

# Earnings **RELEASE**

## 3Q2019

The streaming audio with management's comments about the results is already available on Camil's IR website

### Q&A

January 10, 2019

**Time:** 11:00 (BRT)  
9:00 (US EST)

In Portuguese with simultaneous translation into English.

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# CAMIL ANNOUNCES ITS 3Q19 RESULTS

Quarter was highlighted by sequential margins recovery

São Paulo, January 9th, 2019 – Camil Alimentos S.A. (“Camil” or “Company”) (B3: CAML3) announces today its third quarter results of 2019 (3Q19 – Sep/2019 to Nov/2019). In this release, financial data is presented in accordance to the International Financial Reporting Standards (IFRS) and represents the Company’s consolidated results in million Reais (R\$) with comparisons referring to the third quarter of 2018 (3Q18 – Sep/2018 to Nov/2018; comparisons YoY), unless otherwise indicated.

## Highlights

<b>Volumes</b>	Quarter marked by annual sales volumes increase in grains (+40.6% YoY) and sequential volume recovery in the international food segment (+21.4% QoQ) and Sugar (+9.2% QoQ)
<b>Revenue</b>	Gross Revenue of R\$1.7 billion (+13.2% YoY) in 3Q19 Net Revenue of R\$1.4 billion (+13.9% YoY) in 3Q19
<b>Gross Profit</b>	Gross Profit reached R\$342.7 million (+7.1% YoY) with margin of 23.7% (-1.5pp YoY) in 3Q19 We remark sequential consolidated margin recovery (+0.6pp QoQ) and Brazil (+1.2pp QoQ)
<b>EBITDA</b>	EBITDA reached R\$133.0 million (-12.2% YoY) with 9.2% margin (-2.7pp YoY) Compared to the adjusted 3Q18 <sup>1</sup> , EBITDA increased +15.2% YoY and margin +0.1pp YoY We highlight sequential margin recovery (+2.0pp QoQ)
<b>Net Income</b>	Net Income reached R\$66.1 million (-56.0% YoY) with 4.6% margin (-7.3pp) Compared to the adjusted 3Q18 <sup>1</sup> , Net Income decreased by -7.9% YoY and margin -1.1pp YoY We highlight sequential margin recovery (+1.3pp QoQ)
<b>Capex</b>	Capex of R\$36.1 million (-15.5% YoY) in 3Q19
<b>Dív. Líq./EBITDA</b>	Net Debt/EBITDA ended the period at 3.7x

## Main Indicators

Highlights	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
<b>Net Revenues</b>	<b>1.266,7</b>	<b>1.223,6</b>	<b>1.443,5</b>	14,0%	18,0%
Food Products Brasil	857,5	886,4	1.002,2	16,9%	13,1%
Food Products International	409,3	337,1	441,3	7,8%	30,9%
<b>Gross Profit</b>	<b>319,9</b>	<b>283,7</b>	<b>342,7</b>	7,1%	20,8%
Gross Margin (%)	25,3%	23,2%	23,7%	-1,5pp	0,6pp
<b>EBITDA</b>	<b>151,4</b>	<b>88,8</b>	<b>133,0</b>	-12,2%	49,8%
EBITDA Margin (%)	12,0%	7,3%	9,2%	-2,7pp	2,0pp
<b>Net Income</b>	<b>150,3</b>	<b>40,1</b>	<b>66,1</b>	-56,0%	64,8%
Net Margin (%)	11,9%	3,3%	4,6%	-7,3pp	1,3pp
<b>Capex</b>	<b>42,7</b>	<b>38,2</b>	<b>36,1</b>	-15,5%	-5,6%
<b>Operational Highlights - Volume (in thousand ton)</b>					
<b>Volume - Brazil</b>					
Grains	153,7	216,9	216,1	40,6%	-0,4%
Rice	133,6	190,4	193,7	45,0%	1,7%
Beans	20,1	26,5	22,4	11,5%	-15,6%
Sugar	134,7	119,5	130,5	-3,1%	9,2%
Canned Fish	10,1	6,1	10,0	-1,5%	63,6%
<b>Volume - International</b>	<b>179,1</b>	<b>145,2</b>	<b>176,2</b>	-1,6%	21,4%
Uruguay	136,5	101,6	129,1	-5,4%	27,1%
Chile	20,4	21,6	22,7	10,8%	4,8%
Peru	22,2	21,9	24,4	9,9%	11,3%

<sup>1</sup> 3Q18 Adjusted Result excludes the effect of non-recurring revenues and expenses acknowledged in Other Operating Revenues and Financial Revenues in the quarter.

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## Message from Management

The third quarter results of 2019 showed gradual recovery and evolution of our business' fundamentals. Throughout the last months, we advanced in implementing costs and expenses reduction plans and adjustments in our operations with the objective of launching a new growth cycle. We managed to achieve a quarter highlighted by **sequential margins increase and sequential volume recovery in the international segment and in sugar, besides annual grain volume increase in Brazil**.

The period's revenue presented double digit growth, a result of larger sales volumes and SLC Alimentos incorporation, which amplified our leadership in the Brazilian grain Market. We observed a scenery of soft improvement in cost transferring to final prices, bringing a gradual and modest increase to margins, as well as reinforcing our growth recovery strategy.

The measures taken by Camil to address a competitive scenery also provided positive results: we reduced by 1.2 percentual points the impact of sales, general and administrative expenses in our Net Revenue in the period when compared to 3Q18. This outcome was possible due to costs and expenses reduction initiatives implemented by the company during last year, mainly in freights, and better operational efficiency. The plan of cutting costs and expenses continues, and we take additional measures to reestablish adequate efficiency and profitability to our operations, with consequent transmission to our operating margins.

We concluded in November 2019 our third share buyback program, with the acquisition in three operations that totaled approximately 30,6 million shares, at attractive prices, reinforcing our strategy of value creation to our shareholders.

It is worth highlighting that the impact in sugar sales volumes in the previous quarter due to the start of operations in Super Barra, our new sugar packaging plant in Barra Bonita (SP), and temporary interruption in raw material supply from our strategic supplier was normalized. The recovery is already seen in this quarter's results.

With regards to our people, we also highlight that during the last months, we have been conducting various forums with our leadership in various levels of our structure with regards to the main strategic directioners and initiatives in the Company. These forums opened space so that everyone contributes with the construction of Camil's strategy for the following years. We have conviction that the set of elements approached align Camil's future vision and aid in directing the Company and our employees about our opportunities, challenges, and actions to execute our strategy.

In December 2019, the Company conducted Camil Day, it's third public annual event since the IPO in São Paulo (SP), and the site visit to it's new sugar packaging plant *Super Barra* in Barra Bonita (SP). The events counted with the participation of over 150 investors. We thank all participants for the interest and trust put in our business.

The results presented and our preparing to continue working in necessary improvements to reflect our competitive advantages, in conjunction with our growth strategy, maintains us confident that we are on the right track to anticipate trends and strengthen more and more our position as consolidator in the South American Food Segment.

**Luciano Quartiero**  
Chief Executive Officer

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

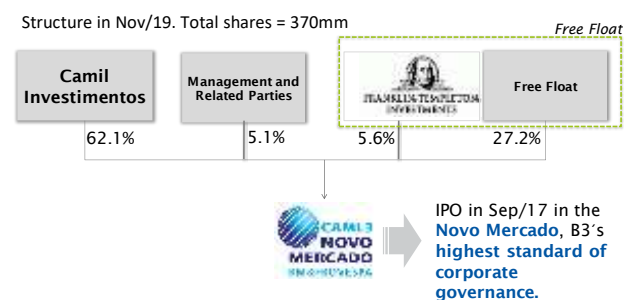
## Recent Events

### Notices and Material Facts

#### ❖ November-2019: Share Buyback

In November 2019 the conclusion of the Company's 3rd Share Buyback Program took place. The operation was made in three steps with the total of 30,665,030 shares held by the shareholder WP XII E Fundo de Investimento em Participações Multiestratégia (Warburg Pincus' Investment Fund), for the unitary price of R\$6.25 per share. After this operation, Warburg Pincus held less than 5% of the Company's shares. Additionally, Camil informs that the totality of acquired shares of its own emission held in treasury were canceled, resulting in total capital stock of 370,000,000 shares.

#### Shareholder Structure



Fonte: Companhia

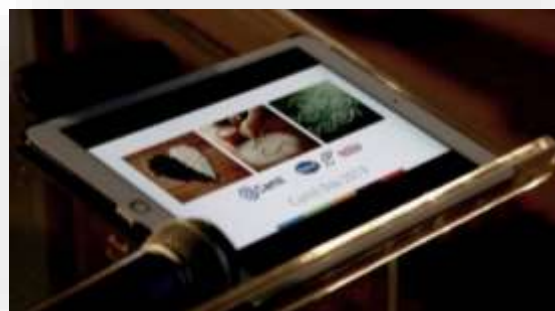
#### ❖ December-2019: Payment of Interest on Equity

In December 2019 the Company's Board of Directors approved payment of Interest on Equity of R\$15.0 million, corresponding to the total unitary gross value of R\$0.04 per share. Those who had rights to receive IOE were all shareholders who held ordinary shares of the Company's emission in the base date of December 11th, 2019, with payment on December 23rd, 2019.

#### ❖ December-2019: Camil Day e Visita Super Barra

In December 2019, Camil realized Camil Day 2019 in a cinema in São Paulo (SP) and a visit to its new sugar packaging plant – Super Barra in Barra Bonita (SP). The events counted with the participation of over 150 investors and presentations of the company's managers, talking about subjects such as industrial efficiency, recent results and answering Market doubts in relation to Camil and the Market.

The event's presentation is available in the Company's Investor Relations website <http://ri.camilalimentos.com.br/>



### News and Prizes

#### ❖ November-2019: IR Magazine Prize – Best CFO (small caps)

In November, we were awarded again by IR Magazine Award event. For the second year in a row, Camil was awarded the *Best CEO or CFO (small cap) Category – 1<sup>st</sup> place* for the Chief Financial and Investor Relations Officer Flavio Vargas. Between the selected Companies, Camil also ran for the *Best Investor Relations Program (small cap)* and *Best Investor Relations executive (small cap)* categories.

#### ❖ November-2019: Best in Agribusiness 2019 – Globo Rural Magazine

In November 2019, Camil was acknowledged and awarded in the Food and Beverage category in "Best in Agribusiness 2019". This prize is a partnership between Globo Rural Magazine and Serasa Experian which, since 2004, certifies the work of companies in 21 different segments in agribusiness, considering the financial results and sustainability initiatives.

#### ❖ November-2019: Companies Which Communicate Best With Journalists

In November, Camil was acknowledged as one of the Companies which communicate best with journalists – agriculture category. The poll was made during September with 25 thousand journalists from all over Brazil.

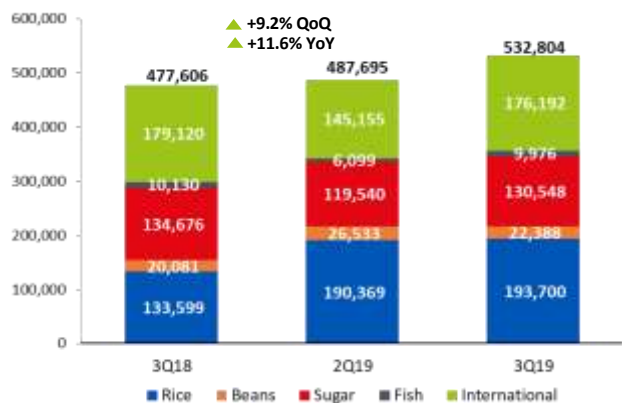
#### ❖ November-2019: Época ReclameAqui Prize

In November, we stayed among the 10 finalists in the *Época Negócios ReclameAqui* prize, which acknowledges companies that provide a good service to their consumers. We reached 7<sup>th</sup> place in the Food-Grocery category. The Company selection passes through rigorous criteria and the consumer elects those who really provide good service.

## Results Highlights

### Operational Performance Highlights

Quarterly Volume Evolution (k ton)



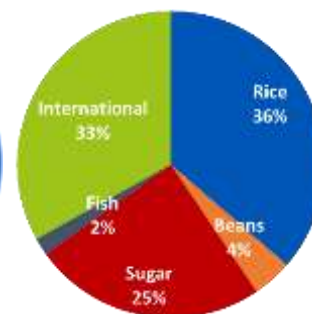
Source: Company

Volume Breakdown (%)

By Segment



By Category



Source: Company

### Brazil

Quarter was highlighted by the **yearly increase in grains sales volumes (+40.6% YoY, or +4.4% YoY excluding the volume of the acquired Company SLC Alimentos and its brands)** and increase in quarterly sugar sales (+9.2% QoQ).

#### Rice



- Volume: 193.7 k tons (+45.0% YoY +1.7% QoQ)
- Gross Price: R\$2.53/kg (-2.9% YoY and +2.1% QoQ)
- Net Price: R\$2.26/kg (-0.4% YoY and +3.2% QoQ)

- YoY Sales Mix:** Increase in Camil brand sales and value pricing brands (ex-SLC Alimentos)
- Market:** Average Price reached R\$45.98/bag (+4.5% YoY and +5.4% QoQ)<sup>3</sup>

#### Beans



- Volume: 22.4 k tons (+11.5% YoY ; -15.6% QoQ)
- Gross Price: R\$4.18/kg (+27.5% YoY and +8.0% QoQ)
- Net Price: R\$3.81/kg (+27.4% YoY and +5.2% QoQ)

- YoY Sales Mix:** Decrease in Camil brand sales and value pricing brands (ex-SLC Alimentos)
- Market:** Average Price reached R\$166.91/bag (+67.5% YoY and +16.3% QoQ)<sup>4</sup>

#### Sugar



- Volume: 130.5 k tons (-3.1% YoY and +9.2% QoQ)
- Gross Price: R\$2.33/kg (+11.9% YoY ; +9.3% QoQ)
- Net Price: R\$2.04/kg (+13.4% YoY and +8.2% QoQ)

- YoY Sales Mix:** Decrease in sales of value pricing brands and increase in União sales
- Market:** Average Price reached R\$63.91/bag (-0.5% YoY and +5.2% QoQ)<sup>5</sup>

#### Canned Fish



- Volume: 10.0 k tons (-1.5% YoY and +63.6% QoQ)
- Gross Price: R\$20.37/kg (+1.6% YoY and +0.5% QoQ)
- Net Price: R\$15.95/kg (+3.9% YoY and +1.3% QoQ)

- YoY Sales Mix:** Sales decrease in Coqueiro and increase in Value Pricing Brands (Pescador)
- Market:** Sales seasonality in the period

### International

- Volume of 176.2 thousand tons (-1.6% YoY and +21.4% QoQ) in the quarter, with highlights to **sequential volumes recovery in Uruguay and sales increase in Peru and Chile (YoY and QoQ):**

#### Uruguay

- Volume:** 129.1 thousand tons (-5.4% YoY and +27.1% QoQ)
- Sales recovery QoQ, still with decrease YoY driven by the decrease in production and sales in the period

#### Chile

- Volume:** 22.7 thousand tons (+10.8% YoY and +4.8% QoQ)
- Continuous volume growth and preservation of positive profitability

#### Peru

- Volume:** 24.4 thousand tons (+9.9% YoY and +11.3% QoQ)
- Gradual recovery of sales and expansion in number of sales points

<sup>3</sup>Source: CEPEA; paddy rice's Indicator Esalq/Senar-RS 50kg

<sup>4</sup>Source: Agrolink; carioca beans' Indicator pouch 60kg .

<sup>5</sup>Source: CEPEA; crystal sugar's Indicator Esalq-SP 50kg

## Financial Performance Highlights

**Gross Revenue** of R\$1.7 billion in the quarter (+13.2% YoY), driven by the increase in volume and FX in the period, as shown in the graph in the right.

**Net Revenue** of R\$1.4 billion in the quarter (+13.9% YoY), with the increase in **Brazil Food Segment** (+16.9% YoY), driven by the acquisition of SLC Alimentos, with increase in Grains Sales. This result was also driven by the increase in Net Revenue in the **International Food Segment** (+7.8% YoY), with sales increase in Chile and Peru and Foreign Exchange impact in the period.

3Q19: Gross Revenue Breakdown (R\$mnn)



Fonte: Companhia

**Costs of Sales and Services** of R\$1.1 billion (+16.3% YoY), or 76.3% of net revenue in the quarter, due to the growth in **Brazil Food Segment** R\$771.0 million (+19.0% YoY), driven by the acquisition of SLC Alimentos, with sales increases in grains and increase in grains average Market prices. This result was amplified by the costs of sales and services in the **International Food Segment**, which reached R\$329.8 million (+10.3% YoY).

