



2024

SUSTAINABILITY REPORT

February/2025



MESSAGE FROM MANAGEMENT

[GRI 2-22]

The year 2024 was a period of important strategic consolidations for Camil. Once again we demonstrated the solidity of our business model, the consistency of our strategy, the strength of our brands, and the resilience of our teams, which allowed us to grow as we headed into this new cycle. We also ensured the gradual integration of recently acquired operations and made significant advances on the fronts of socio-environmental, governance and innovation – even in the face of a challenging macroeconomic environment.

The Company’s net revenue reached R\$12.3 billion — an increase of 9% compared to the previous year — while EBITDA totaled R\$907 million, with a margin of 7.4%. These results reflect not only the efficiency of operational management but also the maturity of our diversified portfolio, strategically distributed among different regions in Latin America. We realized, therefore, that it was the right time to look within our Company and review processes and flows, strengthening our teams.

We maintained strategic guidelines consistent with the Company’s long-term plan: to boost growth in categories with higher added value, such as coffee, pasta, cookies and

crackers – segments in which we have ready production capacity and relevant opportunities for expansion, both in volume and profitability. In the international market, we continue to expand our presence with consistency and profitability, with emphasis on the announcement of our entry into the Paraguayan rice market – a transaction that should be completed in 2025 and further strengthens our operations in the region. In addition, we highlight the performance of exports in Uruguay and the strengthening of operations in Chile, Peru and Ecuador.

Acting in different countries and cultures requires the Company to remain even more attentive to the effectiveness of corporate governance mechanisms and access to markets. Therefore, we extended the performance of the Risk and Integrity committees to operations outside Brazil and, in parallel, we structured a new Marketing Department, focusing on the continuous improvement of customers’ and consumers’ experience, always anchored in the relevance of our brands.

The digital transformation journey was boosted by the implementation of tools aimed at operational efficiency, such as the launch of “Camila”, our virtual assistant for re-

lationships with commercial teams, promoting the agility and connectivity of our network. In the logistics field, we modernized processes, reviewed routes and adopted systems that contribute to network optimization, cost reduction and emission mitigation, making our operations more sustainable and competitive.

In this context, the ESG (Environmental, Social and Governance) agenda remained among our top priorities, as we understand that its initiatives benefit society, the environment and the business as a whole. In the social sphere, we have maintained the premise that positive impact begins within the organization, with our people.

Therefore, we dedicate special attention to the development of leaders, who are central to consolidating an increasingly collaborative, healthy, innovative and inclusive culture – in this regard, we celebrated surpassing the 30% mark of female representation on both the Board of Directors and the Executive Board.

Regarding the health and safety of our workers, we launched the Zero Accident Program (PAZ), which includes training, awareness campaigns, infrastructure improvements and



revisions in working conditions, eliminating accidents and promoting a solid and widespread prevention culture.

On another front, our programs with local communities sought to boost local production chains linked to the food sector. This support mechanism positively affects our own supply chain through the promotion of sustainable agricultural practices and educational actions aimed at rural producers.

Committed to the 2030 Agenda for Sustainable Development as proposed by the United Nations (UN), we have raised efforts in the fight against corruption and social inequalities through actions to conserve the planet's environment and climate. In this sense, our environmental management system has been continuously improved, ensuring reduced impacts of our activities on the ecosystem, in addition to legal compliance.

Such commitments are guided by structuring investments. In addition to the entry into Paraguay, we initiated the project of the new grain plant in Cambaí (RS), along with significant investments for the region of Rio Grande do Sul. We also resumed works on a new thermoelectric plant powered by biomass from rice husk in the same location, which will allow the use of 100% of rice husk generated in the region, with operations scheduled to begin in 2026.

For these and many other initiatives that contribute to a more sustainable future, the Company was once again included in B3's Corporate Sustainability Index (CSI) portfolio, effective as of May 2025. This recognition attests to the earnest dedication to a trajectory that started over six decades ago and the commitment to generating and sharing value. We thank our workers, customers, consumers, suppliers, communities and shareholders, who share this path with us and thus help build increasingly relevant and resilient businesses.

Enjoy the reading!



Luciano Quartiero
CEO



Flavio Vargas
Director of Finance and Investor Relations Officer

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ABOUT THE REPORT
INDICATORS BOOKLET



**OUR
COMPANY**

1.

CORPORATE PROFILE

[GRI 2-1; 2-6]

Camil Alimentos S.A. is a multinational corporation of Brazilian origin that operates in the processing, marketing and distribution of grains, sweeteners, cookies and crackers, coffee, pasta and canned fish. The Company offers a diversified portfolio composed of consolidated brands recognized by consumers, maintaining a relevant participation in the markets of Brazil, Uruguay, Chile, Peru and Ecuador. In February 2025¹, its operational structure included 33 industrial plants, 25 distribution centers, and the administrative headquarters located in São Paulo (SP), generating approximately seven thousand direct jobs.

After the integration phase of the operations acquired in recent years, Camil sought to strengthen its business model and strategic management based on the guidelines of the B3 Novo Mercado, where its shares have been listed since 2017 under the highest requirement standards of corporate governance.

1. References to the year 2024 or 2024/2025 indicate the Company's fiscal year from March 1, 2024 to February 28, 2025.

Operations in five countries and multiple categories

- High turnover: grains and sweeteners
- High value: canned fish, pasta, coffee, cookies and crackers

33
industrial plants
(processing units)

25
distribution centers

7.3 thousand
workers

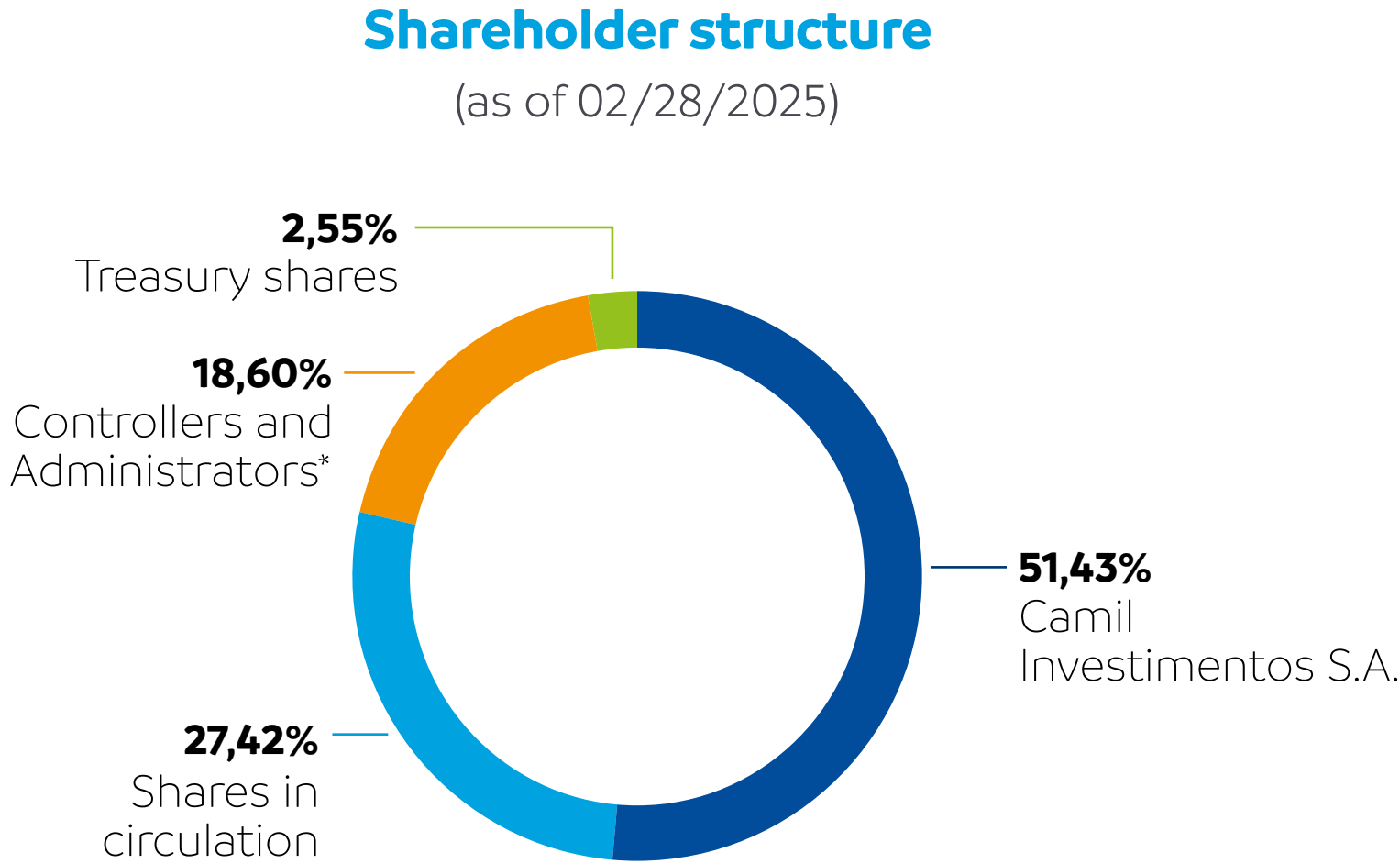
Export to
60 countries

One of the largest
companies of food brands
in Latin America



Corporate structure

A publicly-held company, Camil Alimentos S.A. has common shares listed on the B3 Brazilian Stock Exchange under the ticker “CAML3” on the Novo Mercado, requiring the highest level of corporate governance standards of the B3, and is incorporated as a corporation. Its corporate structure was composed, at the end of the 2024/2025 fiscal year, as shown in the graph below:



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



OUR PURPOSE

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



OUR VALUES



TRUST

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



RESPONSIBILITY

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



ENTREPRENEURSHIP

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



PROXIMITY

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



ENTHUSIASM

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

PRESENCE

[GRI 2-6]

With over 60 years of experience, Camil began its activities in Brazil before expanding to other countries in Latin America. At the end of 2024, the Company had 33 operational units that handled 2.1 million tons of food. The map on the side shows the locations of factories and distribution centers in the countries where Camil has operations.

Captions:

- Grain industries: 27

• 10 in Brazil

• 17 Latin America
- Fish processing plant: 1

■ Sugar manufacturing and refining plant: 1
- △ Pasta factory: 1

● Coffee factory: 1
- Cracker factories: 2

▲ Distribution centers: 25



2. Camil Alimentos has a licensing agreement for 10 years with the "Toddy" brand for cookies and crackers, effective until 2032.

HISTORY

1963

Founding of Camil in Itaqui (RS).

1974

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

1975

Inauguration of the Distribution Center in São Paulo.

1987

Beginning of the commercialization of beans.

2009

Acquisition of Tucapel, in Chile.

2008

Acquisition of the Rio Grande (RS) plant.

2007

Acquisition of Saman, in Uruguay.

2005

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

2002

Acquisition of the Camaquã (RS) plant.

2001

Acquisition of Saman Brasil, in Pernambuco.

2010

Acquisition of Bom Maranhense (Brazil).

2011

Acquisition of the canned fish-processing factory (Brazil) and Costeño (Peru).

2012

Acquisitions in the sugar category (Brazil).

2013

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

2014

Acquisition of Paisana (Peru).

2017

- IPO on the B3.
- Listing on the B3 Novo Mercado.

2018

- Acquisition of SLC Alimentos.
- Sale of La Loma (Argentina).

2019

Divestment of Warburg Pincus (buyback).

2024

- Review of the business strategy and boosting performance according to each segment.
- SRP (Sustainable Rice Platform) certification in Uruguay.

2023

- Entry into B3's Corporate Sustainability Index (ISE).
- Growth in the high added-value segment.

2022

- Launch of the União coffee brand.
- Acquisition of Mabel (Brazil – cookies and crackers) and licensing of the Toddy brand (cookies).

2021

- Acquisitions:
- Santa Amália (Brazil – Pastas).
 - Seleteo Brand (Brazil – Coffee).
 - Good Morning Coffee (Brazil – Coffee).
 - Dajahu (Ecuador).
 - Silcom (Uruguay).



BUSINESS SEGMENTS

[GRI 2-6]

In all areas where it is present, Camil stands out for its consolidated brands, which are widely recognized by the consumer public. The strategy is to position its products at all different daily meal times, taking into account different socioeconomic profiles.

With a consistent history of growth and market expansion in the food sector in Brazil and Latin America, the Company seeks geographic and product category diversification. To this end, it develops a broad and diversified portfolio, which includes both market leader and value brands, which play an essential role in democratizing access to quality food.

Operating in five countries in Latin America, the Company closely monitors the transformations and development of the food sector in the region, especially in Brazil, where most of the production is concentrated. Therefore, its operating strategy is focused on business verticals by product category, as described below.

Main categories

Grains:

Rice and beans constitute the food base of over half of the world's population. The Brazilian sector of processing and commercialization of these products is quite pulverized, with Camil being the market leader in rice sales and the vice-leader in the beans category. The market is mainly composed of smaller regional companies and very few agents with market presence on a national scale.

As they are essential items of the basic food basket, their consumption presents low elasticity, which allows passing on price variations to the consumer. Retail sales, on the other hand, are segmented into different niches according to the profile and preferences of the public. In addition to rice and beans, the Company sells other grains, such as corn for popcorn, peas, and *canjica*.

Main brand



Value brands



Special brands



International



Sugar:

In the refined sugar retail market, Camil maintains its leadership mainly through the União brand, widely recognized by consumers, in addition to other strategic brands aimed at expanding access to the product. There is a strong concentration in this market, with four of the five largest companies belonging to sugarcane production groups that adopt a vertical model.

Main brand



Value brands



Canned fish:

The Brazilian market for canned fish — sardines and tuna — is highly concentrated by two players, with consumption focused especially on seasonal events such as Lent. Camil’s performance in this market reinforces the importance of this type of protein as an alternative to conventional sources.

Main brand



Value brand



Pastas:

The pastas market in Brazil is a concentrated sector, with vertical players that operate in several stages of production, including the operation of their own mills. Camil is the leader in the segment in Minas Gerais with the Santa Amália brand, and in 2024 it used the strength of the Camil brand to expand to the metropolitan region of São Paulo. The Company acquires the raw material from partner mills and carries out the processing and distribution of a diversified line of wheat-based products, seeking to meet consumer preferences.

Main brands



Value brand



Special brand



Coffee:

In addition to leading world production, Brazil is the second largest consumer of roasted and ground coffee. Central to the daily lives of the population, as are rice and beans, coffee presents low variation in demand, allowing price fluctuations to be transferred to the final consumer. Retail sales are segmented into several niches, with options ranging from traditional to premium, also including items with higher added value, such as capsules. In this scenario, the strength of brands is a decisive factor in consumer choice.

Main brand



Value brands



Cookies and crackers:

This category stands out for its diversity and high added value, especially among consumers who value practicality, convenience and healthy attributes, such as fit products. It is a highly competitive market, dominated by five companies that together hold about 60% of the national share, with consolidated brands and broad portfolios.

Main brands



THE COSTEÑO BRAND IN PERU

The Costeño brand, in Peru, underwent a revitalization in 2024, and its rice product line received new packaging. Along with the rebranding process, a new type of rice was launched: Costeño Añejo, whose grains undergo an industrial aging and resting process, which makes it more granulated and improves yield.



ARROZ COSTEÑO EXTRA AÑEJO

MAIN BRANDS

[GRI 2-6]

In its portfolio, Camil has 11 main brands in Latin America, which reflect not only the geographical diversity of its operations, but also the solidity and recognition built over decades with consumers. Each of these brands occupies a prominent position in their local categories and markets, being associated with attributes such as quality, trust and tradition, as shown in the infographic below:

Main brands

	Grains and dry groceries						Sugar	Canned fish	Pasta		Coffee	Cookies and crackers	
Main brand													
Country													



Market presence

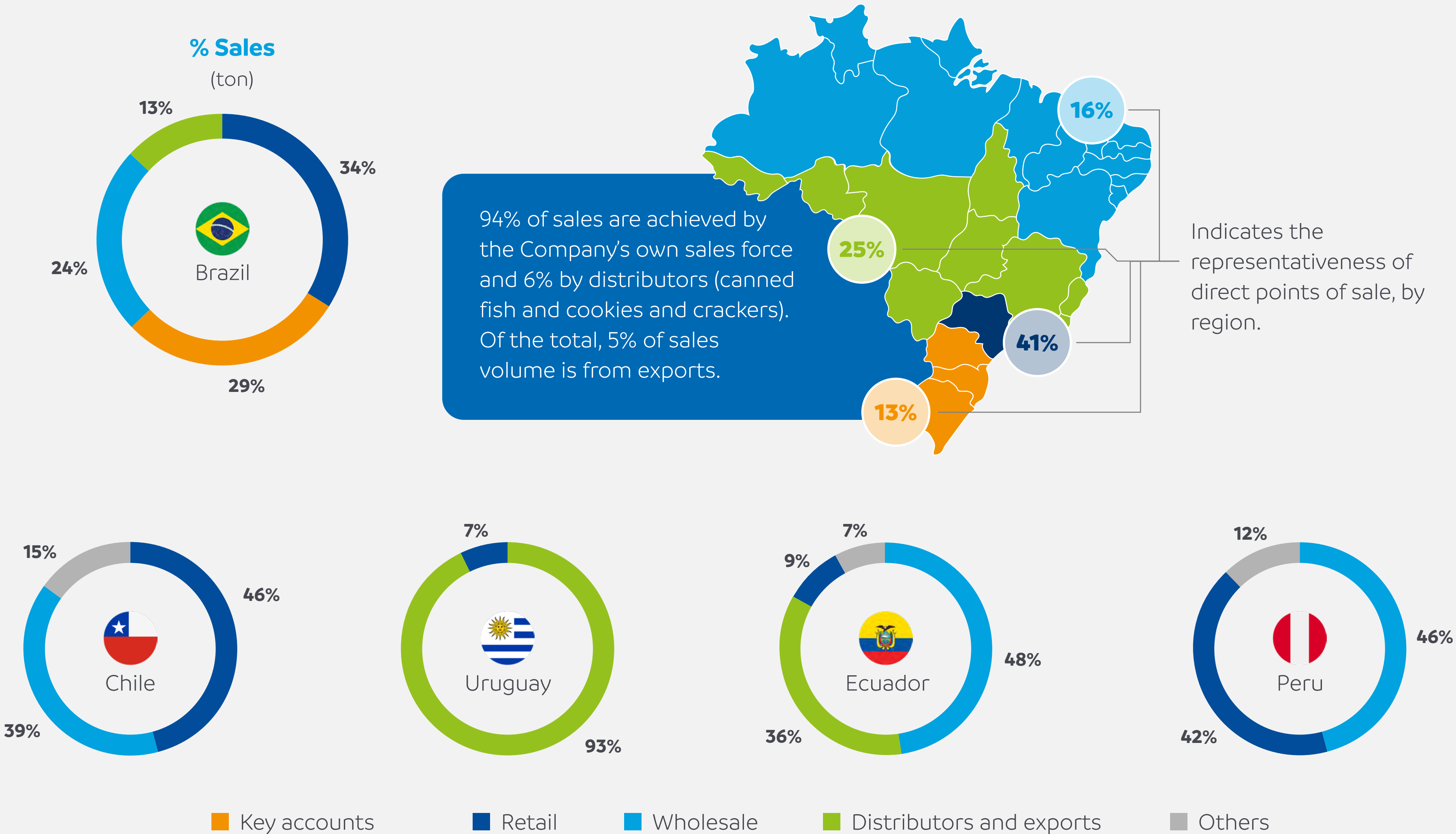
Present in five countries in Latin America, Camil has been investing in its sales strategy, brand strengthening and expansion. Capturing synergies from recent acquisitions, in 2024 the Company operated under a new internal management design, focusing on business verticals. The teams, now dedicated to specific categories, aligned with the new strategy design (grains, sugar, canned fish, coffees, pasta and cookies and crackers), began operating in a dedicated way and under specific guidelines according to each business category in an effort to support the commercial execution and growth of the brands.

Camil's commercial execution is focused on a high-value-added and high-turnover portfolio, serving over 18,000 points of sale in Brazil alone. Together with the other countries, the Company reaches over 61,400 direct customers.³

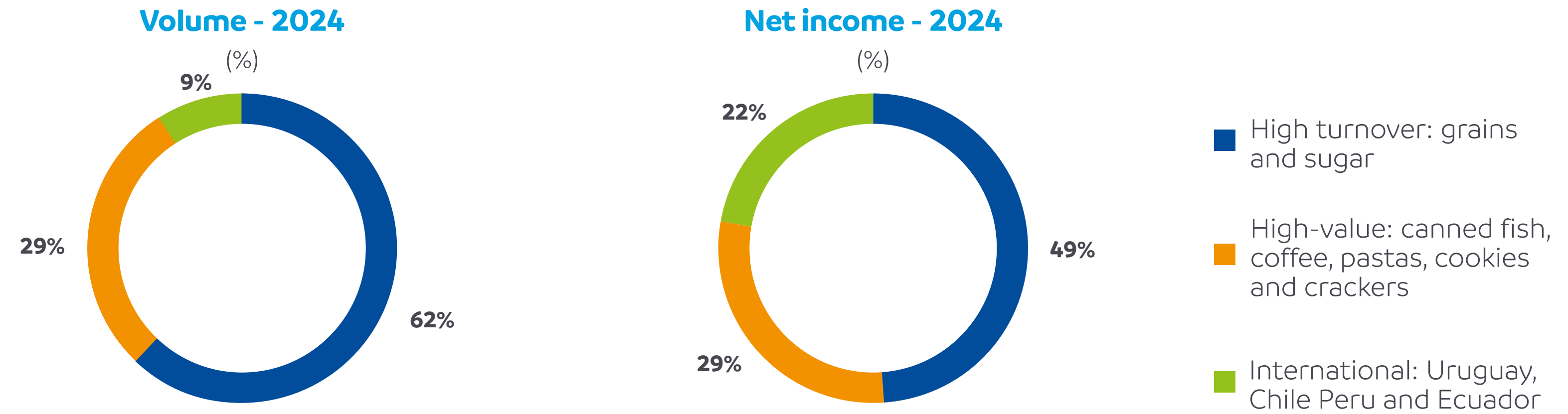
Over 90% of commercial transactions are carried out by Camil's own sales team.

3. Adding together all customers from Brazil, Chile, Peru and Ecuador. In Uruguay, sales are mainly concentrated in the export model.

Sales percentage by region

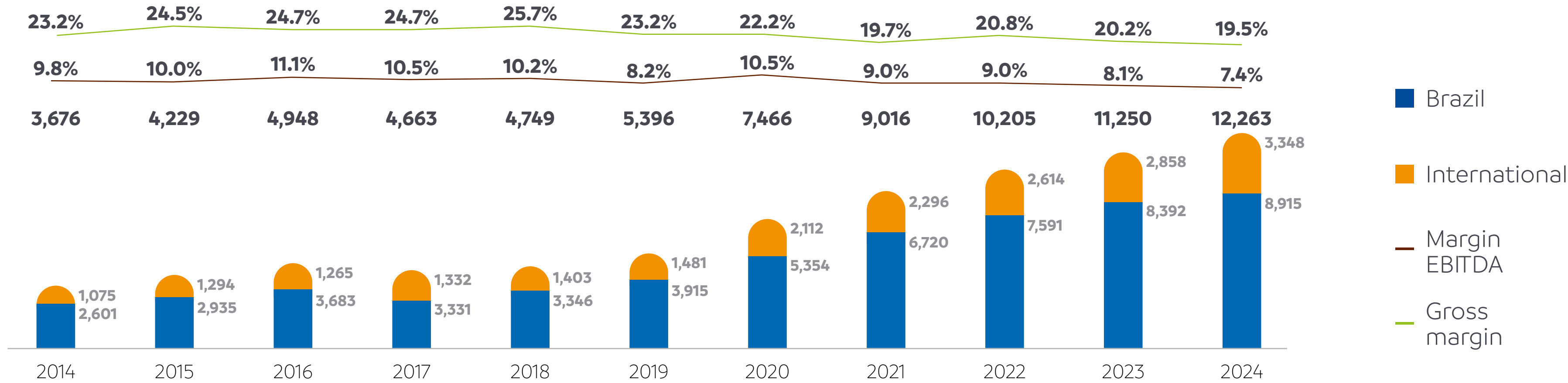


Representativeness by segment



Net revenue by region (Brazil x LatAm)

(in R\$ millions)



Market share by category and segment

With consolidated and highly recognized brands in their respective categories, Camil maintains leadership and competitiveness in the Brazilian food sector. In the rice segment, the Camil brand is in first place in Brazil, with about 10%4 of market share, reflecting its strength and tradition in this essential category. In the bean market, it is the second-best-selling brand in the country, with a 6% share, maintaining a relevant presence in a high-consumption segment.

In the refined sugar sector, the União brand holds a 28% market share. This leadership is reinforced by the brand's premium positioning, with prices approximately 12% higher than the market average, which highlights its value perception and consumer loyalty. Complementing the portfolio, Camil has over ten other brands designed for areas of the

public that prioritize more affordable prices, with a strong regional presence and the ability to serve different consumption profiles throughout the Brazilian territory.

In canned fish, the Coqueiro brand represents another relevant pillar of the Company's strategy. It is the second-largest player in the Brazilian market, with a 40% share in sardines and 27% in tuna, categories that combine convenience, healthiness and high added value. In the pasta segment, Santa Amália stands out as the absolute leader in Minas Gerais, with a 32% share and the fourth-largest brand in the country. In the coffee sector, the company expanded its operations with the launch of the União brand in April 2022, quickly reaching a 4% share in the regions of São Paulo and Rio de Janeiro.



Market share - Brazil (in volume %)



Grains

Rice: 10%
Beans: 6%
Rice in SP: 35%



Sugar

Refined sugar: 28%



Canned fish

Sardines: 40%
Tuna: 27%



Cookies and crackers

Brazil: 3%
Roscas: 17%



Pasta

Brazil: 6%
Minas Gerais: 32%



Coffee

Brazil: 3%
Greater SP: 4%

4. According to data from Scanntech.

With a diversified portfolio, Camil maintains leadership positions in its categories and competitiveness in the Brazilian food sector as well as Latin America.



ARRIVAL IN PARAGUAY

In 2024, Camil took an important step to expand its operations in Latin America with the announcement of its plan to start rice operations in Paraguay. The possible acquisition, still under negotiation, is aligned with the strategic plan for growth and strengthening the Company's position in the international market, adding to the existing operations in Uruguay, Chile, Peru and Ecuador.



**OUR
BUSINESSES**

2.



BUSINESS MODEL

[GRI 2-6]

Camil Alimentos is one of the largest food brand companies in Latin America, with a business model that is solid, resilient and guided by three pillars: purpose and people, sales quality, and efficiency and growth. This structure supports the Company's performance, which combines tradition and results to deliver sustainable value throughout its chain.

With a diversified portfolio ranging from basic food staples such as rice and beans — fundamental to the diet of Latin American households — to items with higher added value, such as pasta, cookies and crackers, coffees and canned fish, Camil caters to different consumer profiles and remains relevant in the markets in which it operates.

The Company holds leadership positions in several categories in Brazil and other Latin American countries, driven by its decades of experience in the sector and extensive market expertise. This successful trajectory is guided by a strong sense of purpose, centered on people — whether workers, consumers, producers or partners — and on building sustainable and lasting relationships.

Camil strategic pillars



RESULTS



Broad portfolio of leading brands in various product categories.



Solid distribution platform in the regions of operation.



Efficient management of operations and competitive costs in all segments.



Strengthening the position of foods consolidator in Latin America.





Our commitment to quality is reflected in the strategic management of the brands and channels, in the constant search for excellence of the consumer experience, and in the offer of products that combine flavor, practicality and nutrition. The company takes a smart business approach, with effective pricing and margin maintenance guidelines, even in challenging contexts. The pillar of efficiency and growth is evident in the operational structure and strategic acquisitions that strengthen its presence in new categories and markets.

Camil demonstrates financial resilience, with a solid cash position and an investment-grade debt profile, while strengthening itself as one of the main consolidators in the sector in Latin America.

With practices in line with the highest ESG standards, Camil reinforces its commitment through ethical, transparent, and responsible actions. The Company adopts the best corporate governance practices and promotes a socio-environmental agenda integrated with its long-term objectives, monitoring risks

related to the sustainability agenda ([learn more](#)) and developing initiatives that have a positive impact on society and the businesses.

To further strengthen its management, in 2024 Camil carried out a review of its strategic plan and began operating based on the collaborative model with a focus on product categories. As a result, the structuring projects are carried out in a multidisciplinary and transversal manner across the Company's management.



CAMIL COMPETITIVE ADVANTAGES

- Broad capillarity and solid customer relationships.
- Good corporate governance and qualified management practices.
- Proven ability to successfully identify, acquire and integrate acquisitions.

For detailed information on Camil's competitive advantages, [click here](#).



Value generation

For Camil, generating value is linked to financial performance and the cultivation of trust-based relationships with its public, promoting the development of the communities where it is present and actively contributing to a fairer, healthier and more sustainable food system. Acting in an essential sector, the Company seeks to balance operational efficiency, innovation and socio-environmental responsibility, creating a positive impact throughout the value chain – from the crops to the table. The table on the side shows the practices and initiatives that have strengthened this purpose, driving lasting results for the business, society and the planet.

Value generation in 2024

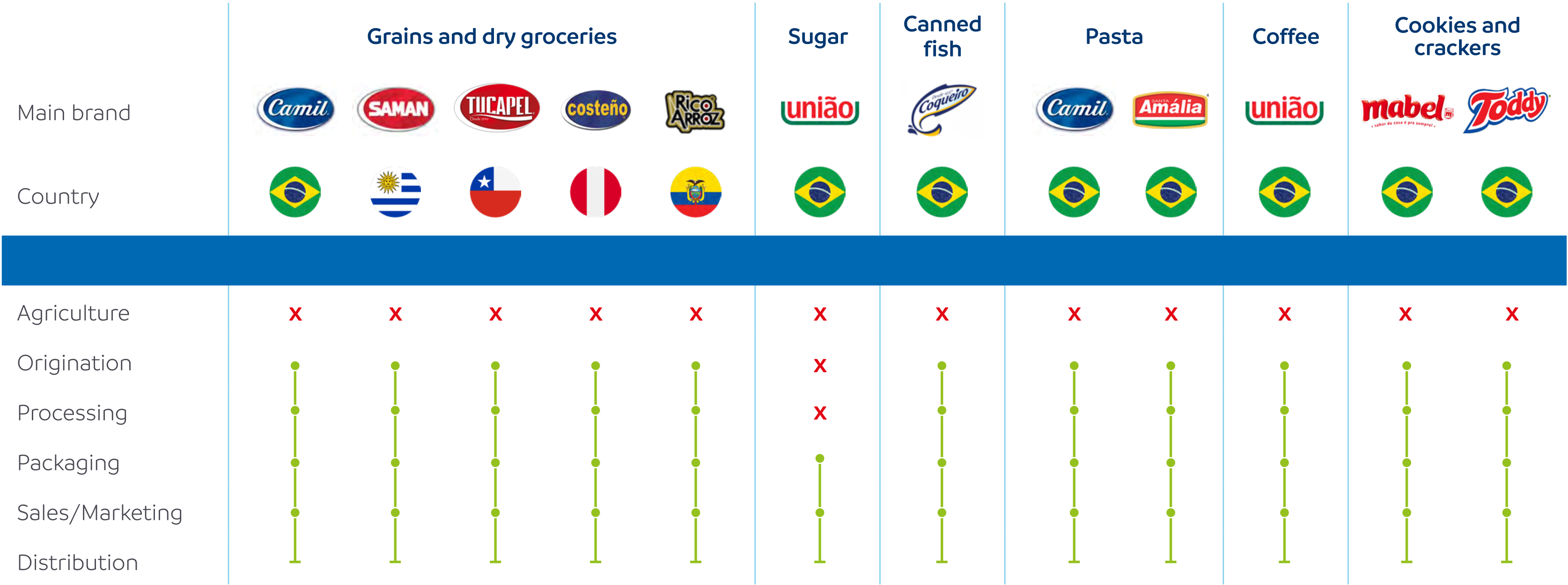
Capital involved	Capturing value	Generating value
Financial	<ul style="list-style-type: none">Record gross revenue of R\$ 14.1 billion.Net revenue of R\$ 12.3 billion.EBITDA of R\$ 907.3 million.Capex of R\$ 535 million (R\$ 199 million in M&A).	<ul style="list-style-type: none">Net income of R\$ 217 million.R\$ 1.5 billion in acquisitions since the IPO in 2017.Total added value distributed of R\$ 3.0 billion.+ 69 million in buyback of shares since the IPO.R\$ 100 million in proceeds distribution (R\$ 936 million since the IPO).
Manufactured	<ul style="list-style-type: none">33 industrial plants.25 distribution centers2 thermoelectric plants powered by biomass from rice husk.	<ul style="list-style-type: none">2.1 million tons of food marketed in 2024/2025.Special offers of products.Waste reduction through circular economy: renewable energy generated from rice husk.
Intellectual	<ul style="list-style-type: none">Innovation initiatives with the Ideas Program.Innovation in processes, systems and information security through R\$ 2.5 million in investment.Investments in innovation and R&D of R\$ 1.3 million	<ul style="list-style-type: none">Over R\$2.1 million in savings generated by the Ideas Program initiatives.No records of complaints, claims or sanctions related to breach of data in the period.
Human	<ul style="list-style-type: none">7.3 thousand workers.987 third-party service providers	<ul style="list-style-type: none">R\$ 899 million paid, including salaries and benefits.R\$ 3.4 million invested in training with an average of 23:30 hours of training per worker.R\$ 4 million invested in occupational health and safety initiatives in Brazil.
Social and relationships	<ul style="list-style-type: none">15,385 registered and active suppliers.Proprietary training and capacity-building projects implemented in the communities surrounding the operations.Participation in events, forums and associations.	<ul style="list-style-type: none">R\$ 11.6 billion paid to suppliers.R\$ 4.4 million in investments in social projects.Over a thousand students graduated from the Sweet Future project.50 businesses certified by the Grãos da Base project.
Natural	<ul style="list-style-type: none">2,558,800 GJ of energy consumed	<ul style="list-style-type: none">257.7 thousand tons of waste used for energy generation and not sent to landfills.

