






Sustainability Report

2025

Camil

Message from Management

[GRI 2-22]

The year 2025 marked the beginning of a new cycle for Camil. Following a significant period of expansion and entry into new categories, we turned our focus inward – to our people, processes, and systems – emphasizing operational discipline and the realization of synergies. We directed our efforts toward strengthening our brands, aligning our teams under a unified culture, and increasing efficiency across the Company.

Supported by a diversified portfolio of strong brands with broad consumer recognition, we maintained leadership positions in Brazil and across Latin America, reinforcing our presence as one of the region's largest food companies. Even amid a challenging environment characterized by declining raw material prices, we demonstrated the resilience of our business model, the effectiveness of our strategies, and the consistency of our management approach. As a result, the Company reported net revenue of BRL 11 billion, EBITDA of BRL 915 million, and an EBITDA margin of 8.2%, representing an expansion of 0.8 percentage points compared to 2024.

Internationally, we achieved our strongest annual volume performance on record, with a 31% year-over-year increase, driven by our operations in Uruguay and the integration of results from Paraguay, where we established our presence during the year. As a result, our Latin American operations further consolidated their position as one of the Company's primary drivers of growth and business diversification.

These achievements and strategic advances were supported by a range of initiatives and projects, including the Camil Maestro Program, which restructured our commercial organization by adopting a regionalized approach, establishing a dedicated leadership structure for nationwide customers, and strengthening our food service operations. At the same time, high-impact marketing campaigns and strategic partnerships deepened our connection with consumers. A notable highlight was the "Ícones da Brasilidade" campaign, which associated the Camil brand with the foundation of everyday Brazilian meals and the country's history of achievement, reinforcing a brand positioning built over decades.

Sustainability continues to guide Camil's strategy, with tangible and measurable progress across all pillars. In Governance, we strengthened our integrity and transparency framework through a comprehensive review of our Code of Ethics and the harmonization of our principles of conduct across all Company operations in Latin America, ensuring consistency and robustness in our practices across all markets in which we operate. We also advanced our assessment process for implementing IFRS S1 and IFRS S2, in line with our commitment to continuously raising the standard of our sustainability reporting.

Within the Environmental pillar, we strengthened the management of our environmental impacts by expanding our Greenhouse Gas (GHG) Emissions Inventory and conducting comprehensive mapping across all Latin American operations. These initiatives provide the foundation for defining structured measures to reduce our carbon footprint. We

also continued investing in the new Cambaí (RS) Thermoelectric Power Plant, designed to use rice husks generated in the region as fuel for renewable energy, as well as in the Clean Fishing Project, which focuses on the environmentally responsible disposal of waste from our seafood operations.

On the Social front, investments in employee development and workplace safety remained strategic priorities. We provided training for employees and leaders aligned with the principles of our Collaborative Culture, while fostering a respectful, safe, and thriving workplace for everyone. We recognize that organizations achieve sustainable success by developing talent, strengthening relationships with their communities, and building connections that value every individual. Accordingly, we expanded our corporate volunteer program. We broadened the reach of the Doce Futuro União Business School and the Grãos da Base Camil Business School. These initiatives promote entrepreneurship and generate lasting socioeconomic transformation in the communities where we operate.

Aware of our essential role in the food value chain – and at the tables of Brazilian families – and of the importance of our products to society, we remain committed to delivering high-quality products responsibly and sustainably, while fostering positive impacts in the regions where we operate. We extend our sincere thanks to our employees, customers, consumers, suppliers, communities, and shareholders for their trust and partnership throughout this reporting cycle.

Looking ahead to 2026, we remain committed to executing our strategic agenda, focusing on strengthening our operations in Brazil and internationally, while continuously advancing efficiency and profitability, guided by the creation of shared value and our commitment to responsible, long-term growth.



Luciano Quartiero
CEO

Flavio Vargas
Chief Financial and
Investor Relations Officer

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THE COMPANY



Corporate profile

[GRI 2-1; 2-6]

Founded on July 30, 1963, in the municipality of Itaqui, Rio Grande do Sul, Camil Alimentos S.A.[1] has built over more than six decades one of the largest food-industry platforms in Latin America. Its operations encompass the processing, marketing, and logistics of a diversified portfolio that includes grains, sweeteners, biscuits, coffee, pasta, and canned seafood. Headquartered in São Paulo (SP), the Company owns brands that lead consumer preference and maintains a strategic presence in the markets of Brazil, Uruguay, Chile, Peru, Ecuador, and Paraguay.

As of February 2026[2], its operational infrastructure comprised **34 processing facilities and 26 distribution centers, forming a production ecosystem that generated approximately 7,500 direct jobs.**

1. Throughout this publication, Camil may also be referred to as the "Company."

2. The Company's fiscal year covers the period from March 1, 2025, to February 28, 2026. Throughout this Report, the fiscal year may be referred to simply as 2025, 2025/2026, or the Fiscal Year.

Operations in
Six countries

One of the largest
branded food companies in
Latin America

7,500
employees

Exports to more than
60 countries

62 years
of history

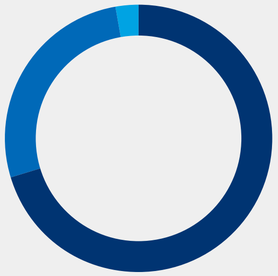
Camil's presence in Latin America



With respect to corporate governance, Camil follows the transparency standards of the Novo Mercado listing segment of B3 S.A. (Brasil, Bolsa, Balcão). Since 2017, the Company's shares have been listed in this market segment under the trading symbol CAML3. Camil complies with stringent corporate governance requirements, providing strength and confidence to investors and other stakeholders. The Company is organized as a publicly held corporation, with the share capital structure detailed in the chart alongside.

Shareholding structure

(as of February 28, 2026)



- **69.94%** | Camil Investimentos S.A.*
- **27.51%** | Free float shares
- **2.55%** | Treasury shares

*Includes shares held by controlling shareholders and management.

Purpose and values

Throughout its history, Camil has sought to operate in alignment with its purpose and values, focusing on providing foods that form the foundation of daily nutrition in Brazil and in the other countries where it operates.

Purpose

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

Values

Trust: We foster relationships built on trust, strengthened every day by work, commitment, and integrity, creating long-term bonds.

Entrepreneurship: We are driven by an entrepreneurial mindset that drives growth and development.

Enthusiasm: We renew our enthusiasm with resilience and optimism as we strive to surpass ourselves every day.

Responsibility: We act with ethics, awareness, and transparency to go beyond 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 together.

Operations

[GRI 2-6]

With operations in six Latin American countries, Camil processes and distributes substantial volumes of food products through a regional production and logistics infrastructure. **The Company stands out for managing well-established brands with high consumer recognition.** Its commercial strategy focuses on positioning products for everyday consumption occasions and serves a wide range of socioeconomic profiles, supporting the expansion of its product portfolio and the introduction of products into different markets.

The robust portfolio combines category-leading products with value brands, which play an essential role in broadening access to high-quality food across its principal product lines, including grains, sugar, canned seafood, pasta, coffee, and biscuits. Through its businesses, Camil keeps pace with the evolution of the food industry while respecting the particular characteristics of each country, operating under a strategy structured around category-specialized business verticals.

Industrial and logistics network



Product categories

Grains

Globally, rice and beans form the foundation of the diet for most of the population. In Brazil, although the processing and retail market is highly fragmented, Camil maintains its leadership in the rice segment and holds the second-largest market share in the beans category. The domestic market is composed primarily of small regional competitors, with only a limited number of companies capable of distributing products nationwide.[3]

Because these products are staple food items, demand remains stable. This resilience enables the Company to pass eventual cost fluctuations through to final prices without adversely affecting sales volumes. At the retail level, the product offering is segmented into distinct niches to meet the preferences and profiles of each consumer group accurately. In addition to its core products, the portfolio also includes complementary items such as popcorn kernels, peas, and hominy.

Main brand

Camil

Other brands

Arroz e Feijão NAMORADO | Pop | carreteiro | tutuf | Arroz BOM MARANHENSE | Tchê

International

SAMAN | TUCAPEL | costeño | Rico Arroz | La Abundancia | Villa Oliva Rice

Special brand

MOMIJI

Sugar

As a manufacturer, Camil holds the leading position in Brazil's refined sugar retail market[4], supported by the strength of the União brand, a benchmark for tradition and consumer preference. To broaden the reach of its products, the Company also maintains other strategic brands that complement its portfolio.

This segment is characterized by a high degree of market concentration, with four of the five leading competitors belonging to sugarcane-producing groups operating under vertically integrated business models. Camil operates independently from agricultural production, providing greater flexibility in raw material sourcing while allowing the Company to focus on logistics and commercial excellence. In addition to sugar, Camil also operates in the sucralose sweetener segment, offering both sachet and liquid products.

Main brand

união

Other brands

Duçula | da Barra | Neve

3. According to data from the Brazilian Agricultural Research Corporation (EMBRAPA).

4. Source: Scanntech | Segment: "Ground Coffee" and "Gourmet Coffee" | YTD FY25 vs. YTD FY24.

Seafood

The Brazilian market for canned seafood, particularly sardines and tuna, is highly concentrated, with two principal competitors.[5] Demand fluctuates according to seasonality, with sales volumes peaking during specific periods, such as Lent. Camil's participation in this segment strengthens its offering of healthy protein products, which serve as viable and nutritious alternatives to conventional protein sources.

Main brand

Other brand

5. According to EMBRAPA data.

Pasta

The pasta market in Brazil is highly concentrated[6] and includes vertically integrated competitors that manage the entire production chain, from wheat milling to finished-product manufacturing. Unlike the self-sufficient milling model, Camil sources its raw materials from strategic partners and focuses its expertise on processing and logistics to support a diversified portfolio. This operating structure enables the Company to respond quickly to consumer demand for wheat-based products. Its geographic expansion strategy, combined with the strengthening of established brands, reinforces Camil's position as a significant player in new markets while further diversifying its dry-food portfolio.

Main brands

Other brand

Special brand

6. Source: Fluminense Federal University (OLE/UFF). Industry analysis – Biscuit and pasta sector. 2019

Coffee

Brazil is the world's largest coffee producer and the second-largest consumer market for roasted and ground coffee. Like rice and beans, coffee is part of the daily routine of the Brazilian population, resulting in steady and resilient demand. This characteristic enables Camil to pass cost fluctuations through to selling prices while preserving sales volumes. At retail, the portfolio is distributed across multiple market segments, ranging from traditional products to premium lines and high value-added offerings, such as coffee capsules.

Main brand

Other brands

Biscuits

The biscuits market is characterized by product diversity and high added value, driven by consumer demand for everyday convenience. The sector is highly competitive, with five companies accounting for approximately 60% of the national market share.[7] These companies operate with well-established brands and extensive product portfolios designed to meet a wide range of consumer preferences.

The Company's strategy focuses on offering products that combine convenience with differentiated attributes, such as its healthy product lines and cookies, within a category distinguished by strong consumer loyalty and significant importance in the Brazilian retail market.

Main brands

mabel

Toddy

7. Source: Fluminense Federal University (OLE/UFF). Industry analysis – Biscuit and pasta sector. 2019.



A robust portfolio combines category-leading products with value brands, which play a fundamental role in democratizing access to high-quality food.

Main brands by country

In addition to a solid long-term strategy, the Company's business is supported by a portfolio comprising 51 brands across Brazil and Latin America. This structure reflects Camil's extensive market reach and the strength it has built with consumers over decades of operation. Market leadership across multiple categories ensures the resilience of its operations and a consistent presence in consumers' purchasing habits throughout the countries in which it operates.

Brands by country

Brand	Country
Dry grains & grocery	
Camil	Brazil
SAMAN	Uruguay
La Abundancia	Uruguay
TUCAPEL	Chile
costeño	Peru
Rico Arroz	Ecuador
Villa Oliva Rice	Paraguay
Sugar	
união	Brazil
Seafood	
Coqueiro	Brazil
Pasta	
Camil	Brazil
Amália	Brazil
Coffee	
união	Brazil
Biscuits	
mabel	Brazil
Toddy	Brazil

115 Years of the União Brand

To celebrate the 115th anniversary of the União brand, Camil launched a commemorative campaign in December featuring a special film inspired by one of Brazil's most iconic tourist and cultural landmarks, Sugarloaf Mountain, in Rio de Janeiro (RJ). The film was broadcast during MasterChef commercial breaks, displayed on digital screens in the São Paulo metro system and on street clocks, and promoted through digital media channels. (learn more).



History

Camil's journey began in 1963, in a warehouse located in the city of Itaqui, Rio Grande do Sul. In 1974, the Company pioneered the distribution of rice in five-kilogram plastic packages. This innovation transformed consumer purchasing habits at the time and propelled Camil to a leadership position in the sector. The following year, the Company's expansion into Southeastern Brazil was marked by the inauguration of its first storage, distribution, and customer service center in the city of São Paulo.

Shortly thereafter, in 1987, Camil diversified its business portfolio by launching the commercialization of beans under its own brand. **These milestones laid the foundation for the Company's current leadership position and the development of one of Latin America's leading food platforms.** Complete information about the Company's history and major milestones is available on its official website.



OUR BUSINESS



Business model

[GRI 2-6]

Positioned among the leading branded food platforms in Latin America, Camil's business model is built on a comprehensive portfolio and a robust operating structure guided by three pillars: people, efficiency, and sales quality. Through this approach, **the Company balances essential consumer products with higher-value-added items, providing multiple points of access for consumers and, consequently, strengthening its presence in regional markets**.

Its leadership across multiple product categories is also rooted in its technical expertise in the sector and an organizational culture that values employees and business partners. In addition, the Company manages its brands with an emphasis on the consumer journey, consistently delivering quality and convenience. Its management model is organized into category-based business verticals, encouraging multidisciplinary collaboration and cross-functional decision-making to ensure agility in responding to market demands.

Its financial strategy is reflected in disciplined pricing policies and margin protection, supported by a sound debt profile. In addition, **social and environmental responsibility contributes to the business's long-term continuity through ethical and transparent governance practices aligned with stakeholders' expectations**.

Camil strategic pillars



Results

- Broad portfolio of leading brands across multiple product categories
- Strong distribution platform throughout the regions in which the Company operates
- Efficient management of operations and competitive costs across all business segments
- Strengthening the Company's position in staple foods throughout Latin America

Generating value

Generating value involves striking a balance between economic performance and strengthening relationships of trust with the Company's key stakeholders. Operating in an essential industry, Camil seeks to combine operational efficiency with delivering products that bring quality and sustainability from the field to the table.

Value generation pillars in 2025

Capitals involved	Financial	Manufactured	Intellectual	Human	Social and relationships	Natural
Value capture	• Gross revenue of BRL 12.9 billion. • Net revenue of BRL 11.1 billion. • EBITDA of BRL 915.3 million. • Capex of BRL 463 million.	• 34 manufacturing facilities. • 26 distribution centers. • 2 biomass-fired thermoelectric power plants fueled by rice husks.	• Investment in process, systems, and AI innovation: BRL 9.4 million.	• 7,500 employees • 154 outsourced service providers and 430 seasonal workers hired.	• 13,012 registered and active suppliers. • Proprietary education and training programs in communities surrounding the Company's operations. • Participation in events, forums and industry associations.	• 2,539.5 thousand GJ of energy consumed.
Generating value	• Net income of BRL 148.5 million. • Total value added distributed of BRL 2.7 billion.	• 2,256.8 thousand tonnes of food products sold in 2025/2026. • Diversified product portfolio available in six Latin American countries. • Waste reduction through the circular economy.	• No reported complaints, claims or sanctions related to data privacy breaches during the reporting period.	• BRL 39.1 million paid in salaries and benefits. • BRL 3.7 million invested in training, totaling 98,686 hours of professional development. • BRL 81.7 million invested in occupational health and safety initiatives in Brazil.	• BRL 7.3 billion paid to suppliers. • More than BRL 1 million invested in social programs. • 257 students graduated from the Doce Futuro project. • 76 businesses certified through the Grãos da Base project.	• 98.4 thousand tonnes of waste used to generate energy from rice husks instead of being sent to landfills.

Competitive strategy

[GRI 2-6]

Camil's business strategy is founded on extensive market reach, financial discipline, and commercial and operational excellence. As a participant in the food value chain, the Company focuses on the processing and manufacturing stages and has no direct involvement in agricultural or fishing activities. This strategic positioning **mitigates exposure to the biological and climate-related risks inherent to primary production, providing greater predictability, rigorous cost control, and operational efficiency**.

This positioning enhances the Company's competitiveness by enabling a pricing policy that closely follows fluctuations in raw material costs. The agility of its pricing mechanisms helps preserve healthy margins and financial resilience, even in volatile economic environments. At the same time, Camil's expertise in raw material sourcing, combined with its operational and logistics management capabilities, ensures that products reach points of sale quickly and with superior quality.

Distribution of operations across the value chain

	Dry grains & grocery						Sugar	Canned fish	Pasta		Coffee	Biscuits	
Main brand	Camil	SAMAN	TUCAPEL	costeño	Rico Arroz	Villa Oliva	união	Coqueiro	Camil	Amália	união	mabel	Toddy
Country	BR	UY	CL	PE	EC	PY	BR	BR	BR	BR	BR	BR	BR
Agriculture	X	X	X	X	X	X	X	X	X	X	X	X	X
Sourcing							X						
Processing							X						
Packaging													
Sales/Marketing													
Distribution													

In addition to operational synergies, the Company strengthened its performance in 2025 through a structured set of growth initiatives. **In Brazil, the focus remained on maintaining and expanding its leadership in the rice and beans (Camil) and sugar (União) categories, reinforcing the presence of these well-established brands in the daily lives of Brazilian families**. At the same time, the Company strategically expanded into higher-value-added segments, with an emphasis on consolidating its operations in canned fish (Coqueiro), coffee (União), pasta (Santa Amália and Camil), and biscuits (Mabel).

In international markets, Camil intensified its presence in strategic regions, particularly through the acquisition of assets in Paraguay, complementing its existing operations in Chile, Ecuador, Uruguay, and Peru. **This expansion strengthens the Company's footprint in the Latin American grains sector while increasing its regional sourcing capabilities**. It also supports the Company's strategy of acquiring businesses with strong scalability potential, adding complementary product categories and regionally recognized brands to its portfolio.

Competitive advantages

Reach and relationships

The Company maintains an extensive distribution network and has established strong relationships with a diversified customer base throughout Latin America.

Governance and management

Robust corporate governance practices and an experienced executive team ensure sound decision-making aligned with the Company's long-term strategic objectives.

M&A expertise

The Company has a proven ability to identify, acquire, and successfully integrate new businesses, accelerating its expansion into complementary product categories.

For a more detailed discussion of the drivers behind the Company's business strategy, please visit its Investor Relations website.

Market share

With well-established brands in six Latin American countries, Camil focuses its efforts on its sales strategy, product reputation, and geographic expansion. The Company has implemented an internal management model organized into business verticals, with teams dedicated to specific categories – grains, sugar, seafood, coffee, pasta, and biscuits – guided by strategies that enhance commercial execution and the organic growth of each business.

Camil's sales strategy prioritizes a product mix combining High Growth and High Turnover categories[8]. In Brazil alone, the Company serves more than 21,000 points of sale, while internationally it reaches a total of more than 60,000 customers.

A significant competitive advantage lies in the autonomy of its sales force: approximately 90% of commercial transactions are carried out by the Company's own sales team. This structure ensures alignment with the Company's strategic objectives, agility in meeting retailers' demands, and strict control over product availability on store shelves. In addition, the continuous investment in technologies that support field teams strengthens the Company's leadership in its markets of operation and helps sustain sales volumes under a wide range of economic conditions.



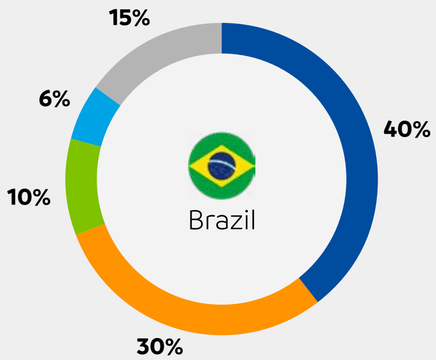
With well-established operations throughout Latin America, Camil has adopted a management model organized into business verticals to drive commercial execution and the organic growth of its strategic brands.

8. High-turnover: grains and sugar. High growth: seafood, pasta, coffee, and biscuits.

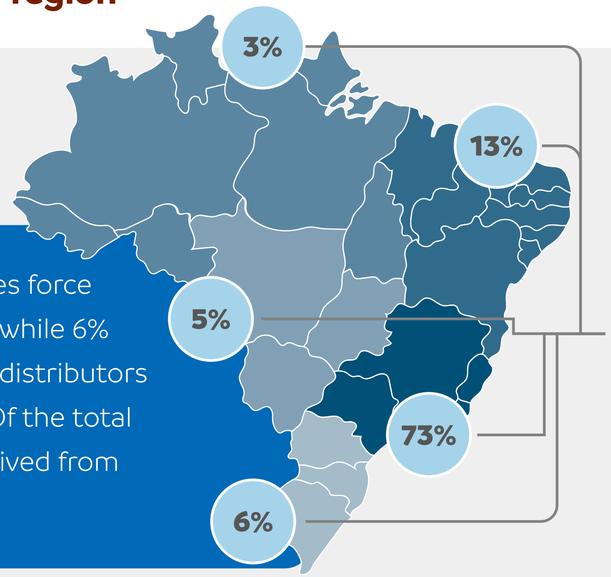
Percentage of sales by region

% of sales

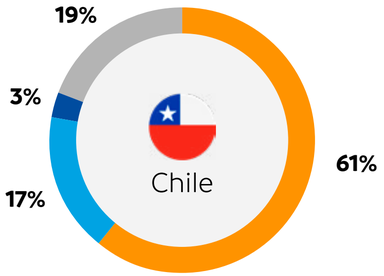
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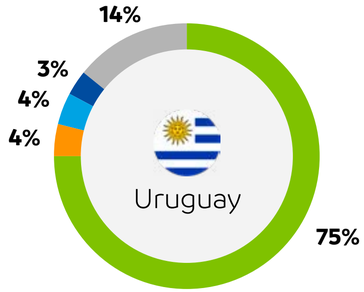


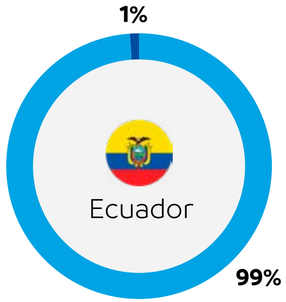
The Company's own sales force generates 94% of sales, while 6% are conducted through distributors (seafood and biscuits). Of the total sales volume, 10% is derived from exports.

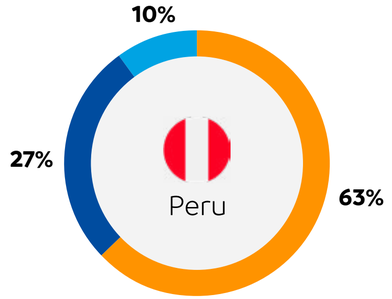


The chart indicates the relative representation of direct points of sale by region.











Key accounts | Retail | Distributor + Wholesale | Exports | Other*

*Other: food service, basic food basket programs, sales to employees, etc.

Market share by category and segment

In the rice segment, Camil Alimentos holds the leading position in Brazil, with an approximately 15.9% market share[9], reflecting the tradition and trust that consumers place in this essential category. In the bean market, the Company ranks as the second-largest player in the country, with a market share of approximately 7%.

In the refined sugar segment, the Company maintains its market leadership as a manufacturer, with a 28.8% market share[9]. This position is supported by premium products priced approximately 13.9% above the category average, reflecting consumers' perception of quality and strong brand loyalty. In addition to its main União brand, ten other brands complement the portfolio, ensuring broad regional coverage and serving different socioeconomic segments throughout Brazil.

In the canned seafood segment, the Company is the second-largest player in Brazil, holding a 32.6% market share in sardines and 25.5% in tuna, with Coqueiro as its main brand. In the pasta category, Camil maintains its leading position in Minas Gerais, with a 40.8% local market share, while ranking fourth nationwide[10].

In the coffee segment, following the relaunch of União Expresso capsules, the Company expanded the União brand's presence, which holds 4.5% and 5.1% market shares, by volume, in the regions of Rio de Janeiro and São Paulo, respectively. The Company also recorded growth in 2025, with a +1.5 p.p. increase in market share in the state of Minas Gerais, a highly relevant market for Brazil's coffee sector. In biscuits, Camil continues to expand the Mabel brand, reinforcing its strategy in higher value-added categories and broadening its presence in the Brazilian retail market.



9. During the reported period, the customer base considered in the market share volume assessment was expanded, resulting in a significant change in certain indicators. Source of market share data: Scanntech.

10. Source: Scanntech | "Ground Coffee" and "Gourmet Coffee" Segment | YTD FY25 vs. YTD FY24.

Market share - Brazil*

(in volume %)

Grains

Rice: 15.9%

Beans: 7.4%

Rice in SP: 29.7%

Sugar

Refined sugar: 28.8%

Seafood

Sardines: 32.6%

Tuna: 25.5%

Biscuits

Brazil: 3.4%

Rosca Cookies: 19.4%

Pasta

Brazil: 5.5%

Minas Gerais: 40.8%

Coffee

Brazil: 3.6%

Greater SP: 7.3%

Market share - LatAm**

(in volume %)

Tucapel:
31.8%***

Saman:
47%***

Costeño:
29.4%***

Rico Arroz:
7% (Aged rice)***

** Scanntech.*
*** Paraguay has no internal market presence*
**** Uruguay: Scanntech; Chile: Nielsen Scantrack; Peru: Lock&Asociados, Canal Supermercados; Ecuador: Kantar.*

INTEGRITY MANAGEMENT



Corporate governance

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

Camil structures its management model around the principles of transparency, fairness, and accountability, which are fundamental to its institutional sustainability. Its admission to the Novo Mercado segment of B3 in 2017 demonstrates the Company's commitment to the highest standards of corporate integrity. This listing segment requires compliance with rigorous governance standards that go beyond legal requirements, strengthening the confidence of shareholders and investors over the long term.

The Company's capital structure reflects this maturity through the exclusive issuance of common shares and the maintenance of a free float[11] exceeding 25%. **The Board of Directors is composed of 71% independent members, substantially exceeding the 20% minimum required under the Novo Mercado regulations**. This composition provides diverse external perspectives and minimizes the risks associated with concentrated decision-making.

As established in the Company's Bylaws, the General Shareholders' Meeting serves as the highest decision-making body. Ordinary meetings are held within the first four months following the close of each fiscal year, while extraordinary meetings are convened whenever organizational needs require.

11. Percentage of shares freely traded on the stock exchange, excluding holdings of controlling shareholders, directors, and treasury shares.

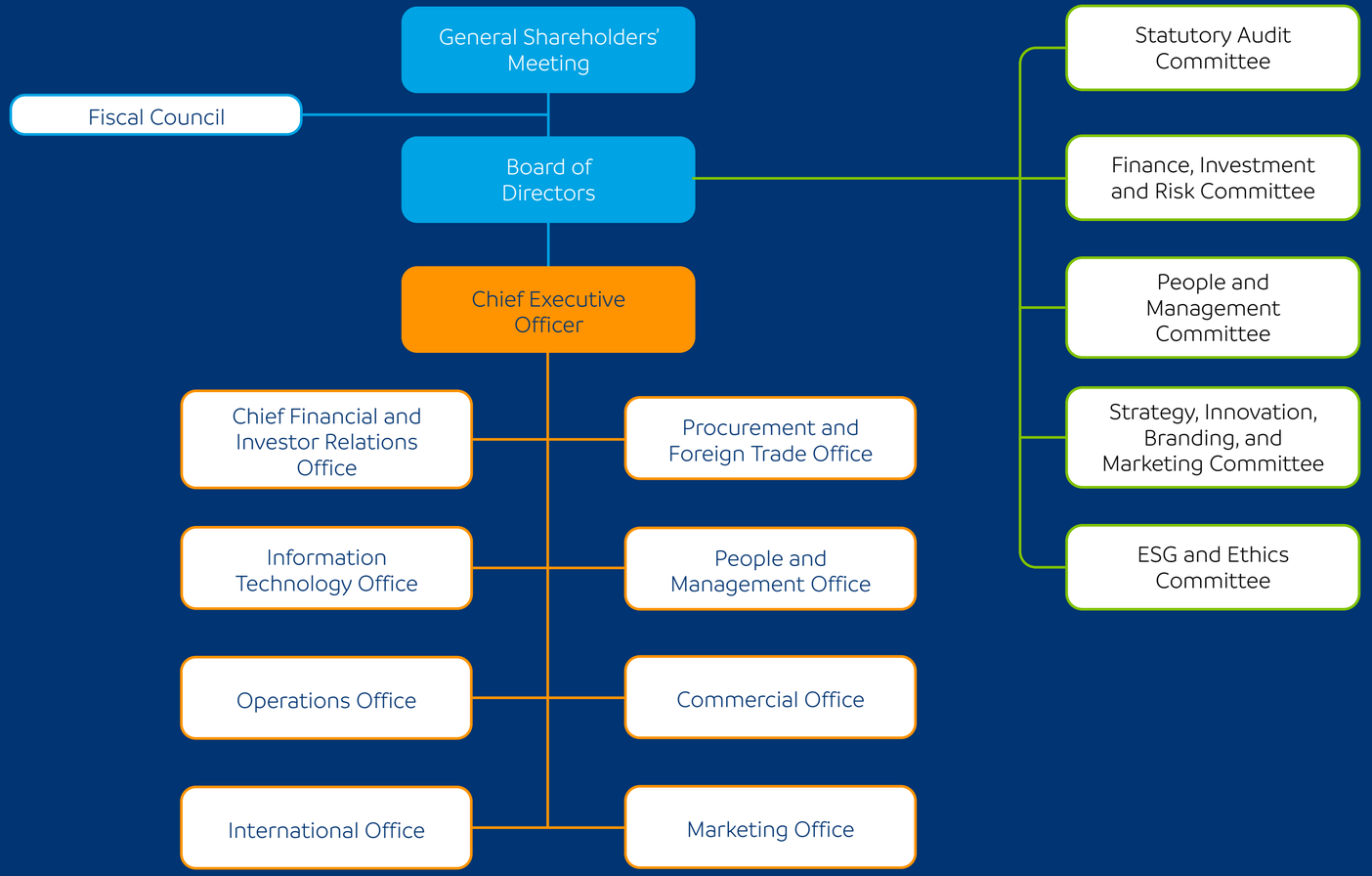
Among its principal responsibilities are: electing and overseeing the members of the Board of Directors; deliberating on the Company's dividend distribution policy; and approving stock option or share subscription plans for directors, employees, and service providers of the Company or its subsidiaries.

The Board of Directors – supported by its Advisory Committees and other specialized committees, the Fiscal Council, and the Executive Board of Officers – completes the governance structure, relying on mechanisms and practices that ensure full compliance with the principles set forth in the Brazilian Code of Corporate Governance.



