

# Camil

## Institutional Presentation



# Disclaimer

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Financial data is presented in accordance with the International Financial Reporting Standards and represents the Company's consolidated results in millions of reais (R\$), unless otherwise indicated. The Company's fiscal year begins in March and ends in February of the following year. The results presented here include recent transaction data as of their conclusion, except when specified.

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# Section I

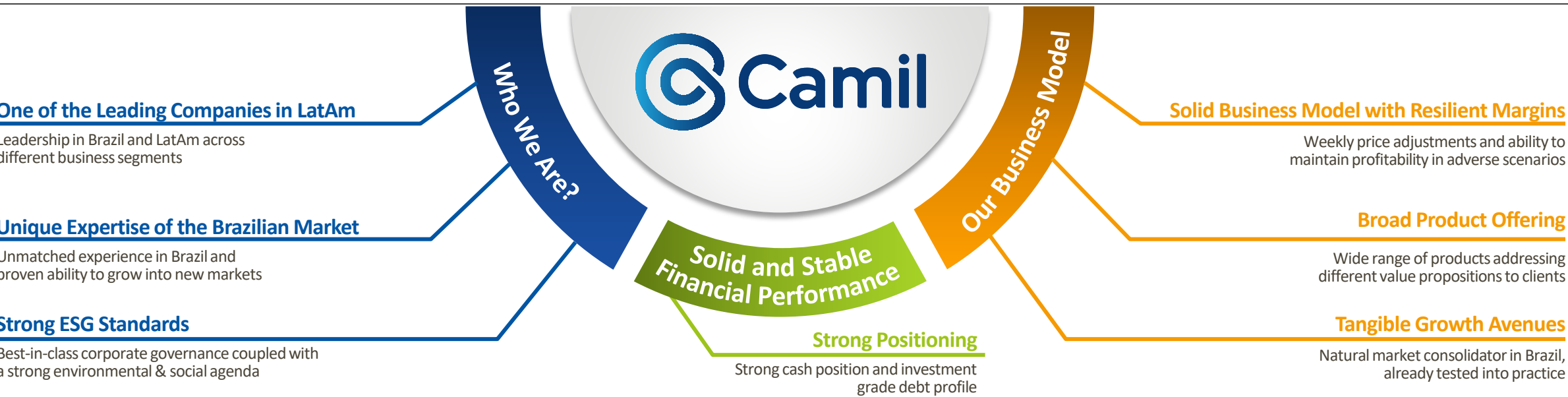
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Camil Alimentos Overview

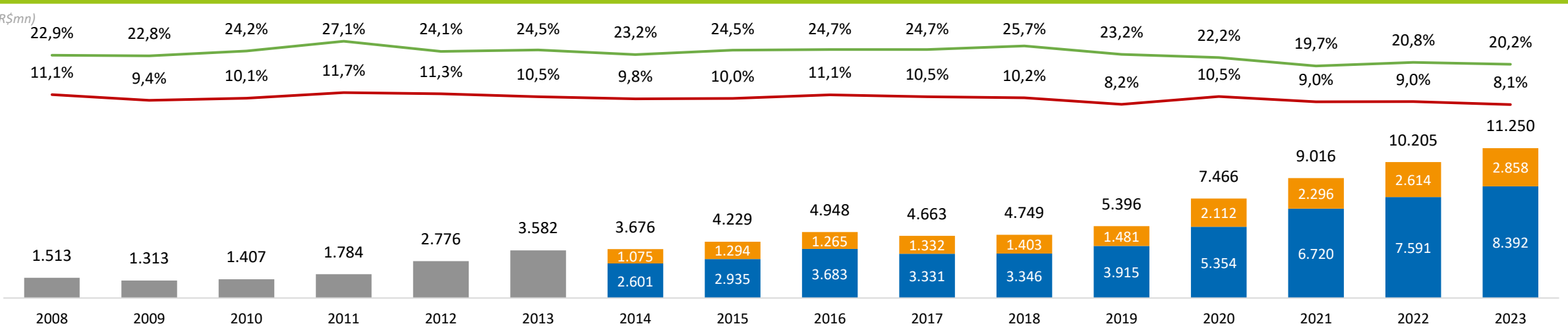




# Camil: One of the Largest Food Companies in LatAm



## Net Revenues by Segment



Note: Company fiscal year begins in March and ends in February of the following year (inclusive)

# Camil: One of the Largest Food Companies in LatAm

*Founded in 1963, Camil is a leading food platform for dry goods and recognized brands throughout Latin America (LatAm).*

## Camil At-a-Glance

- One of the largest food companies in LatAm
- Business model includes industrialization, commercialization and distribution of grains, sugar, pasta, canned fish, coffee, biscuits/cookies and other dry goods
- Well-known and recognized brands in Brazil, Uruguay, Chile, Peru and Ecuador
- Exports to more than 60 countries