### Gross Profit

- **Gross Profit of R\$342.7 million (+7.1% YoY) with 23.7% margin (-1.5pp YoY) in 3Q19**
- **We highlight the sequential gross margin recovery (+0.6pp QoQ) due to the modest and gradual improvement in the capacity of transferring raw material costs to sales prices in Brasil**

**SG&A** of R\$244.3 million (+5.7% YoY), equivalent to 16.9% of Net Revenue (-1.2pp YoY). Nominal growth was impacted by the acquisition of SLC Alimentos, freight and Foreign Exchange impact expenses increase in the period, partially overcome by initiatives of reducing costs and expenses implemented by the Company during the year. It is also worth **highlighting the reduction of -1.2pp YoY of SG&A % in Net Revenue**, reflecting the Company's **better efficiency**, due to the **efforts made in controlling costs and expenses** in the period.

**Other operating expenses** of R\$0.5 million (vs. R\$39.2 million in other Revenues in 3Q18). We reinforce that during the same period in the previous year we had the acknowledgement of tax credits and other non-recurring effects.

### EBITDA

- **EBITDA reached R\$133.0 million (-12.2% YoY) with 9.2% margin (-2.7pp YoY)**
- **Compared to adjusted 3Q18<sup>6</sup>, EBITDA increased +15.2% YoY and margin +0.1pp YoY**
- **We highlight sequential margin recovery (+2.0pp QoQ)**

**Net Financial result** reached **expense of R\$19.4 million** in the quarter (vs. R\$18.8 million positive in 3Q18, or -14.5% YoY compared to the adjusted result)<sup>6</sup> mainly due to non-recurring effects from the comparative basis and acknowledgement of interest over leases in the period, partially compensated by the acquisition of SLC Alimentos.

**Income Tax and Social Contribution** reached **expense of R\$ 11.5 million (vs. 3.8 million positive in 3Q18)**, or 14.8% of pre-tax result, mainly due to the exclusion of R\$ 11.5 million relative to ICMS subventions.

### Net Income

- **Net Income reached R\$66.1 million (-56.0% YoY) with 4.6% margin (-7.3pp)**
- **Compared to adjusted 3Q18<sup>6</sup>, Net Income reduced in -7.9% YoY and margin -1.1pp YoY**
- **We highlight sequential margin recovery (+1.3pp QoQ)**

<sup>6</sup> 3Q18 Adjusted Result excludes the effect of non-recurring revenues and expenses acknowledged in Other Operating Revenues and Financial Revenues in the quarter.

## Operational Performance

Highlights	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Volumes ('000 ton)	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
<b>Brazil</b>					
<b>Volumes - Brazil</b>					
Grains	153.7	216.9	216.1	40.6%	-0.4%
Rice	133.6	190.4	193.7	45.0%	1.7%
Camil	133.6	142.4	139.5	4.4%	-2.0%
SLC Alimentos <sup>4</sup>	-	48.0	54.2	-	13.0%
Beans	20.1	26.5	22.4	11.5%	-15.6%
Camil	20.1	20.3	15.9	-20.8%	-21.5%
SLC Alimentos <sup>4</sup>	-	6.3	6.5	-	3.5%
Sugar	134.7	119.5	130.5	-3.1%	9.2%
Canned Fish	10.1	6.1	10.0	-1.5%	63.6%
<b>International</b>					
<b>Volumes - International</b>					
Uruguay	179.1	145.2	176.2	-1.6%	21.4%
Chile	136.5	101.6	129.1	-5.4%	27.1%
Peru	20.4	21.6	22.7	10.8%	4.8%
	22.2	21.9	24.4	9.9%	11.3%
<b>Gross Prices (R\$/kg)</b>					
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q19 vs	3Q19 vs
				3Q18	2Q19
<b>Brazil</b>					
Grains					
Rice	2.60	2.48	2.53	-2.9%	2.1%
Beans	3.28	3.87	4.18	27.5%	8.0%
Sugar	2.09	2.14	2.33	11.9%	9.3%
Canned Fish	20.04	20.26	20.37	1.6%	0.5%
<b>International</b>					
Uruguay	2.12	1.89	2.12	0.0%	12.4%
Chile	5.62	5.46	5.64	0.4%	3.3%
Peru	4.81	4.90	4.99	3.9%	2.0%
<b>Net Prices (R\$/kg)</b>					
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q19 vs	3Q19 vs
				3Q18	2Q19
<b>Brazil</b>					
Grains					
Rice	2.27	2.19	2.26	-0.4%	3.2%
Beans	2.99	3.62	3.81	27.4%	5.2%
Sugar	1.80	1.89	2.04	13.4%	8.2%
Canned Fish	15.36	15.75	15.95	3.9%	1.3%
<b>International</b>					
Uruguay	2.09	1.85	2.09	0.1%	13.2%
Chile	4.81	4.66	4.69	-2.6%	0.7%
Peru	4.29	4.20	4.44	3.5%	5.8%

<sup>4</sup> SLC Alimentos Results contemplate the Company's results as of the conclusion of the acquisition (December 3 2018).



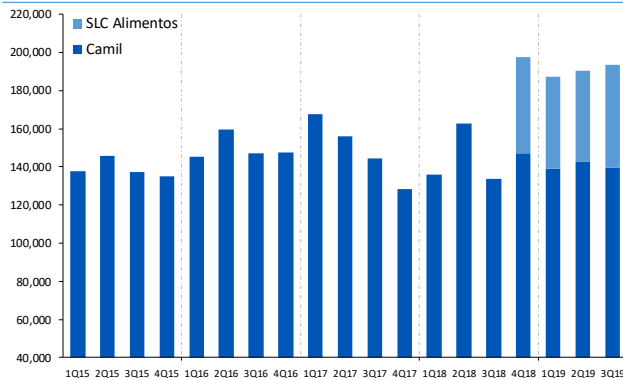
## Brazil Food Segment

### Rice

In the rice category, the **volume** reached 193.7 thousand tons (+45.0% YoY and +1.7% QoQ) in the quarter. The increase in the annual comparison resulted of the acquisition of SLC Alimentos, which added 54.2 thousand tons in the period.

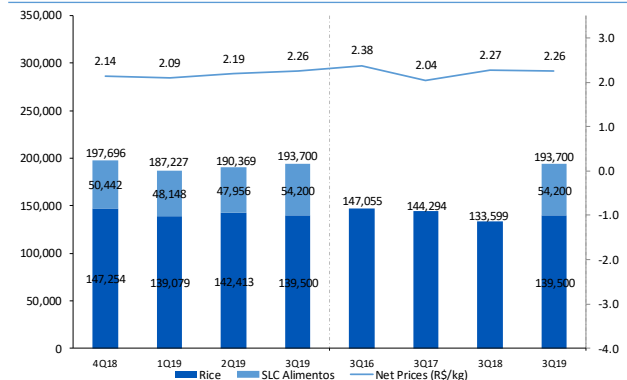
**Excluding SLC Alimentos, the volume** reached 139.5 thousand tons (+4.4% YoY and -2.0% QoQ), influencing the annual comparison due to the recovery of Camil and value pricing brands sales.

Rice – Quarterly Volume Evolution (k tons)



Source: Company

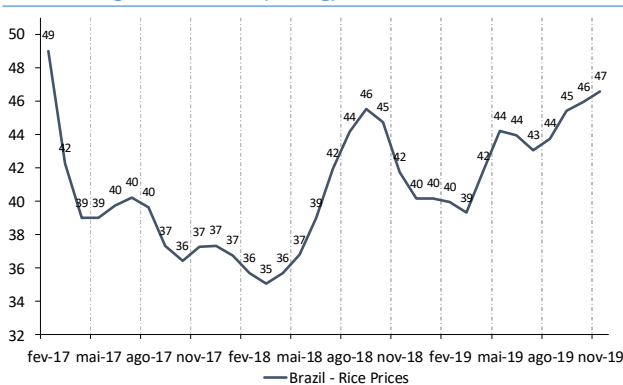
Rice – Volume Evolution (k tons)



Source: Company

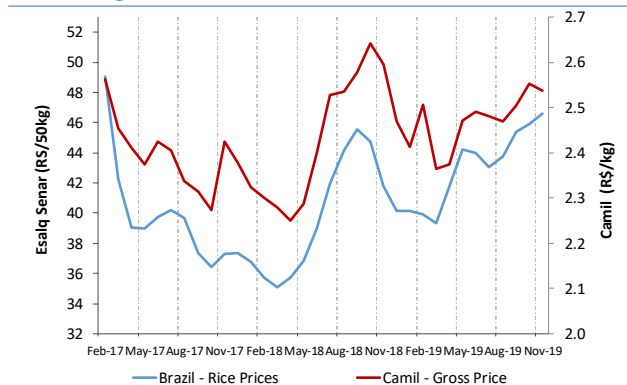
The **average market price of raw material<sup>9</sup>** reached R\$45.98/bag (+4.5% YoY and +5.4% QoQ) in the quarter. **Gross Price** reached R\$2.53/kg (-2.9% YoY and +2.1% QoQ) and **net price** R\$2.26/kg (-0.4% YoY and +3.2% QoQ).

Rice – Average Market Prices (R\$/bag)



Source: Esalq/Senar-RS 50kg

Rice – Average Market Prices vs. Camil Gross Price



Source: Companhia, Esalq/Senar-RS 50kg

In **Market Share**, the Company registered 9.0% in *market share* (-0.1pp YoY) and 9.2% in *value share* (-0.2pp YoY).<sup>10</sup>

<sup>9</sup> Source: CEPEA; Paddy Rice Indicator Esalq/Senar-RS 50kg

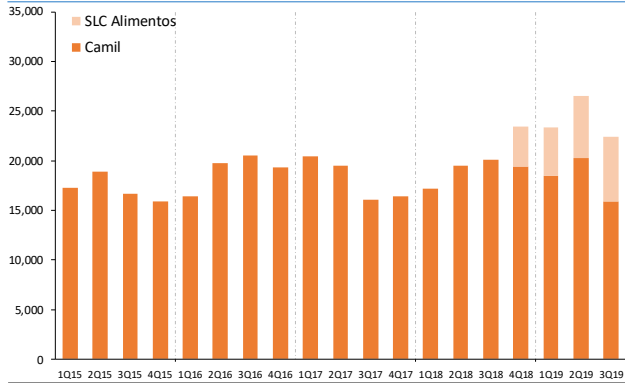
<sup>10</sup> Source: Nielsen Retail Index INA bimonthly, Camil and SLC Alimentos, Aug-Sep/19 compared to Aug-Sep/18 (considers SLC Alimentos share pro-forma).

## Beans

In the beans category, **volume** reached 22.4 thousand tons (+11.5% YoY and -15.6% QoQ) in the quarter. The increase in the annual comparison was driven by the acquisition of SLC Alimentos, which added 6.3 thousand tons in the period.

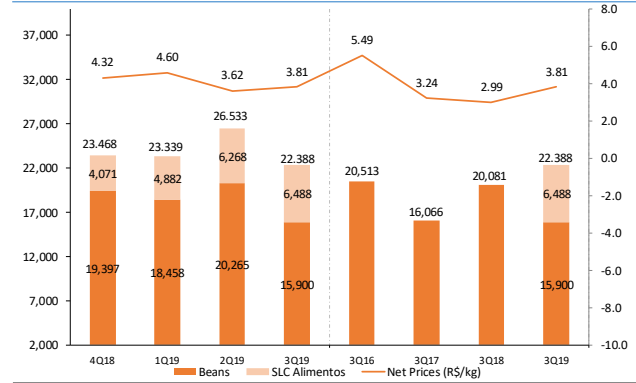
**Excluding the sales of SLC Alimentos, volume** reached 15.9 thousand tons (-20.8% YoY and -21.5% QoQ), influenced in the annual comparison by decrease in Camil brand and value pricing brands sales.

Beans – Quarterly Volume Evolution (k tons)



Source: Company

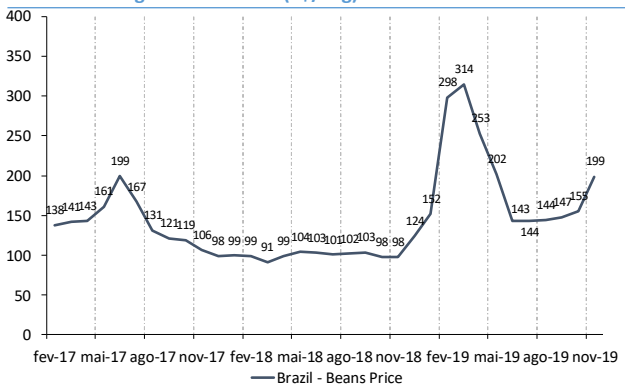
Beans – Volume Evolution (k tons)



Source: Company

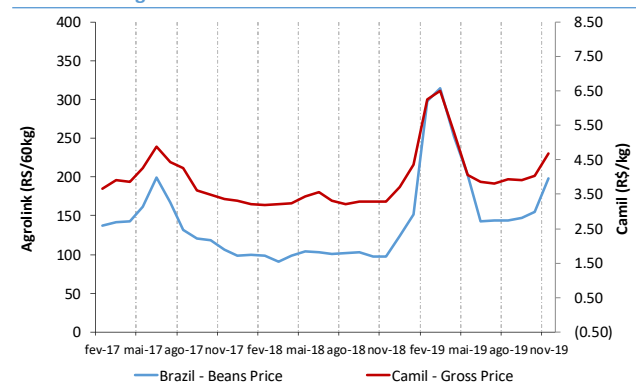
**Average market price of raw material**<sup>11</sup> reached R\$166.91/bag (+67.5% YoY and +16.3% QoQ) in the quarter. We observed a recovery in price volatility for this category, a reflex of beans production in the period. **Gross Price** reached R\$4.18/kg (+27.5% YoY and +8.0% QoQ) and **Net Price** reached R\$3.81/kg (+27.4% YoY and +5.2% QoQ).

Beans – Average Market Prices (R\$/bag)



Source: Agrolink Carioca Beans Sc 60kg

Beans - Average Market Prices vs. Camil Gross Price



Source: Company, Agrolink Carioca Beans Sc 60kg

In **market share**, the Company registered 8.0% *market share* (+0.7pp YoY), e em *value share* reached 8.6% (stable YoY).<sup>12</sup>

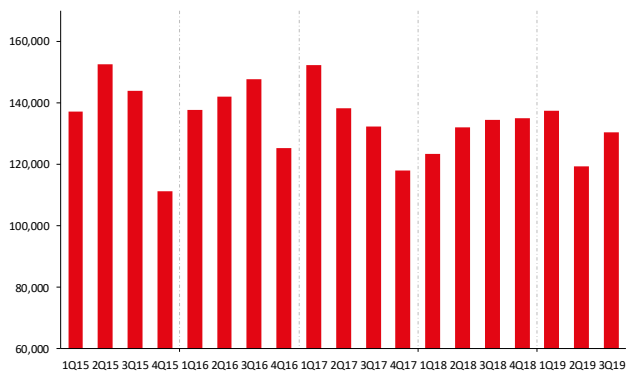
<sup>11</sup>Source: Agrolink; Carioca Beans Indicator Sc 60kg.

<sup>12</sup>Source: Nielsen Scantrack Index INA bimonthly, Camil and SLC Alimentos, Aug-Sep/19 compared to Aug-Sep/18 (considers SLC Alimentos share pro-forma).

## Sugar

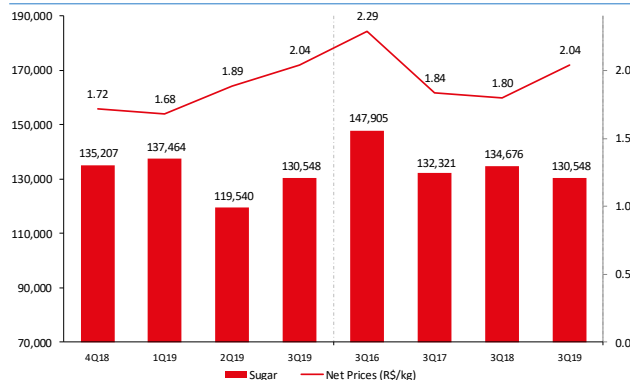
In the sugar category, **volume** reached 130.5 thousand tons (-3.1% YoY and +9.2% QoQ) in the quarter, influenced in the anual comparison by the reduction of sales in value pricing brands and sales increases in União. In the sequential comparison, growth represents the normalization of raw material supply, due to sales recovery after the supply interruption observed in the 2Q19 results.

