



# Camil

## Sustainability Report 2022





# Message from **the Management**

[GRI 2-22]

2

The year 2022 was marked by the growth of Camil, reflected in gross revenue of R\$ 11.7 billion, 15% above that recorded in the previous year, with EBITDA of R\$ 920 million, an increase of 13% and increased margins of 9% in the year. Like these, other performance indicators were record-breaking, taking the Company to a new level based on a successful expansion strategy through relevant acquisitions in both the domestic and international markets.

At a time of expansion, also marked by the increase of our functional staff, throughout the period we sought to consolidate policies and practices that ensure alignment with Camil's fundamental values, as well as the commitments we have assumed in relation to sustainable development.

In Brazil, we have added three new categories to our portfolio: pasta, coffee and biscuits – items with higher added value and relevant growth potential. Taking steps forward in the movement initiated in previous years with the creation of an ever-increasing product mix distributed among different categories, strengthening Camil as a food platform in Latin America.

Like any change, new operations require extra effort, but the results so far demonstrate the excellence achieved by our teams in integration processes. The pasta operation, for example, completed a year in 2022, with significant advances. By leveraging the synergies foreseen in the acquisition of Santa Amália, we obtained excellent profitability in this category, doubling profit margins despite the challenging global landscape of the wheat supply chain.

As for the coffee brands, we have significantly expanded our market presence. After joining the segment in 2021 with Café Bom Dia, we diligently prepared the launch of Café União, revitalizing one of the most traditional coffee brands in Brazil. Thus, we stayed busy getting our coffees onto the shelves in April 2022, and over the course of the year we went from zero to a market share of 5% in the states of São Paulo and Rio de Janeiro.

The effective integration of pasta and coffee into the operations was accompanied by a new acquisition, which allowed the Company to enter the promising biscuits market.

In addition to capturing synergies in supplies, commercial campaigns, and administrative activities, the arrival

**The creation of an ever-increasing products mix strengthens Camil as a food platform in Latin America.**



of Mabel and the licensing of the Toddy brand for cookies expanded Camil's presence in the Midwest, Northeast, and Southeast regions of Brazil – a strategic move for the capillarity of our brands.

We are also expanding our reach internationally after entering the Ecuadorian rice market, with the acquisition of Dajahu – a market leader in the aged rice segment. With high growth prospects, we successfully completed the acquisition of Silcom in Uruguay. This operation adds relevance to the Company's positioning in the category of healthy eating products in the country, meeting the growing demand of consumers. It also represents the first step in our international expansion into new categories.

Internally, we have been committed to providing an increasingly safe, diverse, and inclusive work environment. Caring for our employees is an essential part of our ESG agenda, and is at the heart of the social impact we aim to generate: promote respect, health, development, and prosperity. With this same premise, we have oriented operations

alongside the communities in which Camil is inserted, with a focus on education, entrepreneurship, and solidarity.

At the Company, environmental management is connected to the strategic pillar of efficiency, which orients us in the search for the rational use of natural resources, central to the renewable energy matrix – including practice of utilizing rice husk biomass as a source of heat, steam, and energy – and to boosting the circular economy. All these actions are aligned with the universal principles of the Global Compact, a commitment to which Camil has been a signatory since 2020.

This is how we will continue to move forward, generating and sharing value with those who work with us: employees, investors, customers, consumers, suppliers, and other partners. We thank everyone for the continued support and trust. Together we are entering a new cycle of Camil that is increasingly sustainable, positioned in a consolidated way in the food sector of South America.

3

**Luciano Quartiero**  
Chief Executive Officer

**Flavio Vargas**  
Chief Financial and Investor  
Relations Officer

# Summary



## 01 The Company

- Corporate profile 06
- Business model and strategy 13
- Performance markets 18

## 03 Corporate Governance

- Governance model 34
- Ethics and integrity 40
- Risk management 44

## 05 Operations and the Environment

- Quality and safety 70
- Environmental management 74

## 07 Business Performance

- Macroeconomic context 95
- Operational performance 98
- Innovative culture 106

## 02 ESG Commitment

- Sustainable management 26
- Engagement and materiality 31

## 04 Social Impact

- Employees 50
- Social investments 63

## 06 Value Chain

- Suppliers 84
- Consumers 88
- Engagement in the supply chain 92

## About the Report



# The Company

## Chapters

1.1   Corporate profile	06
1.2   Business model and strategy	13
1.3   Markets operating	18



# 1.1 Corporate profile

[GRI 2-1; 2-6; 2-23]

Created in 1963, Camil Alimentos enters its sixth decade of history as one of the largest national food platforms, with market-leading brands in Latin America and operations in five countries – Brazil – where it was founded – Uruguay, Chile, Peru, and Ecuador. The Company operates in the food sector, with brands in different categories with high turnover rates, including grains and sweeteners; and high-value brands, which include biscuits, coffee, pasta, and canned fish.

Since 2017, when it had its IPO in Brazil (Initial Public Offering) held on the B3 Stock Exchange, the Company has undergone an intense journey of business transformation with the addition of new categories to the product portfolio, through brands highly recognized by the market – most with market leadership in their segments. Thus, Camil has been consolidating itself as a food platform in Latin America, with 35 industrial plants, 23 distribution centers, a commercial presence in five countries, and over 7.7 thousand employees<sup>1</sup> – a status achieved in the fiscal year ending in February 2023<sup>2</sup>.

Based on this structure – anchored in an expansion strategy through acquisitions and a commitment to sustainability – Camil has doubled its turnover in the last five years, reaching R\$ 10.2 billion in annual net revenue in 2022.

<sup>1</sup> Data corrected in relation to the version of the Report published on July 14, 2023.  
<sup>2</sup> All information in this report covers the period reported in the Company's financial statements from March 1, 2022 to February 28, 2023 ("2022").



7

## Purpose

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

# Values



### Confidence

We foster relationships of trust that are strengthened daily by hard work, commitment, and integrity to build long-term relationships.



### Entrepreneurship

We are driven by entrepreneurial attitudes that make a difference in growth and development.



### Enthusiasm

We renew our enthusiasm with resilience and joy to become better every day.



### Responsibility

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



### Proximity

We build collaborative partnerships based on respect, simplicity and empathy that bring us closer to people.



## Company profile

### One of the leading companies in Latin America

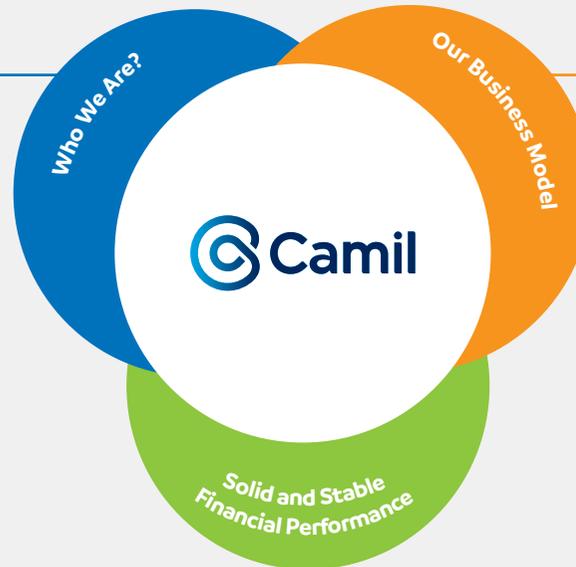
Leadership in Brazil and Latin America in different business segments

### Unique expertise in the Brazilian market

Unparalleled experience in Brazil and proven ability to grow in new markets

### Solid ESG standards

Best corporate governance practices coupled with a strong environmental and social agenda



### Solid business model with resilient margins

Price transferring and the ability to maintain profitability in adverse scenarios

### Wide range of products

Wide range of products providing varied added value to consumers

### Tangible avenues of growth

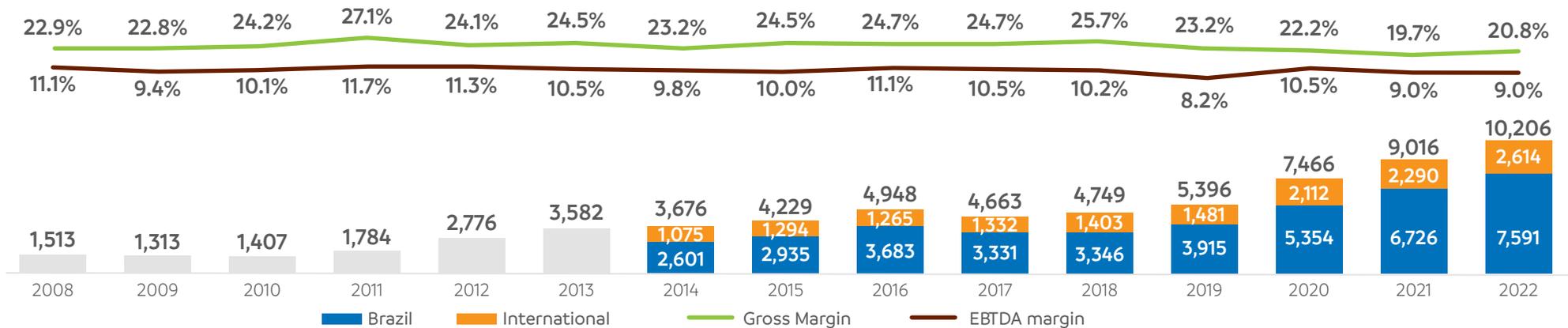
Natural consolidator of the market in Latin America, already tested in practice in Brazil

**Solid positioning**  
Strong cash position and investment-grade debt profile

8

## Net revenue by segment

(R\$ million)





Food brand platform

**35** industries  
**7.7 thousand \*** employees  
**23** distribution centers throughout Latin America  
**5** countries and various categories in Brazil

\*Data corrected in relation to the version of the Report published on July 14, 2023.

**Camil Facilities**

- ▲ Grain industries: 29  
- 12 in Brazil  
- 17 International
- ▲ Fish industries: 1
- ▲ Sugar industry: 1
- ▲ Pasta Industry: 1
- ▲ Coffee industry: 1
- ▲ Biscuit industries: 2
- Distribution centers: 23

**Major brands**

**Grains and dry grocery items**

<b>Sugar</b>	<b>Canned fish</b>	<b>Pastas</b>	<b>Coffee</b>	<b>Biscuits</b>

**Shareholding composition**

Shareholder Base	No. of shares	%
Camil Investimentos S. A.	229,735,239	65.6%
Controllers and administrators*	19,848,264	5.7%
Treasury	486,500	0.1%
Outstanding shares	99,929,997	28.6%
<b>Total</b>	<b>350,000,000</b>	<b>100.0%</b>

\* Controllers and administrators include individual positions of controllers, statutory board members, members of the Board of Directors, supervisory board, and management committees.



# History

Founded in 1963 in southern Brazil, the Company began its activities with the Camil rice brand, extending its operations to other segments and regions of the country in the following years. In 2000, it began a new cycle of expansion, combining organic growth with a successful acquisition strategy, which allowed not only to expand the portfolio of brands and product categories but also to internationalize operations.

10

Thus, in the last 15 years the Company has begun to operate in Uruguay, Chile, Peru, and Ecuador, in addition to entering the categories of sugar, canned fish, pasta, coffee, cookies, and healthy food products. In this period, over 15 companies were acquired by Camil, hence its solid experience in identifying, purchasing, and integrating new structures into operations, assuring synergies in dry grocery categories.

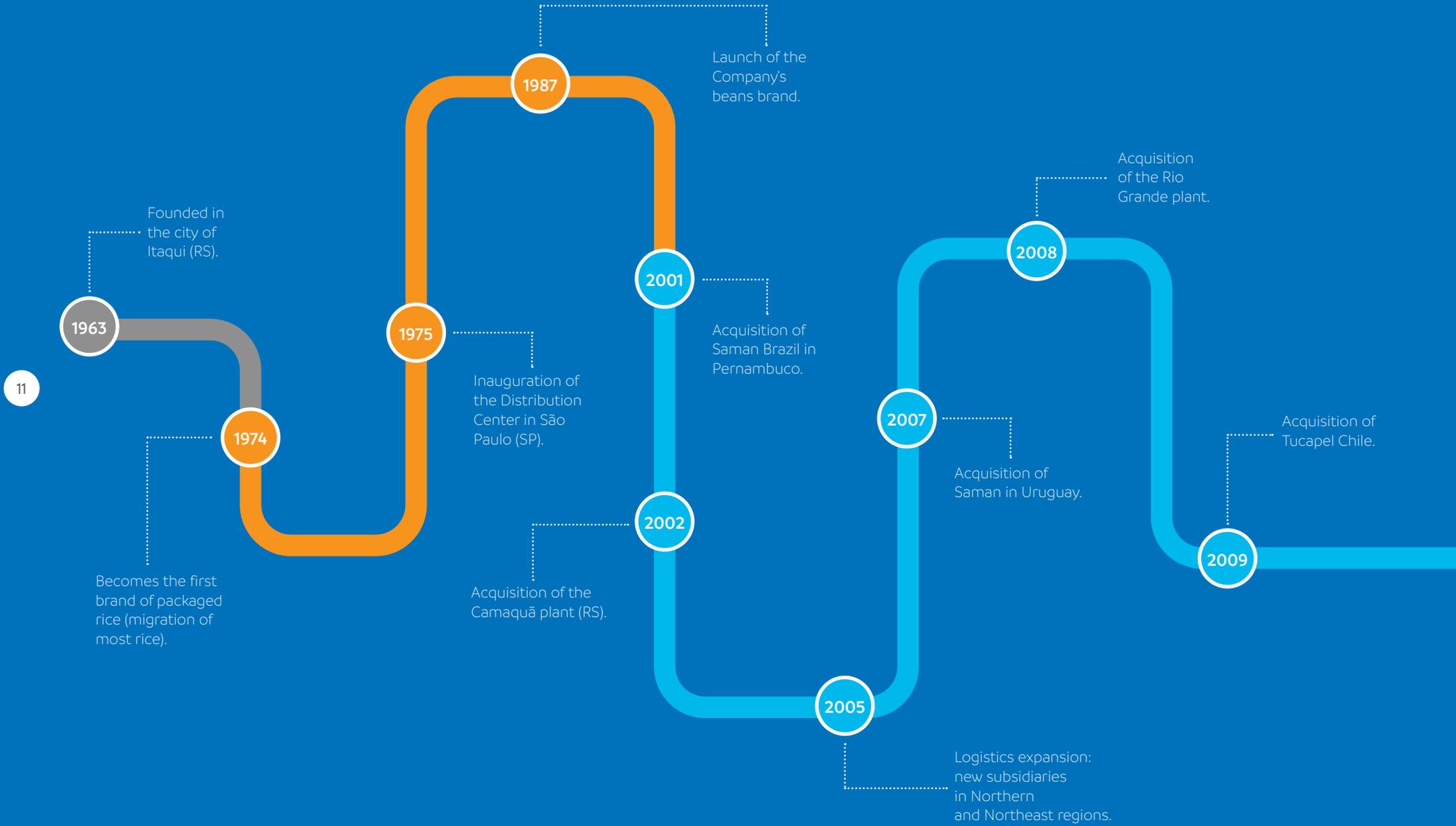
The diversification of the business also enhanced the Company's ability to operate in different production, distribution, and supply models, adding complementary categories. In 2021 and 2022 alone, about R\$ 1 billion was invested in acquisitions, which added four new categories – pasta, cookies and coffee in Brazil, as well as healthy food products in Uruguay – and a new rice operation in Ecuador.

The new expansion cycle, which began in 2000, includes the acquisition of over 15 companies, expanding the brand portfolio and presence in Latin America.



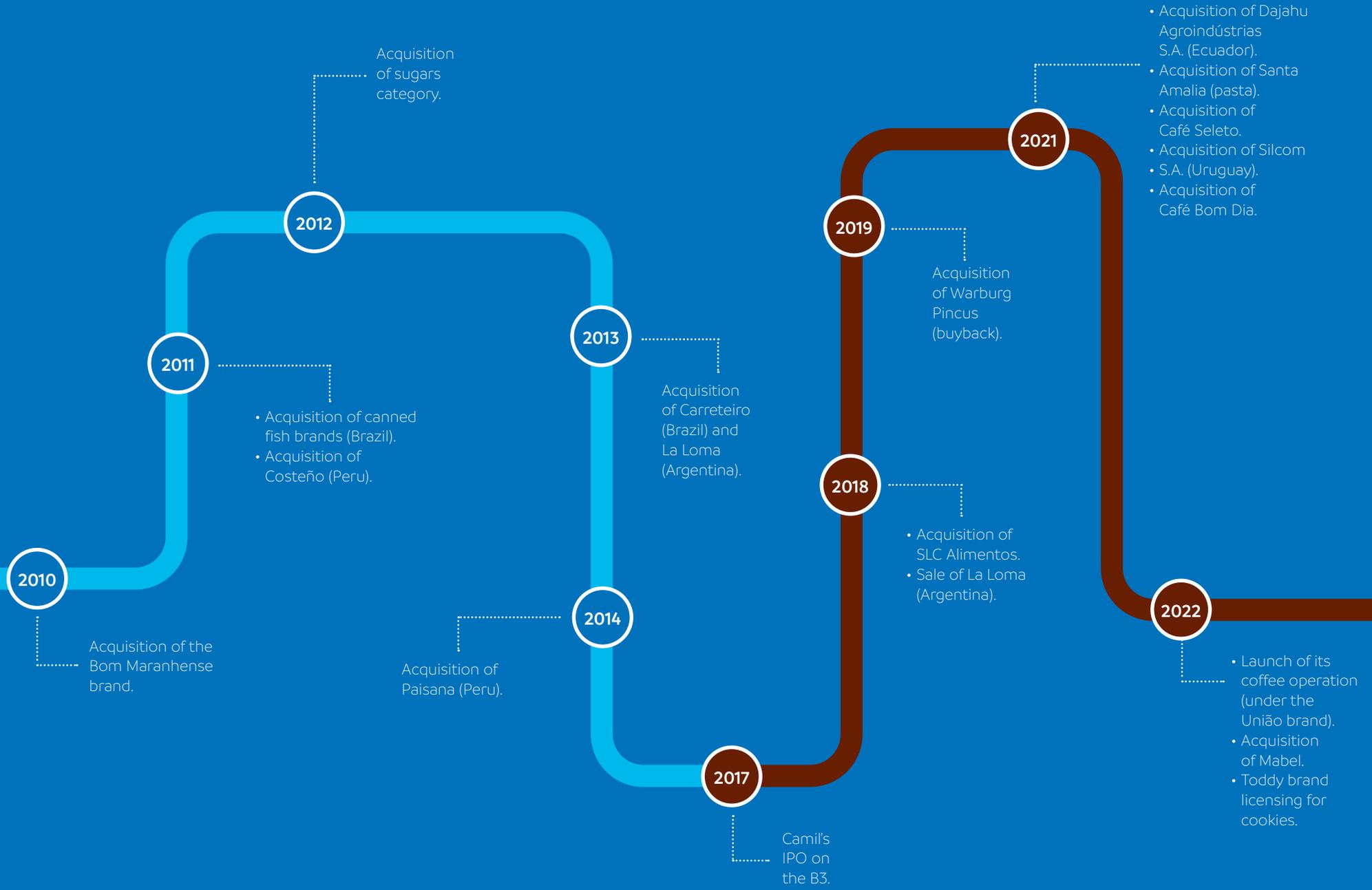


# Timeline





# Timeline





# 1.2 Business model and strategy

[GRI 2-1; 2-4; 2-6]

In order to ensure resilience in adverse macroeconomic or sectoral scenarios, Camil has developed a business model that combines the supply of essential foods with a diversified portfolio distributed among occupational and high-value brands focused on serving consumers of different socio-economic profiles. In this way, it maintains a strong presence in the main Latin American markets, supported by three strategic pillars, as demonstrated by the following infographic.

13



## From pillars to results

### Camil's strategic pillars



• Purpose and people



• Quality and sales



• Efficiency and growth

### Results

- Broad portfolio of brands with market-leadership or high recognition in the market of various product categories.
- Efficient management of operations and competitive costs in all segments.
- Strengthening the position of food products consolidator in Latin America.



# Corporate strategy

The company's business model  
it is also based on a  
positive sector outlook.

The Company's strategy is based on a positive sectoral outlook, given the demand for food that accompanies population growth, with emphasis on consumer-recognized brands. The marketing of these items – such as grains, sugar, coffee, wheat derivatives, and canned fish – also functions as a defensive mechanism for businesses in adverse economic contexts.

- Add new products in new categories, with potential for growth through selective and strategic acquisitions; and
- Strengthen the supply, distribution, and sales platforms, maintaining efficient operational management.

14

Among the competitive strategies adopted by the Company, the following stand out:

- Expand market-leading brands and participation in the Brazilian grain market;
- Continue to expand operations in Brazil and other countries;
- Expand growth and market leadership in the portfolio of high added-value product categories;





Camil is not involved in any stage of the agricultural process.

Main Brand

	Grains and dry grocery items					Sugar	Canned fish	Pastas	Coffee	Biscuits

Agriculture

	X	X	X	X	X	X	X	X	X	X
--	---	---	---	---	---	---	---	---	---	---

Origin

	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
--	---	---	---	---	---	---	---	---	---	---

Processing

	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
--	---	---	---	---	---	---	---	---	---	---

Packaging

	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
--	---	---	---	---	---	---	---	---	---	---

Distribution

	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
--	---	---	---	---	---	---	---	---	---	---

Marketing

	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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## New categories

In 2022, following the implementation of the expansion strategy, Camil entered the biscuits category with the acquisition of Mabel and the licensing of the Toddy cookie brand, valid for 10 years.

The entry into the biscuits segment adds R\$ 17.4 billion to Camil's potential market share. Along with the categories added to the portfolio in 2021 (coffee and pasta), there is R\$ 38.4 billion in new revenue potential – about 27% higher than the sum of traditional categories, as presented in the infographic to the right.

16



### International

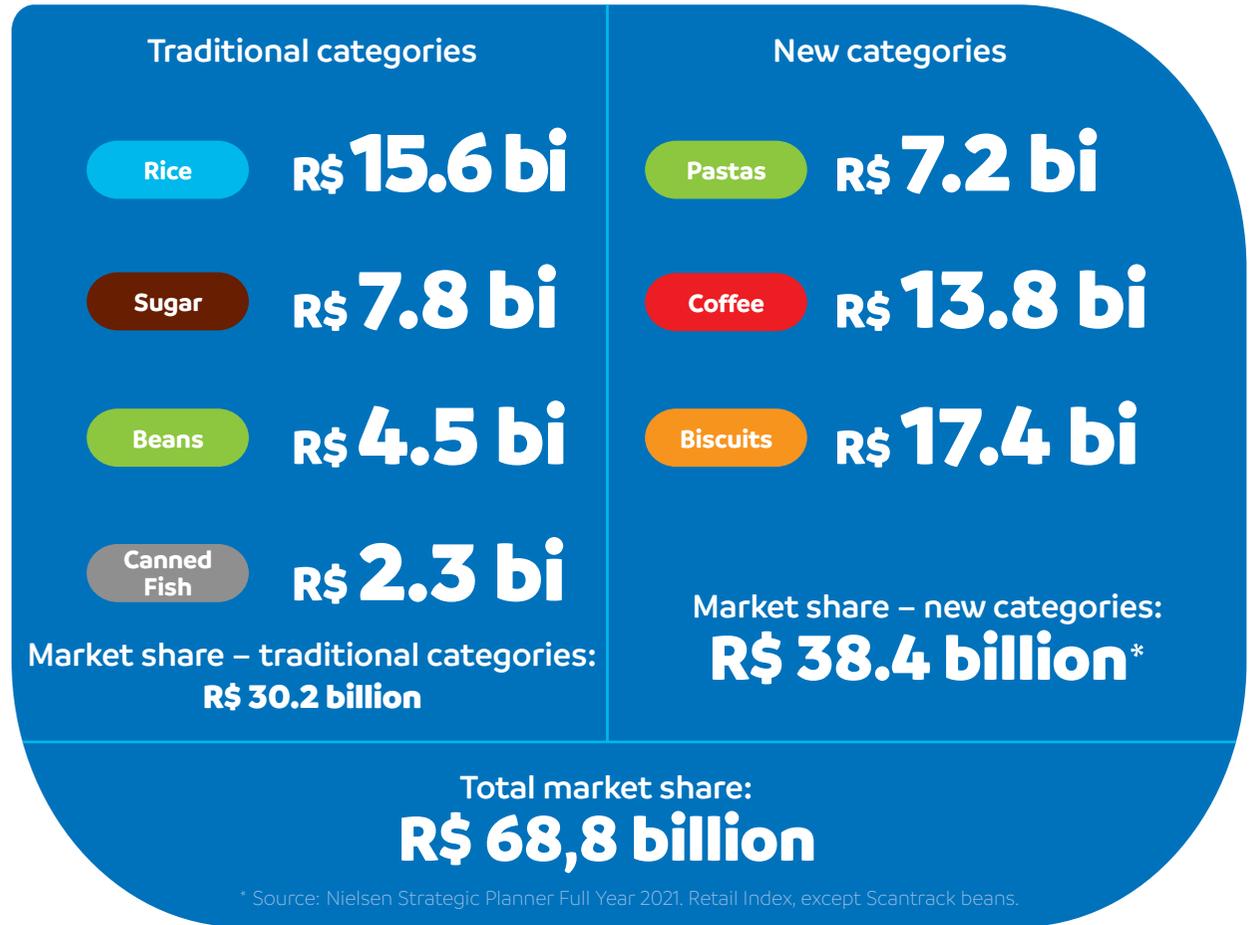
In line with the strategy of expansion in Latin America and entry into new categories, Camil announced in March 2022 the completion of the purchase of Silcom S.A. through the subsidiary Saman, in Uruguay. Relevant to the strengthening of the Company's international platform, Silcom owns brands with market leadership or high recognition in the markets for

dried fruits, vegetables, seeds, sauces, and oils. Thus, it positions Camil as one of the main providers of healthy foods in the region, meeting growing consumer demand.

The operation complements Camil's performance in the country, adding to the market presence already

dominated by Saman. In addition, it represents an important move for the diversification of categories internationally, in order to replicate the model structured by the Company in Brazil.

## Total aggregate potential and driven by new categories





## Competitive advantage

Consolidated as one of the largest food platforms in Latin America, Camil has developed differentials that are difficult to replicate and that make it stand out in an increasingly competitive market. Along with the solid and resilient business model, four other advantages stand out in relation to other industry players, as summarized in the following content.

- **Distribution platform with wide capillarity and solid relationship with our customers**

- » Efficient and comprehensive distribution of products, with economies of scale, agility and, flexibility.
- » Proximity and access to a greater number of clients of the most varied profiles and sizes.
- » Less complexity for the inclusion of new products in the portfolio and expansion of geographical areas of operation, which allows capturing business growth opportunities in South America.

- **Proven ability to successfully identify, acquire and integrate acquisitions**

- » Two decades of experience in implementing a successful expansion strategy through strategic acquisitions, both in the domestic market and in the international market, in order to expand the portfolio of brands, product categories, and geographic areas of activity – *learn more here*.
- » Historically, acquisitions have reinforced Camil's entrepreneurial spirit and strategic growth, allowing it to enter new countries and categories.

- » The industrial improvement, together with the blend of products and pricing capacity aggregated by the Company drives the growth of the acquired companies in efficiency, quality, and market presence.
- » The diversity of the businesses, in addition to reducing risk and increasing structural and cost synergy, allows greater expertise in different distribution and supply models, and greater strength in trade marketing through cross-selling initiatives.

- **History of good practices in corporate governance and professional administration**

- » Experienced and professional management, with differentiated corporate governance standards (Novo Mercado participant, highest status on the B3 Stock Exchange) and solid commitment to sustainability – learn more in *Chapter 5*.
- » History of experience in relationships with private equity funds as relevant shareholders, acting jointly with our controllers in the strategic decisions of the Company.
- » Agile, transparent, and efficient management and governance model that allows strategies to be executed with professionalism, precision, and security.



# 1.3 Markets operating

[GRI 2-6]

With operations in five Latin American countries, Camil recorded significant growth in the food sector across the regions, especially in Brazil, which concentrates about 70% of its production. The following information highlights the profile of the Company's operating segments in the country, for market contextualization.

## Grains

18

Rice and beans are the basis of the diet of Brazilians due to their nutritional and cultural importance, as they are in other countries in South America. This characteristic prevents significant variations in consumption and allows price fluctuations to be passed on to the final consumer. In retail, sales of rice and beans are stratified into several niches, differentiated according to product types and variations to meet diverse consumer demands. In this context, Camil maintained market leadership in rice sales and second place in bean sales for the year. The segment consists of many regional medium-scale processors and very few processors with a national brand and scale capable of competing throughout the Brazilian market.

## Sugar

With a profile concentrated in retail, the Brazilian refined sugar market has five main companies, of which four belong to sugarcane processing groups, which are verticalized with greater exposure to the price volatility of this commodity. In this scenario, in

2022 Camil maintained market leadership through occupational brands and especially under the “União” brand due to its high reputation and price premium in the market – a level of recognition that leads to consumer preference.

## Canned Fish

The Brazilian canned fish market (sardines and tuna) is quite concentrated, and the two main companies in the sector together share approximately 90% of the sales volume of these items in Brazil. Both have important competitive advantages, investing in knowledge and building brand recognition and perception. In this way, they seek to expand their relevance and earn the preference of consumers through practical and healthy appeal, as they offer protein substitutes for meat, chicken, and eggs, among others.

## Pasta

Also very concentrated is the pasta market in Brazil, of which about 65% of total production is carried out by five companies. Much of this industry maintains verticalization with mills, with high exposure to the prices of commodities used in agriculture, mainly wheat. Another characteristic of the sector is the broad portfolios of products derived from wheat, as the production process of this category allows for a wide variety of items that require small changes in the industrial flow.



## Coffee

The world's largest producer, Brazil represents the second-largest consumer market for roasted and ground coffee. It is the second-most consumed beverage in the country, second only to water, and over half of its commercialization is dominated by only three companies in the market. Thus, coffee is present in the diet of a large portion of the population, without significant variations in consumption, with price fluctuations passed on to the final consumer. Retail sales are characterized by stratification into several niches, according to the different types and variations of the product for different consumer profiles, which tend to opt for strong and well-recognized brands in their purchase decision.