COMPETITIVE STRATEGY

In the food value chain, Camil structures its operations starting with the processing stage, without direct participation in agricultural and fishing activities. This strategic positioning reduces the Company's exposure to the risks inherent in these initial phases, such as climatic fluctuations and instabilities in crops or fishing, providing greater predictability, cost control

and operational efficiency. Likewise, this positioning reflects the competitiveness, as it allows a pricing policy aligned with the variation of productive costs, with transfer mechanisms to the final consumer that contribute to the preservation of margins, even in adverse economic contexts.

Distribution of operations along the value chain



In addition to the synergy enabled by this dynamic positioning, Camil has expanded its businesses through a structured set of initiatives. The company seeks to consolidate and expand its leadership positions in the rice and bean categories in Brazil, strengthening brands that are already widely recognized by consumers. In this sense, another important aspect of diversification involves categories that offer higher added value, such as canned fish under the Coqueiro brand, coffee under the União brand, pasta under Santa Amália and more recently the Camil brand, and cookies and crackers under the Mabel brand.

At the international level, Camil has been intensifying its presence in strategic countries such as Uruguay, Chile, Peru and Ecuador. In 2024, it began negotiations for the acquisition of an operation in Paraguay, expanding its reach in the grain market in Latin America.

Another essential pillar of the Company's strategy is the identification and incorporation of businesses with high growth potential. The acquisitions of Mabel (in the cracker

segment) and Santa Amália (in pasta, later reinforced through the launch of the Camil brand) exemplify this direction, adding complementary categories and expanding the portfolio with brands with strong regional appeal.

In parallel, the company has been investing in the improvement of its logistics and commercial platform, focusing on supply chain efficiency, expanding distribution capillarity and integrating operations. This robust operational base is an important competitive advantage in sustaining the scalability of the business and serving the different markets where it operates in an agile way.

The combination of these fronts — strategic positioning in the value chain, efficient pricing, portfolio expansion, selective acquisitions, and operational excellence — reinforces Camil's ability to evolve consistently, expand its presence in Latin America, and consolidate itself as one of the main references of the food industry in the region.



Competitive advantages

Camil has achieved consistent growth through a strategy that translates into concrete competitive advantages. Three main pillars support this strategic advantage, reinforcing its presence and relevance in the Latin American food sector.

The first pillar is its extensive distribution network, combined with a consolidated relationship with several customer profiles. The Company stands out for its territorial coverage and efficient logistics operations, which guarantee agility, flexibility and gains in scale. This structure allows serving a range of clients from large retail chains to small points of sale, in addition to facilitating the insertion of new products and geographic expansion, especially in strategic markets at the international level.

The second differential is linked to high standards of corporate governance and management excellence. Camil is part of B3’s Novo Mercado, a segment that brings together companies with the most demanding governance requirements in the country. In 2025, the company entered B3’s Corporate Sustainability Index (ISE) for the third consecutive year, reinforcing its commitment to sustainable and responsible practices, being recognized as one of the most sustainable companies on the B3. Its management is formed by experienced professionals with backgrounds working in partnership with private equity funds, which contributes to efficient, transparent and solid strategic performance.

The third element underpinning the firm’s competitive advantage is its proven ability to make strategic acquisitions and suc-

cessfully integrate them. With experience accumulated over more than 20 years in M&A, Camil has expanded its portfolio and national and international presence through the incorporation of brands and categories in complementary segments. The acquisition of companies through the Santa Amália and Mabel brands, for example, demonstrates its ability to enter new markets and segments with relevance and strategic vision. In addition to expanding its geographic operations and diversifying products, these acquisitions strengthen its competitiveness by promoting operational gains, continuous improvement in industrial performance and increased opportunities in the scope of cross-selling and customer service in commercial efficiency. The Company is also the leader in different distribution and supply models, generating commercial and financial synergies on various fronts.



SUSTAINABLE MANAGEMENT

[GRI 2-13; 3-3]

Reinforce the positive and permanent impact for the businesses and communities, taking care of all people, focusing on product quality and environmental conservation. This is the purpose of sustainable management for Camil, which operates based on a structured agenda, aligned with the Company's strategic pillars.

A signatory to the Global Compact, the world's largest corporate sustainability initiative, it seeks to contribute to the Sustainable Development Goals (SDGs) of the United Nations (UN) 2030 Agenda, especially on topics related to the supply of basic and nutritious foods and the population's quality of life.

The corporate governance of these topics are given special attention at Camil, having a robust structure that involves all members of Senior Management in the monitoring of the agenda and the definition of ESG strategies, including two dedicated committees: the ESG and Ethics Committee, composed of three members of the Board of Directors, including an independent one, and the ESG Operating Committee (Executive Board), formed by four directors, including the Chief Executive Officer. Both are responsible for the tactical and strategic assessment of ESG risks, initiatives and indicators at the Company. In addition, ESG goals are linked to the variable remuneration of some directors and managers, reinforcing the commitment to sustainability.

To support ESG management, the Company has ESG leaders responsible for executing the sustainability strategy and for initiatives aligned with the priority themes defined in the materiality matrix and the Company's strategic planning. ESG leaders address environmental, social and governance issues by analyzing indicators, proposing and executing projects, and implementing process improvements where necessary.



ESG risks

Camil analyzes the main environmental, social and governance risks that impact its operations and business. These risks are assessed based on their effects on the company's operational continuity and results. The conclusions of this analysis make up the ESG Risk Map, which is integrated and aligned with the Company's Risk and Materiality Matrices.

Revised in 2024, the ESG Risk Map began to monitor 22 risks, with six new risks having been included in the previous map. Monitoring and management are conducted by the ESG leaders of the respective topics, and the results are monitored by the governance bodies, including the ESG and Ethics Committee and the Board of Directors. Concomitantly, the corporate Risk Management structure provides technical support to these groups, ensuring the integration and alignment of ESG risk management with the Company's general risk management model.

Environment:

- Energy efficiency
- Atmospheric emissions
- Waste management
- Health compliance (Quality)
- Agri-environmental compliance

Supplies:

- Natural resources
- Climate change

Social:

- Investments and incentives
- Human Rights
- Conscious consumption
- Corporate governance
- Corporate social responsibility
- Diversity, equality and inclusion

Occupational health and safety:

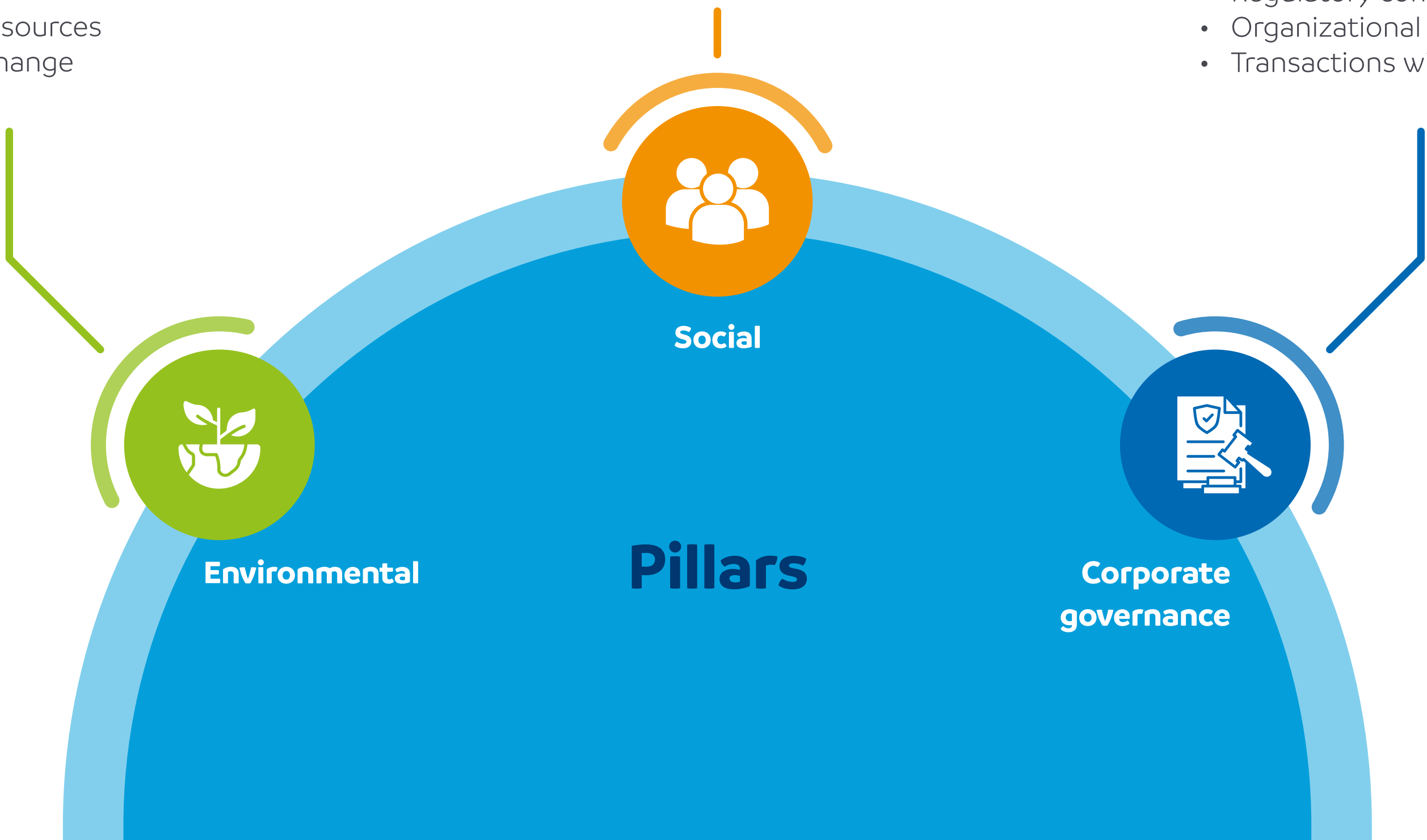
- Occupational accident
- Occupational disease
- Labor compliance

Risks and compliance

- Ethical deviations/fraud
- Personal data / privacy
- ESG risk management

Corporate Governance:

- Regulatory compliance
- Organizational culture
- Transactions with related parties



Material topics

[GRI 3-1; 3-2]

To ensure that material topics reflect the evolution of the business and the sustainability scenario, Camil conducts annual reviews of its materiality assessments. Carried out in early 2025, this update included the analysis of commitments and internal practices, taking into account risks and impacts, including financial ones. In addition to the internal evaluation, the positioning of companies in the sector in relation to ESG aspects was analyzed, incorporating recommendations from global reporting and sustainable management frameworks, in addition to engaging with representatives of key stakeholders ([learn more](#)).

Following the evolving market requirements, in 2024/2025 Camil started its first Double Materiality exercise, based on impact materiality and following the guidelines of the International Financial Reporting Standards (IFRS), launched in 2023. The Company sought to integrate information on ESG aspects, monitored risks and financial impacts on the business.

The adoption of this approach strengthens the definition of a strategic and relevant agenda, connecting business objectives and their impacts to society's expectations. By mapping

and prioritizing factually material issues, considering associated risks, impacts and financial effects, Camil's strategy aligns with global sustainability standards, while improving its internal practices, expanding the potential to generate value for the Company.

As a result of this process, materiality began to cover the 11 most relevant and impactful topics linked to the businesses, which will guide the Company's strategies and action plans in the coming years, according to the infographic on the following page.



Camil Materiality



- 2 Zero hunger and sustainable agriculture
- 3 Workers' health and well-being
- 4 Quality education
- 5 Gender equality
- 6 Drinking water and sanitation
- 7 Clean and accessible energy
- 8 Decent work conditions and economic growth
- 10 Reduction in inequalities
- 11 Sustainable cities and communities
- 12 Responsible consumption and production
- 13 Action against global climate change
- 17 Partnerships and means of implementation

ESG performance



Índice de Sustentabilidade Empresarial (ISE)

For the third consecutive year in 2025, Camil is part of the Corporate Sustainability Index (ISE) of B3, an exclusive portfolio of companies that demonstrate their commitment to sustainability, bringing transparency and support for investor decision-making. Created in 2005, the B3 ISE is a pioneering initiative in Latin America and the fourth Sustainability index in the world, with an exclusive portfolio of 82 companies from 40 economic sectors, which submitted their processes to rigorous questionnaires that highlight initiatives aligned with market ESG strategies.



Carbon Disclosure Program (CDP)

The Carbon Disclosure Program (CDP) is a global non-profit organization that, through a specific methodology, evaluates the environmental performance of companies based on their emissions inventories. Camil submitted its data in 2024 and was again recognized by the program, achieving the necessary index for the requirements of ISE B3.



Other market frameworks

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



**OUR
CONDUCT**

3.



GOVERNANCE STRUCTURE

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

Corporate governance is one of Camil’s fundamental pillars, as it is indispensable for achieving strategic objectives and the continuity of the business. The commitment to transparency, ethics and integrity guides all of the Company’s actions. Since going public in 2017, the listing on the B3’s Novo Mercado reinforces this guideline, positioning the Company among those that adopt more rigorous governance practices than those required by current legislation.

Among these practices, we highlight the exclusive issuance of common shares, the maintenance of over 25% of outstanding shares, and the structuring of the Board of Directors, active since 2008 and composed mostly of independent members (71% in February 2025), a percentage above the minimum of 20% stipulated by the B3 Novo Mercado.

In addition, the Company discloses monthly negotiations of securities issued by controlling shareholders, related persons and its treasury (buyback programs). Other initiatives include the Women on Board certification and the annual publication of

the Brazilian Corporate Governance Report, which evaluates the adherence of the company’s policies and practices to the guidelines of the Brazilian Corporate Governance Code.

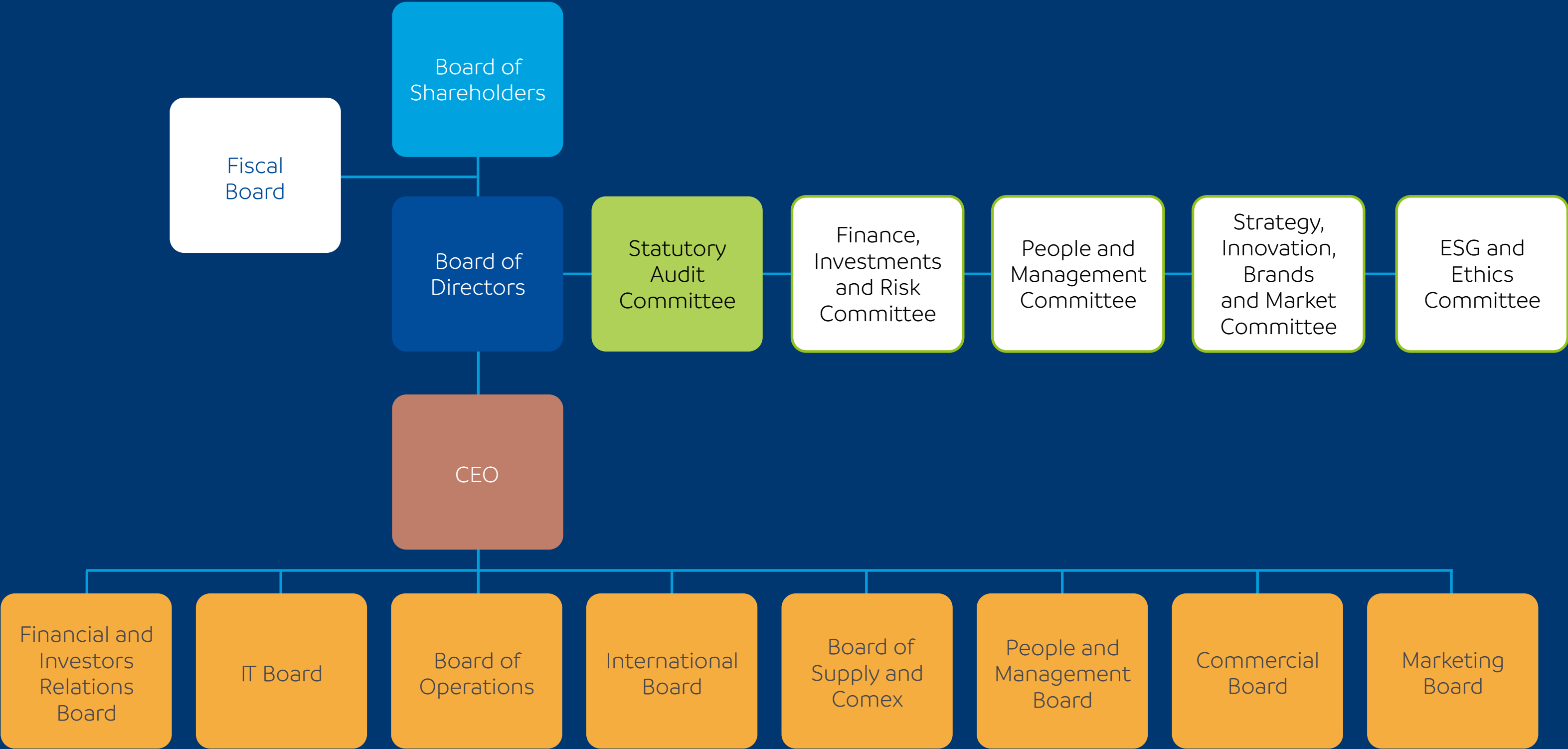
To ensure effective management and reduce risks, including possible conflicts of interest, the Company adopts a clear decision-making structure. The organizational hierarchy is composed of the General Shareholders’ Meeting — Camil’s main decision-making body — the Board of Directors and the whose duties and responsibilities are defined

and can be consulted in the [Company’s Bylaws](#) and in the regulations of the aforementioned bodies.

The governance structure also has an active Fiscal Council, as well as the Statutory Audit Committee and the thematic committees that advise the Board of Directors in its activities. The continuous monitoring of practices and the periodic evaluation of the Corporate Governance Bodies, including the Statutory and Executive Board, reinforce the solidity of the internal processes.



Organizational Chart of Management



Board of Directors

Camil’s Board of Directors is an independent body that acts collectively in defining the corporate strategy, with the bylaws being the main normative document for its roles and responsibilities. Composed of seven effective members, five of whom are independent, the Board of Directors members have unified terms of two years, with reelection being allowed, being elected by the General Shareholders Meeting, according to the criteria established in the Policy for the Nomination of Members of the Board of Directors, Committees and Statutory Board and under the terms of the applicable legislation and regulations.

Among the duties of the Board of Directors are the execution of the strategy, the analysis and monitoring of risks related to the business, monitoring the Company’s performance and the performance of the Executive Board. In addition, the body evaluates the policies and practices of the ESG Agenda, regularly presented by the ESG and Ethics Committee, including issues related to social, environmental and governance risks.

As established in the Company’s Bylaws, the positions of Chairman of the Board and Chief Executive Officer or the main chief executive of Camil can not be held simultaneously by the same person. To learn more about the Board of Directors and the profile of the Directors, [click here](#).

AWARDS

Camil is recognized for the presence of women on its Board of Directors through the Woman on Board seal, an independent initiative that values companies with at least two effective directors on their boards.



Members of the Board of Directors

(on 02/28/2025)

Name	Position	Election date	End of term
Jacques Maggi Quartiero	Chairman	June 2024	June 2026
Thiago Maggi Quartiero	Board Member	June 2024	June 2026
Sandra Montes Aymoré	Board Member Independent	June 2024	June 2026
Piero Paolo Picchioni Minardi	Board Member Independent	June 2024	June 2026
Cláudia Elisa De Pinho Soares	Board Member Independent	June 2024	June 2026
José Antônio do Prado Fay	Board Member Independent	June 2024	June 2026
Carlos Alberto Júlio	Board Member Independent	June 2024	June 2026



Fiscal Council

Responsible for supervising and controlling the regularity of the Company’s administrative acts, the Fiscal Council monitors activities related to independent external audits, examines and issues opinions on the financial statements, and monitors the acts of the managers and the legality thereof. Elected by the General Shareholders Meeting, the Fiscal Council acts independently and has a unified term of one year, without permanent status. Composed of three effective members and three alternates, the body is installed by resolution of the shareholders and with the possibility of appointing members by the minority shareholders.

Composition of the fiscal council*

(on 02/28/2025)

Name	Position	Election date	End of tenure
Maria Elena Cardoso Figueira	Fiscal Advisor – effective	June/2024	June/2025
Marcos Silveira	Fiscal Advisor – effective	June/2024	June/2025
Eduardo Augusto Rocha Pocetti	Fiscal Advisor – effective	June/2024	June/2025
Maria Cecilia Rossi	Fiscal Advisor – alternate	June/2024	June/2025
Fernando Cruchaki de Andrade	Fiscal Advisor – alternate	June/2024	June/2025
Ademir José Scarpin	Fiscal Advisor – alternate	June/2024	June/2025

**On June 27, 2025, by GSM, the new composition of the Fiscal Council was elected, effective until June 2026, with the following members: Carlos Roberto de Albuquerque Sá, Maria Elena Cardoso Figueira, Eduardo Augusto Rocha Pocetti, Marcos Silveira, Maria Cecília Rossi and Ademir José Scarpin.*

Executive Board

Camil’s Executive Board is responsible for conducting the business and executing the strategy defined by the Board of Directors, in addition to representing the interests of stakeholders as well as those of Management. At the end of 2024, the body was composed of two statutory and five non-statutory officers, elected by the Board of Directors.



Executive Board Composition

(on 02/28/2025)

Name	Position
Luciano Quartiero	CEO
Flavio Vargas	Director of Finance and Investor Relations Officer
André Ziglia	Supply and Comex Director
Erika Magalhães	Personnel & Management Director
Daniel Cappadona*	Commercial Director
Leomar Goldoni	International Operations Director
Maria Stella Natrielli	Director of Operations and Logistics
Pedro Dorico	Information Technology Director
Flávia Molina	Marketing Director

**In an act subsequent to the closing date of fiscal year 2024/2025, Daniel Cappadona left the Executive Board. In July 2025, the position was assumed by Cauê Cunha Cruz de Souza Nascimento.*

Thematic committees

The Thematic Committees established at Camil are fundamental to support the Company's strategic decisions. Multidisciplinary in nature, the Committees are composed of members of the Board of Directors and, in some cases, external members – professionals from different business areas. The following are the Committees in operation in 2024 and their respective roles.



ROLES OF THE COMMITTEES

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



Remuneration model and management evaluation process

The Company adopts a structured remuneration policy for its directors and executives, ensuring that the values are compatible with market practices and the responsibilities assigned to each function. The directors receive a fixed amount on a monthly basis, determined according to their duties. The total allocated to the remuneration of the Board of Directors is submitted to the approval of the General Shareholders Meeting, following the guidelines established by the Remuneration Policy of the Members of the Management, Committees and Fiscal Council.

The remuneration plan of senior leadership seeks to reinforce the commitment to the Company's long-term strategic objectives. The directors have a fixed monthly remuneration, appropriate to their duties and the level of exposure to risks inherent in the position. In addition, they are part of the Profit

Sharing Program (PPR), which relates the gains to the Company's overall performance, as well as to individual goals and specific indicators, including ESG criteria. Additional benefits such as medical assistance, life insurance and meal vouchers are also part of the package. In addition, stock options may be granted within the Stock Options Grant Plan, seeking to align the interests of executives and shareholders for the generation of sustainable value.

Aiming at the continuous improvement of the corporate governance system, the Company carries out independent periodic evaluation processes of the governance bodies. This evaluation includes the Board of Directors, the Committees, the Executive Board and the Secretary of Corporate Governance, through which the members evaluate performance as collegiate structures and also, within the scope of self-as-

essment, analyze the individual perception of the functioning and effectiveness of the body to which they belong.

The evaluation process considers several aspects of the performance of the members of each body, including participation in meetings, contribution to the debates and quality of the decisions made, in addition to the level of engagement with their duties. To conduct this analysis, the Company uses a structured questionnaire with closed and open questions, in line with the best practices recommended by the Brazilian Institute of Corporate Governance (IBGC). The results are presented to the People and Management Committee and the Board of Directors, which, based on the conclusions, proposes initiatives to improve the performance of the bodies and their members.


Policies and bylaws


To support the governance structure, Camil maintains updated normative documents that guide management, the conduct of workers, and relationships with stakeholders. All policies and procedures are accessible to workers on the intranet, and several relevant documents are published on the Company's Investor Relations website for consultation by other areas of the public, as listed on the side.


Conflict of interest prevention


Based on the Conflict of Interest Management and Related Party Transaction policies — updated in 2024 — in addition to current legislation, Camil seeks to maintain best governance practices so that main operations with related parties are submitted for analysis and approval by the Board of Directors. In addition, the guidelines contain the applicable guidelines, responsibilities and disciplinary measures for cases of non-compliance with the requirements and bylaws.


Main normative governance documents


 Related Party Transactions Policy


 Code of Ethics

 Sustainability Policy

 Remuneration Policy of the Members of the Management, Committees and Fiscal Council

 Internal Regulations of the Board of Directors, Advisory Committees, Statutory Audit Committee and Fiscal Council

 Conflict of Interest Management Policy

 Risk Management Policy



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]

[Metas da Agenda 2030: 16.5; 16.6]

Ethical and integral conduct is an intrinsic value to Camil’s organizational culture, guiding the way the Company conducts its business and relates with its stakeholders. These principles are formalized in institutional policies, with emphasis on the Code of Ethics, and are reflected in management practices such as the Integrity Program – both widely disseminated among stakeholders.

The Code of Ethics acts as an essential guide, addressing topics such as integrity, respect for Human Rights, transparency and compliance with applicable rules and legislation. In addition, it reinforces the Company’s commitment to a work environment based on mutual respect, valuing interpersonal relationships and actively promoting diversity, equity and inclusion.

As part of the continuous strengthening of this ethical culture, Camil systematically invests in actions that consolidate transparency, corporate responsibility and good governance practices. In 2024, in line with this commitment and within the scope of the Training and Communication pillar, the Company carried out the following initiatives:

- **Global Review of the Code of Ethics:** a comprehensive review of the Code of Ethics, consolidating a global version applicable to all operations in Brazil, Peru, Ecuador, Uruguay and Chile. This update seeks to ensure the standardization of ethical principles in all countries in which the Company operates, strengthening corporate governance and aligning the guidelines with applicable laws and regulations.

- **Training and Adherence to the updated Code of Ethics:** to ensure knowledge and effective implementation of the new Code of Ethics, a training program via a distance learning format was developed, available in Portuguese and Spanish, ensuring accessibility to all workers of the Company. At the end of the year, 93% of workers had been trained in Brazil and 88% in other countries. In addition to the training, all workers must sign a term of acceptance of the Code, consolidating their formal adherence to the established guidelines.

ETHICS AND INTEGRITY DOCUMENTS

In addition to the Code of Ethics, other normative documents integrate the management of Ethics and Integrity in the Company, as described below:

- 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.



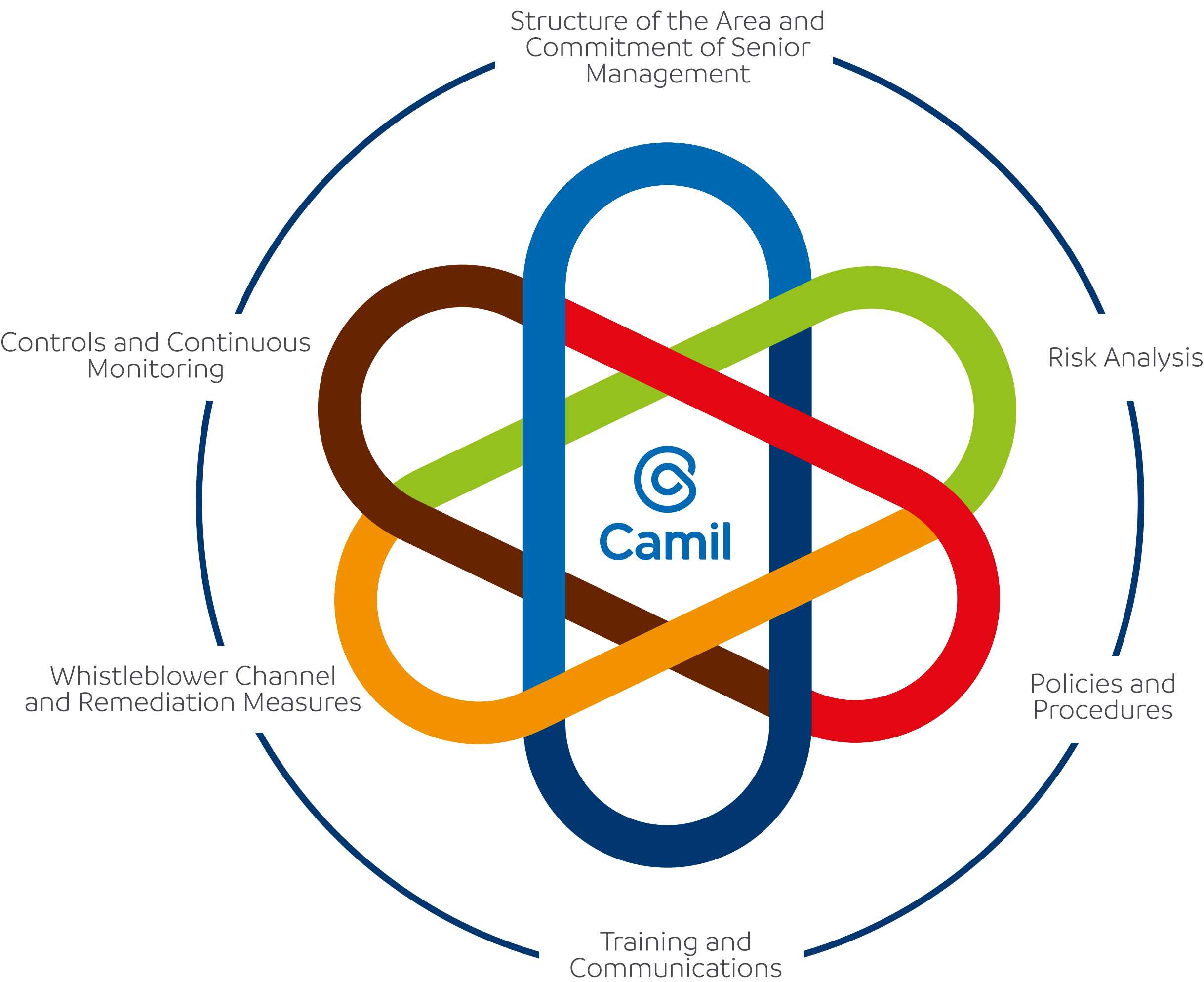
Integrity Program

Created with the objective of fostering a culture of integrity, ethics and transparency and providing a sustainable and responsible work environment, the Integrity Program includes policies and procedures that seek to prevent, detect and remedy the occurrence of misconduct and non-compliance with the Company's Code of Ethics and other policies.

