

Integrated Report 2024





Co-processing and the Circular Economy

The cover of this report shows the connection between key elements that reflect our waste management strategy.

Through co-processing and the circular economy, we think differently to continue making a difference. This is how we transform reality: by reusing waste and creating a sustainable legacy. This is the central theme of our 2024 Integrated Report. In this section, we share a brief sample of what will be covered throughout this document.

Enjoy the reading!

Açaí, the Fruit of our Energy

Açaí is a purple berry native to the Amazon. What few people know is that approximately 80% of the fruit, consisting of pits and seeds, is disposed of in the environment. At Votorantim Cimentos, açaí seeds are a source of energy—an alternative fuel that replaces fossil fuels in the production process. Biomass waste, in addition to being considered climate neutral, reduces greenhouse gas emissions and contributes towards a more sustainable and balanced energy matrix. Currently, 18.2% of the fuels used in our cement kilns come from biomass.



Co-processing in our Sites

Waste finds a more sustainable destination in our cement kilns. The photo shows our plant in Alconera, Spain, one example of our co-processing efforts worldwide. At this site, we invested in systems to modernize our kiln, achieving a thermal substitution rate of more than 50%.



Verdera, our Sustainable Waste Management and Disposal Business

In 2024, we took an important step in the verticalization of our business with the opening of a plant dedicated to Verdera in Itaperuçu, Brazil. There, we prepare waste to be reused as energy in our Rio Branco do Sul plant. With an area of 4,400 m², the plant has the capacity to process 48,000 tonnes of waste per year, expanding our waste disposal capacity in Paraná, Brazil.



Summary

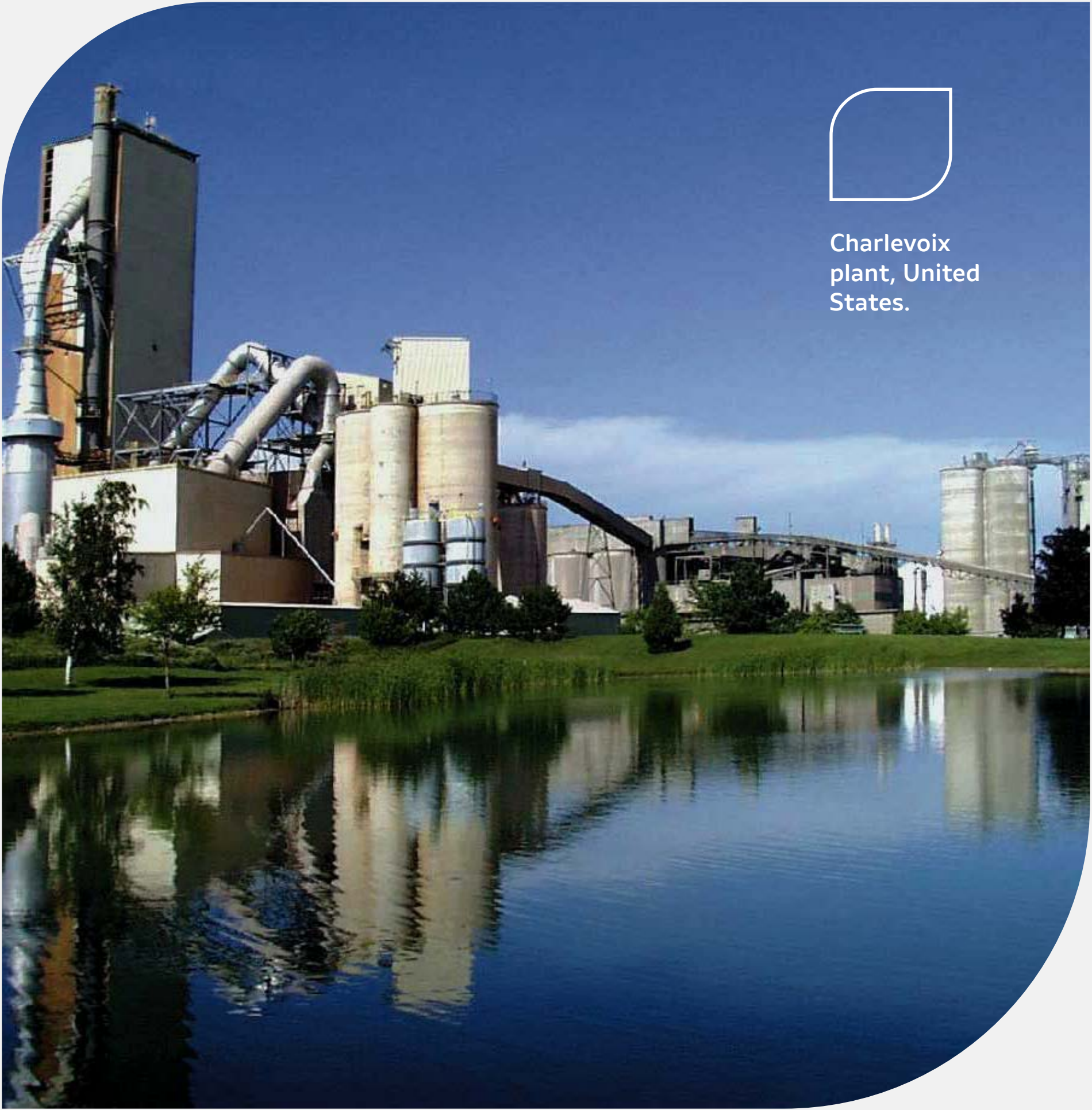
Interactive



- A Message from the Board
- A Message from the CEO
- About this Report
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Solidity and Competitiveness Walking Hand-in-hand

GRI 2-22



Charlevoix
plant, United
States.

In 2024, Votorantim Cimentos continued to demonstrate its commitment to sustainable growth, maintaining the strength of its capital structure and combining geographic and product diversification with investments in competitiveness, decarbonization and new businesses. As a result, the company had the strongest financial performance in its history for the second year in a row.

Reflecting our consistent capital allocation, we continued to benefit from the results of the acquisitions we made in Spain and announced the sale of our assets in Morocco and Tunisia. This strategy is part of our commitment to balance our presence in mature and emerging countries and optimize the management of risks in our portfolio.

We recognize our commitment to further expanding our operations in a way that maximizes business growth and value creation while also reducing our CO2 emissions. To this end, we have employed a combination of traditional and innovative levers, investing in the co-processing capacity of our sites, in alternatives to clinker and in the development of new technologies, such as carbon capture.

To ensure that we are building a sustainable legacy to society, we strive every day to deliver safety and quality, upholding ethics as a non-negotiable value. We are attentive to opportunities on this journey and prepared to further contribute by providing materials and solutions to address the challenges of the present and the future.



“
We recognize our
commitment to further
expanding our operations
in a way that maximizes
business growth and value
creation while also reducing
our CO2 emissions.**”**

Luiz Pretti
Chairman of the Votorantim
Cimentos Board of Directors



“We continued to invest in our operations in Brazil and abroad with a focus on competitiveness, decarbonization, portfolio diversification and the growth of our business.”

Osvaldo Ayres Filho
Global CEO, Votorantim Cimentos

Consistent Execution and Continuous Evolution

GRI 2-22

We celebrated 88 years of Votorantim Cimentos’ business with historical record high EBITDA and net revenue, which increased 16% and 3%, respectively, compared to the previous year. We also ended the year with net profit of R\$1.1 billion.

Our successful performance is based on our strategy of positioning ourselves in attractive markets, which combines balancing our exposure between developed and emerging countries, our reach and leadership in the regions where we operate, and our growth in new businesses beyond cement. This three-pronged approach enables us to better deal with potential economic instability while building a portfolio of assets that maximizes value creation.

This year we allocated substantial resources in structural competitiveness in Brazil as part of our investment plan, with R\$1.9 billion

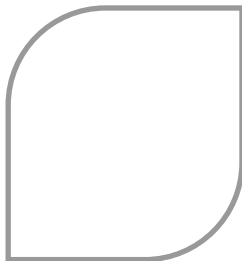
already invested, out of a total of R\$5 billion to be invested through 2028. The plan includes investments to reduce costs, drive decarbonization, advance new businesses and expand capacity selectively, including the addition of two million tonnes of cement production capacity to the mills of our Edealina and Salto de Pirapora plants, announced in 2024. Our strategy allowed us to maintain our leadership in profitability in Brazil, in a macroeconomic environment that remained positive in the short term, with low unemployment and strong economic activity, despite the rise in interest rates.

We continued to invest in our operations abroad with a focus on competitiveness, decarbonization and the organic and inorganic growth of our businesses. We acquired a concrete operation in the state of New York, as part of our plan to develop new markets in North America, and

continued to leverage the operational synergies of our acquisitions in Spain in recent years.

Our innovation framework has consistently supported and accelerated the execution of our strategy. We have been testing and advancing several initiatives associated with new technologies and data analytics to increase efficiency and improve our competitive position in areas such as logistics, industrial operations and sales activities. Our entrepreneurial mindset has also enabled us to further expand our non-cement revenue streams through new business models that provide Votorantim Cimentos with distinguished competitive advantages and the ability to offer a unique value proposition to our customers.

We ended the year with a strong liquidity position, with an extended and balanced debt profile combined with low leverage ratio



(1.66x net debt/adjusted EBITDA), in line with our financial policy and investment grade metrics. This solid credit position was evident in our financing transactions throughout the year—both in the local and international markets—which had historically low credit spreads. For example, our US\$500 million debt issued in the international market in the form of a Sustainability-Linked Bond (SLB) had one of the lowest credit spreads among Brazilian issuer.

In our decarbonization pathway, in 2024 we reduced our CO2 emissions by 27.9% compared to 1990, ending the year with 550 kg of carbon per tonne of cementitious product manufactured. This reduction reflects our decarbonization commitments in line with the Science Based Targets initiative (SBTi), and our goal of producing carbon-neutral concrete by 2050. We are attentive to new decarbonization opportunities as

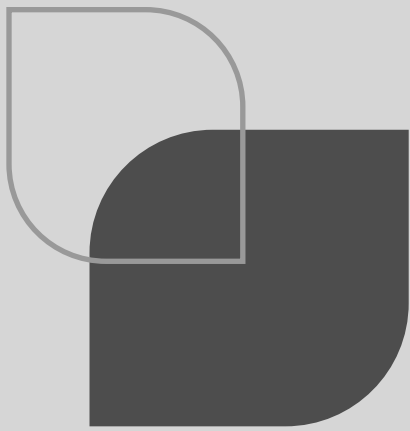
we maximize traditional levers, especially thermal substitution and the use of alternative materials to reduce our clinker factor, while maintaining our focus on innovation and the future, investing in the development of new technologies. One example was the start of our first carbon capture pilot project in Spain, where we also launched Blenture, a new brand of sustainable cement and concrete.

We foster open dialogue, simplicity and entrepreneurship as enablers to engage our workforce of 13,371 people in our value creation journey. Our care for people includes an unwavering commitment to the safety of our operations. Despite the challenges faced along the year, we kept our continuous commitment to preserving the safety and integrity of our employees, implementing a series of initiatives to strengthen risk management in the workplace in all our sites and businesses.

Ensuring consistency in our strategic mandate and focusing on the next steps, and through transparent communication with customers, employees, shareholders, partners and society—this is how we work to build an increasingly stronger and more resilient company. Through the Conexão VC (“VC Connection”), we combined our 2030 Strategic House with Our VC Way, strengthening our culture and our plan to progress towards achieving sustainable and lasting results.

Thank you to everyone who is part of this consistent journey of leadership that is in full motion, putting into practice our VC Way of Being.

Oswaldo Ayres Filho
Global CEO, Votorantim Cimentos



Transparent Disclosure GRI 2-3, 2-5

Votorantim Cimentos’ 2024 Integrated Report details the company’s progress and challenges related to the environmental, social and governance agenda during the year. It covers the period between January 1 and December 31, 2024 and serves to communicate our initiatives to our stakeholders in a transparent manner.

The document was prepared according to international reporting frameworks, including the guidelines established by the Global Reporting Initiative (GRI) – in reference option – and the Sustainability Accounting Standards Board (SASB) standards for the Construction Materials sector, in addition to the principles of the Global Cement and Concrete Association (GCCA). It is also in line with the principles of the United Nations (UN) Global Compact and Sustainable Development Goals (SDGs).

The report highlights the synergy between Votorantim Cimentos’ material topics and its **2030 Sustainability Commitments**. The different chapters detail the initiatives implemented to support the sustainability agenda, including our management of material topics and performance indicators.

In Argentina, where we hold a minority stake of 49%, the results are consolidated in the financial statements as equity and are not included in this report. In 2024, the Board of Directors approved the full divestment of our operations in Morocco and Tunisia, and the transactions are subject to the fulfillment of usual conditions precedent. In line with our accounting policy, these assets were reclassified as discontinued operations and excluded from the financial and sustainability results in 2024.

The financial information includes the companies that are consolidated in our results and refers to the fiscal year ended on December 31, 2024. It complies with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), the interpretations of the International Financial Reporting Interpretations Committee (IFRIC) and the guidelines issued by the Brazilian Accounting Pronouncements Committee (CPC, in Portuguese). Our financial statements were audited by PwC.

Information related to sustainability was assured by Bureau Veritas.



Employee at
the Laranjeiras
plant, Brazil.

Votorantim Cimentos’ 2024 Integrated Report details the company’s progress and challenges related to the environmental, social and governance agenda during the year.

Double Materiality

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

Determining materiality is a critical process for companies to identify and prioritize the most relevant topics for sustainable management. At Votorantim Cimentos, we update our materiality assessment every two years, in line with best practices in sustainability and transparency.

In 2024, we conducted a comprehensive review of our materiality, following the principle of double materiality, with reference to the guidelines of the European Financial Reporting Advisory Group (EFRAG) and the International Financial Reporting Standards (IFRS), with a focus on sustainability standards, in addition to the GRI Standards. Conducting a materiality assessment with consideration to the requirements of the CSRD and IFRS S1 & S2 is the first step in our plan to adapt to the new sustainability reporting requirements in the medium term.

The double materiality assessment process involved interviews with representatives of different stakeholder categories, including internal experts, customers,

suppliers, financial institutions, investors and members of senior management, in addition to the administration of questionnaires to other priority groups, such as employees, community members and partners in social projects. The phases of the double materiality assessment are described on the next page.

The double materiality principle considers two perspectives:

- 1. Impact materiality** – A sustainability issue is considered material based on the organization’s relevant impacts—actual or potential, positive or negative—on people and the environment.
- 2. Financial materiality** – A sustainability issue is considered material if it triggers risks and/or opportunities with relevant financial effects on the organization’s cash flow, performance, position, cost of capital or access to financing.



Employee at United Materials, United States.



Employee in one of our plants in Spain.



“Through our double materiality assessment, we identified the most relevant impacts, risks and opportunities for Votorantim Cimentos and directed our strategy towards building a more sustainable world. This is the first step in our plan to adapt to the new sustainability reporting requirements in the medium term.”

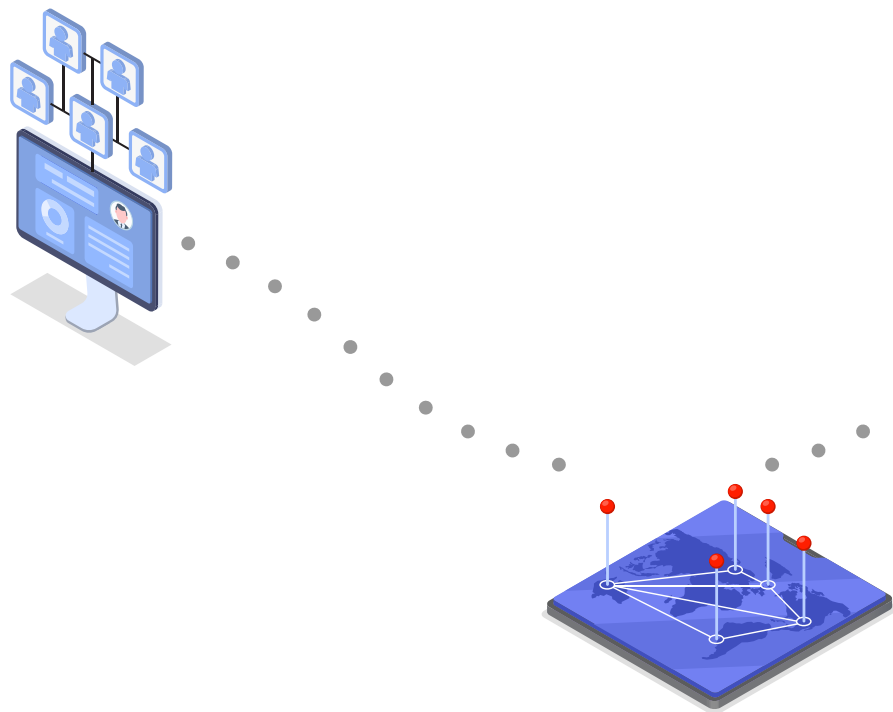
Isabel Garro Hernández,
Sustainability General Manager,
Europe, Asia and Africa

Material Topics

GRI 3-2

Identification of stakeholders

1. Identification of at least five representatives (individuals) from each stakeholder category at a global or regional level, as applicable.
2. Discussion and definition of the engagement method for each type of stakeholder.



Identification of IROs (impacts, risks and opportunities)

Identification of sustainability-related impacts, risks and opportunities associated with the topics, subtopics and sub-subtopics recommended by the European Financial Reporting Advisory Group (EFRAG).



Impact materiality

Assessment of positive, negative, current and potential impacts, considering severity (scale, scope and irremediability) and probability, classifying them as minimal, informative, important, significant or critical.



Validation and approval by senior management

Meetings to present the materiality assessment methodology and process, and to validate and approve the material IROs identified, as well as the related topics.



Review of external factors

Review and assessment of the relevance of sustainability topics for the company, based on sector benchmarking and required or recommended standards (MSCI, GRI, SASB, IFC, TCFD, GCCA and WEF).



Stakeholder engagement

1. Questionnaires in English, French and Portuguese sent to all identified stakeholders, totaling 105 responses.
2. Online interviews with representatives from various stakeholder categories, including internal experts, shareholders, investors, financial institutions, suppliers and customers, totaling more than 15 interviews.






Financial materiality




Assessment of financial risks and opportunities, based on their magnitude (associated value) and probability, classifying them as minimal, informative, important, significant or critical.



Material IROs

GRI 3-3 201, 204, 205, 301, 302, 305,
304, 306, 403, 404, 405, 406, 413

IROs	Description	Implication for Votorantim Cimentos
Negative impact 	GHG (greenhouse gases) emissions	The cement industry is among the largest sources of greenhouse gas emissions—especially CO2—globally. These emissions occur in the clinker production process, as a result of burning fossil fuels and the limestone calcination chemical process.
	Health and safety of company employees and contractors	Health and safety are non-negotiable values for Votorantim Cimentos—we constantly strive to create healthy and safe working conditions for employees and contractors. Our initiatives include the proper management of work environments, as well as the individual and collective protection of company employees and contractors.
	Energy consumption	Cement manufacturing is an energy-intensive activity throughout its entire process, from the preparation of raw materials to the grinding of the final product, including the production of clinker at high temperatures. High energy consumption increases the company’s carbon footprint and adds significant costs. In addition, high energy demand can influence the price of energy to society, leading to increased electricity and fuel costs, which can have a broader economic impact.
Positive impact 	Community engagement	We are an important part of our communities and are committed to creating and sharing value. Community development projects, such as infrastructure construction, educational programs and health initiatives, can create meaningful positive impacts, promoting social and economic well-being.
	Diversity of company employees	We recognize that we play a key role in promoting diversity and fighting inequality of opportunity. Diversity in the workplace drives innovation, boosts our business and fosters the creation of more inclusive environments by attracting employees with different backgrounds, increasing the company’s competitiveness and resilience.
	Waste management	Throughout our production process, we implement waste management practices that drive circularity, such as the reuse of waste as alternative fuels in cement kilns and the recycling of construction materials. This not only decreases the amount of waste sent to landfills, but also reduces the need for virgin raw materials, supporting environmental sustainability.
Risk 	Climate transition risks: GHG regulation	The countries where Votorantim Cimentos operates are subject to regulations on greenhouse gas emissions, including carbon taxation mechanisms and emissions trading systems. Regulatory transition risks may result in additional costs and financial losses for the company. Our climate change mitigation strategy plays a key role in the transition to a low-carbon economy, supporting innovation, the adoption of new technologies and the implementation of emissions reduction initiatives.
	Environmental and sustainability regulation	Increasingly stringent environmental and sustainability regulations can increase operating costs and require investments in cleaner technologies. Compliance with these regulations is essential to avoid fines and penalties.