Sugar - Quarterly Volume Evolution (k tons)



Source: Company

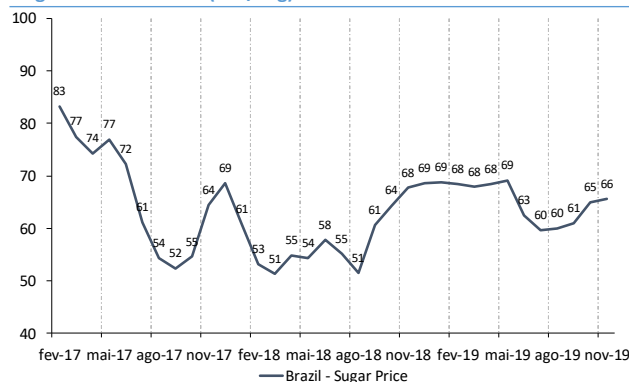
Sugar - Volume Evolution (k tons)



Source: Company

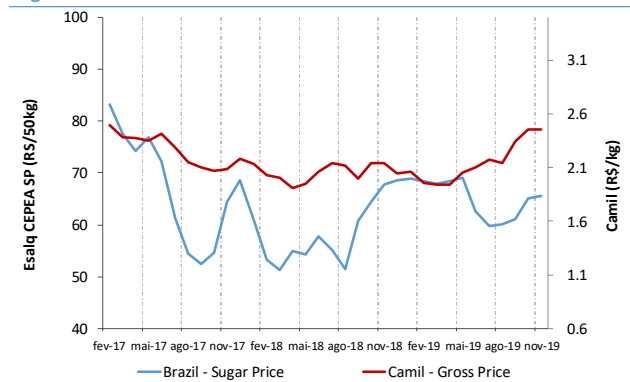
**Average market price of raw material** <sup>13</sup> reached R\$63.91/bag (-0.5% YoY and +5.2% QoQ) in the quarter. **Gross price** reached R\$2.33/kg (+11.9% YoY and +9.3% QoQ) and **Net Price** reached R\$2.04/kg (+13.4% YoY and +8.2% QoQ).

Sugar - Market Prices (BRL/bag)



Source: Cristal Sugar Esalq-SP 50kg

Sugar - Market Prices vs. Camil Gross Price



Source: Company, Cristal Sugar Esalq-SP 50kg

In **market share**, the Company registered 39.2% (+3.9pp YoY) value share reached 41.8% (+1.9pp YoY). <sup>14</sup>

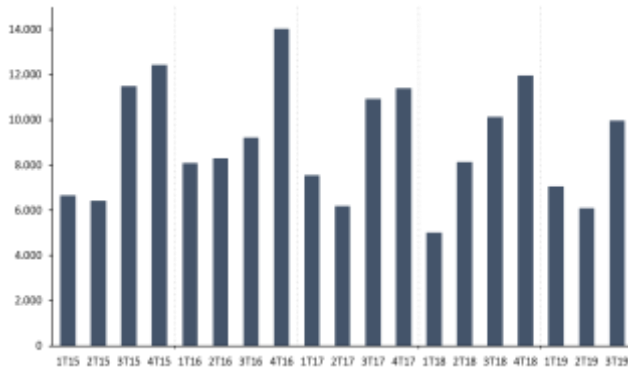
<sup>13</sup>Source: CEPEA; Cristal Sugar Indicator Esalq-SP 50kg

<sup>14</sup>Source: Nielsen Retail Index bimonthly, Jun-Jul/19 compared to Jun-Jul/18 (Refined Sugar 1kg)

## Canned Fish

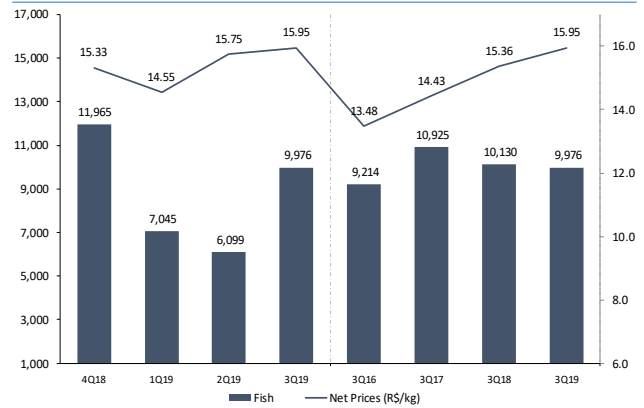
In the canned fish categories, **volume** reached 10.0 thousand tons (-1.5% YoY and +63.6% QoQ) in the quarter, influenced by the annual sales reduction in Coqueiro brand and increase in the value pricing brand (Pescador), with sequential seasonal sales increase during the pre-lent period.

Canned Fish - Quarterly Volume Evolution (k tons)



Source: Company

Canned Fish – Price and Volume Evolution (QoQ and YoY)



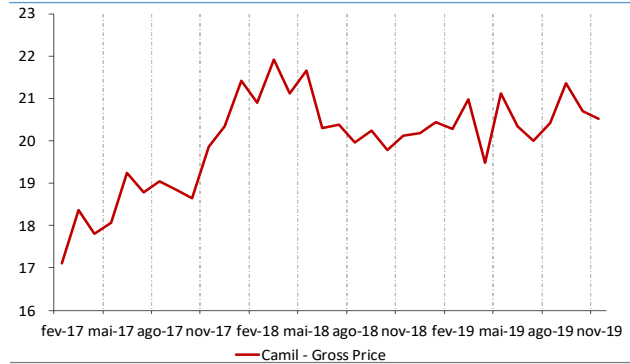
Source: Company

**Gross price** reached R\$20.37/kg (+1.6% YoY and +0.5% QoQ) and **Net Price** R\$15.95/kg (+3.9% YoY and +1.3% QoQ).

We highlight continued struggle in local sardines fishing and improvement in local tuna fishing.

In **market share**, the Company registered market share in sardines of 38.9% (-3.1pp YoY) and for tuna 24.2% (-0.6pp YoY). In value share, the Company registered in sardines 39.5% (-2.7pp YoY) and for tuna 25.3% (-1.1pp YoY).<sup>15</sup>

Canned Fish - Camil Gross Price



Source: Company

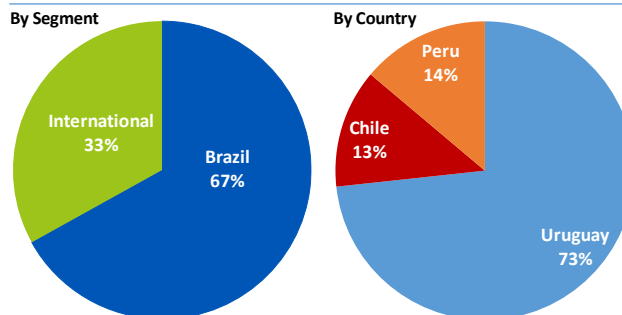
<sup>15</sup>Source: Nielsen Retail Index bimonthly, Oct-Nov/19 compared to Oct-Nov/18

## International Food Segment

In the international segment, **volume** reached 176.2 thousand tons in the quarter (-1.6% YoY and +21.4% QoQ), with sales decreases in Uruguay partially offset by the increase driven by continued evolution in Chile and Peru sales. In the sequential comparison (QoQ), the result was driven by sales recovery in Uruguay.

We highlight that our international food segment contemplates Uruguay, Chile and Peru operations. Our operations in Peru and Chile aim to supply the domestic markets and Uruguay operations target exports.

### Volume Breakdown (%)



Source: Company

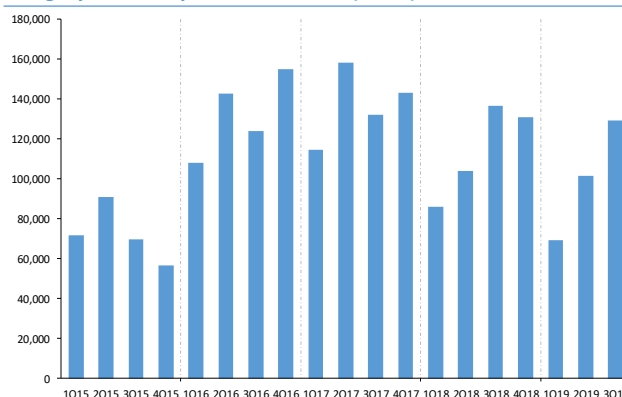
## Uruguay

In Uruguay, **volume** reached 129.1 thousand tons (-5.4% YoY and 27.1% QoQ) in the quarter. Volume in the annual comparison was driven by the decrease in sales. In the sequential comparison (QoQ), the result was driven by exports recovery.

**Gross Price in US\$ per ton** reached 513.8 (-6.2% YoY and +6.2% QoQ) in the quarter. **Gross Price in R\$** reached R\$2.12 (stable YoY and +12.4% QoQ).

**Average exchange rate (R\$/US\$)** reached R\$4.12 (+6.6% YoY and +6.2% QoQ) in the quarter.

### Uruguay – Quarterly Volume Evolution (k tons)



Source: Company

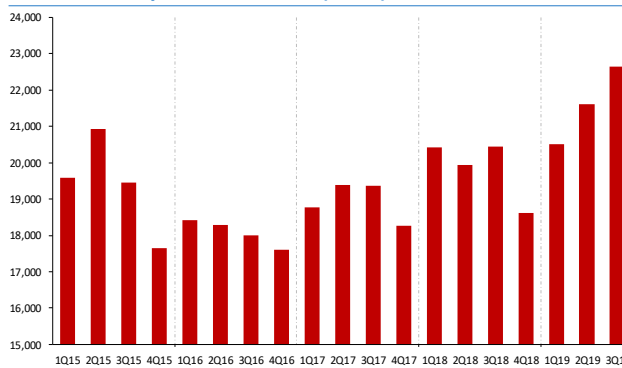
## Chile

In Chile, the **volume** reached 22.7 thousand tons (+10.8% YoY and +4.8% QoQ) in the quarter. We continue presenting sales and profitability evolution in the country, focusing in improving client services after the recent riots observed in the country.

**Gross Price in CLP per ton** reached 1,009.8 (+2.6% YoY and +3.2% QoQ) in the quarter. **Gross Price in R\$** reached R\$5.64 (+0.4% YoY and +3.3% QoQ).

**Average exchange rate (R\$/CLP)** reached R\$179.38 (+2.3% YoY and stable QoQ) in the quarter.

### Chile - Quarterly Volume Evolution (k tons)



Source: Company

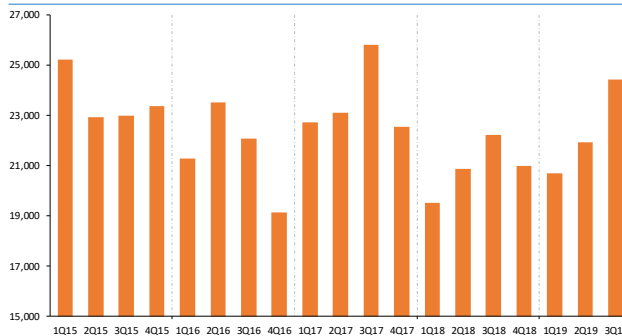
## Peru

In Peru, **volume** reached 24.4 thousand tons (+9.9% YoY and +11.3% QoQ) in the quarter. This growth demonstrates the sales recovery after a readjustment made in client coverage and small and medium clients' sales increase, opening over 21 thousand new clients.

**Gross Price in SOL per ton** reached 4,073.4 (-1.6% YoY and -2.9% QoQ) in the quarter. **Gross Price in reais** reached R\$4.99 (+3.9% YoY and +2.0% QoQ).

**Average exchange rate (SOL/R\$)** reached R\$1.23 (+5.6% YoY and +5.1% QoQ) in the quarter.

### Peru - Quarterly Volume Evolution (k tons)



Source: Company

## Consolidated Financial Performance

Statements (in R\$ millions)	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
<b>Gross Revenues</b>	<b>1,463.1</b>	<b>1,402.6</b>	<b>1,656.2</b>	<b>13.2%</b>	<b>18.1%</b>
(-) Sales Deductions	(196.3)	(179.1)	(212.7)	8.3%	18.7%
Sales Taxes	(93.7)	(88.0)	(102.8)	9.8%	16.9%
Returns and Rebates	(102.6)	(91.1)	(109.8)	7.0%	20.5%
<b>Net Revenues</b>	<b>1,266.8</b>	<b>1,223.6</b>	<b>1,443.5</b>	<b>13.9%</b>	<b>18.0%</b>
(-) Cost of Sales and Services	(946.9)	(939.9)	(1,100.8)	16.3%	17.1%
<b>Gross Profit</b>	<b>319.9</b>	<b>283.7</b>	<b>342.7</b>	<b>7.1%</b>	<b>20.8%</b>
(-) SG&A	(231.1)	(227.7)	(244.3)	5.7%	7.3%
Selling Expenses	(159.5)	(148.8)	(164.0)	2.8%	10.2%
G&A Expenses	(71.6)	(78.9)	(80.3)	12.1%	1.8%
(+/-) Equity (Earnings)/Losses in Uncons. Subs.	(0.3)	(1.8)	(0.9)	215.0%	-48.6%
Other Operating Income	39.2	0.8	(0.5)	-101.3%	-162.2%
<b>EBIT</b>	<b>127.7</b>	<b>55.0</b>	<b>97.0</b>	<b>-24.1%</b>	<b>76.4%</b>
(+/-) Financial Result	18.8	(18.2)	(19.4)	-203.2%	6.6%
(-) Debt Interest Expense	(63.5)	(49.2)	(43.3)	-31.7%	-11.9%
(+) Interest Income	82.3	31.0	23.9	-70.9%	-22.7%
<b>Pre-Tax Income</b>	<b>146.5</b>	<b>36.8</b>	<b>77.6</b>	<b>-47.0%</b>	<b>111.0%</b>
(-) Total Income Taxes	3.8	3.3	(11.5)	-402.0%	-443.0%
(-) Income Taxes	(10.6)	(20.5)	(10.2)	-3.8%	-50.2%
(-) Diferred Income Taxes	14.4	23.8	(1.3)	-108.9%	-105.3%
<b>Net Income</b>	<b>150.3</b>	<b>40.1</b>	<b>66.1</b>	<b>-56.0%</b>	<b>64.8%</b>
<b>EBITDA Reconciliation</b>					
Net Income	150.3	40.1	66.1	-56.0%	64.8%
(-) Net Financial Result	(18.8)	18.2	19.4	-203.2%	6.6%
(-) Income Taxes	(3.8)	(3.3)	11.5	-402.0%	-443.0%
(-) Depreciation and Amortization	23.7	33.8	36.0	51.9%	6.5%
<b>(=) EBITDA</b>	<b>151.4</b>	<b>88.8</b>	<b>133.0</b>	<b>-12.2%</b>	<b>49.8%</b>
<b>Margins</b>					
Gross Margin	25.3%	23.2%	23.7%	-1.5pp	0.6pp
EBITDA Margin	12.0%	7.3%	9.2%	-2.7pp	2.0pp
Net Margin	11.9%	3.3%	4.6%	-7.3pp	1.3pp