Launched in 2021, the Program is structured in six fundamental pillars, as shown on the side.



Pillars of the Camil Integrity Program



Under the Program, Camil monitors indicators such as the number of complaints (by type and unit), the percentage of trained workers, and the number of communications made on the subject in the given period. To strengthen ethical practices throughout the value chain, the Company encourages all members of the public with whom it relates, including suppliers, to adopt standards of ethics and integrity aligned with those of Camil, accessing and adhering to the Code of Ethics, available to all on the website.

Based on the Controls and Monitoring pillar, the Company maintained the execution of four transactional controls previously established, covering the processes for donations and sponsorships, Code of Ethics training, low-risk procurement practices, and payments to labor unions. In addition, two new controls were created, designed for high-risk categories of procurement and payments. The non-conformities identified were promptly addressed through corrective measures, including the issuance of formal notifications by the Compliance Department.

In 2024, the Company also improved its management of conflicts of interest, collecting statements from workers, including 100% of coordinators and senior management. In this process,



a robust control mechanism was implemented to monitor potential reported conflicts of interest, ensuring effective management. Key control initiatives included:

- Detailed analysis of each conflict identified;
- Forwarding personalized recommendations to managers and the People & Management Department, offering guidance on appropriate solutions for each situation; and
- Continuous monitoring of negotiations, ensuring effective resolutions and corporate risk mitigation.

In order to foster an ethical and transparent culture, Camil maintains the Integrity Program in all its operations in Brazil.

Communication and training

The Integrity Program includes an annual training schedule related to the themes of ethics, integrity, and corruption, among others. One of the initiatives, in this sense, is the onboarding of new workers, where 100% of those admitted must receive training on the Code of Ethics and sign the acceptance agreement.

On another front, the Camil Academia platform provides the Integrity Web Series, which is part of the mandatory training programs of the Integrity Program. Throughout 2024, 349 new professionals completed the training program, which contains five episodes accompanied by specific quizzes to reinforce learning, in addition to a certification upon completion. To strengthen this process, the Company developed a welcome message from the Compliance area, sent by email to all new workers, containing guidelines on mandatory training modules and the declaration of potential conflicts of interest.

In addition to these initiatives, in celebration of the International Day of Ethics (February 23), the Company held a voluntary workshop designed for workers. In this forum, ethical dilemmas of corporate daily life were discussed, promoting reflections and sharing good practices to strengthen the ethical culture at Camil.



On another front, the Company conducted a specific training module for managers, entitled Ethical Leadership, designed to:

- Clarify the role of leadership in conflict resolution, providing feedback, and disciplinary measures;
- Improve effectiveness in investigating and resolving complaints through the Ethics Channel; and
- Present the results of the perception research derived from the Ethics Channel, encouraging reflections and learning.

In addition, a training module was carried out to update workers in the areas of Quality, Safety, Environment, People & Management, and unit managers regarding the guidelines on relations with public agents in an effort to mitigate risks related to workers interacting with representatives of the executive, legislative and judiciary branches.

Also within the training and communication pillar, 17 guidelines were sent by email to the members of the administrative areas — 1,516 workers — who were included in conversations among operational teams regarding harassment and use of the Ethics Channel. On International Anti-Corruption Day, on December 9, an anti-corruption quiz was held, with the participation of over 250 workers. Those with the three highest scores were awarded, encouraging awareness of the topic in an interactive and educational way.

In Chile, integrity and compliance actions involved communication and educational efforts among 544 workers through monthly bulletins, institutional communiqués, and the Buk training platform, which covers topics such as ethics, anti-corruption, conflict of interest management,

the policy on gifts, hospitality, the whistleblower channel, and other related topics. In the year, 492 workers participated in training programs, totaling over 407 hours. The Code of Ethics (in Spanish) and data from the reporting channel are available on the Tucapel website.

Third-party analysis

Also in the risk analysis pillar, a review of all the Company’s suppliers was carried out to ensure that none were listed in the list of companies involved in working conditions analogous to slave labor, according to a list updated in 2024. This initiative reinforces the Company’s commitment to human rights and the responsible and sustainable supply chain.



Ethics channel

AcAccessible to all stakeholders, including Latin American operations, Camil's Ethics Channel is a means for the registration — anonymous or identified — of complaints, doubts, or other manifestations, even if only suspicious, regarding any occurrence that may constitute a violation of the Company's policies and values, as well as current laws and regulations. This includes moral and sexual harassment, conflict of interest, corruption, and fraud.

The Channel is managed by an independent company to ensure its availability, autonomy and confidentiality. Reports related to inappropriate behavior, discrimination, harassment and non-compliance with internal rules are forwarded for analysis by the People & Management Department, while others are handled by the Compliance and/or Internal Audit team. Cases of greater criticality are submitted to the evaluation of the Operating Ethics Committee, formed by the Financial Board, People & Management Board and the Company's CEO. Regularly, the results and progress of the investigations are presented to the Audit Committee, the ESG and Ethics Committee, the Chief Executive Officer and the Board of Directors.

In 2024, 545 complaints were registered, of which 427 were investigated and concluded in the reported period. Among the cases in which the investigation was concluded, 163 were considered well-founded or partially well-founded, 131 were not well-founded, 36 were closed due to insufficient data, 77 were not conclusive, and 20 cases were beyond the scope of the Channel. No reports were associated with corruption. As for reports concerning discrimination, 10 cases were recorded, three of which were confirmed and treated according to the severity of each situation, resulting in the application of feedback, verbal warning, and suspension.

The increase in the volume of complaints received demonstrates the evolution of ethical culture at Camil Alimentos. Compared to the previous year, use of the channel grew by 95%. This result reflects the growing trust of workers in the Ethics Channel, driven by training, communication and transparency initiatives. The strengthening of integrity practices, combined with a safe environment that encourages everyone to report inappropriate situations, contributes to the prevention of risks and the development of a culture increasingly committed to ethics.

ETHICS CHANNEL MEANS OF CONTACT



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

Brazil: (0800 770 2530)

Uruguay: (000-413-598-5616)

Peru: (0800 78377)

Chile: (800 914 960)

Ecuador: (1800 001 465)

canal.etica@camil.com.br

Data privacy

Camil's Data Privacy Program's main objective is to identify, control and remedy any risks related to the processing of personal data under its responsibility, being structured under the provisions of the General Law for the Protection of Personal Data (LGPD). The topic is monitored by the Audit Committee and the ESG and Ethics Committee, which periodically receive reports from the Compliance Department, tasked with managing the Program.

To keep workers informed and engaged on the subject, throughout 2024, Camil sent monthly communications on LGPD to reinforce the Company's guidelines, as well as to update the inventory of personal data and prepare impact reports for critical activities.

On another front, a quiz on data privacy was administered in celebration of the International Data Protection Day, which was taken by over 200 workers, and which included

prizes to encourage engagement and dissemination of good data protection practices. The Company also maintains mandatory LGPD training for all new professionals who have a corporate email account, and must be completed within the first month of onboarding.

As part of the preventive actions, a cyber-crisis simulation was conducted with the participation of senior leadership and in partnership with an international consulting firm. The initiative provided practical experience on responding to incidents, reinforcing the perception that cybersecurity is a strategic and transversal theme at Camil. In addition, the Company made adjustments to the cookie banners on its websites, ensuring full compliance with the recommendations of the National Data Protection Authority (ANPD), reinforcing holders' transparency and control over their personal data.



Workers are continuously engaged in good data privacy practices through communication and training actions.



In the technological sphere, the implementation of a security solution based on artificial intelligence and machine learning was completed, capable of monitoring the behavior of servers and devices in real time, acting proactively in the detection and neutralization of threats. Likewise, specific confidentiality and data processing clauses are included in all contracts with suppliers.

During the period, no complaints, claims, or sanctions related to breach of data were recorded.

INFORMATION SECURITY IN INTERNATIONAL OPERATIONS

The corporate governance model adopted in Brazil was also extended to operations in Latin America (LatAm), ensuring alignment with corporate standards and systematic monitoring of actions implemented in other countries.

In Chile, periodic training was carried out on topics such as phishing and secure passwords, in addition to login access management based on the principle of least privilege (PoLP), with periodic reviews of the access granted, and continuous monitoring through tools integrated with the Security Operations Center (SOC), which detects incidents and generates alerts in real time. The Disaster Recovery Plan (DRP) has been documented, tested and kept up to date.

In Ecuador, several information security measures were reinforced, with emphasis on the implementation of CrowdStrike Falcon, an EDR solution aimed at protecting stations and servers, and optimizing the firewall. Navigation was secured with Forcepoint – restricting access to risky sites – and cloud backup routines were adopted.

In Peru, a cybersecurity training module was held in November 2024 for workers with access to corporate information. In addition, CrowdStrike and Forcepoint programs have been deployed, reinforcing threat protection. Costeño's Personal Data Protection Statement was also prepared, which will be updated in 2025 in accordance with the new national regulations on the subject.

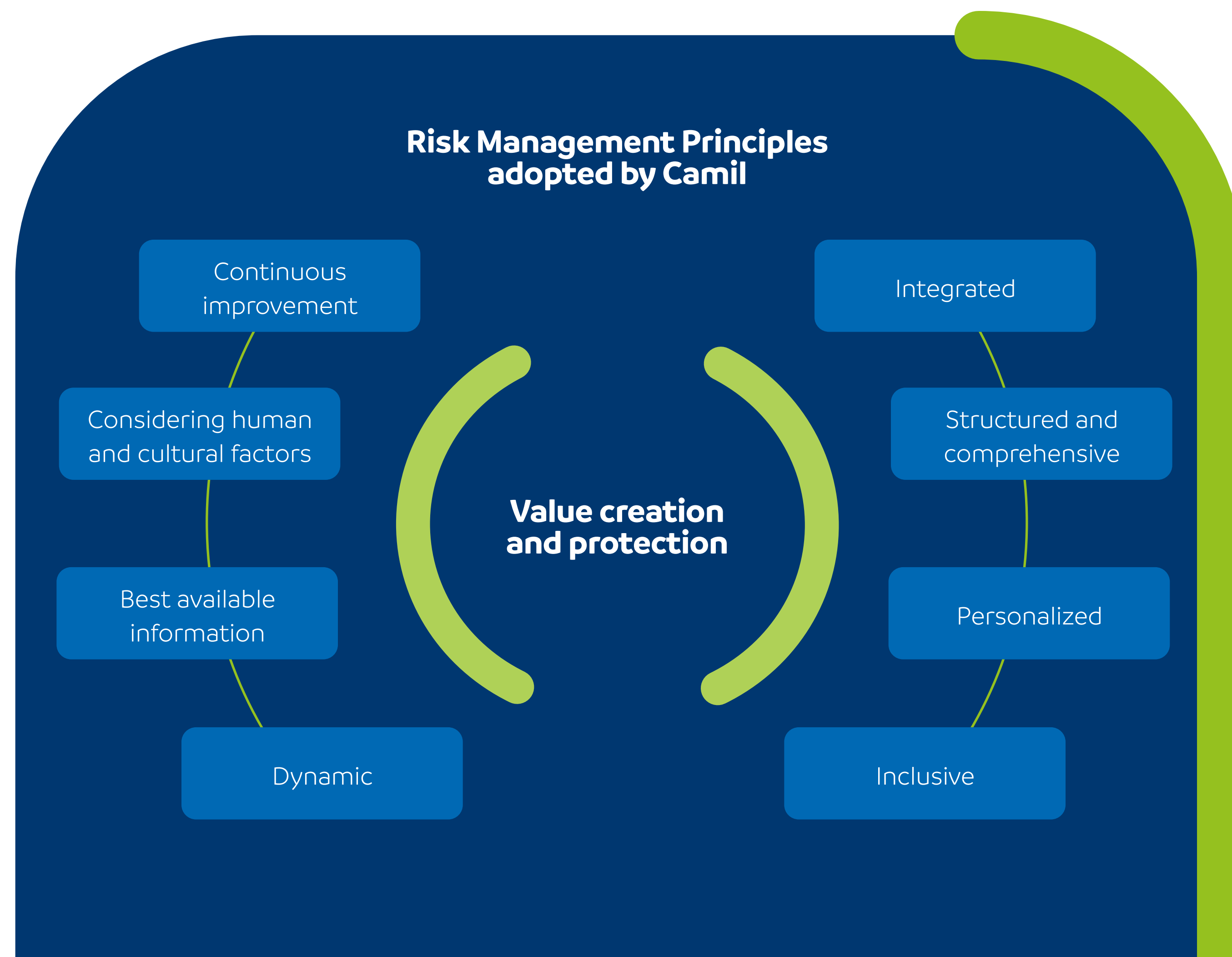
RISK MANAGEMENT

[GRI 3-3]

Camil has structures and processes for managing its risks based on best global practices, covering all its operations in Brazil and Latin America. The objective is to reduce uncertainties associated with achieving strategic objectives, thus ensuring business continuity and preservation. The approach adopted promotes integrated and aligned risk management among all stakeholders, functioning as a mechanism for creating and protecting value through mitigating threats and enhancing opportunities.

The risk management structure includes a set of regulations approved by the Board of Directors, who are responsible for defining the level of risk appetite, establishing guidelines and responsibilities for all workers, and fostering an organizational culture focused on effective risk management. The main document that guides the process is the Risk Management Policy, in conjunction with the Risk Appetite Statement, by which the Company defines limits of risk appetite and tolerance.

The methodology applied to risk management is aligned with the best and most up-to-date global references, such as COSO ERM 2017 and ISO 31000:2018 (Risk Management System). In addition, it incorporates the three-line model proposed by the Institute of Internal Auditors (IIA), which structures risk management among different areas and levels of the organization. This approach aims to strengthen corporate governance, facilitate the identification of more effective structures and processes, and contribute to the achievement of the Company's strategic objectives.



Risk management model

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

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

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



Top management responsibilities

Top management has the responsibility to establish risk management structures and processes, including advisory committees, such as the Statutory Audit Committee. Likewise, it delegates responsibilities and of-

fers resources to management to achieve the organization's objectives, as well as determines risk appetite and exercises supervision of their management, including internal controls. Management also maintains

supervision of compliance with legal, regulatory, and ethical expectations, as well as establishes and supervises the internal audit function as well as independent external audit.

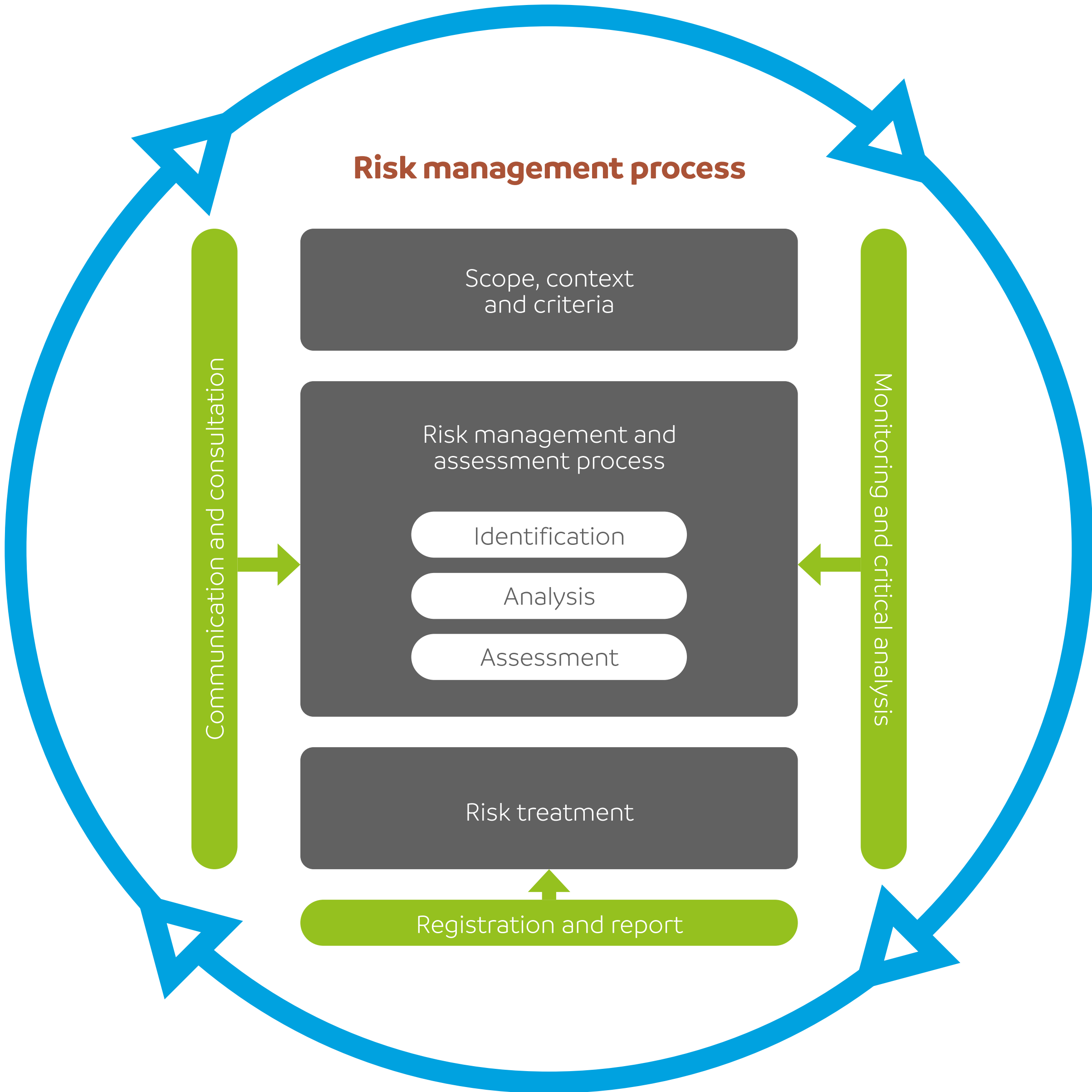
Risk management process

Camil carries out the identification, assessment and continuous monitoring of the main risks that may impact its businesses and compromise the achievement of its objectives and results. These risks include environmental, social and corporate governance aspects, in addition to strategic, financial, operational, technological and compliance factors. With an integrated approach, the Company's lines of defense strengthen management and improve the internal control environment.

Every year, the Company undertakes a risk assessment process with the participation of Senior Management to map and analyze the risk environment, ensuring that existing controls are adequate. If risks are identified that exceed the established tolerance limits, additional measures are implemented to mitigate them.

The formalization of risk management occurs through the creation of manuals and risk matrices and internal controls. The results of this management resource are shared among all lines of defense, ensuring recording, reporting, communication and continuous monitoring, in addition to critical analysis of the Company's risk environment.

This process is conducted transparently, with periodic reports issued to Senior Management and the Governance Bodies. In addition, the main risk factors that may impact the Company's operations or compromise its strategic objectives are disclosed to the market and other stakeholders through the Reference Form, available on the Investor Relations website.



**OUR
OPERATIONS**

4.



FOOD QUALITY AND SAFETY

[GRI 3-3; 416-1]

[[Agenda 2030 Goals: 2.1, 12.3]

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

The purpose of bringing quality and, mainly, safe food to the table of millions of people guides Camil's activities. Thus, in 2024, it sought to ensure compliance with technical and regulatory specifications, revalidating national and international certifications, in addition to meeting the demands of markets, customers and consumers through control and registration tools, inspection equipment, and internal and external audits.

Likewise, the Company maintained investments in technologies, process improvements and training, seeking to mitigate risks and reduce losses and waste. These efforts also resulted in awareness-raising actions among bean producers, including the publication of a booklet containing guidelines and tips on the use of chemicals, storage, soil fertilization, among others.



Certifications

Camil’s commitment to food quality and safety is reflected in certifications and authorizations obtained in all countries where it operates, for various national and international standards and requirements, which ensure the regularity of processes and the reliability of products.

The main quality certifications of the Camil group companies are listed below:




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

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



BPM – HACCP System: BPM is an intermediate level of the Hazard Analysis & Critical Control Point (HACCP) certification that certifies food quality based on an ordered analysis to identify and control hazards associated with food production, distribution and consumption.

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



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

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



Qualified Economic Operator (OEC): Attests to compliance with international standards in terms of supply chain security.

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



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

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



Halal Supplier: Globally recognized, this certification attests to the maximum quality control in food production based on specific standards for the Islamic market.

 **Certified Units:** Itaqui (RS) oils factory.



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

 **Certified unit:** Costeño Alimentos (Peru).



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

 **Certified unit:** Costeño Alimentos (Peru).



ISO 50.001 - Energy Management System: A set of procedures and activities implemented by any type of organization, whether industrial, commercial, administrative, or service, in its daily routine to make energy consumption more efficient and thus promote reductions in total energy consumption.

 **Certified unit:** Tucapel (Chile).

The various certifications reflect Camil's commitment to food quality and safety.

Quality analysis

In its production chain, Camil seeks to maintain quality and monitoring standards in a systematic manner, monitoring indicators and carrying out internal and external audits of its operations. Therefore, in all countries where it operates, the Integrated Management System (IMS) directs the activities of analysis of process and product requirements, ensuring that they are 100% verified, based on the legislation of each location, as well as the technical standards of each segment of operation.

Every month, in Brazil, a meeting is held with the participation of the CEO, where all factories present their monitored quality indicators. The analyses carried out at the meeting are subjected to three strategic dimensions: the cost dimension (fines), quality dimension (customer service and returns data) and management dimension (training, processes, etc.). Thus, it is possible to ensure that all products processed in Brazil undergo quality requirements analysis, based on the current legislation and standards, through the following control steps:

- Classification of rice, beans and other grains, as well as sugar and coffee;
- Water potability analysis;

- Monitoring of microbiology, micro- and macro-scopy, mycotoxins, pesticides and heavy metals; and
- Compliance with HACCP requirements.

In Chile, the industrial plants have made significant advances in food safety, quality and regulatory compliance. The new Santiago unit fully implemented the BRCGS Food Safety system (British Retail Consortium Global Standards – Food Safety), obtaining the AA classification from the certification audit. On another front, at the Retiro plant, other initiatives were highlighted, such as: the installation of a color selector with artificial intelligence to improve the detection of defects and mitigate physical risks; the acquisition of a thermobalance to reduce losses in the rice cracker line; and the reinforcement of product sampling based on technical and legal criteria. In addition, the external suppliers underwent audits to ensure compliance with the Company's requirements, reinforcing the commitment to excellence throughout the production chain.

AUDITING

In 2024, 29 external audits were carried out in the factories in Brazil, 23 of which were contracted by Camil itself with independent consultants, and six by clients.



In Ecuador’s operations, important actions were taken to ensure product quality, with emphasis on compliance with local legislation and consumer safety. We highlight the external validations carried out by the local regulatory agencies, as well as the calibrations of the plant’s equipment to ensure the reliability of the results related to product quality. The Internal Controls structure was strengthened in the areas of quality control and production through the implementation of systematic monitoring procedures that ensure the compliance of the products with their technical and consumer safety specifications.

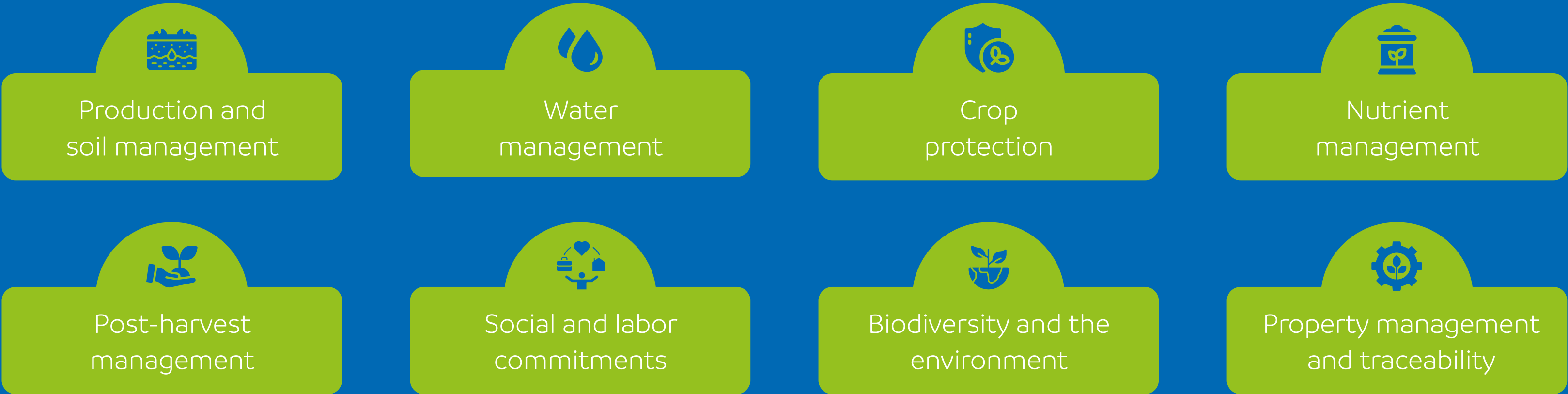
Likewise, at Costeño Alimentos in Peru, all products are verified, based mainly on the HACCP system, which identifies any risks that may affect food safety, especially in the stages considered critical, thus ensuring that all products are in compliance with food safety regulations.

In Uruguay, the Quality Plan is applicable to all plants, and is premised on ensuring technical analysis of products in addition to specifications of raw materials and shipment control, increasing agility, control and efficiency in the production process.

SUSTAINABLE RICE PRODUCTION

In 2024, the rice from Camil’s operations in Uruguay received the SRP (Sustainable Rice Platform) certification, an international seal that attests to the production of rice in a sustainable way, balancing economic, environmental and social criteria along the production chain. Created by a global initiative led by the United Nations Environment Programme (UNEP) and the International Rice Research Institute (IRRI), the SRP certification aims to promote more responsible agricultural practices while ensuring lasting benefits for producers, consumers and the environment.

Rice certified by the SRP is recognized for being produced with less environmental impact, better use of natural resources, reduced use of pesticides and chemical inputs, in addition to contributing to better working conditions and income for farmers. To obtain SRP certification, producers must meet a set of criteria based on 41 performance indicators, distributed in eight main areas:



Combating waste

As a way to reduce the impact of the businesses and promote the fight against waste, in addition to social actions and promoting producers, Camil constantly invests in improvements in production processes to minimize losses at all stages, from acquiring raw material to final delivery to the consumer. Likewise, the reuse of materials and waste is a premise in the Company's environmental management, with emphasis on the use of the main waste generated, such as rice husk for sustainable energy production in plants powered by biomass used by the industrial plants in Brazil ([learn more](#)). Ashes generated by the burning of rice husk are used as fertilizer in crops.

Nas fábricasIn the grain factories, rice oil is also extracted, generating a by-product for partner factories that produce animal feed. In the canned segment, sardine waste (head, glue and viscera) is used to produce fishmeal and fish oil, thus being diverted from landfills. In the case of tuna, the parts not used in production (head, blood, glue and skin), which contain high levels of omega 3, are direct-

ed to the production of MSM (mechanically separated meat) in Camil's factories, which is then commercialized for the production of animal feed. In addition, in roasted coffee production, the film byproduct is reused for paving roads in rural areas.



LATAM ACTIONS TO COMBAT WASTE

In Chile, the Zero Waste Campaign was implemented, focusing on reducing losses and using raw materials more efficiently. In this context, three teams dedicated to continuous improvement were tasked to optimize production processes. The first, focused on reducing losses in the rice packaging area, achieved significant results: an 80% reduction in losses resulting from spills during transport and an 80% reduction in the volume of reprocessed product. The second team, focused on reducing losses in the rice cracker line, has already recorded a 9.7% decrease in waste during production. The third group, aimed at reducing losses in the mills of the Brazil rice lines, focused its efforts on the recovery of discards from reprocessed products, contributing to the more efficient use of inputs and the min-

imization of waste throughout the production process. In addition, in the logistics scope, a process was structured for the management of customer returns, where the products are reconditioned and directed to commercialization for animal consumption.

In Ecuador, strategic actions were implemented in the processing sector with a focus on reducing waste, especially in the classification processes. The creation of an area dedicated to reprocessing stands out, which began to receive products previously classified as tailings, allowing the recovery of up to 99.9% of the material, promoting gains in efficiency and sustainability.

Digital transformation

Digital transformation has been consolidated as an essential vector of competitiveness and sustainability in the food sector, characterized by high levels of safety, traceability, logistical agility and customer relationships. The use of technology allows us to optimize processes, reduce waste and strengthen data-driven decision-making.

In this context, in 2024, Camil drove a series of initiatives focused on innovation, focusing on productivity, agility and operational excellence. Strategic actions were implemented to capture innovative ideas, which proved to be highly effective, generating concrete results in the short term. In the logistics field, the modernization and improvement of systems have advanced with the implementation of the TMS (Transportation Management System), providing significant gains in productivity, traceability and agility in cargo transportation processes – improvements that directly impact customers’ shopping experience. This project will continue to expand over the next crop year. In the commercial sphere, relevant developments were made in sales systems, with emphasis on the development of a virtual assistant with conversational artificial intelligence capable of serving vendors via WhatsApp in any location. This innovative solution offers quick responses and connects the user directly with the Sales Administration area, optimizing the service time and increasing the efficiency of business operations.