## Main Brands

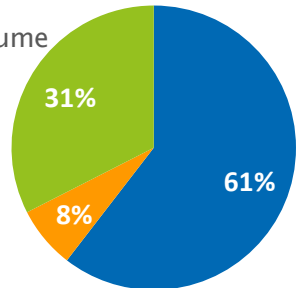


*Iconic brand recognition in all categories and countries*

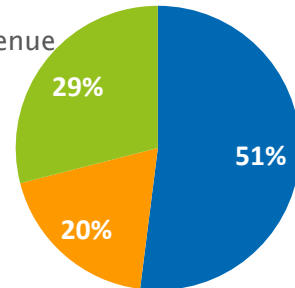
## Representativeness by Segment

2023

(%) Volume



(%) Net Revenue

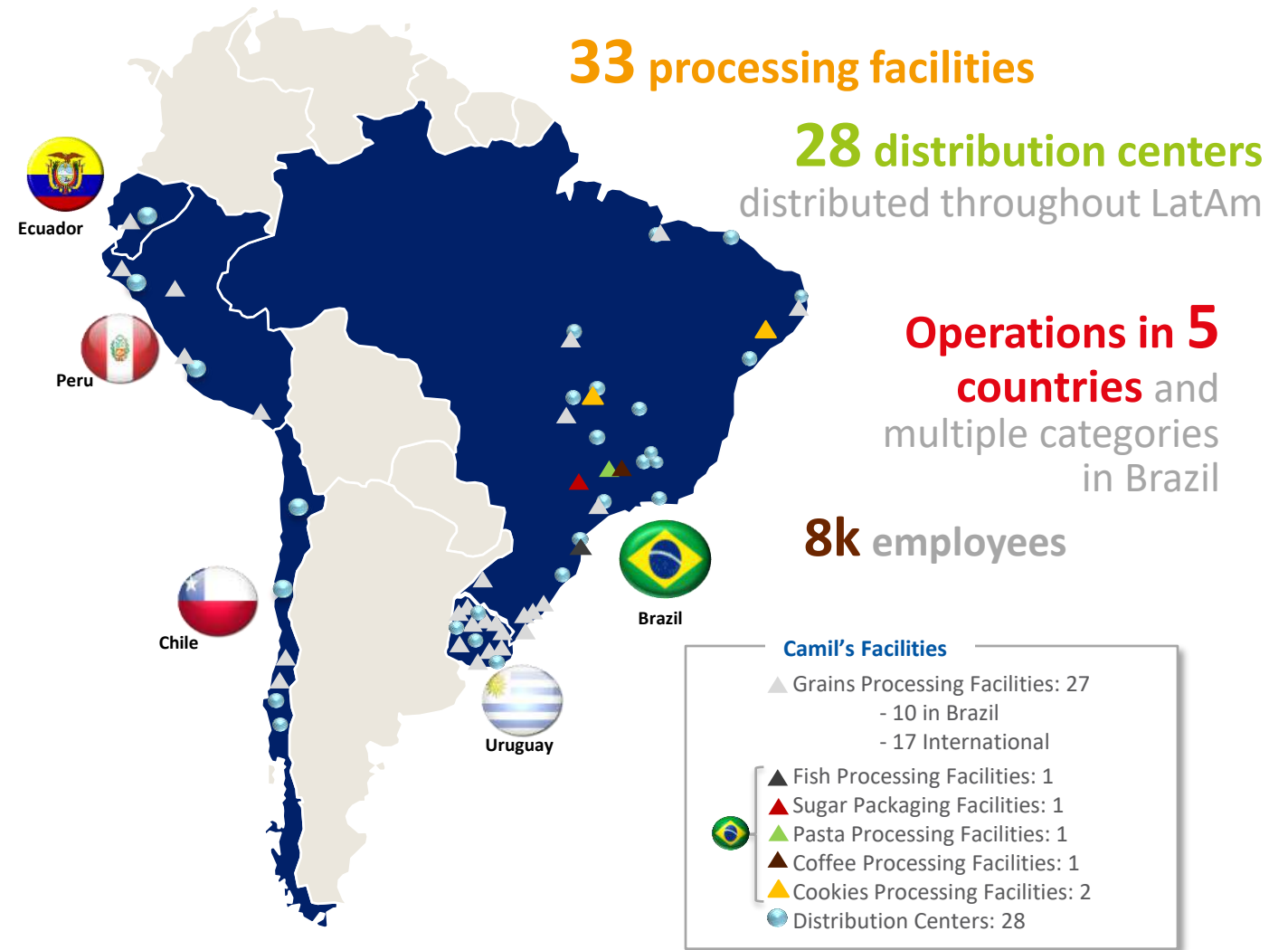


**High Turnover** includes rice, beans and sugar categories

**High Growth** includes fish, pasta, coffee and biscuits categories

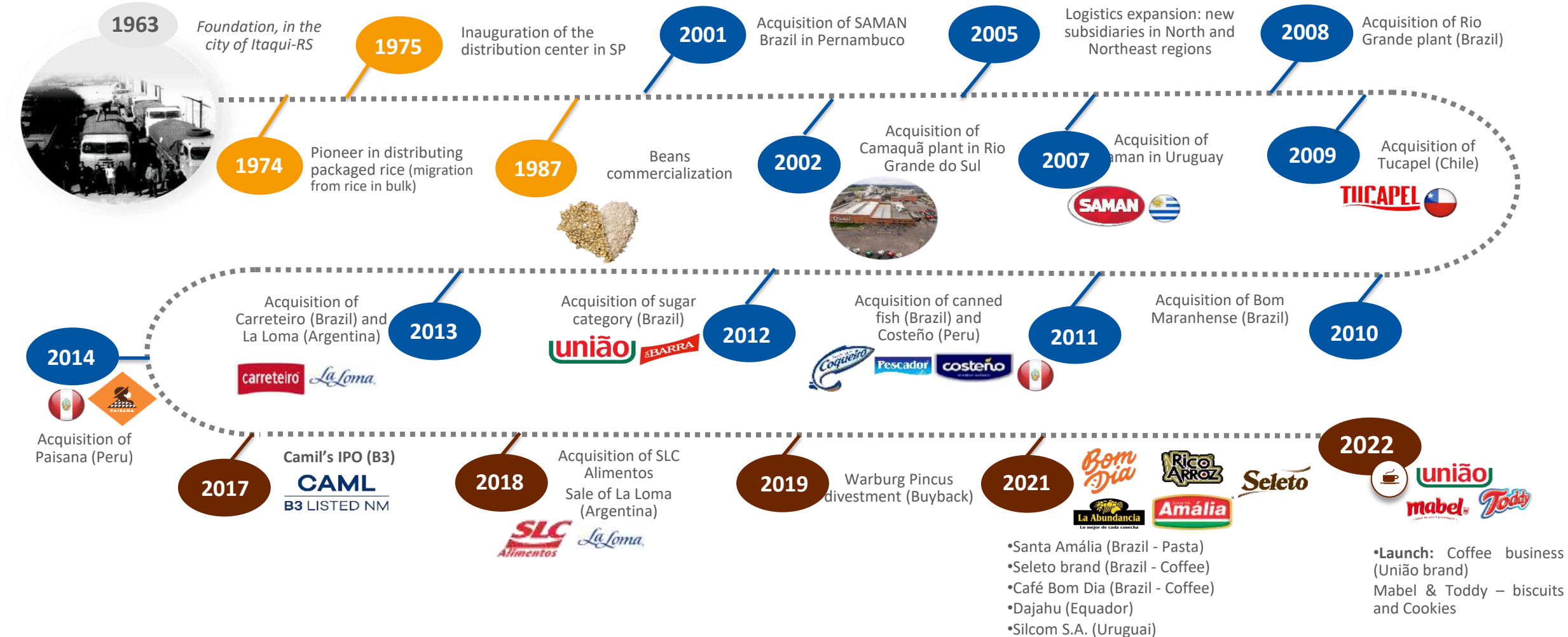
**International** includes Uruguay, Chile, Peru and Ecuador operations

## Processing and Distribution Platform



# Unique Expertise in the LatAm Market

Over the past 60 years, Camil has expanded its portfolio of brands in LatAm, demonstrating its capacity to successfully identify, acquire, and integrate strategic acquisitions.



# Unique Positioning within the Production Chain

*Camil is not engaged in any step of the agriculture process*

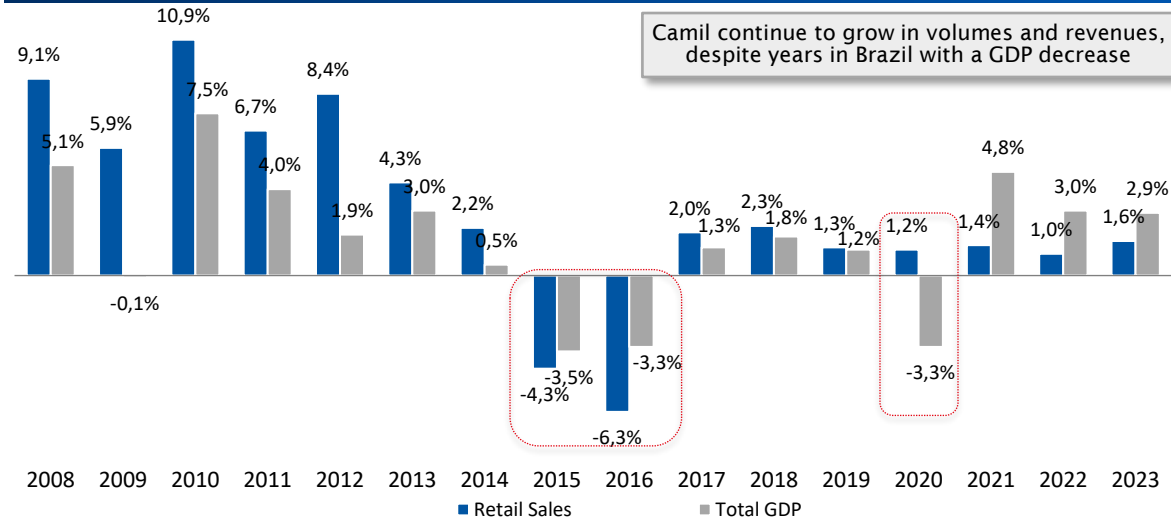
	Grains and dry goods					Sugar	Fish	Pasta	Coffee	Cookies
Main Brand	 	 	 	 	 	 	 	 	 	 
Agriculture	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Origination	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓
Processing	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓
Packaging	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Distribution	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pricing and Purchasing Strategy	<ul style="list-style-type: none"> <li>Purchases made at spot prices</li> <li>Weekly cost transfer capability</li> <li>Company offers storage to the producers</li> <li>Advance to producers: partial inventories guarantee</li> </ul>	<ul style="list-style-type: none"> <li>Price paid to producers based on Saman's sale price - regulated price system in Uruguay</li> <li>Stable margins and no FX risk (despite the export-oriented business)</li> </ul>	<ul style="list-style-type: none"> <li>Local purchases at market price (~50%)</li> <li>Also imports rice from Saman (intercompany)</li> </ul>	<ul style="list-style-type: none"> <li>Most part of its rice imported from Saman (intercompany)</li> </ul>	<ul style="list-style-type: none"> <li>Local weekly purchases at market price</li> <li>&gt;130 suppliers located close to the plant</li> </ul>	<ul style="list-style-type: none"> <li>Long-term supply contract with Raízen ensuring guaranteed volume</li> <li>Contract pricing based on international sugar prices (NY #11)</li> <li>Weekly cost transfer capability</li> </ul>	<ul style="list-style-type: none"> <li>Local acquisitions at market prices, complemented by import contracts</li> <li>Concentrated industry favors price discipline (2 players with ~90% market share)</li> </ul>	<ul style="list-style-type: none"> <li>Local purchases at market prices</li> <li>Purchasing strategy follows the industry (3-4 month position)</li> <li>Different cost transfer dynamics</li> </ul>	<ul style="list-style-type: none"> <li>Local acquisitions at market prices: suppliers located close to the plant</li> <li>Different cost transfer dynamics (1-2 months)</li> </ul>	<ul style="list-style-type: none"> <li>Local acquisitions at market prices</li> <li>Purchasing strategy follows the industry</li> <li>Different cost transfer dynamics</li> </ul>



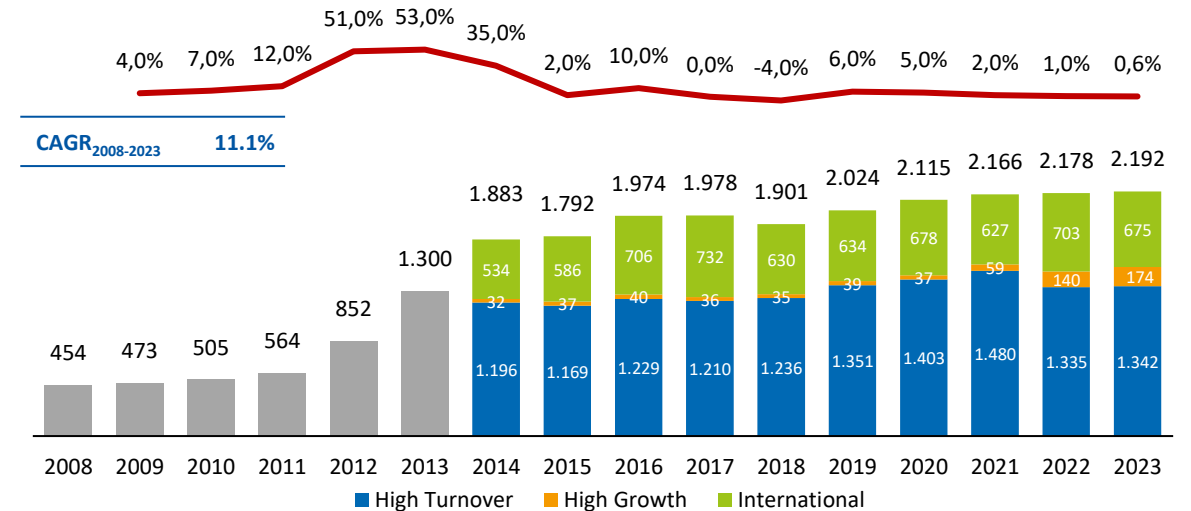
# Solid Business Model with Stable and Resilient Margins

For over 15 years, Camil has delivered solid operational and financial results, despite economic slowdowns in Brazil.

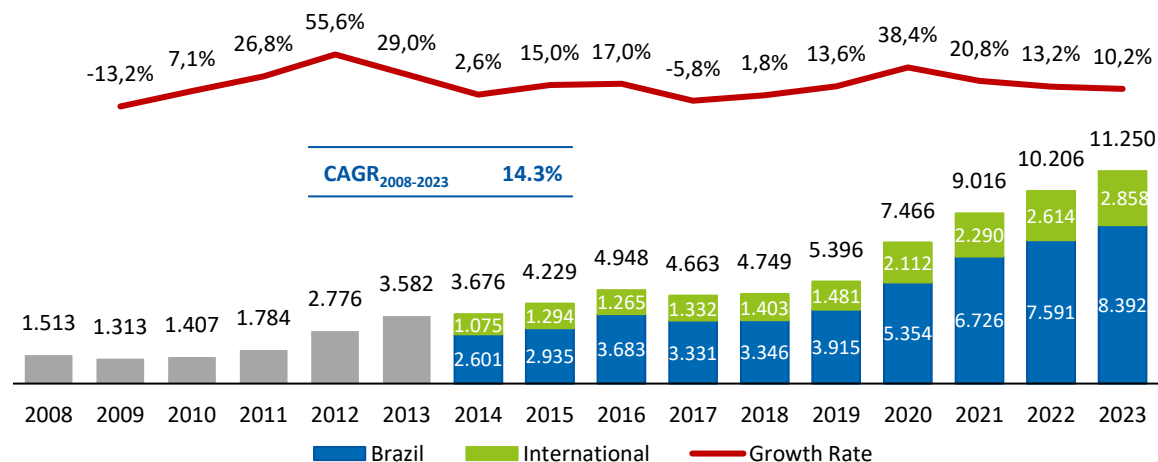
## Brazil: GDP and Retail Sales<sup>1</sup> (% growth, real terms)



