



Integrated Report 2023

Our Way of Thriving is with Courage to Transform

We transform our business through innovative and sustainable solutions, creating a positive legacy for the company and the world.

The cover of this report establishes a connection between the symbol of our global campaign “Evolving Towards a Sustainable World”, launched in 2023, and nine pictures that highlight key examples of initiatives in our transformation journey. Through this visual connection, we seek to convey the importance of people, innovation, products and businesses in the construction of a more sustainable future. We invite you to explore a few details of this journey in this section. This is a just a small sample—many other inspiring stories are shared throughout this report.



Ventos do Piauí Wind Farm
Inaugurated in 2023 in Brazil, the Wind Farm represents our efforts to use renewable energy in all regions where we operate, increasing our self-production energy and creating benefits for society.



Employees at our Salto de Pirapora Plant
This image illustrates our commitment to people, health and safety in our activities and operations. These values, which we will never compromise on, are non-negotiable.



Total Waste Management
We have made structural investments to increase thermal substitution in our operations. These efforts are already yielding positive results, as seen at our plant in Alconera, Spain, where, in just six months, we achieved an impressive 40% thermal substitution rate.



Meeting of Traditional Communities in Pedra do Cavallo
This meeting, held to facilitate cultural exchange between indigenous and quilombolas communities in Bahia, Brazil, is a great example of our social responsibility. We maintain continuous efforts to build a positive legacy.



Agricultural Solutions
To maximize the soil's full potential: this is the purpose of Viter. The image symbolizes our new business, which has been steadily growing in recent years, achieving solid and lasting results.



Women at VC Strategy
This image symbolizes our commitment to attracting, developing and retaining women in the organization. In 2023, we increased our percentage of women in leadership positions in all regions where we operate.



Málaga Plant, in Spain
The plant represents all the acquisitions made in recent years in Europe and North America. These transactions diversify our geographic presence and strengthen our operations in more mature markets, increasing the resilience of our strategy.



Employees at the St Marys Plant in North America
We recognize that it is our people who make the difference and ensure the continuity of our business. We believe that different generations have a lot to learn from each other, and that this exchange of experiences ensures the quality of our activities.



Aggregates Site in North America
This image shows other products we sell, such as aggregates. It also illustrates product diversification across various geographies, comprehensively meeting the specific needs of our customers in different markets.



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Transparent Disclosure

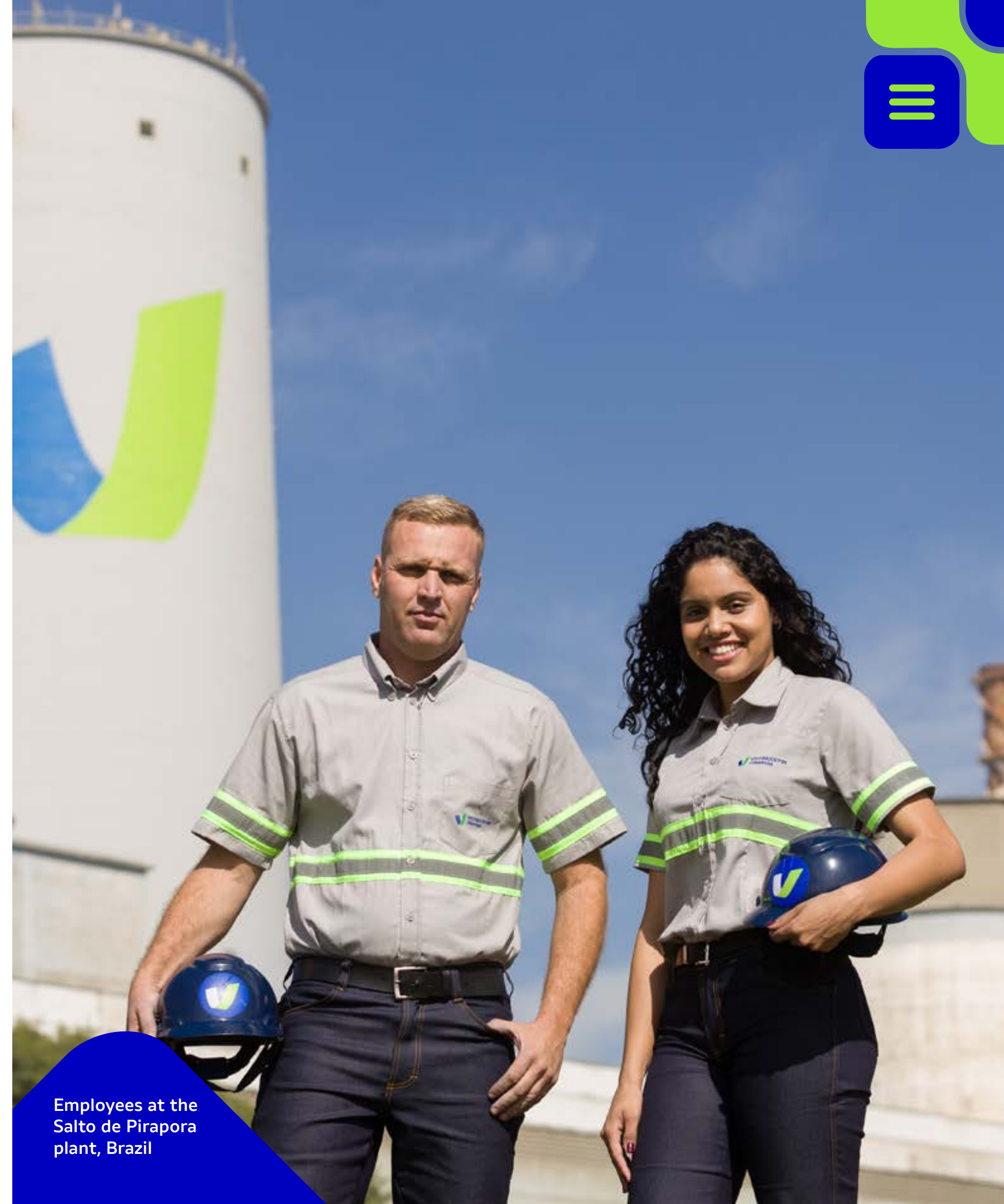
GRI 2-3, 2-5

This is Votorantim Cimentos' annual Integrated Report, which includes information on the company's environmental, social, governance and financial performance for the period between January 1 and December 31, 2023. In line with our commitment to transparency and accountability regarding our performance, this document details the strategies, goals, impacts, risks and opportunities of all our businesses, to provide our stakeholders with a better understanding of our activities, achievements and aspirations.

This report was prepared based on the guidelines of the International Integrated Reporting Council (IIRC), the Global Reporting Initiative (GRI) Standards, the Global Cement and Concrete Association (GCCA) guidelines and the Sustainability Accounting Standards Board (SASB) for the Building Materials industry. It also considers the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD) regarding climate risks and opportunities. The parameters defined by GRI and GCCA are directly related to the principles of the

United Nations (UN) Global Compact and Sustainable Development Goals (SDGs). The financial information includes the companies that are consolidated in our results and follows the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and the interpretations of the International Financial Reporting Interpretations Committee (IFRIC), as well as the guidelines issued by the Brazilian Accounting Pronouncements Committee (CPC, in Portuguese).

Non-financial information relating to environmental, social and governance (ESG) topics is based on corporate procedures and on applicable environmental and quality standards and certifications. Information pertaining to our business in Argentina, for which we hold a minority stake of 49%, is not included in the social and environmental indicators, since it is consolidated in the financial statements through the equity method. The financial statements related to the fiscal year ended on December 31, 2023 were audited by PwC and the non-financial information (ESG) was assured by Bureau Veritas.



Employees at the Salto de Pirapora plant, Brazil

Materiality

GRI 2-29, 3-1, 3-2

Materiality assessment is a critical step to prioritize the topics that are relevant to the company's sustainable management. At Votorantim Cimentos, we carry out this process every two years; the most recent assessment was done in 2022. The materiality process was based on the guidelines of GRI, the AA1000 standards (Accountability 1000) and the recommendations included in the S&P Global Corporate Sustainability Assessment (CSA) for the Dow Jones Sustainability Index

(DJSI). The assessment considered the concepts of double materiality (consideration of financial and non-financial impacts) and dynamic materiality (ongoing feedback from stakeholders and consideration of how current and future issues are or may become more relevant to the company).

The assessment also included a consultation with members of the company's management and stakeholders, such as employees,

customers, suppliers, community members, partners in social projects, financial markets and non-governmental organizations, who responded to online questionnaires made available in English, French, Portuguese, Spanish and Turkish. We received 352 responses from stakeholders and consulted 19 executives and, after prioritization by management, the information collected led to the identification of seven material topics, as detailed on the next page.

Phases of the Materiality Assessment



Material Topics

GRI 3-2, 3-3

The GRI and AA1000 (2015) Standards were the bases for the materiality assessment and stakeholder engagement. The process identified seven material topics that guided the content of this report.

Climate change

Air emissions


Responsible use of materials and circular economy

Ethics, integrity and transparency

Innovation and technology

Safety, health and well-being

Diversity and inclusion

 Click on the icons for more information



Stakeholders

GRI 2-29

Active engagement and continuous collaboration with the various participants of our value chain play a critical role in our organizational and sustainability strategies. The importance of these stakeholders goes beyond the construction of our reputation, effectively driving sustainability and encouraging innovation. They play a key role in strengthening our organizational resilience.

Through transparent communication and constant dialogue, we establish solid foundations for building lasting relationships, in full alignment with our ethics, corporate responsibility and sustainability values. Our proactive approach seeks to not only meet, but exceed our stakeholders' expectations, creating a business culture that is both sustainable and socially responsible.

We identify our stakeholders based on the analysis of the actual or potential economic, social and environmental impacts that our businesses may have on people, society and/or organizations. At the same time, we evaluate how their demands and perceptions can affect our activities. We are constantly working to improve our communication with our stakeholders, leveraging the value of social media as an effective channel in a world that is increasingly digital.

As part of our transformative journey, we have established ourselves as the company in the cement industry with the highest number of followers on LinkedIn, and our monthly newsletter has reached the mark of more than 300,000 subscribers. This underscores our commitment to transparent communication and our dedication to keeping stakeholders informed and engaged in our sustainability initiatives.



Employee at one of our plants in Canada

My Company

To further increase engagement and connection with our stakeholders, we launched the "My Company" tab on LinkedIn, providing our employees with more information about our culture and the opportunity to share relevant content about Votorantim Cimentos with their personal networks. This initiative helps strengthen the feeling of belonging and the pride that each team member has in being part of our organization, establishing solid connections with our Strategic House and ensuring consistent buy-in with Our VC Way at all levels of the company.

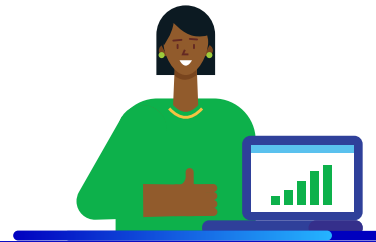


Active Engagement

Why do we engage?

How do we engage?

Shareholders



We actively engage with our shareholders and investors as a fundamental part of our corporate governance and business strategy. By engaging with them, we build trust, provide visibility into our operations and future strategies, and ensure that the interests of these groups are considered. Communication is continuous and also on demand, creating stable relationships, strengthening our reputation in the financial market and preserving the trust of shareholders and investors.

Board of Directors meetings, results conferences, reference form and Integrated Report.

Financial institutions



Continuous dialogue with financial institutions strengthens trust and transparency and creates favorable conditions for us to obtain financing. Engagement with institutions enables the alignment of our financial practices with ethical and sustainable standards, which are extremely important for our reputation in the financial market.

Financial reports, investor briefings, reference form and Integrated Report.

Communities



Our involvement with communities strengthens our corporate social responsibility, manages risks and drives local economic development. This engagement produces social innovation and collaboration and enables us to meet the expectations of these groups.

Public meetings and consultations, open-door/plant tour programs, community councils, community engagement support, complaint mechanisms, Ethics Line, websites, Integrated Report and social media.

Customers and consumers



Our interaction with customers and consumers aims to ensure satisfaction, loyalty and continuous adaptation to market needs. Constructive feedback resulting from this engagement leads to improvements in products and services. Engagement is essential to anticipate changes in the market, create value, promote a positive image and ensure the brand's long-term success.

Website, apps, social media, virtual store, loyalty programs, call center, customer service, TMS, Ethics Line, Integrated Report, NPS methodology, email marketing and events.

Employees and contractors



We actively engage with our employees and contractors to improve our work environment, promote safety, employee satisfaction and well-being, retain talent and increase productivity. Additionally, our open dialogue with our employees enables us to identify opportunities for continuous improvement and operational efficiency.

Workplace, ComVC, Psiu Bulletin Board, internal town halls, Compliance Day, coffee and tea with the CEO, discussions with the leadership team, performance evaluations, climate surveys, Ethics Line, intranet, Integrated Report and events.

Labor unions



Our relationship with labor unions is a fundamental element of our responsible approach to labor issues. This collaboration is important for creating a fair, equitable and productive work environment. Through our engagement, we guarantee proper working conditions, rights and benefits that meet the needs of our employees.

Negotiations, adherence, hearings, assemblies, positive dialogue meetings.

Why do we engage?

How do we engage?

Suppliers and partners



We prioritize engagement with suppliers and partners to strengthen transparency and the quality of services throughout the supply chain. By maintaining open and constructive communication, we align expectations, optimize processes and, at the same time, promote sustainable practices. Engagement with suppliers contributes to operational efficiency and reinforces corporate social responsibility, ensuring ethical standards and fair commercial practices across our entire network of partners.

Ongoing compliance, meetings, apps, websites, social media, email, Ariba Portal, events and Integrated Report.

Government agencies and regulatory bodies



Whenever interaction with government is necessary, we seek to contribute to economic growth and social well-being, ensuring compliance with industry standards and regulations, guaranteeing ethical and responsible operational practices, as well as active participation in the development of public policies related to the industry through sectoral entities and associations. This practice reflects our commitment to integrity, transparency and compliance.

Meetings, participation in governance bodies, regulatory filings, websites and Integrated Report.

Industry associations



By participating in industry associations, we contribute to the collaborative development of standards, regulations and innovations that benefit the entire production chain. Engagement with these associations provides a unified voice on relevant sector issues, ensuring representation and the defense of common interests. This reflects our commitment to collaboration and the continued advancement of our industry. This partnership enables the exchange of knowledge, experiences and relevant information within the industry.

Meetings, participation in governance bodies, websites, social media and Integrated Report.

Academia and research institutes



Collaboration with academic and research institutions enables the exchange of knowledge and experiences, driving innovation and the development of sustainable solutions in the industry. This association enables technological advances in the sector, driving the search for more efficient and ecologically responsible practices, aligned with the highest scientific and academic standards.

Meetings, websites, events, support for projects, social media, publications and Integrated Report.

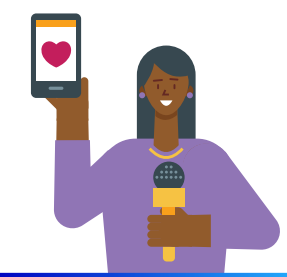
Social organizations



Engagement with social organizations is an integral part of our corporate social responsibility. This collaboration aims to strengthen sustainable initiatives, support responsible social and environmental action, and contribute to the development of the communities where we operate. Through strategic partnerships, we create positive and lasting social impact.

Meetings, participation in governance bodies, volunteer programs, websites, social media and Integrated Report.

Influencers and media



In our quest to amplify our message, help the public understand our activities and build a positive reputation, we cultivate strong relationships with influencers and media outlets. Our active engagement enables us to reach different audiences in an authentic and effective way. Furthermore, collaboration with the press facilitates accurate and balanced disclosure of information about our initiatives, contributing to transparent and constructive communication.

Meetings, press releases, websites, industry publications, events, interviews, social media and Integrated Report.

Creating Value Amid Global Challenges

GRI 2-22

The year 2023 was marked by a synchronized slowdown in global economic activity after a strong hike in interest rates across the world that, together with continuous geopolitical tension, created market uncertainty and social disruption at a global level. The world also endured extreme weather events, such as heat waves, fires and floods, which added to the challenges faced by the society. Despite this turbulent economic, social and environmental situation, Votorantim Cimentos once again demonstrated its resilience by delivering record financial and sustainability results.

The strategic guidelines provided by the Board of Directors played a key role in this achievement. The consolidation of our acquisitions in Europe and North America, our investments in competitiveness in Brazil and the accelerated growth of new businesses all contributed to our results and reflect the soundness of our capital allocation decisions over the past few years.

We also strengthened our decarbonization efforts across all regions, maximizing value creation through traditional and innovative initiatives to further reduce our carbon footprint. This transformation journey is fully aligned with our mandate to position Votorantim Cimentos as a building materials and sustainable solutions company.

In this context, our governance structure was reinforced to support this agenda. During 2023, the Sustainability and Innovation Committee firmly established its role to support the Board of Directors in managing and monitoring environmental, social and governance (ESG) risks and opportunities.

We believe we are on the right path to creating an increasingly stronger Votorantim Cimentos. We will continue to look to the future, with safety, health and ethics as non-negotiable values, as we anticipate and adapt to the needs of society.



“Despite global turmoil and environmental challenges, Votorantim Cimentos remains firm, strengthened by its resilience, strategic vision and a strong commitment to sustainability. Our unparalleled success is proof of our dedication to innovation, responsible governance, and a sustainable future for all”.

Luiz Pretti,
Chairman of the Board of Directors, Votorantim Cimentos

Sustaining Growth and Record Financial Results

GRI 2-22

In 2023, Votorantim Cimentos had its best financial performance in its 87-year history. We ended the year with R\$26.7 billion in net revenue, up 3% compared to the previous year, and adjusted EBITDA of R\$5.8 billion, a jump of 18% compared to 2022, demonstrating our capacity to leverage operating results. This continuous improvement resulted from a combination of factors, including the balanced geographic exposure of our portfolio, the growth of new businesses through attractive, sustainable solutions, and the implementation of a robust competitiveness and decarbonization plan.

As a relevant producer of the world's second-most used material, after water, we are well-positioned to take advantage of long-term trends in urbanization, housing and infrastructure, addressing the everyday needs of our society. A unique combination of strength, durability, safety, resilience and affordability helps explain why cement and concrete remain essential and irreplaceable.

We are also committed to being part of the solution by fostering the circular economy, as we use waste and by-products from other industrial processes as alternative fuels and raw materials for the cement production process.

That is why sustainability is one of the drivers of our strategy, and our decarbonization journey includes ambitious commitments based on the Science Based Target initiative (SBTi). In 2023, we reduced our CO2 emissions by 4% compared to 2022, ending the year with 556 kg of CO2 per tonne of cementitious material. Our positive performance is primarily due to the increase in thermal substitution in our plants through the co-processing of biomass and other types of by-products, and the reduction of our clinker factor by using alternative materials. These results are aligned with our effort to transition to a low-carbon economy and our goal of producing net-zero concrete by 2050.



"Recognizing the essential role of our products and services, we are reinforcing our competitive position in a sustainable manner through a robust investment plan, in line with our 2030 Strategy and Our VC Way".

Osvaldo Ayres Filho,
Global CEO, Votorantim Cimentos

3. A MESSAGE FROM THE CEO

During 2023, we invested R\$2.4 billion, an increase of 19% from 2022, as we accelerated initiatives on competitiveness, decarbonization and new business development. Some of the results from these investments are already reflected in our 2023 figures, and we aim to see an acceleration in the next few years. As we look ahead, our multi-year investment program continues to be focused on strengthening our cement operations and expanding our addressable markets through new businesses.

In Brazil, we expect that our approximately R\$5 billion investment plan will strengthen our market position and competitiveness in a structural way across our operations all over the country in the next five years. As these projects mature, we estimate a growth of up to 50% in our results over the next five years, as a result of an increase in cement capacity and the acceleration of new revenue streams. It will also drive a step change in our competitive position, thanks to initiatives including structural industrial investments and process levers, and increased use of renewable energy and innovative solutions and technologies in our operations.

At the same time, our international operations continue to play a significant part within Votorantim Cimentos, accounting for more than half of our 2023 results. While there are more synergies to be captured from our

acquisitions in North America and Spain, our investment program in these regions is also focused on growth, decarbonization and competitiveness. Our plan includes the development of new markets in the United States and several initiatives to increase the utilization of alternative fuels and raw materials that are expected to strengthen our efficiency and competitive position. Importantly, this expanded footprint provides us with new organic and inorganic growth options.

Overall, our investment plan provides an attractive combination of brownfield capacity expansions, which require less capital in markets in which we are already well positioned, and cost reduction investments, which are less dependent on exogenous factors.

Despite our ambitious investment program, our financial position and capital structure have never been so solid. Our financial leverage ratio closed the year at 1.28x net debt/EBITDA, and we continue to have a robust liquidity position and well-balanced debt maturity profile. Votorantim Cimentos is rated as investment grade by all major global credit rating agencies, reflecting our solid business position in all markets where we operate, and our geographical and business diversification.

In line with our sustainable growth strategy, we were the first Brazilian company in the cement industry to sign a financing agreement with the International Finance Corporation (IFC), a member of the World Bank Group. The US\$150 million agreement is another step in our decarbonization journey and will be allocated for a modernization project in one of our plants in Brazil, aiming to increase our co-processing capacity to reduce CO2 emissions and support the circular economy.

Beyond achieving positive results, our emphasis lies in sustaining a robust and living culture. We prioritize ongoing investments in employee growth and development and upholding our core values. Our exceptional team forms the backbone of our success, ensuring the long-term sustained growth of our business and the achievement of the goals set by our strategic mandate.

We keep counting on our entire global team to continue prioritizing safety, being ethical and respectful, working together with excellence and thriving with courage to transform. This is Our VC Way and how we will be increasingly prepared to build a better future for current and future generations.

Let's keep evolving safely!

Oswaldo Ayres Filho,
Global CEO, Votorantim Cimentos

In May 2023, Marcelo Castelli resigned from his position as global CEO to become a member of our Board of Directors. We are grateful for the positive impact made by Castelli, particularly during his last four years as CEO of Votorantim Cimentos, and we are sure that he will continue to contribute to our journey of sustainable growth as a member of our Board.

4.



Votorantim Cimentos

Building Materials and
Sustainable Solutions

Operations and Activities
Around the World

Employee in the
Málaga plant, Spain

Building Materials and Sustainable Solutions

GRI 2-1, 2-6

We are a building materials and sustainable solutions company. Our first plant was inaugurated in 1936 in the city of Votorantim, in the state of São Paulo, Brazil. In 2001, we started our international expansion and entered the North American market. In 2007, we began expanding in South America. And since 2012, we have been present in Europe, Asia and Africa.

As one of the largest private cement companies in the world, with more than 80 years of experience in successfully executing greenfield projects, strategic M&A transactions and the turnaround of acquired assets, we are present in 11 countries and occupy a relevant position in our core markets. We have an installed cement capacity of 57.3 million tonnes per year and a team of 13,583 direct employees.

Over the years, we have developed our business into one of the most vertically-integrated operations in the construction

industry, including cement, concrete, aggregates, mortar, plasticizers, additives, grouts, finishing materials and agricultural solutions, as well as complete waste management and logistics services.

Our business model is primarily business to business (B2B). We serve the private and public sectors, pursuing sustainable growth and continued competitiveness through the development of innovative solutions and the implementation of initiatives that seek to generate a positive and mutually-beneficial impact on the company and society.

We are 100% controlled by Votorantim S.A., a holding company that manages and invests in building materials, financial services, aluminum, renewable energy, mining and metallurgy, orange juice, infrastructure, long steel, real estate, financial investments, environmental management and energy transition.



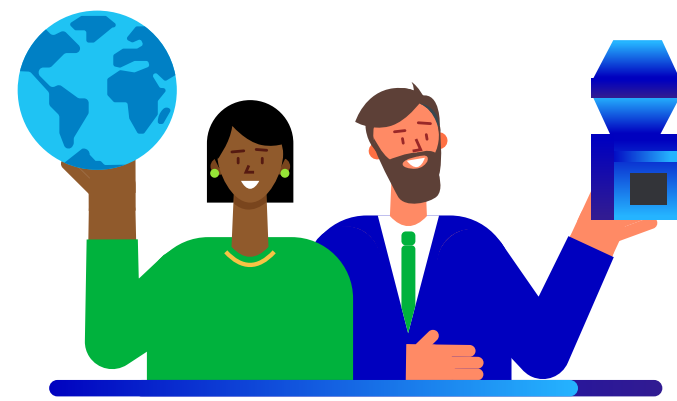
Employee at the Alconera plant, Spain

Operations and Activities Around the World

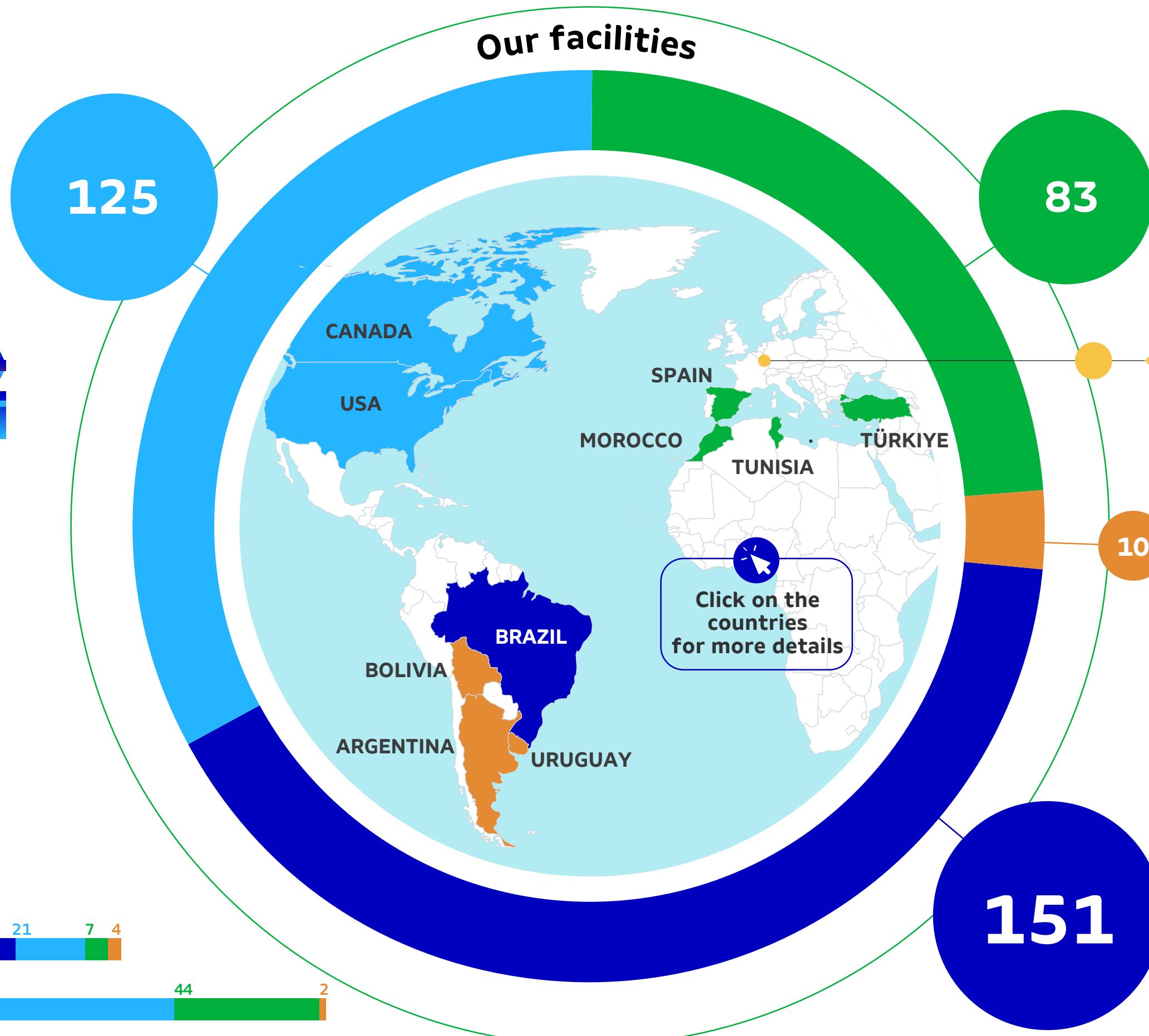
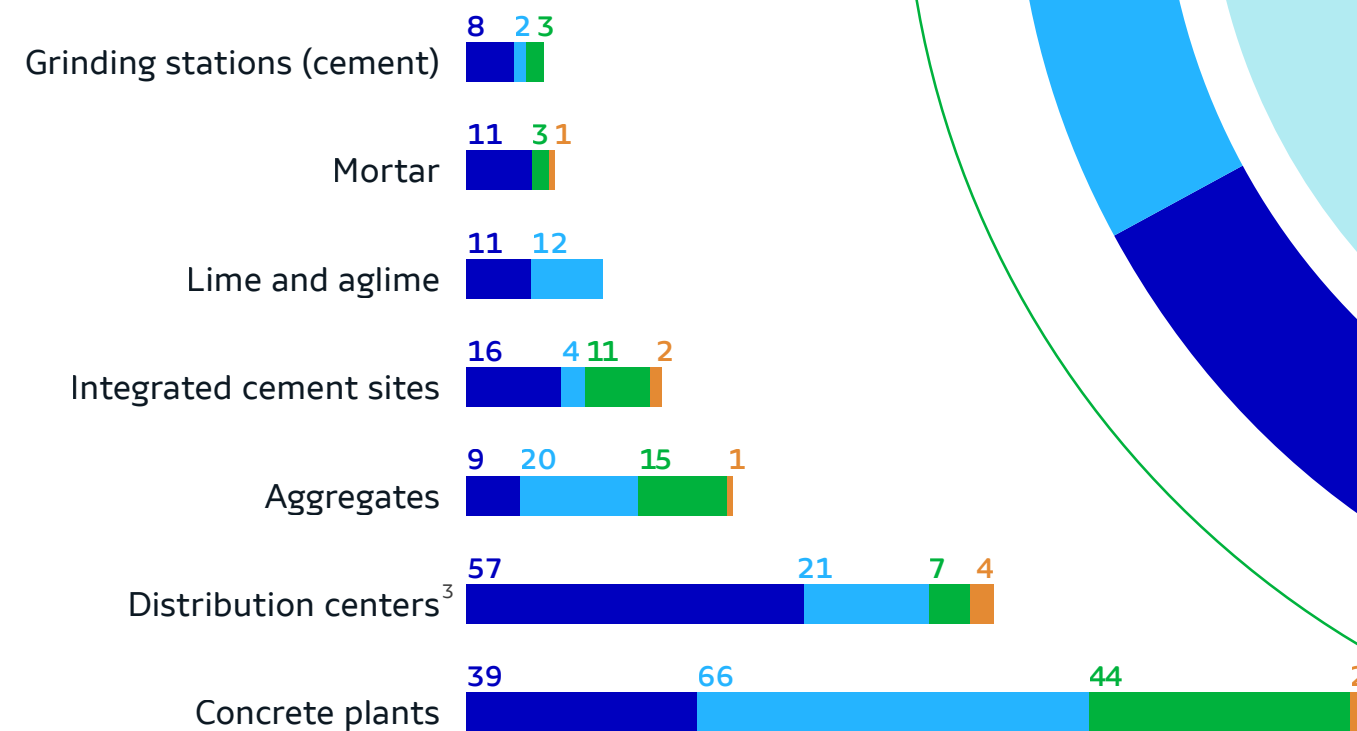
GRI 2-1

Votorantim Cimentos brands

Votorantim Cimentos North America (VCNA¹)



Our facilities



Click on the countries for more details

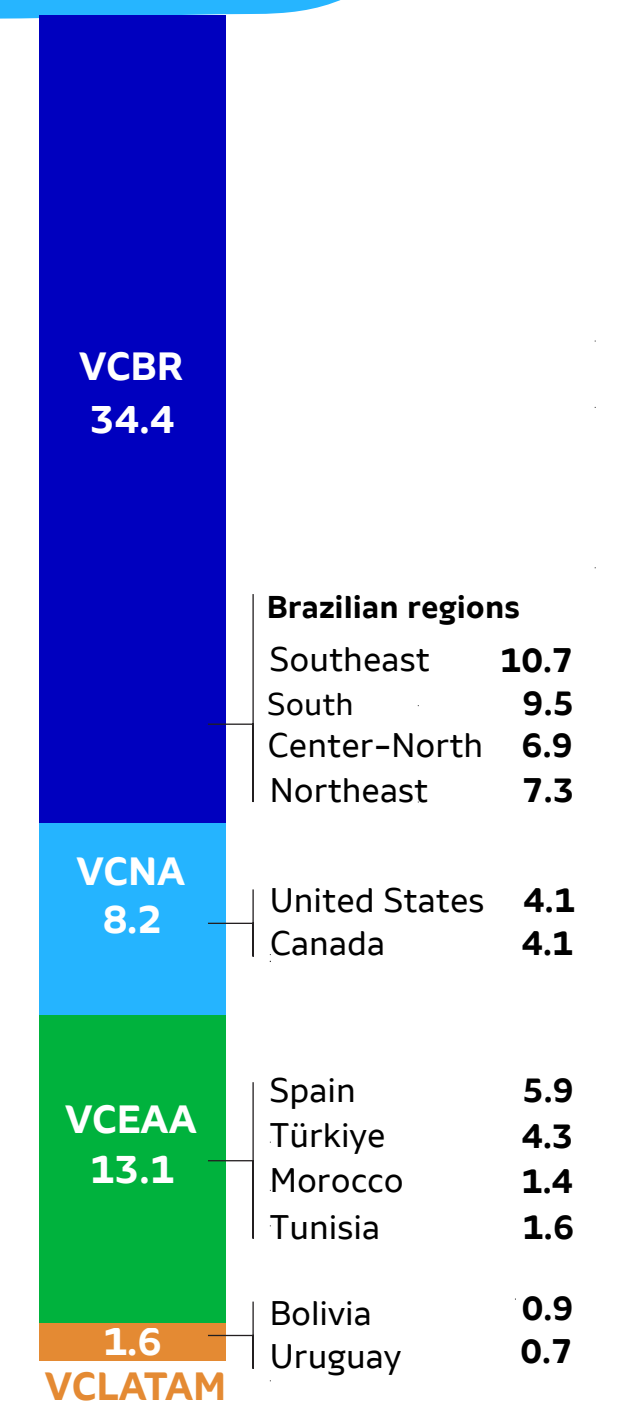
Installed cement capacity
In million tonnes
Total **57.3**

Votorantim Cimentos Europe, Asia and Africa (VCEAA¹)

Votorantim Cimentos International (VCI¹) - Luxembourg

Votorantim Cimentos Latin America (VCLATAM^{1,2})

Votorantim Cimentos Brazil (VCBR¹)



¹This total considers active fixed operations in 2023. The co-processing facilities are integrated with, and accounted for, in cement sites. Sites that operate seasonally are also considered in the total number, as long as they are available for use throughout the year.
²Includes figures for Bolivia and Uruguay only, since we hold a minority stake in our business in Argentina.
³Distribution Centers considers only stand-alone sites, that is, those that are not attached to a plant.

4. VOTORANTIM CIMENTOS

Votorantim Cimentos Brazil (VCBR)

Key Co-processing Cement Grinding Mortar Lime and aglime Concrete Aggregates Distribution centers

ALAGOAS (2)	Arapiraca								1
	Maceió								1
AMAPÁ (1)	Macapá								1
AMAZONAS (1)	Manaus								1
BAHIA (5)	Camaçari			1					
	Feira de Santana								1
	Itabuna								1
	Luís Eduardo Magalhães								1
	Salvador							1	
CEARÁ (7)	Caucaia		1	1					
	Crateús								1
	Fortaleza							1	1
	Juazeiro do Norte								1
	Sobral		✓	1					
	DISTRITO FEDERAL (4)	Brasília							1
Sobradinho			✓	1	1	1			
GOIÁS (3)	Edealina		✓	1					
	Goiânia							1	1
MARANHÃO (2)	Imperatriz								1
	São Luís				1				
MATO GROSSO (4)	Cuiabá		✓	1	1				
	Nobres		✓	1			1		
MATO GROSSO DO SUL (3)	Campo Grande								1
	Corumbá		✓	1					1
MINAS GERAIS (10)	Itaú de Minas		✓	1	1	2			1
	Pouso Alegre								1
	Três Corações								1
	Uberaba								1
	Uberlândia								1
		Uberlândia							1
PARÁ (4)	Ananindeua				1				1
	Primavera		✓	1					
	Santarém								1
		Santarém							1
PARANÁ (14)	Cascavel								1
	Colombo							1	
	Curitiba							1	
	Guarapuava								1

PARANÁ (14)	Londrina							1	1	
	Maringá							1	1	
	Ponta Grossa								1	
	Quatro Barras								1	
	Rio Branco do Sul		✓	1	1	1		1		
PERNAMBUCO (3)	Caruaru								1	
	Paulista				1					
	Petrolina								1	
	Teresina								1	
PIAUÍ (1)	Teresina							1		
RIO DE JANEIRO (6)	Cantagalo		✓	1						
	Rio de Janeiro							1	1	
	São Gonçalo								1	
	Santa Cruz ¹					1				
	Volta Redonda								1	
	Caxias do Sul								1	
	Canoas								1	
	Esteio					1	1		1	
RIO GRANDE DO SUL (8)	Passo Fundo								1	
	Pinheiro Machado							1		
	Sapucaia do Sul							1		
	Porto Velho					1				
	SANTA CATARINA (14)	Blumenau								1
Chapecó									1	
Criciúma								1	1	
Campos Novos									1	
Florianópolis								1	1	
Imbituba							1			
Itajaí							1		1	
Joinville								1	1	
São José								1		
Vidal Ramos								1		
SÃO PAULO (38)		Americana							1	
		Araçariquama								1
		Araçatuba								1
		Araraquara							1	1
	Assis							1		
		Assis						1		

SÃO PAULO (38)	Atibaia								1					
	Barueri							1						
	Bauru								1					
	Botucatu								1					
	Buri								1					
	Cajamar								1					
	Campinas								1					
	Cotia								1					
	Cubatão								1					
	Diadema								1					
	Embu das Artes								1					
	Guarulhos								1					
	Itapecerica da Serra								1					
	Itapeva								1					
	Itapetininga								1					
	Itaquaquecetuba								1					
	Itu								1					
	Jundiaí								1					
	Limeira								1					
	Lins								1					
	Osasco								1					
	Ourinhos								1					
	Ponte Alta								1					
	Porto Ferreira								1					
	Ribeirão Preto								1					
	Regente Feijó								1					
	Salto de Pirapora								1					
	Santa Isabel								1					
Santo André								1						
São José do Rio Preto								1						
São José dos Campos								1						
São Paulo								3						
Sorocaba								1						
Votorantim								1						
SERGIPE (1)	Laranjeiras							1						
	Laranjeiras							1						
TOCANTINS (3)	Xambioá							1	1					
	Xambioá							1	1					
TOTAL (151)	Brasil							16	8	11	11	39	9	57

5.