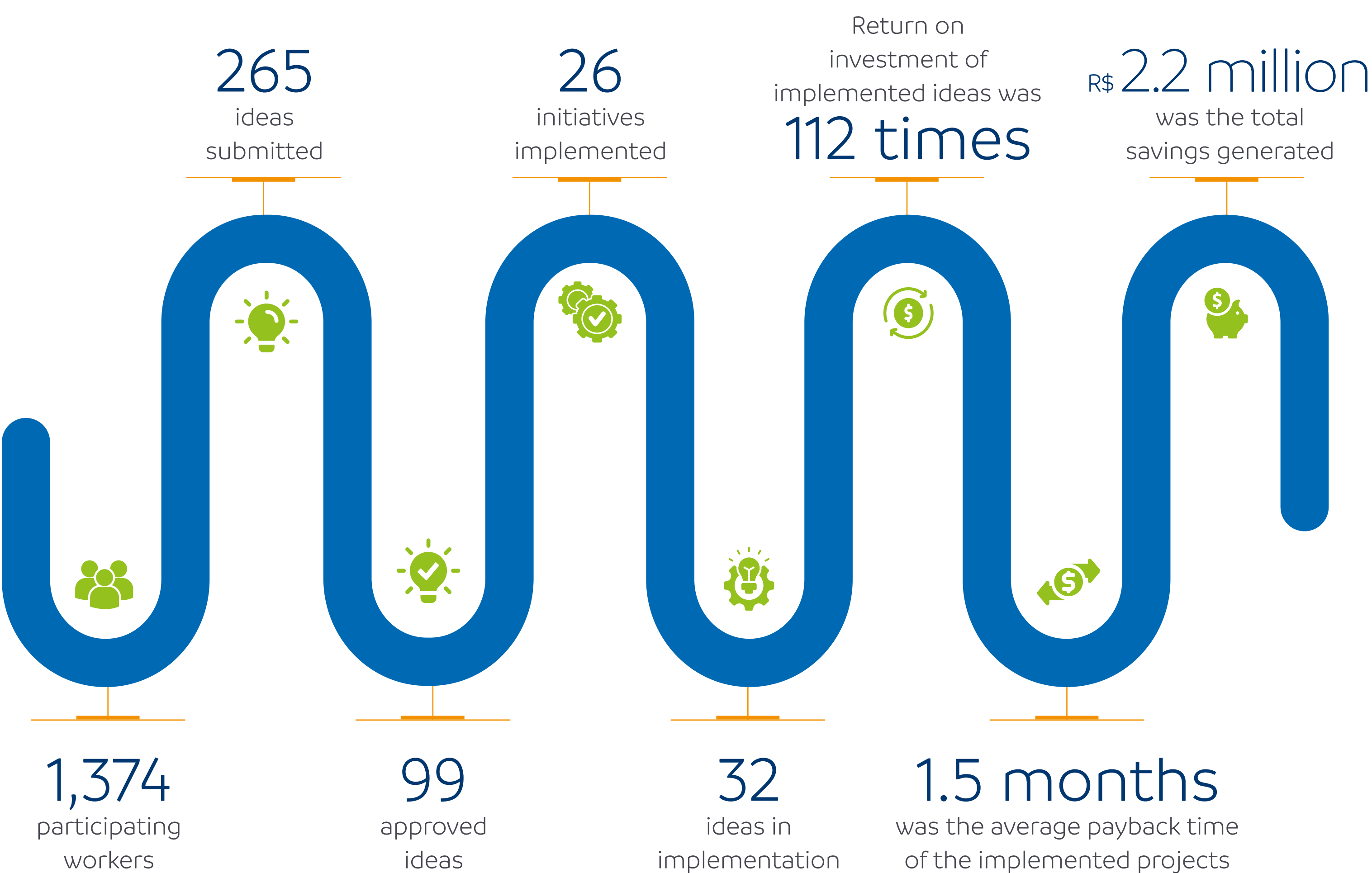


Ideas Program

Implemented in 2024, the Manufacturing Ideas Program integrates the Company's digital transformation initiatives and aims to boost intrapreneurship, strengthening the culture of innovation and seeking solutions for competitive efficiency. In its first cycle, the Program involved 1,374 trained workers, who presented 265 ideas, of which 99 were approved and 26 have already been implemented, generating objective savings of over R\$2 million in the period. The main initiatives implemented are linked to improvements in production processes and equipment, generating operational efficiency and reducing waste.

The Manufacturing Ideas Program encourages intrapreneurship and strengthens the culture of innovation.

The Making Ideas 2024/2025 Program



Artificial intelligence

Another important initiative for digital transformation, carried out in 2024, was the launch of Camila, the Virtual Assistant driven by Generative Artificial Intelligence, already in operation with the commercial team. Available via WhatsApp, Camila was designed to optimize the routine of vendors, allowing quick and personalized consultations on various aspects, such as billing, customer portfolio, order tracking, transshipment and prices.

By connecting people and results, Camila strengthens the relationship between vendors and their customers, providing agility, accuracy and strategic data that make service even more efficient. Available 24 hours a day, seven days a week, Camila customizes its service according to the history of each customer and vendor, anticipating needs and offering solutions that assist in achieving superior sales results.

Camila’s functionalities cover the entire vendor’s journey and are designed to be in-step with the typical routines of commercial businesses. It enables operational features that provide an analytical view, according to the guidelines of each channel. In addition, the responsible team constantly reviews the functionalities and the experience implemented to ensure greater adherence and better usability.



Benefits & earnings

- ✓ Greater timeliness and monitoring of the approval of requests;
- ⚠ Ease of making and managing requests, reducing procedural errors;
- \$ Greater price discovery, aiding consultations and negotiations;
- 💬 Commercial support through the centralized WhatsApp channel; and
- 🛒 Improved vendor experience to sell more and better.

RESEARCH AND DEVELOPMENT

At Camil, research and development (R&D) initiatives are strategic for innovation and sustainable growth of the businesses. The Company continuously invests in solutions that add value to products, improve industrial efficiency and, above all, contribute to reducing environmental impacts. In 2024, the area's efforts were largely focused on the evolution of packaging, with emphasis on reducing material consumption and adopting more sustainable alternatives, in line with the organization's sustainability goals.

Among the advances made, we highlight the project to reduce the thickness of the film in the packaging of the penne pasta line, which saved 16.2% in the consumption of plastic material, without compromising the integrity of



Reduction of the thickness of the penne packaging film a

16,2%

reduction in material consumption.

the product or the consumer experience. Another relevant project involved the resizing of the film used in gelatin packaging, resulting in a 6.3% reduction in material use.

Camil also advanced with technical and process specification adjustment projects with a view to recyclability by changing laminated packaging to mono-material structures. One example is the replacement of the film of the metallized BOPP + PET packaging of the 90g rice cracker line, already technically approved. Currently, the Company is assessing the remaining stocks of the previous material to enable the exchange and start the definitive implementation of this new solution.



Resizing the gelatin film a

6,3%

reduction in material consumption.



LOGISTICS

In 2024, Camil's logistics area underwent a significant restructuring, reaffirming the Company's commitment to operational efficiency, sustainability and innovation. A significant part of transport is operated by Ciclo, one of the group's companies, which has been acting strategically in transport management to support Camil's wide platform of brands and categories. Currently, the operation has a fleet of 200 Ciclo's own vehicles and a group of 220 partner carriers registered with Camil, ensuring capillarity and agility in serving the markets in which the Company operates.

As part of the modernization process, a new TMS (Transportation Management System) system was implemented, with a digital document issuance module, which provided relevant gains in compliance and reduced paper use, in addition to expanding traceability and control of operations. This monitoring tool increased operational visibility and allowed the start of data collection for the preparation of the first emissions inventory in the logistics area. The expectation for the next cycle is to achieve full monitoring of 100% of the fleet, including company-owned vehicles and those of logistics partners.

In 2025, the first electric truck was launched, which now operates in the logistics center of Osasco (SP). The goal is to expand this initiative to five units by the end of 2025, representing an important step towards a cleaner and more sustainable fleet. At the same time, Camil has been promoting the gradual replacement of gas-powered equipment with electric forklifts in internal storage operations – with projections for achieving 100% electrification in the closed environments for the next cycle.

In addition, actions are underway to review the logistics network, focusing on identifying opportunities for improvement in the location of distribution centers from 2025. This analysis aims to increase the efficiency of routes, reduce return freights and increase the productivity of logistics assets, also contributing to the mitigation of environmental impacts from operations.



OUR
TEAM

5.



WORKERS' PROFILE

[GRI 2-7; 2-8; 2-30; 401-1]

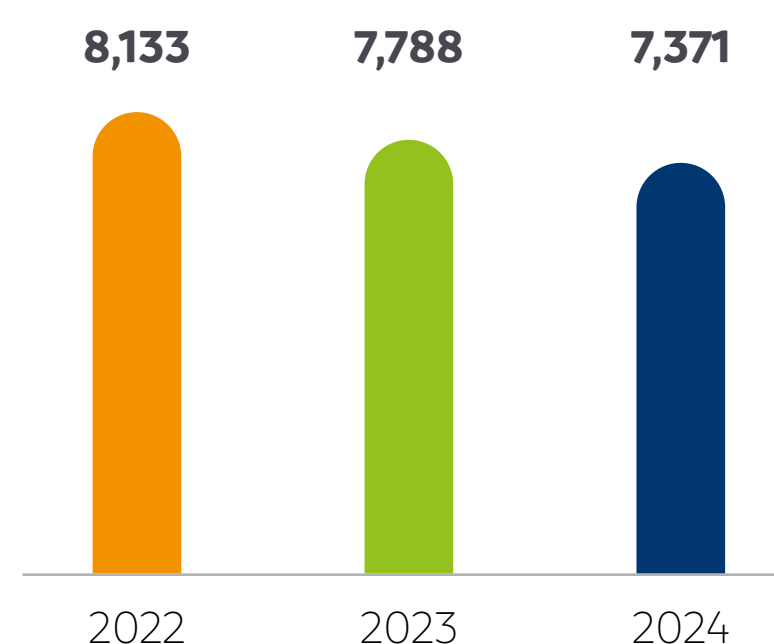
[Agenda 2030 Goal: 8.5]

At Camil, promoting an ethical, safe and welcoming work environment is an integral part of the strategy of valuing the people who support the Company's daily life. workers are fundamental agents in achieving organizational objectives and, therefore, the company continuously invests in building relationships based on respect, professional development and collective commitment to the corporate culture.

In February 2025, about 7,300 people were part of Camil's workforce. Of the total, 77% worked in Brazil, a country that concentrates most of the workforce, followed by Uruguay, Chile, Peru and Ecuador. In addition, 151 apprentices and 14 interns complemented the Company's human capital, in addition to 987 outsourced professionals. In the harvest period, 194 temporary workers were part of the teams of Camil companies.



Total workers



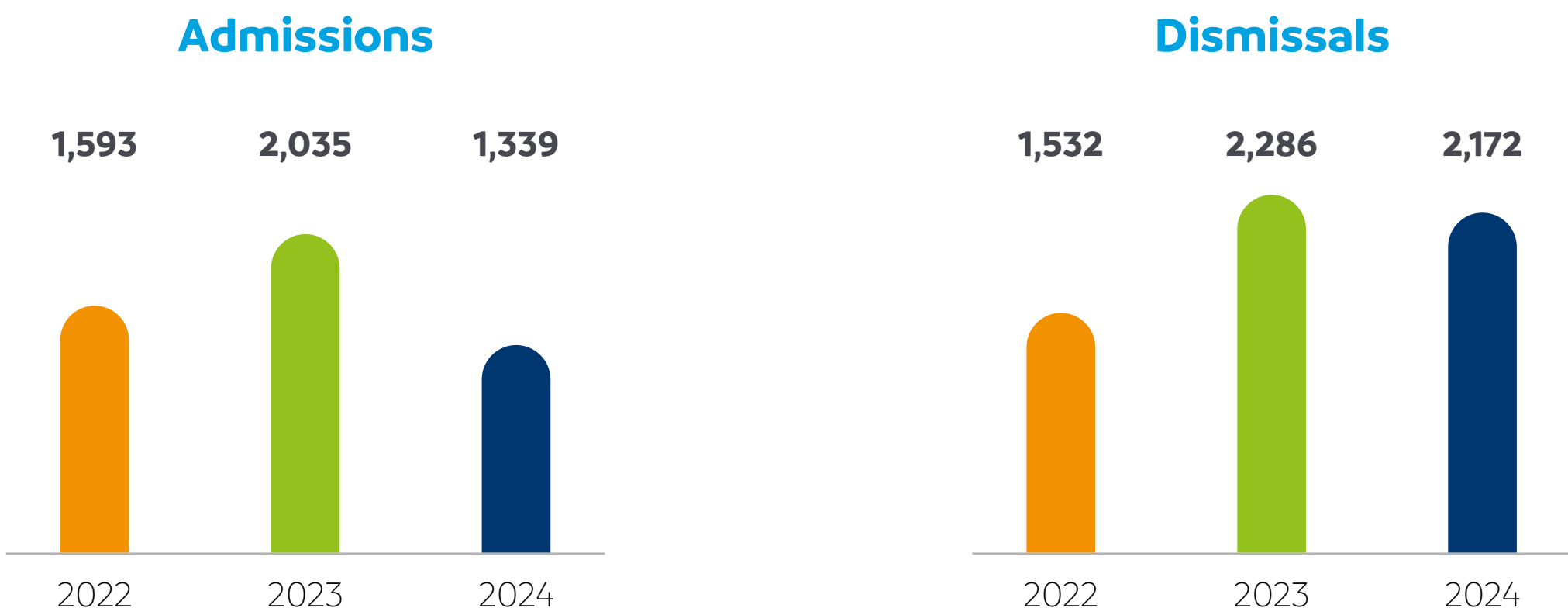
Camil ensures that all its workers exercise their rights to freedom of association, collective bargaining agreements and internal representation. In February 2025, all professionals with an indefinite contract in Brazil and Uruguay were covered by collective bargaining agreements⁵. In Peru, this percentage was 30% – an increase of 10 p.p. compared to the previous year.

In Chile, during 2024, negotiations were concluded with six different groups, resulting in the formalization of new collective bargaining agreements that now include 64% of workers, increasing by 5 p.p. compared to the previous period.

⁵. In Ecuador, considering the local labor legislation, the rules of collective agreements or conventions do not apply.

Admissions and dismissals

Throughout the year, Camil admitted 1,339 people and dismissed 2,172 – which represents a decrease of 833 jobs, mainly in Brazil, motivated by the Company’s restructuring that followed the production volumes recorded in the period. In Chile and Ecuador, there was an increase of 55 and nine job positions, respectively.



BENEFITS PROGRAM

In 2024, Camil expanded its Benefit Program with the objective of mapping existing agreements, establishing new partnerships and strengthening communication with workers in all of the Company’s units. These actions sought to make the benefits offered more visible and accessible, contributing to the well-being and engagement of the teams. An institutional campaign was developed with a focus on valuing people and disseminating information about the services available.



HEALTH, SAFETY AND WELL-BEING

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

[SASB FB-AG-320a.1]

[Agenda 2030 Goals: 8.5, 8.8]

Ensuring safe and healthy work environments is a commitment made by Camil together with all its workers. In addition to compliance with the legal requirements in each country where it operates, the Company promotes voluntary initiatives focused on the prevention of occupational accidents and diseases, as well as constant investments in infrastructure and accessibility.

Health and Safety management includes 100% of the organization's workforce and operates based on specific indicators deployed through goals that directly affect the variable remuneration

of leaders at different hierarchical levels. These goals are closely monitored by Senior Management and make up the Company's ESG Agenda.

Actions in the area of occupational health are structured based on the identification and analysis of risks in the work environments, serving as a basis for developing the Medical Control and Occupational Health Program (PCMSO), which guides preventive medical care and monitoring of the health of workers.

Means of identifying occupational risks:

- **Suggestion boxes:** supplied with forms to be deposited that describe information on hazards, incidents and misconduct.
- **Daily Safety Dialogue (DDS):** sensitization to safe behaviors through direct dialogue with workers, feedback, guidance and commitment (individual and collective).
- **Physical communication:** every worker has access to an open communication channel equipped with a dedicated team and are able to inform on any situations that expose them to the risk of accidents.
- **Investigation:** assessment of occupational hazards and incidents. Generates action plans to correct any deviations and mitigate the possibility of recurrence.
- **Incidents registry:** available to all workers, it enables the reporting of events that may result in accidents.
- **Monitoring:** mapping of risks identified by workers or OHS teams in order to mitigate them.

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

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

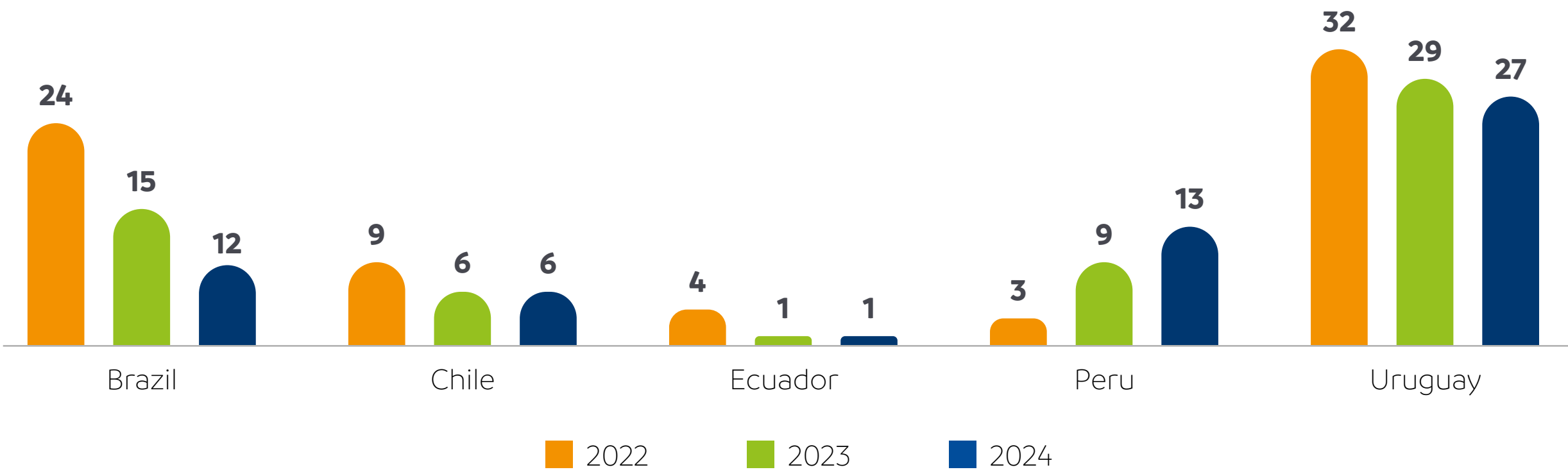
Commissions and Committees are responsible for identifying risks, monitoring the results of periodic inspections carried out by workers, and monitoring the Company's performance concerning the subject. In addition to the periodic analysis of occupational accident and disease indicators, this work includes investigating the causes and consequences of incidents, in addition to developing preventive and corrective plans. On another front, the project developed in partnership with DuPont Sustainable Solutions was continued for team training and leadership engagement concerning topics related to worker health and safety.

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



Throughout the period covered by this report, Camil contributed R\$4 million to operations in Brazil for initiatives that minimize the risks identified in various work environments. Among the investments made, we highlight the revitalization of all safety signs, the expansion of the use of the SOC system (the most widely used management software in Brazil to meet the demands of reporting safety and health data) and the further development of the legislation compliance online system, in all factories, with 82% coverage. On another front, in Brazil, over 29,000 hours of training focused on OHS topics were conducted on hazardous situations prevention.

Number of occupational accidents



In 2024, the Company recorded a total of 59 occupational accidents, two of which resulted in deaths – one in Brazil and the other in Uruguay. Both triggered immediate investigations of the causes and the implementation of measures to prevent new cases, which included investments in infrastructure, training and the publication of a Work Accident Consequence Policy.

THE PEACE PROGRAM

Started in 2024, the Zero Accident Program (PAZ) aims to strengthen the safety culture at Camil in all its operations. The PAZ pilot program is to be implemented in Brazil and later extended to other countries, based on a schedule that includes several proactive actions aimed at human behavior and changes in processes.



Initiatives in LatAm countries

Chile

As part of the continuous evolution in Occupational Health and Safety (OHS) management, Chilean operations began implementing software specialized in monitoring health and safety indicators and processes to improve the efficiency of the area. The solution includes modules adapted to the Company's operational reality, promoting greater control, integration and traceability of OHS information, in addition to strengthening the culture of risk prevention.

At the Retiro factory, occupational health actions involve the work of the nursing team in programs that encourage self-care among workers. In partnership with Mutual de Se-

guridad, occupational risk surveillance initiatives are conducted, with a special focus on exposure to factors such as dust and noise. The unit also performs specific medical examinations for high-risk activities, such as working at heights and in confined spaces.

In addition, preventive health campaigns are carried out, such as ophthalmological examinations, actions aimed at preventing epidemic outbreaks, and periodic check-ups according to age group, contributing to promoting the integral health care of workers.

Peru

In February 2025, the Occupational Safety area underwent a strategic restructuring that aimed to increase focus on safety management and culture. The new configuration allows greater synergy with operational processes, which boosts actions aimed at accident prevention and promoting safer work environments.

Among the initiatives carried out in the period, technical training stands out, such as training in first aid and correct handling of fire extinguishers, and training teams to act in emergencies. In addition, workers received specific guidance on the safe handling of manual loads, contributing to the prevention of musculoskeletal injuries and other occurrences related to ergonomics. Regular training is also provided on taking active breaks to encourage healthy habits and reduce the impact of repetitive activities or prolonged postures.



Ecuador

In Ecuador, initiatives to promote health and prevent occupational risks are conducted in a systematic manner based on technical studies and the practice of continuously monitoring work environments. Among the activities carried out, we highlight the inspection of environmental conditions and the establishment of safety limits for exposure to harmful agents, such as noise, solvents, toxic materials in liquid, solid or gaseous state, as well as potentially hazardous fumes, dusts and mists.

Occupational health management in the country also includes the classification of work activities according to the risks involved, the formal opening of occupational medical processes, and annual preventive health examinations for all workers in order to monitor the health status of workers.

Primary and emergency medical care is also available, along with vaccination campaigns to maintain collective immunity against illnesses such as influenza and tetanus.

Other relevant fronts include the investigation of occupational diseases and regular training focused on the health and well-being of workers. The topics addressed in 2024 included: consequences of smoking, alcohol and drug use prevention, psychosocial risks, and care related to the bacterium *Helicobacter pylori*. In addition, monitoring of the working conditions of people with disabilities is carried out, implementing measures to support professional and social rehabilitation, in addition to monitoring absenteeism as a preventive management tool.

Uruguay

In Uruguay, Camil has made significant progress in consolidating an organizational culture focused on occupational safety and health. In 2024, all production units underwent systematic internal audits in order to identify deviations and promote continuous improvements in processes. As part of strengthening governance, the policies on Occupational Safety and Health, the Environment, and Supply Chain Safety have been reviewed, updated and widely disseminated across all operations.

Among the initiatives of the year, we highlight the participation in the III National Congress on Safety and Health, as well as the launch of the 360° Safety Leadership Assessment Program, a tool that enabled mapping the impact and management style of leaders, guiding the creation of personalized devel-

opment plans. In parallel, the new Preventive Technical Program (PROITP) was implemented, which establishes consistent criteria for inspections and operational safety controls conducted by OHS technicians in all industrial processes. The procedure for hazardous energy consignment was also updated, ensuring the identification and prevention of risks for interventions in machines, equipment or installations.

Remaining focused on prevention, the implementation of a new alcohol consumption control protocol was initiated, aimed at transporters who access SAMAN units, with preventive inspections and additional controls in cases of incidents, accidents or hazardous behaviors.

Health care

Along with the prevention of occupational accidents and diseases, the Company seeks to contribute to the improvement of the health care of workers through periodic medical examinations and the fight against diabetes, hypertension and obesity. On another front, internal campaigns encourage the adoption of healthy habits related to diet, physical activity and disease prevention, such as Pink October — breast cancer prevention and Blue November — prostate cancer prevention.

In 2024, the Health area underwent an important restructuring, monitoring occupational health issues as well as the integral health of workers. Over the period, several initiatives were developed for implementation in the coming years, with emphasis on the Wellness Program, which provides for the social mapping of workers. This mapping will serve as a guide for investments in health care and preventive health.

INFORMATION AND AWARENESS

One of the main actions implemented during the restructuring of the area, also in 2024, was the periodic newsletter on disease prevention. With diverse content, ranging from health care tips to information on occupational diseases, the newsletter was sent to all workers, in addition to being posted on walls around the operating units.



PROFESSIONAL DEVELOPMENT

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

The continuous development of skills and competencies of workers enables the execution of the organizational strategy and agile adaptation to the evolution of Camil's market. Therefore, in 2025, the Company carried out 172,800 hours of training in total – an average of 23:30 hours per worker, an increase of 17% compared to the previous year.



Training hours by job category and gender

Category	Men	Women	Total
Executive Board	282:00:00	77:00:00	359:00:00
Management	2,599:35:00	1,168:04:00	3,767:39:00
Coordination / Special	4,095:31:00	3,690:35:00	7,786:06:00
Technician	1,245:07:00	9,157:54:00	10,403:01:00
Leader	5,790:00:00	2,653:04:00	8,443:04:00
Administrative	10,337:42:00	11,193:19:00	21,531:01:00
Operational	87,481:30:30	33,015:02:30	120,496:33:00
Total	111,831:25:30	60,954:58:30	172,786:24:00



In 2024, the Company maintained initiatives aimed at preparing successors for strategic positions through two programs, with content aimed at developing management skills in line with Camil's competencies and values.

Development programs for succession

Lead:

Managers, coordinators, experts and some analysts participated in an in-depth training program of over 30 hours.

Avante:

Also with a 30-hour curriculum, it is dedicated to training the sales team (managers, executives and promoters).

In addition to the programs focused on succession, Camil's workers also participate in development programs designed for other positions through Camil Evolua, which aims to develop and update teams, offering comprehensive content through lectures open to all professionals from all operating units. The workers were also offered a series of training programs focused on corporate culture and diversity, equity and inclusion.

The alignment of development initiatives with the business strategy extends to other Latin American units. In Uruguay, for example, SAMAN annually conducts the Training Needs Diagnosis (TND), based on worker feedback and the guidelines of the Individual Development Plans (IDP). Simultaneously, transversal departments, such as Quality and Safety, elaborate their training plans, which are added to those provided by the TND.

COLLABORATIVE CULTURE

Fostering a collaborative culture has been one of Camil's central strategies to promote sustainable business growth and strengthen the organizational environment. In 2024, the Company made significant progress in consolidating this pillar by instilling the drivers of Collaborative Culture at all levels of leadership, as part of the Leadership Development Journey. The initiative was attended by approximately 500 leaders, who were sensitized on the relevance of consolidating collaborative practices in a multinational and diverse organization.

During this journey, the participants were guided on the importance of collaboration between leaders, peers and teams as an instrumental aspect for boosting organizational engagement, as well as putting institutional values into practice and contributing to a more cohesive work environment. Collaborative Culture, in this context, is known to be an essential lever for retaining talent, strengthening the sense of belonging, and motivating people – fundamental aspects for the cultural alignment among all the geographic regions in which Camil is present. These efforts also prompted people to reflect on the role of leadership in building stronger bonds and relationships based on trust, which are directly linked to the challenges of the business and social transformations.




Training programs


Available at Academia Camil — the Company's corporate education platform — the training programs are divided among three schools:

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

Development initiatives - Brazil

Country	Program	Target Public	Description
 Brazil	Internal/External Mentoring	Coordinators, managers and executive managers	Guides leaders to the next stage of their career. Participants are accompanied and advised by a more experienced professional, focusing on personal and professional growth. The mentors may be internal or external, according to the strategy defined for each mentorship.
	Avante	Sales managers, sales executives, promoters	As part of succession initiatives, it prepares professionals in techniques and behavior required to take on new roles, such as sales and/or management positions.
	Leads	Managers, coordinators, specialists and analysts senior positions	Trains successors for leadership positions and those at managerial levels.
	Onboarding	All workers	It provides follow-up on the onboarding process since admission to institutional training. It includes the initial training for the role to facilitate adaptability to Camil's culture and values.
	Intern development	Interns	Prepares youth talents in administrative, operational, and commercial areas. The monthly Meetings address behavioral and business-related topics.
	Scholarship	All workers	It aims to retain and develop workers mapped in the PDI - People Cycle with undergraduate and graduate scholarships.
	Leadership School	All leadership roles	Provides leaders with specialized knowledge, focusing on organizational and behavioral skills, as well as business and people management.
	Camil Evolua	All workers	Promotes technical knowledge on internal tools and processes. It also provides training on the behavioral skills expected of according to Camil's culture.
	Sales School	Sales managers, sales executives, promoters	Promotes up-to-date professional sales training. Fosters management and the development of business skills conducive to drive results.
	Business School	All workers	Disseminates knowledge of Camil's business to improve know-how of processes and products.

Development initiatives - Uruguay

Country	Program	Target public	Description
 Uruguay	Leadership and Communication Development Workshop Effective for second-line leaders	Supervisors	A series of workshops were held for Saman leaders throughout 2024. Among the topics addressed, emphasis on communication and innovation skills.
	Coaching	Management	Guidance from the management team of Saman, focusing on personal and professional development.
	Soft skills	HR and OHS teams	Developing skills and behaviors for each role
	Temporary roles	Leadership	Skills development program, through virtual and face-to-face meetings, focusing on leadership competency.

Complementary training and capacity building

The social impacts generated by people’s development initiatives extend beyond business benefits, positively impacting society and other stakeholders with whom Camil relates. An example of this is the worker Training Program carried out in Navegantes (SC), which offers the opportunity to resume schooling and complete elementary education and high school through special classes through the Youth and Adult Education Program (YAE). The program takes 13 months to complete and enables students to participate in internal recruitments that require high school diplomas. In 2024, 19 students were trained, 15 of whom were women and four men.

Another prominent initiative in this regard is the Itaquí Training School in Rio Grande do Sul, which since 2020 has offered basic education and professional qualification for free

through training programs focused on technical and managerial aspects of manufacturing operations. In 2024, 144 workers were trained.

In Minas Gerais, at the unit located in Machado, the Training School was created to qualify workers, develop business skills and contribute to career paths. In 2024, 322 people received training through 16 training modules, totaling 7,481 class hours.

Among the highlights of the year was the launch of Acredita CB, an educational project aimed at encouraging the completion of high school. With the support of a psychopedagogue, 24 workers participated in the initiative, half of whom passed the final exams.

Performance evaluation

Fundamental to the development of professional development programs, performance evaluations are a systemic process at Camil, under the following directives:

- Verify workers' level of adherence to the skills required by the business;
- Diagnose factors that lead to drops in individual performance;
- Guide people management in recognizing different performance levels;
- Strengthen the feedback culture, based on tangible information;
- Qualify the Individual Development Plans (IDP); and
- Develop increasingly effective development programs, based on individual and collective training needs.

In 2024, 4,314 workers undertook performance evaluations in all the countries where Camil operates.



DIVERSITY, EQUITY, AND INCLUSION

For Camil, the promotion of a diverse, equitable and inclusive work environment generates positive impacts that transcend the basic aspects of the business, actively contributing to the fight against discrimination and the reduction of social inequalities. With this understanding, the Company has invested in awareness and training actions aimed at the effective inclusion of historically underrepresented groups, such as women, people with disabilities, the LGBTQIA+ population, black people, and different generations.

Since 2020, when it decided to accelerate its journey in diversity, equity and inclusion (DE&I), Camil has been structuring campaigns and training programs focused on raising awareness concerning prejudices and discriminatory practices. In 2024, the theme was on the permanent agenda of the Safety and Health Dialogues (HSD). In the same sense, a training module dedicated to Diversity & Inclusion was implemented on the Camil Academia platform, which since 2024 has become mandatory for all workers — including as part of the onboarding process of new talents — with the objective of regulating the institutional knowledge on the subject.

In addition to educational initiatives, the Company has intensified affirmative actions for the recruitment and hiring of women. The recruitment and selection procedures were revised to incorporate clear guidelines for promoting diversity, such as requiring the participation of female candidates in all the selection processes for leadership positions, reflected in the Company's current board of directors, composed of 33% women.



Diversity, equity, and inclusion programs and initiatives

Uruguay

SAMAN promoted a workshop focused on the conceptual update of the institutional booklet on the subject, in addition to conducting an introductory Sign Language workshop. The activity was joined by 22 workers from different units, which reinforced the commitment to more accessible and respectful environments. Health care actions were also promoted, such as the flu vaccination campaign and two virtual sessions with mental health specialists, held on strategic dates – such as World Mental Health Day and at the end of the year, a period associated with higher rates of stress and anxiety.



Chile

In Chile, a transversal training program was held for all workers of the company with the theme: “Gender Perspective, Transformative Paradigms”. In addition, the professionals were able to participate in a conversation circle with the partner team of Apoquindo — Empowering Diversity — TEA on autism spectrum disorder.

Ecuador

Ecuador promoted lectures and workshops on diversity and inclusion for its collaborators, as well as campaigns to raise awareness concerning the importance of the topic in the corporate environment and in society. In 2024, the Equality Plan was also approved, an initiative of the local government that makes it mandatory to carry out actions that promote equality in the work environment in companies in Brazil.