## Biscuits

This category is known for product variety as well as high added value, with a gain in popularity among consumers seeking attributes of practicality, convenience, and healthiness (within the niche of fit products). With strong competition, the category presents five leading companies, which hold about 60% market share, with diverse portfolios.



### Market presence

Camil has added to its market-leading brands the so-called occupational brands, strategic both to diversify the portfolio and to ensure that different consumption profiles are met, which vary according to geographical location, food preferences, and socioeconomic conditions of the population. Thus, the brands belonging to Camil in different categories strengthen its market presence, while contributing to expanding consumers' access to quality food. The following infographic presents the brands with leadership composition or high market recognition in each of the segments in which the Company operates.



## Segments and brands



Grains



Camil has the most complete portfolio in the grains category, ranging from rice and beans to gourmet products made with special grains, as well as whole rice crackers.

Occupational brands



Pasta



Acquired in 2021, it offers a broad pasta portfolio. Founded in 1954, in the interior of Minas Gerais, it combines tradition and innovation, being among the four leading brands in the segment in Brazil.

Occupational brands



Sugar and coffee



With over 100 years of tradition in Brazil, Camil is a reference in sweets and desserts, a leader in the category of sugars and has been expanding its presence in sweets, with emphasis on sweeteners and ready-made cake mix, offering new solutions for the day-to-day of consumers. In addition, throughout 2021, the launch of Café União was prepared. Held in the first half of 2022, it reactivated a brand that was once a leader in the coffee market and recognized as one of the most traditional in Brazil.

Occupational brands



Specials



International



International brands consolidate the expansion strategy of Camil, which acquired consolidated rice operations in other Latin American countries. Such is the case of Saman and La Abundancia, in Uruguay; Tucapel, in Chile; Costeño, in Peru; and Rico Arroz, in Ecuador.

Occupational brands



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 on grocery shelves especially among consumers attentive to the nutritional value and benefits of healthy eating.

Occupational brands





# Corporate strategy

Camil strives to ensure greater visibility to its brands in the course of the consumer journey.



With a year marked by acquisitions and our expansion into new categories and countries, Camil operates alongside an even larger universe of stakeholders and partners. We are aware of our relevance in the value chain. **With a robust platform of solid brands, market-leadership positioning, and market know-how, we started the new cycle of the business by reinforcing responsibility and agility**, increasingly confident that the Company is on track to anticipate trends and strengthen our position as a consolidator in the South American food sector.”

**Luciano Quartiero**  
Chief Executive Officer

the sales department, in addition to the areas of supplies, operations, people and management, financial, and marketing.

Lasting three days, the event allowed the teams to further their understanding of commercial and marketing strategies, including presentations of new campaigns, awards, and celebration of achievements. After the event, a satisfaction survey conducted by the organizing team pointed out that 93% of respondents stated that the event positively exceeded their expectations.

To improve the consumer experience, the Company has also perfected the insertion in physical retail locations, as well as customer relations management (CRM) and e-commerce as an online B2B agent. The latter brought significant growth in 2022 – an increase of about 70% in sales compared to the previous year – with an emphasis on purchases made through delivery applications and digital payment platforms. The e-commerce of food has added to traditional sales channels, as described in the following infographic.

Camil's portfolio of brands reflects its intention to be present in different moments of consumers' meals routines, which includes the offering of complementary items that commonly go together, such as rice with beans, pasta with tuna, and coffee with cookies, among others.

Over the last few years, the Company has invested robustly in the restructuring of its commercial area, with a focus on intensifying proximity to customers. Thus, Camil strived to ensure greater visibility for its brands – and the entire portfolio – throughout the consumer journey, from identifying their needs to gaining loyalty, through attraction, engagement, and conversion.

In this sense, another fundamental initiative was the training of sales teams in order to deepen the knowledge of Camil professionals in relation to the new categories, as well as clarify the complementarity of the portfolio, which expands cross-category marketing potential. A highlight of the year was the Camil Sales Convention, which brought together about 600 professionals – most of them from



## Retail channels



### Large network

Retailers with a strong presence in different regions of the country, through grocery market chains of various sizes ("hyper", super, mini).



### Large Regional Retailers

Retail agents with great relevance in the regions in which they operate, with turnover above R\$ 120 million/year.



### Medium Retail

Retail agents with narrower regional relevance and turnover from R\$ 24 million to R\$ 120 million/year.



### Small Retail

Retail agents who turnover less than \$ 24 million/year.



### Wholesale/ Wholeretailer/ Distributor/Basic Food Basket/Distributor Food Service

Their main activity is wholesale retail.



### Food Service

Establishments that prepare and supply food to consumers, such as bars, bakeries, hotels, restaurants, and industrial kitchens.



### Industry

Clients with industrial activity.



### E-commerce

Agents of online B2B sales.



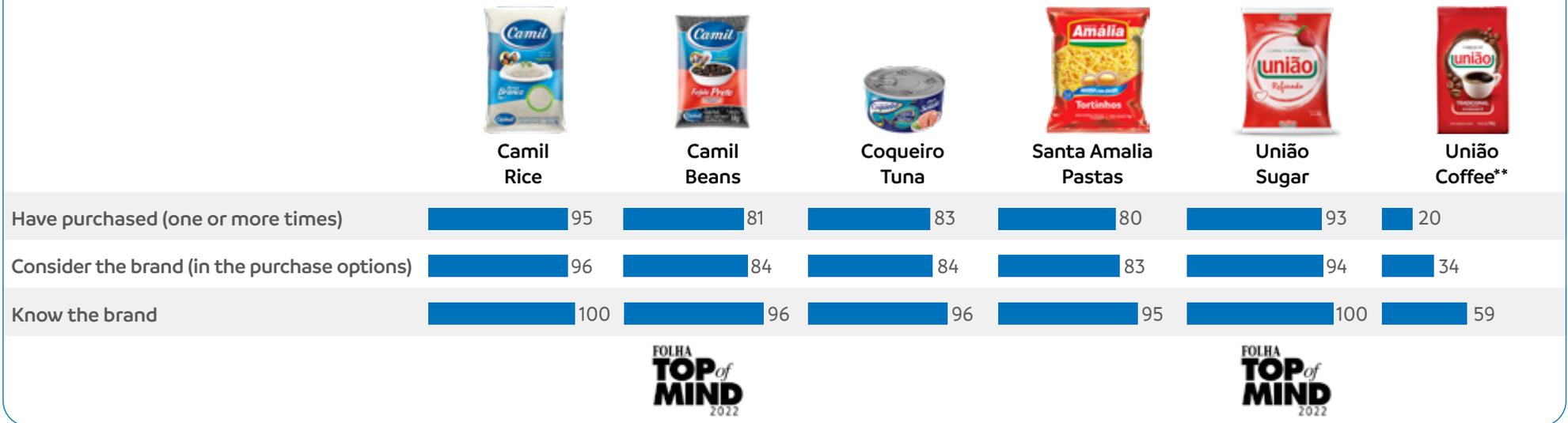
### Brands with market leadership or high market recognition in the food sector in South America

In the survey Brand Health Tracking 2022 carried out by the specialized consulting firm IPSOS – Camil’s brands stood out among the most recognized by the respondents, as demonstrated in the following infographic. In the year, recognition was also highlighted for Feijão Camil and Açúcar União, winners of the Top Of Mind Folha Award, promoted by Folha de São Paulo.



### Highlights Brand Health Tracking 2022\*

What consumers say (% of respondents)



\* Source: Brand Health Tracking, main square– IPSOS – 2022  
Top of Mind Folha de São Paulo – 2022

\*\* First search.



# Highlights 2022



+ Most sold in  
**rice**

*ABRAS Sales Leaders Award*

+ most sold in  
**beans**

+ most remembered in  
**beans**

+ most remembered  
**rice**  
in Rio Grande do Sul

+ most sold according to  
**retailers**



+ most sold  
according to  
**retailers**  
(in sardines)



**Best** supplier  
according to  
**retailers**  
Minas Gerais



+ most sold in  
**açúcar**

+ most remembered  
in sugar and among  
**all**  
the brands of  
the Southeast

+ most sold  
according to  
**retailers**  
(in sugar)



# ESG Commitment

## Chapters

2.1   Sustainable management	26
2.2   Engagement and materiality	31



# 2.1 Sustainable management

Sustainability is transversely inserted in Camil's daily life, reflected in its strategic pillars, which include caring for people and the planet. For the Company, the sustainable development of the business is connected to the expansion of the positive social impact, the quality of its products, and the efficiency of environmental management.

By operating in an essential sector for the population, especially in the context of access to basic and nutritious food, Camil seeks to promote the Sustainable Development Goals (SDGs) present in the 2030 Agenda proposed by the United Nations (UN). As a signatory of the Global Compact, the largest international business movement focused on sustainability, the Company has been committed to contributing to the achievement of the goals of the 2030 Agenda through a journey that includes the ESG aspects (Environmental, Social, and Governance) most relevant to the context of its activities.

Camil maintains a corporate governance structure that adheres to the best market practices, in addition to continuously working on the discussion of relevant topics and coordinating its practices through policies and the performance of thematic committees and working groups. This framework extends to the ESG agenda, as described below:

- **Board of Directors:** Responsible for monitoring and analyzing policies, practices, strategies and structures related to corporate sustainability.
- **ESG and Ethics Committee:** Responsible for discussing and monitoring Camil's ESG strategy and actions to be reported to the Board of Directors, it is composed of three board members – one being an independent board member – who aim to monitor and guide the Company's ESG and ethical practices in line with the Company's business strategy.
  - **Internal ESG Committee (Board of Directors):** For reporting to the ESG and Ethics Committee, there is an internal structure composed of four board members, including the Chief Executive Officer, which aims to monitor the ESG Working Groups for the execution of targets and practices aligned with the Company and the contexts of the countries of operation.
  - **Working groups:** Responsible for the execution of the ESG strategy aligned with the Company's strategic planning for each of the themes of Camil's Materiality Matrix. Thus, they are distributed among groups dedicated to: environmental topics – led by the Operations Board; social topics – led by the People & Management Board; governance aspects – led by the Financial Board; and value chain – led by the Supply Board.

It should be noted that the Company has established ESG targets linked to the variable remuneration of all directors. Reporting to the committees is carried out by the Company's Investor Relations and ESG Department.



# Camil's ESG recipe



## Recipe

As one of the largest food companies in Latin America, Camil **reinforces its commitment to generating positive and permanent impacts** on our business and society, in caring for those involved in the context, in the quality assurance of its products, and in the concern for the mitigation of environmental impacts generated by its activities.



## Ingredients

Environmental, social and governance aspects integrated with materiality, as an assertive strategy to reflect the **sustainable development commitments**. The material themes are composed of multidisciplinary working groups, with actions and targets that support the development of the Company.



## Method of preparation

The Company's governance structure aims to stimulate and create mechanisms for **integrating environmental, social, and governance practices into strategic planning and the organizational culture** through actions and targets oriented toward sustainability.





# Performance of Working Groups

Working Groups lead initiatives related to the material topics of the company.

In line with Camil's sustainability commitments, management policies and practices include socio-environmental and governance issues, which are conducted by the ESG and Ethics Committee and deployed in initiatives led by multidisciplinary Working Groups, composed of professionals from various areas and regions, who work on diagnosis, analysis and action plans related to business impacts and externalities.

The following table presents the WGs that acted in 2022 – the results achieved by the groups will be highlighted throughout this report, inserted in the context of the themes to which they are dedicated.

Group / Theme	Commitments	Initiatives undertaken to reduce externalities	SDG / 2030 Agenda Targets
<b>Supplies</b>	The value chain is encouraged to ensure and comply with respect for the environment and human rights in accordance with international conventions ratified by Brazil. The Company is committed to ethical, transparent, responsible, and socially supportive relationships.	<ul style="list-style-type: none"> <li>Analyze socio-environmental, ethical, and quality criteria in the hiring and maintenance of suppliers of critical inputs; and</li> <li>Contribute to the development of small and medium-sized suppliers and their practices.</li> </ul>	   
<b>Environmental</b>	Camil seeks to mitigate environmental impacts generated by their operations. The Company values compliance with environmental legislation and regulations applicable to its business and products, and seeks continuous efficient resources management.	<ul style="list-style-type: none"> <li>Implement energy efficiency programs;</li> <li>Pursue diversification of energy sources, including renewable energy generation;</li> <li>Properly manage waste generated by the Company's operations; and</li> <li>Carry out projects for the conscious use and consumption of materials and packaging.</li> </ul>	  



Group / Theme	Commitments	Initiatives undertaken to reduce externalities	SDG / 2030 Agenda Targets
<b>Social Investments</b>	The Company provides support through investments in social projects for communities located in the vicinities of its productive units, promoting local development with food, educational, and training projects, or diverse support efforts in emergency situations.	<ul style="list-style-type: none"> <li>• Support local communities close to the production units or related to the Company's operations;</li> <li>• Carry out specialized training and education projects focused on professional autonomy to leverage the promotion of social impact; and</li> <li>• Develop programs to promote the reduction of food waste and the reduction of hunger and malnutrition.</li> </ul>	  
<b>Occupational Health and safety</b>	Safety 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"> <li>• Conduct health and safety awareness and specialized training campaigns;</li> <li>• Manage occupational health and safety risks of employees and third parties in the workplace;</li> <li>• Promote investments and actions focused on continuous improvements in occupational health and safety; and</li> <li>• Promote investments in infrastructure and means of accessibility, providing safe and healthy working conditions for all employees.</li> </ul>	 
<b>Diversity and inclusion</b>	The Company defends fundamental rights in worker relations and promotes the valorization of diversity and inclusion, combating all forms of discrimination. Camil repudiates any form of discrimination in its employment relationships.	<ul style="list-style-type: none"> <li>• Redefine recruitment and selection processes and policies;</li> <li>• Conduct awareness campaigns and training programs on diversity and inclusion; and</li> <li>• Promote a respectful work environment and anonymous communication channels for reporting employees and third parties.</li> </ul>	  



Group / Theme	Commitments	Initiatives undertaken to reduce externalities	SDG / 2030 Agenda Targets
<b>Risks and Compliance</b>	Camil manages the main and critical emerging risks that may pose a threat to the achievement of its strategic objectives, including ESG risks, in order to keep them within the acceptable tolerance levels established by the Company. Additionally, it works to strengthen its culture of ethics, integrity, and transparency by providing a sustainable work environment and preventing acts contrary to its rules of conduct and legislation.	<ul style="list-style-type: none"> <li>• Assess ESG risks and response implementation (controls);</li> <li>• Guide and engage employees and third parties in favor of an ethical environment through communication, awareness, and training;</li> <li>• Encourage reporting of violations to the Code of ethics through its whistleblower channels and protection from retaliation against whistleblowers motivated by good faith;</li> <li>• Promote the improvement of the Integrity Program;</li> <li>• Ensure compliance with laws and regulations applicable to the business.</li> </ul>	
<b>Governance</b>	The Company meets the listing requirements of its status on the stock exchange (B3 New Market) and seeks to continuously improve its corporate governance model based on transparency, integrity, equity and accountability pursuant the guidelines of the Brazilian Law of Corporate Governance.	<ul style="list-style-type: none"> <li>• Value transparency and seek alignment and continuous improvement of the best practices of market governance and its policies.</li> </ul>	
<b>Image and reputation</b>	Camil seeks to strengthen its relations with consumers, clients and other stakeholders through the management of its brand recognition, products, and services, with the aim of generating strong and trusting relationships that increase loyalty and produce a positive impact on the business.	<ul style="list-style-type: none"> <li>• Participate in awards and other means of market, corporate and brand and product recognition of the Company and its subsidiaries; and</li> <li>• Monitor the exposure of the Company and its brands in the media and other public sources of information.</li> </ul>	



# 280

stakeholders participated in the the final process of defining materiality.

The combination of the themes considered most relevant by the engaged publics and the strategy of the Company constitute the basis for the ESG Agenda.

## 2.2 Engagement and materiality

[GRI 3-1; 3-2]

In 2022, to ensure the prioritization of the most relevant topics to the Company's business, the working groups acted based on the materiality study carried out at the beginning of the year. This process included the analysis of the sustainability context of the Company in all countries of operation based on its own management policies and practices, the public positioning of other industry players on the subject, the recommendations of global ESG reporting frameworks, and interviews conducted with members of senior management.

Based on the potentially material themes identified in the study, the engagement of stakeholders took place through consultation by surveys conducted on a range of different publics with which the Company interacts, such as employees, suppliers, investors, customers, public agencies, and financial institutions, among others. From a diverse sample, about three thousand invitations to participate in the consultation were sent out. In total, 280 stakeholders responded to the questionnaire, in the five countries in which Camil operates, indicating the relevance, from their perspective, of the topics preselected by the Company relating to sustainable development.

As a result of this process, a combination of the themes considered most relevant by engaged stakeholders and those considered to be fundamental to the Company's strategy make up the Materiality Matrix in effect in 2022, duly validated in Camil's governance forums. In all, nine aspects were listed as material, which are linked to the Sustainable Development Goals (SDGs) and are monitored through specific indicators, as reported throughout this publication.



# Materiality Matrix



**Conduct based on ethics and integrity**

**Risk, brand, and reputation management**

SDG legend

2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
		16 PEACE, JUSTICE AND STRONG INSTITUTIONS



# Corporate Governance

## Chapters

3.1		Governance model	34
3.2		Ethics and integrity	40
3.3		Risk management	44



# 3.1 Governance model

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

For Camil, corporate governance plays a fundamental role in ensuring business sustainability and reiterating its commitment to transparency, ethics, and integrity. Since 2017, this commitment has been strengthened by the Company's presence in the New Market, B3's listing segment that concentrates companies that have higher levels of governance than required by law.

34

As a reflection of the search for continuous improvement of management, Camil regularly evaluates the adherence of its policies and practices to the recommendations of the Brazilian Law of Corporate Governance. Through an annual report published on the *website*, the results of this evaluation are presented, indicating the principles and practices provided for in the document and applied in the management of the Company, and justifying those that are not adopted.



## Good governance practices



Issuance of ordinary shares, exclusively.



Maintenance of at least 25% of outstanding shares.



The Board of Directors has been active since 2008, with a majority (currently 67% of the members) made up of independent members – the minimum requirement is 20% of independent board members.



Monthly disclosure of negotiations with real estate securities issued by the Company to controlling shareholders, related parties, and the Company's treasury (buyback programs).



Publication of the Brazilian Corporate Governance Report, with best practices in the practice-or-explain model. Camil went from an adherence of 81% in the 2021 report to 85% in 2022, further reinforcing the best governance practices, as recognized in the document.



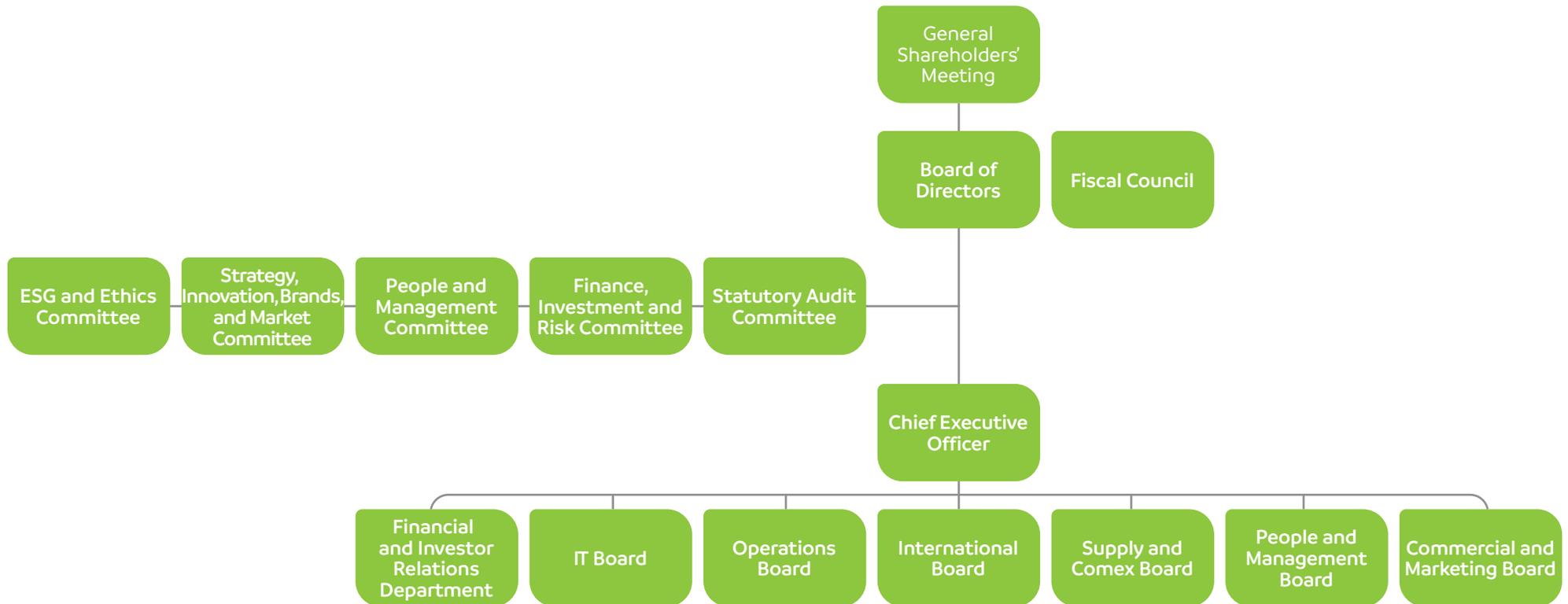
# Governance structure

Camil adopts good practices to mitigate conflicts of interest and other risks related to business management.

Camil's governance structure is in accordance with the practices recommended by the market to ensure the effective management of the business, together with the mitigation of risks and the reduction of potential conflicts of interest. Aligned with

these practices, the General Shareholders' Meeting (GSM) represents the highest decision-making body of the Company, followed by the Board of Directors and the Executive Board.

## Organogram





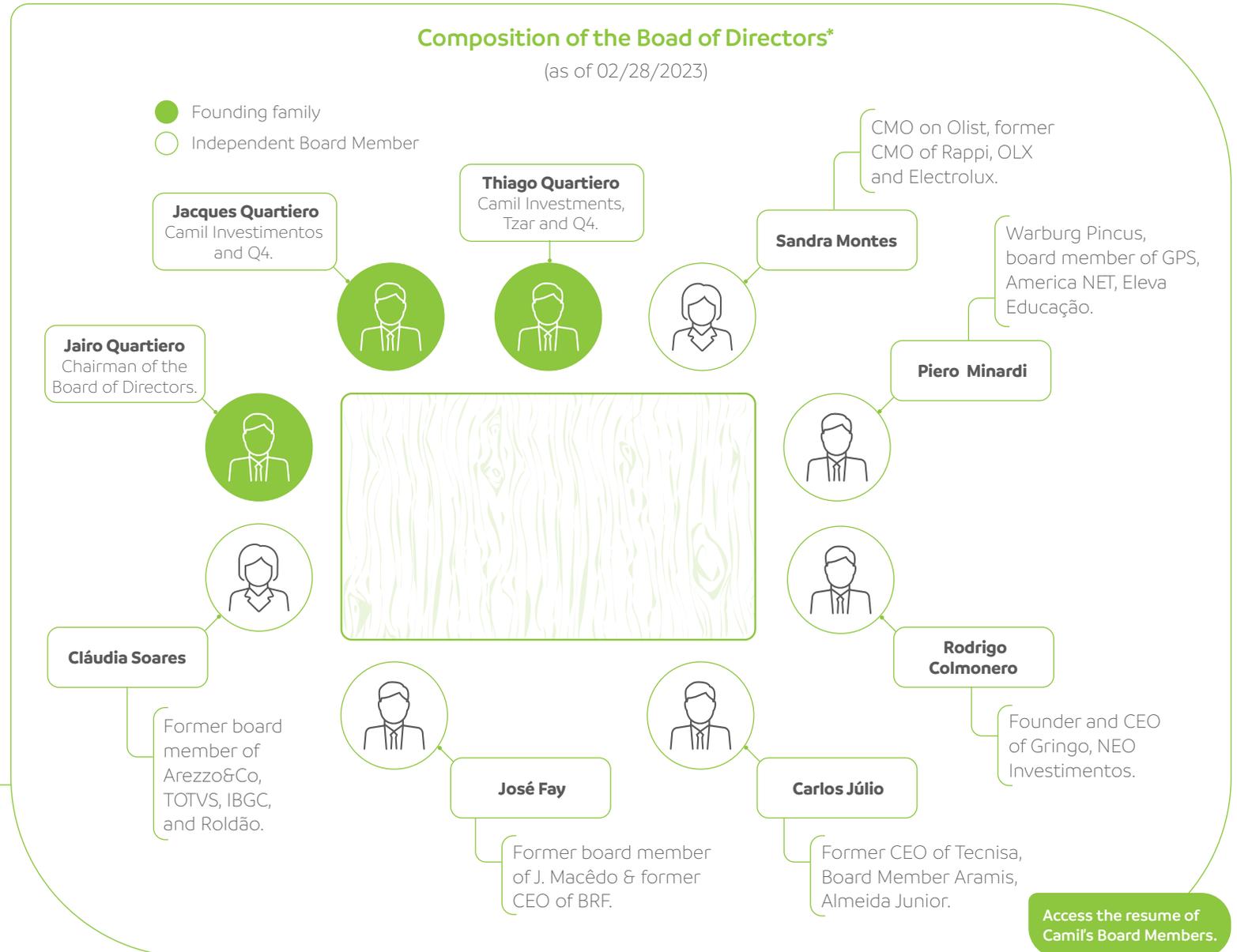
## Board of Directors

As of February 2023, Camil's Board of Directors consisted of nine members, of which six were independent – two of whom are women, elected in 2022, as part of the Company's commitment to the promotion of gender equality. Acting in a collegial manner, the board members are responsible for defining the business strategy and overseeing its execution, including analysis of socio-environmental and governance aspects.

Members of the Board of Directors are elected by the General Assembly – according to the criteria established in the *Policy for the Appointment of Board Members Administration, Committees and Statutory Board* – for unified two-year terms, with reelection being allowed.

\* All board members were elected in June 2022.

\*\* As established by the Company's bylaws, the positions of Chairman of the Board and Chief Executive Officer or Camil's chief executive cannot be occupied jointly by the same person.





## Fiscal Council

Formed by three effective board members and an equal number of alternates, elected at the General Meeting, the Fiscal Council is responsible for verifying and controlling the Company's accounts. This includes the supervision of independent external audit work, as well as the verification of the legality of the actions of the administrators. The Supervisory Board can be instated at the request of shareholders, not having a permanent character.

## Assessment of governance bodies

The Company carries out an annual evaluation process of performance, competencies, and professional improvement that includes the Executive Board, the Board of Directors, and Advisory Committees in relation to the bodies and their respective members, taken individually, in addition to the Corporate Governance Secretariat.

In the case of the Board of Directors, each member evaluates its own performance and the performance of the collegiate, the Chairman of the board, the members of the Board of Directors and the Corporate Governance Secretariat. The executive board members undergo a 360° evaluation, in which they carry out their self-assessment, which is evaluated by the other members of the Executive Board and by the Board of Directors of the Company.

In the analysis of the Corporate Governance Secretariat, all members of the Company's Board of Directors carry

## Composition of the Fiscal Council\*

(as of 02/28/2023)

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

\* All fiscal council members were elected in June 2023.

[Access the resume of Camil's Fiscal Council Members.](#)

## Remuneration of board members

The members of the Board of Directors, with the exception of those indicated by the Company's controlling shareholders, receive a fixed monthly amount as remuneration for their work with Camil proportional to their attributions and responsibilities. The individual remuneration of the members of the Board of Directors of the Company is defined in line with market practices, similar to that of its executives.

Board members do not receive variable or share-based compensation. At the Company's Ordinary General Shareholders Meeting, the salary of members of the Board of Directors is approved. The specifics are defined in the Policy for the Remuneration of Members of the Board of Directors, Committees, and Supervisory Board.

out the assessment. For the advisory committees, the members of each body perform their self-assessment and the performance of the collegiate of which they are part.

The evaluation considers several aspects such as attendance at meetings and participation in discussing matters, active contribution to the decision-making process, and commitment to the exercise of the relevant functions. The process takes place through a questionnaire with closed, open, and semi-open questions, following the good practices recommended by the Brazilian Institute of Corporate Governance (IBGC).

The results of this process are presented to the Board of Directors by the People and Management Committee, along with action plans to improve the performance of the bodies and their members.



## Committees

As part of Camil's governance structure, technical committees, formed by members of the Board of Directors and professionals from various areas of the Company, are established to support strategic decisions of senior management. Each committee is responsible for identifying, addressing and submitting issues related to the theme, which may pose risks or cause significant impacts on the business, on relationships with interested parties, and the Company's image, supporting the Board of Directors in the orientation and measures for eliminating or mitigating such risks.

The minutes of the meetings of the committees are submitted to the board members, presenting opinions and proposals to be reviewed and validated.

### Thematic committees



#### **Statutory Audit Committee**

Follows-up on matters related to accounting, internal controls, financial reporting, auditing and compliance, among other assignments.



#### **Finance, Investment and Risk Committee**

Analysis of 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 of strategic 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**

Supports the integration of social, environmental, and governance aspects into the business strategy, as well as assessment of compliance with the standards of conduct defined in the Code of Ethics and other corporate guidelines.

To learn more about the members of the committees and their roles, [click here](#).



## Executive Board

Formed by professionals with extensive knowledge and experience in the sector, Camil's Executive Board is composed of two statutory and five non-statutory directors, who are responsible for the executive administration of the business, based on the guidelines defined by the Board of Directors.

