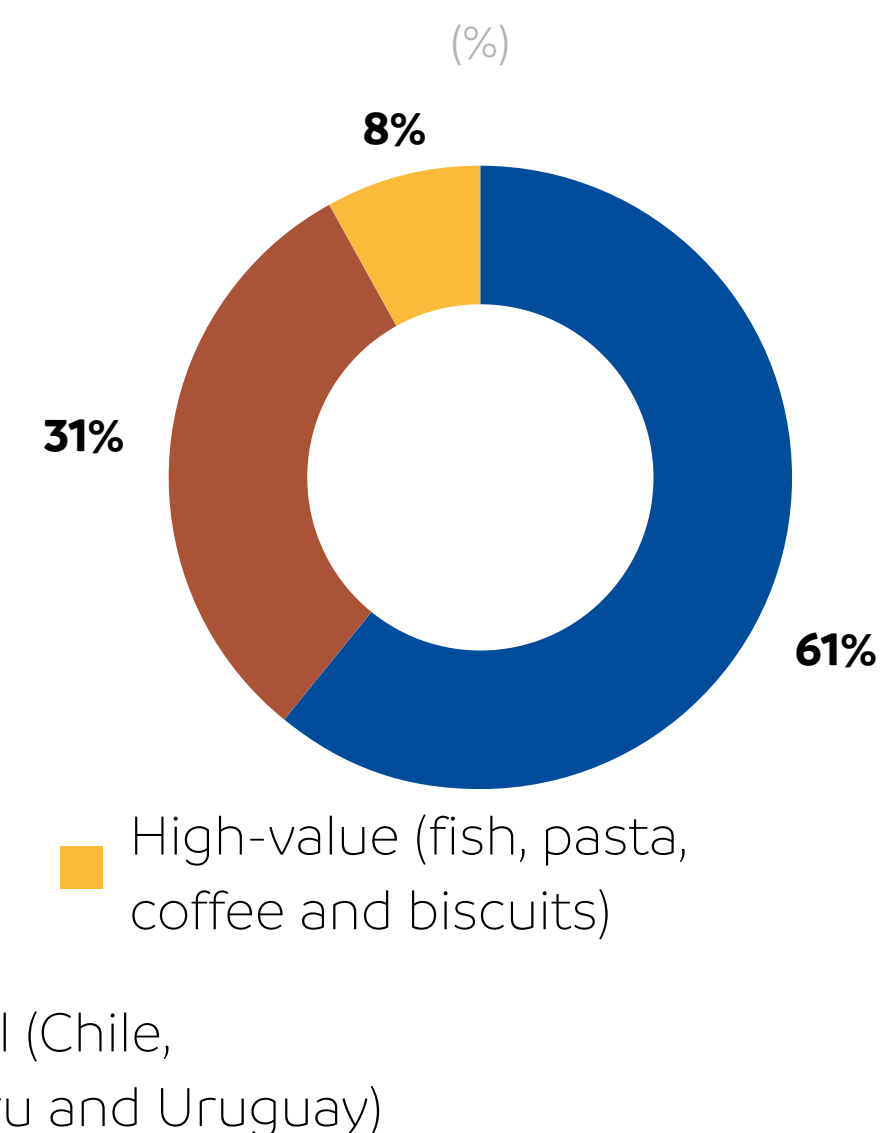
Volumes 2023 vs. 2022



Representativeness of net revenue



Volume representativeness





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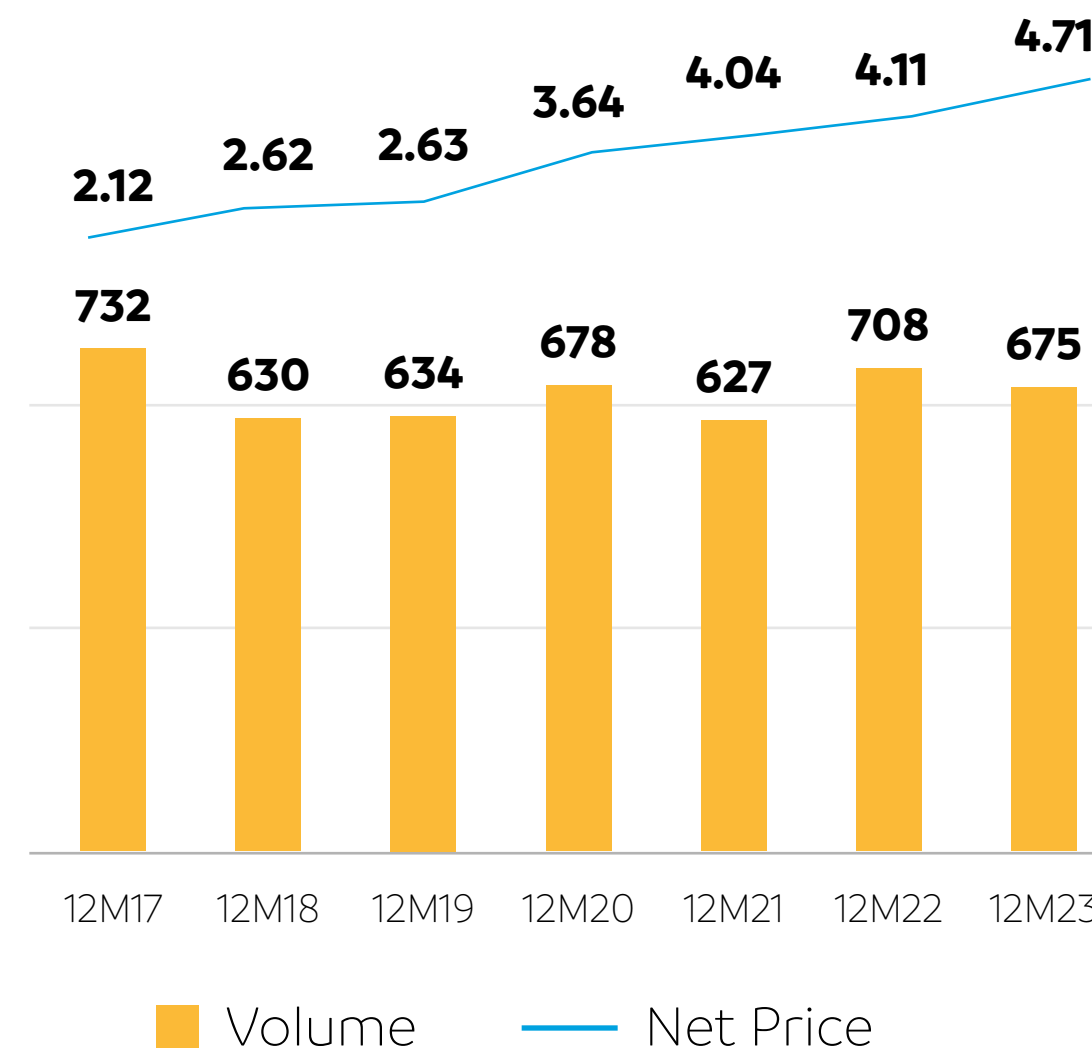
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Throughout 2023, the volume sold by Camil, added to the results of all operating units in the five countries, reached the mark of 2.19 million tons, an increase of 0.6% compared to the previous year, driven by the increased volume in the high-value segment¹⁰ (+24.6%), mainly in the categories of coffee and biscuits. In addition, we recorded growth in the volume of the high turnover segments¹¹ (+0.5%), specifically in the sugar category, as a result of exports carried out throughout the year. In the International market, sales volume fell by 4.0%, due to lower sales in Peru and Uruguay.

The following infographics present the main highlights in relation to the Company's performance in the period – detailed information on business performance can be accessed on the Company's Investor Relations [website](#).