2023 Highlights

Employee from one of
our plants in Canada



FINANCIAL CAPITAL

R\$26.7 billion
net revenue

R\$5.8 billion
adjusted EBITDA

R\$2.6 billion
net profit

1.28x
leverage

US\$150 million
raised through sustainability-linked financing with IFC

R\$500 million raised through an
ESG debenture



MANUFACTURED CAPITAL

R\$2.4 billion in Capex investments

37.0 million tonnes of cement sold

26.6 million tonnes of aggregates sold

9.0 million cubic meters of concrete sold

1.8 million tonnes of mortar sold

Integration of the acquired Heidelberg
Materials operation, in Málaga (Spain)

Inauguration of our cement grinding
and shipping facilities in Uruguay

Expansion of concrete operations: acquisition
of a 50% stake in Grundy, Illinois (USA), and of 100%
of the assets of Best Concrete & Supply (USA)



NATURAL CAPITAL

556 kg of net CO2 emissions per
tonne of cementitious materials

27.1% reduction in CO2
emissions compared to 1990

72.8% clinker/cement factor

30.9% thermal substitution rate

35.1% renewable energy

Inauguration of Ventos do Piauí wind farm in
Brazil

Participation in the construction of a
solar plant in Brazil to be inaugurated in 2026



INTELLECTUAL CAPITAL

More than **30** innovation projects

4 innovation territories:

Competitiveness and Efficiency; Decarbonization; Sales Ecosystem; New Products, Services and Businesses

Technological Radar: Research and Development

Industry 4.0 and artificial intelligence: development and implementation

Carbon Capture: Pilot project in Spain

Hydrogen technology: implementation in North America and Brazil



SOCIAL CAPITAL

R\$19.8 million in external social investments

235 sites with engagement plans

10.4% employees engaged in volunteering

509 initiatives sponsored

53.8% of purchases from local suppliers

1st Meeting of Traditional Communities in Brazil



HUMAN CAPITAL

22.8% of leadership positions occupied by women

+300,000 hours devoted to training, development and education

1,715 recognitions for embracing Our Way of Being, Working and Thriving

Mentorship for Black women

New Code of Conduct

6.



Sustainability and Strategy

Our Strategy

Evolving Towards a Sustainable World

Decarbonization Journey

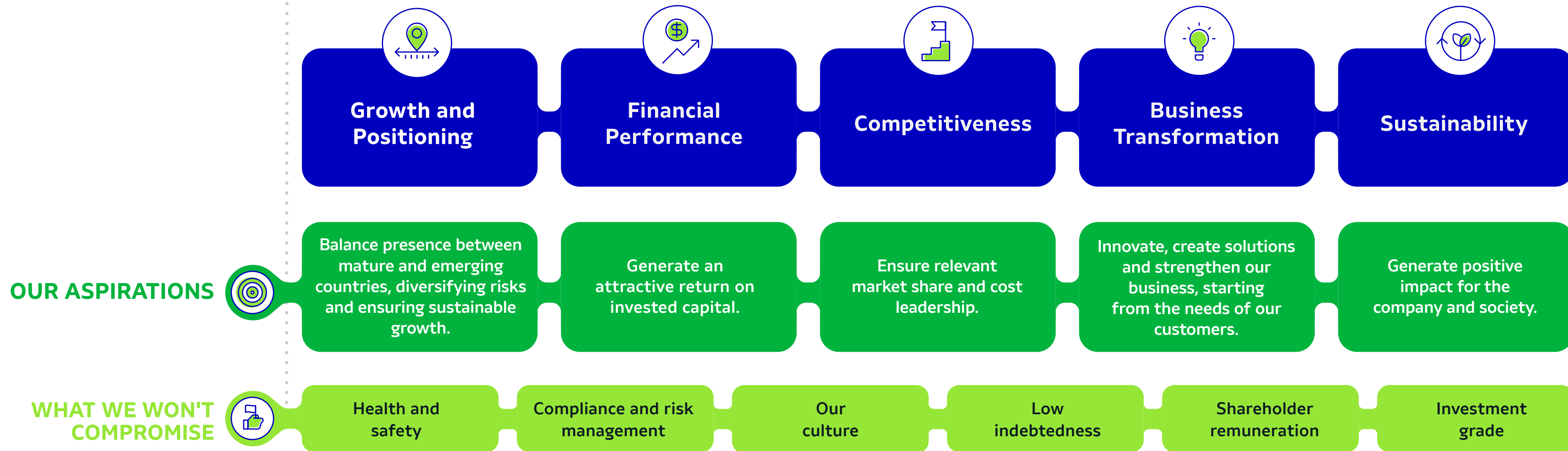
ESG Ratings

Employee in our
Corporate Office in
São Paulo, Brazil

Our Strategy

We are a building materials and sustainable solutions company.

We seek sustainable growth and continuous competitiveness through solutions and initiatives that aim to generate a positive impact for the company and society.



Evolving is Our VC Way

As part of a dynamic world, we are in a continuous process of transformation. Following the launch of our 2030 Strategic House, we identified the need to revise our culture, recognizing that it is the basis for the construction and execution of our strategy and reflects the way through which we will achieve our goals. Our VC Way honors the essence of what has brought Votorantim Cimentos to this point, while also modernizing its principles to face the new challenges that lie ahead.

In 2022, our cultural journey culminated in the introduction of the new Votorantim Cimentos branding. Our new brand identity was presented to the world through a new logo that symbolizes the diversity of our people, products and businesses, combining tradition, innovation and a vision of the future, as well as the unification of our subsidiary logos reflecting both our local focus and our global presence. Due to the size and complexity of our business, we have established an agenda to roll out our new branding throughout 2023 and 2024.

Recognition for Embracing our VC Way

As part of a continuous process to strengthen and solidify our organizational culture, in 2023 we launched, in Brazil, an app to recognize positive attitudes aligned with the principles established by Our VC Way.

During the year, more than 1,700 recognitions were presented or received and, in a ceremony held at the end of the year, we awarded a trophy to those with the highest scores in each of the principles.

We believe that this practice reinforces the behaviors encouraged by our culture and helps create a more welcoming and inclusive environment for everyone.

Our Principles

Our Way OF BEING
ethical and respectful



SAFETY AND HEALTH
ETHICS AND DIVERSITY
OPEN DIALOGUE

Our Way OF WORKING
together, with excellence



CUSTOMER FOCUS
SIMPLICITY AND TRUST
ACT WITH OWNERSHIP

Our Way OF THRIVING
with courage to transform



LEARN AND EVOLVE
LASTING RESULTS
SUSTAINABLE LEGACY

Evolving Towards a Sustainable World

As the leading building materials company in Brazil and one of the most influential companies in the world, we recognize our responsibility in creating a better future. Therefore, we continuously work with safety, ethics, integrity and excellence to make our industry increasingly sustainable. At the same time, we are committed to adapting and modernizing to meet society's current and future needs. We invest in innovative solutions that not only meet the growing demand for environmentally responsible practices, but also open up new opportunities for development and continuous improvement.

Our 2030 Sustainability Commitments are aligned with the United Nations (UN) Sustainable Development Goals (SDGs) and include targets in seven pillars. We continuously monitor the evolution of our commitments, as detailed on page 93.

We believe that sustainability is a continuous journey of improvement—a process in which each of us plays a key role. Driven by this conviction, in October 2023, we launched our global campaign “Evolving towards a sustainable world”, with the purpose of demonstrating how sustainability is part of everything we do. The campaign was promoted globally through our internal and external social media platforms. Additionally, to increase visibility, specific initiatives were carried out in each of the regions where we operate.

In Brazil, we kicked off this initiative at the 8th Brazilian Cement Congress (organized by the Brazilian Portland Cement Association). The main topics discussed at the event were related to sustainability in the industry, and we used the opportunity to show participants how we work to be part of the solution. Our booth, for example, was built entirely from reusable materials. Álvaro Lorenz, our global officer of Sustainability, Institutional Relations, Product Development and Engineering, gave a talk on the circular economy and decarbonization: “Votorantim Cimentos’ journey towards a sustainable world.”

In parallel, in the Europe, Asia and Africa region, we launched the DoGood app, which encourages employees to adopt sustainable habits. Through this app, they can share sustainable measures they incorporate into their daily routines. The app also proposes weekly challenges to subscribers, who can win prizes based on their final scores, encouraging continued engagement.

In North America, we developed an educational case study as part of the campaign, explaining the benefits of Portland Limestone Cement (PLC), which now accounts for approximately 50% of our cement production. The case study includes information on how PLC has enabled us to reduce the amount of CO2 emissions generated through its production and use, and how the product has paved the way for the next generation of blended cements that will enable the industry to reach its ambition to produce carbon-neutral concrete by 2050.

Pillars of our 2030 Commitments



Decarbonization Journey

GRI 3-3, 201, 305 SASB EM-CM 110a.2

Climate change is the combination of long-term changes in our planet's weather patterns. These transformations are primarily driven by a rise in the Earth's temperature caused by the emission of greenhouse gases, such as carbon dioxide (CO₂), resulting from human activity. The negative effects of climate change are already being felt in the form of the increased frequency of extreme weather events, which are affecting livelihoods, resource availability, food security, water supply and human health. The climate crisis is also an economic and social crisis.

Global temperature has already increased by 1.1°C in the last decade compared to pre-industrial levels, and could exceed 4°C under scenarios described in the latest Intergovernmental Panel on Climate Change (IPCC) [report](#). Tackling climate change is a responsibility we all share and must be at the center of both political and business discussions and decisions.

The cement industry is responsible for 7% of global CO₂ emissions, according to the [International Energy Agency](#). These emissions are inherent to the cement manufacturing process and are generated in the clinker production stage, when limestone is calcined in the kiln to form calcium oxide (CaO), which is then combined with other materials. We are committed to the present and future and acknowledge the importance of our decarbonization journey in facilitating

a successful transition to a more sustainable and climate-resilient world.

As we reflect on our decarbonization trajectory, the central question that guides us is: "What kind of future do we want to create?" We are committed to driving continuous and effective progress, as we work to decarbonize our operations and the entire value chain. To fulfill this ambition, we have set a CO₂ emissions reduction target endorsed by the Science Based Target initiative (SBTi). This commitment to science confirms our alignment with the overarching goal of the Paris Agreement to hold the increase in the global average temperature to well below 2°C in relation to pre-industrial levels, making every effort to limit the increase to 1.5°C.

We are working together with our industry to reduce emissions and address climate change by executing several initiatives simultaneously, including increasing the use of alternative fuels; investing in product innovations with lower clinker content; studying carbon capture technologies; driving energy efficiency improvements; supporting the circular economy; and participating in the construction of energy-efficient buildings. Taking a multifaceted approach is the only way to reduce our environmental footprint and propelling the industry forward towards carbon-neutral concrete.



Alconera cement plant, Spain



Employees at one of our plants in Canada

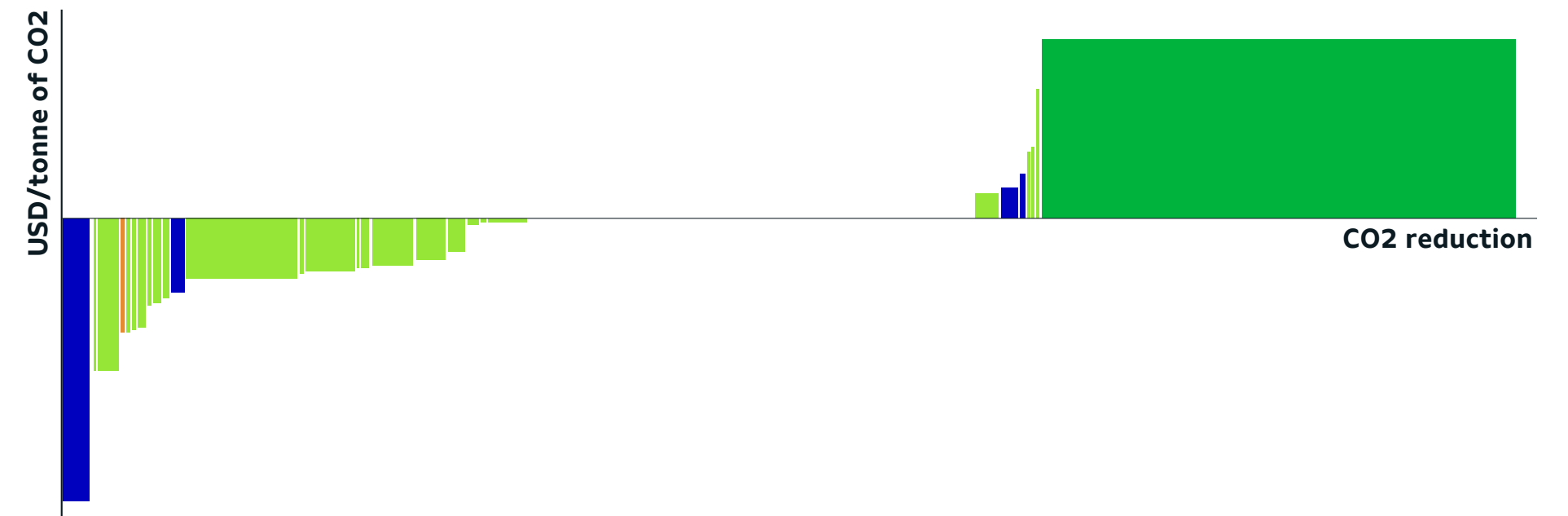
CO2 Roadmap

Our investments are aligned with our decarbonization strategy. In some of the countries where we operate, such as Argentina, Canada and Spain, there are already carbon pricing mechanisms in place. In others, there has been progress regarding regulation, particularly following the introduction of the Carbon Border Adjustment Mechanism, which imposes a carbon tariff on products imported into the European Union. As a result, our strategic planning processes include an internal carbon price to assess the financial attractiveness of projects, even in countries where carbon is not yet fully regulated.

In 2023, we updated our Marginal Abatement Cost Curve (MACC). By ranking our decarbonization initiatives based on cost-effectiveness, we can visualize the price of CO2 per tonne of carbon avoided, enabling us to evaluate the financial attractiveness and potential CO2 reduction of each project at the same time. More than 40 decarbonization initiatives were evaluated during the year. The company plans to invest more than R\$4 billion in potential decarbonization projects over the next five years, including the development of new carbon capture and storage (CCS) technologies.

MACC Curve

● Fossil fuel substitution ● Cementitious materials ● Thermal consumption ● CCS





"The most competitive and sustainable companies will be those with the lowest greenhouse gas emissions. In all countries where we operate, we are committed to a decarbonization pathway in line with our goal of producing carbon-neutral concrete by 2050."

Álvaro Lorenz, global officer of Sustainability, Institutional Relations, Product Development and Engineering

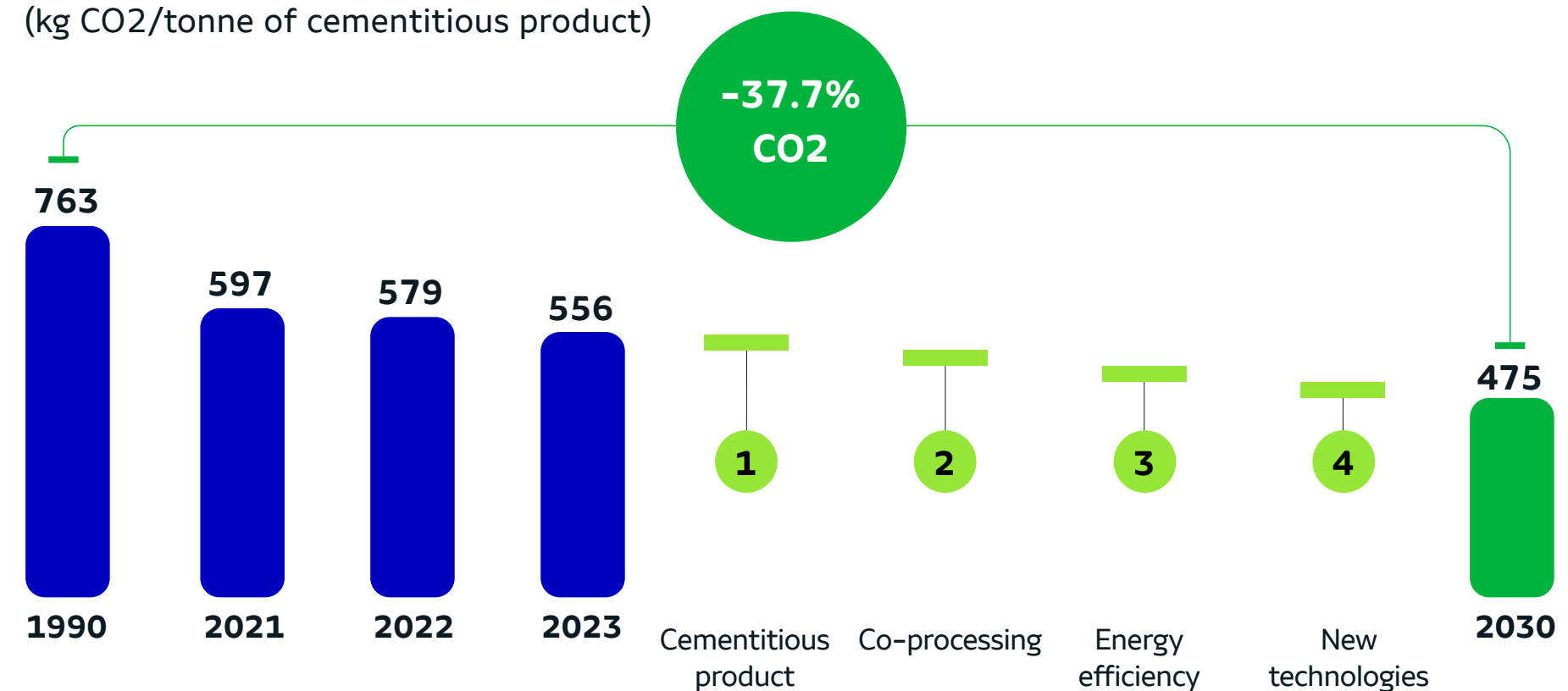
CO2 Emissions Reduction

In 2023, We reduced our net CO2 emissions by 4%, from 579 kg of CO2/tonne of cementitious material in 2022 to 556 kg of CO2/tonne of cementitious material in 2023. This achievement resulted from a combination of factors, particularly the increase in the co-processing of different types of wastes and the reduction of our clinker factor within our operations.

To guide our climate transition strategy, we developed a decarbonization roadmap based on four priority pillar, as illustrated below:

CO2 net emissions

(kg CO2/tonne of cementitious product)



1. CO-PROCESSING

Substitution of fossil fuels used in cement kilns with other materials, especially biomass and various types of waste and by-products.

2. CEMENTITIOUS MATERIALS

Substitution of clinker with by-products from other industries (e.g. blast-furnace slag and fly ash) and other cementitious materials (e.g. calcined clay and natural pozzolans).

3. ENERGY EFFICIENCY

Optimization of the production process, use of renewable energy sources and investment in equipment technology.

4. NEW TECHNOLOGIES

Use of innovative processes and new materials, dematerialization of the value chain, carbon capture, and storage, and partnerships with various entities.

Carbon-neutral Concrete

Concrete is an integral part of society’s evolution. It is an essential material that drives sustainable development and meets the needs for housing, sanitation, quality of life and infrastructure resulting from population growth and accelerated urbanization.

Concrete is the second-most consumed resource in the world, after water. Its use is primarily driven by its unique characteristics, including versatility, availability, affordability and durability. In the context of climate change, concrete becomes even more important in ensuring climate resilience and adaptation for its significant resistance to fires, severe weather and floods, for example.

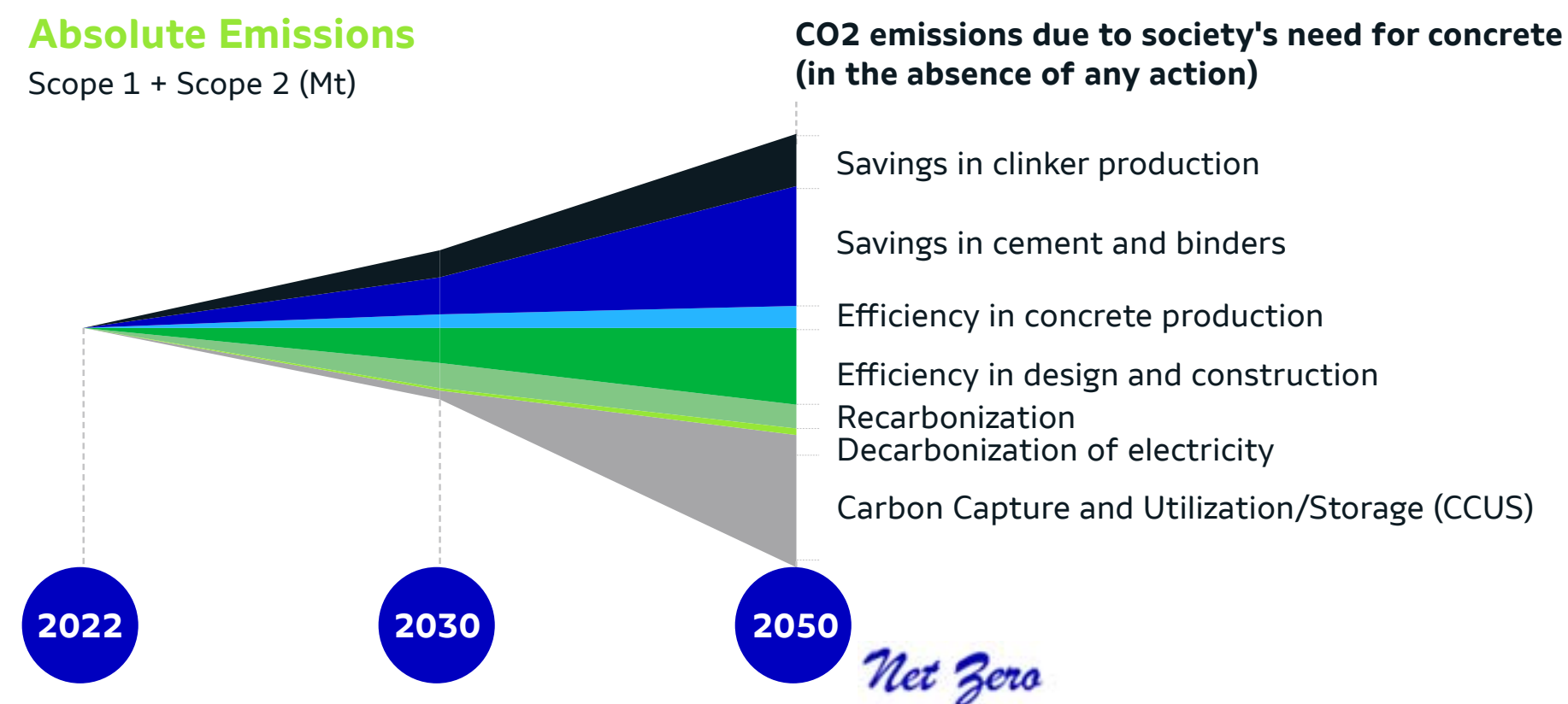
We are one of the founding members of the Global Cement and Concrete Association (GCCA). For us, achieving carbon neutrality involves reducing direct emissions from the production of clinker and cement; increasing the efficiency of concrete production, design and use; decarbonizing electricity; driving recarbonation; and enabling carbon capture and storage.

In 2023, we participated in the GCCA conference held in Zurich, Switzerland. The event brought together 180 participants

to discuss the critical role of the cement industry in building a sustainable world with concrete, and the sector’s journey towards climate neutrality. Throughout the year, we also supported the National Cement Industry Union, the Brazilian Portland Cement Association, the Brazilian Concrete Institute and other companies in our sector in the development of a specific roadmap for the Brazilian industry. This study was presented at the 8th Brazilian Portland Cement Congress, in November.

Similarly, we advanced our alliances to develop sustainability roadmaps in other countries where we operate. In the United States, we

led and participated in working groups focused on supporting the implementation of key elements of the Carbon Neutrality Roadmap launched by the Portland Cement Association in 2021. In addition, in May 2023, the Cement Association of Canada (CAC) launched the Concrete Zero Action Plan, an initiative we support and participate in implementing alongside our CAC co-members and other cement and concrete value chain partners. We are also part of the Inter-American Cement Federation and participate in the Spanish Cement Association, through which several initiatives to drive decarbonization in Latin American, Caribbean and Spanish have been implemented.







“We remain firm in the decarbonization of our production and the entire value chain, in support of our goal of producing carbon neutral concrete by 2050. This is the purpose that moves us and what guides our sustainability strategy in the short, medium and long term”.

Jorge Wagner, CEO for the North America region

ESG Ratings

Our evaluation by ESG risk assessment agencies continued to improve, reflecting our progress with regard to our sustainability practices. The results of these assessments are extremely important to direct our ESG efforts across our activities and value chain.



A	21.9	TOP RATED	A
			
MSCI ESG¹	Sustainalytics	Sustainalytics Recognition²	CDP
<p>In 2023, we improved our MSCI ESG Rating, which identifies environmental, social and governance risks and opportunities, to an A.</p> <p>https://www.msci.com/</p>	<p>In May 2023, Votorantim Cimentos received an ESG Risk Rating of 21.9 and was assessed by Morningstar Sustainalytics to be at medium risk of experiencing material financial impacts from ESG factors.</p> <p>https://www.sustainalytics.com/</p>	<p>Votorantim Cimentos was recognized by Morningstar Sustainalytics as an ESG Industry Top Rated company that strongly outperformed in its industry within the Morningstar Sustainalytics comprehensive ratings universe.</p> <p>https://www.sustainalytics.com/</p>	<p>Votorantim Cimentos received an A score from CDP for its climate performance of 2023. This score placed us on the A List for the first time, positioning us as the top company in the cement sector in Brazil and among the best cement producers globally.</p> <p>https://www.cdp.net/en/</p>

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7.

Corporate Governance

Improved Practices
Ethics and Integrity
Risk Management
Cybersecurity

Employee from our
North American
regional headquarters
in Ontario, Canada

Improved Practices

We have a non-negotiable commitment to conducting our activities in an ethical manner and in accordance with regulations in force in each country where we operate. At Votorantim Cimentos, there is only one way of doing things: the right way. Ensuring compliance means doing the right thing even when no one is looking and choosing the right path even when it is longer and more difficult. Acting according to established rules, with integrity and responsibility in all relationships is expected from all employees. These behaviors are aligned with Our VC Way, a guiding framework for our governance efforts.

In 2023, we continued to improve our practices. In addition to kicking off the meetings of our Sustainability and Innovation Committee, created in 2022, we carefully revised the structure of our advisory committees, increasing the number of members in our Organization, Compensation and People Committee and reviewing the composition of other committees to add external members and relocate existing ones. These changes were made as a strategic response to the transformation of our business and were guided by our ongoing commitment to excellence, as a way of incorporating new skills, strengthening diversity of perspective and experience, ensuring continuous evolution and anticipating new demands and future challenges.

Board of Directors

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-18

Our highest governance body is our Board of Directors. It has seven members, three of whom are independent (including the chairman), and none of them hold an executive position in the company. All candidates are screened before being elected to serve a single two-year term. The main responsibilities of the Board are to identify and monitor strategic issues and to establish guidelines and policies, aiming to ensure agility and efficiency in the decision-making process. In other words, the Board both proposes initiatives and oversees their implementation. Our global CEO is responsible for the execution of these tasks and for managing their economic, environmental and social impacts, with support from Sustainability, Government Relations, Legal and Corporate Governance, Risk and Compliance, Internal Audit and our Ethics Line. Starting in 2024, the Board will have a total of eight members.

In 2023, two changes were made to the Board of Directors: José Roberto Ermirio de Moraes Filho replaced José Roberto Ermirio de Moraes, and Marcelo Castelli (former CEO of Votorantim Cimentos) took over the position previously occupied by Markus Akermann.



Employee at our Corporate Office in São Paulo, Brazil



Employee at one of our plants in Canada

Committees

Audit Committee – Composed of four members (two independent non-director members, one representative of the controlling shareholders and one former CEO of the company), the Audit Committee is responsible for assisting the Board in overseeing matters relating to business continuity, effectiveness and integrity of internal controls, risk management, quality and integrity of financial reporting, and the work of the external auditors. It also monitors the company’s compliance with all the latest accounting standards that companies are required to comply with. In 2023, Marcelo Castelli replaced Clarissa Lins as representative of the Board of Directors, and Luciana Bacci Costa replaced José Écio Pereira as an independent member on the Audit Committee.

Finance Committee – Composed of four members—two Board members (one of whom is independent) and two non-executive directors (one of whom is independent)—the Finance Committee is responsible for assessing and monitoring financial matters, including the analysis of the macroeconomic environment, and providing financial guidelines for cash and liquidity management and financial risk mitigation alternatives. In 2023, Helena

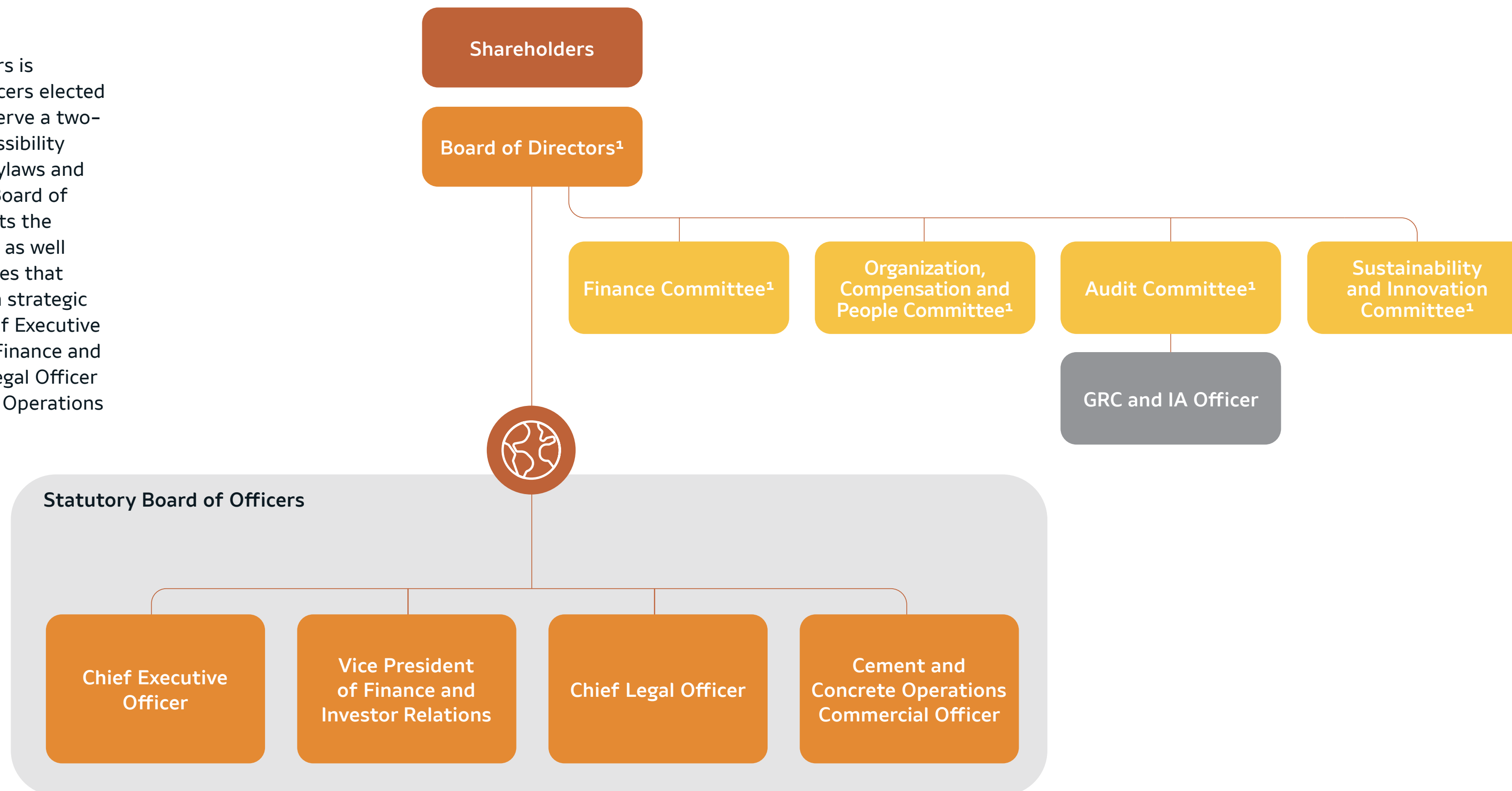
Velloso replaced former committee member Marcio Yamachira, who joined the company’s executive management team as global officer Strategic Planning and Innovation.

Organization, Compensation and People Committee – Composed of five members, three of whom are independent (including the coordinator) and three are also members of the Board of Directors, the Committee is responsible for assisting the monitoring of issues related to compensation models, nomination of management candidates, succession planning and corporate culture. In 2023, the Committee was expanded from four to five members, with the addition of Felipe Noschese Scipilitti.

Sustainability and Innovation Committee – Composed of four Board members, two of whom are independent, the Committee is responsible for analyzing global trends, and identifying and addressing sustainability issues that may present risks or opportunities, or impact the business in the long term, helping to define the decarbonization strategy, CO2 targets, initiatives related to CCS and investment strategies. It also supports the decisions, guidelines and management of initiatives related to innovation.

Statutory Board of Officers

The Statutory Board of Officers is currently made up of four officers elected by the Board of Directors to serve a two-year unified term, with the possibility of reelection. Guided by the Bylaws and under the supervision of the Board of Directors, this body implements the company's corporate purpose, as well as the mission, vision and values that guide our short and long-term strategic objectives. It includes the Chief Executive Officer, the Vice President of Finance and Investor Relations the Chief Legal Officer and the Cement and Concrete Operations Commercial Officer.



¹ Bodies that make up the governance structure of Votorantim Cimentos

Ethics and Integrity

GRI 3-3_205_206_2-23_2-24

We believe that conducting our business with integrity and in compliance with the laws and regulations of the countries where we operate is a responsibility shared by our employees, management, advisory committees and Board of Directors.

Our Compliance Program, which celebrated its 10th anniversary in 2023, covers compliance with all our obligations (internal and external, voluntary and strategic) and is organized around seven major pillars: Laws and Regulations; Licenses, Authorizations and Certifications; Contracts and Agreements; External Reports; Antitrust; Loss and Fraud Prevention; and Anti-corruption.

The program's activities are implemented by the business areas, with support and supervision from Compliance, which works together with Legal, Risk Management, Internal Controls, People and Management, Internal Audit and the Business Ethics Commission to ensure that they are properly and efficiently conducted. Additionally, we are committed to performing periodic risk assessments to align ourselves with

our markets' strict ethics and integrity standards. This proactive approach enables us to identify strengths and opportunities for improvement in our Compliance Program to create a resilient organizational culture that embraces the highest ethical standards.

As part of our cultural evolution and inspired by Our VC Way, we updated our Code of Conduct, which is the foundation of our Compliance Program. It applies to all our employees and serves as a reference for our affiliated companies, commercial partners, suppliers, service providers and customers. The new Code, approved by the Board of Directors in 2023, reflects the company's commitment to its various stakeholders to accelerate shared value creation and sustainable development. The main changes from the previous Code include specific mentions of the protection of human rights, diversity and the fight against discrimination, further reinforcing our commitment to promoting diversity, equity and inclusion.

Recognizing the foundational importance of our Code of Conduct, in 2023, we

implemented several initiatives to widely disseminate its content to all employees. Our efforts included a campaign held in April to promote the Code of Conduct, reinforce our communication in this area and foster an in-depth look at the updated guidelines; and the signing of our new Code of Conduct by our employees to symbolize their understanding of the new content and readiness to put it into practice as they perform their daily activities.

We have zero tolerance for corruption, bribery and reward/facilitation payments. We prohibit our employees from offering or receiving any type of benefit to secure business or personal gains. The importance of preventing unfair competition is another topic we are constantly reinforcing through our actions and policies. In addition to our Antitrust Handbook, approved in 2020, in 2023 we approved a Corporate Competition Compliance Policy, which includes guidelines for using, receiving and sharing information, as well as on proper and unacceptable behaviors regulated by antitrust legislations.



Employee at our Corporate Office, São Paulo, Brazil

Compliance Policies

GRI 2-15, 2-23, 2-24, 3-3_205_206_415

We have several global policies that regulate various issues that are important to the organization. Seeking to standardize the company's guidelines, all our compliance-related policies were revised and communicated to employees, ensuring their alignment with the guidelines of the new Votorantim Cimentos Code of Conduct. Our Compliance policies include:

- Anti-corruption Policy (revised in 2023)
- Gifts, Entertainment and Hospitality Policy (revised in 2023)
- Conflicts of Interests Policy (revised in 2022)
- Donations and Sponsorships Policy (revised in 2023)
- Antitrust Policy (revised in 2023)
- Government Relations Policy (revised in 2023)
- Third-party Integrity Assessment Policy (revised in 2023)
- Compliance Program Handbook
- Antitrust Handbook
- Trade Compliance Handbook
- VCBR Government Relations Guide

Employees with a higher level of exposure to the issues covered by the policies received specific refresher training, which was also offered as part of the onboarding of new executives and managers, in a joint effort by the Compliance and People & Management teams.

Commitments

We are signatories to the United Nations Global Compact and comply with its principles, contributing for the achievement of the Sustainable Development Goals (SDGs) across our entire business chain. Likewise, as signatories of the Letter of Commitment of the Business Movement for Integrity, Transparency and Anti-corruption, we adopt practical measures to fight corruption in the business environment and public-private relations.

Communication Plan

At the end of 2022, the Compliance team conducted an open survey with all our employees to choose the topics that caused the most uncertainty and interest among our administrative and operational teams. Based on the survey results, a communication plan was implemented in 2023. The plan identified monthly topics to be explored on Workplace (our internal social media platform that facilitates

teamwork and information sharing) through a deep-dive into concepts to demystify issues that were considered complex. Topics included competition issues, relationships with governments, conflicts of interest, donations and sponsorships, and fighting LGBTphobia.

Compliance Training

In addition to intense work to train all employees on our new Code of Conduct, in 2023 the Compliance area increased its efforts to reach and train an even higher number of employees on priority issues for the industrial plants, including conflicts of interests and government relations. To this end, our Compliance team visited the sites to provide specific training to leaders, the People & Management department and other strategic areas, while also having the opportunity to become more familiar with the operations and unique characteristics of each plant.

Additionally, Compliance training is provided to employees recently admitted into leadership positions within the company. Through practical examples and questions that encourage reflection, training provided as part of the onboarding process is a fundamental step to acculturate our employees.

Training on the new Code of Conduct

GRI 2-26

In the first half of 2023, we completed the revision of our Code of Conduct. To ensure that all our employees knew the basic guidelines enforced by Votorantim Cimentos, we created a 100% online training module in an interactive and gamified format for people in administrative positions. In our industrial sites, where many of our employees do not have access to computers, our People & Management department facilitated in-person training using current videos and practical examples. The training program is mandatory and approximately one hour in duration. At the end of 2023, 95% of our employees had been trained in our new Code of Conduct. The training was carried out in this format in our operations in Brazil and will be replicated in other regions over the next year.

Compliance Day

For the seventh consecutive year, we celebrated Compliance Day. In 2023, we commemorated two significant milestones: 10 years of the Compliance Program and the launch of our new Code of Conduct. Under the motto “Compliance Day: Acting with simplicity. Practicing with confidence”, the event encouraged employees to reflect on the importance of conducting their activities ethically and with integrity, even when this means choosing the most challenging and longest path. The content was adapted and presented in our regions to address their unique requirements. As we evolve, we must remain committed to avoiding shortcuts or detours, putting our responsibility of always doing the right thing first.

This belief must be put into practice by everyone, every day, paving the way for business sustainability and for the future we want for Votorantim Cimentos. Keeping up with our tradition, we shared messages of support from our senior leadership, including our global CEO, the chairman of the Board of Directors and our global and regional leaders. Additionally, during the event, we recognized and rewarded some of our employees and one of our sites for their engagement with compliance news shared on Workplace.

Ethics Line

GRI 2-26

We believe that the best way to address and solve problems is through open dialogue. Our employees are encouraged to raise their concerns directly with their leaders. However, for situations where this may not be possible or for cases where employees may not feel comfortable discussing a particular issue directly with their managers, there is the [VC Ethics Line](#).