### Composition of the Executive Board\*

(as of 02/28/2023)

Name	Position	Experience	Training	ESG leadership
<b>Luciano Quartiero</b>	Chief Executive Officer	<ul style="list-style-type: none"> <li>Camil</li> </ul>	<ul style="list-style-type: none"> <li>Ibmec</li> <li>University of California</li> <li>PUC-SP</li> </ul>	Application and monitoring of the ESG strategy aligned with Camil's strategic pillars of growth.
<b>Flavio Vargas</b>	Chief Financial Officer and Investor Relations Director	<ul style="list-style-type: none"> <li>Smiles</li> <li>Gol</li> </ul>	<ul style="list-style-type: none"> <li>USP</li> <li>NYU</li> </ul>	Responsible for ESG and GT governance reporting.
<b>Renato Accessor</b>	Director of Operations	<ul style="list-style-type: none"> <li>Ambev</li> <li>Suzano</li> <li>KraftHeinz</li> </ul>	<ul style="list-style-type: none"> <li>UMC</li> <li>FGV</li> <li>Ibmec</li> </ul>	Responsible for the Eco-Efficiency WG.
<b>André Ziglia</b>	Director of Supplies and Comex	<ul style="list-style-type: none"> <li>Saman</li> <li>Josapar</li> </ul>	<ul style="list-style-type: none"> <li>UFPEL</li> <li>FGV</li> </ul>	Responsible for the Supplies WG.
<b>Renato Gastaud</b>	Director of International Operations	<ul style="list-style-type: none"> <li>Josapar</li> </ul>	<ul style="list-style-type: none"> <li>UFPEL</li> </ul>	Responsible for ESG in Latin American countries (except Brazil).
<b>Erika Magalhães</b>	Director of People & Management	<ul style="list-style-type: none"> <li>Estácio</li> <li>Allied</li> <li>Ambev</li> </ul>	<ul style="list-style-type: none"> <li>Unifev</li> <li>UnP</li> </ul>	Responsible for the WG on Social Responsibility.
<b>Daniel Cappadona</b>	Commercial and Marketing Director	<ul style="list-style-type: none"> <li>Danone</li> <li>Coca-Cola</li> <li>Lactalis</li> </ul>	<ul style="list-style-type: none"> <li>ESE Santiago Chile</li> <li>ADEM - Harvard &amp; SF Mendoza</li> <li>EIN NY &amp; Texas University</li> </ul>	Responsible for social marketing initiatives involving major brands.

### Remuneration of the Executive Board

As remuneration for the work performed, the Company's executive board members receive a fixed monthly remuneration, compatible with their responsibilities and level of exposure to risks. Thus, the compensation package seeks to recognize the value of the position for the Company, aiming at the effective and lasting engagement of the executives in order to provide the alignment of their professional development with the long-term goals of the Company.

Executive board members participate in the Results Participation Program (PPR), which links variable remuneration to performance the Company's consolidated agenda and specific individual indicators and targets. In addition, the package offered to executive board members includes benefits such as medical assistance, life insurance, and meal vouchers. In addition, the Company maintains a plan to grant stock options approved at the General Meeting of Shareholders held on June 30, 2021, which was granted to some of the executive board members, with the following objectives:

- The convergence of interests and objectives of shareholders and executives in creating sustainable and long-term value;
- Promote a sense of "ownership" and long-term retention of the Company's top talent and leaders; and
- Align the Company's compensation practices with those practiced by industry players of similar size, segment, and management practices.

Access the resume of Camil's Statutory Executive Board Members.

\* All executive board members were elected in June, 2022.



# 100%

of Company leaders were trained through the integrity web series at Camil Academia, in 2022.



Evoluindo sem perder a essência

Academia de Profissionais e Líderes da Companhia em Integração com o Mercado

2017

## Futuro Novas Expansões

2016

#FOUARRIZCONFEIÇÃO

The Camil Integrity Program establishes measures, policies and procedures to guide the conduct of all employees and interaction with other stakeholders.

## 3.2 Ethics and integrity

[GRI 2-13; 2-23; 2-24; 2-25; 2-26; 205-2; 205-3; 206-1; 3-3; 406-1]

[2030 Agenda targets: 16.5; 16.6]

The Camil Integrity Program, launched in 2021, covers measures, policies and procedures to guide the conduct of all employees and other people who interact with the Company, in line with its commitment to ethics and transparency. In addition, the program aims to prevent, detect and remedy the occurrence of improper conduct and non-compliance with the Company's Code of Ethics and other corporate policies.

Among the highlights of the program in 2022 is the launch of the integrity web series at Camil Academia, a corporate education platform. With five episodes and a quiz to reinforce learning, the web series addresses issues present in the Company's policies. Training via web series was mandatory for 100% of the leaders, in addition to other professionals, considering their exposure to ethical risks. By the end of the year, this entire audience had completed training – including nine board of directors members and 562 employees.



### Pillars of the Integrity Program



**Structure of the area and commitment of senior management**



**Risk analysis**



**Policies and procedures**



**Training and communication**



**Whistleblower channel and remediation measures**



**Continuous controls and monitoring**

### Corporate guidelines

The policies that guide the business conduct of Camil professionals are available on the Company's intranet and on the Investors Relations *website*. During 2022, these policies were widely disseminated through emails, internal campaigns and training modules.

### Conflict of interest

To manage any conflicts of interest, the Company adopts, in addition to the rules contained in the applicable legislation and regulations, internal guidelines, namely the – Policy for Conflict of Interest Management and of Transactions among Related Parties – and specific procedures for combating, preventing, and resolving internal issues, such as the collection of statements. The guidelines describe the responsibilities and sanctions applicable to cases of transgression.





# Ethics Channel

In line with good market practices, the Ethics Channel is available to all publics on the company's website.

Camil enables the communication of possible violations of the Code of Ethics, other policies, and applicable laws through its Ethics Channel, managed by an independent third-party Company, in accordance with good market practices. In 2022, the channel covered operations in Camil's five countries of operation, and in Brazil it was extended to the production units of pasta, coffee, and cookies.

As provided for in the Camil Code of Ethics and the Global Ethics Channel Policy, anonymity is guaranteed for the reports received when desired by the whistleblower, as well as the protection of the whistleblower in good faith, and the possibility of monitoring the handling of the complaint by means of a protocol number.

42

## The Ethics Channel is available through the following means:



**Website:**  
<https://www.canaldeetica.com.br/camilalimentos>  
(24 hours service)



**Phone: 0800 770 2530**



**E-mail: [canal.etica@camil.com.br](mailto:canal.etica@camil.com.br)**

Complaints of a behavioral nature, harassment, and non-compliance with internal procedures are submitted to an investigation by the People and Management Department (P&M). All other complaints are investigated by the *Compliance*, Department, except for those relating to fraud, which fall under the responsibility of the Internal Audit Department. Complaints of high criticality are submitted for analysis and deliberation by the Operational Ethics Committee, composed of the Financial Board, P&M Board, and Camil's Chairman. Periodically, the outcome and status of complaints are brought to the attention of the Statutory Audit Committee, the ESG and Ethics Committee, and the Chief Executive Officer and Board of Directors.

Between February 2022 and February 2023, there was an increase of about 80% in the number of complaints received compared to the previous period. This data shows the efforts throughout the period to disseminate the Ethics Channel, training, and employee awareness of the expected rules and conduct – actions that were intensified by the Company in 2022. It also reflects the addition of employees, third parties, and other stakeholders resulting from the acquisitions made by the Company in recent years, of which four represented a significant increase in operations.

Of the total complaints, 100% were analyzed and 13.5% of cases were still under investigation at the end of February 2023. Among the cases that received completed investigations, the results were: (i) 35% proceeding or partially proceeding; (ii) 26.5% not proceeding; and (iii) 25% closed with insufficient data, inconclusive, or outside the scope of the Channel. Among the reports received, none dealt with corruption and six were related to discrimination, but none were confirmed.



Camil expects all of its third parties and people with whom it relates to also meet the same standards of ethics and integrity in conducting their businesses. For this purpose, it shares its Code of Ethics on the corporate *website*, facilitating consultation by different publics. Suppliers, service providers, and business partners are provided with the Declaration of Compliance with Legislation and Ethics to be signed by those who intend to establish or already maintain a business relationship with the Company.



### Data privacy

Through the privacy program, developed since 2020, Camil seeks to identify, control, and remedy any risks related to the processing of personal data that are under its responsibility, in accordance with the General Personal Data Protection Law (GDPL). Periodically, the Compliance Department reports the results and status of the Privacy Program to the Statutory Audit Committee and the ESG and Ethics Committee, which monitors the development of the topic. In 2022, the Company continued to adapt to the GDPL, including the various actions, the dissemination of the Camil Privacy Program Policy, the dissemination of periodic communications on GDPL to reinforce the program's guidelines, the maintenance of the updated personal data inventory, and the preparation of impact reports for critical activities, from the point of view of personal data processing.



**20**

of the main risks were monitored in 2022.



**Approved by the Board of Directors, Camil Alimentos' Risk Management Policy incorporates the best and latest global practices available.**

## 3.3 Risk management

[GRI 2-13; 2-24; 3-3]  
[SASB FB-AG-440a.1]

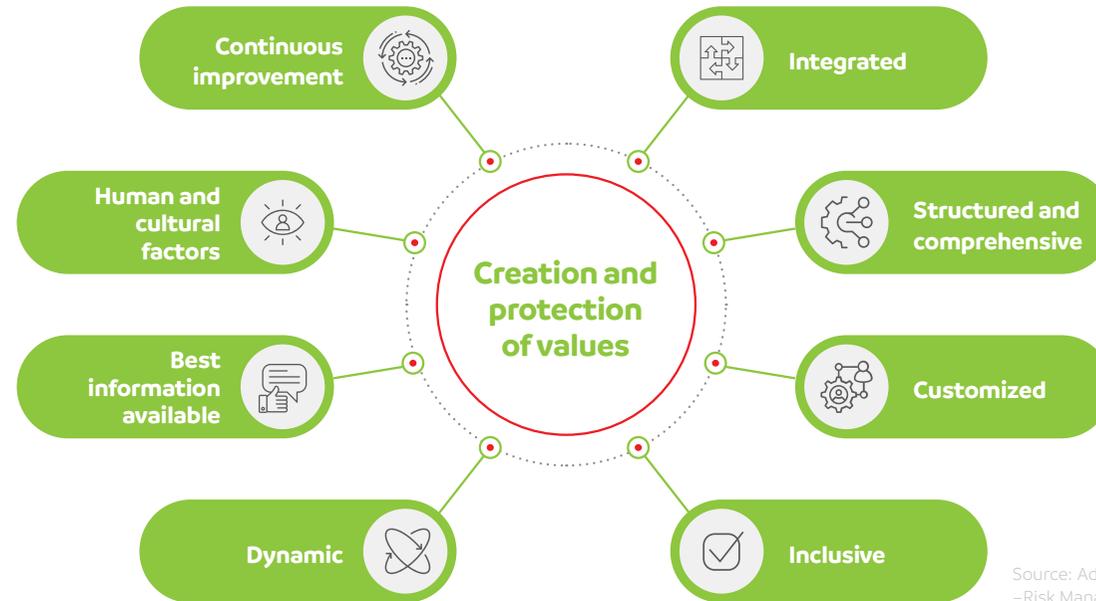
Camil believes that risk management is a mechanism for creating and protecting value by mitigating threats and enhancing opportunities. For this reason, it implements structures and processes for managing its corporate risks, aligned and integrated with its strategic objectives, in order to assist decision-making and improve its performance.

Approved by the Board of Directors, Camil Alimentos' Risk Management Policy establishes guidelines, roles, and responsibilities in the management of its corporate risks based on the best and latest global practices available, such as COSO ERM 2017 and ISO 31000:2018. In addition, the Company also defines the limits of risk appetite and tolerance in pursuit of its strategic objectives, through the issuance of its "Risk Appetite Statement".

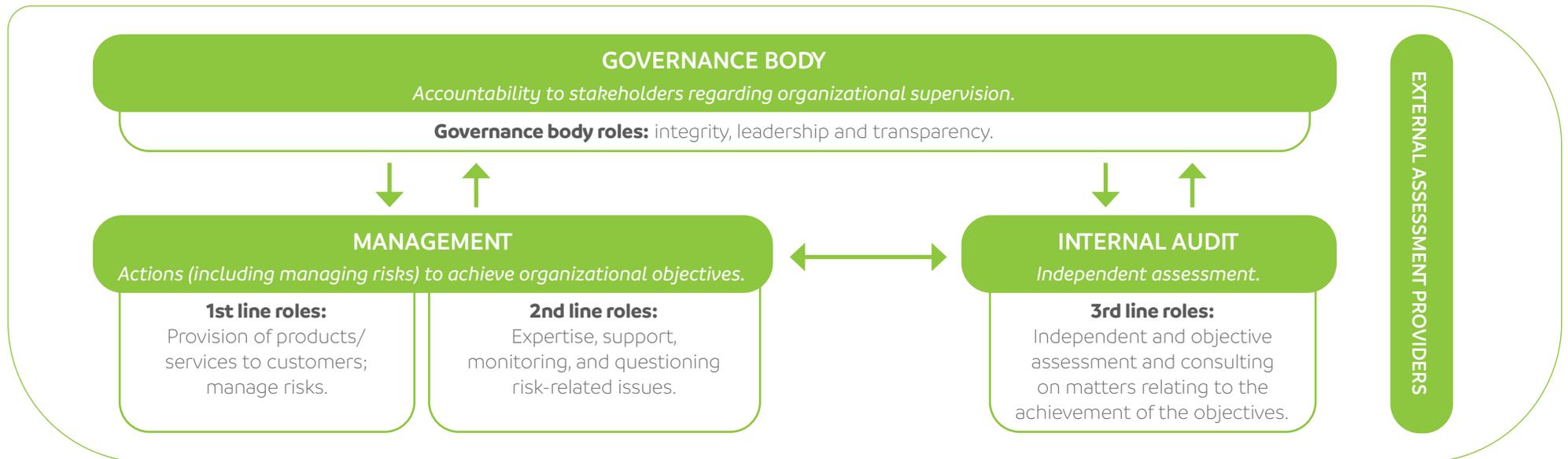
In order to integrate the risk management process with its strategic objectives, considering the "three lines model" proposed by the Institute of Internal Auditors of Brazil (IIA), Camil adopts a structure of lines of defense in the management of its risks based on the definition of roles and responsibilities for the entire organization, as demonstrated in the following infographic.



### Risk management principles adopted by Camil



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



Legend:

- ↑ Accountability, reporting.
- ↓ Delegate, guide, resources, supervision.
- ↔ Alignment, communication, coordination, collaboration.

Source: Risk Management Policy, adapted from the Institute of Internal Auditors of Brazil (IIA) – new model of the three lines of the IIA 2020.



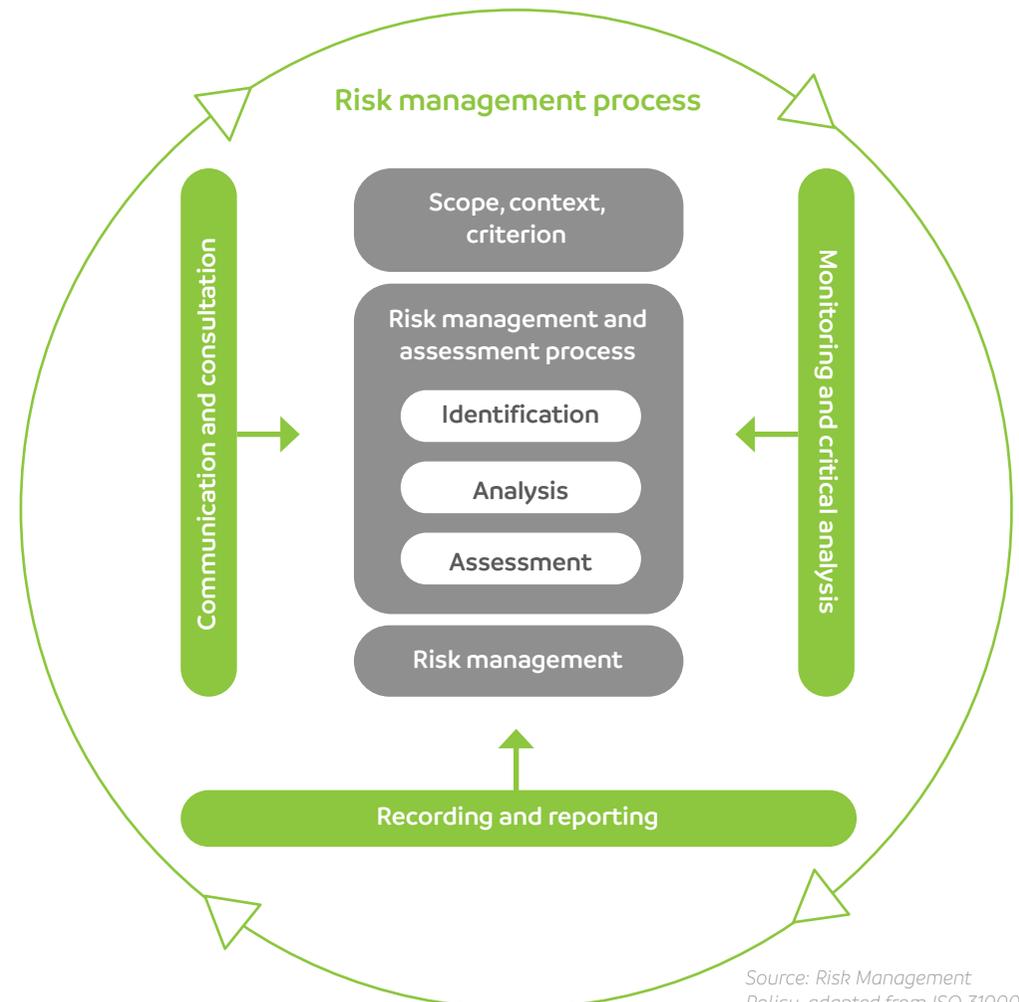
## Lines of Defense

- **1st line:** composed of the business areas of the Company, it is designed to maintain risks within the predefined limits of appetite and tolerance. It is therefore primarily responsible for risk management and internal controls, acting to identify, evaluate, treat, prevent and monitor risks in an integrated manner.
- **2nd line:** covers risk management structures, internal controls, and compliance. It determines drivers and implements practices aimed at adequate risk management through the 1st line in order to assist those responsible for each risk involved in order to define exposure, management, and control goals. In addition, it provides technical assessments on risks, controls, and Compliance, as well as monitoring and reporting the results of such management.
- **3rd line:** conducted by the Internal Audit Department, it conducts assessments on the effectiveness of governance, risk management and internal controls, including how the 1st and 2nd lines achieve their objectives.

Senior management supports and operationalizes this model, based on the integration of the risk approach into strategic and management aspects. Governance bodies such as the Board of Directors and the Statutory Audit Committee oversee the effectiveness and sufficiency of the risk management systems and internal controls adopted by the Company. This assessment is supported by third-party experts, such as independent auditors.



Focusing on the continuous evolution of the model, Camil continuously evaluates the risk management process, adapting and improving the stages of identification, analysis, evaluation, treatment, reporting, and monitoring of main corporate risks. On another front, it seeks to instrumentalize those involved in the process for the proper management of risks through a robust work of acculturation and continuous training of all lines of defense, especially in the 1st Line ("risk owners"), in all spheres, seeking to mitigate exposure and expand the maturity of risk management in the Company.



Source: Risk Management Policy, adapted from ISO 31000: 2018 – Risk Management.



# Risks approach

The company's risk management is conducted in a transparent manner so that the main risk factors are disclosed to the market.

Camil identifies, assesses, and monitors the main risks associated with its businesses that may pose a threat to the achievement of its objectives and results, including risks related to environmental, social, and corporate governance aspects, as well as other strategic, financial, operational, technological, and compliance factors. The Company's lines of defense act in an integrated manner, strengthening its internal controls environment, as previously presented.

47

Annually, Camil conducts a risk assessment jointly with senior management and its governance bodies in order to analyze and validate the Company's risk environment, as well as whether the management process and internal controls are sufficient to mitigate them at the level of the predefined risk appetite. In addition, this assessment leads to structuring and implementing additional responses and controls to address risks that exceed the tolerance limit.

The risk management process is properly formalized through the elaboration of dictionaries, risk matrices, and internal controls. In addition, the results of risk management are shared among all the lines of defense, promoting the recording and reporting of priority risks, their communication and consultation, as well as monitoring and critical analysis of the corporate risk environment.

Risk management is conducted in a transparent manner, so that the main risk factors that Camil believes 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.

## LatAm risk management

In 2022, Camil extended the guidelines, methodologies, and risk management practices adopted in Brazil to the other countries of operation (Chile, Ecuador, Peru, and Uruguay), thus structuring an integrated vision of risks to the Company.

The risk assessment process was carried out considering the challenges, threats, and uncertainties of each location in order to better identify and understand the risks and risk factors of each country. Simultaneously, it aligned and integrated the Company's threats and uncertainties with local risks at the corporate level with regard to the achievement of strategic objectives.





# Risks ESG

Camil mapped the main risk factors associated with ESG aspects.

In line with the Materiality Matrix developed by the Company, Camil mapped the main risk factors associated with environmental, social, and corporate governance aspects in its operations, which are also aligned and integrated with the strategic objectives of the business.

The Company has structured multidisciplinary working groups – 1st and 2nd line components – to identify threats and risk factors in ESG, integrating these initiatives into the corporate risk management process.

The following are the main risk factors identified for each of the ESG pillars.

- **Environmental:** In the environmental area, threats related to the energy matrix and environmental compliance were addressed, focusing on pollutant emissions, reverse logistics, and conscious consumption. The Company also mapped the risks associated with the availability of natural resources/commodities and origin/traceability of raw materials.

- **Social:** In the social sphere, the risk factors related to tax and social incentives, donations and sponsorships, health and safety at work, and diversity, equity, and inclusion – in line with the social commitments and objectives assumed by the Company in favor of its stakeholders. Compliance risks are also constantly evaluated and monitored by Camil, especially those that may involve ethical deviations, fraud, and/or acts of corruption – for more information, read the topic “*Ethics and integrity*”.
- **Governance:** Lastly, regarding corporate governance, risk factors related to the best market practices in governance were assessed, such as adherence and compliance with the Brazilian capital and securities markets, as well as risk events related to the Company's reputation and institutional image, the value of its brands and the sanitary compliance of its operations (food safety).



During the 2022 financial year, we advanced our culture of sustainability to minimize risks and seek a positive impact from our operations. Our approach focuses on finding solutions that address the real challenges of our context, aligned with our business growth and purpose.”

## Flavio Vargas

*Chief Financial and Investor Relations Officer*



# Social Impact

## Chapters

4.1   Employees	50
4.2   Social investments	63



**7.7 thousand**

employees were part of Camil staff in February 2023.

**76% of the total employees are concentrated in Brazil, followed by Chile, Peru, Uruguay, and Ecuador.**

## 4.1 The employees\*

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

[Meta da Agenda 2030: 8.5]

“We believe that every person makes a difference in someone’s life.” This sentence instills Camil’s definition of purpose and guides its actions to positively impact society, starting with the people who help build its success every day: employees. Not surprisingly, purpose and people constitute a central strategic pillar for the Company, which drives the other two – quality in sales and efficiency in growth.

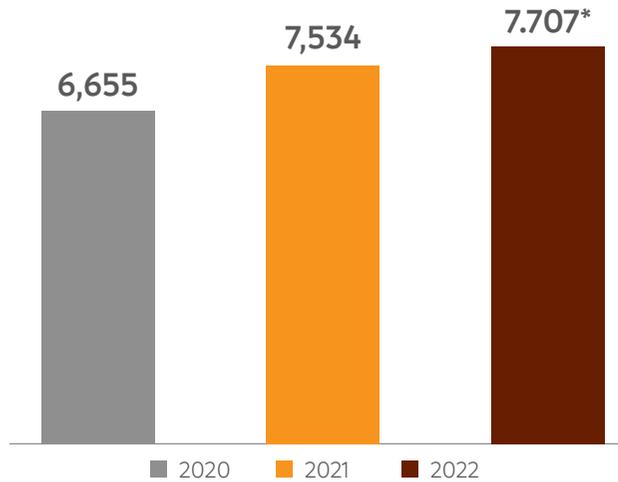
Working in this direction, about 7.7 thousand people were part of Camil’s staff in February 2023 – an increase of 2.3% compared to the previous year, especially due to the acquisition of biscuit production units in Brazil, which added about 173 professionals. This contingent was added to the teams operating in Brazil, a country that represents 76% of the Company’s total employees, followed by Chile, Peru, Uruguay, and Ecuador.

Throughout the year, Camil admitted 1,593 people and dismissed 1,532 – representing an increase of 61 jobs, reflecting the expansion of operations carried out in the period. In Chile, due to the slowdown in the local economy, 100 people were dismissed, especially from the areas of merchandising and operations.

*\*Data related to the total number of employees corrected in relation to the version of the Report published on July 14, 2023.*

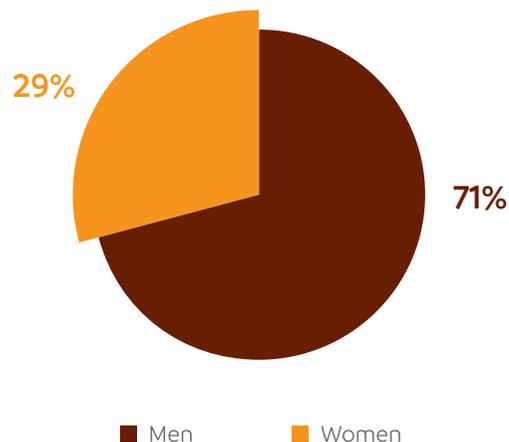


### Total number of employees



\*Data corrected in relation to the version of the Report published on July 14, 2023.

### Percentage of employees by gender



### Feeding transformation in Brazil

After a deep cultural diagnosis carried out the previous year, 2022 was dedicated to driving the transformation experienced by Camil with the integration of coffee, pasta, and cookie production units in Brazil. Together with the new factories, processes, and systems, 1,884 thousand people were added, welcomed by the Company with absolute respect for the culture and experience they helped build in the acquired companies.

In this context, the activities conducted by the People and Management Board assumed an increasingly strategic role in order to effectively integrate these professionals into Camil, based on their understanding and adherence to the purpose and values of the Company. Taking advantage of previous successful acquisition processes, employee integrations were conducted based on comprehensive action plans, which included knowledge management, the identification of synergies – in guidelines, practices, and tools – assertive communication, leadership strengthening, and intensive training. Thus, Camil sought to ensure that the foundations of the transformation were aligned with its strategic pillars, as demonstrated in the following infographic.

#### Transformation implemented in line with Camil strategic pillars:



#### EFFICIENCY AND GROWTH

Organizational design in line with Camil's transformation



#### SALES QUALITY

Training and support for the integration of the sales team

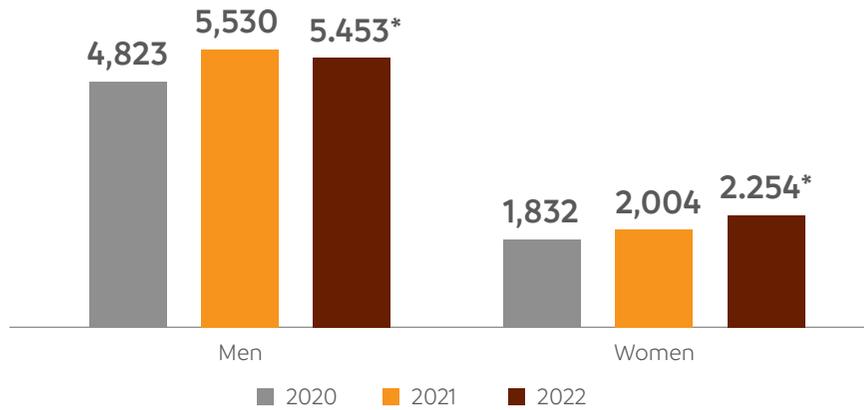


#### PURPOSE AND PEOPLE

Training, qualifications, and job rotation

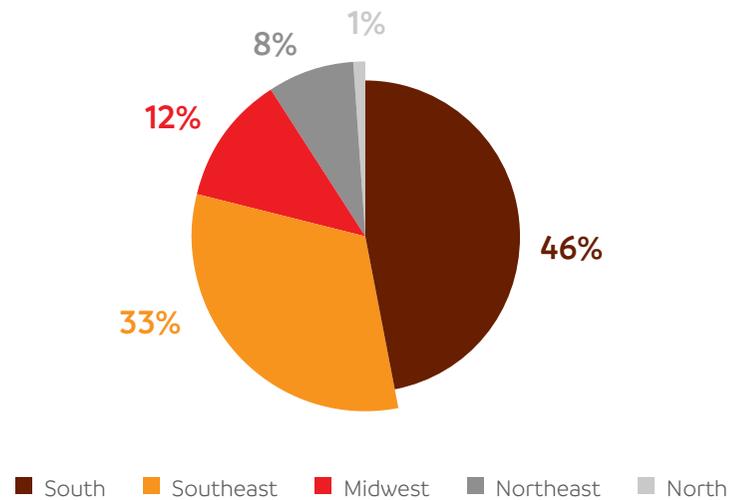


### Total number of employees by gender



\*Data corrected in relation to the version of the Report published on July 14, 2023.

### Percentage of employees in Brazil, by region



We are in the midst of a cultural transformation, which respects all people – inside and outside Camil – as the basis of any relationship or initiative. **Thus we have built a safe, diverse, and genuinely inclusive work environment for our employees.** Likewise, our social responsibility actions are focused on tackling inequality by providing people with opportunities to thrive.”

**Erika Magalhães**

People & Management Director



# 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]  
[2030 Agenda targets: 8.5, 8.8]

Inseparable from Camil's culture, care for the health and safety of employees – as well as service providers and other people who circulate the Company's units – is based on ensuring compliance with the respective legislation, in each segment and country of operation. In addition, volunteer initiatives are developed to prevent accidents, incidents, and occupational diseases.

53

Throughout 2022, R\$ 17.6 million was contributed by the Company in training actions, monitoring, and continuous improvement of facilities and processes, as well as in the promotion of physical and emotional health. As a result of this work, Camil registered a significant reduction of 33% in the number of accidents with leave throughout the year compared to 2021 – with emphasis on Brazil with a drop of 51%, which concentrates 77% of the staff. Among the initiatives that contributed to this result, the following stand out:

- **Standardization of corporate processes** involving higher risk activities.
- **Implementation of OSH management systems**, for online monitoring of indicators, behavioral tools, normative training, Health and Safety Dialogues

(HSD), and action plans and control of Occupational Health Certificates (OHS).