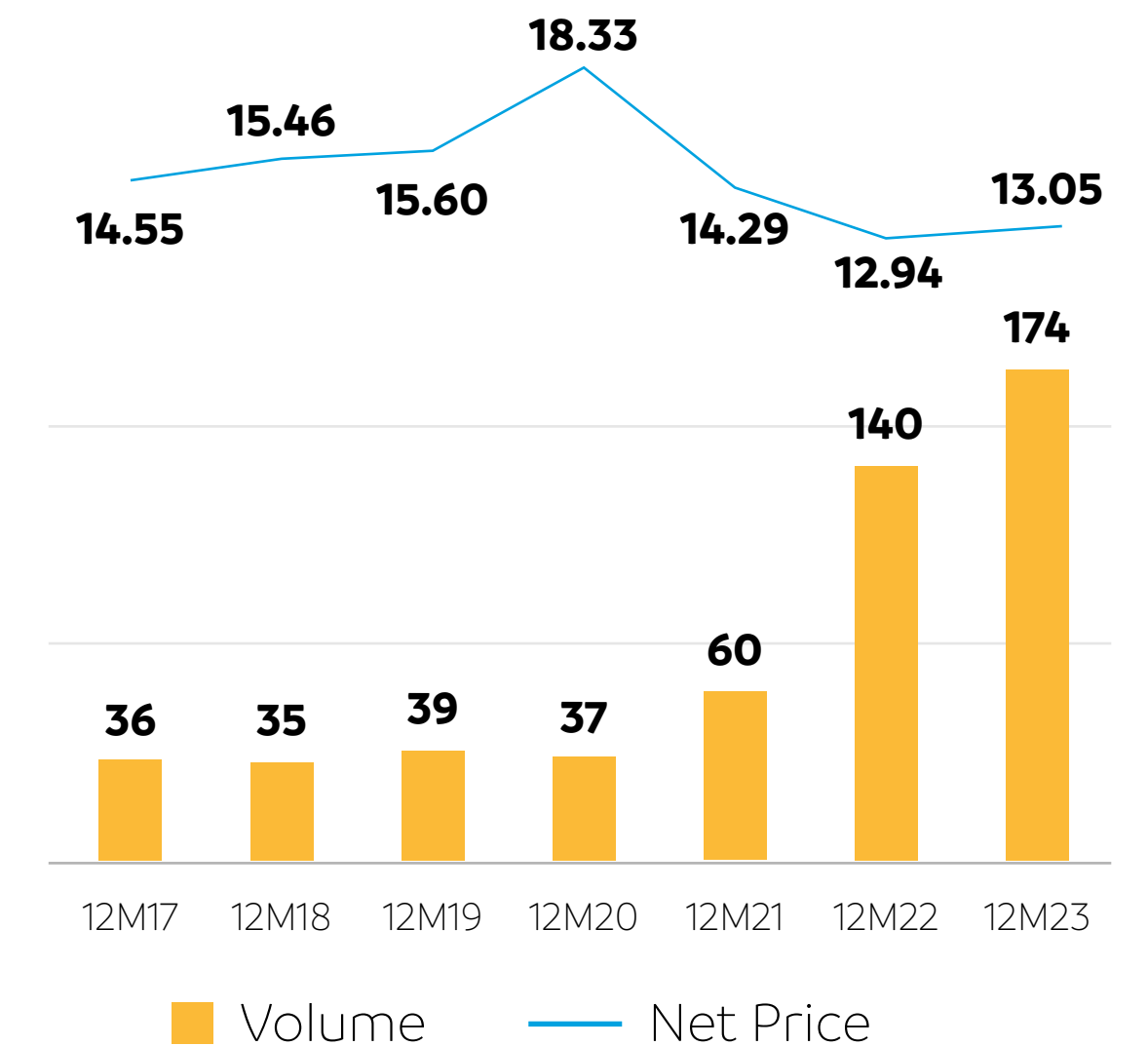
Internacional

(Volumes – thousand tons vs. net price – R\$/kg)



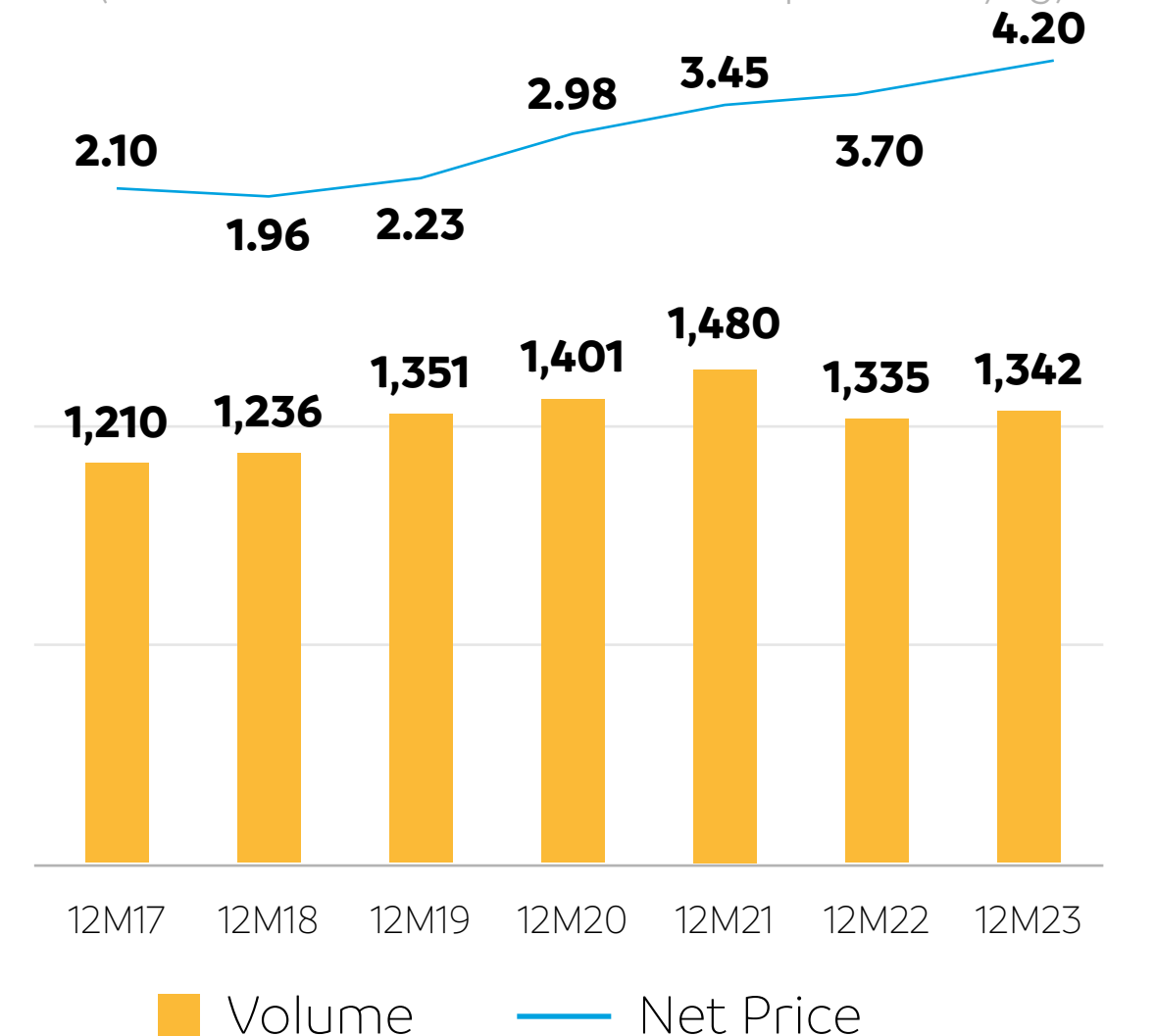
High value

(Volumes – thousand tons vs. net price – R\$/kg)



High turnover

(Volumes – thousand tons vs. net price – R\$/kg)



¹⁰ High-value products: canned pasta, coffee, biscuits and cookies, and fish in Brazil.

¹¹ High-turnover products: grains and sugar in Brazil.



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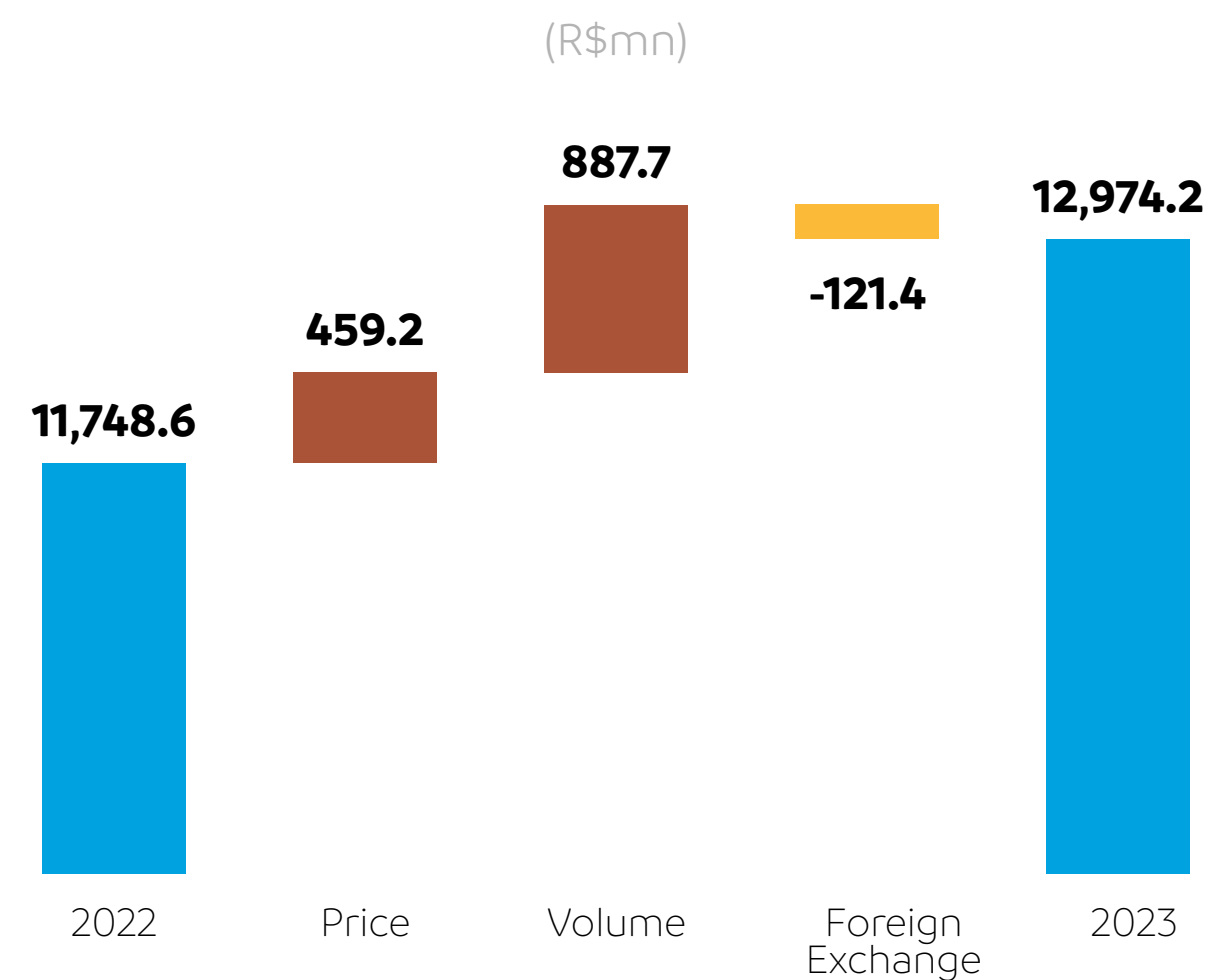
Financial results