Organizational chart of management

(as of February 28, 2026)



Board of Directors

Holding regular quarterly meetings and extraordinary meetings whenever necessary, Camil's Board of Directors[12] provides strategic guidance and safeguards the long-term sustainability of the Company's operations in accordance with its Internal Rules of Procedure. The Board plays a central role in protecting shareholders' interests and acts with full autonomy in defining the Company's strategic objectives. It currently consists of seven sitting members, including five independent directors, ensuring diversity of perspectives and impartiality in high-impact decision-making. Directors serve unified two-year terms and may be re-elected. Appointments by the General Shareholders' Meeting comply with the Company's Policy for the Nomination of Members of the Board of Directors, Committees, and Statutory Executive Board.

In carrying out its responsibilities, the Board oversees the execution of the Company's long-term strategy, monitors the business risk matrix, and evaluates the Executive Board's performance. **Board members who serve on the ESG and Ethics Committee promote the integration of environmental, social, and governance (ESG) principles into management, helping to guide and support the Company's sustainable business growth**.

In line with best corporate governance practices, Camil's Bylaws prohibit the accumulation of the positions of Chair of the Board of Directors and Chief Executive Officer. This structure ensures an appropriate balance of authority, strengthens internal controls, and promotes the transparency essential to senior management.

For more information about the Board of Directors and its members' profiles, click here.

Board of Directors composition

(as of February 28, 2026)

Name	Position	Election Date	Term Expires
Jacques Maggi Quartiero	Chairman	June 2024	June 2026
Thiago Maggi Quartiero	Board Member	June 2024	June 2026
Carlos Alberto Júlio	Independent Board Member	June 2024	June 2026
José Antônio do Prado Fay	Independent Board Member	June 2024	June 2026
Piero Paolo Picchioni Minardi	Independent Board Member	June 2024	June 2026
Cláudia Elisa Pinho Soares Gil	Independent Board Member	June 2024	June 2026
Sandra Montes Aymoré	Independent Board Member	June 2024	June 2026

Recognized with the Woman on Board certification, Camil Alimentos ensures female representation on its Board of Directors by maintaining at least two female board members.

12. Subsequent to the reporting period, at the Annual General Meeting held in June 2026, the Board members were re-elected for terms running until 2028.

Fiscal Council

With the objective of ensuring compliance and the integrity of management actions, the Fiscal Council serves as the Company's oversight body for accounting and legal compliance. Its responsibilities include overseeing the work of the independent external auditors and reviewing and issuing opinions on the annual financial statements. Elected by the General Shareholders' Meeting for unified one-year terms, the Council is a non-permanent body that operates independently to verify whether management's actions comply with applicable legal and statutory duties.

The Council is established by the shareholders' resolution and comprises three sitting members and three alternate members. This structure ensures minority shareholders' right to appoint representatives, promoting fairness and balanced oversight of the business. By monitoring the legality of operations and the accuracy of financial records, the Fiscal Council provides an additional layer of assurance, enhancing the reliability of the information reported.

Composition of the Fiscal Council*

(as of February 28, 2026)

Name	Position	Election date	Term expires
Carlos Roberto de Albuquerque Sá	Fiscal Advisor – sitting	June/2025	June 2026
Maria Elena Cardoso Figueira	Fiscal Advisor – sitting	June/2025	June 2026
Eduardo Augusto Rocha Pocetti	Fiscal Advisor – sitting	June/2025	June 2026
Marcos Silveira	Fiscal Advisor – alternate	June/2025	June 2026
Maria Cecília Rossi	Fiscal Advisor – alternate	June/2025	June 2026
Ademir José Scarpin	Fiscal Advisor – alternate	June/2025	June 2026



* Following the reporting period, at the Annual General Shareholders' Meeting held in June 2026, new members were elected to the Fiscal Council for terms ending in 2028: Eduardo Pocetti (Sitting Member), Maria Elena Figueira (Alternate Member), Frederico Oliveira de Castro (Sitting Member), André Vieira Facury (Alternate Member), Murici dos Santos (Sitting Member), and Eduardo Seiji Yamaguchi (Alternate Member).

Executive Board

Camil's Executive Board is responsible for managing the Company's business operations, implementing the strategy established by the Board of Directors, and representing stakeholders' interests before senior management. At the end of 2025, the Executive Board consisted of two statutory executive officers elected by the Board of Directors and five non-statutory executive officers.

Executive Board Composition

(as of February 28, 2026)

Name	Position
Luciano Maggi Quartiero	Chief Executive Officer**
Flavio Jardim Vargas*	Chief Financial and Investor Relations Officer**
André Ziglia	Supply and Comex Director
Érika Magalhães	People and Management Director
Cauê Nascimento	Commercial Director
Leomar Goldoni	International Operations Director
Maria Stella Natrielli	Director of Operations and Logistics
Flávia Molina	Marketing Director

* As of the end of the fiscal year, on February 28, 2026, Flávio Vargas was also serving on an interim basis as Information Technology Director following the departure of the previous director, Pedro Dorico. Subsequent to the reporting period, Tatiana Sayuri Fukuda Rodrigues joined the Executive Board as Transformation Director, and Geraldo Pereira Junior was appointed Information Technology Director.

** Statutory executive positions.

Advisory Committees

Supporting senior management are the Advisory Committees, multidisciplinary bodies that play a fundamental role in strengthening the Company's decision-making process. These committees bring together directors, executive officers, employees from different business areas and, when appropriate, external specialists with experience across various sectors, providing diverse and highly technical perspectives on critical matters. During 2025, the following committees were in operation:

- **Audit Committee:** Oversees accounting practices, financial reporting, and risk management. Its responsibilities include strengthening internal controls, ensuring compliance with Brazil's General Data Protection Law (LGPD), and maintaining robust compliance programs.

- **Finance, Investments and Risk Committee:** Focuses on evaluating financial performance and cash flow management. The committee reviews investment plans, financing structures, and initiatives to optimize the Company's liquidity.

- **People and Management Committee:** Develops policies and guidelines related to human capital, with an emphasis on employee development and on establishing performance indicators that strengthen the Company's corporate culture.

- **Strategy, Innovation, Brands and Market Committee:** Provides strategic direction for market initiatives and the strengthening of the Company's institutional image. The committee establishes best practices for research and technological development while overseeing the positioning and value of the brands within the Company's portfolio.

- **ESG and Ethics Committee:** Provides technical support for integrating environmental, social, and governance principles into long-term strategic planning. It also monitors compliance with the Company's Code of Ethics and standards of conduct throughout the organization.

Camil's corporate governance framework is supported by strategic committees and a comprehensive set of corporate policies that reinforce ethical conduct, risk management, and the integration of ESG principles into the business.

Corporate governance policies

To support its management practices, Camil maintains a comprehensive set of policies and standards that strengthen corporate governance, guide employee conduct, and govern relationships with stakeholders. All documents are available to employees through the Company's intranet, and selected policies are also published on the Investor Relations website for access by external stakeholders.

Key corporate governance documents
Related-Party Transactions Policy
Code of Ethics
Sustainability Policy
Remuneration Policy for Members of Management, Committees, and the Fiscal Council
Internal Rules of Procedure of the Board of Directors, Advisory Committees, Statutory Audit Committee, and Fiscal Council
Risk Management Policy

Conflict of interest prevention

Camil manages conflicts of interest through a continuous commitment to corporate governance best practices, guided by instruments such as its Conflict of Interest Management Policy and Related-Party Transactions Policy. This governance framework, aligned with applicable legislation, ensures that transactions involving related parties undergo technical review and formal approval by the Board of Directors, thereby ensuring impartiality and transparency in decision-making. **To reinforce this culture of integrity, the Company's corporate policies clearly define preventive guidelines and the responsibilities of those involved, while establishing strict sanctions for any failure to comply with applicable requirements**, thereby safeguarding corporate assets and maintaining the trust of all stakeholders.

The Company monitors these risks through declarations signed by more than 500 employees and leaders, enabling detailed assessment of each identified case and the implementation of specific recommendations and solutions whenever necessary. Continuous monitoring of these matters ensures effective resolution and the proactive mitigation of corporate risks.

Management evaluation and compensation

Camil's executive compensation policy is designed to attract and retain talent while aligning the interests of executives and shareholders, balancing the responsibilities of each position with prevailing market practices. Members of the Board of Directors receive fixed monthly compensation, the aggregate amount of which is approved annually by the General Shareholders' Meeting. The Executive Board's compensation package combines fixed remuneration with variable incentives linked to overall Company performance, individual goals, and sustainability indicators. The model also includes share-based incentive plans designed to encourage a long-term perspective and sustainable value creation. Detailed information regarding the structure and allocation of these compensation components is available in the Company's Reference Form.

Within the scope of performance evaluation, the Company maintains a rigorous assessment system based on the guidelines established by the Brazilian Institute of Corporate Governance (IBGC). **Evaluation results for the Board of Directors, Committees, and Executive Board are first reviewed by the People and Management Committee and subsequently submitted to the Board of Directors for consideration of structural improvements**. This process evaluates both the collective effectiveness of each governing body and the individual performance of its members through questionnaires measuring engagement, the technical quality of decisions, and attendance at deliberative meetings.

Ethics and integrity

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

Camil's organizational culture is founded on the preservation of ethical conduct and integrity, values that guide its interactions with all strategic stakeholders and the execution of its business guidelines. **This institutional commitment is embodied in the Integrity Program and a comprehensive set of corporate policies that establish respect for Human Rights, transparency, and legal compliance as non-negotiable principles**.

The Code of Ethics is the cornerstone of the Integrity Program and addresses the principles that guide ethical and transparent relationships with all stakeholders. By fostering an environment built on mutual respect and the appreciation of diversity and inclusion, the Company strengthens a management framework that transcends borders and promotes economic growth in harmony with corporate responsibility and corporate governance best practices.

In addition to the Code of Ethics, other documents address the management of the topic:

- Ethics Channel Global Policy;
- Integrity Program Policy;
- Anti-Corruption and Anti-Bribery Policy;
- Donations and Sponsorships Policy;
- Policy of Relationships with Public Agents; and
- Business Gifts, Gifts, Entertainment, Hospitality, and Business Meals Policy.

The area is managed by the Executive Management of Compliance and LGPD, Audit, Risk and Controls, which underwent a restructuring in 2025 to establish dedicated teams for each area of responsibility, providing enhanced support for the Company's needs with a focus on implementing control and integrity mechanisms.





Integrity Program

The promotion of an organizational culture grounded in transparency and shared responsibility is built upon the Integrity Program. Established in 2021, the initiative consolidates guidelines and processes to prevent, identify, and address conduct that deviates from the Code of Ethics or the Company's internal policies. The effectiveness of this framework is measured through the systematic monitoring of strategic indicators, including the volume and nature of reports by business unit, the reach of training initiatives, and the frequency of institutional communications on the subject.

The program is structured around six pillars that ensure the comprehensiveness of its compliance initiatives:

- **Commitment of senior management and the compliance structure:** Active leadership and organizational support for ethical principles and guidelines.
- **Risk assessment:** Proactive identification of operational and reputational vulnerabilities.
- **Policies and procedures:** Clear and transparent standards governing expected conduct.
- **Training and communication:** Ongoing knowledge sharing and reinforcement of the Company's ethical culture.
- **Ethics channel and remediation measures:** Secure mechanisms for reporting concerns and addressing misconduct.
- **Controls and continuous monitoring:** Ongoing verification of compliance with established processes.

Compliance risk assessment and controls

In 2025, the Compliance area conducted a new Compliance Risk Assessment focused on fraud, corruption, and unethical conduct. The objective was to review and update the Company's key integrity risks, taking into account its operational, regulatory, and strategic environment. The assessment involved 17 business areas and interviews with 32 employees, resulting in the mapping of 70 risk factors. **This initiative enabled the prioritization of critical issues and the development of a three-year action plan to support the continuous enhancement of the Integrity Program**.

With respect to controls, the Company strengthened its transaction monitoring activities. In addition to maintaining oversight of donations, training programs, procurement activities, and union-related payments, it implemented new controls for monitoring employee travel expenses. This ongoing oversight enables the immediate remediation of deviations and reinforces the integrity and ethical standards of all the Company's financial and commercial operations.

Ethics and integrity across the value chain

Camil extends its regulatory standards beyond its internal operations to ensure that ethical principles prevail throughout its network of business relationships. The Company conducts due diligence on its business partners through **a Third-Party Reputational Assessment process, which emphasizes its commitment to Human Rights and to maintaining a responsible and sustainable supply chain**, reducing risks while encouraging business partners to comply with the standards of conduct available on the Company's institutional website.

In 2025, in addition to its Anti-Corruption and Anti-Bribery Policy and Conflict of Interest Management Policy, the Company issued new policies, including the Procurement Policy and the Anti-Money Laundering Policy. All policies are available on the Company's intranet, and selected documents are also made available on the Company's institutional website. Throughout the reporting period, the Code of Ethics and related policies were widely communicated through multiple communication channels and training initiatives, with particular emphasis on training sessions for commercial representatives and service providers at the Company's production facilities. Additionally, the registration workflow for new suppliers in the Company's supplier management system was customized to include a mandatory step requiring suppliers to read and formally acknowledge the Code of Ethics, as well as complete mandatory training on the subject.

In line with the Company's policies, the Third-Party Reputational Assessment process was further enhanced through the implementation of an automated tool to support the onboarding and contracting processes for suppliers, business partners, and service providers considered critical. A review of the procurement system accompanied this initiative – from supplier registration through contract execution – as well as the development of a risk matrix and training for the Procurement and Commercial teams.



Communication and training



The dissemination of Camil's compliance culture is supported by a robust annual training program focused on topics such as ethics, integrity, anti-corruption, and the prevention of workplace harassment. **The process of embedding this culture begins during onboarding, when 100% of new employees receive training** (available in Portuguese and Spanish) on the Code of Ethics and formally acknowledge their commitment to the Company's established guidelines. To further support the onboarding process, new employees receive a welcome email outlining the mandatory training modules and the requirement to declare any potential conflicts of interest.

One of the cornerstones of the Company's training initiatives is the Integrity Web Series, available through the Camil Academy platform. The program consists of five educational episodes, knowledge assessments, and a final certification. Launched in 2022, the training has been mandatory for all new employees since 2023, and by February 2026, 98% of administrative employees at the Company's operations in Brazil had completed the program.

Another highlight was the introduction of a new training program on the prevention of and response to workplace moral and sexual harassment for administrative employees in Brazil. The initiative reinforced awareness of the subject by promoting a culture of respect in workplace relationships. In 2025, 98% of the target audience successfully completed the training and passed the accompanying knowledge reinforcement quiz.

The Compliance area also delivered targeted training on integrity-related topics – including fraud, conflicts of interest, and the use of the Ethics Channel – for the leadership team at the Osasco (SP) unit and for the Trade team. In addition, in-person integrity training sessions were conducted for operational employees at the Osasco (SP) and Barra Bonita (SP) facilities, reaching 81% and 86% of the available target audience, respectively.

In addition, 20 guidance communications were distributed by email to administrative employees in Brazil, while 13 communications were sent to employees across the Company's Latin American operations. Integrity-related discussions were also incorporated into Safety Dialogues conducted with operational teams.

“Silence implies consent. Reporting protects.”

As part of the training and awareness initiatives led by the Compliance area, the Company launched the “Silence Implies Consent. Reporting Protects” campaign to reinforce the shared responsibility for reporting misconduct and highlight both the consequences of remaining silent and the positive impact of reporting irregularities. The campaign also emphasized the principles of anonymity, confidentiality, and non-retaliation for individuals who report concerns.

The campaign was promoted through multiple communication channels across the Company. Activities included discussions with operational teams focused on the topic, banners displayed on the Company’s corporate television network, a series of corporate email communications, the launch of a desktop wallpaper for administrative employees reinforcing the campaign’s message, and the publication of a practical guide displayed on office bulletin boards and distributed at facility entrances to suppliers, service providers, and the general public.



Ethics Channel

Camil provides all its stakeholders – including employees, suppliers, business partners, and other relationship groups across its Latin American operations – **with an Ethics Channel designed for reporting complaints, raising questions, or reporting suspected violations of the Company’s internal policies and applicable laws on critical issues such as harassment, conflicts of interest, corruption, and fraud**. Managed by an independent third party, the channel ensures anonymity, confidentiality, and protection against retaliation, with full coverage across all countries where the Company operates.

The investigation process is structured according to the nature of each report. Complaints involving behavioral issues or noncompliance with internal procedures are handled by the People & Management area, while all other matters are handled by the Compliance and Internal Audit areas. Cases considered highly critical are escalated to the Operational Ethics Committee, composed of the Chief Executive Officer and the Finance and People & Management Executive Directors. The status of investigations is periodically reported to the Audit Committee and the ESG and Ethics Committee, as well as to the Chief Executive Officer and the Board of Directors, ensuring transparency and oversight by Senior Management.

During the reporting period, 435 reports were received – a 20% decrease compared with 2024 (545 reports in 2024 and 280 in 2023). Of these, 372 were investigated and concluded[13]. An additional 141 reports were determined to be substantiated or partially substantiated, resulting in disciplinary measures and feedback proportionate to the severity of each case, while 118 reports were determined to be unsubstantiated.

With respect to discrimination cases reported in 2025, of the eight reports received, two were substantiated and appropriately addressed, reaffirming the Company's zero-tolerance approach to ethical misconduct. In one case involving age discrimination at a third-party company, the parties reached an agreement, resulting in the dismissal of the individual involved. No cases of corruption were recorded during the reporting period.

Since its implementation, the Ethics Channel has shown consistent growth in the number of reports submitted, with an average annual increase of approximately 50%. This trend may reflect greater employee confidence in using the channel, as well as the strengthening and significant expansion of the Company's communications regarding its availability and importance through initiatives directed at employees and business partners.

13. At the end of the reporting period, 63 reports remained under investigation, 43 had been closed with an "Inconclusive" status, and 18 were determined to be outside the scope of the Ethics Channel. Of the total number of reports received, 52 were closed due to insufficient information.

Ethics Channel contact information

Brazil: 0800-770-2530
Uruguay: 000-413-598-5616
Peru: 0800-78377
Chile: 800-914-960
Ecuador: 1800-001-465
Paraguay*: 009-800-110-613

canaldeetica.com.br/camilalimentos

canal.etica@camil.com.br

* Implementation of the Ethics Channel in Paraguay began in 2026.

Risk management

[GRI 3-3]

The Company's risk management framework is designed to enhance the resilience and predictability of its operations in Brazil and Latin America, serving as a key element in preserving institutional value. **Guided by corporate best practices, this framework seeks to transform uncertainties into managed factors, ensuring the secure execution of the Company's strategic plan**. This integrated approach enables the organization to identify threats at an early stage while simultaneously maximizing market opportunities, thereby fostering a balanced and sustainable business environment for all stakeholders.

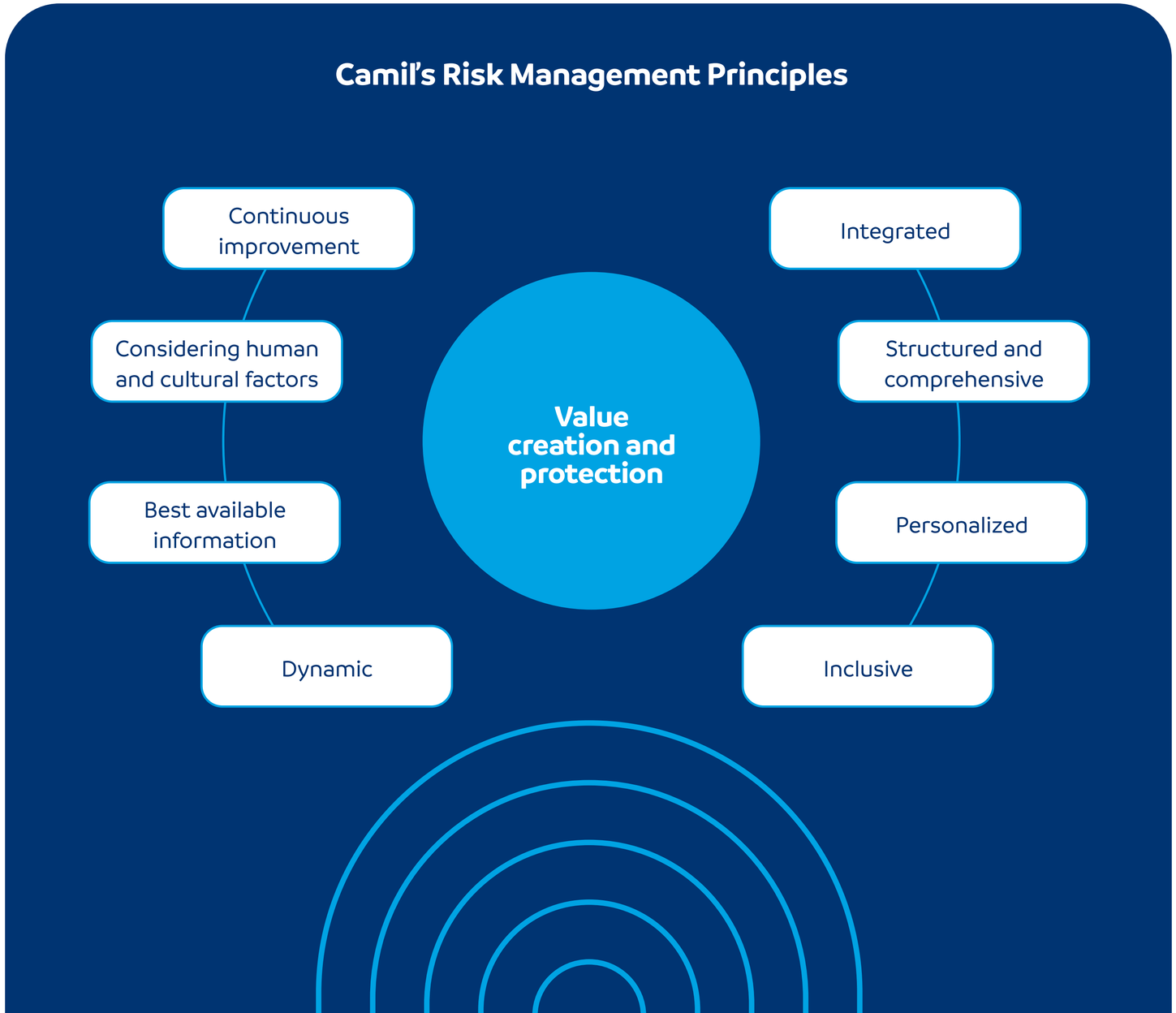
To ensure technical rigor, Camil's methodology is based on the latest international standards, including the COSO ERM 2017 framework and ISO 31000:2018. The Company's organizational structure also follows the Three Lines Model, as recommended by the Institute of Internal Auditors (IIA), which clearly delineates responsibilities for operational execution, oversight, and independent assurance. This governance framework facilitates the identification of critical processes, strengthens transparency, and reinforces risk management as an essential tool for achieving the Company's long-term objectives.

Three Lines Model

- **First Line:** Comprises managers of business units and support functions. As those directly responsible for day-to-day operations, they are responsible for identifying, assessing, and mitigating operational risks within their respective areas, ensuring that activities are carried out in accordance with established policies and procedures.

- **Second Line:** Represented by the Risk Management, Internal Controls, and Compliance areas. These functions provide technical and advisory support to the First Line by supplying methodologies and tools for managing uncertainties. They operate with independent reporting authority to assess the effectiveness of the control environment and monitor specific risks across the organization.

- **Third Line:** Performed by the Internal Audit area, this line provides an independent and objective assessment of the robustness of the overall framework. Its mission is to provide assurance to the Board of Directors and the Statutory Audit Committee that the risk management processes and internal controls implemented by the first two lines are effective and adequate to support the achievement of the Company's strategic objectives.



Governance of risk management is guided by principles established and approved by the Board of Directors and implemented by the Risk Management, Internal Controls, and Compliance area, which is responsible for defining the Company's risk appetite and acceptable risk tolerance levels for each business area. Senior Management is responsible for establishing the processes and governance structures that support risk management, including strategic advisory committees such as the Statutory Audit Committee. **Within this framework, leadership delegates responsibilities and provides the resources necessary for management to achieve the Company's organizational objectives, while exercising direct oversight of internal controls and ensuring compliance with legal, regulatory, and ethical requirements.** In addition, Management ensures the independence and effectiveness of both the internal and external audit functions.

The Company's risk management framework is underpinned by the Risk Management Policy and the Risk Appetite Statement, which establish standardized responsibilities for all employees and reinforce a vigilant organizational culture. These documents ensure that every decision is aligned with the Company's defined risk appetite and tolerance levels, thereby safeguarding its long-term sustainability.

Risk identification, assessment, and monitoring

Camil maintains a continuous process for identifying, assessing, and monitoring factors that may affect its business or compromise the achievement of its strategic objectives. This process encompasses environmental, social, and governance (ESG) risks, as well as financial, operational, technological, and compliance-related risks. **The coordinated interaction among the various lines of defense strengthens the internal control environment and enables a structured and timely response to potential threats**.

Each year, the Company conducts a Risk Assessment with senior management to evaluate the current risk landscape and validate the effectiveness of existing control mechanisms. This process is formalized by developing risk and control dictionaries and matrices, which ensure methodological consistency and preserve the historical record of analyses. Whenever identified risks exceed the Company's established tolerance levels, specific mitigation plans are developed and implemented.

The principal categories of risks monitored during 2025 are detailed in the Company's Reference Form, available on its Investor Relations website.



Data privacy

To prevent and remediate risks associated with the processing of personal information, Camil maintains a Data Privacy Program that ensures compliance with Brazil's General Data Protection Law (LGPD) and equivalent data protection standards throughout its Latin American operations. Governance of the program is centralized within the Compliance area, which reports periodically to the Audit Committee and the ESG and Ethics Committee, reinforcing data protection as both a strategic and cultural priority across all business units. **During 2025, the Company recorded no complaints, sanctions, or data breaches**.

Throughout the year, Camil expanded its governance model to its international operations, promoting a stronger regional alignment. Key initiatives included:

- **Awareness and training :** Nine monthly LGPD awareness campaigns were conducted, providing practical guidance to employees. Mandatory privacy training achieved a 98.8% completion rate among new employees. Business areas with greater exposure – including Human Resources, Legal, Procurement, and Information Technology – received specialized training covering operational practices and the National Data Protection Authority's (ANPD) new requirements for international data transfers. In Chile, participation in the corporate training platform reached 86%.

- **Risk management and ROPAs (Records of Processing Activities):** The Company updated its inventory of processing activities and reviewed its Data Protection Impact Assessments (DPIAs) for critical processes. In Chile, digital security was further strengthened by implementing the ForcePoint platform, bringing endpoint protection in line with the Group's highest security standards.

- **Regulatory compliance and governance:** In response to ANPD Resolution No. 19/2024, Camil reviewed internal processes and implemented stricter controls over international data transfers. The Privacy Policy and Cookie Policy were updated and standardized across all countries of operation in accordance with leading market practices, providing greater transparency for data subjects.

- **Data subject request:** A formal procedure was established to manage requests relating to personal information, ensuring the effective exercise of the rights guaranteed by applicable legislation.

The Company's ongoing efforts to strengthen awareness and invest in governance and control tools reaffirm Camil's commitment to information security and digital ethics throughout its value chain.

Sustainability management

[GRI 2-13; 3-3]

Camil's purpose is rooted in creating lasting positive impact for both its business and society by combining care for people with product excellence and the preservation of ecosystems. As a signatory to the United Nations Global Compact, the Company aligns its strategic agenda with the Sustainable Development Goals (SDGs) of the 2030 Agenda, with particular emphasis on providing essential foods and promoting collective well-being.

The Company's governance model ensures that sustainability remains central to decision-making by engaging **Senior Management through specialized governance bodies, including the ESG and Ethics Committee – composed of members of the Board of Directors – and Executive Board meetings**, which are responsible for the tactical assessment of risks and monitoring the performance of environmental and social indicators. To ensure alignment of interests, the Company links the achievement of sustainability goals to the variable compensation of executives and managers. At the operational level, dedicated leaders implement the priority initiatives identified through the materiality matrix and monitor performance to drive continuous improvement of global processes.

The identification and management of environmental and social risks are integrated into the Company's risk management framework, which assesses their potential impact on operational continuity and the Company's institutional reputation. The



results are incorporated into the ESG Risk Map, which is integrated with the corporate risk and materiality matrices. This alignment ensures that sustainability-related issues are subject to the same analytical rigor and technical discipline applied to all other areas of the business.

Responsibility for managing each of the 22 monitored ESG risks rests with the individuals responsible for ESG topics across the Company's various business areas, who receive technical support from the Corporate Risk Management area to ensure methodological consistency. Progress on mitigation initiatives and the performance of related indicators are reported periodically to the ESG and Ethics Committee and the Board of Directors, reinforcing a governance structure capable of anticipating challenges and safeguarding the Company's long-term value.

ESG risk map

Environment:
- Energy efficiency
- Air emissions
- Waste management
- Sanitary compliance (quality)
- Agri-environmental compliance

Procurement:
- Natural resources
- Climate change

Responsible business conduct:
- Investments and incentives
- Human Rights
- Conscious consumption
- Corporate governance
- Corporate social responsibility
- Diversity, equity and inclusion

Occupational health and safety:
- Workplace accidents
- Occupational diseases
- Labor compliance

Risk management and compliance:
- Ethical misconduct / Fraud
- Personal data / privacy
- ESG risk management

Corporate governance:
- Regulatory compliance
- Organizational culture
- Related-party transactions



Material topics

[GRI 3-1; 3-2]

Throughout the year, Camil advanced its work on defining its Double Materiality Assessment, identifying the potential financial impacts of environmental, social, and governance matters. This process is based on the Impact Materiality Assessment, updated in early 2025, which evaluated the Company's internal commitments and practices in relation to associated risks and impacts, including their financial implications. In addition to the internal assessment, the Company analyzed the ESG positioning of industry peers and incorporated recommendations from globally recognized sustainability reporting and management frameworks, while engaging its key stakeholders throughout the process.

