Camil

3Q25 | Earnings Presentation

HIGH TURNOVER

HIGH GROWTH

Camil 3Q25

R$ 2.9 billion Net Revenue
(-5.1% YoY & -1.2% QoQ)

R$ 238.8 million EBITDA
(+39.4% YoY & -4.7% QoQ)

8.1% EBITDA Margin
(+2.6pp YoY & -0.3pp QoQ)

616.0k tons Volume
(+14.0% YoY & -2.9% QoQ)

High Turnover Brazil: -8.2% YoY & -11.8% QoQ
High Growth Brazil: +22.7% YoY & +23.6% QoQ
International: +59.4% YoY & +5.3% QoQ

Grains - Brazil

Grains - Brazil

Sugar

International

Cookies

Coffee

Pasta

Fish

Highlights 3Q25

High Turnover: Grains and Sugar in Brazil

Sales Volumes:

310.8 k tons; -8.2% YoY and -11.8% QoQ in 3Q25

Net Price Camil:

R$3.45/kg; -18.9% YoY and -2.3% QoQ in 3Q25

Average price of raw material[1] :

Rice:

R$58.82/bag; -49.6% YoY & -13.3% QoQ in 3Q25

Beans:

R$222.78/bag; +0.3% YoY & +4.1% QoQ in 3Q25

Sugar:

R$113.74/bag; -25.9% YoY & -6.4% QoQ in 3Q25

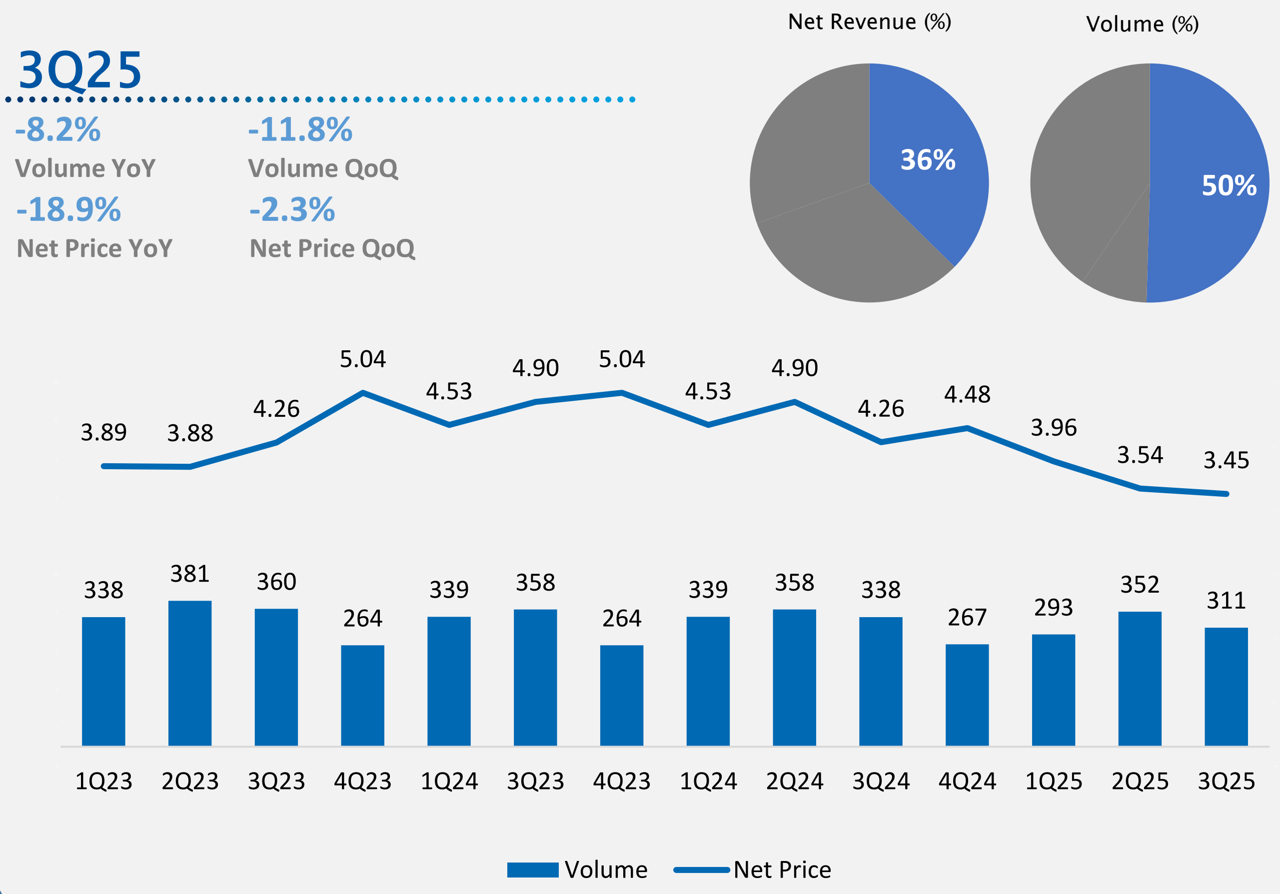
Main Brands

Volumes vs. Net Price Evolution

Volumes | Net Price (R$/Kg)

3Q25

-8.2% Volume YoY	-11.8% Volume QoQ
-18.9% Net Price YoY	-2.3% Net Price QoQ



[1]Source: CEPEA; Esalq/Senar-RS 50kg paddy rice indicator; Agrolink; Sc 60kg carioca bean indicator; CEPEA; Esalq-SP 50kg crystal sugar indicator..

Brazil | High Growth

Camil

Highlights 3Q25

High Growth: Pasta. Cookies. Coffe and Canned Fish in Brazil:

Sales Volumes:

55.9 thousands tons; +22.7 % YoY & +23.6% QoQ in 3Q25

Net Price Camil: :

R$16.52/kg; +30.7% YoY & +5.7% QoQ in 3Q25

Average Price of Raw Material[1] :

Wheat:

R$1.253.33/bag; -13.4% YoY & -12.5% QoQ in 3Q25

Coffee:

R$2.218.66/bag; +40.4% YoY & -12.6% QoQ in 3Q25

Main Brands

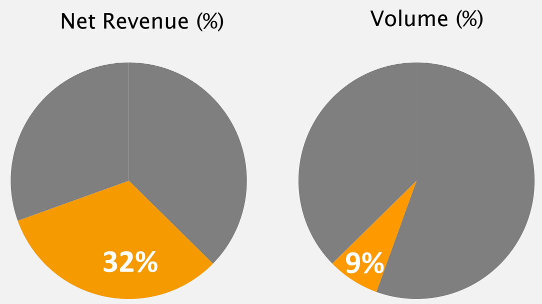
Coqueiro · Santa Amália · união · mabel · Toddy cookies

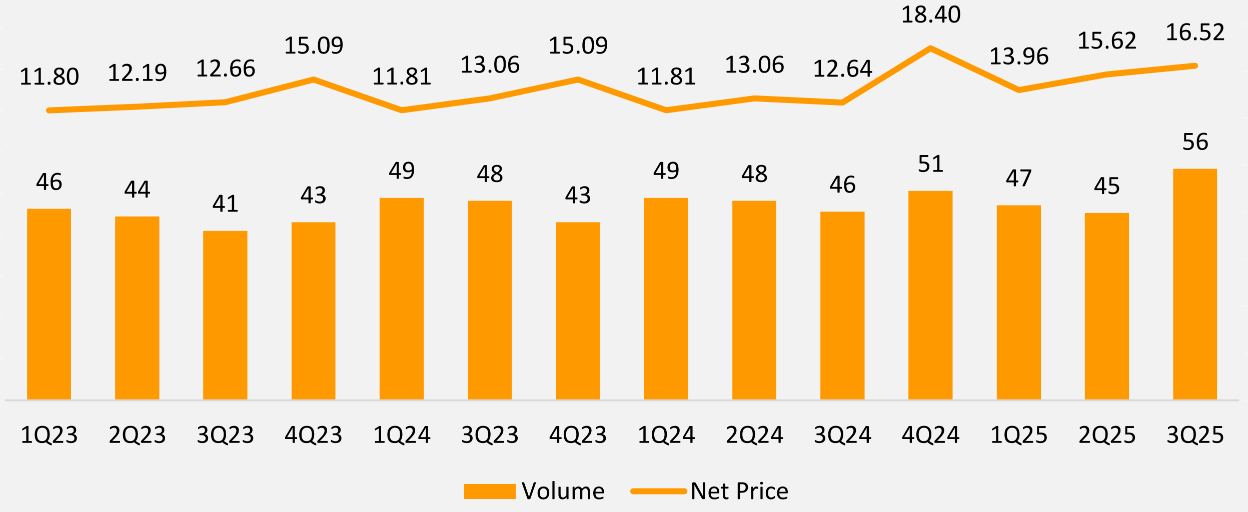
Volume vs Net Price Evolution

Volumes — Net Price (R$/Kg)

3Q25

+22.7% Volume YoY	+23.6% Volume QoQ
+30.7% Net Price YoY	+5.7% Net Price QoQ





Note: CEPEA; Esalq/Senar-PR Wheat Indicator; CEPEA Esalq; Arabica Coffee Indicator.