[GRI 201-1]

In 2023, Camil Alimentos achieved significant results, highlighting a record gross revenue of R\$ 12.9 billion and a record net revenue of R\$ 11.2 billion, both with growth of over 10% compared to the previous year. These results demonstrate the efficiency of our operations and the success of new categories – the result of recent strategic acquisitions.

The following are relevant aspects of our economic and financial performance in 2023. Detailed information can be found in the [Financial Statements](#).

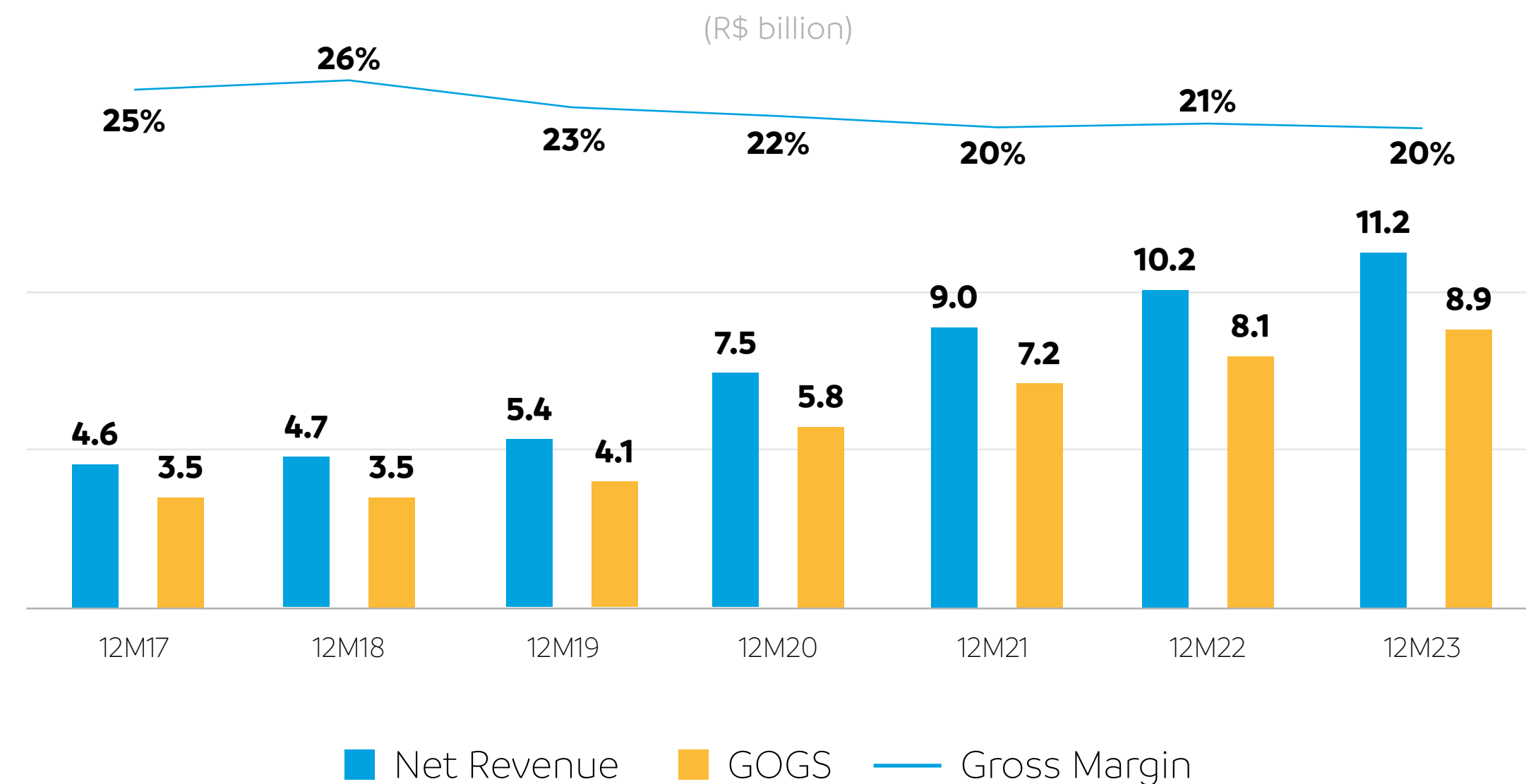
Consolidated 2023: Opening Gross Revenue



Revenue

Gross revenue reached R\$ 12.9 billion in the year, driven by the increase in prices in the high turnover category, as well as by the growth of volumes in the high-value category and international revenue. Net revenue reached R\$ 11.2 billion in the year, an increase of 10.2% compared to 2022.

Annual Performance Evolution Net Revenue vs. GOGS





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Costs and expenses

In 2023, Cost of goods sold (COGS) reached R\$ 8.9 billion, an increase of 11.0% compared to 2022, reaching 80% of net revenue. Among the factors that contributed to this increase is the increased COGS in the high-value categories, with the entry of biscuits and the growth of new operations, in addition to increased COGS in the high turnover categories, especially of sugar and grains. In the international market, COGS grew in Uruguay and with the entry into Ecuador (+15.1%).

Gross profit

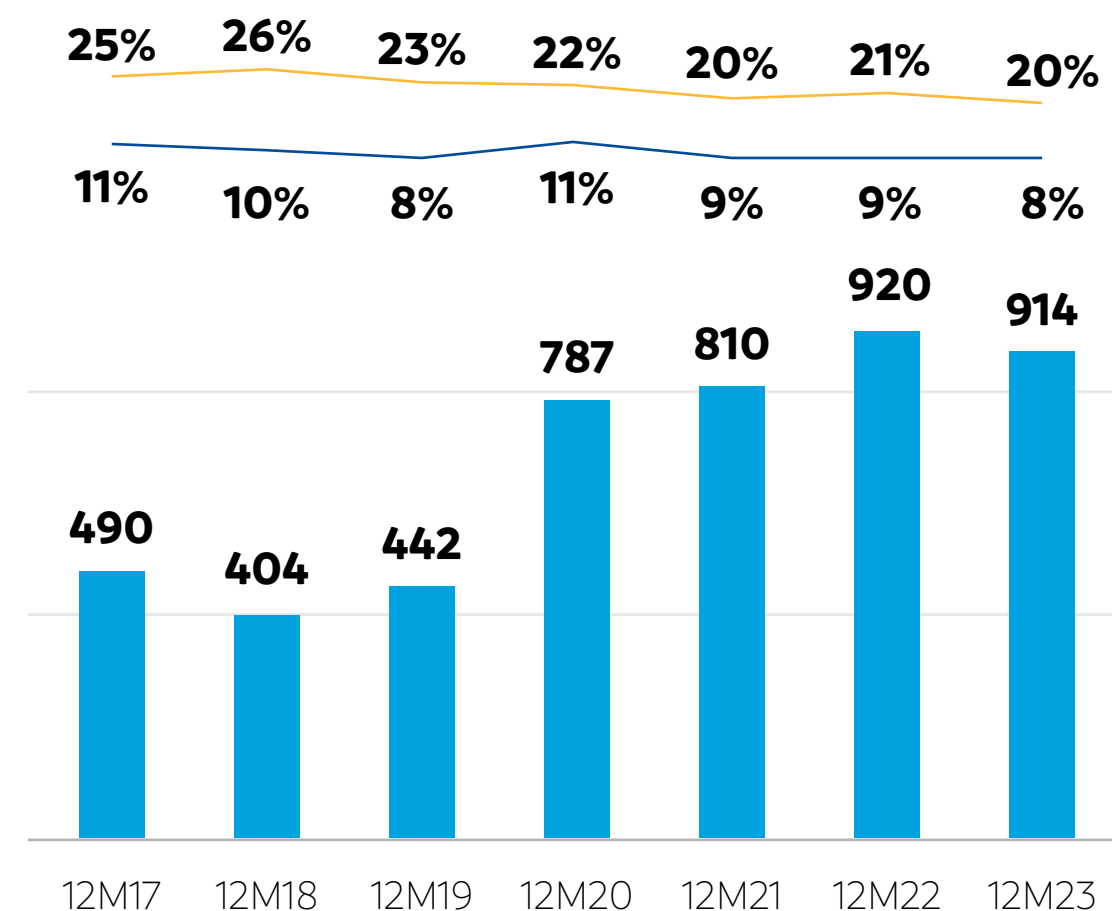
In 2023, gross profit reached R\$ 2.3 billion, which represents a growth of 7.4% compared to 2022, with a margin of 20.2%.