IROs		Description	Implication for Votorantim Cimentos
Risk 	Degraded areas recovery plan		Votorantim Cimentos’ activities interact with natural habitats in different locations. As a way of mitigating potential environmental impacts resulting from mineral exploration, we have mine closure plans that include activities related to the decommissioning of facilities and the rehabilitation of areas. Asset retirement obligations (ARO) are already recognized in the company’s balance sheet and represent high remediation costs.
	Fossil fuel dependence		As part of the cement production process, clinker production kilns require a high amount of thermal energy. The company’s dependence on fossil fuels exposes it to the risk of price volatility and pressure to decarbonize its operations.
	Physical climate risks		Extreme weather events, such as floods and droughts, cyclones and extreme precipitation, pose significant physical risks that can threaten structural integrity, disrupt production and supply chains, and result in financial losses. Climate adaptation and resilience are essential to mitigate the effects of extreme weather events.
	Impacts related to land use		Impacts related to land use, including aspects such as dams and land disputes, may pose financial risks to Votorantim Cimentos.
Opportunity 	Sustainable solutions		We are a building materials and sustainable solutions company. In our portfolio, we have solutions and initiatives that reduce the carbon footprint or offer environmental benefits when compared to traditional solutions, contributing to our company’s sustainable growth and competitiveness.
	Circular economy: alternative fuels		As part of the cement production process, clinker production kilns require a high amount of thermal energy. Through co-processing, Votorantim Cimentos replaces fossil fuels with alternative fuels, such as biomass and waste, helping reduce CO2 emissions, the amount of waste sent to landfills and thermal energy costs.
	Circular economy: alternative raw materials		The use of alternative raw materials, such as industrial by-products, can reduce production costs and dependence on natural resources, supporting the circular economy and Votorantim Cimentos’ decarbonization strategy.
	Technological innovation		Investment in new technologies can increase production efficiency, reduce operating costs and minimize environmental impacts. Advanced technologies such as carbon capture and storage (CCS), process digitalization and automation can transform the way cement is produced, making it more sustainable and competitive.
Cross-cutting IRO 	Governance: ethical and transparent business conduct		Ensuring high standards of compliance, ethics and transparency is a path to excellence and a non-negotiable value for Votorantim Cimentos. These principles are reflected in our Code of Conduct, which applies to the entire company, covers all our obligations and establishes a solid system for reporting actual or perceived integrity violations.

Reported GRI Standards

Our material IROs were correlated with the European Sustainability Reporting Standards (ESRS) and the GRI Standards to make our disclosure of sustainability results even more direct and transparent.

The content of this report was prepared based on the set of material topics of the GRI Standards, and the ESRS will serve as a basis for the company to organize future reports. Below, we describe the material impacts, financial risks and opportunities identified and their implications for Votorantim Cimentos.

Communities

- GRI 203: Indirect Economic Impacts
- GRI 204: Procurement Practices
- GRI 413: Local Communities

Business Conduct

- GRI 205: Anti-corruption
- GRI 406: Non-discrimination

Climate Change

- GRI 201: Economic Performance
- GRI 302: Energy
- GRI 305: Emissions

Circular Economy

- GRI 301: Materials
- GRI 306: Waste

Biodiversity

- GRI 304: Biodiversity

Company Employees

- GRI 403: Occupational Health and Safety
- GRI 404: Training and Education
- GRI 405: Diversity and Equal Opportunity
- GRI 410: Security Practices

Priority SDGs

We are committed to implementing efficient and environmentally friendly processes, in addition to developing innovative products and solutions. Our efforts are focused on areas where we can make significant contributions as a company.

Aligned with Votorantim Cimentos’ material topics, our priority SDGs are shown below. To manage our impacts and align our actions with the goals, we monitor our performance using the SDG Action Manager tool, developed by B Lab in partnership with the Global Compact.



Sivas plant,
Türkiye.

As a signatory to the United Nations Global Compact, our sustainability strategy is aligned with the Sustainable Development Goals (SDGs).

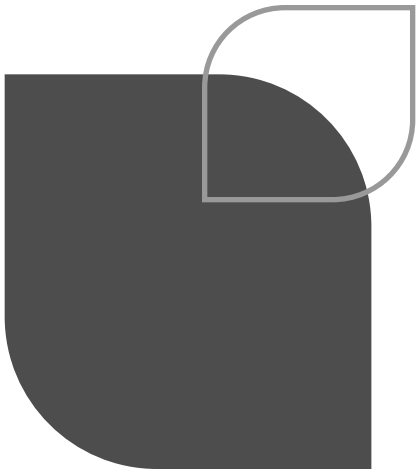
Our Stakeholders

GRI 2-29





Maintaining regular and transparent dialogue with the stakeholders that make up our operations chain is a strategic habit of Votorantim Cimentos. For us, it is not enough to understand the expectations of our stakeholders—we want to exceed them and work collaboratively to develop solutions, pursue innovative approaches and effectively drive sustainability.



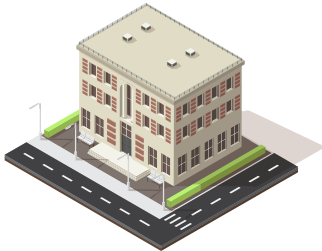

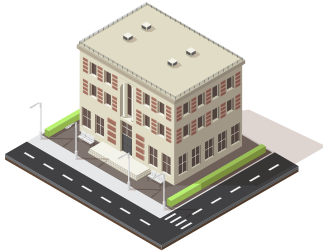

To identify the priority stakeholders for our engagement strategy, we analyze the actual or potential economic, social and environmental impacts that our business and operations may have on people, society and/or organizations. At the same time, we assess how the demands and perceptions of these stakeholders may affect our activities.

Our approach is multichannel and, striving to adapt to a world in constant transformation, prioritizes interactions through digital platforms. We continuously evaluate the effectiveness of our means of approach and engagement, and we value open communication, guided by transparency and respect for the unique characteristics of the different stakeholder groups.

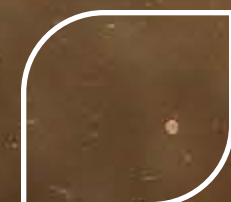


Groups	Why we engage?	How we engage?
<div>Shareholders and investors</div> <div></div>	As an essential element of our corporate governance and business strategy, we aim to provide visibility to strategic aspects of our operations and future strategies, meeting the interests and expectations of these stakeholders, in addition to strengthening our reputation in the financial market and sustaining relationships based on mutual trust.	<ul style="list-style-type: none">• Board of Directors meetings• Earning calls• Reference Form• Integrated Report• Website
<div>Financial institutions</div> <div></div>	Ongoing dialogue increases trust and transparency and creates favorable conditions for obtaining financing from different sources. In addition, it enables us to align our financial practices with ethical and sustainable standards, legitimizing our reputation in the financial market.	<ul style="list-style-type: none">• Financial disclosures• Reference Form• Integrated Report• Website
<div>Rating agencies</div> <div></div>	Transparent engagement is essential to ensure a fair and accurate assessment of our financial and sustainability performances. We provide detailed information about our practices and strategies to strengthen our credibility and reputation in the market, in line with our goal of maintaining our investment grade ratings, as reflected in our 2030 Strategic House.	<ul style="list-style-type: none">• Financial disclosures• Website• Reference Form• Integrated Report• Reviews of draft risk reports• Meetings

Groups	Why we engage?	How we engage?
<div>Suppliers and partners</div> <div></div>	<p>We maintain open and constructive communication, align expectations, optimize processes and promote sustainable practices. This engagement drives operational efficiency and strengthens our corporate social responsibility, ensuring adherence to ethical standards and fair business practices across our network of partners.</p>	<ul style="list-style-type: none">• Continuous compliance• Meetings• Websites, apps and social media• Ethics Line• Ariba Portal• Events• Integrated Report
<div>Customers and consumers</div> <div></div>	<p>We strive to ensure satisfaction, loyalty and continuous adaptation to the needs of customers and consumers. Constructive feedback helps improve our products and services and is essential to anticipate changes in the market, establish a positive image and support the brand's long-term success.</p>	<ul style="list-style-type: none">• Websites, apps and social media• Virtual store• Loyalty programs• Call center• Customer service• Ethics Line• Integrated Report• Email marketing• Events• Central Dispatch
<div>Employees and contractors</div> <div></div>	<p>We aim to improve our work environment, increase safety, ensure satisfaction and well-being, retain talent and boost productivity. In addition, our open dialogue with employees enables us to identify opportunities for continuous improvement and increased operational efficiency.</p>	<ul style="list-style-type: none">• Workplace platform• Webinars with the Leadership Team• Bulletin boards on sites• Internal town halls• Compliance Day• Global Safety Day• Performance evaluations• Climate surveys• Ethics Line• Events• Integrated Report
<div>Labor unions</div> <div></div>	<p>As the cornerstone of our responsible approach to labor issues, working with unions is important to foster a fair, equitable and productive work environment. Through this engagement, we ensure working conditions, rights and benefits that meet the needs of our employees.</p>	<ul style="list-style-type: none">• Negotiations• Adherence• Assemblies• Positive dialogue agenda

Groups	Why we engage?	How we engage?
<div>Local communities</div> <div></div>	<p>Our involvement with the communities surrounding our sites strengthens our corporate social responsibility, helps us manage risks and fosters local economic development. This engagement enables social innovation and collaboration, and helps us meet the expectations of this group.</p>	<ul style="list-style-type: none">• Public meetings and consultations• Open-door/plant tour programs• Community councils• Complaint mechanisms• Ethics Line• Websites and social media• Integrated Report
<div>Social organizations</div> <div></div>	<p>Our collaboration with social organizations aims to strengthen sustainable initiatives, promote socially- and environmentally-responsible efforts and support the development of communities in the locations where we operate. Through strategic partnerships, we create positive and lasting social impact.</p>	<ul style="list-style-type: none">• Meetings• Participation in governance bodies• Volunteer programs• Websites and social media• Integrated Report
<div>Government bodies and regulatory agencies</div> <div></div>	<p>Whenever necessary, our interactions with governments aim to drive economic growth and social well-being, ensuring compliance with industry standards and regulations, and adherence to ethical and responsible operating practices. They also ensure our active participation in the development of public policies related to the industry, through sectoral entities and associations.</p>	<ul style="list-style-type: none">• Meetings• Participation in governance bodies• Regulatory filings• Websites• Integrated Report
<div>Industry associations</div> <div></div>	<p>We want to contribute to the development of standards, regulations and innovations that benefit the entire production chain. Engagement with these associations provides a unified voice on relevant industry issues, ensuring representation and the defense of common interests, in addition to the exchange of knowledge, experiences and relevant information within the industry.</p>	<ul style="list-style-type: none">• Meetings• Participation in governance bodies• Websites• Integrated Report
<div>Academia and research institutions</div> <div></div>	<p>Our goal is to exchange knowledge and experiences to support innovation and the development of sustainable solutions in the industry. This engagement enables technological progress in the sector, driving the search for more efficient and environmentally responsible practices, aligned with the highest scientific and academic standards.</p>	<ul style="list-style-type: none">• Meetings• Websites and social media• Project support• Publications• Integrated Report
<div>Influencers and journalists</div> <div></div>	<p>We strive to help the public understand our activities and to build a positive reputation. Our active engagement with these stakeholders enables us to reach different audiences in an authentic and effective way. In addition, collaboration with the media increases the credibility of the accurate and balanced distribution of information about our initiatives, helping establish transparent and constructive communication.</p>	<ul style="list-style-type: none">• Networking meetings• Press releases• Press trips• Interviews• Websites and social media• Industry publications• Events• Integrated Report





Açaí seed
waste in the
Primavera
plant, Brazil.

**Votorantim
Cimentos**

Sustainable Constructions and Solutions

GRI 2-1, 2-6

We are Votorantim Cimentos S.A., a Brazilian building materials and sustainable solutions company with international operations. With 88 years of experience, we are present in 11 countries and have developed one of the most vertically integrated businesses in the construction industry.

We manufacture cement, concrete, aggregates, mortars, plasticizers, additives, grout, finishing materials and agricultural solutions, in addition to providing complete waste management. Our installed cement production capacity is 54 million tonnes per year, and we employ 13,371 people directly.

We are 100% controlled by Votorantim S.A., a permanent capital investment holding company. Through a long-term investment approach, Votorantim S.A. pursues superior financial returns with positive social and environmental impact. The holding company invests in several economic sectors, including banking, renewable energy, long steel, base metals, orange juice, infrastructure, real estate, investments, environmental services and consumer healthcare.

We foster open dialogue, simplicity and entrepreneurship as enablers to engage our workforce of 13,371 people in our value creation journey.

Employees in one of our plants in Spain.



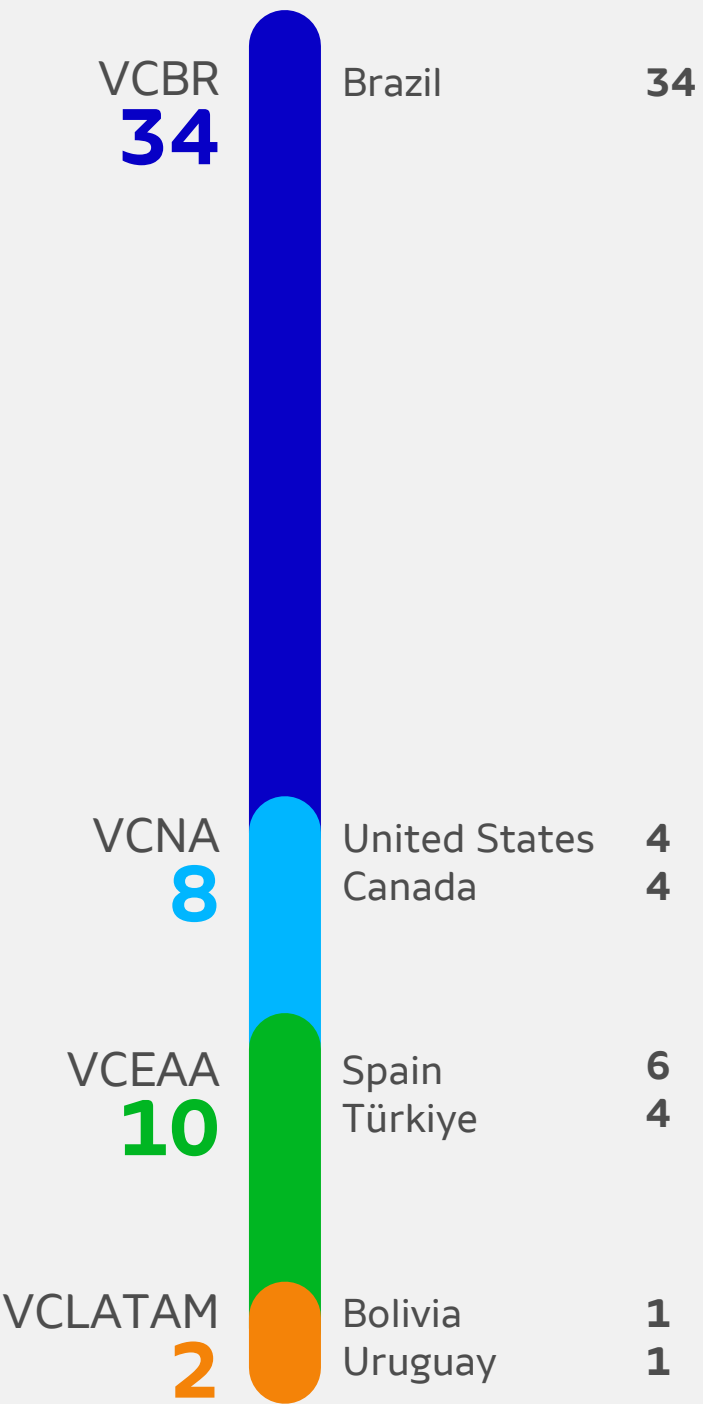
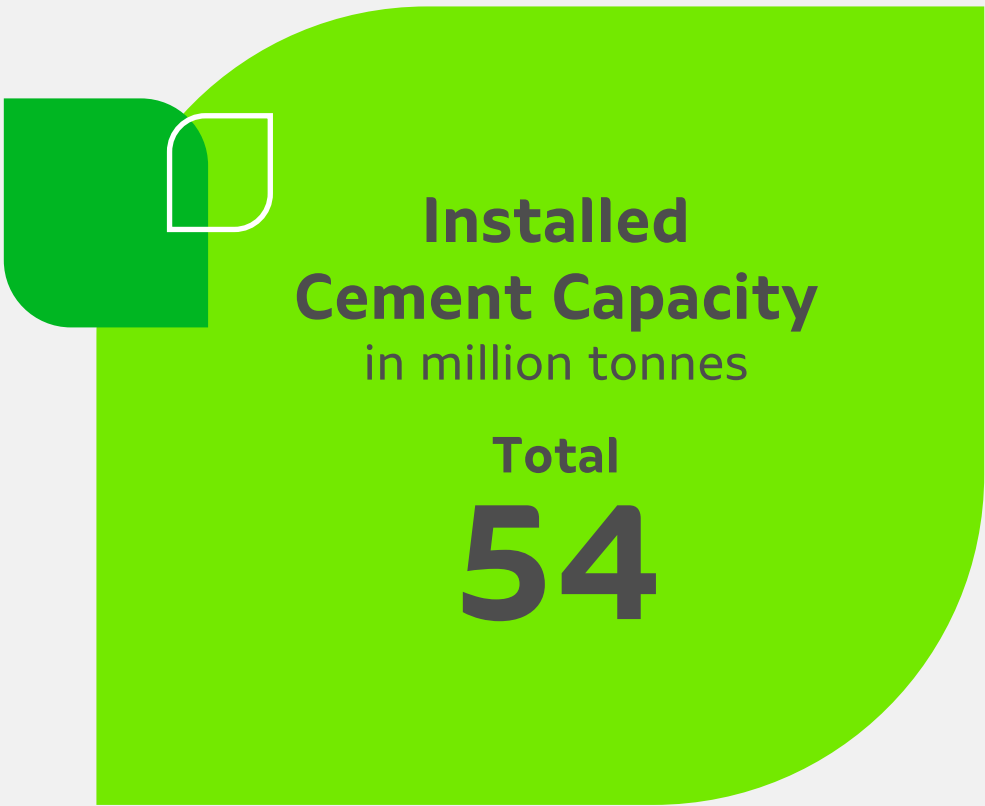
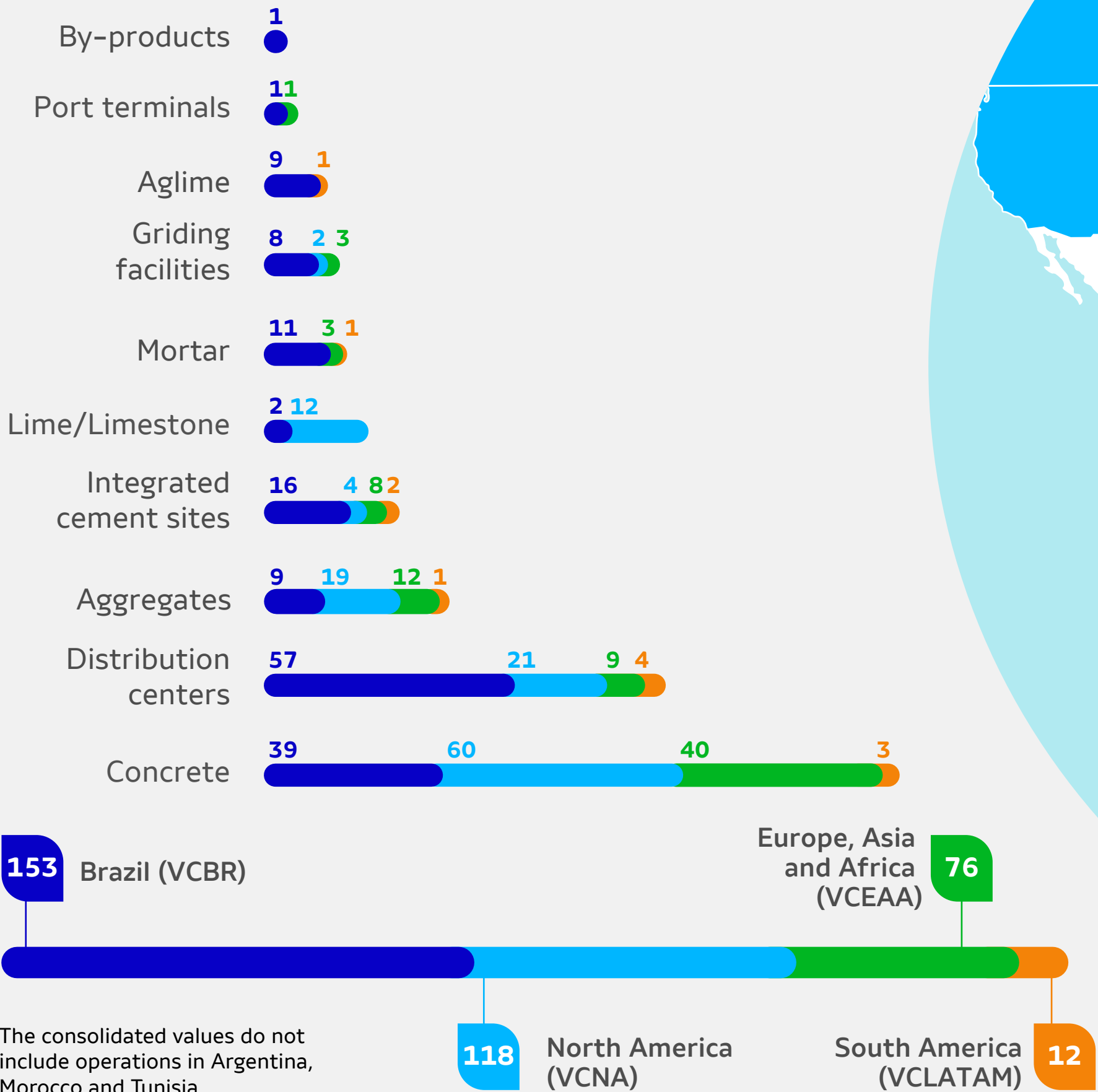
Our Operations Around the World