Operated by an independent and impartial company, the Ethics Line is a safe and confidential channel, available in six languages (Arabic, English, French, Portuguese, Spanish and Turkish), 24 hours a day, seven days a week, by phone (call free), app (Contato Seguro) or website. All our stakeholders (including employees, suppliers, customers, community members and others) can file anonymous complaints about potential or perceived violations of our Code of Conduct as part of our company’s relationships or business dealings. They can also ask questions about the guidelines established by our Code. Our Ethics Line is managed according to a standard operating procedure that details how the channel works, forms of contact and the process for investigating reports, and is available

to all employees on our internal document management platform.

To ensure complete confidentiality, no caller ID is used, the processes are treated confidentially and all reports are stored in a database hosted on an external server. Issues related to fraud, conflicts of interest, falsification and misuse of company assets are investigated and dealt with by the Internal Audit area. Corruption and antitrust cases are handled by the Legal department.

Information about our Ethics Line is available on our institutional website and on Workplace, as well as on posters placed in all our sites. In addition to all ongoing communication efforts to publicize the channel, in 2023 the Global Business Ethics area proactively visited several cement, logistics and concrete sites in Brazil. The purpose of these visits was to answer questions about the Ethics Line and have individual conversations with employees to identify strengths and opportunities. This approach strengthened ties with the sites, enabling the Global Business Ethics area to report its impressions and suggestions for improvement to senior management directly and objectively.

Ethics Line Governance

The Global Business Ethics area, responsible for managing and operating the Ethics Line, periodically reports the channel’s statistics and the most relevant cases to the Audit Committee and the Global Business Ethics Commission (made up of the global CEO, the global Legal director, the global director of GRC & IA, the global director of People & Management and the head of the Global Business Ethics office).

This Commission, represented by men and women, is responsible for:

- 1) Proposing initiatives to ensure compliance with the Code of Conduct;
- 2) Monitoring inquiries received via the Ethics Line and the execution of planned actions;
- 3) Facilitating the resolution of unforeseen ethical dilemmas or disputes;
- 4) Ensuring the uniformity of criteria used to resolve similar cases; and
- 5) Determining, where appropriate, the necessary measures to support the implementation of programs to strengthen and increase ethics awareness, as well as compliance with the Code of Conduct by all employees globally.



Risk Management

GRI 2-12, 2-16

Our risk management process is guided by the principles of ISO 31000/18 and the recommendations of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), focusing on risk identification, assessment and response. In 2023, we approved our Risk Management Policy, which will enable us to organize and manage this topic in a more structured way, in line with the best global standards in governance.

We follow a comprehensive methodology to identify potential risks that can impact our goals. Our method combines the analysis of indicators, administration of questionnaires and interviews with operational and corporate areas, following a bottom-up and top-down approach to ensure a broad view of risks at all levels of the organization.

Subsequently, risks are analyzed and classified based on their likelihood and impact, as per the risk appetite approved by the Board of Directors. After classification, risk response strategies are developed, and the responsible areas create action plans to prevent and mitigate potential impacts.

To ensure effective management, risks and action plans are monitored regularly and are periodically reported to the global GRC & IA area and leadership team, according to their assigned classification. Additionally, the enterprise risk management process is annually detailed to the Audit Committee and reported at a higher level to the Board of Directors, providing a comprehensive global view of the risks, strategies and action plans implemented and to be implemented.





In 2023, in Brazil, we increased the maturity of the risk process through a system that automates our management, from risk identification to the completion of action plans, and were able to ensure its stabilization and security, especially by replacing the manual method previously used. Based on this successful experience, our challenge is to implement similar tools in other regions.

Climate Risks

GRI 201-2

Since 2021, we have formally supported the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD), as we believe that they provide a useful framework to increase transparency within financial markets regarding climate-related risks and opportunities. In 2023, we carried out an assessment of compliance with the TCFD recommendations to identify opportunities for the company's further development and improvement in this area.

TCFD Dimensions

TCFD Pillar	Description	Description	CDP	Main actions
Governance 	Governance around climate-related risks and opportunities	Disclose the company’s governance around climate-related risks and opportunities	C1.1, C1.2, C1.3	Since 2023, we have had a Sustainability and Innovation Committee that is responsible for identifying and addressing sustainability issues that may pose risks, offer opportunities or impact the business in the long term, including climate change.
Strategy 	The actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning where such information is material	C2.1, C2.2, C2.3, C2.4, C3.1	In our strategic planning process, we already consider an internal carbon price to evaluate the attractiveness of projects. In 2023, we updated our Marginal Abatement Cost Curve (MACC), ranking the decarbonization initiatives according to cost-effectiveness. Additionally, our executive team's short and long-term compensations are linked to decarbonization KPIs.
Risk management 	The processes used to identify, assess and manage climate-related risks	Disclose how the organization identifies, assesses, and manages climate-related risks	C2.1, C2.2, C2.3	We map transition risks related to greenhouse gas emissions and the consequent increase in costs and losses. Our analyses include technological aspects, such as a potential overdependence of the industry on newer technologies (carbon capture and sequestration, for example). We also evaluate regulatory risks, such as carbon pricing mechanisms both in countries where regulations already exist (for example, Argentina, Canada, Spain and United States)) and in countries with no official mechanisms in place (for example, Brazil). For a more in-depth view of this topic, we will perform a comprehensive assessment of climate risk in the medium-term, including a more detailed evaluation of physical risks.
Metrics and targets 	The metrics and targets used to assess and manage relevant climate-related risks and opportunities	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	C4.1, C4.2, C4.3, C5.1, C6.1, C6.2	To address transition risks, we developed a decarbonization roadmap with goals aligned with the Science Based Target initiative. In 2023, we achieved positive results in CO2 reduction and continued to invest in decarbonization. In addition, we have an internal process to monitor our decarbonization KPIs on a monthly basis.

Crisis Management

An organization's exposure to risks has become an increasingly complex matter. This requires not only high-level risk management, but also continuous assessment and an agile response to potential crises, especially regarding emerging climate-related and cybersecurity issues.

The challenges associated with crisis preparation, response and recovery require an integrated approach to risk management, business continuity and crisis management functions. Pursuing this integration, which increases business resilience, requires clear definition of roles and responsibilities, precise guidance from senior management and regular simulations. These simulations are essential to verifying that the company is properly prepared, thus ensuring the protection of our values and reputation. The duties, definitions and processes are described in our Crisis Management Manual. We also have Crisis Management Commissions that meet periodically to ensure effective management and reporting.

To further increase our maturity in relation to crisis management, we developed business continuity plans (BCP) that include many initiatives linked to issues such as site contingency measures, cyberattacks and corruption cases. In 2024, these BCPs will be implemented in Brazil and extended to our North America and Europe, Asia and Africa regions.



Employee from one of our plants in Canada



Employees at
the Yacuses
plant, Bolivia

Cybersecurity

Cybersecurity and loss prevention received special attention in 2023, reflecting our continued commitment to facing and responding quickly to critical situations. Digital privacy and security are significant challenges for all companies, requiring proactive and innovative strategies. Therefore, we enhanced our Safe Practices Awareness Program, implemented through various company channels, to foster the creation of an information security culture.

Additionally, we consolidated indicators to monitor our risk mitigation actions and improved our maturity levels and our information security management in the operational technology (OT) environment and in the information technology (IT) environment. These improvements resulted from solid governance, training and enhanced protection layers. We also reduced our attack surface and started implementing preventive measures using artificial intelligence, ensuring that 100% of transactions are verified (replacing verification that used to be done exclusively by sampling).

Our employee cybersecurity awareness program incorporated phishing tests to prevent people from being tricked into clicking on unwanted links, which can increase the risk of cyberattacks. In 2023, we began to issue formal warnings to all employees who repeatedly failed this specific test.

Annually, we carry out scheduled attack tests (pen tests) to identify weaknesses and potential flaws in our protection layers and incident response processes, to help us determine how to mitigate future risks of exploitation by malicious actors, in line with our risk appetite at a global level.

We also conduct regular assessments as part of audit processes to verify how routine information security management tasks are being carried out, in accordance with policies, standards, procedures and best practices. This enables us to identify deviations and points of attention to develop and monitor action plans to mitigate cyber risks.

8.



Finance Management

Consistent Performance

Employee from the
Jbel Oust Cement
plant, Tunisia

Consistent Performance

GRI 2-1

In 2023, the combination of a diversified portfolio of products and new businesses with broad geographic distribution and investments in competitiveness, operational efficiency and innovation led us to our best financial results in our history, despite political and economic uncertainty worldwide. We had positive results across all our businesses and expanded our offering of sustainable solutions to the market.

Our net revenue totaled R\$26.7 billion (3% higher than the previous year). Adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) totaled R\$5.8 billion (a 18% increase compared to R\$4.9 billion in 2022). We ended the year with R\$2.6 billion in net profit, 123% higher than R\$1.1 billion the previous year. These all-time-best results were driven primarily by the consolidation of, and synergy gains

resulting from, recent acquisitions in North America and Spain, investments in competitiveness, the expansion of new businesses in Brazil and efficient margin management. The volume of cement sold was higher than in 2022 (from 36.8 million to 37.0 million tonnes) and our new businesses broke several sales and volume records, resulting in an EBITDA increase of more than 50% compared to 2022.

Our positive global performance demonstrates our ability and agility to manage margins, capture synergies from recent acquisition and increase cash generation in countries with hard currency. This resilience underlines not only our adaptability, but also our strength in facing challenges and solidifying our position in global markets.

A Publicly-held Company in Brazil

One important highlight of the year was obtaining Category A Registration as a publicly-held company with the Brazilian Securities and Exchange Commission (CVM, in Portuguese) in May 2023. We believe that this registration represents a further step in the evolution of our corporate governance, aiming primarily to diversify our funding sources and investor base through increased access to fixed income markets. Although this registration also poises us for a potential share offering, we are not considering this strategy in the short term, given our current robust capital structure.



"Our financial performance in 2023 confirms our historical financial discipline. In a challenging environment, we successfully posted a record-low leverage ratio, drove a significant increase in investments, and made substantial dividend payments to shareholders. These actions align with our long-term strategy, contributing to lasting results."

Bianca Nasser, vice president of Finance and Investor Relations

8. FINANCE

Results

In Brazil, despite the challenges faced by the cement sector, the growth and development of our new businesses combined with investment in competitiveness and efficiency in price management, led to excellent results in 2023. We ended the year with R\$12.8 billion in net revenue (compared to R\$12.7 billion the previous year) and R\$2.5 billion in adjusted EBITDA, a slightly better result when compared to 2022.

In North America, our net revenue was R\$7.8 billion, an increase of 5% compared to R\$7.5 billion in 2022. Our adjusted EBITDA was R\$1.9 billion, 23% higher than the previous year (R\$1.6 billion). Our performance was primarily driven by efficient margin management, which mitigated the slowdown of the residential market started mid-year.

In our operations in Europe, Asia and Africa, net revenue increased by 26% compared to the previous year (from R\$3.4 billion million to R\$4.3 billion) and adjusted EBITDA was 66% higher when compared to 2022 (from R\$676 million to R\$1.1 billion). The good performance in the region was linked to gains in synergy resulting from the acquisition of the Alconera and Málaga plants in the last two years, the acceleration of the civil construction market in Türkiye and reduced impact from the Russia-Ukraine war on fuel and energy prices.

Lastly, Bolivia and Uruguay once again demonstrated the resilience of our business model, despite the entry of new competitors in these countries. We ended the year with R\$869 million in net revenue, 7% higher than the previous year (R\$812 million) and R\$164 million in adjusted EBITDA, an increase of 18% compared to R\$138 million in 2022.

Investments

As in previous years, in 2023 we once again increased the amount allocated for competitiveness, modernization, decarbonization and expansion projects. Our Capex investments totaled R\$2.4 billion (19% higher than in 2022). The main initiatives were projects to debottleneck the cement production capacity in North America, develop mid-to-long-term decarbonization solutions and grow our new businesses in Brazil.

In January 2023, after completing an 18-month investment of approximately US\$40 million, we inaugurated a new cement grinding and dispatch facility in the city of Minas, Uruguay. This initiative unified the activities of Cimentos Artigas in the country, concentrating its industrial complex in Minas, where its limestone deposit is also located.

During 2023, we increased the amount invested in Capex projects, primarily driven by investments to support our global modernization strategy, including a project at our Salto de Pirapora plant, in Brazil, and others linked to our decarbonization commitments. In addition to Capex investments, aligned with our long-term growth strategy, we also explored

acquisition opportunities in the regions where we operate. Since 2021, we have invested a significant R\$5 billion in mergers and acquisitions (M&A).

In March 2023, through our Superior Materials business, we acquired the operations of Best Concrete & Supply located in Brownstown, Michigan, in the United States. Then, in June 2023, we formed a joint venture with Grundy County Redi-Mix, acquiring a 50% stake in this concrete company located in Illinois. These transactions strengthen our presence in the country, increasing our concrete production capacity and expanding our customer service and support reach.

In addition, aiming to increase the renewability of our energy matrix and in line with our sustainability strategy, at the end of the year, we signed an agreement with Atlas Renewable Energy to create a joint venture that will build a solar power plant in the city of Paracatu, Brazil. We also signed a 15-year power purchase agreement for the supply of 100MWm of solar energy, expected to start in 2026 (*more information in the Energy section*).



Indebtedness

In 2023, we maintained our rigorous financial discipline combined with conservative management, resulting in strong liquidity, above the minimum cash position required by our financial policy. Our debt profile has an average maturity of six years, and we were able to significantly lower our leverage ratio (net debt/EBITDA), from 1.55x on December 31, 2022 to 1.28x at year-end 2023. Throughout the year, our liability management strategy aimed to mitigate any refinancing risk, resulting in no additional funding needs for the next two years.

In the middle of 2023, we became a pioneer among Brazilian cement companies by entering into a sustainability-linked loan agreement with the International Finance Corporation (IFC) in the amount of US\$150 million, at an attractive cost and extended term of 10 years. For more information about this transaction, see the *ESG Financing section*.

Additionally, at the end of 2023, we raised R\$793.3 million through the issuance of Real Estate Receivables Certificates (CRI, in Portuguese), confirming our excellent credit risk. Despite the challenging market environment, the demand was 40% higher than the amount initially offered, resulting in competitive terms and costs for our company.



Itacamba
plant, Bolivia

ESG Financing

In line with the principles of our 2030 Strategic House, we believe that sustainability must also be part of our financial management and is key to achieving long-term growth. With this in mind, since 2019, when we first started issuing debt linked to sustainability indicators, we have carried out 10 transactions involving these types of financial instruments.

In 2023, we signed a sustainability-linked

loan agreement with the International Finance Corporation (IFC), a member of the World Bank Group. The US\$150 million loan will be used to increase the capacity of alternative fuel processing at the Salto de Pirapora plant, in the state of São Paulo, Brazil.

For us, this partnership also means the opportunity to exchange experiences on the emissions reduction market with

one of the top institutions in this area. In addition to the financial benefits, such as a cost more attractive than the ones offered by the market and the prospect of reducing interest rates starting in 2026, depending on the achievement of CO2 emission reduction targets, we will have the opportunity to collaborate in the development of action plans and explore additional partnerships with IFC to support our decarbonization agenda.



Ratings

Once again, despite volatility in global markets, we maintained our investment grade rating from all three main credit agencies in 2023. S&P Global Ratings raised our stand-alone rating from bb+ to bbb-, considering us investment grade also in a stand-alone profile. It also upgraded our global rating from BBB- to BBB, with a stable outlook. Moody's and Fitch Ratings reaffirmed our investment grade rating, with a stable and positive outlook, respectively. This reinforces the strength of our capital structure and financial profile.

	Moody's	Fitch	S&P
Rating	Baa3	BBB-	BBB
Outlook	Stable	Positive	Stable
Date	June 2023	September 2023	December 2023

9.



Caring for People

Our People

Safety and Health First

Diversity and Inclusion

Training and Development

Employee in our
plant in Rio Branco
do Sul, Brazil

Our People

GRI 2-7,3-3_401_403_405

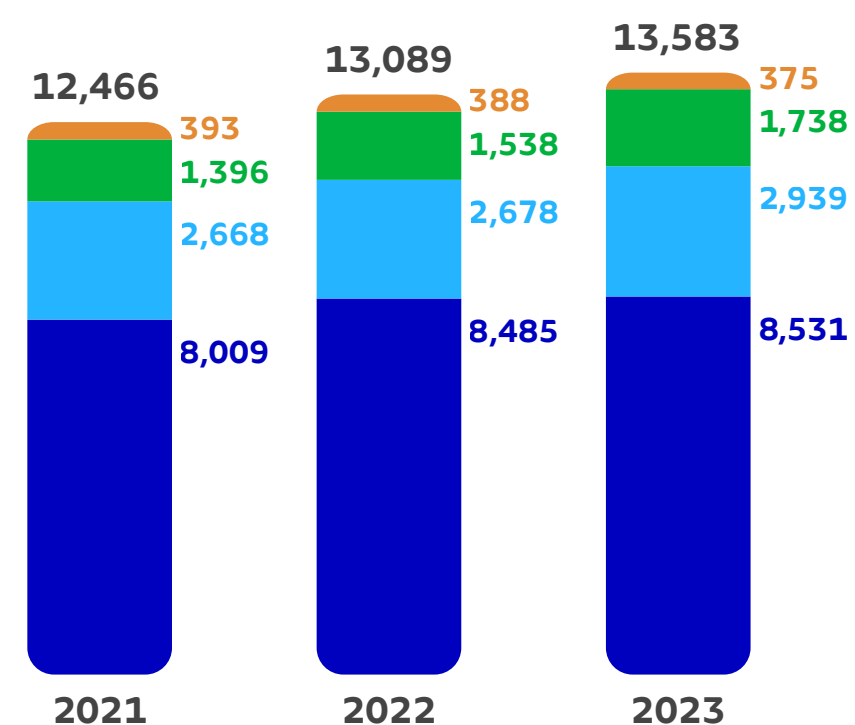
Our culture is based on a history of character, respect and strength. When it comes to our people, safety and health have always come before results and have guided our actions both inside and outside the company. We value diversity of ideas, opinions and identities, recognizing that talent is not constrained by color, gender, age, sexual identity religion or any other personal characteristic.

We encourage the discussion of ideas and believe that open communication and positive conflicts that are directed at solutions and not at people create an environment that leads to both individual and collective growth. We ensure compliance with labor and regulatory obligations in our operations, in accordance with applicable local requirements and legislation. We respect the freedom of association of our employees and do not tolerate anti-union practices.

Employees by region¹

GRI 2-7

● VCBR ● VCNA ● VCEAA ● VCLATAM



¹Company employees only

In 2023, we ended the year with 13,583 employees, 4% more than in December 2022. And once again, we proudly celebrated an increase in the number of women in leadership positions (from 21.0% to 22.8%) in our global operations.

The Pulse of Votorantim Cimentos

In line with our commitment to improving our processes and creating a work environment that reflects our purpose, we continued to leverage our VC Pulse platform, launched in 2021. This tool plays a key role in monitoring employee attitudes on work relationships. Much more than a climate survey, it is a continuous engagement methodology that addresses essential topics such as management processes, career plans and professional environment. Monthly online surveys are sent to employees to evaluate the evolution of different topics. These monthly snapshots help us identify areas that require attention and improvement, while also providing us with insights for creating action plans and monitoring progress for each topic. This tool is used in our operations in Brazil, while, in other regions, the engagement of our employees is monitored through climate surveys.



“Guided by Our VC Way, we build not only solid structures but also a sustainable culture. This is how we shape the future, with responsibility and commitment.”

Cinthia Galletti Bossi,
global officer of
People & Management

Safety and Health First

GRI 3-3_403, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

At Votorantim Cimentos, safety and health are not just measures of care –they are non-negotiable values. We have implemented several initiatives to inform and train our employees on these topics, going beyond compliance with rules and regulations. Our commitment is to have a truly safe and healthy work environment that provides the necessary conditions for employees and contractors to carry out their activities and to develop.

We believe that, when it comes to safety, there are no shortcuts, and we all need to contribute to the evolution of the safety culture within the organization. All employees and contractors must follow the guidelines of our [Global Health and Safety Policy](#) and [Life-Saving Rules](#), and complete all necessary training to perform their activities.

We implement formal procedures that guide the communication, reporting, disclosure, investigation and treatment of all incidents,

from personal and material accidents to near misses, behavior deviations and unsafe conditions in the workplace. These practices are implemented through the Incident Record Management system and Easy Checklist system in Brazil, and Stratws One in all the regions, ensuring a systematic and comprehensive approach to incident management and the continuous enforcement of safety in the workplace. Through Stratws One, we integrate the reporting of safety indicators across all regions, ensuring the reliability of information at a global level.

In North America, we rolled out the eCompliance safety management system software for all business units to digitally track key activities. In addition to including key processes for hazard identification and risk assessments, incident management, and assignment and tracking of corrective actions, the tool also serves as a learning management system for all safety-related training in the region. It provides a

repository and dashboard for the leading indicators that are critical to support our safety culture, namely near miss reporting, safety talks, inspections and safety meeting attendance.

To manage our information and indicators in Brazil, we use the GENU system in all our sites. In 2023, we improved this tool by adding a new functionality that includes the use of biometrics to better manage safety training, making the process more agile by providing digital attendance lists and by enhancing the management of training status.

In Europe, Asia and Africa, we improved our safety digital tools through the implementation of our preliminary risk assessments, also known as "Slam" (stop, look, assess, manage). When an unsafe situation is identified, proper measures are taken before the task begins. This enables us to anticipate and establish adequate precautions to ensure that all tasks started and completed are safe.



"Prioritizing safety and health is more than a commitment: it is a solid base on which we build our path to a sustainable and responsible future, where caring for people is the foundation that supports conscious and lasting growth."

Dirlane Maria Albino,
manager of Safety and Environment, Brazil.

Safety is for Everyone

GRI 403-4

Active worker participation and consultation are essential elements in the development, implementation and evaluation of our company's occupational safety management system. This interaction occurs through safety committees and meetings with contracted companies. Additionally, we promote effective communication and access to important information through campaigns and forums held throughout the year.

The committees meet monthly and play a critical role in evaluating safety indicators and identifying opportunities for short and long-term improvements. This process culminates in the preparation of periodic reports by the responsible safety professionals in each of our sites.

In Brazil, the Internal Accident Prevention Commission (CIPA, In Portuguese) plays a key role, as legally required. Made up of employee representatives, CIPA focuses especially on the prevention of occupational accidents and illnesses.

Training for a Safe Environment

GRI 403-5

All employees and contractors participate in a comprehensive Health, Safety and Environment Orientation. This program covers information on general risks associated with the work environment, as well as the details of our [Global Health and Safety Policy](#), [Life-Saving Rules](#) and the specific tools used by our company.

The nature of the activities to be carried out often dictates the need for additional training, including specific safety procedures implemented in each site or that are legally required in each country. We rely on a LMS system (an internal training and knowledge management platform) for distance learning, which adds flexibility and accessibility to the learning process. The frequency of training depends on the specific activities performed by each employee, the legal requirements of each country and critical risk protocols, such as internal Safety Integration and Training procedures.

All necessary procedures are detailed to contractors by their employers before they start their activities at Votorantim Cimentos, ensuring that they are fully informed and prepared to comply with our safety standards. This uniform and personalized approach reinforces our commitment to safety and compliance across all operations.



Employee from one of our plants in Canada

Contractor Safety

In addition to submitting all our potential suppliers to an approval process, which includes the validation of related documents, we also invest in the management of outsourced employees who work with us. In all of our sites around the world, we require labor, health and safety documentation to be up to date prior to hiring. In Brazil, this verification is done through Integra VC and coordinated by our Procurement area together with our Safety area. Through this digital system, we are able to identify when a document or training needs to be renewed or redone. In 2023, Integra VC, which was previously used only by our cement operations, was expanded to other businesses and product lines in Brazil. Additionally, we have a Contractor Management Manual with guidelines that must be followed by our business partners in Brazil.

In Brazil, since our safety controls have been digitalized, all contractors, once certified, receive a QR code to be placed on their badges. By scanning the QR code, our Safety technicians have immediate access to the contractor's entire file. This project began in 2022 and reached 100% of our contracted workers in 2023. In 2024, we will start requiring suppliers to also manage worker

accommodations. When engaged, they will be required to inform us where their contractors will be housed, enabling us to verify the quality of the accommodations and their compliance with pre-established rules, such as minimum number of square meters per bed, appropriate ventilation, etc.

In North America, we use the Avetta system, one of the most-used contractor management systems in the region, to manage our contractor safety program, recording, vetting and reviewing safety practices, skills and qualifications. In our Aggregate business, contract drivers are key to our operations. Their safety has a direct impact on our overall safety effort and productivity. Accordingly, we have a Safe Trucker program that includes safety orientations, refreshers and annual reviews that all our contract truck operators are required to complete. In some instances, as part of a Root Cause Analysis and corrective action process for incidents and near misses, we engage an external consultant to facilitate a collaborative incident review committee, ensuring that responsibility and accountability drive our outcomes.

Risk Control

GRI 403-2, 403-4, 403-5

Hazard identification is the starting point for establishing effective management and control of risks that can impact both employees and the organization. By working in advance to raise awareness, employees are empowered to make the right decisions by anticipating and mitigating risks with a focus on achieving high levels of safety and standards of operational excellence. Therefore, for all our activities, we use our Occupational Hazard and Risk Identification and Assessment Matrix, which not only reveals potential threats, but also serves as a foundation for strategies to strengthen the organization's long-term resilience and sustainability.

When performing everyday activities, our Daily Safety Talks and Weekly Safety Talks are tools used to reinforce safety concepts and warn about the risks associated with the work of our employees. In addition to these routine activities, our Preliminary Risk Assessments (PRA) consider factors that may increase the risk of each task, helping us identify control measures to mitigate potential risks. For high-risk activities, we rely on Special Safe Work Procedures (SSWP), which detail the measures needed to eliminate, minimize or control the risks involved. When our

team identifies that the control measures for a certain task are inadequate or faulty, they may exercise their Duty to Refuse, an established practice at Votorantim Cimentos, which guarantees the employee the right to refuse to carry out an activity.

All businesses in Brazil use the Easy Checklist, an online system that can be accessed via computer or smartphone to record work routines, near misses, unsafe working conditions and behavioral observations, with similar tools in use in our regional operations. Through these checklists, we create a more compliant and safer environment and are able to better manage information and learn from incidents.

In Morocco, we developed an internal lockout and tagout (LOTO) app that communicates directly with the site's equipment and machines. Named Votoprotect, the app informs control room operators, in real time, whether electrical isolation and volt-free tests have been effectively performed. It also immediately notifies supervisors via email of procedure violations so they can prevent the start of equipment. In Bolivia, we rely on a meticulous procedure for blocking equipment, reinforced by labels and a central control panel, to prevent accidents caused by electric shock, entrapment and other potential risks.



Employee at the Málaga plant, Spain

Safety Indicators

People are our most valuable asset, and we continually invest to prevent accidents and create a safe and healthy work environment throughout our value chain. We are committed to having zero fatalities in our operations and reducing our accident frequency rate (including both employees and contractors) to below 0.40 by 2030.

To achieve this goal, we have implemented several initiatives to prevent and mitigate potential negative impacts on the health and safety of our employees and contractors. We focus on proactive measures, including preliminary risk assessment, safety talks, safety alerts, identification of occupational risks, inspections and safety audits. We understand that these proactive actions lead to a natural reduction in the occurrence of more serious events, as the safety mindset spreads across more areas.

In 2023, we continued our efforts to reduce our accident frequency rate, but, unfortunately, we had one fatal accident in

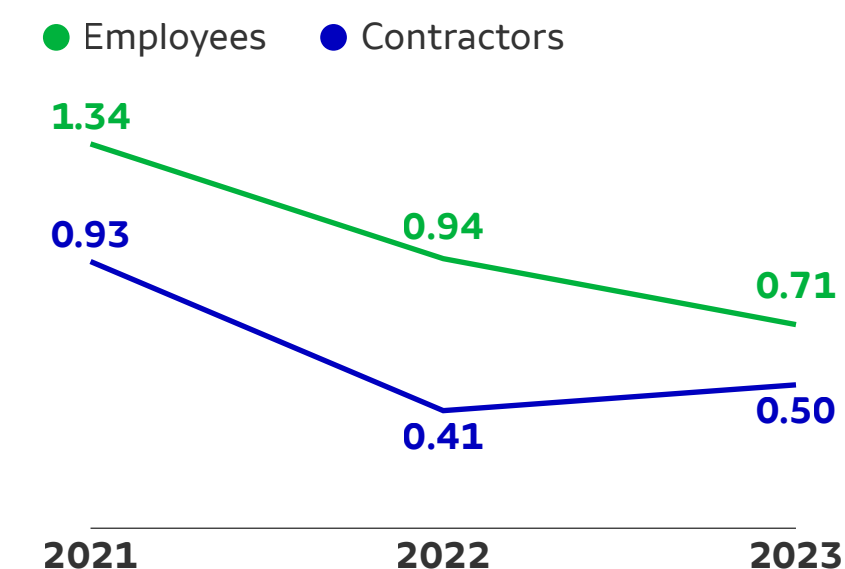
one of our sites. At our Bowmanville plant, in Canada, a contractor lost his life in an accident while performing his activities. We carried out an internal investigation and took all appropriate measures to minimize the physical and psychological impacts caused by the incident, in addition to ensuring that we fully complied with local reporting requirements and cooperated with enquiries from authorities.

Global Safety Day

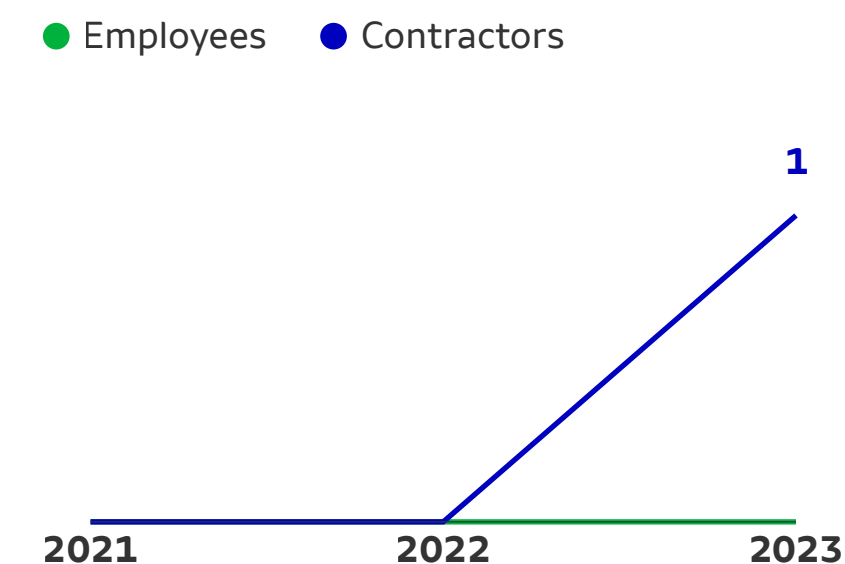
Once again, Global Safety Day engaged all Votorantim Cimentos regions. In 2023, the theme of our campaign was “Whole health, safe life”. We looked at health and safety more holistically, underscoring how we must strive to achieve a sustainable balance between a healthy mind and a healthy body. The COVID-19 pandemic imposed unprecedented challenges on all of us, as we transitioned from a period of isolation to a world of uncertainty and insecurity. Since then, we have been gradually returning to our former routine, prompting us to reflect on the importance of finding an adequate work-life balance.

“Safety and health are non-negotiable values for us and should never be compromised— they always come first. We are committed to a safety culture in our operations and continually invest in injury prevention.” Osvaldo Ayres Filho, global CEO.

Global frequency rate^{1 2}



Number of fatalities²



¹Considers the number of lost-time injuries divided by the total hours worked x 1,000,000. The frequency rated data does not include Uruguay operations.

²Considers on-site occurrences.

Safe Life

GRI 403-7

In 2023, we continued to utilize the effective processes and controls that we have put in place. We reinforced that our teams are to be the guardians of Our Way of Being and fully embrace the importance of working safely. The Safety Recognition Program, implemented in 2021, ended the year with more than 300 recognitions, including 26 projects we received in the teams category that aim to positively impact the safety of our operations. The winners will be announced at our annual event, scheduled for February 2024.

In terms of behavior, we made significant progress with the expansion of Safestart. The program was extended to seven additional sites in Brazil (including the Aggregates, Mortars, Limes, Operations, Logistics and Concrete businesses), in addition to the 30 sites where it is already in place. This resulted in a 15% increase in the number of employees involved in the program, now totaling 3,184 participants. We believe that safety is not limited to responsibilities, procedures and standards, but is a matter of attitude and behavior. Accordingly, we plan to expand the Safestart program to two more concrete sites in 2024.

Seeking to innovate and provide more opportunities for engagement, knowledge sharing and technical improvement for our employees, this year we held our first Live Safely Journey. This initiative included a series of lectures over the course of a week, covering topics such as the importance of human factors in preventing accidents, self-knowledge, using Safestart and Occupational Risk Assessments to prevent hand and foot injuries, and new technologies in hand and foot personal protective equipment (PPE).

In Uruguay, we reached a significant milestone in 2023. The Cementos Artigas S.A. Minas plant obtained international ISO 45001 certification, which addresses occupational health and safety. This certification was the result of improvements in preventive observation practices, with special emphasis on hand protection and employee behavior, through the continuous implementation of the SafeStart program. To further strengthen safety, we made improvements to signage in all sectors of the plant. Furthermore, we implemented an intensive training plan for the firefighting team, including several training modules and simulations of specific critical situations.



Employee at the Salto de Pirapora plant, Brazil

Rotograms in Logistics

In 2023, in addition to initiatives to reinforce defensive driving, proper use of seat belts, obeying speed limits, and awareness campaigns focused on drivers' risk perception, we implemented so-called Rotograms in Brazil. These documents, which are essentially land versions of maritime charts, provide statistics on critical points in each route and locations with the highest risk for accidents. They show the best route for each trip, taking into account not only the distance, but also the estimated travel time, stopping points, possible legal restrictions and other risks involved to ensure a safe delivery process for our employees and customers.

Intelligent DOJO

In Türkiye, we have a smart training center – a self-learning platform named Intelligent DOJO (a Japanese word that means a place for immersive learning). Through training videos, virtual reality games and simulators, employees learn about risks, and practice handling them before moving to the real production line. New employees complete their on-the-job training through learning-by-living experiences, while experienced employees use the platform to practice and refresh their knowledge.

Safety Protectors Program

The Safety Protectors Program of Engemix, our concrete business in Brazil, was developed in support of our pursuit of zero accidents. Through a proactive approach, our leaders not only control risks, but also become role models for safe behavior, using what we call the “shield of life.” In less than a year, we have made significant progress: 17% reduction in personal accidents and 24% reduction in serious accidents compared to the previous year.



Whole Health

GRI 403-6

Through continuous monitoring, our goal is to innovate and implement initiatives aligned with the needs of our employees. We carry out monthly analysis of several health indicators based on the percentage of employees who suffer from chronic illnesses, are sedentary, use alcohol and tobacco, or suffer from mental health issues.

All our efforts and monitoring enable us to respond quickly and efficiently to specific needs, ensuring that health initiatives are continuously creating a better work environment.

Our health and well-being initiatives include:

- **Saúde da Família (“Family Health”)** – Launched in some of our sites in 2023, this program closely monitors the health of our employees and includes in-person care by a nurse and telehealth services provided by a doctor and a nutritionist.
- **Estamos com Você (“We Are with You”)** – An initiative focused on mental health that offers different forms of online therapy for employees and their dependents.
- **Mental health** – Sessions with psychologists and nutritionists, among other health professionals, in our global operations.

- **Momento Saúde e VC (“VC and Health”)** – Includes lectures, especially on mental health, and ergonomics and occupational therapy activities during our team meetings.
- **Physical activity** – In Brazil, we have the *VC em Movimento* (“VC in Movement”) initiative. A fitness and gaming app (named Vik) sends periodic challenges to fight sedentary lifestyles and rewards the most active participants. In 2023, approximately 2,000 people used the app. In our Europe, Asia and Africa division, all countries have employee soccer teams sponsored by the company.
- **Flu shots** – We offer the H1N1 vaccine to all our employees.
- **Health talks** – In Yacuses, Bolivia, the site’s medical doctor holds daily discussions about health, covering topics such as illnesses, first aid and personal hygiene, among others.
- **Total Pass** – An online fitness platform with classes for employees to take at home or another place of their choice. It also includes partnerships with gyms.
- **Mamãe e o Bebê (“Mommy and Baby”)** – Offered to pregnant women (employees and family members), the program provides an allowance for children up to one year old. In 2023, 90 new participants were registered in Brazil.

- **Health campaigns and fairs** – Throughout the year, we hold monthly campaigns and a few fairs to raise awareness of specific health topics, such as women’s and men’s health, mental health, alcohol and drug use, nutrition, safe driving, vision care, pediatric health, body mass index and others.
- **VC Social Services** – Votorantim Cimentos professionals provide support to our employees in matters related to personal conflicts, grief, life-altering incidents, hospitalizations, health insurance and social resources.
- **Nutrition** – In our Europe, Asia and Africa Corporate office and in Spain, in addition to nutrition webinars and regular newsletters, we offer nutritional support through a professional nutritionist who helps employees create personalized plans according to individual needs, goals and lifestyle. The Nutrium app enables them to have their plans always at hand and receive reminders about their diet or drink water. In addition, we have fruit available to our employees in some of our sites in the region.
- **Health insurance training** – In our South American operations, we provide specific training on the appropriate use of the health insurance plan we offer.



“We believe that each of us plays a key role in establishing a culture of whole health. We have a series of initiatives and programs to support employees' health and quality of life.”

Ana Borgonovo, Human Resources vice president, North America



Focus on the Mind

In line with our commitment to employee well-being, since January 2023 we have been signatories to the *Mente em Foco* ("Focus on the Mind") movement led by the Global Compact Brazilian network, a UN-sponsored platform to rally the business sector to fight social bias against mental health. The initiative encourages discussion on the issue and develops concrete initiatives to support companies, contributing to the creation of healthy work environments.

Employees in our Corporate Office in São Paulo, Brazil

Diversity and Inclusion

GRI 3-3_405_406

Our people make the difference in ensuring our continued success and the evolution of our culture. We respect and welcome different ideas, opinions and identities and see them as strengths, as we embrace and value all forms of diversity, regardless of color, gender, age, sexual identity and religion. This is how we care for our people: with an open mind and an open heart to create a place where everyone can be who they are, without judgment and with genuine appreciation. For us, diversity means bringing together people who are equal in their differences.

In the 11 countries where we are present, we strive to create inclusive work environments that can help our company remain attractive and current to retain the best talent from different generations. To strengthen this essential driver of our culture, we make significant investments in the training and development of our employees, with a special focus on better preparing and increasing the understanding and engagement of our leaders.

We recognize that, in addition to playing a key role in promoting diversity and inclusion, we must fight inequality of opportunities. As we aspire

to do better, we work continuously to improve our performance in this regard and have 2030 Sustainability Commitments to support us in our journey (see *Monitoring our 2030 Targets*).

One significant milestone in 2023 was the publication of the General Diversity and Inclusion Policy, which formalizes our commitments in this area. The policy applies to our operations in Brazil and serves as a reference for the other regions where we operate, recognizing and respecting the cultural diversity that comes from operating in four continents. The policy reaffirms our commitment to diversity, supported by four essential pillars: Fighting discrimination; Respect for people; Leadership training; and Creation of an environment that offers everyone the opportunity to express themselves without fear.