EBITDA and EBITDA Margin

In total, EBITDA reached R\$ 914.0 million in 2023 – 0.6% lower than that recorded in 2022 and 17.5% higher if excluded the non-recurring effects of the 2022 comparative base, which takes into account the advantageous acquisition of Mabel in the period.

EBITDA – Historical annual evolution

(R\$ mm)



■ EBITDA — EBITDA Margin — Gross Margin





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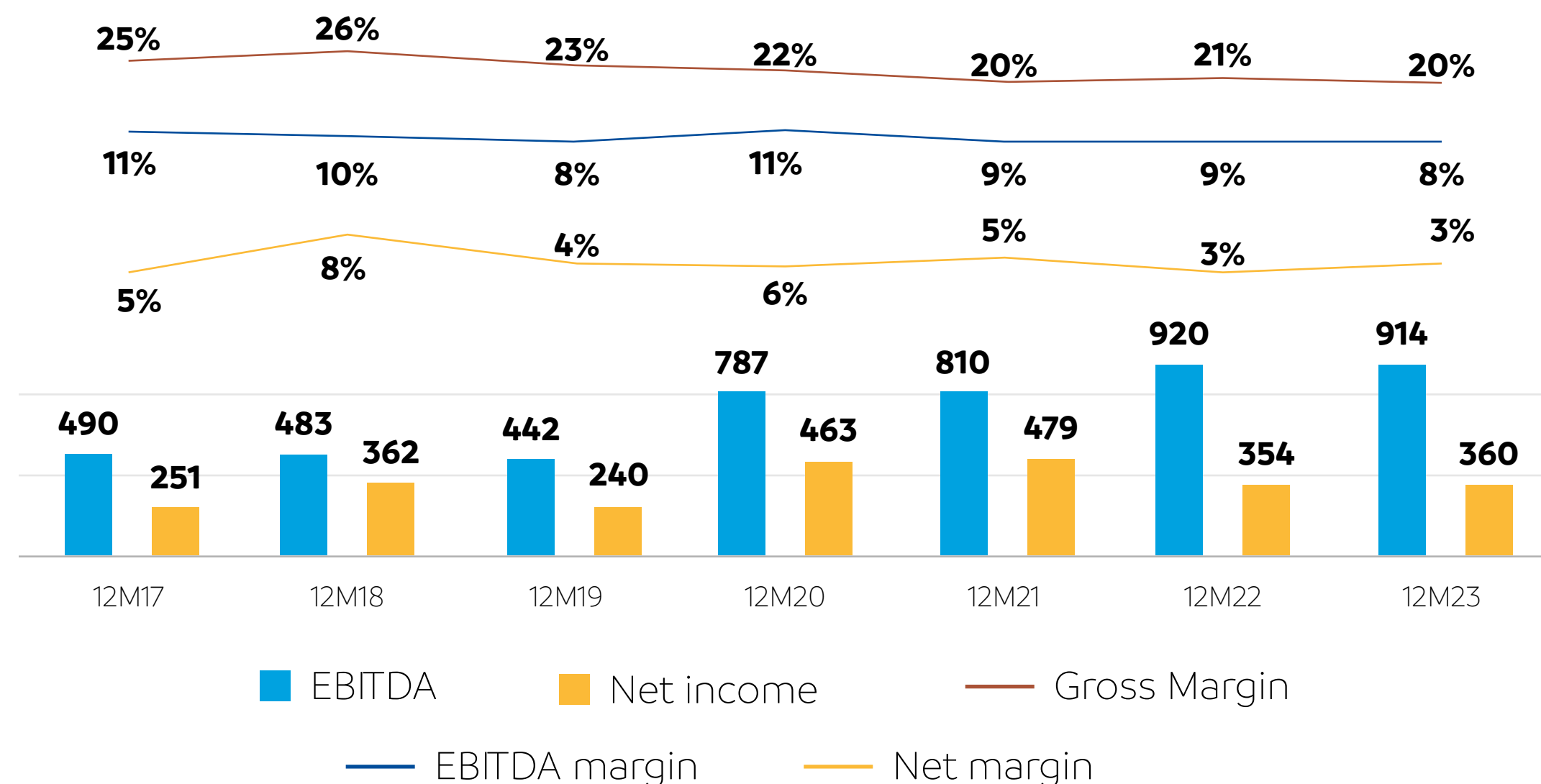
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Net income and earnings per share

In the year, net income reached R\$ 360.5 million (+1.9% growth compared to 2022), with a margin of 3.2% and earnings per share of R\$ 1.03 in the year.

Profitability evolution year

(R\$ mm)



Indebtedness

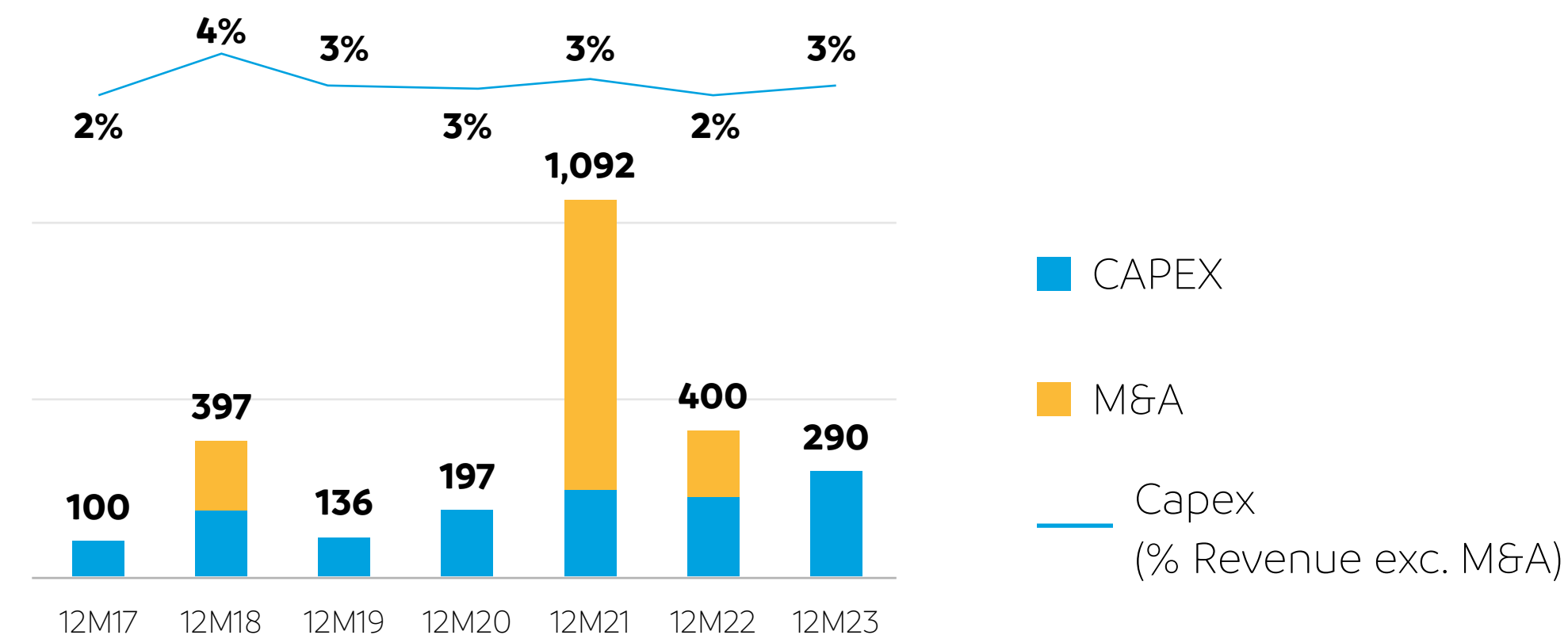
In February 2024, the Company's net debt totaled R\$ 2.7 billion, a reduction of 2.6% compared to the same period of the previous year. The net debt/EBITDA LTM ratio, thus, was 2.9x, within the limits of the covenants of the Company's debentures and CRAs (agribusiness receivables certificate), which have a restrictive indebtedness clause stipulated in net debt/EBITDA LTM (undisclosed debt monitoring) of 3.5x, with year-end closing in February of each year.