GRI 2-1

Click for more information

 Votorantim Cimentos Brands

Our Facilities





Votorantim Cimentos Brazil (VCBR)

✓ Alternative fuel

● Cement

● Grinding

● Mortar

● Lime

● Concrete

● Aggregates

● Distribution center

● Aglime

● Waste management

● Port terminal

Alagoas (2)	Arapiraca	1	Pará (4)	Ananindeua	✓11	Santa Catarina (14)	Blumenau	1	São Paulo (53)	Itapecerica da Serra	1
	Maceió	1		Primavera	✓1		Chapecó	1		Itapeva	112
Amapá (1)	Macapá	1	Paraná (16)	Santarém	1		Criciúma	11		Itapetininga	1
Amazonas (1)	Manaus	1		Cascavel	1		Campos Novos	1		Itaquaquecetuba	1
	Camaçari	1		Colombo	1		Florianópolis	11		Itu	1
	Feira de Santana	1		Curitiba	1		Imbituba	1		Jundiaí	1
	Itabuna	1		Guarapuava	1		Itajaí	11		Limeira	11
	Luís Eduardo Magalhães	1		Itaperuçu	✓11		Joinville	11		Lins	1
	Salvador	1		Londrina	11		São José	1		Osasco	1
Bahia (6)	Simões Filho	1		Maringá	11		Vidal Ramos	✓1		Ourinhos	11
	Caucaia	✓11	Pernambuco (3)	Ponta Grossa	1	São Paulo (53)	Americana	1		Ponte Alta	11
	Crateús	1		Quatro Barras	1		Araçariguama	1		Porto Ferreira	1
	Fortaleza	11		Rio Branco do Sul	✓1111		Araçatuba	1		Ribeirão Preto	11
	Juazeiro do Norte	1		Caruaru	1		Araraquara	11		Regente Feijó	1
Ceará (7)	Sobral	✓1		Paulista	1		Assis	1		Salto de Pirapora	✓1
	Brasília	1	Piauí (1)	Petrolina	1		Atibaia	1		Santa Isabel	1
	Sobradinho	✓111		Teresina	1	São Paulo (53)	Barueri	1		Santo André	1
	Edealina	✓1	Rio de Janeiro (6)	Cantagalo	✓1		Bauru	1		São José do Rio Preto	11
Goiás (3)	Goiânia	11		Rio de Janeiro	11		Botucatu	1		São José dos Campos	1
	Imperatriz	1		São Gonçalo	1		Buri	1		São Paulo	3
Maranhão (2)	São Luís	1		Santa Cruz	1		Cajamar	✓11		Sorocaba	1
	Cuiabá	✓11	Rio Grande do Sul (8)	Volta Redonda	1		Campinas	11	Sergipe (1)	Votorantim	✓1
Mato Grosso (4)	Nobres	✓11		Caxias do Sul	1		Cotia	1		Laranjeiras	✓1
	Campo Grande	1		Canoas	1	São Paulo (53)	Cubatão	1	Tocantins (3)	Xambioá	✓111
Mato Grosso do Sul (3)	Corumbá	✓11		Esteio	111		Diadema	1		Brazil (153)	11168112939957
	Itaú de Minas	✓111111		Passo Fundo	1		Embu das Artes	1			
Minas Gerais (10)	Pinheiro Machado	1	Rondônia (1)	Sapucaia do Sul	1		Guarulhos	11			
	Pouso Alegre	1		Porto Velho	1						
	Três Corações	1									
	Uberaba	1									
	Uberlândia	11									

VOTORANTIM CIMENTOS


Brands


VCNA


VOTORANTIM CIMENTOS
NORTH AMERICA


United States and Canada
















VCLATAM


VOTORANTIM CIMENTOS
SOUTH AMERICA

Argentina












Bolivia










Uruguay












VCBR


VOTORANTIM CIMENTOS
BRAZIL

Brazil


























































VCEAA


VOTORANTIM CIMENTOS
EUROPE, ASIA AND AFRICA

Spain














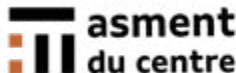






Morocco


















Türkiye

















































Tunisia











20

2024 Highlights



Manufactured Capital

R\$ 3.2 billion
in Capex investments

35.4 million
tonnes of cement sold

24.6 million
cubic meters of concrete sold

7.9 million
tonnes of aggregates sold

1.7 million
tonnes of mortar sold

Opening
of the first site dedicated exclusively to Verdera and Viter, in Itaperuçu, Brazil

Blenture
a new brand of products with a low-carbon footprint, in Spain

Bróter
a new aglime brand, in Bolivia

Photo 1:
Employee in one of
our plants in Brazil.



Natural Capital

550 kg
of net CO2 emissions per tonne
of cementitious material

27.9 %
reduction in CO2 emissions
compared to 1990

72.5 %
clinker/cement factor

32.1 %
thermal substitution rate

Inauguration
of the Arcos de la Frontera
solar farm in Spain

Launch
of the global Biodiversity
and Water Roadmaps

Photo 2:
Creek regeneration
in the Bowmanville
cement plant, Canada.



Intellectual Capital

More than
74 innovation
projects

4 global
innovation
territories

More than 30
industry & logistics 4.0 and
artificial intelligence initiatives

Carbon capture:
Implementation of a
pilot project in Spain

Bio-synthetic fuels:
St. Marys Cement project

AI platform
to enhance the integration of
Sales, Production and Logistics
Planning systems

Photo 3:
Alternative fuels
laboratory analysis, Spain.

2024 Highlights



Social Capital

R\$ 18.6 million
in external social investments

257 sites
with engagement plans

11.7 %
of employees engaged in volunteering

401
initiatives sponsored

59.3 %
of purchases from local suppliers

Launch
of the Rede Transformar website

Launch
of the Volunteering Platform

Photo 1:
Volunteer initiative in
Edealina, Brazil.



Human Capital

13,371
direct employees

24.8 %
of leadership positions
occupied by women

295,421 hours
devoted to training, development
and education

3,110
recognitions for embracing Our Way
of Being, Working and Thriving

New diversity programs
TEAcolhe and Yes, We Trans

Mentoring
for Black employees

Photo 2:
Employee in one of
our plants in Spain.



Financial Capital

R\$ 26.6 billion
Net revenue

R\$ 6.5 billion
Adjusted EBITDA

R\$ 1.1 billion
Net profit

1.66x
leverage ratio

US\$ 500 million
raised through a
sustainability-linked bond

Photo 3:
Sivas plant,
Türkiye.



Foundry sand waste
in the Ontario plant,
Canada.

1. Sustainability and Strategy

Our Strategy

We are a building materials and sustainable solutions company.

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

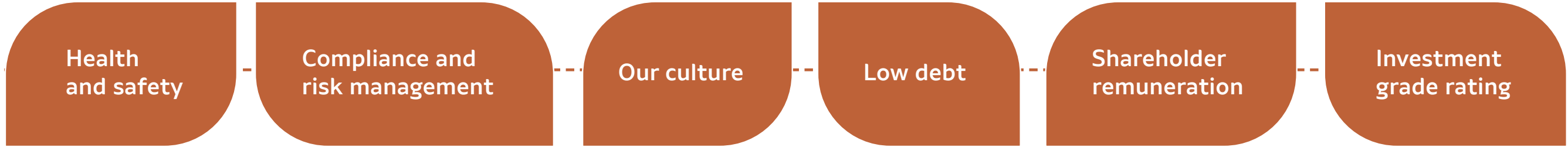
Pillars



Our aspirations

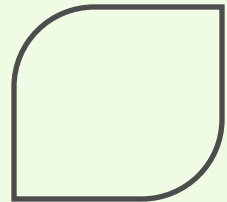


What we won't compromise



Conexão VC: Culture and Strategy

Our culture, translated through Our VC Way, honors the history and legacy of Votorantim Cimentos while modernizing its principles to meet new challenges.



Employees at the Alconera plant, Spain.

Our Way of BEING, ethical and respectful: safety and health, ethics and diversity, open dialogue.

Our Way of THRIVING, with courage to transform: learn and evolve, lasting results, sustainable legacy.

Our Way of WORKING, together with excellence: customer focus, simplicity and trust, act with ownership.

As part of the process of continuously strengthening our organizational culture, in 2024, we launched the internal initiative Conexão VC (“VC Connection”), connecting our 2030 Strategic House, which points us to where we want to go, with Our VC Way, which establishes how we will get there. The result represents the sum of efforts that will ensure our sustainable growth globally.

North America kicked off a journey towards developing a sustainability culture for all employees.

The leadership team communicated their personal commitments to sustainability through three video messages: “Concrete is the backbone of society”, “Shaping our sustainable future”, and “Safety, health and well-being as non-negotiables in our 2030 targets”.

Sustainable Journey

We are a company that operates with excellence, safety, ethics and integrity and continuously adapts to the needs of society. Additionally, sustainability is one of the priorities of our 2030 Strategic House and we are committed to building a sustainable legacy for society and the environment.

In 2024 we updated our Global Sustainability Policy. The document includes all the principles of our sustainability strategy and is aligned with the Sustainable Development Goals (SDGs), the commitments set by the Paris Agreement, the Universal Declaration of Human Rights, the guidelines of the Global Cement and Concrete Association (GCCA) and megatrends in the construction sector.

Our evolution towards a more sustainable world is guided by our 2030 Sustainability Commitments, which are divided into seven strategic pillars and translated into metrics and targets that are regularly monitored by the business areas and senior management. As a way of boosting our results, the short- and long-term variable compensation of senior management is linked to specific sustainability indicators, such as accident frequency rate, number of women in leadership positions, and CO2 emissions.

Sustainability is a cross-cutting topic at Votorantim Cimentos and involves different areas and levels of the company. All employees and contractors are responsible for knowing our sustainability-related principles and putting them into practice in their everyday lives. To support sustainability management, we have a specific department, regional commissions and a dedicated committee.

[Click here](#) to read our Global Sustainability Policy.

All employees and contractors are responsible for knowing our sustainability-related principles and putting them into practice in their everyday lives.

Pillars of our 2030 Commitments

- 1. We operate with integrity and transparency
- 2. Safety, health and well-being are fundamental values
- 3. Innovation: we co-create sustainable solutions
- 4. A diverse and inclusive environment
- 5. Reducing our environmental footprint
- 6. Promoting a more circular business environment
- 7. Generating shared value in our communities

The evolution of our commitments and results are detailed on [page 31](#).



“Our 2030 Commitments are based on the concept of ‘flexible solidity’: we are a company that operates with excellence, safety, ethics and integrity, while also focusing on creating a sustainable legacy for society through sustainable development.”

Álvaro Lorenz,
Global Director of Sustainability,
Institutional Relations, Product
Development and Engineering

Towards Decarbonization

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Climate change is already a reality that has generated negative effects around the world with the intensification of extreme weather events, creating not only a climate crisis, but also a social and economic one. Although these events are natural phenomena, we have witnessed the acceleration of this process as a result of the emission of greenhouse gases from human activities.

Tackling the climate crisis is a responsibility shared by all, requiring the whole society, including the public and business sectors, to work together. Recognizing our role and relevance in creating a low-carbon economy, we have a Climate Transition Plan that guides our decarbonization journey. As a building materials and sustainable solutions company, we believe that we are part of the solution to decarbonization and are doing our part in this collective effort to ensure the sustainability of our planet.

Climate Transition Plan

Our Climate Transition Plan includes specific targets, goals and initiatives that are consistent with our CO2 emissions profile. At Votorantim Cimentos, Scope 1 emissions (directly related to our operations) account for 83.5% of our total CO2 emissions. Scope 2 emissions (indirect emissions related to the electricity we purchase) represent 1.7% of our carbon footprint. Indirect Scope 3 emissions (from our value chain) — included in our inventory as emissions from purchased goods and services, activities related to fuel and energy, transportation and distribution (upstream and downstream), and investments — represent 14.8% of our total.

Our Climate Transition Plan includes specific targets, goals and initiatives that are consistent with our CO2 emissions profile.

Our Emissions Reduction Targets

In the short term, our targets are in line with the Science Based Targets initiative (SBTi), through which we are committed to aligning our emissions reduction efforts with the goals established by the Paris Agreement, which aim to limit global warming to well below 2°C compared to pre-industrial levels, making every effort to limit this increase to 1.5°C.

By 2030, our commitment is to achieve net Scope 1 emissions of 475 kg of CO2 per tonne of cementitious product and reduce our Scope 2 indirect emissions by 52.4% compared to our 2018 baseline.

In the long term, as founding members of the Global Cement and Concrete Association (GCCA), we are committed to producing carbon neutral concrete by 2050, contributing towards the reduction of emissions at all stages of the construction chain.



“At Votorantim Cimentos, we are committed to the climate transition as we significantly reduce our CO2 emissions and work to create a more sustainable future for everyone.”

Fabio Cirilo,
Global Manager of Sustainability and Energy

2030 Decarbonization Roadmap

In 2024, our net CO2 emissions totaled 550 kg, representing a 27.9% reduction when compared to 1990. This is the result of the implementation of our decarbonization roadmap, which is divided into four pillars, as detailed below.

Net CO2 emissions
(kg CO2/tonne of cementitious product)



Decarbonization Pillars

1. Co-processing:
Substitution of fossil fuels used in cement production kilns for alternative fuels, especially biomass and other types of waste.

2. Alternative materials:
(1) Substitution of clinker with by-products from other industries, including slag and ash, and other cementitious materials, such as calcined clay and natural pozzolans.
(2) Use of decarbonated materials to replace limestone in clinker production, reducing emissions from the calcination process.

3. Energy efficiency:
Optimization of the production process, use of renewable energy sources and investments in equipment technology.

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

Decarbonization as Part of our Strategic Investment

As part of an emissions-intensive industry, we are exposed to climate transition risks related to carbon pricing regulations in the different countries where we operate. Canada and Spain already have emissions trading systems, and with the introduction of the Carbon Border Adjustment Mechanism (CBAM), other countries are expected to make progress regarding regulatory issues.

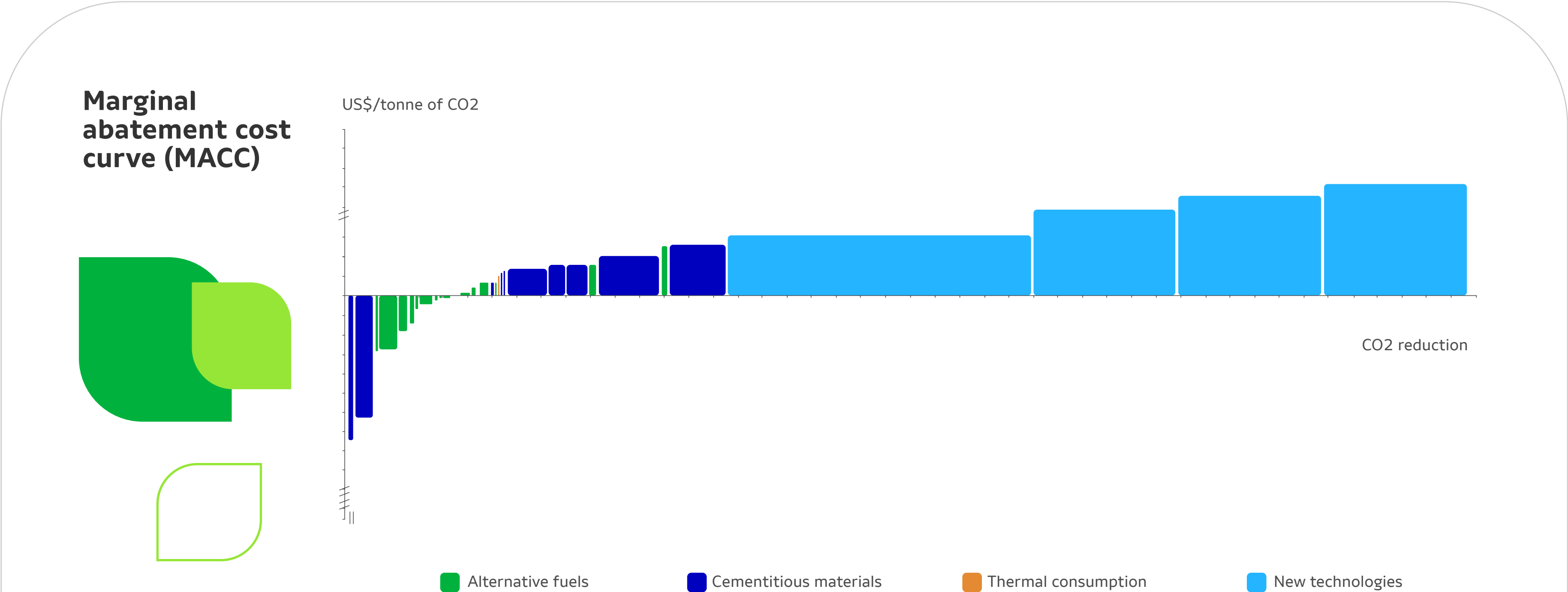
In 2024, the Brazilian government passed Law 15,042, which regulates the country's carbon credit market. The new law includes the general guidelines for the Brazilian Greenhouse Gas Emissions Trading System (SBCE, in Portuguese) and will still undergo a regulatory period, including the definition of the legal framework and targets for the impacted sectors. The expectation is that the carbon market will help accelerate the country's transition to a low-carbon economy.