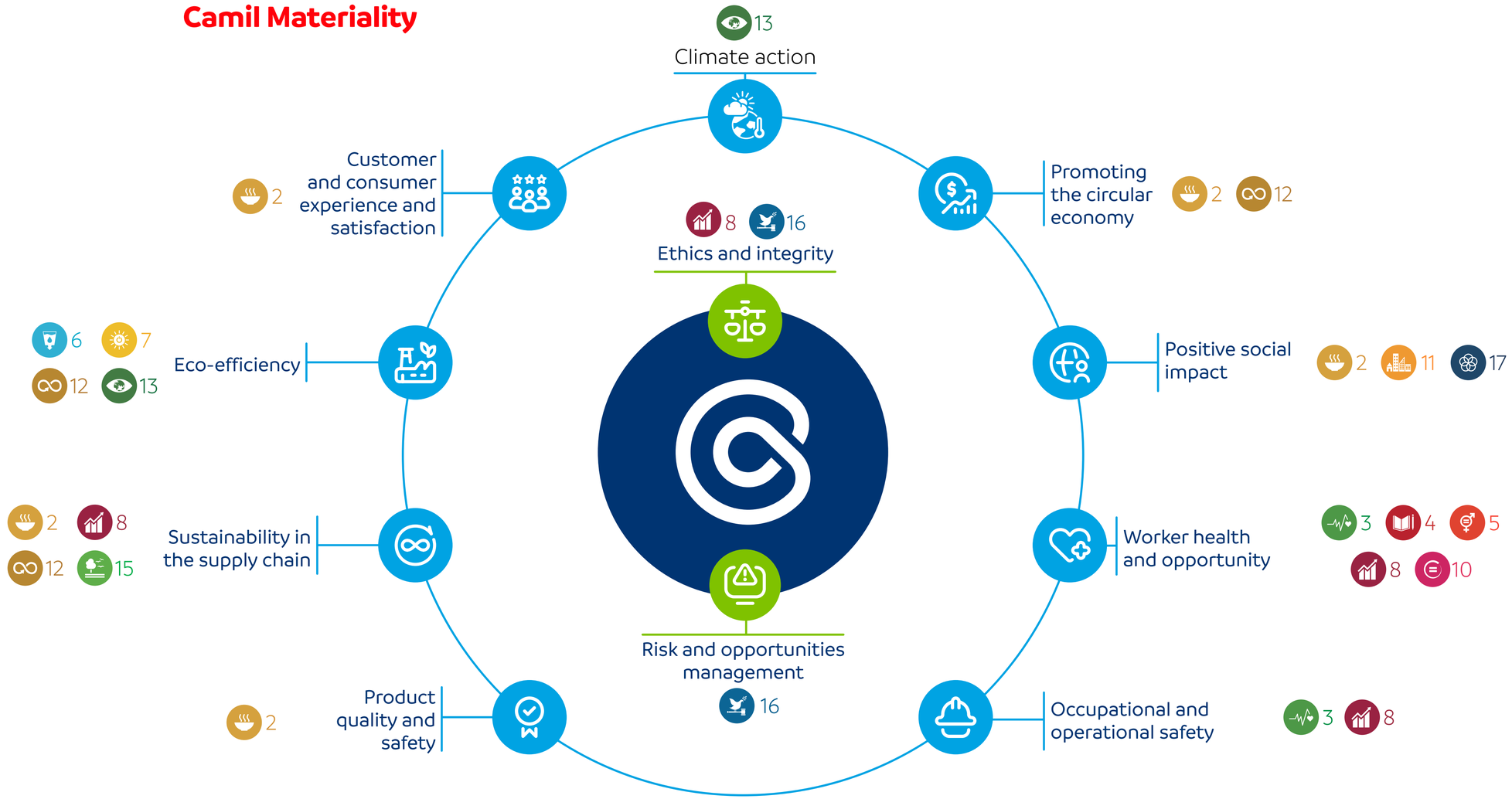
During the reporting period, financial and strategic data were collected in accordance with the International Financial Reporting Standards (IFRS) guidelines.

The implementation of this methodology strengthens a strategic agenda aligned with both societal expectations and business objectives. **By prioritizing material topics based on their actual and financial impacts, the Company seeks to enhance its management practices in line with international standards while optimizing long-term value creation**.

For this reporting cycle, the material topics are based on an impact materiality perspective, reflecting the findings of the new Materiality Assessment, which identified 11 priority topics, as detailed on the following page.



Camil Materiality



2 Zero hunger and sustainable agriculture
3 Health and well-being
4 Quality education
5 Gender equality
6 Clean water and sanitation
7 Affordable and clean energy
8 Decent work and economic growth
10 Reduced inequalities
11 Sustainable cities and communities
12 Responsible consumption and production
13 Climate action
17 Partnerships for the goals

QUALITY AND INNOVATION



Food quality and safety

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

With the purpose of bringing food of the highest quality and safety to the tables of millions of people, Camil ensures strict compliance with technical specifications and regulatory requirements, in accordance with the demands of local and international markets. In addition, the Company meets customer and consumer expectations by adopting control and recordkeeping tools, using verification equipment, and conducting internal and external audits.

Quality and food safety are intrinsic to the Company's operations and guide processes, procedures, and standards throughout the entire production chain. Camil's management system is based on internationally recognized references, including Hazard Analysis and Critical Control Points (HACCP), Food Safety System Certification (FSSC) 22000, and the British Retail Consortium (BRC) standards.

In 2025, Camil invested in technology, enhancements to operating procedures, and workforce training to minimize risks and reduce losses and waste. Among the highlights was the **Revolução Program, which generated financial returns by improving raw material utilization through optimized production processes and adjusted product specifications**, without affecting consumers' perception of product quality. Complementary initiatives focused on reducing product and packaging losses, as well as refining product formulations, resulting in BRL 166 million in savings.



Quality management

The Integrated Management System (IMS) provides a structured framework for standardizing quality processes across different countries while guiding the assessment of requirements applicable to workflows and products in accordance with local legislation and the technical standards governing each business segment.

In Brazil, governance of this topic includes monthly meetings with the Chief Executive Officer, during which manufacturing facilities present their principal performance indicators. Analyses of raw materials and finished products are conducted to ensure that all products manufactured in the country comply with applicable legal requirements and current standards, through the following control procedures:

- Classification of rice, beans, and other grains, as well as sugar and coffee;
- Drinking water quality analysis; and
- Monitoring of microbiology, micro- and macroscopic contaminants, mycotoxins, pesticides, and heavy metals.

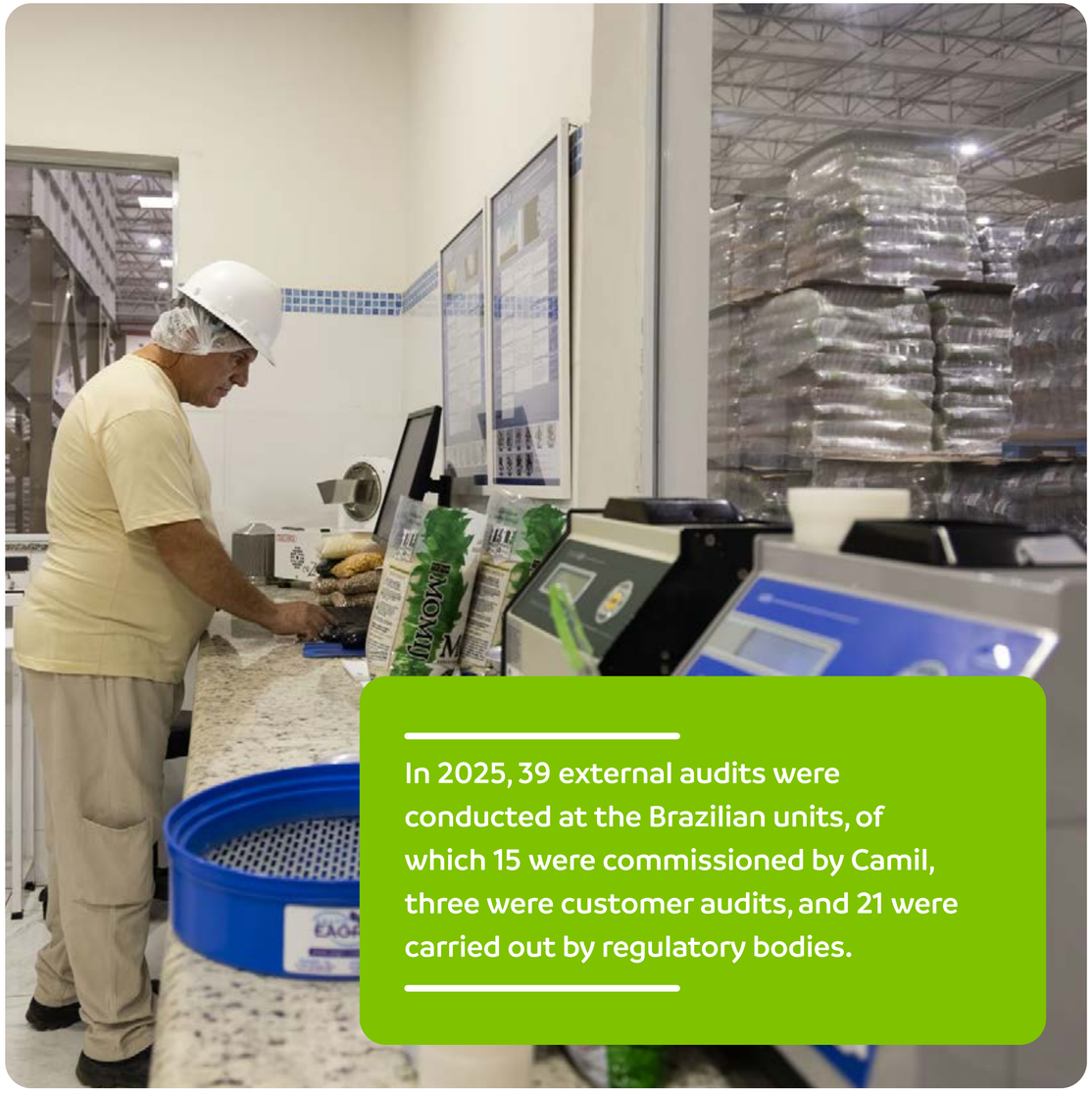
Throughout 2025, the Company's international operations continued to strengthen the maturity of their Quality Management and Food Safety Management Systems, implementing initiatives tailored to the operational characteristics of each country. Key highlights include:

- **Uruguay:** Continued alignment with internal standards and regulatory requirements, BRC and HACCP recertifications, and the consolidation of the Food Quality and Safety Plan across all facilities. Team training and engagement initiatives were complemented by the Quality Journey program, which promoted the exchange of experiences and the continuous improvement of management practices.
- **Peru:** Enhanced performance monitoring and the standardization of production processes through the updating and tracking of quality indicators, successful sanitary inspections and customer audits, and the revalidation of the HACCP system with the regulatory authority. Operational improvements included enhancements to thermal processing through the establishment of critical process parameters, the definition of technical criteria for raw material procurement, and improvements to analysis and sampling procedures. Collectively, these initiatives resulted in a 47% reduction in customer complaints compared with 2024, while also strengthening employee training and reinforcing the Company's quality culture.
- **Paraguay:** Focus on raw material control and product compliance throughout the production process. Moisture and impurity analyses were performed upon grain receipt, structured pest control programs were

implemented in warehouses and silos, and the physical, sensory, and physicochemical characteristics of products were monitored to ensure compliance with legal requirements and customer specifications.

- **Ecuador:** Programs focused on strengthening quality controls and expanding process traceability and management through a structured approach covering raw materials, production stages, and finished products, together with enhancements to the internal traceability system. Other key initiatives included audits based on Good Manufacturing Practices (GMP), structured management of nonconformities through root cause analysis and the implementation of corrective and preventive actions, as well as supplier qualification. Employee training and the adoption of performance indicators contributed to more efficient information management and continuous operational improvement.

- **Chile:** Strengthening the pillars of food safety, regulatory compliance, and quality at the Santiago and Retiro operations. At the Santiago facility, which remains in its operational maturation phase, improvements were made to equipment and operational controls, as well as to sanitation programs, pest control, and risk management. Initiatives were also implemented to strengthen the quality and food safety culture, including food defense practices. At the Retiro facility, stable and consistent performance was maintained through the continued application of the established control measures.



In 2025, 39 external audits were conducted at the Brazilian units, of which 15 were commissioned by Camil, three were customer audits, and 21 were carried out by regulatory bodies.

Certifications

The reliability of Camil's products and the compliance of its processes are supported by a portfolio of national and international certifications and authorizations obtained across the countries where the Company operates. These recognitions demonstrate compliance with rigorous quality and food safety standards while reinforcing the credibility of the Company's operations among the markets it serves and its various stakeholders. The Group's principal certifications are highlighted below:

- **Food Safety System Certification (FSSC) 22000:** A food safety certification based on the ISO 22000 Food Safety Management System standard, internationally recognized and complemented by technical requirements related to biosafety, food manufacturing, and packaging. It is globally recognized throughout the food and beverage industry.

  Certified Units: Camaquã (RS) and Aparecida de Goiânia (GO), Brazil.

- **British Retail Consortium (BRC):** A global standard for food and packaging safety that encompasses management systems, product integrity, regulatory compliance, and product quality. The standard is recognized by the Global Food Safety Initiative (GFSI), the organization responsible for benchmarking and recognizing international food safety standards.

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

- **Good Manufacturing Practices (GMP) – HACCP System:** An intermediate level of the Hazard Analysis and Critical Control Points (HACCP) certification framework, which certifies food safety through the identification, assessment, and control of hazards throughout the stages of production, distribution, and consumption.

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

- **Authorized Economic Operator (AEO):** Certifies compliance with international standards for supply chain security.

  Certified Units: Saman (Uruguay) and Costeño (Peru).

- **Kosher Certification:** An internationally recognized certification demonstrating compliance with the dietary requirements of Orthodox Jewish law, reflecting high standards of control and quality in food production.

  Certified Units: Camaquã (RS), Brazil, and Saman (Uruguay).

- **Halal Supplier:** Internationally recognized certification attesting to strict compliance with food production requirements for the Islamic market.

  Certified Units: Itaqui Oils Plant (RS), Brazil.

- **Sanitary Establishment Authorization:** Issued by Peru's National Agrarian Health Service (SENASA) for facilities engaged in the primary processing of agricultural products in accordance with Food Safety Regulations.

  Certified Units: Costeño Alimentos (Peru).

- **HACCP System:** Certification verifying food safety through a systematic approach to identifying and controlling hazards associated with food production, distribution, and consumption, demonstrating the implementation of preventive measures.

  Certified Units: Costeño Alimentos (Peru), Rice Paraguay, and Villa Oliva (Paraguay).

- **Sustainable Rice Platform (SRP):** International certification recognizing sustainably produced rice based on balanced economic, environmental, and social criteria throughout the production chain.

  Certified Units: Saman (Uruguay).

- **ISO 50001 – Energy Management System:** International standard establishing requirements for systematic energy management to improve energy efficiency and reduce overall energy consumption.

  Certified Units: Tucapel (Chile).

- **ISO 22000 – Food Safety Management System:** International standard specifying the requirements for implementing a food safety management system based on the identification, control, and monitoring of hazards throughout the entire food production chain.

  Certified Units: Rice Paraguay and Villa Oliva (Paraguay)[14].

14. At the end of 2025, the Company was actively implementing the requirements for FSSC 22000 certification at its facilities in Paraguay.

Research and Development

Research and Development (R&D) initiatives are key drivers of innovation in Camil's products and processes, supporting the Company's long-term business growth. Each year, Camil invests in developing solutions that add value to its product portfolio, improve industrial efficiency, and contribute to reducing environmental impacts. In 2025, the R&D area prioritized packaging development, with a focus on reducing material consumption and adopting recyclable alternatives with reduced environmental impact, in line with the Company's sustainability objectives.

Among the year's principal achievements was a **project to reduce the thickness of the packaging film used for the Company's penne pasta line. This initiative resulted in a 7% reduction in plastic consumption** without compromising product integrity or the consumer experience. Another significant innovation involved the **introduction of mono-material stretch film**, composed of a single layer of plastic. In addition to reducing costs, this solution offers improved recyclability and a lower environmental footprint, resulting in a 26% reduction in material consumption.

Waste reduction

Camil has intensified its efforts to prevent waste and minimize environmental impacts across its entire production chain, from raw material sourcing to product delivery. The Company invested in process improvements and more efficient resource utilization to increase operational performance, with particular emphasis on the Revolução Project, which focused on reducing losses in the Grains and Seafood business lines.

In the grain operations, improvements to the separation process reduced the volume of consumable products diverted to by-products while remaining within applicable legal standards. In the seafood business, the elimination of overweight finished products increased raw material yield. Additional improvements in seafood cleaning operations and biscuit manufacturing generated significant financial gains.

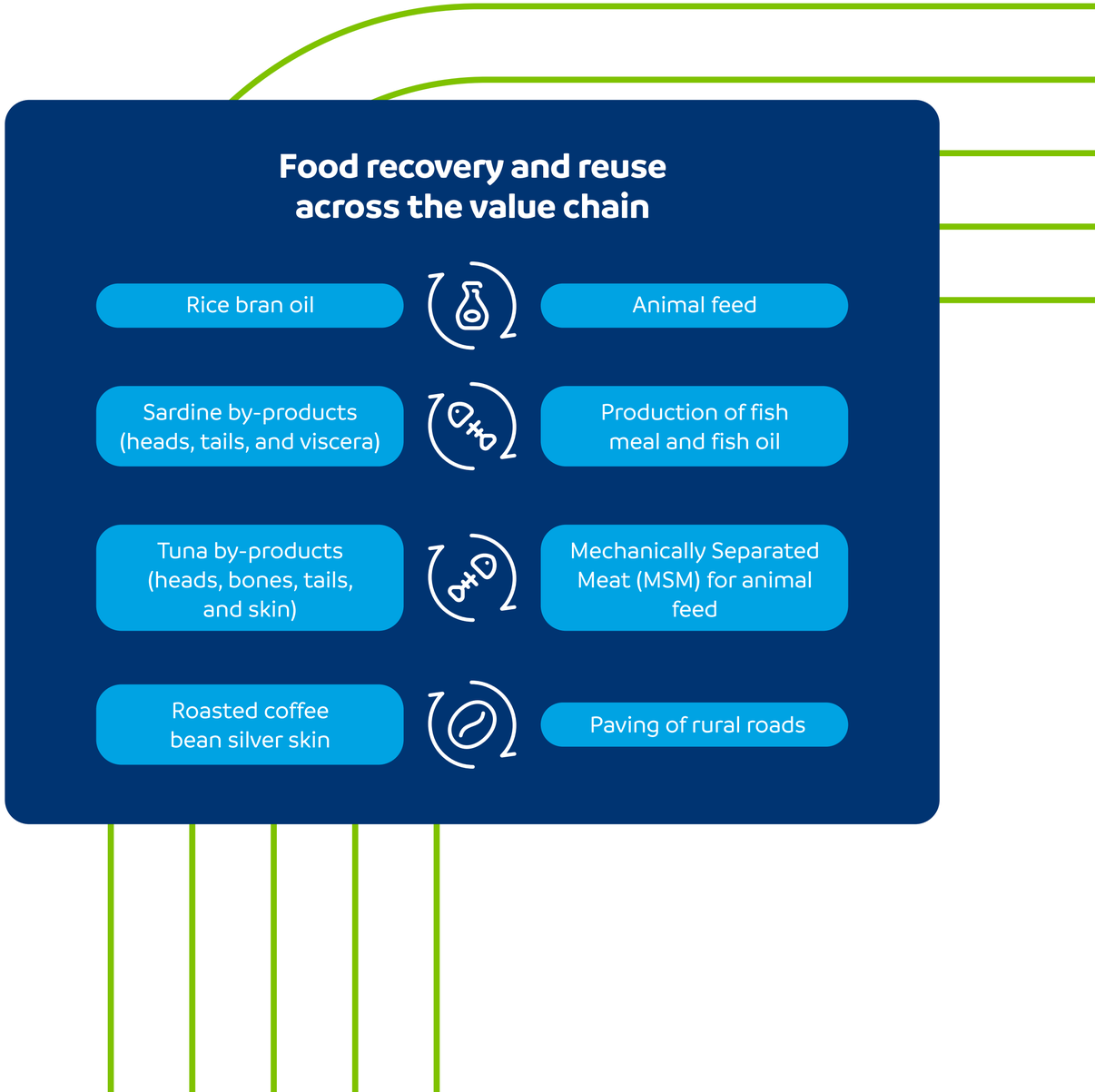
Improvements were also implemented to **reduce losses in the pasta category, preventing the disposal of approximately 140 metric tons of product through adjustments to production processes** that enhanced weight control and reduced non-conformities on the line. These optimizations also prevented the disposal of around nine metric tons of packaging, reducing waste generated in industrial operations.

Waste recovery and reuse

Camil's environmental management approach is founded on the principle of waste recovery. Rice husks, the principal by-product of the production process, are used to fuel biomass power plants for on-site energy generation at the Company's facilities in Brazil, while the resulting ash is used as fertilizer in preparing agricultural fields in the regions where the Company operates.

At the grain processing facilities, the rice bran oil extracted during processing is used to produce animal feed. In the canned foods segment, sardine by-products (heads, tails, and viscera) are processed into fish meal and fish oil, while tuna by-products (heads, bones, tails, and skin), which are rich in omega-3 fatty acids, are used to produce Mechanically Separated Meat (MSM) for animal feed at Camil's facilities. In addition, the silver skin from roasted coffee beans is reused to pave rural roads.

Learn more about waste management in Chapter 8.



International initiatives

In Chile, the Company prioritized reducing rework, improving the management of nonconformities, systematically monitoring customer complaints to prevent recurrence, enhancing storage practices, and improving the rotation of raw materials and finished products. The Zero Waste campaign also continued, supported by the systematic monitoring of operational activities. Among the principal achievements was an **80% reduction in product losses from spillage during rice packaging** at the Retiro facility, along with improvements in product recovery and reprocessing.

At the Lo Boza facility, the rice cake production line carried out periodic maintenance, operator training, adjustments to material handling systems, and improvements to moisture control during production, maintaining the loss rate at approximately 6%. Meanwhile, the domestic rice processing lines reduced milling losses to approximately 1.5% by identifying product recovery points and reintegrating recovered product into the production process.

In addition, a mechanism was implemented to reduce packaging material losses, with a focus on lowering the consumption of plastic film and other production materials. **Circular economy practices were further strengthened by prioritizing the reprocessing of out-of-specification products whenever feasible and without compromising food safety, or by directing such products to defined alternative uses**.

In its relationships with suppliers, the Company strengthened controls over raw and packaging materials by monitoring deviations and maintaining direct communication to prevent losses at the source. Another noteworthy initiative was the implementation of a pallet inversion system, which helped reduce losses of imported products and decrease the consumption of packaging materials.

At the Ecuadorian operation, initiatives focused on **enhancing internal traceability – from raw material receipt through the finished product – implementing storage controls, and strengthening oversight of production stages** to ensure compliance with quality parameters. The management of by-products, such as fine rice bran and broken rice, was improved through enhancements to segregation, storage, and commercialization systems. In addition, optimizing the pre-cleaning process enabled the recovery of grains collected during facility sweeping by separating impurities and reintegrating the recovered grains into the production process.

In Peru, initiatives aimed at reducing losses and increasing operational efficiency were guided by internal guidelines – still in the process of being formally established – with a focus on maximizing equipment performance and minimizing waste across production lines. Throughout the year, monitoring of performance indicators was intensified and teams received ongoing guidance aimed at improving machine performance and reducing losses. **Preventive maintenance measures were also implemented for**

production equipment, ensuring high levels of operational efficiency and reduced losses. In addition, appropriate storage practices were maintained in compliance with sanitary regulations to preserve the integrity of raw materials and finished products. With regard to waste management, losses generated during biscuit production were stored and donated to the Peruvian Food Bank, promoting better utilization of products while supporting social initiatives.

At the same time, in Uruguay, initiatives were guided by internal operational guidelines, with a focus on loss prevention and compliance with legal requirements. Within this context, the food waste rate remained below 0.01% of total production volume, reflecting the Company's rigorous operational controls. The recovery of by-products formed part of its circular economy strategy, with rice bran and broken rice generated during rice processing being directed either to animal feed or for use as poultry bedding material.

Loss prevention efforts extended across the entire value chain, from agricultural production through final processing, with technical assistance provided to producers to increase productivity per hectare without compromising quality. Reprocessing facilities also enabled the recovery of out-of-specification products and products returned by retailers.



Logistics operations



With the consolidation of its TMS and the electrification initiative launched in Osasco, Camil is advancing in traceability, productivity, and decarbonization.

In 2025, the Logistics area consolidated the restructuring initiated during the previous reporting cycle, reaffirming Camil's strategic commitment to operational efficiency, sustainability, and innovation. A significant portion of the Company's transportation activities continued to be managed by Ciclo, the Group's logistics company, which provides integrated logistics management services to support its diverse portfolio of brands and product categories. The operation is supported by a fleet of approximately 200 company-owned vehicles and a network of 220 registered transportation partners, ensuring broad geographic coverage, flexibility, and agility in serving the Company's markets.

During the reporting period, the Company consolidated the use of its Transportation Management System (TMS), which increased regulatory compliance, reduced paper consumption, and enhanced operational traceability. Monitoring was expanded to cover 100% of the fleet, providing integrated analyses of operational efficiency, costs, and emissions.

Fleet electrification marked another important milestone in the Company's transportation decarbonization agenda. **The first electric truck entered operation at the Osasco (SP) logistics center, followed by the start of the transition of internal material handling equipment at five facilities**, with the gradual replacement of combustion-powered assets by electric forklifts equipped with lithium battery technology.

The average volume transported per vehicle increased by approximately 8%, driven by the optimization of full truckload capacity and improvements in logistics planning. The average kilometers per tonne indicator remained stable, demonstrating productivity gains, more efficient utilization of transportation assets, and a proportional reduction in CO_2 emissions.

Maestro

Launched during the reporting period, the Camil Maestro Program is designed to organize and accelerate the execution of the Company's strategic projects by promoting the integrated management of multiple business initiatives through clearly defined responsibilities, a structured governance framework, and financial and operational performance indicators. Built upon the principles of transformation, attitude, and results, the program strengthens data-driven decision-making, broadens the Company's holistic view of the business, and prioritizes the initiatives that generate the greatest value for Camil.

"2025 was a year of strengthening the structural foundations of our operations, with a focus on preparing Camil for a new cycle of growth. Within the Operations and Logistics Division, we worked intensively to enhance our internal service model and strengthen cross-functional integration through the Maestro Program, which is focused on simplification, efficiency, and improved execution."

Maria Stella Natrielli

Operations and Logistics Director

Innovation

The use of digital solutions throughout Camil's operations responds to the food industry's growing demands for quality, traceability, and operational efficiency. The transformations implemented over recent harvests have enhanced process visibility and strengthened strategic decision-making through reliable, integrated information – results that translate into greater production efficiency, optimized resource utilization, and faster responses to market demands.

In 2025, Camil further expanded its investments in the digital transformation of its processes by implementing initiatives focused on increasing performance and operational excellence.

Artificial intelligence

In 2025, Camila, the Virtual Assistant launched the previous year, further consolidated its role in optimizing the sales processes of the commercial team. Powered by Generative Artificial Intelligence, the tool personalizes interactions based on the histories of each customer and sales representative, anticipating needs and suggesting solutions that enhance the performance of commercial teams.

The platform improves the speed and accuracy of the information available to the sales team by providing rapid access to billing data, customer portfolio information, order tracking, pricing, and transshipment data. Available through WhatsApp, the solution also provides commercial support to customers and facilitates order monitoring. In 2025, Camila processed approximately 22,000 messages per month from roughly 200 users in the commercial area.

Beyond the commercial function, Camil advanced the expansion of the platform to other internal and external audiences. The version developed for producers and brokers, launched in 2024, reached 450 monthly users, handling approximately 34,000 messages per month, with a focus on report distribution and operational support for the agricultural segment.

In 2025, the Company also initiated the expansion of the tool to additional business areas. Scheduled for launch in 2026, Camila HR will enable faster, more accessible, and more dynamic interactions between employees and the Human Resources team by centralizing information, facilitating communication, and streamlining internal collaboration.

Reach of the Camila virtual assistant

Messages processed per month:

Commercial team
22,000

Producers and brokers
34,000

Consumers
48,000



Camila HR:
Launch planned for 2026

2025 PERFORMANCE



Operating results

[GRI 201-1; 2-6]

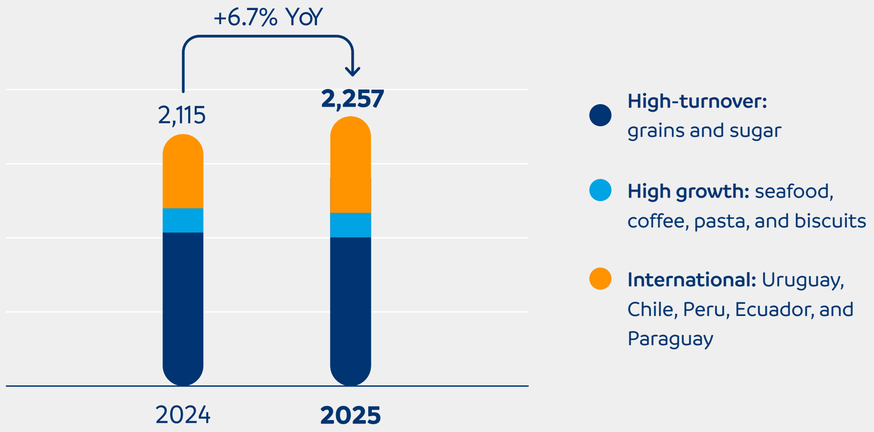
Fiscal year 2025 reaffirmed Camil's position as one of South America's largest diversified branded food platforms, with results that demonstrate the consistency of its business model.

The **high growth portfolio – comprising seafood, pasta, coffee, and biscuits – grew 2.8% in volume compared with 2024, driven by the commercial and operational initiatives implemented during the reporting period**, particularly in the coffee and biscuit categories. In seafood, performance improved both year over year and sequentially, benefiting from the category's typical seasonal dynamics. In the pasta and biscuit businesses, the Company continued to enhance profitability while expanding its product mix. In the coffee category, both volume and margins advanced consistently, supported by the continued growth of the União gourmet coffee line, launched in the previous fiscal year, which established Camil as the fourth-largest player in the segment in just three years of operation.

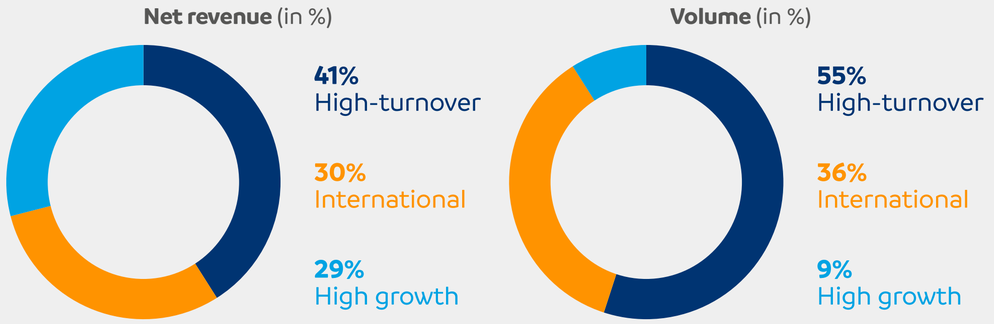
Internationally, Uruguay maintained its leadership position, benefiting from the increased availability of rice from the latest harvest, which boosted exports Conversely, margins in Peru came under pressure due to the competitive local market environment. In September, **the Company formalized its entry into Paraguay's rice market, expanding its platform in Latin America** and diversifying the geographic origins of its rice production.

2025 Volumes vs. 2024

(in thousand tonnes)



2025 Share



Considering all business units – including the new Paraguayan operation – **Camil's total sales volume reached 2.2 million tonnes in 2025, representing a 6.7% increase over 2024**. Within the high-turnover segment, despite lower sugar export volumes, the category delivered improved profitability during the year, supported by higher grain volumes.