## Financial Performance by Segment

Food Products Brasil Closing Date	3Q18 30-nov-18	2Q19 31-aug-19	3Q19 30-Nov-19	3Q19 vs 3Q18	3Q19 vs 2Q19
<b>Net Revenues</b>	<b>857.5</b>	<b>886.4</b>	<b>1,002.2</b>	16.9%	13.1%
(-) Cost of Sales and Services	(648.0)	(693.0)	(771.0)	19.0%	11.3%
<b>Gross Profit</b>	<b>209.5</b>	<b>193.4</b>	<b>231.2</b>	10.4%	19.5%
(-) SG&A Expenses	(156.2)	(161.5)	(165.1)	5.7%	2.2%
(+/-) Other operating income (expenses) and Equity (Earnings)/Losses in Uncons. Subs.	39.3	(0.1)	0.0	-99.9%	-118.9%
<b>EBIT</b>	<b>92.6</b>	<b>31.8</b>	<b>66.2</b>	-28.5%	108.2%
(+/-) Financial Result	22.7	(15.1)	(15.2)	-166.9%	0.6%
(-) Debt Interest Expense	(56.6)	(42.0)	(35.4)	-37.5%	-15.7%
(+) Interest Income	79.3	26.9	20.2	-74.5%	-24.9%
<b>Pre-Tax Income</b>	<b>115.3</b>	<b>16.7</b>	<b>51.0</b>	-55.8%	205.5%
Total Income Taxes	8.0	8.7	(6.7)	-183.2%	-176.9%
<b>Net Income</b>	<b>123.3</b>	<b>25.3</b>	<b>44.3</b>	<b>-64.0%</b>	<b>74.9%</b>
<b>EBITDA Reconciliation</b>					
Net Income	123.3	25.3	44.3	-64.0%	74.9%
(+) Net Financial Result	(22.7)	15.1	15.2	-166.9%	0.6%
(+) Income Taxes	(8.0)	(8.7)	6.7	-183.2%	-176.9%
(+) Depreciation and Amortization	15.6	22.6	24.1	54.6%	6.7%
<b>(=) EBITDA</b>	<b>108.2</b>	<b>54.4</b>	<b>90.3</b>	<b>-16.5%</b>	<b>66.0%</b>
<b>Margins</b>					
Gross Margin	24.4%	21.8%	23.1%	-1.4pp	1.3pp
EBITDA Margin	12.6%	6.1%	9.0%	-3.6pp	2.9pp
Net Margin	14.4%	2.9%	4.4%	-10.0pp	1.6pp

Food Products International Closing Date	3Q18 30-nov-18	2Q19 31-aug-19	3Q19 30-Nov-19	3Q19 vs 3Q18	3Q19 vs 2Q19
<b>Net Revenues</b>	<b>409.3</b>	<b>337.1</b>	<b>441.3</b>	7.8%	30.9%
(-) SG&A Expenses	(298.9)	(246.9)	(329.8)	10.3%	33.6%
<b>Gross Profit</b>	<b>110.4</b>	<b>90.2</b>	<b>111.5</b>	1.0%	23.5%
(-) SG&A Expenses	(74.9)	(66.1)	(79.2)	5.8%	19.8%
(+/-) Other operating income (expenses) and Equity (Earnings)/Losses in Uncons. Subs.	(0.4)	(0.9)	(1.5)	266.5%	59.0%
<b>EBIT</b>	<b>35.1</b>	<b>23.2</b>	<b>30.8</b>	-12.2%	32.8%
(+/-) Financial Result	(3.9)	(3.1)	(4.2)	7.9%	35.7%
(-) Debt Interest Expense	(6.9)	(7.2)	(8.0)	15.4%	10.7%
(+) Interest Income	3.0	4.1	3.8	25.0%	-8.2%
<b>Pre-Tax Income</b>	<b>31.2</b>	<b>20.1</b>	<b>26.6</b>	-14.7%	32.4%
(+/-) Total Income Taxes	(4.2)	(5.3)	(4.8)	14.8%	-9.3%
<b>Net Income</b>	<b>27.0</b>	<b>14.8</b>	<b>21.8</b>	<b>-19.2%</b>	<b>47.4%</b>
<b>EBITDA Reconciliation</b>					
Net Income	27.0	14.8	21.8	-19.2%	47.4%
(+) Net Financial Result	3.9	3.1	4.2	7.9%	35.7%
(+) Income Taxes	4.2	5.3	4.8	14.8%	-9.3%
(+) Depreciation and Amortization	8.1	11.2	11.9	46.7%	6.6%
<b>(=) EBITDA</b>	<b>43.2</b>	<b>34.3</b>	<b>42.7</b>	<b>-1.1%</b>	<b>24.3%</b>
<b>Margins</b>					
Gross Margin	27.0%	26.8%	25.3%	-1.7pp	-1.5pp
EBITDA Margin	10.6%	10.2%	9.7%	-1.0pp	-0.5pp
Net Margin	6.6%	4.4%	4.9%	-1.7pp	0.6pp

## Commented Financial Performance

### Revenue

**Consolidated gross revenue** reached R\$1.7 billion in the quarter (+13.2% YoY). The increase in the YoY result was mainly due to the effects of increase in volumes and foreign Exchange in the period. **Consolidated net revenue** reached R\$1.4 billion in the quarter (+13.9% YoY), mainly due to **increase in Net Revenue in the Brasil Food Segment**, that reached R\$1.0 billion (+16.9% YoY), driven by the incorporation of SLC Alimentos with increase in grains sales volume in Brazil. The increase in Net Revenue in the quarter was also driven by the increase in **Net Revenue in the International Food Segment**, that reached R\$441.3 million in the quarter (+7.8% YoY), due to foreign exchange impact in the period of R\$22.1 million and sales volumes increase in Chile and Peru.

Consolidated – Gross Revenue Impact (R\$mm)



Fonte: Companhia

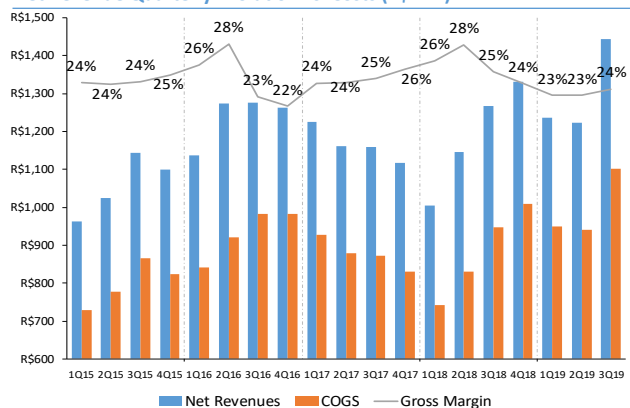
### Costs and Expenses

Expenses	3Q18	2Q19	3Q19	3Q19 vs 3Q18	3Q19 vs 2Q19
Closing Date	30-nov-18	31-aug-19	30-Nov-19		
<b>Expenses</b>	<b>(1,178.0)</b>	<b>(1,167.5)</b>	<b>(1,345.1)</b>	<b>14.2%</b>	<b>15.2%</b>
Cost of Sales and Services	(946.9)	(939.9)	(1,100.8)	16.3%	17.1%
Selling Expenses	(159.5)	(148.8)	(164.0)	2.8%	10.2%
G&A Expenses	(71.6)	(78.9)	(80.3)	12.1%	1.8%

Expenses by nature	3Q18	2Q19	3Q19	3Q19 vs 3Q18	3Q19 vs 2Q19
Closing Date	30-nov-18	31-aug-19	30-Nov-19		
<b>Expenses by Nature</b>	<b>(1,178.0)</b>	<b>(1,167.5)</b>	<b>(1,345.1)</b>	<b>14.2%</b>	<b>15.2%</b>
Raw Materials	(796.7)	(769.7)	(898.7)	12.8%	16.8%
Third Party Services	(32.0)	(35.4)	(26.6)	-17.0%	-24.9%
Maintenance	(20.2)	(25.1)	(26.3)	30.4%	5.0%
Employee	(109.2)	(110.6)	(110.7)	1.3%	0.1%
Shipping	(95.6)	(110.3)	(112.9)	18.1%	2.3%
Sales Comission	(6.7)	(6.2)	(9.1)	36.0%	47.0%
Energy Expenses	(11.2)	(12.1)	(16.4)	46.3%	35.2%
Depreciation and Amortization	(23.8)	(33.8)	(27.8)	16.7%	-17.7%
Rentals	(7.4)	(10.0)	(22.8)	207.6%	126.9%
Impostos e taxas	(6.6)	(7.3)	(7.6)	15.1%	4.7%
Despesas com exportação	(10.9)	(12.9)	(27.2)	149.8%	111.7%
Other Expenses	(57.7)	(34.3)	(50.8)	-11.9%	48.1%

### Costs of Sales and Services

Net Revenue Quarterly Evolution vs. Costs (R\$mm)



Fonte: Companhia

**Costs of sales and services** reached R\$1.1 billion (+16.3% YoY), or **76.3% of the quarter's Net Revenue**, mainly due to the increase in costs of sales and services in the **Brazil Food Segment**, which reached R\$771.0 million (+19.0% YoY) in the quarter, driven by the acquisition of SLC Alimentos, with increase in grains sales and rice average market prices increase (R\$45.98/bag; +4.5% YoY)<sup>16</sup> and beans (R\$166.91/bag; +67.5% YoY)<sup>17</sup>. This increase was also driven by the **International Food Segment**, that reached R\$329.8 million (+10.3% YoY), driven by the increase in sales volumes in Chile and Peru.

Taking in consideration the factors listed above, **Gross Profit** reached R\$342.7 million (+7.1% YoY) with a **23.7% margin** (-1.5pp YoY) in the 3Q19. We highlight the sequential gross margin (+0.6pp QoQ) by the gradual improvement in capacity of transferring raw material costs into prices in Brazil.

<sup>16</sup>Source: CEPEA; Paddy Rice indicator Esalq/Senar-RS 50kg

<sup>17</sup>Source: Agrolink; carioca bean indicator Sc 60kg.



## Sales, General and Administrative Expenses

**SG&A reached R\$244.3 million (+5.7% YoY), equivalent to 16.9% of Net Revenue (-1.2pp YoY).** The nominal increase was impacted by the acquisition of SLC Alimentos, increase in freight expenses and foreign Exchange impact in the period of R\$2.5 million, partially offset by the initiatives of costs and expenses reduction implemented by the Company during last year. **It is worth highlighting that the reduction of -1.2pp YoY of the impact of SG&A on Net Revenue reflects a better efficiency in the period, due to the efforts made in reducing costs and expenses in the period,** as described below:

### Sales Expenses

Sales expenses reached **R\$164.0 million (+2.8% YoY), or 11.4% of the quarter's Net Revenue (-1.2pp YoY)**, mainly due to the increase in sales expenses in the Brazil Food Segment (+4.6% YoY), partially offset by soft decrease in sales expenses in the International Food Segment (-0.5% YoY).

Sales expenses in the **Segmento Alimentício Brasil** presented **growth of +4.6% YoY, or 10.8%** of the quarter's Net Revenue **(-1.3pp YoY)**. The nominal increase was driven by the acquisition of SLC Alimentos, increase in increase in freight expenses and increase in sales comissions in the period with the increase in grains volumes. This result was partially offset by the reduction in expenses with promotional activities and publicity. As for the impact in Net Revenue, the expenses presented a reduction of -1.3pp, a result of the initiatives of reduction of costs and expenses plan implemented by the Company during last year.

The increase was partially offset by the reduction in sales expenses in the **International Food Segment (-0.5% YoY), representing 12.7% of the quarter's Net Revenue (-1.1pp YoY)**. The reduction was driven by the decrease in sales expenses in Chile YoY, with a sales expenses reclassified to general and administrative in 3Q19. Excluding this effect, sales expenses increased in the period, with a larger expense in Uruguay, Peru and Chile YoY, also impacted by the impact of foreign exchange in the period of R\$2.2 million.

### General and Administrative Expenses

**General and Administrative Expenses** reached **R\$80.3 million (+12.1% YoY), or 5.6% of Net Revenue in the quarter (-0.1pp YoY)**, mainly due to the increase in sales expenses in the International Food Segment (+25.3% YoY) and Brazil Food Segments (+7.6% YoY).

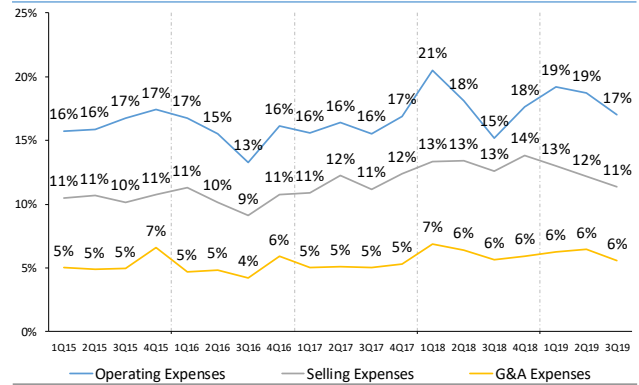
General and administrative expenses in the **Brazil Food Segment** presented a **+7.6% YoY growth, or 5.7% of Net Revenue in the quarter (-0.5pp YoY)**. This increase was mainly due to the acquisition of SLC Alimentos and the new sugar packaging plant (Super Barra). The reduced impact on Net Revenue show results from the initiatives of costs and expenses reduction during last year. We highlight that the increase in expenses with depreitation and amortization occurred because of the IFRS 16 norm, partially offset in the rental expenses in the period, this variation can be seen in the *costs and expenses* table (page 15).

This increase was also driven by the increase in General and Administrative expenses in the **International Food Segment**, which presented a +25.3% YoY increase, or 5.2% of the quarter's Net Revenue (+0.7pp) driven by sales expenses which were reclassified to general & administrative expenses in the period, this impacted the comparison to 3Q18, growth of expenses in Peru and Uruguay, as well as foreign exchange impact of R\$0.3 million in the period.

### Other operating revenues (expenses)

**Other operating revenues (expenses)** reached **R\$0.5 million (vs. R\$39.2 million in 3Q18)**. We highlight that the comparative basis 3Q18 was impacted by the acknowledgement of tax credit Revenues, among other non-recurring effects.

Evolução Trimestral SG&A/Revenue Líquida (%)



Fonte: Companhia

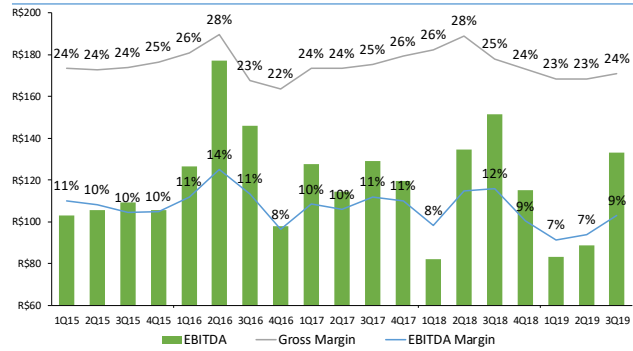
## EBITDA

Considering the factors listed above, the **consolidated EBITDA** in the period reached **R\$133.0 million (-12.2% YoY) with a 9.2% margin (-2.7pp YoY)**.

**Compared to the adjusted 3Q18<sup>18</sup> result, EBITDA presented a +15.2% YoY increase and the margin increased +0,1pp YoY in 3Q19.**

**We highlight sequential margins recovery in the period in comparison with 2Q19 (+2.0pp QoQ).**

EBITDA – Quarterly Evolution (R\$mm)



Source: Company

## Net Financial Result

**Net Financial result** reached an expense of R\$19.4 million in the quarter (vs. R\$18.8 million positive in 3Q18, or -14.5% YoY when compared to the adjusted result)<sup>18</sup> mainly due to non-recurring effects of the comparative basis and acknowledgement of interest over leases in the period, partially offset by the acquisition of SLC Alimentos.

We reinforce that the comparative basis of 3Q18 was impacted by non-recurring financial revenues of R\$41.5 million referent to the acknowledgement of monetary updates of tax credits in the period.

## Income Tax and Social Contribution

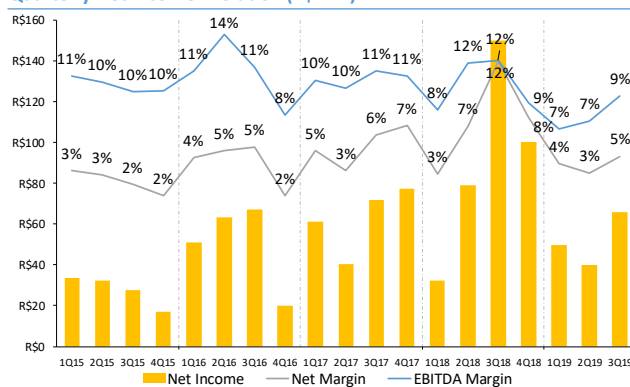
**Income tax and social contribution** reached an expense of R\$ 11.5 million (vs. R\$3.8 million positive in 3Q18), or 14.8% of pre-tax income, mainly due to the exclusion of R\$ 11.5 million relative to ICMS subventions in 3Q19.