As part of our strategic plan, decarbonization opportunities guide the allocation of our resources. Aiming to incorporate these aspects into our decision-making processes and assess the financial attractiveness of projects, our strategic planning processes consider an

internal carbon price in all countries where we operate. In addition, we update our marginal abatement cost curve (MACC) annually. This tool allows us to rank our decarbonization initiatives in terms of cost-attractiveness, enabling us

to visualize the cost of CO2 per tonne of carbon avoided. The initiatives evaluated are linked to our decarbonization levers, including projects related to co-processing, clinker factor reduction, energy efficiency and new technologies.

In total, we have more than 40 initiatives mapped out in our strategic decarbonization plan, totaling an investment of more than R\$4 billion over the next five years.



In 2024, the Global Cement and Concrete Association (GCCA) CEO Gathering and Leaders Conference, attended by our CEO Osvaldo Ayres Filho, addressed the challenges and progress of decarbonization towards net zero concrete by 2050. Despite the challenges related to technical, economic and regulatory issues surrounding the implementation of carbon capture systems, Votorantim Cimentos remains firm in its commitment as we invest to optimize traditional decarbonization levers, and develop new technologies and innovative solutions.

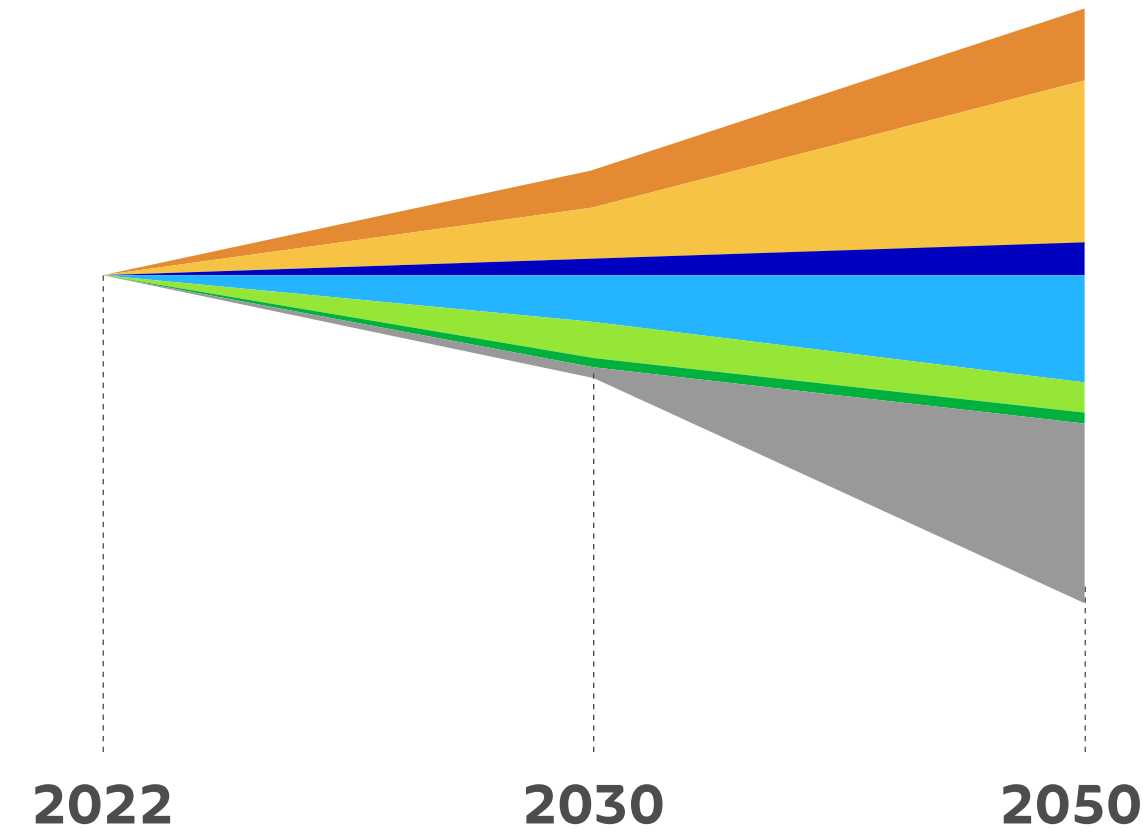
Net Zero Concrete

Concrete is an essential material to improve people’s lives, as it enables the construction of housing, sanitation and other types of infrastructure that are so needed by humanity. It is the second most consumed resource in the world, after water.

The importance of concrete becomes even more evident in the context of climate change and

extreme weather events, as it ensures resilience and climate adaptation due to its significant resistance to fire, severe weather and floods, for example. As part of our commitment to producing carbon neutral concrete by 2050, we have been working to implement the initiatives outlined in the GCCA decarbonization roadmap.

Absolute emissions
Scope 1 + Scope 2 (Mt)



Net zero

CO2 emissions due to society’s need for concrete (in absence of any action)

- Savings in clinker production
- Savings in cement and binders
- Efficiency in concrete production
- Efficiency in design and construction
- Recarbonization
- Decarbonization of electricity
- Carbon Capture, Utilization and Storage (CCUS)



“Delivering a product such as carbon neutral concrete to society represents a consistent contribution to the decarbonization of the economy, and it is also the result of innovation in processes and technologies that will drive our progress and competitiveness in the market.”

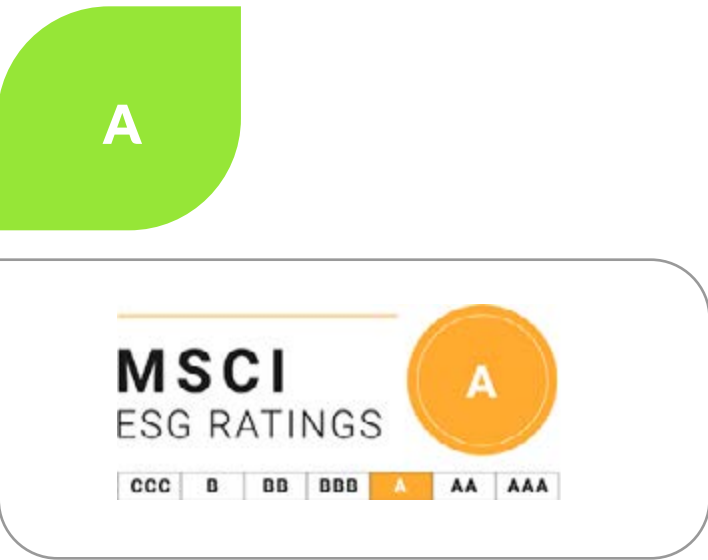
Resha Watkins,
Vice President of Sustainability,
North America

Monitoring our 2030 Commitments

Pillar	2030 target	2024 results	Performance
We operate with integrity and transparency	<ul style="list-style-type: none">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	One highlight was the new training on our Code of Conduct in Europe and North America.
Safety, health and well-being are fundamental values	<ul style="list-style-type: none">Global lost-time injury rate lower than 0.40Achieve zero fatalities in our operationsAchieve at least 85% favorability in health and well-being surveys	1.10 1 79.8%	We had some challenges in safety and ended the year with an increase in the LTI and number of fatalities in our operation. We continued to invest in initiatives and innovative solutions to minimize the risk of accidents.
Innovation: we co-create sustainable solutions	<ul style="list-style-type: none">30% of revenue from sustainable solutions	45.5%	We exceeded our target for revenue coming from sustainable solutions, growing 8.3 percentage points compared to 2023, we remain committed to develop new sustainable solutions.
A diverse and inclusive environment	<ul style="list-style-type: none">At least 25% of leadership positions occupied by womenAchieve at least 90% favorability in our diversity survey	24.8% 83.8%	In line with our commitment to creating a more diverse environment, we increased the percentage of women in leadership positions (up 2 percentage points) and the favorability in our diversity and inclusion surveys (up 0.1 percentage points) compared to 2023.
Reducing our environmental footprint	<ul style="list-style-type: none">Achieve 475 kg of net CO2 emissions per tonne of cementitious productReduce the emission of particulate matter to 30 g/tonne of clinkerReduce the emission of SOx to 490 g/tonne of clinkerReduce the emission of NOx to 1,400 g/tonne of clinkerAchieve 45% renewable electricityEvolve in the implementation of our water management and biodiversity plans in sensitive areas	550 32 534 1,381 34.1% Qualitative	We had 1% reduction in CO2 emissions as a result of our climate transition plan implementation. The SOx and NOx emissions increased by 0.6% and 8.1%, respectively. We keep our investments in abatement systems to reduce these emissions. Our renewable energy result was impacted by the divestments in Morocco and Tunisia. A new solar farm in Brazil will increase the renewable energy matrix in the short-term. We launched a global biodiversity and water roadmap to guide our strategy until 2030.
Promoting a more circular business environment	<ul style="list-style-type: none">Achieve 53% thermal substitutionReduce our clinker/cement factor to 68%70% returned concrete recycled	32.1% 72.5% 83.6%	We had a 1.1 percentage point increase in thermal substitution and a 0.3 percentage point reduction in our clinker factor compared to 2023, as a result of alternative materials development and modernization of our facilities. The percentage of recycled concrete was impacted by external adverses effects, deacreasing 0.3 percentage points in the compared to 2023.
Generating shared value in our communities	<ul style="list-style-type: none">90% of sites with community engagement and/or development programs20% of employees engaged in volunteer initiatives60% local supply	74.7% 11.7% 59.3%	In line with our commitment to creating shared value, we had an increase of 9.4 percentage points in the number of sites with community engagement. The number of employees participating in volunteer activities grew 1.3 percentage points. Lastly, our percentage of local purchases went up 5.5 percentage points.

ESG Ratings and Performance

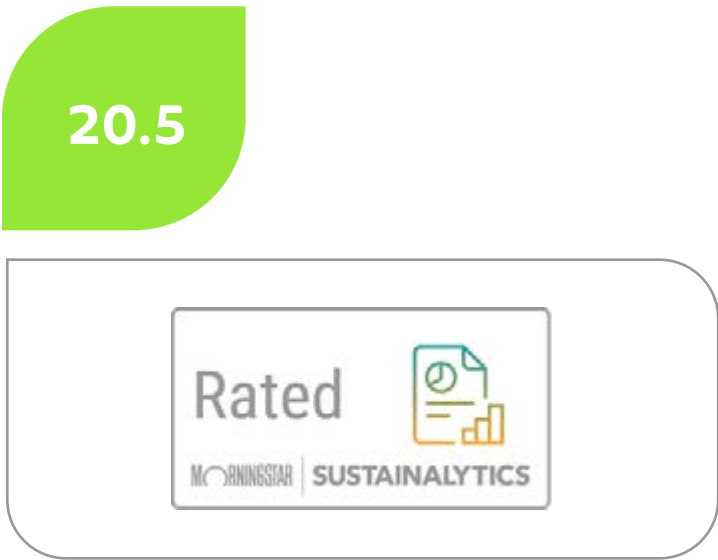
The environmental, social and governance risk scores we receive are essential in helping us guide our ESG efforts across our activities and value chain. In 2024, we continued to be committed to transparency, ethics, safety and sustainability, ensuring positive risk assessments from the market.



MSCI ESG¹

In 2024, our MSCI ESG Rating, which identifies a company’s exposure to ESG risks that are financially material to the industry in the long term, remained at the A level.

<https://www.msci.com/>



Sustainalytics²

In May 2024, we received an ESG Risk Rating of 20.5 from Morningstar Sustainalytics, placing us at medium risk for experiencing material financial impacts from ESG factors.

<https://www.sustainalytics.com/>



CDP Climate

We received an A score from CDP for our climate performance in 2024. This score placed us on CDP’s 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.

www.cdp.net

CDP Water

As part of our commitment to transparency, we disclosed for the first time our initiatives and results related to water security, receiving a score of C.

www.cdp.net



GHG Protocol

For the third consecutive year, we received the Gold Seal from the Brazilian GHG Protocol Program. This recognition, presented by the Center for Sustainability Studies at the Getúlio Vargas Foundation, attests that we meet the highest standards of transparency in the publication of our Greenhouse Gas (GHG) Emissions Inventory.

<https://registropublicodeemissoes.fgv.br/>

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Waste for
co-processing
in Seville, Spain.

2. Sustainable Legacy

Alternative Fuels and Co-processing

GRI 3-3, 301, 306

The cement production process requires a high amount of thermal energy to heat the clinker kilns, which reach temperatures of around 1,450°C. Fossil fuels, such as petroleum coke, are used to meet this energy demand. Co-processing is a technology that enables the substitution of fossil fuels with alternative fuels, such as waste and biomass.

Through co-processing, waste is completely destroyed without producing more waste, providing an environmentally-friendly alternative for disposal and reducing the amount of waste sent to landfills. In addition to being a process that supports circular economies, co-processing reduces our CO2 emissions.

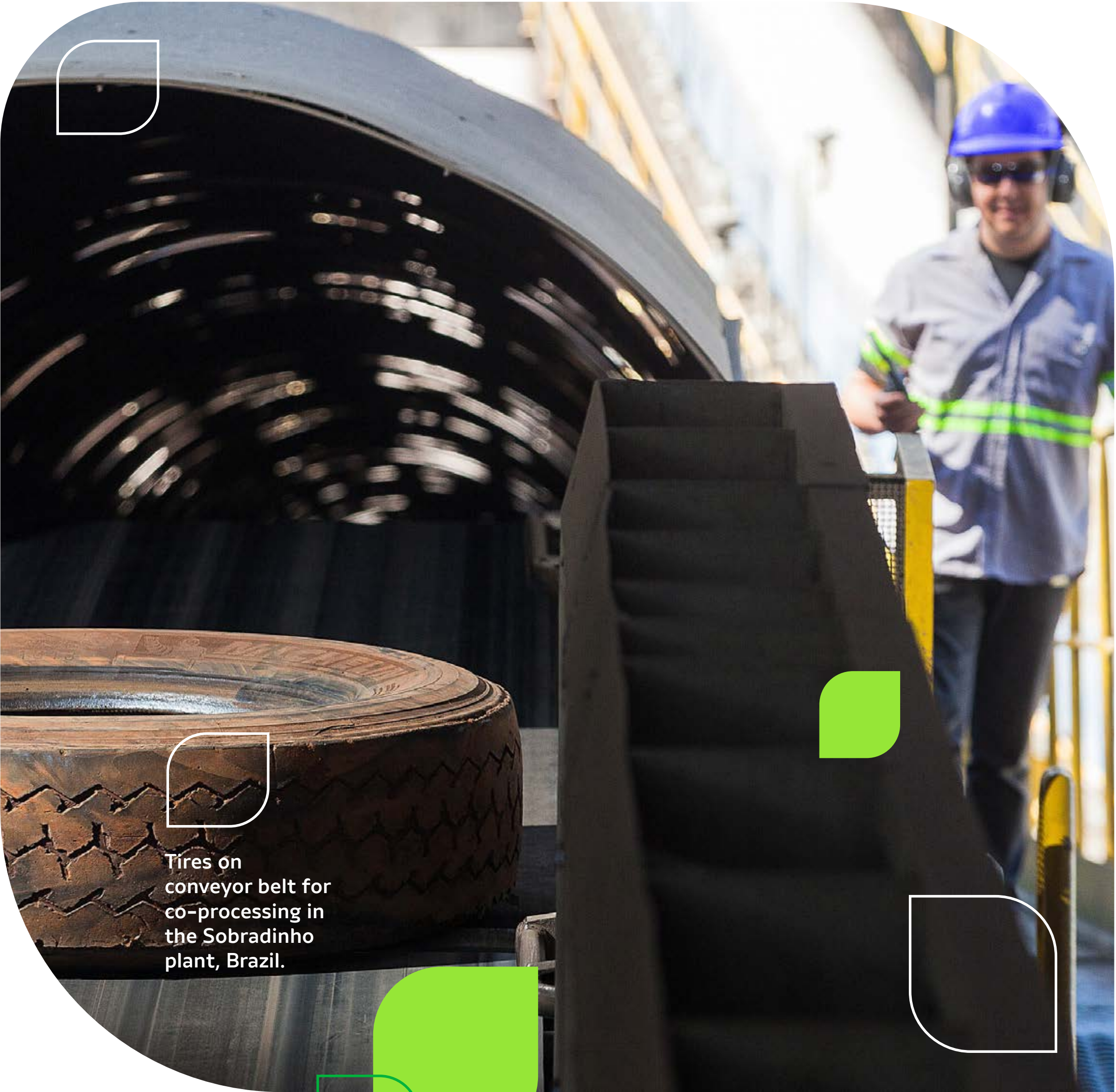
Globally, 28 of our cement sites have the capacity to co-process industrial and urban waste and biomass to produce energy. In 2024, we reached a thermal substitution rate of 32.1% and our goal is to reach 53% by 2030.

In Europe, Asia and Africa, we reached the end of the year with a 47.4% thermal substitution rate in our cement kilns. This achievement is the result of several projects implemented with a focus on ramping up the use of this technology, especially in

Spain. In the country, at our Toral de los Vados plant, we installed a new precalciner in the kiln, which helped improve the energy efficiency of the process and increase the use of alternative fuels to replace traditional fossil fuels.

Co-processing was also a key factor that led to the significant reduction in emissions at our Alconera plant in Spain. In 2024, we incorporated a fully automated overhead crane to feed fuel materials into the precalciner. We also installed a new main burner and put into operation a new transport and dosing system to increase the plant's thermal substitution rate. As a result, the plant achieved a thermal substitution rate of 53%, surpassing the results achieved in 2023, when it reached 40% use of alternative fuels.

At our Yozgat plant in Türkiye, we implemented the first project in the country on the use of biomass as an alternative fuel for the main burner. Through the shredder and feeding system, mostly corn stalk is processed and used as an alternative fuel at the unit. The investment will enable a 14% increase in the site's thermal substitution rate.



Tires on conveyor belt for co-processing in the Sobradinho plant, Brazil.