In the high growth segment, annual volumes increased, driven by strong performance in canned seafood, coffee, and biscuits. International operations totaled 809.8 thousand tonnes, supported by higher export volumes and the consolidation of the Paraguayan business beginning in the third quarter. This positive performance was partially offset by weaker market conditions in Peru and Ecuador.

The following infographics summarize the Company's principal operating performance indicators on a year-over-year basis. Additional information regarding business performance is available on the Company's Investor Relations website.

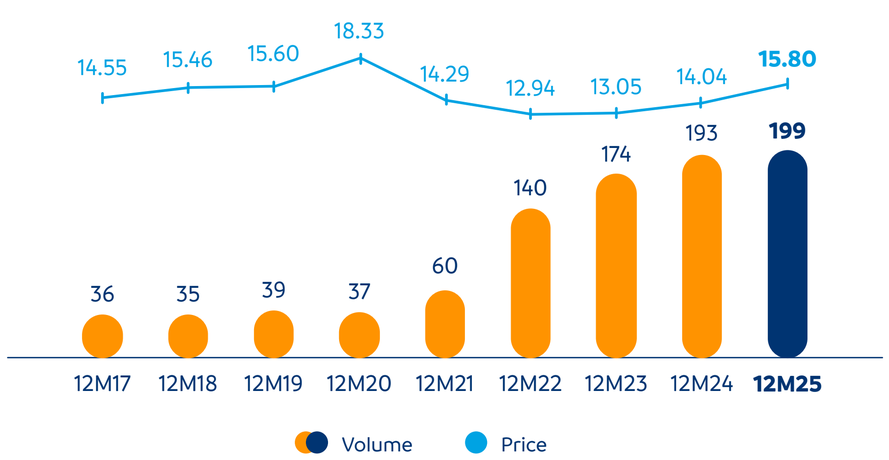
High-turnover

Historical annual turnover volume evolution (thousand tonnes) **and net price** (BRL/kg)



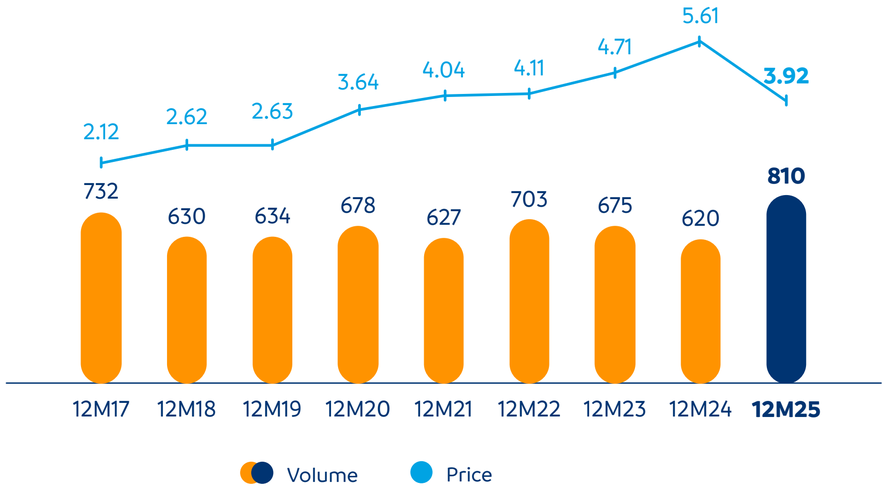
High growth

Historical annual turnover volume evolution (thousand tonnes) **and net price** (BRL/kg)



International

Historical annual turnover volume evolution (thousand tonnes) **and net price** (BRL/kg)



Financial performance

[GRI 2-4; 201-1]

Camil's financial performance in 2025 reflects the Company's strategy, anchored in operational efficiency and continued growth in higher value-added categories. Gross revenue totaled BRL 12.9 billion, representing an 8.9% decrease compared with the previous year, while net revenue amounted to BRL 11.1 billion, a 9.4% decline versus 2024.

The key indicators of Camil's financial performance in 2025 are presented below. Additional information is available in the Financial Statements, which can be accessed on the Company's Investor Relations website.

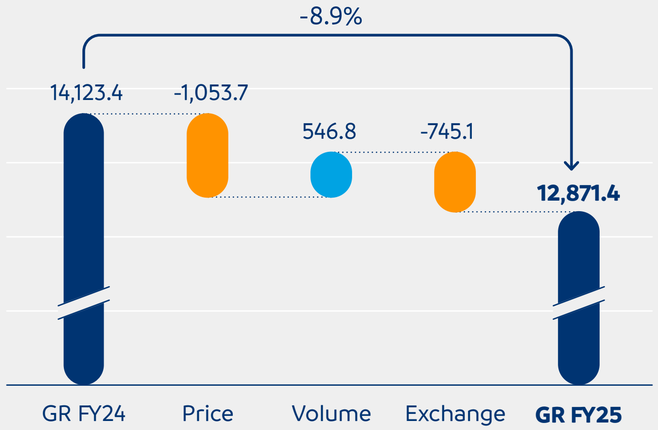
"The trajectory we have built over the past several years reflects a consistent effort to strengthen our governance, financial discipline, and responsible capital allocation, creating a solid foundation for the Company's next cycles of growth."

Flávio Vargas

Chief Financial and Investor Relations Officer

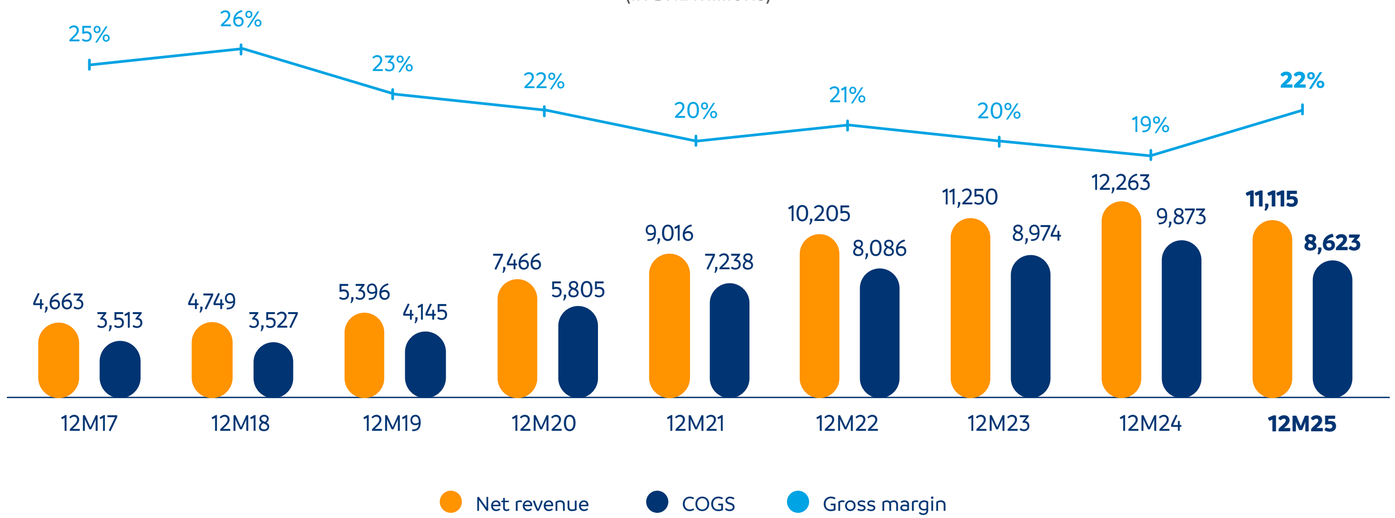
2025 Consolidated gross revenue breakdown

(in BRL millions)



Year-over-year evolution of net revenue vs. costs

(in BRL millions)



Costs and expenses

Selling, general, and administrative (SG&A) expenses totaled BRL 1.9 billion during the fiscal year, representing a 7.5% increase compared with 2024 and accounting for 17.4% of net revenue. This increase was primarily driven by higher SG&A expenses in Brazil (+6.0% YoY) and in international operations (+10.9% YoY), reflecting lower revenue alongside higher selling, general, and administrative expenses. In the international operations, the increase was driven by tariff pressures, partially offset by higher sales volumes.

Gross profit

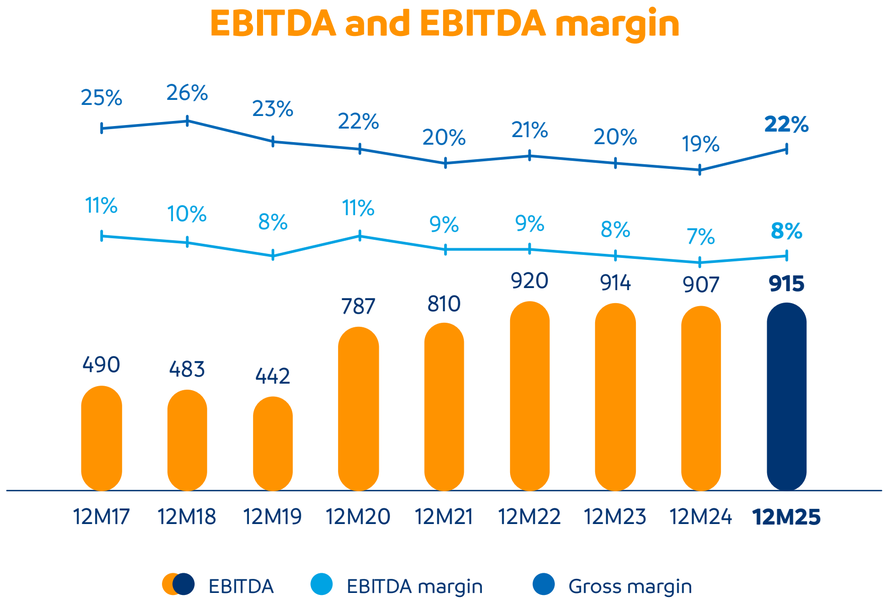
Gross profit for 2025 totaled BRL 2.5 billion, an increase of 4.3% compared with 2024.

Share performance

On February 28, 2026, Camil's shares (B3: CAML3) closed at BRL 6.81 per share, corresponding to a market capitalization of BRL 2.4 billion. During the last quarter, average trading liquidity was 1.5 million shares per day, equivalent to approximately BRL 7.25 million traded per session. Additional information is available on the Company's Investor Relations website.

EBITDA and EBITDA margin

EBITDA for the fiscal year totaled BRL 915.3 million, representing a 0.9% increase compared with 2024, with an EBITDA margin of 8.2%.

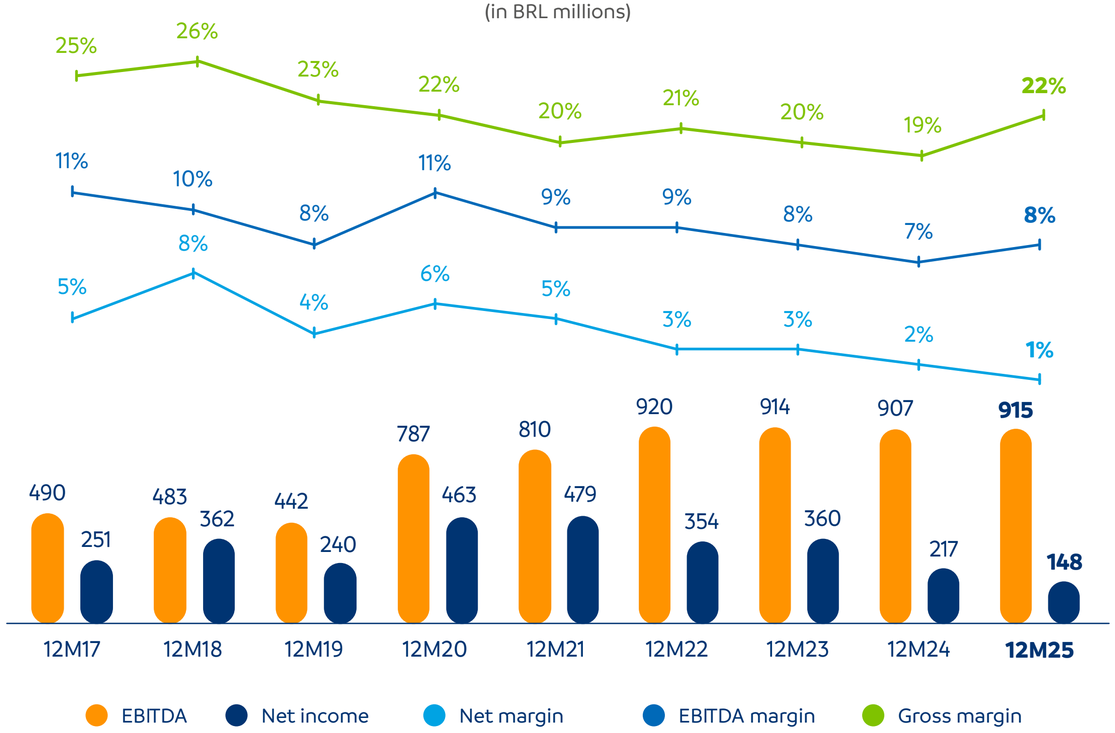


Net income and earnings per share

Net income for the fiscal year totaled BRL 148.5 million, representing a 31.6% decrease compared with 2024, with a net margin of 1.3% and earnings per share of BRL 0.42 for the period.

Annual profitability trends

(in BRL millions)



Debt

As of the end of February 2026, the Company's net debt totaled BRL 2,965.7 million, an increase of 10.2% compared with 2024. The leverage ratio – net debt to last twelve months (LTM) EBITDA – stood at 3.24x, within the limits established under the financial covenants of the Company's debentures and Agribusiness Receivables Certificates (CRAs), whose restrictive covenants establish a maximum ratio of 4.0x, measured at the end of each fiscal year in February.

Net debt / EBITDA

(in BRL millions)

Debt	2024	2025
Closing Date	Feb/25	Feb/26
Gross debt	5,237.7	4,988.4
(-) Cash and Financial Investments	2,547.0	2,022.7
= Net Debt	2,690.7	2,965.7
Net Debt / LTM EBITDA (x)	3.0x	3.24x

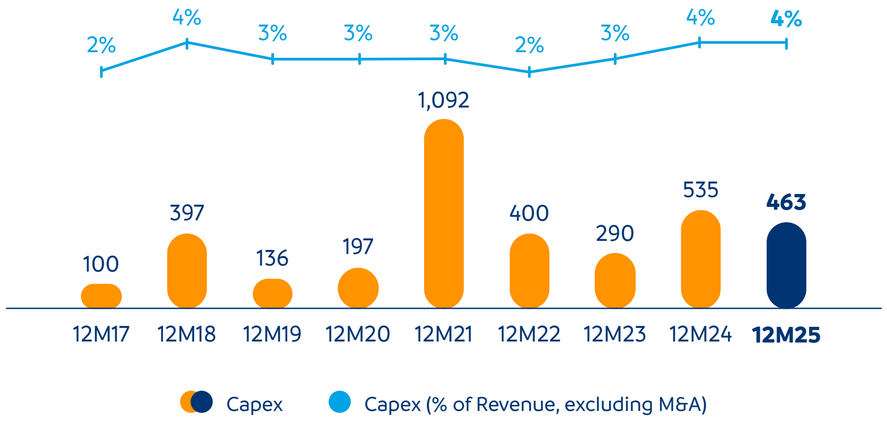
* Correction: The reported Net Income figure for 2024 has been restated relative to the previous year's Sustainability Report. Likewise, the 2018 EBITDA figure has been corrected.

Capex

Excluding acquisitions, capital expenditures (Capex) totaled BRL 463.4 million in 2025, representing a 38.3% increase over 2024. In Brazil, investments were concentrated on the continuation of construction at the Cambaí (RS) project – including the new grain processing facility and thermoelectric power plant – as well as recurring investments in the Company's pasta and coffee operations.

Annual Capex trend

(in BRL millions)



Economic value distributed

[GRI 201-1]

In 2025, the economic value generated and distributed by Camil totaled BRL 2.8 billion, of which 31.0% was allocated to taxes, 32.1% to the remuneration of providers of capital, 31.4% to employee salaries and benefits, and 5.4% to shareholder remuneration. Social investments made with the Company's own resources are detailed in Chapter 7.

Distribution of value added

(in BRL millions)

Personnel	866.1
Taxes, fees and contributions	855.5
Payments to providers of capital	885.8
Payments to shareholders	148.5
Total value added distributed	**2,755.9**

Presence in indexes and ratings

B3 indexes

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

Ratings

- Moody's Local
- National BrAA+ (Stable)



Camil's 2025 results reinforce the strength of its business model, supported by a diversified portfolio, strong brands, and regional expansion.

OUR TEAM



Organizational culture and climate

Collaboration remains a central element of Camil's corporate culture. Built on strong relationships grounded in trust, commitment, and integrity, collaboration among employees drives innovation and contributes to the sustainability of the Company's business. More than a corporate value, since 2022 the Company has been developing a Collaborative **Culture Program, aligned with other internal initiatives aimed at fostering an integrated, agile, and value-driven work environment**.

During the reporting period, Camil expanded the Program to its industrial facilities by offering dedicated training sessions, including the Collaborative Culture Experiential Workshops, themed "The Four Stages of Collaboration," which brought together more than 370 participants across 22 sessions. These workshops promoted practical reflection on engagement and behaviors aligned with collaborative principles, while also encouraging the exchange of experiences and shared learning.

In 2025, the Company updated its Organizational Competencies, applicable across all organizational levels, and redefined the expected behaviors in line with the Collaborative Culture, the Company's core values, and its strategic business objectives.

As part of this initiative, **a Human Resources Business Partner (HRBP) operating model was implemented, bringing Human Resources teams closer to the operations and strengthening HR's role as a strategic partner to business leaders**. This advancement was supported by a structured change management agenda, including the implementation of dedicated governance routines and monthly meetings with management to discuss people management topics and related performance indicators. These efforts contributed to strengthening organizational discipline, governance, and aligned decision-making.



Additionally, the full return to the in-person work model throughout the year helped intensify employee interactions, strengthen relationships, and further embed the collaborative culture into day-to-day operations.

All of these initiatives were supported by campaigns reinforcing the Company's core values and by innovative tools such as Camila AI – an expansion of the system previously used by the sales team – which was developed in 2025 as an employee service channel to answer questions regarding benefits, documents, and other Human Resources-related information, strengthening employees' connection with HR. HR Camila is scheduled to become operational during the first half of 2026.

"We are a company with a strong culture. Growth cannot dilute what has brought us this far; on the contrary, it is the strength of our culture that sustains and drives our evolution. Together, we continue strengthening the Company every day."

Érika Magalhães

People & Management Director

Camil Supera

Now in its third consecutive year, Camil Supera is one of the Company's employee recognition initiatives, created to honor professionals and teams who deliver the best results in their day-to-day work. The event provides an opportunity to celebrate achievements, promote integration among teams, and reinforce the Company's collaborative culture.

Awards

- Sales – Best Volume + Margin Performance
- Sales – Best Numeric Distribution + Product Mix
- Marketing – Trade Marketing – Top-Rated Promoter
- Marketing – Trade Marketing – Top-Rated Leader/ Supervisor
- Marketing – Customer Service – Best Traditional Channels
- Marketing – Customer Service – Best Digital Channels
- People & Management – Best Communications Ambassador
- People & Management – Excellence in People Management
- Procurement – Best Indirect Procurement Performance
- Procurement – Best Freight and Insurance Performance
- Operations – Logistics – Best Regional Manager
- Operations – Logistics No. 1 – Best Branch and Most Improved
- Operations – Management No. 1 – 1st, 2nd, 3rd Place and Most Improved
- Operations – HSE – Best Occupational Health and Safety Management
- Camil Valoriza – Best of the Year



Collaboration between leaders and teams strengthens talent retention, employees' sense of belonging, and the motivation of Camil's workforce.

Workplace Climate Survey

In November 2025, the Company conducted an internal Workplace Climate Survey involving 1,300 employees, achieving an 81.8% participation rate – an engagement level above the benchmark averages for both the overall market and the industry. The survey achieved an average score of 4.2, on a scale of 1 to 5, reflecting employees' positive perception of the work environment and the Company's people management practices.

Among the survey's key strengths were collaboration and leadership. The identified opportunities for improvement served as the basis for action plans to strengthen the Company's organizational culture and to implement the necessary management routines and training initiatives.

Additionally, the Company conducted an Employee Net Promoter Score (eNPS) survey, achieving a score of 52, above the industry average (50) and close to the overall market benchmark (55). Together, these assessments provide complementary insights that support people management across all Camil operations.

Employee profile

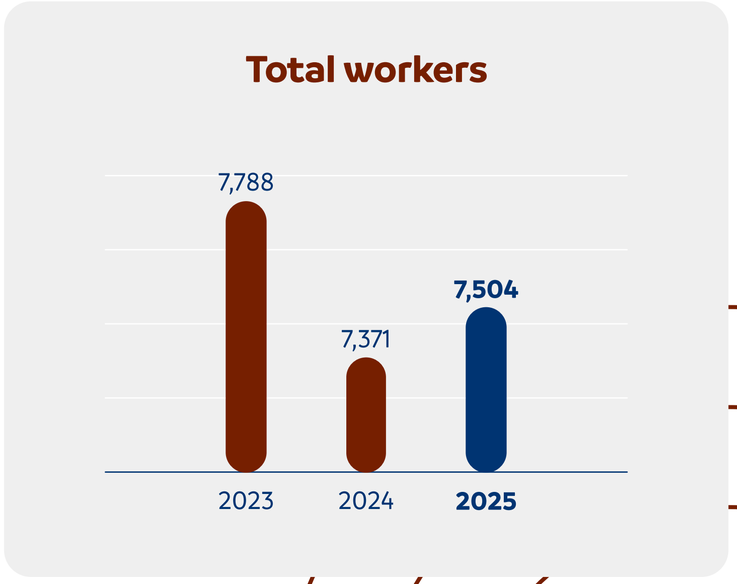
[GRI 2-7; 2-8; 2-30; 401-1] [2030 Agenda target: 8.5]

Camil recognizes the fundamental role its employees play in delivering business results and therefore works systematically to build and strengthen ethical, safe, and welcoming workplaces. **The Company continuously invests in professional development programs, diversity initiatives, actions that reinforce alignment with its corporate culture, and health, safety, and well-being programs**.

As of February 2026, the Company's workforce comprised 7,504 employees. Of this total, 74.61% were based in Brazil – the Company's largest concentration of the workforce – followed by Uruguay, Chile, Peru, and Ecuador. In addition, Camil's workforce included 152 apprentices, 17 interns, and 154 outsourced professionals across Latin America. During the harvest season, 430 temporary workers joined the Company's workforce.

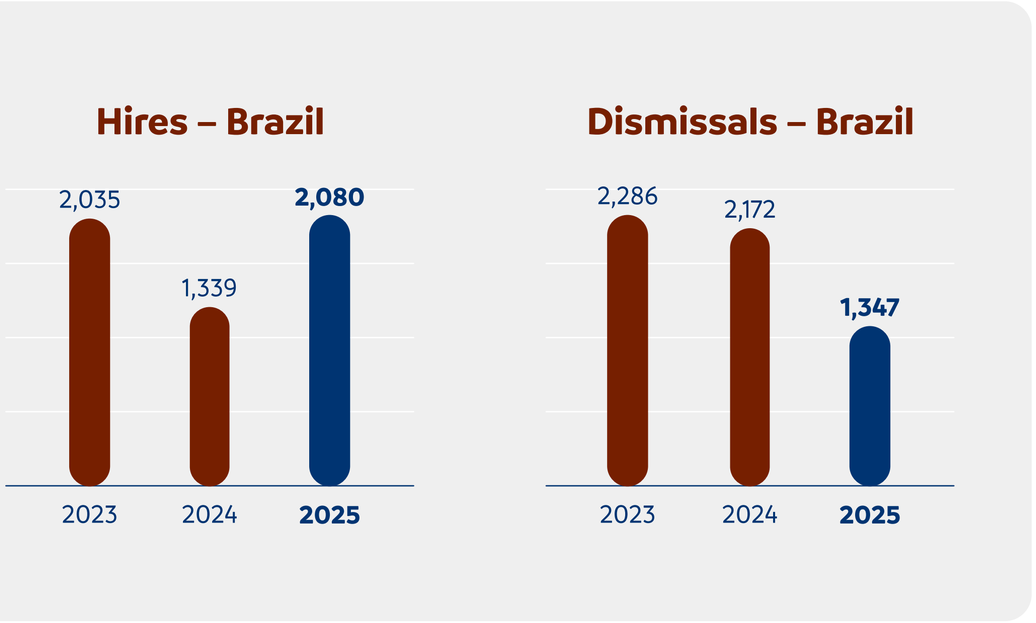
All employees are guaranteed the rights to freedom of association, collective bargaining, and employee representation.15 In Brazil and Uruguay, 100% of employees under indefinite-term employment contracts were covered by collective bargaining agreements. In Peru, this percentage reached 36%, an increase of 6 percentage points compared with the previous reporting cycle. In Chile, the collective bargaining agreements signed during the previous year became fully effective throughout 2025, covering 68% of employees, an increase of 4 percentage points compared with 2024.

15. In Ecuador, collective bargaining agreements do not apply due to local labor legislation.



Hires and dismissals

During the reporting period, Camil recorded 2,080 hires and 1,347 dismissals, resulting in a net increase of 733 jobs in Brazil. Ecuador also expanded its workforce by creating new positions and hiring 28 employees, bringing the operational workforce to 164 and corresponding to a 17% hiring rate, compared with 25 dismissals during the period.



Benefits program

Throughout the year, Camil maintained its Benefits Program, consolidated over previous reporting cycles, offering a broad range of employee support programs that reflect market best practices and exceed legal requirements. In addition to contributing to employee well-being and engagement, these benefits enhance employee retention and strengthen the Company's attractiveness to prospective talent. During the reporting period, awareness campaigns were conducted to increase employee participation in and utilization of the benefits offered.



Camil benefits

- Food allowance
- Meal allowance
- Food basket***
- Christmas food basket
- Company restaurant or cafeteria*
- Medical insurance
- Dental insurance
- Occupational health services
- Health and well-being apps: Wellhub and Zenklub
- Pet insurance – Petlove plan
- Life insurance
- Funeral assistance
- Transportation allowance
- Childcare assistance**
- Educational platform and subsidy

* Provided at the facilities located in Camaquã (RS), Cambaí (RS), Rio Grande (RS), Navegantes (SC), Itajaí (SC), Barra Bonita (SP), Capão do Leão (RS), Osasco (SP), Dom Pedrito (RS), Machado (MG), Contagem (MG), Varginha (MG), Goiânia (GO), and Sergipe.

** As provided under the applicable Collective Bargaining Agreement for the Camaquã, Navegantes, and Itaporanga d'Ajuda facilities.

*** Provided in Goiânia (GO), Itaqui (RS), Osasco (SP), and at the Corporate Headquarters (SP) locations.

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]

At Camil, employee health, safety, and well-being are embedded in operational routines and management processes, contributing to operational efficiency and business continuity. The Company structures its approach around established management practices, preventive programs, and ongoing investments in training, infrastructure, accessibility, and other initiatives designed to mitigate risks, promote occupational health, and ensure safe workplaces across all countries where it operates. In addition to strict compliance with all applicable legal requirements and regulations in each country, Camil voluntarily implements initiatives to prevent workplace accidents and occupational illnesses.

The Occupational Health Medical Control Program (PCMSO) guides the performance of periodic medical examinations, the continuous monitoring of employees' health, and the implementation of preventive care measures. These activities are carried out by multidisciplinary teams comprising physicians, nurses, occupational safety engineers, and occupational safety technicians, who are responsible for implementing the Company's guidelines across its operating units.

The management of this area is based on performance indicators[16], **which are translated into specific targets linked to the variable compensation of leaders at different organizational levels, demonstrating the importance of the topic and the Company's commitment**. These mechanisms are monitored by Senior Management and form part of Camil's ESG Agenda. As part of these efforts, risk identification and assessment processes are carried out across administrative and operational environments and across the various activities performed. The principal risks identified include working at heights, handling big bags, machine entrapment, confined-space work, and load handling involving storage racks and forklifts, all of which are treated as priority risks under the Company's safety policies due to their potential to result in serious accidents.



16. All Camil workers are covered by the Health and Safety programs and measures in place.

Occupational risk management

Occupational risks are continuously monitored at Camil through a variety of channels and processes, as summarized below.

Channel / Process	Description
Daily Safety Dialogues (DSDs)	Promote safe behaviors through direct dialogue with employees, focusing on guidance, feedback, and strengthening both individual and **collective commitment to safety**.
Direct communication	Open communication channel through which all employees can **report situations that may pose a risk of accidents to those responsible**.
Incident investigation	Assessment of hazardous situations and workplace accidents, including **action plans** to implement corrective measures and prevent recurrence.
Incident reporting	Tool available to all employees for **reporting events with the potential** to result in accidents.
Monitoring	**Ongoing monitoring and management of risks** identified by Occupational Health and Safety (OHS) teams or by employees, with a focus on risk mitigation.
Suggestion boxes	Available for **reporting information** related to hazards, incidents, and misconduct.

Governance of this topic is strengthened through commissions and committees composed of managers and employee representatives in every country where the Company operates. These groups are responsible for identifying risks, monitoring the results of periodic medical examinations, and overseeing Camil's occupational health and safety performance, including analyzing workplace accident and occupational illness indicators, investigating the causes and consequences of incidents, and developing preventive and corrective action plans.

In total, **Camil invested approximately BRL 22.4 million in its Brazilian operations to implement workplace risk mitigation measures**. Key investments included structured initiatives to strengthen the Company's safety culture, enhance leadership capabilities and operational controls, and continue implementing the Zero Accident Program (PAZ).

Among the operational improvements implemented were the modernization of safety signage across manufacturing facilities and the adoption of visual identification measures for new employees – using

different-colored hairnets or safety helmets – to increase risk awareness and encourage preventive behaviors in day-to-day operations. The Company also advanced the consolidation of its Occupational Safety Consequences Policy, which had been introduced during the previous year.

LatAm Committees

- Internal Commission for the Prevention of Accidents and Harassment (CIPA-A) – Brazil
- Joint Health, Hygiene, and Safety Committee – Chile
- Health and Safety Committee – Ecuador
- Occupational Health and Safety Commission – Peru
- Health and Safety Commission – Uruguay

Zero Accident Program (PAZ)

Implemented in Brazil in 2024, the Zero Accident Program (PAZ) brings together a series of proactive initiatives focused on improving human behavior and reviewing operational processes to strengthen Camil's safety culture.

Throughout 2025, the Program prioritized engaging leaders and employees, as well as standardizing and continuously improving safety measures across the Company's operating units. Key achievements during the reporting period included:

- Leadership training focused on Occupational Health and Safety;
- Distribution of the "Camil Leader" Safety Handbook;
- Monitoring and ensuring compliance with Occupational Health and Safety procedures;
- Installation of vertical and horizontal safety signs throughout the manufacturing facilities;
- Monthly meetings with plant managers to review safety performance indicators;
- Safety Walks;
- Annual Internal Week for the Prevention of Workplace Accidents (SIPAT) under the theme "Safety Is Our Greatest Value";
- Safety Day ("D-Day") initiative;
- Application of short-cycle PDCA methodology to address specific safety issues;
- Standardization of Occupational Health and Safety onboarding, including practical training for new employees;
- Implementation of the Camil Artificial Intelligence Project;
- Occupational Health and Safety onboarding for newly appointed leaders;
- Visual identification of new employees through different-colored hairnets or safety helmets; and
- Incorporation of the Occupational Safety Consequences Policy.