OUR RELATIONSHIPS

6.





CUSTOMERS AND CONSUMERS

[GRI 2-6; 3-3]

The trust and recognition earned by Camil with consumers are based on the quality, safety and flavor of its products. These attributes, which are essential to the Company's value proposition, are complemented by sustainability initiatives associated with the brands, including a commitment to transparency and open dialogue with different consumer profiles. The company invests in maintaining active communication channels, not only to disseminate information about its portfolio through websites, social networks and other digital platforms but also to listen attentively to the demands and evaluations of the public. In the 2024/2025 cycle, over 139,000 contacts were received through customer service channels, such as its 0800 number, Contact Us, social networks, Reclame Aqui, and Consumidor.gov.

The Company also systematically monitors the perception of its consumers through the NPS (Net Promoter Score) survey, which evaluates the loyalty and reputation of brands by consumers who interact through the relationship channels. In the period analyzed, Camil's NPS — considering the average of all brands — was 54 points, which reflects a positive perception regarding quality, with good levels of satisfaction and connection with the brands, but also signals opportunities for continuous improvement.

The customer service results are analyzed monthly by the Categories Forum, which brings together teams from the areas of marketing, logistics, planning, and production. This space allows the feedback received to be converted into practical actions, generating improvements in processes, products, and communication strategies.

Another indicator of service excellence is present in the evaluations made on digital platforms. All of the Company's brands with profiles on Reclame Aqui have scores higher than 8.5 (on a scale of 0 to 10). The Camil brand received the RA 1000 seal — the highest certification granted by the platform — which recognizes companies committed to exceeding consumers' expectations in their interactions.



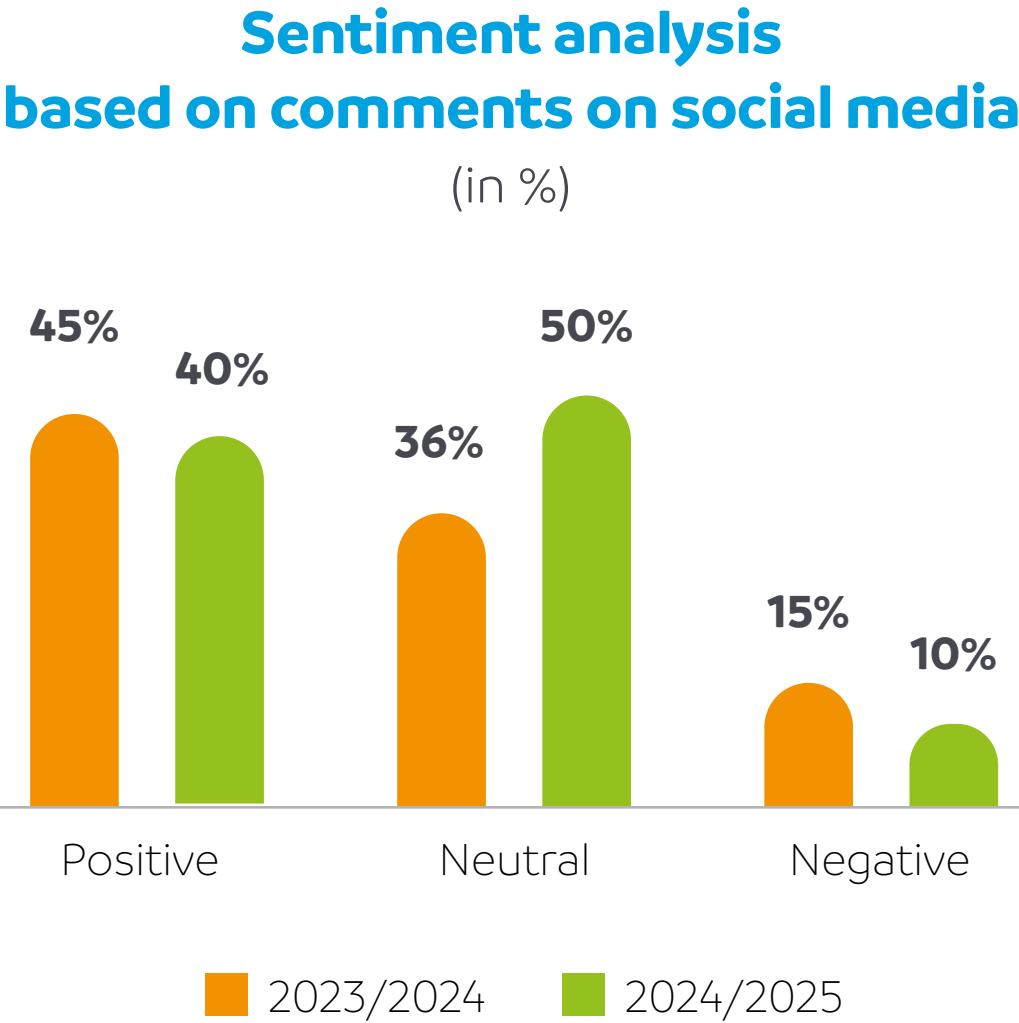
RECLAME AQUI AWARD

In 2024, the Camil and Coqueiro brands won the Reclame Aqui Award for the first time, one of the biggest recognitions in the field of Consumer Relations. Camil was the winner of the Multibrands category and also took second place in the Grocery category. The Coqueiro brand was awarded 1st place in the perishable and frozen category.



Digital platforms

Social networks are among the main platforms that allow Camil brands to interact with consumers. In the 2024/2025 period, the analysis of sentiment, measured based on content found in customer comments, indicated only 10% negativity – a 5% reduction compared to the previous period. Positive interactions, on the other hand, grew by 5%.



Instagram

- [camilbrasil](#)
- [ciauniao](#)
- [coqueirooficial](#)
- [oficial.pescador](#)
- [acucardabarra](#)
- [oficial.neve](#)
- [momijioficial](#)
- [oficialpaijoao](#)
- [oficialcarreteiro](#)
- [arrozpop](#)
- [bom.maranhense](#)
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- [biscoitos.mabel](#)
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- [_santaamalia](#)
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Websites

- [www.camil.com.br](#)
- [www.uniao.com.br](#)
- [www.coqueiro.com.br](#)
- [www.pescadornalata.com.br](#)
- [www.acucardabarra.com.br](#)
- [www.ducula.com.br](#)
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- [https://tucapel.cl/](#)
- [www.banquete.cl](#)
- [www.agrodajahu.com](#)
- [www.ricoarroz.ec](#)

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Suppliers

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Work with us

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



Strengthened relationships

The proximity to consumers is one of the pillars of Camil’s performance, especially among those who demonstrate a strong connection to the brands – the so-called brand lovers. Throughout 2024, over 200 actions were carried out for this area of the public, sending product kits and personalized gifts as a way of thanking and reinforcing their connection with Camil’s brands.

In addition to the so-called “enchantment” actions, initiatives were also carried out to publicize important product launches of the year, such as Café Gourmet União and Pasta Camil, directly impacting over a thousand consumers, who were given exclusive access to novelties in the portfolio.

Complementing this strategy of continuously improving consumer experience, the Company maintains Casa do Sabor in Osasco (SP) – a space dedicated to culinary innovation. It is the experimental kitchen for all of the group’s brands, where a team specialized in gastronomy and nutrition conducts tests, develops recipes and explores new ways of preparing dishes. The space also provides technical support for developing and improving products and offers training to customers, suppliers and workers, reinforcing Camil’s commitment to quality and the constant evolution of its unique products.

LUNCH PLATE ROUTE

The Lunch Plate Route program, created in 2024, is an initiative that seeks to celebrate the traditional dish of Brazilian gastronomy – the lunch plate. With activities promoted across various media platforms and engagement through regional influencers on social network channels, the action reinforces Camil’s commitment to bringing value to everyday food and Brazilian food culture.





SOCIAL RESPONSIBILITY

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

Enhancing the impact generated by both production and access to food has been a premise of Camil's private social investments, focusing on the sustainable development of the communities where it operates. In Brazil, in 2024, about R\$4.4 million were invested in social projects — from company and incentivized resources — an increase of R\$2.9 million compared to the previous year.

Proprietary social projects

Camil Grãos da Base Business School

Launched in 2023, the school aims to boost entrepreneurs in the dining industry, such as restaurants, buffets, bars, and catering, among other types of businesses. In partnership with Projeto Arrastão (Project Group Effort)— a non-profit organization located in Campo Limpo (SP) — in 2024, both groups were maintained, with two weekly classes. The content offered was divided between business modules, practical gastronomy classes, and online mentoring (individual). In all, there were 140 hours of training, over five months. At the end of the course, the trainees received a support kit containing communication materials, products, and a quality seal with Camil's certification plaque for their establishment.

50 businesses
received training by the project
between 2023 and 2024

140
class hours

Five months
of training



Doce Futuro União Confectionery and Business School

Launched in 2021, the school offers technical content to stimulate income generation from the preparation and marketing of sweets and desserts. Through face-to-face courses, confectionery techniques, recipes and guidelines on food safety and business management are taught. In 2024, face-to-face activities were carried out in Rio de Janeiro (RJ), where a partnership with Instituto Capim Santo enabled the training of 101 people divided into four classes.

In the capital of Sao Paulo, where the project was founded, through coordination with a series of partner institutions, a new module was created for the women attending the school. It is called Awakening the Entrepreneur, carried out in partnership with the social business Empreende Aí – Escola de Negócios da Periferia para a Periferi, this module aims to widen the students’ knowledge on issues related to self-knowledge, communication, digital marketing, administrative management, sales, and business formalization.

In 2024, the module was also applied to students trained in the city of Rio de Janeiro, completing the program’s learning cycle.

Over a thousand
students have completed
the course since the beginning
of the School’s activities

82 new
women trained in 2024
in the city of Rio de Janeiro

Partnerships and social investment

SESC Mesa Brasil: in partnership with Mesa Brasil, a network of food banks works to combat hunger and waste, donating products in different regions of the country. Thus, it contributes to the food and nutritional security of the population living in situations of social vulnerability throughout Brazil. In all, in 2024, over 33 thousand tons of food were allocated and distributed among families in 10 states: Sergipe, Ceará, Distrito Federal, Bahia, Maranhão, Rio de Janeiro, Rio Grande do Sul, São Paulo, Minas Gerais, and Goiás, benefiting over 488 institutions.



Arrastão project: throughout 2024, food donation partnerships were maintained, in addition to the expansion of training projects, with two new classes introduced at the Camil Grãos da Base Business School.



Donations 2024

Receiving institutions	Number of people benefitted	Donated volume
Mesa Brasil SESC NACIONAL	27,000 people	33 tons
Rio Grande do Sul	44,000 people	100 tons
Teleton	approximately 1,563 services (282,000 people are benefitted annually by the institution).	R\$200,000.00
CREN	15 thousand meals	1 ton

Private resources 2024

Program	Amount
Corporate donation – Jardim Peri Social Assistance Center	R\$48,224.40
Doce Futuro União Business and Confectionery School	R\$174,000.00
Camil Grãos da Base Business School	R\$275,000.00

Incentivized resources 2024

Program	Amount
PISEG Community Fund Rio Grande do Sul	R\$3,700,521.38
Childhood and Adolescent Fund (FIA) + Elderly Fund	R\$192,482.08

Volunteering programs

In 2024, Camil concluded the fourth year of the Mentoring Program, a partnership with the FESA C.R.O.M.A. Institute. The program focuses on low-income youths seeking to enter the labor market, in which 29 participants were mentored by the Company's volunteer workers over a span of five months.

The traditional Christmas campaign, on the other hand, enabled approximately 60 children from the Parish of Jardim Peri to be sponsored by workers and receive kits of clothes, footwear and toys. Expanding the partnership with AACD, in

addition to the campaign for Salary Donation, implemented since 2020, which allows workers to contribute directly to the institution, the Paulista Invoice campaign was also carried out, in which workers register on the government platform and allocate their tax credits to AACD.

Also in 2024, a special fundraising campaign for Children's Day mobilized Camil's professionals. In this action, workers contributed with new toys, which were put on sale at a partner store location. All income obtained (100% of the amount) was donated to the institution for the patients' care.

At the beginning of 2025, Camil sought to expand its technical training initiatives aimed at youths from public schools, enabling them to visit the corporate environment and the grain factory of Osasco (SP). There were two classes with 25 students each from the Vinícius de Moraes State School – Cotia (SP), who attended the production unit and participated in conversations with professionals specialized in administration and logistics.



CLUBE CAMIL – JUNTOS PELO RS

Started in 2024, the initiative has continued its donations and support for the victims of the May 2023 floods, which occurred in the state of Rio Grande do Sul, Camil's place of origin. The Camil Club mobilized workers to make donations of food that could be acquired in amounts subsidized by the Company. The donated food was also distributed in partnership with SESC Mesa Brasil.

During the period 2024/2025, almost 360 tons of food were donated, directly or through subsidized purchase, impacting approximately 173,000 people.



LatAm social projects

Chile

In Chile, Tucapel invested about 7.3 million Chilean pesos – approximately R\$44,800 – in social initiatives, among which the following stand out:

- **Community Program:** community meetings are held systematically, which are fundamental for hearing residents’ opinions concerning the impact of Tucapel’s operations on the project’s surroundings. These meetings help to register the concerns and expectations of the communities, while allowing us to share relevant information about the Company.
- **Educar Program:** dedicated to disseminating good social and environmental practices among workers and communities. Thus, it seeks to inspire positive changes that benefit future generations.
- **Pre-Harvest Meeting with neighbors of the Retiro plant:** meetings dedicated to hearing the opinions of neighbors close to

the plant who are impacted by the harvest season. At the 2024 event, 11 families from the surrounding area were present.

- **Sponsorship of the Association of Residents of the El Esfuerzo Population, Retiro:** supporting the local alcohol and drug consumption prevention program for children and youths that benefited 80 people in 2024.
- **Supporting the Retiro Health Department:** the donation of two portable wash-basins and 300 product kits for the community.
- **Great Adult Program:** support for the program promoted by the City of Retiro with the donation of 300 product kits for the elderly in situations of social vulnerability during the winter.
- **Rice Harvest Festival in Mantul:** company participation in the event, the delivery

of products and the production of Paella served to the participants, in addition to a cash donation. The initiative benefited approximately 3,000 farmers in the region.

- **Sponsorship of Escola Arrau Méndez, Parral:** promoting the 3R campaign – Recycle – Reuse – Reduce with the donation of waste collection containers and a television for the library. The action was attended by 360 students.
- **Sponsorship of Mundo de Colores Kindergarten, Parral:** donation of coats and aprons for 100 children in situations of social vulnerability, members of the JUNJI Program.
- **Supporting Clube Desportivo Piguchén Unido, Retiro:** donation of sports equipment and gear, benefiting 40 athletes.



Uruguay

SAMAN has consolidated its social responsibility performance through the SAMAN Impacta Program, an initiative structured to promote projects that generate positive and lasting impact in the communities where it operates. In 2024, one of the main milestones was the creation of its visual identity for the Program, including the name, logo, colors and typography, thus reinforcing its institutional positioning and connection with its public.

The main initiatives of the program are described below:

- **Opportunities Program:** the Opportunities Program provides the children of workers with a first professional experience (youth programs, apprenticeship or internship) at SAMAN, thus supporting their development and insertion in the labor market. In 2024, five trainees were awarded, distributed among the areas of Information Technology, Administration and Finance and Logistics. In their experience at the company, the youths undergo job interviews, skills assessment, the onboarding process, performance evaluations, a professional guidance workshop, and the opportunity to give a final presentation about their experience with the program.
- **SAMAN a Toda Moña:** this project offers students and educators from educational institutions the opportunity to visit manufacturing units. Children and adolescents take a pedagogical tour of the different areas of the factory, where they observe how we care for the environment and occupational safety and health. In 2024, about 3,000 children from 46 public schools, 32 schools, three units of the Uruguayan Labor University (UTU), and two clubs of the Uruguayan Minor Institute (INAU) visited the Montevideo plant to get an inside look at the Company's operations.

- **Professional guidance:** in partnership with the *Ánima* organization — focused on the integral training of youths in situations of social vulnerability — SAMAN offered two professional guidance workshops for high school students, impacting about 45 students in the 4th and 6th grades.
- **Family Day:** another highlight of the year was the celebration of Family Day, held simultaneously at six units of the company: Varela, Lascano, Salto, Gomensoro, Montevideo (including Central Services) and La Abundancia, bringing together approximately 632 people. During the celebration, a recycling workshop was held with the children in partnership with CEPRODIH, an organization that operates with triple impact and circular economy solutions. The participating children made their own keychains from recyclable materials, promoting engagement with environmental themes in a playful and educational way.



Healthiness and access to food

Aware of the importance of food for sustainable development, Camil is committed to the goals of the 2030 Agenda. With a portfolio mainly composed of staple foods, the Company naturally contributes to the expansion of the supply of affordable food, which is in line with the second Sustainable Development Goal (SDG), which seeks to eradicate hunger worldwide.

Considering that a significant portion of the population of Latin America – where the Company operates – faces situations of social vulnerability, Camil strives to offer more affordable food options, facilitating access to food for low-income families.

On another front, in line with SDG 3, which promotes health and well-being, Camil has been expanding its healthy product lines, such as rice

flour and oil, cookies and crackers with reduced sodium and sugar. Canned fish constitutes a healthy protein alternative, as do rice and beans, essential elements that naturally make up a healthy, minimally processed and natural diet for all Brazilians and Latin Americans.

In Chile, in 2024, Tucapel Rice Pasta was launched, 100% rice-based, developed for members of the population with dietary restrictions or those seeking a healthier diet. In the same year, in September, our chocolate-flavored rice-based drink entered the market in the 200-ml packaging option, designed for school snacks to promote consumption among children.

Camil seeks to offer healthy and affordable food to the population, contributing to well-being.



VALUE CHAIN ENGAGEMENT

Suppliers

[GRI 2-6; 204-1]

The Company's supply chain is composed of partners from different profiles, sectors and regions of the countries where it maintains operations. These suppliers, by aligning themselves with the company's principles and commitments linked to sustainability, play an essential role in the execution of the corporate strategy.

The selection and contracting process considers technical and economic criteria, as well as socio-environmental requirements – with special attention to legal compliance in environmental, social/human rights, labor and regulatory compliance aspects.

From March 2024 to February 2025, R\$11.6 billion was invested in payments to suppliers in Brazil and Latin America. Of this amount, 80% was allocated to companies based in the countries where the Company operates, reinforcing its active contribution to strengthening local economies and generating shared value among the communities involved.

AMOUNTS SPENT ON SUPPLIERS

 R\$8.2 billion

 R\$139.9 million

 R\$729.4 million

 R\$2.2 billion

 R\$303.3 million

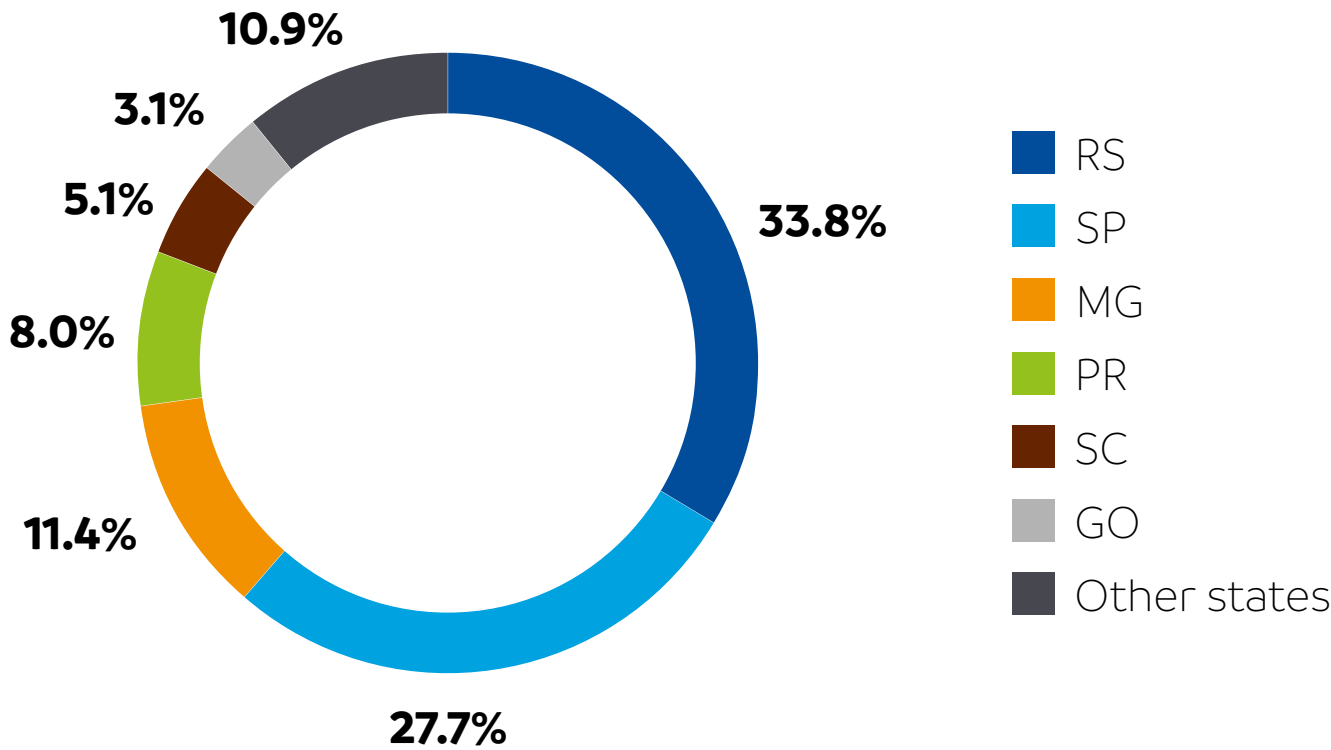
Total paid to suppliers:

R\$11.6 billion

80% of the amounts
were allocated to local suppliers



Percentage of expenditures on suppliers, by state - Brazil



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

Initiatives in Latin American countries

Uruguay

- **Sustainable Rice Program (SRP):** in 2024, five rice producers were integrated into the SRP program, totaling 38 thousand tons of rice certified in good sustainability practices. By 2025, the goal is to expand the program, certifying 100,000 tons of rice with the SRP seal.
- **Supplier selection:** the relationship with producers effectively begins upon their entry into the integrated system or price convention, as is customary in Uruguay. This system gathers most of the country's rice producers, represented by the Association of Rice Cultivators (ACA), and the largest mills, which are organized at the Gremial de Moinhos Arrozeiros (GMA). Producers contract their production with SAMAN through an agreement that establishes all marketing guidelines, pricing and obligations that farmers must comply with regarding the origin of seeds, management and use of agrochemicals in their plantations.

Ecuador

- **Strategic storage:** implementation of storage strategies in external facilities (180 thousand bushels) during the summer harvest, in collaboration with suppliers, helping to ensure supply.
- **Service improvement:** suppliers purchased their own big bags, optimizing the transportation and handling of the commodities.
- **Increased processing capacity:** the rice milling capacity of the suppliers increased, resulting in a greater volume of supply.
- **Procurement optimization:** a planimetric survey of the rice surface has enabled optimize purchases in the winter and summer harvests.

Promoting producers

Rural producers, mainly responsible for the supply of grains and other raw materials essential to the business, occupy a strategic position in the Company's relationship network. Their engagement is vital to ensuring compliance with established compliance, quality and sustainability standards. In this sense, the company develops initiatives to promote this area of the public, and offers inputs and guidance on practices aligned with ESG principles.



Pesca Limpa Project

In partnership with the University of Vale do Itajaí (Univali), the Company develops the Clean Fishery Project, an initiative aimed at the correct disposal of the waste generated during commercial fishing activities. The objective is to contribute to the preservation of the oceans — an essential source of the raw material used in the production of canned fish — and to strengthen sustainable practices along the supply chain.

The action includes the training of crew members of supplying vessels, focusing on the proper management of solid waste produced on board and the prevention of so-called ghost fishing, caused by the improper disposal of nets. The guidelines cover everything from the separation, storage and safe transport of waste to its controlled delivery at the pier, ensuring the environmentally correct disposal of materials such as nets, ropes, hooks, packaging, kitchen waste, and waste from the engine room.

The initial data of the project revealed that most vessels still did not conduct proper separation of recyclable waste, resulting in a significant volume of materials being disposed of through common methods. However, the implementation of the Capability and Awareness Program, in addition to progress made through the Solid Waste Management Plan (PGRS), enabled significant improvements in this scenario. With more efficient segregation processes, it has been possible to expand the reuse of recyclable materials and reduce the environmental impacts associated with commercial fishing operations.

During the period 2024/2025, the project collected a total of 5,878.1 kilos of waste. All material was correctly managed after being discharged and sent to final disposal according to the environmental criteria in effect.

Good practices in the beans production chain

In order to encourage more sustainable agricultural practices in bean production, the Company developed the Good Practices in the Value Chain project. The initiative aims to raise awareness among producers regarding the responsible use of pesticides and fertilizers through educational activities and the distribution of informative content, including two guides: Good ESG Practices in the Production Chain and Good ESG Practices in the Value Chain.

The project includes lectures in strategic production regions, accompanied by the delivery of supporting technical content, to promote technical knowledge and expand the adoption of good practices in the field.

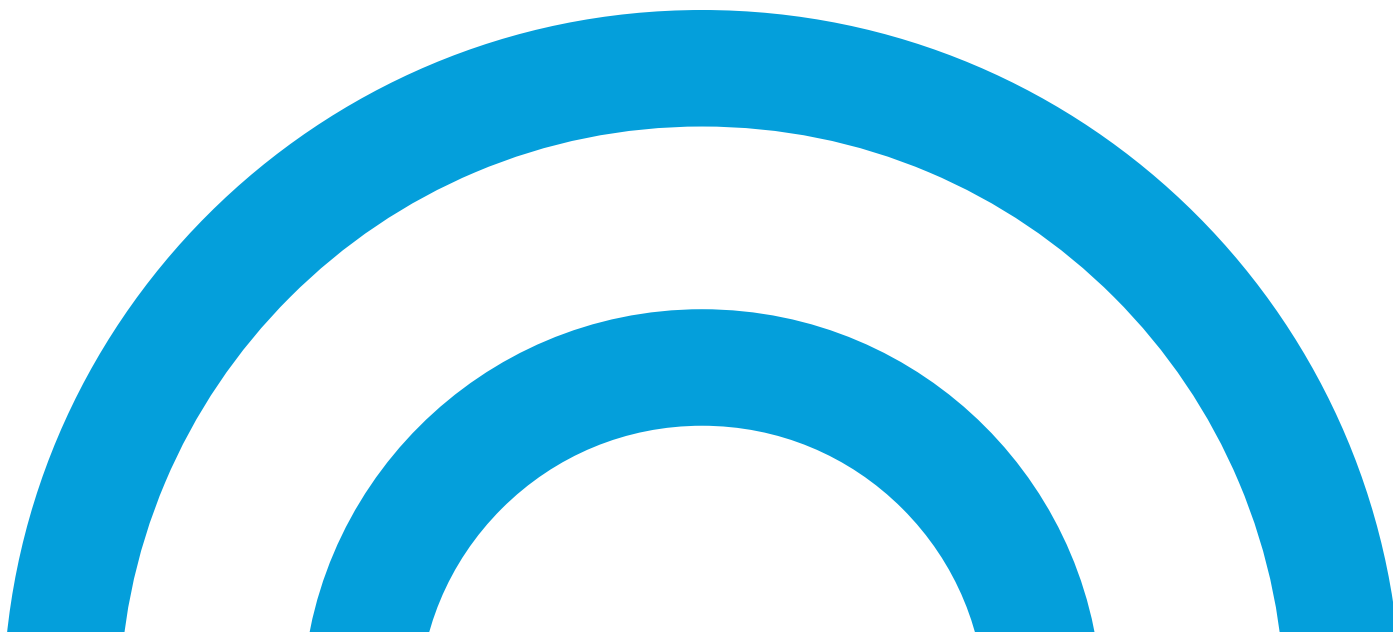
In 2024, the activities were carried out in the regions of Unaí (MG), Guarapuava (PR) and Holambra (SP), reinforcing the Company's commitment to sustainable development throughout its supply chain.

Producer engagement is essential to ensure the sustainability of the food chain.

Future Purchase Guarantee Program

Aimed at small, medium and large rice producers, the Future Purchase Guarantee Program contributed R\$330 million in support of suppliers in Brazil during 2024. This support includes monitoring with periodic visits carried out by specialists during planting, irrigation, pesticide applications and pre-harvest. Suppliers are also advised on the contractual requirements, which cover the mandatory use of seeds verified by accredited agencies and agrochemicals registered with the Ministry of Agriculture, Livestock and Supply (MAPA) in Brazil, and other specific requirements in each of the countries in which they operate.

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



Procurement practices

Category	Actions
Rice	The Future Delivery Purchase Program, offers monitoring by specialists throughout the crop implementation cycle to verify that the supported inputs are being applied to the crops collateralized for the Company. In addition to minimizing risks and socioeconomic impacts of the agricultural activities, it enables the purchase of grains at competitive pricing within the volumes and quality on demand.
Beans	Following the trends of supply and demand, the Company's beans procurement practices are made on the spot market in a decentralized manner.
Sugar	The raw material (crystal and refined sugar) is acquired through fixed long-term contracts entered into with strategic partners and aligned with good ESG practices.
Fish	Distributed among strategic, local and import-originating suppliers, this category has a diversified supply base, with a focus on distribution in local markets.
Coffee	Acquired both on the spot market and by fixed contracts, according to market conditions and the Company's strategy.
Wheat	For better trading conditions, the Company acquires wheat flour for pasta, cookies and crackers production at strategic times of the year, ensuring prices with about three months of visibility, adjusted according to strategic supply vision, maintaining a base of local suppliers.





INVESTORS

[GRI 2-29]

In order to strengthen relationships with investors, Camil maintains a dedicated web-page with updated information on its stock performance, governance structure, market data, and performance reports. At the end of the year, 70% of the shares were held by Camil Investimentos and controllers with individual positions, and 30% were on the market. Of the shares on the market (free float), 26% of the shares were held by local investors, 36% offered to retail investors, and 38% by foreign investors.

For the sixth consecutive year, Camil received the Institutional Investor Award, one of the main awards for small-cap companies in the Food and Beverage sector in Latin America. Camil received the award for being ranked among the best companies in all categories, according to the infographic on the side.

CONTACT THE IR TEAM

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

Small Caps







-  **#1 Best CEO**
Luciano Quartiero
-  **#1 Best CFO**
Flávio Vargas
-  **#1 Best IR Professional**
Jenifer Nicolini
-  **#1 Best Board of Directors**
-  **#1 Best Annual Investor Day**
-  **#1 Best IR Program**
-  **#1 Best ESG Program**

Overall









-  **#1 Best Investor Day**
-  **#3 Best IR Professional**
Jenifer Nicolini
- And by Sell Side:**
-  **#1 Best Board of Directors**
-  **#2 Best CEO**
Luciano Quartiero
-  **#2 Best CFO**
Flávio Vargas
-  **#2 Best IR Professional**
Jenifer Nicolini
-  **#2 Best IR Program**










AWARDS AND RECOGNITION

-  **Award “Marcas de Quem Decide 2024 (Jornal do Comércio do RS)** – 5th Place for the Namorado brand in the Rice category.
-  **Brazil Sales Leader of ABRAS (Brazilian Association of Supermarkets)** – 1st place for the Camil brand in the Rice category and 1st place for the Refined Union brand in the Sweeteners category.
-  **Top of Mind of Rio Grande do Sul** – Brand preference in the South region and 1st place in the Beans category.
-  **Our People Trophy** – AMIS (Associação Mineira de Supermercados) – 1st place for the Santa Amália brand in the Cake Mix category and 1st place for the Santa Amália brand in the Pasta category.
-  **Award Ranking Brands by S.A Varejo** – 1st place for the União brand in the Sugar category; 1st place for the Camil brand in the Rice category; 1st place for the Coqueiro brand in the Sardines category; 2nd place for the Santa Amália brand in the Pasta category.
-  **Camil, a Highly Renowned Brand** – Camil, with its 61 years of tradition, was recognized by the National Institute of Intellectual Property (INPI) as a highly renowned brand. This title

gives us prestige and recognition of tradition, presence, and the preference of our brand in Brazil.