International

Highlights 3Q25

International: Uruguay. Chile. Peru, Ecuador & Paraguay

Sales Volumes:

249.4 k tons; +59.4% YoY and +5.3% QoQ in 3Q25

Net Price:

R$3.51/kg; -39.7% YoY and -5.0% QoQ and 3Q25

Conclusion of the acquisition of Villa Oliva in Paraguay.

As of September 1, the Paraguay operations began to have their results recognized in the Company's consolidated financial statements.

Main Brands

Volumes vs. Net Price Evolution

Volumes | Net Price (R$/Kg)

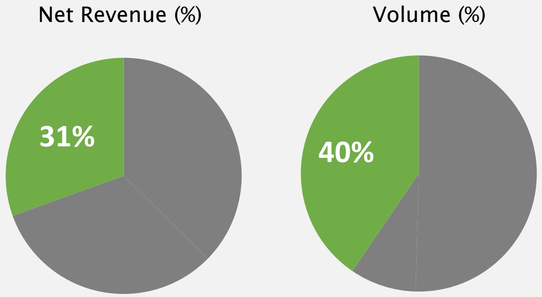
3Q25

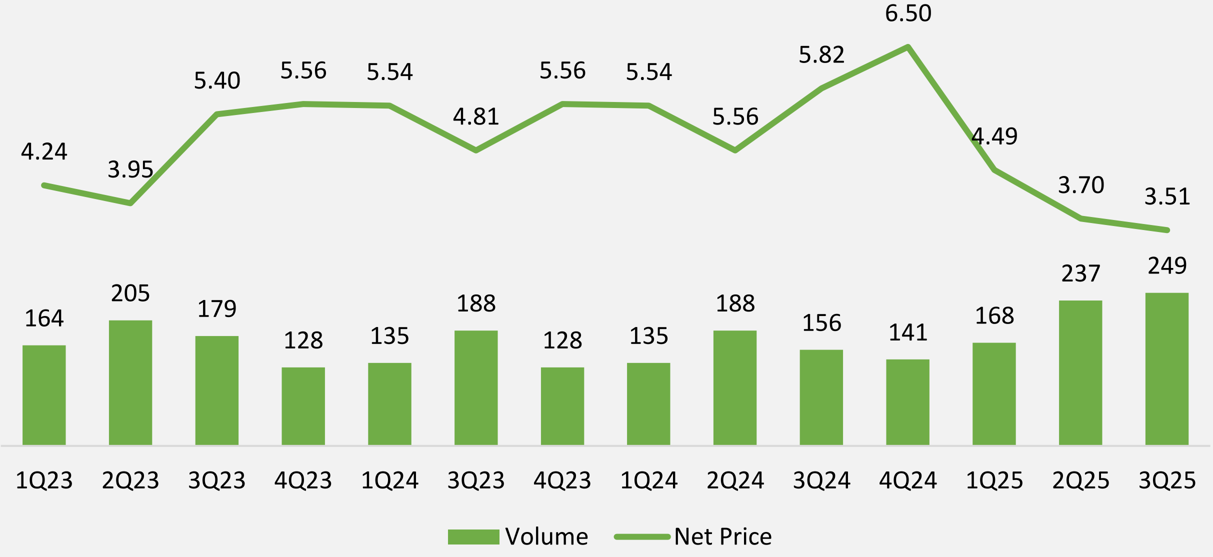
+59.4% Volume YoY

+5.3% Volume QoQ

-39.7% Net Price YoY