Communication and training

As a fundamental component of strengthening the Company's safety culture, Camil carried out a variety of awareness campaigns, including its traditional Internal **Week for the Prevention of Workplace Accidents (SIPAT), focused on the themes "Hand Protection" and "Safety Is Our Greatest Value"**. In addition, the Company promoted Safety D-Day initiatives and the Safety Cup, encouraging safe behaviors and active employee participation.

In total, more than 43,000 hours of training were delivered to operational teams and leaders, complemented by Occupational Health and Safety onboarding for new employees and leaders, as well as the "Camil Leader" Safety Handbook. To strengthen management practices and employee engagement, monthly follow-up meetings – known as the Occupational Safety Beacon (ST) meetings – were held with plant leaders, together with Safety Walks conducted across the Company's facilities. In addition, safety management tools such as the STOP Program[17], aimed at operational leadership, were implemented in conjunction with short PDCA[18] cycles to address deviations identified in work activities.

17. STOP (Safety Training Observation Program): A behavior-based safety methodology focused on accident prevention.

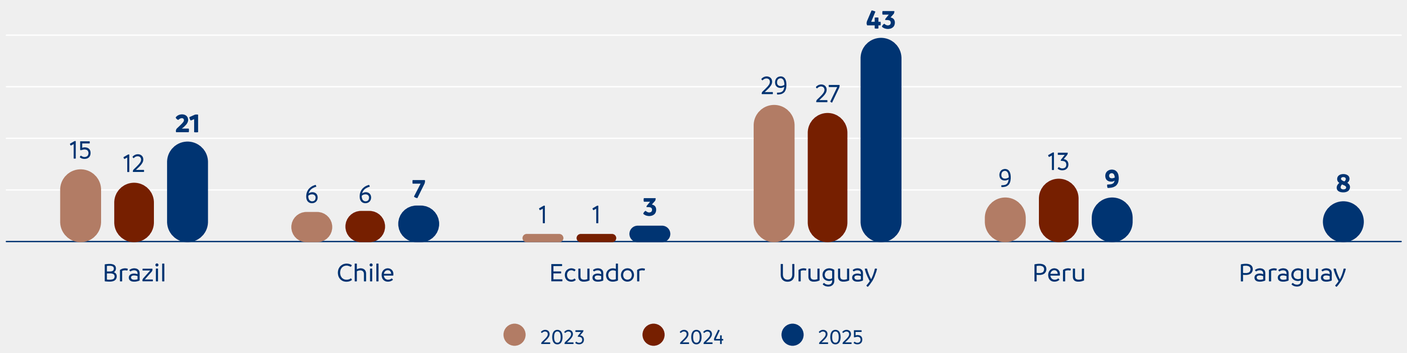
18. PDCA (Plan, Do, Check, Act): A continuous management method based on planning, execution, verification and action, aimed at reducing risks.

Workplace accidents

During the reporting period, the Company's Brazilian operations recorded 21 workplace accidents, eight of which resulted in lost-time injuries. Across all of Camil's operations, a total of 91 workplace accidents were recorded, with no fatalities and 44 lost-time injuries. The largest year-over-year increase occurred in Uruguay, where the number of workplace accidents rose by 59.3% compared with the previous year. However, only 11 accidents resulted in lost-time injuries, representing a 60% reduction compared with 2024. The total also includes accidents recorded at the Company's new operation in Paraguay, which accounted for 8.8% of all reported incidents.

All incidents were investigated to determine their root causes, and preventive measures were implemented to avoid recurrence. These included investments in infrastructure, employee training, and the continued implementation of the Occupational Safety Consequences Policy.

Number of workplace accidents



Health and safety programs – Latin America[19]

Chile

Health, safety, and well-being management in Chile is carried out in accordance with the local regulatory framework and underwent significant updates following legislative changes that expanded the scope and requirements of preventive measures. These changes resulted in improvements to the Company's risk management processes and tools.

Within this context, the Company enhanced its **Occupational Health and Safety Management System (OHSMS), including updates to its risk matrix, prevention programs, employee information, development and participation mechanisms**, as well as accident investigation processes and performance indicator monitoring. Risk maps, internal regulations, emergency response plans, and guidelines for coordinating preventive activities among employers were also reviewed. The Company's management approach also included workplace and employee health surveillance, the development of measures to improve workstation ergonomics, and the implementation of controls to mitigate critical risks, together with the continued enhancement of the PROSEMH (Protection of Equipment, Machinery, and Powered Tools) program.

In addition, the Chilean operation conducted structured safety campaigns across its manufacturing facilities and points of sale, focusing on active employee participation and strengthening the Company's prevention culture. Key campaigns included "Yo me cuido" ("I Take Care of Myself"), "Copa de la Seguridad" ("Safety Cup"), "Maratón de la Seguridad" ("Safety Marathon"), and the annual "Contesta Segura" ("Respond Safely") campaign, all of which promote safe behaviors through interactive and educational activities.

Furthermore, all employees are covered by non-occupational health insurance provided through either the public healthcare system or private institutions, in accordance with Chilean legislation. The Company promotes awareness of these benefits and facilitates health initiatives in partnership with public healthcare providers. It also makes its facilities available for preventive health campaigns and for medical and ophthalmological services.

19. At the end of the reporting period, Villa Oliva Rice, in Paraguay, was in the process of establishing its Occupational Health and Safety function and therefore did not yet have programs or projects in this area.

Peru

The Company continued its **Medical Surveillance Plan, conducting occupational medical examinations for 131 employees and achieving 100% program coverage**. The initiative reinforced the systematic monitoring of employees' health conditions and the prevention of occupational risks.

As part of its health promotion initiatives, Camil established a partnership with a specialized ophthalmology clinic through the "Alianza Bienestar" (Wellness Alliance) program to promote health and expand access to preventive healthcare services. The Company also expanded healthcare coverage by offering access to an EPS (Health Service Provider Entity). In addition, vision screening campaigns were conducted for employees and their family members.

Ecuador

In 2025, the Company's health, safety, and well-being management was strengthened by integrating the Occupational Health and Safety function into the Human Talent department. This organizational change enhanced the Company's health and safety strategy and improved the coordination of policies aimed at protecting employees. Governance was further strengthened by incorporating safety criteria into employee performance evaluations, systematically monitoring indicators such as accident frequency and severity rates, and implementing ongoing training, communication, and risk control programs.

The Company reinforced its prevention culture through initiatives such as "Días Seguros de Trabajo" (Safe Work Days), which established targets for accident-free days and encouraged safe behaviors; "Actívate y Vive" (Get Active and Live Well), focused on promoting health and well-being while reducing sedentary lifestyles and stress; "La Seguridad Empieza por Mí" (Safety Starts with Me), designed to reinforce compliance with safety protocols; "¿Ves Algo? Di Algo" (See Something? Say Something), encouraging the immediate reporting of workplace hazards and unsafe situations; as well as discussion forums addressing workplace and road safety. **Partnerships with suppliers and specialized institutions also supported the delivery of training and preventive campaigns, including the 'Yo Protejo Mi Salud Respiratoria" (I Protect My Respiratory Health) initiative**, which provided specialized training on the proper use of respirators and specialized filters.

Camil maintains ongoing Occupational Health and Safety programs and initiatives across all of its operating units, strengthening the protection and well-being of its employees.

Uruguay

During the reporting period, the Uruguayan operation strengthened its HSE (Health, Safety, and Environment) structure by establishing the position of HSE Coordinator, hiring an Environmental Analyst, and appointing an occupational health physician as the national coordinator. These measures reinforced governance in this area and further integrated health and safety practices into the Company's operations.

Occupational health management was structured around the continuous monitoring of employees in coordination with Uruguay's National Integrated Health System, to which all employees have access. Within this framework, employees were able to choose their healthcare providers, while the Company's internal medical services maintained and monitored employees' medical records, identified cases requiring specialized care, referred employees for external medical treatment, and monitored the progress of those cases. In addition, the Company conducted an influenza vaccination campaign to help prevent illness and protect employees' health.

As part of its Occupational Health and Safety management, the Company **continued to strengthen its management system by obtaining ISO 45001:2018 certification for its corporate headquarters and the Tacuarembó and Vergara facilities**, while also conducting periodic internal audits to monitor operating conditions and document compliance.

Safety culture and employee engagement initiatives were further reinforced through institutional events, including the Fourth National Safety Congress, which brought together operational leaders and Senior Management, and the Company's observance of the World Day for Safety and Health at Work, which engaged approximately 1,000 employees across all operating units. In addition, the Company maintained structured incident management practices, including detailed investigations of workplace accidents, root cause identification, development of corrective action plans, and issuance of safety alerts to prevent recurrence.

The Company also launched an educational communication initiative featuring the character "SuperSami," designed to reinforce prevention values in a more accessible and engaging way for employees and to involve their families.



Health promotion and disease prevention – Brazil

In 2025, Camil continued implementing initiatives to promote the overall health of its employees in Brazil, focusing on disease prevention, health monitoring, and encouraging the adoption of healthy habits. These initiatives were designed to enhance the Company's understanding of its workforce's health profile and to guide preventive healthcare efforts accordingly.

Within this context, the Company carried out a **health mapping initiative across its operating units to identify potential illnesses and comorbidities among employees**, with the support of specialized partners. During the reporting period, 5,453 employees were eligible to participate in the health assessment, of whom 2,991 took part, resulting in a 55% participation rate. The initiative was implemented with support from strategic healthcare providers and will continue next year through targeted actions that address the principal health conditions identified in each region.

In addition, awareness campaigns were held throughout the year, aligned with the health calendar, notably Yellow September, Pink October and Blue November, aimed at broadening the dissemination of information, encouraging disease prevention and promoting attention to employees' mental health and well-being. As part of efforts to promote collective health, a blood donation drive was held at the Brazilian unit, with 41 employees taking part.



Change a habit

Now in its third year, the Change a Habit initiative sought to encourage the adoption of healthier lifestyles through small, everyday behavioral changes. The program promotes health and well-being over a six-month period, with guidance and follow-up provided by specialized professionals. In 2025, 40 employees from different age groups, genders, and operating units participated in the program through an online format.

Diversity, equity and inclusion

Camil's Diversity, Equity, and Inclusion (DE&I) agenda is an integral part of its corporate strategy, focused on fostering a more representative and inclusive workplace. By advancing this agenda, the Company helps address discriminatory practices and reduce structural inequalities, generating positive impacts that extend beyond its business operations.

Since 2020, Camil has continued to strengthen its DE&I agenda through internal awareness initiatives and the development of competencies related to diversity, equity, and inclusion. **These efforts prioritize the inclusion of historically underrepresented groups, including women, persons with disabilities, the LGBTQIA+ community, Black people, and employees from different generations**, reinforcing the Company's commitment to equitable opportunities.

Throughout the 2025 reporting cycle and into early 2026, DE&I remained a key focus across the Company. **Training sessions based on the Diversity and Inclusion Handbook were conducted in seven municipalities in Southern Brazil, engaging 1,930 participants and totaling 2,895 hours of training**. Among these sessions, two were dedicated to Transgender People, covering key concepts, terminology, and guidelines for respectful and inclusive interactions. Throughout the training sessions, employees had the opportunity to ask questions and deepen their understanding of diversity-related topics.

Complementing these initiatives, the DDS Plus program continued to play an important role by presenting a Diversity and Inclusion topic once a month, expanding discussions within the operational environment. In addition, a dedicated DE&I learning track has been available on the Camil Academy platform since



2024 – including for all newly hired employees – to promote a common understanding of DE&I concepts and strengthen an inclusive culture throughout the organization.

With respect to recruitment and selection processes, the Company maintained formal guidelines to ensure the participation of female candidates and candidates from different age groups. These guidelines contributed to increased female representation, reflected in the current **composition of the Executive Board, where 37.5% of executive officers are women, alongside professionals in their 50s and 60s**. Employees within these age groups represent 20.8% of the Company's workforce, above the market average, where hiring of professionals in these age ranges remains limited.

Initiatives in LatAm countries

- **Chile:** At Tucapel, awareness and training initiatives were promoted through lectures and workshops for leaders, with a focus on gender equity. The operation became a signatory to the **Women's Empowerment Principles (WEPs)**, reinforcing its commitment to gender equality, increasing the representation of women in its workforce, and developing more inclusive leadership. The operation also participated in the Inspiring Girls program, through which Company leaders served as mentors to students of different ages, inspiring them and broadening the perspectives of future generations. In addition, an awareness lecture on neurodiversity entitled "Autismo: Diversidad que nos enriquece" ("Autism: Diversity That Enriches Us") was held.



- **Ecuador:** The Company implemented an internal protocol for the prevention of and response to discrimination, violence, and harassment, aligned with local legislation and supported by confidential reporting channels and clear accountability guidelines. In addition, the **Breastfeeding Program** helped employees balance motherhood and work responsibilities while reinforcing labor rights during pregnancy and breastfeeding.



- **Paraguay:** DE&I initiatives included events focused on strengthening the Company's organizational culture and recognizing employees through campaigns targeting both women and men, such as **Pink October and Blue November**, as well as mental health awareness campaigns during **Yellow September**. These initiatives helped increase awareness of mental health issues and strengthen the Company's culture of care and support.



- **Peru:** At the Peruvian operation, activities included celebrating **International Women's Day**, with a focus on recognizing and valuing female employees, as well as observances of Mother's Day and Father's Day. The Company also conducted training on sexual harassment prevention to address inappropriate conduct, provide guidance to employees, and promote a safe work environment. In addition, communication channels and the Code of Ethics were further strengthened, increasing transparency, expanding access to employee reporting mechanisms, and reinforcing standards of conduct.



- **Uruguay:** During Women's Month, activities were held to reinforce the Company's commitment to gender equity and foster a more inclusive workplace.



Maternity and paternity leave

As an essential component of employees' labor rights and the Company's diversity programs, Camil ensures employees' return to work following maternity leave while supporting the balance between work and childcare responsibilities. In 2025, 73 employees took maternity leave and 89 employees took paternity leave, with a 65.75% return-to-work rate at the conclusion of the leave period.

Camil Laços

To support employees during this important stage of life, Camil offers a special benefit through the Camil Laços Program. All pregnant employees and employees expecting a child receive a cash credit on their employee benefits card, as well as a personalized Camil baby outfit.

Development

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

Educational programs are a strategic component of Camil's people development approach and are managed by the Human and Organizational Development (HOD) area, which reports to the People & Management Division. Aligned with the Company's organizational culture, business needs, and long-term strategic objectives, these programs serve employees at all organizational levels and are guided by the Company's Training and Development Policy, Development Cycle, and Education Subsidy Policy.

In addition to strengthening the Company's leadership capabilities, these initiatives contribute to talent retention, support the execution of the Company's strategy, and enable agile adaptation to changing market conditions.

Within this context, during 2025 the Company recorded 98.1 thousand hours of training, equivalent to an average of 13.04 training hours per employee – 43% lower than the previous year[20] – with investments exceeding BRL 3.7 million.



20. The total number of training hours, as well as the average number of training hours per employee, decreased significantly compared with the previous year due to a change in the training recording process. In 2024, all Daily Safety Dialogues (DSDs) – a continuous Company practice – were included in the training records, whereas in 2025 they were not included in the overall total.

Leadership development and succession planning

In 2025, Camil continued its leadership development programs to prepare leaders and develop successors for strategic positions, focusing on strengthening management competencies aligned with the Company's values and corporate guidelines.

The Lidera program, designed for Managers, Coordinators, Specialists, and Senior Analysts, included 33 professionals identified as potential successors through the People Cycle. With a 24-hour curriculum, the program provided a structured development journey designed to accelerate the leadership pipeline, resulting in 15% of participants advancing to higher-level positions.

The Avante program, designed for Sales Managers, Sales Executives, and Sales Promoters, focuses on developing the technical and behavioral competencies essential for career progression in the commercial field. Over the course of 36 hours of training, 40 professionals were prepared for new challenges, with 18% of participants filling new positions internally within the commercial organization.

Camil's leaders also have access to an Internal and External Mentoring Program that provides career guidance from more experienced professionals, focusing on both personal and professional development. Mentors may be Company employees or external professionals, depending on the strategy established for each case. Employees identified as potential successors for strategic positions also complete an Individual Succession Development Plan (IDP), designed to guide their individual development by focusing on the competencies considered most critical for future leadership roles.

Entrelinhas Camilianas

An initiative designed for Camil's senior female leaders, focused on fostering dialogue, active listening, and stronger connections among participants. During the sessions, discussions addressed important topics affecting women in different contexts, including career development, emotional well-being, work-life balance, and the challenges related to gender equity in the corporate environment.



Training and development programs

In addition to its succession programs, Camil develops training and development initiatives aimed at different employee groups. Among these, the **Camil Evolua program stands out by expanding access to knowledge of the Company's internal tools and processes**, while also strengthening behavioral skills aligned with Camil's organizational culture.

Similarly, the Welcome Program structures the onboarding journey and supports employees from the time they join the Company through their full integration into its routines and institutional guidelines, with an emphasis on adapting to Camil's culture and values. At the same time, the development of new talent is strengthened through the **Intern Development Program, which prepares young professionals for roles in the administrative, operational, and commercial areas**. Each month, participants receive training on behavioral competencies and business-related topics, providing students with a systemic understanding of the organization.

The **Educational Assistance Program also supports the development and retention of talent identified through the Individual Development Plan (IDP)** established under the People Cycle, by providing financial assistance for undergraduate and graduate studies in accordance with the Company's strategic priorities.

Likewise, the Company's people development strategy is implemented across its Latin American operations, taking into account regional, technical, and functional specificities to ensure the effective practical application of learning and to address local needs. Each year, a Training Plan is developed to support employee integration, strengthen technical and behavioral competencies, and ensure the effective performance of employees' responsibilities.

Development Initiatives – Latin America

Country	Program	Target audience	Description
Uruguay	Leadership Development and Effective Communication Workshop for Second-Line Leaders	Supervisors	A series of workshops was conducted for Saman leaders, with emphasis on communication skills and innovation.
Uruguay	*Coaching*	Managers	Coaching provided to Saman's management team, focused on personal and professional development.
Ecuador	Training Plan	Operational employees and leaders	Training initiatives aimed at strengthening technical and behavioral competencies.
Chile	Commercial Development Program	Managers	Workshops designed to align and strengthen the commercial team, delivered in two editions with a total of 38 participants.
Chile	Strategic Definition Program	Leaders and supervisors	Alignment on the strategic management of operations at the Santiago plant, including the implementation of new performance and monitoring indicators. The program included 12 participants.
Chile	Technical Training Program	Machine operators	In-person workshop for the updating and standardization of the knowledge of 11 machine operators.
Chile	Leadership Development Program	Supervisors	Focused on developing more respectful and empathetic leaders through training in emotional management and communication tools to strengthen relationships with their teams. A total of 14 participants attended.

Camil Academy

In parallel with its leadership and talent development initiatives, the Company offers Camil Academy, a corporate learning platform structured around four strategic pillars: Leadership, Sales, Business, and People & Culture. The platform is designed to promote employees' continuous development in alignment with the Company's strategic priorities and organizational culture.

Within the Leadership pillar, **more than 350 leaders from different business areas and organizational levels participated in training programs focused on fostering high performance aligned with Camil's Collaborative Culture**. During the reporting period, 25 training cohorts on the theme of Adaptability were conducted to strengthen strategic leadership capabilities and reinforce the connection between team management and the Company's organizational needs, with an emphasis on the Company's cultural pillars as drivers of productivity and value creation.

Strategic pillars

Leadership

Provides leaders with specialized knowledge focused on organizational and behavioral competencies, as well as business and people management.

Target public:
All leadership positions.

Sales

Provides ongoing professional development in sales while strengthening commercial management and sales competencies to drive business results.

Target public:
Sales Managers, Sales Executives, and Sales Promoters.

Business

Promotes knowledge sharing about Camil's businesses, processes, and products through courses taught by experienced internal instructors.

Target public:
All employees.

People & Culture

Strengthens the Company's organizational culture by translating corporate guidelines into replicable practices and aligning employee behaviors with the Company's purpose, values, and competencies.

Target public:
All employees.

Supporting education and professional development

Camil strengthens its people development strategy through initiatives that expand access to education and professional training, generating impacts that extend beyond the workplace and into the communities where the Company operates.

Within this context, the **Training Schools stood out as one of the Company's principal social and internal training initiatives**. Designed to develop employees, strengthen competencies critical to the business, and support career progression, these initiatives combine technical and managerial training aligned with the Company's operational and strategic needs. The Itaqui (RS) Training School, in operation since 2020, provides free professional training that helps expand the availability of qualified local labor. In 2025, 96 employees participated in 108 hours of training.

In Machado (MG), the Training School further expanded this approach by implementing structured learning initiatives. During the reporting period, 569 employees participated in 46 training programs, totaling 11,245 training hours, with a focus on continuous development and internal mobility.

In another area of focus, the Company continued investing in basic education through its **Youth and Adult Education (EJA) program, which offers employees the opportunity to resume their studies and complete elementary and secondary education**. Conducted in partnership with local educational institutions, the initiative facilitated access to formal education and expanded participants' opportunities for professional growth. In Navegantes (SC), the program lasted 13 months and enabled participants to compete for internal positions requiring completion of secondary education. In 2025, 23 students completed the program, including 15 women and eight men.

Camil Profissionalize

Designed for employees' children, the Camil Profissionalize Program supports adolescents between the ages of 15 and 18 in making career choices and preparing for their professional futures. Launched in early 2026 as the evolution of a volunteer mentoring initiative originally created for the external community, the program held its first edition at the Company's corporate headquarters, benefiting 13 young participants who were mentored by employee volunteers. Over a four-month period, participants receive career mentoring, vocational assessments, lectures by subject matter experts, and training on professional image, digital presence, workplace behavior, and the labor market.



Performance evaluation

As an essential component of the Company's professional development framework, performance evaluations are part of a systematic process at Camil, guided by the following objectives:

- Assess employees' level of alignment with the competencies required by the business;
- Identify factors contributing to declines in individual performance;
- Support people management by recognizing different levels of performance;
- Strengthen the Company's feedback culture through the use of objective performance information;
- Enhance Individual Development Plans (IDPs); and
- Develop increasingly effective training and development programs based on individual and collective learning needs.

In 2025, 5,957 employees completed the performance evaluation process across all countries where Camil operates.



More than 5.9 thousand employees completed the performance evaluation process across all countries where Camil operates.

SUSTAINABLE RELATIONSHIPS



Social responsibility

[GRI 3-3; 413-1] [2030 Agenda targets: 10.2; 11.3; 11.A]

Camil reinforces its commitment to the sustainable development of the communities where it operates by expanding access to food and supporting organizations and projects aligned with its corporate purpose. In 2025, the Company **invested approximately BRL 4.34 million in social initiatives in Brazil, through both Company-funded and incentive-based investments**, maintaining a level similar to that of the previous year.

Company social programs

Doce Futuro União Confectionery and Business School:

Established in 2021, the Doce Futuro União Confectionery and Business School aims to promote income generation through professional training in confectionery. The program offers in-person courses covering confectionery techniques and recipes, as well as guidance on food safety and business management practices for the sector.

In 2025, the program was offered in São Paulo (SP), Barra Bonita (SP), and Porto Alegre (RS) in partnership with seven organizations, delivering 13 classes and graduating 257 participants. The program exceeded its initial target of training 250 participants, with demand outpacing available places, resulting in a waiting list for future classes. Participants also reflected a gradual increase in gender diversity: while women continued to represent the majority, the School welcomed nine men and one non-binary participant.

In addition, during October and November, the program held its first engagement initiative with alumni in celebration of Entrepreneurship Month. A total of 11 weekly events were organized, with the participation of eight confectioners who had graduated from the School, giving them the opportunity to sell their products at Camil's corporate office and at partner companies' offices, strengthening the connection between social entrepreneurship and the corporate environment. Since the program was launched in the 2021/22 fiscal year, the School has trained more than 1,500 participants.



Camil Grãos da Base Business School:

Established in 2023, the Camil Grãos da Base Business School was created to strengthen entrepreneurs operating in the foodservice sector, including restaurants, buffets, bars, catering services, and other business models.

In 2025, the program expanded its reach through strategic partnerships, including the **Projeto Arrastão (Project Group Effort), under which four months of training were delivered, resulting in the development of 26 businesses. In São Paulo, with the support of the Instituto Capim Santo, 31 businesses completed the program. The initiative was also expanded to Porto Alegre, in partnership with the Instituto Capim Santo** – led by Chef Morena Leite – where an additional 16 businesses completed the program in June 2026. This expansion and these partnerships strengthened the program's presence across different regions.

Each training cycle comprises approximately 140 hours delivered over a four-month period and includes content focused on business management, leadership, and administration, as well as practical training for the foodservice industry. Upon completion, participants receive a support kit containing communication materials, products, and a Camil Quality Seal, accompanied by a certification plaque identifying establishments that have successfully completed the program.

More than

100 businesses

trained since 2023. 57 businesses completed in 2025, plus 16 additional businesses completing the program in June 2026.

140 hours

of training delivered over four months through each partner institution.



Impact of the Grãos da Base School

To quantitatively and qualitatively assess the continuity and development of businesses supported through the Projeto Arrastão cohorts, 22 entrepreneurs whose businesses completed the Grãos da Base School program in 2023 were invited[21] to participate in the School Impact Assessment.

Of these, 15 entrepreneurs completed the survey. Among the results, the most significant finding was an average increase of 313% in the monthly revenue of the businesses evaluated. The assessment also identified additional outcomes demonstrating the value generated for society through the program, including:



73%
of the businesses are formally registered.



60%
hired at least one employee after completing the program.



58%
expanded their product offerings by incorporating new grains into their menus.



82%
of the businesses remain in operation.



80%
have adopted food recovery or food waste reduction practices.



61.5%
implemented one or more management tools introduced during the program, such as cash flow controls and standardized recipe costing sheets.

21. Participation in the assessment process was established as a requirement for renewal of the 2025 Camil Quality Seal.

Partnerships

- **Sesc Mesa Brasil:** Initiative carried out through the Mesa Brasil Program[22], under which Camil donates products approaching their expiration date to help promote food and nutrition security for socially vulnerable populations throughout Brazil.

  In 2025, new criteria were adopted for selecting beneficiary projects, prioritizing initiatives located near Camil's manufacturing facilities and in regions with moderate or mild levels of food insecurity. Based on data analysis and cross-referencing, the cities selected to receive donations were Aparecida de Goiânia (GO), Simões Filho (BA), Itapecuru Mirim (MA), Paraíso do Tocantins (TO), and Suape (PE). Altogether, the Company donated 1,986 food baskets, benefiting approximately 7,944 people[23].

- **Projeto Arrastão (Project Group Effort):** The partnership was renewed through continued food donation and the expansion of training activities with new cohorts of the Camil Grãos da Base Business School.

- **Bidfood:** With the support of the customer Bidfood, the Grãos da Base Project provided a BRL 300.00 voucher to each formalized business to purchase Camil products, with the objective of strengthening the value chain and encouraging sustainable business relationships.

Donations

In addition to the partnerships described above, Camil donated food products and other essential meal ingredients, as summarized below.

Beneficiary organizations

Institution	People reached	Donated volume
Mesa Brasil SESC Nacional	7,944 people	40 tonnes
Teleton	Food supplies provided for employees and participants during the November 2025 event, in addition to a cash donation to the project	590.6 kg of food supplies BRL 200,000
CREN	23,235 meals	2,985 tonnes
Projeto Arrastão	22,848 people benefited indirectly	6,954.2 tonnes
Casa Hope	82,511 meals	7,867.6 tonnes

22. A network of food banks dedicated to combating hunger and reducing food waste.
23. The total is based on an average of four people per household.

Social investment

The amounts invested in social initiatives during 2025 included both Company-funded resources and incentive-based investments made through tax incentive mechanisms, as shown below.

Company-funded resources – 2025

Program	Amount
Corporate Donations – Social Responsibility	BRL 580,724.00
União Sweet Future School of Confectionery and Business	BRL 450,000.00
Camil Grãos da Base Business School	BRL 650,000.00

Incentive-Based Resources – 2025

Program	Amount
PISEG Rio Grande do Sul Community Fund	BRL 2,625,475.12
Fund for Children and Adolescents (FIA) + Elderly Fund	BRL 36,599.10

Volunteering programs

As part of its corporate volunteering efforts, the Company continued implementing structured social engagement initiatives with the active participation of its employees. Throughout the year, Camil expanded its initiatives aimed at career guidance and the inclusion of young people in the workforce through the Fabricando Futuro (Building the Future) program. Developed in partnership with students from four public high schools and technical schools, the initiative included visits to the Company's grain-processing facility in Osasco (SP) and its corporate headquarters. During these visits, employees shared their professional experiences and provided guidance to help students make informed career decisions. As a result of these initiatives, eight young participants were hired by the Company.

At the same time, Camil completed the fourth cycle of its Mentoring Program, carried out in partnership with Instituto FESA C.R.O.M.A. (Creating and Recognizing Opportunities to Change Tomorrow).



The initiative aims to promote the entry of low-income young people into the labor market through a structured five-month development program, during which 32 participants were mentored by employee volunteers.

In December, the Company held its traditional Christmas Campaign, through which approximately 50 children and 10 older adults from the Jardim Peri Parish, in the city of São Paulo (SP), were sponsored with donation kits containing clothing, footwear, and toys provided by Camil employees.

In addition, Camil strengthened its partnership with the AACD (Association for Assistance to Children with Disabilities) by continuing the Salary Donation campaign, in place since 2020, through which employees make voluntary payroll donations. The Company also expanded its Nota Fiscal Paulista campaign, encouraging employees to allocate their tax credit benefits to the institution.

In Navegantes (SC), Camil carried out the “Natal que Transforma” (“Christmas That Transforms”) initiative in partnership with the Professora Maria de Lourdes Couto Cabral Educational Center (CAIC). A total of 2,484 children from the school and the surrounding community participated in the event, during which Camil employees distributed gifts and organized recreational activities.

As part of its internal engagement initiatives, the Company also held a special Children’s Day campaign, collecting new toys, which were sold at a partner charity bazaar. All proceeds from the sales were donated to support patients assisted by the AACD.

In 2025, Clube Camil also promoted a Black Friday campaign through its employee engagement platform, allowing employees to purchase brownie mix at cost.





Latin America social impact initiatives

Chile

As part of the Communities Program, Tucapel organized meetings with residents living near the Retiro Plant to strengthen community relationships and foster transparent dialogue. These initiatives sought to understand local perceptions, identify community needs, and share relevant information about the Company's operations.

In March, a Pre-Harvest Community Meeting was held to discuss the impacts of the harvest season, with 10 residents from surrounding areas participating. In July, a second meeting was held with 11 additional participants.