In 2023, we received once again the Diversity Leading Company seal in Spain. In Türkiye, we received a Silver Award in the Diversity and Inclusion category of the Stevie Awards. Our operation in Uruguay became a signatory to the United Nations Global Compact and Women's Empowerment Principles (WEPs). All these initiatives reinforce our commitment with diversity and equity.

Global Commitment in Support of Diversity

In June 2023, during LGBTQIAP+ Pride Month, we renewed our Global Commitment in Support of Diversity through the signing of a commitment letter by our global CEO, Osvaldo Ayres. Considering the importance of this topic to the company, we reinforced our position by stating that:

- **We do not tolerate** discrimination or prejudice of any kind, including based on race, religion, age group, gender, political belief, nationality, marital status, sexual identity physical/mental/ intellectual condition or any other.
- **We hold respect** for people as an unconditional value and we do not tolerate any position that is not in accordance with our Code of Conduct.
- **We are committed** to creating leaders who are engaged with the diversity agenda and who value and encourage the individual characteristics of the people who make up their teams as a competitive advantage of our business.
- **We maintain and foster** an environment in which each of us feels safe to express our true self.



"The gap between representation in society and within companies is still one of the battles we must face. We have been working to narrow this gap by creating an environment where we can be ourselves and where our voices are heard and respected. This fosters innovation, propels our business forward and increases our relevance as a building materials and sustainable solutions company."

Camila Ribeiro,
Diversity manager, Brazil.

Initiatives

Through attractiveness initiatives, education about diversity and appreciation for people from different groups, we boost talent retention, foster equal opportunity and ensure non-discrimination, supporting our commitment to ethics and diversity. Our main initiatives include:

Respect for pronouns – In North America, one of the trainings offered in 2023 aimed to mitigate potential discrimination due to improper use of pronouns. Our employees were trained on how to use pronouns correctly, according to the sexual identity and orientation of their colleagues.

Positive messages – In Spain, our “diversity ready-mix truck” displaying messages in support of diversity has had a meaningful impact in terms of visibility (on the streets) and pride (among our teams). We have also fostered important interactions between different generations within our company through impactful testimonials on different approaches to work and life style.

Partnerships – In Spain, our efforts in support of diversity and inclusion also resulted in the signing of a four-year Equality Plan involving unions and in the creation of measures linked to the General Law on Disabilities expected to be implemented over a three-year period.

Inclusive conversations – In Brazil, we expanded our Inclusive Conversations, in-person discussions created to educate our people about their unconscious biases and how to fight discrimination and prejudice in everyday life. In addition, we continued to hold our virtual live events (*#PodeEntrar*) to increase diversity awareness, with strong engagement from our employees.

Training modules – Our learning platform includes modules on specific issues related to diversity and inclusion (Anti-machismo module, Anti-racism module, Anti-LGBTphobia module and Anti-disability module), specifically developed for our leaders (Inclusive Leadership training), our HR professionals (Unconscious Biases for HR) and all employees.

Qualifica VC – In Brazil, employees with disabilities have training specially created for them. With classes that mix soft skills with technical knowledge, the initiative aims to accelerate the career of these professionals. Currently, approximately 100 people participate in the program on a regular basis.

Women development – One of our major efforts during the year in Brazil was the implementation of initiatives to accelerate the development of people from different groups. Two of these initiatives targeted

our female leaders: *Lidera VC*, for women in their first leadership position, and Female Leadership Club, for women in mid and senior-leadership positions. In addition, in March, when we celebrate Women’s Month, we launched the *DesenvolvElas* initiative, including soft skills classes offered especially to our female employees. In Bolivia, a workshop empowered our female employees to identify and overcome limiting gender beliefs as a way to accelerate their personal and professional growth.

Mentorship for Black women – As part of an initiative that touches both race and gender, we had the second group of our mentoring program for Black women in Brazil. During the year, 23 pairs of mentors and mentees worked together with a focus on the professional development of self-declared Black and mixed-race women in positions ranging from junior analysts to coordinators.

Free documents – Starting in 2023, our trans employees are entitled to participate in Pride of My ID, a program implemented in partnership with the NGO *Bicha da Justiça* through which Votorantim Cimentos covers 100% of the cost to get new government IDs. Also, every trans employee is free to use their preferred name from the moment they are admitted.

Inclusive talent pool – In 2023, we launched in Brazil a Female Talent Bank and improved our People with Disability (PwD) Talent Bank. These talent banks already include a total of 19,700 people (5,200 PwD and 14,500 women) who could be future Votorantim Cimentos employees. In addition, we began publishing affirmative employment opportunities for women, Black people, LGBTI+ people and people with disabilities, depending on the cultural and legal landscapes in each country.

Eurofirms Foundation – In Spain and in our Corporate Office for the Europe, Asia and Africa division, we formalized an alliance with the Eurofirms Foundation, an organization that works to integrate people with functional disabilities into the workplace and create fully inclusive work environments. We provided training and implemented awareness-raising initiatives, as well as volunteering activities involving people with intellectual disabilities.



DID YOU KNOW?

In 2023, we relaunched our digital Diversity & Inclusion Handbook in Brazil. Using engaging and easy-to-understand language, the handbook includes information on diversity and how to fight prejudice and discrimination in the workplace.

Training and Development

GRI 3-3_404

Providing growth opportunities for our employees is a major step toward creating a work environment that is both welcoming and challenging. We believe that distance learning is essential to diversifying the training and development of our employees, as it allows individuals to take a leading role in their own development and complete training at their own pace. In 2023, our distance learning platform celebrated its second anniversary, and our employees completed a total of 130,460 hours of training.

In general, our approach focuses on two main areas to develop and improve the skills of our employees: Learning Tracks, to prepare the company for the future (including, for example, leadership development journeys and intern, trainee and young talent tracks); and Technical Training Schools (Cement, Concrete, and Sales and Marketing).

Our internal leader development programs emphasized the principles of our culture: Open Dialogue, Learning and Evolving, and Simplicity and Trust. Through our Technical School program, we reinforced the integration of technical knowledge with the themes of the Votorantim Cimentos Production System (VCPS), our industrial management model for Cement operations. This aimed to ensure our employees' alignment with established standards, highlighting the organization's commitment to the quality and management of its industrial processes.

Talent initiatives

Trainee Program – The goal of the program is to train young leaders, with an eye on the future of the organization. In addition to being mentored by general managers, all trainees participate in specific projects.

Potenciar – It is an initiative carried out in partnership with the other portfolio companies of the Votorantim group that brings together trainees and internal talent from all of them

Career management – The initiative plays a fundamental role in defining our organizational strategies and empower our employees. The career management cycle lasts two years and enables leaders to assess the potential of team members and support their development. This cycle involves potential assessment, career discussions, feedback and preparation of the Individual Development Plan.



Employees at one of our plants in Spain

10.



Competitiveness

Learning and Evolving
Operational Excellence
Industry 4.0
Customers Focus
Logistics

Employee from
one of our plants
in North America

Learning and Evolving

GRI 3-3

Innovation is essential to ensuring the survival of the business and revitalizing the company's culture and engagement. It works as a catalyst for our strategy and enables us to broaden and expand our competitive advantages. We strive to improve established practices, while expanding our reach through the introduction of new processes, products and innovative solutions.

We have a two-pronged approach covering incremental, continuous improvement initiatives as well as transformational ones. This pipeline of initiatives aims to further improve our competitive position, accelerate our decarbonization journey and expand our addressable markets through new products, services and business models.

To manage inherent risks associated with these initiatives, we use innovation and

project management methodologies, validating hypotheses through studies, research and minimum viable product (MVP).

We perform small scale tests to evaluate risks and opportunities before scaling up our efforts, taking a "fail small and fast, succeed big" approach.

We monitor novel building materials and processes that are launched on the market, as well as technical news and articles on topics that are relevant to our company, through our Technological Radar channel. All information collected is assessed by our team of experts. The latest report, published in July 2023, included the evaluation of more than 77 innovations around the world.

On the investment side, we continue to support startups and incubate early-stage ventures that are addressing key

challenges through innovative solutions. Our portfolio of investments includes *Juntos Somos+*, which connects building materials companies with retail stores, adding value to both sides by leveraging a large network of stores with access to competitive and ample product offering; and our digital carrier company Motz, which stands out as a sustainable mobility platform, increasing logistics efficiency for several industries.

In 2023, we renewed *InovaVC*, our intrapreneurship program that allows employees to share ideas and participate in multidisciplinary groups to further explore their full potential. Similarly, we also launched our Innovation Ambassador Training Program, with involvement of more than 20 different functional areas, to more broadly disseminate concepts and methodologies to accelerate the innovation mindset within our organization.



"Our Innovation Ambassador Training Program helps us catalyze our innovation mindset and strengthens the Business Transformation pillar of our 2030 Strategic House and our principle of thriving with #Courage_to_Transform."

Marcio Yamachira,
global Strategic
Planning and Innovation

Innovation Applied to Competitiveness

The transformation of our business involves the automation and digitalization of our processes and the use of technologies. Our data strategy and the use of artificial intelligence stand out as resources that function as levers to increase the competitiveness and efficiency of our operations.

In Data & Analytics, we developed data lake and business intelligence studies and projects for the Operations, Procurement, People & Management and Concrete areas. In the use of artificial intelligence based on machine learning, our initiatives included an app for predicting quality parameters and statistical analysis; a platform for optimizing burning in our kilns; a predictive tool for mine decommissioning; telemetry to increase safety in the use of operating vehicles; and limestone granulometry to optimize the production process. At our Prairie Ready-mix business, in the United States, for example, we launched our Concrete AI tool to identify the optimization potential of our concrete blends according to the needs of our customers.

In 2023, in Brazil, we continued to implement our logistics 4.0 project,

organized into four major areas: autonomous shipping; automated truck weighing in our plants; automated bulk loading and review of administrative procedures; and broad application of artificial intelligence. In our Europe, Asia and Africa division, we implemented new automatic truck dispatch systems and automatized manual procedures for both bag and bulk cement loading in some of our plants. This move has enhanced the plants' logistics flow, improving service to our customer and reinforcing compliance in our operations. In Spain, we have pilot projects in place in the Alconera, Málaga and Toral cement plants.

Additionally, we have made a number of significant investments in our operations. In Brazil, we replaced electrostatic filters with bag filters, expanded our waste co-processing systems and introduced hydrogen injection in some of our plants. Furthermore, we built new administrative and operational structures, reinforcing our commitment to improving both internal services and our response to market needs. In 2024, our investments will continue with new projects on efficiency and sustainability, such as installation of new equipment and new hydrogen injection systems.

In 2023, our Alconera and Málaga plants in Spain continued to evolve, making significant progress in terms of sustainability and competitiveness, thanks to new facilities and projects for co-processing alternative fuels and raw materials, digital solutions for process optimization, and quality and reliability improvements. In 2023, in our Alconera plant, we commissioned a new high-efficiency cooler, a new silo to expand the product portfolio, and an upgraded process control system. During the year, our Málaga plant continued to build the foundations to increase the reliability of its key equipment, while investing in advanced process control and predictive maintenance tools. Today, our Málaga plant is the company's benchmark for thermal substitution.

We continue to invest in our North American cement operations to meet strong demand and position the business for growth. Some of our plants are ramping up to 6-10% on daily production increase through several initiatives, including a new roll press for finish mill pre-grinding, hydrogen generating systems, and new clinker cooler and raw mill fan upgrades. At Charlevoix, United States, we focused on energy efficiency and



"We embrace the future of our business, leveraging the power of innovation and sustainability. As we drive thermal substitution into our operations, we are not just evolving—we are redefining what it means to lead in our industry."

Alan Svaiter,
CEO Spain

environmental improvements, investing in several new alternative fuel systems, one of which will start in 1Q2024, and equipment to also increase capacity. At Bowmanville, a completely new baghouse, which improve the plant's environmental emissions and heat consumption, will be finished in the second quarter of 2024. With regard to cement distribution, we also invested in self-service loading at our McInnis plant and a new distribution terminal in Newcomerstown, Ohio, to capitalize on strong demand from commercial and residential construction in the central part of the state.

New Technologies for Decarbonization

We participated in the second Innovandi Open Challenge, held by the Global Cement and Concrete Association (GCCA) to accelerate the development of technologies that can help the cement industry achieve its goal of carbon-neutral concrete by the year 2050.

We also joined the Construction Innovation Hub (Hubic), a consortium coordinated by the University of São

Paulo (USP) and the Brazilian Portland Cement Association to create networks of companies interested in projects to reduce greenhouse gas emissions.

On the path towards decarbonization, there is a consensus that carbon capture and storage (CCS) will be essential. In the cement industry, this technology is not yet used regularly on a large scale, mainly for technical and financial feasibility reasons.

We have been actively working to find the best solutions and continue to make progress with CCS studies, especially in our North America and Spain operations. Our dedicated teams have been studying the available solutions to design the best option for each of our plants.

As a first step, we are developing a Carbon Capture pilot project at one of our cement plants in Spain. This initiative aims to improve our knowledge of carbon capture technologies, representing a significant step in our journey towards our 2030 Sustainability targets. This is one of the firsts carbon capture experience within the cement sector in Spain.

Hydrogen

In Canada, we adapted a pilot project developed in Brazil, to inject hydrogen into the kiln and calciner at the Bowmanville plant. An electrolyzer separates the hydrogen molecules and injects them directly into the kiln burner in the coke transport line. This makes combustion more efficient, with lower energy consumption, while also allowing for increased use of alternative fuels. The same initiative will be implemented at the Itaú de Minas and Sobral plants, in Brazil, starting in 2024.



“From pioneering carbon capture projects in Spain to exploring cutting-edge solutions globally, we are forging a path towards a greener future in cement production.”

Günther Smetana, COO for the Europe, Asia and Africa region and Carbon Solutions

Operational Excellence

The quest for operational excellence and competitiveness, guided by management based on standardization, training and technical accuracy, has significantly boosted our results over the last few years. Following a comprehensive performance ranking system that evaluates 23 operational indicators, including aspects such as safety, performance, efficiency, quality and sustainability, we reached a notable milestone in 2023: 88% of our plants were ranked in class A and B, demonstrating the highest standards of work.

In addition to our focus on performance, 2023 was a critical year for the advancement of the 5S Program. This method, dedicated to improving the work environment, increasing productivity and driving total quality, is implemented consistently across all our operations.

VCPS

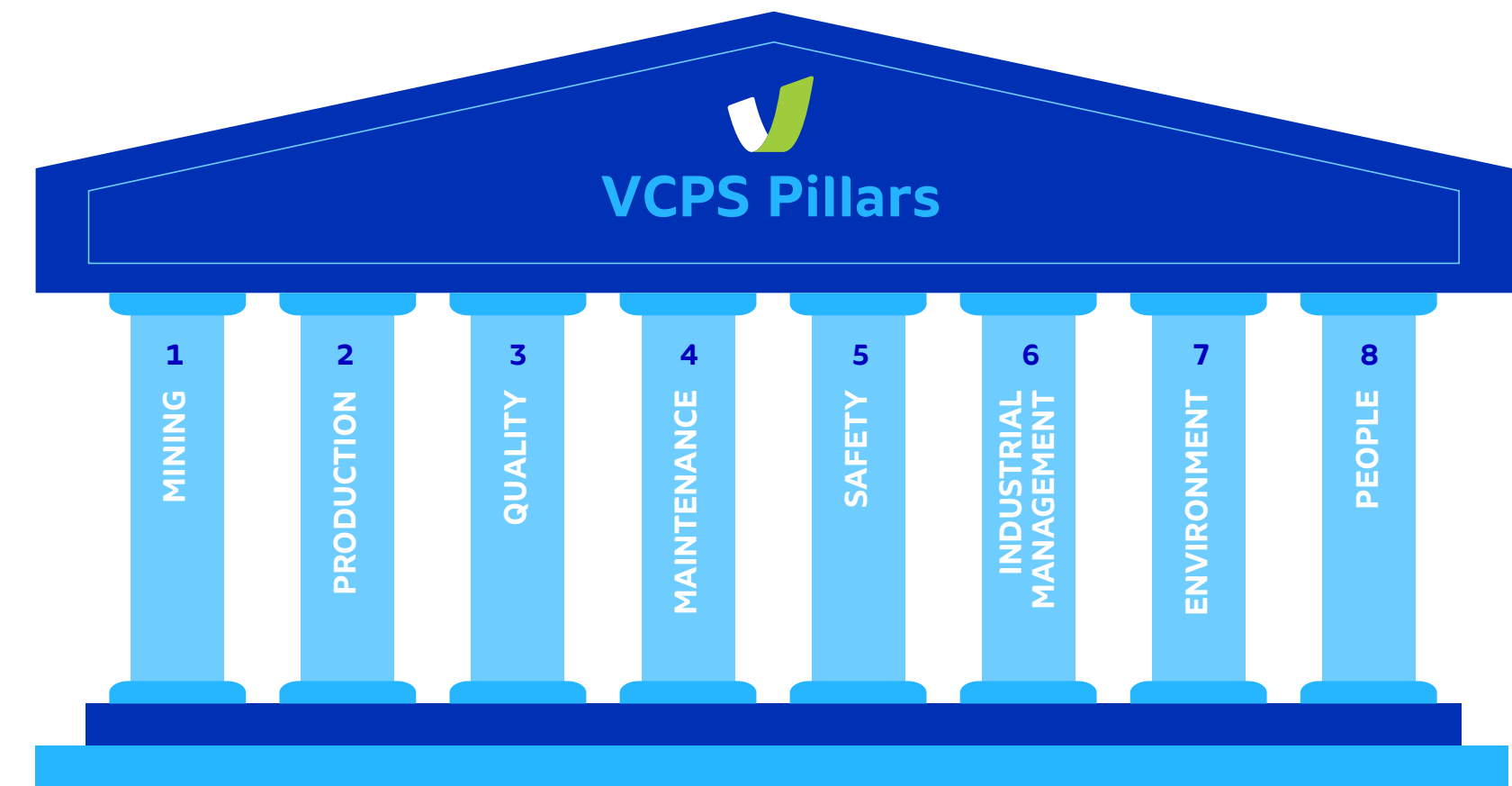
Our industrial management model, known as Votorantim Cimentos Production System (VCPS), is a significant evolution in our industrial management culture. The main objective of this system is to establish a simple and standardized management model that can be replicated at any plant, aiming to

produce consistent and lasting results in the ongoing pursuit of operational excellence.

The model was updated in 2022 in two phases: development and implementation. During the development phase, carried out in 2022, we identified and defined management and governance processes in eight priority pillars: Mining, Quality, Production, Maintenance, People, Industrial Management, Safety and Environment.

The objectives set for 2023 were successfully achieved and included the implementation of VCPS in pilot plants, training and self-assessments in each of the eight pillars in all plants. The self-assessments served as a basis for setting goals and planning actions for the next cycle. All this work is documented and managed in the *Manual de Gestão Industrial* (MGI, or "Industrial Management Manual").

VCPS uses several standard checklists to check compliance with processes. The results are converted into a scoring system that enables us to evaluate the effectiveness of the implemented actions and to identify new opportunities for improvement in the management system of each plant.



1 MINING

Providing raw materials for production, ensuring volume, quality and optimal cost, following a short-term plan.

2 PRODUCTION

Manufacturing the product portfolio through optimized operation of equipment and process control, striving to meet standards of operational excellence and technical rigor.

3 QUALITY

Providing sustainable, high-performance products by executing procedures, implementing continuous improvements and producing reliable results to ensure customer satisfaction.

4 MAINTENANCE

Preserving the reliability of industrial assets and their proper state of conservation, at a competitive cost and attending to their needs throughout their life cycle.

5 SAFETY

Promoting a culture of safety, providing a physically and mentally-safe environment for people.

6 INDUSTRIAL MANAGEMENT

Ensuring the achievement of the company's strategic goals and targets through integration, standardization and management of routines and processes.

7 ENVIRONMENT

Supporting the dynamism of our operations and fostering stakeholder engagement, leveraging environmental assets with a focus on reducing CO2 emissions.

8 PEOPLE

Ensuring that we have the right, qualified people, recognizing and developing them throughout their journey.

Industry 4.0

In line with the challenges of simplifying our internal processes and driving digital transformation, in 2023 we made significant efforts in industry 4.0, focusing on two key initiatives. The first one was Citizen Development, a movement to drive the creation of business solutions through low-code or no-code applications. This movement empowers developers outside of the tech area through a safe and governed approach. The other key initiative was our focus on data analytics through progress in data governance and the ability to transform information into positive results for the organization.

The main industry 4.0 projects currently underway include:

- **Computer Vision:** Uses artificial intelligence algorithms to identify torn cement bags and poorly assembled pallets, reducing production losses and increasing productivity.
- **Machine Learning (AIMO – Artificial Intelligence Mix Optimizer):** Employs AI-powered optimization algorithms to analyze data from process, laboratory and operational parameters in real time, providing co-processing mix recommendations with the best fuel cost for the site.
- **Computer Vision in Co-processing:** Uses computer vision algorithms that identify foreign bodies on conveyor belts that feed

waste to kilns, preventing prolonged stops and increasing the use of alternative fuels.

- **Cement Fineness Soft Sensor:** Developed internally, it predicts cement fineness after grinding. It enables faster changes of cement types, stabilizing product quality without relying exclusively on laboratory data, resulting in reduced costs and improved cement quality.

In Brazil, we also concluded the implementation of the *Iris* Project, which consists of using a planning tool to integrate our business plans. Different business areas, such as Cements, Mortars, Grouts and Viter, use the system to plan processes that cover finished products, demand, short- and long-term production, and materials. In the Europe, Asia and Africa region, we continued to increase the automation and autonomy of our plants by advancing the installation of expert systems and new equipment, such as thermal cameras and coolers in kilns, electronic systems in ball mills, and online free lime and raw materials analyzers. We also completed the digitalization of quality information through Laboratory Information Management Systems (LIMS), which are also connected to our expert systems. We are also running AI-based pilot tests focused on kiln processes and virtual sensors (e.g., free lime). To improve reliability, we are installing systems to continuously monitor our vertical roller mills, bucket elevators and the vibration of the main components of our plants.



Employee in the Alconera plant quality laboratory, Spain

Customers Focus

GRI 3-3, 2-6

The way we interact with our customers varies around the world, depending on their unique requirements and operating environments. We work to consistently guarantee the quality of our products and to offer the best solutions and experience to consumers, including individuals, retailers and construction companies. To achieve this goal, we invest in the diversification of our portfolio and the expansion of our sales, support and technical teams, aiming to continuously improve the quality and scope of our services.

Since our customers are essential to ensuring the longevity of our business, we identify and prioritize solutions for their everyday lives that can also support them when purchasing and using our products. This includes, for example, payment methods and credit terms and services, as part of our efforts to offer different options to our customers, such as PagFlex. We also have VC Credit and offer payment options via PIX and credit card.

Juntos Somos+ Virtual Store is our virtual marketplace for B2B transactions (between Votorantim Cimentos and retail stores),

maintained in partnership with 30 of the largest building materials producers in Brazil. Year after year, we invest to improve the user experience. In 2023, a significant portion of our total retail orders came through *Juntos Somos+*. One of the factors that contribute to our high sales on this innovative e-commerce is the fact that *Juntos Somos+* has a loyalty program (*+Fidelidade*) including more than 105,000 members. Through this program, our customers earn points that they can exchange for different prizes, including fuel vouchers, equipment, cell phones, computers, tools and more.

In our Europe, Asia and Africa region, we implemented an action plan to increase the adoption and use of our digital sales portal (eCare, launched in 2021) by our customers. As a result, 77.6% of our business in 2023 was done through the portal, compared to 66.2% in 2022. In Morocco, Spain and Tunisia, the number of orders placed through the portal grew between 19 and 22 percentage points. In Türkiye, we had a 96% increase in the use of eCare. The portal put our customers—and their needs—first, allowing them to place orders and download

invoices, as well as register and monitor complaints and schedule deliveries.

For the roll out of our Portland Limestone Cement, Envirocem, and other next generation ternary blended cements, including Envirocem plus, in North America, the region ramped up customer sales and technical support to facilitate a smooth transition of our downstream value chain to blended cements and lower carbon concrete. Technical support included the provision of an Environmental Product Declaration tool in collaboration with the Slag Cement Association, as well as a bespoke calculation tool and documentation for recycled content designed to support the LEED applications of building operators and owners.

In addition, the implementation of the Cement Profitability Report on Power BI, in our North American operations, supported decision-making and helped our Sales team deliver with better margins. Working together with the Finance department, we have been expanding our BI capabilities to our Aggregates Business in the region, with important KPIs supporting its growth.

Ongoing Communication

To get closer to our customers and maintain a regular flow of communication, we have a YouTube channel (called *Papo de Obra*), where we post construction tips on topics such as plumbing, electricity, painting and finishing to more than 800,000 subscribers. We also have the Engemix app, where our customers can easily schedule concrete deliveries and monitor ready-mix trucks on their way to the construction site in real time, with similar programs in place regionally. Currently, in Brazil, 93% of our customers are registered on the app.



Employees
in one of our
plants in Spain

Engagement Initiatives

Our relationships with customers are also strengthened through our participation in congresses and external events. In October, we sponsored and actively participated in the 64th Brazilian Concrete Congress, hosted by the Brazilian Concrete Institute. The event centered on “Achieving innovation and sustainability” and introduced projects aimed at reducing CO2 emissions in concrete production. In addition to participating in the IV Infrastructure Seminar, “Paths for the development of a sustainable Brazil”, facilitated by the director of Sales, Marketing and Concrete Operations for Brazil, Hugo Armelin, we had the opportunity to interact with many of the 1,400 event participants who visited our booth, where we highlighted the advantages of concrete pavement.

In North America, we continued to maintain our relationship with, and offer support to, our cement customers through our Concrete Schools, holding informational webinars and in-person sessions. The content of these courses relates specifically to our cements, including their composition and performance, how to use and spec them, and more. In 2023, we held the 61st Concrete School, where we educated 65 of our customers with presentations from the tech and sales teams on a myriad of current topics, including the more sustainable Portland Cement options with the addition of limestone.



“We know how important our products and solutions are in the construction of a better world. We must maintain a sharp focus on how we are evolving in terms of sustainability to have lasting results and leave a positive legacy.”

Hugo Armelin,
Sales, Marketing and Concrete
Operations officer, Brazil

Portfolio Expansion

Seeking a balance between innovation and sustainability, we dedicate efforts to meeting the current needs of our customers globally, in line with our enduring commitment to building a better world. Our efforts to expand our portfolio offering across all our businesses include:

 Click on the items for more information



Cements

Cement is a key product in our portfolio and, in line with our commitment to the future, we continue to work to develop cements with a smaller carbon footprint. Our main strategy has to do with the use of clinker substitutes such as slag, fly ash, pozzolans and limestone, and the development of blended cements, according to the technical conditions and limits set by applicable standards.

In Canada and the United States, nearly all cements sold during 2023 were Portland Limestone Cements (PLC), under the brand name Envirocem, representing more than 50% of the sales volume in the region. During the year, we also launched a new product in these countries: Portland Limestone Cement with additional slag (GULbs). Both PLC and GULbs contribute to significant reductions in CO₂, due to their lower clinker factor, reducing the global warming potential (GWP) compared to ordinary Portland cement (OPC).

In Brazil, in 2023, we started producing a new CP-IV cement. This product strictly complies with the characteristics and addition limits established by Brazilian standards. At the same time, its properties ensure that its initial performance is

comparable to the performance of CP-II cement, from the moment it starts being used at the construction site. In line with products with more additions, in Morocco, we launched L'hrayfi, a new CM 25 masonry cement; in Türkiye, we launched CEM II/C-M(P-LL) 32.5 R; and in Tunisia, we started to produce and export a new cement type, CEM II B/L 32.5.

In Bolivia, initiatives in this area included the exclusive production of IF40 cement in bulk and the introduction of IFPlus cement to replace bagged IF40 cement. Market analysis of the innovative IFPlus is underway, to confirm a potential reduction of 20,112 tonnes of clinker per year and a substantial decrease in our carbon footprint.

Mortars and Waterproofing Membranes

In Brazil, we launched a new adhesive mortar, *Votomassa Piso sobre Piso Interno*, which is ideal for laying ceramic floors, porcelain tiles and rustic stones on internal floors and walls—including in wet areas.

We also started offering four new products with waterproofing properties: *Votomassa Imperplus* and *Votomassa Superfix* additives, to waterproof internal

and external walls, floors and ceilings; and *Votomassa Impermax 1000* and *Votomassa Impermax 7000* waterproofing polymer mortars, to waterproof internal and external areas and concrete structures, such as swimming pools, tanks and even drinking water reservoirs.

Aggregates

At the Santa Isabel site, in the state of São Paulo, in Brazil, we commissioned a gravel mixing system and started manufacturing machine-produced crushed stones and cement-treated crushed stones to be used as base layers for paving yards, warehouses, gas stations, airports and other buildings.

Concrete

Our customers continue to benefit from *Spectra* concrete, a product that has a carbon footprint 15.5% lower than conventional concrete and high-modulus elasticity. As a result, it enables the construction of slender structures with less steel – which translates into being more cost-effective with a reduced carbon footprint. In 2023, the product also started being sold in the cities of Brasília (DF), Ribeirão Preto (SP) and Sorocaba (SP).



"We are revolutionizing cement production in North America. By strategically incorporating clinker substitutes and pioneering blended cements, we are not just redefining industry standards—we are paving the way for a more resilient and sustainable future."

Resha Watkins,
vice president of
Sustainability, North America

During the year, Engemix, our concrete business in Brazil, received substantial investments, resulting in an increase in the number of sites distributed across the country. We celebrated the inauguration of a new site in Itaquaquecetuba, in the greater São Paulo area. The business also acquired 80 concrete mixers that are more efficient and less polluting and 15 boom concrete pumps to take concrete to high floors in the construction of tall buildings. In 2024, we expect to open three new branches to increase our installed capacity by 10%, and purchase another 65 concrete mixers and 12 pumps. Additionally, we plan to construct a mixing site to replace, in part, trucks that mix concrete on the road. This is an important investment that will make it easier to control the amount of water needed in the mix and the quality of the concrete offered to our customers.

Total Waste Management with Verdera

In line with our Business Transformation pillar, in 2019 we created Verdera, our business unit that operates in the environmental solutions chain. Through this company, we offer services to manage, process, collect, transport and dispose of by-products for co-processing. The brand, which began its activities in Brazil, was expanded to our North America region in 2023.

Verdera offers disposal solutions that meet our customers' needs without compromising process safety and sustainability within Votorantim Cimentos. With broad scope and reach, we operate in more than 40% of the Brazilian territory, thanks to our more than 30 years of technical expertise in leftover material management. The brand is characterized as an important solution to businesses in various segments, as they seek to become more sustainable through reliable partnerships that evolve along with the business.

In 2023, with Verdera, more than 1 million tonnes of diverted material were repurposed as alternative fuels and raw material in our cement kilns in Brazil and North American countries.

In the four years since we launched Verdera, we have enhanced our operations and revised our strategy in this area through the *VC + Verde* project. We identified three major drivers for our operations in the coming years: 1) Growth in co-processing, 2) Development of partnerships, and 3) Increase in verticalization and waste management.

We see opportunity in safely repurposing hundreds of millions of tonnes of waste that are currently discarded and could be reused as raw material or alternative fuel. Through Verdera, we work both by supporting the development of companies that process materials for co-processing, and by investing in waste processing sites to make sustainable disposal accessible to an increasing number of companies. In 2023, we completed the expansion of a waste treatment facility in Itaperuçu, Paraná, in which we invested approximately R\$26 million. The site will help increase the volume of material available to our site in Rio Branco do Sul, also in Paraná. In our Europe, Asia and Africa division, in partnership with the Veolia group, we are building waste pre-treatment platforms in Morocco and Spain.



Concrete Pavement

Currently, less than 2% of Brazilian highways are built with concrete. Replacing asphalt with concrete in road paving is essential not only to reducing the carbon footprint, but also for the superior durability of concrete pavement, which has an average lifespan twice as long as the lifespan of flexible pavement, creating additional technical and economic advantages.

In 2023, we increased our efforts to promote concrete paving, establishing strategic partnerships with highway concessionaires, designers, specifiers and executors. We launched a website and the LinkedIn community *Pavimento de Concreto* ("Concrete Pavement"), which gathered approximately 4,000 participants and had more than 740,000 impressions and more than 10,000 engagements through December. The website is a virtual library that compiles technical information and innovative solutions on concrete paving. Since 2018, we have invested in eco-efficiency studies with this type of pavement, which have shown a 13% higher eco-efficiency when compared to flexible pavement. In 2023, we signed a technical cooperation agreement with the Department of Highways of the state of Paraná to evaluate the sustainability of concrete pavement used to restore sections of the PR-280 highway. This project highlights our commitment to sustainable and efficient practices in road construction.

Agricultural Solutions with Viter

In 2020, to further strengthen our performance in this market segment, we created Viter, an exclusive brand for the agricultural segment, with the established Votorantim Cimentos quality.

Through Viter's diverse portfolio of solutions that act on soil correction, fertilization and nutrition, we leverage the soil's maximum potential, supporting root growth and improving crop productivity. Our new developments focus on our customers' need for technologies and materials that improve their operational processes and increase their nutritional efficiency.

In 2023, this business experienced significant growth – following an expansion that has been happening since 2018 – thanks to our strategy of offering farming solutions that provide superior nutritional and operational efficiency for different crops, with a positive impact on productivity in the field.

In June 2023, the Itapeva site celebrated the reactivation of its kiln, which had been deactivated for eight years. The reactivation of this kiln increased the plant's capacity by



Employee applying Sungard, a product from Viter, Brazil

30% and highlighted the operational growth of the Itapeva plant, as per Viter's strategic plan. The kiln is part of a set of investments aimed at producing solutions to meet specific agribusiness demands in relation to more complex mixtures with nutritional function. In addition, we opened a site in Itaperuçu, Paraná, to produce dolomitic filler limestone and Optimix (our mixture of limestone and gypsum). The new site has a ball mill line, dispatches products via silo and is set to be a benchmark in service and product quality.

Focused on the evolution of our portfolio and continuing our efforts to soil solutions, we started producing and shipping Optimix combined with micronutrients to new markets. This solution is the result of a joint effort between Viter's R&D team and customers. Our plan for 2024 is to increase the site's production of agricultural solutions by 1 million tonnes. And we are already working in synergy with our team at Cimentos Itacamba, in Bolivia, to install a similar site in the country.

Motz

In Brazil, Motz, the digital carrier we launched in 2022, takes care of part of our logistic processes (inbound and outbound) and provides services for other shippers, in addition to Votorantim Cimentos itself. Our purpose of connecting paths and destinations is what drives our investment strategy through the implementation of structuring initiatives involving infrastructure and technology. This is our mission and what will enable us to achieve our long-term goals.

In 2023, Motz had another year of growth, both in terms of financial results and volume. More than 25,000 new drivers joined the Motz ecosystem, increasing the number to more than 50,000. During the year, Motz transported 19 million tonnes, an increase of more than 25% compared to 15 million tonnes in 2022. The volume transported for its more than 150 customers, excluding Votorantim Cimentos, increased significantly, from 400,000 tonnes to 3.3 million tonnes, representing approximately 18% of the total volume transported.

Environmental Product Declaration

As part of our decarbonization strategy and considering the increasing market demand for sustainable buildings, some products in our portfolio have environmental certification.

In Spain, all our cement products have the Sustainable N Mark, granted by the Spanish Association for Standardization and Certification (AENOR, in Spanish), which recognizes the social, environmental and governance commitment behind products. This certification is an additional voluntary quality label that commits us to meeting quality requirements that are more demanding than the CE Mark for products subject to European directives or regulations.



In Brazil, we are the first company to offer cement and concrete with EPD® (Environmental Product Declaration) certification. In 2023, three of our cements and four of our concrete were certified by EPD® Brazil, which is part of the International EPD® System. Certification is granted based on the analysis of various environmental impact indicators that cover production, waste management and transportation of the final product. All certifications are available on the [Environdec website](#).

In the United States and Canada, we report the environmental impacts of products from our cement plants with EPDs according to the requirements of ISO 14025 and ISO 21930. The EPDs for our North American cement plants are accessible on our [website](#). In 2023, we participated in the development of industry-wide EPDs for concrete in the United States and started the development of our own plant and mix-design-specific self-declared EPDs. We will continue to drive this effort in 2024.



Employee at one of our plants in Canada

Logistics

To ensure excellent service at a competitive cost in all our locations, in addition to uninterrupted supply of raw materials to our sites, we have a robust logistics infrastructure with different modes of transportation, including combinations of road, rail and sea. Our logistics network is geographically spread and includes stand-alone distribution centers, dispatch points within our plants and port terminals.

In 2023, we faced challenges in our supply chain and logistics, primarily as a result of macroeconomic factors and extreme weather events around the world. Our discipline to follow in time and manner with the implementation of the initiatives of our VC 2030 Strategic House enabled rapid responsiveness in our logistics operations, guaranteeing high level of service and meeting market demand. These initiatives included the acceleration of investments in structuring competitiveness, alignment with our different internal stakeholders (Logistics, Commercial and Operations) and external ones (suppliers and customers) and progress in the use of artificial intelligence.

We remain firm, focusing primarily on investing in productivity initiatives,

increasing the reach of our logistics network and our base of independent drivers, ensuring an optimal level of service and structural competitiveness regarding cost of serving in all regions where we operate, and customized analysis with continuous evolution in the use of artificial intelligence by our different businesses.

#PaixãoPorServir

In our Customer Focus pillar, we made significant progress in our #PaixãoPorServir (#PassionForServing) program, created in 2022 to improve the customer experience with our logistics services in Brazil. Throughout 2023, we sponsored different initiatives, including bi-monthly virtual live events for our Logistics employees focused on service improvement initiatives; forklift operator and customer logistics programs; Customer Week, in September, which included visits to our customers, movie sessions for drivers and visits of customers to our sites, to learn about our operations; and a review of our management and routine processes. As a result, we ended the year with a service level 6 percentage points higher than in 2022.

Distribution and Loading

In our operation in Brazil, we have 85 logistics dispatch points distributed across all regions of the country, including 57 stand-alone distribution centers and 28 dispatch points within our plants. To further expand our reach and improve the level of service to our customers, in 2023 we opened two new distribution centers in Pouso Alegre (MG) and Fortaleza (CE). These facilities incorporate the concept of logistics 4.0 in all their activities, including scheduling drivers to pick up our products, welcoming the vehicles into our facilities, issuing invoices and truck departure. Everything is done autonomously, adding speed and productivity to the process. Furthermore, both sites have a closed circuit for water reuse by the forklift washer, which reduces water consumption by 20%. In Fortaleza, we also have an additional advantage: a railway branch within the warehouse itself, which significantly reduces the site's logistics costs.

In the North American region, we expanded our SSL (Self Service Loading) stations and usage. We currently have 10 active SSL stations in different plants and terminals,



offering more flexibility to our customers and decreasing their loading time. The SSLs allow our customers to self-load anytime, including at night, saving about 2.5 hours of wait per day during peak hours. Currently, approximately 25% of the volume of those plants/terminals go through the SSL stations, reaching up to 90% usage in specific locations. In addition, we have started building a new terminal in Newcomerstown, Ohio and renewed our lease in the Bangor, Maine terminal.

Sustainable Logistics

Logistics are an important element of our operations and play a key role in ensuring the viability and longevity of our business. We have implemented several initiatives to incorporate sustainable practices into our logistics processes, including the diversification of modes of transportation and process optimization.

In North America, we have expanded our transportation fleet with 100 new railcars, mostly in the Ohio and Maine regions, and also secured a three-year charter with the NACC Argonaut to ship cement primarily from our McInnis plant for the coming years.