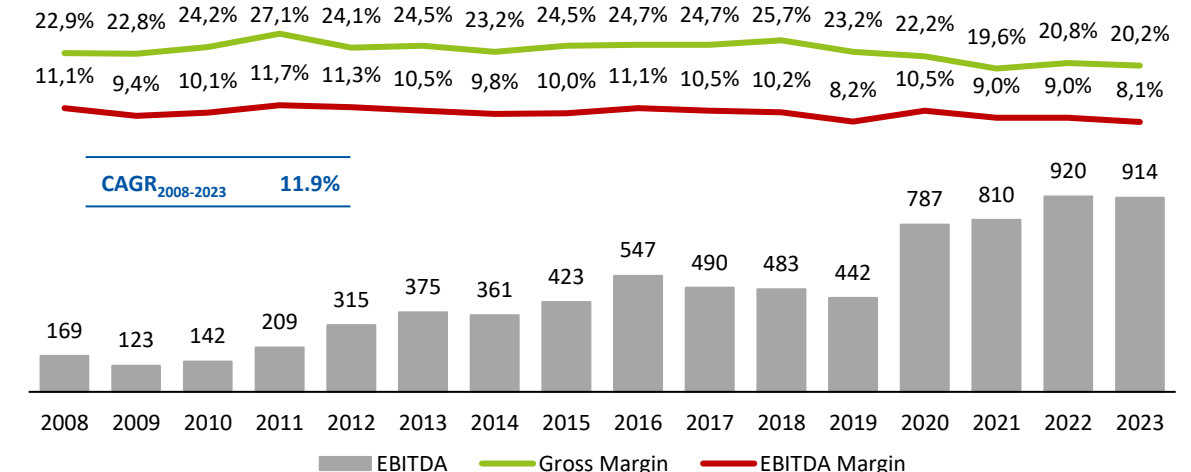
## Volume and Growth (mn ton, %)



## Net Revenues by Segment (R\$m)



## EBITDA, Gross Margin and EBITDA Margin (R\$m, %)



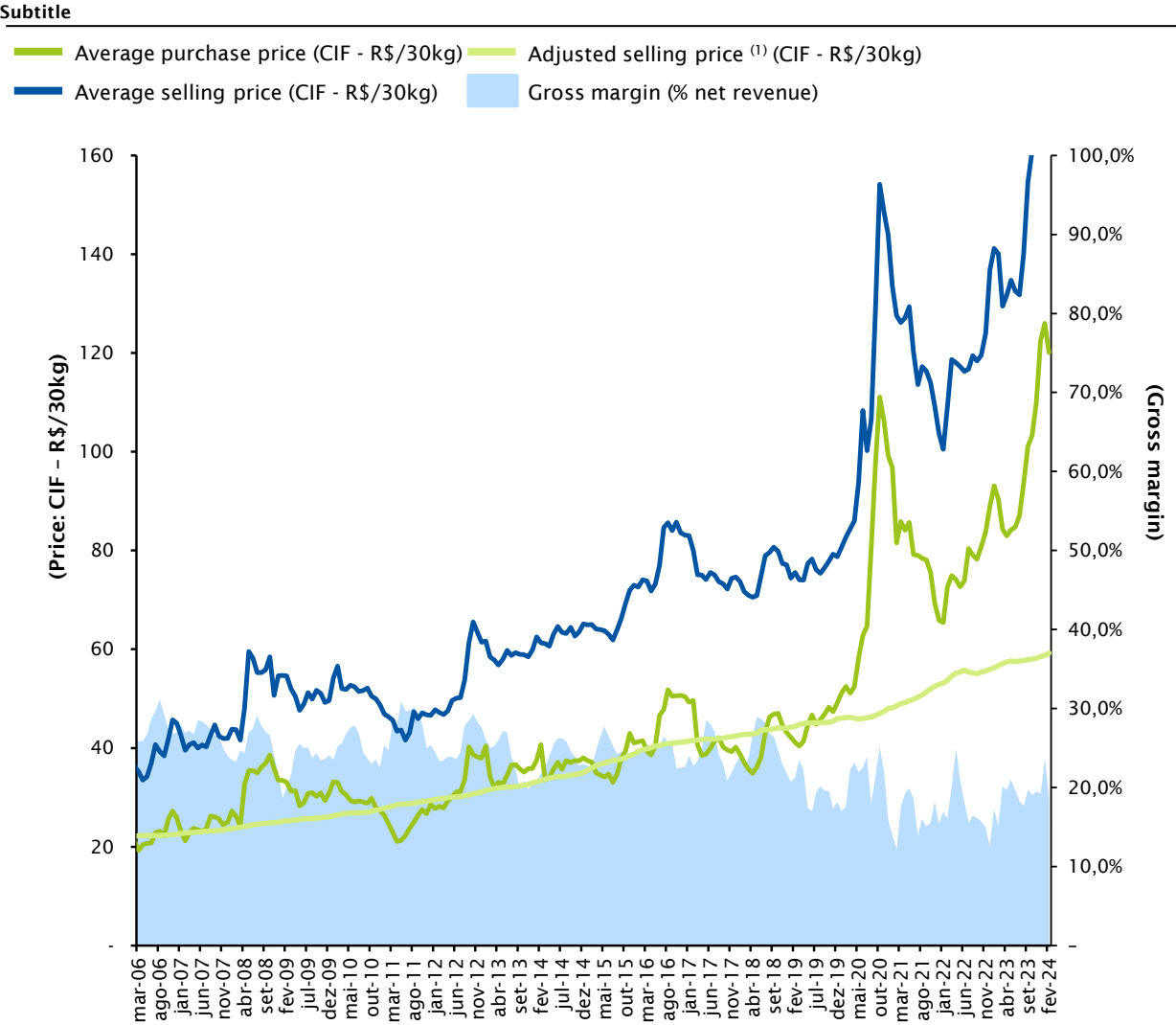
Notes: Company fiscal year begins in March and ends in February of the following year (inclusive); (1) IBGE

# Solid Business Model with Stable and Resilient Margins

Brazil: Rice Case

Historically Camil has maintained resilient margins, mainly due to its weekly pricing capacity

Business Model: Proven Cost Transfer Capability (rice case)



Notes: (1) Adjusted by the monthly inflation of the period, since Jan/2006

Year	Average sale price (R\$/30kg) <sup>2</sup>	Average cost (R\$/30kg) <sup>2</sup>	Sale / Cost
2006	39.40	22.69	1.74
2007	41.98	24.80	1.69
2008	53.90	34.18	1.58
2009	51.05	30.76	1.66
2010	50.54	28.63	1.77
2011	45.51	25.11	1.81
2012	55.82	34.41	1.62
2013	59.20	35.52	1.67
2014	63.49	36.50	1.74
2015	67.32	37.51	1.79
2016	80.46	47.16	1.71
2017	74.03	39.70	1.86
2018	75.89	41.60	1.82
2019	77.58	46.57	1.67
2020	118.01	80.23	1.47
2021	115.53	76.58	1.51
2022	123.87	80.84	1.53
2023	115.53	76.58	1.51

## Products and Brand Awareness

## HIGH TURNOVER



## Grains - Brazil



## Grains - Brazil



## Sugar



International



## PORTFOLIO AND NEW CATEGORIES

### 2021-2022

## +4 CATEGORIES & +1 COUNTRY

Pasta, Biscuits & Coffee (Brazil)  
Healthy Products (Uruguay)  
Rice (Ecuador)

## HIGH GROWTH



Fish



## Pasta



Coffee



## Cookies & Biscuits



# Commercial Strategy by Product Value

Wide range of products addressing different value propositions to clients and consumers

Portfolio: recognized brands and high added value items

- Commercial Execution focused on Upper mainstream to high added value portfolio



# Iconic Brand Recognition and Premium Prices

*Sugar Successful Case from Commodity to Brand*

*União: Brand of strong emotional bond, preferred by consumers and with greater perception of value*

From Commodity...



...to brand

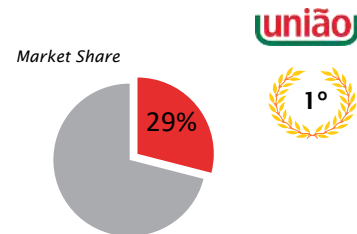
## Unique Footprint

- Points of sale reaching a big part of the population in Brazil - specially in SP
- Wide presence across all States of Brazil



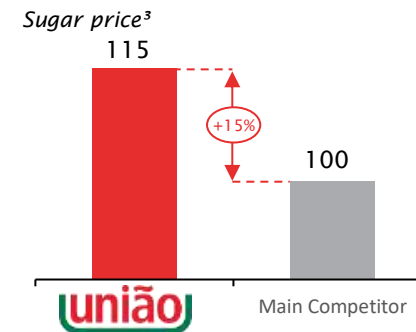
## Market Leadership

- Absolute Leadership with 82% of Top-of-Mind<sup>1</sup>
- Total Company refined sugar brands have ~29%<sup>2</sup> market share



## Pricing Power

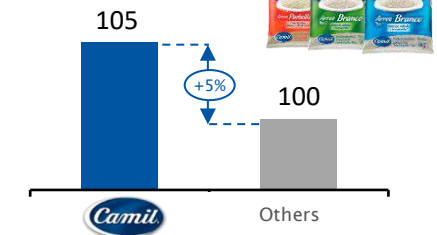
- "Brand of sugar": higher prices compared to the main competitors



## Rice Strategy

- Replicating the sugar model *from commodity to brand*
- Focus on branding and premium price strategy

Rice price<sup>3</sup>



New!