As part of its social initiatives, the Company partnered with SernamEG[24] through the Jefas de Hogar (Women Heads of Household) Program, in celebration of Women's Month. The initiative was carried out in Retiro, benefiting 40 women heads of household and aimed at promoting female employability.



Among the Company's community engagement initiatives, the 2025 Farmers' Meeting, held in Retiro, brought together 350 farmers and agricultural sector partners. Tucapel also supported cultural events, including the Fiesta de la Trilla Mantul in Mantul, which attracted approximately 2,000 participants, and Expo Arroz 2025 in Parral, which attracted approximately 3,000 people, contributing to

24. SernamEG is the government agency responsible for implementing public policies promoted by Chile's Ministry of Women and Gender Equity, promoted by the Ministry of Women and Gender Equity in Chile.

In Chile, Tucapel promoted community engagement initiatives, supported women's employability, and fostered appreciation for local culture and agriculture.

appreciation of local culture and the rice production value chain.

In addition, **the Company made financial and product donations to social, sports, and cultural programs in several locations**, including Linares, Retiro, Parral, and Santiago, as well as emergency relief donations to communities affected by wildfires in southern Chile.

Lastly, the Sembrando Inspiración (Sowing Inspiration) Program carried out activities focused on the development of children and adolescents in schools located in Retiro and Parral, benefiting 180 students.

Overall, Tucapel's social programs totaled approximately CLP 44.1 million, equivalent to approximately BRL 230,000, representing a significant increase compared with the previous year, when investments totaled BRL 44,800. This increase was primarily driven by the incorporation of community engagement initiatives in the agricultural areas where the Company operates.

Uruguay

Across its Uruguayan operations, private social investment initiatives are structured through the Saman Impacta program, which focuses on education, inclusion, and well-being. Among the initiatives carried out in 2025, the Opportunities Program stood out for providing employees' children with their first professional experience at the Company through apprenticeships, internships, and entry-level employment. During the reporting period, five interns participated in the program across the Information Technology, Administration and Finance, and Logistics areas. **Complementing this initiative, career guidance sessions were conducted in partnership with a specialized organization, focusing on education and employability for young people** in situations of social vulnerability.

In the field of education, the Basic Education Completion Program supported 46 employees in completing their basic education, while the A Toda Moña project welcomed students and educators to visit Saman's manufacturing facilities. During these



visits, approximately 3,600 children and adolescents learned about different areas of the Company's operations, with particular emphasis on occupational safety, health, and environmental management practices.

Another long-standing initiative promoted by the Company was **Family Day, which brought together approximately 1,000 employees and family members simultaneously across nine operating units**. The event featured engagement, entertainment, and recreational activities designed to strengthen community ties and reinforce relationships with local communities.

In partnership with CEPRODIH (Centro de Promoción por la Dignidad Humana), the Company supported families in situations of social vulnerability through initiatives focused on socioeconomic inclusion, including a toy donation campaign held across all Saman operations during the month of October.

As a result, social investments in Uruguay totaled UYU 52.5 thousand, equivalent to approximately BRL 6,500.

Peru

During the reporting period, the Company strengthened its collaborative relationships with the Banco de Alimentos (Food Bank) and Hombro a Hombro, charitable organizations with which it has maintained close partnerships in recent years. Through its partnership with Hombro a Hombro, the Company made a donation to support communities affected by flooding in the province of Coronel Portillo (Pucallpa), in Peru's Amazon region.

As a result of its prompt response to a natural disaster of national significance, the Company was recognized by both Hombro a Hombro and the National Institute of Civil Defense, during a ceremony held in November 2025.

In total, the Company donated 3,640 kg of products, in addition to PEN 13,834.17 (approximately BRL 18,700), to support social initiatives.



Paraguay

In Paraguay, social responsibility initiatives are led by Villa Oliva Rice, with a focus on the social, cultural, and sustainable development of the Ñeembucú region. These initiatives are structured around the pillars of education, environmental stewardship, and health. During the reporting period, the Company strengthened community programs and initiatives that directly contributed to professional development, human capital enhancement, scientific innovation, and community engagement.

Within the education pillar, the Company's **internal employee education program, aimed at supporting the completion of basic education**, was a key initiative. In 2025, six employees participated in the program, with four enrolled in elementary education and two in secondary education. In addition, the Company provided technical training to the local community, including agricultural machinery operation training conducted with support from a specialized supplier, benefiting 24 community members.



The Company also hosted technical and academic visits involving 65 university students from different institutions and offered internships to two students, totaling 120 hours of practical experience. Participation in seminars and academic events focused on the circular economy and industrial innovation further reinforced the Company's position as a bridge between the productive sector and academia.

As part of its community engagement efforts, the Company participated in local events, including the Villa Oliva Civic Parade, with 11 employees and two tractors, to commemorate the city's anniversary and the Peace of the Chaco Protocol (La Paz del Chaco). **The Company also formalized a cooperation agreement with the Municipality of Villa Oliva to jointly develop projects in education, health, and the environment**, further strengthening its integrated approach to working with local government.

The initiatives carried out during the reporting period directly benefited more than 90 people and engaged students, educational institutions, and the local community in integration and development activities. Total Company investments amounted to USD 825 in Company-funded resources and USD 825 in incentive-based resources[25], equivalent to approximately BRL 8,300, primarily directed toward education and health initiatives, including support for academic activities, training programs, and donations to organizations such as the volunteer fire department.

25. Investments made through the Company's own funds and through tax-incentivized funds were equivalent in value, since current legislation allows the full deduction, from taxes due, of amounts allocated to incentivized donations.

Inclusive and healthy nutrition

Promoting inclusive nutrition and food equity is an integral part of Camil's strategy and reflects its commitment to sustainable development and the principles of the 2030 Agenda. With a portfolio composed predominantly of staple foods, the Company contributes to expanding access to essential foods at affordable prices, in line with Sustainable Development Goal (SDG) 2, which aims to end hunger worldwide.

Likewise, in alignment with SDG 3, which focuses on promoting health and well-being, Camil has expanded its **product portfolio to include improved nutritional profiles, including items with reduced sodium and sugar, as well as alternatives such as rice flour and rice oil**. Products such as rice, beans, and canned fish continue to serve as important sources of nutrients, forming the foundation of an affordable, balanced, and minimally processed diet.

The Company also works to provide more affordable food alternatives, expanding access to adequate and balanced nutrition for different segments of the population – particularly in Latin American countries where a significant portion of the population faces conditions of social vulnerability. These efforts also include developing products for consumers with dietary restrictions or those seeking healthier options, reinforcing the Company's commitment to food inclusion.

In Chile, the Company's operations illustrate this strategic approach through the development of rice-based products for **consumers with specific dietary needs, including gluten-free options and products adapted for children**. These solutions help expand access to nutritious foods that meet the needs of different consumer profiles.

Camil promotes food equity by expanding access to quality, affordable food that meets diverse nutritional needs.

Consumers

[GRI 2-6; 3-3]

Camil's consumer relationship strategy is designed to provide positive experiences, relevant content, and responsive customer service. Consumers can engage with the Company through its permanent communication channels, which are used both to provide information about the Company's portfolio – through websites, social media, and other digital platforms – and to systematically gather consumer feedback, requests, and evaluations. These platforms also strengthen transparency and dialogue with communities located near the Company's operations.

During the 2025/2026 reporting cycle, the Company's consumer service channels – including its toll-free hotline (0800), Contact Us channel, social media, Reclame Aqui, and Consumidor.gov – recorded more than 119,000 consumer contacts.

Consumer perception is continuously monitored through the Net Promoter Score (NPS), which measures customer loyalty and the Company's reputation. During the reporting period, **Camil's consolidated NPS[26] – calculated as the average across all of its brands – reached 65 points, the best result achieved in recent reporting cycles**. This performance reflects favorable consumer perceptions of product quality, together with consistently high levels of trust.

Consumer interactions received through the Company's relationship channels are reviewed monthly by the Category Forum, with representatives from the Marketing, Quality, Logistics, Planning, and Production teams in attendance. The group consolidates consumer feedback and translates it into structured actions to improve products and align communication strategies.

In addition, consumer reviews on digital platforms continue to support the Company's strong customer relationships. The Company's brands listed on Reclame Aqui maintain ratings above 7.5 on a 0-to-10 scale, and, according to data from the platform, 79% of consumers would do business with the brands again.

26. NPS (Net Promoter Score) is a customer satisfaction metric developed to measure customer loyalty to a company. According to the methodology, a score of 65, on a scale of up to 100, falls within the Quality Zone (scores ranging from 50 to 74).

Reclame Aqui Award

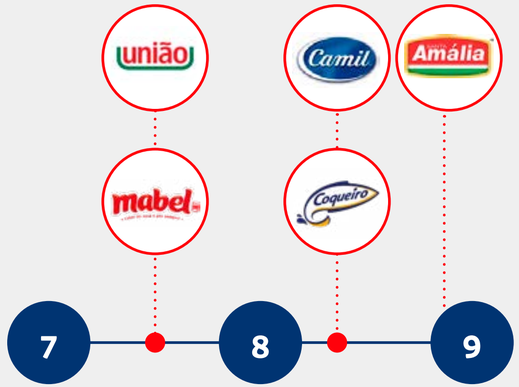
For the sixth consecutive year, the Camil brand was nominated for the Reclame Aqui Award, one of Brazil's leading recognitions for excellence in customer relations. In 2025, Camil placed second in the Grocery – Large Operations category, while Coqueiro – nominated for the second consecutive year – also achieved second place in the Grocery – Small Operations category.

PRÊMIO RA2025 EMPRESA INDICADA

- Grocery – Small Operations (Coqueiro):
  2nd Place
- Grocery – Large Operations (Camil):
  2nd Place

Reclame Aqui ratings

(2025)





"We are a company with strong brands that create value and reinforce our market position by building relationships of trust with consumers, customers, and our other stakeholders."

Flávia Molina

Marketing Director

Digital platforms

Social media remains the primary channel for interaction between Camil's brands and consumers. During the 2025/2026 reporting cycle, sentiment analysis based on the content of comments posted across the Company's social media platforms showed a negative sentiment rate of only 12%, consistent with the level observed in the previous reporting cycle. Conversely, positive interactions increased by three percentage points, rising from 40% to 43%, demonstrating an improvement in public perception of the Company's brands despite a slight decrease in neutral interactions.

Sentiment analysis of social media comments

2023/2024	2024/2025	2025/2026
Positive – 45%	Positive – 40%	Positive – 43%
Neutral – 36%	Neutral – 50%	Neutral – 45%
Negative – 15%	Negative – 10%	Negative – 12%

New relationship channel

As part of its communication strategy, Camil launched a WhatsApp customer relationship channel at the end of the year, providing faster responses through simple and intuitive interaction flows. Automated responses address the public's most frequently asked questions, while human assistance is available whenever necessary. (Learn more)



Instagram

- camilbrasil
- ciauniao
- coqueirooficial
- acucardabarra
- momijioficial
- oficialcarreteiro
- namoradooficial
- biscoitos.mabel
- _santaamalia

- costenoperu
- laabundanciauy
- tucapelfanaticosdelarroz
  vidabanquete
- villaolivarice

Facebook

- camilnamesa
- ciauniao
- coqueirooficial
- acucardabarra
- momijioficial
- oficialcarreteiro
- namoradooficial
- mabelbrasil
- staamalia

- costenoperu
  paisana
- laabundanciauy
  maestrosaman
- tucapelfanaticosdelarroz
  vidabanquete
- ricoarrozec
- villaolivaricepy

Websites

- camil.com.br
- uniao.com.br
- coqueiro.com.br
- pescadornalata.com.br
- acucardabarra.com.br
- arrozmomiji.com.br
- namorado.com.br
- santaamalia.com.br
- mabel.com.br

- costenoalimentos.com.pe
  laabundancia.com
- saman.uy
- empresastucapel.cl
  tucapel.cl
  banquete.cl
- agrodajahu.com
  ricoarroz.ec
- olivarice.com.py

YouTube

- camil
- ciauniao
- coqueirooficial

- costenoalimentos
- saman1616
- tucapel1508
  banquetechile

TikTok

- ciauniao
- camilbrasil
- coqueirooficial
- Momijioficial
- Biscoitos.mabel
- Santa_Amalia
- oficialnamorado

- costenope
- arroztucapel
- ricoarrozec

Brand building and customer engagement

Camil develops a wide range of communication strategies designed to promote its product portfolio, with a focus on product launches and strengthening its brands. These initiatives increase direct engagement with consumers and encourage product trial. In this context, during 2025, the Company strengthened its marketing strategy by increasing investments, establishing new partnerships, and launching co-branded campaigns, thereby expanding its market presence and strengthening relationships with consumers. Key highlights include:

- **Casa do Sabor**

Located in Osasco (SP), this culinary innovation center supports all of the Group's brands and operates as an experimental kitchen. A specialized team of Gastronomy and Nutrition professionals conducts product testing, develops recipes, and refines product applications for consumers, while also providing technical support for product development and training programs for customers, suppliers, and employees.

The facility has established itself as a **strategic hub for innovation, training, and relationship building, with activities including content production (photography, videos, and recipes), hands-on training sessions, participation in trade shows and events, collaborative projects, and technical analyses**. The integrated work of departments such as Research & Development and Marketing has driven innovation



and brand positioning initiatives, while the Sales, People & Management, Quality, and Consumer Relations teams have contributed to training, onboarding, and the continuous improvement of processes, reinforcing Camil's commitment to excellence and strong market relationships.

Highlights

- **50,000 participants** in Casa do Sabor initiatives;
- **18 product training sessions** and hands-on workshops;
- **60 product testing**, recipe development, and product training sessions;
- **10 content production sessions** for social media, including photography and video production; and
- **40 trade shows** and events (internal and external).

• União

In 2025, the União brand celebrated 115 years of history with a series of commemorative initiatives, including a celebratory video and merchandising activities on MasterChef Confeitaria, thereby increasing the brand's visibility and strengthening its connection with consumers. In another initiative, the brand's participation in Brunch Weekend, held between October and November, expanded product visibility while fostering connections with chefs and culinary experiences.

During the reporting period, União strengthened its presence in the coffee category and advanced its **innovation strategy by launching the New União Espresso Coffee, featuring five capsule varieties**. The initiative included a range of activities, such as sponsorship of the 36th São Paulo Biennial and the "Every Capsule, an Invitation" campaign, which featured digital media, outdoor advertising in São Paulo and Rio de Janeiro, and a brand activation at Villa-Lobos Park, offering themed experiences in the cabins of the Ferris wheel.

Additional initiatives included the **launch of a multiplatform campaign celebrating coffee rituals, sponsorship of the Gala Concert at the OSESP Concert Hall (São Paulo State Symphony Orchestra), and the "Up na Copa by União" cultural contest, aimed at the corporate environment**. As a continuation of these initiatives, the brand promoted the traveling "Copa Truck by União" activation, offering product tastings in office buildings throughout São Paulo, as well as partnerships with influencers and content creators. Together, these initiatives reached more than 8 million people, generating high levels of audience engagement and interaction.



Click on the video above to watch the commercial celebrating União's 115th anniversary.

- **Camil – "Ícones da Brasilidade" with Thiaguinho**

Camil launched the "Ícones da Brasilidade" campaign, featuring singer Thiaguinho, as part of its "The Foundation of Brazil" brand positioning. The campaign sought to reinforce the importance of rice and beans as essential staples of the Brazilian diet. The artist was selected for his **nationwide reach and ability to connect with diverse audiences across Brazil** – attributes aligned with the campaign's objectives and purpose. Promotional materials were distributed across multiple communication channels, with particular emphasis on the commercial "Camil Rice and Beans – The Foundation of Every Brazilian" (watch here).

As part of the collaboration, Camil served as the **official sponsor of the Tardezinha Tour, which celebrated its 10th anniversary in 2025**. Concerts were held in major Brazilian cities, including São Paulo, Rio de Janeiro, Porto Alegre, São Luís, and Florianópolis, featuring brand activations and customized experiences tailored to each location. One of the highlights was Boteco Camil, a dedicated space where visitors could enjoy classic Brazilian dishes prepared with Camil products.





• Coqueiro

Inspired by the **“sardine summer girl” fashion trend popularized in Europe, Coqueiro entered the fashion world** through an unprecedented partnership with C&A Brasil. The co-branding campaign included the launch of an exclusive collection featuring sardine cans and customized T-shirts, with a visual identity inspired by the trend, including sardine illustrations, nautical graphics, and seasonal references.

The initiative also featured a launch event at C&A’s flagship store, attended by 70 fashion personalities, representatives of specialized media outlets, and lifestyle influencers, as well as the distribution of 200 exclusive summer kits and the sale of the collection through the retailer’s physical stores and digital channels.



For the third consecutive year, Coqueiro was recognized as the Top of Mind brand in the canned sardine category, remaining the brand most frequently recalled by consumers.

Another campaign launched by Coqueiro was “**The Fastest Recipe,” reinforcing the brand’s positioning as a partner for consumers seeking practical**, healthy, and flavorful meals suited to their daily routines.
As a strategic extension of the campaign, Coqueiro partnered with Bimbo through its RAP10 product, bringing together two brands recognized for offering practical and versatile solutions for consumers’ everyday lives. The collaboration included joint participation in a Coqueiro television commercial, co-branded RAP10 packaging, and in-store promotional activations.

• Mabel

The Mabel biscuit brand continued to expand its positioning introduced in 2024 through brand experience activations, including the transformation of a bus stop in Belo Horizonte into a living room complete with a sofa, cushions, and coffee, in partnership with influencer Gustavo Tubarão. As part of the initiative, the public was invited to enjoy a cup of coffee and Mabel cookies while experiencing the space (watch here).

At the same time, the brand expanded its portfolio and strengthened its innovation strategy with the **launch of Mabel Cookies and the relaunch of Mabel Sandwich Biscuits, marking its more structured entry into the on-the-go biscuit segment**.



• Santa Amália

Built around the concept "With Santa Amália, **any moment becomes a special occasion," the brand launched the "Santa Amália é Mais Massa" ("Santa Amália Is More Pasta") campaign**, focused on the state of Minas Gerais. Throughout the year, the brand strengthened its presence at points of sale through promotional campaigns and the distribution of daily cash prizes, thereby increasing consumer engagement and sales. Santa Amália also participated in events such as FEMAGRO[27], held in Machado (MG), and Fartura, in Nova Lima (MG). These events reinforced the brand's connection to local culture, gastronomy, and the consumption habits of Minas Gerais residents, further strengthening its market position in the region.

27. FEMAGRO is the Agricultural Machinery, Implements and Inputs Fair.



Brand Lovers

Building relationships with highly engaged consumers – particularly those with a strong affinity for the Company's brands, referred to as brand lovers – is an important component of Camil's consumer engagement strategy and its efforts to recognize and cultivate customers with high levels of brand advocacy.

In 2025, the Company carried out more than 120 initiatives targeting this audience, including the distribution of product kits and personalized gifts designed to recognize consumer preference, reward loyalty, and strengthen their connection with the Company's brands.



"Our commercial approach has evolved toward an increasingly collaborative model, built on close relationships with customers, a deep understanding of consumer needs, and a stronger presence across sales channels. More than transactional relationships, we seek to build long-term partnerships aligned with each customer's strategies and challenges."

Cauê Nascimento

Commercial Director

Suppliers

[GRI 2-6; 204-1]

Camil maintains an extensive network of business partners across multiple countries, comprising suppliers of different sizes, industries, and profiles. In alignment with the Company's sustainability principles and commitments, these partners play a strategic role in implementing the ESG Agenda and generating value throughout the supply chain.

During the 2025/2026 reporting cycle, payments to suppliers in Brazil and across Latin America totaled approximately BRL 7.832 billion[28], representing a reduction of approximately 37% compared with the previous reporting cycle. This decrease was primarily driven by weaker demand for certain commodities and lower sugar prices. Of this total, approximately BRL 6.9 billion was paid to local suppliers, demonstrating the Company's contribution to strengthening regional economies and promoting shared value in the communities where it operates.

Supplier expenditures

(as of February 28, 2026)

Country	Local Currency	Total Expenditures	Expenditures with local suppliers	Local (%)
Brazil	BRL	7,295,054,226	6,890,711,378	94.5%
Chile	CLP	556,529,877	404,620,942	72.7%
Ecuador	USD	39,760,465	39,560,430	99.5%
Paraguay	USD	34,990,325	31,912,454	91.2%
Peru	PEN	65,389,823	45,985,721	70.3%
Uruguay	UYU	345,661,562	330,062,210	95.5%

Number of suppliers

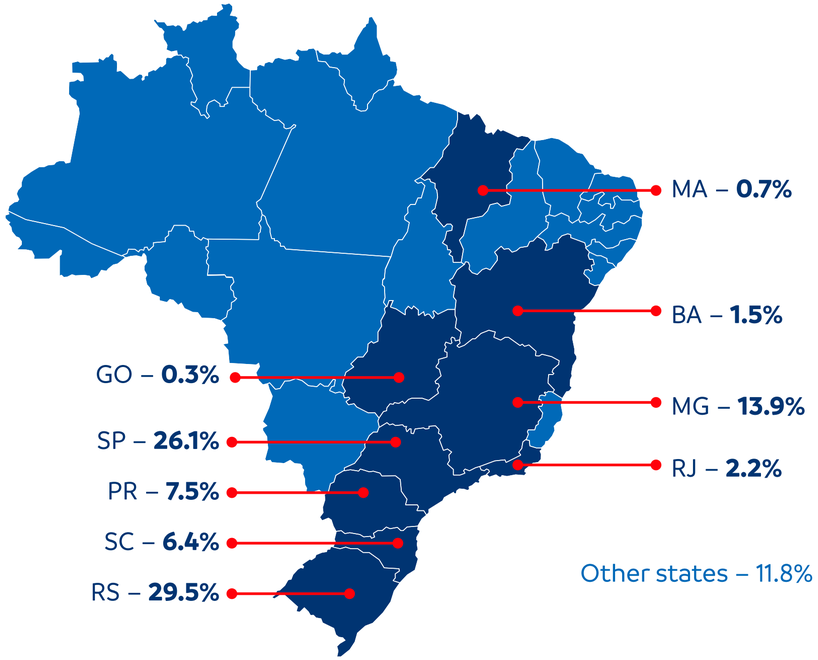
(as of February 28, 2026)

Country	Active suppliers	New suppliers	Domestic	Foreign
Brazil	8,124	2,461	8,107	17
Chile	1,306	153	1,258	48
Ecuador	689	13	683	6
Paraguay	402	124	395	7
Peru	919	592	901	18
Uruguay	1,572	454	1,478	94
LatAm Total	**13,012**	**3,797**	**12,822**	**190**

28. Amounts converted into Brazilian reais (BRL) using the July 2026 exchange rate.

Percentage of expenditures with suppliers by state – Brazil

(as of February 28, 2026)



Supplier selection and compliance

The management of Camil's commercial partner base is founded on technical and economic criteria, complemented by social and environmental requirements, with particular emphasis on legal compliance in environmental, social, human rights, labor, and regulatory matters. This approach ensures that business partners adhere to the Company's corporate standards and the guidelines established under its ESG Agenda.

Accordingly, all direct suppliers registered since 2022 are required to formally sign the Declaration of Compliance with Legislation and Ethics as part of the contracting process. For suppliers whose contracts were executed prior to that date, the Company implemented an engagement process to ensure adherence to the same declaration. This initiative reached 100% of critical suppliers, reinforcing the consistency of the Company's controls and the alignment of its supply chain with the ethical and legal principles it has adopted.

Rural producers

Responsible for supplying grains and other raw materials, rural producers are a strategic stakeholder for the Company. Their engagement is essential to ensuring compliance, quality, and sustainability throughout the production process. Accordingly, Camil develops support **initiatives for its suppliers, focused on enabling new harvests, providing financial resources to purchase agricultural inputs, and helping maintain producers' cash flow**. These mechanisms contribute to the adoption of practices aligned with ESG principles and to the sustainable strengthening of the entire value chain.

Initiatives across Latin America

Uruguay

- **Sustainable Rice Platform (SRP) Program:** Following the certification of 38,000 tonnes of rice in 2024, Uruguay exceeded its target of certifying 100,000 tonnes of rice produced under sustainable farming practices, achieving an additional 3,000 tonnes beyond the target.

- **Supplier Selection:** Relationships with producers continued to be structured under the integrated system or convention pricing model, a long-established practice in Uruguay. The model brings together most rice producers, represented by the Rice Growers Association (ACA), and the country's largest rice mills, represented by the Rice Millers Association (GMA). Producers contract their production to Saman through agreements that establish marketing guidelines, pricing mechanisms, and obligations regarding seed origin, crop management, and the use of agrochemicals.

- **Formal Procurement Policy:** During the reporting cycle, the Uruguayan operation formally adopted its Procurement Policy, conducted internal training for the Procurement, Central Administration, and manufacturing teams, and launched new competitive bidding processes for recurring purchases of services and materials, including packaging.

- **Centralized Purchase Orders:** At the end of the reporting period, the Company was implementing an initiative to centralize Purchase Order (PO) management to improve operational efficiency, standardize processes, and strengthen internal controls.

Chile

- **Packaged Long-Grain Rice Supply Matrix:** The proportion of imported pre-packaged long-grain rice increased from 50% to 90% compared with the previous reporting cycle. The model is based on joint initiatives with four foreign rice mills – Adecoagro, Molino El País, Villa Oliva, and Saman – which package the product according to specifications established by the Company. The operation includes a dedicated Foreign Trade coordinator responsible for ensuring the integration of packaging, shipping, and information management processes between the Company and its partners.

- **Latin America Regional Procurement Committee:** The Chilean operation established a regional procurement committee that integrates the operations of Chile, Uruguay, and Peru and focuses on the joint procurement of raw materials, particularly grains. The model created a formal coordination forum among the procurement leaders of the three countries, responsible for conducting regional negotiations and contracting activities to achieve greater purchasing volumes, more favorable commercial terms, and more competitive payment conditions. The committee prioritizes categories such as legumes, quinoa, and higher value-added products. The initiative also incorporates support from local procurement teams in cross-country supplier negotiations, expanding access to commercial opportunities and strengthening relationships with strategic suppliers. Its governance structure includes weekly meetings for alignment, market monitoring, and coordinated decision-making.

Peru

- **Centralization of Indirect Procurement:** In October 2025, the Company centralized indirect procurement activities (services and supplies) by implementing new operating parameters and performance indicators. The initiative improved control and traceability of procurement requests, strengthened supplier management, and enhanced oversight of procurement activities. The new model also optimized response times for internal business units while improving negotiation efficiency and expenditure control.



Ecuador

- **Social Assessment of High-Risk Suppliers:** The Company subjected 13 new suppliers, classified as operating in higher-risk activities, to a structured social assessment process. The assessment includes verification of compliance with the Social Security system, registration with the Single Taxpayer Registry (RUC), labor certifications, completion of occupational medical examinations, and participation in workplace safety induction programs. The objective is to ensure legal compliance, mitigate risks, and promote adherence to social and environmental standards.

Paraguay

- **Digitalization of the Procurement Process:** In 2025, the new operating unit made it mandatory that all purchase requests be processed through an electronic procurement system and adopted more detailed material coding. The initiative strengthened process standardization, enhanced transaction traceability, and improved internal controls. The new model also established more rigorous documentation requirements for suppliers, contributing to greater compliance and operational efficiency.



The Company strengthened its procurement strategy through regional integration.

Pesca Limpa

Building supplier capabilities and mitigating environmental impacts associated with fishing activities are among the Company's strategic priorities. In this context, Camil, in partnership with the University of Vale do Itajaí (Univali), carries out the Pesca Limpa Project, an initiative focused on the proper management of waste generated during fishing operations. The project aims to help preserve the oceans – the primary source of the raw materials used in the Company's seafood products – while promoting sustainable practices throughout its supplier network.

The project is built around training **initiatives for crew members of supplier fishing vessels, with emphasis on the efficient management of solid waste** onboard and the prevention of ghost fishing associated with improperly discarded fishing gear. The training covers procedures for the segregation, storage, transportation, and controlled disposal of waste at port facilities, ensuring the proper handling of materials such as fishing nets, ropes, hooks, packaging, organic waste, and waste generated in engine rooms.

In recent years, the implementation of the Training and Awareness Program, together with the continued enhancement of the Solid Waste Management Plan (SWMP), has resulted in consistent progress, including improvements in waste segregation processes, increased recovery of recyclable materials, and reduced environmental impacts associated with fishing operations.

Between the beginning of the 2024/2025 reporting cycle and February 2026, 16.28 tonnes of waste were collected and properly disposed of, demonstrating the effectiveness of the practices adopted and the Company's commitment to responsible environmental management throughout its value chain.



"Supplier management is conducted with a focus on competitiveness, continuous monitoring, and risk mitigation throughout the supply chain. This work includes quality control of incoming products and strengthening relationships with strategic partners."

André Ziglia

Procurement and Foreign Trade Director

Good practices in the bean value chain

Promoting sustainable agricultural practices throughout the bean value chain is the central objective of the Company's Good Practices in the Value Chain project. The initiative strengthens the capabilities of suppliers and rural producers by raising awareness of the responsible use of crop protection products, fertilizers, and soil amendments, thereby reducing environmental impacts and enhancing sustainability in agricultural production.

The program includes a structured educational approach, featuring workshops in strategic producing regions and the distribution of technical reference materials. Among these materials are the guides **"ESG Good Practices in the Production Chain" and "ESG Good Practices in the Value Chain," which provide guidance on adopting more responsible agricultural practices aligned with ESG standards**.

In 2025, for the third consecutive year, the Company carried out activities in key producing regions, including Guaíra (SP), Jussara (GO), Castro (PR), Unaí (MG), Guarapuava (PR), Itaí (SP), and Holambra (SP).



Future Purchase Guarantee Program

In 2025, the Future Purchase Guarantee Program continued to play a strategic role in strengthening the rice supply chain by **allocating BRL 210 million to support suppliers of different sizes across Brazil**. The investment prioritized technical qualification and continuous producer training, with a focus on adopting more efficient, safer, and environmentally responsible agricultural practices.

The program is based on a specialized technical assistance model that includes regular field visits conducted by agronomic specialists during critical stages of the production cycle, including planting, irrigation, crop protection applications, and pre-harvest activities. **This ongoing support promotes the dissemination of good agricultural practices, mitigates operational risks, and ensures compliance with environmental and regulatory standards**.

In addition, participating suppliers receive technical guidance on compliance with contractual requirements governing agricultural inputs and production processes. These requirements include the mandatory use of seeds certified by accredited organizations and crop protection products duly registered with Brazil's Ministry of Agriculture, Livestock and Food Supply (MAPA), as well as compliance with specific regulatory requirements applicable in the countries where the Company operates.

Learn about Camil's main procurement practices for different product categories.