Capex

Capex reached R\$ 290.5 million in 2023, a reduction of 27.5% compared to 2022. In Brazil, the main Capex investments are linked to the expansion of production capacity of pastas and coffees, in line with the Company's strategy to boost high-value categories. In the international segment, we acquired new equipment and expanded storage capacity in Peru, while in Chile Tucapel began the modernization and transfer of the Santiago plant.

Evolution of Annual Capex

(R\$ mm)





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Shares performance

On February 29, 2024, Camil's shares (B3: CAML3) closed at R\$ 8.55/share with a market cap of R\$ 2.99 billion (US\$602 million). The average daily trading volume in 2023 was 1.3 million shares, or approximately R\$ 10.2 million/day. Learn more on the investor [relations website](#).

Economic value distributed

[GRI 201-1]

In 2023, the economic value distributed by Camil totaled R\$ 2.74 billion, with 30.6% for the payment of taxes, 28.4% for employee salaries, and 27.9% for third-party capital remuneration. In addition to the total amount distributed, donations made to social actions through Company resources totaled approximately R\$ 1.12 million in the year.

Distribution of added value

(in thousands of reais)

Personnel	
Taxes, fees, and contributions	843,113
Compensation of third-party capital	767,543
Own capital remuneration	360,461
Total added value distributed	2,748,353

Presence in indexes and ratings

B3 Indexes

CAML/B3 LISTED NM	IGCT B3	ICON B3
ISE B3	IBRA B3	IAGRO-FFS B3
IGC B3	IGC-NM B3	ITAG B3
IGCT B3	INDX B3	SMLL B3

Ratings

Moody's Local	National: BrAA+ (Stable)
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Investor relations

In order to strengthen relationships with our investors, we maintain a dedicated webpage with updated information on stock performance, governance structure, market communications, and performance reports.

At the end of February 2024, approximately 51% of our shares were held by local investors, and 49% by foreign investors, compared to 58% by local investors and 42% by foreign investors in the IPO.

For the fifth consecutive year, Camil received recognition from Institutional Investor, one of the main awards for small cap companies in the Food and Beverage sector in Latin America. Camil received the award for being ranked among the three best companies, in all categories below:

- Best CEO
- Best CFO

- Best IR Team
- Best IR Program
- Best Board
- Best ESG Program.

In addition, we received the 1st place in the Best IR Professional award for the overall sell-side, compared to all food and beverage companies, including large, mid and small caps.

The IR team is located in São Paulo, and contact for questions, suggestions and comments, or to schedule meetings, can be made through the IR website, email: ri@camil.com.br or phone: (11) 3039-9200.



Other awards and recognitions for the period:

- Forbes Magazine – 100 largest in Agro
- Globo Rural – 50 largest in Agro
- Top of Mind Award from Folha de São Paulo with the product Coqueiro – Sardine
- Oceanus Award, in the Sustainability category for the Fish Industry
- Online Retail Leaders – União (sugar): 1st place; Camil (rice and beans): 2nd place; Canned Goods and Preserves: 3rd place.
- SA Varejo – Mercaria de Alto Giro 1st place in the list of retailers' preferred brands and the most highly cited brand in the survey.
- Folha de São Paulo – The Best of Gastronomy – Coqueiro Brand (Tuna): 1st place; Camil Brand (Rice and Beans): 1st place; União Brand (Sugar): 1st place



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About the report

[GRI 2-1; 2-2; 2-3]

This Sustainability Report reiterates Camil's commitment to providing transparent information on its economic, environmental, social, and governance performance. Based on the guidelines of the Global Reporting Initiative (GRI) in the Standard version, the publication reports on corporate management, policies and practices for the period between March 1, 2023 and February 29, 2024. The data presented reflect the activities of the Company, at the corporate level, and of all its subsidiaries.

The 2023 Sustainability Report was prepared with the participation of a multidisciplinary team, including professionals who work in our Latin American operations, and seeks to present the sustainability aspects that are effectively material to the business – also considering the socioeconomic and cultural context of the regions in which we operate.

Annual publication

The Company publicly discloses its Sustainability Reports. Thus, previous editions can be accessed on its website, as well as the 2023 Financial Statements. Questions, comments and suggestions regarding this Report may be sent to the Company's Investor Relations and ESG team by e-mail: esg@camil.com.br.

Stakeholder engagement

[GRI 2-1; 2-2; 2-3; 2-29]

For the 2023 report, Camil based the content on the stakeholder engagement survey carried out through an online questionnaire in the 2021/2022 reporting cycle. Submitted to a sample group containing representatives of different stakeholders, the survey pointed out the most relevant topics for the Company's business.



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Material topics

[GRI 3-1; 3-2]

Based on the stakeholder responses obtained in the engagement survey, in addition to the Company's commitments concerning sustainability, the material topics for management were defined according to priority aspects for the business.

Internally, the priorities of the Company's ESG agenda were evaluated, based on its policies, practices and strategies. Externally, the analysis followed the recommendations of the 2030 Agenda for Sustainable Development, as proposed by the United Nations (UN), containing the 17 Sustainable Development Goals (SDGs), as well as global frameworks published by specialized institutions such as the International Integrated Reporting Council (IIRC), the World Economic Forum and the Sustainability Accounting Standards Board (SASB).

Thus, the topics listed for the report consider Camil's activities, the positioning of other companies in the sector and the interests expressed by the main stakeholders. Based on these criteria, the Relevance Matrix of Camil's Sustainability Report brings nine considered topics, broken down into material aspects and indicators selected to be reported, as shown in the table below:

Material aspects	GRI DISCLOSURES	SDGs
Ethical and integral conduct	2-26; 2-27; 3-3; 205-3	16
Risk, brand and reputation management	3-3	16
Combating food waste	3-3	2; 12
Social investment and promotion of access to nutritious food at fair prices	3-3; 413-1	2, 10
Diversity, equity and inclusion	3-3; 405-1	5; 10
Worker health, safety, and development	3-3; 403-9; 404-1	3; 8
Product quality and food safety	3-3; 416-1	2, 12
Good practices in the value chain	3-3; 204-1	8, 12
Eco-efficiency (energy, water, waste and emissions)	3-3; 302-1; 303-3; 306-3; 305-1; 305-2	6; 7; 12; 13

Below, the GRI Summary presents the indicators reported in this edition.



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GRI content index

Camil Alimentos S.A. has reported the information cited in this GRI content index for the period March 1, 2022 to February 28, 2024 with reference to the GRI Standards.

GRI Disclosure	Description	Page	Omitted requirements	Reason
The organization and its reporting practices				
GRI 2: General Disclosures 2021	2-1 Organizational details	7, 96		
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	2, 7, 96		
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	96		
GRI 2: General Disclosures 2021	2-4 Restatements of information	73		
GRI 2: General Disclosures 2021	2-5 External assurance			The report was not verified by external audit.
Activities and workers				
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	7, 13, 16, 19, 65, 69		
GRI 2: General Disclosures 2021	2-7 Employees	45, 104		
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	45, 104		



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GRI Disclosure	Description	Page	Omitted requirements	Reason
Governance				
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	24		
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	24		
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	24		
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	24		
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	36		
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	32		
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	24		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	24		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	24		
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	24		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	24		
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	24		
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio			Information about remuneration of senior management members of the Company are described in Reference Form.



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GRI Disclosure	Description	Page	Omitted requirements	Reason
Strategy, policies and practices				
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	36		
GRI 2: General Disclosures 2021	2-23 Policy commitments	36		
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	36		
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	36		
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	36		
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations			The Company did not receive fines or significant sanctions in the period reported.
GRI 2: General Disclosures 2021	2-28 Membership associations	74		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	96		
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	104		
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	97		
GRI 3: Material Topics 2021	3-2 List of material topics	97		
GRI 3: Material Topics 2021	3-3 Management of material topics	36, 47, 55, 57, 69, 76, 84		
Economic Performance				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	91, 94		
Procurement Practices				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	65		



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GRI Disclosure	Description	Page	Omitted requirements	Reason
Anti-corruption				
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	36		
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	36		
Energy				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	76, 112		
Water and Effluents				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	78		
GRI 303: Water and Effluents 2018	303-3 Water removal	78, 113		
Emissions				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	83		
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	83		
Waste				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	80		
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	80		
GRI 306: Waste 2020	306-3 Waste generated	80		
GRI 306: Waste 2020	306-4 Waste diverted from disposal	80, 115		
GRI 306: Waste 2020	306-5 Waste directed to disposal	80, 115		
Employment				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	45, 46, 105		The Company did not present the data by age group.