Coffee



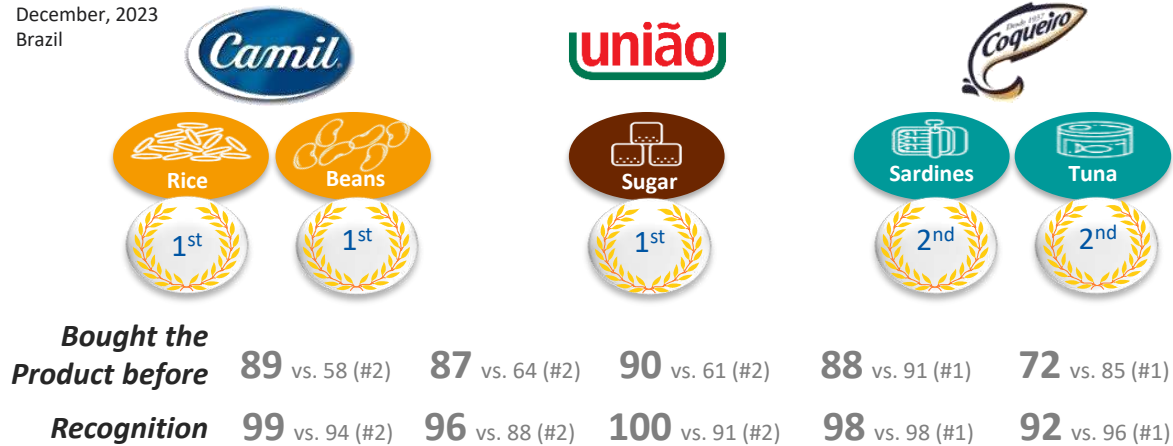


# Brand Awareness

Complementary product portfolio composed of strong and most recognized brands by consumers

## BHT - Brand Health Tracking<sup>1</sup>

December, 2023  
Brazil



## Brand Recognition

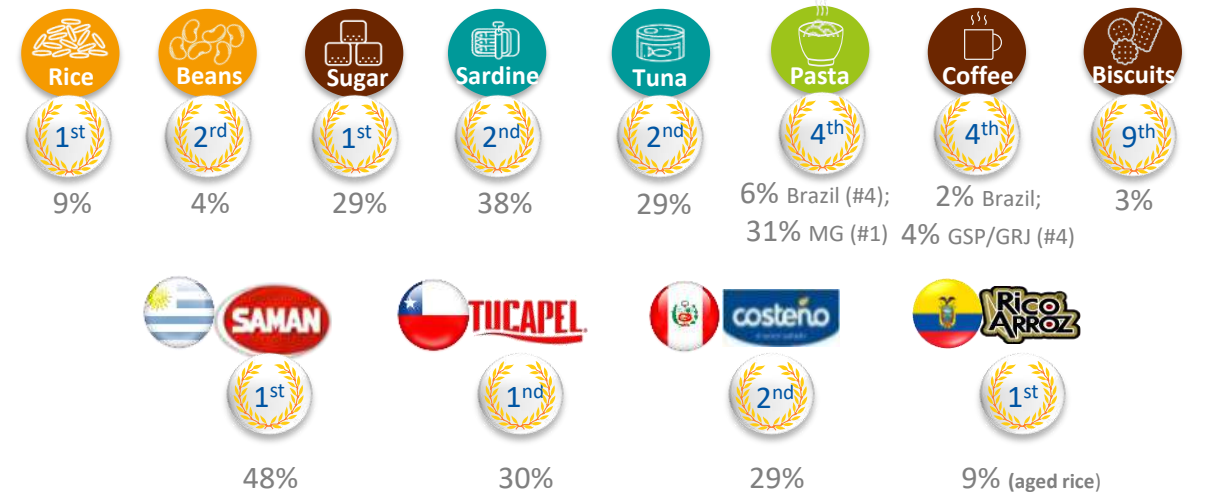
- Folha de São Paulo The Best of the Gastronomy Coqueiro (Tuna) 1st; Camil (Rice and beans) in 1st; União (Sugar) 1st
- Folha de São Paulo Top of Mind Award Coqueiro Sardines – 1st



## MAIN BRANDS - Brazil



## Market Share<sup>2,3</sup>

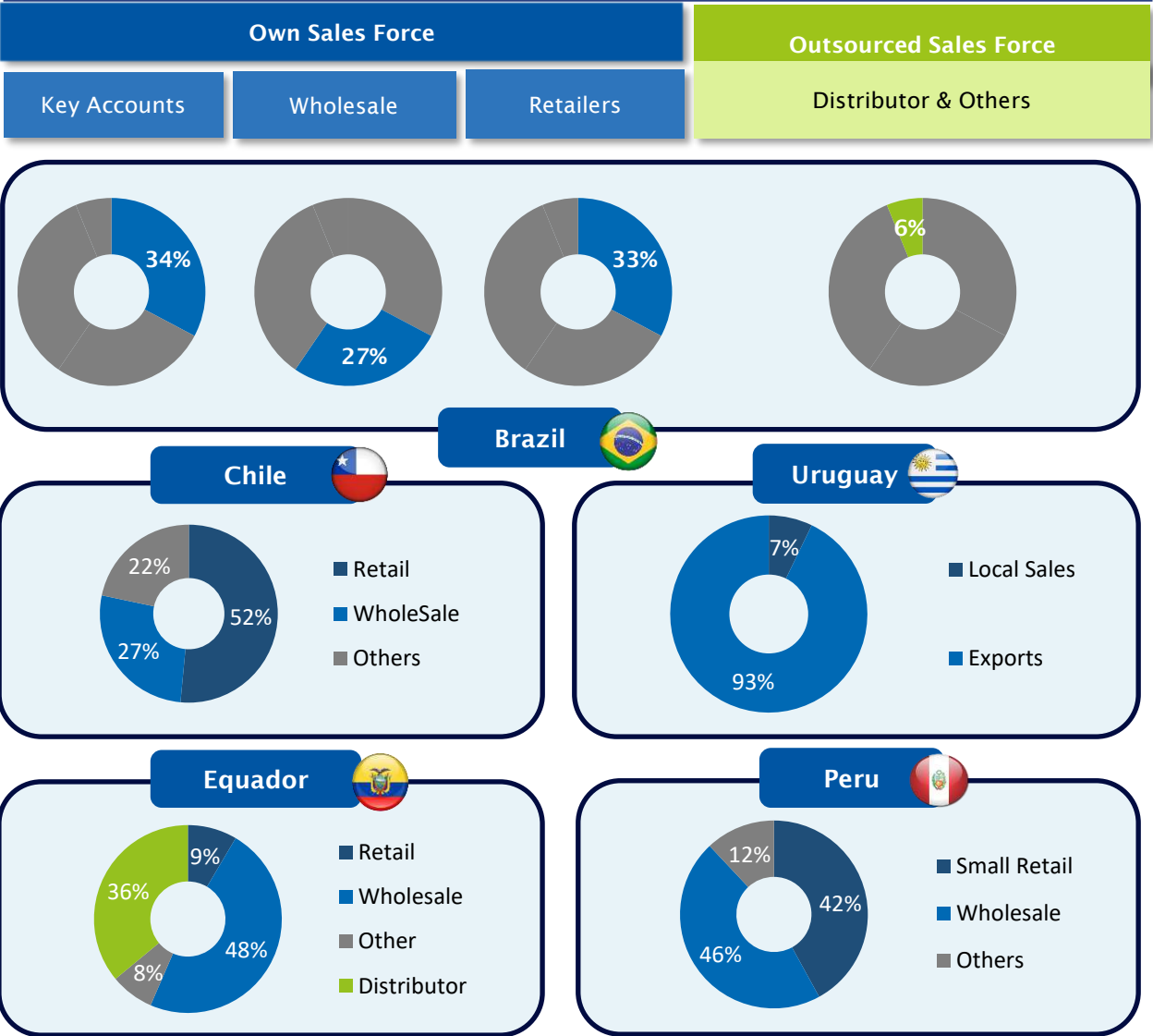


1) IPSOS Institution; 2) Scanntech; 3) Uruguay: Informe comission sectorial de arroz; Chile: Nielsen Scantrack; Peru: Lock&Asociados, Canal Supermercados; Equador: company.

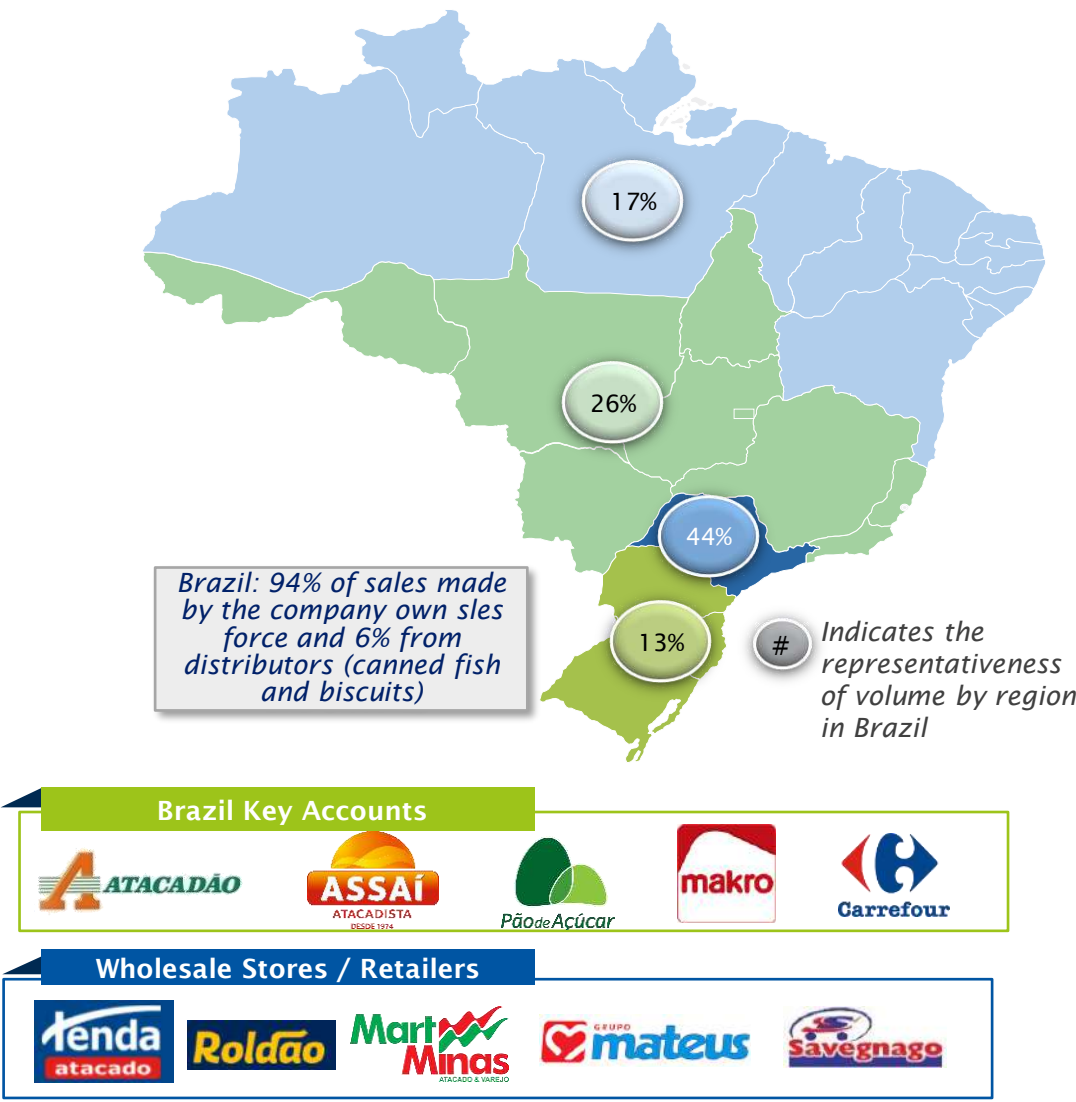
# Wide Distribution Network

A LatAm successful case of a strong distribution network favoring the business expansion to new segments