-  **Preferred Brands** – Diário de Pernambuco – União 1st Place and Camil 3rd Place.
-  **29th Top of Mind Brands Minas Gerais 2024** – Santa Amália: Leading brand in the interior and recognized brand in the capital.
-  **Abre Award** – Café União Gourmet was awarded Silver in the categories of non-alcoholic beverages and graphic design.
-  **Valor 1000** – 104th place.
-  **Best & Largest** – Exame Magazine – 111th place.
-  **Forbes Agro100 Largest in Brazil** – 23rd place.
-  **500 Biggest in the South** – Revista Amanhã – 24th place.
-  **Best of Agro 2024 – Globo Rural Magazine** – 37th overall and 21st place among the 50 largest by region: Southeast.

-  **Prêmio APAS Acontece** – Super Varejo Magazine - Category: Grocery Commodities.
-  **Effie Awards Brazil** – Silver in the Influence Marketing category: action “Camil: 50/50 – What is your Base?”
-  **49th Clube da Criação Yearbook** – Bronze in the Business (Creation) category – Food and Yearbook in the Design category: action “Camil: 50/50 – What is your Base?”
-  **El Ojo de Iberoamérica** – Silver in the Design category and bronze in the Creative Business Transformation and Digital & Social categories - Action: “Camil: 50/50 – What is your Base?”
-  **Top of Mind – Folha de São Paulo** – Coqueiro (sardines) and Camil (beans).
-  **Brands & Consumers Award** – Marketing Professional of the Year
-  **Super Retail** – Ranking 5 + best sellers in Retail: Rice Camil: 1st place, Beans Camil: 2nd place, Union Sugar: 2nd place and Coqueiro Tuna: 2nd place.



OTHER AREAS OF THE PUBLIC

[GRI 2-28]

As a way of engaging in external initiatives, Camil remains connected to several business and sectoral entities, with which it seeks to contribute to agendas of interest to the segments, based on its prominent position in the food production chain. At the end of 2024, companies of the Camil group were members of the following entities:



Brazil

- Pro-Industrial Development Association of the State of Goiás (Adial);
- Global Compact of the United Nations (UN);
- Union of the Pelotas Rice Industry (SINDA-PEL);
- Union of the Rice Industry in the State of Rio Grande do Sul (Sindarroz-RS);
- Union of Rice Industries in the State of Goiás (Siago);
- Brazilian Advertisers Association (ABA);
- Brazilian Coffee Industry Association (Abic);
- Brazilian Rice Industry Association (Abiarroz);
- Brazilian Bean Industry Association (Abifeijão);
- Brazilian Food Industry Association (Abia);
- Brazilian Association of crackers, Pasta and Industrialized Bread & Cakes Industries (Abimapi);
- The Brazilian Association of Fish Industries (ABIPESCA);
- Brazilian Association of Beans and Dried Vegetables (Abrafe); and
- Union of the Rice Industry in the State of Maranhão (Sindarroz-MA).



Chile

- Asociación de Exportadores y Manufacturas (Asexma);
- Asociación de Productores de Aceite de Oliva (Chile Oliva);
- Asociación Gremial de Industrias Proveedoras (Agip);
- Camara Chileno-Brasileña de Comercio (CCBC); and
- Confederación de Molinos Arroceros del Mercosur (Conmasur).





Ecuador

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



Peru

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



Uruguay

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





OUR ENVIRONMENTAL MANAGEMENT

7.

POLICIES AND PRACTICES

Preservation of the natural environment is one of Camil's fundamental commitments, intrinsically linked to its operating model. The Company seeks not only to ensure compliance with current environmental legislation and its internal regulations, but also to adopt a proactive stance in identifying and mitigating the environmental impacts arising from its activities. This action includes engaging different stakeholders to ensure the availability of natural resources and raw materials essential to the food sector.

In line with this guideline, the Company has allocated resources to initiatives aimed at environmental sustainability, reflecting its continuous commitment to developing increasingly resilient operations prepared to face the challenges associated with climate change and the conservation of natural resources. Reinforcing this commitment, in 2024 Camil restructured its Environmental area — which now has a management team that reports directly to the Operations Board — reviewing processes, systems and structures, ensuring the fulfillment of goals and monitoring performance, in alignment with its ESG agenda.

Among the priority fronts driven by the new structure of the area, the search for energy efficiency — focusing on reducing the consumption of natural resources without compromising productivity — and waste management stand out, through initiatives aimed at the reuse, recycling and reprocessing of materials.





ECO-EFFICIENCY

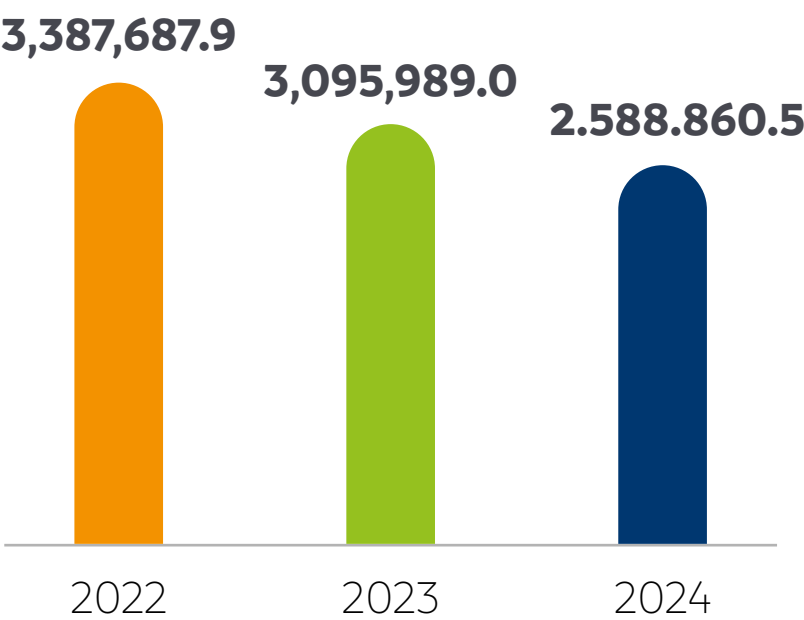
Energy

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

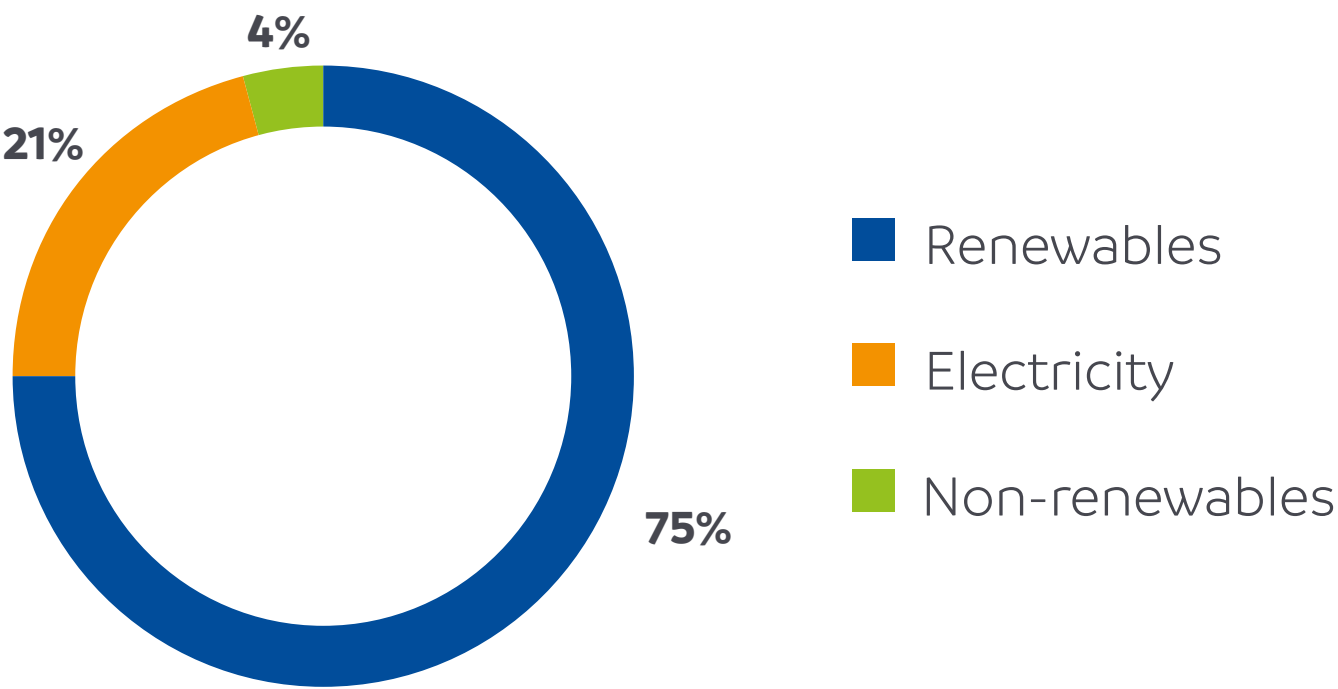
Camil has adopted, in all its operations, the guideline of fostering its own energy generation and prioritizing renewable sources as an essential part of its sustainability strategy. This choice not only reinforces the Company's environmental commitment but also represents a relevant competitive advantage, promoting the reduction of dependence on external sources and mitigating impacts related to climate change. In this context, the preference for clean solutions with less environmental impact is a premise incorporated into operational and expansion projects.

In 2024, the Company's total direct energy consumption — which includes purchased electricity and the various fuels used in operations — reached 2,558.8 thousand gigajoules (GJ).

Total energy consumption
(in GJ)



Energy consumption by source
(in %)



The Company's initiatives to reduce the impact of the business include the adoption of renewable energy sources.



During the period, the monitoring of energy consumption in Brazil was improved with the incorporation of the fuels used by the fleet of vehicles and the liquefied petroleum gas (LPG) used in the units of Itaqui (RS), Recife, Barra Bonita (SP), Tocantins and Osasco (SP). This expansion resulted in an increase in the total reported volumes compared to the previous year.

In 2024, a solar energy production unit in Chile began operating, generating clean energy for the Company's own consumption from renewable sources. With an installed capacity of 206 kWp (kilowatt-peak), the plant operates under the ESCO (Energy Services Company) model, reinforcing Camil's commitment to the energy transition. Also in Chile, Tucapel started the systematic management of energy performance indicators, focusing on energy consumption indexes per ton of processed rice (kWh/t) and per ton of packaged rice. Additionally, it began to conduct monthly monitoring of electricity consumption to identify deviations and prevent additional costs.

In Uruguay's operations, initiatives aimed at reducing consumption were implemented in the period, with emphasis on the installation of solar lighting fixtures, structural interventions to remove redundant machines, oversized suction systems, and helical conveyors, resulting in significant energy efficiency gains.

SELF-SUSTAINABLE ENERGY GENERATION

In 2024, Camil advanced with the works of the new Thermal Power Plant in Cambaí (RS), which will enable the supply of its self-produced energy, using 100% of the rice husk generated in the region by the Company. The initiative represents a strategic step in strengthening energy self-sufficiency, focusing on diversifying the energy matrix and the use of waste from operations.

With the operation expected to commence in 2026, the new plant will use the raw material rice husk generated in the units of Itaqui and Cambaí (RS), promoting the recovery of agricultural by-products and contributing to waste reduction. The works have financing instruments linked to the green debentures issued by Camil in 2021, reinforcing the company's commitment to sustainable solutions and investments in line with circular and low-carbon economy practices.



Water

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

Camil has adopted a consistent approach to efficient water management, recognizing its importance for both environmental sustainability and the viability of industrial processes. The Company constantly seeks to optimize the use of this resource, focusing on reducing waste and continuous improvement.

In 2024, the total volume of water consumed by operations was approximately 2,100 megaliters (ML), representing a 4% reduction compared to the previous year. This result reflects efforts in operational efficiency and the rational use of natural resources. In locations where water challenges are more sensitive, such as Itapecuru Mirim (MA), Recife (PE) and Sullana, Peru — located in regions classified as areas of water stress — the company has implemented consumption monitoring mechanisms and conducted specific initiatives to mitigate the impacts of water resource withdrawal.

The operations located in Brazil consume the largest volume of water compared to international units, due to the nature of the production processes carried out in the country. In Brazil, in addition to grain processing, foods such as canned fish, pasta, cookies and crackers are produced – industrial activities that require larger volumes of water when compared to the predominant processes in the operations of Chile, Uruguay, Ecuador and Peru, which, despite producing other products, substantially concentrate production on rice.

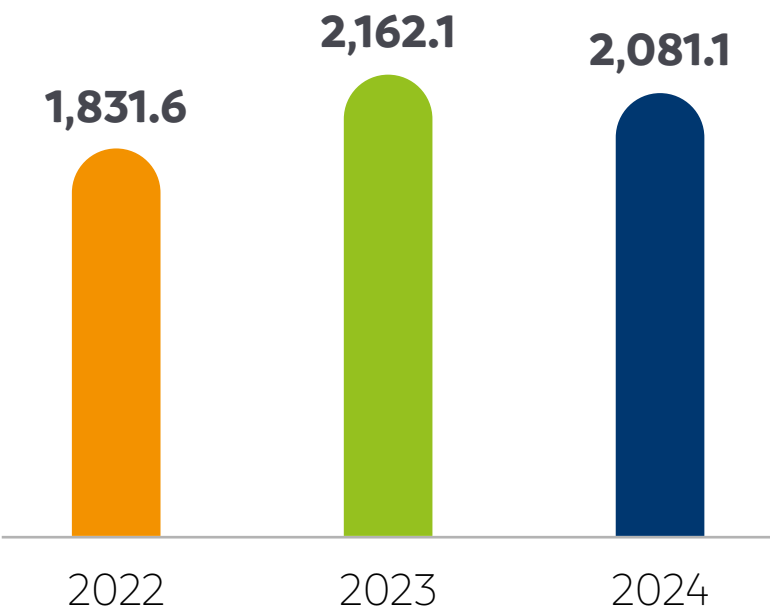
Reduced water footprint

In 2024, at the industrial plants in Brazil, the installation of sectoral water meters was implemented to accurately identify points of greater consumption within production processes. The initiative will enable more effective control and reduction actions, contributing to the improvement of water management in the Company's strategic units.

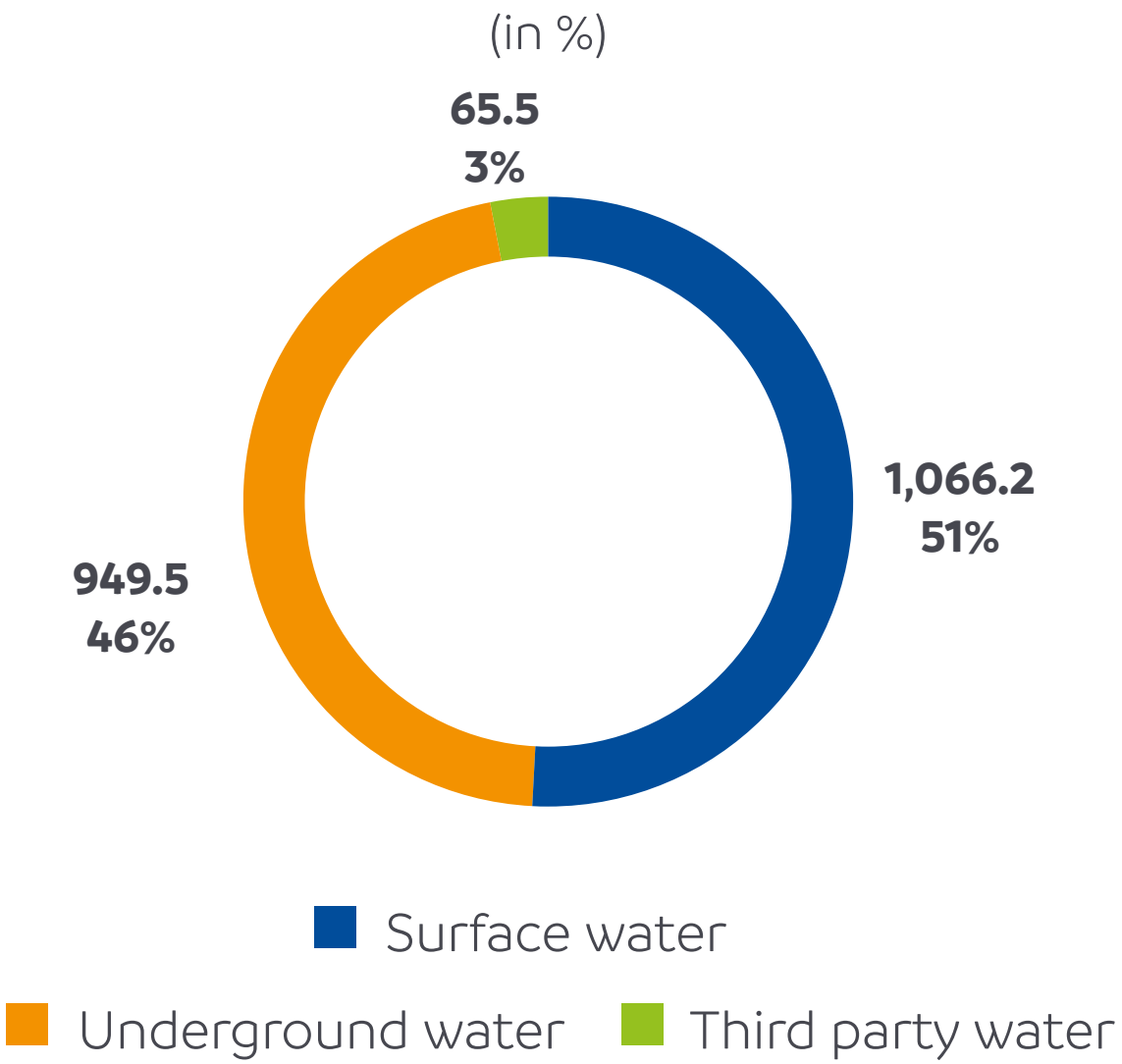
In Chile, a series of improvements have also been structured to strengthen local water management. A new effluent treatment plant from the dryers was planned to start operating in April 2025. The system will enable the reuse of water contaminated with rice residue for internal irrigation, with an estimated recovery of up to 1,000 m3 per year. On another front, the relocation of the production unit at the Santiago plant resulted in decreased water consumption from the public supply network.

In Uruguay, the water used at the Saman plant operates in a closed circuit system, which allows the reuse of water from the treatment process of particulate materials in the cleaning activities of the facilities. As a result, only 25% of the volume captured in underground wells is directed to these activities.

Volume of water collected



Volume of water collected by origin



Water withdrawal

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



Brazil

- Local sanitation companies.
- Granted surface wells.



Chile

- Local sanitation companies.
- Surface wells.



Peru

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



Uruguay

- Local sanitation companies.
- Surface wells.



Ecuador

- Water trucks with water withdrawn from surface wells.

Water discharge

Based on the current legislation and the requirements of the operating licenses, all effluent produced in the Camil units – after the reuse of water from the production processes – is discarded according to the parameters provided in the regulations of the control bodies. Thus, disposal is conducted primarily in properly monitored treatment plants and, in Brazil, in water bodies, according to the established legal parameters.



Waste

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

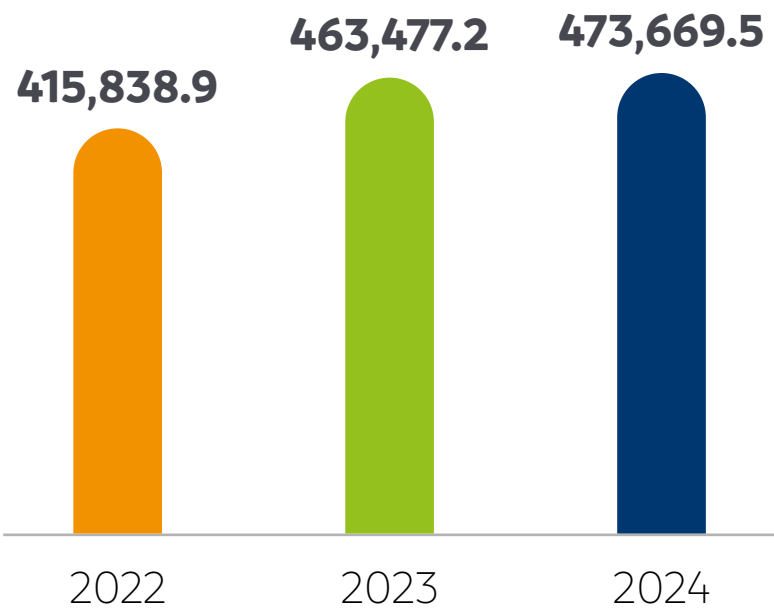
Responsible waste management remains a priority for Camil, which operates in compliance with the legal and regulatory requirements of environmental agencies in the countries where it operates. Based on the commitments made through its ESG strategy, the company adopts measures to minimize waste generation throughout its production processes and, whenever possible, allocates materials for recycling or reuse. One of the main examples is the use of biomass from rice husks, which is used to generate energy in the Company's own thermal power plants.

All solid waste generated is properly segregated, stored and collected by authorized service providers, ensuring proper disposal. Among the waste classified as hazardous are chemical packaging, lamps, printer toners and contaminated cloths used in equipment maintenance. Non-hazardous waste includes unused raw materials (such as non-standard rice), waste inputs (rice husk, seeds), plastic packaging, stretch films, paper and cardboard, scrap machinery, polyethylene, laminate, ash, impurities and organic waste generated in administrative areas.

In 2024, the total volume of waste generated by the company's units reached 473.8 thousand tons – 99.9% corresponding to non-hazardous waste. Of this total, 332.3 thousand tons were rice husks from the production process, which were then used in energy generation. The increase in the volume of hazardous waste reflects the improvements made in the monitoring processes of the Company's operating units.

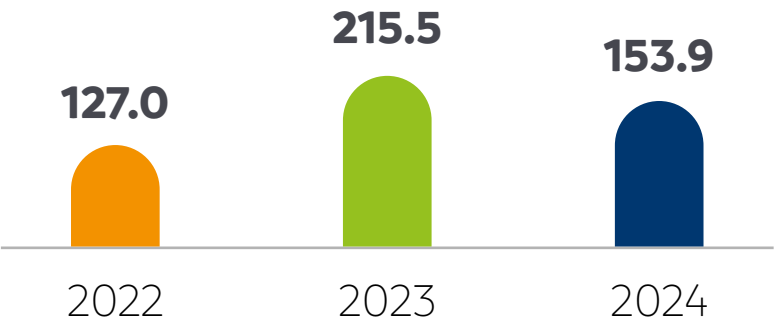
Total volume of non-hazardous waste

(in tons)



Total volume of hazardous waste

(in tons)



Volume of rice husk used for energy production

(in tons)

Country	2023	2024
Brazil	257,503.4	236,876.7
Chile	9,900.0	5,358.0
Uruguay	93,451.0	90,096.4
Total	360,854.4	332,331.1

Good practices in waste management



Brazil

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



Uruguay

- Rice husk is directed for use as an alternative fuel for the incineration of bedding in poultry farming.



Peru

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



Chile

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





EMISSIONS

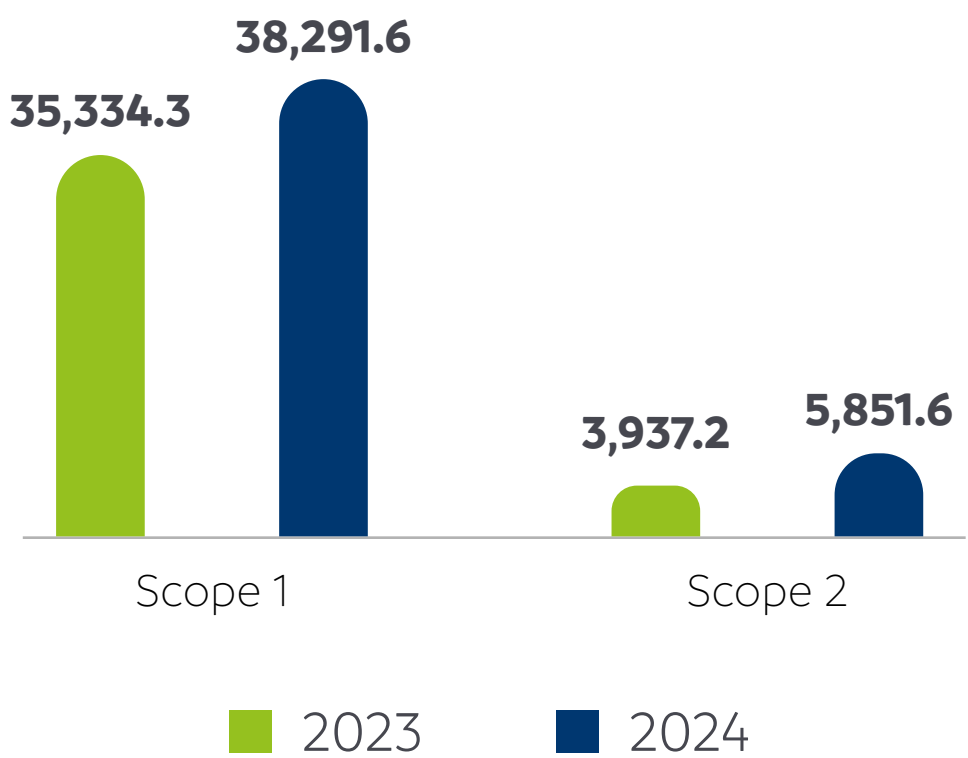
[GRI 305-1; 305-2]

As part of its commitment to the decarbonization agenda and climate change, Camil made progress in 2024 in consolidating its third Greenhouse Gas Emissions Inventory (GHG). This strategic initiative is an essential technical basis for identifying climate impacts and guiding actions aimed at reducing the carbon footprint of operations.

The emissions calculation was carried out based on the internationally recognized methodology of the GHG Protocol and covered only the Company's Brazilian units. Total emissions for the year 2024 were 44,143.2 tCO₂e, considering Scope 1 (mobile and stationary combustion, waste and effluent, fugitive emissions) and Scope 2 (electricity).

In 2024, the Company carried out the survey of scopes 1, 2, and for the first time, Scope 3 in Brazil. The Company also began surveying the scope of international operations. Consolidated results, including Scope 3 and data from international operations, will be included in the next report.

GHG emissions Brazil - operational control approach
(in tCO₂e)



The scope of the inventory included the main emission sources associated with the operation, such as stationary and mobile combustion, solid waste treatment, liquid effluents, and fugitive emissions. The detailed results of these sources are organized in the [booklet of indicators](#), allowing greater transparency and monitoring of the evolution of the indicators.

COSTEÑO AND AMBEV PARTNERSHIP – DECARBONIZATION

In Peru, Costeño maintained its partnership with AmBev with emphasis on measuring the carbon footprint from operations at the Sullana plant. The initiative uses the BONO2 platform to collect operational data and evaluate emission mitigation opportunities. Based on this diagnosis, a collaborative action plan was developed, with execution scheduled for the coming years under the directive of strengthening climate management and reducing the environmental impact from productive activities.

**OUR
PERFORMANCE**

8.





OPERATIONAL RESULTS

The operating results throughout 2024 reaffirmed Camil's consolidated position as one of the largest and most diversified food brand platforms in South America.

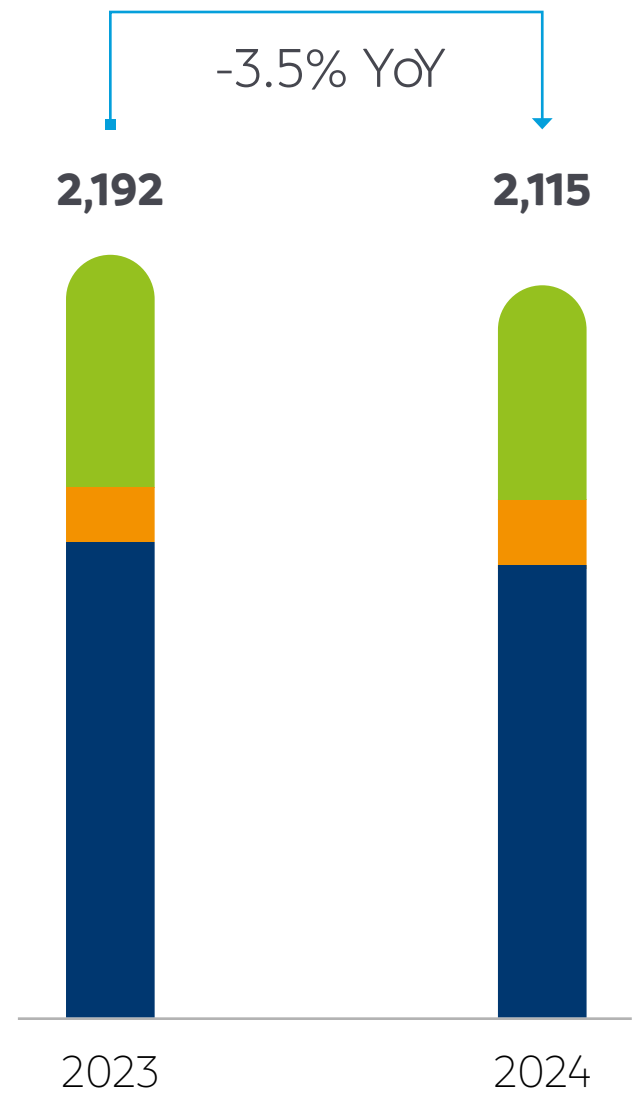
In the high-turnover segment, consisting of grains and sugar, the impact of increased prices contributed to increased annual revenue. In the sugar segment, the challenging scenario persisted throughout the year, despite the Company having taken measures to minimize such effects.

In the high-value portfolio, which includes fish, pasta, coffee, cookies and crackers, there was a 10.7% growth in volume compared to the previous year. In the pasta segment, the Company maintained the good performance of volumes and profitability already recorded in the previous year, strengthened by the launch of the Camil brand pastas in the metropolitan region of São Paulo, reinforcing the growth strategy of one of the categories with the highest profitability in the year. For coffee, the União brand expanded its portfolio with new versions of packaging suitable for consumer preference and the launch of União gourmet coffees, marking the expansion of the portfolio and increasing the added value of the category, positioning Camil as the fourth largest player in the segment within just three years of operation.

For cookies and crackers, the Company maintained its focus on revitalizing and strengthening the Mabel brand, aiming to accelerate growth in high-value categories, which have production capacity and opportunities for expansion, both in volume and profitability.