- **Zero Accident Project:** aims to sensitize teams regarding the importance of adopting safe behaviors to preserve physical and mental integrity. Among the main actions developed are special training and intensive internal communication campaigns, which in 2022 included the participation of employees' families. In one of the most compelling initiatives of these campaigns, an interactive panel was installed in the industrial units presenting photos of children and other loved ones of each employee to cultivate a genuine desire to work safely – from the memory of the fact that they were waiting for them to “come back home”. After accessing the panel, each employee signed a commitment document addressing this theme.

The Occupational Health and Safety Management System covers all employees of the Company and maintains specific goals, approved by senior management. These goals are linked to the ESG agenda and the variable remuneration of managers at different levels.

Camil recorded a 33% reduction in the number of work accidents with leave – in Brazil, the drop was 51%.





## Dedicated management

Doctors, nurses, engineers and occupational safety technicians make up the teams that conduct health and occupational safety activities in the various operating units. These teams are supported by multidisciplinary bodies, formed by managers and employee representatives, such as the internal Accident Prevention Commission (CIPA), in Brazil, the Joint Health Committee of Hygiene and Safety in Chile, the Commission on Safety and Health at Work in Peru, and the Commission on Safety and Health in Uruguay.

Together, these professionals identify risks related to the topic (see infographic below), follow up on the results of periodic employee medical exams<sup>3</sup>, and monitor the Company's performance, tracking indicators of accidents and occupational diseases – which involves the investigation of their causes and consequences, as well as the preparation of preventive action and corrective plans. In parallel, they develop campaigns and continuous training programs to educate teams, focusing on strengthening the safety culture.

One of the highlights of 2022 in this regard was the holding of the first Saman Safety Congress in Uruguay, which brought together leaders of industrial and service units. Facilitated by a specialized external consulting firm, the event addressed risks linked to the work activities developed in the plants, based on the diagnosis carried out in 2021 as part of the Safety Culture Change Project.

### Actions for occupational risk analysis



#### Dialogue

Raise awareness of safe behaviors through direct dialogue with workers, feedback, orientation, and commitment (individual and collective).



#### Incidents Record

Available to all workers, it allows them to report events that may result in accidents.



#### Research

Assessment of risk situations and work accidents. Create action plans for the correction of any deviations and mitigation of possible recurrence.



#### Monitoring

Mapping of risks identified by employees or OSH teams, in order to mitigate them.

<sup>3</sup> The information related to the health of each worker is confidential, and accessible only by medical teams, with confidentiality ensured by data privacy policies, as well as by the Code of Ethics.



In 2022, the Company continued the project developed in partnership with DuPont Sustainable Solutions, a specialist in complex operations and risk management. Initiated in the unit of Barra Bonita (SP), the training offered by the project seeks to increase the engagement and sense of responsibility of employees regarding security, with strong leadership engagement. Due to the excellent results achieved since the beginning of the partnership, in 2021, Camil renewed the contract with DuPont in order to extend the project activities to the other operating units, starting in 2023.

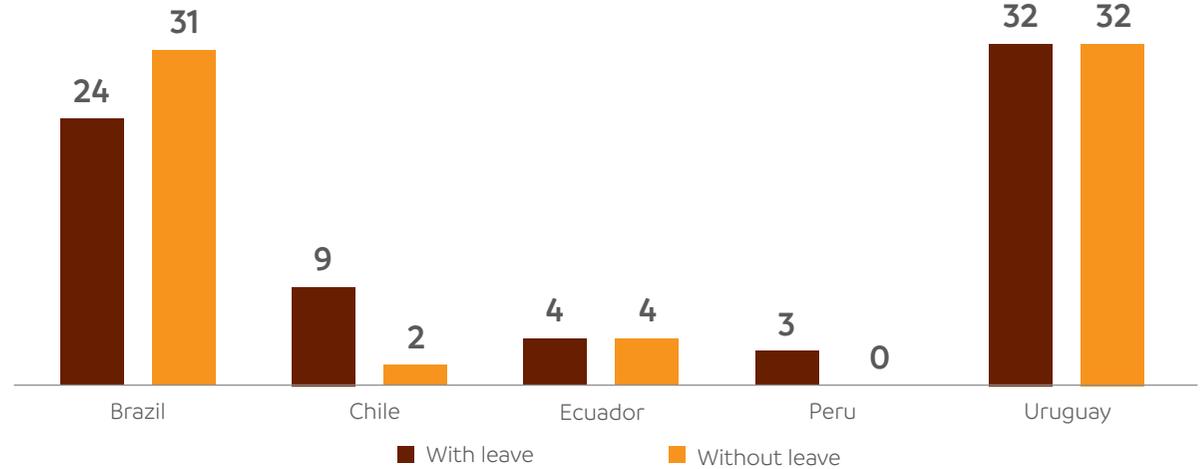




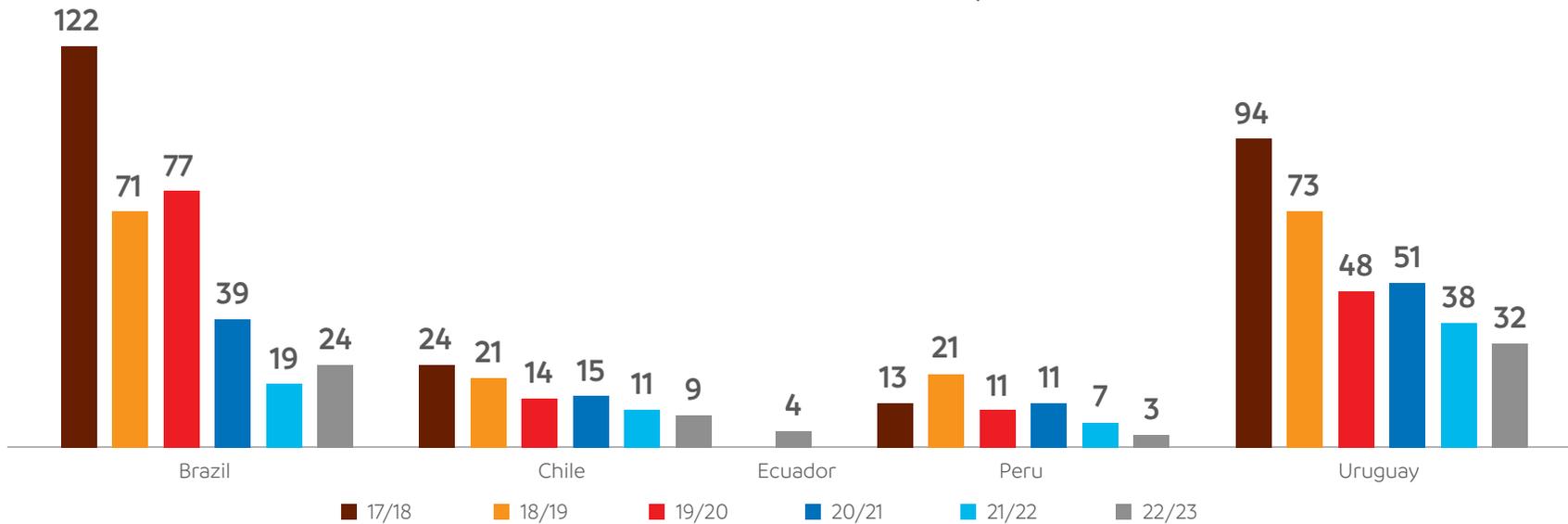
## Safety performance (2022)

In 2022, Camil's OSH indicators continued to reflect the teams' commitment to the safety culture, proving that the Company's investments in this aspect – a priority in its ESG agenda – generate positive results for the people and business. In 35 plants operated by the Company and corporate offices, a total of 141 accidents were recorded, of which 72 involved the employees' taking leave from their work activities – maintaining the figures of the previous period. Among the main causes of the accidents recorded in the period are falls, collisions with trucks and forklifts, electric shock, entrapment with moving parts, struck by vehicles, crushing, and cuts on upper limbs (especially the hands).

### Number of accidents – 22/23



### Rate of accidents with leave in six years



\* In Brazil, two businesses were added in the period, which led to a significant increase in employees.



### Health promotion

In addition to preventing work accidents and occupational diseases, Camil is concerned with promoting the general health of employees, contributing to the continuous improvement of their quality of life. To this end, in addition to conducting periodic examinations, the Company develops awareness-raising actions to combat chronic diseases – such as diabetes and hypertension – and adheres to national mobilization campaigns, such as Pink October and Blue November, dedicated in Brazil for the prevention of breast and prostate cancer, respectively.

In 2022, units in Peru conducted training for Covid-19 prevention awareness and promotion of healthy habits, with a focus on reducing the incidence of diabetes, hypertension, and obesity. Reinforcing the initiative, blood pressure and blood glucose measurement campaigns are carried out. Based on the results, healthcare teams guide the employees regarding recommended conduct, monitoring their treatment and evolution. As a form of support, the food cafeteria service provided by the unit offers special diets to those who need it.

Similar initiatives were carried out in Saman units in Uruguay, encouraging the adoption of healthy eating and physical exercise. In addition, workshops are promoted regarding remote work, cautioning employees about the potential impacts on physical and mental health.



# Development professional

[GRI 404-1; 404-2; 404-3]  
[Meta da Agenda 2030: 4.3]

Camil strives to provide a work environment that fosters learning and development the continued professional development of its employees in order to improve their technical and behavioral skills throughout their career To this end, the Company develops initiatives for the dissemination of knowledge through training, capacity-building, and support for continuing education. In 2022 alone, 104.6 thousand hours of training were conducted – an average of 13.6<sup>4</sup> hours of training per employee.

58

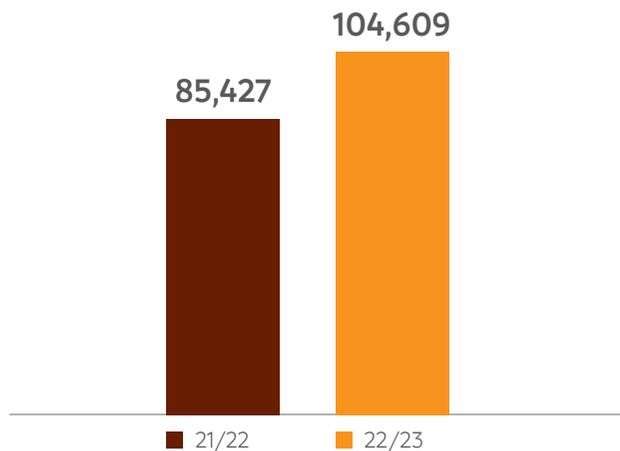
The company develops initiatives for the dissemination of knowledge and support for continuing education.

Number of training hours, by country\*

Category	Men	Women	Total
Brazil	61,270	26,831	88,101
Chile	3,456	978	4,434
Ecuador	1,296	584	1,880
Peru	106	76	182
Uruguay	8,901	1,111	10,012
<b>Total</b>	<b>75,029</b>	<b>29,580</b>	<b>104,609</b>

\* Consolidated data

Total number of training hours



In Brazil, among the highlighted initiatives of 2022 are training programs related to diversity, equity, and inclusion, among all employee categories (*see more here*). On another front, specialized training for the sales teams was intensified, focusing on food categories that were more recently added to the portfolio, such as coffee, pasta, and cookies. Held in 2023, Camil's sales convention addressed the results of 2022 and the alignment of the strategy and themes in focus for the next financial year, bringing together about 600 professionals from different regions of Brazil.

All training programs for Brazilian teams are integrated into Academia Camil, a corporate education platform that brings together three schools: Sales, Leaders, and Business (see infographic on the following page). In each one, training curricula are offered that cover behavioral and technical content, including mandatory training.

<sup>4</sup> Average number of hours of training adjusted in relation to the version of the Report published on July 14, 2023, due to the adjustment in the total number of employees.



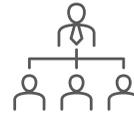
### Camil Academy



#### Sales School

**Public:** Sales team

**Focus:** Disseminate technical, behavioral and leadership knowledge, to generate more assertive and strategic sales.



#### School of Leaders

**Public:** Managers at various levels

**Focus:** Develop high-performance leaders to gain efficiency and strengthen the Company's culture.



#### Business School

**Public:** All contributors

**Focus:** Train people in the business aspects of Camil. This specialized training is taught by more experienced employees, who act as multipliers of knowledge.

Among the curricula developed at Camil Academia, the course dedicated to the formation of leaders was highlighted. In the year, 450 managers were trained at the School of Leaders, learning about organizational culture, effective management, high-performance teams, continuous professional development, and strategy, among other topics. A summary of the school's 2022-2023 cycle is presented in the following infographic.

### School of Leaders - 5th cycle I Edition 2022-2023 – Breakdown according to publics

#### Executive leadership



Focus on strengthening the leadership pipeline (leading leaders) and in the transformation of the organizational culture.

- 32 participants**
- + Operating Directors
- + Regional Sales Director
- + Executive Managers

#### Leadership



Focus on strengthening management and the formation of high-performance teams.

- 252 participants**
- + Managers
- + Coordinators
- + Administrative Supervisors

#### Operational Leadership



Focus on strengthening tactical leadership by consolidating team leaders and professional development to improve productivity and performance.

- 154 participants**
- + Operational Supervisors
- + Managers
- + Leader

#### Merchandising Leadership



Focus on strengthening tactical leadership by consolidating team leaders and professional development to improve productivity and performance.

- 12 participants**
- + Coordinator
- + Execution Supervisors
- + Merchandising Leaders

450 Participating Leaders





In Chile, a systemic survey of training needs is carried out each year based on objectives, challenges, and ongoing projects. To support the execution of the training programs, in 2022 the Company contracted a corporate education platform (BUK LMS). In this way, it has made access to training more effective, which can be carried out in online format, covering technical and behavioral content.

As in Chile, the training plan of the Uruguayan units follows the strategic direction of the Company and the strengthening of the skills and abilities necessary for each position. In 2022, one of the main professional training programs took place via SAP tools (management software), involving employees from various areas and units.



## Career advancement

With a focus on the individual development of its employees, Camil annually conducts a performance assessment, which considers technical and behavioral skills, and indicates opportunities for performance improvements in the current role as well as career advancement possibilities. In Brazil, in 2022 Camil expanded the number of participants in the process, covering 20% of employees, with the following objectives:

- Assess the employee's level of adherence to Camil's required skillset;
- Enhance the performance of employees and identify and guide people with performance below expectations;
- Guide decision-making in relation to people management in order to recognize and value differentiated employee performance;
- Strengthen the culture of providing feedback based on solid and tangible information; and
- Provide subsidies for Individual Development Plans (IDPs), boosting the development of more assertive programs.

In Chile, performance assessments were focused on the operational area – logistics, production, and quality – based on competencies associated with organizational and workplace culture, and quality and safety standards. In this process, managers and supervisors evaluate employees and, subsequently, formalize their feedback, guiding the need for improvements according to results.

In the Uruguayan units, the preparation of the IPD is integrated into the Performance and Development Program, so as to be considered in career advancement and internal mobility initiatives. In 2022, one of the highlights was the evaluation of 100% of employees temporarily hired for operational activities, generating a database of skills and potentials to be used as references in new job position openings.



- **Itaqui Training School (RS)**

Created in 2020 to promote the continuing education of both employees and the surrounding community, the school reinforces Camil's commitment to human development, offering basic training and professional qualification free of charge. In the first year of activities carried out at the Itaqui unit, 28 classes of students were composed exclusively by the internal public – especially operators, mechanics, electricians, and planners.

At the school, employees are offered professional development focused on technical training and management. In 2022, the benefits of the initiative were extended to the community of Itaqui, through the training of 66 students in machine maintenance – a professional training course held in partnership with the local Senai (National Industrial Training Service).

61

- **Employee training program – EJA Navegantes**

In order to offer employees opportunities to complete their educations, in 2022 Camil continued the partnership with Sesi/Senai for the formation of Youth and Adult Education (EJA) classes in the municipality of Navegantes (SC).

In addition to providing opportunities for the completion of elementary and high school, the initiative seeks to develop new skills and train critical-thinking and logical citizens knowledgeable of their rights and duties, who are able to fully play their role in society.

At the end of 2022, 23 students of the second class graduated, of whom 17 were women and six were men.

## Youth opportunity

Camil has a trainee program in place, fully structured to prepare professionals in the Company's operations and shared values, in line with the 360° vision of the Company and its expansion strategy.

In February 2022, Camil's Volunteer Program was launched, offering the Volunteer Mentoring Program, in partnership with the FESA CROMA Institute, the social branch of FESA Group – a supporter of social transformation and professional development projects. The objective of the project is to support the preparation of youths in situations of economic vulnerability in entering the labor market. In the first edition of the program, 46 young people received assistance and in 2023 42 youths were invited to participate in mentoring sessions led by Camil employees from various areas, positions, experiences, and ages.





# Diversity, **Equity and Inclusion**

[GRI 3-3; 405-1]  
[2030 Agenda targets: 5.1; 5.5; 8.5; 10.2; 10.3]

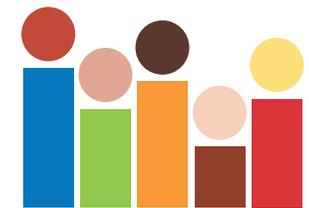
Camil understands that the fight against discrimination in the workplace generates a positive impact on society, contributing to the reduction of social inequalities. For this reason, it has been intensifying its journey toward diversity and equity, focusing on the effective inclusion of underrepresented groups – especially women, people with disabilities, the LGBTQIA+ community, and blacks.

Continuing the initiatives undertaken in 2021 to disseminate the theme in the Company, 2022 was dedicated to deepening knowledge about concepts and good practices. In Brazil, employees were trained in the contents of the Diversity and Inclusion Booklet, launched the previous year. On another front, events designed for promoting sensitization were held focusing on specific groups, with emphasis on The Women Leaders Conversation Circle led by executive Rachel Maia, and campaigns for the inclusion of people with disabilities (PWD). Another milestone of the journey was the change in name tags to include social names, as an inclusive measure for the LGBTQIA+ community.

For 2023, the focus is on training the operational team on the booklet, now in face-to-face format given the greater difficulty of this demographic in accessing online content. Additionally, this content is set to be included in the curricula at Camil Academia as a way of disseminating the Company's guidelines to new employees.

In Chile, in addition to the distribution of the booklet, introductory training programs on the topic were held, accompanied by a specific communication plan designed to broaden engagement. In parallel, a Diversity and Inclusion Committee was formed, with representatives from all units in the country, whose first delivery was the Diversity and Inclusion Policy, launched in 2022. Initiatives to promote the recognition of female employees in an effort to promote gender equity also stood out.

The year 2022 was dedicated to deepening knowledge and intensifying Camil's diversity journey.



**Diversity  
and Inclusion**





over **50 thousand**

families benefited by social projects in Brazil



Supporting and promoting social investment in the communities in which it is inserted is a commitment of Camil.

# 4.2 Social investments

[GRI 3-3; 413-1]

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

In order to feed and nurture relationships, the ESG Policy and the Donations and Sponsorships Policy detail the guidelines for the support and development of social impact projects aligned with the Company's strategy and its commitment to the sustainable development of the communities where it operates.



### Key commitments

- Social Investment: Support and promote social investment in the communities around our units.



### Pillars of impact

- Reducing hunger and waste
- Capacity building
- Nutrition Education
- Reducing food waste



### Social impact 2022 – Brazil

Based on the policy, the Company allocates resources to socio-environmental projects in Brazil and extends its guidelines to other countries in South America, which are responsible for defining local policies considering the specific needs and legal aspects of their places of operation. In Brazil, investments from Company funds are added to those made through fiscal incentive mechanisms, such as the Childhood and Adolescence Fund (FIA) and the Elderly Law. In 2022, investments made through these mechanisms in the country reached R\$ 588 thousand. Another R\$ 699 thousand were allocated to the benefit of the communities through Camil's own Company resources.



The Company allocates resources to socio-environmental projects in Brazil and extends its guidelines to other countries in South America.



## Investments in social projects – 2022

### Company resources

#### Supported initiatives – Brazil

Doce Futuro (Sweet Future)

Citizenship action – Maranhão, Pernambuco, Minas Gerais, and Southern Bahia

Gastromotiva/Solidary Cuisine – São Paulo (SP)

Project Arrastão

Association for the Care of Disabled Children (AACD), (Teleton)

**Total invested: R\$ 714,000,00**

#### Supported initiatives – Chile

Environmental Conservation in the community

Actividad Niños

**Total invested: CLP \$ 1,700,000**

#### Supported initiatives – Uruguay

A toda moña

School Impulso (donation)

**Total \$ 39,800**

### Incentivized resources

#### Supported initiatives – Brazil

#### Fiscal incentive mechanism

Youth talents – entrepreneurial trajectories

Children and Adolescents Fund

Professional Initiation – Customer Service, Public Speaking and Marketing - Year 2

Children and Adolescents

Democratic physical activity: Gymnastics for elderly residents of the Rural Municipality of Itá (SC) – Year 4

The Elderly Fund

Expansion and renovation of the Cruise Line Residence Center

The Elderly Fund

Quality of Life in Old Age Fund – Year 8

The Elderly Fund

**Total invested: R\$ 575,372.92**

#### Supported initiatives – Chile

#### Fiscal incentive mechanism

Specialized training in food handling practices for the retirement community

SENCE

**Total invested: CLP \$ 2,080,000**



## Featured projects

Brazil 

### Doce futuro (sweet future)

Scope: São Paulo

One of Camil's main social impact initiatives, the **School of Confectionery and Business Doce futuro União**, offers technical and inspirational content to encourage the preparation and marketing of confectioneries in order to turn the activity into a source of income for the families of the participants. Launched in 2021, in response to the socio-economic challenges imposed by the Covid-19 pandemic, the school expanded its activities in 2022 to the face-to-face modality. Previously, the distribution of content was exclusively on an online platform.

The contents disseminated on the platform and/or in the face-to-face courses cover confectionery techniques, recipes, and food safety, as well as business management – in all, there are 15 learning modules. In 2022, 652 people graduated from the school, of which 95% were women. Upon completing their training, 42% of them stated that the production of confectionery items represented one of the main sources of income for the family.





Brazil 

### Citizenship Action



**Scope:** Maranhão, Pernambuco, Minas Gerais, and Southern Bahia

A partner of the initiative to combat food insecurity, in 2022 Camil donated about 45 tons of food, which benefited approximately 19 thousand people in situations of social vulnerability. The communities that received the donations were selected based on the analysis of the local Human Development Index (HDI) and their proximity to the Company's manufacturing units.

### Gastromotiva



**Scope:** São Paulo

With a focus on supporting solidarity kitchens, the project directs food to people in situations of food insecurity, while promoting the training of cooks to generate employment and income. In 2022, Camil donated 19 tons of products, benefiting about 8 thousand people through the projects.

### Projeto Arrastão



**Scope:** São Paulo

Camil donated 3 tons of food to the project in 2022, which allowed the offer of 22.4 thousand meals per day to families in situations of social vulnerability. Additionally, the Company offered project participants the opportunity to join Doce Futuro (Sweet Future), (learn more here), with four modules of face-to-face confectionery classes, which contributed to professional qualification and income generation. In all, 34 students graduated, in two classes.



## Chile



The dialogue with the local community is a commitment of Tucapel, in Chile, where for five years the “Let’s Walk Together” program has taken place, which proposes biannual meetings with ministers from the city of Retiro, who listen to demands and identify, from the community’s perception, the impacts caused by operations in the region. In 2022, the two meetings planned for the year were held. In addition, for over ten years, the Company has been implementing, as part of the program, instances of technological consulting and assistance to local rice farmers, providing information transmitted from semi-annual meetings in which, among other activities, local and regional rice market prospects are presented.

In partnership with the city of Retiro and Parral, two events were held in local educational institutions, addressing care for the environment and food safety. Also to promote the latter theme, in December a training program for the community of Retiro was held, completed by 13 people. Focused on the theme of food handling, among others, the course offered content to prepare participants for working at Tucapel during harvest periods – when temporary job vacancies are open.



### Open channel

Camil remains open to receiving proposals to support social projects aligned with its guidelines. In accordance with our Social Investment Policy, Camil supports projects that impact society, prioritizing whenever possible the places where our units are present. Our resources are earmarked for initiatives focused on sustainable development and with priority action on the following fronts: a) Reduction of hunger and malnutrition; b) Professional development related to income generation from the pro-

duction of foods and sweets; c) Nutritional education; and d) Reduction of food waste. Such proposals can be submitted through the form available on the Company’s website. Once requested, the team responsible for the area sends guidelines regarding the adherence of the project to the Camil Social Investment Policy, indicating to the proponent the next steps of the analysis.



# Operations and the Environment

## Chapters

5.1   Quality and safety	70
5.2   Environmental Management	74



# 5.1 Quality and safety

[GRI 3-3; 416-1]  
[2030 Agenda targets: 2.1, 12.3]

Ensuring the quality and safety of the food that leaves Camil's industrial units and reaches the table of millions of people is a fundamental commitment of the Company, which is reflected in processes, procedures, and practices of rigorous standards throughout the production chain. Shared with suppliers, this commitment makes the partnership established with rural producers even more solid to ensure that, from cultivation to harvest, all the raw materials used by Camil meet the necessary quality and safety criteria.

An essential mechanism for the dissemination of the theme is the Fomentation Program (see more [here](#)), which includes the continuous evaluation of our suppliers, based on requirements that extend beyond economic and financial aspects, covering quality and safety protocols for the raw materials and inputs provided. Thus, the Company seeks to ensure compliance with technical and regulatory specifications, in addition to meeting consumer preferences in different markets and segments. Periodic audits, controls, and records are

included among the traceability tools adopted, adding reliability to the chain.

In industrial units, facilities and productive processes seek full compliance with the regulatory standards issued by health authorities globally, with reference to the HACCP system (Hazard Analysis and Critical Control Point), which ensures, at all stages of manufacture, the analysis and control of biological, chemical and physical risks.





## Certifications

- **Food Safety System Certification (FSSC) 22000**

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

Guided by two ISO standards, it includes additional requirements related to biosafety, being globally accepted for food and beverage manufacturing.

- **British Retail Consortium (BRC)**

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

Achieved by Tucapel, in Chile, in all its production units, which obtained the highest classification provided in the standard (AA) – attesting to the management of the safety, integrity, legality, and quality of its products. In 2022, the certification was revalidated, with a scope that includes the activities of reception, cleaning, and packaging of both rice and legumes.

- **BPM – HACCP System**

**Unit:** *Tucapel Retiro and Santiago (Chile), Dajahu (Ecuador), Costeño (Peru)*

It provides for the adoption of control tools and methods focused on avoiding any risks to consumer health. Thus, it certifies good manufacturing practices, which guarantee operating conditions for the production of safe food.

- **Qualified Economic Operator (CEO)**

**Unit:** *Saman (Uruguay), Costeño (Peru)*

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

- **Kosher Supplier**

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

It certifies compliance with specific norms governing the Orthodox Jewish diet. Globally recognized, it certifies maximum quality control in food production.

- **Sanitary Authorization of Establishments**

**Unit:** *Costeño Alimentos (Peru)*

In accordance with the Food Safety Regulation, the Sanitary Authorization of Establishments remains in force, dedicated to the primary processing of agricultural food for legume production lines issued by the National Agricultural Health Service of Peru.

- **HACCP system**

**Unit:** *Costeño Alimentos (Peru)*

Valid for the production lines of rice, sugar, mote wheat, dried potato, and rice crackers. It is granted to food safety systems that have proven to adopt preventive measures against food contamination, among others. In 2022, the General Directorate of Environmental Health and Food Security (DIGESA) revalidated the HACCP Plan of the Peruvian units.



All Camil units follow the same production quality standards, systematically monitored through internal and external indicators and audits. In Brazil, all manufactured products undergo analysis in industrial plants to verify compliance with specific legislation. In this regard, the following analyses are carried out:

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

72

In addition, throughout 2022, internal audits of good manufacturing practices in 100% of the plants. Conducted by independent, outsourced consulting firms, these inspections validate the adherence of plants to quality guidelines, recording the development of production units.

In Chile, Tucapel promotes continuous quality improvement through the development of the integrated management system, based on tools and methods oriented to process efficiency. Thus, indicators dedicated to the theme signal opportunities for improvement, defining, among other aspects, the training to be offered to teams who control the quality and safety of products. In 2022, in addition to training, the Company invested in new equipment and management platforms related to the theme.

In Costeño Alimentos, Peru, the HACCP plan allows the identification of risks related to food safety in order to define critical control points. Internal and external audits of quality procedures are part of the management routine to verify compliance and correct any deviations found. In support of these control measures are the indicators generated by reports and complaints, which are



carefully evaluated to identify causes of non-compliance and implementation of both preventive and corrective measures.

Preventive action also guides Saman's quality control in Uruguay, which adopts a series of procedures so that products and packaging are in full compliance with legal requirements and consumer preferences. Among such procedures, systemic inspections are conducted for the evaluation of physical and sensory aspects, as well as verifications of expiration dates and appropriate labeling, among others. In 2022, the Company strengthened the Quality Culture Program, sensitizing employees to the relevance of the theme through communication campaigns and specialized training. In addition, it invested in the acquisition of modern equipment for grain analysis, adding efficiency and quality to the manufacturing process.



## Waste reduction

### Products generated from the operation

For rice, the Company uses its main waste generated in the operation – rice husk – for self-production of energy carried out in biomass plants in the industrial plant itself (learn more here). In grain factories, the extraction of rice oil also takes place, which generates a by-product directed to animal feed factories (bran). As for the ashes generated by burning rice husks, they are used as fertilizer, applied when preparing crops for planting.

For canned fish, sardine waste (head, glue, and entrails) is used to produce fish meal and fish oil. In this process, all the waste originated in the production of canned sardines is reused (avoiding landfills). As for tuna, there is a process for exploiting heads, dark meat, glue, and skin for the production of MSM (mecha-

nically separated meat). This product is rich in omega 3, produced domestically, and marketed for the production of animal feed. Animal feed factories are also the destination of leftover products from the pasta lines. In coffee production, the silver skin of roasted coffee is reused in the paving of roads in rural areas.

### Everyone at the Table

In 2022, Camil joined the Everyone at the Table movement. The movement is the first Brazilian coalition of companies and organizations that unite to reduce the impacts of hunger in Brazil and act to reduce food waste by strengthening redistribution networks, articulating a favorable regulatory environment for food donation and raising awareness about the topic. To learn more, visit the *movement's website*.





**99%**

of electric power used  
in the production  
processes of Brazilian  
units is renewable.