## Net Income and Income per Share

Considering the factors above, **Net Income** in the period reached **R\$66.1 million (-56.0% YoY) with a 4.6% margin (-7.3pp)**. **Compared to the adjusted result in 3Q18<sup>18</sup>, Net Income presented a decrease of -7.9% YoY and it's margin of -1.1pp YoY.** **We highlight the sequential margin increase in the period when compared to 2Q19 (+1.3pp QoQ).**

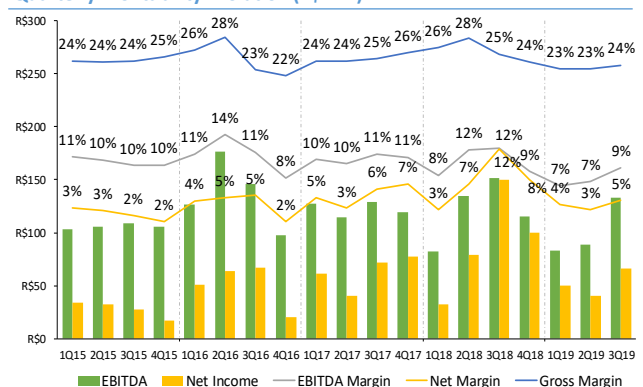
**Profit per Share** reached R\$0.18 (+2.0% YoY) in the quarter. It is worth highlighting that the total amount of shares decreased to 370 million ordinary shares (vs. approx. 410 million in the previous quarter), due to the cancelling of remaining treasury shares.

Quarterly Net Income Evolution (R\$mm)



Source: Company

Quarterly Profitability Evolution (R\$mm)



Source: Company

<sup>18</sup> 3Q18 Adjusted Result excludes the effect of non-recurring revenues and expenses acknowledged in Other Operating Revenues and Financial Revenues in the quarter.

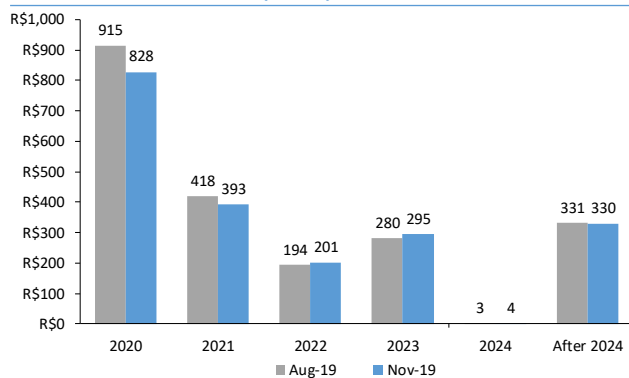
## Debt and Cash

Debt (in R\$m)	3Q18	2Q19	3Q19	3Q19 vs 3Q18	3Q19 vs 2Q19
Closing Date	30-nov-18	31-aug-19	30-Nov-19		
<b>Total Debt</b>	<b>1,386.0</b>	<b>2,141.8</b>	<b>2,052.0</b>	<b>48.1%</b>	<b>-4.2%</b>
Loans and financing	404.3	555.6	473.6	17.1%	-14.8%
Debtures	981.7	1,586.2	1,578.4	60.8%	-0.5%
Short Term	275.9	915.4	827.7	200.0%	-9.6%
Long Term	1,110.1	1,226.4	1,224.3	10.3%	-0.2%
<b>Leverage</b>					
Gross Debt	1,386.0	2,141.8	2,052.0	48.1%	-4.2%
Cash and Cash Equivalents + financial applications	461.4	869.0	486.5	5.4%	-44.0%
<b>Net Debt</b>	<b>924.6</b>	<b>1,272.8</b>	<b>1,565.5</b>	<b>69.3%</b>	<b>23.0%</b>
<b>Net Debt/EBITDA LTM</b>	<b>1.9x</b>	<b>2.9x</b>	<b>3.7x</b>	<b>1.8x</b>	<b>0.8x</b>

**Total debt** reached R\$2.1 billion (+48.1% YoY and -4.2% QoQ), due to:

- (i) acquisition of SLC Alimentos;
- (ii) conclusion of the issuance of R\$600 million in debentures in April 2019, linked to CRA issuance. This instrument is used since the beginning of our efforts in debt management, with costs near 100% of the DI Rate, allowing us to replace loans with less expensive ones and to stretch our amortization profile; and

Debt Amortization Schedule (R\$m)



Source: Company

- (iii) Company's 3rd Share Buyback Program concluded in 2019, was made in three steps with the total of 30,665,030 shares held by the shareholder WP XII E Fundo de Investimento em Participações Multiestratégia (Warburg Pincus' Investment Fund), for the unitary price of R\$6.25 per share.

It is also worth highlighting that the exchange rate depreciation in the international segment also promoted increase in indebtedness in the period of R\$38.9 million YoY.

**Total liquidity** (cash and cash equivalents, short and long term investments) reached R\$486.5 million (+30.5% YoY and -10.0% QoQ). Considering the factors above, **Net Debt** (Gross debt excluding total liquidities) totaled R\$1.6 billion (+69.3% YoY and +23.0% QoQ) and **Net Debt/EBITDA LTM** of 3.7x (+1.8x YoY and +0.8x QoQ).

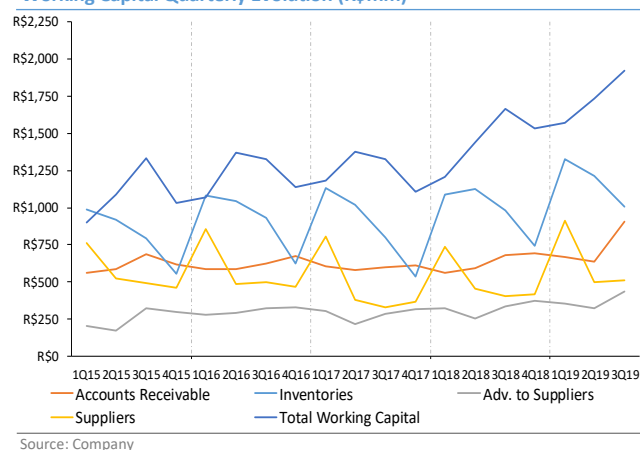
## Working Capital <sup>19</sup>

Working Capital Closing date	3Q18 30-nov-18	2Q19 31-aug-19	3Q19 30-Nov-19	3Q19 vs 3Q18	3Q19 vs 2Q19
LTM Net revenues	4,533.1	5,059.5	5,236.2	15.5%	3.5%
Cost of Sales and Services	(3,349.0)	(3,846.7)	(4,000.6)	19.5%	4.0%
<b>Inventories<sup>1</sup></b>	<b>1,003.9</b>	<b>1,239.0</b>	<b>1,033.6</b>	<b>3.0%</b>	<b>-16.6%</b>
Days	109.4	117.6	94.3	-13.8%	-19.8%
<b>Advance to suppliers</b>	<b>336.8</b>	<b>329.4</b>	<b>441.6</b>	<b>31.1%</b>	<b>34.1%</b>
Days	27.1	23.8	30.8	13.5%	29.6%
<b>Accounts receivable</b>	<b>678.5</b>	<b>634.7</b>	<b>909.0</b>	<b>34.0%</b>	<b>43.2%</b>
Days	54.6	45.8	63.4	16.0%	38.4%
<b>Accounts payable</b>	<b>405.8</b>	<b>501.0</b>	<b>509.4</b>	<b>25.5%</b>	<b>1.7%</b>
Days	44.2	47.5	46.5	5.1%	-2.2%
<b>Other Current Assets</b>	<b>311.6</b>	<b>262.8</b>	<b>253.3</b>	<b>-18.7%</b>	<b>-3.6%</b>
<b>Other Current Liabilities</b>	<b>238.5</b>	<b>226.5</b>	<b>196.4</b>	<b>-17.6%</b>	<b>-13.3%</b>
<b>Working Capital</b>	<b>1,686.5</b>	<b>1,738.4</b>	<b>1,931.8</b>	<b>14.5%</b>	<b>11.1%</b>
Days	135.8	125.4	134.7	-0.8%	7.4%

Working Capital reached R\$1.9 billion (+14.5% YoY), due to:

- ⊗ **Increase in inventories (+3.0% YoY)**, mainly due to the acquisition of SLC Alimentos with an increase in grains inventory in Brazil and Uruguay.
- ⊗ **Advance to Suppliers (+31.1% YoY)**, mainly due to the increase in our fostering program after the acquisition of SLC Alimentos, which impacted grain volumes between periods.
- ⊗ **Accounts receivable (+34.0% YoY)**, mainly due to sales in Uruguay in the period.
- ⊗ **Suppliers (+25.5% YoY)**, mainly due to accounts receivable counterpart in Uruguayan operations and SLC Alimentos acquisition in Brasil.

Working Capital Quarterly Evolution (R\$m)

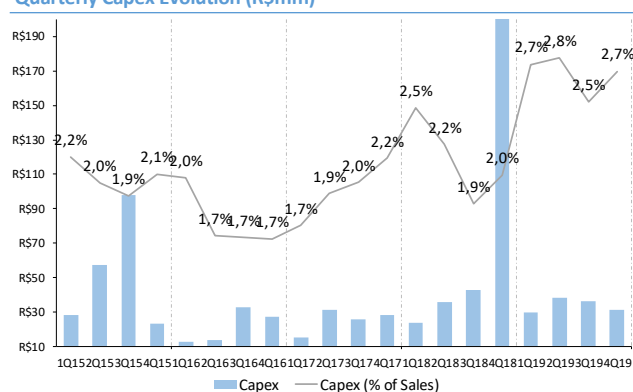


## Capex

Capex reached R\$36.1 million (-15.5% YoY) in the quarter, mainly due to:

- ⊗ conclusion of sugar packaging internalization project ("Super Barra");
- ⊗ investments in our plant in Itaqui (drying and warehouse); and
- ⊗ other corporate projects in technology, including the new Sales system (SFA), Business Intelligence system (BI) and a new Supply system (Ariba).

Quarterly Capex Evolution (R\$m)



<sup>19</sup> Working Capital calculation contemplates SLC Alimentos result in Net Revenue and COGS as of its conclusion in December 3, 2018.

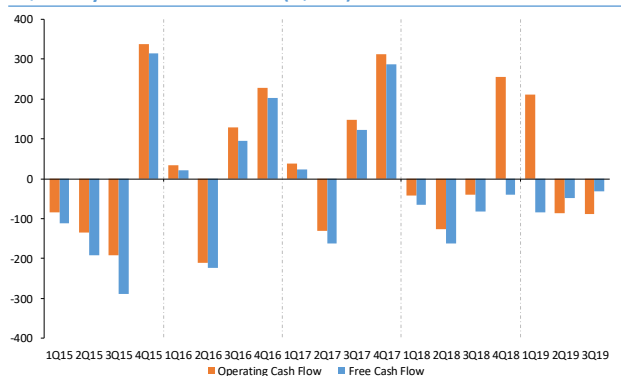
## Free Cash Flow

Free Cash Flow to Firm (in R\$m)	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
<b>Adj. Net Income</b>	<b>68,0</b>	<b>40,1</b>	<b>66,1</b>	<b>-2,8%</b>	<b>64,8%</b>
(+) D&A	25,6	33,8	36,0	<b>40,6%</b>	<b>6,5%</b>
(-) Δ Adj. Working Capital	(276,4)	(192,9)	(193,3)	<b>-30,0%</b>	<b>0,2%</b>
(-) Capex	(42,7)	(38,2)	(36,1)	-15,5%	-5,6%
<b>Free Cash Flow to Firm</b>	<b>(225,5)</b>	<b>(157,2)</b>	<b>(127,3)</b>	<b>-43,5%</b>	<b>-19,0%</b>

The company registered negative **Free Cash Flow to the Firm** in the quarter, mainly due to working capital variation observed between periods.

The Company's free cash flow generation has a relevant seasonality over quarters, this mainly results from the quarterly seasonality of working capital, more specifically in inventories and accounts receivable, as described earlier. Given that, the year's first and second quarters normally present cash intake while third and fourth quarters present working capital liberation and improvements in the operating cash flow.

Quarterly Cash Flow Evolution (R\$m)



Source: Company

## New Standards - IFRS 16 and IFRIC 23

As of January 1<sup>st</sup>, 2019, the new norm, IFRS 16 – Leases (NBC TG 06 (R3) / CPC 06 (R2) Leasing Operations) and the new interpretation IFRIC 23 (ITG 22/ ICPC 22 – Uncertainty over Income Tax Treatments, entered into effect).

The company presented financial results containing the effects of IFRS 16. The **adjusted EBITDA by the IFRS 16 norm application**, resulting of the increase in rental expenses converted into depreciation and interest, is **R\$123.1 million (+6.7% YoY)** with **8.5% margin (-0.6pp YoY)**. The comparisons are made with 3Q18<sup>20</sup> adjusted EBITDA.

<sup>20</sup> 3Q18 Adjusted Result excludes the effect of non-recurring revenues and expenses acknowledged in Other Operating Revenues and Financial Revenues in the quarter.

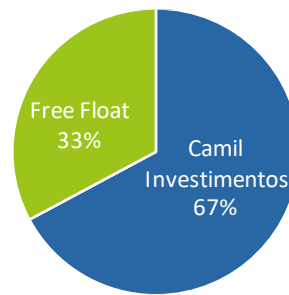
## Shareholder Structure

In 3Q19, the Company had a capital stock of 370 million shares, being 121.5 million shares free float<sup>[1]</sup>, representing approximately 33% of total capital. In the period, approximately 53% of our shares were held by local investors, and 47% with foreign investors, vs. 58% local and 42% foreign at the time of the IPO.

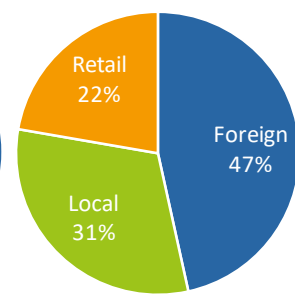
In number of shareholders, we registered institutional investors (stable vs. Aug/19) and over 25 thousand personal investors (vs. 22,5 thousand in Aug/19), increase resulted from a larger research coverage for personal investors in the period as well as the increase in personal investors interest in the equities market.

### Shareholder Structure

Shareholder Structure:



Free Float Breakdown:



Source: Company

## Share Performance

On November 30<sup>th</sup>, 2019 Camil's shares (B3: CAML3) closed at R\$7.52/ação with a market cap of R\$2.8 billion (US\$ 671 million). The quarter's average daily trading volume was 1,3 million shares, or R\$8.5 million/day.

Since the IPO in September 2017, CAML3 quotes decreased by 16.4%. During the same period, IBOV index increased by 51.5%.

### Price Evolution Since IPO vs. Ibovespa (100 basis)



Source: Company

<sup>[1]</sup> Free float excludes participations of Camil Investimentos S.A., Luciano Maggi Quartiero, Jacques Maggi Quartiero, Thiago Maggi Quartiero, other administrators/relates parties and treasury shares. The balance of Camil Investimentos includes participation held by Luciano, Jacques e Thiago Maggi Quartiero.

## IR Schedule

Our commitment to the Market is based on three pillars: **Governance, Communication and Transparency and Excellence.** We present below the Corporate and Investor Relations preliminary schedule for the next months.

Year	Event	Date
2020	Earnings Release 3Q19	January 9, 2020
2020	3Q19 Results Conference Call	January 10, 2020 (11am BRT)
2020	Breakfast with the CEO/CFO, SP – BTG Pactual	January 14, 2020
2020	NDR, SP – BTG Pactual	January 14, 2020
2020	NDR, RJ – BTG Pactual	January 17, 2020
2020	Credit Suisse Conference, SP	January 28-29, 2020
2020	BTG Conference, SP	February 18, 2020
2020	NDR, NYC/Boston	February 20, 2020 (TBC)
2020	Bradesco Conference, Ásia	March 16-20/2020
2020	Itaú Conference, London	March 2020 (TBC)
2020	Bradesco Conference, SP	31 March, 2020
2020	Earnings Release 4Q19/2019	May 12, 2020
2020	4Q19 Results Conference Call	May 13, 2020 (11am BRT)
2020	Itaú Conference, NYC	May 2020 (TBC)
2020	Breakfast with the CEO/CFO, SP	May 19, 2020
2020	NDR, SP	May 19, 2020
2020	NDR, RJ	May 20, 2020
2020	Shareholders General Meeting Call Notice 2020	May 22, 2020
2020	Bradesco Conference, Londres	June 16-17, 2020
2020	Shareholders General Meeting 2020	June 26, 2020
2020	Earnings Release 1Q20	July 7, 2020
2020	1Q20 Results Conference Call	July 8, 2020 (11am BRT)
2020	Breakfast with the CEO/CFO, SP	July 14, 2020
2020	NDR, SP	July 14, 2020
2020	NDR, RJ	July 15, 2020
2020	JPM Conference, NYC	July 2020 (TBC)
2020	Reference Form	July 31, 2020
2020	IBGC Form	September 30, 2020
2020	Earnings Release 2Q20	October 8, 2020
2020	2Q20 Results Conference Call	October 9, 2020 (11am BRT)
2020	Breakfast with the CEO/CFO, SP	October 14, 2020
2020	NDR, SP	October 14, 2020
2020	NDR, RJ	October 15, 2020
2020	BTG Conference, NYC	October 2020 (TBC)
2020	Bradesco Conference, NYC	November 2020 (TBC)
2020	JPM Conference, SP	November 2020 (TBC)
2020	Camil Day 2020, SP	December 1, 2020

## About Camil Alimentos S.A.

Camil is one of the largest food companies in Brazil and Latin America, with a diversified brands portfolio in rice, sugar and canned fish segments as well as leadership positions in the countries where the company operates. Listed on 2017 in Novo Mercado, B3's highest level of corporate governance, Camil has operations in Brazil, Uruguay, Chile and Peru. For more information please visit [www.camil.com.br/ri](http://www.camil.com.br/ri).