In Brazil, since our sites started using an efficient software tool to plot the routes of the orders they receive, we have already recorded estimated average savings of 234 meters per tonne shipped. More efficient routes reduce time, distance traveled and operational logistics costs. Our diesel consumption analyses have shown savings of 100 ml of diesel per tonne shipped, which is equivalent to preventing the emission of 0.264 kg of CO₂ equivalent per tonne shipped.

In addition, we enhanced our oversight of black smoke emitted by trucks involved in our logistics. We use what is known as a Ringelmann Scale to gauge the density/opacity of smoke produced by diesel-powered forklifts and a sample of the trucks that provide services to us. Whenever a vehicle measures above the limit, we request that it undergo maintenance and submit proof that emissions are within the limits before it is allowed to operate again. In addition to helping to improve air quality and reducing environmental impact, we protect the health of our employees and create a more sustainable work environment.

In Brazil, we implemented the *LOG+VERDE* pilot project in 2023. Its goal is to create

a more sustainable approach within the Logistics business by educating teams on issues related to water, energy and fuel consumption, waste generation and black smoke emissions. The proposed initiatives include the replacement of fluorescent light bulbs with LEDs light bulbs in warehouses, the installation of motion sensors and automatic taps, the reuse of water from air conditioners to water plants and clean, campaigns to reduce the use of disposable cups, and the improvement of waste collectors in operational sites, such as distribution centers.

Twice a month, we hold meetings to answer questions and every other month we host lectures on each of the project's pillars. We also distribute weekly bulletins with information about sustainability and the results achieved so far, including best practices from each site. From March to December, we recorded a 22% decrease in energy consumption and forklift fuel consumption (diesel and gas).

Employee at one of our plants in North America



11.



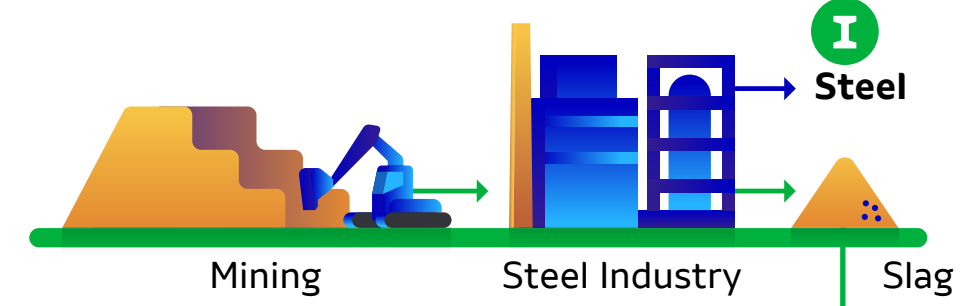
Positive Legacy

- Circular Economy
- Energy and Efficiency
- Environmental Management
- Sustainable Procurement
- Social Transformation
- Our Impacts
- Monitoring our 2030 Targets

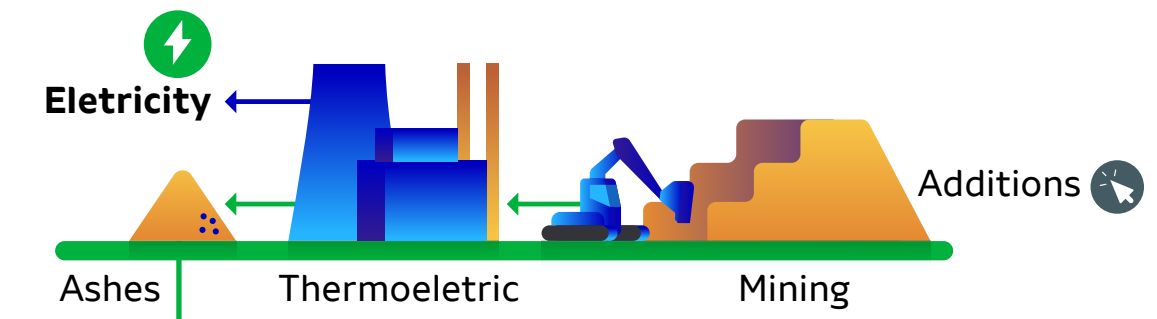
Employee in one of
our plants in Brazil

Our Production Process

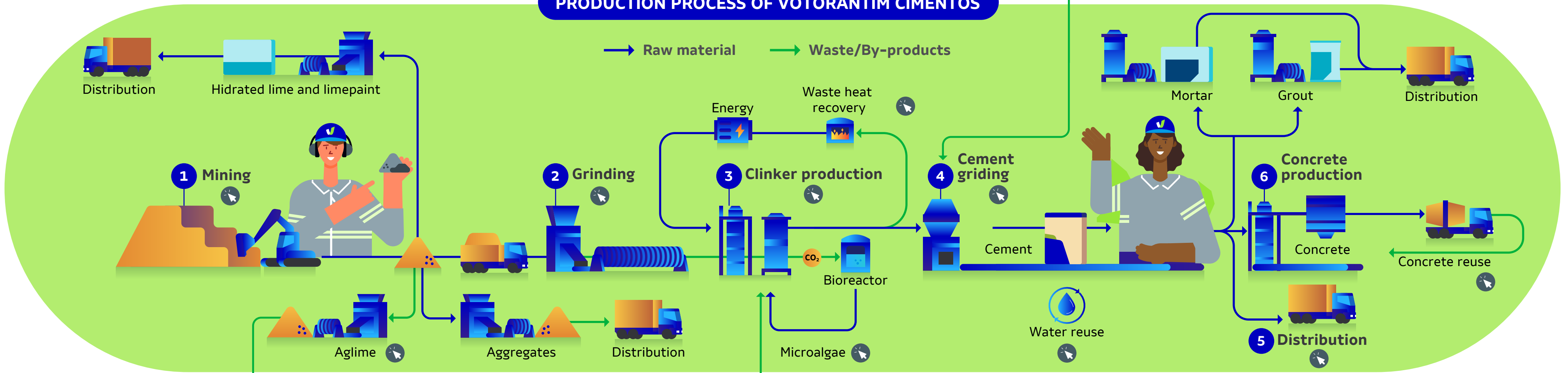
PRODUCTION PROCESS OF THE STEEL INDUSTRY



THERMOELECTRIC PRODUCTION



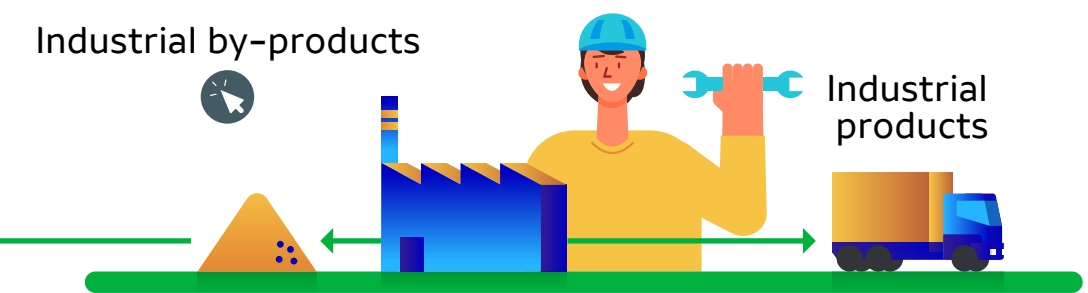
PRODUCTION PROCESS OF VOTORANTIM CIMENTOS



AGRICULTURAL PRODUCTION



SOLID URBAN WASTE



INDUSTRIAL PRODUCTION

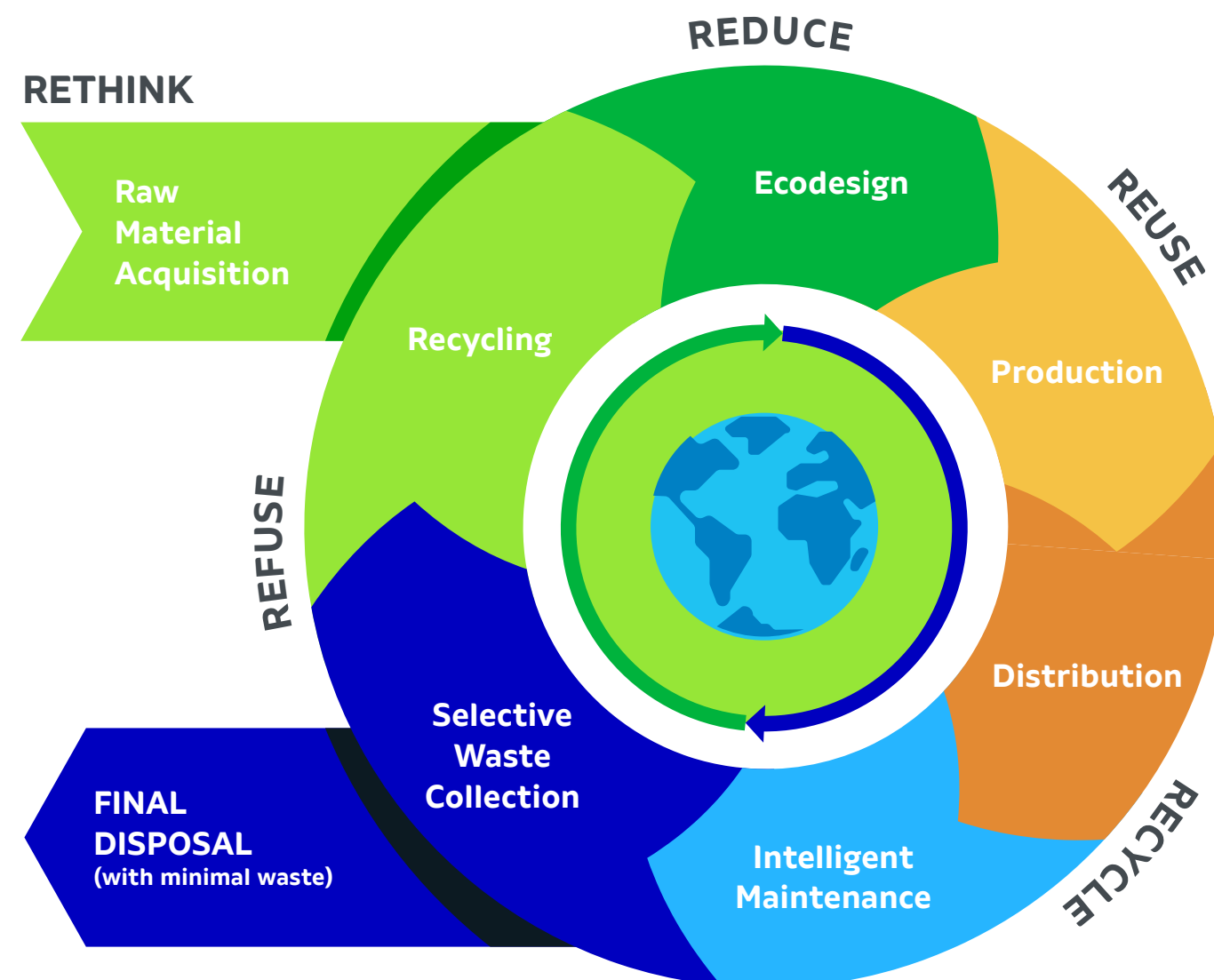
Click on the icons for more information

Circular Economy

GRI 3-3_301_306_306-1

Reflecting the principles of circular economies, we strive to reduce the consumption of materials, reuse them in our processes, recycle and repurpose items that would otherwise be discarded, and rethink our choices in pursuit of solutions with lower environmental impact.

5Rs



More Cementitious Materials, Less Clinker

The use of cementitious materials, by-products and alternative raw materials from other industries (such as blast furnace slag, fly ash, calcined clays, limestone filler and others) to replace clinker, not only contributes to circular economies but also supports our decarbonization strategy. In 2023, we reduced our global cement clinker factor to 72.8% (from 73.9% in 2022) as we worked toward our goal of reaching 68% by 2030.

In addition to its environmental benefits, the use of cementitious materials in cement production diversifies our product portfolio and expands our cement application options. In 2023, as part of our efforts to find new cementitious materials around the world, we mapped different types of clay globally. Throughout the year, we tested the alternatives we identified in laboratory and assessed their potential use. In Türkiye, for example, nine laboratory tests were carried out, with five samples of calcined rocks considered suitable for use in production and two other pending confirmation.

In 2023, Uruguay reached the lowest clinker/ cement ratio in the history of our operation in the country. This achievement was the result of the implementation of a vertical mill, which maximized, primarily, additions of limestone filler and clays. We have also started a technical feasibility study to incorporate a new addition made of fly ash, a by-product from the local paper industry, into cement.

Recycle and Repurpose

Leftover materials from our operations are properly stored and then sent to licensed companies, in compliance with legislation in each of the countries where we operate. In 2023, in partnership with Recigreen, we started a pilot project in our distribution center (DC) in Campinas, in the state of São Paulo, in Brazil, to recycle used cement bags. All bags return to the DC, where they are submitted to a process of mechanical disaggregation and filtering of cement residue, after which the fibers are used in the production of fiber cement.

Total Waste Management

During the cement manufacturing process, clinker production kilns reach temperatures of more than 1,400°C, requiring a high amount of thermal energy. Co-processing is an approach that enables the reuse of energy from alternative fuels, such as industrial and urban by-products and biomass, as a way of offsetting a portion of the fossil fuels used. This solution contributes not only to reducing the amount of waste sent to landfills, but also to lowering CO2 emissions.

In 2023, 30.9% of the fuels we used globally came from alternative sources, up 4.4 percentage points compared to 2022. This increase resulted from several initiatives we implemented in all regions where we operate, including the use of lower-carbon alternative fuels, storage infrastructure and waste crushing facilities.

In Brazil, we achieved a 34.3% thermal substitution rate in 2023. We invested R\$27 million in the modernization of our Xambioá site, in Tocantins, to increase its level of co-processing and the percentage of alternative fuels in the energy matrix of the site. In the Edealina site, we increased our thermal substitution efficiency by 10%, thanks to improvements in our capacity to measure alternative fuels. At our plant in Rio Branco do Sul, Paraná, in addition to a new hydrogen injection system, we invested in a third fan for the raw meal process circuit, to improve the flow of gases and enable higher rates of by-

product co-processing. At our Salto de Pirapora site, in São Paulo, we started a production line modernization project that is associated with the financing agreement we signed with IFC. Approximately R\$180 million will be invested specifically in this project to, among other things, expand the site's thermal substitution capacity.

In the state of São Paulo, we made progress regarding another project focused on the implementation of advanced technologies for the co-processing of urban waste. In collaboration with a private institution, we significantly accelerated the inclusion of urban waste in our waste matrix, conducting tests with various technological solutions to process these materials.

In our Europe, Asia and Africa division, we achieved the highest thermal substitution rate in the history of Votorantim Cimentos. At the end of year, 42.9% of the thermal energy used by our operations came from alternative fuels. In 2023, in addition to the startup of our Alconera site, we incorporated the results of the Málaga site, one of the most efficient and lowest-emitting sites in Spain, with high rates of thermal substitution. Additionally, we made progress in the modernization of our kilns in our Sivas plant, in Türkiye, achieving very positive results.

In North America, we achieved a thermal substitution rate of 8.9% in 2023. During

Accelerating Thermal Substitution

At our Alconera cement plant located in the province of Extremadura, in the southwest of Spain, a recently implemented project to replace fossil fuels with alternative materials led the site to reach a thermal substitution rate of 40% in just six months. The success of this initiative, which received €5.7 million in investments, is a result of Votorantim Cimentos' expertise and readiness to invest in and implement this type of technology. The company has qualified teams, and clear and transparent communications both internally and with all partners along the production chain.



"We believe that co-processing is a sustainable process that not only contributes to environmental preservation but also serves as an important tool for social transformation. We promote the responsible use of waste in our operations and are committed to a cleaner and more efficient future."

María Cabeuelo,
Procurement & AFR manager,
Europe, Asia and Africa

11. POSITIVE LEGACY

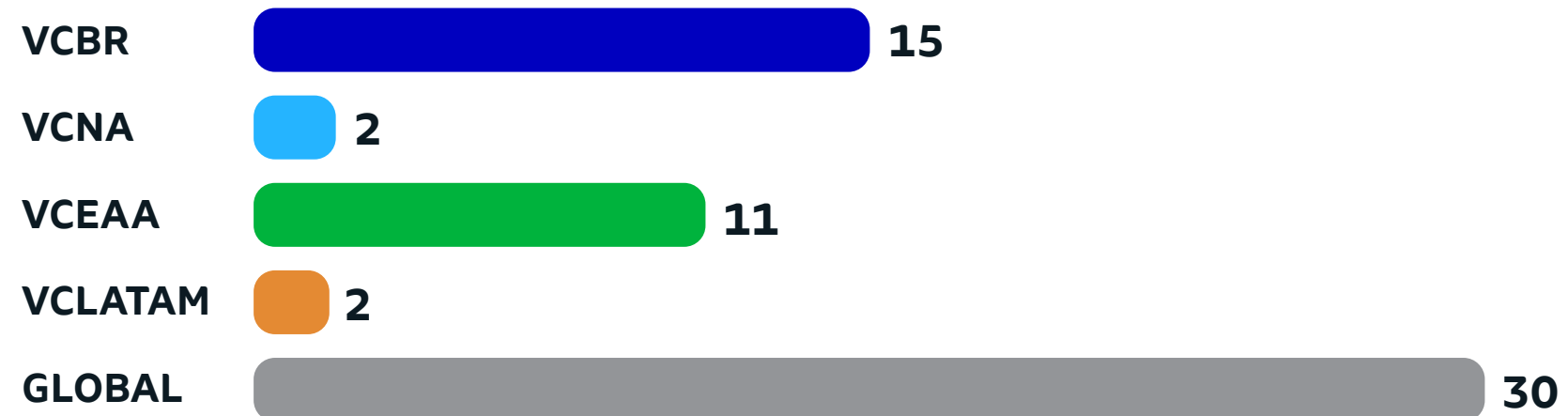
the year, we obtained an environmental permit to increase the use of low-carbon alternative fuels at our St Marys site in Ontario, Canada—a significant achievement, considering the stringent regulatory environment.

In Bolivia, a pivotal step in this direction was the organization of a workshop on the co-processing of by-products in cement plants. This landmark event brought together not only our internal stakeholders but also key representatives from the government and civil society. The profound impact of the workshop led to the establishment of a technical commission named Co-treatment of By-Products in

Cement Plants. This commission, made up of experts and key stakeholders, has the critical role of performing systematic analyses, facilitating agreements, fostering alliances and developing essential tools for this area. Its primary goal is to formulate comprehensive technical and operational management regulations.

In Uruguay, we have incorporated by-products from pulp mills (biosludge) into our catalog of alternative fuels. In 2023, we achieved a thermal substitution rate of 29.0% through the co-processing of rice husk, wood chips, biosludge and other materials.

Cement Sites with Co-Processing



Málaga Cement plant, Spain

Energy and Efficiency

GRI 3-3_302

Cement production requires a high amount of energy. Therefore, we are always looking for solutions that can increase the energy efficiency of our sites and for renewable energy sources to meet our current and future needs. Globally, 35.1% of our electricity already comes from renewable sources, an increase of 53.1% compared to 22.9% in 2022; our ambition is to reach 45% by 2030. To achieve this target, we prioritize the diversification of our energy matrix.

In Brazil, we have four small hydroelectric power plants (SHPPs) and a 160 MW hydroelectric power plant in Pedra do Cavalo, in the state of Bahia. We also participate in the Machadinho consortium, in which, in 2023, we increased our participation by purchasing energy from the Companhia Estadual de Energia Elétrica (CEEE), in Rio Grande do Sul. We also inaugurated our Ventos do Piauí Wind Farm, in the northeast region of Brazil, adding 55 MWm to our portfolio and helping us reach 48.5% of renewable energy in the country.

To ensure efficient and sustainable energy management, we developed the Long-Term Electricity Contracting Policy in Brazil. In line with the guidelines established in the policy, we formed a partnership with the company Atlas Energia to build a solar farm in the city of Paracatu, in the state of Minas Gerais. The farm will provide 100 MWm of energy and is expected to start commercial operations in January 2026. This initiative will bring substantial competitiveness and the expectation is to reach 75% renewable energy in our operations in Brazil. The conclusion of the agreement still depends on customary conditions in transactions of this nature, including approval by the Brazilian antitrust agency.

In Tunisia, we have a waste heat recovery system, through which heat from combustion is converted into electricity for our cement plant, and which has led us to a 29% reduction in electricity purchases. In our Asment Temara (Morocco) and Tenerife (Spain) sites, more than 80% of our electricity comes from wind.

In 2023, we signed a power purchase and sale agreement with a wind farm located in Loscos y Villar de los Navarros, Spain. With an installed capacity of 18 MW, energy has been supplied to our integrated cement plants (Alconera, Málaga, Niebla and Toral) since the beginning of the year. In Spain, we also have two solar energy purchase and sale agreements to supply energy to our cement plants. Our solar plant in Toral, with an installed capacity of 6.2 MW, is expected to start operations in 2024. Our solar plant in Alconera will be built starting in 2024 and will have an installed capacity of 7 MW.

In North America, we have worked to increase energy efficiency through energy management best practices and investment in equipment upgrades. At Bowmanville, Canada, retrofit projects that included upgrading the clinker cooler using fans with variable-frequency drives (VFDs), as well as installing VFDs on all direct current motors in the plant resulted in energy savings corresponding to 2.5% of the site's total consumption.



"Our goal is to transform Votorantim Cimentos' energy matrix by exclusively adopting renewable sources. To achieve this, we are seeking new business opportunities that ensure our commitment to sustainability."

Camila Marchetti,
Energy coordinator, Brazil.

11. POSITIVE LEGACY

At the St Mary's cement plant, in the United States, installation of VFDs on the main fan resulted in energy savings corresponding to 1.6% of the site's total use in 2023. Additionally, lighting retrofits are currently underway in all cement plants to replace standard high bay lights and general lighting with LED lights, which provide 50% energy savings compared to conventional lighting.

In 2023, a groundbreaking energy efficiency project was implemented in our cement plant in Bolivia, resulting in a 1.5 kwh/tonne reduction in electricity consumption. This achievement not only contributed to sustainability, but also led us to become the first cement company in Bolivia to earn the prestigious Sustainability Seal from the Federation of Private Entrepreneurs and the United Nations Program.

In Uruguay, our operations have ISO 50001 certification, demonstrating our commitment to continuous improvement in energy efficiency. In 2023, we successfully completed the *Molcemin Integrados* project, achieving a 29% reduction in specific electricity consumption during cement grinding, thanks to the implementation of an advanced, state-of-the-art vertical mill. During the year, Cementos Artigas was recognized by the Ministry of Industry, Energy and Mining for projects carried out in 2022, especially related to the efficient use of thermal and electrical energy.



Pedra do Cavalo
Hydroelectric
Power Plant,
Brazil

Dam Safety

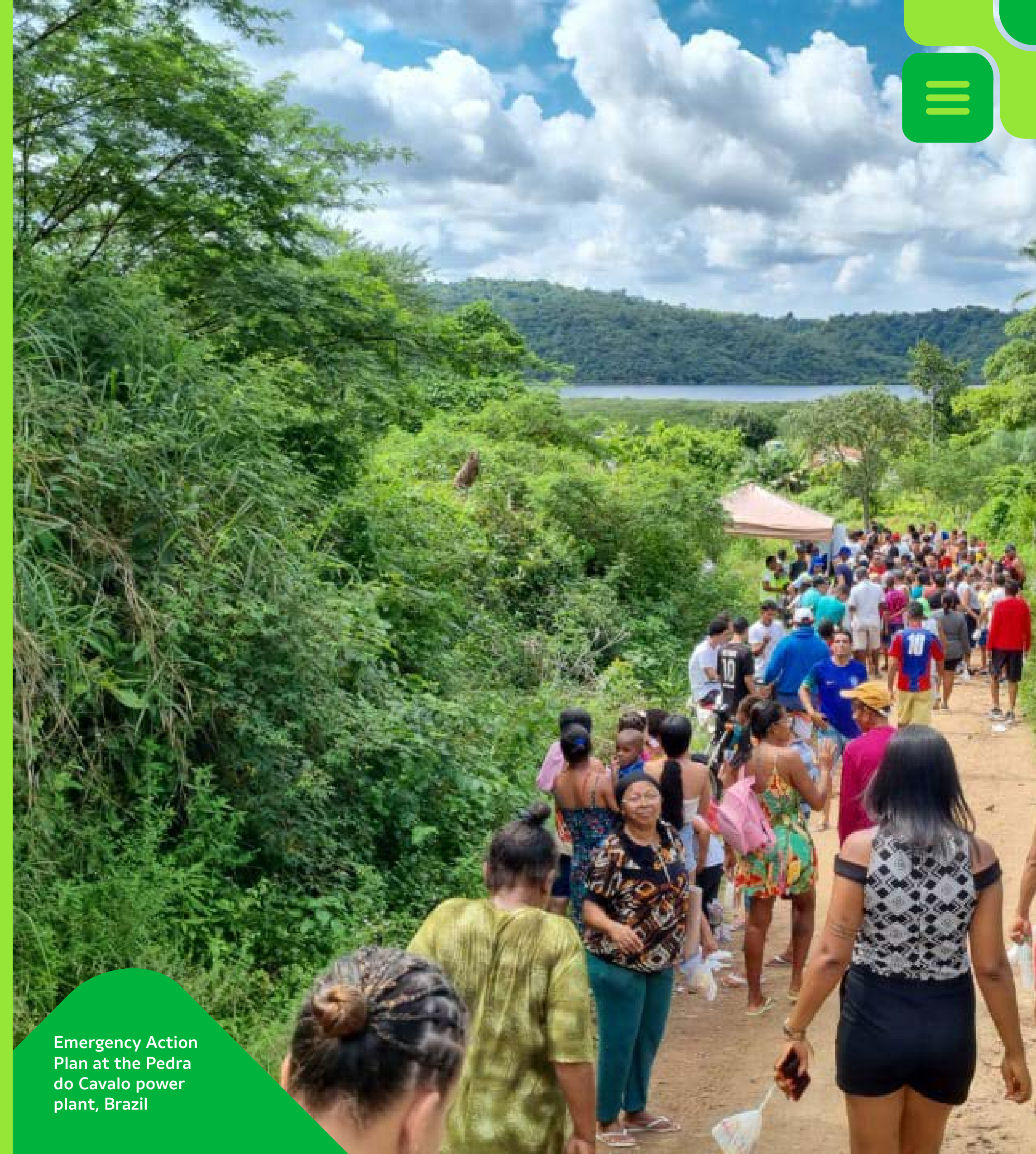
Safety is a priority in all our activities, and we have a dedicated team to help us monitor and ensure the safety of our existing concrete dams in Brazil. In 2023, we developed and approved a Dam Safety Policy for all sites, to standardize processes and controls to reduce the risk of accidents and incidents. The document establishes the organizational structure for dam safety and defines the responsibilities of professionals in all spheres. It also establishes processes to be followed by each area: instrumentation, regular safety inspection, maintenance, emergency action plans (EAP), periodic review, inspection and special safety inspection.

All of our hydroelectric power plants now also have a Dam Safety Management Platform, an online tool that compiles data from inspections, instrumentation, document approval control and reader calibration control, generating automatic reports. The system issues preventive alerts and is capable of conducting readings and field inspections via cell phone or tablet, facilitating real-time access to information.

Emergency Drill at the Pedra do Cavalo Hydroelectric Power Plant

For the first time, we carried out a self-rescue zone evacuation drill at the Pedra do Cavalo hydroelectric power plant, in Bahia. The exercise is part of the Emergency Action Plan (EAP) and demonstrates our commitment to health and safety in our operations. The drill, which was coordinated by Votorantim Cimentos, included residents of the towns of Cachoeira, Maragogipe and São Félix, state and municipal authorities, and safety and civil protection agencies. In total, more than 300 people were involved in the process, including approximately 150 police officers. When the sirens sounded, part of the population living within the self-rescue zone moved along the evacuation routes indicated by signs until they reached the assigned meeting points. A total of 1,518 residents participated voluntarily. The drill lasted approximately two hours.

Emergency Action Plan at the Pedra do Cavalo power plant, Brazil



Environmental Management

GRI 3-3_300

We continually manage the impacts of our operations and work to make them increasingly sustainable, to reduce negative effects on the environment and on natural resources. Our environmental performance is guided by our Global Environmental Policy and our Green Rules, which translate the principles outlined by the policy and direct our efforts towards long-term sustainable development.

Our Environmental Management System (EMS) is based on the ISO 14001:2015 standard and covers nine major themes: Legal requirements; Licenses and authorizations; Water resources; Waste; Environmental risks; Contamination prevention; Air emissions; Biodiversity; and Land rehabilitation. Based on these themes, we created the Operational Environmental Performance Indicator (IDAO, in Portuguese), which compiles the main results achieved in our sites.

As we do each year, in 2023 we celebrated World Environment Day in June, with a program of valuable content focused on the

theme “One planet, one home”. The goal was to reinforce that we all must work to preserve our only home: planet Earth. Through this initiative, we sought to provide a deeper understanding of the opportunities and challenges related to the environment and in our daily lives. We offered practical guidance on how each of us can contribute to circular economies, addressing critical issues such as plastic pollution. Additionally, to integrate different areas of the company, we explored the legal and compliance-related perspectives of ESG issues. More than 1,833 employees attended the presentations, demonstrating the significant engagement of our team with our important environmental agenda.

Air Emissions

GRI 3-3_305 | SASB EM-CM-120A.1

The cement production process can produce emissions that include particulate matter (dust), nitrogen oxide (NOx) and sulfur oxide (SOx). In line with the principles of our environmental strategy, we use

environmental standards to evaluate and monitor our air emissions and set targets to reduce them.

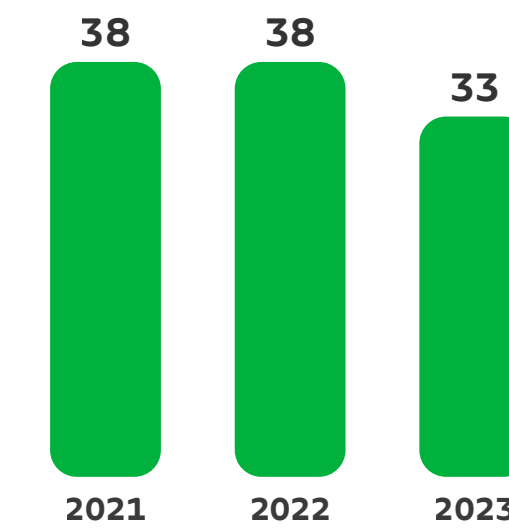
We invest in environmental innovation focusing on the continuous improvement of our processes, aiming to ensure that our operations comply with local legislation and regulations, while supporting our 2030 Sustainability Commitments. We have a robust plan to replace electrostatic filters with bag filters in our sites, aiming to control emissions of particulate matter, and have invested in abatement systems to control NOx and SOx emissions.

In 2023, we invested R\$35 million in projects to convert electrostatic filters into bag filters at the Itaú de Minas, Rio Branco do Sul and Sobradinho sites, in Brazil. At our McInnis site in Canada, in addition to adopting the use of a more effective filter, we improved the emission monitoring process. In Uruguay, we launched the AbatiNOx project, with the goal of reducing nitrogen oxide (NOx) emissions through non-catalytic selective reduction.

Emissions of Particulate Matter

(g/tonne clinker)

GRI 305-7

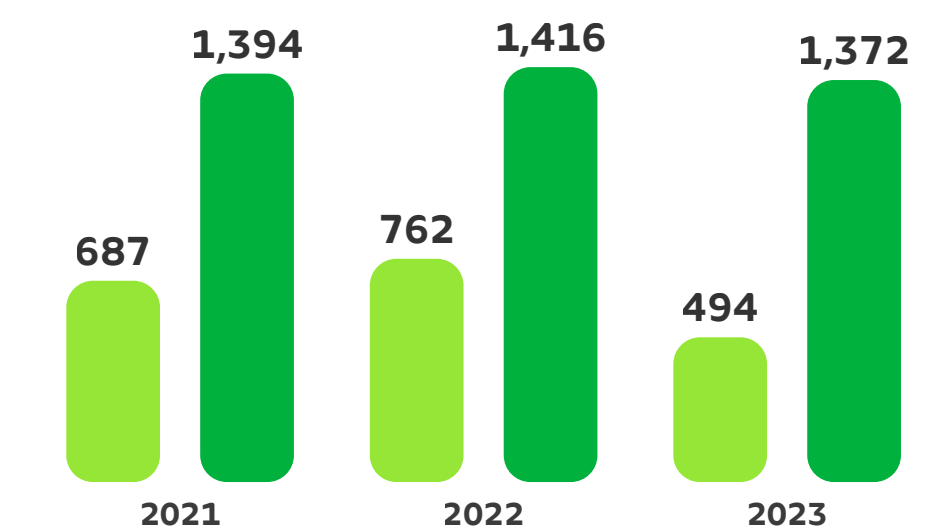


Emissions of NOx and SOx

(g/tonne clinker)

GRI 305-7

● SOx ● NOx



Biodiversity

SASB EM-CM-160A.1

At Votorantim Cimentos, our activities intersect with natural habitats to varying extents in different locations. Forest remnants, springs, rivers, caves and other types of natural assets are found on or near many of our properties. Therefore, biodiversity conservation is an issue of significant importance to our company and is integrated into our [Global Environmental Policy and Green Rules](#), as well as into our [2030 Commitments](#).

We have internal procedures and instruments that support us in this area, including the Corporate Guide for Biodiversity Management Plans (which describes our approach to identifying sites in areas with high biodiversity value, among other aspects), environmental impact studies (which detail prevention, mitigation and compensation measures) and mine closure plans (which include activities related to the demobilization of facilities and rehabilitation of the areas).

Following international practices, we set aside resources for the implementation of mine closure plans according to the provision of Asset Retirement Obligations (ARO). Globally, we have more than R\$740 million in ARO resources for mine decommissioning. In 2023, 18 mines in Brazil carried out activities included in mine closure plans, using R\$4 million throughout the year.

Driven by our sustainability strategies and the global environmental agenda, and recognizing that nature is a key factor in addressing challenges such as prevention and adaptation to climate change, in 2023 we decided to take another important step to improve our performance in biodiversity management. We created a Biodiversity Roadmap, to be implemented starting 2024, which includes improvements regarding several aspects, focusing on increasingly beneficial efforts to support nature conservation, as well as the well-being of communities in the regions where we are present.

Our initiatives:

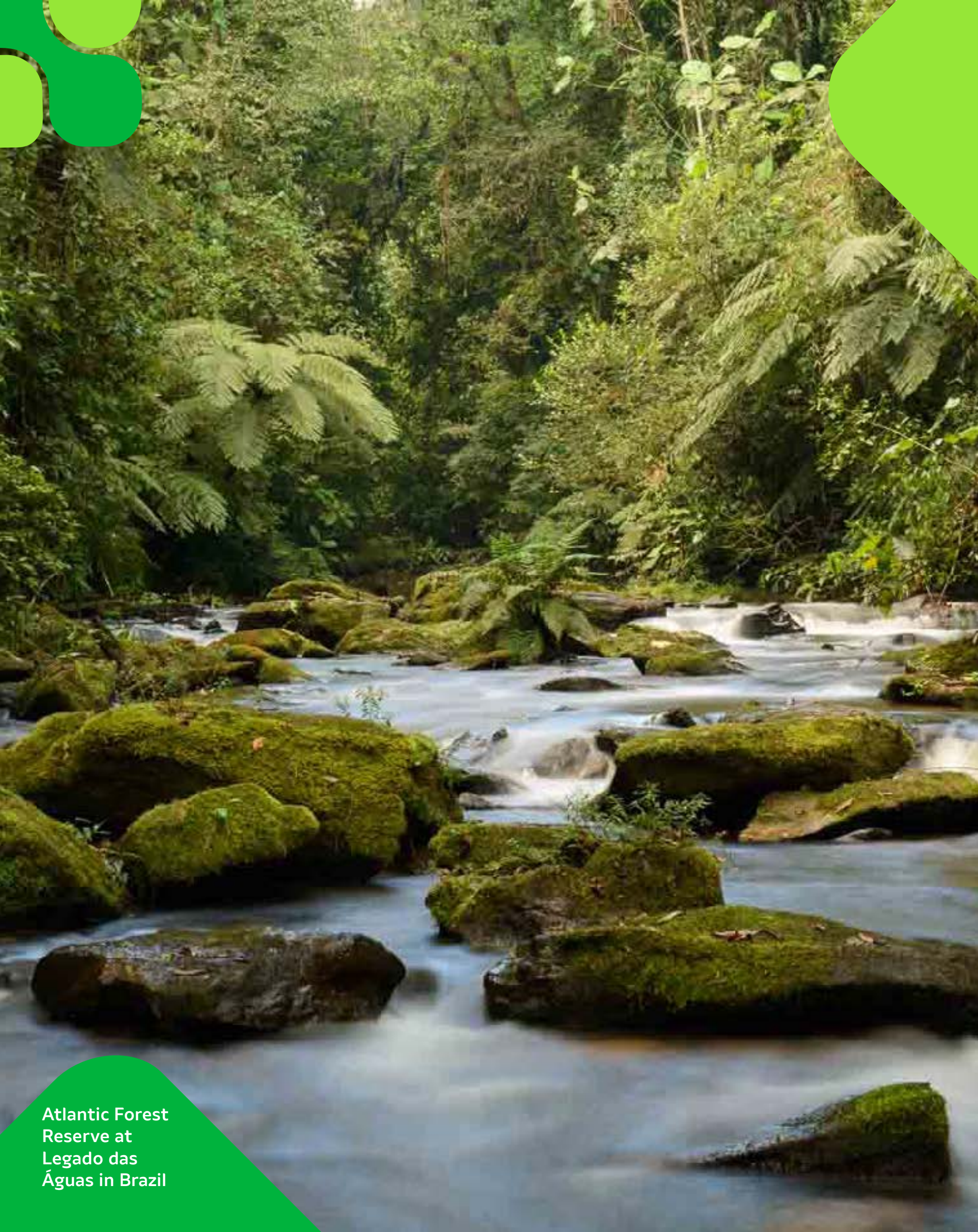
- In Ontario, Canada, we continued the implementation of biodiversity projects, including the rehabilitation of more than 373 hectares within our properties, the monitoring of swamp areas in Sunderland, the preparation of pollination habitats on the Westwood and Coburn estates, and the creation of a vernal pool for salamanders on our McMillan pit. We also completed a project to improve fish habitat and install natural barriers to reduce invasive species in an environmental protection area in our Bowmanville plant.
- Additionally, analysis related to biodiversity projects includes the vegetation around Lake McInnis, in Canada, and the control of populations of crustaceans, fish, amphibians, reptiles, birds, bats and other animals living near our plants. Our team at our St

Marys Cement site, Ontario, monitors peregrine falcons, a type of bird whose population has increased in recent years after being placed on a list of species at risk of extinction. In conjunction with Earth Day, our employees planted 4,200 trees, adding to more than 150,000 trees already planted in Canada and the United States to restore or enhance local ecosystems.

- In Málaga, Spain, we continued to implement our Biodiversity Management Plan (BMP), which includes the collection of rainwater to be used by fauna, strengthening trophic relationships and ecological dynamics at the site. As part of a multi-phase effort, we completed an assessment and developed a BMP for the Alconera mine, also located in Spain. Over the next few years, we plan to complete additional assessments and develop BMPs for our Tenerife and Toral mines.
- We continue to work in cooperation with the Brazilian Speleological Society (SBE, in Portuguese) and the Atlantic Forest Biosphere Reserve (RBMA, in Portuguese), through the SBE-VC-RMBA Technical Cooperation. The mission of this partnership is to increase knowledge and implement initiatives to benefit the conservation of biodiversity and speleological heritage in Brazil. In 2023, we supported SBE in the organization of the 37th Brazilian Speleology Congress (Curitiba, Brazil) and sponsored the Atlantic Forest Week organized by RBMA.