Procurement practices

Product category	Actions
Rice	The Supplier Development Program with Future Delivery Purchase Agreements provides specialized technical assistance throughout the entire crop cycle, including verification that agricultural inputs are used on the fields pledged as collateral to the Company. The initiative helps mitigate operational risks and the socioeconomic impacts associated with agricultural production while enabling the purchase of grain under competitive conditions and with the required volume and quality.
Beans	In line with supply and demand trends, the Company purchases beans on the spot market through a decentralized procurement model.
Seafood	The category is supported by a diversified supply base consisting of strategic suppliers, local suppliers, and imported sourcing, ensuring efficient distribution to local markets.
Coffee	Coffee is purchased on the spot market and through fixed-price contracts, depending on market conditions and the Company's procurement strategy.
Wheat	To optimize purchasing conditions, the Company procures wheat flour for pasta and cookie production during strategic periods of the year, securing prices and maintaining an approximately three-month planning horizon in accordance with its procurement strategy, while maintaining a strong base of local suppliers.

Investors

[GRI 2-29]

To strengthen its relationship with investors, Camil maintains a dedicated Investor Relations (IR) section on its website, providing up-to-date information on share performance, corporate governance, market disclosures, and performance reports. At the end of the reporting period, approximately 72% of the Company's share capital was held by Camil Investimentos, controlling shareholders, and officers holding shares as individuals, while 27.51% of the Company's shares were publicly traded, with an additional 2.55% held in treasury.

For the eighth consecutive year, the Company was recognized in the **Institutional Investor – Latin America Executive Team 2025 ranking, one of the financial market's leading evaluations in Latin America**. During the reporting period, Camil stood out among small-cap food and beverage companies, receiving recognition in multiple categories and earning a place among the Most Honored Companies, a distinction awarded to companies with the highest overall performance in the ranking.

Recognized professionals and categories

Small Caps
#1 Best CEO **Luciano Quartiero**
#1 Best CFO **Flávio Vargas**
#1 Best Investor Relations Professional **Jenifer Nicolini**
#1 Best Board of Directors
#1 Best Annual Investor Day
#1 Best Investor Relations Program
#1 Best ESG Program
Overall
#1 Best Investor Event

Contact the investor relations team

The Investor Relations team is based in São Paulo. Questions, suggestions, comments, and meeting requests may be submitted through the Investor Relations website (ri.camil.com.br), by email at ri@camil.com.br, or by telephone at +55 (11) 3039-9200.



Other stakeholders

[GRI 2-28]

As part of its engagement in external initiatives, Camil maintains relationships with a variety of business and industry associations, contributing to matters of strategic interest to their respective sectors through its leadership position in the food production value chain. At the end of 2025, companies within the Camil Group were members of the following organizations:

Brazil

- Associação Pró-Desenvolvimento Industrial do Estado de Goiás (Adial);
- Associação Brasileira de Anunciantes (ABA);
- Associação Brasileira da Indústria de Café (Abic);
- Associação Brasileira da Indústria do Arroz (Abiarroz);
- Associação Brasileira da Indústria do Feijão (Abifeijão);
- Associação Brasileira da Indústria de Alimentos (Abia);
- Associação Brasileira das Indústrias de Biscoitos, Massas Alimentícias e Pães & Bolos Industrializados (Abimapi);
- Associação Brasileira das Indústrias de Pescados (Abipesca);
- Associação Brasileira de Feijões e Legumes Secos (Abrafe);
- Pacto Global da Organização das Nações Unidas (ONU);
- Sindicato da Indústria do Arroz de Pelotas (Sindapel);
- Sindicato das Indústrias do Arroz no Estado de Goiás (Siago);
- Sindicato da Indústria do Arroz no Estado do Rio Grande Do Sul (Sindarroz-RS);
- Sindicato da Indústria do Arroz no Estado de Minas Gerais (Sindarroz-MG); and

Sindicato da Indústria do Arroz no Estado do Maranhão (Sindarroz-MA).

Chile

- Asociación de Exportadores y Manufacturas (Asexma);
- Asociación de Productores de Aceite de Oliva (ChileOliva);
- Asociación Gremial de Industrias Proveedoras (Agip);
- Camara Chileno-Brasileña de Comercio (CCBC); and

- Confederación de Molinos Arroceros del Mercosur (Conmasur).

Ecuador

- Cámara de Indústrias de Durán (CAMINDUR);
- Corporación de Industriales Arroceros del Ecuador (CORPCOM);
- Cámara de Comercio de Guayaquil; e
- Cámara de la Pequeña Industria del Guayas (CAPIG).

Uruguay

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

Peru

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

Contact us

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ENVIRONMENTAL MANAGEMENT



Policies and practices

Aware of the interdependence between environmental preservation and the long-term sustainability of its operations, Camil remains firmly committed to protecting and preserving the areas under its influence. The Company assumes responsibility for reducing the environmental impacts of its activities while adopting practices that go beyond applicable laws and regulations. At the same time, Camil continues to invest in operational improvements to address the challenges associated with climate change and the conservation of natural resources.

In this context, **the Company recognizes that more productive, optimized processes enhance sustainability by improving resource utilization and reducing waste**. Accordingly, Camil continuously invests in improving its operations and workflows, as well as in developing and implementing new technologies to increase energy efficiency and enhance waste management by reusing, recycling, and reprocessing materials.

In 2025, the Environmental department completed the organizational restructuring initiated during the previous reporting cycle and now reports directly to the Operations Directorate. In parallel, the department continued to engage with different stakeholder groups to align the value chain with the Company's environmental best practices. **At the end of the reporting period, Camil had invested a total of BRL 20,901,472.00 in environmental initiatives**.

"Camil's trajectory is built upon ESG values, strong corporate governance, and financial resilience. The expansion of the environmental agenda across Latin America demonstrates the Company's commitment to continuous improvement in its production processes, particularly in waste management and energy efficiency. This approach reinforces transparency, employee engagement, and the integration of sustainability into strategic decision-making."

Leomar Goldoni

International Operations Director

Eco-efficiency

Energy

[GRI 2-4; 3-3; 302-1] [SASB FB-AG-130a.1] [2030 Agenda targets: 7.3; 8.4; 12.2]

In line with its sustainable management approach, Camil prioritizes the use of renewable energy sources at its operating units while investing in initiatives to increase energy self-sufficiency. During the reporting cycle, the Company advanced construction[29] of its new **Thermoelectric Power Plant in Cambaí (RS), which will supply the local operation with electricity generated from biomass produced from rice grown in the region**. In addition to improving the use of agricultural by-products and reducing the disposal of these residues in landfills, the initiative diversifies Camil's energy matrix and minimizes environmental impacts.

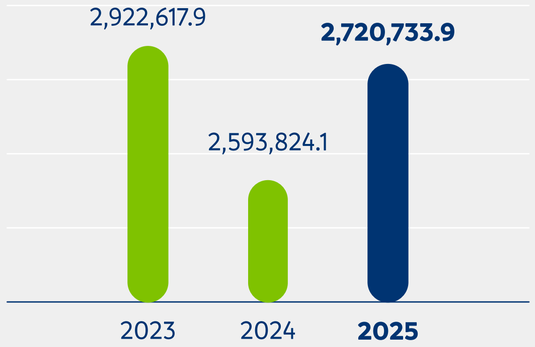
The Company's own energy generation provides a competitive advantage by reducing dependence on external energy sources while lowering the environmental impact of its operations.

29. Construction of the thermoelectric power plant is financed through the green debentures issued by Camil in 2021.

In 2025, the Company's total direct energy consumption – which includes purchased electricity, the various fuels used by its vehicle fleet, and liquefied petroleum gas (LPG) used in Brazilian operations – totaled 2,539.5 thousand gigajoules (GJ).

Total energy consumption*

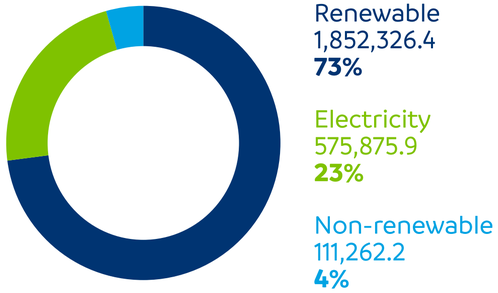
(in GJ)



* Data for 2023 and 2024 have been restated due to the alignment of fuel conversion metrics. [GRI 2-4]

Energy consumption by source

(in GJ and %)



Variations in energy consumption across countries reflect operational, technological, and reporting-scope factors specific to each operation.

In Brazil, the reduction in renewable energy consumption from rice husks was primarily due to the receipt of larger volumes of brown rice (already dehulled), which reduced the availability of rice husks for energy generation. Conversely, fuel consumption increased due to improvements in monitoring and control processes, which provided greater accuracy and broader coverage in recording consumption data. In addition, higher biomass (wood) consumption resulted from increased production volumes at facilities that use this energy source in their operations.

Solar energy – Tucapel

Camil's strategy of expanding self-generation of energy also includes solar power. In Chile, Tucapel implemented a solar power plant with an installed capacity of 206 kWp (kilowatt-peak) under the ESCO (Energy Services Company) model, in which a specialized partner is responsible for financing, installing, and operating the system, with compensation linked to the amount of electricity actually generated. Fully operational throughout 2025, the project increased the use of renewable energy while reducing operating costs and greenhouse gas emissions.

Also in Chile, Tucapel continued monitoring energy performance indicators, focusing on electricity consumption per metric tonne of processed and packaged rice (kWh/t), as well as monthly monitoring of electricity consumption to identify deviations and prevent additional costs.

In Chile, the reduction in LPG consumption reflects the replacement of gas-powered forklifts with electric equipment. This transition contributed to an increase in electricity consumption, which was further influenced by expanded production capacity resulting from the addition of a new grain dryer, the increased participation of the Lo Boza (Santiago) facility in operations, and the inclusion within the reporting scope of electricity consumption at storage facilities that had not previously been accounted for. Increased solar power generation during the period reflects the plant's full-year operation in 2025, following its commissioning in April 2024.

In Ecuador, lower diesel consumption resulted from the absence of electricity supply interruptions during 2025. In contrast, the frequent use of backup generators in 2024 significantly increased diesel consumption. Meanwhile, higher gasoline consumption was primarily attributable to data recording gaps in previous reporting periods.



Water

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

As an essential resource for processes such as grain parboiling, pasta production, and steam generation, **efficient water management remains a Company priority, guided by resource optimization, waste reduction, and the continuous improvement of production processes**. As a result of initiatives implemented over recent years – including the responsible use of natural resources and improvements in operational efficiency – total water consumption across the Company's facilities has gradually declined. In 2025, total water consumption reached 1.7 thousand megaliters (ML), representing a 16% reduction compared with 2024.

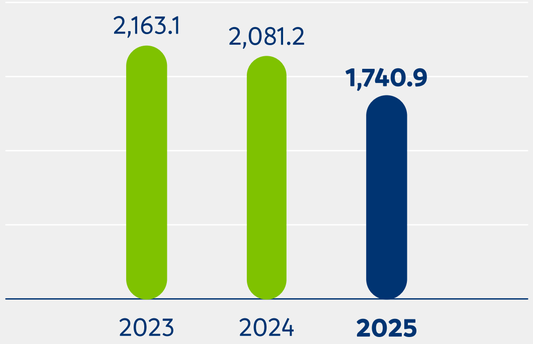
The reduction in water consumption at Brazilian operations was primarily due to lower production volumes at certain facilities, particularly those in Rio Grande do Sul and Sergipe. At the Camaquã facility, implementation of water reuse from the grain parboiling process contributed significantly to reducing water consumption during the reporting period.

The higher water consumption reported in Chile and Ecuador resulted from the inclusion of water withdrawal volumes from storage facilities that had not previously been included in the reporting scope. In areas experiencing water stress, where water resources are particularly sensitive – including Itapecuru Mirim (MA), Recife (PE), and Sullana, Peru – Camil has implemented monitoring mechanisms and targeted initiatives to mitigate the impacts of water withdrawal.

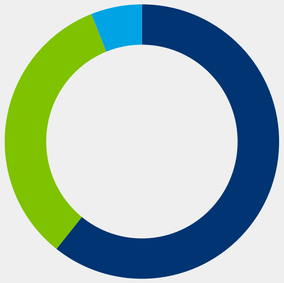
Brazilian operations consume larger volumes of water than the Company's international operations because of the diversity of manufacturing processes in Brazil, which include grain processing as well as the production of seafood, pasta, and biscuits – activities that require greater water use than the Company's operations in Chile, Uruguay, Ecuador, Peru, and Paraguay, where rice production remains the primary activity, although other products are also manufactured.

Total water withdrawal

(in megaliters)



Percentage of water withdrawal by source



Surface water **60.7%**

Groundwater **33.3%**

Third-party water supply **6.0%**

Water withdrawal

Source	Brazil	Chile	Peru	Uruguay	Ecuador	Paraguay
Local water utilities						
Surface wells (with or without water-use permits)						
Cisterns						
Water tanker trucks supplied from surface wells						

Reducing the water footprint

Camil's operating units adopt different strategies to reduce water consumption and promote water reuse. In 2025, **a new Wastewater Treatment Plant (WWTP) began operating in Chile, enabling treatment and reuse of water containing rice residues** for on-site irrigation systems, with an estimated recovery capacity of up to 1,000 cubic meters per year.

In Brazil, the production processes with the highest water consumption are monitored through dedicated water meters, enabling more effective control measures to reduce water losses while supporting water management at the Company's most strategic operating units.

Additionally, **at its Uruguayan operation, Saman maintains a structured water reuse system based on a closed-loop circuit that reuses water generated** during particulate-matter treatment for facility cleaning. As a result, 25% of the water withdrawn from groundwater wells is allocated to these activities.

Water discharge

In accordance with the requirements established under Camil's Operating Licenses, all wastewater generated at its operating units – after water has been reused in production processes – is sent for final treatment and discharge. The Company's Wastewater Treatment Plants, which are continuously monitored, receive these wastewater volumes and subsequently return the treated water to receiving water bodies in accordance with the legal standards established by the environmental authorities in each region.

Waste

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

Guided by the environmental policies and legal requirements of the countries where it operates, Camil complies with criteria and guidelines designed to eliminate and reduce the waste generated by its activities while mitigating the associated environmental impacts. In line with these commitments, during the reporting cycle the Company further advanced its waste management practices by implementing a new **Zero Waste Management Policy**, through which it commits to progressively eliminating the disposal of waste in landfills, to achieve and maintain landfill diversion rates of 95% or higher, in accordance with the requirements of the Zero Waste to Landfill (ZWTL) certification[30].

Grounded in the principles of the circular economy, Camil has established processes and controls to ensure the environmentally sound management of materials, in partnership with licensed waste management operators, providing full traceability of information. Internally, governance is supported by a culture of prevention, reinforced through awareness campaigns and engagement initiatives involving different stakeholder groups. The Company also conducts critical analyses of operational data and continuously adapts its resources and infrastructure to strengthen waste management practices.

Through its Zero Waste Management System (ZWMS), which covers all operating units, the Company monitors indicators such as the Actual Recycling Rate, Overall Recycling Rate, and Landfill Diversion Rate. Targets are established using the SMART methodology[31] and, together with the performance indicators, are reviewed and approved annually based on performance assessments and the principles of the 9Rs of the Circular Economy (see the table below).

30. Certification that verifies the traceability of waste streams and the documentary evidence supporting the waste destinations adopted by a Zero Waste company.

31. SMART is a goal-setting methodology based on five criteria: Specific (S), Measurable (M), Achievable (A), Relevant (R), and Time-bound (T).

The 9Rs of the Circular Economy



Waste management and control

All waste generation points at each operating unit are properly identified, and waste is segregated by category (organic, recyclable, residual, Class I hazardous, and Class II non-hazardous) using clearly labeled collection containers. **Through established collection routes and appropriate handling equipment, segregated materials are transported to temporary storage areas**, where they are organized before being directed to environmentally sound management solutions, including reuse, recycling, composting, and co-processing. Disposal in landfills and incineration is avoided whenever possible.

Materials classified as hazardous waste include chemical product packaging, light bulbs, printer toner cartridges, and contaminated cloths used in equipment maintenance. Non-hazardous waste includes unusable raw materials, such as grains that do not meet commercial quality standards, rice husks and seeds, stretch film, paper and cardboard, scrap metal from machinery, polyethylene, plastic packaging, laminated materials, ash, impurities, and organic waste generated in administrative areas.

During 2025, the total volume of waste generated by Camil's operations across Latin America reached 471.7 thousand tonnes – an increase of 2.5% compared with the previous reporting period – of which 99.9% was classified as non-hazardous waste. Of the total waste generated across the countries



where the Company operates, 98.4 thousand tonnes consisted of rice husks generated from the biomass energy production process, representing one of the Company's principal examples of promoting the circular economy across its operations.

In Brazil, variations in the volumes of hazardous and non-hazardous waste were influenced by operational and production-related factors, as well as by changes in waste management practices.

99.9% of the waste generated by Camil in 2025 was classified as non-hazardous, with rice husks reused for biomass energy generation.

With respect to non-hazardous waste, the increase in incineration resulted from the shutdown of the former Itaqui thermoelectric power plant, which led to a greater volume of rice husks being burned. In addition, part of the waste previously classified as "other" was reclassified into more specific categories, such as energy recovery and reuse by the steel industry. Construction work associated with the expansion of the Cambaí (RS) facility also resulted in construction materials being sent to a construction and demolition waste landfill. These materials were subsequently reused in earthworks. Conversely, some reductions observed during the reporting period were attributable to seasonal production patterns and lower market demand.

In Chile, the reduction in hazardous waste volumes was associated with lower waste generation at the Lo Boza facility in Santiago. Among non-hazardous waste, the reduction in on-site incineration with energy recovery reflected lower rice husk combustion at the Retiro facility. In contrast, lower operational losses resulted from process improvements implemented at the same plant. Conversely, off-site incineration with energy recovery and composting increased due to higher paddy rice inventories at the Retiro facility, resulting in larger volumes of this material. There was also a reduction in waste classified as general waste, since the start-up of operations at the Lo Boza facility in 2024 generated additional waste volumes typically associated with the commissioning and operational implementation phase.

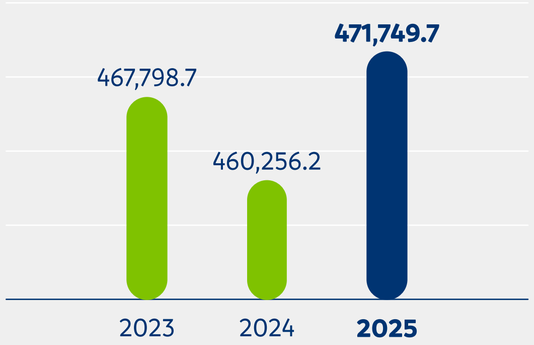
In Ecuador, hazardous waste volumes increased by 182% due to changes in the operation's waste management model. Between 2023 and 2024, these materials were managed by partner manufacturers. Beginning in 2025, however, the facility implemented an internal environmental management structure, with authorized environmental managers assuming full responsibility for managing these materials.

With respect to non-hazardous waste, increased recycling resulted from the sale of packaging bearing obsolete branding that had been stored for more than three years and was no longer considered suitable for use. This initiative also contributed to mitigating pest infestations in storage facilities. Construction waste, in turn, declined by 40%, as materials generated during 2025 were reused as fill material in cistern-type storage structures.



Total waste generated

(in tonnes)



Volume of rice husks used for energy generation and grain dryers

(in tonnes)

Country	2024	2025
Brazil	236,876.7	91,909
Chile	3,450*	2,938.9
Peru	0	1,464.7
Uruguay	90,096.4	2,094
Total	**330,423.1**	**98,406.6**

* The figure was recalculated in 2025 following a change in the methodology used to weigh rice husks in the Chilean operation.

Circularity of products and waste

Brazil

- **Energy Generation:** Rice husks are reused as biomass fuel in thermoelectric power plants. In 2025, 91,909 tonnes of biomass generated 335.7 MWh of energy.

- **Animal Feed:** Rice oil is sold as a by-product of rice processing. In addition, pasta, cookie, and seafood production leftovers are used in the manufacture of animal feed. Approximately 3.2 thousand tonnes of products were recovered through this initiative during the reporting period.

- **Fertilizers:** Ash generated from the combustion of rice husks, industrial residues from the rice milling process, and sludge from the Wastewater Treatment Plants (WWTPs) are used as fertilizer in agricultural fields within the Company's supply chain. Approximately 45.2 thousand tonnes of ash were reused in 2025.

- **Road Construction:** Coffee chaff from the roasting process is reused as a component in road surfacing for rural roads. More than 754.9 tonnes of coffee chaff were used for this purpose.

Uruguay

- **Alternative Fuel:** Rice husks are used as poultry bedding. In 2025, approximately 3.3 thousand tonnes of rice husks were used for this purpose.

Peru

- **Commercialization:** Rice processing residuals, as well as stretch film, cardboard, polyethylene scrap, and laminated materials, are sold to local partners for recovery and reuse.

Chile

- **Composting:** In 2025, approximately 445 tonnes of materials were sent for composting and beneficial use outside the organization.

- **Alternative Fuel:** Grain drying furnaces use rice husks as fuel. During the reporting period, 2.9 thousand tonnes of rice husks were used for this purpose.

- **Recycling:** Materials such as plastics, cardboard, paper, and scrap metal are sent to recycling companies. Approximately 75.7 tonnes of materials were recycled in 2025.

Camil promoted the circular economy across Latin America through initiatives focused on waste recovery and the valorization of by-products in the countries where it operates.

Atmospheric emissions

[GRI 3-3; 305-1; 305-2; 305-3]

For the fourth consecutive year, Camil prepared its Greenhouse Gas (GHG) Emissions Inventory[32], enabling systematic monitoring of its environmental impacts and the development of control measures to reduce its carbon footprint.

Prepared in accordance with the internationally recognized GHG Protocol methodology, the assessment included the Company's Brazilian operations and, for the first time, its international operations. As a result, total GHG emissions from Camil's Brazilian operations, comprising Scopes 1, 2, and 3, amounted to 105,576.23 tCO_2e (tonnes of carbon dioxide equivalent)[33] in 2025.

For the international operations, the inventory covered Scopes 1 and 2, with total emissions of 60,924.29 tCO_2e during the reporting period. Accordingly, total consolidated emissions across both Brazilian and international operations amounted to 166,500.52 tCO_2e.

Scope 1 includes emissions from mobile and stationary combustion, solid waste treatment, wastewater treatment, and fugitive emissions, while Scope 2 covers emissions associated with electricity consumption. Scope 3, disclosed by the Company for the first time, encompasses indirect emissions across Camil's value chain, including emissions associated with fuels and energy, upstream transportation, and operational waste. Detailed results for these emission sources are presented in the indicator appendix, providing greater transparency and facilitating the monitoring of performance over time.

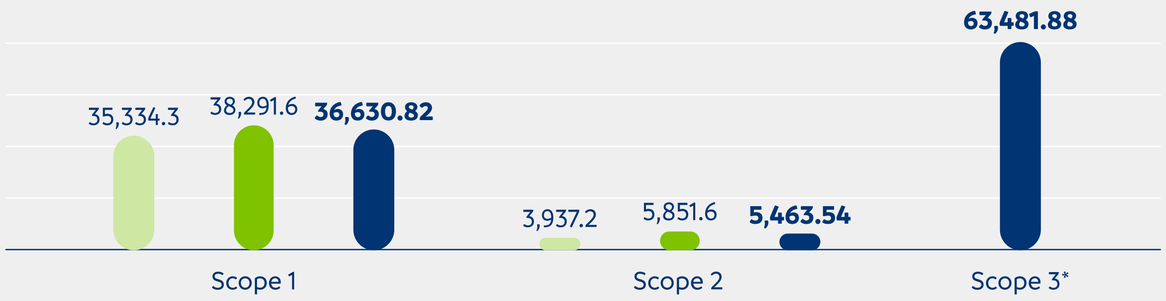


32. The reporting period covered by the GHG Emissions Inventory was from January 1, 2025, to December 31, 2025.

33. The increase in emissions compared with the previous year is attributable to the inclusion of Scope 3, which was not disclosed in 2024.

Brazil GHG emissions – Operational control approach

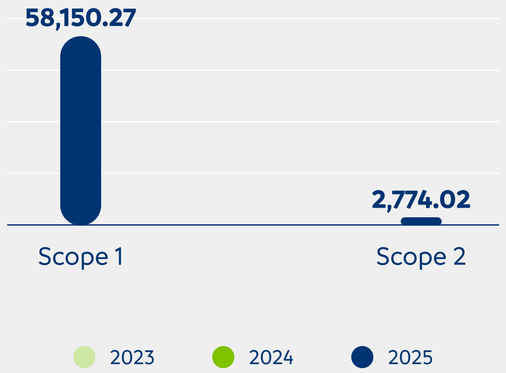
(in tCO_2e)



* Scope 3 emissions began to be quantified for the Brazilian operations in 2024 and are being publicly disclosed for the first time in 2025.

Latin America GHG emissions – operational control approach

(in tCO_2e)



Costeño and Ambev partnership – Decarbonization

In Peru, Costeño continued its partnership with Ambev, advancing measurement of the Sullana facility's carbon footprint. During the reporting period, additional operational data were collected via the BONO2 platform, which enables mapping of greenhouse gas emissions and identification of emission-reduction opportunities. The collaborative action plan implemented in 2024 continued throughout the year, intending to strengthen climate management practices and reduce the environmental impacts of production activities in the coming years.

ABOUT THE REPORT



Reporting profile

[GRI 2-2; 2-3; 2-14]

For the fifth consecutive year, Camil is publishing a report on its sustainability initiatives and practices in accordance with the Standards of the Global Reporting Initiative (GRI), a nonprofit organization that provides guidelines to ensure the quality and comparability of organizational reporting worldwide. This Report presents the Company's progress, as well as its environmental, social, and economic performance and management practices, for the reporting period from March 1, 2025, to February 28, 2026. The information presented reflects the corporate management of Camil and all of its subsidiaries, as consolidated in the Financial Statements for the reporting period (access here).

Preparation of this Report involved the participation of several areas across Camil, including teams from the Latin American countries where the Company operates, which contributed data, performance indicators, and analytical assessments. This collaborative process provides an integrated and comprehensive view of the Company's management and sustainability performance. The final version of the Report was approved by the ESG and Ethics Committee, the Board of Directors, and the Executive Board.

Publication

Camil's Sustainability Reports, as well as its Financial Statements, are available on the Company's website: ri.camil.com.br.

The 2024/2025 Sustainability Report was published in July 2025. Questions, suggestions, and comments regarding this Report may be submitted by email to: esg@camil.com.br.

Stakeholder engagement

[GRI 2-29; 3-1]

Consistent with the GRI recommendations, the Company continued to report on the sustainability topics most relevant to its business, as identified through its Materiality Assessment, which considers the perspectives and interests of different stakeholder groups. To support this process, during the first quarter of 2025, the Company updated its Materiality Assessment through a comprehensive stakeholder engagement process, including stakeholder mapping and online consultations with employees, suppliers, investors, customers, public agencies, financial institutions, and other stakeholder groups. A total of 872 participants took part in the survey, evaluating the relevance and impact of the sustainability topics previously identified by Camil from different stakeholder perspectives.

In addition to direct stakeholder consultation and engagement, other complementary processes supported the preparation of the Materiality Assessment, ensuring that the topics presented in the 2025 Sustainability Report remain current while identifying emerging issues relevant to the Company's business strategy and ESG Agenda.

Among the analyses conducted, the following are particularly noteworthy:

- **Corporate Context:** Review of internal documents, corporate guidelines, and communication platforms that demonstrate Camil's ESG policies and practices, complemented by interviews with members of Senior Management.

- **Industry Benchmarking:** Analysis of sustainability reports published by other companies in the sector to identify recurring material topics, their respective approaches, and their alignment with the 2030 Agenda.

- **Global Frameworks:** Review of ESG management and reporting frameworks to establish materiality correlations.

In addition, the Company advanced its work on Double Materiality, identifying the financial impacts associated with environmental, social, and governance issues. This process was based on the updated Impact Materiality Assessment, which evaluated the Company's internal commitments and practices in relation to associated risks and impacts, including financial impacts. During 2025, the Company focused on collecting financial and strategic information in accordance with the recommendations of the International Financial Reporting Standards (IFRS). The primary objective is to facilitate the disclosure of ESG-related financial information beginning in 2027, reinforcing the Company's commitment to transparency and excellence in accountability to the market.

Relevant topics

[GRI 3-2]

Based on its Materiality Assessment, Camil identified its material topics and the corresponding performance indicators, taking into consideration the feasibility of monitoring and reporting each indicator. Both operational and strategic considerations, as well as the Company's ability to manage these topics effectively, were taken into account. Accordingly, the materiality assessment for the reporting cycle comprises 11 core material topics, presented in the infographic on page 44 and in the following section.

Related indicators

In addition to the material topics, the Company identified the performance indicators to be monitored and disclosed. Alongside the traditionally reported GRI disclosures, indicators developed by the Sustainability Accounting Standards Board (SASB) have also been incorporated where applicable. The table below presents the GRI indicators reported for each material topic.

Material topics

Material Topics	GRI Indicators	SDG
Ethics and Integrity	2-9; 2-26; 2-27; 3-3; 205-3; 418-1	8; 16
Risk and Opportunities Management	3-3	16
Promoting the Circular Economy	3-3; 306-3	2; 12
Positive Social Impact	413-1	2; 11; 17
Worker health and opportunity	403-6; 404-1; 404-2; 405-1	3; 4; 5; 8; 10
Occupational and Operational Safety	3-3; 403-9; FB-AG-320a.1	3; 8
Product Quality and Safety	3-3; 416-1	2
Sustainability in the Supply Chain	3-3; 204-1	2; 8; 12; 15
Eco-Efficiency	302-1; 303-3; 305-1; 305-2; FB-AG-110a.1; FB-AG-130a.1; FB-AG-140a.1	6; 7; 12; 13
Customer and Consumer Experience and Satisfaction	3-3	2
Climate Action	3-3	13

GRI content index

Statement of use.

GRI 1: Foundation 2021

Camil Alimentos S.A. has reported in accordance with the GRI Standards for the period from March 1, 2025, to February 28, 2026.