In Brazil, we also made progress in the modernization of our plants by implementing systems that increase our capacity to co-process waste. These investments have enabled us to achieve a thermal substitution rate of 34.2%. At our Xambioá plant, in the state of Tocantins, for example, a modernization project in the kiln and waste injection system increased our co-processing rate to 54.5%, exceeding expectations in the first year of the new system operation.

Also, in our Salto de Pirapora plant, in the state of São Paulo, we made progress in the implementation of a project to increase the thermal substitution capacity by 50%. This project is being financed through an agreement with the International Finance Corporation (IFC) and includes the installation of a new calciner and a chlorine bypass system, a technology that removes chlorine from the kiln, enabling increased consumption of non-recyclable solid waste. In 2024, Verdera's first waste preparation plant, in Itaperuçu, Brazil, started operating. This site enables us to move vertically, producing alternative fuel that will be used in our cement plants.

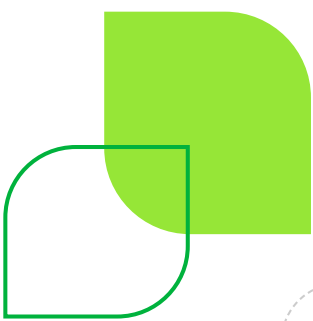
In North America, the implementation of our plan to expand the use of co-processing technology led to a thermal substitution rate of 13.0% at the end of 2024, an increase of 4.1 percentage points when compared to 2023. Our St. Marys site in Canada was selected to participate in the government's Decarbonization Incentive Program

(DIP), which aims to support projects to reduce carbon emissions. A portion of the incentives received, totaling CAD\$2.2 million, was used to install a new waste storage, crushing, feeding and dosing system at the plant. As a result, the site's thermal substitution rate reached 14% in just three months.

In Uruguay, we achieved a thermal substituiton rate of 32.9%. In addition to co-processing used tires, through the Biosludge Stock Project we also started using biosludge, a waste product from pulp mills. The project involved the construction of a silo to store the material and infrastructure to enable proper transportation and dosing in the clinker kiln.

We also made significant progress to enable the use of alternative fuels in Bolivia by obtaining an environmental license to co-process 1,800 tonnes of waste per year. Recognizing the importance of co-processing in the management of municipal waste, we formalized an agreement with the Swiss inter-cooperation agency Helvetas to support the development of a waste management plan for the towns of Puerto Suárez and Puerto Quijarro.

In addition to cement production, alternative fuels are also used in the mortar production process, in which fossil fuel is replaced with biomass waste in sand dryers. Globally, four mortar sites already use this type of technology. In addition, biomass is also consumed in some of the Viter sites.



Cement sites with co-processing

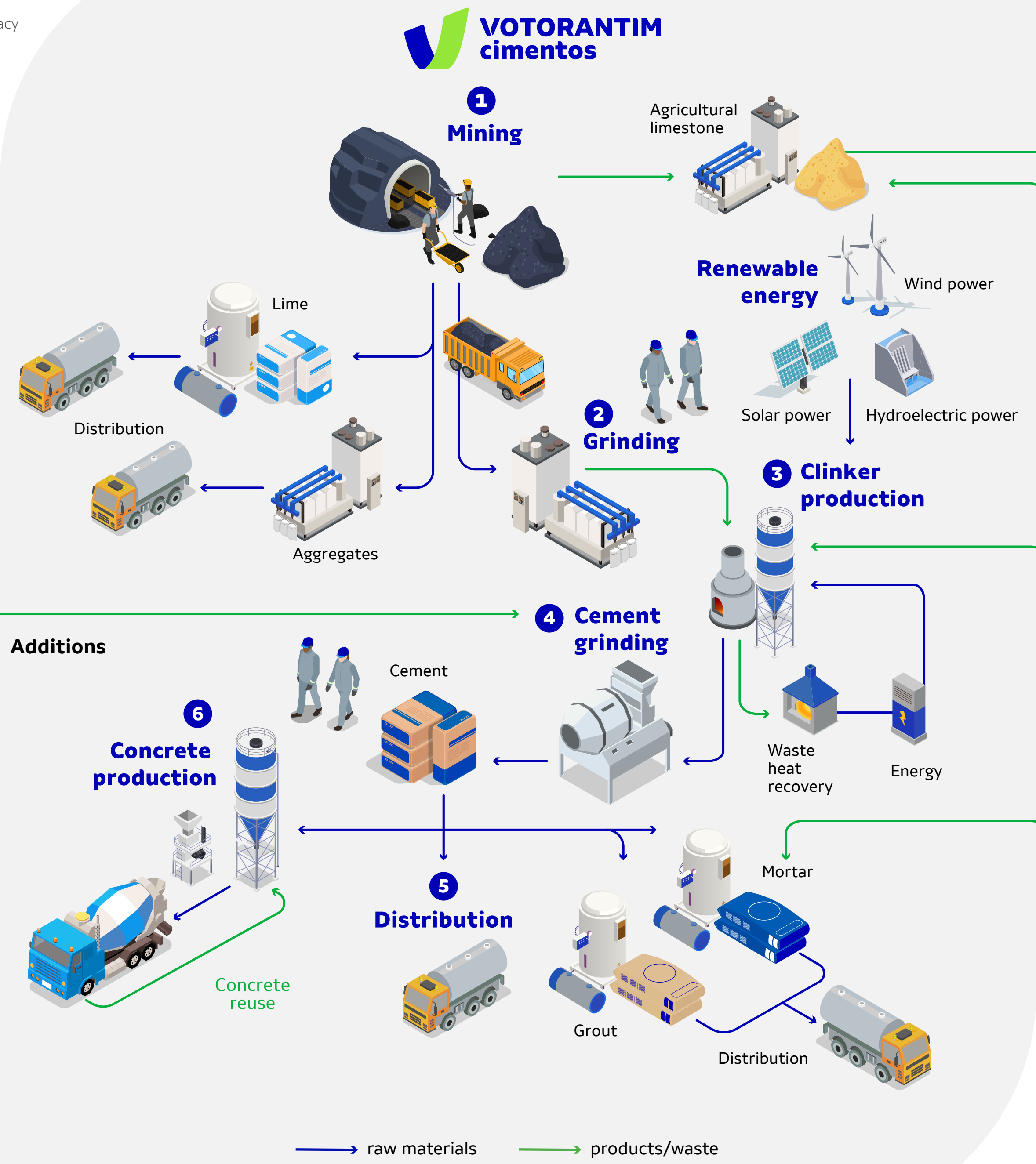
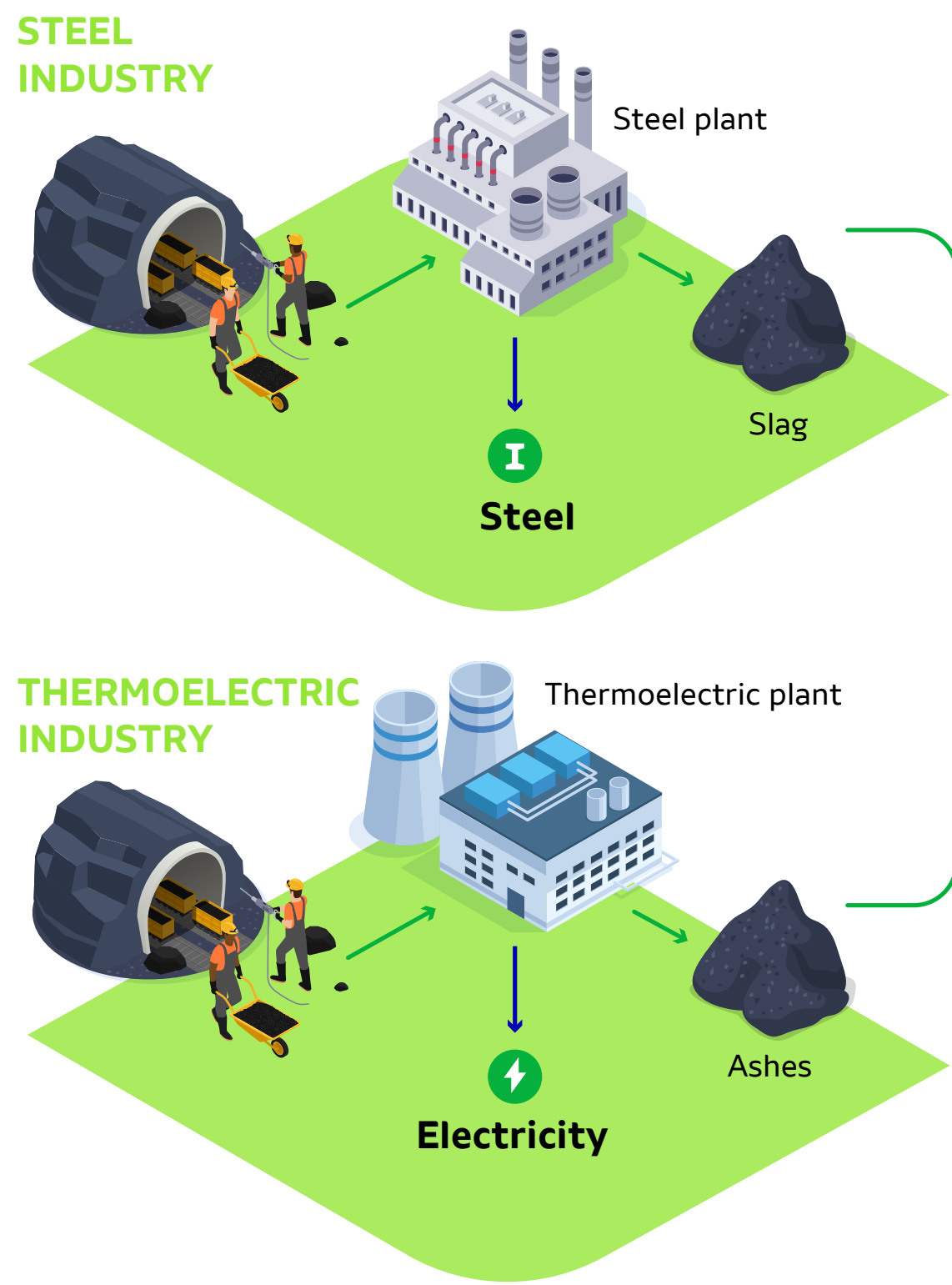
VCBR	15
VCEAA	8
VCLATAM	2
VCNA	3
GLOBAL	28



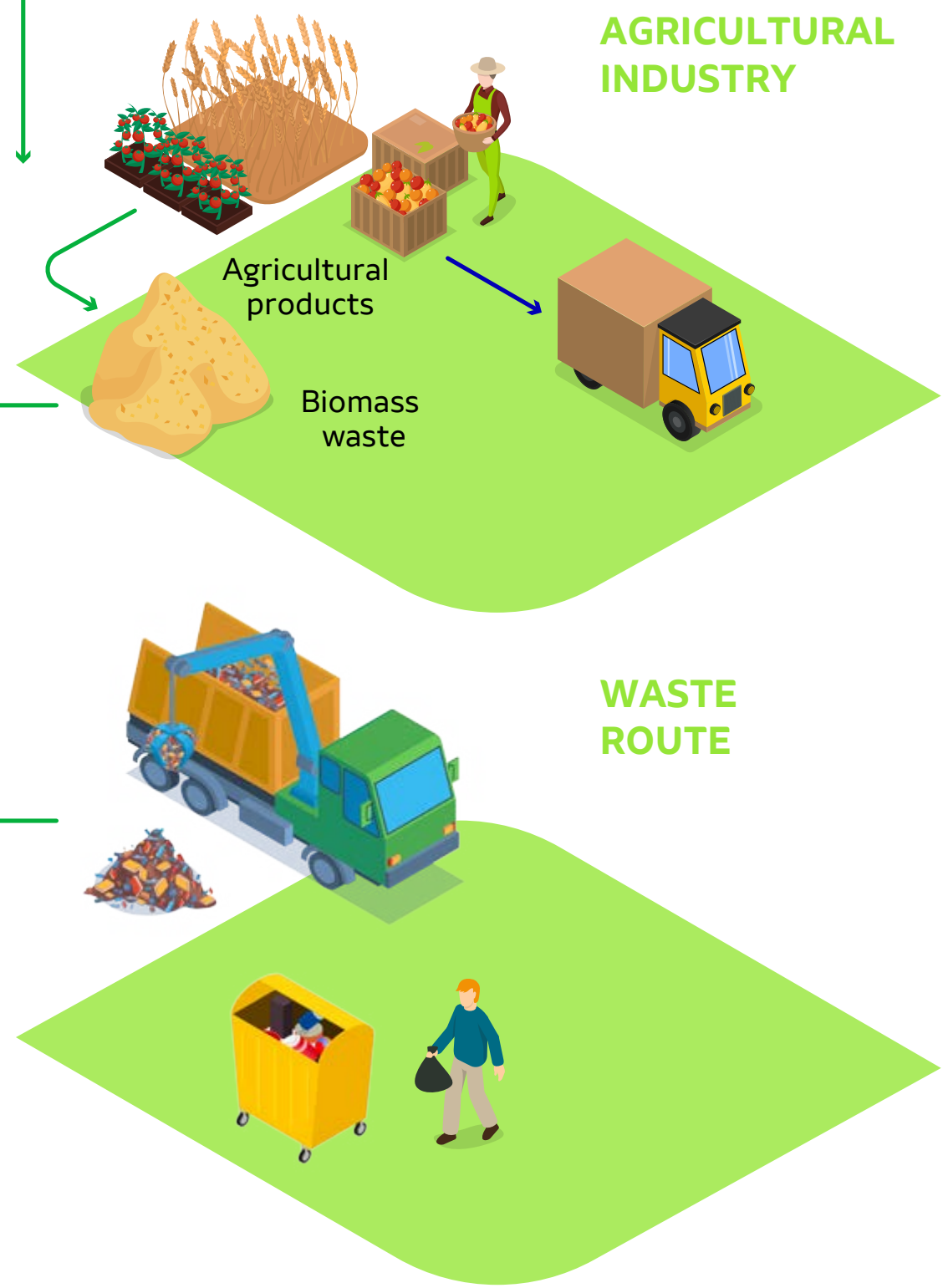
“We believe that partnerships are essential to the progress of our decarbonization and sustainable development journey. We secured funding support through Environment and Climate Change Canada’s Decarbonization Incentive Program to implement an alternative fuels project at our St. Marys cement plant.”

Jorge Wagner,
CEO, North America

Production and Circular Economy



Click on the icons + for further information



— raw materials — products/waste

Alternative Materials in the Raw Meal

One of the first steps in cement manufacturing is the production of raw meal, a mixture of limestone and other raw materials such as clay, iron and aluminum that is then heated in cement kilns to form clinker. At this step of the process, some of the cement components can be replaced with alternative raw materials, such as by-products from other industries, and waste, such as contaminated soil, supporting the circular economy.

Another initiative we have been implementing is the use of decarbonated alternative raw materials, such as construction waste. By definition, decarbonated materials do not emit CO2 when heated because they have already had CO2 removed from them in previous processes, boosting not only the circular economy but also helps us reduce our emissions.

We have been evaluating opportunities to use decarbonated materials in all our sites. Globally, more than 180,000 tonnes of decarbonated materials, such as electric arc furnace slag and biomass-fired power plant

residues, were used in our production process in 2024 alone. In Uruguay, after conducting technical feasibility tests to incorporate fly ash (a type of waste from the paper industry) into cement, we established the use of this material as a decarbonated raw material in the first half of the year. In Brazil, we are evaluating market opportunities and performing laboratory tests, with pilot projects scheduled to start in 2025.



Catalyst used as alternative raw material at the St. Marys Cement plant, Canada.



Silica used as an alternative raw material at the St. Marys Cement plant, Canada.

More than
180,000 tonnes

of decarbonated materials, such as electric arc furnace slag and biomass-fired power plant residues, were used in our production process in 2024 alone.

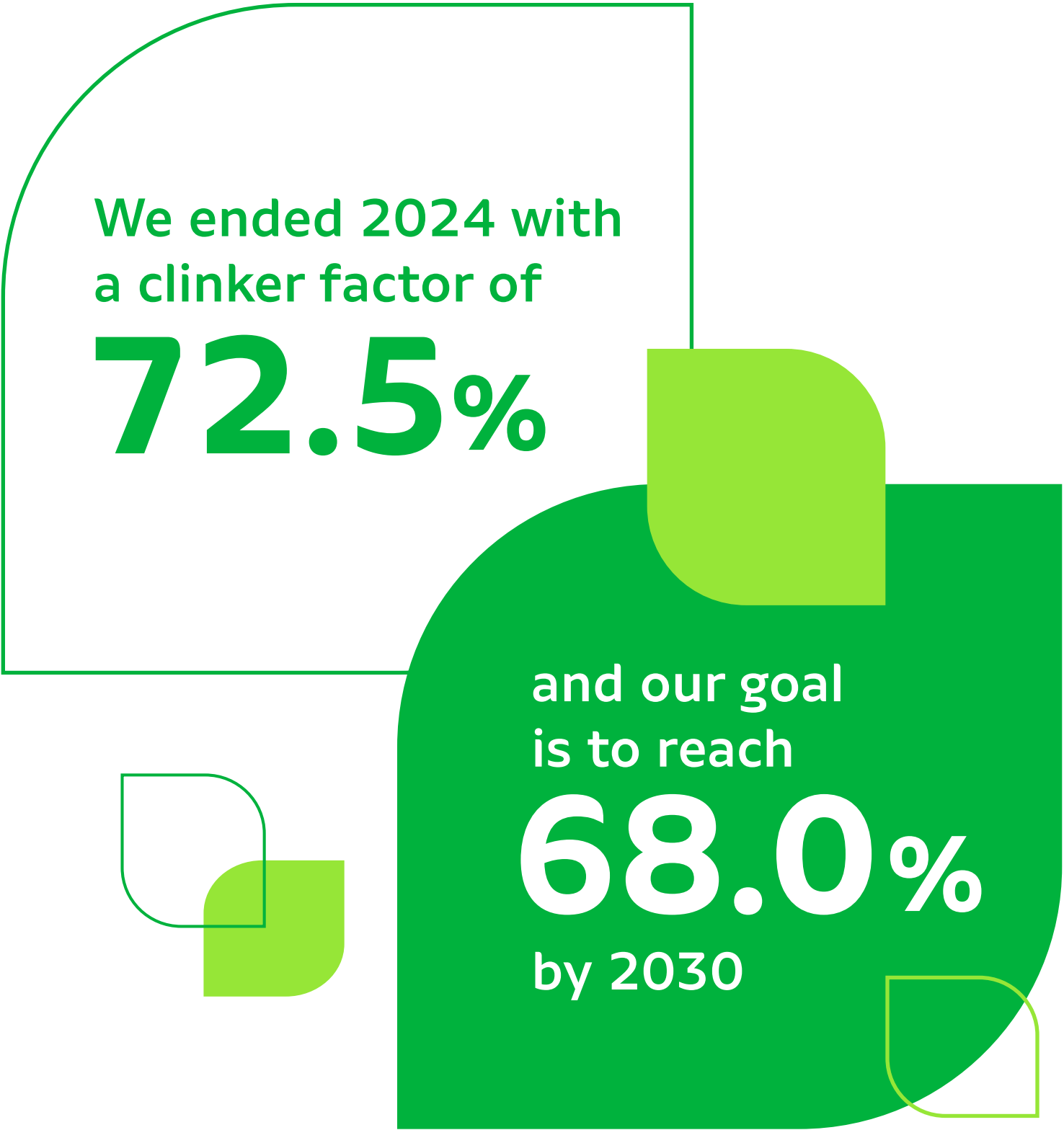
Use of Cementitious Materials

Clinker is the primary base material used in cement production. It is produced through the calcination of limestone and other raw materials in high-temperature kilns. This process generates a significant impact resulting from the emission of CO2.