Índice de  
Governança Corporativa  
Novo Mercado

**IGC-NM**

Índice de  
Ações com Governança  
Corporativa Diferenciada

**IGC**

Índice de  
Ações com Tag Along  
Diferenciado

**ITAG**

## Responsibility Exemption

Certain percentages and other amounts included in this document have been rounded to facilitate its presentation. Thus, numbers presented as total in some tables may not represent the arithmetic sum of the numbers that precede them and may differ from those presented in the financial statements. Operational data are not audited due to measures not recognized by IFRS or other accounting standards. This material contains future projections and expectations of the Company based on the perception of the Company's management about the current, known reality of its operations, and therefore, it is subjected to risks and uncertainties.



### Consolidated Balance Sheet

Balance Sheet	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
In million R\$				3Q18	2Q19
Closing Date	30-nov-18	31-aug-19	30-Nov-19		
<b>Total Current Assets</b>	<b>2,769.4</b>	<b>3,311.4</b>	<b>3,094.1</b>	<b>11.7%</b>	<b>-6.6%</b>
Cash & Equivalents	222.6	529.7	302.4	35.8%	-42.9%
Cash & Equivalents	32.6	37.6	31.9	-2.2%	-15.2%
Short-Term Investments	190.0	492.1	270.5	42.4%	-45.0%
Short Term Investments	238.6	306.0	151.0	-36.7%	-50.7%
Other Short Term Investments	-	33.4	33.1	-	-0.8%
Accounts Receivable	678.5	634.7	909.0	34.0%	43.2%
Derivatives	0.1	-	-	-100.0%	-
Inventories	981.3	1,215.5	1,003.6	2.3%	-17.4%
Payments in Advance	336.8	321.0	435.6	29.3%	35.7%
Payments in Advance	-	8.4	6.1	-	-27.6%
Recoverable Taxes	238.7	134.2	130.6	-45.3%	-2.7%
Related Party	23.5	29.3	39.3	67.4%	34.1%
Expenses in advance	9.4	10.2	8.2	-12.9%	-19.8%
Adiantamento de JCP	-	15.0	5.7	-	-61.8%
Bens destinados à venda	-	40.4	40.4	-	0.0%
Other Current Assets	39.9	33.6	29.1	-27.1%	-13.4%
<b>Total non Current Assets</b>	<b>56.3</b>	<b>292.7</b>	<b>2,080.8</b>	<b>3595.8%</b>	<b>610.9%</b>
<b>Total Long-Term Assets</b>	<b>56.3</b>	<b>292.7</b>	<b>294.5</b>	<b>423.0%</b>	<b>0.6%</b>
Long-Term Investments	0.2	-	-	-	-
Recoverable Taxes	11.0	245.0	242.6	2105.5%	-1.0%
Payments in Advance	0.2	0.4	1.1	438.5%	140.9%
Related Party	-	-	-	-	-
Inventory	22.6	23.5	30.0	32.7%	27.4%
Deposits in Court	8.8	10.7	7.6	-13.1%	-28.5%
Other Long-Term Assets	13.5	13.0	13.2	-2.5%	1.6%
<b>Total Permanent Assets</b>	<b>1,491.5</b>	<b>1,786.0</b>	<b>1,786.3</b>	<b>19.8%</b>	<b>0.0%</b>
Investments	31.2	30.6	30.2	-3.1%	-1.1%
Plant, Property & Equipment	873.6	1,004.9	1,001.4	14.6%	-0.3%
Intangible Assets	586.7	660.0	661.1	12.7%	0.2%
Ativos de direito de uso	-	90.5	93.5	-	3.3%
<b>Total Assets</b>	<b>4,317.2</b>	<b>5,390.0</b>	<b>5,174.8</b>	<b>19.9%</b>	<b>-4.0%</b>
<b>Total Current Liabilities</b>	<b>920.2</b>	<b>1,642.8</b>	<b>1,533.5</b>	<b>66.6%</b>	<b>-6.7%</b>
Accounts Payable	405.8	501.0	509.4	25.5%	1.7%
Short-Term Debt	264.8	441.9	363.2	37.1%	-17.8%
Financial Instruments - Derivatives	-	0.3	-	-	-
Debentures	11.1	473.5	464.5	4084.9%	-1.9%
Passivo de arrendamento	-	33.0	27.3	-	-17.4%
Client Advances	6.6	9.3	24.5	270.8%	163.9%
Related Party	5.7	20.2	4.0	-29.0%	-80.0%
Salaries and Social Contributions	23.3	24.6	27.0	15.7%	9.7%
Dividends and Interest on Equity Payable	39.4	15.0	-	-100.0%	-100.0%
Taxes Payables	50.5	34.0	9.7	-80.7%	-71.3%
Vacation accrual and related charges	51.6	48.5	55.9	8.4%	15.3%
Outstanding Taxes	8.5	8.5	8.5	-0.4%	0.0%
Deferred Income Taxes	-	-	-	-	-
Contingency Provisions	-	-	-	-	-
Accounts to Pay	-	-	-	-	-
Uncovered Liability in Controlled Company	-	-	-	-	-
Other Current Liabilities	52.9	33.2	39.5	-25.3%	19.1%
<b>Total Non Current Liabilities</b>	<b>1,305.8</b>	<b>1,488.7</b>	<b>1,518.2</b>	<b>16.3%</b>	<b>2.0%</b>
Long-Term Debt	139.5	113.8	110.4	-20.8%	-2.9%
Passivo de arrendamento	-	59.0	68.0	-	15.1%
Debentures	970.6	1,112.7	1,113.9	14.8%	0.1%
Outstanding Taxes	29.5	20.7	18.6	-37.1%	-10.2%
Deferred Income Taxes	125.2	85.7	106.9	-14.6%	24.8%
Provision for contingencies	38.5	41.0	42.9	11.4%	4.6%
Other Long-Term Liabilities	2.5	55.9	57.6	2203.4%	3.0%
<b>Total Liabilities</b>	<b>2,226.0</b>	<b>3,131.6</b>	<b>3,051.7</b>	<b>37.1%</b>	<b>-2.5%</b>
Paid-in Capital	950.4	950.4	950.4	0.0%	0.0%
(-) Expenses with Issuance of Shares	(12.4)	(12.4)	(12.4)	-0.2%	0.0%
Income Reserves	599.3	901.9	673.8	12.4%	-25.3%
Legal Reserves	56.6	69.4	69.4	22.6%	0.0%
Fiscal Incentives	363.2	645.2	679.0	87.0%	5.2%
Profit Retention	179.5	187.4	(74.6)	-141.5%	-139.8%
Capital Reserve	27.5	3.9	74.9	172.3%	1835.3%
Retained earnings	170.3	20.1	53.4	-68.7%	165.8%
Equity adjustments	-	-	-	-	-
Other comprehensive income	356.1	394.6	383.1	7.6%	-2.9%
<b>Shareholders' Equity</b>	<b>2,091.2</b>	<b>2,258.5</b>	<b>2,123.2</b>	<b>1.5%</b>	<b>-6.0%</b>
<b>Total Liabilities &amp; Equity</b>	<b>4,317.2</b>	<b>5,390.0</b>	<b>5,174.9</b>	<b>19.9%</b>	<b>-4.0%</b>

## Consolidated Financial Performance

Statements (in R\$ millions)	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
<b>Gross Revenues</b>	<b>1,463.1</b>	<b>1,402.6</b>	<b>1,656.2</b>	<b>13.2%</b>	<b>18.1%</b>
(-) Sales Deductions	(196.3)	(179.1)	(212.7)	8.3%	18.7%
Sales Taxes	(93.7)	(88.0)	(102.8)	9.8%	16.9%
Returns and Rebates	(102.6)	(91.1)	(109.8)	7.0%	20.5%
<b>Net Revenues</b>	<b>1,266.8</b>	<b>1,223.6</b>	<b>1,443.5</b>	<b>13.9%</b>	<b>18.0%</b>
(-) Cost of Sales and Services	(946.9)	(939.9)	(1,100.8)	16.3%	17.1%
<b>Gross Profit</b>	<b>319.9</b>	<b>283.7</b>	<b>342.7</b>	<b>7.1%</b>	<b>20.8%</b>
(-) SG&A	(231.1)	(227.7)	(244.3)	5.7%	7.3%
Selling Expenses	(159.5)	(148.8)	(164.0)	2.8%	10.2%
G&A Expenses	(71.6)	(78.9)	(80.3)	12.1%	1.8%
(+/-) Equity (Earnings)/Losses in Uncons. Subs.	(0.3)	(1.8)	(0.9)	215.0%	-48.6%
Other Operating Income	39.2	0.8	(0.5)	-101.3%	-162.2%
<b>EBIT</b>	<b>127.7</b>	<b>55.0</b>	<b>97.0</b>	<b>-24.1%</b>	<b>76.4%</b>
(+/-) Financial Result	18.8	(18.2)	(19.4)	-203.2%	6.6%
(-) Debt Interest Expense	(63.5)	(49.2)	(43.3)	-31.7%	-11.9%
(+) Interest Income	82.3	31.0	23.9	-70.9%	-22.7%
<b>Pre-Tax Income</b>	<b>146.5</b>	<b>36.8</b>	<b>77.6</b>	<b>-47.0%</b>	<b>111.0%</b>
(-) Total Income Taxes	3.8	3.3	(11.5)	-402.0%	-443.0%
(-) Income Taxes	(10.6)	(20.5)	(10.2)	-3.8%	-50.2%
(-) Diferred Income Taxes	14.4	23.8	(1.3)	-108.9%	-105.3%
<b>Net Income</b>	<b>150.3</b>	<b>40.1</b>	<b>66.1</b>	<b>-56.0%</b>	<b>64.8%</b>
<b>EBITDA Reconciliation</b>					
Net Income	150.3	40.1	66.1	-56.0%	64.8%
(-) Net Financial Result	(18.8)	18.2	19.4	-203.2%	6.6%
(-) Income Taxes	(3.8)	(3.3)	11.5	-402.0%	-443.0%
(-) Depreciation and Amortization	23.7	33.8	36.0	51.9%	6.5%
<b>(=) EBITDA</b>	<b>151.4</b>	<b>88.8</b>	<b>133.0</b>	<b>-12.2%</b>	<b>49.8%</b>
<b>Margins</b>					
Gross Margin	25.3%	23.2%	23.7%	-1.5pp	0.6pp
EBITDA Margin	12.0%	7.3%	9.2%	-2.7pp	2.0pp
Net Margin	11.9%	3.3%	4.6%	-7.3pp	1.3pp

## Financial Performance by Segment

Food Products Brasil	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
<b>Net Revenues</b>	<b>857.5</b>	<b>886.4</b>	<b>1,002.2</b>	16.9%	13.1%
(-) Cost of Sales and Services	(648.0)	(693.0)	(771.0)	19.0%	11.3%
<b>Gross Profit</b>	<b>209.5</b>	<b>193.4</b>	<b>231.2</b>	10.4%	19.5%
(-) SG&A Expenses	(156.2)	(161.5)	(165.1)	5.7%	2.2%
(+/-) Other operating income (expenses) and Equity (Earnings)/Losses in Uncons. Subs.	39.3	(0.1)	0.0	-99.9%	-118.9%
<b>EBIT</b>	<b>92.6</b>	<b>31.8</b>	<b>66.2</b>	-28.5%	108.2%
(+/-) Financial Result	22.7	(15.1)	(15.2)	-166.9%	0.6%
(-) Debt Interest Expense	(56.6)	(42.0)	(35.4)	-37.5%	-15.7%
(+) Interest Income	79.3	26.9	20.2	-74.5%	-24.9%
<b>Pre-Tax Income</b>	<b>115.3</b>	<b>16.7</b>	<b>51.0</b>	-55.8%	205.5%
Total Income Taxes	8.0	8.7	(6.7)	-183.2%	-176.9%
<b>Net Income</b>	<b>123.3</b>	<b>25.3</b>	<b>44.3</b>	<b>-64.0%</b>	<b>74.9%</b>
<b>EBITDA Reconciliation</b>					
Net Income	123.3	25.3	44.3	-64.0%	74.9%
(+) Net Financial Result	(22.7)	15.1	15.2	-166.9%	0.6%
(+) Income Taxes	(8.0)	(8.7)	6.7	-183.2%	-176.9%
(+) Depreciation and Amortization	15.6	22.6	24.1	54.6%	6.7%
<b>(=) EBITDA</b>	<b>108.2</b>	<b>54.4</b>	<b>90.3</b>	<b>-16.5%</b>	<b>66.0%</b>
<b>Margins</b>					
Gross Margin	24.4%	21.8%	23.1%	-1.4pp	1.3pp
EBITDA Margin	12.6%	6.1%	9.0%	-3.6pp	2.9pp
Net Margin	14.4%	2.9%	4.4%	-10.0pp	1.6pp

Food Products International	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
<b>Net Revenues</b>	<b>409.3</b>	<b>337.1</b>	<b>441.3</b>	7.8%	30.9%
(-) SG&A Expenses	(298.9)	(246.9)	(329.8)	10.3%	33.6%
<b>Gross Profit</b>	<b>110.4</b>	<b>90.2</b>	<b>111.5</b>	1.0%	23.5%
(-) SG&A Expenses	(74.9)	(66.1)	(79.2)	5.8%	19.8%
(+/-) Other operating income (expenses) and Equity (Earnings)/Losses in Uncons. Subs.	(0.4)	(0.9)	(1.5)	266.5%	59.0%
<b>EBIT</b>	<b>35.1</b>	<b>23.2</b>	<b>30.8</b>	-12.2%	32.8%
(+/-) Financial Result	(3.9)	(3.1)	(4.2)	7.9%	35.7%
(-) Debt Interest Expense	(6.9)	(7.2)	(8.0)	15.4%	10.7%
(+) Interest Income	3.0	4.1	3.8	25.0%	-8.2%
<b>Pre-Tax Income</b>	<b>31.2</b>	<b>20.1</b>	<b>26.6</b>	-14.7%	32.4%
(+/-) Total Income Taxes	(4.2)	(5.3)	(4.8)	14.8%	-9.3%
<b>Net Income</b>	<b>27.0</b>	<b>14.8</b>	<b>21.8</b>	<b>-19.2%</b>	<b>47.4%</b>
<b>EBITDA Reconciliation</b>					
Net Income	27.0	14.8	21.8	-19.2%	47.4%
(+) Net Financial Result	3.9	3.1	4.2	7.9%	35.7%
(+) Income Taxes	4.2	5.3	4.8	14.8%	-9.3%
(+) Depreciation and Amortization	8.1	11.2	11.9	46.7%	6.6%
<b>(=) EBITDA</b>	<b>43.2</b>	<b>34.3</b>	<b>42.7</b>	<b>-1.1%</b>	<b>24.3%</b>
<b>Margins</b>					
Gross Margin	27.0%	26.8%	25.3%	-1.7pp	-1.5pp
EBITDA Margin	10.6%	10.2%	9.7%	-1.0pp	-0.5pp
Net Margin	6.6%	4.4%	4.9%	-1.7pp	0.6pp