% Sales (tons)



Brazil: % Sales (ton)



## Section II

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Categories Overview



# Brazil Food Segment | High Turnover

High turnover: Grains and Sugar in Brazil  
Substantial Historical Growth in a Fragmented Industry - Consolidation Opportunity

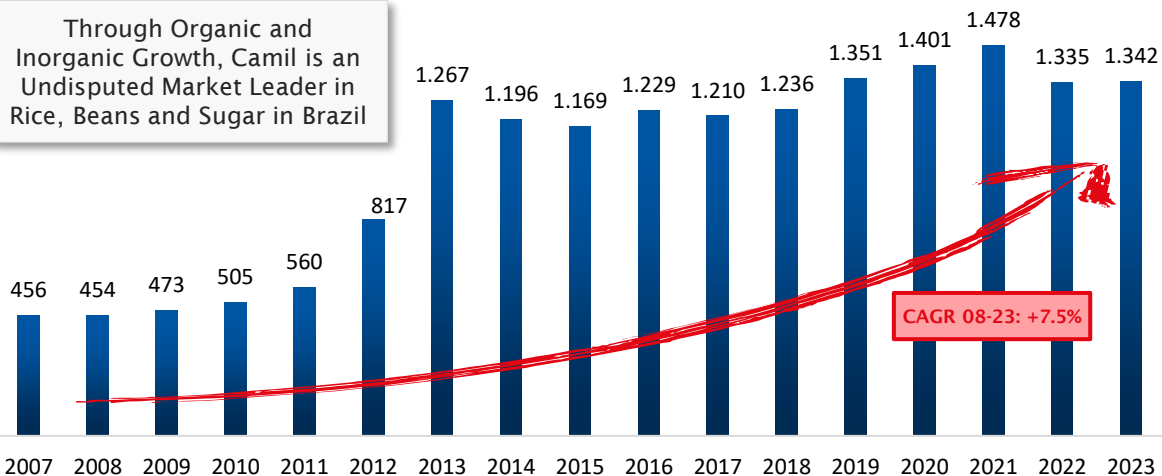
## Main Brands¹



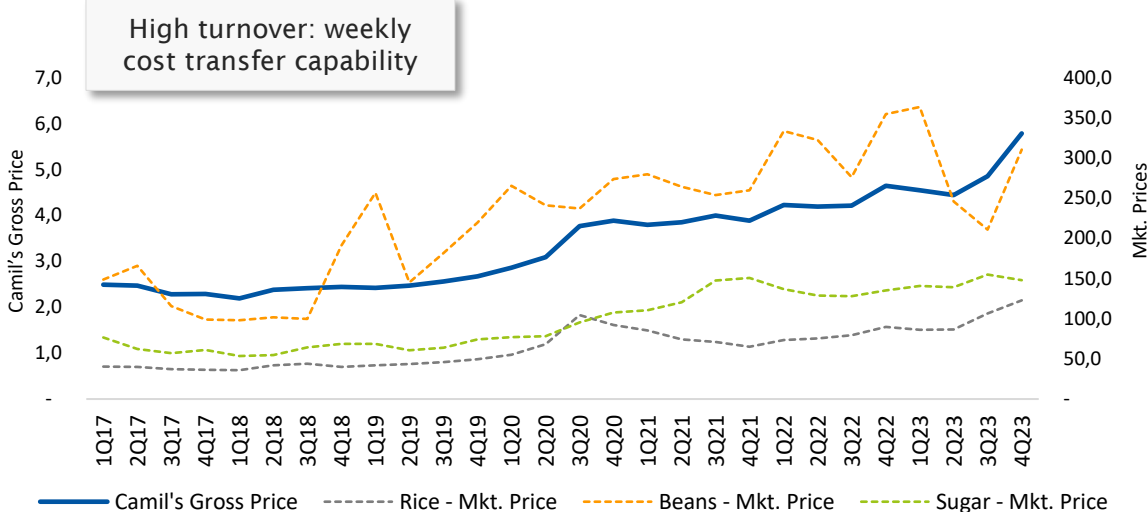
- **Camil - Rice:** #1 Rice Brand in Brazil, with 9% market share
- **Camil - Beans:** #2 Beans Brand in Brazil, with 4% market share
- **União - Sugar:** #1 Refined Sugar Brand in Brazil, with 29% market share and a 15% premium prices
- **Other brands:** +10 value priced brands to meet the demand of consumers seeking for lower prices and regional brands

## Camil Historical Annual Volume (k ton)

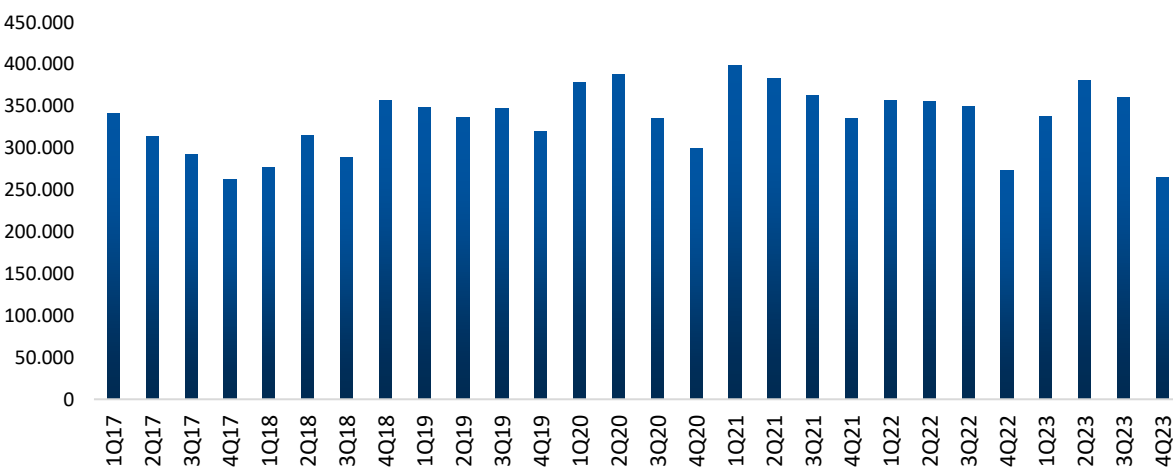
Through Organic and Inorganic Growth, Camil is an Undisputed Market Leader in Rice, Beans and Sugar in Brazil



## Camil's Gross Price vs. Market Prices (R\$/kg)²



## Camil Historical Quarterly Volume (k ton)



Notes: (1) Scantech (2) CEPEA; rice indicator Esalq/Senar-RS 50kg; Agrolink; beans indicator Sc 60kg; CEPEA; Cristal Sugar indicator Esalq-SP 50kg.

# Brazil Food Segment | High Growth

*High Growth: canned fish, pasta, biscuits/cookies and coffee in Brazil*

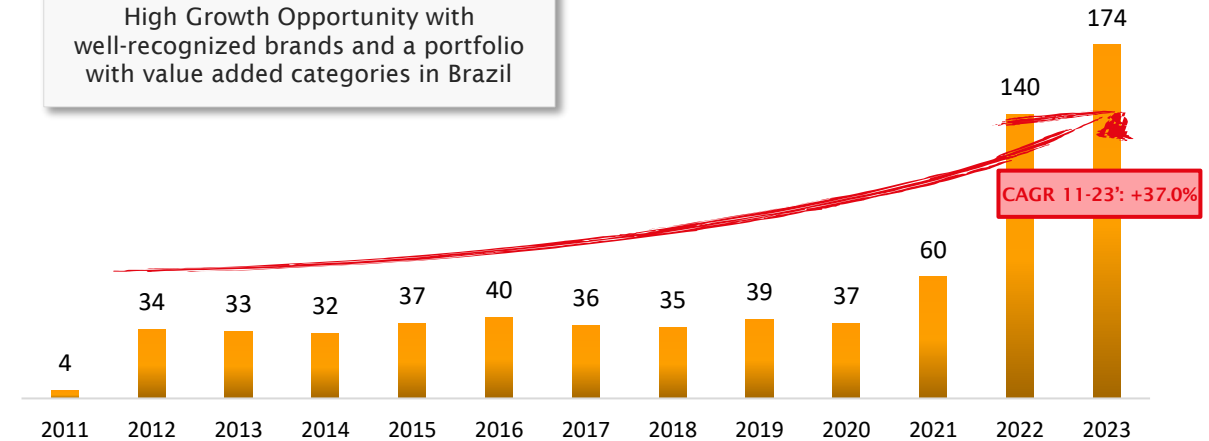
## Mains Brands<sup>1</sup>



- **Canned Fish:** Coqueiro. #2 player, with 38% market share in sardines and 29% in Tuna
- **Pasta:** Santa Amalia. #1 player in pasta in Minas Gerais region, with a 31% market share (#4 player in Brazil)
- **Coffee:** União. Launch in April/2022, 4% market share in São Paulo/Rio de Janeiro region.
- **Cookies and Biscuits:** Mabel for biscuits and Toddy for cookies. Acquisition in November/2022, high growth rate in operation since the conclusion, with 3% market share in Brazil

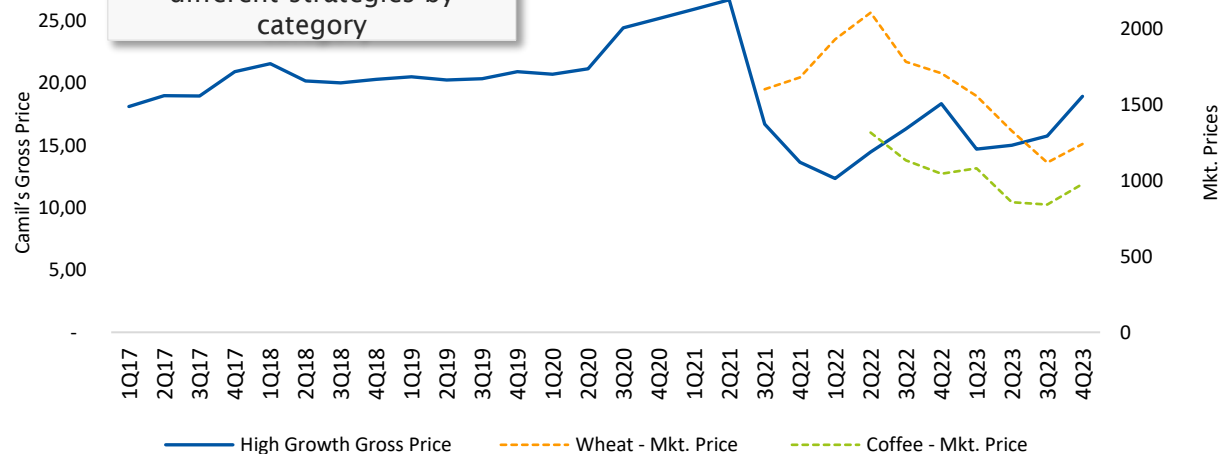
## Camil Historical Annual Volume (k ton)