Volumes 2024 vs 2023

(k ton)



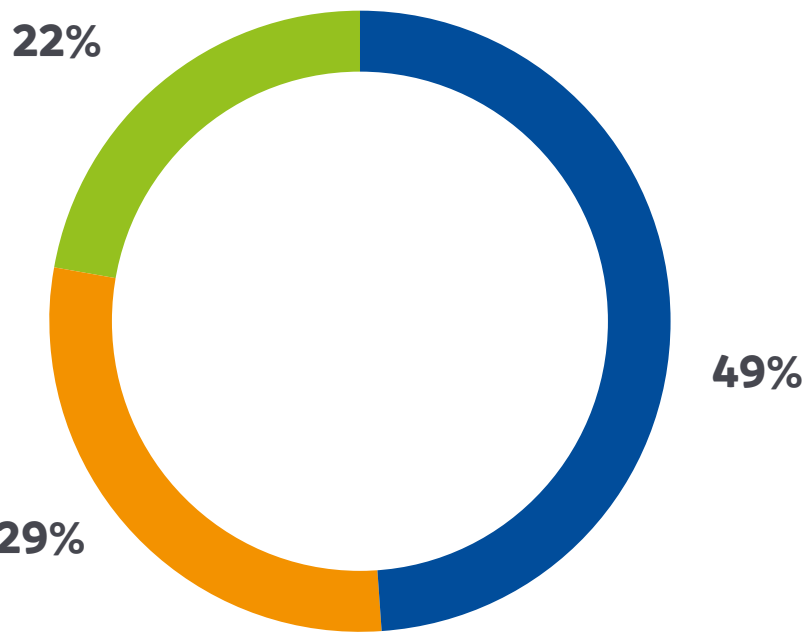
- High turnover: grains and sugar
- High-value: fish canned foods, coffees, pastas, cookies and crackers
- International: Uruguay, Chile, Peru and Ecuador

Representativeness 2024

(in %)

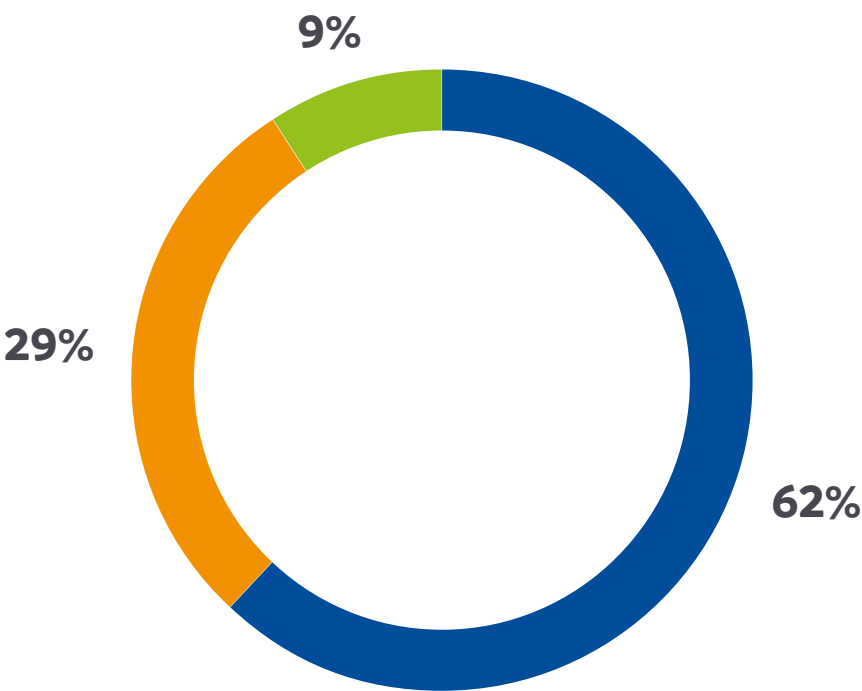
Net income

(in %)



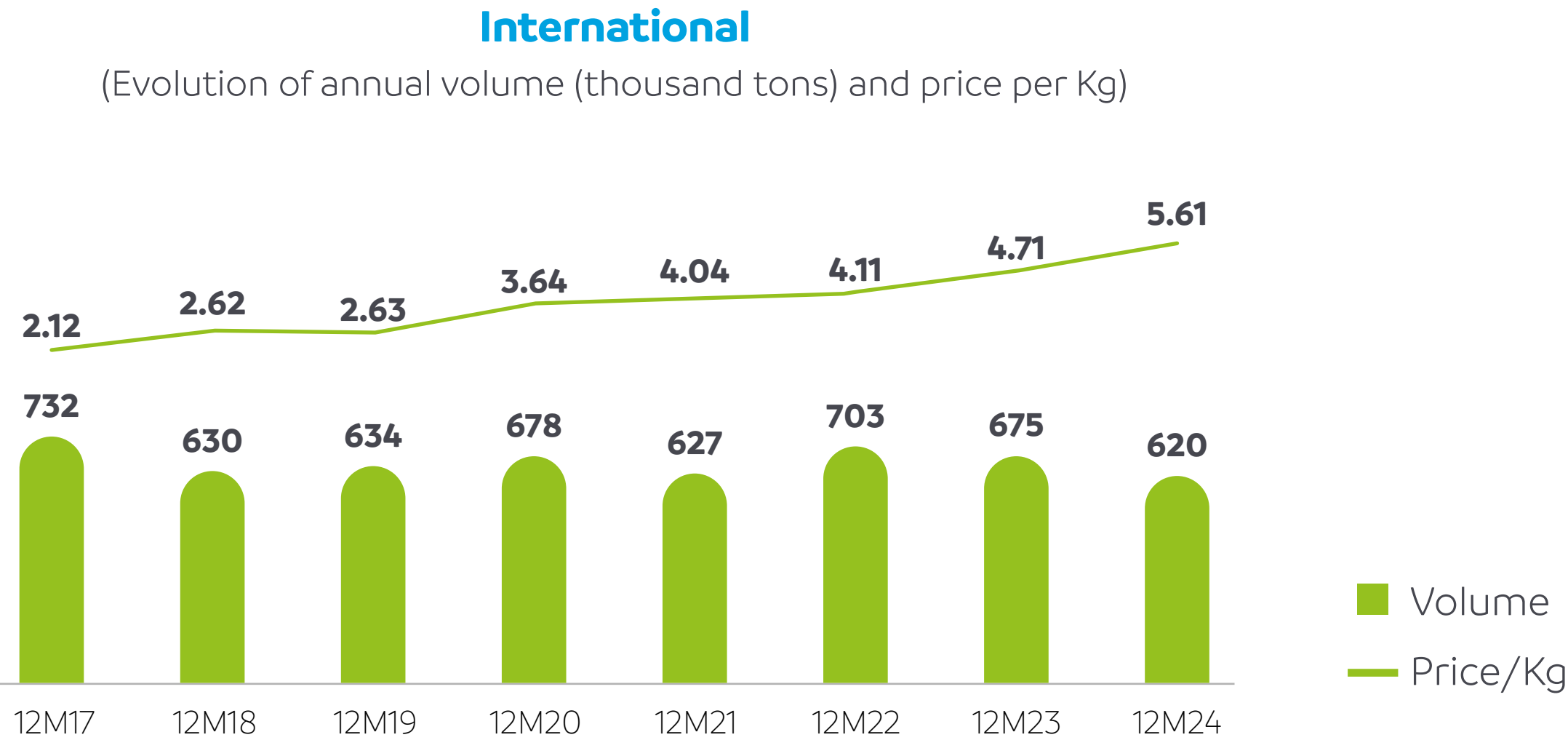
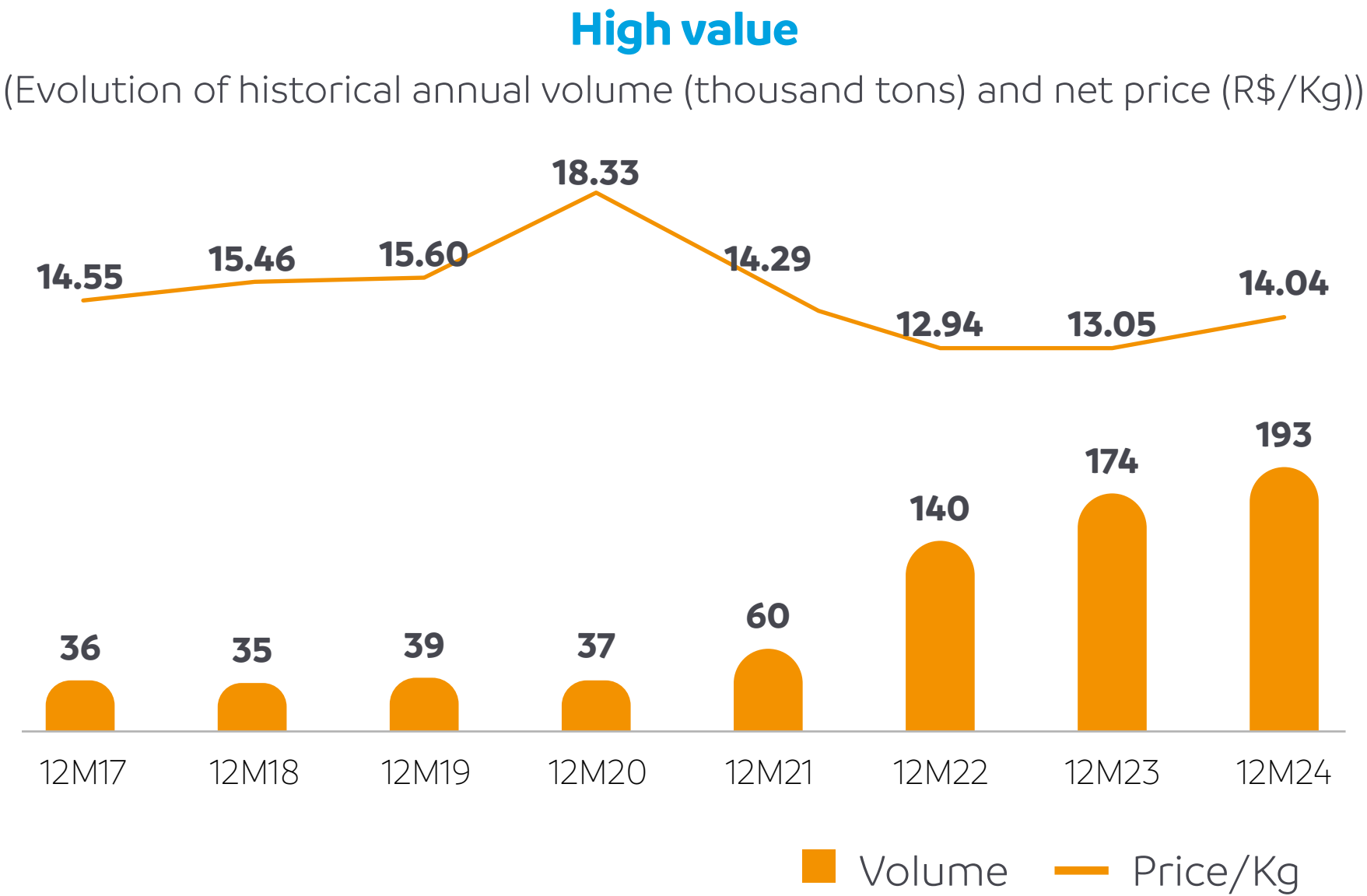
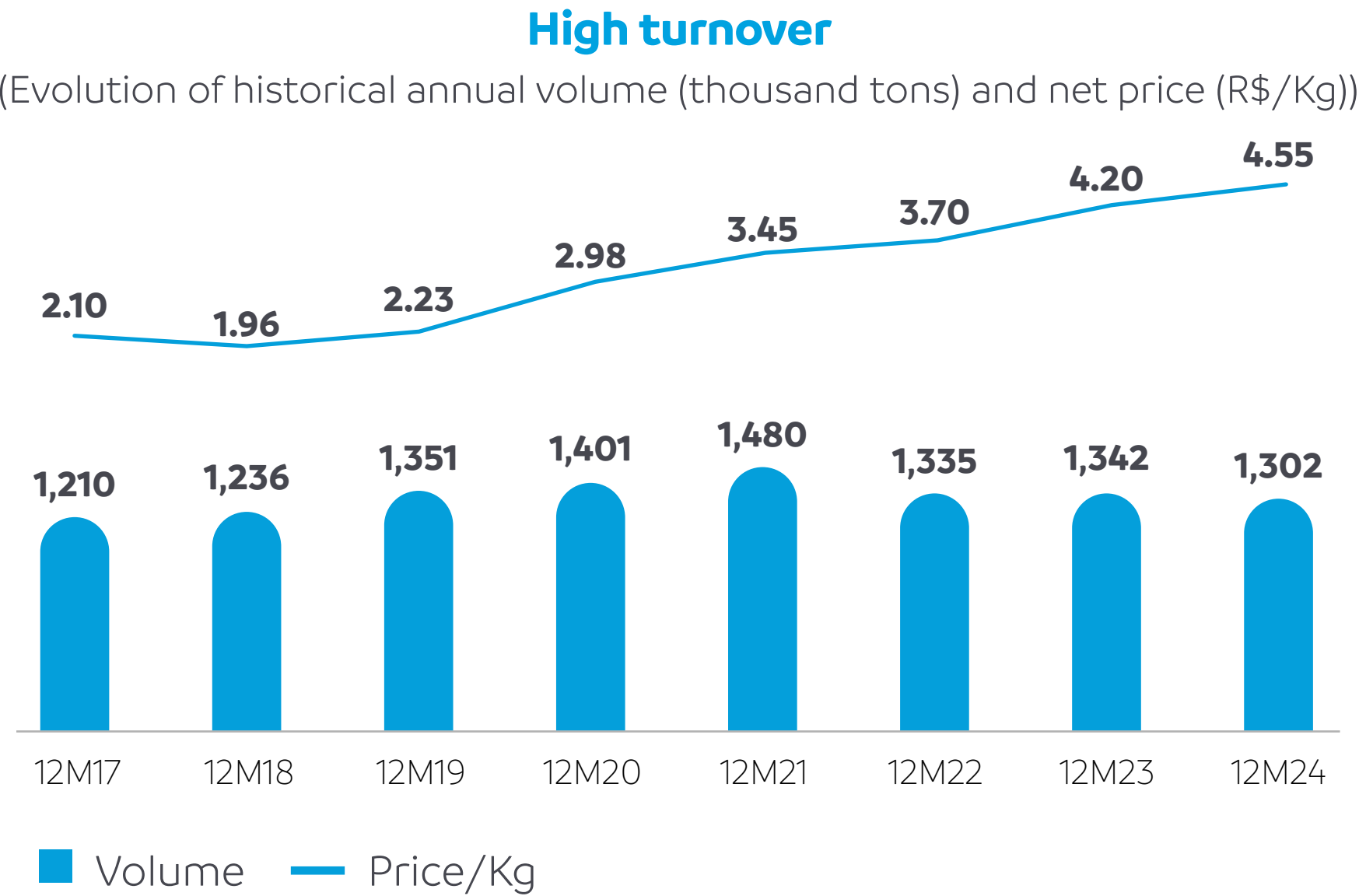
Volume

(in %)



In this scenario, in 2024, the volume sold by Camil, in addition to the results of all operating units in the five countries, reached the mark of 2.1 million tons, a reduction of 3.5% compared to the previous year, mainly reflecting the reduction of 1.5% in the high-turnover segment, due to lower sales volumes in the sugar category, impacted by a challenging retail scenario in the period. In the international market, sales volume fell by 8.2% compared to 2023, impacted by reduced sales in Uruguay, Chile and Peru.

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



FINANCIAL PERFORMANCE

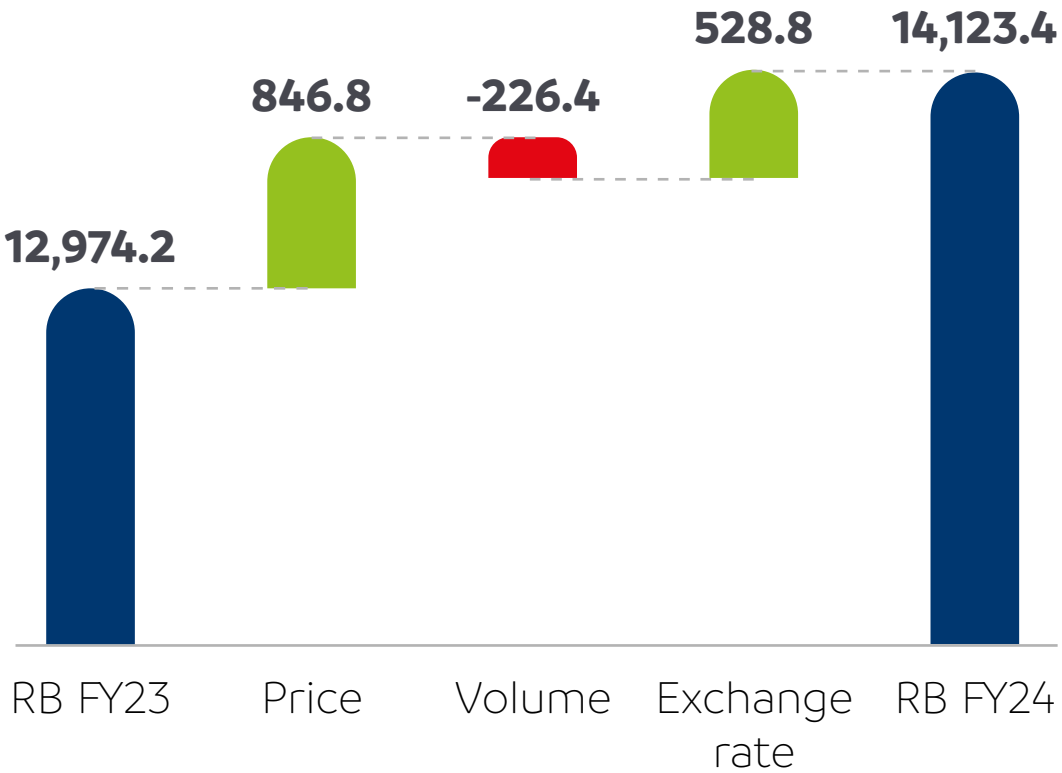
[GRI 201-1]

Camil's results for the year reflect the Company's management strategy, focused on operational efficiency and entry into new categories with potential, such as the high-value segment. In 2024, gross revenue reached its record high for another consecutive year in the amount of R\$14.1 billion, an increase of 8.9% compared to 2023. On the other hand, net revenue reached R\$12.3 billion, an increase of 9% compared to the previous period.

The following are relevant aspects of Camil's economic and financial performance in 2024. Detailed information can be found in [the financial statements, available on the Investor Relations website](#).

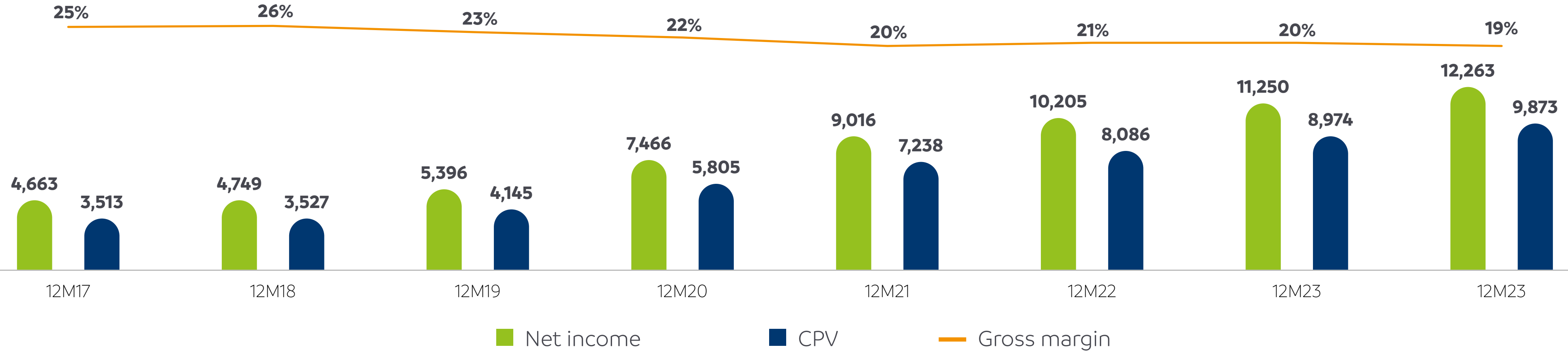
Consolidated 2024: Opening gross revenue

(BRL millions)



Annual evolution net revenue vs. costs

(R\$ mm)



Costs and expenses

In 2024, general sales costs and administrative expenses totaled R\$1.8 billion, an increase of 7.2% compared to 2023, representing 14.7% of net revenue. The increase was mainly due to the increase in expenses in Brazil (+5.2%), especially due to freight costs, personnel expenses, maintenance and third-party services. International expenses also registered an increase of 12.2%, due to higher sales costs in Uruguay, Chile and Ecuador.

Gross Income

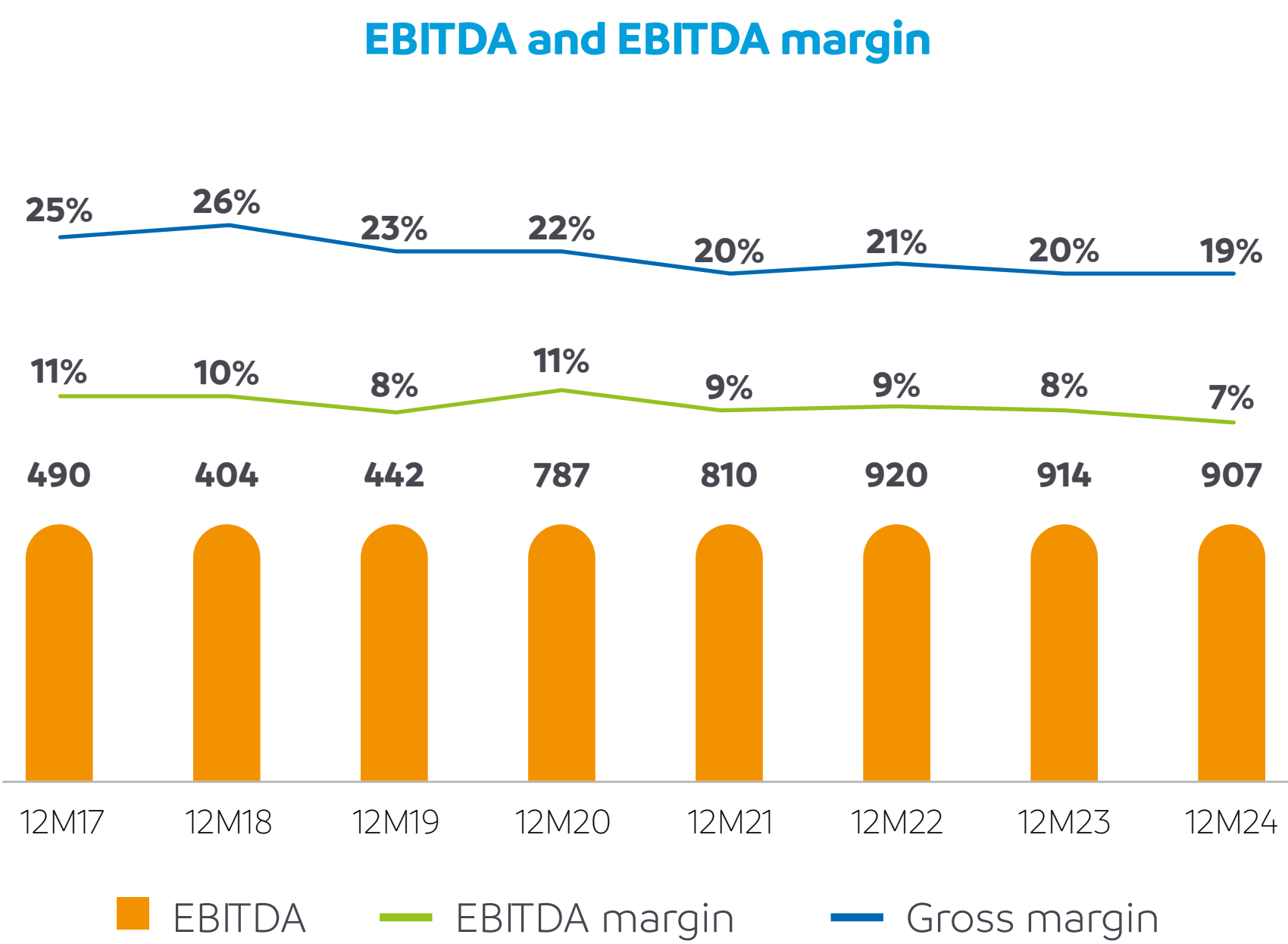
In 2024, gross profit reached R\$2.4 billion, which represents a growth of 5% compared to 2023.

Shares performance

On February 28, 2025, Camil's shares (B3: CAML3) closed at R\$3.49/share with a market cap of R\$1.22 billion. The average daily trading volume in the last quarter of the year was 1.5 million shares, or approximately R\$7.25 million/day. [Learn more on the website dedicated to investor relations.](#)

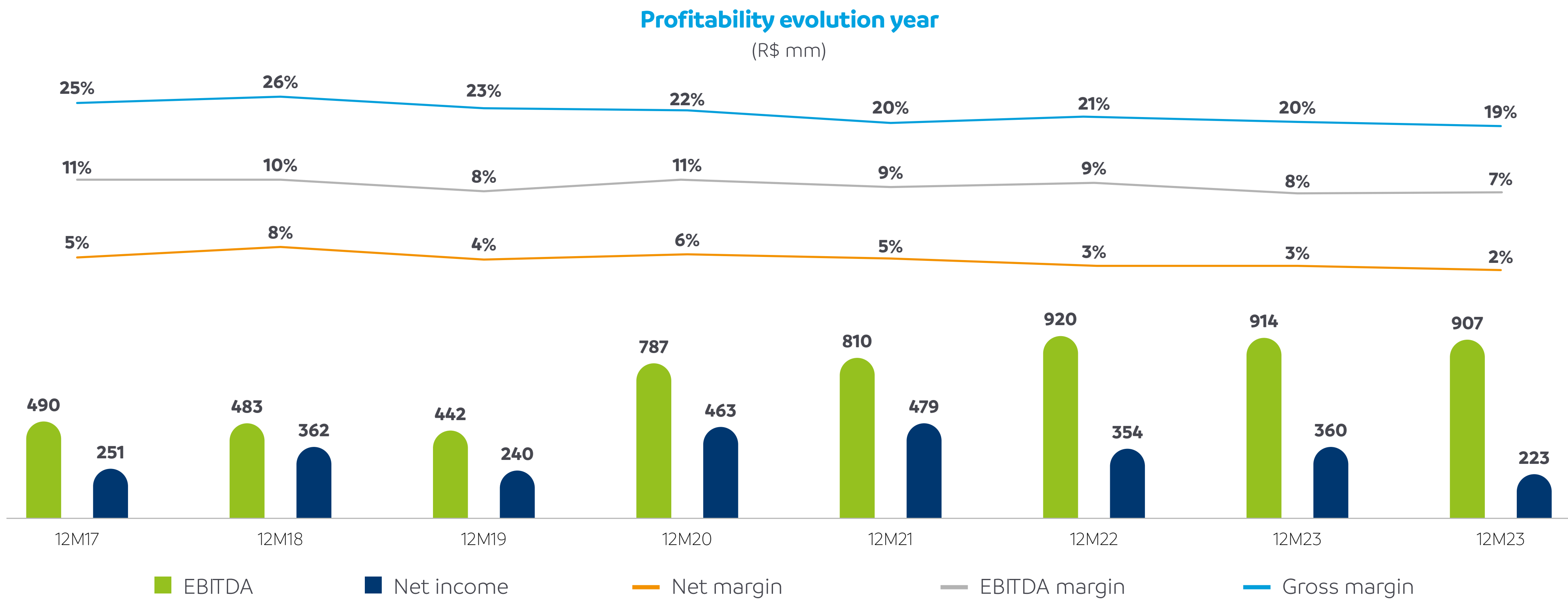
EBITDA and EBITDA margin

In the year, EBITDA reached R\$907.3 million, 0.7% lower than in 2023, with a margin of 7.4%.



Net income and earnings per share

In 2024, net income reached R\$217.0 million, a reduction of 39.8% compared to 2023, with a margin of 1.8% and earnings per share of R\$0.62 in the year.



Debt

In February 2025, the Company's net debt totaled R\$2.7 billion, maintaining the levels of the previous year.

The net debt/EBITDA UDM ratio was 3.0x, within the limits of the debenture covenants and the Company's Agribusiness Receivables Certificate (CRAs), which, at the end of February 2025, had restrictive indebtedness clauses stipulated in net debt/EBITDA UDM of 3.5x with year-end closing in February of each year.

Net debt/EBITDA

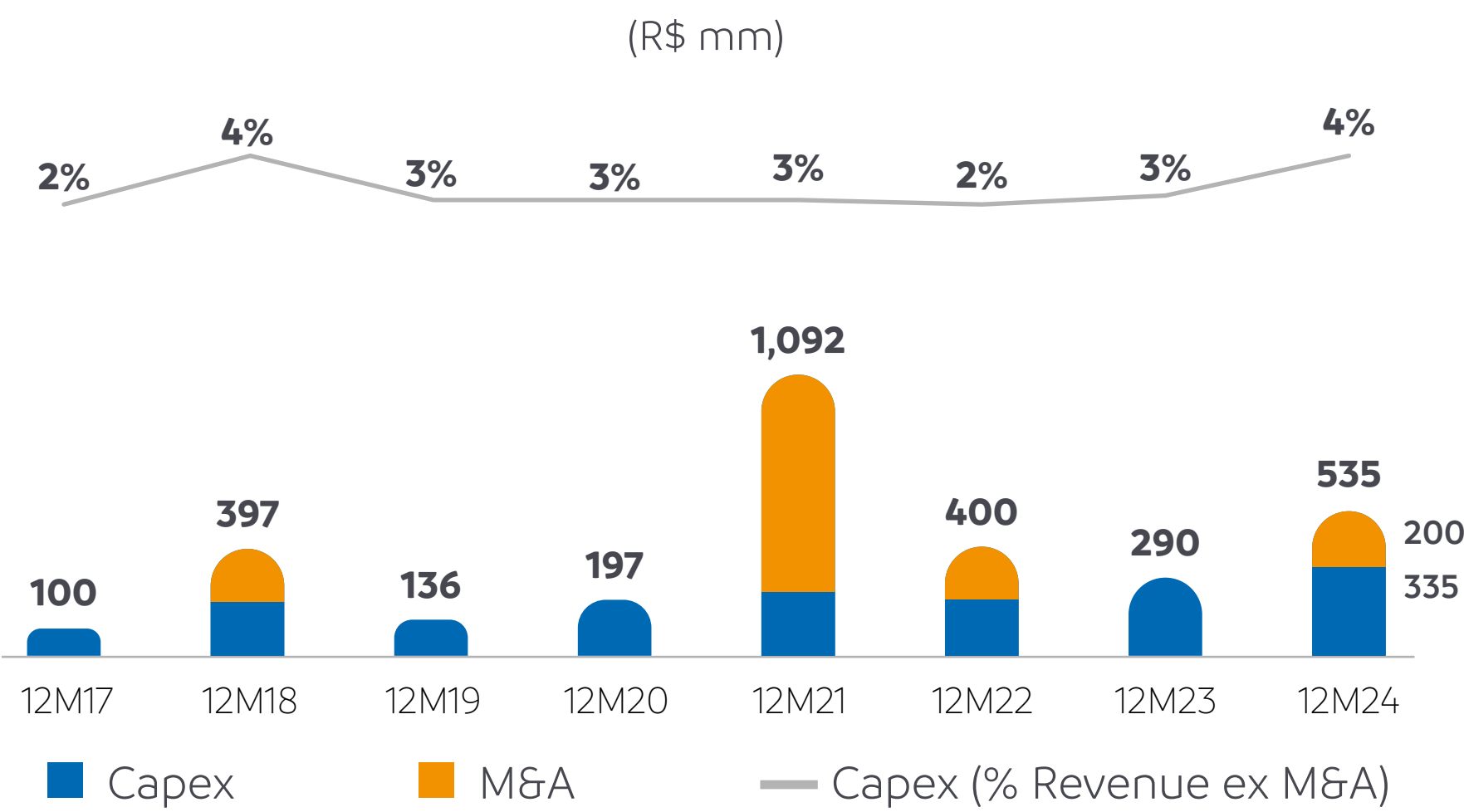
Indebtedness (R\$mm)	2023	2024
Closing date	Feb/24	Feb/25
Gross debt	5,486.0	5,237.7
(-) Cash + fin. investments	2,815.2	2,547.0
= net debt	2,670.8	2,690.7
Net debt/EBITDA UDM (x)	2.9x	3.0x

Capex

Capex (excluding M&A investments) reached R\$334.9 million in 2024, a reduction of 27.5% compared to 2023. In Brazil, the main investments refer to the new grain plant, located in Cambaí (RS), the project of the new thermoelectric plant, and the continuous investments in pasta and coffee production units.