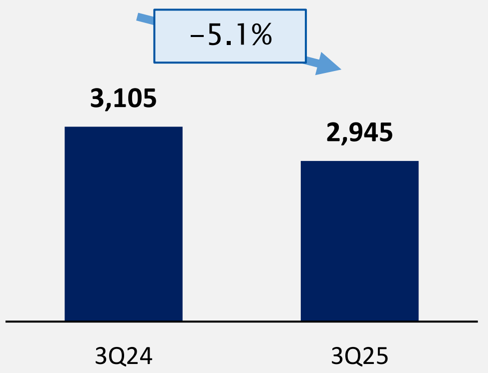
-5.0% Net Price QoQ



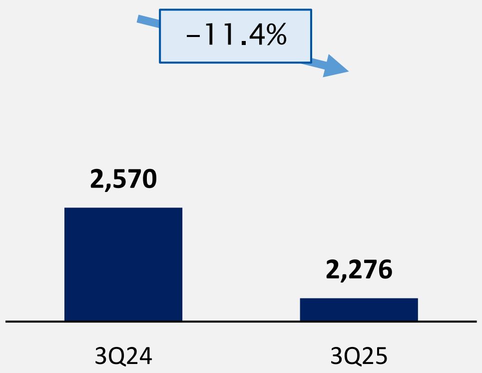


Financial Highlights | 3Q25 vs. 3Q24

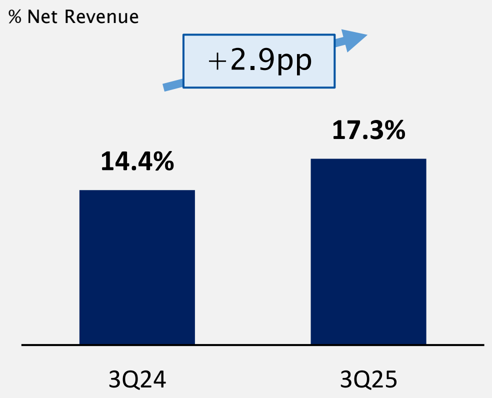
Net Revenue



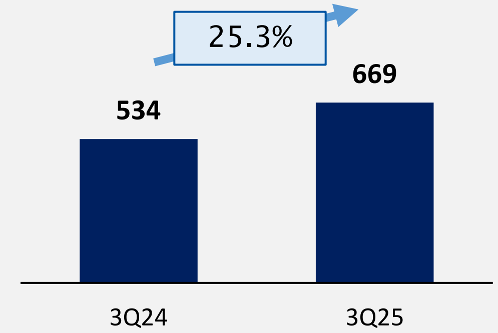
COGS



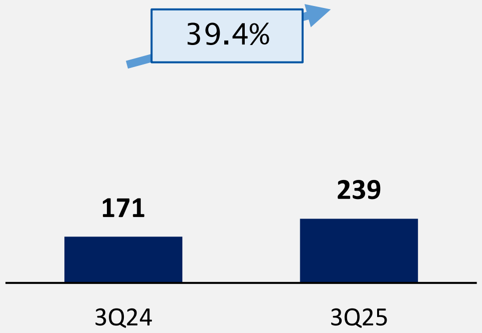
SG&A



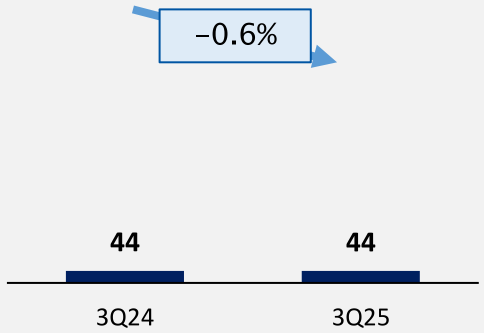
Gross Profit



EBITDA



Net Profit/Loss



Margins (% Net Revenue)

	Gross Profit		EBITDA		Net Profit/Loss	
	3Q24	3Q25	3Q24	3Q25	3Q24	3Q25
Margins (% Net Revenue)	17.2%	22.7%	5.5%	8.1%	1.4%	1.5%

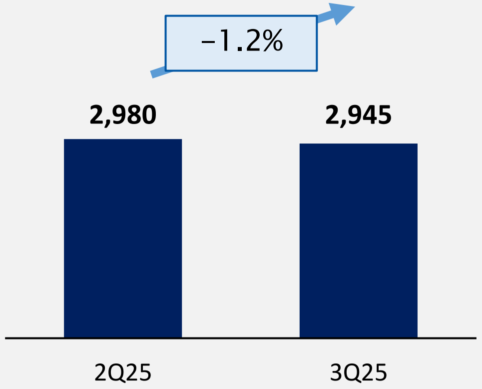
Net Revenue: R$2.9 billion (-5.1% YoY) in 3Q25