**In all countries  
in which the Company  
operates, compliance  
with environmental  
legislation is at the  
basis of operational  
management.**

## 5.2 Environmental management

[GRI 3-3]  
[Meta da Agenda 2030: 12.1]

For Camil, the conservation of the natural environment is directly connected to gains in productive efficiency, as well as the guaranteed availability of resources and raw materials. For this reason, in all the countries in which the Company operates, compliance with environmental legislation is at the basis of operational management, guiding the rational use of natural resources and the mitigation of impacts generated by its activities on the ecosystem.

In order to further advance in this direction, a working group is dedicated to the topic. Composed of employees from all units in the five countries of operation, this group's main task is to carry out studies and diagnoses on environmental aspects and impacts relevant to the Company's sustainability, monitoring performance indicators and proposing improvements. In 2022, this work contributed to raising the Company's level of environmental investments, which reached R\$ 4.3 million, in addition to beginning construction of the Company's new thermal power plant through a project financed by a green debenture in the amount of R\$ 150 million, the details of which are described below.



# Energy

**In 2022, 99% of the electric energy consumed by the production units was from renewable sources.**

[GRI 302-1]  
[SASB FB-AG-130a.1]  
[2030 Agenda targets: 7.3; 8.4; 12.2]

Self-production and acquisition of renewable energy are Camil's priority strategies to reduce the impact of its energy consumption on the environment and climate.

In Brazil, self-production is concentrated in two thermal power plants<sup>5</sup>, one in Itaqui and one in Capão do Leão, in Rio Grande do Sul. In 2022 96.9 thousand tons of rice husks were consumed at these units, resulting in the production of over 20.3 thousand MWh of energy – equivalent to 11% of the energy demand of all the Company's operations in Brazil. Together, they avoided the emission of 5.5 thousand tCO<sub>2</sub>, when compared to conventional energy consumption.

75

In Uruguay, Saman holds a 45% stake in Galofer, the country's main rice husk-burning power generation plant, which in 2022 generated about 75 thousand MWh of energy from the use of 112.5 thousand tons of rice husk. On another front, the Company has been seeking to avoid, whenever possible, the consumption of fossil fuels through improvements in industrial processes. An example of this is the changes in the rice drying process, which now uses greenhouses powered by biomass (made from grain husk itself), reducing the use of LPG and wood furnaces, thus reducing derived emissions. On another front, Saman pursues efficiency in the use of equipment, reducing the consumption of diesel fuel, which is added to the acquisition of renewable energy purchase certificates for all its industrial units.

At Tucapel in Chile, the energy efficiency gain is guided by ISO 50.001, in which the unit's Energy Management System is certified. In October of 2022, the Com-



pany's two main plants – Santiago and Retiro – signed a new contract with the local energy provider to certify the consumption of 100% renewable energy.

The search for efficiency is also constant in Costeño's operations in Peru, where several measures have been adopted to reduce fuel and electricity consumption. The same occurs in Ecuador, guided by Camil's studies on reducing the demand for energy in the rice aging process, which includes replacing burners in gas ovens.

<sup>5</sup> As centrais termelétricas estão sob gestão da Camil desde 2019.



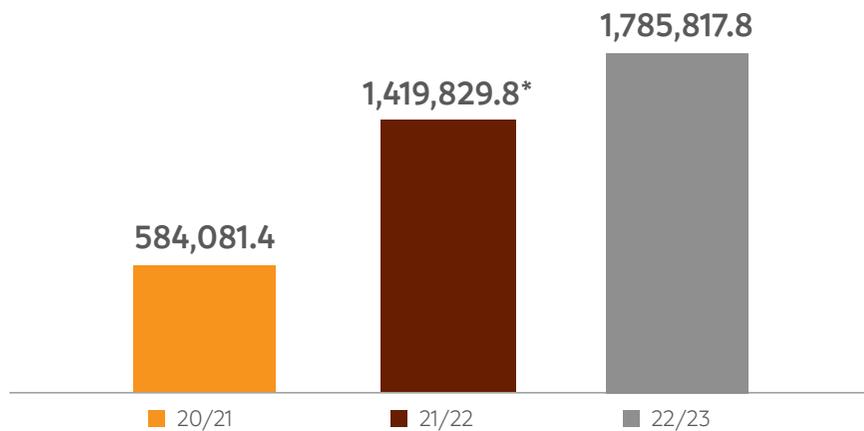
In order to increase this use, the Company is deploying a new thermal power plant in Brazil – capable of meeting 100% of the energy demand of the Itaqui (RS) unit – with financing linked to the green debenture issued by the Company in 2021. With this initiative, Camil reinforces its contribution to the conservation of natural resources and the planet’s climate, while strengthening the circular economy.

In the reporting period, direct energy consumption, represented by the sum of electricity and fuels used, totaled 1,785.8 thousand Giga Joules (GJ). Compared to the previous year, there was an increase of 20.5% in the volume consumed as a result of the acquisitions of new operations.



### Power consumption – 22/23

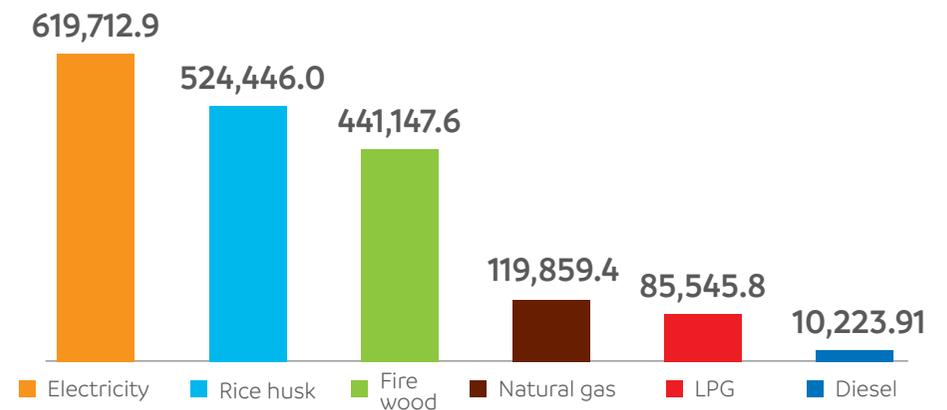
(in GJ)



\* Data on the Brazil unit for the 2021/2022 period has been corrected.

### Energy consumption by source – 22/23

(in GJ)





# Water

Camil seeks to mitigate the impact of its operations on the supply of the local community.

[GRI 303-1; 303-3]  
[SASB FB-AG-140a.1]  
[2030 Agenda targets: 6.3; 6.4; 12.2]

Essential to food production, the Company's focus on water management involves reduced consumption, concentrated especially on the parboiling process of grains, the production of pasta, and steam generation. In all operational units, performance improvement involves initiatives to combat waste, the sensitization of employees regarding rational use, the adoption of more efficient equipment, and continuous monitoring of the volume of water used in the production stages.

Among the Company's operating regions, three are classified as areas under hydric stress: Itapecuru Mirim (MA) and Recife (PE), in Brazil and Sullana in Peru. As in other places where it operates, Camil seeks to mitigate the impact of its operations on the supply of the local community through systemic monitoring of water consumption in operations, as well as the development of projects focused on reducing water withdrawal.



## Water withdrawal

Camil units are supplied with water from different sources, as highlighted below:

**Brazil** 

- Local water companies.
- Surface wells utilized via grants.

**Chile** 

- Local water companies.
- Shallow wells.

**Peru** 

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

**Uruguay** 

- Local water companies.
- Shallow wells.

**Ecuador** 

- Tank trucks with water from surface Wells.



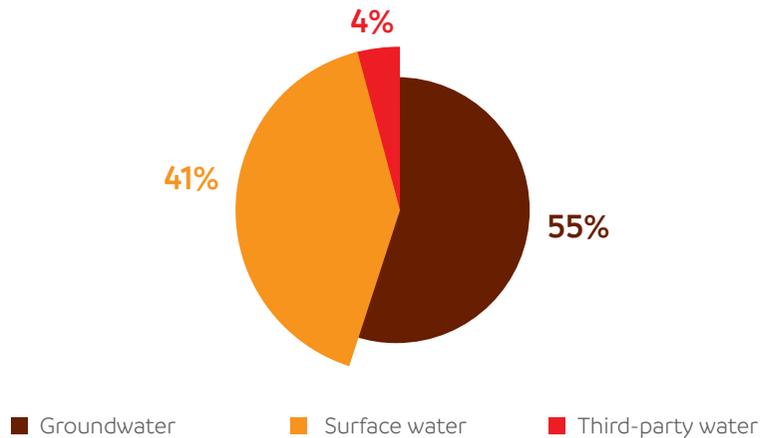
The total water consumption in Camil units was about 1.8 thousand mega-liters in the period, the same volume as in the last cycle. Of this volume, 55% comes from groundwater.

### Total water withdrawal, by country – 22/23

(in ML)



### Percentage of water intake, by source – 22/23



### Closed circuit

In Uruguay, the adoption of a closed water circuit in the Saman plant allows water from the particulate matter treatment process to be reused for the cleaning activities of the facilities. As a result, only 25% of the volume withdrawn from underground wells is directed to these activities. Also focused on reducing the withdrawal of water springs, the unit maintains a rainwater harvesting system.

### Water disposal

The disposal of effluents in the Camil units is carried out in order to meet the parameters provided for in legislation, reflected in the requirements of the operating licenses. The effluents are thus directed to treatment plants.



# Materials

The use of more sustainable packaging is the focus of initiatives on the topic.

[GRI 301-1]

In 2022, the main materials used by Camil to carry out its activities amounted to 24.1 thousand tons. Of this amount, 21.2 tons were of non-renewable materials, such as metal, plastic, PVC, polylamina-tes, and glass. Renewable materials such as paper/ cardboard and wood accounted for 12%.

In Chile, Tucapel continued to replace plastic used in packaging for recyclable versions, anticipating compliance with the Extended Producer Responsibility Law (REP), which implies the obligation to provide final treatment to the packaging of products generated in the local industry. To accelerate this process, in 2023 the Company invested in a centralized waste manager, as well as entering into agreements with packaging suppliers to ensure that their demand is met for recyclable items – thus reducing single-use materials.

Local suppliers were also essential for Costeño in Peru to make their packaging more sustainable, applying changes that allowed them to reduce losses, volume to be transported, and use of non-renewable materials.

## Innovation in packaging

In 2022, led by the Research and Development Team, the Company continued an efficiency project in packaging – primary and secondary– identifying the main potentials for reducing inputs. The project also promoted the implementation of materials with reduced natural decomposition time, when compared to conventional ones. The action resulted in improvements such as the launch of the sugar sachet with 100% recyclable packaging (no plastic, only paper and sealant varnish) and the implementation of new Bom Dia coffee packaging, with a 30% reduction in material.



## Synergy

In the last two years, acquisitions and the entry into new categories in Brazil have significantly increased the number of products commercialized in the country, leading the Company to intensify the search for efficiency and optimization of its portfolio, reducing the number of SKUs in the portfolio and focusing on profitable products, with greater added value and adhering to the Company's strategy of high turnover and high-value segments. In this move, about 110 SKUs were discontinued, especially in the pasta and seasoning category, due to the acquisition of Santa Amália. In addition to the gains for the business, efficiency results in better use of inputs and materials, generating environmental benefits.



# Waste

[GRI 306-1; 306-2; 306-3; 306-4; 306-5]  
[2030 Agenda targets: 11.6; 12.5]

**Camil prioritizes recycling and reuse of waste.**

Aware of the norms and legal provisions in each of the countries in which it operates, Camil directs waste management practices to ensure that collection, segregation, storage, treatment, and final disposal are carried out appropriately. Thus, it prioritizes recycling and the reuse of waste, especially rice husk biomass as a source of heat, steam, and energy.

nerated by burning rice husks are used as fertilizer, applied in the preparation of crops for planting – in an effort carried out with the rural producers that integrate the supply chain. Another portion of the ash, as well as the sludge from wastewater treatment plants (ETE), is incorporated into mineral extraction areas, for vegetation mulch – such areas have been duly licensed to receive the sludge and ash.

Animal feed factories are also the destination for leftover products from pasta lines, as well as fish entrails (see more [here](#)). In coffee production, the silver film from roasted coffee is reused for paving roads in rural areas.

In 2022, Camil units generated about 416 thousand tons of waste - of which 99.9% (415.8 thousand tons) were non-hazardous.

In recent years, the Company has expanded the valuation of waste generated in its operations, boosting the circular economy. In grain factories, the extraction of rice oil generates a byproduct directed to the production of animal feed, which also receive bran. In addition, the ashes ge-

## Hazardous waste (tons)

Brazil		124.4
Chile		0.9
Ecuador		0.04
Peru		1.1
Uruguay		0.6

## Non-hazardous waste (tons)

Brazil		272,726.8
Chile		21,251.1
Ecuador		23.7
Peru		1,474.3
Uruguay		120,363.0





In Uruguay, Saman directs rice husks for use as an alternative fuel in third-party ovens and bedding in poultry farming. At Costeño, in Peru, the residues obtained from the processing of white rice are sold, in addition to stretch film, cardboard, polyethylene scrap, and laminated items.

In Chile, Tucapel has the practice of allocating part of the waste to composting, which is carried out by a Company duly authorized by the supervisory bodies. In addition, part of the husks from the rice peeling process in the mill of the Retiro plant is used as fuel for two grain drying ovens, while the rest is taken to the collection sites of the La Gloria plant, a project under construction to generate electricity from biomass. Recently, in February 2023, Tucapel finished installing three



new ovens designed for drying whole rice using rice husk burning technology, in the same models as the two units that were already installed in the Retiro plant.

The post-consumer destination of materials also receives attention from the Company. In Brazil, Camil maintains a partnership with Prolata, which provides a network of 50 cooperatives recyclables collectors in various regions of the country, to ensure that aluminum packaging, especially from canned fish, is collected and disposed of correctly. In addition to this initiative, Company products are certified by Eureciclo, attesting to the efficiency in reverse logistics of packaging. In 2022, the Company offset 2.5 million tons of packaging, including its grain, sugar, coffee, and pasta operations.

### Types of waste

Considering all operations, in Camil's five countries of operation, the main hazardous waste generated in the production processes are chemical receptacles, light bulbs, printer toners, and contaminated fabrics (from equipment maintenance activities), among others. Non-hazardous raw materials are discarded (rice unsuitable for commercialization), leftover inputs (such as rice husks, seeds), plastics, stretch film, leftover packaging, paper and cardboard, scrap (damaged machinery, polyethylene and laminate), ash and impurities and organic waste (derived from administrative activities).



At Camil, **operational efficiency is inseparable from the quality of products, the safety of people, and respect for the environment.** This integrated view leads us to rigorous standards of performance, processes in continuous improvement, and environmental management oriented to the mitigation of impacts.”

**Renato Accessor**

*Director of Operations*



# Emissions

In 2022, Camil conducted its first greenhouse gas inventory.

[GRI 305-1; 305-2]  
[SASB FB-AG-110a.1]  
[2030 Agenda targets: 13.1; 13.2; 13.3]

The management of greenhouse gas emissions from Camil's operations involves assertively identifying the main emission sources involved in its various activities. In this sense – the Company took an important step in 2022, with the completion of its first Greenhouse Gas (GHG) Emissions Inventory in order to quantify emissions in two of the three scopes provided for by the GHG Protocol –exclusively for the Brazil units, which account for 67% of production.

82

In the inventory, the sources related to stationary and mobile combustion, solid waste, effluents, and fugitive emissions were measured. The results are highlighted in the following table.

### GHG emissions – 21/22 (in tCO<sub>2</sub>e)

	Approach by location	Approach by choice of purchase
Scope 1	22,263	22,263
Scope 2 (purchase of electricity)	10,338	1,044
<b>Total</b>	<b>32,601</b>	<b>23,307</b>

Approached according to **location**, the sources present in scope 1 are responsible for 64% of GHG emissions: 22,263.39 tCO<sub>2</sub>e. Scope 2, represented by the purchase of electricity from the National Interconnected System (SIN), corresponds to 36% of the Company's emissions. In the **purchase choice** approach, scope 2 – which refers to the purchase of tracked electricity from renewable sources – accounts for 5% of the Company's emissions at 1,044.84 tCO<sub>2</sub>e, and scope 1 remains at 22,263.39 tCO<sub>2</sub>e, equivalent to 95% of emissions in this approach.

Also in 2022, the Company responded for the first time to the Carbon Disclosure Project (CDP) questionnaire, detailing policies, practices, and performance indicators related to climate change and water.





# Value Chain

## Chapters

6.1	Suppliers	84
6.2	Consumers	88
6.3	Engagement in the chain	92



# 9.4 thousand

suppliers form the Company's value chain in February 2023.

**Anchored in trust, the relationship with suppliers is premised on the sharing of commitments and good practices.**

## 6.1 Suppliers

[GRI 2-6; 3-3; 204-1]

[2030 Agenda targets: 8.7, 8.8]

At the beginning of 2023, Camil had about 9.4 thousand active suppliers in the five countries of operation – most based in Brazil, where 85% of the supply portfolio is located in the South and Southeast regions. Anchored in trust, Camil's fundamental value, the relationship developed with this public is based on the sharing of commitments and good practices, in an ethical and collaborative way. In the case of rural producers, responsible for the supply of grain and other raw materials essential to the manufacture of food, the relationship is more in-depth given their relevance to adding quality and safety to the Company's products.

To maintain proximity to this group, as well as ensure compliance with quality inputs, Camil develops initiatives to promote producers, which include technical assistance and supporting with inputs to guarantee inventory. In Brazil, such initiatives contributed – along with other factors – to the strengthening of the productive chain seen in recent years, which is reflected in the continuous improvements in the management of rural properties, with investments in technology, productivity gains, and the capitalization of farmers.

This prosperous scenario amplifies the challenges of maintaining competitiveness, given the broad bargaining power gained by suppliers and their search for greater liquidity<sup>6</sup>, which requires creating conditions for long-term partnerships in markets that are characterized by widespread saturation of supply and demand. To this end, Camil monitors daily market trends in order to ensure that the acquisition of inputs remains compatible with production plans, business opportunities, and sales budgets.

<sup>6</sup> In Brazil, for example, the increase in rice and bean production costs has led to the migration of some producers to the cultivation of soybeans and corn, which have greater liquidity and a consolidated future market.



Below we highlight the relationship practices applied with suppliers of different categories.



### Rice

Through the program for the promotion of farmers, the Company seeks to contribute to the improvement of suppliers' productivity, offering technical guidance and support with inputs to guarantee adequate stock from crops. In addition to strengthening agricultural activities – fundamental to the economy of South America – the support provided to producers reduces operational risks, providing grains to Camil factories with the volume and quality required for supply, at competitive costs. In Brazil, the promotion program – aimed at small and medium-scale rice suppliers – benefited 59 producers in the 2022/2023 harvest, who received R\$ 198 million in investments. To participate, eligible producers have only to request registration at the Company. Once validated, they begin to receive periodic technical visits, conducted by experts in strategic stages of cultivation – planting, irrigation, applications of pesticides, and pre-harvest. In these visits, Camil reinforces the guidelines regarding the contractual requirements such as the use of seeds verified by accredited bodies and of agricultural pesticides duly registered with the Ministry of Agriculture, Livestock and Supply (MAPA).

A similar initiative is developed in Chile, through the “Caminemos Juntos” program, which seeks to consolidate the relationship with local producers – on average, about 700 supply to Tucapel. In 2022, difficulties faced in grain harvesting in Chilean farms imposed a change in the Company's supply chain, especially with regard to Japanese varieties of rice produced in Chile, making it necessary to reinforce imports of this type of rice from neighboring countries, such as Argentina, for example. In addition, the usual annual imports of fine long-grain rice from Argentina, Paraguay, and Uruguay were maintained.

Highlighted in the South American production of grain, Uruguay has traditional sectoral entities, such as the Rice Producers Association (ACA) and the Rice Milling Guild – GMA) - the representation of producers, to assist in negotiations with purchasing industries, such as Saman. Through agreements signed with

these entities, all marketing guidelines are established, including pricing policies and obligations to be fulfilled regarding the origin of seeds, handling, and use of pesticides. In order to ensure compliance and quality, every year Saman's Technical Department selects the properties suitable for seed production, entering into contracts that provide subsidies for compliance with the guidelines of the Company's Seed Production Manual, which is audited by the national regulatory body (Inase). In Uruguay, Saman also has a development program, which benefited 120 producers in the 2022/2023 harvest through R\$ 350 million (USD 70 million) in investments.

This cooperation is also a staple of the relationship established with suppliers from Peru and Ecuador, where the Company remains open to dialogue and guidance from local suppliers seeking to boost development.





### Beans/Other grains

With a decentralized professional training base, 100% of input purchases are made on the spot market, according to supply and demand trends.



### Coffee

Raw material procurement occurs both on the spot market and through fixed contracts, depending on the market context and the strategy of the Company. In 2022, there was a sequence of low coffee productivity in Brazil due to adverse weather conditions in previous years.



### Sugar

Characterized by long-term partnerships, Camil maintains strategic suppliers in this industry with fixed contracts for the raw material in the crystal and refined sugar categories.



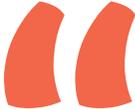
### Wheat

The wheat chain (in the case of Camil, via pasta and biscuit operations) is characterized by the strong performance of production cooperatives, which are responsible for segregating the grain, of which quality levels were compromised in many regions during the 2022 harvest due to climatic conditions. To capture market opportunities, Camil acquires wheat flour at different times of the year, with price viability for three to four months, maintaining a local supply base.



### Canned fish

For distribution in local markets, the canned fish category has a diverse supply base distributed among local and foreign suppliers. After breakdowns in the fish supply chain experienced in 2021 due to adverse weather conditions, sardine and tuna catches have returned to historical index levels in 2022.



Delivering quality food to consumers that is produced in a safe and sustainable way, is a responsibility that Camil shares with its suppliers.

**Fundamental to the Company's strategy, these stakeholders have shown themselves to be increasingly engaged in our commitments** and in good practices, expanding the positive impact on our value chain."

**André Ziglia**

*Director of Supplies and Comex*



# Good practices in the **value chain**

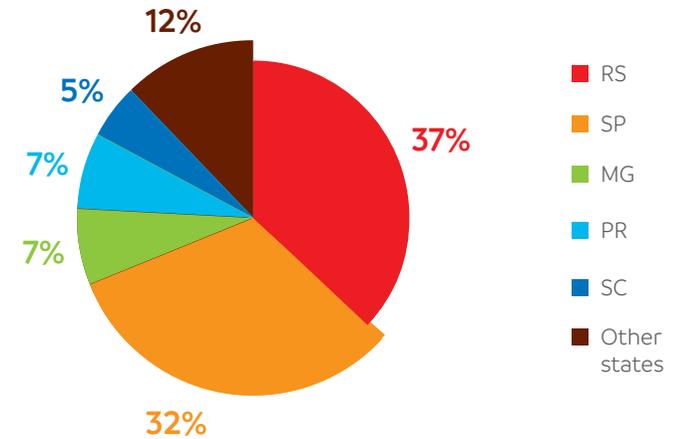
With a focus on sustainable development, Camil is committed to hiring local suppliers.

The promotion of sustainability in the value chain is integral to the commitments of Camil's ESG Agenda. To advance on this path, in 2022 the Company made the to sign the pledge. By February 2023, 2.5 thousand suppliers had been contacted and 2.3 thousand pledges issued – with emphasis on the categories of Distribution of payments to suppliers in Brazil according to state for all suppliers, the signing of the Declaration Of Conformity to legislation and Ethics. This pledge is signed during the contracting

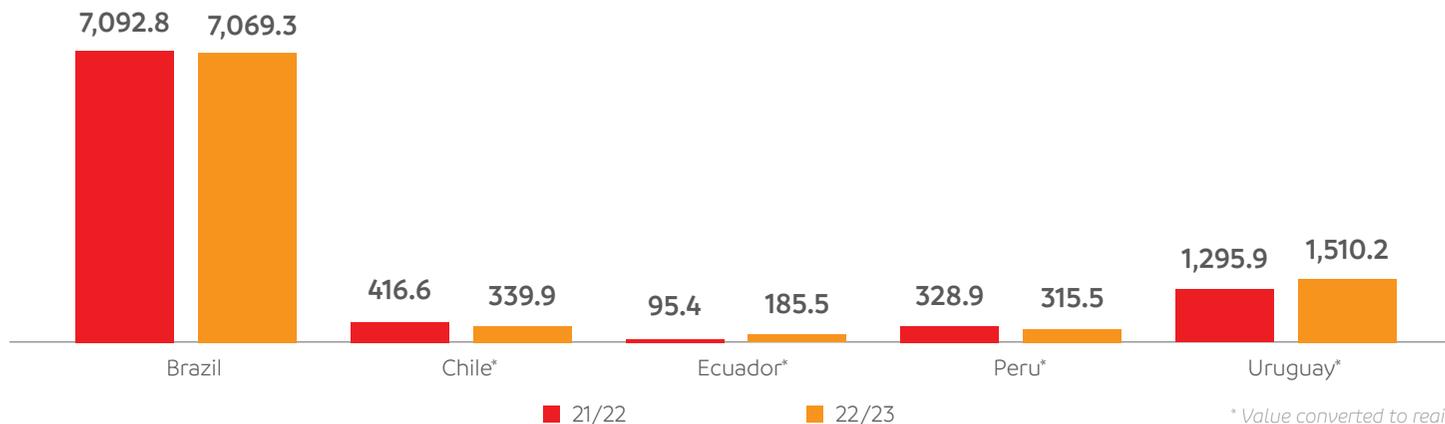
phase, now having been signed by Prior signatories of the pledge have been gradually guided by the Company wheat flour and coffee, in which 100% of the supply portfolio from direct suppliers were signatories of the declaration.

Also focusing on sustainable development, Camil is committed to contracting local suppliers, especially small and medium-scale producers, thus boosting the regional economy.

**Distribution of payments to suppliers in Brazil according to state**  
(22/23)

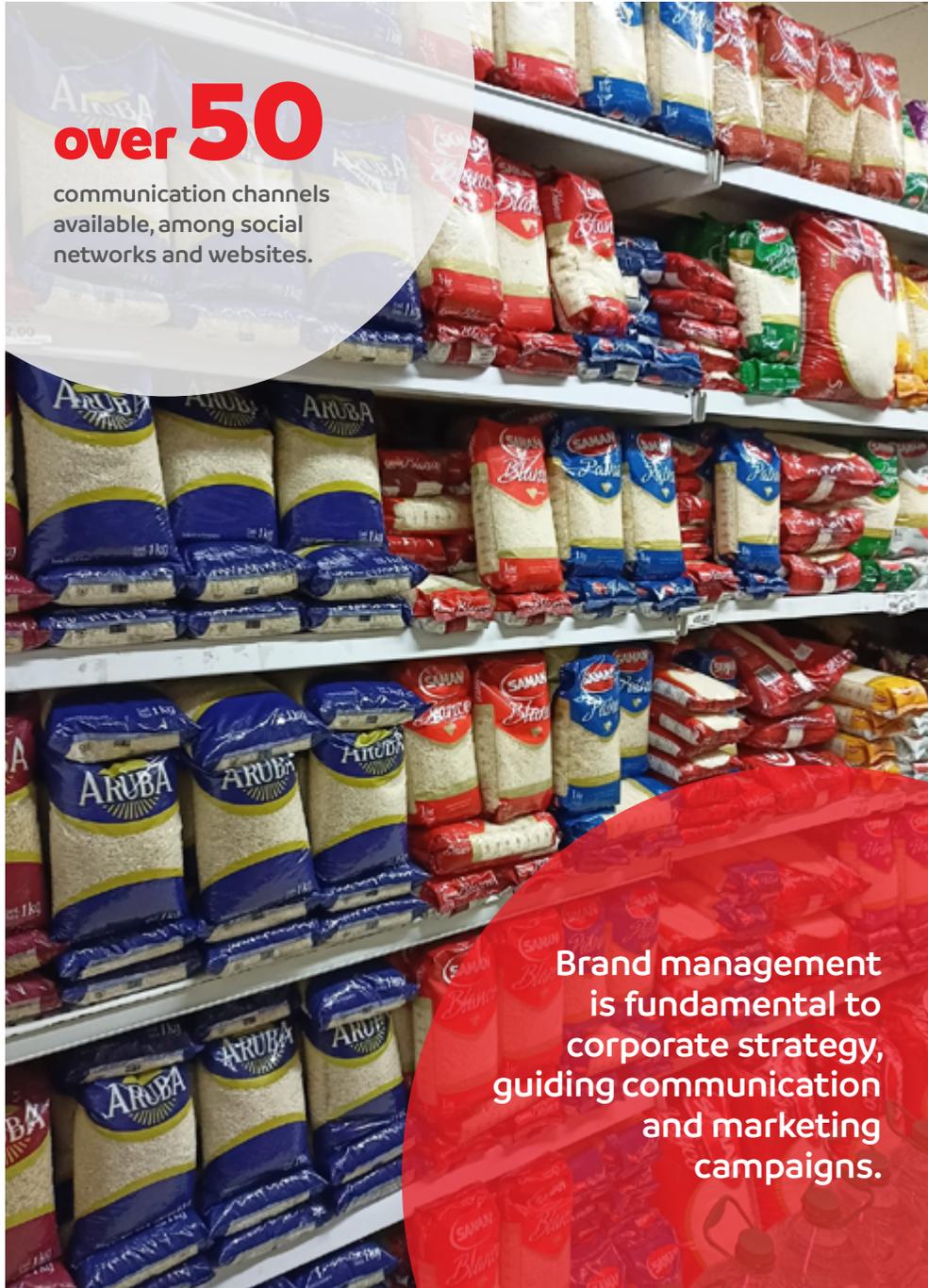


**Amount paid to suppliers**  
(in R\$ millions)



Attentive to the climate agenda, Camil does not maintain a relevant part of the value chain in regions of Brazil that present a higher risk or incidence of deforestation, such as the Amazon<sup>7</sup>. Still, the Company shares its commitment to environmental conservation with all its raw material suppliers, in order to multiply good practices.

<sup>7</sup> In virtue of this trait, as well as because its products do not pose a significant risk to the environment, the Company does not respond the CDP questionnaire regarding forestlands.



over **50**

communication channels available, among social networks and websites.