In November 2024, the Company announced its entry into Paraguay with the acquisition of 100% of Rice Paraguay S.A. and 80% of Villa Oliva Rice S.A. through Q2PY S.A., with an advance payment for the acquisition made in the amount of R\$199.8 million. Upon completion of the transaction, Q2PY will control the rural lands, while Camil will retain the industrial assets of Villa Oliva.

Evolution of annual Capex



Distributed economic value

(GRI 201-1)

In 2024, the economic value distributed by Camil totaled R\$2.9 billion, with 33% for the payment of taxes, 30% for third-party capital remuneration, 28% for worker salaries, and 7% for return on equity. In addition to the total amount distributed, donations made to social actions through Company resources are reported in [Chapter 6](#).

Distribution of added value

(in R\$ thousands)

Personnel	839,459
Taxes, fees and contributions	1,006,316
Third-party capital compensation	904,147
Return on equity	217,001
Value added to be distributed	2,996,923

Presence in indexes and ratings agencies

B3 Indexes

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

Ratings

Moody's Local	National: BrAA+ (Stable)
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ABOUT THE REPORT

Report Profile

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

By publishing its fourth Sustainability Report, aligned with the guidelines of the Global Reporting Initiative (GRI) — a non-profit organization that proposes guidelines to ensure the quality and comparability of reports from organizations around the world — Camil seeks to monitor ESG management and reporting trends, in addition to demonstrating the evolution of indicators and management practices.

The document provides information for the period between March 1, 2024, and February 28, 2025, highlighting the Company's environmental, social, and economic performance, in addition to aspects relevant to the execution of the corporate strategy and business results. The reported data reflect the corporate management of Camil and all its subsidiaries, as consolidated in the Financial Statements for the reported period – [access here](#).

The Report was prepared by several areas of Camil, including the teams in Latin America where it maintains operations, which contributed with data, indicators and performance analyses. This process allows an integrated and comprehensive approach to the Company's management and sustainability context. The final version of the document was validated 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, can be accessed on the Company's website: <https://ri.camil.com.br/camil/esg>.

The 2023/2024 edition was published in August 2024. Questions, suggestions and comments on the Report can be sent by email: esg@camil.com.br.



Stakeholder Engagement

[GRI 2-29; 3-1]

As recommended by GRI, Camil focused the report on topics relevant to the sustainability of the business, considering different perspectives. To ensure that both the interests of the Company and its different stakeholders were included in this Report, the Materiality Assessment, which supports the report, included a broad stakeholder engagement process, carried out in the first quarter of 2025.

This process included the mapping of the Company's stakeholders, based on their influence and impact, giving rise to a sample to be engaged through an online consultation in which workers, suppliers, investors, customers, public agencies, and financial institutions participated, among others. In all, 872 respondents indicated the relevance, based on their perspective, of topics related to sustainability previously listed by the Company.

Relevant topics

[GRI 3-2]

Stakeholder engagement is part of the 2024/2025 Materiality Assessment, developed with the objective of reviewing the topics listed in the 2024 Sustainability Report, as well as identifying any new topics relevant to the insertion of ESG aspects into the business strategy and their disclosure in the 2024 report. Thus, it included a combination of analyses, among which the following stand out:

- **Corporate context:** considers internal documents, guidelines, and communication platforms that highlight Camil's ESG policies and practices, as well as interviews with members of Senior Management.
- **Sector benchmarking:** involves the review of sustainability reports from other players in the sector to identify recurring topics and their respective approaches, as well as the connection of those topics with the 2030 Agenda.

- **Global frameworks:** analysis of ESG management and reporting guidelines for materiality correlation.
- **Stakeholder engagement:** consolidating research results with specific stakeholder groups through online consultation.

Based on these analyses, the material topics and their respective performance indicators were proposed, which were evaluated by the Company regarding the feasibility of monitoring and reporting, considering the effective management of these topics, as well as the operational and strategic issues involved.

Thus, the materiality of this reporting cycle considers 11 fundamental macro-topics, as shown in the infographic on [page 29](#). Next, the comparative tables of relevant topics are presented, indicating the changes made between 2023 and 2024.

Evolution of the material topics

Material topic 2022/2023	Material topic 2024	Consolidated group 2024
Ethical and integrity-based conduct	<i>Compliance; Corporate governance; Human rights; Cybersecurity and data privacy;</i>	Ethics and integrity
Risk, brand and reputation management		Risk and opportunities management
Combating food waste	Combating food waste;	Fostering the circular economy
Social investment and promotion of access to nutritious food at fair prices	Access to food/food safety; Supporting local communities; Corporate social responsibility;	Positive social impact
Diversity, equality and inclusion	Promoting diversity, equity, and inclusion in the corporate environment;	Worker health and opportunity
Worker health, safety, and development	Prevention of occupational diseases and accidents; Safety culture and continuous training;	Occupational and operational safety
Worker health, safety, and development	Wellness and professional development programs;	Worker health and opportunity
Product quality and food safety	Compliance with standards and regulations; Tests, audits and quality certifications; Transparency in ingredients and materials used; Traceability compliance;	Product quality and safety
Good practices in the value chain	<i>Support for small-scale rural producers;</i>	Sustainability in the supply chain
Eco-efficiency (energy, water, waste and emissions)	Water management; Energy management; Emissions management; Regulatory management;	Ecoefficiency
Eco-efficiency (energy, water, waste and emissions)	Waste management;	Fostering the circular economy
-	Customer service excellence and communication channels; Responsible communication and labeling; Personalization and innovation of products and services; Healthiness and nutrition;	Customer and consumer experience and satisfaction
-	Mitigation / decarbonization agenda; Adaptation plans;	Climate action
-	Mitigation of operational risks (physical risks);	Occupational and operational safety
-	Biodiversity and sustainable land use;	Sustainability in the supply chain
-	Worker engagement in social initiatives.	Worker health and opportunity

Related Indicators

Based on the definition of material topics, the performance indicators to be monitored and reported by the Company were selected. In this cycle, in addition to the traditionally reported disclosures proposed by the GRI, indicators of the Sustainability Accounting Standards Board (SASB) were added, when applicable. The following table presents the reported GRI indicators linked to each material topic.

Material topics

Material topics	Indicadores GRI	ODS
Ethics and integrity	2-9; 2-26; 2-27; 3-3; 205-3; 418-1	8; 16
Risk and opportunities management	3-3	16
Fostering the circular economy	3-3; 306-3	2; 12
Positive social impact	413-1	2; 11; 17
Health, development, diversity, equity and inclusion	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
Ecoefficiency	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

Subsequently, the GRI Summary indicates the location of responses to indicators throughout the pages – and, in some cases, the Summary presents the answer.

GRI content summary

GRI 1: 2021 Fundamentals

Camil Alimentos S.A. prepared this report based on GRI reporting standards for the period from March 1, 2024 to February 28, 2025.



GRI Disclosure	Description	Page	Reason
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	117	
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	117	
GRI 2: General Disclosures 2021	2-4 Restatements of information	-	No information was reformulated during the period.
GRI 2: General Disclosures 2021	2-5 External assurance	-	The report was not verified by external audit.
Activities and workers			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	6; 9; 11; 14; 20; 80; 91	
GRI 2: General Disclosures 2021	2-7 Employees	64; 126	
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	64	
Governance			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	32	
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	32	
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	32	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	32	
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	26; 40	
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	114	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	32	
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	32	



GRI Disclosure	Description	Page	Reason
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	32	
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	32	
GRI 2: General Disclosures 2021	2-19 Remuneration policies	38	
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	38	
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio		Information about remuneration of senior management members of the Company are described in Reference Form.
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	40	
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	40	
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	40	
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	40	
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations		The Company did not receive fines or significant sanctions in the period reported.
GRI 2: General Disclosures 2021	2-28 Membership associations	98	
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	96; 118	
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	64	
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	28; 118	
GRI 3: Material Topics 2021	3-2 List of material topics	28; 118	
GRI 3: Material Topics 2021	3-3 Management of material topics	26; 40; 48; 52; 66; 80; 84	



GRI Disclosure	Description	Page	Reason
Economic Performance			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	26; 40; 48; 52; 66; 80; 84	
Procurement Practices			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	91	
Anti-corruption			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	40	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	40	
Energy			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	102; 139	
Water and Effluents			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	104	
GRI 303: Water and Effluents 2018	303-3 Water removal	104; 141	
Emissions			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	108; 142	
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	108; 142	
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	-	The company did not report its Scope 3 emissions for the year 2024.
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	142	



GRI Disclosure	Description	Page	Reason
Waste			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	106	
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	106	
GRI 306: Waste 2020	306-3 Waste generated	106	
GRI 306: Waste 2020	306-4 Waste diverted from disposal	106; 143	
GRI 306: Waste 2020	306-5 Waste directed to disposal	106; 143	
Employment			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	64	
Occupational Health and Safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	66	
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	66	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	66	
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	66	
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	66	
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	66; 131	The Company did not present the data relating to workers who are not employees.
Training and Education			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	72; 129; 133	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	72	
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	72; 135	



GRI Disclosure	Description	Page	Reason
Diversity and Equal Opportunity			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	137	
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	-	There is not gender distinction in defining the base salary or remuneration of its employees.
Non-discrimination			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	40	
Local Communities			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	84	The Company did not carry out assessments of impact on surrounding communities of its operations.
Consumer Health and Safety			
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of health and safety impacts caused by the products and services categories	52	
Customer Privacy			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	40	



INDICATORS BOOKLET

Workers' profile

[GRI 2-7]

Total number of the Company's workers

Country	Men	Women	Total	Men %	Women %
Brazil	3,876	1,832	5,708	68%	32%
Chile	316	144	460	69%	31%
Ecuador	131	30	161	81%	19%
Peru	151	60	211	72%	28%
Uruguay	672	126	798	84%	16%
Total	5,146	2,192	7,338	70%	30%

Workers according to working-hours agreement

Country	Full-time		Part-time	
	Men	Women	Men	Women
Chile	3,515	1,796	361	36
Ecuador	314	139	2	5
Peru	131	30	0	0
Uruguay	172	72	0	0
Total	0	0	0	0
Total	4,132	2,037	363	41



Workers by region - Brazil

Region	Men	Women
South	1,771	907
Southeast	1,268	577
Central-West	416	254
Northeast	359	85
North	62	9
Total	3,876	1,832

Workers according to type of employment contract

Country	Full-time		Part-time	
	Men	Women	Men	Women
Brazil	3,675	1,764	201	68
Chile	316	144	0	0
Ecuador	131	30	0	0
Peru	151	60	21	12
Uruguay	672	126	0	0
Total	4,945	2,124	201	68

Workers according to age group and gender

Country	Up to 29 years		Between 30 and 50 years old		Over 50		Total
	Men	Women	Men	Women	Men	Women	
Brazil	914	363	2,273	1,141	689	328	5,708
Chile	76	26	156	94	84	24	460
Ecuador	36	4	71	25	24	1	161
Peru	22	11	100	46	50	15	244
Uruguay	137	29	372	93	147	20	798
Total	1,185	433	2,972	1,399	994	388	7,371





Number of seasonal workers

Country	Men	Women	Total
Chile	27	17	44
Ecuador	1	0	1
Uruguay	128	21	149

Total number of workers who are not employees

Country	Outsourced	Apprentices	Interns
Brazil	816	149	14
Chile	24	0	0
Ecuador	15	0	0
Peru	0	1	0
Uruguay	132	1	0
Total	987	151	14

Percentage of workers covered by collective agreements and/or bargaining

Country	Percentage
Brazil	100%
Chile	64%
Ecuador	0%
Peru	30%
Uruguay	100%

Admissions and dismissals

[GRI 404-1]

Number of admissions

Country	Men	Women	Total
Brazil	713	337	1,050
Chile	97	61	158
Ecuador	15	6	21
Peru	46	23	69
Uruguay	22	19	41
Total	893	446	1,339

Admissions in Brazil by region

Region	Total
South	501
Southeast	357
Central-West	101
Northeast	63
North	28

Admission by age group and gender

Country	Up to 29 years		Between 30 and 50 years old		Over 50		Total
	Men	Women	Men	Women	Men	Women	
Brazil	371	135	303	181	39	21	1,050
Chile	47	17	32	40	18	4	158
Ecuador	11	2	4	4	0	0	21
Peru	15	10	25	13	6	0	69
Uruguay	9	7	11	12	2	0	41
Total	453	171	375	250	65	25	1.339



Number of dismissals				Dismissals in Brazil by region		Turnover rate according to gender				
Country	Men	Women	Total	Region	Total	Country	Men	Women	Total	Calculation metric
Brazil	1,268	618	1,886	South	873	Brazil	20.5%	26.1%	26.6%	(Number of dismissed / verageof active HC of the last 12 months)
Chile	69	34	103	Southeast	569	Chile	15.0%	7.4%	22.4%	Admissions+Dismissals/2/Total HC*100.
Ecuador	8	4	12	Central-West	231	Ecuador	5.1%	2.5%	7.6%	((I+E/2)/HC)*100
Peru	97	27	124	Northeast	157	Peru	-29.7%	-5.6%	-22.5%	(Additions - Leaves) / Total workers * 100
Uruguay	34	13	47	North	56	Uruguay	4.3%	1.6%	5.9%	(Income+Expenses)/2/Provision
Total	1,476	696	2,172							

Number of dismissals by age group and gender								Turnover by age group and gender			
Country	Up to 29 years		Between 30 and 50 years old		Over 50		Total	Country	Up to 29 years	Between 30 and 50 years	Over 50
	Men	Women	Men	Women	Men	Women					
Brazil	510	264	635	319	123	35	1,886	Brazil	34.4%	23.1%	16.4%
Chile	20	7	34	22	15	5	103	Chile	2.9%	6.1%	2.2%
Ecuador	2	0	4	4	2	0	12	Ecuador	1.3%	5.1%	1.3%
Peru	23	10	63	12	11	5	124	Peru	-24.2%	-25.3%	-15.4%
Uruguay	6	3	15	9	13	1	47	Uruguay	1.1%	3.0%	1.8%
Total	561	284	751	366	164	46	2,172				

Occupational health and safety

[GRI 403-9]

Occupational Health and Safety Data - Brazil

Indicator	2022	2023	2024
Number of hours worked	11,123,378	12,806,374	12,393,218
Number of days lost	698	1,011	6,695
Number of deaths	0	0	1
Number of accidents with days lost	24	15	12
Number of accidents without leave	31	24	29
Frequency rate (FR) of company employees	2.16	1.17	1.05
Severity rate (SR) of company employees	63	79	540
Number of near accidents (incidents)	135	119	100

Occupational Health and Safety Data - Chile

Indicator	2022	2023	2024
Number of hours worked	1,267,841	1,169,092	1,119,706
Number of days lost	256	284	367
Number of deaths	0	0	0
Number of accidents with days lost	9	6	6
Number of accidents without leave	2	2	0
Frequency rate (FR) of company employees	7.1	5.13	5.37
Severity rate (SR) of company employees	201.9	242.92	339.34
Number of near accidents (incidents)	NA*	14	8

*Not available

Occupational Health and Safety Data - Ecuador

Indicator	2022	2023	2024
Number of hours worked	300,792	310,783	329,506
Number of days lost	14	10	2
Number of deaths	0	0	0
Number of accidents with days lost	4	1	1
Number of accidents without leave	4	0	0
Frequency rate (FR) of company employees	16.6	1	0.61
Severity rate (SR) of company employees	0.16	6	1.21
Number of near accidents (incidents)	1	0	0

Occupational Health and Safety Data - Uruguay

Indicator	2022	2023	2024
Number of hours worked	2,282,854	2,379,119	2,505,148
Number of days lost	1,513	580	7,041
Number of deaths	0	0	1
Number of accidents with days lost	32	29	27
Number of accidents without leave	32	40	30
Frequency rate (FR) of company employees	14	12	11
Severity rate (SR) of company employees	663	244	2,811
Number of near accidents (incidents)	28	19	30

Occupational Health and Safety Data - Peru

Indicator	2022	2023	2024
Number of hours worked	956,733	910,343	566,110
Number of days lost	44	313	246
Number of deaths	0	0	0
Number of accidents with days lost	3	9	13
Number of accidents without leave	0	1	1
Frequency rate (FR) of company employees	3.1	10.98	2*
Severity rate (SR) of company employees	46	343.83	435**
Number of near accidents (incidents)	0	0	0

**The 79% reduction in the Frequency Rate was due to the decrease in the number of hours worked. **The 26% increase in the Severity Index occurred because the accidents resulted in more lost days compared to the previous year.*

Amounts invested in training

Brazil (R\$)	1.582.936,6
Chile (CLP\$)	103.336.989
Uruguay (USD)	201,529.0
Ecuador (USD)	25,483.27
Peru	NA

Training hours data by functional category - Brazil

Category	Men		Women	
	Total	Overall average	Total	Overall average
Executive Board	281:00	12:13	77:00	9:37
Management	2,197:00	25:32	1,022:00	25:33
Coordination / Specialists	1,992:00	28:03	1,354:00	30:05
Technical	1,124:00	5:51	9,042:00	164:24
Leader	5,696:00	45:56	2,580:00	95:33
Administrative	8,608:00	25:10	9,800:00	25:35
Operational	65,594:00	21:35	26,258:00	20:36
Total and average by gender	85.492:00	22:03	50.133:00	27:21

Training hours data by functional category - Chile

Category	Men		Women	
	Total	Overall average	Total	Overall average
Executive Board	0:00	0:00	0:00	0:00
Management	42:35	4:15	18:04	4:31
Coordination / Specialists	144:31	6:01	98:35	7:35
Technical	121:07	5:02	97:54	5:09
Leader	94:00	4:16	73:04	7:18
Administrative	18:42	0:26	29:19	0:54
Operational	2,833:30	14:40	2,527:02	38:17
Total and average by gender	3.254:25	10:17	2.843:58	19:44

Training hours data by functional category - Ecuador

Category	Men		Women	
	Total	Overall average	Total	Overall average
Executive Board	0	0	0	0
Management	126:00	42:00	74:00	74:00
Coordination / Specialists	0	0	0	0
Technical	0	0	0	0
Leader	0	0	0	0
Administrative	294:00	17:17	272:00	11:49:34
Operational	1,914:00	17:14	255:00	42:30:00
Total and average by gender	2,334:00	17:49	601:00	20:02:00

Training hours data by functional category - Uruguay

Category	Men		Women	
	Total	Overall average	Total	Overall average
Executive Board	0	0	0	0
Management	233:00	23:18	52:00	26:00
Coordination / Specialists	1,954:00	88:49	2,233:00	186:05
Technical	0	0	0	0
Leader	0	0	0	0
Administrative	1370:00	40:17	1052:00	15:56
Operational	16,948:00	29:16	3,441:00	78:12
Total and average by gender	20,505:00	30:30	6,778:00	53:47

Training hours data by functional category - Peru

Category	Men		Women	
	Total	Overall average	Total	Overall average
Executive Board	1:00:00	1:00	0:00	0:00
Management	1:00:00	1:00	2:00	2:00:00
Coordination / Specialists	5:00:00	0:09	5:00	0:17:39
Technical	18:00	18:00	0:00	0:00
Leader	0:00	0:00	0:00	0:00
Administrative	47:00	0:46	40:00:	0:57
Operational	192:00	3:12	534:00	53:24
Total and average by gender	246:00	1:25	599:00	8:19

Competency assessments⁶

[GRI 404-3]

Number of competency assessments - Brazil

Category	Men	Women	Total
Executive Board	11	3	14
Management	86	40	126
Coordination / Specialists	78	53	131
Technical	354	44	398
Leader	223	101	324
Administrative	409	337	746
Operational	1,028	2,568	3,596

Number of competency assessments - Chile

Category	Men	Women	Total
Executive Board	0	0	0
Management	10	4	14
Coordination / Specialists	24	13	37
Technical	24	19	43
Leader	22	10	32
Administrative	43	31	74
Operational	193	66	259

6. The Peru operation did not conduct performance analyses during the reported period.

Number of competency assessments - Ecuador

Category	Men	Women	Total
Executive Board	0	0	0
Management	0	0	0
Coordination / Specialists	0	0	0
Technical	0	0	0
Leader	0	0	0
Administrative	3	3	6
Operational	62	5	67

Number of competency assessments - Uruguay*

Category	Men	Women	Total
Executive Board	0	0	0
Management	0	0	0
Coordination / Specialists	22	12	34
Technical	7	2	9
Leader	0	0	0
Administrative	34	66	100
Operational	0	0	0

* In addition to employees, 833 seasonal workers were also evaluated in 2024.

Number of PWDs

Country	Total
Brazil	280
Chile	5
Ecuador	5
Peru	1
Uruguay	8
Total	299

Number of employees by job role - Brazil

Category	Men	Women	Total
Executive Board	23	8	31
Management	86	40	126
Coordination / Specialists	71	45	116
Technical	192	55	247
Leader	124	27	151
Administrative	342	383	725
Operational	3,038	1,274	4,312
Total	3,876	1,832	5,708

Number of employees by job role - Chile

Category	Men	Women	Total
Executive Board	0	0	0
Management	10	4	14
Coordination / Specialists	24	13	37
Technical	24	19	43
Leader	22	10	32
Administrative	43	32	75
Operational	193	66	259
Total	316	144	460

Number of employees by job role - Ecuador

Category	Men	Women	Total
Executive Board	0	0	0
Management	3	1	4
Coordination / Specialists	0	0	0
Technical	0	0	0
Leader	0	0	0
Administrative	17	23	40
Operational	111	6	117
Total	131	30	161

Number of employees by job role - Uruguay

Category	Men	Women	Total
Executive Board	0	0	0
Management	10	2	12
Coordination / Specialists	22	12	34
Technical	7	2	9
Leader	20	0	20
Administrative	34	66	100
Operational	579	44	623
Total	672	126	798

Number of employees by job role - Peru

Category	Men	Women	Total
Executive Board	1	0	1
Management	1	1	2
Coordination / Specialists	33	17	50
Technical	1	0	1
Leader	15	2	17
Administrative	61	42	103
Operational	60	10	70
Total	172	72	244



Diesel

Country	2022	2023	2024
Brazil	0	34,283.50	73,107.30
Chile	162,488.00	112,647.00	142,336.00
Ecuador	0	207,168.20	203,163.20
Peru	361.4	10,197.60	12,757.60
Uruguay	125,148.00	123,454.50	137,147.60
Total in liters	287,997.40	487,750.80	568,511.70
Total in GJ	10,223.9	17,315.2	20,182.2

LPG

Country	2022	2023	2024
Brazil	526,809.30	237,114.00	565,718.6
Chile	63,237.00	70,402.00	51,323.0
Ecuador	690,030.00	794,003.00	839,738.0
Peru	460,846.80	67,716.00	81,355.0
Uruguay	99,820.00	83,234.00	134,030.0
Total in Kg	1,840,743.10	1,252,469.00	1,672,164.60
Total in GJ	85,545.7	58,206.6	77,711.3

Gasoline

Country	2022	2023	2024
Brazil	NA	42,088.60	225,092.70
Chile	0	0	0
Ecuador	NA	13,120.41	11,185.03
Peru	NA	4,063.90	5,617.80
Uruguay	0	0	0
Total in liters	NA	59,272.91	241,895.53
Total in GJ	NA	1,911.0	7,798.7

Ethanol

Country	2022	2023	2024
Brazil	NA	1,489.90	40,207.90
Total in liters	NA	1,489.90	40,207.90
Total in GJ	NA	31.8	858.4

Rice husk			
Country	2022	2023	2024
Brazil	20,287.00	345,274.60	331,415.50
Chile	2,667.60	0	19,714.00
Ecuador	0	0	0
Peru	9,894.90	0	0
Uruguay	112,830.00	74,000.00	5,439.90
Total (MWh)	145,679.50	419,274.60	356,569.40
Total (GJ)	524,446.20	1,509,388.60	1,283,649.80

Electricity			
Country	2022	2023	2024
Brazil	129,912,000.00	129,407,000.00	115,532,977.70
Chile	5,660,879.00	5,935,000.00	5,401,257.00
Ecuador	2,222,258.00	212,202.00	153,127.00
Peru	2,942,340.30	3,363,209.10	3,944,176.30
Uruguay	31,465,000.00	22,958,918.60	25,952,366.90
Total (kWh)	172,202,477.30	161,876,329.70	150,983,904.90
Total (GJ)	619,928.9	582,754.8	543,542.1

Biomass / Firewood			
Country	2022	2023	2024
Brazil	3,454.00	95,515.30	88,424.00
Chile	6,257.00	5,508.70	3,375.00
Ecuador	0	0	0
Peru	0	8,387.40	0
Uruguay	112,830.00	97,847.70	90,066.50
Total (MWh)	122,541.00	207,259.10	181,865.50
Total (GJ)	441,147.6	746,132.8	654,715.8

Solar panels	
Country	2024
Brazil	0
Chile	111,723.00
Ecuador	0
Peru	0
Uruguay	0
Total (kWh)	111,723.00
Total (GJ)	402.2



Volume of water withdrawn - Brazil			
(in ML)			
Source	2022	2023	2024
Surface water	756.4	1,574.5	1,066.2
Groundwater	985.9	484.4	922.2
Municipal supply or other water supply companies	11.0	36.1	29.5
Total	1,753.3	2,095.0	2,017.9

Volume of water withdrawn - Chile			
(in ML)			
Source	2022	2023	2024
Groundwater	7.4	7.2	8.4
Municipal supply or other water supply companies	11.0	11.1	8.7
Total	18.4	18.3	17.1

Volume of water withdrawn - Chile			
(in ML)			
Source	2022	2023	2024
Municipal supply or other water supply companies	4.0	4.0	5.4
Total	4.0	4.0	5.4

Volume of water withdrawn - Peru			
(in ML)			
Source	2022	2023	2024
Municipal supply or other water supply companies	3.5	3.7	3.7
Total	3.5	3.7	3.7

Volume of water withdrawn - Uruguay			
(in ML)			
Source	2022	2023	2024
Groundwater	14.0	25.0	18.9
Municipal supply or other water supply companies	18.2	17.1	18.2
Total	32.2	42.1	37.1

Emissions

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

GHG emissions - Scope 1

Category	Emissions (tCO ₂ e)	Biogenic CO ₂ emissions (t)	Biogenic CO ₂ removals (t)
Mobile combustion	6.065,463	732,624	0,000
Stationary combustion	21.212,169	163.019,432	0,000
Solid waste and liquid effluents	8.392,989	4.594,901	0,000
Fugitive emissions	2.620,975	0,000	0,000
Total	38.291,596	168.346,957	0,000

GHG emissions -Scope 2 Location-based approach

Category	Emissions (tCO ₂ e)	Biogenic CO ₂ emissions (t)	Biogenic CO ₂ removals (t)
Aquisição de energia elétrica	5.851,581	0,000	0,000
Total	5.851,581	0,000	0,000

Other greenhouse gases not covered by the Kyoto Protocol

Category	Emissions tCO ₂ e
HCFC-22 (R22)	1.098,9
HCFC-141b	107,9



Waste

[GRI 306-4; 306-5]

Hazardous waste - Brazil

(in tons)

Site	Destination	2022	2023	2024
External	Effluent treatment		0.3	0.3
	Autoclave	-	-	0.03
	Preparation for re-use	33	0	-
	Recycling	2.7	69.8	1.0
	Refining	-	2.9	4.4
	Incineration (with energy recovery)	69.3	15.5	-
	Incineration (without energy recovery)	2.2	0	0.01
	Decontamination of light bulbs	-	0.78	0.04*
	Co-processing	-	29.5	116.3
	Landfill	17.2	94.6	24.2
	Screening and storage	-	0.2	5.6
	Total hazardous waste	80.73	124.4	151.8

* Estimated volume based on 292 lamps, each with a weight of 150g.

Non-hazardous waste - Brazil

(in tons)

Site	Destination	2022 (t)	2023 (t)	2024 (t)
Internal	Incineration (with energy recovery)	186,501.4	218,978.0	236,876.7
	Screening and storage	0.0	0.2	16,246.0
	Energy generation	0.0	0.0	0.0
	Burning in dryers	0.0	0.0	0.0
	Landfill	0.0	0.1	0.0
External	Incineration (with energy recovery)	68.4	0.0	0.0
	Incineration (without energy recovery)	7,889.2	648.6	8,863.7
	Screening and storage	0.0	90.1	1,393.2
	Recycling	5,347.9	86,496.4	31,604.8
	Compost	85.5	558.0	665.7
	Burning in dryers	0.0	360.0	0.0
	Landfill	4,348.8	4,042.3	6,739.2
	Reutilization	0.0	329.1	1,393.6
	Reuse in the steel industry	0.0	0.0	4,408.7
	Autoclave	0.0	0.2	0.2
	Co-processing	0.0	0.0	18.2
	Energy recovery	0.0	0.0	208.6
	Others*	68,485.6	41,090.4	56,997.6
	Total non-hazardous waste	272,726.8	352,593.4	365,416.2

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

Hazardous waste - Chile

(in tons)

Site	Destination	2022	2023	2024
External	Incineration (without energy recovery)	0.0	0.4	0.6
	Landfill	0.9	0.0	0.0
Total hazardous waste		80.73	124.4	858.2

Hazardous waste - Ecuador

(in tons)

Site	Destination	2022	2023	2024
External	Preparation for re-use	0.04	0.5	0.5
Total hazardous waste		0.04	0.5	0.5

Non-hazardous waste - Chile

(in tons)

Site	Destination	2022	2023	2024
Internal	Incineration (with energy recovery)	466.8	964.8	3,450.0
	Preparation for re-use	379.1	440.3	841.1
	Recycling	53.3	76.4	74.6
External	Incineration (with energy recovery)	8,818.80	8,935.4	5,358.0
	Compost	463.1	349.9	256.4
	Landfill	119.2	110.0	132.5
	Composting and soil improvement applied directly to agricultural lands	9,496.20	0	0.0
	Others	1,454.60	427.0	0.0
Total non-hazardous waste		21,251.1	11,303.8	10,112.6

Non-hazardous waste - Ecuador

(in tons)

Site	Destination	2022	2023	2024
External	Recycling	23.7	17.8	32.8
	Others*	0	260.6	206.7
Total non-hazardous waste		23.7	278.4	239.5

*Construction rubble.



Hazardous waste - Peru

(in tons)

Site	Destination	2022	2023	2024
Internal	Temporary storage	0.9	0.01	0.2
External	Recycling	0	0.04	0.0
	Landfill	0.2	0.0	0.0
Total hazardous waste		1.1	0.05	0.2

Hazardous waste - Uruguay

(in tons)

Site	Destination	2022	2023	2024
External	Preparation for re-use	0.6	0.9	0.8
Total hazardous waste		0.6	0.9	0.8

Non-hazardous waste - Peru

(in tons)

Site	Destination	2022	2023	2024
Internal	Preparation for re-use	2.5	3.5	3.4
External	Recycling	62.3	37.5	1
	Ecoponto	1,362.20	2,413.96	55.4
	Disposal of solid waste in a municipal controlled landfill	1.2	0	0
	Landfill	46.1	104.5	0
Total non-hazardous waste		1,474.3	2,559.46	59.8

Non-hazardous waste - Peru

(in tons)

Site	Destination	2022	2023	2024
Internal	Incineration (with energy recovery)	64,389.0	93,451.0	90,096.4
	Landfill	7,978.0	7,214.0	7,602.0
External	Recycling	334.5	183.4	143.0
	Food and shelter for animals	47,469.0	0.0	0.0
	Landfill	192.5	0.0	0.0
Total non-hazardous waste		120,363.0	100,848.4	97,841.4





2024 Sustainability Report

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