Gross Profit: R$669.2 million (+25.3% YoY) and 22.7% margin in 3Q25

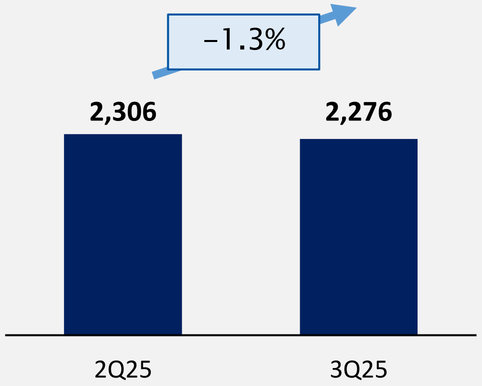
EBITDA: R$238.8 million (+39.4% YoY) and 8.1% margin in 3Q25

Financial Highlights | 3Q25 vs. 2Q25

Net Revenue

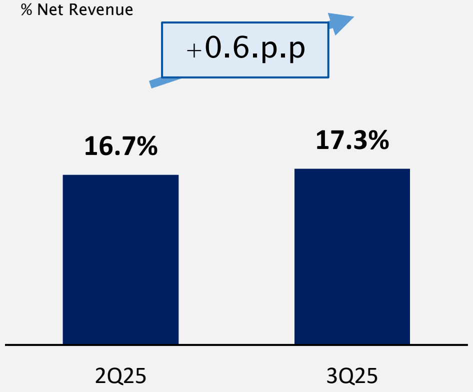


COGS

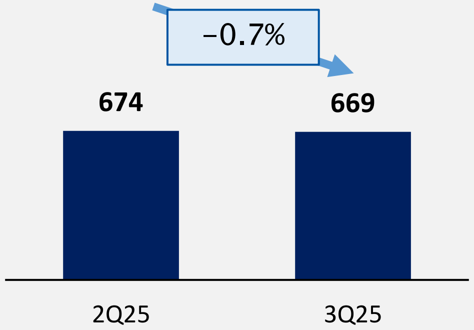


SG&A

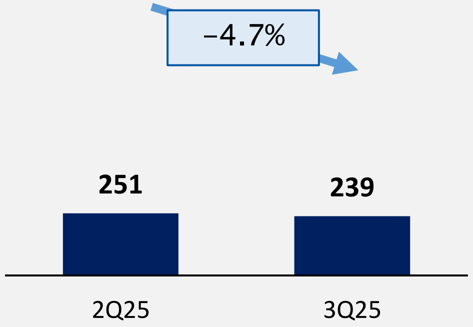
% Net Revenue



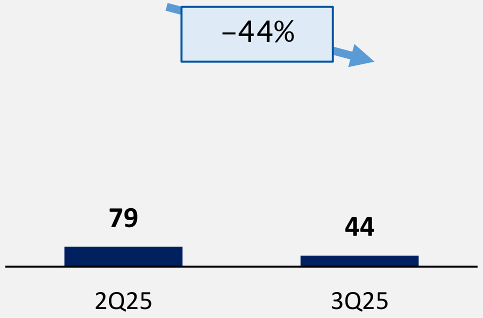
Gross Profit



EBITDA



Net Profit/Loss



Margins (% Net Revenue)

Gross Profit 2Q25	Gross Profit 3Q25	EBITDA 2Q25	EBITDA 3Q25	Net Profit/Loss 2Q25	Net Profit/Loss 3Q25
22.6%	22.7%	8.4%	8.1%	2.6%	1.5%