**Brand management is fundamental to corporate strategy, guiding communication and marketing campaigns.**

## 6.2 Consumers

[GRI 3-3]

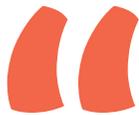
The trust earned by Camil Alimentos brands throughout its history is the result of the relationship built with consumers, who recognize the attributes of quality, safety, and flavor of the products, in addition to the Company's positioning in relation to sustainability and healthiness – growing demands in the food sector. The strength of this relationship makes brand management a fundamental aspect of corporate strategy, guiding communication and marketing campaigns in order to meet the preferences and requirements of a diverse range of consumers, influencing their purchasing decisions.

For this purpose, openness to dialogue has proved essential. In addition to disseminating information about the portfolio through websites, social networks, and other communication channels, the Company maintains channels dedicated to serving consumers, such as telephone numbers and contact us links available on its official channels.

The manifestations received through these channels help to measure consumer satisfaction in relation to the products under the different brands of the Company. In Brazil, for example, the monitoring of NPS (net promoter score) is based on the interactions carried out with consumers through different service channels, including ones unrelated to the Company, such as Reclame Aqui and Consumidor.gov. Thus, complaints, questions, suggestions, criticisms, and requests are analyzed, as well as compliments and other manifestations received through these channels. In February 2023, the NPS Camil – the average of all brands - was at 55, a range considered a zone of recognizable quality.



Consumer feedback also drives process improvements, whenever opportunities are identified. To this end, monthly the results of the SAC are presented to the Categories Forum, which brings together multidisciplinary teams from different areas to share consumer reports and evaluate their contributions to the evolution of manufacturing policies and practices, communication, marketing, planning, and logistics, among others.



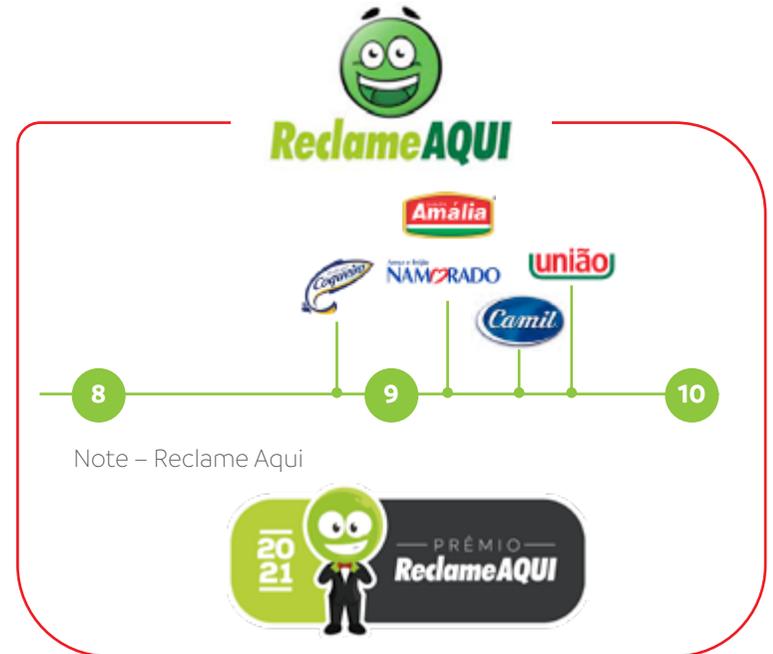
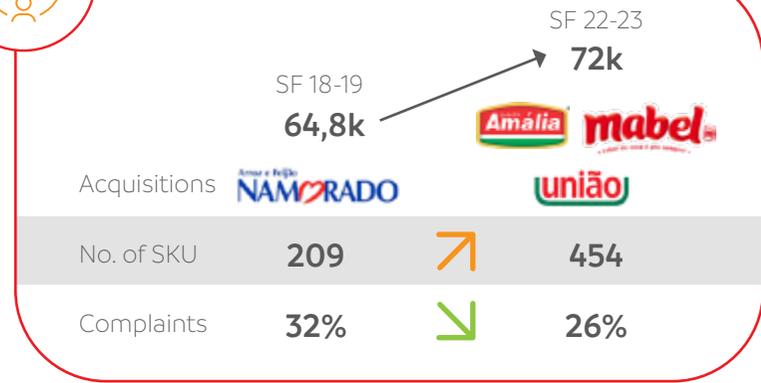
Strengthen the connection with our consumers through **added-value services and campaigns that contribute to the differentiation of our products is a priority for Camil**, thus strengthening our brands, which are solid and renowned in the market. This strategy allows us to capture a brand premium in our markets and is an important pillar in generating long-term value for the Company.”

**Daniel Cappadona**

*Commercial and Marketing Director*



### SAC contacts received





### Digital platforms

In 2022, 35 thousand interactions were recorded in Camil's social network channels, with positive evaluations of 56%. The social network profiles aggregate other digital channels adopted by the Company to inform and interact with the consumer market. Below we highlight the active channels in the reporting period:



#### Instagram

- camilbrasil
- ciauniao
- coqueirooficial
- oficial.pescador
- acucardabarra
- duculaoficial
- oficial.neve
- momijioficial
- oficialpaijoao
- oficialcarreteiro
- arrozpop
- bom.maranhense
- namoradooficial
- butui.oficial
- biscoitos.mabel
- cafe.bomdia
- \_santaamalia



#### Facebook

- camilnamesa
- ciauniao
- coqueirooficial
- oficialpescador
- acucardabarra
- duculaoficial
- oficial.neve
- momijioficial
- oficialpaijoao
- oficialcarreteiro
- arrozpop
- bom.maranhense
- namoradooficial
- butui.oficial
- MabelBrazil
- StaAmalia
- cafebomdia



#### Youtube

- camilvideos
- ciauniao
- CoqueiroOficial



#### 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
- www.paijoao.com.br
- www.carreteirobrasil.com.br
- www.arrozpop.com.br
- www.bommaranhense.com.br
- www.namorado.com.br
- www.butui.com.br
- www.santaamalia.com.br
- www.bomdia.com.br
- www.mabel.com.br



#### Tik tok

- @ciauniao
- @camilbrasil
- @coqueirooficial



## Casa do Sabor Camil

Renovated in 2018, Casa do Sabor functions as an experimental kitchen, serving all Camil Alimentos brands. Although recent, this initiative is a result of the legacy of the experimental cuisine Doce Lar of the União brand, which since 1957 has been developing culinary content and promoting encounters with consumers to ensure that they get the best experiences with their products.

This history of learning supported the expansion of the initiative to all brands, promoting technical knowledge to different categories. Casa do Sabor, located in Osasco (SP), is led by a team specialized in gastronomy and nutrition, who are focused on inspiring the best possible experiences with our products, promoting training and capacity-building for customers, consumers, and employees.

## Access and healthiness

Aware of the relevance of food for Sustainable Development, Camil is committed to the goals of the 2030 Agenda aimed at expanding access to food at fair prices as a way of contributing to the achievement of the second Sustainable Development Goal (SDG), which proposes to end hunger worldwide. Focusing on the regions where it operates in Latin America, where a large part of the population still lives in situations of social vulnerability, the Company has been committed to offering a portfolio of brands and products with different price ranges, including more economical options, which favor affordability for families of lower purchasing power.

On another front, aligned with SDG 3 – which aims to promote health and well-being – the Company has strived to expand the healthy food product lines offered by its brands, in addition to encouraging people to adopt a nutrient-rich diet. This category includes items such as rice flour and rice oil, cookies with reduced sodium levels, and sugars. In addition, rice and beans, which are the basis of the Company's products, generally make up a healthier, less processed diet for the populations of Latin America, especially Brazilians. In addition to rice and beans, the Company also provides canned fish – a nutritious and healthy alternative to traditional proteins. Regarding sugar consumption, the Company has been developing products such as the fit version, which combines traditional sugar and sweeteners. In addition, the Company carries out various communication campaigns on adequate consumption that share recipes through its social network presence and website.

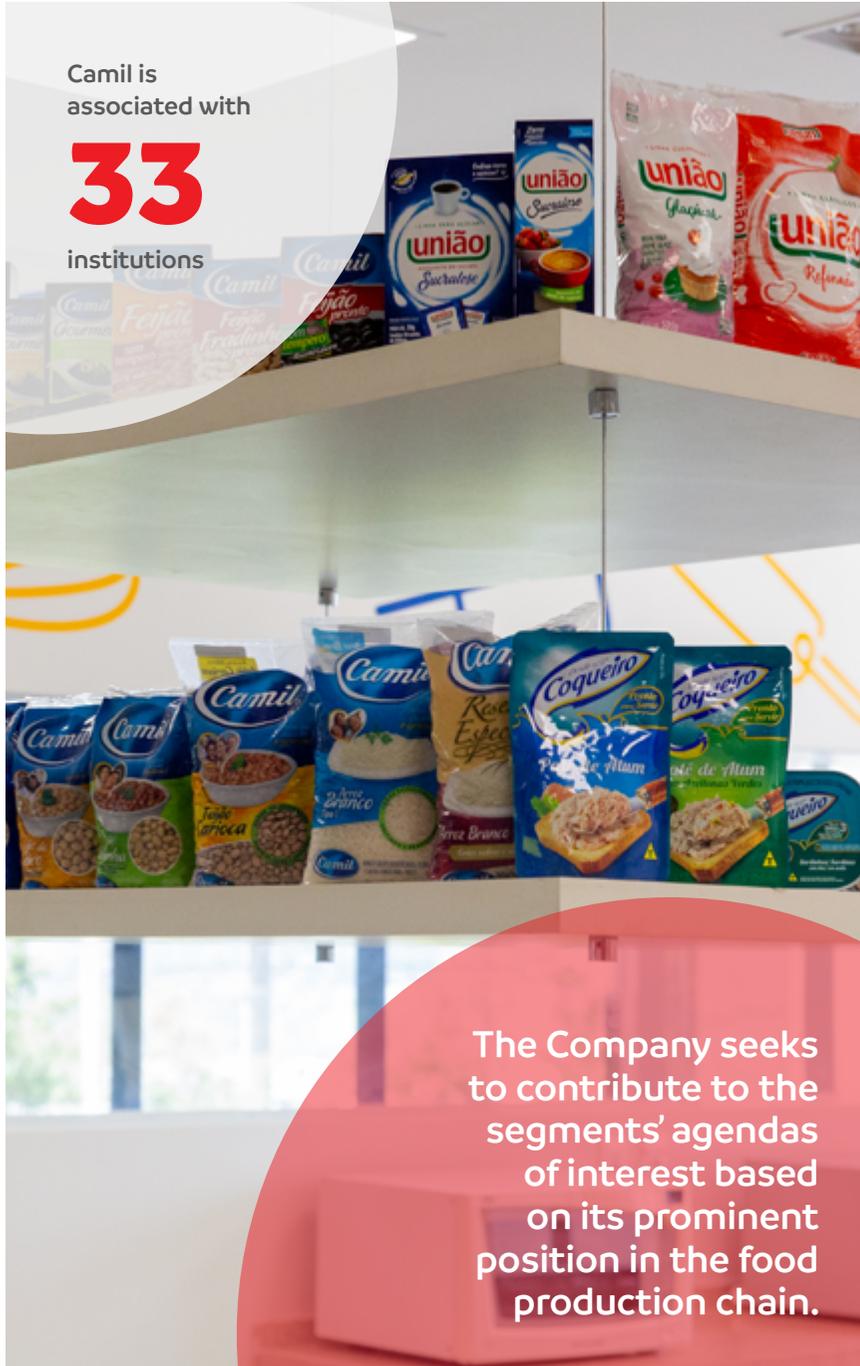




Camil is associated with

**33**

institutions



The Company seeks to contribute to the segments' agendas of interest based on its prominent position in the food production chain.

# 6.3 Engagement in the chain

[GRI 2-28]

As a mechanism for engagement in external initiatives, Camil remains connected to several business and sectoral entities in the five countries of operation, as listed below. In these organizations, the Company seeks to contribute to the segments' agendas of interest based on its prominent position in the food production chain.



## Brazil

- Brazilian Coffee Industry Association (Abic)
- Brazilian Rice Industry Association (Abiarroz)
- Brazilian Bean Industry Association (Abifeijão)
- Brazilian Food Industries Association (ABIA)
- Brazilian Parboiled Rice Industries Association (Abiap)
- Brazilian Association of Industrialized Biscuits, Pasta and Bread & Cakes Industries (Abimapi)
- Brazilian Fish Industries Association (Abipesca)
- Brazilian Dried Beans and Vegetables Association (Abrafe)
- Association for Industrial Development of the State of Goiás (Adial)
- United Nations (UN) Global Compact
- Rice Pellet Industry Union (Sindapel)
- Union of the Rice Industry of the State of Rio Grande do Sul (Sindarroz-RS)
- Union of Rice Industries of the State of Goiás (Siago)
- Brazilian Association of Advertisers (ABA)



### Chile

- Asexma - Association of Exporters and Manufactures
- Olive Oil Producers Association (ChileOliva)
- Trade Association of Supplier Industries (Agip)
- Rice Mills Trade Association (AGMA)
- Chilean-Brazilian Chamber of Commerce
- Confederation of Rice Mills of Mercosur (Conmasur)
- Chilean Institute of Rational Business Management (Icare)



### Peru

- Binational Chamber of Commerce and Peruvian-Uruguayan Integration
- Lima Chamber of Commerce
- Foreign Trade Society of Peru (ComexPerú)
- National Society of Industries (SNI)



### Ecuador

- Camindur - Chamber of Industries of Durán
- CORPCOM – Corporation of Rice Industrialists of Ecuador
- Guayaquil Chamber of Commerce



### Uruguay

- Importers and Wholesalers Association
- Chamber of Industries of Uruguay (CIU)
- Mercantile Chamber of Products of the Country
- Mercosur Confederation of Rice Mills (Conmasur)
- Guild of Rice Mills
- Union of Exporters of Uruguay



# Business Performance

## Chapters

7.1   Macroeconomic context	95
7.2   Operational and financial performance	98
7.3   Innovative culture	106



**3,4%**

was the global economic growth in 2022, according to the IMF.



The macro scenario contributed to the increase in production costs and, consequently, consumer prices.

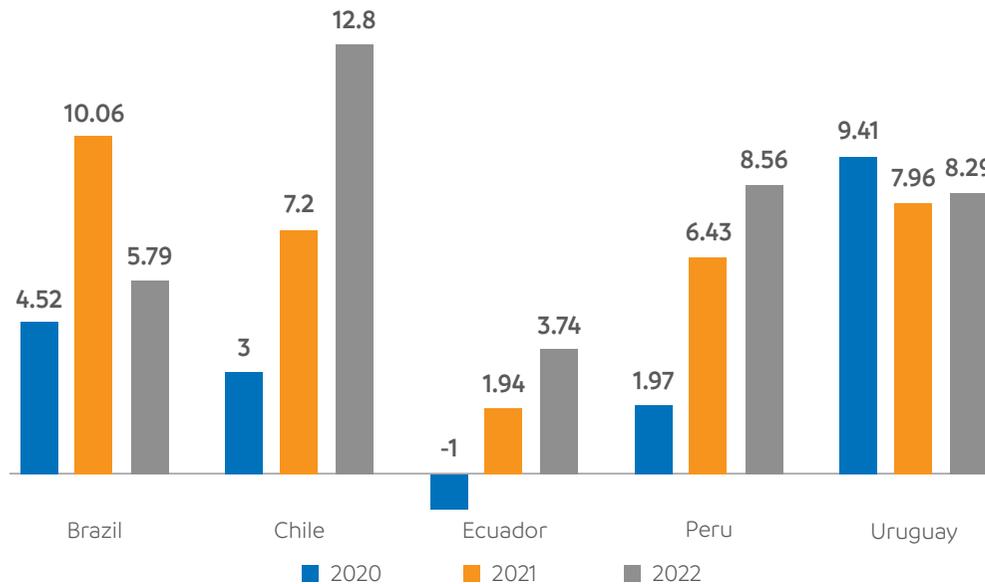
## 7.1 Macroeconomic context

In the year 2022, the global economy continued to face the developments of the Covid-19 pandemic, to which were added the economic and geopolitical consequences of the war between Russia and Ukraine, such as increased global food and energy prices due to the reduction in the supply of raw materials from the region in conflict. According to the International Monetary Fund (IMF), global growth was 3.4% in 2022 – up from 6% the previous year. Overall nominal inflation increased from 4.7% in 2021 to 8.7% in 2022.

This scenario also contributed to the increase in production costs and, consequently, consumer prices, representing an additional challenge to economic stability in Latin America. The following infographic presents an analysis of inflation in the countries in which Camil operates.



## Historical evolution of inflation in Camil's countries of operation\*



96

\* The calculation of inflation rates for all countries takes into account the variation of the 12 months (January to December) of each year.

Sources: Brazilian Institute of geography and Statistics (IBGE), [https://www.ibge.gov.br/estatisticas/economicas/precos-e-custos/9256-indice-nacional-de-precos-ao-consumidor-amplio.html?t=series-historicas&utm\\_source=landing&utm\\_medium=explica&utm\\_campaign=inflacao#plano-real-ano](https://www.ibge.gov.br/estatisticas/economicas/precos-e-custos/9256-indice-nacional-de-precos-ao-consumidor-amplio.html?t=series-historicas&utm_source=landing&utm_medium=explica&utm_campaign=inflacao#plano-real-ano);

National Institute of Statistics (INE), <https://www.ine.gob.cl/docs/default-source/%C3%ADndice-de-precios-al-consumidor/boletines/espaa%C3%B1ol/2022/bolet%C3%ADn-%C3%ADndice-de-precios-al-consumidor-ipc-diciembre-2022.pdf>;  
 Instituto Nacional de Estadística y Censos (INEC), [https://www.ecuadorencifras.gob.ec/documentos/web-inec/Inflacion/2022/Diciembre\\_2022/Bolet%C3%ADn\\_t%C3%A9cnico\\_12-2022-IPC.pdf](https://www.ecuadorencifras.gob.ec/documentos/web-inec/Inflacion/2022/Diciembre_2022/Bolet%C3%ADn_t%C3%A9cnico_12-2022-IPC.pdf);

Central Reserve Bank of Peru, <https://www.bcrp.gob.pe/docs/Publicaciones/Memoria/2022/memoria-bcrp-2022.pdf>;

National Institute of Statistics (INE), <https://www.gub.uy/instituto-nacional-estadistica/comunicacion/publicaciones/indice-precios-del-consumo-ipc-base-octubre-2022-100-diciembre-2022>.



**Brazil:** The gross domestic product (GDP) grew by 2.9% in 2022 – according to data from the Brazilian Institute of Geography and Statistics (IBGE). However, the basic interest rate (SELIC) reached 13.75% (compared to 9.25% in the previous period). The dollar (Ptax) ended December quoted at R\$ 5.22 – 6,5% lower than at the end of 2021.

In 2022, food inflation in Brazil was the focus of the country's macroeconomic theme. IBGE data indicate that the broad Consumer Price Index (IPCA) closed the year with an increase of 5.8%, with the food and beverage group responsible for almost half of this result. The National Consumer Price Index (INPC), which measures the variation in the shopping carts of families with income up to five minimum wages, closed 2022 with a price increase of 593%<sup>8</sup>.

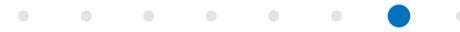
Factors related to the macro scenario, the balance of supply and demand, and adverse climatic effects caused an increase in the prices of agricultural commodities. In addition, increases in the prices of packaging – over 30% – and fuels – with increases between 25% (diesel) and 30% (natural gas) – had an average impact of 15% on the cost of industrial food production. This percentage is above the inflation rate accumulated in the year for the food and beverages group calculated by IBGE<sup>9</sup>, which was 11.64%.



**Chile:** Due to the uncertain external outlook, real GDP growth slowed to 2.4% in 2022 as consumption normalized amid the sharp tightening of fiscal and monetary policy. The country ended the year with consumer inflation rate of 12.8% (+5 p.p. compared to 2021), the highest in 30 years according to data from the National Institute of Statistics (INE). Added to this context, Chile has suffered from high global grain and fuel prices resulting from the war between Russia and Ukraine – the country depends on foreign oil almost entirely and the increase in its value affects the entire production chain.

<sup>8</sup> Source: <https://www.ibge.gov.br/estatisticas/economicas/precos-e-custos/9258-indice-nacional-de-precos-ao-consumidor.html?edicao=36038&t=series-historicas>

<sup>9</sup> Source: <https://www.ibge.gov.br/estatisticas/economicas/precos-e-custos/9256-indice-nacional-de-precos-ao-consumidor-amplio.html?edicao=36040&t=destaques>



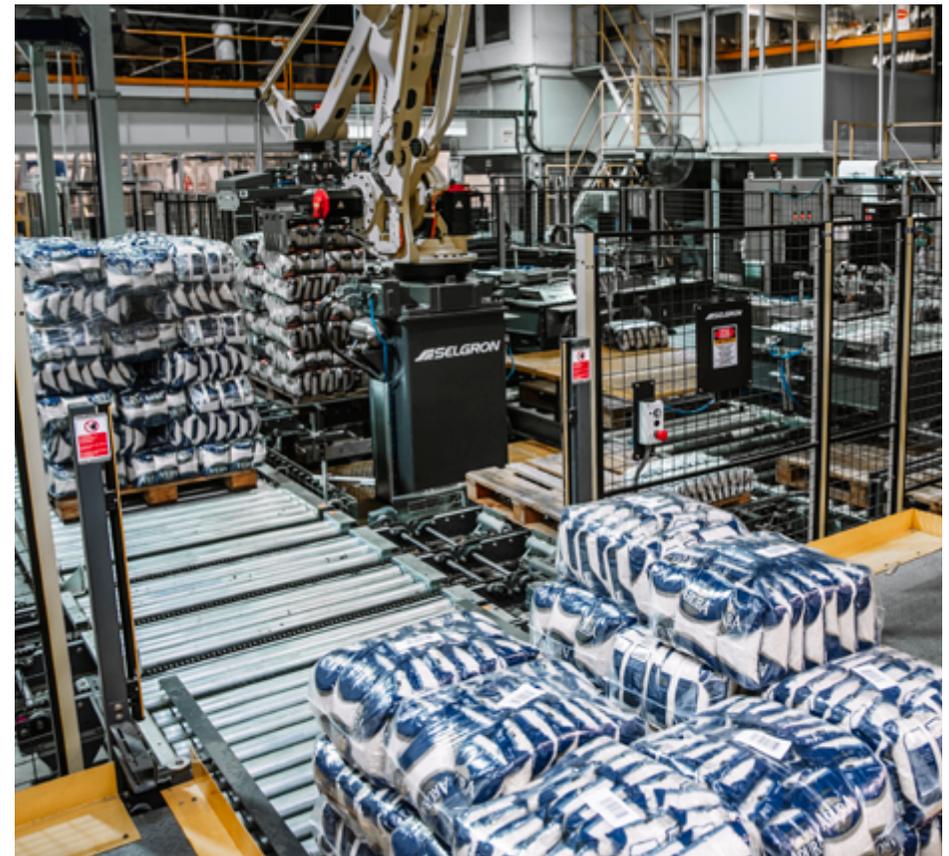
**Uruguay:** The latest data from the World Bank<sup>10</sup> pointed to a growth of 4.8% in the Uruguayan economy, driven mainly by the opening of borders to foreign tourism and the increase in agricultural production. The very adverse scenario due to restrictive financial conditions led the International Monetary Fund (IMF) to predict that Uruguay's Gross Domestic Product (GDP) growth will decelerate in the coming years, after reaching 4.9% in 2022, driven by strong exports of commodities and the services sector, with a slowdown in the second half of the year due to external conditions and drought. The Central Bank<sup>11</sup> of Uruguay implemented a cycle of high-interest rates to combat inflation, which reached almost 10% in 2022.



**Peru:** Inflation, which has been on the rise since 2021, peaked at 8.46% in 2022 according to World Bank data<sup>12</sup>, mainly reflecting the global increase in food and energy prices and the stimulus to domestic demand to sustain the recovery after the health crisis and, more recently, the temporary disruption of the local distribution chains. The Central Bank tightened its monetary policy, raising the key interest rate to 7.75% in January 2023 – the highest in over two decades. At the same time, the government launched a one-time cash transfer program to alleviate food insecurity, which was distributed in late 2022 and early 2023. Amid persistent local political instability – the country has had six presidents in the past five years, while the poverty rate remained three percentage points higher than in 2019.



**Ecuador:** The health crisis revealed structural weaknesses in the country, such as dependence on oil exports, lack of macroeconomic buffers, limited access to capital markets, high rates of informal employment, and unequal access to public services. Despite the losses caused by the strikes in June of the previous year, Ecuadorian GDP showed annual growth of 2.9% in 2022, mainly driven by household consumption, followed by government spending and exports. Tighter financing conditions for micro-enterprises and an increasingly challenging domestic political environment have dramatically increased the spreads (difference between the purchase and sale price of a share, security, or monetary transaction) and postponed access to the international market.



<sup>10</sup> <https://www.worldbank.org/en/country/uruguay/overview#1>

<sup>11</sup> <https://www.bcu.gub.uy/>

<sup>12</sup> Source: <https://www.worldbank.org/en/country/peru/overview>



# 2.178 thousand

tons of food were commercialized by Camil.

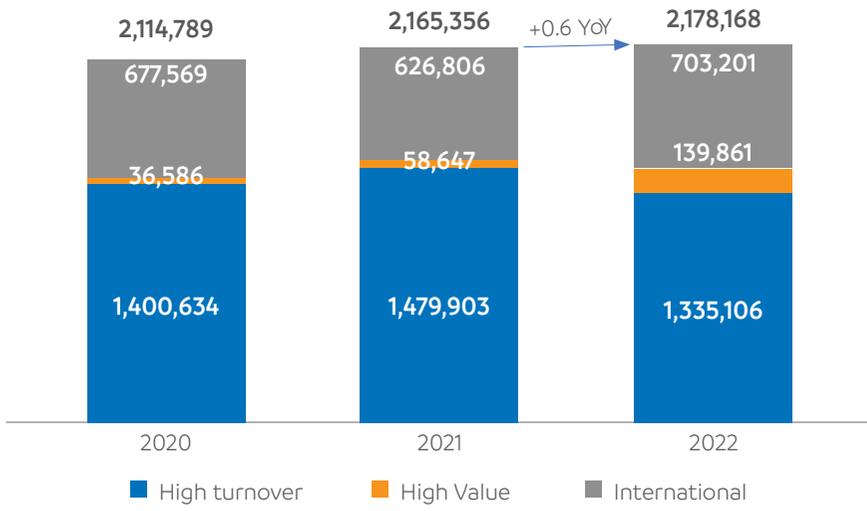


In the High Value segment, the Company recorded an increase of 138.4% in sales volume, compared to the previous year.

# 7.2 Operational performance

Throughout 2022, the volume commercialized by Camil, together with the results of all operating units in the five countries, reached the mark of 2,178 thousand tons, an increase of 0.6% compared to the previous year. Growth was driven by the results of the high added-value categories (represented by canned fish, pasta, coffee, and biscuits) and high-turnover (grains and sugar) categories in Brazil, and the International segment (Uruguay, Chile, Peru and Ecuador). The following infographics present the main highlights regarding performance in the period – detailed information on the performance of the business can be found on the Company's *website*.

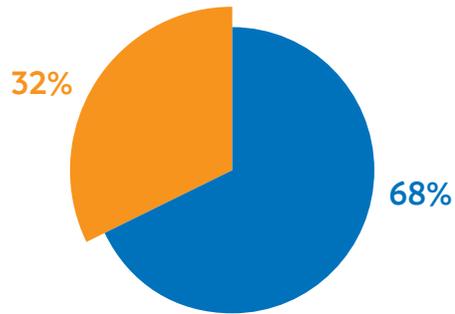
Volume evolution (in thousands of tons)





### Representativeness by volume cycle 2022/2023

By Category (%)



■ Brazil ■ International

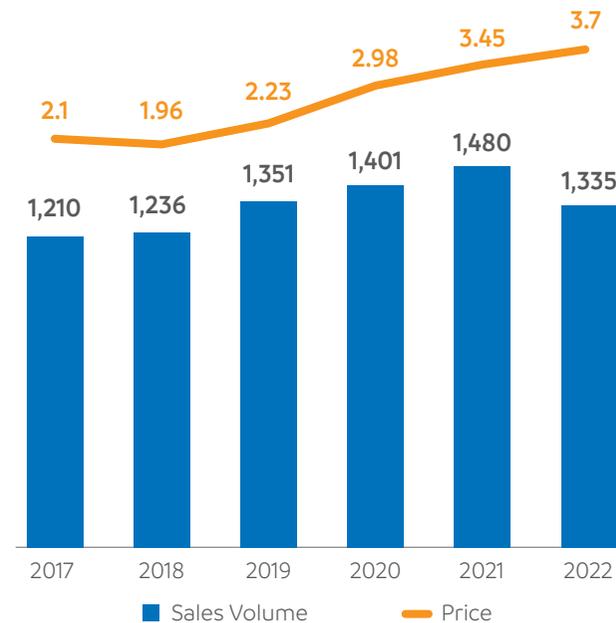
### High Turnover

In the High Turnover segment, which covers grains and sugar, the Company recorded a sales volume of 1.3 million tons for the year, representing a decrease of 9.8% compared to 2021. The reduction was the result of the temporary slowdown in purchases by retailers during the second half of 2022. This impacted retailers who are market leaders or highly recognized, mainly in the retail of sugars. However, the net price per kilogram reached R\$ 3.70, an increase of 7.4% in the same period.

### High Value

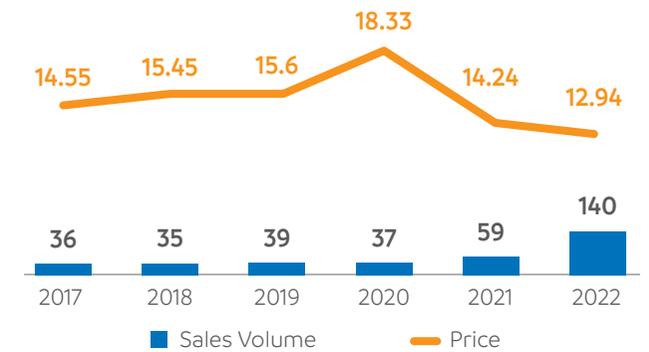
In 2022, Camil recorded a sales volume of 139.9 thousand tons in the High Value segment (canned fish, pasta, coffee and biscuits), which represents a notable increase of 138.4% compared to the previous year – due to the growth in sales of canned fish and driven by the entry in coffee and biscuits. Despite the significant growth, the net price per kilogram stood at R\$ 12.94, a drop of 9.5% compared to the previous year.