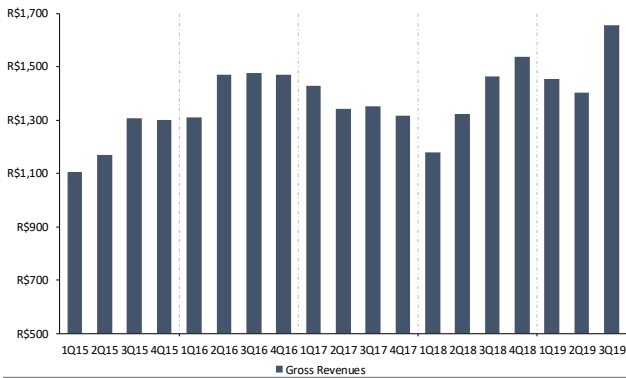
## Consolidated Cash Flow

Cash Flow Statements (in million R\$)	3Q18	2Q19	3Q19	3Q19 vs	3Q19 vs
Closing Date	30-nov-18	31-aug-19	30-Nov-19	3Q18	2Q19
Pre-Tax Income	146.5	36.8	77.6	-47.0%	111.0%
Net Result in Uncons. Subs.	0.4	1.9	0.9	136.3%	-49.5%
Gain in subs. sale	-	-	-	-	-
Accrued Financial Charges	17.2	32.4	27.4	59.2%	-15.4%
Juros provisionados - passivo de arrendamento	-	1.3	1.6	-	24.7%
Allowance for Doubtful Accounts	(0.3)	0.2	(0.5)	66.0%	-364.9%
Provision for Discounts	(1.5)	(3.3)	5.1	-440.3%	-255.1%
Provision for Contingencies	0.5	0.3	1.9	273.6%	514.5%
Provision for Loss on Assets Retirement	44.1	-	-	(1.0)	-
Provision for Advances	2.9	(1.4)	1.2	-59.4%	-184.8%
Depreciation	22.7	24.7	26.7	17.7%	8.0%
Amortization of intangible assets	1.1	0.8	1.1	-3.4%	27.2%
Amortization of Assets' right of use	-	8.2	8.2	-	0.4%
Write-off Plant, Property & Equipment	0.2	0.7	0.3	54.0%	-53.7%
Write-off Intangible Assets	-	(17.2)	(0.0)	-	-99.9%
Stock Options	0.9	1.1	1.1	21.2%	-1.4%
<b>Funds From Operations</b>	<b>234.7</b>	<b>86.5</b>	<b>152.6</b>	<b>-35.0%</b>	<b>76.3%</b>
(Inc.) / Dec. In:					
<b>Assets</b>	<b>(227.4)</b>	<b>237.1</b>	<b>(180.2)</b>	<b>-20.8%</b>	<b>-176.0%</b>
Trade Accounts Receivable	(104.0)	43.4	(282.7)	171.8%	-751.7%
Inventories	32.5	161.6	90.5	178.5%	-44.0%
Recoverable Taxes	(176.3)	5.9	6.6	-103.8%	12.6%
Other Current Assets	20.4	26.3	5.4	-73.7%	-79.6%
<b>Liabilities</b>	<b>(24.8)</b>	<b>(424.4)</b>	<b>8.1</b>	<b>-132.5%</b>	<b>-101.9%</b>
Accounts Payable	(41.4)	(413.6)	5.6	-113.6%	-101.4%
Other Current Liabilities	1.5	9.2	9.6	539.7%	4.2%
Taxes Payables	40.4	(4.2)	(9.6)	-123.8%	131.1%
Other Current Liabilities	(11.5)	(11.8)	8.4	-173.4%	-171.5%
Payment of Income Taxes	(13.8)	(4.1)	(6.0)	-56.7%	46.2%
<b>Cash Flow from Operations</b>	<b>(17.5)</b>	<b>(100.8)</b>	<b>(19.5)</b>	<b>11.7%</b>	<b>-80.6%</b>
Short-Term Investments	58.2	(4.4)	155.3	166.8%	-3608.1%
Disposal of Property, Plant and Equipment	-	0.3	0.1	-	-55.6%
Caixa advindo de controlada	-	-	-	-	-
Capital Expenditures	(50.0)	(39.6)	(26.7)	-46.5%	-32.6%
Additions to Intangible Assets	(5.8)	(5.1)	(3.2)	-44.5%	-36.3%
<b>Investment Activities Cash Flow</b>	<b>2.4</b>	<b>(48.8)</b>	<b>125.5</b>	<b>5127.9%</b>	<b>-357.2%</b>
Debt Issuance	55.4	242.9	164.1	196.2%	-32.4%
Debt Repayment	(143.1)	(146.9)	(249.1)	74.1%	69.6%
Interest Paid	(15.2)	(21.4)	(35.8)	135.6%	67.0%
Derivatives (swap)	-	-	-	-	-
Payments of lease liabilities	-	(9.3)	(9.4)	-	-
Payments of IOE	-	5.0	(36.0)	-	-
IOE Advanced Payment	-	(26.0)	-	-	-
Capital increase	(2.7)	-	-	-100.0%	-
Cost of share issuance	(20.0)	-	-	-100.0%	-
Acquired Treasury Shares	-	(18.8)	(191.7)	-	921.8%
Stock Options	-	-	-	-	-
<b>Financing Cash Flow</b>	<b>(125.6)</b>	<b>25.5</b>	<b>(357.8)</b>	<b>n.a.</b>	<b>-1502.4%</b>
Foreign Exchange Variaton on Cash and Equivalents	(5.8)	23.0	(1.7)	-70.6%	-107.4%
<b>Change in Cash and Equivalents</b>	<b>(146.5)</b>	<b>(101.1)</b>	<b>(253.6)</b>	<b>73.1%</b>	<b>150.9%</b>
Beginning Cash and Equivalents	369.1	630.7	529.6	43.5%	-16.0%
Ending Cash and Equivalents	222.6	529.6	302.4	35.8%	-42.9%

## Appendix II – Historical Financial Information

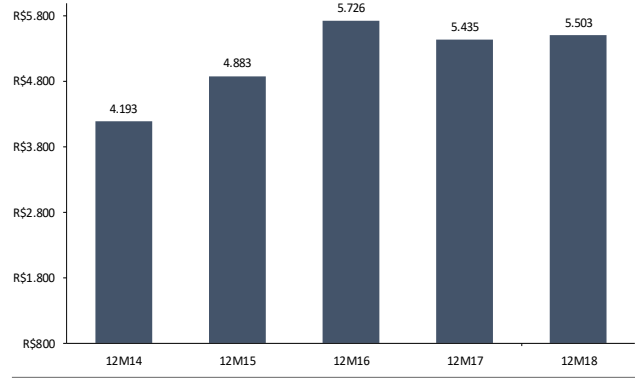
### Financial Overview

Graph 1: Gross Revenues Evolution (R\$mm)



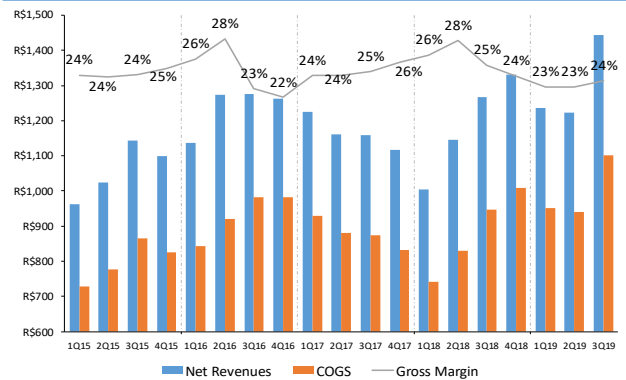
Source: Company

Graph 2: Gross Revenues Evolution (R\$mm)



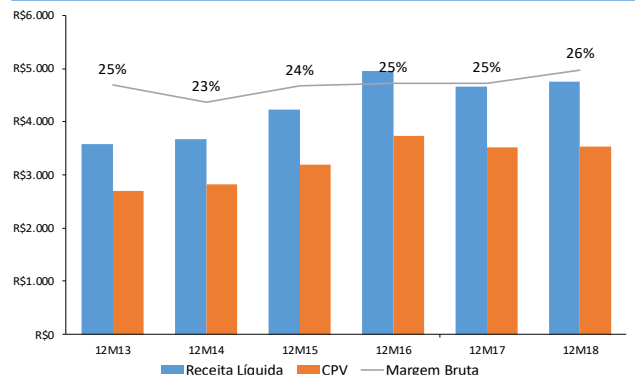
Source: Company

Graph 3: Net Revenues vs Cost Evolution (R\$mm)



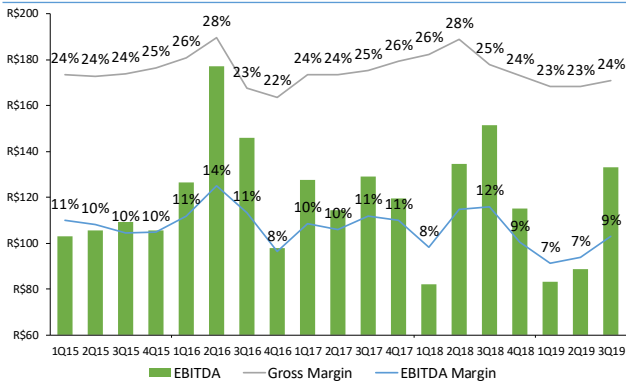
Source: Company

Graph 4: Net Revenues vs Cost Evolution (R\$mm)



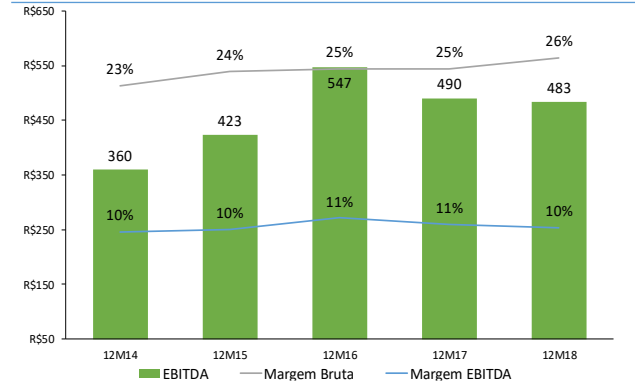
Source: Company

Graph 5: Quarterly EBITDA Evolution (R\$mm)



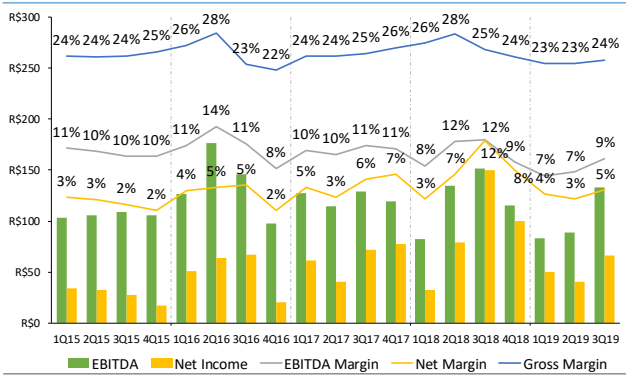
Source: Company

Graph 6: EBITDA Annual Evolution (R\$mm)



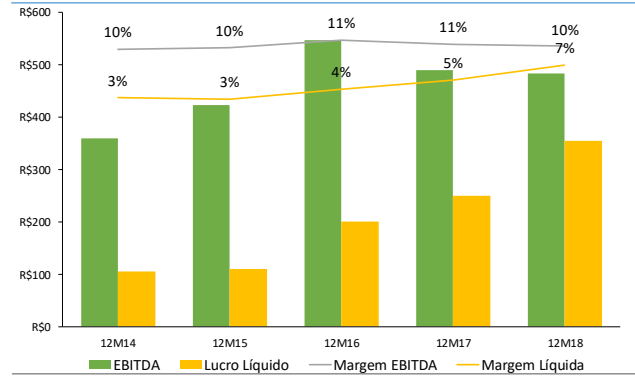
Source: Company

Graph 7: Quarterly Profitability Evolution (R\$mm)



Source: Company

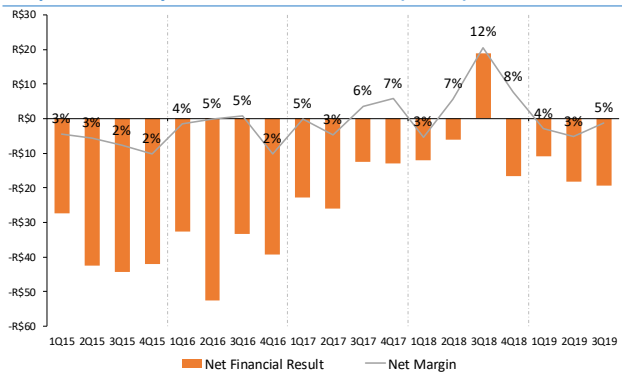
Graph 8: Annual Profitability Evolution (R\$mm)



Source: Company

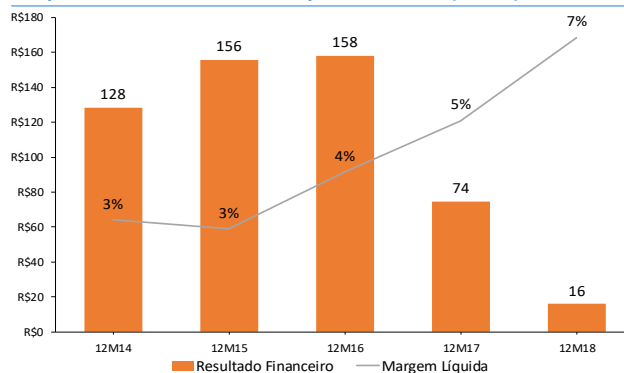
## Financial Overview (Cont.)