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GRI Disclosure	Description	Page	Omitted requirements	Reason
Occupational Health and Safety				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47		
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	47		
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	47		
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	47		
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	47		
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	47, 107		The Company did not present the data relating to workers who are not employees.
Training and Education				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	50, 108		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	50, 110		
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	50, 110		
Diversity and Equal Opportunity				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	55, 104		
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men			There is not gender distinction in defining the base salary or remuneration of its employees.



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GRI Disclosure	Description	Page	Omitted requirements	Reason
Non-discrimination				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	36		
Local Communities				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	57		The Company did not carry out assessments of impact on surrounding communities of its operations.
Consumer Health and Safety				
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of health and safety impacts caused by the products and services categories	84		

Summary SASB

Topic	Code	Accounting metric	Unit of measure	Page
Emission of gases from greenhouse effect	FB-AG-110a.1	Scope 1	Tons (t) COe	83
Energy Management	FB-AG-130a.1	(1) Energy consumed (2) Percentage consumed by the grid, (3) Renewable percentage	Gigajoules (GJ), Percentage (%)	76
Water Management	FB-AG-140a.1	(1) Total water consumed (2) total water consumed in regions with water stress	Thousands of meters cubic (m ³), Percentage (%)	78
Health and Safety of Labor	FB-AG-320a.1	(1) Accident rate (TRIR), (2) fatality rate	Rate	47



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Indicators section

Workers' profile

[GRI 2-7; 2-8; 2-30; 405-1]

Total number of the Company's workers

Country	Men	Women	Total	Men %	Women %
Brazil	4090	1921	6.011	68%	32%
Chile	358	161	519	69%	31%
Ecuador	123	29	152	82%	18%
Peru	224	75	299	75%	25%
Uruguay	682	125	807	85%	15%
Total	5,477	2,311	7,788	70%	30%

Percentage of workers covered by agreements and/or collective bargaining

Brazil	100%
Chile*	59%
Ecuador	0%
Peru	20%
Uruguay	100%

* During the reported period, negotiations were carried out with the production labor unions in Santiago and two in Retiro, in addition to four merchandising groups.

Workers according to working-hours agreement

Country	Full-time		Part-time	
	Men	Women	Men	Women
Brazil	4,024	1,905	66	16
Chile	355	159	3	2
Ecuador	124	28	0	0
Peru	224	75	0	0
Uruguay	686	121	0	0
Total	5,413	2,288	69	18

Workers according to type of employment contract

Country	Full-time		Part-time	
	Men	Women	Men	Women
Brazil	3,873	1,870	217	51
Chile	318	138	40	23
Ecuador	124	28	0	0
Peru	203	67	21	8
Uruguay	686	121	0	0
Total	5,204	2,224	278	82



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Total number of workers who are not employees

Category	Brazil	Chile	Ecuador	Peru	Uruguay	Total
Outsourced	728	18	15	14	132	907
Apprentices	164	0	0	2	0	166
Interns	23	0	0	0	2	25
Other	13*	0	0	0	0	13

* Directors with payroll registration.

Admissions and dismissals

[GRI 401-1]

Number of admissions

Country	Men	Women	Total
Brazil	1,153	594	1,747
Chile	133	59	192
Ecuador	13	5	18
Peru	37	15	52
Uruguay	14	12	26
Total	1,350	685	2,035

Admissions in Brazil by region

Region	Total
South	781
Southeast	519
Central-West	264
Northeast	137
North	46

Admission by age group and gender

Country	Up to 29 years		Between 30 and 50 years old		Over 50		Total
	Men	Women	Men	Women	Men	Women	
Brazil	664	323	437	256	52	15	1,747
Chile	76	22	49	33	8	4	192
Ecuador	7	1	6	4	0	0	18
Peru	16	7	19	7	2	1	52
Uruguay	3	2	10	10	1	0	26
Total	766	355	521	310	63	20	2,035



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Number of dismissals

Country	Men	Women	Total
Brazil	802	345	1,147
Chile	163	57	220
Ecuador	13	4	17
Peru	100	18	118
Uruguay	48	13	61
Total	1,604	682	2,286

Dismissals in Brazil by region

Region	Total
South	416
Southeast	467
Central-West	180
North	14
Northeast	70
Total	1,147

Turnover rate according to gender

Country	Men	Women	Total	Calculation metric
Brazil	21.50%	20.06%	21.04%	(Number of dismissed / average of active HC of the last 12 months)
Chile	28.5%	11.2%	19.85%	Admissions+Dismissals/2/Total HC*100.
Ecuador	10.48%	16.07%	11.51%	((I+E/2)/HC)*100
Peru	-28.1%	-4.0%	-22.07%	(Additions - Leaves) / Total workers * 100
Uruguay	3.72%	1.55%	5.39%	(Income+Expenses)/2/Provision

Number of dismissals by age group and gender

Country	Up to 29 years		Between 30 and 50 years old		Over 50		Total
	Men	Women	Men	Women	Men	Women	
Brazil	630	289	568	269	82	32	1,870
Chile	21	3	69	30	73	24	220
Ecuador	3	0	10	4	0	0	17
Peru	35	8	55	9	10	1	118
Uruguay	10	0	28	12	10	1	61
Total	699	300	730	324	175	58	2,286

Turnover by age group and gender

Country	Up to 29 years	Between 30 and 50 Years	Over 50	Calculation metric
Brazil	33.94%	18.30%	9.94%	(Number of dismissed / average of active HC of the last 12 months)
Chile	12%	17%	11%	Admissions+Dismissals/2/Total HC*100.
Ecuador	17.18%	12.90%	0.00%	((I+E/2)/HC)*100
Peru	-47%	-21%	-11%	(Additions - Leaves) / Total workers * 100
Uruguay	0.93%	3.72%	0.74%	(Income+Expenses)/2/Provision



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Occupational health and safety¹²

[GRI 403-9]



OSH Data – Brazil

Indicator	2021	2022	2023
Number of hours worked	8,841,092	11,123,378	12,806,374
Number of days lost	452	698	1,011
Number of deaths	0	0	0
Number of accidents with days lost*	19	24	15
Number of accidents without leave*	40	31	24
Frequency rate (FR) of company employees	2,15	2,16	1,17
Severity rate (SR) of company employees	51	63	79
Number of near accidents (incidents)	110	135	119

* In addition to the occupational accidents, there were 18 additional commuting accidents – 15 with days lost and three without.



OSH Data – Ecuador

Indicator	2021	2022	2023
Number of hours worked	141,336	300,792	310,783
Number of days lost	0	14	10
Number of deaths	0	0	0
Number of accidents with days lost	0	4	1
Number of accidents without days lost	0	4	0
Frequency rate (FR) of company employees	0	16.6	1
Severity rate (SR) of company employees	0	0,16	6
Number of near accidents (incidents)	3	1	0



OSH Data - Chile

Indicator	2021	2022	2023
Number of hours worked	1,325,765	1,267,841	1,169,092
Number of days lost	154	256	284
Number of deaths	0	0	0
Number of accidents with days lost	11	9	6
Number of accidents without days lost	2	2	2
Frequency rate (FR) of company employees	8,3	7,1	5,13
Severity rate (SR) of company employees	116,2	201,9	242,92
Number of near accidents (incidents)	1	NA	14



OSH Data - Uruguay

Indicator	2021	2022	2023
Number of hours worked	2,170,812	2,282,854	2,379,118.5
Number of days lost	1,709	1,513	580
Number of deaths	0	0	0
Number of accidents with days lost	38	32	29
Number of accidents without days lost	21	32	40
Frequency rate (FR) of company employees	18	14	12
Severity rate (SR) of company employees	787	663	244
Number of near accidents (incidents)	22	28	19



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OSH Data – Peru

Indicator	2021	2022	2023
Number of hours worked	979,633	956,733	910,343
Number of days lost	43	44	313
Number of deaths	0	0	0
Number of accidents with days lost	7	3	9
Number of accidents without days lost	3	0	1
Frequency rate (FR) of company employees	7.1	3.1	10.98
Severity rate (SR) of company employees	43.9	46.0	343.83
Number of near accidents (incidents)	0	0	0

Training Programs

[GRI 404-1]

Amounts invested in training*

Country	Amounts converted to R\$ (exchanged on 02/28/2024)
Brazil	R\$ 1,241,649.52
Chile**	R\$ 487,088.00
Ecuador	R\$ 77,093.00
Peru	0
Uruguay	R\$ 638,616.00
Total	R\$ 1,537,374.99

* The amounts invested were converted based on the quotation exchanged on 02/28/2024, with the exception of the amount corresponding to Brazil.