GRI Standard	Disclosure	Location	Omission/explanation
The organization and its reporting practices			
GRI 2: General Disclosures 2021	2-1 Organizational details	6	
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	140	
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	140	
GRI 2: General Disclosures 2021	2-4 Restatements of information	61; 127; 132; 154; 156; 160	
GRI 2: General Disclosures 2021	2-5 External assurance	-	The Report was not externally assured.
Activities and workers			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	6; 8; 15; 17; 59; 104; 114	
GRI 2: General Disclosures 2021	2-7 Employees	71; 147	
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	71	
Governance			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	24	
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	24	
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	24	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	24	

GRI Standard	Disclosure	Location	Omission/explanation
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	31; 41	
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	140	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	24	
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	24	
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	24	
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	24	
GRI 2: General Disclosures 2021	2-19 Remuneration policies	24	
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	24	
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	-	Information on the remuneration of the Company's senior management is set out in the Reference Form (Formulário de Referência).
Strategy, policies and practices			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	2	
GRI 2: General Disclosures 2021	2-23 Policy commitments	31	
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	31	
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	31	
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	31	
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	-	The Company did not receive any significant fines or sanctions during the reporting period.
GRI 2: General Disclosures 2021	2-28 Membership associations	123	
GRI 2: General Disclosures 2021	*2-29 Approach to stakeholder engagement*	122; 140	
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	71	
Material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	43; 140	
GRI 3: Material Topics 2021	3-2 List of material topics	43; 141	

GRI Standard	Disclosure	Location	Omission/explanation
GRI 3: Material Topics 2021	3-3 Management of material topics	31; 37; 41; 46; 74; 93; 104; 127; 137	
Economic Performance			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	59; 61; 65	
Procurement Practices			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	114	
Anti-corruption			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	31	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	31	
Energy			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	127; 156	
Water and Effluents			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	130	
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	131	
Emissions			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	137; 159	
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	137; 159	
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	137; 159	
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	159	
Waste			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	132	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	132	
GRI 306: Waste 2020	306-3 Waste generated	132	

GRI Standard	Disclosure	Location	Omission/explanation
GRI 306: Waste 2020	306-4 Waste diverted from disposal	132; 160	
GRI 306: Waste 2020	306-5 Waste directed to disposal	132; 160	
Employment			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	71; 149; 154	
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	74; 150	
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	74	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	74	
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	74	
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	74	
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	-	Partial. The Company does not monitor data on workers who are not employees.
Training and Education			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	86; 154	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	86; 154	
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	86; 154	
Diversity and Equal Opportunity			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	152	
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	-	At Camil, there is no gender distinction in setting the base salary or the remuneration of its employees.
Non-discrimination			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	31	

GRI Standard	Disclosure	Location	Omission/explanation
Local Communities			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	93	Partial. The Company did not carry out impact assessments in the communities surrounding its operations.
Customer Health and Safety			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	46	
Customer Privacy			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	31	

Indicator appendix

Workers' profile

[GRI 2-7]

Total number of the Company's workers

Country	Men	Women	Total	Men %	Women %
Brazil	3,690	1,909	**5,599**	65.90%	34.10%
Chile	326	135	**461**	70.72%	29.28%
Ecuador	133	31	**164**	81.10%	18.90%
Paraguay	202	46	**248**	81.45%	18.55%
Peru	165	75	**240**	68.75%	31.25%
Uruguay	651	141	**792**	82.20%	17.80%
Total	**5,167**	**2,337**	**7,504**	**68.85%**	**31.14%**

Workers by region – Brazil

Region	Men	Women	Total	%
South	1,593	922	**2,515**	44.92
Southeast	1,331	610	**1,941**	34.67
Central-West	397	287	**684**	12.22
Northeast	328	79	**407**	7.27
North	41	11	**52**	0.93
Total	**3,690**	**1,909**	**5,599**	**100.00**

Workers by working hours

	Full-time		Part-time	
Country	**Men**	**Women**	**Men**	**Women**
Brazil	3,299	1,786	391	123
Chile	323	134	3	1
Ecuador	133	31	0	0
Paraguay	202	46	0	0
Peru	165	75	0	0
Uruguay	651	141	0	0
Total	**4,773**	**2,213**	**394**	**124**

Employees by employment contract type

	Permanent		Temporary	
Country	**Men**	**Women**	**Men**	**Women**
Brazil	3,367	1,746	323	163
Chile	316	132	10	3
Ecuador	133	31	0	0
Paraguay	184	45	18	1
Peru	160	67	5	8
Uruguay*	651	141	0	0
Total	**4,811**	**2,162**	**356**	**175**

* Uruguay: the Temporary column corresponds to seasonal workers.

Number of employees by age group and gender

	Under 30 years old		30 to 50 years old		Over 50 years old		
Country	**Men**	**Women**	**Men**	**Women**	**Men**	**Women**	**Total**
Brazil	1,017	559	2,061	1,099	612	251	**5,599**
Chile	72	19	172	91	82	25	**461**
Ecuador	39	6	63	24	31	1	**164**
Paraguay	88	21	106	25	8	0	**248**
Peru	20	11	102	48	43	16	**240**
Uruguay	49	18	419	92	183	31	**792**
Total	**1,285**	**634**	**2,923**	**1,379**	**959**	**324**	**7,504**

Total number of workers who are not employees

Country	Outsourced workers	Apprentices	Interns
Brazil	N/A	147	17
Chile	34	0	0
Ecuador	13	4	0
Paraguay	7	0	0
Peru	0	1	0
Uruguay	100	0	0
Total	**154**	**152**	**17**

Number of seasonal workers

Country	Men	Women	Total
Chile	10	3	**13**
Ecuador	0	0	**0**
Paraguay	18	1	**19**
Uruguay	322	76	**398**
Total	**350**	**80**	**430**

Percentage of workers covered by collective agreements and/or negotiations

Country	Percentage
Brazil	100%
Chile	68%
Ecuador	0%
Paraguay	0%
Peru	36%
Uruguay	100%

Hires and dismissals

[GRI 401-1]

Number of hires

Country	Men	Women	Total
Brazil	1,244	836	2,080
Chile	57	17	74
Ecuador	22	6	28
Paraguay	53	11	64
Peru	39	19	58
Uruguay	15	15	30
Total	**1,430**	**904**	**2,334**

Hires in Brazil by region

Region	Total
South	1,043
Southeast	572
Central-West	300
Northeast	119
North	46
Total	**2,080**

Hires by age group and gender

	Under 30 years old		30 to 50 years old		Over 50 years old		
Country	Men	Women	Men	Women	Men	Women	Total
Brazil	668	408	503	391	73	37	**2,080**
Chile	17	8	36	9	4	0	**74**
Ecuador	13	3	8	3	1	0	**28**
Paraguay	32	8	20	3	1	0	**64**
Peru	13	5	25	14	1	0	**58**
Uruguay	5	7	10	7	0	1	**30**
Total	**748**	**439**	**602**	**427**	**80**	**38**	**2,334**

Number of dismissals

Country	Men	Women	Total
Brazil	885	462	1,347
Chile	44	28	72
Ecuador	20	5	25
Paraguay	50	10	60
Peru	47	16	63
Uruguay	32	12	44
Total	**1,078**	**533**	**1,611**

Dismissals in Brazil by region

Region	Total
South	527
Southeast	510
Central-West	221
Northeast	59
North	30
Total	**1,347**

Dismissals by age group and gender

	Under 30 years old		30 to 50 years old		Over 50 years old		
Country	Men	Women	Men	Women	Men	Women	Total
Brazil	352	138	445	280	88	44	**1,347**
Chile	7	8	26	16	11	4	**72**
Ecuador	4	1	14	4	2	0	**25**
Paraguay	21	6	27	3	2	1	**60**
Peru	12	5	26	10	9	1	**63**
Uruguay	4	4	18	7	10	1	**44**
Total	**400**	**162**	**556**	**320**	**122**	**51**	**1,611**

Turnover rate according to gender

Country	Men	Women	Total	Calculation metric
Brazil	25.12%	26.42%	**25.55%**	(Terminations / average headcount over 12 months) × 100
Chile	0.8%	0.5%	**1.3%**	(Terminations / headcount Feb/26) × 100
Ecuador	12.42%	3.11%	**15.53%**	(Departures / average headcount over 12 months) × 100
Paraguay	22.8%	4.5%	**28%**	(Total departures / average number of workers) × 100
Peru	-3.33%	1.25%	**-2.08%**	(Hires – Departures) / Total workers × 100
Uruguay	4.01%	1.50%	**5.52%**	(Total departures / average headcount) × 100

* Each country applies its own calculation methodology, as shown in the Calculation metric column.

Turnover by age group and gender

	Under 30 years old		30 to 50 years old		Over 50 years old	
Country	Men	Women	Men	Women	Men	Women
Brazil	38.57%	29.06%	21.54%	26.22%	16.16%	21.39%
Chile	0.8%	3.3%	1.3%	1.5%	1.0%	1.3%
Ecuador	2.48%	0.62%	8.7%	2.48%	1.24%	0.00%
Paraguay	9.59%	2.74%	12.33%	1.37%	0.91%	0.46%
Peru	0.42%	0.00%	-0.42%	1.67%	-3.33%	-0.42%
Uruguay	0.50%	0.50%	2.26%	0.88%	1.25%	0.13%

Occupational health and safety

[GRI 403-9]

Occupational health and safety data – Brazil

Indicator	2023	2024	2025
Hours worked	12,806,374	12,393,218	11,928,275
Days lost	1,011	6,695	909
Fatalities	0	1	0
Lost-time accidents	15	12	8
Non-lost-time accidents	24	29	13
Frequency Rate (FR) – own employees	1.17	1.05	0.67
Severity Rate (SR) – own employees	79	540	76
Near misses (incidents)	119	100	108

Occupational health and safety data – Chile

Indicator	2023	2024	2025
Hours worked	1,169,092	1,119,706	1,172,998
Days lost	284	367	495
Fatalities	0	0	0
Lost-time accidents	6	6	5
Non-lost-time accidents	2	0	2
Frequency Rate (FR) – own employees	5.13	5.37	4.26
Severity Rate (SR) – own employees	242.92	339.34	421.99
Near misses (incidents)	14	8	15

Occupational health and safety data – Ecuador

Indicator	2023	2024	2025
Hours worked	310,783	329,506	314,880
Days lost	10	2	15
Fatalities	0	0	0
Lost-time accidents	1	1	3
Non-lost-time accidents	0	0	0
Frequency Rate (FR) – own employees	1	0.61	1.91
Severity Rate (SR) – own employees	6	1.21	9.53
Near misses (incidents)	0	0	14

Occupational health and safety data – Peru

Occupational health and safety data – Peru*	2023	2024	2025
Hours worked	910,343	566,110	523,215
Days lost	313	246	263
Fatalities	0	0	0
Lost-time accidents	9	13	9
Non-lost-time accidents	1	1	0
Frequency Rate (FR) – own employees	10.98	2	17.2
Severity Rate (SR) – own employees	343.83	435	502.66
Near misses (incidents)	0	0	5

Occupational health and safety data – Paraguay

Indicator	2025
Hours worked	736,755
Days lost	528
Fatalities	0
Lost-time accidents	8
Non-lost-time accidents	n.a.
Frequency Rate (FR) – own employees	10.86
Severity Rate (SR) – own employees	n.a.
Near misses (incidents)	n.a.

Occupational health and safety data – Uruguay

Indicator	2023	2024	2025
Hours worked	2,379,119	2,505,148	2,585,724
Days lost	580	7,041	74
Fatalities	0	1	0
Lost-time accidents	29	27	11
Non-lost-time accidents	40	30	32
Frequency Rate (FR) – own employees	12	11	4
Severity Rate (SR) – own employees	244	2,811	344
Near misses (incidents)	19	30	64

Diversity

[GRI 405-1]

Number of employees with disabilities (PWD)

Country	Number
Brazil	268
Chile	6
Ecuador	4
Paraguay	1
Peru	0
Uruguay	n.a.
Total	**279**

Number of employees by job category and gender – Brazil

Job category	Men	Women	Total
Executive Board	14	3	17
Management	92	49	141
Coordination / Specialists	73	39	112
Technical	61	44	105
Leadership	52	24	76
Administrative	664	596	1,260
Operational	2,734	1,154	3,888
Total	**3,690**	**1,909**	**5,599**

Number of employees by job category and gender – Ecuador

Job category	Men	Women	Total
Executive Board	0	0	0
Management	4	1	5
Coordination / Specialists	0	0	0
Technical	0	0	0
Leadership	5	9	14
Administrative	15	14	29
Operational	109	7	116
Total	**133**	**31**	**164**

Number of employees by job category and gender – Chile

Job category	Men	Women	Total
Executive Board	0	0	0
Management	11	4	15
Coordination / Specialists	25	14	39
Technical	25	21	46
Leadership	22	8	30
Administrative	38	31	69
Operational	205	57	262
Total	**326**	**135**	**461**

Number of employees by job category and gender – Paraguay

Job category	Men	Women	Total
Executive Board	2	0	2
Management	2	4	6
Coordination / Specialists	14	6	20
Technical	74	0	74
Leadership	0	0	0
Administrative	29	26	55
Operational	80	11	91
Total	**201**	**47**	**248**

Number of employees by job category and gender – Peru

Job category	Men	Women	Total
Executive Board	0	0	0
Management	1	1	2
Sub-management	1	4	5
Heads	8	9	17
Coordination / Specialists	7	8	15
Supervisor	18	4	22
Analyst	3	10	13
Sales	29	12	41
Technical	21	0	21
Assistant	14	15	29
Auxiliary	14	2	16
Operational	49	10	59
Total	**165**	**75**	**240**

Number of employees by job category and gender – Uruguay

Job category	Men	Women	Total
Executive Board	0	0	0
Management	9	2	11
Coordination / Specialists	19	12	31
Technical	3	1	4
Leadership	12	2	14
Administrative	22	40	62
Operational	586	84	670
Total	**651**	**141**	**792**

Development

[GRI 2-4, 404-1; 404-2; 404-3]

Amounts invested in training

Country	Reported amount	Equivalent in BRL*	Total
Brazil	BRL 1,108,769.97	BRL 1,108,769.97	2.080
Chile	USD 134,197.00	BRL 751,503.20	74
Ecuador	USD 23,460.82	BRL 131,380.59	28
Paraguay**	0.00	BRL 0.00	64
Peru	0.00	BRL 0.00	58
Uruguay	USD 311,682.84	BRL 1,745,423.90	30
Consolidated total	**-**	**BRL 3,737,077.67**	**2.334**

* Converted at the 2025 average indicative rate of USD 1 = BRL 5.60.

** Paraguay: training was delivered by in-house instructors, with no calculated cost.

Training hours data by functional category – Brazil*

	Men		Women	
Category	**Total**	**Average**	**Total**	**Average**
Executive Board	496:00:00	35:25:43	342:00:00	114:00:00
Management	945:00:00	10:16:18	539:00:00	11:00:00
Coordination / Specialist	732:00:00	10:01:39	373:00:00	9:33:51
Technical	959:00:00	15:43:17	920:00:00	20:54:33
Leadership	1,872:00:00	36:00:00	599:00:00	24:57:30
Administrative	7,258:00:00	10:55:51	4,365:00:00	7:19:26
Operational	31,116:00:00	11:22:52	9,170:00:00	7:56:47
Total and average by gender	**43,378:00:00**	**11:45:20**	**16,308:00:00**	**8:32:34**

* The total hours presented on page 86 include an additional 2,895 training hours related to the Diversity & Inclusion booklet, which were not broken down by gender and job category.

Training hours data by functional category – Chile

	Men		Women	
Category	**Total**	**Average**	**Total**	**Average**
Executive Board	00:00:00	-	00:00:00	-
Management	9:18:00	00:51:00	24:45:00	6:11:00
Coordination / Specialist	108:24:00	4:20:00	133:58:00	9:34:00
Technical	260:29:00	10:25:00	199:30:00	9:30:00
Leadership	219:52:00	10:00:00	282:21:00	35:18:00
Administrative	461:27:00	12:09:00	399:30:00	12:53:00
Operational	572:14:00	2:47:00	1,593:49:00	27:58:00
Total and average by gender	**1,631:44:00**	**5:00:00**	**2,633:53:00**	**19:30:00**

Training hours data by functional category – Ecuador

	Men		Women	
Category	**Total**	**Average**	**Total**	**Average**
Executive Board	-	-	-	-
Management	64:00:00	16:00:00	40:00:00	40:00:00
Coordination / Specialist	-	-	-	-
Technical	-	-	-	-
Leadership	350:00:00	70:00:00	183:00:00	20:20:00
Administrative	39:00:00	2:36:00	86:00:00	6:09:00
Operational	2,103:00:00	19:18:00	194:00:00	24:15:00
Total and average by gender	**2,556:00:00**	**19:13:00**	**503:00:00**	**15:43:00**

Training hours data by functional category – Paraguay

	Men		Women	
Category	**Total**	**Average**	**Total**	**Average**
Executive Board	6:00:00	3:00:00	00:00:00	-
Management	42:00:00	21:00:00	56:00:00	14:00:00
Coordination / Specialist	190:00:00	13:34:00	70:00:00	11:40:00
Technical	222:00:00	3:00:00	00:00:00	-
Analyst/Auxiliary	64:00:00	3:03:00	84:00:00	4:25:00
Administrative	-	-	-	-
Operational	449:18:00	5:37:00	96:18:00	8:45:00
Total and average by gender	**973:18:00**	**4:50:00**	**306:18:00**	**6:31:00**

* Paraguay reports the category 'Analyst/Auxiliary', in addition to the seven standard categories.

Training hours data by functional category – Peru*

	Men		Women	
Category	**Total**	**Average**	**Total**	**Average**
Executive Board	-	-	-	-
Management	54:20:00	27:10:00	68:50:00	13:46:00
Coordination / Specialist	110:30:00	3:20:55	147:44:00	7:02:06
Technical	202:30:00	8:26:15	1:30:00	00:09:00
Administrative	199:25:00	4:38:15	121:00:00	4:28:53
Operational	379:25:00	6:01:21	65:40:00	5:28:20
Total and average by gender	**911:40:00**	5:31:31	**439:44:00**	5:51:47

* The following adjustments were made to the job category data presented on page 153 in order to calculate the averages: Supervisor, allocated to Coordination/Specialist; Analyst, to Technical; Sales and Assistant, to Administrative; and Auxiliary, to Operational.

Training hours data by functional category – Uruguay

	Men		Women	
Category	**Total**	**Average**	**Total**	**Average**
Executive Board	-	-	-	-
Management	241:51:00	26:52:00	118:20:00	59:10:00
Coordination / Specialist	2,642:57:00	139:06:00	1,423:07:00	118:36:00
Technical	-	-	-	-
Leadership	2,331:49:00	194:19:00	122:30:00	61:15:00
Administrative	334:58:00	15:14:00	677:07:00	16:56:00
Operational	14,259:52:00	24:20:00	3,458:20:00	41:10:00
Total and average by gender	**19,811:27:00**	**30:43:00**	**5,799:24:00**	**7:19:00**

Performance evaluation[34]

[GRI 404-3]

Performance evaluation – Brazil

Job category	Men	Women	Total
Executive Board	3	11	14
Management	45	82	127
Coordination / Specialist	39	72	111
Technical	92	90	182
Leadership	60	201	261
Administrative	433	568	1,001
Operational	941	2,535	3,476
Total	**1,613**	**3,559**	**5,172**

Performance evaluation – Peru

Job category	Men	Women	Total
Executive Board	0	0	0
Management	1	3	4
Coordination / Specialist	7	10	17
Technical	7	6	13
Administrative	32	27	59
Operational	80	10	90
Total	**127**	**56**	**183**

Performance evaluation – Chile

Job category	Men	Women	Total
Executive Board	0	0	0
Management	11	4	15
Coordination / Specialist	25	14	39
Technical	25	21	46
Leadership	22	8	30
Administrative	38	30	68
Operational	205	57	262
Total	**326**	**134**	**460**

Performance evaluation – Uruguay

Job category	Men	Women	Total
Executive Board	0	0	0
Management	0	0	0
Coordination / Specialist	21	8	29
Technical	7	0	7
Leadership	0	0	0
Administrative	33	29	62
Operational	34	10	44
Total	**95**	**47**	**142**

Energy

[GRI 2-4, 302-1]

Diesel

Country	2023	2024	2025
Brazil	34,283.5	73,107.3	72,929.0
Chile	112,647.0	142,336.0	131,678.0
Ecuador	207,168.2	203,163.2	135,166.0
Paraguay	n.a.	n.a.	48,561.4
Peru	10,197.6	12,757.6	13,175.6
Uruguay	123,454.5	137,147.6	131,670.3
Total in L	**487,750.8**	**568,511.7**	**533,180.3**
Total in GJ	**17,315.2**	**20,182.2**	**18,927.9**

Gasoline

Country	2023	2024	2025
Brazil	42,088.6	225,092.7	314,343.1
Ecuador	13,120.4	11,185.0	31,906.2
Peru	4,063.9	5,617.8	2,242.8
Total in L	**59,272.9**	**241,895.5**	**348,492.1**
Total in GJ	**1,911.0**	**7,798.7**	**11,235.4**

34. The Paraguay operation does not yet have a structured performance review program. The Ecuador operation did not carry out performance reviews in the 2025/2026 cycle.

LPG

Country	2023	2024	2025
Brazil	237,114.0	565,718.6	750,503.2
Chile	70,402.0	51,323.0	36,322.0
Ecuador	794,003.0	839,738.0	731,765.0
Peru	67,716.0	81,355.0	80,533.0
Uruguay	83,234.0	134,030.0	145,877.0
Total in kg	**1,252,469.0**	**1,672,164.6**	**1,745,000.2**
Total in GJ	**58,206.6**	**77,713.3**	**81,098.9**

Rice husk

Country	2023	2024	2025
Brazil	345,274.6	331,415.5	335,723.0
Chile	0	19,714.0	16,794.0
Peru	0	0	6,103.0
Uruguay	74,000.0	5,439.9	7,538.0
Total in MWh	**419,274.6**	**356,569.4**	**366,158.0**
Total in GJ	**1,509,388.6**	**1,283,649.8**	**1,318,168.8**

Electricity

Country	2023	2024	2025
Brazil	129,407,000	115,532,977	106,136,868
Chile	5,935,000	5,401,257	6,256,798.2
Ecuador*	2,122,020	1,531,270	2,419,970
Paraguay	n.a.	n.a.	14,463,683
Peru	3,363,209.10	3,944,176.30	3,415,474.0
Uruguay	22,958,918.60	25,952,366.90	27,272,728.0
Total in MWh	**163,786,148**	**152,362,047**	**159,965,521**
Total in GJ	**589,630.13**	**548,503.37**	**575,875.88**

* Ecuador data was adjusted to align the unit of measurement.

Ethanol

Country	2023	2024	2025
Brazil	1,489.9	40,207.9	51,202.2
Total in L	**1,489.9**	**40,207.9**	**51,202.2**
Total in GJ	**31.8**	**858.4**	**1,092.9**

Biomass / firewood

Country	2023	2024	2025
Brazil	95,515.3	88,424.0	100,186.7
Chile	5,508.7	3,375.0	3,139.8
Peru	8,387.4	0.0	0.0
Uruguay	97,847.7	90,066.5	94,932.0
Total in MWh	**207,259.1**	**181,865.5**	**198,258.5**
Total in GJ	**746,132.8**	**654,715.8**	**713,730.5**

Electricity – Solar panels

Country	2024	2025
Chile (in kWh)	111,723.00	167,669.4
Total (GJ)	**402.2**	**603.6**

Water

[GRI 303-3]

Water withdrawal volume – Brazil*

(in megaliters)

Source	2023	2024	2025
Surface water	1,574.5	1,066.2	1,057.4
Groundwater	484.4	922.2	552.9
Municipal supply	36.1	29.5	27.9
Total	**2,095.0**	**2,017.9**	**1,638.2**

* In 2025, the Barra Bonita unit did not monitor water withdrawal data in a structured manner.

Water withdrawal volume – Ecuador

(in megaliters)

Source	2023	2024	2025*
Municipal supply	4.0	5.4	5.6
Total	**4.0**	**5.4**	**5.6**

* In 2025, the volume withdrawn at the storage centers was included.

Water withdrawal volume – Peru

(in megaliters)

Source	2023	2024	2025
Municipal supply	3.7	3.7	4.4
Total	**3.7**	**3.7**	**4.4**

Water withdrawal volume – Chile

(in megaliters)

Source	2023	2024	2025*
Groundwater	7.2	8.4	7.7
Municipal supply	11.1	8.7	9.8
Total	**18.3**	**17.1**	**17.5**

* In 2025, the volume withdrawn at the storage centers was included.

Water withdrawal volume – Paraguay

(in megaliters)

Source	2023	2024	2025
Municipal supply	n.a.	n.a.	36.5
Total	**n.a.**	**n.a.**	**36.5**

Water withdrawal volume – Uruguay

(in megaliters)

Source	2023	2024	2025
Groundwater	25.0	18.9	18.8
Municipal supply	17.1	18.2	19.9
Total	**42.1**	**37.1**	**38.7**

Emissions

[GRI 305-1, 305-2; 305-3; 305-6]

GHG emissions – Brazil consolidated

GHG Protocol category	Emissions (tCO_2e)	% of total emissions	Removals in tCO_2e	Biogenic emissions tCO_2
Scope 1 – Direct emissions	**36,630.82**	**34.7%**	**-**	**220,458.20**
Mobile combustion	7,491.73	7.1%	-	1,047.33
Stationary combustion	16,543.25	15.7%	-	212,996.45
Solid waste and liquid effluents	9,164.68	8.7%	-	6,414.42
Fugitive	3,431.15	3.2%	-	0.00
Scope 2 – Indirect emissions	**5,463.54**	**5.2%**	**-**	**0.00**
Purchased electricity (location-based)	5,463.54	5.2%	-	0.00
Scope 3 – Indirect emissions	**63,481.88**	**60.1%**	**-**	**7,647.90**
3. Fuel- and energy-related activities not included in Scopes 1 and 2	4,436.74	4.2%	-	0.00
4. Upstream transportation and distribution	34,745.55	32.9%	-	5,165.92
5. Waste generated in operations	24,299.59	23.0%	-	2,481.98
Total emissions for reporting (tCO_2e)	**105,576.23**	**100.0%**	**-**	**228,106.10**

GHG emissions – LatAm consolidated

GHG Protocol category	Emissions (tCO_2e)	% of total emissions	Removals in tCO_2e	Biogenic emissions tCO_2
Scope 1 – Direct emissions	**58,150.27**	**95.4%**	**-**	**4,708.90**
Mobile combustion	4,239.08	7.0%	-	210.92
Stationary combustion	1,047.11	1.7%	-	4,497.88
Solid waste and liquid effluents	5.95	0.0%*	-	0.10
Fugitive	111.97	0.2%	-	0.00
Agricultural activities	52,746.15	86.6%	-	0.00
Scope 2 – Indirect emissions	**2,774.02**	**4.6%**	**-**	**0.00**
Purchased electricity (location-based)	2,774.02	4.6%	-	0.00
Total emissions for reporting (tCO_2e)	**60,924.29**	**100.0%**	**-**	**4,708.90**

Waste

[GRI 2-4, 306-4, 306-5]

Brazil – Hazardous waste

(in tonnes)

Location	Destination	2023	2024	2025
Off-site	Effluent treatment	0.3	0.3	21.4**
	Autoclaving	0.0	0.0	8.0
	Preparation for reuse	0.0	0.0	0.0
	Recycling	69.8	1.0	163.3
	Refining	2.9	4.4	2.6
	Incineration (with energy recovery)	15.5	0.0	0.0
	Incineration (without energy recovery)	0.0	0.0	0.3
	Lamp decontamination	0.8	0.04*	0.2
	Co-processing	29.5	116.3	21.4
	Sorting and storage	0.2	5.6	18.7
	Landfill	94.6	24.2	0.0
	Total	**213.6**	**151.8**	**235.9**

* 2024: volume estimated based on 292 lamps, each weighing 150 g.

** Cleaning of sedimentation tanks.

Brazil – Non-hazardous waste

(in tonnes)

Location	Destination	2023	2024*	2025
On-site	Incineration (with energy recovery)	218,978.0	236,876.7	152,570.7
	Landfill (construction and demolition waste)	0.1	0.0	49,489.9
Off-site	Incineration (with energy recovery)	648.6	8,863.7	44,691.5
	Sorting and storage	90.1	1,393.2	4,718.7
	Recycling	86,496.4	31,604.8	22,845.7
	Composting	558.0	665.7	643.3
	Burning in dryers	360.0	0.0	8,399.5
	Reuse	329.1	4,364.0	3,858.0
	Recovery in the steel industry	0.0	4,408.7	5,036.1
	Poultry bedding	0.0	6,601.4	2,997.4
	Use in paving	0.0	786.5	754.9
	Animal feed	0.0	4,334.6	3,209.5
	Agricultural use	0.0	44,925.1	45,206.3
	Autoclaving	0.2	0.2	0.2
	Co-processing	0.0	43.9	560.8
	Energy recovery	0.0	208.6	122.1
	Landfill	4,042.3	6,739.2	5,465.2
	Other	41,090.4	0.0	0.0
	Total	**352,593.20**	**351,816.30**	**350,569.80**

* The 2024 data was corrected following an internal analysis of the volumes reported in the previous Report. [GRI 2-4]

Waste – Chile

(in tonnes)

Location	Destination	2023	2024	2025
Hazardous waste				
On-site	Incineration (with energy recovery)	0.4	0.6	0.24
	Total hazardous waste	**0.4**	**0.6**	**0.24**
Non-hazardous waste				
On-site	Incineration (with energy recovery)	964.8	3,450.0	2,939.0
	Preparation for reuse	440.3	841.1	443.6
	Recycling	76.4	74.6	76.4
Off-site	Incineration (with energy recovery)	8,935.4	5,358.0	10,974.0
	Composting	349.9	256.4	460.7
	Landfill	110.0	132.5	107.5
	Other	427.0	0.0	0.0
	Total non-hazardous waste	**11,303.8**	**10,112.6**	**15,001.2**
	Total volume of waste generated	**11,304.2**	**10,113.2**	**15,001.4**

Waste – Ecuador

(in tonnes)

Location	Destination	2023	2024	2025
Hazardous waste				
Off-site	Preparation for reuse	0.5	0.5	1.4
	Total hazardous waste	**0.5**	**0.5**	**1.4**
Non-hazardous waste				
On-site	Recycling	17.8	32.8	35.6
Off-site	Construction debris	260.6	239.5	143.2
	Total non-hazardous waste	**278.4**	**272.3**	**178.8**
	Total volume of waste generated	**278.9**	**272.8**	**180.2**

Waste – Peru

(in tonnes)

Location	Destination	2023	2024	2025
	Hazardous waste			
Off-site	Temporary storage	0.01	0.02	0.03
	Total hazardous waste	**0.01**	**0.02**	**0.03**
	Non-hazardous waste			
On-site	Incineration (with energy recovery)	0.0	0.0	1,210.7
	Preparation for reuse	3.5	3.4	3.8
Off-site	Recycling	37.5	1	0.7
	Recycling drop-off point	2,414.0	55.4	0.0
	Solid waste disposal in a municipal controlled landfill	0.0	0.0	68.9
	Landfill	104.5	0.0	0.0
	Other	0.0	0.0	2,535.4
	Total non-hazardous waste	**2,559.5**	**59.8**	**3,819.6**
	Total volume of waste generated	**2,559.5**	**60.0**	**3,819.6**

Waste – Uruguay

(in tonnes)

Location	Destination	2023	2024	2025
	Hazardous waste			
Off-site	Preparation for reuse	0.9	0.8	3.45
	Total hazardous waste	**0.9**	**0.8**	**3.45**
	Non-hazardous waste			
On-site	Incineration (with energy recovery)	93,451.0	90,096.4	90,046.8
	Landfill	7,214.0	7,602.0	8,989.5
Off-site	Recycling	183.4	143.0	230.0
	Animal feed and shelter	0.0	0.0	2,673.0
	Total non-hazardous waste	**100,848.4**	**97,841.4**	**101,939.3**
	Total volume of waste generated	**100,849.3**	**97,842.2**	**101,942.8**

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