Legado das Águas, Brazil



Atlantic Forest Reserve at Legado das Águas in Brazil

Water and Effluents

The efficient use of water is a priority for us, considering that this is a vital resource for our operations and for the well-being of the communities located in the regions where we are present, as well as for nature conservation in general.

In all regions, we work continuously to reduce water withdrawals, for example, by using closed circuits and performing equipment maintenance to prevent leaks and losses. In Detroit, in the United States, the construction of a new closed-circuit model resulted in savings of 90% in water consumption. At our plant in Alconera, Spain, we installed a system, called Waterbox, to collect and use water to irrigate crops grown as part of our biodiversity plan. This system uses up to 90% less water than conventional irrigation systems.

In Uruguay, investments were made to control water discharges into the La Plata stream, improving the accuracy of consumption indicators, in accordance with GGCA guidelines. We continually work on systematic improvements to account for our water consumption, including, for example, the installation of flow meters in water withdrawal systems.

In areas of water stress (a situation that occurs when the demand for water exceeds the available supply), our level of concern is even greater. As part of our 2030 Strategy, we reaffirmed our commitment to advancing in the implementation of specific Water Management Plans (WMP) for sites located in areas at higher risk for water stress according to evaluations made using the Aqueduct platform.

And to further improve our performance in terms of water management, in 2023, we created a Water Roadmap, which will start being implemented in 2024. The roadmap outlines improvements and progress to be made in several areas to increase strategic and proactive corporate management of water, keeping on our radar the risks and opportunities that we must pay attention to in the short, medium and long terms.

Sustainable Procurement

Building a positive legacy involves taking a careful look at our supply chain. We work to ensure that our purchases not only improve our company's competitive advantages but are also aligned with our values and strategic objectives, as we remain focused on generating value and paying special attention to our potential impact on communities, working conditions and human rights.

Our procurement expenses are divided into three major categories: raw materials, services and materials. We work to boost local businesses and create employment in the locations where we operate, across our entire supply chain. At the end of 2023, 53.8% of our expenses were payments to local suppliers; by 2030, our goal is to increase the percentage of local purchases to 60%.

Sustainability is part of several stages of our procurement process. From the very beginning of our relationship with new suppliers (the registration process), in addition to evaluating financial and legal conditions, we also consider ESG aspects. To increase diversity in our procurement

processes, we carried out a census with our suppliers in Brazil, including aspects such as gender, color, disability status and age, to identify the profile of the leadership team of these companies. These profiles are shared with our buyers, providing them with additional elements to inform their decisions. When selecting mining partners, for example, we require a minimum percentage of female drivers. In addition to diversity aspects, depending on the criteria set for each category, we include requirements regarding scrap circularity, energy efficiency, equipment quality and local labor percentages.

In 2020, in Brazil, we created the Sustainable Procurement Program, which aims to produce social and environmental benefits across the supply chain. The first cycle of the program was completed in 2022 and, encouraged by the successful results, we extended the program into the coming years. In 2023, in partnership with the Votorantim Institute, we started reviewing our Sustainable Procurement Program. The new version of the program will be launched in 2024 to guide our future sustainable procurement strategy.

Decarbonization in our Supply Chain

In 2023, we held in Paraná, Brazil, the first co-creation supplier forum to reduce our carbon footprint, a two-day event including 23 suppliers. Our main objective was to present our challenges in reducing CO2 emissions, in addition to discussing supply chain initiatives that can contribute to our decarbonization journey and the circular economy.



Co-processing of olive pomace at one of our plants in Spain.

Social Transformation

GRI 413-1

We are an important part of our communities and are committed to generating shared value and improving people's lives while respecting the local characteristics of each of the more than 300 locations in the countries where we operate.

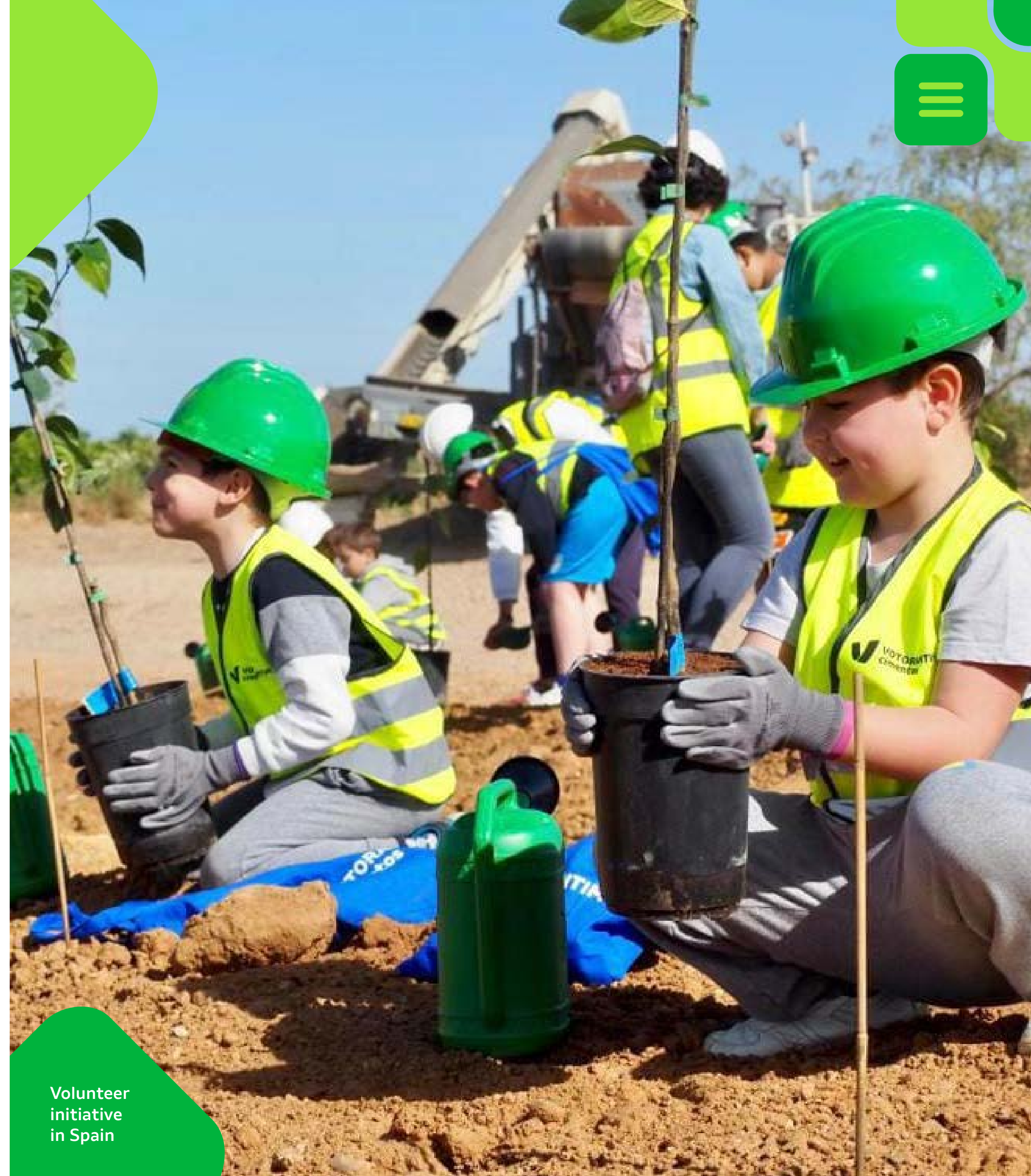
Local development, dialogue with communities and respect for the local culture guide our journey of social transformation. To support us in this process, we have a set of policies and procedures that cover the main guidelines of our strategy: 1) Procedure for Implementing and Executing Community Relationship Plans; 2) Corporate Volunteer Policy, and 3) Social Intervention Guide for Environmental Licensing.

Two key principles of our social efforts are managing the impacts of our operations on surrounding communities and actively listening to our neighbors and other stakeholders. In line with these principles, in 2023 we held a National Meeting of Traditional Peoples and Communities at our Pedra do Cavalo site, in Bahia. The

event encouraged dialogue and exchanges with traditional and indigenous people and quilombola communities through experiences in their land and the sharing of lessons from ongoing projects, strengthening the company's engagement and relationship with these communities. At the meeting, we presented a draft of the Guide to Best Practices in Relationships with Traditional Peoples and Communities to offer the participants an opportunity to contribute to the final version of this important guiding document.

In addition to our policies and procedures, we have social commitments involving our sites, employees and business partners, including:

- Community engagement, impact assessment and/or development programs in 90% of our sites.
- 20% of employees engaged in volunteer initiatives.
- 60% of our purchases from local suppliers.

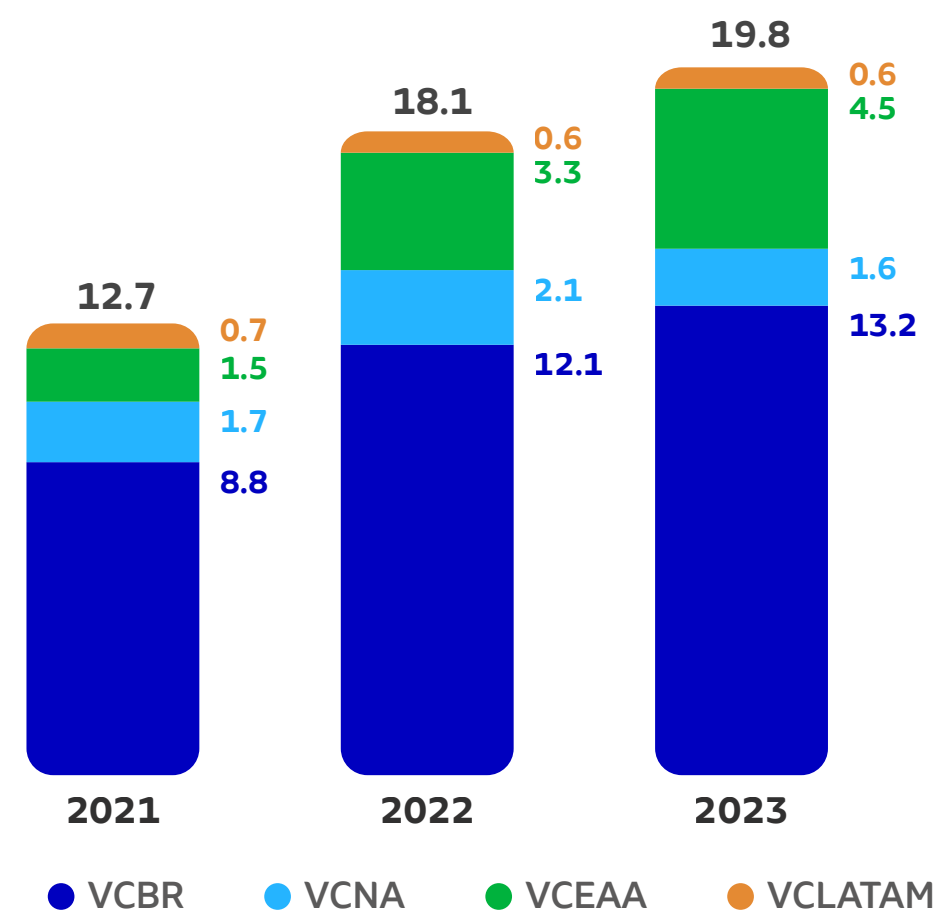


Volunteer initiative in Spain

Social Investments

Our efforts related to shared value are focused on different areas such as health, education, public management support, housing, income generation, diversity, culture appreciation and protection of the rights of children and adolescents. In 2023, our external investments in social transformation projects totaled R\$19.8 million globally, an increase of 9% compared to 2022.

External social investment (R\$ million)



Local Development

Health

As part of our commitment to driving local development and improving people's lives, in February 2023 we inaugurated the new Primavera Health Center, in Pará, built through a Technical Cooperation Agreement between the town of Primavera, Votorantim Cimentos and the Votorantim Institute. The 24/7 facility has 832 square meters and can serve up to 200 patients a day. It offers urgent and emergency care and appointments with specialists, in addition to ultrasound tests and gynecological exams. It also serves pregnant women and supports humanized childbirth. The medical center has ten infirmary beds, two procedure rooms, a nursing station, two medical offices and facilities for administrative teams and staff.

Another health initiative is the Support for Public Management Program (AGP, in Portuguese), also in Primavera. AGP is a partnership between Votorantim Cimentos and BNDES (the Brazilian National Bank for Economic and Social Development) to support projects to modernize public management in towns with a low Human Development Index (HDI) and a population of less than 50,000 people. The program focuses on tax management, administrative management, education, social assistance and health. In Primavera, AGP helped lower the infrastructure



Volunteer initiative in Morocco

deficit by assisting the preparation/revision of basic municipal plans and executive projects that enabled the town to attract federal investments and other resources. Additionally, it provided Primavera with the necessary tools to improve performance indicators, promote productive discussions and overcome challenges related to the visibility of initiatives for its population.

In Bolivia, we completed the first phase of construction of a new Health Center in Yacuses. In partnership with Japan Cooperation, we trained dedicated teams to perform maintenance on medical equipment. In addition, we donated cement to build the external wall of the Puerto Quijaro Municipal Hospital, as well as to pave the patient access patio.

For many years, our donations to healthcare institutions in the North America region have benefited the St Marys Healthcare Foundation, the Rare Charitable Research Reserve, the Durham Hospice, Munson Healthcare Charlevoix Hospital Foundation and the Municipalité de Port-Daniel-Gascons.

Every year, our Jbel Oust cement plant, in Tunisia, in collaboration with the National Office for Family and Population, invites women from neighboring communities to attend a breast cancer awareness session and receive free screening services. In 2023, 50 women attended the event.

Education

In Brazil, together with the Votorantim Institute, we continued to implement the Partnership for the Enhancement of Education (PVE, in Portuguese). The initiative aims to improve public education by focusing on three areas: education management, school management and social engagement. This year, 12 towns in different states benefited from the initiative, which reached a total of 265 schools and more than 77,900 students. By supporting this program, we reinforce our belief that quality education is essential to achieving sustainable development.

In Bolivia and Uruguay, we supported professional education projects for young adults, digital training for teachers and specialization classes for construction workers. In Bolivia, we provided scholarships to six students in the community to attend the Instituto Infocal de Santa Cruz. In addition, we offered career guidance classes to help students pursue higher education degrees and offered free computer classes on Infocal Mobile, in partnership with the Puerto Suarez Regional Office of Education, to train teachers in subjects such as robotics. We also supported the construction of a preschool playground.

In Uruguay, we carried out a project through EducaConcreto and supported the construction of infrastructure for early childhood education, demonstrating the benefits of using concrete in sustainable constructions.

In North America, in addition to ongoing financial support of education and research institutes, 2023 marked the 26th consecutive year that we recognized and provided scholarships for children of eligible employees who demonstrate academic excellence, community involvement and a dedication to continuing education.

Local Collaboration

We recognize the importance of the communities where we operate and use our expertise to assist local initiatives. This includes providing support for infrastructure projects developed by non-governmental organizations (NGOs), as well as interventions in emergency situations triggered by natural disasters.

In Madrid, Spain, we sponsored the construction of an eco-patio at the Bobath Foundation, specialized in supporting children with cerebral palsy. In Morocco, in partnership with local NGOs, we designed

and built four school libraries with space for games and activities.

Additionally, we donated €257,855 to the victims of an earthquake that hit the southeast of Türkiye, with contributions from our employees equally matched by the company. We also supported several local institutions, including the Türkiye Disaster and Emergency Management Authority (AFAD), Türkiye Search & Rescue Association (AKUT), Anatolian People and Peace Platform (AHBAP) and the Türkiye Red Crescent (KIZILAY). Employees in our headquarters in Ankara and in our Hasanoğlan plant actively participated in food collections for donations. Our Yozgat plant donated unperishable food items and opened its guesthouse to provide accommodation for earthquake victims. In Samsun and Sivas, we donated heaters, tents and stoves, while in Kayseri, we organized the delivery of earthquake-resistant insulated tents to the affected areas. Our employees also donated blood to support injured victims.

In total, in the Europe, Asia and Africa region, we donated to and sponsored more than 123 schools, sports clubs and food programs for people in poverty and elderly people, in addition to different health institutions.

Agroforestry System (AFS)

In partnership with the Votorantim Institute and the Tomé-Açú Agricultural Cooperative (CAMTA, in Portuguese), we continued to implement the Agroforestry System (AFS) project in Primavera, Pará. The goal of the project is to share knowledge about the initiative, generate local income and support the standing forest. In 2023, we carried out a pilot project in partnership with a local cooperative on a 1-hectare area, where we grew cocoa, açai, cassava, gliricidia and other fast-growing species. The project has already impacted approximately 150 people directly or indirectly. We also offered training to cooperative members on various topics related to the agroforestry system.

Connection with the Business

Housing

Since 2017, when we started our partnership with Habitat for Humanity, we have renovated houses in communities in Curitiba, São Paulo and Recife, benefiting 1,720 low-income people from families that are headed by women or meet other social vulnerability criteria. We supported similar projects with Habitat for Humanity in the United States as well.

In 2023, we became the first Brazilian company to sponsor “100,000 floors to play on”, an international initiative led by Habitat for Humanity and the Inter-American Cement Federation (FICEM). The project consists of replacing floors and building cisterns in homes of families living in poverty that have been built with poor quality materials and are vulnerable to the effects of climate change. The initiative benefits female-headed households that include children under six years of age, elderly people and/or people with disabilities. The goal of the initiative is to replace 100,000 floors in Latin America and the Caribbean by 2028, including in 5,000 Brazilian homes located primarily on the semi-arid northeast region. Our pilot project will include 20 floor

replacements and the construction of 10 cisterns, improving access to drinking water to benefit 120 people directly.

For the sixth year, we invested in the Coalition for Housing, an initiative sponsored by Gerdau in partnership with the Vedacit Institute, Votorantim Cimentos and Leo Social, and support from Habitat for Humanity. The program boosts the sustainable growth of impact businesses in the housing sector. Since 2018, the initiative has supported 124 entrepreneurs from all over Brazil, empowering housing solutions from 79 impact businesses and benefiting more than 900,000 people. In 2023, the initiative’s purpose and format were revised to expand its future vision. It also included an event that discussed relevant topics in the housing sector with the participation of the Brazilian Secretary of Housing, representatives from the academia, social entrepreneurs and other external personalities.

In 2023, we also completed the Soma Building in partnership with Grupo Gaia, Din4mo and Incorporadora MagikJC. The building, based on an affordable housing model, offers 25-square-meter apartments to 110 low-income families in the center of São Paulo. The initiative is Votorantim Cimentos’ first social investment in the area of Business Transformation.



Volunteer initiative in Heliópolis, São Paulo, Brazil

Use and Reuse

One of the ways we incorporate the principles of a circular economy into our activities is by transforming our old uniforms into toiletry bags, backpacks, notebook cases and other products. In 2023, 682 uniforms from six sites in the southeast of Brazil were reused. In addition to avoiding waste, this initiative generates income for seamstresses in low-income communities. The project is developed in partnership with *Costurando Sonhos Brasil* (“Sewing Dreams in Brazil”), an association created in Paraisópolis, a neighborhood in the city of São Paulo.

Income Growth

Having qualified workers is essential for the development of communities, and that is why we continue to invest in several initiatives to drive local income generation.

In Brazil, the *Evoluir* (“Evolve”) program, an initiative in partnership with the Brazilian National Service for Industrial Training (SENAI, in Portuguese), offers technical and professional training to local employees according to the needs of the business and the job market in the regions where we operate. In 2023, we trained 281 people, who took classes in areas such as forklift operation, basic mechanics, electromechanics, mining and chemistry, masonry and burnt cement painting.

The *Valor VC* program provides training to drive income generation in several locations in Brazil. In total, 241 people benefited from it in 2023. One example of initiative that is part of this program is the project Women in Construction carried out in Esteio (RS), through which we offered professional training courses, including small repairs, painting and basic notions of entrepreneurship, to 23 women.

Aiming to drive income generation across inclusive production chains in Brazil, in partnership with the Votorantim Institute we continued the implementation of the ReDes program. Throughout the year, we generated more than R\$258,000 in income and benefited different groups working in several areas, including an association of collectors of waste for recycling in Itaú de Minas (MG) and women working with seafood in Cachoeira (BA), in addition to two projects in Maragogipe (BA), one involving oyster fishermen and the other involving a quilombola community working with yucca processing.

As part of our women’s empowerment program in Morocco, we continued to offer sewing and cooking classes in 2023. In addition to the classes, we offered mentoring to facilitate the social and professional integration of these women while also encouraging entrepreneurship. Approximately 60 women participated in the initiative.

In Uruguay, we formed a strategic partnership with the *Durán Work*

Cooperative to support a project that involved the design and implementation of a program aimed at adding value to a portion of the materials sorted by the cooperative. The goal was to complete the recycling cycle, avoiding disposal in landfills, while also providing economic benefits to 30 families in critical conditions. The active participation of the Montevideo Mayor’s Office played a fundamental role as an institutional third party in the successful development of the project. In Uruguay, we are also actively involved in the *Empregos Verdes* (“Green Jobs”) program, in the Lavalleja Department, which aims to create sustainable jobs following a gender approach by focusing on the development of the social and professional skills of women from the local communities. The main goal is to enable them to enter the waste repurposing market. Accordingly, we offer comprehensive technical training, covering topics such as the recycling value chain, environmental impact, materials and safe waste management. In Montero, Bolivia, we organized basic and advanced masonry courses for construction workers.



Coconut initiative in Xambioá, Brazil.

Creating Connections

Volunteering

We believe that each of us plays an important role to drive social development, and that is why we support the participation of our employees in volunteering activities. In addition to positively impacting people's lives, volunteer work helps strengthen the feeling of belonging, facilitate the exchange of experiences and drive social inclusion. In 2023, more than 10% of our employees engaged in volunteer activities around the world.

In our Europe, Asia and Africa operations, more than 2,350 hours were dedicated to 42 volunteer initiatives in 2023, with a 36% increase in the number of participating employees compared with 2022.

Sustainable walks were carried out in Brazil and Spain to collect trash, which was then properly disposed of. In Spain, employees helped clean beaches in the regions of Galicia and Málaga, collecting more than 400 kilograms of trash. We also cleaned 8 kilometers of the banks of a river close to our Oural plant and, in partnership with a local NGO, we collected waste along a trail in Toral de los Vados that leads to the El Pelgo waterfall, one of the most visited sites in the area.

Approximately 40 employees of the Málaga plant, Spain, participated in the planting of 300 trees in collaboration with the City Council to restore a forest park located around the city's old landfill. In the Madrid office, around 30 employees also participated in the planting of 300 trees.

In Morocco, employees participated in different activities in the community center located near the Asment Temara plant, including serving food to over 100 people during Ramadan, performing maintenance to address electricity and water problems in the center, and distributing blankets for the elderly in preparation for a cold winter.

In Türkiye, we are renovating the *MEV Gökkusagi* Special Education School, the only one in the country specialized in teaching children with cerebral palsy. Thirty employees, and their families and friends, volunteered to paint an area of approximately 2,500m².

We also participated in several volunteer initiatives to support education. In Brazil, in partnership with the *Reciclar* Institute, we offered mentoring, mock interviews and resume reviews to help students prepare to enter the job market. In Spain, we held six workshops on healthy eating habits, first aid and biodiversity in schools. We organized volunteer activities in Alconera to help students with disabilities plant trees and

learn the basics of gardening. In partnership with the Cement and Environment Work Foundation (CEMA Foundation) and the Andalusian Cement and Environment Work Foundation (FLACEMA), we participated in the Sustainable Schools Project, through which around 200 students from schools close to our plants in Alconera, Niebla and Toral de los Vados learned about the circular economy, the impact of human action on the planet and how the cement sector works to create a more sustainable world.

Volunteer efforts in the U.S. and Canada focused largely on ongoing support of children in lower-income areas, emergency services and first responders and veterans causes, including support for a home that houses military veterans.

Communities

Open Doors is our main initiative to engage in dialogue with the communities surrounding our operations. In 2023, our Málaga plant welcomed children from schools neighboring our plant. During the year, we also implemented this initiative at the Pedra do Cavalo power plant, in Brazil, welcoming more than 400 visitors including academics, researchers, university, technical school, and regular school students, and other stakeholders in the region.

Rede Transformar

Rede Transformar ("Transform Network") is a diverse and multisectoral initiative that brings together companies to support the development of communities, seeking to minimize the impacts of housing shortages and the climate emergency. By 2030, our goal is to renovate 700 homes in São Paulo, Recife and Curitiba (Brazil), in addition to supporting 38 bioeconomy businesses in the states of Amazonas, Pará and Tocantins. Currently, the initiative is sponsored by suppliers and partners; the idea is to attract funding from other Votorantim portfolio companies, other companies in our industry and, potentially, customers. In 2023, five bioeconomy businesses have benefited: Casa do Rio and Amazônia Bee, in Amazonas; the Nova Amazônia Institute and the Family Farmers Labor Cooperative in the town of Primavera, Pará; and the Alto Tocantins Residents Association, in Tocantins. Also, working together with Habitat for Humanity Brazil, we have renovated 20 houses since the beginning of our partnership.

11. POSITIVE LEGACY

We also maintain Community Councils, which include residents and local business leaders who are committed to improving the quality of life in their areas. They function as open-dialogue forums to discuss issues of local interest and empower the development and autonomy of communities. In 2023, five councils operated near our operations in Brazil.

In 2023, we inaugurated our first complaints channels in the towns of Salto de Pirapora and Votorantim (SP). The pilot project includes a website and a toll-free number (0800) operated by an external partner, to ensure anonymity. The channel is called *Fala, Comunidade* ("Speak up, Community") and is expected to be expanded to other sites in the near future.

In 2023, the CBM Aggregates division in Canada continued to work closely with the communities affected by our license applications in Ontario. This work enables the involvement of the communities in any archaeological studies and natural environment and/or water related work necessary for the development of these sites. Our cement plant operations in Quebec runs an Environmental & Economic Committee with the local Mi'gmaq community to support transparent communication and consultation on operational and project development activities.



Volunteer initiative in the city of Itapecerica da Serra, Brazil



"We forge connections with communities not just out of social responsibility, but because we are transformative agents committed to going above and beyond."

Luis Emilio Broggi,
head of Environment and Corporate Social Responsibility, Uruguay.

Our impacts

GRI 3-3

We map the actual or potential, negative and positive impacts of our activities on the environment, economy and people, correlating them with our material topics. In our analysis, we consider our key activities: construction of plants, mining, production, logistics, sales, research, process management and co-processing.

	GEE emission	NOx and SOx emissions	Emissions of particulate matter	Waste management	Dependence on fossil fuels	Use of natural resources	Effluent production	Impact on soil, biodiversity and vegetation suppression	Impact on archaeological and paleontological sites	Noise	Tax generation	Revenue/return generation	Job creation and income generation	Pressure on local infrastructure	Human rights	Diversity	Training and human development	Employee health and safety
Related material topics	CC	AE	AE	CE	CC, CE	CE	CE	CC, CE		SW	E	IT	D	E, SW, D	D	D	SW	
Construction of plants	-		-	-	-	-	-	-	-	-	+	+	+	-		+	+	-
Mining	-		-	-	-	-		-	-	-	+	+	+	-		+	+	-
Production	-	-	-	-	-	-	-	-	-	-	+	+	+	-		+	+	-
Logistics	-		-	-	-			-		-	+	+	+	-		+	+	-
Sales				-							+	+	+	+		+	+	-
Research	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	
Process management	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Co-processing	+			+	+	+					+	+	+	+			+	-

Key CC Climate change
AE Air emissions

CE Responsible use of materials, waste and circular economy









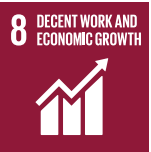








E Ethics, integrity and transparency
IT Innovation and technology

SW Safety, health and well-being
D Diversity and inclusion

+ positive impact - negative impact

Monitoring our 2030 Targets

 On track for 2030  Deviation from the path to 2030

Pillar	SDG	2030 Target	2023 Results	Path to 2030	Performance
1. We operate with integrity and transparency	 	We believe that the path to excellence involves ensuring high standards of compliance, ethics and transparency. This non-negotiable, cross-cutting commitment is the basis for all other commitments made by Votorantim Cimentos.	Qualitative		Following our cultural evolution process, we updated our Code of Conduct, which serves as the basis for our Compliance Program, to include specific topics such as defending human rights, promoting diversity and fighting discrimination.
2. Safety, health and well-being are fundamental values	 	Global lost-time injury rate lower than 0.40	0.61		Our accident frequency rate went from 0.70 in 2022 to 0.61 in 2023. We continue to reinforce accident prevention initiatives in all our sites.
		Achieve zero fatalities in our operations	1		In 2023, we had one fatal accident in our operations. We took all necessary measures to minimize the physical and psychological impact this incident caused and fully cooperated with authorities.
	Achieve at least 85% favorability in health and well-being surveys	77.4%		The favorability rate in our satisfaction and well-being surveys increased from 75.9% in 2022 to 77.4% in 2023, reflecting our continuous care for people.	
3. Innovation: we co-create sustainable solutions	 	30% of revenue from sustainable solutions	37.2%		In 2023, we fulfilled our commitment to having at least 30% of our revenue coming from sustainable solutions. We are committed to continuously improving this indicator by using products with a smaller environmental footprint.
	 				
4. A diverse and inclusive environment	 	At least 25% of leadership positions occupied by women	22.8%		We increased the participation of women in leadership positions from 21.0% in 2022 to 22.8% in 2023. This result is aligned with our Women in Leadership strategy.
		Achieve at least 90% favorability in the diversity and inclusion survey	83.7%		We increased the favorability rate in diversity and inclusion survey from 81.1% in 2022 to 83.7% in 2023.























11. POSITIVE LEGACY



Above the path to 2030



On track for 2030

Pillar	SDG	2030 Target	2023 Results	Path to 2030	Performance
5. Reducing our environmental footprint	 	Achieve 475 kg of net CO2 emission per tonne of cementitious product	556		Our net CO2 emissions went from 579 kg of CO2/tonne of cementitious material in 2022 to 556 kg of CO2/tonne of cementitious material in 2023 as a result of the implementation of our global decarbonization roadmap.
	 	Reduce the emission of dust to 30 g/tonne of clinker	33		We reduced our emissions of particulate matter at 33 g/tonne of clinker. Our investment plan to modernize our filters is currently in progress.
		Reduce the emission of SOx to 490 g/tonne of clinker	494		In 2023, we reduced our SOx emissions from 762 g/tonne of clinker to 494 g/tonne of clinker, as a result of the implementation of SOx reduction projects in our plants in Canada.
		Reduce the emission of NOx to 1,400 g/tonne of clinker	1,372		In 2023, we reduced our NOx emissions from 1,416 g/tonne of clinker to 1,372 g/tonne of clinker, as a result of the implementation of NOx abatement systems in our plants.
		Achieve 45% renewable electricity	35.1%		In 2023, 35.1% of the energy we consumed came from renewable sources, compared to 22.9% in 2022. This increase results from the implementation of the Ventos do Piauí project in Brazil and the use of wind energy in Spain.
		Evolve in the implementation of our water and biodiversity management plans in sensitive areas	Qualitative		In 2023, we developed water and biodiversity roadmaps, which include a broad diagnosis of our management actions in these themes, as well as results of trend analyses, good practices and guidelines to advance the company's performance in the management of water, biodiversity and ecosystem services. Based on a risk and opportunity management approach these roadmaps contain the improvements that will be implemented at all organizational levels through a multi-year action plan.
6. Promoting a more circular business environment	 	Achieve 53% thermal substitution	30.9%		Our thermal substitution rate was 30.9% in 2023 compared to 26.5% in 2022 due to the modernization of our plants with co-processing technologies and the development of new sources of by-products and biomass.
		Reduce the clinker/cement factor to 68%	72.8%		We continued to work to optimize our product portfolio and develop cementitious materials. As a result of this effort, we ended the year with a clinker factor of 72.8%, compared to 73.9% in 2022.
		70% returned concrete recycled	83.9%		In 2023, we reached our goal of using at least 70% of recycled concrete returned, as a result of our circular economy practices.
7. Generating shared value in our communities	 	90% of operations with community engagement, impact assessment and/or development programs	65.3%		The percentage of our sites with engagement programs increased from 62.6% in 2022 to 65.3% in 2023.
	 	20% of employees engaged in volunteer initiatives	10.4%		The percentage of employees engaged in volunteer initiatives increased from 6.7% to 10.4%.
		60% local supply	53.8%		We increased the local supply from 53.6% to 53.8%, as result of the implementation of our sustainable supply initiatives.



Annexes

Awards and Recognition
GCCA Charter
GCCA KPIs
GRI Content Index
SASB Content Index
Annex GRI and SASB
Membership Associations
External Commitments
Assurance Letter
Corporate information

Employee in
our plant in
Málaga, Spain

Awards and Recognition

2023 ABERJE Awards – The rollout of our new brand identity earned us the ABERJE Award, from the Brazilian Association of Corporate Communications – São Paulo region, in the Brand category. More contemporary and diverse, our new branding symbolizes the diversity of our people, products and businesses, combining tradition, innovation and vision of the future.

2023 ANAMACO Awards – We won the Master Award in the Cement category from the National Association of Construction Materials Traders (ANAMACO, in Portuguese), the largest institution representing the civil construction industry in Brazil. We were also recognized in the Adhesive Mortars and Ceramic Grouts categories.

2023 ECO Awards – Our Spectra concrete, developed by Engemix, was the winner in the Sustainability in Products and Services – Large Companies category. This award competition is sponsored by the American Chamber of Commerce in Brazil (AMCHAM-Brazil), together with Capitalismo Consciente.

2023 Valor Innovation Brazil – Thanks primarily to the launch of Motz (a digital cargo transport platform), the creation of our multidisciplinary innovation committee

and our strategic territories that include both new and expansion projects, we were recognized as one of the three most innovative companies in the building materials industry in Brazil.

Agro Vision Awards – Calcário Itaú was named the best in its category. The winners in different categories of products and services consumed by the bioenergy market are chosen by public vote.

The Best of Dinheiro 2023 – We were the winners of the The Best of Dinheiro 2023 award in the Construction Materials and Interior Design category. Votorantim Cimentos placed first in the industry in the Financial Sustainability, Innovation and Quality, and Social Responsibility dimensions in this yearbook published by IstoÉ Dinheiro magazine.

Companies that Best Communicate with Journalists | Civil Construction Category – For the fifth consecutive year, we were named one of the Companies that Best Communicate with Journalists in the Civil Construction category, as the result of a survey carried out by Negócios da Comunicação magazine and the Center for Communication Studies. In total, 25,000 journalists participated in the survey, which

recognized the three companies with the most votes in each of the 30 economic activities evaluated.

Customer Satisfaction – We were the winners of the 8th Best Companies in Customer Satisfaction Award in the Cement and Mortar category, organized by the MESC Institute. The award recognizes companies based on the opinion of consumers across Brazil. In 2023, more than 11,000 companies in 207 segments were evaluated by 20 million consumers.

Diversity Leading Company – Our Europe, Asia and Africa corporate offices and Votorantim Cimentos Spain were awarded the Diversity Leading Company seal, granted by Equipos&Talento, which recognizes companies that demonstrate exceptional commitment and dedication to diversity and inclusion and have workplace equality as one of their key values.

Energy Conservation – Our North American division and its integrated cement operations in St. Marys, Ontario, Canada, earned Energy Star certification from Natural Resources Canada for its energy management strategies and for its commitment to environmental stewardship and lowering energy costs.

Energy Manager Award – Both Ontario Cement plants (St Mary's Ontario and Bowmanville) were recognized as leaders in Energy Management by the Ontario Save on Energy program, cumulatively by its achievements in energy savings in 2022.

Environmental Excellence – Our North American division and its Prairie and United Materials concrete businesses were recognized by the U.S. National Ready Mixed Concrete Association for surpassing governmental compliance requirements and demonstrating a commitment to environmental excellence through plant and staff investment.

Época Negócios 360° – In 2023, we ranked 88th in the overall ranking of the 410 best companies and 4th in the Construction, Materials and Interior Design category. Among the dimensions analyzed, we ranked 1st in ESG and 2nd in Vision of the Future among companies in the industry.

Estadão Best Companies – We received the 2023 Estadão Best Company Award in the Innovation category. The award recognizes companies with the highest Estadão/FIA Impact Coefficient, calculated by a combination of information regarding the size and financial performance of each company in its industry.

Exame Best and Largest – For the second consecutive year, we were named the best company in the Real Estate and Civil Construction sector and ranked 51st among the 1,000 largest companies by revenue, based on an assessment done in partnership with IBMEC. In the 50 years since the creation of this award, Votorantim Cimentos has been the winner in the Construction Industry category six times, more than any other company in our industry. The award evaluates financial, accounting, growth, social, environmental and governance indicators.

Exame Best ESG – For the second year in a row, we were recognized in the Civil Construction and Real Estate category. The award recognizes organizations that have made relevant contributions to sustainable economic development.

Excellence on Concrete Construction Award – Prairie Materials, in the United States, was recognized with the 2023 ACI Excellence Awards for the construction of Salesforce Tower Chicago, a 57-story skyscraper.

Family-Friendly Company (EFR) – Our Europe, Asia and Africa division was awarded the EFR (*Empresa Familiarmente Responsável*, or Family-Friendly Company) seal, which underscores our commitment to fostering a family-friendly work environment that values and supports the well-being of our employees and their families.

Gold Seal GHG Protocol – We received a Gold Seal from the GHG Protocol Brazil Program. The seal recognizes the highest level of transparency and quality in the publication of complete greenhouse gases inventories in the public emissions database, as certified by a company accredited by INMETRO.

Great Place to Work – Votorantim Cimentos Türkiye was named one of the Best Places to Work in Europe. The assessment highlighted our best practices in occupational health and safety, open communication and diversity, earning us the highest scores from participants who completed the survey questionnaire.

Progressive Rehabilitation – Our North American division and its CBM aggregates division in Canada were recognized for sustainable practices with five Progressive Rehabilitation Awards by the Ontario Stone, Sand and Gravel Association.

Stevie Awards – In Türkiye, we received a Silver Award in the Diversity and Inclusion category, in recognition of our commitment to creating an inclusive workplace that embraces differences. The Stevie Awards honor the world's best employers, based on an evaluation process that includes over 100 international professionals.

Top of Mind – The quality of our products was recognized with the Top of Mind award, presented by *Revenda Construção* magazine. We placed 1st in the Cements category, 2nd in the Adhesive Mortars category and 3rd in the Grouting category, as chosen by building materials resellers, who are asked to name the first brand that comes to mind in 90 categories.

Top Employer 2023 – Votorantim Cimentos Spain and the VCEAA Corporate office were recognized by the Top Employers Institute, a global authority that recognizes excellence in people management practices.

Valor 1000 – We ranked 51st among the 1,000 largest companies and 2nd in the Building and Finishing Materials sector. The assessment, which includes the 1,000 largest Brazilian companies, is done by Valor Econômico in partnership with Serasa Experian and the Center for Financial Studies at the Getúlio Vargas Foundation.