Net Revenue: R$2.9 billion (-1.2% QoQ) in 3Q25

Gross Profit: R$669.2 million (-0.7% QoQ) and 22.7% margin in 3Q25

EBITDA: R$238.8 million (-4.7% QoQ) and 8.1% margin in 3Q25

Debt. Capex & Working Capital

Debt

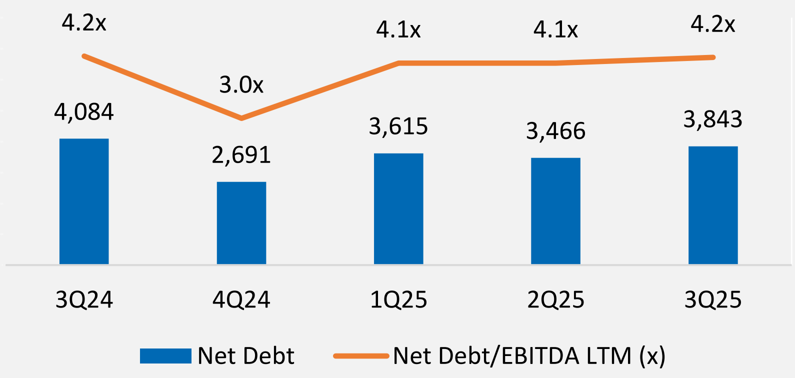
Debt (in R$mn) Closing Date	3Q24 Nov-24	2Q25 Aug-25	3Q25 Nov-25	3Q25 VS 3Q24	3Q25 VS 2Q25
Total Debt	**5,930.1**	**5,376.1**	**6,375.2**	**7.5%**	**18.6%**
Loans and Financing	2,794.7	2,509.2	2,478.7	-11.3%	-1.2%
Debêntures	3,135.4	2,866.9	3,896.6	24.3%	35.9%
Short Term	1,829.8	2,427.3	2,304.5	25.9%	-5.1%
Long Term	4,100.3	2,948.8	4,070.8	-0.7%	38.0%
Leverage					
Gross Debt	5,930.1	5,376.1	6,375.2	7.5%	18.6%
Cash and Equivalents	1,845.8	1,910.6	2,531.8	37.2%	32.5%
Net Debt	**4,084.3**	**3,465.5**	**3,843.4**	**-5.9%**	**10.9%**
Net Debt/EBITDA LTM	***4.2x***	***4.1x***	***4.2x***	**0.0x**	**0.1x**

Working Capital

Working Capital Closing Date	3Q24 Nov-24	2Q25 Aug-25	3T25 Nov-25	3T25 VS 3Q24	3T25 VS 2Q25
Inventory	**2,234.5**	**2,261.3**	**1,974.2**	***-11.6%***	***-12.7%***
Advance to Suppliers	**727.6**	**414.0**	**618.6**	***-15.0%***	***49.4%***
Receivable	**1,977.5**	**1,444.5**	**1,720.0**	***-13.0%***	***19.1%***
Suppliers	**1,202.7**	**1,370.0**	**1,226.6**	***2.0%***	***-10.5%***
Other Current Assets	**418.4**	**400.3**	**333.4**	***-20.3%***	***-16.7%***
Other Current Liabilities	**458.5**	**421.2**	**469.0**	***2.3%***	***11.3%***
Working Capital	3,696.8	2,728.9	2,950.6	-20.2%	8.1%
Days Working Capital	*113 d*	*85 d*	*93 d*	*-20 d*	*8 d*

Camil has seasonality in working capital for rice: the first quarters of the year normally show an increase in working capital and the fourth quarter usually shows a release.

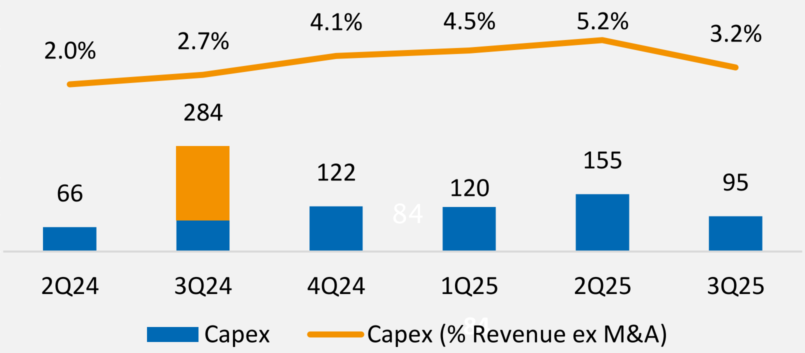
Net Debt/ EBITDA LTM



MOODY'S

National:
BrAA+ (stable)

Capex (R$mn)



Capex expenditures of R$ 95 million, mainly concentrated in the new grain plant Cambaí (RS) and in the new termal power plant.

Q&A

Luciano Quartiero – CEO
Flavio Vargas – CFO

Investor Relations

Jenifer Nicolini – IR and ESG Executive Manager
Flavio Rios – IR and ESG Coordinator
Marco Correia – IR and ESG Analyst
Rodrigo Perrone – IR and ESG Intern

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