One of our main decarbonization levers is the substitution of clinker with alternative materials, such as by-products from other industries (blast furnace slag, fly ash and metallurgical slag) and alternative materials (calcined clay, natural pozzolans and limestone filler).

The clinker factor measures the amount of clinker in cement. We ended 2024 with a clinker factor of 72.5% and our goal is to reach 68.0% by 2030.

In Uruguay, fly ash from paper mills, initially incorporated into the process as an alternative decarbonated raw material, was also used in a specific cement for road construction. In North America, we continue to evaluate the potential for using this same type of material in local cement production.



In Türkiye, in addition to traditional cementitious materials, we believe that new types of materials, such as perlite and biomass ash, have significant potential to be incorporated into cement and support our emissions reduction strategy.

The graphic features a large green shape with a white border, set against a background image of dark, textured organic matter (possibly wood chips or mulch). The text 'Pact in Support of Circularity' is prominently displayed in white. Below it, a paragraph describes the company's participation in the Circular Economy Pact of Castilla y León. The graphic is decorated with green corner cutouts.

Pact in Support of Circularity

In Spain, we joined the Circular Economy Pact of Castilla y León, which shares achievements and best practices related to this business model to inspire society and economic sectors. Our participation in the pact reinforces Votorantim Cimentos' commitment to sustainability, decarbonization, innovation and operational efficiency.

Energy and Efficiency

We are continuously seeking solutions to increase energy efficiency and decarbonize the electricity used by our operations. We also work to expand the use of renewable energy sources through self-generation and power purchase agreements (PPA). Our renewable electricity portfolio in the different regions where we operate includes hydroelectric, solar and wind energy. Globally, 34.1% of the electricity we use comes from renewable sources and our ambition is to reach 45% by 2030.

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 HPP consortium and are partners with Auren in a wind farm in Piauí, with a total 206 MW of installed capacity, of which 55 MWm are supplied to Votorantim Cimentos.

Additionally, in partnership with another company, we are building a solar farm in Paracatu, in the state of Minas Gerais. The construction project, which is employing 1,200 workers, will install more than 770,000 solar panels on 700 hectares. The project is already 40% complete and is expected to begin operating in October 2025. Starting in January 2026, we will receive 100 MWm of energy. With our current portfolio, 47.8% of the energy we consume in Brazil is already renewable, and we expect to increase this percentage to 75% in 2026 with the start of the commercial operations of this solar farm.

In Europe, Asia and Africa, our portfolio of renewable energy is also diversified. In Spain, where we already had solar power purchase agreements and a wind farm located in Loscos y Villar de los Navarro, with an installed capacity of 18 MW, we inaugurated another solar farm in the Arcos de la Frontera quarry. With an installed capacity of 0.3 MW, the farm can supply up to 40% of the energy consumed by the quarry in the months with high solar irradiance. A solar

plant in Toral, with a 6.2 MW installed capacity, and another in Alconera, also started operations in 2024. A photovoltaic farm was also installed in our Córdoba concrete plant. These initiatives bring the percentage of renewable energy used by our operations in this region to 21.4%.

In North America, our focus is on increasing energy efficiency and electrifying some of our processes. In our Prairie Aggregates division, we made investments to replace a diesel-powered dredger with an electric one. The new equipment, delivered and commissioned in 2024, is expected to replace the usage of 340,000 liters of diesel fuel per year and improve productivity.

In Bolivia, we invested in projects to reduce thermal consumption and increase plant efficiency by reconditioning hot gas ducts and cyclones in strategic locations to reduce false air. In addition, we installed frequency converters in the fans, reducing electricity consumption by 0.5 kWh/tonne of clinker.



“We have been moving consistently towards achieving our global target of having 45% of the energy we use in our operations come from renewable sources. In doing so, we reduce our environmental footprint and increase our long-term competitiveness.”

María Cabezuelo,
Procurement and AFR Manager,
Europe, Asia and Africa





Pedra do Cavalo,
hydroelectric power
plant, Brazil.

In Brazil, we have a team dedicated to monitoring and ensuring the safety of concrete dams. Our work is guided by a Dam Safety Policy, which standardizes processes and controls to reduce the risk of accidents and incidents.

Dam Safety

All our hydroelectric power plants are equipped with a Dam Safety Management Platform. This tool generates automatic reports based on data from inspections, instrumentations, document approval controls and reader calibrations. The platform issues preventive alerts and collects instrument reading and inspection data via a smartphone or tablet, facilitating access to information in real time.

In Brazil, we have a team dedicated to monitoring and ensuring the safety of concrete dams. Our work is guided by a Dam Safety Policy, which standardizes processes and controls to reduce the risk of accidents and incidents. The document also establishes governance over dam safety and the responsibilities of employees at all levels.

In 2024, we carried out the first simulation of the Emergency Action Plan (EAP) for the Santa Cruz dam, in Rio Branco do Sul, in partnership with the local civil defense offices. The majority of the residents registered in the Self-Rescue Zone (ZAS, in Portuguese) participated, along with local authorities and the Fire Department.

Environmental Management

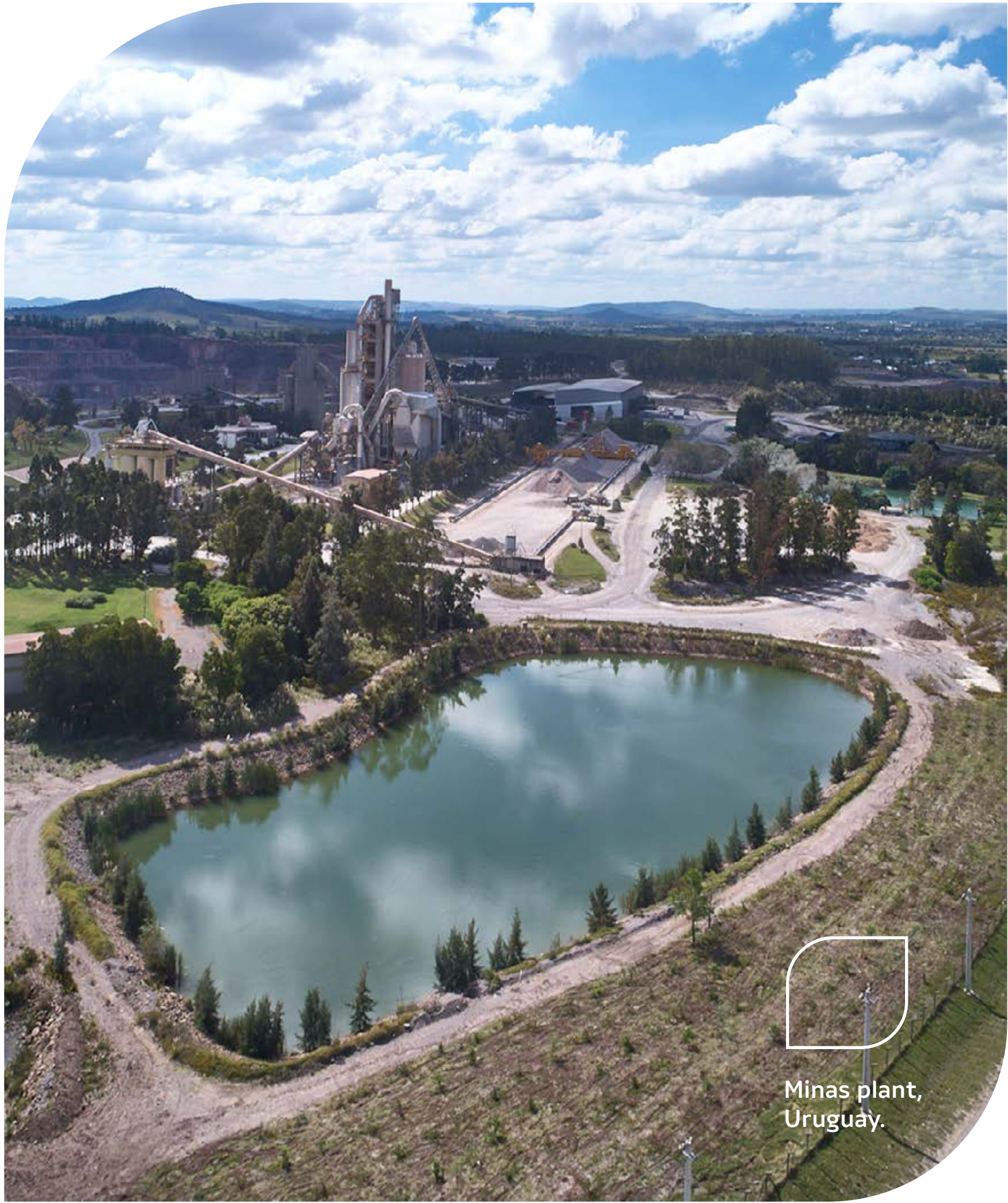
SASB EM-CM-160a.1

We work tirelessly to reduce the impacts of our operations on the environment and natural resources, as we strive to make our business increasingly sustainable. Our environmental efforts are guided by Votorantim Cimentos' Global Environmental Policy and a set of Green Rules that are based on the policy and direct our work.

In 2024, we hosted another Environment Week, which involved an intense program in our sites. The main highlight of the week was the launch of our Water and Biodiversity Roadmaps. These documents, developed throughout 2023, cover the main milestones and gaps of all our operations in these two areas and detail our global plans, including the creation of regional technical committees and the breakdown of our internal and public targets. The week was also marked by technical discussions and presentations of case studies and internal best practices.

Our Environmental Management System (EMS) is based on the ISO 14001:2015 standard and covers different topics, including:

- Legal requirements
- Licenses and authorizations
- Water resources
- Waste
- Environmental risks
- Contamination prevention
- Air emissions
- Biodiversity
- Land rehabilitation



“ Guided by our Water and Biodiversity Roadmaps, we are implementing the necessary improvements to ensure that our management of these topics is increasingly proactive and beneficial, both to the company and to society. **”**

Dirlane Maria Albino,
Safety and Environment
Manager, Brazil

Biodiversity GRI 3-3, 304 | SASB EM-CM-160a.1

Biodiversity conservation is a critical issue for Votorantim Cimentos. Many of our sites are located in areas that have natural habitats with rich biodiversity and that, at the same time, are providers of important ecosystem services for local communities and for our company itself. Forest remnants, springs, rivers and caves are just a few examples of types of natural features that are found within or near many of our properties.

Recognizing the impact of our operations on nature, biodiversity conservation is an integral part of our Environmental and Sustainability Policy, as well as of our 2030 Commitments, all of which apply globally.

In addition, we have internal procedures that guide our sites on how to manage this topic at the operational level, including a manual on how to create Biodiversity Management Plans and standards for developing Mine Closure Plans.

In line with our sustainability strategy, we launched our 2024-2030 Biodiversity Roadmap. The document's ultimate ambition is to set quantifiable and challenging goals, based on a vision of biodiversity as an opportunity to generate shared value for the company and society. After careful self-assessment, benchmarking and trend analysis, we identified five focus areas:

- Information management
- Conservation and rehabilitation of biodiversity and ecosystem services
- Conservation and value generation
- Management of biodiversity assets
- Governance

In 2024, we made significant progress in the areas of governance, conservation and value generation, and information management. We incorporated biodiversity issues into the regular agenda of the meetings of the Global Sustainability Committee, coordinated by our global Sustainability director, in which the challenges and results of the roadmap are periodically discussed among global leaders.

We created a Permanent Technical Committee on Biodiversity and Water, composed of representatives from all company businesses at a global level. The committee provides opinions and validates the products of the roadmap, in addition to supporting leaders in decision-making.

In the area of information management, we began implementing an internal georeferenced data portal with information on valuable attributes for conservation. Pilot tests of this portal integrated data from areas protected, degraded, recovered and in the process of being recovered at the Salto de Pirapora and Rio Branco do Sul plants.



Tree planting in Spain.

To improve our biodiversity management procedures and our overall corporate performance, in 2024 we launched our Global Biodiversity Roadmap, which details the actions needed to boost our biodiversity conservation management performance.

[Click here](#) to see the details of our 2024-2030 Global Biodiversity Roadmap.



Atlantic Forest Reserve at Legado das Águas in Brazil.

Our 2030 strategy includes specific commitments to reduce our environmental footprint related to air emissions.

Air Emissions SASB EM-CM-120a.1 | GRI 305-7

Cement manufacturing may produce emissions of nitrogen oxides (NOx), sulfur oxides (SOx) and particulate matter due to the characteristics of the production process and the raw materials and fuels used. We invest to continuously improve our processes to ensure that our operations comply with environmental best practices and local laws and regulations. Our 2030 strategy includes specific commitments to reduce our environmental footprint related to air emissions.

Regarding particulate matter, our commitment is to achieve a specific emission of 30g per tonne of clinker produced. To this end, we have a robust investment plan to modernize our kilns by replacing electrostatic filters with bag filters. In 2024, we made important improvements at the Bowmanville and St. Marys plants, both in Canada, and Salto de Pirapora, in Brazil, by replacing or upgrading the kiln bag filters to ensure that our plants meet the increasingly stringent limits on dust emissions.

Regarding NOx and SOx, our commitment is to achieve specific emissions of 1,400g and 590g per tonne of clinker produced, respectively. This target will be achieved by advancing the

implementation of NOx and SOx abatement systems in our sites. Projects in this area aim to meet new environmental requirements and reinforce our commitment to preserving the environment.

During 2024, our NOx reduction system, known internally as the Abatinox project, started operating in Uruguay. We chose to use a selective non-catalytic reduction technique, consisting of injecting an ammonia water solution into the pre-calcination tower, which reacts with nitrogen oxides to transform them into elemental compounds. The project enabled a 14% reduction in NOx emissions in comparison to 2023.

The same system was installed at the Nobres site in Brazil, with operations scheduled to start in 2025.

At the Bowmanville cement plant, in Canada, we made several equipment upgrades to improve the efficiency and run-time of the SOx wet scrubber system. We also implemented an improved operator training program to improve troubleshooting and decrease system down-time.

Global emissions of Particulate Matter (PM)

	PM
2022	38
2023	33
2024	32

Global emissions of SOx and NOx (g/ tonne of clinker)

	SOx	NOx
2022	762	1,416
2023	494	1,372
2024	534	1,381

Water and Effluents

Water is an essential resource for the communities where we operate and for nature conservation. The conscious and efficient use of this resource is of great importance to us.

We are continually making improvements to prevent leaks and losses, including installing flow meters in water withdrawal systems, using closed circuits in our plants and performing equipment maintenance.

Considering our responsibility to use this resource correctly, and recognizing that climate change has been increasing water-related risks, in 2024, we launched our Water Roadmap, which establishes the necessary steps for our management to be increasingly strategic and proactive in relation to society's challenges in this area. The Roadmap details the expected results in the following focus areas: governance, information management, water risk management, culture building and process improvements.

As reported regarding the Biodiversity Roadmap, water-related issues were also included in the regular agenda of the Global Sustainability Committee and in the scope of work of the Permanent Technical Committee on Biodiversity and Water. In addition, we completed the

consolidation of global data on water management in a single system and developed a plan to improve equipment and methods for measuring water withdrawal and discharge.

In our plants in Spain and Türkiye, we deployed a comprehensive water assessment aimed at identifying areas that require improvement, establishing precise measurements and informing a strategic action plan to enhance our water management and sustainability practices.

Considering our responsibility to use the resource correctly, and recognizing that climate change has been increasing water-related risks, in 2024, we launched our Water Roadmap.



Fish farm at our Aberfoyle plant, Canada.

Social Transformation

GRI 3-3, 413

Local development, dialogue with communities, and respect for the local culture and human rights guide our journey of social transformation. We have a set of policies and procedures that cover the main guidelines of our social strategy:

- Procedure for Implementing and Executing Community Relationship Plans
- Corporate Volunteer Policy
- Social Intervention Guide for Environmental Licensing
- Guide to Best Practices in Relationships with Traditional Peoples and Communities

We are an important part of the communities where we operate. We believe in the transformative power of our people and solutions, and we are committed to creating shared value to improve people’s lives. We have public commitments to be achieved by 2030, involving our operations, employees and business partners:

90%
of our sites with community engagement, impact assessment and/or development programs

Status in 2024: 74.7%



20%
of employees engaged in volunteer initiatives

Status in 2024: 11.7%



60%
of our purchases from local suppliers

Status in 2024: 59.3%

External social investment (million R\$)

	VCBR	VCEAA	VCLATAM	VCNA	Global
2022	12.1	3.3	0.6	2.1	18.1
2023	13.2	4.5	0.6	1.6	19.8
2024	14.3	1.1	0.7	2.4	18.6

We are committed to contributing to the creation of a fairer and more equitable society. In 2024 our external social investment totaled R\$18.6 million, supporting the implementation of 401 social projects globally.

Sharing Value

Health

The Support for Public Management Program (AGP, in Portuguese) continues to play a key role in improving public health in towns such as Primavera and Xambioá, in Brazil. During 2024, in Primavera, the program focused on improving health indicators and produced a team equipped to enhance performance related to chronic problems such as hypertension and diabetes, prenatal care and women’s health indicators. We also supported the town’s efforts to survey health equipment, map needs and provide training on registration and barriers to healthcare access. In Xambioá, we helped organize the town’s healthcare services, providing technical training in communicable diseases and updates, supporting the analysis of the town’s epidemiological data, and offering training on Oropouche fever and Mpox. We also supported the efforts to map the area to update sociodemographic data.

In Spain, we sponsored presentations on first aid and well-being at the Niebla primary school. Students learned about medical emergencies, how to respond to them, how to recognize vital signs and types of airway obstruction, including hands-on training. We also continued our collaboration with the Spanish Alzheimer Bierzo Association, through which we hosted workshops aimed at helping older adults fight social isolation and loneliness.

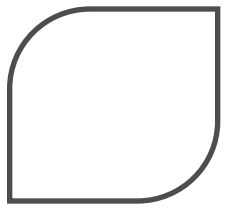
Our site in Toral (Spain) supported the Association of People with Physical Disabilities of Bierzo (AMBI,

in Spanish) in the celebration of its Solidarity March. More than 200 people participated in this inclusive sports activity, aiming to give visibility to people with physical disabilities. The course was designed to be fully accessible, ensuring that everyone, regardless of their physical abilities, could enjoy the activity.

In Türkiye, we supported LÖSEV, an NGO that works to facilitate the treatment and social rehabilitation of children with cancer, both through donations and through volunteers to hand out food basket to families in need. In Sivas, we purchased and donated an accessible gazebo to the Daycare and Rehabilitation Centre, which serves people with disabilities.

In Bolivia, in partnership with the town of Puerto Suárez, we started construction of an outpatient health clinic to provide care that meets the standards established by local health regulations. We will support the entire construction project.

In North America our Port Daniel cement plant, in Quebec, made significant contributions to support the development and improvement of various healthcare facilities in the communities surrounding our sites: a 2-year sponsorship commitment for the procurement of medical equipment for the Chandler Hospital Foundation, and the sponsorship of the Association du cancer de l’Est du Québec – Velo Tour (Cycling race) for the second time.



Mental Health
Solidarity March in
El Bierzo, Toral de
Los Vados, Spain.

Our site in Toral (Spain) supported the Association of People with Physical Disabilities of Bierzo (AMBI, in Spanish) in the celebration of its Solidarity March. More than 200 people participated in this inclusive sports activity, aiming to give visibility to people with physical disabilities.