**Graph 9: Quarterly Financial Result Evolution (R\$mm)**



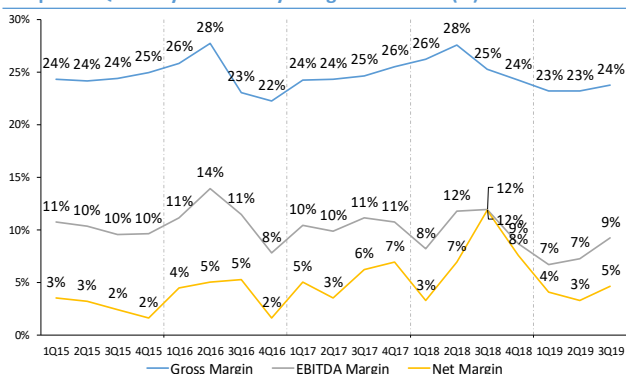
Source: Company

**Graph 10: Annual Net Financial Expense Evolution (R\$mm)**



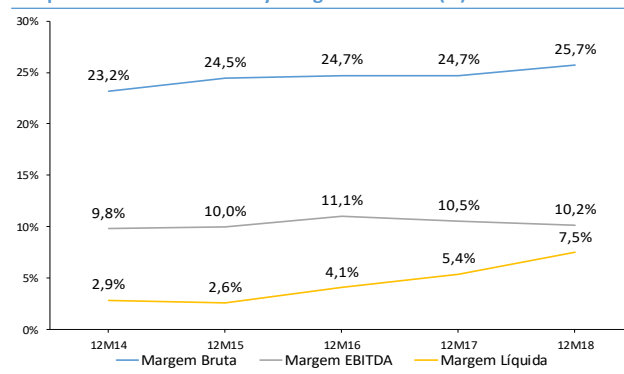
Source: Company

**Graph 11: Quarterly Profitability Margins Evolution (%)**



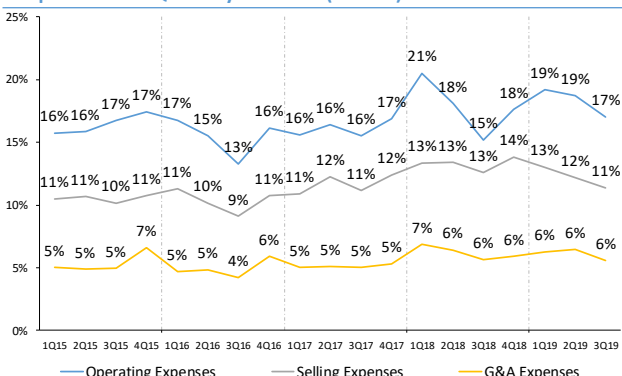
Source: Company

**Graph 12: Annual Profitability Margins Evolution (%)**



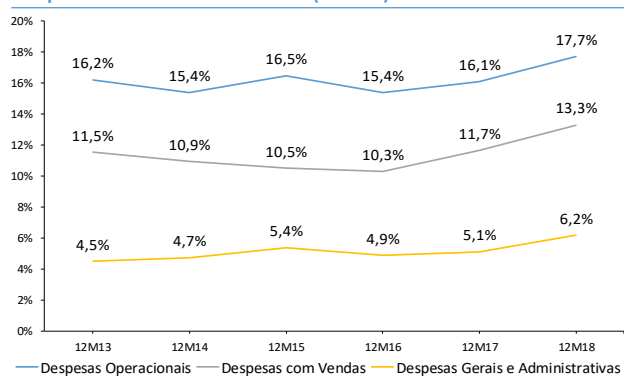
Source: Company

**Graph 13: SG&A Quarterly Evolution (% Sales)**



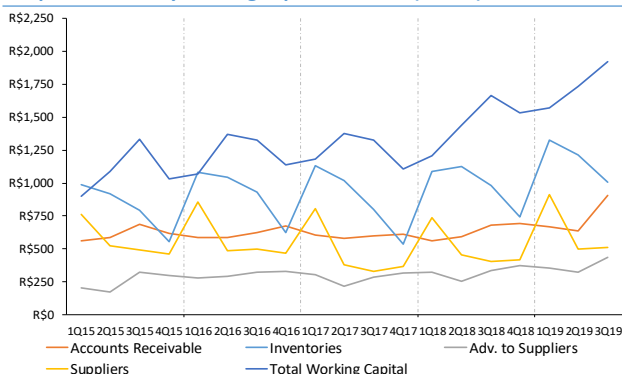
Source: Company

**Graph 14: SG&A Annual Evolution (% Sales)**



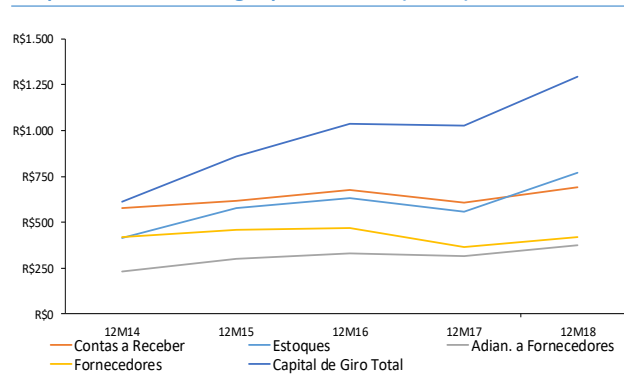
Source: Company

**Graph 15: Quarterly Working Capital Evolution (R\$mm)**



Source: Company

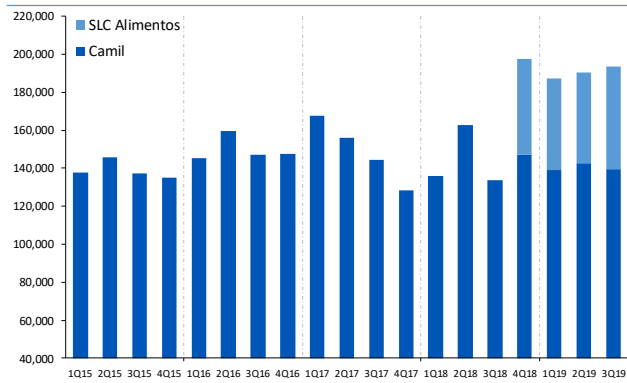
**Graph 16: Annual Working Capital Evolution (R\$mm)**



Source: Company

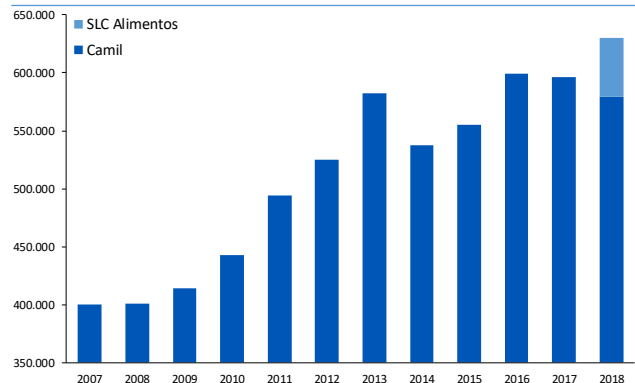
### Operational Overview

**Graph 17: Brazil Rice – Quarterly Volume Evolution (k tons)**



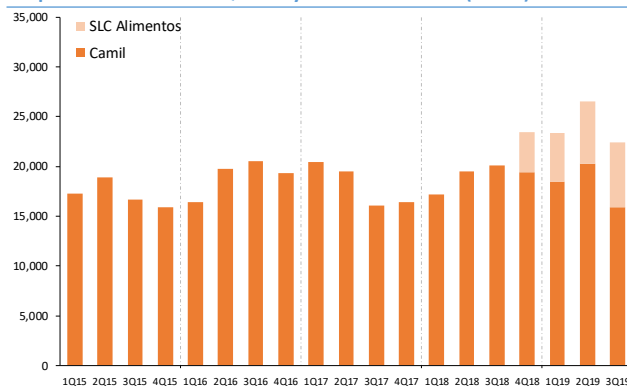
Source: Company

**Graph 18: Brazil Rice – Annual Volume Evolution (k tons)**



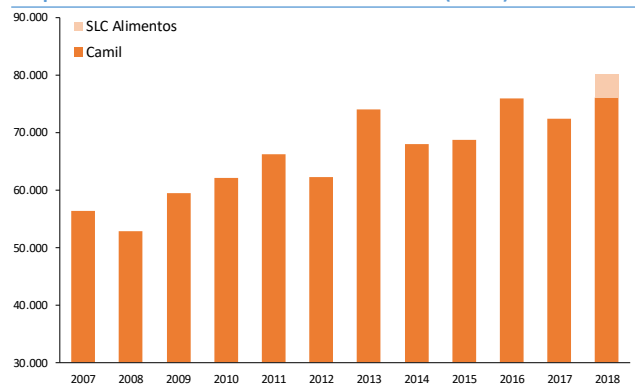
Source: Company

**Graph 19: Brazil Beans – Quarterly Volume Evolution (k tons)**



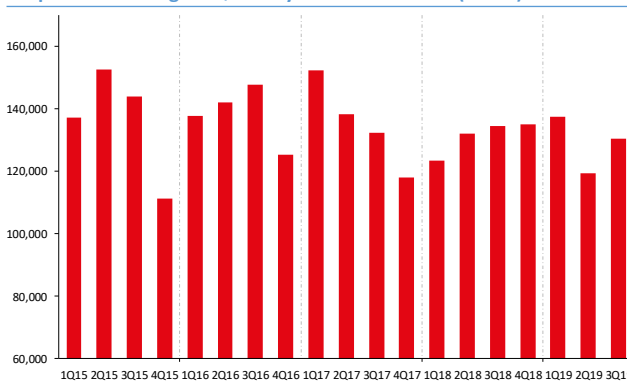
Source: Company

**Graph 20: Brazil Beans - Annual Volume Evolution (k tons)**



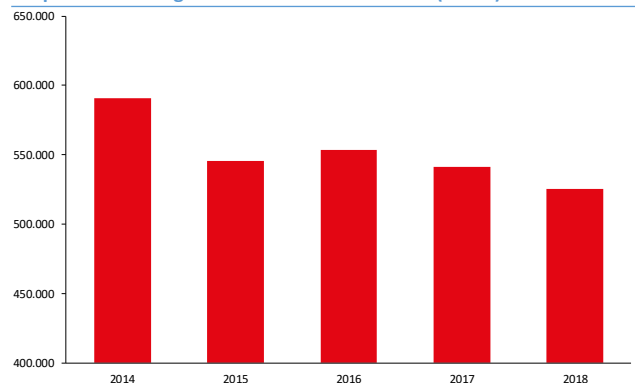
Source: Company

**Graph 21: Brazil Sugar - Quarterly Volume Evolution (k tons)**



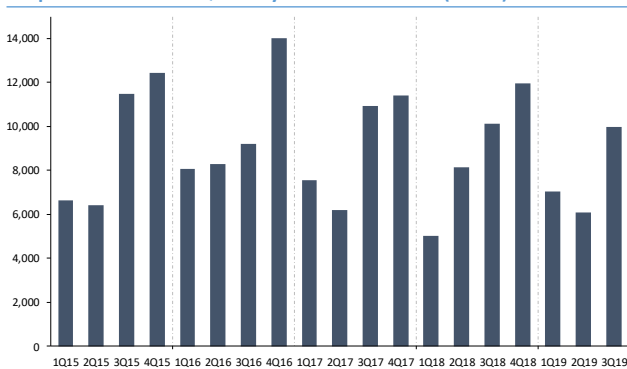
Source: Company

**Graph 22: Brazil Sugar- Annual Volume Evolution (k tons)**



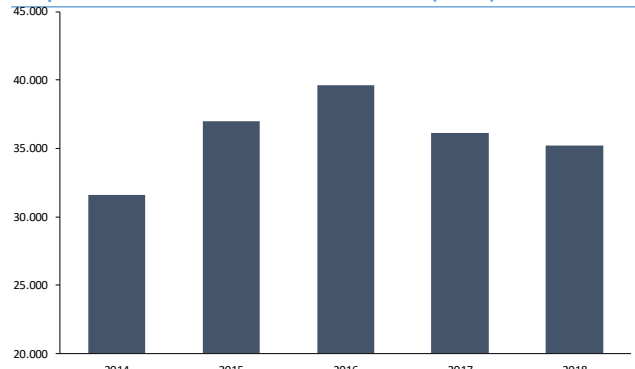
Source: Company

**Graph 23: Brazil Fish - Quarterly Volume Evolution (k tons)**



Source: Company

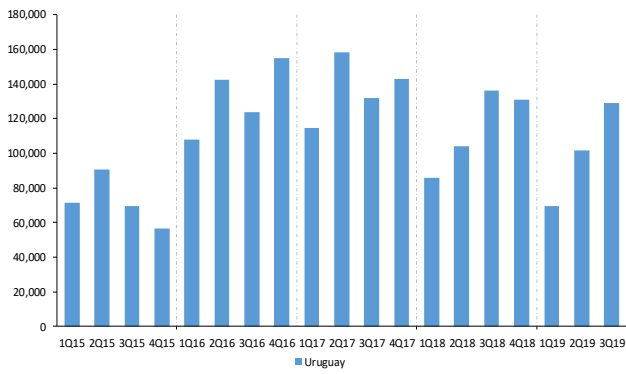
**Graph 24: Brazil Fish - Annual Volume Evolution (k tons)**



Source: Company

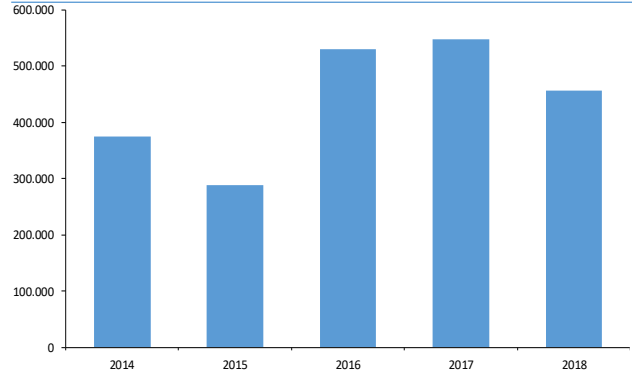
## Operational Overview (cont.)

Graph 25: Uruguay - Quarterly Volume Evolution (k tons)



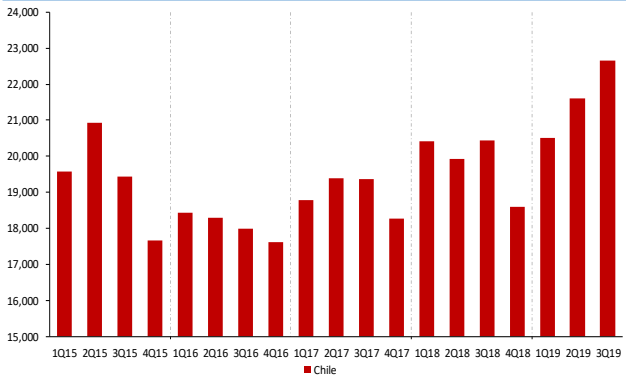
Source: Company

Graph 26: Uruguay - Annual Volume Evolution (k tons)



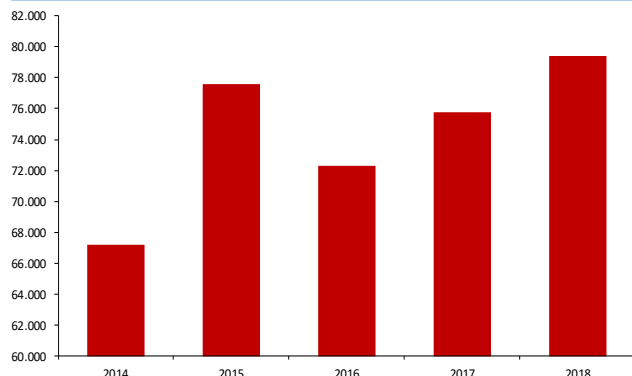
Source: Company

Graph 27: Chile - Quarterly Volume Evolution (k tons)



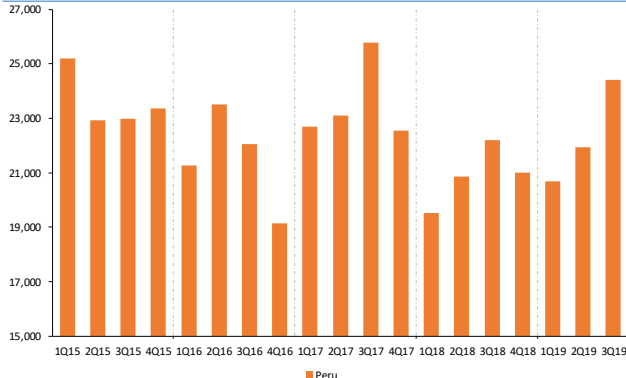
Source: Company

Graph 28: Chile - Annual Volume Evolution (k tons)



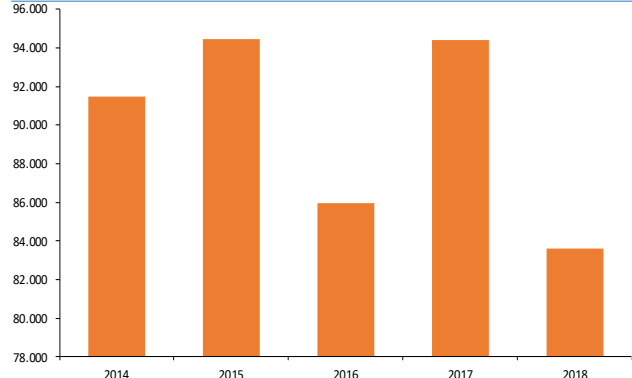
Source: Company

Graph 29: Peru - Quarterly Volume Evolution (k tons)



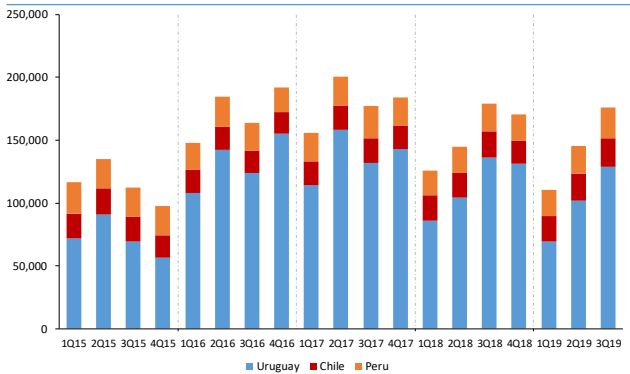
Source: Company

Graph 30: Peru - Annual Volume Evolution (k tons)



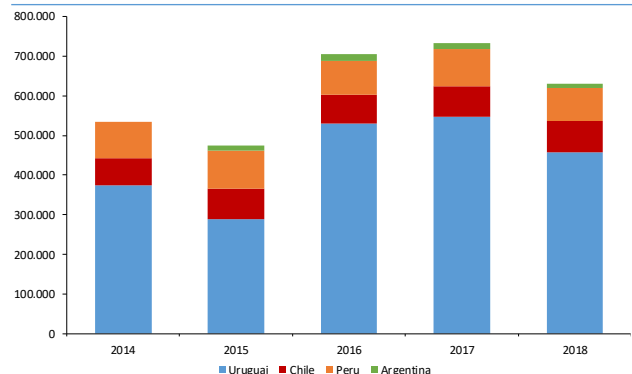
Source: Company

Graph 31: International - Quarterly Volume Evolution (k tons)<sup>22</sup>



Source: Company

Graph 32: International - Annual Volume Evolution (k tons)



Source: Company

<sup>22</sup> Excludes La Loma, Argentinian operation sold in 2Q18