** The amount of R\$ 364,578.00 was invested through the National Training and Employment Service (SEN-EC), a technical body of the State that grants tax incentives to companies classified by the Federal Revenue Service of Brazil as first-category taxpayers of income tax legislation and which consists of the possibility of deducting income tax owed annually by up to 1% of the annual payroll.



Total number of training hours – Brazil

Category	Men	Women	Overall average
Executive Board	0:00	0:00	0:00
Management	3,309:09	1,223:09	4,532:18
Coordination / Specialists	2,758:39	1,518:31	4,277:10
Technical	14,306:28	390:23	14,696:51
Leader	4,231:12	1,813:34	6,044:46
Administrative	15,159:13	15,790:13	30,949:26
Operational	45,153:31	22,240:49	67,394:20
Total	84,918:12	42,976:39	127,894:51



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Total number of training hours – Chile

Category	Men	Women	Overall average
Executive Board	0:00	0:00	0:00
Management	6:06	0:00	6:06
Coordination / Specialists	589:06	175:00	764:06
Technical	666:00	1.024:00	1.690:00
Leader	459:00	16:00	475:00
Administrative	198:00	564:00	762:00
Operational	646:00	111:00	757:00
Total	2.564:12	1.890:00	4.454:12



Total number of training hours – Ecuador

Category	Men	Women	Overall average
Executive Board	0:00	0:00	0:00
Management	8:00	15:00	23:00
Coordination / Specialists	0:00	0:00	0:00
Technical	0:00	0:00	0:00
Leader	0:00	0:00	0:00
Administrative	150:00	98:00	248:00
Operational	735:00	176:00	911:00
Total	893:00	289:00	1,182:00



Total number of training hours – Peru

Category	Men	Women	Overall average
Executive Board	0:00:	0:00	0:00
Management	0:00	0:00	0:00
Coordination / Specialists	0:00	0:00	0:00
Technical	0:00	0:00	0:00
Leader	7:38	11:20	18:58
Administrative	88:43	77:50	166:33
Operational	715:15	237:48	953:03
Total	811:36	326:58	1138:34



Total number of training hours – Uruguay

Category	Men	Women	Overall average
Executive Board	0:00	0:00	0:00
Management	127:00	51:00	178:00
Coordination / Specialists	1,223:00	935:00	2,158:00
Technical	0:00	0:00	0:00
Leader	0:00	0:00	0:00
Administrative	930:00	952:00	1,882:00
Operational	7,264:00	965:00	8,229:00
Total	9,544:00	2,903:00	12,447:00



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Competency assessments

[GRI 404-2; 404-3]



Number of competency assessments – Brazil

Job role	Men	Women	Total
Executive Board	5	1	6
Management	93	35	128
Coordination / Specialists	71	44	115
Supervisor/In charge	73	29	102
Technical	31	28	59
Leader	122	28	150
Administrative	259	252	511



Number of competency assessments – Chile

Job role	Men	Women	Total
Executive Board	0	0	0
Management	11	4	15
Coordination / Specialists	45	20	65
Technical	23	23	46
Leader	21	10	31
Administrative	22	21	43
Operational	235	81	316



Number of competency assessments – Ecuador

Job role	Men	Women	Total
Executive Board	0	0	0
Management	0	0	0
Coordination / Specialists	0	0	0
Technical	0	0	0
Leader	0	0	0
Administrative	0	0	0
Operational	80	8	88



Number of competency assessments – Peru*

Job role	Men	Women	Total
Executive Board	0	0	0
Management	0	0	0
Coordination / Specialists	0	0	0
Technical	0	0	0
Leader	0	0	0
Administrative	0	0	0
Operational	0	0	0

* The Peruvian units did not carry out competency assessments in the period.



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Number of competency assessments – Uruguay*

Job role	Men	Women	Total
Executive Board	0	0	0
Management	4	0	4
Coordination / Specialists	9	5	14
Technical	7	0	7
Leader	56	4	60
Administrative	14	11	25
Operational	82	9	91

* In addition to the employees, 686 harvesters were also evaluated in 2023.

Diversity

Number of workers by age group and gender

Country	Up to 29 years		Between 30 and 50 years old		Over 50		Total
	Men	Women	Men	Women	Men	Women	
Brazil	1,132	458	2,324	1,199	634	264	6,011
Chile	82	35	186	104	90	22	519
Ecuador	28	4	69	24	26	1	152
Peru	35	8	137	47	52	20	299
Uruguay	125	23	404	80	153	22	807
Total	1,402	528	3,120	1,454	955	329	7,788



Number of workers by job role and gender - Brazil

Job role	Men	Women	Total
Executive Board	17	6	23
Management	93	34	127
Coordination / Special	71	44	115
Technical	214	56	270
Leader	125	26	151
Administrative	350	357	707
Operational	3,220	1,398	4,618



Number of employees by job role – Chile

Job role	Men	Women	Total
Executive Board	0	0	0
Management	11	4	15
Coordination / Special	46	21	67
Technical	23	23	46
Leader	21	10	31
Administrative	22	22	44
Operational	235	81	316



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Number of workers by job role – Ecuador

Job role	Men	Women	Total
Executive Board	0	0	0
Management	2	1	3
Coordination / Special	0	0	0
Technical	0	0	0
Leader	0	0	0
Administrative	17	23	40
Operational	104	5	109



Number of employees by job role – Peru

Job role	Men	Women	Total
Executive Board	1	0	1
Management	1	2	3
Coordination / Special	23	14	37
Technical	3	0	3
Leader	21	3	24
Administrative	123	38	161
Operational	52	18	70



Number of employees by job role – Uruguay

Job role	Men	Women	Total
Executive Board	0	0	0
Management	10	2	12
Coordination / Special	67	11	78
Technical	7	2	9
Leader	0	0	0
Administrative	86	16	102
Operational	512	94	606

Energy

[GRI 302-1]

Direct energy consumption

Non-renewable energy sources

Fuel	Brazil	Chile	Ecuador	Peru	Uruguay	Total	Conversion in GJ
Diesel (liters)	34,283.5	112,647.0	207,168.2	10,197.6	123,454.5	487,750.8	17,315.2
Gasoline (liters)	42,088.6	0,0	7,645.7	4,063.9	-	53,798.2	1,734.5
LPG (Kg)	237,114.0	70,402.0	794,003.0	67,716.0	83,234.0	1,252,469.0	58,206.6
Natural gas (m ³)	5,887,478.0	2,186.0	-	-	-	5,889,664.0	160,578.4
Lubricants	-	-	-	123.0	-	123.0	4.6



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Direct energy consumption

Renewable energy sources

	Brazil	Chile	Ecuador	Peru	Uruguay	Total	Conversion in GJ
Ethanol (liters)	1,489.9	-	-	-	-	1,489.9	31.8
Rice husk (in MWh)	345,274.6*		-		74,000.0	419,274.6*	1,509,388.6*
Biomass (in MWh)		3,529.5	-	8,387.4		11,916.8	42,900.6
Firewood (in MWh)	95,515.3*	1,979.2	-		97,847.7	195,342.2*	703,231.9*

*Data corrected in relation to the version of the Report published on August 1, 2024..

Electricity

	Brazil	Chile	Ecuador**	Peru	Uruguay	Total	Conversion in GJ
Electricity consumption (KWh)	129,407,000*	5,935,000.0	212,202.0	3,363,209.1	22,958,918.6	161,876,329.7*	582,754.8*

*For two months there were failures in the consumption measurement by the energy distributor, which resulted in partial data.

Water

[GRI 303-3]

Volume of water withdrawn by source

(in ML)

	Brazil	Chile	Ecuador	Peru	Uruguay	Total
Surface water (includes wetlands, rivers, lakes, and rainwater)	1,574.5	0.0	0.0	0.0	0.0	1,574.5
Groundwater	484.37	7.2	0.0	0.0	25.0	516.5
Municipal supply or other water supply companies	35.8	11.1	4.0	3.0	17.1	71.1
Total	2,094.6	18.3	4.0	3.0	42.1	2,162.1

Total energy consumption

(in thousand GJ)

País	2021	2022	2023
Brazil	431,335.7	2,277,843.9*	2,226,852.8*
Chile	54,256.5	61,088.0	68,374.2
Ecuador**	19,756.0	46,380.3	45,265.0
Peru	92,572.7	67,644.0	45,942.2
Uruguay	419,808.6	934,731.7	709,554.8

* Data corrected in relation to the version of the Report published on August 1, 2024

** Company acquired in October 2021.

Volume of water withdrawn by source in areas of water stress

(in ML)

	Brazil	Peru
Municipal water utility supply or other water supply companies	0.32	0.7



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Water withdrawal – Brazil

(in ML)

	2021	2022	2023
Surface water	1,024.9	756.4	1,574.5
Groundwater	589.8	985.9	484.37
Municipal water utility company or other water supply company	589.8	985.9	484.37
Total	1,789.5	1,773.5	2,094.3



Water withdrawal – Chile

(in ML)

	2021	2022	2023
Groundwater	7.9	7.4	7.2
Municipal water utility company or other water supply company	12	11	11.1
Total	19.9	18.4	18.3



Water withdrawal – Ecuador

(in ML)

	2021	2022	2023
Municipal water utility company or other water supply company	1.4*	4.0	4.0
Total	1.4	4.0	4.0

* Company acquired in October 2021.