Volunteer initiative in the Miclnnis cement plant, Canada.



Believing in the power of collaboration, we develop projects in partnership with local organizations.

Education and Sports

In Brazil, we continued the Partnership for the Enhancement of Education (PVE, in Portuguese), implemented together with the Votorantim Institute to improve the quality of education. In 2024, several towns benefited from the program, which impacted more than 60,000 students. One of the highlights in the year was the 3rd PVE Award, “Innovate today to transform tomorrow”, which was won by the town of Cachoeira, in the state of Bahia, for its work to ensure the inclusion and retention of students with disabilities in the public schools Dr. Antônio Lisboa and Escola Rural de Belém. This recognition represents a milestone for local education and serves as a benchmark for the other schools in the school district.

We also focused on the second phase of the EducaConcreto project, carried out in Uruguay, through a monetary donation to improve the soccer and tennis courts at the Providencia Educational Center. In Türkiye, we supported Cementsport, the Women Volleyball Sport Club.

The VCNA Scholarship Award program recognizes and provides financial support for children of eligible employees from the North America division who demonstrate academic excellence and a dedication to ongoing education. The program is administered by Scholarship America, a philanthropic organization that is committed to eliminating barriers to educational success so that any student can pursue their dream. In 2024, 11 recipients distinguished themselves through their

hard-earned academic achievements and generous community involvement.

Collaboration Network

Believing in the power of collaboration, we develop projects in partnership with local organizations to meet the specific needs of communities surrounding our plants. We also make efforts to provide support in emergencies caused by natural disasters.

In Spain, we held an Entrepreneurial Projects Competition as part of the Toral plant’s centennial celebrations, to recognize the community’s entrepreneurial potential and highlight innovative projects that contribute towards the region’s development. The competition was open to small businesses from any sector and looked for best practices related to Votorantim Cimentos’ 2030 Sustainability Commitments in the areas of environmental impact, innovation and circular economy.

In Türkiye, Yozgat volunteer employees hosted an educational event for young students living in an orphanage to foster their development through play dates with the participation of families and the Social Services office.

In the Germán Busch province of Bolivia, we made a significant contribution to the educational infrastructure of the town of El Carmen Rivero Torrez. The Sagrada Familia and Daniel Zambrana

Educational Units received construction materials for renovations and maintenance projects, thus improving the learning environment for several students.

In Uruguay, we continued our collaboration with the Los Pinos Foundation. Our employees, together with students from the Los Pinos Educational Center, painted the community kitchen building of a local institution.

Continuing to support the initiative of communities and the development of their potential, the Community Councils program had another year of partnership with local stakeholders and leaders to support their projects for the sustainable development of communities in Brazil.

In Xambioá, Brazil, community leaders participated in the Project Development and Fundraising Course in preparation for the launch of the 1st Public Call for Proposals for Social Projects. In Sobradinho, the local Community Council provided elderly care and IT courses to 60 people and launched a third call for proposals to support three projects in the areas of environmental protection, culture, education, sports and income generation, developed by non-profit organizations or individuals. The goal of the initiative is to support projects to develop and strengthen local social groups or individual entrepreneurs in the town, helping to promote social, environmental and economic solutions.

Work to Address the Climate and Social Crisis

In 2024, the state of Rio Grande do Sul, in Brazil, experienced heavy rains that caused widespread flooding in the region. In line with Our Way of Being, we carried out several initiatives to extend our solidarity and support, including our employees, contractors and members of civil society.

All for Rio Grande do Sul: We carried out the All for Rio Grande do Sul donation campaign among employees to help the affected population. Votorantim Cimentos and the other companies in the Votorantim S.A. portfolio matched the amount donated by employees, bringing the total amount donated to R\$2.25 million.

Employee support: A total of 150 employees, contractors and family members were affected by the disaster. We provided the necessary support by transporting supplies between the states of São Paulo and Rio Grande do Sul. We also offered emergency assistance, distributing water, food and medicine, in addition to providing safe accommodations. Employees whose homes were affected also received “restart kits” that included refrigerators, stoves, beds, washing machines, cleaning products and personal hygiene products.

Water supply: For the general population, the company supported the supply of water by providing the space to install a mobile water treatment system unit in the town of Esteio.

Regenera RS: We sponsored the project Regenera RS (“Recover Rio Grande do Sul”) from Instituto Mulher em Construção (“Women in Construction Institute”), through which we offered Rio Grande do Sul women courses in the area of civil construction, including plastering, waterproofing, painting and electrical engineering.

Volunteer work: Votorantim Cimentos employees donated 350 hours of their time to clean houses, rescue people, and sort and distribute donations, demonstrating the strength of our volunteers and people.

At the end of 2024, the city of Valencia, Spain, faced one of the worst floods in decades. Torrential rains caused devastating flooding, impacting houses, railways and highways in the city. To support the people affected by the floods, we also carried out a local donation campaign involving all employees in the country and at the corporate level. The company matched the €27,164 raised by employees, donating the final total to four NGOs.

Connection with the Business

Housing

In housing, we continued to dedicate efforts to improve the quality of life of families in vulnerable communities, supporting everyone’s right to a dignified home. In partnership with Habitat for Humanity, we helped to ensure that 30 new families benefited from housing improvements in 2024—some of these improvements were made in the state of Rio Grande do Sul due to a natural disaster. Our employees also worked as construction volunteers, using our products for home improvements—a unique experience of connecting the purpose of our products with a positive impact on people’s lives.

Our North American operations also entered into a partnership with Habitat for Humanity to participate in a number of projects over 12 months. In 2024, our employee volunteers contributed to two projects to build safe and affordable homes for families in Fergus (Ontario) and Detroit (Michigan).

We are part of the Coalition for Housing, an initiative carried out by Gerdau in partnership with Votorantim Cimentos, Vedacit, Dexco and Léo Social. In 2024, its annual event, titled Reclaiming Futures, covered the climate crisis and natural disasters and shared success stories in the housing sector.

Rede Transformar

Rede Transformar (“Transform Network”) is a diverse and multisectoral initiative to support the development of communities, seeking to minimize the impact of housing shortages and the climate emergency. By 2030, our goal is to renovate 700 homes in Brazil, in addition to supporting 38 bioeconomy businesses in the states of Amazonas, Pará, Tocantins and others.

Since 2022, Rede Transformar has raised approximately R\$1.9 million and achieved significant results. In partnership with 19 companies, the initiative supported 116 home renovations, benefiting 464 people through projects in the area of Housing, and sponsored 10 projects in the area of Standing Forest, through a third call for proposals.

To consolidate the program’s milestones, we launched the Rede Transformar website, which offers information about housing projects and environmental preservation plans, in addition to publishing news, results and testimonials from individuals who are part of this important collaborative network. Additionally, we held our first meeting with our partners, Café com Resultados (“Coffee and Results”), an event in which we provided an account of the initiatives to ensure transparency and increase engagement. In 2024, Rede Transformar launched a new call for proposals to preserve the Amazon biome. The objective is to accelerate social entrepreneurship initiatives or bioeconomy businesses that aim to protect the Amazon Rainforest in the states of Amazonas, Pará and Tocantins.



“Our social investment is geared towards empowering the people and towns where we operate, helping them thrive independently. Each initiative takes into account the needs of the areas and communities, while also considering the strategic priorities of our business.”

Priscilla Alvarenga,
Social Transformation Manager, Brazil

Workforce Training and Income Generation

The Valor VC (“VC Value”) project provides training to support income generation in several locations in Brazil. In total, 672 people benefited from the program in 2024. One example of a project related to this initiative is the professionalization of the Amigos de Itaperuçu Association of Recyclable Waste Collectors (ACRAI, in Portuguese) in the state of Paraná. In addition to generating income and supporting the development of ACRAI, the initiative aims to improve recyclable waste collection in the town.

In Primavera, Pará, the entrepreneurship of women in the Siquiriba community has strengthened the local production chain through the Verde do Bem (“Green for Good”) project, created to support the sale of agricultural products cultivated in people’s backyards. The initiative, supported by our local plant, also fosters inclusive economic development. The products grown are even sold to our Primavera plant employees. The project resulted in a 51% increase in the monthly income of the participating families.

In Brazil, the Evoluir (“Evolve”) program is an initiative in partnership with the Brazilian National Service for Industrial Training (SENAI, in Portuguese) and other organizations to train and inspire the development of people living in the areas where we operate, throughout the country.

Through the program, we provide free professional training to facilitate access into the workforce and create a sustainable legacy for the communities. In 2024, more than 238 people, including 96 women, completed courses offered by Votorantim Cimentos to earn certification as maintenance mechanic assistants, electromechanical technicians, forklift operators and others. In total, we offered 13 courses during the year to train the local community and create employment and income opportunities. Another 12 courses, involving more than 200 people, are in progress and will be completed in the coming years.

In 2024, we reaffirmed our commitment to the National Foundation for Indigenous Peoples (FUNAI, in Portuguese) and the Suruí Aikewara indigenous community, in southwestern Pará, Brazil.

We discussed the progress and results of the voluntary Cooperation Agreement that we have with the Foundation, and started evaluating its future. Throughout the year, through the relationship plan implemented with the participation of seven villages and more than 380 indigenous people, we offered technical assistance for family farming and productive inclusion dedicated to agroforestry systems and the cultivation of annual crops. We also implemented two flour mills, supported beekeeping and developed a central nursery with more than 10,000 native seedlings.



Volunteer initiative in Spain.

In Bolivia, we continued the Building for a Better Life program, which trains construction workers to improve their employability. During the year, youth from the Nueva Vida Santa Cruz Educational Center in El Torno completed the second phase of the program and received a certificate in fine work and finishing. Also in Bolivia, we supported

production in the Germán Busch province by encouraging participating families to grow vegetables and greens and transform this activity into a way of life that will help them thrive and give them access to better opportunities. These families received inputs, materials, technical training and advice to develop this project.



Volunteers working in São Paulo, Brazil.

To encourage our employees to get involved in initiatives that benefit their communities and showcase best practices, we launched the Global Volunteering Platform.

Fostering Engagement

Volunteering

To encourage our employees to get involved in initiatives that benefit their communities and showcase best practices, we launched the Global Volunteering Platform in Brazil, a space entirely dedicated to highlighting volunteer opportunities. Employees can both enter volunteer initiatives and sign up to participate in the activities listed. In 2024, in its first year live, more than 1,000 volunteer employees were active on our platform, including more than 170 leaders. In Brazil, 57 sites engaged in more than 300 activities completed in the year, benefiting more than 20,000 people.

The Global Volunteering Platform will be rolled out to the other countries where we operate in the coming years. In addition to optimizing volunteer management within the company, the platform enables increased engagement and transparency, and serves as a tool to complete legal requirements, such as signing consent or acknowledgement forms.

In 2024, we also established a Volunteer Committee for our North American operations. The group is responsible for supporting volunteering in the region and organizing company-sponsored events of this nature. By the end of the year, 50 corporate volunteering events

had been hosted, including the participation of 204 employees and 2,250 volunteering hours. Initiatives included the planting of 3,500 trees by employee volunteers on Earth Day, Community Clean-up events around several of our facilities in Canada and United States, and volunteering at local food pantries in communities that continue to be negatively impacted by economic downturns.

In our Europe, Asia and Africa division, our Vigo site, in Spain, sponsored paralympic sports events and our Madrid headquarters engaged in the construction of bird houses and a pond for amphibians. Volunteers in the country also took part in an activity to collect waste and remove invasive plants in the northern coast of O Grove, in the province of Pontevedra. The initiative was part of the Libera project, promoted by SEO/BirdLife to protect the environment and fight climate change through nature conservation and waste control. Also in Spain, we carried out a tree planting activity at the Corullón quarry, in the province of León, with the participation of local elementary school students.

In Türkiye, most of the volunteering activities focused on environmental initiatives. To support biodiversity, we organized a beach cleanup in Samsun, a region known for the sand lily endemic

flower. Additionally, all cement plants in the country participated in tree planting activities in the Central Anatolia region to support land rehabilitation as part of intense efforts to fight erosion.

In Sobral, Brazil, our employees revitalized the Senador José Ermírio de Moraes square. The initiative was carried out in partnership with the Municipal Department of the Environment and the Teias da Juventude Institute. The goal was to make the place more functional and appealing, in addition to driving environmental awareness. Volunteers performed various tasks, such as weeding, installing protective fencing, improving lighting, installing benches and painting. In total, 50 employees from the local Votorantim Cimentos plant participated in this volunteer initiative.

Also in Brazil, in partnership with the Brazilian Paralympic Committee, we participated in the Paralympic Festival, an educational event to introduce different paralympic sports to children and young people with disabilities. This initiative took place simultaneously in several Brazilian states and was attended by medal winners at the last the Paralympic Games in Paris. For us, supporting the diversity and inclusion agenda through our volunteer programs reflects Our VC Way and our sustainable legacy in the communities.

Dialogue with Communities

Since 2017, we have been implementing the Engagement and Dialogue program at the Pedra do Cavalo hydroelectric power plant in the state of Bahia, Brazil, to manage risks and opportunities associated with our relationship with local stakeholders and help build constructive dialogue with the community. Through the program, we monitor the progress of the Term of Commitment signed between Votorantim Cimentos and the Environment and Water Resources Institute (INEMA, in Portuguese) to help share the progress regarding the commitments made with community leaders.

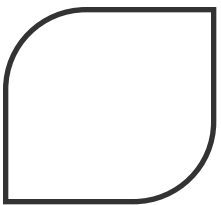
In 2024, we hosted a meeting of the Engagement Committee with the participation of INEMA representatives to discuss opportunities identified through the Participatory Social and Environmental Assessment (DSAP, in Portuguese) done in the communities, which will help plan social initiatives for 2025.

Fulfilling one of the commitments made as part of the financing agreement with the International Finance Corporation (IFC) in Salto de Pirapora, in the state of São Paulo, Brazil, in 2024 we finalized the implementation of Fala Comunidade (“Speak Up, Community”), an external and accessible channel to listen to the communities. This channel, which currently serves exclusively the area around the plant, offers a simple and intuitive way to file complaints, share compliments, ask questions and

request donations or sponsorships, in addition to addressing routine issues that affect or may affect the community. To ensure impartiality, the channel is managed by an independent company. It operates 24 hours a day, seven days a week and is accessible to people with disabilities. All inquiries are shared with Votorantim Cimentos and directed to the appropriate areas according to the nature of the complaints.

In Charlevoix, in Michigan, United States, we officially launched a Community Liaison Committee (CLC) to serve the local communities surrounding the plant. At the first meeting, held at the site, we provided an overview of the cement manufacturing process, the environmental monitoring programs we follow, and the purpose and expectations for the CLC, welcoming input from all community representatives who participated. The other plants in the region (Bowmanville, McInnis and St. Marys) continued to invest in their existing community liaison committees.

In Spain, Sustainability Commissions involving several stakeholders were established in Alconera, Niebla and Toral, to share important information about the plants’ activities and future projects aimed at improving the quality of life for the local communities, complementing an existing Commission that had already been established in the Málaga plant, Spain.



Kaonge Community in Brazil.

Since 2017, we have been implementing the Engagement and Dialogue program at the Pedra do Cavalo hydroelectric power plant in the state of Bahia, Brazil, to manage risks and opportunities associated with our relationship with local stakeholders and help build constructive dialogue with the community.

Sustainable Procurement

We want to ensure that our supply chain embraces our values and strategic objectives, providing proper working conditions and respecting human rights, as it generates value for communities. We are committed to boosting local businesses and creating employment opportunities in the communities where we operate.

From Votorantim Cimentos’ perspective, sustainable procurement involves the entire life cycle of our suppliers. This includes everything, from the approval process—more than 2,300 suppliers were approved or re-approved in Brazil in 2024—to the inclusion of environmental, social and governance criteria in contracts (from negotiations to final hiring), using the IntegraVC platform for third-party document management.

We have a Procurement Policy that provides guidelines for procurement processes at Votorantim Cimentos. The document outlines the sustainability principles and levers related to the Procurement area, in line with our

2030 Commitments. It also informs employees of the requirements to be followed when making all types of purchases, considering the company’s sustainability journey and the SDGs.

Our sustainability strategy for the Procurement area is guided by the Sustainable Procurement Program, created in Brazil in 2020 and revised and relaunched in 2024. This program focuses on four long-term strategic areas:

- Strategic Partnerships
- Circular Economy and Waste Management
- Diverse Suppliers
- Organizational Culture

The plan for 2025 includes the development of more projects within each strategic area to solidify our relationships with our suppliers and strengthen the culture of sustainability in Procurement.



In 2024, we developed our Sustainability Criteria to provide specific information and guiding examples to be used by our procurement category managers when selecting suppliers for future contracts. The document incorporates requirements related to scrap circularity, energy efficiency, equipment quality and percentage of local labor.

Sustainable Procurement

VC Partner

Believing in the potential of our supply chain, we work together to create paths that prioritize social and environmental issues. In 2024, we had another round of the Parceiro VC (“VC Partner”) program, which recognized 18 suppliers for their excellent performance in providing services and materials to Votorantim Cimentos in Brazil throughout the year. The selection was made based on assessments conducted by the plants using the annual Supplier Quality Index (IQF) form and other KPIs.

In 2025, the selection will include additional criteria, such as accident assessment (disqualifying criterion) and percentage of labor documents submitted via the IntegraVC system. The program will also offer an additional award for sustainable projects implemented by our suppliers. The projects will be reviewed internally, and the winners will be selected according to their relevance to the business.

Supplier Risk Management

Seeking to have a comprehensive view that goes beyond the moment when a supplier is approved and begins its journey with Votorantim Cimentos, we held four quarterly Risk Committee meetings in 2024. These meetings addressed relevant and important issues to be monitored for their potential to expose the company to risk associated with our relationship with our suppliers:

- Accommodations (audits of third-party accommodations)
- Interruption (assessment of financial or supply chain dependence)
- Labor (suppliers with a high number of labor lawsuits or Ethics Line reports, and lacking documents in the IntegraVC system)
- Environmental (audits focused on environmental compliance)

Based on pre-defined criteria, we selected suppliers with potential flaws in each of these areas and discussed, in committee meetings, the action plans that the Procurement area must follow.

Partnerships in Support of Sustainability

In partnership with strategic suppliers, we have been prospecting and studying sustainability projects. Examples include the adoption of local food suppliers, such as cooperatives and small producers, by our cafeteria vendor, encouraging local consumption and trade. We are also exploring circular alternatives for product bags, among other projects.

Believing in the potential of our supply chain, we work together to create paths that prioritize social and environmental issues.



Meeting of the Sustainable Connection Program, in Brazil.



Employees in
the Laranjeiras
plant, Brazil.

3. Caring for People

Our People

GRI 2-7, 3-3

Reflecting Our VC Way, we seek to evolve daily to offer our people an ethical and respectful work environment that values diversity, health, safety and respect for dialogue in all countries where we operate. We want employees to be proud to belong, work collaboratively to learn and teach, and leave their mark on the sustainable legacy they are building.

Our organizational culture looks to the future while honoring the past, moving forward in tandem with the transformation of society and encouraging diversity.

We strive to fight inequality of opportunity through targeted hiring initiatives, ongoing training and career development, as well as by following best practices in well-being, health and safety.


Using the VC Pulse platform, we continuously engage with employees, assessing key topics—such as people management and professional environment—on a monthly basis.

Currently, this tool is only available in our sites in Brazil, supporting us in the implementation of action plans and helping us make improvements. In other regions, we monitor and identify opportunities through organizational climate surveys.