Employee at our plant in Türkiye

GCCA Charter

Sustainability Pillars and Reporting

Requirement	Specification	Page on Integrated Report	Additional information
Health and Safety	Apply the good safety practice guidelines of the GCCA	47	Global Health and Safety Policy
	Promote the sharing of good health practices	47	Life Saving Rules
	Report annually to the GCCA employee safety data in line with the guidelines	99	–
Climate changes and Energy	Develop a climate change mitigation strategy, and publish targets and progress	93	Our 2030 commitments
	Report annually to the GCCA climate change data in line with the guidelines	99	–
Social Responsibility	Publish a Code of Conduct incorporating the principles of internationally proclaimed human rights	33	Code of conduct
	Apply the Social Impact Assessment guidelines	85	Social Transformation
	Establish a systematic dialogue process with stakeholders	7, 33	Materiality, Ethics Line
Environment and Nature	Apply the Environment and Nature guidelines	81, 82	Global Environmental Policy and Green Rules Brazilian Business Committee for Biodiversity
	Set emission targets and report publicly on progress	93	Our 2030 commitments
	Report annually to the GCCA emissions, biodiversity and water in line with the guidelines	99, 100	–
Circular Economy	Promote the principles of circular economy across the value chain	75	Our 2030 commitments
	Apply the guidelines developed for fuel and raw material use in cement production	75	Our 2030 commitments
	Report annually to the GCCA circular economy data in line with the guidelines	99	–

GCCA KPIs

Climate protection

	2021	2022	2023
Total CO2 emissions - gross (million tons)	24.9	23.2	23.2
Total CO2 emissions - net (million tons)	24.0	22.3	22.0
Specific CO2 emissions - gross (kg/tonne of cementitious material)	619	604	587
Specific CO2 emissions - net (kg/tonne of cementitious material)	597	579	556

Scope: Cement operations in Brazil, VCNA, VCEAA, Bolivia and Uruguay. The emissions from cement operations were calculated considering the guidelines of the Cement CO2 and Energy Protocol from GCCA.

Responsible use of fuels and raw materials¹

	2021	2022	2023
Specific heat consumption of clinker production (MJ/ton of clinker)	3,584	3,615	3,572
Alternative fossil fuel rate (%)	10.3%	11.6%	14.9%
Biomass fuel rate (%)	12.1%	15.0%	16.0%
Alternative raw materials rate (%) ²	6.6%	6.9%	7.2%
Clinker / cement ratio (%)	74.9%	73.9%	72.8%

¹Scope: Cement operations in Brazil, VCNA, VCEAA, Bolivia and Uruguay.

²Scope: Cement operations in Brazil, VCNA and VCEAA.

Specific water consumption

	2021	2022	2023
Total water consumed (liters) per tonne of cement produced ¹	310	331	163
Total water consumed (liters) per m ³ of concrete produced ²	533	326	105

¹Scope: Global. In VCBR operation we also consider the gypsum mine in Ponta da Serra. The data was obtained by measurement and estimates.

²Scope: VCBR, VCEAA and Uruguay. The data was obtained by measurement and estimates.

Safety

	2021	2022	2023
Number of fatalities direct employees	0	0	0
Fatalities rate of direct employees ¹	0.00	0.00	0.00
Number of lost-time injuries (LTI) direct employees	34	25	19
Lost-time injuries (LTI) frequency rate direct employees ²	1.34	0.94	0.71
Severity rate direct employees ³	65.1	87.9	44.8
Number of fatalities contractors, subcontractors and third party ⁴	0	0	1
Number of lost-time injuries (LTI) contractors and subcontractors ⁴	22	9	12
Lost-time injuries frequency rate contractors and subcontractors ^{4,5}	1.11	0.43	0.52

Scope: VCBR, VCNA, VCEAA, and Bolivia.

The number of lost-time injuries (LTI), LTI and severity rate do not include operations in Uruguay. Uruguay is included only in the number and rate of fatalities.

LTI: work accidents that result in the employee being on leave, whether critical, according to the RIDDOR classification, or not.

¹Rate of fatalities per 10,000 direct employees = Number of fatalities in the year / Number of direct employees*10,000.

²Rate of LTI direct employees=Number of LTI/Number of worked hours*1,000,000.

³Severity rate direct employees= Number of days lost/Number of worked hours*1,000,000.

⁴The data includes only on-site fatalities and LTI in our cement, concrete, aggregates, mortar, aglime and logistics facilities.

⁵Rate of LTI contractors and subcontractors=Number of LTI/Number of worked hours (excluding CIF hours according to GCCA approach)*1,000,000.

Emissions reduction	2021	2022	2023
NOx absolute emissions (tons)	41,150	40,525	38,743
NOx specific emissions (g/tons clinker)	1,394	1,416	1,372
NOx coverage rate (%)	100%	100%	100%
SOx absolute emissions (tons)	20,282	21,805	13,951
SOx specific emissions (g/tons clinker)	687	762	494
SOx coverage rate (%)	100%	100%	100%
PM absolute emissions (tons)	1,122	1,083	945
PM specific emissions (g/tons clinker)	38	38	33
PM coverage rate (%)	100%	100%	100%
Hg absolute emissions (kg)	311	296	201
Hg specific emissions (mg/tons clinker)	11	10	7
Hg coverage rate (%)	96%	98%	96%
VOC/THC absolute emissions (tons)	3,473	2,793	2,497
VOC/THC specific emissions (grams/tons clinker)	118	98	88
VOC/THC coverage rate (%)	96%	99%	99%
PCDD/F absolute emissions (mg)	541	703	633
PCDD/F specific emissions (ng/tons clinker)	18	25	22
PCDD/F coverage rate (%)	83%	96%	95%
HM1 ¹ absolute emissions (kg)	564	863	781
HM1 ¹ specific emissions (mg/tons clinker)	19	30	28
HM1 ¹ coverage rate (%)	96%	98%	97%
HM2 ² absolute emissions (kg)	14,022	36,663	33,332
HM2 ² specific emissions (mg/tons clinker)	475	1,281	1,181
HM2 ² coverage rate (%)	91%	95%	97%
Overall coverage rate (KPI 1 ³)	82%	93%	92%
Continuous measurement of coverage rate (KPI 2 ⁴)	100%	100%	100%

Scope: Global cement sites.

¹HM1: Cadmium and Thallium.

²HM2: Antimony, Arsenic, Lead, Chromium, Cobalt, Copper, Manganese, Nickel, Vanadium.

³KPI 1: Full monitoring coverage.

⁴KPI 2: Monitoring of PM, NOx and SOx.

Local impact on land and communities	2021	2022	2023
Operations with existing community engagement plans (%) ¹	46.1%	62.6%	65.3%
Mines with rehabilitation plans (%) ^{1,2}	91.1%	100%	100%
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans (%) ³	77.8%	77.8%	77.8%

¹Scope: Global.

²We consider that the rehabilitation plan is equivalent to the mining closure plan. At the end of 2023, the company had more than R\$700 million allocated for Asset Retirement Obligations (ARO).

³Scope: VCBR. According to the "Votorantim Cimentos Biodiversity Management Plan Manual", the identification of areas of high biodiversity value considers three factors: (i) The importance of the area of high biodiversity relevance overlapping with the mining area; (ii) The percentage of overlap between the area of high biodiversity relevance and the mining area (considering a 5-km radius from the center of the mine); (iii) The distance of the area of high biodiversity relevance to the mining center. We apply the methodology and rank all areas that are close to or overlap with areas of high biodiversity value, according to these criteria.

GRI Content Index

Statement of use Votorantim Cimentos has reported in reference with GRI Standards for the period January 1, 2023 to December 31, 2023

GRI 1 used GRI 1: Foundation 2021

GRI Standard	Disclosure	Page	Omission	SDG
GRI 2: General Disclosures 2021	2-1 Organizational details	14, 15, 41, 127	-	-
	2-2 Entities included in the organization's sustainability reporting	123	-	-
	2-3 Reporting period, frequency and contact point	4, 127	-	-
	2-4 Restatements of information	106 - 122	-	-
	2-5 External assurance	4, 125	-	-
	2-6 Activities, value chain and other business relationships	14, 64	-	-
	2-7 Employees	119, 46	-	-
	2-8 Workers who are not employees	-	Information unavailable	8.5
	2-9 Governance structure and composition	30	-	5.5, 16.7
	2-10 Nomination and selection of the highest governance body	30	-	5.5, 16.7
	2-11 Chair of the highest governance body	30	-	16.6
	2-12 Role of the highest governance body in overseeing the management of impacts	30, 36	-	16.7
	2-13 Delegation of responsibility for managing impacts	30	-	-
	2-14 Role of the highest governance body in sustainability reporting	30	Information unavailable	-
	2-15 Conflicts of interest	34	-	16.6
	2-16 Communication of critical concerns	36	-	-
	2-17 Collective knowledge of the highest governance body	-	Information unavailable	-
	2-18 Evaluation of the performance of the highest governance body	30	-	-
	2-19 Remuneration policies	-	Confidentiality constraints	-
	2-20 Process to determine remuneration	-	Confidentiality constraints	-
	2-21 Annual total compensation ratio	-	Confidentiality constraints	-

GRI Standard	Disclosure	Page	Omission	SDG
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	10, 11	-	-
	2-23 Policy commitments	33, 34, 124	-	16.3
	2-24 Embedding policy commitments	33, 34	-	-
	2-25 Processes to remediate negative impacts	-	Information unavailable	-
	2-26 Mechanisms for seeking advice and raising concerns	34, 35	-	16.3
	2-27 Compliance with laws and regulations	110	-	16.3
	2-28 Membership associations	123	-	-
	2-29 Approach to stakeholder engagement	5, 7, 107	-	-
	2-30 Collective bargaining agreements	119	-	8.8
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	5	-
3-2 List of material topics		5	-	-
MATERIAL TOPICS				
Economic performance (Climate Change)				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 24, 92	-	-
GRI 201: Economic	201-2 Financial implications and other risks and opportunities due to climate change	36, 37	-	13.1
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 33, 34, 92	-	-
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	108	-	16.5
	205-2 Communication and training about anti-corruption policies and procedures	109	-	16.5
	205-3 Confirmed incidents of corruption and actions taken	109	-	16.5
Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 33, 34, 92	-	-
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	110	-	16.3
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 75, 92	-	-
GRI 301: Materials 2016	301-1 Materials used by weight or volume	113	-	8.4, 12.2
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 78, 92	-	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	112	-	7.2, 7.3, 8.4, 12.2, 13.1
	302-2 Energy consumption outside of the organization	-	Informação indisponível, indicador em processo de revisão e aprofundamento.	7.2, 7.3, 8.4, 12.2, 13.1
	302-3 Energy intensity	112	-	7.3, 8.4, 12.2, 13.1

GRI Standard	Disclosure	Page	Omission	SDG
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 24, 81, 92	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	116	-	3.9, 12.4, 13.1,14.3, 15.2
	305-2 Energy indirect (Scope 2) GHG emissions	116	-	3.9, 12.4, 13.1,14.3, 15.2
	305-3 Other indirect (Scope 3) GHG emissions	116	-	3.9, 12.4, 13.1,14.3, 15.2
	305-4 GHG emissions intensity	116	-	3.9, 12.4, 13.1,14.3, 15.2
	305-5 Reduction of GHG emissions	116	-	13.1, 14.3, 15.2
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	117	-	3.9, 12.4,14.3, 15.2
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 75, 92	-	-
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	75	-	3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	306-2 Management of significant waste-related impacts	117	-	3.9, 6.3, 8.4, 11.6, 12.4, 12.5
	306-3 Waste generated	117	-	3.9, 6.6, 11.6, 12.4, 12.5, 15.1
	306-4 Waste diverted from disposal	118	-	3.9, 11.6, 12.4, 12.5
	306-5 Waste directed to disposal	118	-	3.9, 11.6, 12.4, 12.5
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 46, 47, 92	-	-
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	47	-	8.8
	403-2 Hazard identification, risk assessment, and incident investigation	47, 49	-	8.8
	403-3 Occupational health services	47	-	8.8
	403-4 Worker participation, consultation, and communication on occupational health and safety	47, 48, 49	-	8.8, 16.7
	403-5 Worker training on occupational health and safety	47, 48, 49	-	8.8
	403-6 Promotion of worker health	47, 53	-	3.3, 3.5, 3.7, 3.8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47, 51	-	8.8
	403-9 Work-related injuries	120	-	3.6, 3.9, 8.8, 16.1
	403-10 Work-related ill health	120	-	
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 57, 92	-	-
GRI 403: Training and Education 2016	404-1 Average hours of training per year per employee	122	-	
	404-2 Programs for upgrading employee skills and transition assistance programs	57	-	
	404-3 Percentage of employees receiving regular performance and career development reviews	122	-	

GRI Standard	Disclosure	Page	Omission	SDG
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 46, 55, 92	-	-
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	121, 122	-	5.1, 5.5, 8.5
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 46, 55, 92	-	-
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	110	-	5.1, 5.5, 8.5
Public policy				
GRI 3: Material Topics 2021	3-3 Management of material topics	6, 34, 92	-	-
GRI 415: Public policy 2016	415-1 Political contributions	107	-	16.5
NON MATERIAL TOPICS				
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	106	-	8.1, 8.2, 9.1, 9.4, 9.5
GRI 202: Market presence 2016	202-2 Proportion of senior management hired from the local community	107	-	8.5
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	106	-	8.3
GRI 303: Water and effluents 2018	303-3 Water withdrawal	113	-	6.4
	303-4 Water discharge	114	-	6.3
	303-5 Water consumption	114	-	6.4
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	114	-	6.6, 14.2, 15.1, 15.5
	304-3 Habitats protected or restored	115	-	6.6, 14.2, 15.1, 15.5
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	115	-	6.6, 14.2, 15.1, 15.5
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	107	-	-
	308-2 Negative environmental impacts in the supply chain and actions taken	-	-	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	46, 119, 120	-	5.1, 8.5, 8.6, 10.3
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	111	-	5.2, 8.7, 16.2
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	111	-	5.2, 8.7
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	111	-	2.3
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	85	-	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	107	-	5.2, 8.8, 16.1
	414-2 Negative social impacts in the supply chain and actions taken	-	-	5.2, 8.8, 16.1

SASB Content Index

Topic	Accounting Metric	Category	Unit of Measure	Code	Page
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO ₂ -E, Percentage (%)	EM-CM-110a.1	116
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Qualitative	Not applicable	EM-CM-110a.2	-
Air Quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O) (2) SO _x (3) particulate matter (PM ₁₀), (4) dioxins/furans (5) volatile organic compounds (VOCs) (6) polycyclicaromatic hydrocarbons (PAHs) (7) heavy metals	Quantitative	Metric tons (t)	EM-CM-120a.1	81, 117
Energy Management	(1) Total energy consumed (2) percentage grid electricity (3) percentage alternative (4) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	112
Water Management	(1) Total fresh water withdrawn (2) percentage recycled (3) percentage in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-CM-140a.1	113
Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM-150a.1	117
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Qualitative	Not applicable	EM-CM-160a.1	82
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	Acres (ac), Percentage (%)	EM-CM-160a.2	Not reported
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) (2) near miss frequency rate (NMFR) for (a) fulltime employees and (b) contract employees	Quantitative	Rate	EM-CM-320a.1	120
	Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	120
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certification	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	Not reported
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	Reporting currency, Percentage (%)	EM-CM-410a.2	106
Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities price fixing and anti-trust activities ³	Quantitative	Reporting currency	EM-CM-520a.1	110
Activity Metric	Accounting Metric	Category	Unit of Measure	Code	Page
Production by major product line	Not applicable	Quantitative	Metric tons (t)	EM-CM-000.A	106

Annex GRI and SASB

Economic Performance

Direct economic value generated and distributed |GRI 201-1|

	2021	2022	2023
Economic value generated (R\$ thousands)	25,914,457	30,109,824	31,135,567
Net revenue	22,295,681	25,797,366	26,682,125
Cement	15,584,206	18,834,971	17,666,897
Concrete	4,771,898	4,635,936	5,405,295
Aggregates	670,253	819,675	933,043
Mortar	731,441	780,465	843,466
Others	537,883	726,319	1,833,424
Economic value distributed (R\$ thousands)	11,630,113	12,388,278	13,877,835
Employee remuneration ¹	3,430,794	3,381,112	3,772,104
Taxes and fees ²	4,154,439	4,726,195	4,749,451
Third-party capital remuneration ³	2,418,168	3,135,517	2,738,400
Economic value retained⁴	14,284,344	17,721,546	17,257,732

Scope: Global.

¹Direct remuneration, retirement plan and pension plan, social charges and benefits.

²Federal, State, Municipal and Deferred taxes and contributions.

³Financial expenses and passive exchange variations and rents.

⁴Non-controlling interest, profit (loss) retained and profit (loss) from discontinued operations.

Production by major product line |SASB EM-CM-000.A|

	2021	2022	2023
Sales of cement (million metric tons)	37.2	36.8	37.0
Sales of aggregates (million metric tons)	24.4	23.7	26.6
Sales of concrete (million m ³)	8.1	8.4	9.0
Sales of mortar (million metric tons)	1.6	1.7	1.8

Scope: Global.

Financial revenue through sustainable solutions |VC 2030| |SASB EM-CM-410a.2|

	2021	2022	2023
Financial revenue through sustainable solutions ¹ (%)	24.8%	31.4%	37.2%

Scope: VCBR, VCNA, VCEAA.

¹ Products and/or services that mitigate our environmental footprint or offer environmental benefits compared to traditional options.

Suppliers |GRI 204-1| |VC 2030|

	2021	2022 ¹	2023
Total amount spent with suppliers (R\$ billion)	8.4	13.0*	14.4
Total amount spent with local suppliers ² (R\$ billion)	4.7	7.0*	7.7
Spent with local suppliers² at significant operating locations (%) GRI 204-1 VC 2030 	56.3%	53.6%*	53.8%

Scope: VCBR, VCNA, VCEAA.

¹In 2022, the scope of the indicator was expanded to include VCBR, VCNA and VCEAA.

²Local suppliers: Due to the territorial extension of the countries where we operate, specific criteria were adopted for each of the regions.

VCBR: local suppliers are those located within a 200km radius from the operating site VCEAA: local suppliers are those located in the same country of the operating site VCNA: suppliers within the United States or the province (Canada) where the plant is located.

*Revisions to GRI 2-4 information: changes in measurement methodologies or definitions used.

Contracting of suppliers |GRI 308-1, 308-2|

	2021	2022	2023
Total number of new suppliers	1,262	1,719 ¹	1,383
Total number of new suppliers selected according to environmental criteria GRI 308-1 ²	137	50	37
New suppliers selected according to environmental criteria (%) GRI 308-1 ²	10.9%	2.9%	2.7%
Total number of new suppliers selected according to social criteria GRI 414-1 ²	806	1,213	992
New suppliers selected according to social criteria (%) GRI 414-1 ²	63.9%	70.6%	71.7%

Scope: VCBR.

¹In 2022, the data was impacted by the ongoing re-homologation process.

²Number of approved suppliers in categories requiring environmental and social criteria in the homologation process and number of suppliers that were re-homologated for the first time and received purchase orders in the current year. 100% of suppliers go through the homologation process via the SIPM Ariba platform, and as part of this process, suppliers falling under environmental and social categories must meet supply criteria. VSA conducts the analysis and rejects the homologation of suppliers that do not meet the predefined criteria. Suppliers of inputs and alternative fuels (Verdera) were considered in the evaluation, according to supply prioritization criteria.

Local hires |GRI 202-2|

Senior management hired from the local community (%) ¹	2021	2022	2023
VCBR	81.6%	91.7%	94.7%
VCEAA	60.0%	50.0%	65.0%
VCNA	87.5%	90.0%	57.1%
VCLATAM	46.7%	47.1%	53.8%
Employees from the local community (%) ²	2021	2022	2023
VCBR	89.6%	90.0%	99.7%
VCEAA	98.4%	95.6%	98.6%
VCNA	99.2%	99.7%	93.9%
VCLATAM	75.6%	75.8%	63.5%

Scope: Global

¹ Includes senior managers, general managers, directors and president.

² Employees born or naturalized in the country of operation are considered to be local hires at VCNA, VCEAA and in Uruguay. At VCBR and in Bolivia, due to specific local characteristics, we adopt regional criteria.

Government relations |GRI 415-1|

	2021	2022	2023
Political contributions	0	0	0

Scope: VCBR, VCNA, VCEAA.

Contributions to political campaigns or party causes are addressed and prohibited by our Government Relations Policy. When allowed by local legislation, they can only be made after an assessment by the Compliance, Legal and Government Relations areas, strictly in accordance with legal definitions, in a transparent manner and properly registered in the company's official systems.

Consumer relations |GRI 2-29|

Net Promoter Score (NPS) survey results	2021	2022	2023
VCBR	71	67	72
VCEAA	36	55	39 ¹

Scope: VCBR, VCEAA

The indicator can range from -100 to 100.

¹Results from the Europe, Asia and Africa region exclude information from Spain, since in that country the survey is carried out every two years.

Operations assessed for risks related to corruption | GRI 205-1 |

	2021	2022	2023
Operations assessed (%)	50%	50%	25%
Significant corruption-related risks identified through this assessment	<p>At VCBR, we mapped all the interactions with the public sector, which enabled us to qualify them, assess our level of control over them, identify the parties involved and train them on anticorruption issues. This mapping confirmed an original perception regarding the absence of significant risks related to corruption and served as a resource to inform integrity processes.</p> <p>At VCEAA, because of the diverse legal framework in the region, we carried out an anti-corruption risk assessment that focused on mapping and evaluating each country's legislation; we also did a self-assessment of our Compliance Program, including the Anti-Corruption pillar.</p>	<p>For VCBR, a risk heatmap of the units was developed considering three aspects: (i) employee profile (e.g., Ethics Line usage profile, compensation and performance data that may lead to rationalization of actions; existence of conflicts of interest; compliance training adherence, potential fraudster profile, etc.); (ii) unit profile (e.g., level of interaction with the public sector, environmental risks, performance and presence level in the municipality, etc.); and (iii) third-party profile (e.g., unit purchasing autonomy, critical service contracting, supplier dependency, supplier integrity profile).</p> <p>For VCNA, a comprehensive map of interactions with the public sector was conducted for two specific areas with greater exposure to public sector relations. The work allowed for the qualification of these interactions; evaluation of the level of control over them; and also provided feedback to cross-cutting anti-corruption processes such as (i) identifying and better training those responsible for anti-corruption issues; (ii) supporting the reevaluation study of third-party risk categories, among others. The mapping confirmed the previous perception of the absence of significant corruption-related risks.</p>	<p>This risk assessment was conducted to evaluate the company's anti-corruption status according to the parameters established by the Private Entities Accountability Manual of the Brazilian Office of the Comptroller General (CGU). This assessment gathered documents, procedures, and information to verify the company's status in the event of corruption and consequent investigation by administrative bodies. The internal evaluation included verification and final opinion from an external law firm, attesting to the effectiveness of the Integrity Program and identifying opportunities for improvement to provide feedback to existing processes.</p>

Scope: Global.

The indicator is not cumulative, that is, the result only includes operations evaluated in the current year.

Although our primary activity is not related to commercial transactions with governments, at Votorantim Cimentos, like any other legal entity, interactions with the public sector are part of the company's inherent activities. Therefore, in addition to the compliance assessments incorporated into the company's daily processes – for example, integrity assessments of partners for M&A operations or critical third parties, as well as risk assessment for new business models – VC conducts annual specific anti-corruption risk assessments for its operations.

Anti-corruption communication and training |GRI 205-2|

	2021			2022			2023		
	Number of employees	Communicated		Number of employees	Communicated		Number of employees	Communicated	
		Number	Percentage		Number	Percentage		Number	Percentage
President/Director	38	38	100%	35	35	100%	37	37	100%
Manager/General Manager	366	366	100%	329	329	100%	406	406	100%
Coordinator/Consultant	618	618	100%	719	719	100%	816	816	100%
Technician/Analyst/Supervisor	2,909	2,809	97%	3,129	3,093	99%	3,329	3,293	99%
Operator	8,131	7,295	90%	7,916	7,866	99%	8,033	7,892	98%
Total number of employees	12,062	11,126	92%	12,128	12,042	99%	12,621	12,444	99%
Members of governance bodies	13	13	100%	13	13	100%	14	14	100%
Business partners ¹	-	21,402	~70%	-	10,532	~70%	-	15,882	~80%

	2021			2022			2023		
	Number of employees	Trained		Number of employees	Trained		Number of employees	Trained	
		Number	Percentage		Number	Percentage		Number	Percentage
President/Director	38	17	45%	35	25	71%	37	21	57%
Manager/General Manager	366	104	28%	329	279	85%	406	250	62%
Coordinator/Consultant	618	213	34%	719	562	78%	816	629	77%
Technician/Analyst/Supervisor	2,909	878	30%	3,129	2,240	72%	3,329	2,536	76%
Operator	8,131	1,109	14%	7,916	3,258	41%	8,033	4,567	57%
Total number of employees	12,062	2,321	19%	12,128	6,364	52%	12,621	8,003	63%
Members of governance bodies	13	0	0%	13	0	0%	14	1	7%

Scope: VCBR, VCNA, VCEAA.
 The indicator does not include intern and apprentices.
¹Documents referring to anti-corruption policy.

Anti-corruption |GRI 205-3|

	2021	2022	2023
Number of cases of corruption confirmed by the Business Ethics Line	0	0	0

Scope: Global.

Competition |GRI 206-1|SASB EM-CM-520a.1|

	2021	2022	2023
Total number of legal actions for unfair competition, trust and monopoly practices ¹	4	3	4
Value of legal actions (R\$ million)	7,754	8,345	8,926

Scope: Global.

¹Considers only legal actions above R\$98 million, in line with the standards applied for M&A and Due Diligence.**Compliance with laws and regulations** |GRI 2-27|

	2021	2022	2023
Total number of significant monetary fines received in the year	2	0	3
Total monetary value of significant fines received in the year (R\$ million) ¹	2.8	0	2.8
Total number of non-monetary sanctions ²	0	1	2
Number of cases (fines + sanctions) brought through dispute resolution mechanism	3	1	0

Scope: Global.

¹ Significant monetary fines: value above R\$1 million.² Non-monetary sanctions causing disruptions or adjustments exceeding R\$5 million.**Discrimination** |GRI 406-1|

Total number of incidents of discrimination received by the business ethics office and corrective actions taken	2021	2022	2023
Race/color	1	1	2
Age group	0	2	1
Gender	0	4	2
Religion	1	0	0
Political opinion	0	0	1
Nationality or nationality	0	2	1
Social origin	0	0	0
Physical conditions	0	3	4
Harassment and abuse of power	0	0	0
Other incidents	4	5*	2
Total number of incidents analyzed	6	17*	13
Incidents analyzed and considered unfounded	1	6	6
Incidents analyzed and considered well-founded	3	4	3
Incidents analyzed and considered inconclusive	1	1	1
Incidents under analysis	1	3	1
Incidents without sufficient information for investigation	0	2	2

Scope: Global.

*Revisions to GRI 2-4 information: changes in measurement methodologies or definitions used.

To address the reported cases of discrimination, the following measures were taken: disciplinary action, educational initiatives, communication, training and awareness-raising activities throughout the company.

Child, forced or compulsory labor |GRI 408-1, 409-1|

Operations and suppliers at significant risk for incidents of child labor and forced or compulsory labor

2023

Compulsory and child labor are issues included the Votorantim Cimentos Code of Conduct, which addresses our commitment to the United Nations Universal Declaration of Human Rights and the UN Global Compact and has among its principles to eliminate all forms of forced or compulsory labor and eradicate all forms of child labor from our production chain. These practices are prohibited in all company and commercial partners' facilities. It is also prohibited to hire any organization that does not follow our company's conduct guidelines. This issue is also addressed in the event of complaints to our Business Ethics Office, which is prepared to carry out investigations and verify the materiality of the complaint. All the suppliers contracted must be submitted to the registration process. The Office of Labor (within the Ministry of Economy) Restricted List is cross-checked with our SAP list of suppliers. If there is evidence of misconduct, the supplier is demobilized and blocked to prevent future hiring. The Votorantim Cimentos General Conditions Term states that all suppliers must follow our Code of Conduct (ethics, values and compliance with labor legislation). Through the new SIPM tool, suppliers must accept our General Conditions Term; otherwise they are rejected in the certification process. They must also fill out a Compliance Survey, in which they need to address several topics, including child labor. If the survey answers are unsatisfactory, the supplier is submitted for analysis by the Compliance area and may be rejected in the certification process.

Scope: Global.

Indigenous rights |GRI 411-1|

Incidents of violations involving rights of indigenous peoples



Scope: Global.

Cases reported to business Ethics line

2023

Number of complaints received by the Business Ethics Line	811
Description of types of misconduct	Policy violation, conflicts of interest, harassment, misconduct or inappropriate behavior, labor issues, interpersonal relationships, forensic, out of scope, HSE, questions about the Code of Conduct, legal and others.
Description of measures taken	Termination with and without cause, suspensions, warnings, feedback, coaching, etc.

Scope: Global.

Environmental Performance

Energy consumption inside the organization |GRI 302-1| |SASB EM-CM-130a.1|

		2021	2022	2023
Non-renewable sources (GJ)	Cement	95,601,831	86,050,885*	85,634,220
	Aggregates	71,983	62,680	66,431
	Concrete	254,853	273,810	282,833
	Mortar	15,206	14,153*	5,009
	Limes and agricultural inputs	24,328	22,988*	27,088
	Logistics ¹	-	-	60,490
	Total	95,968,201	86,424,515*	86,076,070
Renewable sources (GJ)	Cement	12,857,184	16,785,275*	17,837,204
	Aggregates	9,079	7,224	7,949
	Concrete	35,518	36,975	37,657
	Mortar	33,999	52,186*	49,706
	Limes and agricultural inputs	1,759,473	1,802,265*	1,728,822
	Logistics ¹	-	-	9,151
	Total	14,695,253	18,683,925*	19,670,488
Electricity (MWh)	Cement	4,242,316	4,087,920	4,143,288
	Aggregates	8,943	8,112	8,035
	Concrete	3,394	3,720	3,400
	Mortar	8,544	8,447	8,323
	Limes and agricultural inputs	50,096	50,083	51,464
	Logistics ¹	-	-	4,883
	Total	4,313,292	4,158,283	4,219,392
Total consumption (GJ)	Cement	123,731,351	117,552,672	116,428,776
	Aggregates	113,256	99,107	103,305
	Concrete	302,590	324,178	332,730
	Mortar	79,963	96,749*	84,677
	Limes and agricultural inputs	1,964,147	2,005,553*	1,941,181
	Logistics ¹	-	-	87,219
	Total	126,191,306	120,078,258*	118,977,888
Electricity sold (Gj)¹ Total	-	-	544,023	

Scope: all VCBR operations and VCEAA, VCNA and VCLATAM cement operations.

¹Inclusion of logistics and electricity sold reporting starting in 2023.

*Revisions to GRI 2-4 information: changes in measurement methodologies or definitions used.

Energy Management |SASB EM-CM-130a.1|

	2021	2022	2023
Grid electricity (%)	84.3%	82.1%	71.1%
Renewable Energy (fuel + electricity) (%)	13.6%	17.8%*	20.2%
Alternative fuels (%)	22.4%	26.5%	30.9%
Renewable Energy (electricity) (%)	18.5%	22.9%	35.1%

Scope: all VCBR operations and VCEAA, VCNA and VCLATAM cement operations.

*Revisions to GRI 2-4 information: changes in measurement methodologies or definitions used.

Energy intensity¹|GRI 302-3|

Fuels	2021	2022	2023
Clinker (MJ/ton of clinker) ²	3,584	3,615	3,572
Aggregates (MJ/ton of product)	26.4	24.9	25.3
Concrete (MJ/m ³ of product)	144	147	142
Mortar (MJ/ton of product)	62.4	85.8	67.5
Lime and agricultural inputs (MJ/ton of product)	816	930	865
Electricity	2021	2022	2023
Cement (KWh/ton of cement)	109	109	109
Aggregates (KWh/ton of product)	2.9	2.9	2.7
Concrete (KWh/m ³ of product)	1.7	1.8	1.5
Mortar (KWh/ton of product)	10.8	10.9	10.3
Lime and agricultural inputs (KWh/ton of product)	22.9	25.5	25.4

Scope: all VCBR operations and VCEAA, VCNA and VCLATAM cement operations.

¹The indicator includes only the energy consumption onsite.

²For the energy intensity calculation considering the production of clinker, we consider only the consumption of fuels inside of the kiln to produce clinker.

Environmental investments

Environmental Capex and Opex (million R\$)	2021	2022	2023
Environmental investments (Capex)	108.8	154.2	220.9
Environmental expenses (Opex)	86.3	93.6	131.0

Scope: Global.

Material used |GRI 301-1|

	2021	2022	2023 ¹
Total materials consumed (tonne)	61,810,222	58,595,488	41,739,179

Scope: VCBR, VCNA and VCEAA cement operations.

Materials include raw materials used in the clinker and cement production.

¹In 2023, we reviewed the methodology, refining the materials categories included in the indicator.

Water withdrawn by source |GRI 303-3| |SASB EM-CM-140a.1|

	2021		2022		2023	
	All areas	Areas with water stress ³	All areas	Areas with water stress ³	All areas	Areas with water stress ³
Water withdrawn - Cement (megaliter)¹						
Surface water	13,107	6,080	14,178	6,279	13,439	7,178
Groundwater	2,818	221	2,663	281	16,973	227
Rainwater	43.4	0.2	20.1	0	201	0.4
Produced water	41,496	14,954	42,684	16,624	23,850	13,295
Third-party water	258	196	287	197	370	219
Other sources	0	0	26.2	26.2	0.7	0
Total	57,723	21,451	59,858	23,407	54,834	20,920
Water withdrawn - Concrete (megaliter)²						
Surface water	8.8	0	0	0	0	0
Groundwater	1,042	0	684	0	424	0
Rainwater	0	0	0	0	0	0
Produced water	0	0	0	0	0	0
Third-party water	164	0	57.1	0	82.2	0
Other sources	0	0	0	0	0	0
Total	1,214	0	741	0.0	506	0

¹Scope: Global. In VCBR operation we also consider the gypsum mine in Ponta da Serra.

²Scope: VCBR, VCEAA and Uruguay.

³Water stress analysis was performed using the Aqueduct tool and it is applicable only for VCBR and VCEAA. The analysis was not performed in the other regions.

Data obtained through measuring equipment (such as water meters) or through estimates (for example, from studies of process water consumption or based on pumping capacity and equipment operating time).

Water discharge by source |GRI 303-4|

	2021		2022		2023	
	All areas	Areas with water stress ¹	All areas	Areas with water stress ¹	All areas	Areas with water stress ¹
Water discharge - Cement (megaliter)						
Surface water	45,828	15,729	47,389	16,632	48,156	14,946
Groundwater	119	2.3	276	1.6	536	17.9
Sea water	0	0	0	0	0	0
Water sent to third-party supplier	29.8	13.9	48.2	7.1	135	36.7
Total	45,977	15,745	47,713	16,641	48,826	15,000

Scope: Global. In VCBR operation we also consider the gypsum mine in Ponta da Serra.

¹Water stress analysis was performed using the Aqueduct tool and it is applicable only for VCBR and VCEAA. The analysis was not performed in the other regions.

Data obtained through measuring equipment (such as water meters) or through estimates (for example, from studies of process water consumption or based on pumping capacity and equipment operating time).

Water consumption |GRI 303-5|

	2021		2022		2023	
	All areas	Areas with water stress ¹	All areas	Areas with water stress ¹	All areas	Areas with water stress ¹
Water consumption - cement (megaliter)						
Total water withdrawn GRI 303-3	57,723	21,451	59,858	23,407	54,834	20,920
Total water discharged GRI 303-4	45,977	15,745	47,713	16,641	48,827	15,000
Total water consumed GRI 303-5	11,746	5,706	12,145	6,766	6,008	5,920

Scope: Global. In VCBR operation we also consider the gypsum mine in Ponta da Serra.

¹Water stress analysis was performed using the Aqueduct tool and it is applicable only for VCBR and VCEAA. The analysis was not performed in the other regions.

Data obtained through measuring equipment (such as water meters) or through estimates (for example, from studies of process water consumption or based on pumping capacity and equipment operating time).

The collection of qualitative data on disposal quality was not included in the Integrated Report. The process will be improved for reporting in the next cycle.

Biodiversity and resource conservation |GRI 304-1||GRI MM2||GRI MM10|

	2021	2022	2023
Number of mines ¹	135	134	143
Mines with rehabilitation plans (%) ¹ GRI MM10	91.1%	100%	100%
Sites with mining operations located in areas of high biodiversity value ² GRI 304-1	9	9	9
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans ² GRI MM2	7	7	7
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans (%) ² GRI MM2	77.8%	77.8%	77.8%

¹Scope: Global. We consider that the rehabilitation plan is equivalent to the mining closure plan. At the end of 2023, the company had more than R\$700 million allocated for Asset Retirement Obligations (ARO).

²Scope: VCBR. According to the "Votorantim Cimentos Biodiversity Management Plan Manual", the identification of areas of high biodiversity value considers three factors: (i) The importance of the area of high biodiversity relevance overlapping with the mining area; (ii) The percentage of overlap between the area of high biodiversity relevance and the mining area (considering a 5-km radius from the center of the mine); (iii) The distance of the area of high biodiversity relevance to the mining center. We apply the methodology and rank all areas that are close to or overlap with areas of high biodiversity value, according to these criteria.

Biodiversity | GRI 304-3|

Habitats protected or restored (in km²)

	2021	2022	2023
Amazônia	22.0	37.2	37.2
Type of area	LR, PPA	LR, PPA	LR, PPA
Caatinga	7.5	7.5	8.2
Type of area	LR, PPA	LR, PPA	LR, PPA
Cerrado	28.1	28.9	29.1
Type of area	LR, PPA, PRNH, WRA	LR, PPA, PRNH, WRA	LR, PPA, PRNH, WRA
Mata Atlântica	45.4	47.0	47.3
Type of area	LR, PPA, PRNH	LR, PPA, OCU	LR, PPA, OCU
Pantanal	1.7	1.7	1.7
Type of area	LR, PPA	LR, PPA	LR, PPA
Pampa	2.4	2.4	2.4
Type of area	LR, PPA	LR, PPA	LR, PPA

Scope: VCBR. Mining operations in rural area.
 Brazilian classification of areas: Legal Reserve (LR), Permanent Protection Area (PPA), Private Reserve of Natural Heritage (PRNH), Wildlife Refuge Area (WRA), Other Conservation Units (OCU).
 Protected habitats are calculated according to the Rural Environmental Registration of sites that have mining operations located in rural areas in Brazil.

Biodiversity | GRI 304-4|

Number of species in the IUCN Red List and with habitats in areas affected by operations

	2021	2022	2023
Critically endangered	0	0	0
Endangered	0	2	2
Vulnerable	7	6	5
Near Threatened	12	10	5
Least concern ¹	N/A	N/A	NA

Number of species in the National Conservation List and with habitats in areas affected by operations

	2021	2022	2023
Critically endangered	0	0	1
Endangered	1	1	1
Vulnerable	10	8	7
Near Threatened	2	3	0
Least concern ¹	N/A	N/A	NA

Scope: VCBR.
¹ Information not available due to a focus on identifying species of greatest concern for conservation.