Water withdrawal – Peru

(in ML)

	2021	2022	2023
Municipal water utility company or other water supply company	3.0	3.5	3.7
Total	3.0	3.5	3.7



Water withdrawal – Uruguay

(in ML)

	2021	2022	2023
Groundwater	12.3	14	25.0
Municipal water utility company or other water supply company	16.8	18.2	17.1
Total	29.1	32.2	42.1



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Waste

[GRI 306-4; 306-5]



Hazardous waste – Brazil

(in tons)

Site	Destination	2021	2022	2023
Internal	Refining	-	-	0.1
	Effluent treatment	-	-	0.3
	Preparation for re-use	0.03	33	0
External	Recycling	31.9	2.7	69.8
	Refining	-	-	2.9
	Incineration (with energy recovery)	15.1	69.3	15.5
	Incineration (without energy recovery)	-	2.2	0
	Decontamination of light bulbs	-	-	0.8
	Co-processing	-	-	29.5
	Landfill	33.7	17.2	94.6
	Screening and storage	-	-	0.2
Total hazardous waste		80.73	124.4	213.7



Hazardous waste – Brazil

(in tons)

Site	Destinação	2021	2022	2023
Internal	Incineration (with energy recovery)	110,908	186,501.4	44,477.8
	Screening and storage	-	-	0.2
	Energy generation	-	-	44,467.7
	Burning in dryers	-	-	86,335.3
	Landfill	27,147	-	0.1
External	Incineration (without energy recovery)	110.1	68.4	0
	Incineration (with energy recovery)	-	7,889.2	648.6
	Screening and storage	-	-	90.1
	Recycling	4,626.3	5,347.9	86,494.6
	Compost	-	85.5	558
	Burning in dryers	-	-	39,952.9
	Landfill	6,406.7	4,348.8	4,042.3
	Reutilization	-	-	39.3
	Preparation for re-use	-	-	289.8
	Other**	83,960.8	68,485.6	41,090.4
Total non-hazardous waste		233,158.9	272,726.8	348,487.1

** Incorporation into the production of animal feed, road pavement, the manufacture of rubber, and composting and soil improvement applied directly to agricultural land



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Chile 

Hazardous Waste

(in tons)

Site	Destinação	2021	2022	2023
External	Incineration (without energy recovery)	1	0	0.4
	Landfill	0	0.9	0
Total hazardous waste		1.0	0.9	0.4

Hazardous Waste

(in tons)

Site	Destination	2021	2022	2023
Internal	Incineration (with energy recovery)	418.9**	466.8	964.8
External	Incineration (with energy recovery)	16,326.5	8,818.8	8,935.4
	Preparation for re-use	8,750.4	379.1	440.3
	Recycling	67.7	53.3	76.4
	Compost	312.2	463.1	349.9
	Landfill	81.8	119.2	110.0
	Composting and soil improvement applied directly to agricultural land.	0	9,496.2	0
	Other	1,018.3	1,454.6	427
Total non-hazardous waste		26,556.90	21,251.10	11,303.8

** In the 20/21 harvest, the ovens of Tucapel units operated from March to August, while in the 21/22 harvest the units worked from March 2021 to January 2022 to improve the conditions of the stored rice, hence the increase in incineration within the organization.

Ecuador 

Hazardous Waste

(in tons)

Local	Destinação	2021	2022	2023
External	Preparation for re-use	0.03	0.04	0.5

Non-hazardous waste

(in tons)

Site	Destination	2021	2022	2023
External	Recycling	15.6	23.7	17.8
	Landfill	27	0	0
	Other	0	0	260.6
Total non-hazardous waste		42.6	23.7	278.4



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Peru

Hazardous Waste

(in tons)

Site	Destination	2021	2022	2023
Internal	Landfill	0.01	0	0
	Temporary Storage	0	0.9	0.01
External	Landfill	0.03	0.2	0
	Recycling	0	0	0.04
Total hazardous waste		0.04	1.1	0.05

Non-hazardous waste

(in tons)

Site	Destinação	2021	2022	2023
Internal	Preparation for re-use	3.6	2.5	3.5
External	Recycling	56.8	62.3	37.9
	Landfill	160.3	46.1	104.5
	Ecoponto*	828.6	1,362.2	2,413.96
	Other (disposal of solid waste in municipal governed landfill)	0	1.2	0
Total non-hazardous waste		1,049.3	1,474.3	2,559.9

* Ashes and impurities are deposited at a collection point – they do not generate contamination because they are classified as organic waste.

Uruguay

Hazardous Waste

(in tons)

Site	Destination	2021	2022	2023
External	Preparation for re-use	3.6	0.6	0.9

Non-hazardous waste

(in tons)

Site	Destination	2021	2022	2023
Internal	Landfill	8,005.6	7,978	7,214.0
External	Incineration (with energy recovery)	63,670	64,389	93,451.0
	Recycling	347.3	334.5	183.4
	Landfill	161.5	192.5	
	Others – animal food and shelter	41,753.3	47,469	
Total non-hazardous waste		113,937.7	120,363.0	100,848.4



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Materials

[GRI 301-1]

Non-recyclable materials

(in tons)

	Brazil	Chile	Ecuador	Peru	Uruguay	Total
Polylaminated materials	0	0	0	0	101.8	101.8
PVC (polyvinyl chloride)	0	1.8	0	0	0	1.8
Total	0	1.8	0	0	101.8	103.6

Recyclable materials

(in tons)

	Brazil	Chile	Ecuador	Peru	Uruguay	Total
Plastics	69,587.30	888.4	67.1	412.7	123.4	71,078.90
Metal	4,726.00	0	0	0	38.9	4,764.90
Paper	12,884.80	126.7	0	12.2	0	12,897.00
Glass	0	750.9	0	0	0	750.90
Wood	2,095.5	502.3	0	0	0	502.30
String	0	0	2.6	0	0	2.60
Total	87,198.10	2,141.60	69.70	424.90	162.30	89,996.60



Materials used – Brazil

(in tons)

Non-renewables			
Material	2021	2022	2023
Polylaminated materials	0	0	0
PVC (polyvinyl chloride)	0	0	0
Total	0	0	0
Renewables			
Plastics	10,223.1	17,684.2	69,587.3
Metal	16,435.1	4,767.3	4,726.0
Paper	3,065.9	6,359.3	12,884.8
Glass	0	0	0
Wood	0	0	2,095.5
Total	29,724.1	28,810.8	87,198.1



Materials used – Chile

(in tons)

Non-renewables			
Material	2021	2022	2023
Polylaminated materials	0	0	0
PVC (polyvinyl chloride)	2.2	2.1	1.8
Total	2.2	2.1	1.8
Renewables			
Plastics	714	887.1	888.4
Metal	4.3	4.2	0
Paper	144.6	143.3	126.7
Glass	895.2	838.6	750.9
Wood	25.3	27.4	502.3
Total	1,783.4	1,757.3	2,268.3



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Materials used – Ecuador

(in tons)

Non-renewables			
Material	2021	2022	2023
Polylaminated materials	0	0	0
PVC (polyvinyl chloride)	0	0	0
Total	0	0	0
Renewables			
Plastics	64.3	106,8	67.1
Metal	0	0	0
Paper	0	0	0
Glass	0	0	0
Wood	0	0	0
Total	0	1.3	2.6
Total	64.3	108.1	69.7



Materials used – Peru

(in tons)

Non-renewables			
Material	2021	2022	2023
Polylaminated materials	0	0	0
PVC (polyvinyl chloride)	0	0	0
Total	0	0	0
Renewables			
Plastics	451.1	450.3	412.7
Metal	0	0	0
Paper	8	11.4	12.2
Glass	0	0	0
Wood	0	0	0
Total	459.1	461.7	424.9



Materiais utilizados – Uruguay

(in tons)

Non-renewables			
Material	2021	2022	2023
Polylaminated materials	76.3	72.7	101.8
PVC (polyvinyl chloride)	0	0	0
Total	76.3	72.7	101.8
Renewables			
Plastics	118.4	94.6	412.7
Metal	127.2	31.9	38.9
Paper	0	0	0
Glass	0	0	0
Wood	0	0	0
Total	245.6	126.5	126.5



2023 Sustainability Report

General Coordinator:

Investor Relations and ESG Management/
Financial and Investor Relations Board

GRI Consulting and editorial project

We Sustentabilidade

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Images

Camil stock photos

Contact

ri.camil.com.br | esg@camil.com.br