High Growth Opportunity with well-recognized brands and a portfolio with value added categories in Brazil



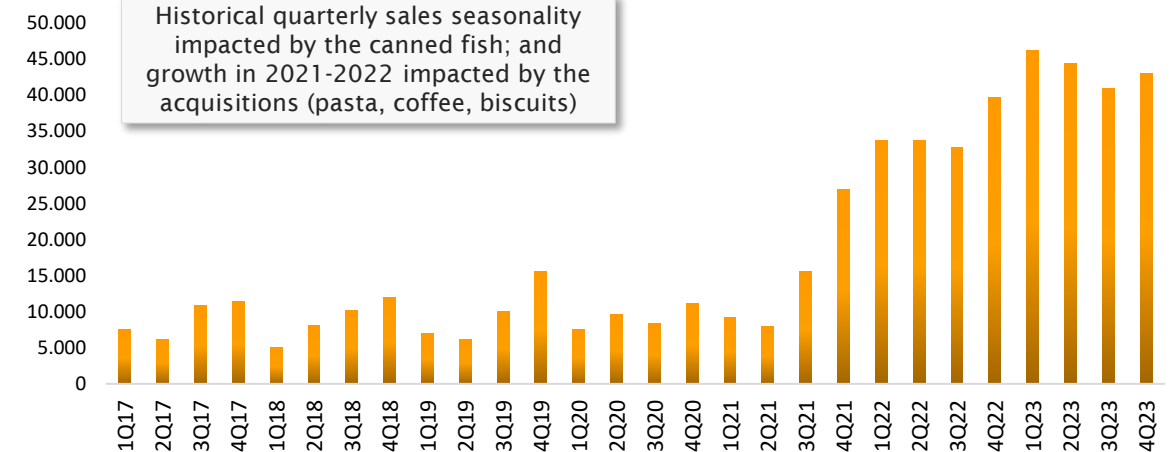
## Camil's Gross Price vs Market Prices (R\$/kg)<sup>2</sup>

Active price dynamics, with different strategies by category



## Camil Historical Quarterly Volume (k ton)

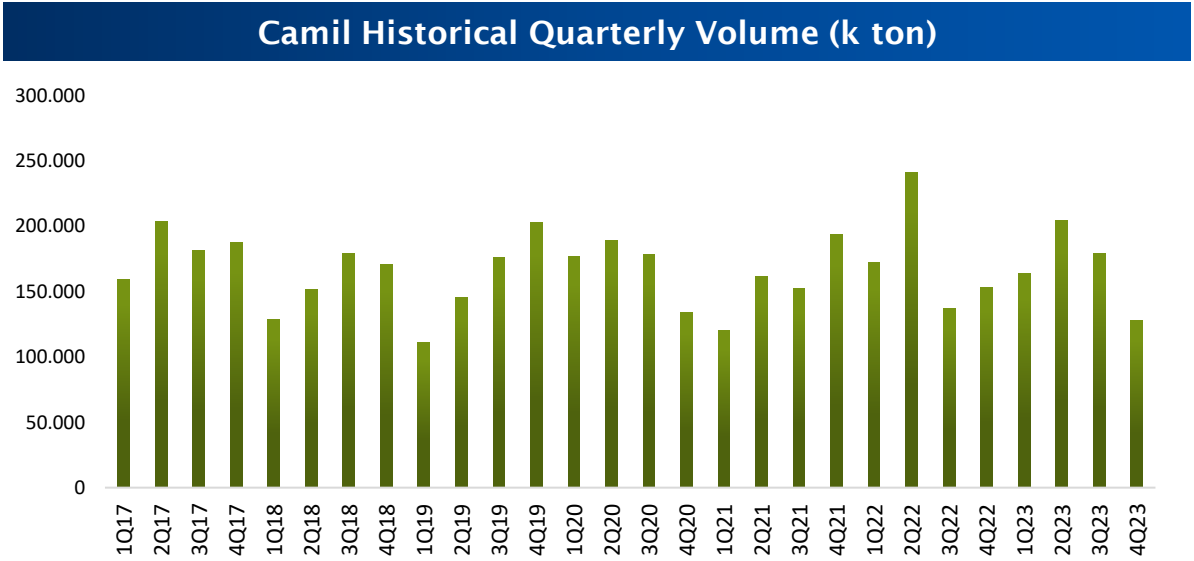
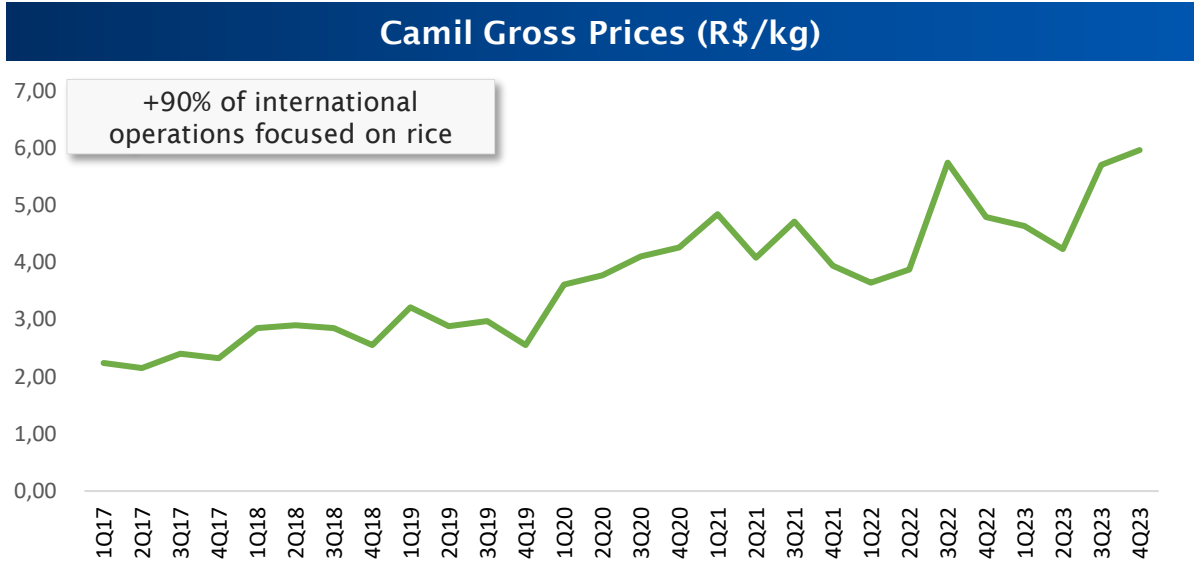
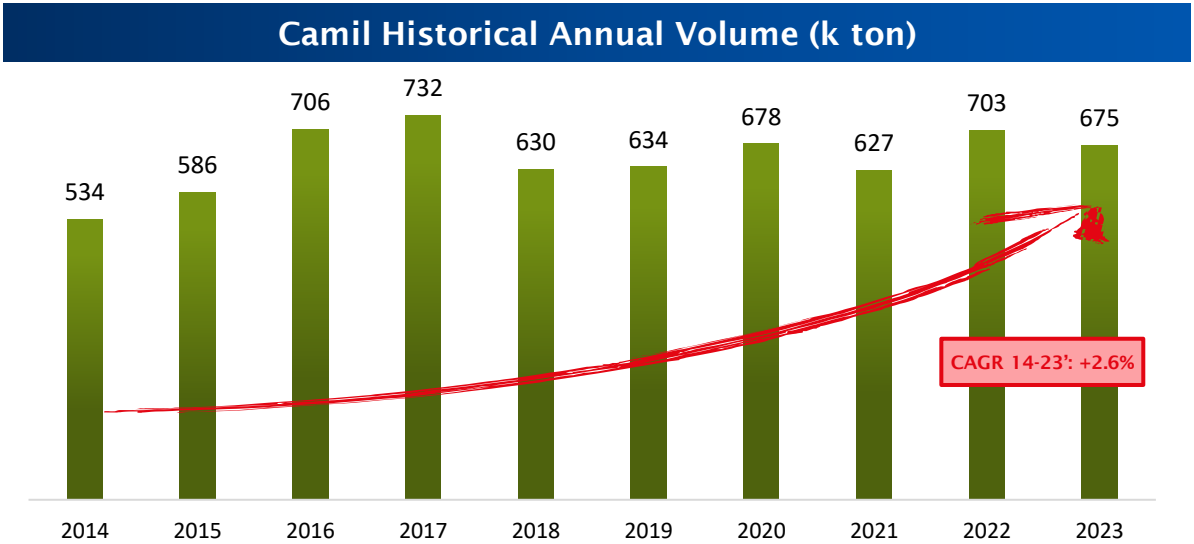
Historical quarterly sales seasonality impacted by the canned fish; and growth in 2021-2022 impacted by the acquisitions (pasta, coffee, biscuits)





# International Food Segment

Leading positions in LatAm with well-recognized brands in Uruguay, Chile, Peru and Ecuador



1) Uruguay: Informe comision sectorial de arroz; Chile: Nielsen Scantrack; Peru: Lock&Asociados, Canal Supermercados; Ecuador: company.