### High Turnover - Historical evolution of annual sales volume (thousand tons) and net price (R\$/kg)



Source: Camil

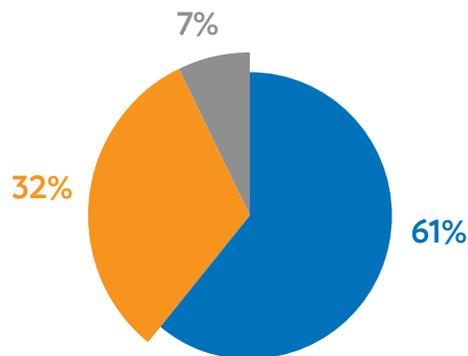
### High Value – historical evolution of annual sales volume (thousand tons) and net price (R\$/kg)



Source: Camil

### Representativeness by volume cycle 2022/2023

By segment (%)



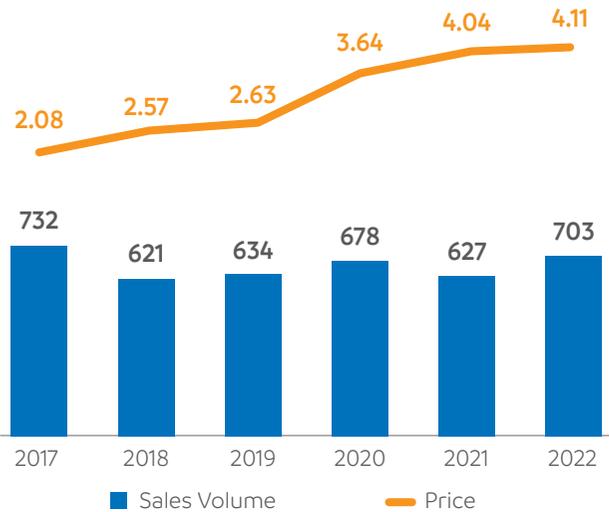
■ High turnover ■ International ■ High Value



## International

Sales volume reached 703.2 thousand tons (+12.2% YoY) in 2022. This result shows the growth in Uruguay due to greater availability of raw materials for export in the 21/22 harvest, as well as the Company's entry into Ecuador.

### International – Historical evolution of annual sales volume (thousand tons) and net price (R\$/kg)



Source: Camil

# Financial results

[GRI 201-1]

[2030 Agenda targets: 8.2; 9.1]

**The Company achieved growth of 13% in EBITDA and increased margins by 9% for the year.**

Camil recorded a record gross revenue of R\$ 11.7 billion in 2022, 14.5% above the previous year, with an EBITDA of R\$ 920 million, growth of 13%, and increased margins by 9% for the year. These results demonstrate the realization of the successful expansion strategy through acquisitions in the domestic and international markets and keep the Company in a new level.

With a focus on strategic growth, Camil's business model combines the offering of basic necessity food products with the diversity of the portfolio of high-recognition brands in the market (learn more in Section 1). In addition to serving a broad spectrum of consumers, this model ensures greater resilience in adverse macroeconomic scenarios. The Company ended the period as one of the largest food platforms of Brazilian origin in Latin America.

The relevant aspects of Camil's economic and financial performance in 2022 are presented below. Detailed information can be accessed in the *Financial Statements*.



## Financial highlights

Closing date	2021 (feb 21)	2022 (feb 22)	2022 vs 2021
<b>Gross revenue</b>	10,261.3	11,748.6	14.50%
<b>Net Income</b>	9,015.9	10,205.5	13.20%
<i>Brazil</i>	6,725.7	7,591.2	12.9%
<i>International</i>	2,290.1	2,614.3	14.2%
<b>Gross Profit</b>	1,778.2	2,119.9	19.2%
<i>Gross Margin (%)</i>	19.7%	20.80%	1.0 p.p.
<b>EBITDA</b>	809.8	919.8	13.6%
<i>EBITDA margin (%)</i>	9.0%	9.0%	0 p.p.
<b>Adjusted EBITDA*</b>	721.4	778.1	7.9%
<i>Adjusted EBITDA margin (%)*</i>	8.0%	7.6%	0.4 p.p.
<b>Net Profit</b>	478.7	353.7	-26.1%
<i>Net Margin (%)</i>	5.3%	3.5%	- 1.8 p.p.
<b>Capex</b>	1,092,5	400.6	- 63.3%
<b>Liq.Debt/EBITDA UDM (x)</b>	2.0 x	3.0 x	1.0 x

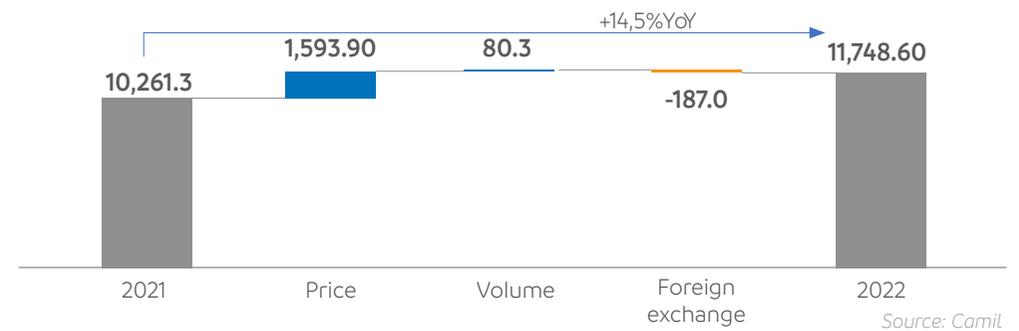
\* Non-recurring expenses in 3Q22 of R\$ 141.7 related to: (i) revenue from the advantageous purchase of the acquisition of Mabel; (ii) provision for the transfer of the industrial asset of cookies from the Pepsico plant in Sorocaba (SP) to the Mabel plant; and (iii) other provisions recorded in the G&A of 3Q22.

## Operating income

In the year, Camil recorded the highest gross revenue in its history: R\$ 11.7 billion, an increase of 14.5% compared to the previous year, mainly due to the effect of price growth in the period. Revenue was also driven by the high-value and international categories, partially offset by lower revenue from the high-turnover categories.

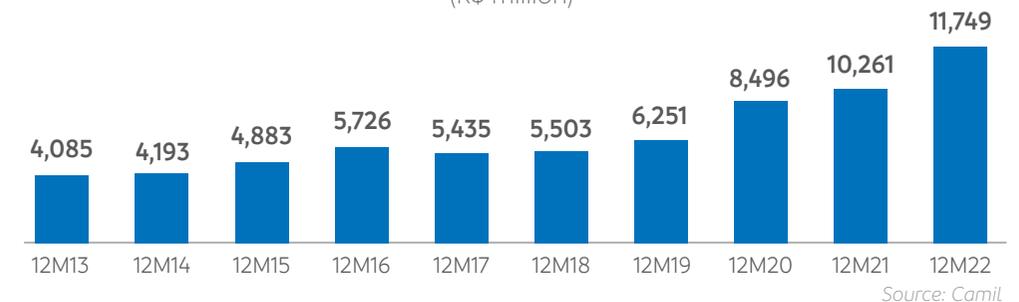
## Opening Gross Income - 2022

(R\$ million)



## Evolution Annual Gross Revenue

(R\$ million)



## Net income

In the year, consolidated net income reached R\$ 10.2 billion, an increase of 13.2%.

## Costs and expenses

In 2022, the cost of products sold (CPS) reached R\$ 8.1 billion, an increase of 11.7% compared to 2021, reaching 79% of net revenue. Among the factors that contributed to the increase is the growth of Brazil's CPS (+10.7%) of the High Value category with the entry of new segments, partially offset by the reduction in the CPS of the High turnover segment. At the international level, CPS showed growth in Uruguay and Ecuador (+15.1% YoY).



## Gross Profit

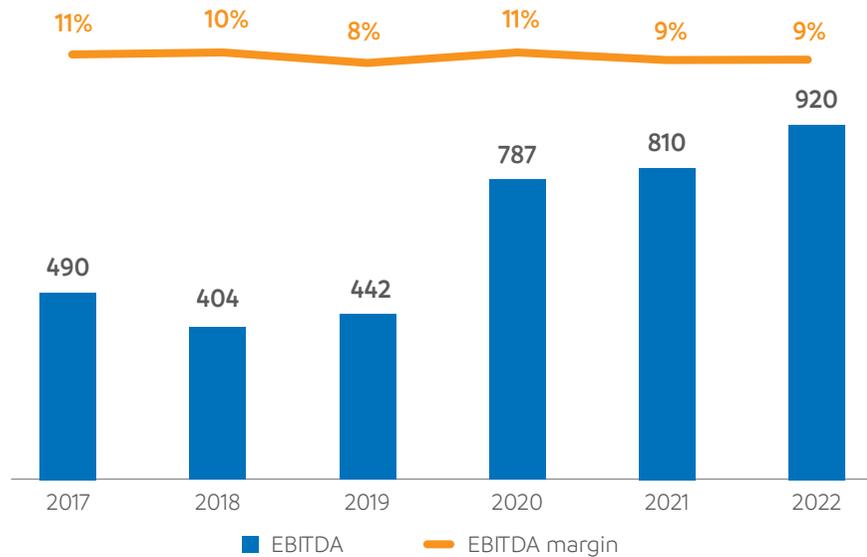
In the year, gross profit reached R\$ 2.1 billion, an increase of 19.2% compared to 2021, with a margin of 20.8% (an increase of 1.0 p.p. compared to the previous year).

## EBITDA and EBITDA margin

In the year, EBITDA reached R\$ 919.8 million, a growth of 13.6% in relation to 2021, with a margin of 9.0% (stable compared to the year).

### EBITDA – Historical Annual Evolution

(R\$ mn)



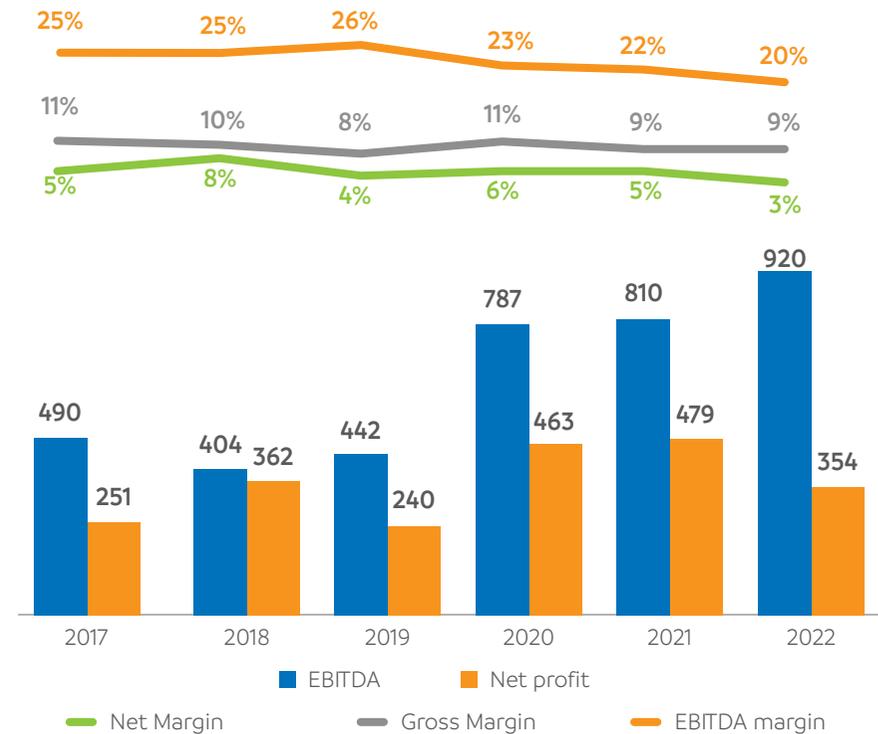
Source: Camil

## Net income and earnings per share

In the year, net income reached R\$ 353.7 million (-26.1% YoY) with a margin of 3.5% (-1.8 p.p.). Earnings per share reached R\$ 1.01.

### EBITDA – Historical Annual Evolution

(R\$ million)



Source: Camil

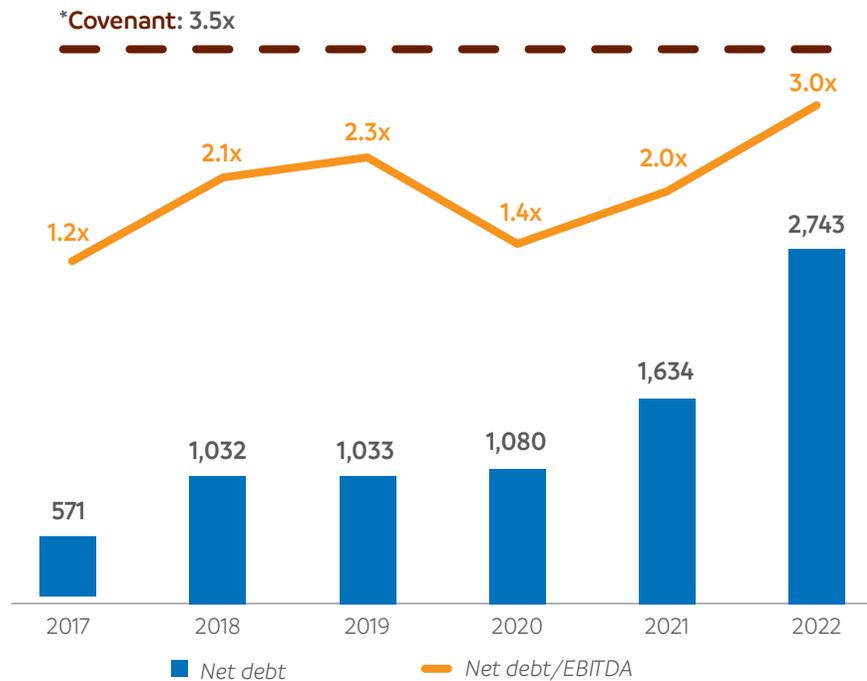


## Indebtedness

With the acquisitions carried out in the last period, total indebtedness reached R\$ 4.0 billion, an increase of 22% compared to 2021 due to the financing of capital in Brazil. Total liquidity (cash and cash equivalents and short-and long-term financial investments) reached R\$ 1.2 billion (-24.8% YoY). Taking the above factors into consideration, net debt (gross debt excluding total liquidity) totaled R\$ 2.8 billion (+67.9% YoY) and a net debt/EBITDA of 3.0 x (+1.0x YoY).

### Debt evolution

(R\$ million)



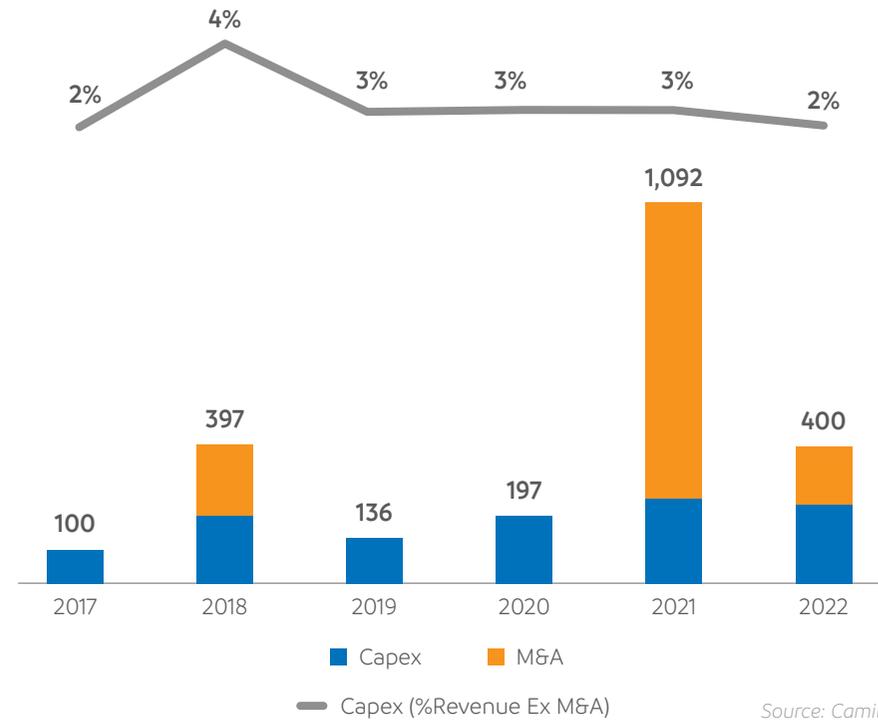
Source: Camil

## Capex

In the year, Capex reached R \$ 400.6 million, a drop of 63.3% compared to the previous year. It should be noted that the comparative base of 2021 was impacted by the acquisitions of the period. This indicator was mainly impacted by the acquisition of Mabel, marking the Company's entry into the biscuit segment in November 2022.

### Evolution of Annual Capex

(R\$ million)



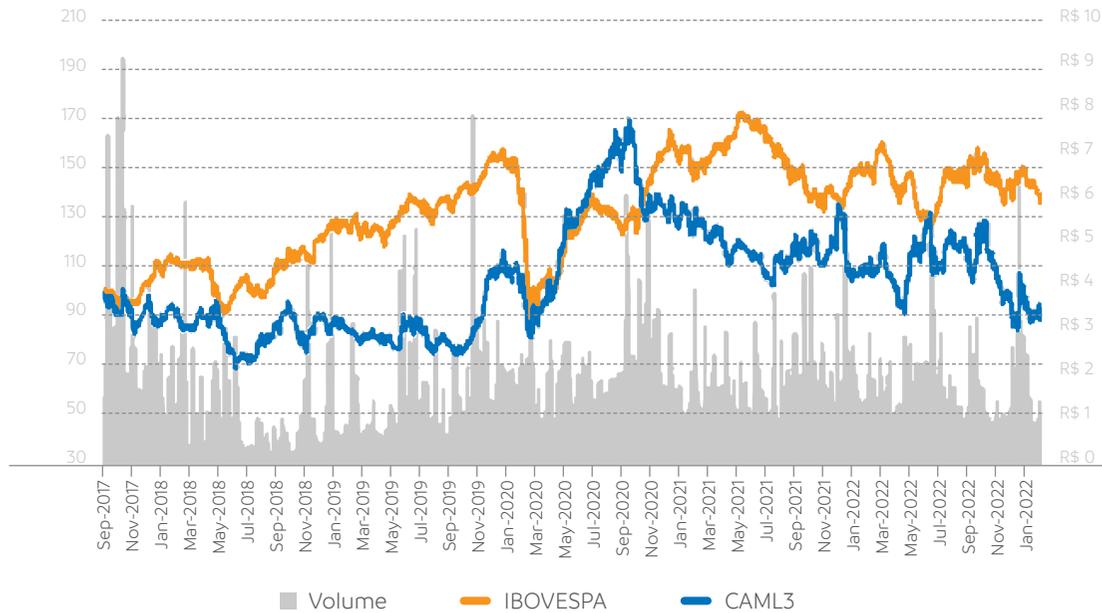
Source: Camil



## Stock Performance

On February 28, 2023, Camil's shares (B3: CAML3) closed at R\$ 8.03/share with market cap of R\$ 2.81 billion (US\$ 543 million). The average daily trading volume for the quarter was 1.3 million shares, or approximately R\$ 11 million/day.

### Price evolution since IPO vs. Ibovespa – base 100



Source: Camil

## Presence in indexes and ratings



### B3 index

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

### Global ratings

- S&P Global
- National: BrAAA (negative)
- Global: BB-(stable)
- ESG: (E3; S2; G2)



## Value generated and distributed

In 2022, the Company continued with actions focused on generating value for shareholders. Camil concluded its seventh buyback program and, after the redemption of 10 million shares held in the treasury, it announced the eighth program, with the objective of acquiring up to 9 million ordinary shares of its own issue. In addition, it distributed over R\$ 100 million in proceeds in the year and made acquisitions of companies, as foreseen in the expansion plan, which totaled over R\$1 billion in the last two fiscal years.

In the year, the added value to be distributed by the Company reached R\$ 3.4 billion. The following table demonstrates how it was distributed.

105

### Direct economic value generated

(\$ thousands)

<b>Revenue</b>	10,989
<b>Costs</b>	8,739
<b>Gross value added</b>	2,250

### Distributed direct economic value

(R\$ thousands)

<b>Employee salaries and benefits</b>	690.3
<b>Payments to capital providers</b>	593.0
<b>Payments to the government</b>	878.7
<b>Return on equity</b>	353,7
<b>Investments in the community</b>	913.5

### Investor relations

Trust, agility and transparency are hallmarks of Camil's relationship with investors. At the end of 2022, there were over 100 institutional and 40 thousand retailers (among individuals and legal entities) – a substantial growth compared to the year of the IPO, at which time there were three thousand. In order to ensure that this strategic group of stakeholders is adequately and sufficiently informed about the conduct of business, the Company values the timeliness of disclosures, made through official channels, such as the Securities and Exchange Commission (CVM) and the Investor Relations Portal. Communication can be made through the “talk to IR” channel, accessible via [website](#), and by email [ri@camil.com.br](mailto:ri@camil.com.br).

For the fourth time since the IPO, in 2017, Camil was awarded by Institutional Investor Award, one of the main awards in the financial market, in the segment *Food & Beverages – Small Caps*. Among the many categories contemplated in, the Company received third place in the following:

#3 Best IR Program – combined votes, sell and buy side

#3 Best IR Program - buy side

#3 Best ESG – buy side

#3 Best Analyst Day – buy side

#3 Best Crisis Management – COVID-19 – buy side



in  
**2022**

Camil accelerated its  
innovation journey.

The Company  
strengthened its  
governance practices  
regarding the theme,  
creating an area dedicated  
to Innovation and  
Digital Transformation  
Management.

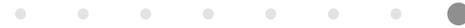
## 7.3 Innovative culture

A transversal aspect of business strategy, innovation is gaining more and more space in Camil's daily life. In 2022, initiatives to promote innovative culture were accelerated on several fronts, focusing on improving processes and services, as well as stimulating intrapreneurship. In order to align initiatives with corporate objectives, the Company strengthened its governance practices regarding the theme, creating a department dedicated to Innovation and Digital Transformation Management at the end of the year.

In addition to activities related to Information and Communication Technology (ICT), this new management department aggregates projects aimed at the development of innovative solutions – both disruptive and incremental. To support this movement, a multidisciplinary project Committee was established to evaluate initiatives to be prioritized, considering the impact, relevance, cost, and deadlines involved.

In parallel, the Company strengthened the application of agile methodology for project management in all areas, further developing the effort initiated in 2020 to train leaders and teams to act in the agile project management model of squads in order to make processes faster, more autonomous, and more assertive.

The innovative culture integrates the encouragement of internal cooperation – between Camil units and teams – and external – based on the approach with agents of innovation ecosystems, such as universities, research institutions, public agencies, and other private companies. At the beginning of 2023, the Company structured corporate programs on these two fronts.



# About the report

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

For the third consecutive year, Camil Alimentos S.A. presents its Sustainability Report, guided by the guidelines of the Global Reporting Initiative – GRI) - based on the Standard 2021 Version – providing information on economic, environmental, social, and governance performance for the period between March 1, 2022 and February 28, 2023. The information published refers to the activities of the Company, which is headquartered in São Paulo (SP) – and all its subsidiaries, as presented in the *2022 Financial Statements*.

107

Thus, this edition presents information on management, policies, and corporate practices related to sustainability topics that reflect real impacts, reiterating its commitment to transparency. The Company's socio-environmental performance was inserted in a broad context, in order to address, whenever possible, aspects and impacts common to the segments and regions of operation. The definition of the themes reported in this report was carried out in the *2021* reporting cycle and based on the analysis of existing policies and practices, the availability of information, frameworks, as well as the positioning of other organizations in the sector, in addition to the opinion of representatives of the stakeholders.

Questions, comments, and suggestions regarding this report may be directed to the Company's Investor Relations and ESG team by e-mail [esg@camil.com.br](mailto:esg@camil.com.br).

## Stakeholders engagement

[GRI 2-29]

Camil's Sustainability Report was prepared with the participation of the main related publics, in order to identify the interests and information demands of the people and institutions with whom the Company interacts. Using the criteria established by the GRI as a basis for defining the topics to be addressed in the report, the stakeholders were consulted on the relevance of topics related to sustainability, prelisted by the Company. The research was conducted through an online questionnaire submitted to a sample group containing representatives of different stakeholders – in all, 280 people answered the questionnaire.

Internally, a multidisciplinary team, directly involving over 80 of the Company's professionals – from all units in Latin America– in addition to the Executive Board, participated in the elaboration of the report.



## Material themes

[GRI 3-1; 3-2]

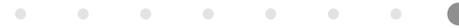
Following the recommendation to present a broad vision of corporate sustainability, the Company incorporated external and internal priority aspects to define the themes. Internally, the Company evaluated its priorities in relation to sustainability, based on its corporate policies and the strategic vision of the business.

Externally, the analysis was guided by the 2030 Agenda for Sustainable Development, as proposed by the United Nations (UN), containing the 17 Sustainable Development Goals (SDGs) and their respective targets, as well as by the reporting recommendations of global organizations, such as the Sustainability Accounting Standards Board (SASB), the International Integrated Reporting Council (IIRC), the United Nations Global Compact, and the World Economic Forum.

Based on these criteria, the relevance matrix of Camil's Sustainability Report (see [here](#)) presents nine topics considered most relevant, which unfold into the selected material aspects and indicators (GRI disclosures) to be reported. The following table demonstrates this relationship, as well as the intersection between the material themes, the objectives of the development Sustainable Development Goals (SDGs) – the respective targets for which Camil has contributed are indicated throughout the report, along with the GRI disclosures.



Material aspects	GRI DISCLOSURES	SDGs
<b>Conduct based on ethics and integrity</b>	2-26; 2-27; 3-3; 205-3	16
<b>Risk, brand and reputation management</b>	3-3	16
<b>Combating food waste</b>	3-3	2; 12
<b>Social investment and promoting access to nutritious food at fair prices</b>	3-3; 413-1	2, 10
<b>Diversity, equity and inclusion</b>	3-3; 405-1	5; 10
<b>Health, safety and employee development</b>	3-3; 403-9; 404-1	3; 8
<b>Product quality and food safety</b>	3-3; 416-1	2, 12
<b>Good practices in the value chain</b>	3-3; 204-1	8, 12
<b>Eco-efficiency (energy, water, waste and emissions)</b>	3-3; 302-1; 303-3; 306-3; 305-1; 305-2	6; 7; 12; 13



## 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, 2023 with reference to the GRI Standards.

109

GRI Disclosure	Description	Page	Omitted requirements	Reason
<b>The organization and its reporting practices</b>				
GRI 2: General Disclosures 2021	2-1 Organizational details	6, 13, 107		
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	107		
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	107		
GRI 2: General Disclosures 2021	2-4 Restatements of information	13		
GRI 2: General Disclosures 2021	2-5 External assurance	-		The report was not verified by external audit.
<b>Activities and workers</b>				
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	6, 13, 18, 84		
GRI 2: General Disclosures 2021	2-7 Employees	50, 115		



GRI Disclosure	Description	Page	Omitted requirements	Reason
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	50		
<b>Governance</b>				
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	34		
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	34		
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	34		
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	34		
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	40, 44		
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	-		The Board of Directors provided information, prepared and approved the Report at a meeting held on 07/13/2023.
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	34		
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	34		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	34		
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	34		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	34		
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	34		



GRI Disclosure	Description	Page	Omitted requirements	Reason
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.
<b>Strategy, policies and practices</b>				
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	2		
GRI 2: General Disclosures 2021	2-23 Policy commitments	6, 40		
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	40, 44		
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	40		
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	40		
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	92		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	107		
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	115		
<b>Material Topics</b>				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	31, 108		
GRI 3: Material Topics 2021	3-2 List of material topics	31, 108		
GRI 3: Material Topics 2021	3-3 Management of material topics	40, 44, 53, 62, 63, 70, 74, 84, 88		
<b>Economic Performance</b>				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	100		



GRI Disclosure	Description	Page	Omitted requirements	Reason
<b>Procurement Practices</b>				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	84, 123		
<b>Anti-corruption</b>				
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	40		
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	40		
<b>Energy</b>				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	75, 124		
<b>Water and Effluents</b>				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	77		
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	77, 126		
<b>Emissions</b>				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	82		
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	82		
<b>Waste</b>				
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, 127		
GRI 306: Waste 2020	306-5 Waste directed to disposal	80, 127		



GRI Disclosure	Description	Page	Omitted requirements	Reason
<b>Employment</b>				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Partial 50, 118	a, b	The Company did not present the data by age group.
<b>Occupational Health and Safety</b>				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	53		
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	53		
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	53		
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	53		
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	53		
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Partial 53, 122	b	The Company did not present the data relating to workers who are not employees.
<b>Training and Education</b>				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	58, 119		
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	58		
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	58, 120		
<b>Diversity and Equal Opportunity</b>				



GRI Disclosure	Description	Page	Omitted requirements	Reason
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	62, 115		
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.
<b>Non-discrimination</b>				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	40		
<b>Local Communities</b>				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Partial 63		The Company did not carry out assessments of impact on surrounding communities of its operations.
<b>Consumer Health and Safety</b>				
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of health and safety impacts caused by the products and services categories	70		

## Summary SASB

Topic	Code	Accounting metric	Unit of measure	Page
Greenhouse Gas Emissions	FB-AG-110a.1	Gross global Scope 1 emissions	Metric tons (t) CO <sub>2</sub> -e	82
Energy Management	FB-AG-130a.1	"(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable"	Gigajoules (GJ), Percentage (%)	75
Water Management	FB-AG-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	"Thousand cubic meters (m <sup>3</sup> ), Percentage (%)"	77
Workforce Health & Safety	FB-AG-320a.1	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Rate	53
Ingredient Sourcing	FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	n/a	44



# Indicators Notebook

## 1. Profile of employees

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

### Total number of employees by country and gender

	Men	Women	Total
Brazil*	3,964	1,893	<b>5,857</b>
Chile	381	165	<b>546</b>
Ecuador	123	28	<b>151</b>
Peru	283	77	<b>360</b>
Uruguay	702	91	<b>793</b>
<b>Total</b>	<b>5,453</b>	<b>2,254</b>	<b>7,707</b>

\*Data corrected in relation to the version of the Report published on July 14, 2023.