Direct CO2 emissions |GRI 305-1| |GRI 305-4| |SASB EM-CM-110a.1| |GCCA|

	2021	2022	2023
Cement¹			
Gross absolute CO2 emission (tCO2)	24,877,550	23,213,320	23,188,288
Net absolute CO2 emission (tCO2)	23,999,550	22,267,306	21,989,844
Gross specific CO2 emission (kg CO2/t cementitious)	619	604	587
Net specific CO2 emission (kg CO2/t cementitious)	597	579	556
Aggregates²			
Absolute CO2 emission (tCO2e)	5,168	4,786	5,074
Specific CO2 emission (kgCO2e/t aggregates)	1.7	1.7	1.7
Concrete²			
Absolute CO2 emission (tCO2e)	19,007	20,387	21,058
Specific CO2 emission (kgCO2e/t concrete)	9.4	9.7	9.3
Mortar²			
Absolute CO2 emission (tCO2e)	1,563	1,573	512 ³
Specific CO2 emission (kgCO2e/t mortar)	2.0	2.0	0.6 ³
Lime and agricultural inputs²			
Absolute CO2 emission (tCO2e)	194,582	196,644	185,227
Specific CO2 emission (kgCO2e/t lime and agricultural inputs)	89.1	100	91.3
Logistics²⁴			
Absolute CO2 emission (tCO2e)	-	-	4,688
Total - Scope 1 (tCO2e)	25,097,870	23,436,711	23,404,847
Biogenic emissions - Scope 1 (tCO2)	1,524,961	1,777,255	1,872,473

¹Scope: VCBR, VCNA, VCEAA, Bolivia and Uruguay. The emissions were calculated considering the guidelines of Cement CO2 and Energy Protocol from GCCA.

²Scope: VCBR.

The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

³Reduction in specific CO2 emissions due to the increase in biomass usage in dryers and use of electric forklifts in the production.

⁴Logistics emissions were included in 2023.

Absolute CO2 emission per revenue

	2021	2022	2023
Absolute CO2 emission per revenue (kgCO2/R\$)	1.13	0.91	0.88

Scope: Cement (VCBR, VCNA, VCEAA, Bolivia and Uruguay); Other Business (VCBR).

Indirect CO2 emissions |GRI 305-2| |GRI 305-3|

Indirect CO2 emissions - Scope 2⁴ (tCO2)	2021	2022	2023
Cement ¹	771,610	631,297	522,457
Concrete ²	429	158	131
Aggregate ²	1,130	346	309
Mortar ²	574	360	321
Lime and agricultural input ²	6,333	2,133	1,982
Logistic ²³	-	-	188
Total - Scope 2 (tCO2)	780,076	634,294	525,388

¹Scope: VCBR, VCNA, VCEAA, Bolivia and Uruguay. The emissions were calculated considering the guidelines of Cement CO2 and Energy Protocol from GCCA.

²Scope: VCBR.

The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

³Logistics emissions were included in 2023.

⁴The scope 2 emissions were calculated considering the market-based approach.

Other indirect emissions - Scope 3¹(tCO2e)	2021	2022	2023
Category 1: Purchased goods and services	1,541,773	1,442,912	851,642
Category 3: Fuel and energy related activities	1,050,127	937,809	883,682
Category 4: Upstream transportation and distribution	139,945	139,054	145,609
Category 9: Downstream transportation and distribution	838,597	808,778	821,135
Category 15: Investments	1,011,284	864,151	882,465
Total - Scope 3 (tCO2e)	4,581,726	4,192,705	3,584,533
Biogenic emissions (tCO2e)	30,297	28,685	27,912

¹Scope: Cement VCBR, VCNA, VCEAA, Bolivia and Uruguay (the emissions were calculated considering the guidelines of Cement CO2 and Energy Protocol from GCCA); Other business VCBR (The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O).

Reduction of GHG emissions |GRI 305-5|

	Base year	2021	2022	2023
CO2 reduction (%)	1990 ¹	-21.7%	-24.1%	-27.1%
CO2 reduction (%)	2018 ²	-	-6.8%	-10.5%

Scope: Cement operations in Brazil, VCNA, VCEAA, Bolivia, and Uruguay.

¹1990 is the industry base year.

²2018 is the base year for SBTi.

Other air emissions |GRI 305-7| |SASB EM-CM-120a.1|

	2021	2022	2023
Number of kilns reported	39	40	40
NOx			
Absolute emissions (tons/year)	41,150	40,525	38,743
Specific emissions (g/ton clinker)	1,394	1,416	1,372
SOx			
Absolute emissions (tons/year)	20,282	21,805	13,951
Specific emissions (g/ton clinker)	687	762	494
PM (Dust)			
Absolute emissions (tons/year)	1,122	1,083	945
Specific emissions (g/ton clinker)	38	38	33
Mercury			
Absolute emissions (kg/year)	311	296	201
Specific emissions (mg/ton clinker)	11	10	7
VOC			
Absolute emissions (tons/year)	3,473	2,793	2,497
Specific emissions (g/ton clinker)	118	98	88
Dioxins/Furans			
Absolute emissions (mg/year)	541	703	633
Specific emissions (ng/ton clinker)	18	25	22
HM1¹			
Absolute emissions (kg/year)	564	863	781
Specific emissions (mg/ton clinker)	19	30	28
HM2²			
Absolute emissions (kg/year)	14,022	36,663	33,332
Specific emissions (mg/ton clinker)	475	1,281	1,181
Polycyclic Aromatic Hydrocarbons (PAHs)³ EM-CM-120a.1			
Absolute emissions (tons/year)	80	70	100
Specific emissions (g/ton clinker)	0.01	0.01	0.01
Monitoring data			
Total monitoring coverage rate (KPI 1 ⁴)	81.9%	92.8%	92.0%
Continuous monitoring coverage rate (KPI 2 ⁵)	100%	100%	100%

Scope: Global.

¹HM1: Cadmium and Thallium.²HM2: Antimony, Arsenic, Lead, Chromium, Cobalt, Copper, Manganese, Nickel, Vanadium.³Setor average in Spain, extrapolated to Tunisia, Morocco and Türkiye.⁴KPI 1: Monitoring of all pollutants.⁵KPI 2: Monitoring of PM, NOx and SOx.**Management of significant waste-related impacts** |GRI 306-2|**2023**

- As per its Global Environmental Policy and Green Rules, Votorantim Cimentos aims to minimize waste production through reuse, recycling and responsible waste disposal. To prevent waste from reaching the environment, it is necessary to:
 - Store waste in closed, ventilated, access-controlled spaces and on impermeable bases that have areas to drain and collect contaminated liquids.
 - Avoid contact between rainwater and waste; if there is contact, the rainwater must be collected for inspection.
 - Train employees to take action in case of incidents, according to the Emergency Plan and the internal and external Communication System.
 - Dispose of waste according to its characteristics and classification.

In addition, internal waste management, separation and temporary storage until final disposal is performed by Votorantim Cimentos. Waste transportation and final disposal is carried out by service providers

Scope: Global.

Waste generated |GRI 306-3| |SASB EM-CM-150a.1|

	2021	2022	2023 ¹
Hazardous waste (tons)	3,733	3,189	3,834
Non-hazardous waste (tons)	99,115	173,830	248,136
Amount of waste generated (tons)	102,848	177,019	251,970
Hazardous (%)	3.6%	1.8%	1.5%
Recycled (%)	26.1%	24.2%	28.2%

Scope: Global.

¹In 2023, we had an increase in the amount of wastes generated due to the destination of a slag liability and CKD (Cement Kiln Dust) in Brazil and VCNA.

Waste diverted from disposal and directed to disposal |GRI 306-4| |GRI 306-5|

	2021		2022		2023 ¹	
	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous
Wastes diverted from disposal (tons) GRI 306-4 						
Total wastes	1,547	66,713	805	66,334	1,009	135,309
Composting	0	1,580	0	2,026	0	1,078
Reuse	34	35,620	48	16,640	189	10,120
Recycling	727	26,161	392	42,404	487	70,531
Recovery	371	2,149	342	3,004	302	13,126
On-site storage	414	1,203	23	2,261	31	40,454
Wastes directed to disposal GRI 306-5 						
Total wastes	2,186	32,402	2,384	107,496	2,825	112,828
Incineration	19	255	64	773	37	401
Landfilling	185	12,071	186	21,676	49	24,724
Deep well injection	0	34	0	59	0	50
Others	1,982	20,042	2,134	84,988	2,739	87,653

Scope: Global.

¹In 2023, we had an increase in the amount of wastes generated due to the destination of a slag liability and CKD (Cement Kiln Dust) in Brazil and VCNA.

Recycled concrete |VC 2030|

	2021	2022	2023
Recycled concrete returned (%)	93.4%	88.7%	83.9%

Scope: VCBR, VCNA, VCEAA.

Social Performance

Employment |GRI 2-7|

Number of employees, by type of employment		2021	2022	2023
Full-time	Female	1,679	1,735	1,992
	Male	10,210	10,491	11,001
	Total	11,889	12,226	12,993
Part-time	Female	332	467	340
	Male	245	396	250
	Total	577	863	590
Number of employees, by type of contract		2021	2022	2023
Temporary (or determined)	Female	13	11	348
	Male	136	117	361
	Total	149	128	709
Permanent (undetermined)	Female	1,998	2,191	1,984
	Male	10,319	10,770	10,890
	Total	12,317	12,961	12,874
Total employees	Female	2,011	2,202	2,331
	Male	10,455	10,887	11,252
	Total	12,466	13,089	13,583

Scope: Global.

Collective bargaining agreements |GRI 2-30|

	2021	2022	2023
Total number of employees	12,466	13,089	13,583
Employees covered by collective bargaining agreement	9,791	10,309	11,332
Employees covered by collective bargaining agreement (%)	78.5%	78.8%	83.4%

Scope: Global.

Turnover |GRI 401-1|

Total number and rate of employee turnover

	2021		2022		2023	
	Number	Rate	Number	Rate	Number	Rate
By gender						
Female	566	4.5%	713	5.4%	693	5.1%
Male	1,976	15.9%	2,146	16.4%	2,222	16.4%
By age group						
Under 30 years old	924	7.4%	1,028	7.9%	1,031	7.6%
30-50 years old	1,214	9.7%	1,350	10.3%	1,431	10.5%
Over 50 years old	403	3.2%	476	3.6%	428	3.2%
By region						
VCBR	1,798	22.4%	2,044	24.1%	2,065	24.2%
VCEAA	152	10.9%	145	9.4%	149	8.6%
VCNA	557	20.9%	647	24.2%	443	22.6%
VCLATAM	34	8.7%	23	9.1%	38	10.1%
Total rate of turnover		20.4%		21.8%		19.8%

Scope: Global.

New hires |GRI 401-1|**Total number and rate of new employee hires**

	2021		2022		2023	
	Number	Rate	Number	Rate	Number	Rate
By gender						
Female	417	3.3%	753	5.8%	725	5.3%
Male	1,792	14.4%	1,967	15.0%	2,063	15.2%
By age group						
Under 30 years old	800	6.4%	1,233	9.4%	1,048	7.7%
30-50 years old	1,269	10.2%	1,297	9.9%	1,424	10.5%
Over 50 years old	140	1.1%	190	1.5%	292	2.1%
By region						
VCBR	1,622	20.3%	2,133	25.1%	1,354	15.9%
VCEAA	209	15.0%	209	13.6%	246	14.2%
VCNA	342	12.8%	359	13.4%	443	15.1%
VCLATAM	36	9.2%	19	3.5%	30	8.0%
Total rate of new employee hires		17.7%		20.8%		15.3%

Scope: Global.

Health |SASB EM-CM-320a.2| |GRI 403-10| |VC 2030|

	2021	2022	2023
Number of reported cases of silicosis ¹	0	0	0
Favorability in satisfaction and well-being surveys (%) ²	67.4%	75.9%	77.4%

¹Scope:VCBR.²Scope:VCBR, VCNA and VCEAA.**Workforce safety** |SASB EM CM 320a.1|

	2021	2022	2023
Rate of mandatory reporting injuries direct employees ¹	1.39	1.12	1.06
Rate of mandatory reporting injuries contractors and subcontractors ¹	0.68	0.53	0.62
Rate of near miss frequency direct employees, contractors and subcontractors ²	44.76	41.40	16.47

Scope: VCBR, VCNA, VCEAA e Bolivia.

The number of mandatory reporting injuries and near miss injury do not include operations in Uruguay. Uruguay is included only in the number and rate of fatalities.

Mandatory reporting injuries at work: All personal accidents are registered and reportable at Votorantim Cimentos. SAA, SPT2, SPT3, CPT, Critical CPT and deaths are included.

Near miss injury: it is an unplanned event that did not result in injury, illness, or damage – but had the potential to do so.

¹Rate of mandatory reporting injuries at work = Number of mandatory reporting injuries at work/Number of worked hours (including CIF hours according to the SASB approach)*200,000.²Rate of near miss frequency = Number of near miss injury/Number of worked hours (including CIF hours according to the SASB approach)*200,000.**Occupational health and safety** |GRI 403-9| |VC 2030|**Work-related injuries – Employees**

	2021	2022	2023
Fatalities	0	0	0
Rate of fatalities ¹	0.00	0.00	0.00
High-consequence accidents	1	2	2
Rate of High-consequence accidents ²	0.04*	0.07	0.07
Lost-time injuries	34	25	19
Rate of lost-time injuries ³	1.34	0.94	0.71
Recordable work-related injuries	177	149	141
Rate of recordable work-related injuries ⁴	6.97	5.58	5.28
Number of hours worked	25,382,557	26,689,680	26,721,569
Work-related injuries – Contractors and subcontractors⁵	2021	2022	2023
Fatalities	0	0	1
Rate of fatalities ¹	0.00	0.00	0.04
High-consequence accidents	1	1	2
Rate of High-consequence ²	0.04	0.05	0.08
Lost-time injuries	22	9	12
Rate of lost-time injuries ³	0.93	0.41	0.50
Recordable work-related injuries	81	59	74.00
Rate of recordable work-related injuries ⁴	3.41	2.66	3.08
Number of hours worked	23,720,780	22,170,494	24,022,557
Total work-related accident rate (employees + other employees) VC 2030 	1.14	0.70	0.61

Scope: VCBR, VCNA, VCEAA e Bolivia.

The number of lost-time injuries (LTI), injuries with serious consequences and mandatory reporting injuries at work and severity rate do not include operations in Uruguay. Uruguay is included only in the number and rate of fatalities.

LTI: work accidents that result in the employee being on leave, whether critical, according to the RIDDOR classification, or not.

Injuries with serious consequences: there are workplace accidents that result in an injury from which the employee is unable to recover of from which the employee is not expected to fully recover within six months to their pre-accident health condition. The fatalities are excluded in this indicator.

Mandatory reporting injuries at work: All personal accidents are registered and reportable at Votorantim Cimentos. SAA, SPT2, SPT3, CPT, Critical CPT and deaths are included.

¹Rate of fatalities = Number of fatalities in the year / Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.²Rate of injuries with serious consequences: Number of injuries with serious consequences/Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.³Rate of LTI =Number of LTI/Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.⁴Rate of recordableinjuries at work = Number of mandatory reporting injuries at work/Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.⁵The data includes only on-site fatalities and LTI in our cement, concrete, aggregates, mortar, aglime and logistics facilities.^{*}Restatements of information GRI 2-4: change in the measurement methodologies or in the definitions used.

Among employees, the main work-related injuries involve the ankles, feet, hands and fingers, and include sprains and fractures. The greatest risks for high-consequence injuries are dangerous energies, moving and rotating parts, high temperatures, possibility of hot flour leakage, movement of machines and equipment, lifting of loads and activities at height and in confined spaces. These risks are determined after a systematic study of the processes and assessment of the hazards and risks involved.

Diversity | GRI 405-1 | IVC 2030 |

	2021			2022			2023		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
By age group (%)									
President/Director	0.0%	40.0%	60.0%	0.0%	40.5%	59.5%	0.0%	38.5%	61.5%
Manager/General Manager	0.2%	72.1%	27.7%	0.3%	73.4%	26.4%	0.5%	70.2%	29.3%
Coordinator/Consultant	5.4%	77.3%	17.3%	6.5%	73.8%	19.8%	8.6%	72.9%	18.4%
Technician/Analyst/Supervisor	15.5%	69.1%	15.5%	15.1%	69.4%	15.4%	13.8%	69.5%	16.7%
Operator	18.4%	60.3%	21.4%	18.1%	60.0%	22.0%	16.9%	59.0%	24.2%
Intern	94.6%	5.4%	0.0%	96.8%	3.1%	0.0%	94.6%	5.4%	0.0%
Apprentice	100%	0.0%	0.0%	100%	0.0%	0.0%	100%	0.0%	0.0%
Total employees	19.9%	61.0%	19.1%	19.6%	61.0%	19.4%	18.5%	60.4%	21.1%
Board of Director	0.0%	23.5%	76.5%	0.0%	0.0%	100%	0.0%	28.6%	71.4%
Finance Committee ²	-	-	-	-	-	-	0.0%	50.0%	50.0%
Organization, Compensation and People Committee ²	-	-	-	-	-	-	0.0%	40.0%	60.0%
Audit Committee ²	-	-	-	-	-	-	0.0%	0.0%	100%
Sustainability and Innovation Committee ²	-	-	-	-	-	-	0.0%	25.0%	75.0%

	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
By gender (%)						
President/Director	7.5%	92.5%	10.8%	89.2%	15.4%	84.6%
Manager/General Manager	17.9%	82.1%	19.8%	80.2%	21.0%	79.0%
Coordinator/Consultant	30.6%	69.4%	31.1%	68.9%	32.6%	67.4%
Technician/Analyst/Supervisor	24.1%	75.9%	24.6%	75.4%	25.2%	74.8%
Operator	8.7%	91.3%	9.1%	90.9%	9.0%	91.0%
Intern	57.9%	42.1%	59.9%	40.1%	58.8%	41.2%
Apprentice	57.1%	42.9%	57.2%	42.8%	56.2%	43.8%
Total employees	16.1%	83.9%	16.8%	83.2%	17.2%	82.4%
Gender diversity in leadership positions¹ IVC 2030 	20.3%	79.7%	21.0%	79.0%	22.8%	77.2%
Board of Director	17.6%	82.4%	14.3%	85.7%	14.3%	85.7%
Finance Committee ²	-	-	25.0%	75.0%	50.0%	50.0%
Organization, Compensation and People Committee ²	-	-	25.0%	75.0%	20.0%	80.0%
Audit Committee ²	-	-	25.0%	75.0%	25.0%	75.0%
Sustainability and Innovation Committee ²	-	-	-	-	25.0%	75.0%

Scope: Global.

The percentage corresponds to the number of employees within each functional category that meets the diversity criteria.

¹ The calculation of gender Diversity in leadership Positions includes the Positions of president, director, manager, general manager and coordinator.

²The data regarding the gender diversity in the committees started to be reported in 2022 and the diversity by age group in 2023.

11. ANNEXES

Diversity |GRI 405-1| |VC 2030|

People with disability (%)	2021	2022	2023
President/Director	0.0%	0.0%	0.0%
Manager/General Manager	1.0%	0.8%	0.0%
Coordinator/Consultant	0.5%	0.7%	0.7%
Technician/Analyst/Supervisor	1.5%	1.5%	2.5%
Operator	2.5%	4.5%	3.5%
Intern	0.0%	0.0%	0.0%
Apprentice	0.0%	0.0%	0.0%
Total employees	2.0%	3.2%	2.8%
Board of Director (%)	0.0%	0.0%	0.0%
Finance Committee ¹	-	-	0.0%
Organization, Compensation and Remuneration Committee ¹	-	-	0.0%
Audit Committee ¹	-	-	0.0%
Sustainability and Innovation Committee ¹	-	-	0.0%

Scope: Global.

The percentage corresponds to the number of employees within each functional category that meets the diversity criteria.

¹The data regarding people with disability in the committees started to be reported in 2023.

Internal perceptions of diversity and inclusion |VC 2030|

Favorability in climate surveys (%)	2021	2022	2023
	81.1%	81.1%	83.7%

Scope: VCBR, VCNA, VCEAA.

Social transformation |GRI 413 -1| |VC 2030|

Total number of operations ¹	2021	2022	2023
	336	361	360
Number of operations with implemented local community engagement, impact assessments, and/or development programs	155	226	235
Operations with implemented local community engagement, impact assessments, and/or development programs (%) VC 2030 	46.1%	62.6%	65.3%
Global social investment (R\$ thousand)	2021	2022	2023
VCBR	8,750	12,064	13,162
VCEAA	1,510	3,295	4,453
VCNA	1,730	2,151	1,551
VCLATAM	726	633	645
Total	12,715	18,143	19,811

Scope: Global.

¹Number of operations considered for the social engagement plan.

Volunteer initiatives |VC 2030|

Employees engaged in volunteer initiatives (%)	2021	2022	2023
	4.9%	6.7%	10.4%

Scope: Global.

Average hours of training |GRI 404-1|

By functional category	2021		2022		2023	
	Female	Male	Female	Male	Female	Male
President/Director	3	9	4	17	7	12
Manager/General Manager	60	25	27	32	29	21
Coordinator/Consultant	42	30	18	21	25	23
Technician/Analyst/Supervisor	19	19	32	32	29	28
Operator	8	16	15	26	26	22
Average hours of training (female + male)	18		23		24	

Scope: Global.

Employees receiving regular performance and career development review (%) |GRI 404-3|

By functional category	2023	
	Female	Male
President/Director	83%	91%
Manager/General Manager	100%	88%
Coordinator/Consultant	84%	89%
Technician/Analyst/Supervisor	77%	83%
Operator	36%	30%
Total	94%	43%

Scope: Global.

The KPI started to be reported only in 2023.

Membership Associations

GRI 2-28

Participation in industry associations is key to maintaining and consolidating partnerships, promoting the continuous development of our teams and engaging with responsibility and leadership in business forums and in relations with governments. That is why, in all regions where we operate, we strive to participate in different organizations, in addition to endorsing external initiatives and projects. Globally, we participate in the following initiatives:

Global

- Federación Interamericana del Cemento (FICEM)
- Global Cement and Concrete Association (GCCA)
- Global Cement and Concrete Research Network

Bolivia

- Asociación Boliviana de Gestión Humana (ASOBOGH)
- Cámara de Exportadores de Santa Cruz (CADEX)
- Cámara de Industria, Comercio, Servicios y Turismo de Santa Cruz (CAINCO)

- Centro de Conciliación y Arbitraje
- Fundación Germán Busch
- Instituto Boliviano del Cemento y Hormigón (IBCH)

Brazil

- Associação Brasileira da Indústria de Materiais de Construção (ABRAMAT)
- Associação Brasileira de Cimentos Portland (ABCP)
- Brazilian Business Council for Sustainable Development (CEBDS)
- Brazilian Council for Sustainable Construction (CBCS)
- Green Building Council Brazil
- Instituto Brasileiro de Mineração (IBRAM)
- Instituto Brasileiro do Concreto (IBRACON)
- Sindicato Nacional da Indústria de Cimento (SNIC)
- Sindicato Nacional da Indústria de Produtos de Cimento (SINAPROCI)

Canada

- Cement Association of Canada (CAC)
- Concrete Ontario (Ready Mixed Concrete Association of Ontario)
- Ontario Stone, Sand & Gravel Association (OSSGA)

Morocco

- Arab Association for Cement &

- Building Materials (AUCBM)
- Association Marocaine des Producteurs de Béton (AMBPE)
- Association Professionnelle des Cimentiers (APC)
- Confédération Générale des Entreprises du Maroc (CGEM)

Spain

- Asociación de Fabricantes de Morteros (ANFAPA)
- Asociación Industrial de Canarias (ASINCA)
- Asociación Nacional de Empresarios Fabricantes de Áridos (ANEFA)
- Asociación Nacional Española de Fabricantes de Hormigón Preparado (ANEFHOP)
- European Cement Association (CEMBUREAU)
- Fundación Laboral Andaluza del Cemento y el Medio Ambiente (FLACEMA)
- Fundación Laboral del Cemento y el Medio Ambiente (CEMA Foundation)
- Instituto Español del Cemento y sus Aplicaciones (IECA)
- OFICEMEN (Association of Cement Manufacturers in Spain)

Tunisia

- Arab Association for Cement & Building Materials (AUCBM)
- Chambre Nationale des Producteurs

de Ciments de la Tunisie (CNPC)

Türkiye

- Çimento Endüstrisi İşverenleri Sendikası (ÇEİS) (Cement Industry Employers' Association)
- Türk Çimento (Turkish Cement Manufacturers' Association)
- Türkiye Hazır Beton Birliği (THBB) (Turkish Ready Mixed Concrete Association)

United States

- American Concrete Pavement Association (ACPA)
- Illinois Association of Aggregate Producers (IAAP)
- National Ready-Mixed Concrete Association (NRMCA)
- Portland Cement Association (PCA)
- Slag Cement Association

Uruguay

- APPCU, Private Promoters of Construction Uruguay
- Cement Manufacturers Association
- Construction Chamber of Uruguay
- Construction League
- DERES – Companies for the Sustainable Development (WBCSD local chapter)
- Exporters Union of Uruguay
- Spain-Uruguay Business Chamber
- Trade Defense League

ENTITES INCLUDED IN THE ORGANIZATION'S SUSTAINABILITY REPORTING | GRI 2-21

Votorantim Cimentos International S.A. – “VCI”, Votorantim Cimentos N/NE S.A. – “VCNNE”, Silcar Empreendimentos, Comércio e Participações Ltda., Pedreira Pedra Negra Ltda., Fazenda São Miguel Ltda., Calmit Mineração Participação Ltda, Lidermac Industria e Comércio Ltda., CRB Operações Portuárias S.A., Motz Transportes Ltda. St. Marys Cement Inc. (Canada), MacInnis Cement ULC. Québec Inc. (aka GP Co), McInnis Cement Limited Partnership Aka, Rosedale Securities Limited, McInnis USA LLC, McInnis Marine USA, LLC, Superior Materials Holdings LLC, VCNA Prairie Aggregate Holdings Illinois Inc., VCNA Praire LLC, VCNA Praire LLC, VCNA US Inc., VCNA United Materials LLC, VCNA United Materials Builders LLC, Votorantim Cimentos North America, Inc., Votorantim Cement EAA Inversiones S.L. “VCEAA”, Votorantim Macau – Investment Company, Limited, Votorantim Cement Corporation Limited., Votorantim Cement Trading S.L., Votorantim Cimentos España, S.A., Cimentos Cosmos S.A., Prebetong Áridos S.L., Prebetong Hormigones S.A., Cimentos Antequera S.A., Cimentos Asment EAA, Morteros de Galicia S.L., A.G. Cimentos Balboa, S.A.U., Comercial Cosmos SUR S.L., Asment de Temara S.A., Soci  t   Marocaine SMBRM, Alpaca Inversiones S.A.C., Votorantim Cimento Sanayi ve Ticaret A.S, Ybitas Yozgat Isci Birliđi Insaat Malzemeleri Ticaret ve, Sanayi A.S., Societe Les Ciments de Jbel Oust – CJO, Sociedad Financiera y Minera Sur, S.L, Compa  a General de Canteras, S.A., Votorantim Cimentos Latam, S.  r.l. – “VC LATAM”, GB Minerales Y Agregados S.A., Itacamba Cemento S.A. , Itacamba Cemento S.A., Yacuces S.L., Cimentos Artigas S.A., Great Lakes Slag Inc.

External Commitments

GRI 2-23

Globally, we are following initiatives through our headquarters:

Benchmark Club of the Carbon Disclosure Project (CDP): Organization that assesses how companies manage climate-related risks and fight climate change.

Brazilian Business Council for Sustainable Development (CEBDS): Represents the World Business Council for Sustainable Development (WBCSD) in Brazil.

Brazilian Council for Sustainable Construction (CBCS): Civil organization aimed at generating and disseminating knowledge and good practices in sustainability in civil construction in Brazil.

Business Ambition for 1.5°C: Initiative to encourage companies to commit to setting science-based targets in line with the goal of limiting global temperature rise to 1.5°C above pre-industrial levels.

Business Initiative for Racial Equality: Initiative championed by companies and institutions that are committed to promoting racial inclusion and fighting racism.

Business for LGBTI+ Charter: Commitment signed with the Forum of LGBTQIA+ Rights Companies to promote inclusion and fight discrimination against the LGBTQIA+ population.

Business for Nature: Global coalition formed by influential organizations and companies that are committed to establishing and disclosing biodiversity protection targets.

Corporate Social Inclusion Network: Initiative that brings together and encourages companies in Brazil to promote the inclusion of people with disabilities in the job market.

Global Cement and Concrete Research Network: Known as Innovandi, this initiative was launched by the GCCA in 2019 to manage innovation projects.

UN Global Compact: United Nations initiative that encourages companies to adopt 10 principles in the areas of human rights, labor, environment and anti-corruption.

Green Building Council Brazil: Global coalition to promote the transformation of the construction industry toward sustainability.

Letter of Commitment to the Business Movement for Integrity, Transparency and Anti-Corruption: By signing this document, we reaffirmed our commitment to adopting practices to fight corruption in business and public-private relationships.

National LGBTI+ Alliance: Civil, multiparty and non-profit organization aimed at promoting and ensuring the defense of human rights and citizenship, in particular of the LGBTI+ community.

Race to Zero Campaign: Global campaign to rally leadership and support from businesses, cities, regions and investors for a healthy, resilient and zero carbon recovery that prevents future threats, creates decent jobs and unlocks inclusive and sustainable growth.

SBE VC RBMA Technical Partnership: Partnership with the Brazilian Society of Speleology and the Atlantic Forest Biosphere Reserve to develop and implement sustainable management practices in the Atlantic Forest and in cave areas.

Science Based Target initiative (SBTi): Drives ambitious climate action in the private sector, enabling companies to set science-based emission reduction targets.

Task Force on Climate-Related Financial Disclosures (TCFD): Develops recommendations for climate-related disclosures.

Vanzolini Foundation: Non-profit organization created to improve the effectiveness of the sustainable development process in Brazil. It manages environmental product declarations (EDP), which are documents that are requested by customers seeking LEED certification.

Assurance Letter

GRI 2-5

DECLARATION OF INDEPENDENT VERIFICATION – BUREAU VERITAS



INTRODUCTION

Bureau Veritas Certification Brasil (Bureau Veritas) was engaged by Votorantim Cimentos to conduct an independent verification of its 2023 Integrated Report (hereinafter referred to as the Report).

This verification was conducted by a multidisciplinary team, including verifiers with knowledge of financial and non-financial data.

SCOPE OF WORK

The scope of this verification covered the Global Reporting Initiative™ Standards and Principles¹ for Sustainability Reporting, including the GRI 2013 Mining & Metals Sector Supplement, and is hereinafter referred to as a sectoral supplement, and refers to accountability for the period from January 1 to December 31, 2023.

The scope of verification additionally covered two GCCA (Global Cement and Concrete Association) Guidelines, namely: (1) Reporting and Monitoring of Safety in Cement Production of Feb/20 and (2) Reporting and Monitoring of CO2 emissions in cement production of Oct/19.

In geographical terms, we clarify that we verify data and information from Votorantim Cimentos at a global level.

RESPONSIBILITIES OF VOTORANTIM CIMENTOS AND BUREAU VERITAS

The obtaining, calculation and presentation of the published data are the sole responsibility of Votorantim Cimentos. Bureau Veritas is responsible for providing an independent opinion to the interested parties, in accordance with the scope of work defined in this statement.

METHODOLOGY

The verification covered the following activities:

1. Interviews with those responsible for the material topics and the content of the Report;
2. Analysis of documentary evidence provided by the Votorantim Cimentos for the period covered by the Report (2023);
3. Verification of performance data in relation to the Principles that ensure the quality of information, in accordance with GRI standards and the sectoral supplement;

4. Verification of performance data against the criteria set out in the GCCA Guidelines described in the scope of work;
5. Assessment of the systems used to compile data;
6. Remote evaluations of ESG indicators in the following Units: Global Corporate Center, São Paulo/SP; operational units of Vidal Ramos/SC - Brazil and St Marys - Canada; face-to-face evaluations of the greenhouse gas inventory in the following units: Vidal Ramos/SC, Laranjeiras/SE and Edealina/GO – Brazil.
7. Documentary analysis of the stakeholders engagement activities carried out by Votorantim Cimentos.

The verification level adopted was Hybrid (Limited* and Fair**), in accordance with the requirements of ISAE 3000², incorporated into Bureau Veritas internal verification protocols.

*Limited Verification Level: All indicators except those described below.

**Reasonable verification level: Indicators GRI 305-1/305-2/305-3/305-4/305-5 (GHG emissions and emissions intensity), GRI 302-1/302-2/302-3 (Energy consumption inside and outside the company and energy intensity) and GRI 403-9 (Accidents at work).

In addition to this scope of verification, the Greenhouse Gas (GHG) inventory of Votorantim Cimentos Brazil was subject to an exclusive verification, carried out through a specific protocol of Bureau Veritas.

LIMITATIONS AND EXCLUSIONS

Excluded from this verification was any assessment of information related to:

- Activities outside the defined evaluation period;
- Position statements (expressions of opinion, belief, objectives or future intentions) by Votorantim Cimentos;
- Economic and financial data contained in this Report, extracted from financial statements verified by independent auditors;
- Data and information regarding operations and activities that are not part of the scope of the Report.

OPINION ON THE REPORT AND THE VERIFICATION PROCESS

- Votorantim Cimentos prepared the Report following the GRI Standards and Principles, also contemplating the Mining & Metals Sector Supplement;
- We found that there was no update of the materiality study, carried out in 2022 and we understand that the result obtained realistically reflects the topics relevant to the Report. However, we emphasize that it remains important to achieve balance in the process of engagement with stakeholders, already pointed out in the previous cycle, when updating the materiality study. The company stated that the process of engagement with stakeholders will be improved in the next materiality review;
- In the context of ESG strategy at Votorantim Cimentos, we highlight the implementation of the Sustainability and Innovation Committee, created in the previous cycle, as one of the support committees to the Board of Directors, in this case specifically in matters related to sustainability;
- Still on the ESG strategy, we verified the management and performance associated with the company's 2030 Sustainability Commitments. We are of the opinion that the commitments are in line with the company's material themes and have established governance and metrics, with the exception of the Water and Biodiversity themes, as detailed below;
- On the Water and Biodiversity themes, we verified that the company has established, since 2020, a Sustainability Commitment associated with each theme. However, it is not possible to ascertain the progress in meeting the established commitments, nor to ensure that the company has a practical deployment of the strategy translated into effective actions to ensure compliance by 2030;
- Also with regard to the Water and Biodiversity themes, we identified that the company carried out a roadmap with identification of gaps and plans. However, we reinforce that the actions already identified in previous years were not implemented, with a succession of proposed plans, review of strategies and non-completion of the issues raised and/or proposed over the years;
- The Report publishes information on the indicators associated with the material aspects of the GRI standards and the sectoral supplement. However, we emphasize the importance of implementing data collection and presentation standards common to all geographic regions where the company operates, since part of the indicators verified by our team is limited to the geographic scope of Brazil (VCBR), as well as identifying divergences in data from other regions and unreported cases of omission, which were corrected and evidenced before the issuance of this report;
- The published safety indicators include the criteria of the GCCA Cement Production Safety Guideline. We evidenced the completeness and reliability of the safety data in a more in-depth way (Reasonable scope);

¹ Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability

² International Standard on Assurance Engagements 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information



11. ANNEXES

- Also on the subject of security, we identified the recurrence of data rectification in the last 2 years and that the company did not carry out a cause analysis regarding this need to adjust the data already published;
- The published CO2 emission indicators include the criteria of the GCCA's Reporting and Monitoring of CO2 emissions in cement production Guideline (Reasonable scope);
- The data presented to meet the GHG emissions indicators are part of the GHG emissions inventory of Votorantim Cimentos. This inventory was verified by Bureau Veritas through an independent assurance process. We note that the presentation of the data regarding the inventory followed the methodology of the GRI standards;
- We note that the Report presents SASB indicators associated with the company's material topics.

RECOMMENDATIONS

- Seek a greater balance in stakeholder engagement by updating the materiality test, regarding the proportion of responses obtained (consultations) on material topics;
- Regarding the data collection process of units from abroad, improve the systematization of the collection process, defining calculation memories and data traceability, in order to obtain a minimum basis of reliability of the information received (recommendation of the past cycle);
- Systematically perform a critical analysis in relation to the calculation of data and their rectification needs;
- Establish a management model that allows monitoring of the performance associated with the 2030 Sustainability Commitments related to the Water and Biodiversity themes, as well as the effective fulfillment of the actions defined to remedy the gaps identified in relation to the GRI indicators of these themes.

CONCLUSION

Based on the verification work conducted, the evidence presented to us and in accordance with the scope of work defined in this statement, nothing has come to our attention that would indicate that:

- The information provided in the Report is not balanced, consistent and reliable;
- Votorantim Cimentos has not established appropriate systems for the collection, compilation and analysis of quantitative and qualitative data used in the Report;
- The Report does not adhere to the Principles for defining content and quality assurance of the GRI Standards and its Mining & Metals sector supplement.



CLAIM OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Certification is an independent professional services company specializing in Quality, Health, Safety, Social and Environmental management with over 195 years of experience in independent assessment services.

Bureau Veritas has implemented and enforces a Code of Ethics throughout its business to ensure that its employees maintain the highest standards in their day-to-day activities. We are particularly attentive to prevention when it comes to conflicts of interest.

The verification team has no other link with Votorantim Cimentos, other than the independent verification of the Sustainability Report. We understand that there is no conflict between other services performed by Bureau Veritas and this verification carried out by our team.

The team that conducted this verification for Votorantim Cimentos has extensive knowledge in verifying information and systems that involve environmental, social, health, safety and ethical issues, which combined with the experience in these areas, allows us a clear understanding of the presentation and verification of good corporate responsibility practices.

CONTACT

<https://www.bureauveritas.com.br/pt-br/fale-com-gente>

São Paulo, March 2024.

Anna Carolina Guedes da Silva
Lead Auditor Assurance Sustainability Reports (ASR)
Bureau Veritas Certification – Brazil

Bruno Moreira
Technical Manager
Bureau Veritas Certification – Brazil



Corporate Information

Board of Directors

Luiz Antonio dos Santos Pretti (Chairman)¹
 Clarissa Lins¹
 Fabio Ermírio de Moraes
 Francisco de Sá Neto¹
 José Roberto Ermírio de Moraes Filho
 Marcelo Castelli
 Sérgio Malacrida

Audit Committee

Diego Fresco Gutierrez¹ (Coordinator)
 Luciana Bacci Costa¹
 Luiz Aparecido Caruso Neto
 Marcelo Castelli

Finance Committee

Cristina Betts¹
 Helena Velloso
 Luiz Antônio dos Santos Pretti¹
 Sergio Augusto Malacrida Junior (Coordinator)

Organization, Compensation and People Committee

Felipe Noschese
 Francisco de Sá Neto (Coordinator)¹
 Luciana Domagala¹
 Luiz Antonio dos Santos Pretti
 Sergio Augusto Malacrida Junior

Sustainability and Innovation Committee

Clarissa Lins¹
 José Roberto Ermírio de Moraes Filho
 Luiz Antonio dos Santos Pretti (Coordinator)¹
 Marcelo Castelli

Headquarters

GRI 2-1
 Rua Gomes de Carvalho, 1996, 11th floor –
 Vila Olímpia
 São Paulo – SP – Brazil
 + 55 11 4572-4000
www.votorantimcimentos.com.br/

Credits

Votorantim Cimentos

Álvaro Lorenz
 Ana Carolina Ricardo da Costa
 Alanna Aqui
 Andreza Gomes Silva
 Christopher Mason
 Ellen Kazuko Utiana Suzuki
 Fabio Cirilo
 Geraldo Magella
 Isadora Miyuki Kano Carmo
 Isabel Garro Hernandez
 Julia Pamplona
 Kelly Cristina Bassi Theodosio
 Laila Navarro Catani
 Leonardo Ferreira Gomes Luna
 Maria Jose Martin Aradilla
 Melissa Domenich Bianchi

Content and editing

Editora Contadino

Infographics

Multi Design

External assurance

Bureau Veritas

Images

Votorantim Cimentos image bank

English translation

Claudia Gustavsen

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GRI 2-3

Questions about this document or about Votorantim Cimentos, as well as comments and suggestions that may help us improve our reporting process, can be directed to rivc@vcimentos.com.

¹ Independent members