## Acquisitions and Tangible Growth Opportunities

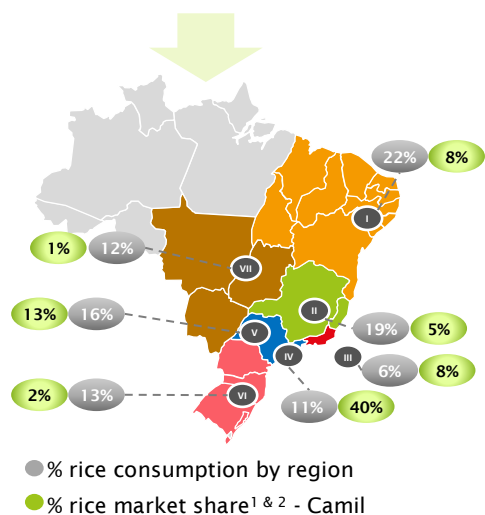
*Consolidation of the brazilian grains market coupled with new categories and geographical expansion in LatAm*

## Consolidation: Grains in Brazil



Rice


Brazil – RICE <sup>1 &amp; 2</sup>		
#1	 Camil	9%
#2	Player 2	4%
#3	Player 3	3%

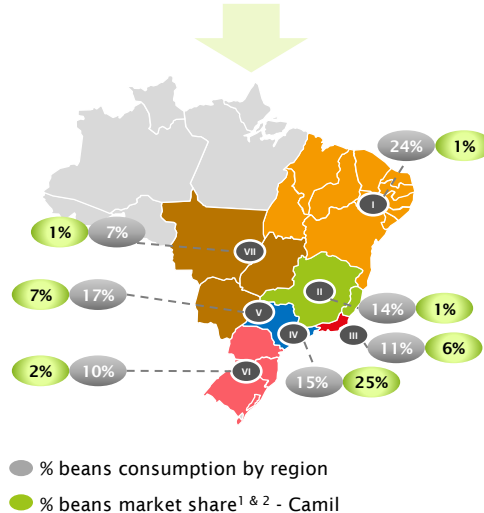


*Santa Amália's (pasta) leadership in MG and Mabel strong presence in GO: opportunity to grow and integrate other categories in Brazil*



## Beans

Brazil – BEANS <sup>1</sup> & <sup>2</sup>		
#1	Player 1	6%
#2	 Camel	4%
#3	Player 3	3%



## New Categories and New Products

*Camil's wide distribution network enables synergies in new categories in Brazil*



## Wheat Business



## Coffee

Big growth opportunities in dry goods market in Brazil (logistics, sales and fiscal synergies with current operations)

...and new added value products to be developed in actual categories

## New Geographies: LatAm

*New geographies and new categories in LatAm*

**Uruguay:** new business opportunities, as Silcom in Healthy Goods (local market)

**Chile:** ready to integrate new categories

**Peru:** opportunity to grow on packaged rice

**New Markets:** Colombia, Argentina, Mexico



### Chile

Ready for new categories



## Section III

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Capital Markets Transactions



# Solid Track Record of Successful Transactions

*Camil's M&A history reflects its ability to find and deliver new opportunities and synergies*

M&A

## Acquisitions

**2001** – SAMAN Brazil in Pernambuco  
**2002** – Camaquã Plant (Brazil)  
**2007** – Saman (Uruguay)  
**2009** – Tucapel (Chile)  
**2010** – BB Mendes (Brazil)  
**2011** – Pescador and Coqueiro brands (Canned Fish – Brazil)  
**2011** – Costeño (Peru)  
**2012** – União and Da Barra brands (Sugar – Brazil)  
**2013** – Carreteiro (Brazil)  
**2013** – La Loma (Argentina)  
**2014** – Paisana (Peru)  
**2018** – SLC Alimentos (Brazil)  
**2018** – Sale of La Loma (Argentina)  
**2019** – Warburg Pincus divestment (Buyback)  
**2021** – **International:** Acquisition in Ecuador (Dajahu) and Silcom (Uruguay)  
**2021** – **Brazil:** Acquisition of pasta business in Brazil (Santa Amalia), coffee brands and coffee operation in Brazil (Seleto and Café Bom Dia + launch of União)  
**2022** – **Brazil:** Acquisition of Mabel and licensing of Toddy Cookies



1998 - 2010



2011 - 2016



2017 - 2022

Private Equity

## Private Equity History

**1998** – 1<sup>st</sup> Private Equity: TCW (acquisition of cooperative's part. 50%)  
**2006** – TCW divestment  
**2011** – Gávea's investment (31.75%)  
**2016** – Gávea's divestment and Warburg Pincus investment (same PM)  
**2017** – IPO and Warburg Pincus partial divestment (23% sale, remaining a 9% stake)  
**2019** – Warburg Pincus total divestment (Partially via Camil Repurchase Program)



1998 - 2006

WARBURG PINCUS



2011 - 2016

**CAML**  
B3 LISTED NM

2017

# Recent Transactions 2021-2022 | Summary

*Acquisitions in line with the Company's expansion strategy and an important step forward in new markets*

	2021					2022
Acquisition	Silcom (Uruguay)	Dejahu (Ecuador)	Santa Amália (Brazil)	Seleto Brand (Brazil)	Café Bom Dia (Brazil)	Mabel (Brazil)
Investments Thesis	<ul style="list-style-type: none"> <li>Healthy products</li> <li>Expansion in the local market (Uruguay)</li> </ul>	<ul style="list-style-type: none"> <li>Entry into the Ecuadorian Market</li> <li>Leadership position</li> </ul>	<ul style="list-style-type: none"> <li>Entry into the Pasta segment in Brazil;</li> <li>Leadership in MG region</li> </ul>	<ul style="list-style-type: none"> <li>Brand acquisition to support Camil's launch in the Coffee Segment</li> </ul>	<ul style="list-style-type: none"> <li>Investment in Café Bom Dia brand and its operations in Minas Gerais</li> </ul>	<ul style="list-style-type: none"> <li>Mabel Acquisition and licensing of Toddy brand for Cookies.</li> </ul>
Acquisitions Total Amount & Closing Date	Not Disclosed (mar/22)	R\$220 million (sep/21)	R\$410 million (oct/21)	Not Disclosed (oct/21)	R\$63 million (dec/21)	R\$177 million (nov/22)
Brands						



# 2017: Camil's IPO

*Camil successfully completed its Initial Public Offering on September 2017*

## Corporate Governance

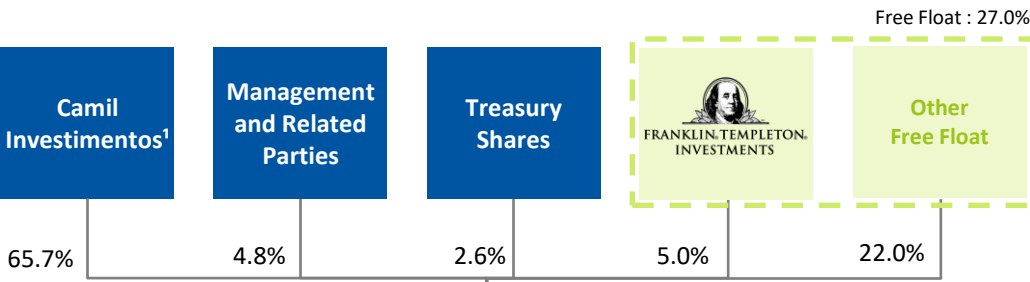
- Common voting shares only
- 100% Tag along
- 50% of independent Board Members
- Minimum Free Float of 25%
- OPA by fair value
- Minimum dividend/JCP of 25% of the net profit (in compliance with Law No 6.404)
- Board: 7 members, 71% independent (2 women - certified by WOB - *Women on Board*)

**CAML**  
B3 LISTED NM

Camil is listed on B3's **Novo Mercado** segment, the **highest level of corporate governance**

## Shareholder Structure

June, 2024



**Camil**  
350mn shares

Notes: 1) Camil Investimentos represents Quartiero's family ownership (does not include individual ownership, included on Management and Related Parties)

## Share Buyback

June, 2024

**8 Buyback Programs**

**+69 million**  
ON shares acquired and

**+60 million**  
ON shares canceled

**410 million ON**

IPO - 2017

**+R\$535 million**  
Invested in share buyback

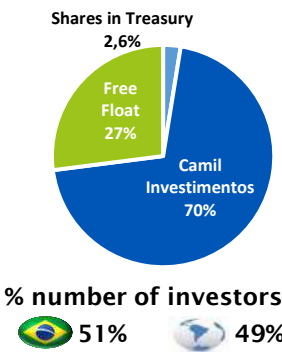
**350 million ON**

Feb - 2024

**-17%**

## Shareholder's Profile

June, 2024



Substantial Growth in Number of Investors to **35k on Jun.24** from 2.0k Investors on Nov.17

Investors Breakdown	# of Investors	# ON (mn)	% ON
Controlling holders & Related Parties	5	255	73%
Institutional	275	58	17%
Retail/Ind. Holders	34,494	37	11%
Total	34,769	350	100%

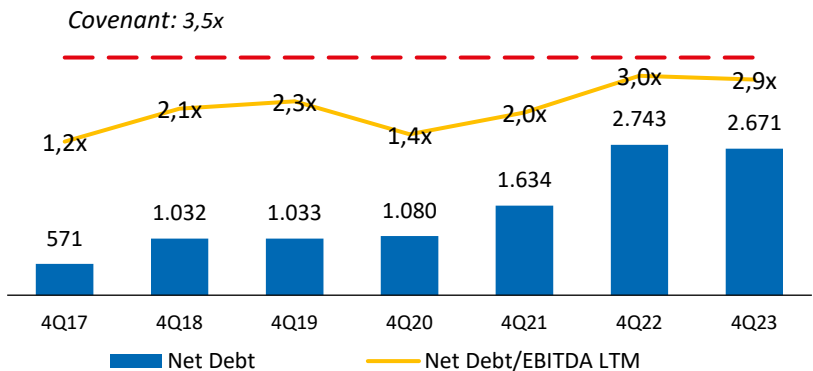
# Debt Issuances

## Liability Management on amortization profile schedule

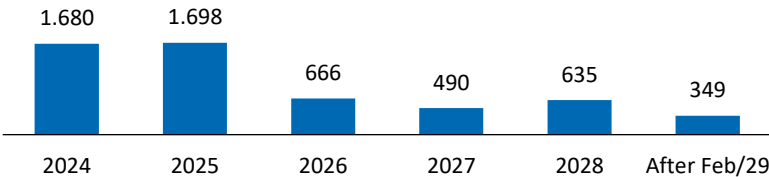
### Agribusiness Receivables Certificate (CRA)