### Number of employees in Brazil by region

Region	2020	2021	2022*
South	3,276	3,132	2,668
Southeast	991	1,814	1,971
Northeast	222	222	458
North	106	106	65
Midwest	63	57	695
<b>Total</b>	<b>4,658</b>	<b>5,331</b>	<b>5,857</b>

\*Data corrected in relation to the version of the Report published on July 14, 2023.

### Number of employees, by age group and gender

	Up to 29 years of age		Between 30 and 50 years of age		Over 50 years of age		Total
	Men	Women	Men	Women	Men	Women	
Brazil*	1,101	446	2,320	1,147	591	525	<b>5,857</b>
Chile	93	40	197	105	91	20	<b>546</b>
Ecuador	28	7	72	20	23	1	<b>151</b>
Peru	65	11	170	53	48	13	<b>360</b>
Uruguay	77	11	441	60	184	20	<b>793</b>
<b>Total</b>	<b>1,364</b>	<b>515</b>	<b>3,200</b>	<b>1,385</b>	<b>937</b>	<b>306</b>	<b>7,707</b>

\*Data corrected in relation to the version of the Report published on July 14, 2023.

### Number of employees under permanent contract

	Mens	Women	Total
Brazil*	3,964	1,893	<b>5,857</b>
Chile	342	145	<b>487</b>
Ecuador	123	28	<b>151</b>
Peru	258	71	<b>329</b>
Uruguay	702	91	<b>793</b>
<b>Total</b>	<b>5,389</b>	<b>2,228</b>	<b>7,617</b>

\*Data corrected in relation to the version of the Report published on July 14, 2023.



### Number of employees under temporary contract

	Men	Women	Total
Brazil	470	108	<b>578</b>
Chile	39	20	<b>59</b>
Ecuador	0	0	<b>0</b>
Peru	25	6	<b>34</b>
Uruguay	0	0	<b>0</b>
<b>Total</b>	<b>534</b>	<b>134</b>	<b>671</b>

### Part-time Company employees

	Men	Women	Total
Brazil	407	93	<b>500</b>
Chile	5	2	<b>7</b>
Ecuador	0	0	<b>0</b>
Peru	0	0	<b>0</b>
Uruguay	0	0	<b>0</b>
<b>Total</b>	<b>412</b>	<b>95</b>	<b>507</b>

\* The concept of part-time employment adopted refers to employees who have a shorter working day than a regular one, according to the legislation of each country.

### Full-time Company employees

	Men	Women	Total
Brazil	3,897	1,886	<b>5,783</b>
Chile	376	163	<b>539</b>
Ecuador	123	28	<b>151</b>
Peru	286	77	<b>363</b>
Uruguay	702	91	<b>793</b>
<b>Total</b>	<b>5,384</b>	<b>2,245</b>	<b>7,629</b>

### Number of workers who are not employees

	Brazil	Chile	Ecuador	Peru	Uruguay
Outsourced	828	14	10	14	81
Apprenticeship	132	0	0	1	0
Internship	30	0	0	0	2

### Percentage of employees covered by collective bargaining agreements

Brazil	100%
Chile	63%*
Ecuador	0%
Peru	ND**
Uruguay	100%

\*Chile: Employees of the categories are not covered: management, coordination/specialist and leadership.

\*\*ND = information not available

### Number of employees by functional category Brazil\*

Functional category	Men	Women	Total
Board	12	1	<b>13</b>
Management	90	30	<b>120</b>
Coordination/specialist	132	56	<b>188</b>
Technical	219	64	<b>283</b>
Leadership	127	24	<b>151</b>
Administrative	367	349	<b>716</b>
Operational	3,017	1,369	<b>4,386</b>

\*Data corrected in relation to the version of the Report published on July 14, 2023.



### Number of employees by functional category Chile

Functional category	Men	Women	Total
Board	0	0	<b>0</b>
Management	11	4	<b>15</b>
Coordination/specialist	46	22	<b>68</b>
Technical	26	24	<b>50</b>
Leadership	23	8	<b>31</b>
Administrative	25	25	<b>50</b>
Operational	250	82	<b>332</b>

### Number of employees by functional category Peru

Functional category	Men	Women	Total
Board	ND	ND	<b>ND</b>
Management	ND	ND	<b>ND</b>
Coordination/specialist	ND	ND	<b>ND</b>
Technical	ND	ND	<b>ND</b>
Leadership	ND	ND	<b>ND</b>
Administrative	ND	ND	<b>ND</b>
Operational	ND	ND	<b>ND</b>

### Number of employees by functional category Ecuador

Functional category	Men	Women	Total
Board	0	0	<b>0</b>
Management	3	0	<b>3</b>
Coordination/specialist	0	0	<b>0</b>
Technical	0	0	<b>0</b>
Leadership	2	4	<b>6</b>
Administrative	10	15	<b>25</b>
Operational	108	9	<b>117</b>

### Number of employees by functional category Uruguay

Functional category	Men	Women	Total
Board	0	0	<b>0</b>
Management	9	2	<b>11</b>
Coordination/specialist	108	12	<b>120</b>
Technical	7	2	<b>9</b>
Leadership	0	0	<b>0</b>
Administrative	52	27	<b>79</b>
Operational	526	48	<b>574</b>



## 2. Admissions and dismissals

[GRI 401-1]

### Number of admissions by gender

Country	Men	Women	Total
Brazil	912	440	1,352
Chile	90	33	123
Ecuador	5	1	6
Peru	68	7	75
Uruguay	26	11	37
<b>Total</b>	<b>1,101</b>	<b>492</b>	<b>1,593</b>

### Number of admissions by region Brazil

Region	
South	616
Southeast	573
Midwest	102
Northeast	57
North	4

### Number of dismissals by gender

Country	Men	Women	Total
Brazil	866	393	1,259
Chile	73	27	100
Ecuador	23	3	26
Peru	89	12	101
Uruguay	39	7	46
<b>Total</b>	<b>1,090</b>	<b>442</b>	<b>1,532</b>

### Number of dismissals by region Brazil

Region	
South	607
Southeast	542
Northeast	47
Midwest	48
North	15

### Turnover by gender\*

Country	Men	Women	Total
Brazil	21%	21%	<b>21%</b>
Chile	21%	18	<b>20%</b>
Ecuador	11%	7%	<b>11%</b>
Peru	28%	12%	<b>24%</b>
Uruguay	5%	10%	<b>5%</b>
<b>Geral</b>	<b>23%</b>	<b>22%</b>	<b>19%</b>

\* The following formula was used for the calculation:  $\text{admissions} + \text{dismissals} / 2 / \text{HCtotal} * 100$



### 3. Training programs

[GRI 404-1]

#### Investments in professional training

Brazil	R\$ 995,601.70
Chile	R\$ 449,720.06
Ecuador	ND
Peru	ND
Uruguay	R\$ 675,744.66

119



#### Brazil

##### Total number of training hours, by functional category and gender

Category	Men	Women	Total	Men	Women
Board	04:00	01:00	<b>05:00</b>	00:20	01:00
Management	926:00	435:00	<b>1,361:00</b>	10:17	14:30
Coordination/specialist	1,235:00	582:00	<b>1,817:00</b>	09:21	10:23
Technical	27,572:00	11,563:00	<b>39,135:00</b>	126:29	181:07
Leadership	2,249:00	1,058:00	<b>3,307:00</b>	17:42	20:05
Administrative	7,712:00	3,629:00	<b>11,341:00</b>	21:00	10:23
Operational	21,572:00	9,563:00	<b>31,135:00</b>	07:15	07:38

\*The formula for average training hours is: total number of training hours in each rank/total number of employees in each rank.

\*\* Data corrected in relation to the version of the Report published on July 14, 2023, due to the adjustment in the number of employees.

##### Average number of training hours, by functional category and gender\*\*



#### Chile

##### Total number of training hours, by functional category and gender

Category	Men	Women	Total	Men	Women
Board	0:00	0:00	<b>0:00</b>	0:00	0:00
Management	10:00	93:05	<b>103:05</b>	0:54	23:16
Coordination/specialist	2,254:02	245:02	<b>2,499:04</b>	49:00	11:08
Technical	164:00	132:05	<b>296:05</b>	6:18	5:30
Leadership	244:07	206:00	<b>450:07</b>	10:36	25:45
Administrative	43:00	66:00	<b>109:00</b>	1:43	2:38
Operational	741:02	236:09	<b>977:11</b>	2:57	2:52

\*The formula for average training hours is: total number of training hours in each rank/total number of employees in each rank.

##### Average number of training hours, by functional category and gender



#### Ecuador

##### Total number of training hours, by functional category and gender

Category	Men	Women	Total	Men	Women
Board	0:00	0:00	<b>0:00</b>	0:00	0:00
Management	0:00	0:00	<b>0:00</b>	0:00	0:00
Coordination/specialist	0:00	0:00	<b>0:00</b>	0:00	0:00
Technical	0:00	0:00	<b>0:00</b>	0:00	0:00
Leadership	168:00	336:00	<b>504:00</b>	84:00	84:00
Administrative	64:00	96:00	<b>160:00</b>	6:24	6:24
Operational	1,064:00	152:00	<b>1,216:00</b>	9:51	16:53

\*The formula for average training hours is: total number of training hours in each rank/total



number of employees in each rank.



### Peru

Total number of training hours, by functional category and gender

Category	Men	Women	Total	Men	Women
Board	0:00	0:00	<b>0:00</b>	ND	ND
Management	0:00	0:00	<b>0:00</b>	ND	ND
Coordination/specialist	0:00	0:00	<b>0:00</b>	ND	ND
Technical	30:00	0:00	<b>30:00</b>	ND	ND
Leadership	0:00	0:00	<b>0:00</b>	ND	ND
Administrative	30:00	30:00	<b>60:00</b>	ND	ND
Operational	46:00	46:00	<b>92:00</b>	ND	ND

Average number of training hours, by functional category and gender

\*The formula for average training hours is: total number of training hours in each rank/total number of employees in each rank.



### Uruguay

Total number of training hours, by functional category and gender

Category	Men	Women	Total	Men	Women
Board	0:00	0:00	<b>0:00</b>	0:00	0:00
Management	388:00	60:00	<b>448:00</b>	43:06	30:00
Coordination/specialist	839:00	431:00	<b>1,270:00</b>	7:46	35:55
Technical	0:00	0:00	<b>0:00</b>	0:00	0:00
Leadership	0:00	0:00	<b>0:00</b>	0:00	0:00
Administrative	358:00	393:00	<b>751:00</b>	6:53	14:33
Operational	7,316:00	227:00	<b>7,543:00</b>	13:54	4:43

Average number of training hours, by functional category and gender

\*The formula for average training hours is: total number of training hours in each rank/total number of employees in each rank.

## 4. Performance analysis

[GRI 404-3]

Number of performance reviews Consolidated\*

Functional category	Men	Women	Total
Board	5	1	<b>6</b>
Management	95	23	<b>118</b>
Coordination/specialist	122	60	<b>182</b>
Technical	58	52	<b>110</b>
Leadership	187	43	<b>230</b>
Administrative	331	323	<b>654</b>
Operational	358	89	<b>447</b>
<b>Total</b>	<b>1,156</b>	<b>591</b>	<b>1,747</b>

\*The units in Peru did not conduct performance evaluations in the reporting period.

Number of performance reviews Brazil

Functional category	Men	Women	Total
Board	5	1	<b>6</b>
Management	80	17	<b>97</b>
Coordination/specialist	69	34	<b>103</b>
Technical	31	28	<b>59</b>
Leadership	164	35	<b>199</b>
Administrative	299	293	<b>592</b>
Operational	0	0	<b>0</b>



### Number of performance reviews Chile

Functional category	Men	Women	Total
Board	0	0	<b>0</b>
Management	11	4	<b>15</b>
Coordination/specialist	45	22	<b>67</b>
Technical	26	24	<b>50</b>
Leadership	23	8	<b>31</b>
Administrative	25	24	<b>49</b>
Operational	250	82	<b>332</b>

### Number of performance reviews Uruguay

Functional category	Men	Women	Total
Board	0	0	<b>0</b>
Management	4	2	<b>6</b>
Coordination/specialist	8	4	<b>12</b>
Technical	0	0	<b>0</b>
Leadership	0	0	<b>0</b>
Administrative	7	6	<b>13</b>
Operational	23	0	<b>23</b>

### Number of performance reviews Ecuador

Functional category	Men	Women	Total
Board	0	0	<b>0</b>
Management	0	0	<b>0</b>
Coordination/specialist	0	0	<b>0</b>
Technical	1	0	<b>1</b>
Leadership	0	0	<b>0</b>
Administrative	0	0	<b>0</b>
Operational	85	7	<b>92</b>



## 5. Occupational health and safety

[GRI 403-9]

OSH data – Brazil	20/21	21/22	22/23
Number of hours worked	8,779,835	8,841,092	11,123,378
Number of days lost	2,219	452	698
Number of accidents with leave*	39	19	24
Number of accidents without leave*	54	40	31
Company employee frequency rate (FR)	4.44	2.15	2.16
Severity rate (SR) of Company employees	253	51	63
Number of near accidents (incidents)	117	110	135

\*In addition to workplace accidents, an additional 12 commuting accidents were recorded – 11 with leave and one without.

OSH data – Chile	20/21	21/22	22/23
Number of hours worked	1,468,693	1,325,765	1,267,841
Number of days lost	ND	154	256
Number of accidents with leave*	15	11	9
Number of accidents without leave*	2	2	2
Company employee frequency rate (FR)	10.21	8.3	7.1
Severity rate (SR) of Company employees	140	116.2	201.9
Number of near accidents (incidents)	ND	1	ND

OSH data – Ecuador	20/21*	21/22	22/23
Number of hours worked		141,336	300,792
Number of days lost		0	14
Number of accidents with leave*		0	4
Number of accidents without leave*		0	4
Company employee frequency rate (FR)		0	16.6
Severity rate (SR) of Company employees		0	0.16
Number of near accidents (incidents)		3	1

\* The factory was acquired by Camil in October 2021.

**14** The formulas used in the calculations were: Frequency rate (FR): No. of accidents with leave x 1000000/HHT Severity rate (SR): No. of days lost x 1000000/HHT



OSH data – Peru	20/21	21/22	22/23
Number of hours worked	1,427,680	979,633	956,733
Number of days lost	ND	43	44
Number of accidents with leave*	8	7	3
Number of accidents without leave*	3	3	0
Company employee frequency rate (FR)	5.6	7.1	3.1
Severity rate (SR) of Company employees	81	43.9	46.0
Number of near accidents (incidents)	ND	0	0

OSH data – Uruguay	20/21	21/22	22/23
Number of hours worked	2,139,896	2,170,812	2,282,854
Number of days lost	ND	1,709	1,513
Number of accidents with leave*	50	38	32
Number of accidents without leave*	0	21	32
Company employee frequency rate (FR)	23.37	18	14
Severity rate (SR) of Company employees	701	787	663
Number of near accidents (incidents)	ND	22	28

## 6. Suppliers

[GRI 2-6; 204-1]

### Payments to suppliers in 22/23 Global value - in R\$

(in R\$)

Brazil	7,069,261,886
Chile*	339,915,991
Ecuador*	185,517,336
Peru*	315,417,229
Uruguay*	1,510,240,529

\*Value converted to reais.

### Total number of active suppliers in 22/23

Brazil	6,295
Chile	699
Ecuador	23
Peru	518
Uruguay	1,860

### Origin of inputs on 22/23

(%)

Country	Imported	National
Brazil	16%	84%
Chile	51%	49%
Ecuador	1%	99%
Peru	24%	76%
Uruguay	12%	88%



## 7. Energy

[GRI 302-1]

### Total energy consumption - 22/23

(in GJ)

	Non-renewable	Renewable	Electricity	Total
Brazil	144,253.0	85,467.6	467,683.2	<b>697,403.8</b>
Chile	8,796.3	32,128.5	20,163.2	<b>61,088.0</b>
Ecuador	38,380.2	0,0	8,000.1	<b>46,380.3</b>
Peru	21,430.0	35,621.6	10,592.4	<b>67,644.0</b>
Uruguay	9,081.7	812,376.0	113,274.0	<b>934,731.7</b>
<b>Total</b>	<b>221,941.2</b>	<b>965,593.7</b>	<b>619,712.9</b>	<b>1,785,817.8</b>

### LPG

(in KG and GJ)

	21/22	22/23
Brazil	471,572.8	526,809.3
Chile	40,812.0	63,237.0
Ecuador	319,305.0*	690,030.0
Peru	487,684.8	460,846.8
Uruguayi	117,950.0	99,820.0
<b>Total in KG</b>	<b>1,437,324.6</b>	<b>1,840,743.1</b>
<b>Total in GJ</b>	<b>66,797.5</b>	<b>85,545.8</b>

\* Calculated only the period after the acquisition of Dajahu by Camil.

124

### Non-renewable fuel

#### Diesel

(in L and GJ)

	21/22	22/23
Brazil	0,0	0,0
Chile	108,123.0	162,488.0
Ecuador	0,0	0,0
Peru	383.2	361.4
Uruguay	113,076.5	125,148.0
<b>Total in liters</b>	<b>221,582.7</b>	<b>287,997.4</b>
<b>Total in GJ</b>	<b>7,866.2</b>	<b>10,223.9</b>

### Natural gas

(in m<sup>3</sup> and GJ)

	21/22	22/23
Brazil	2,200,929.6	3,251,094.0
Chile	3,032.0	2,419
Ecuador	0.0	0.0
Peru	0.0	0.0
Uruguay	0.0	0.0
<b>Total in m<sup>3</sup></b>	<b>2,203,961.6</b>	<b>3,253,513.0</b>
<b>Total in GJ</b>	<b>81,193.9</b>	<b>119,859.4</b>



## Renewable fuel

### Rice husk biomass

(in MWh and GJ)

	21/22	22/23
Brazil	24,785.0	20,287.0
Chile	2,394.0	2,667.6
Ecuador	0,0	0,0
Peru	16,854.0	9,894.9
Uruguay	83,084.0	112,830.0
<b>Total in MWh</b>	<b>127,117.0</b>	<b>145,679.5</b>
<b>Total in GJ</b>	<b>457,621.2</b>	<b>524,446.0</b>

## Electricity

### Electricity

(in KWh and GJ)

	21/22	22/23
<b>Brazil</b>	<b>88,895,000.0</b>	<b>129,912,000.0</b>
Chile	6,584,029.0	5,600,879.0
Ecuador	1,202,317.0	2,222,258.0
Peru	2,560,275.0	2,942,340.3
Uruguay	30,891,800.0	31,465,000.0
<b>Total in KWh</b>	<b>130,133,421.0</b>	<b>172,142,477.3</b>
<b>Total in GJ</b>	<b>468,480.3</b>	<b>619,712.9</b>

### Firewood

(in MWh and GJ)

	21/22	22/23
Brazil	0.0	3,454.0
Chile	4,473.0	6,257.0
Ecuador	0.0	0.0
Peru	0.0	0.0
Uruguay	83,084.0	112,830.0
<b>Total in MWh</b>	<b>87,557.0</b>	<b>122,541.0</b>
<b>Total in GJ</b>	<b>315,205.2</b>	<b>441,147.6</b>



## 8. Water

[GRI 303-3]

### Total water withdrawn per source (ML)

(in ML)

	Brazil	Chile	Ecuador	Peru	Uruguay	Total
Surface water	756.4	-	-	-	-	<b>756.4</b>
Groundwater	985.9	7.4	-	-	14	<b>1,007.3</b>
Third-party water (public supply)	31.2	11	4.0	2.6	18.2	<b>67.0</b>
Hydric stress area	-	-	-	0.9*	-	<b>0.9</b>
<b>Total</b>	<b>1,773.5</b>	<b>18.4</b>	<b>4.0</b>	<b>3.5</b>	<b>32.2</b>	<b>1,831.6</b>

\* Given the complexity of access to water in Sullana's headquarters, it is considered an area of hydric stress.

### Water withdrawal - Brazil

(in ML)

	20/21	21/22	22/23
Surface water	1,070.9	1,024.9	756.4
Groundwater	699.6	589.8	985.9
Third-party water (public supply)	186.6	174.8	31.2
<b>Total</b>	<b>1,957.1</b>	<b>1,789.5</b>	<b>1,773.5</b>

### Water withdrawal - Chile

(in ML)

	20/21	21/22	22/23
Groundwater	7.4	7.9	7.4
Third-party water (public supply)	11	12	11
<b>Total</b>	<b>18.4</b>	<b>19.9</b>	<b>18.4</b>

### Water withdrawal - Ecuador

(in ML)

	20/21*	21/22*	22/23
Third-party water (public supply)	-	1.4	4.0

\* Company acquired in October 2021, so there is no consumption data for 20/21 and data for 21/22 are partial.

### Water withdrawal - Peru

(in ML)

	20/21	21/22	22/23
Third-party water (public supply)	3.3	2.2	2.6
Third-party water - hydric stress area	ND	0.8	0.9
<b>Total</b>	<b>3.3</b>	<b>3.0</b>	<b>3.5</b>

\* Given the complexity of access to water in Sullana's headquarters, it is considered an area of hydric stress.

### Water withdrawal - Uruguay

(in ML)

	20/21	21/22	22/23
Groundwater	9.2	12.3	14
Third-party water (public supply)	21.6	16.8	18.2
<b>Total</b>	<b>30.8</b>	<b>29.1</b>	<b>32.2</b>



## 9. Waste

[GRI 306-4; 306-5]



### Brazil

#### Hazardous waste – disposition outside the organization

(in tonnes)

	20/21	21/22	22/23
Preparation for reuse	ND	0.03	33
Recycling	ND	31.9	2.7
Incineration (with energy recovery)	ND	15.1	69.3
Incineration (without energy recovery)	-	-	2.2
Landfill	ND	33.7	17.2
<b>Total</b>	<b>ND</b>	<b>80.7</b>	<b>124.4</b>

#### Non-hazardous waste – disposition outside the organization

(in tonnes)

	20/21*	21/22	22/23
Incineration (without energy recovery)	ND	110.1	68.4
Incineration (with energy recovery)	-	-	7,889.2
Recycling	ND	4,626.3	5,347.9
Composting	-	-	85.5
Landfill	ND	6,406.7	4,348.8
Other**	ND	83,960.8	68,485.6
<b>Total</b>	<b>ND</b>	<b>95,103.9</b>	<b>86,225.4</b>

\* 2021 data could not be tracked. Therefore, they will not be incorporated into the report.

\*\*Incorporation in the production of animal feed, paving, and rubber manufacturing, composting and soil improvement applied directly to agricultural land.

#### Non-hazardous waste – disposition within the organization

(in tonnes)

	20/21*	21/22	22/23
Incineration (with energy recovery)	ND	110,908	186,501.4
Landfill	ND	27,147	-
<b>Total</b>	<b>ND</b>	<b>138,055</b>	<b>186,501.4</b>



### Chile

#### Hazardous waste – disposition outside the organization

(in tonnes)

	20/21	21/22	22/23
Incineration (without energy recovery)	0.8	1	-
Landfill	-	-	0.9
<b>Total</b>	<b>0.8</b>	<b>1.0</b>	<b>0.9</b>

#### Non-hazardous waste – disposition outside the organization

(in tonnes)

	20/21	21/22	22/23
Incineration (with energy recovery)	17,830.9	16,326.5	8,818.8
Preparation for reuse	-	8,750.4	379.1
Recycling	-	67.7	53.3
Composting	-	312.2	463.1
Landfill	111.6	81.8	119.2
Composting and soil improvement applied directly to agricultural land.	-	-	9,496.2
Other	1,525.0	1,018.3	1,454.6
<b>Total</b>	<b>19,467.5</b>	<b>26,556.9</b>	<b>20,784.3</b>

\* Used for composting and soil improvement; applied directly to agricultural land.



## Non-hazardous waste – disposition within the organization

(in tonnes)

	20/21**	21/22	22/23
Incineration (with energy recovery)	170.0	418.9**	466.8

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



## Ecuador

### Hazardous waste– disposition outside the organization

(in tonnes)

	21/22	22/23
Preparation for reuse	0.03	0.04

### Non-hazardous waste – disposition outside the organization

(in tonnes)

	21/22	22/23
Recycling	15.6	23.7
Landfill	27	-
<b>Total</b>	<b>42.6</b>	<b>23.7</b>



## Peru

### Hazardous waste– disposition outside the organization

(in tonnes)

	20/21	21/22	22/23
Landfill	0.02	0.03	0.2

## Hazardous waste – disposition within the organization

(in tonnes)

	20/21	21/22	22/23
Landfill	-	0.01	
Temporary storage	-	-	0.9
<b>Total</b>	<b>-</b>	<b>0.01</b>	<b>0.9</b>

## Non-hazardous waste – disposition within the organization

(in tonnes)

	20/21	21/22	22/23
Preparation for reuse	-	3.6	2.5

## Non-hazardous waste – disposition outside the organization

(in tonnes)

	20/21	21/22	22/23
Recycling		56.8	62.3
Landfill	26.4	160.3	46,1
Ecopoint*	946.9	828.6	1.362.2
Other (disposal of solid waste in municipal controlled landfill)	-	-	1.2
<b>Total</b>	<b>973.3</b>	<b>1,045.7</b>	<b>1,471.8</b>

\*Ash and impurities are deposited at a collection point – they do not generate contamination due to being organic waste.



**Uruguay**
**Hazardous waste – disposition outside the organization**

(in tonnes)

	20/21	21/22	22/23
Preparation for reuse	-	3.6	0.6

**Non-hazardous waste – disposition within the organization**

(in tonnes)

	20/21	21/22	22/23
Landfill	7,854.2	8,005.6	7,978

**Non-hazardous waste – disposition outside the organization**

(in tonnes)

	20/21	21/22	22/23
Incineration (with energy recovery)	59,733.7	63,670	64,389
Recycling		347.3	334.5
Landfill	93.1	161.5	192.5
Other – food and shelter for animals		41,753.3	47,469
<b>Total</b>	<b>59,826.8</b>	<b>105,932.1*</b>	<b>112,385</b>

\* The increase is due to the amount of waste that is generated in relation to the rice inserted by Molinos and what is agreed upon annually with the prefectures of each department, depending on the space they have in their landfill. This value can vary from year to year, either increasing or decreasing.

**10.Materials**

[GRI 301-1]

**Non-renewable materials**

(in tonnes)

	Brazil	Chile	Ecuador	Peru	Uruguay	Total
Polylaminated materials	0	0	0	0	72.7	<b>72.7</b>
Plastics	9,071.3	887.1	106.8	450.3	94.6	<b>10,610.1</b>
PVC (polyvinyl chloride)	0	2.1	0	0	0	<b>2.1</b>
Metal	9,649.0	4.2	0	0	31.9	<b>9,985.1</b>
Glass	0	838.6	0	0	0	<b>838.6</b>
<b>Total</b>	<b>18,720.3</b>	<b>1,732.0</b>	<b>106.8</b>	<b>450.3</b>	<b>199.2</b>	<b>21,208.6</b>

**Renewable materials**

(in tonnes)

	Brazil	Chile	Ecuador	Peru	Uruguay	Total
Paper	2,683.6	143.3	0	11.4	0	<b>2,695.0</b>
Wood	0	27.4	0	0	0	<b>27.4</b>
String	0	0	1.3	0	0	<b>1.3</b>
<b>Total</b>	<b>2,683.6</b>	<b>170.7</b>	<b>1.3</b>	<b>11.4</b>	<b>0</b>	<b>2,867.0</b>

**Brazil****Non-renewable** (in tonnes)

Material	21/22	22/23
Poly laminated materials	0	0
Metal	16,435.1	9,649.0
Plastics	10,223.1	9,071.3
PVC (polyvinyl chloride)	0	0
Glass	0.0	0
<b>Total</b>	<b>26,658.2</b>	<b>18,720.3</b>

**Renewable** (in tonnes)

Material	21/22	22/23
Paper	3,065.9	2,683.6
Wood	0.0	0
<b>Total</b>	<b>3,065.9</b>	<b>2,683.6</b>

**Peru****Non-renewable** (in tonnes)

Material	21/22	22/23
Poly laminated materials	0	0
Metal	0	0
Plastics	451.1	450.3
PVC (polyvinyl chloride)	0	0
Glass	0	0
<b>Total</b>	<b>451.1</b>	<b>450.3</b>

**Renewable** (in tonnes)

Material	21/22	22/23
Paper	8	11.4
Wood	0	0
<b>Total</b>	<b>8.0</b>	<b>11.4</b>

**Chile****Non-renewable** (in tonnes)

Material	21/22	22/23
Metal	4.3	4.2
Poly laminated materials	0	0
Plastics	714	887.1
PVC (polyvinyl chloride)	2.2	2.1
Glass	895.2	838.6
<b>Total</b>	<b>1,615.7</b>	<b>1,732.0</b>

**Renewable** (in tonnes)

Material	21/22	22/23
Paper	144.6	143.3
Wood	25.3	27.4
<b>Total</b>	<b>169.9</b>	<b>170.7</b>

**Uruguay****Non-renewable** (in tonnes)

Material	21/22	22/23
Metal	127.2	31.9
Poly laminated materials	76.3	72.7
Plastics	118.4	94.6
PVC (polyvinyl chloride)	0	0
Glass	0	0
<b>Total</b>	<b>321.9</b>	<b>199.2</b>

**Renewable** (in tonnes)

Material	21/22	22/23
Paper	0	0
Wood	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

**Ecuador****Non-renewable** (in tonnes)

Material	21/22	22/23
Poly laminated materials	0	0
Metal	0	0
Plastics	64.3	106.8
PVC (polyvinyl chloride)	0	0
Glass	0	0
<b>Total</b>	<b>64.3</b>	<b>106.8</b>

**Renewable** (in tonnes)

Material	21/22	22/23
Paper	0	0
Wood	0	0
String	0	1.3
<b>Total</b>	<b>0.0</b>	<b>1.3</b>

## **Camil Sustainability Report 2022**

### **General Coordination:**

Investor Relations and ESG Management / Financial and Investor Relations Board

### **GRI consulting and editorial project**

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