Emissions	8th Debenture (CRA)	9th Debenture	10th Debenture	11th Debenture	12th Debenture (CRA)	13th Debenture (CRA)	14th Debenture (CRA)
Emission Date	Apr/2019	Sep/2020	May/2021	Nov/2021	Jun/2023	Nov/2023	Jun/2024
Emission	8th Deb. Issuance/CRA	9th Deb. Issuance	10th Deb. Issuance	11th Deb. Issuance	12th Deb. Issuance/CRA	13th Deb. Issuance/CRA	14th Deb. Issuance/CRA
Securitization Company	Eco Securitizadora	-	-	-	Eco Securitizadora	Eco Securitizadora	Eco Securitizadora
Total Amount	R\$600 million	R\$350 million	R\$600 million	R\$650 million	R\$625 million	R\$650 million	R\$650 million
Cost / serie	1st: 98% CDI p.a. 2nd: 101% CDI p.a.	Single: CDI +2.7% p.a.	Single: CDI +1.7% p.a.	1 <sup>st</sup> : CDI+1.55% p.a. 2 <sup>nd</sup> : CDI+1.55% p.a.	Single: CDI+0,9% p.a.	1 <sup>st</sup> : CDI+0.65% p.a. 2 <sup>nd</sup> : IPCA+6,34% p.a. 3 <sup>rd</sup> : IPCA+6,52% p.a	1 <sup>st</sup> : 104% of CDI 2 <sup>nd</sup> : IPCA + 6,82% p.a 3 <sup>rd</sup> : IPCA + 6,99% p.a
Amortization	Bullet - Series: 1st: 4 years (Apr/23) - settled 2nd: 6 years (Apr/25)	2 amortizations on 4th year and 5th year	Bullet 3 years (May/2024)	2 amortizations and 7-year maturity	Bullet 2.5 year (Dec/2025)	1 <sup>st</sup> : Bullet 2 <sup>nd</sup> : Nov.2029 & Nov.2030 3 <sup>rd</sup> : Nov.2031, Nov.2032 & Nov. 2033	1 <sup>st</sup> : Bullet 2 <sup>nd</sup> : Jun.2031 3 <sup>rd</sup> : Jun.2034
Interest	Semester	Semester	Semester	Semester	Semester	Semester	Semester
Financial Covenant	Net Debt/EBITDA LTM <3.5x	Net Debt/EBITDA LTM <3.5x (up to 4.0x after the 8th Deb. Maturity)	Net Debt/EBITDA LTM <3.5x (up to 4.0x after the 8th Deb. Maturity)	Net Debt/EBITDA LTM <3.5x (up to 4.0x after the 8th Deb. Maturity)	Net Debt/EBITDA LTM <3.5x (up to 4.0x after the 8th Deb. Maturity)	Net Debt/EBITDA LTM <3.5x (up to 4.0x after the 8th Deb. Maturity)	Net Debt/EBITDA LTM <3.5x (Less or equal to 4.00x, After Comprehensive Removal of CRA Covenant)

### Debt Evolution



### Amortization Schedule



### Rating

MOODY'S

National: Br AA+ (stable)

## Section IV

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ESG



# Governance: Statutory Directors, Councils and Committees

*Camil is listed in Novo Mercado, B3's highest standard of Corporate Governance*

## Councils and Committees

### Fiscal Council

- ✓ Formed by 6 members, 3 effective and 3 alternates
- ✓ 1Y Term (June/2025)

### Audit Committee

- ✓ Formed by 3 effective members
- ✓ 5Y Term (June/2025 & 2029)

### Finance, Investments and Risk Committee

- ✓ Formed by 3 effective members
- ✓ 2Y Term (June/2026)

### Strategy, Innovation, Brands and Market Committee

- ✓ Formed by 5 effective members
- ✓ 2Y Term (June/2026)

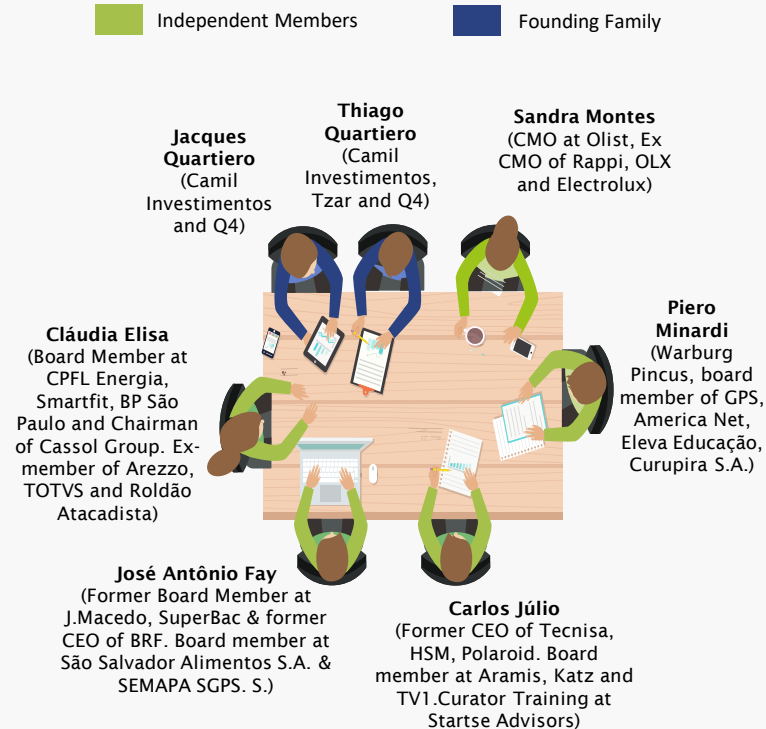
### Personnel Management Committee

- ✓ Formed by 4 effective members
- ✓ 2Y Term (June/2026)

### ESG and Ethics Committee

- ✓ Formed by 3 effective members
- ✓ 2Y Term (June/2026)

## Board of Directors



- ✓ 2-year term, re-election allowed
- ✓ Current terms end in June/2026
- ✓ 7 members, 71% independent members (2 women)
- ✓ Certified by the presence of at least two women on the board by WOB

## Statutory Directors

2 C-level statutory directors

- ✓ 2Y Term (June/2026)

**Luciano Quartiero**  
CEO

32 32



**Flavio Vargas, CFA**  
CFO and IR Director

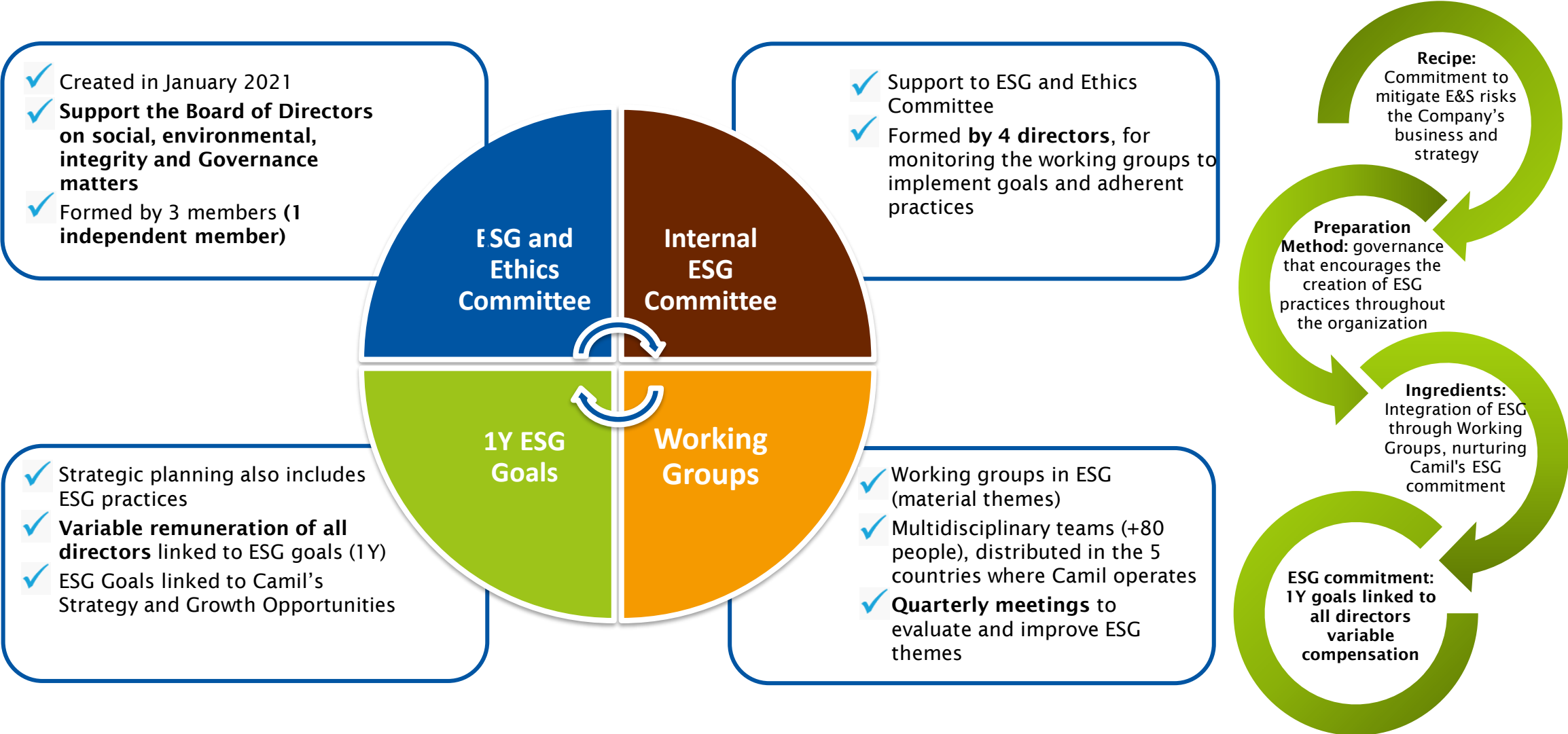
8 28



- Years of Experience in Camil
- Years of Experience in the market

# ESG Governance

*Integration of best practices into the business management and development strategy, focused in sustainable growth*





# ESG Highlights

All ESG actions aligned with Camil's Strategic Plan



Purpose and People



Efficiency and Growth



Quality and Sales



## Sustainable Culture

- ✓ Variable compensation of all directors linked to ESG goals.
- ✓ +80 people in the ESG Brazil, Uruguay, Chile, Peru and Ecuador WGs, with initiatives linked to material topics and monitored by the ESG and Ethics Committee.
- ✓ 71% independent members on the Board of Directors .

## Ethics & Integrity

- ✓ LatAm Integrated Risk Management
- ✓ 99% of employees trained in the Code of Ethics.

## Employee Health, Safety and Development

- ✓ The number of accidents with lost time decreased by 17% compared to the previous year, with Brazil standing out, where the reduction reached 37%
- ✓ Training School project in the Itaqui and Navegantes community in professional courses

## Ecoefficiency

- ✓ 100% of Brazil units operating with renewable energy
- ✓ +35% of consumed energy generated by Camil, through the consumption of 97k ton of rice husk
- ✓ New Termo Project: consumption of up to 100% of the husk generated in Cambaí/Itaqui (RS) for energy
- ✓ 3,812 tCO2 avoided through the acquisition of renewable energy in Brazil in the last year

## Supply

- ✓ Workshops for suppliers on best ESG practices

## Social Investment

- ✓ Confectionery and Business School Doce Futuro União 2.0, with more than 600 graduates.
- ✓ Business School Grãos da Base, We trained 24 businesses in four months; in the course, we covered topics such as business management, culinary arts, marketing, among others.

To learn more about our sustainable initiatives, check our sustainability report with our performance and progress on environmental, ethics and community on LatAm.



**Investor Relations**  
[ri@camil.com.br](mailto:ri@camil.com.br)