Regarding labor and regulatory obligations, we follow the applicable requirements and laws in the regions where we operate. Additionally, we respect the freedom of association of our employees and do not tolerate anti-union practices.

Employees by region (Company employees only)				
Region	2022	2023	2024	
VCBR	8,485	8,531	8,687	
VCEAA	1,538	1,738	1,399	
VCLATAM	388	375	373	
VCNA	2,678	2,939	2,912	
GLOBAL	13,089	13,583	13,371	

We ended the year with 13,371 employees and 24.8% of women in leadership positions.



“
We want to ensure that everyone at Votorantim Cimentos can reach their full potential in a healthy, respectful and collaborative environment. We know that we are on a continuous journey and we have a long way to go in the fight against inequality of opportunity.**”**

Cinthia Galletti Bossi,
Global director of People, Management and Communications

Health and Safety: Non-negotiable Values

GRI 3-3, 403, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8

When it comes to the health and safety of our employees, we are committed to excellence. This includes implementing initiatives inside and outside the workplace to disseminate information in these areas and clarifying the responsibilities of each employee. To reinforce our guidance for the execution of activities and other processes, we have a Global Health and Safety Policy and Life-saving Rules, and provide mandatory training from the moment an employee or contractor joins our company.

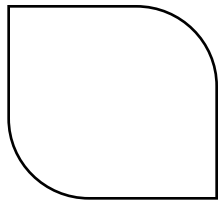
We have established processes that provide a complete view of incidents in all our sites, enabling us to act quickly and accurately in the event of accidents, unsafe conditions or behavioral deviations, including essential information for reporting and investigating these incidents. We believe that this is an area that requires continuous improvements, and we maintain safety committees

in all regions where we operate to conduct assessments and facilitate discussions regarding improvements and opportunities.

As part of a global assessment of our safety culture, we conducted a survey involving both our employees and contractors, complemented by a qualitative analysis through interviews and focus groups. Based on the results, we established our priorities and actions, including the Safety Performance Index project, and workshops for drivers and logistics contractors, among others.

Engagement and Safety Culture

To promote a culture of safety, we implement different global and local initiatives to engage our employees and contractors and raise awareness to prevent and mitigate potential impacts on their health and safety and the health and safety of others. This includes reinforcing technical safety by creating task-specific processes and procedures, conducting risk observations and safety talks, and implementing best-in-class engineering solutions. Additionally, we implement systematic changes to health and safety governance systems through audits, inspections, gap analyses, and continuous improvement. By being proactive, we seek to reduce incidents and support behaviors that ensure the well-being of our entire workforce.



Employee at the Santa Helena plant, Brazil.



To promote a culture of safety, we implement different global and local initiatives to engage our employees and contractors and raise awareness to prevent and mitigate potential impacts on their health and safety and the health and safety of others.

In Brazil, North America and Spain, our Safety Recognition Program acknowledges and rewards individuals and sites that stand out and set an example within the company.

Employee at one of our plants in North America.

Training

At Votorantim Cimentos, training in health, safety and environmental issues starts at the onboarding of new employees, who receive detailed information on the guidelines and tools that we use on a daily basis. The training process continues through regular updates. In addition, each area has specific training requirements that must be completed, covering site-specific procedures and compliance with local legislation.

In Brazil, 2024 highlights included risk perception training completed by more than 550 leaders, and accident investigation training for employees in safety functions.

Recognition

In Brazil, North America and Spain, our Safety Recognition Program acknowledges and rewards individuals and sites that stand out and set an example within the company. The program is divided into three categories: individual, teams and sites. The Individual category recognizes employees who directly contribute to identifying and addressing unsafe conditions. This recognition helps create a safer environment and strengthens Votorantim Cimentos' safety culture.

In North America, we celebrated several milestones, including more than 15 years without lost time injury (LTI) in Terminals, Prairie Aggregates and CBM Aggregates. Our Sivas plant, in Türkiye, also celebrated 10 years without lost time injury.

Global Safety Day

Courage to Care was the theme chosen to engage our people in the 2024 Global Safety Day. The goal of this annual event is to reinforce important levers of our safety culture, such as the importance of employee ownership (employees taking responsibility for their decisions), daily attention to safety, and understanding that no result is worth more than life.

The campaign also included specific activities at the local level, carried out by each site. In the Europe, Asia and Africa region, for example, an employee contest looked at initiatives that reflect Courage to Care in technical, human and organizational factors. In North America, we have been refreshing our Lock-Out Tag-Out program in all sites, with planned improvements in training, procedures and employee engagement. The first sites already completed the implementation, and the process will continue throughout 2025 and into 2026.

Contractor Safety

Our efforts also include sharing our safety procedures and standards with contractors working in all our sites. To ensure that they are able to perform their duties, their employers must present the necessary labor and health and safety documentation before they start their activities, in addition to complying with supplier approval requirements.

In 2024, aiming to increase health prevention and well-being among the drivers registered on Motz, our digital carrier that supports the journey of truck drivers, we entered into a partnership with a leading global insurance company. Initially, approximately 25% of drivers are eligible to enjoy the benefits of the policy, at no cost to them.

The partnership with this insurance company offers personal accident insurance, telehealth appointments and discounts at a wide network of pharmacies. This innovative collaboration in the market aims to benefit independent truck drivers throughout Brazil, reinforcing Motz's commitment to facilitating the journey of drivers and shippers throughout the country.

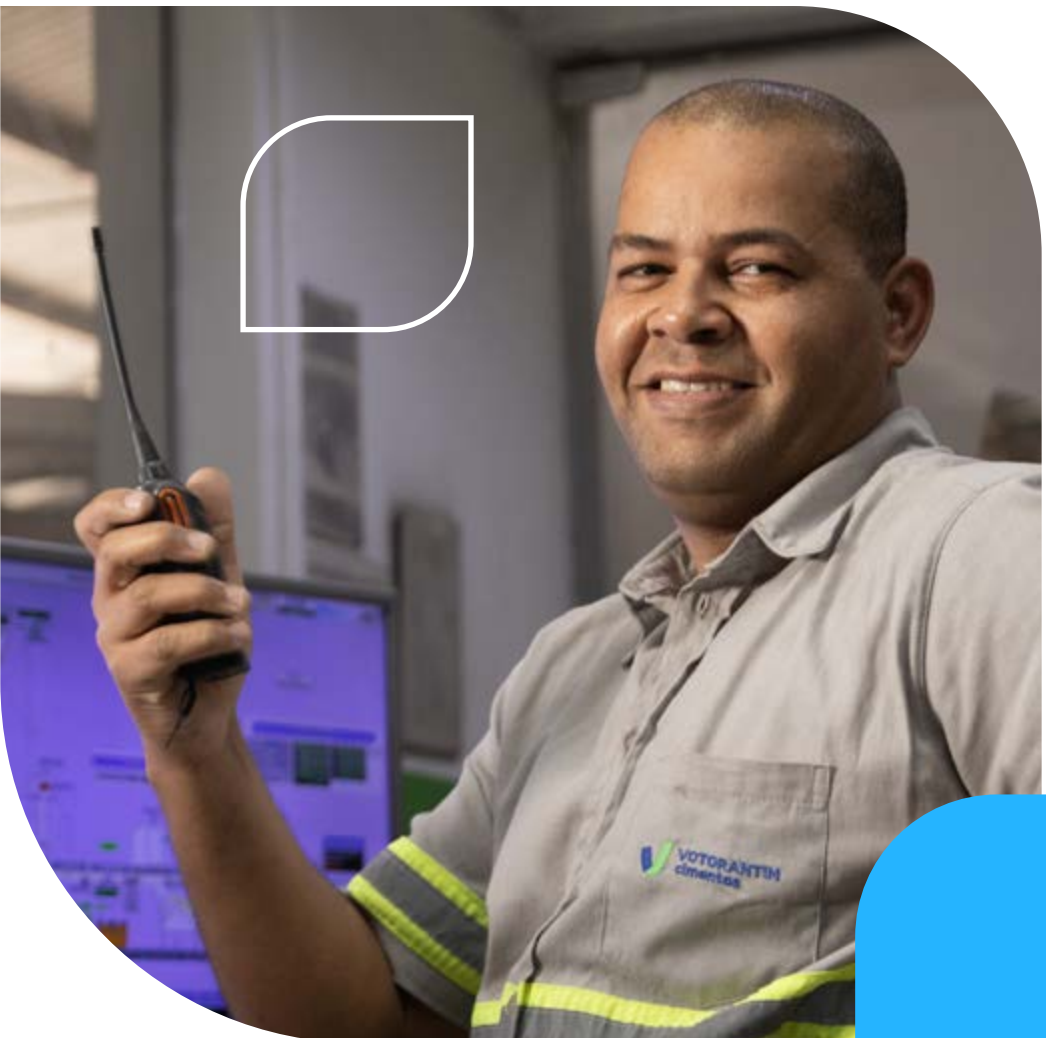
In Europe, Asia and Africa, we developed two important initiatives involving contractors in 2024. The first was the integration of a safety pre-assessment in the bidding process, to incorporate safety from the very beginning

of our relationships. The second, focused on the safety of our logistics operations, included specific safety workshops for drivers in all the countries where we operate, demonstrating our commitment to transport safety as a top priority.

Risk Control

The control of health and safety risks is done through a series of initiatives that aim to anticipate and mitigate incidents and, if they occur, ensure fast decision-making. The risk management tools that support employees include:

- Preliminary Risk Analyses
- Daily and Weekly Safety Talks
- Occupational Hazard and Risk Identification and Assessment Matrix
- Special Safe Work Procedure (SSWP) for high-risk activities



Employee in the Cajamar plant, Brazil.

Safety Culture Assessment

In 2024, 21 Votorantim Cimentos sites in Brazil and North America underwent an assessment that included employee surveys and on-site analyses by auditors to evaluate their current situation and desired goals regarding safety. This resulted in action plans to help these sites achieve higher levels of safety.

In Spain, we conducted a Safety Culture Assessment survey—involving both employees and contractors—complemented by a qualitative analysis following interviews and focus groups. Based on the results, we defined our priorities and actions, including the Safety Performance Index project and workshops for drivers and logistics contractors, among others.

In Türkiye, we started the Safety Competency Assessment process to identify developmental needs regarding our critical protocols. The goal of this process is to upskill/reskill all employees based on insights provided by the assessment, which will lead to a stronger safety culture.

Safety Indicators

Our management systems also generate global safety indicators, which help us progress towards our commitment to reducing our accident frequency rate among employees and contractors to below 0.40 and achieving zero fatalities in our operations by 2030.

	Employees	Contractors
2022	0.94	0.41
2023	1.20	0.51
2024	1.63	0.55

	Employees	Contractors
2022	0	0
2023	0	1
2024	1	0

In 2024, we ended the year with an accident frequency rate (employees + contractors) of 1.10 and we were impacted by one fatality in our operations.

In Brazil, an employee at our Nobres site suffered a fatal accident while working on the crushing conveyor belt. In addition to the rigorous investigation and implementation of proper corrective measures, we also took appropriate measures to address the physical and psychological effects resulting from these accidents.

To reinforce our accident prevention initiatives, we continue to invest in various projects and initiatives, seeking new technologies and information systems for the development of innovative solutions to safety issues. One of these projects aims to improve the interactions with operational teams, facilitating the identification of unsafe conditions and increasing agility in addressing them.

Globally, all operations participated in a risk perception training called “Beyond the Visible.” Through a participatory approach and practical actions, all leaders experienced real-life situations to learn how to identify risks associated not only with the activity to be performed, but also with the environment and the physical and psychological conditions of each worker.

Another initiative, Safety Diagnosis, carried out on a sample basis in all regions where Votorantim Cimentos operates, will identify the maturity of the safety culture and support the development of an action plan to continue improving it.



“Our actions to ensure safety and create a culture of full health for all are based on solid foundations, which guide us on a consistent journey. We are also open to learning and transforming ourselves, as we remain attentive to the needs of employees and contractors, and of our business.”

Álvaro Lorenz,
Global Director of Sustainability,
Institutional Relations, Product
Development and Engineering

Beyond the Visible

The Beyond the Visible project offers a structured and educational approach to support the company’s operational leaders in the continuous development of their teams, with a focus on risk perception.

Through this global initiative, we aim to improve the perception and management of risks in the workplace. This includes facilitating open discussions to ensure widespread understanding of this topic, in addition to providing practical tools for our teams to address the three risk dimensions:

- **Environmental:** Physical and operational conditions that may create hazards.
- **Individual:** Human factors such as experience, mental state and decision-making.
- **Activity-related:** Processes, equipment and tools that involve specific risks.

More than 550 people, including plant managers, area managers, coordinators, supervisors and leaders of concrete branches, participated in this initiative.



Employees in one of our plants in Spain.

Health and Well-being

GRI 403-6

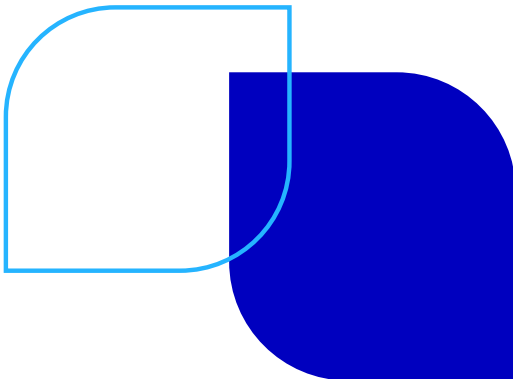
The health of our employees is a non-negotiable value for us. We implement a series of initiatives to support the well-being of our employees and create a healthy work environment for everyone.



Votorantim Cimentos
Health Race, Brazil.

The health and well-being initiatives implemented in 2024 included:

- **Estamos com Você (“We Are with You”):** A program that in 2024 offered more than 600 counseling sessions, confidentially and free of charge, to employees in our Brazilian sites.
- **Pilar:** A call-free line that provides access to psychologists, nutritionists, veterinarians, lawyers and other professionals to Brazilian employees and their family members, 24 hours a day, seven days a week. More than 14,000 sessions were offered in 2024.
- **BH Bienestar:** A free app for all Votorantim Cimentos employees in Spain and at the Europe, Asia and Africa Corporate Office. It offers access to psychologists and life coaches, and seminars on topics related to mental health. It is available 24 hours a day, seven days a week.
- **Momento Saúde (“Time for Health”):** A program that encourages reflection and facilitates discussions around health and well-being topics chosen by employees and presented by invited experts in their fields. In 2024, the program hosted 13 lectures on mental health for employees in Brazil.
- **VC em Movimento (“VC in Movement”):** An initiative that encourages employee to stay active and control their body weight through individual and team challenges. More than 2,000 employees in Brazil participate in the program.
- **Pilar nutricional (“Nutritional Pillar”):** A weight loss program offered at some operational sites in Brazil. It includes individual consultations for employees, virtual live sessions and discussion groups, and the distribution of resources with nutritional information. It engaged more than 500 participants, who lost a total of more than 800 kg combined.
- **Nutrium:** A program that supports our employees in Spain in nutrition-related issues, offering individual sessions with nutritionists to create customized meal plans.
- **Health program:** In North America, we offered biometric screening and flu clinics with participation from over 700 employees and their dependents.
- **VC e o Bebê (“VC and Baby”):** A program for our pregnant employees in Brazil that supports them from their pregnancy through their maternity leave.
- **Serviço Social (“Social Services”):** In Brazil, we have two social workers who focus on the mental health of employees who need support.
- **Wellness Committee:** A group in our North America division that produces and shares a monthly wellness newsletter with tips on mental and emotional well-being, healthy eating, physical fitness and financial well-being.



Differently Equal

GRI 3-3, 405, 406

For us, diversity is about bringing together people who are differently equal. We are committed to creating more opportunities to contribute towards diversity of thoughts and encourage dialogue in support of a work environment that values respect and inclusion. To this end, we signed a commitment letter that reinforces our Global Commitment in Support of Diversity.

We are a signatory to the UN Women’s Empowerment Principles, the United Nations Global Compact and UN Women, and also the Brazilian Coalition for Racial and Gender Equity.

Our General Diversity and Inclusion Policy formalizes our commitments in four focus areas: Fighting discrimination; Respect for people; Leadership training; and Creation of an environment that offers everyone the opportunity to express themselves without fear. The policy applies to our sites in Brazil and serves as a reference for other regions where Votorantim Cimentos operates.

Our global goal is to have 25% of our leadership positions occupied by women.

In 2024, this percentage was 24.8% globally. Also, by 2030, we want to achieve a 90% favorability rate in our diversity and inclusion employee survey; in 2024, our favorability rate was 83.8%.

Since 2019, our groups of allies in Brazil have been important assets in the discussion of topics related to race, gender, LGBTI+ and people with disabilities. In 2024, we started a new group called TEAcolhe to encourage discussions among caregivers of atypical people. The meetings are held bimonthly and offer a space to try out ideas, as well as to exchange experiences, fulfilling our objective of creating an environment where all individuals can express themselves without fear.

To expand the training of our employees in leadership positions and prepare future leaders, our learning platform includes modules on diversity, inclusion and gender equity. One example is the Anti-Machismo module, which addresses a structural and ingrained issue that is still very common in society, including in the workplace.



We are a signatory to the UN Women’s Empowerment Principles, the United Nations Global Compact and UN Women, and also the Brazilian Coalition for Racial and Gender Equity.

Employees in the Laranjeiras plant, Brazil.



Employee at the Corporate Office in São Paulo, Brazil.

Fostering Diversity

The initiatives we implemented in 2024 summarize our efforts to drive transformation:

- **Creation of TEAcolhe:** Believing in the importance of raising awareness of autism and other neurodivergences and creating a space where people can share their experiences and learn together, we created the TEAcolhe group for caregivers of atypical people, adding to the existing groups of allies.
- **Mentorship for Black employees:** The goal of the program is to accelerate the development of Black people on our team to further prepare them to occupy strategic positions in our company. Conducted in partnership with a consulting firm specialized in ethnic-racial development, in 2024 the 10-month program included 25 individuals who self-declare Black or mixed race.
- **Yes, We Trans Program:** In Spain, we joined this program supported by the State Federation of Lesbians, Gays, Bisexuals and Intersex+ (FELGTBI+, in Spanish) taking a step forward to break down employment barriers for trans people in the business world. By doing so, we reaffirmed our commitment to creating a 100% safe workplace for all people, regardless of their sexual orientation, gender identity and/or gender expression.

- **Gender equality:** In Bolivia, we partnered with Fundación Iguales to implement initiatives that foster gender equality in the country. As a result, we successfully completed a transformative leadership program, empowering all of our 43 female employees.
- **Mulheres Construindo Caminhos (“Trailblazing Women”):** This group of women in our sites in Brazil supports activities focused on development, self-knowledge and leadership. It held a series of online training sessions and lectures for female consultants, analysts and assistants.
- **LideraVC:** This program focuses on the development of female leaders in Brazil and addresses topics such as gender stereotypes, negotiation, inclusive leadership, strategic leadership and professional image. Now in its fifth year, more than 40 women in leadership positions have been part of the initiative.
- **Technical Training Path for Women:** This program was created to train women with specific skills, offering theoretical and practical training in areas such as engineering, maintenance and operations.
- **Women’s Working Group:** Our North America region launched a women’s employee resource group, SheBuilds, to support career development among its members. One of the main projects for 2025 will be the launch of the SheBuilds Podcast.



“Ally groups are critical to create connection, enable participants to exchange experience, and increase representation. As a member of the gender group, I engaged in enriching conversations with other female leaders in our industry, in our path to create a more diverse and inclusive environment.”

Izabelle Jennifer Romualdo Caetano Barros,
Mortar Strategy Manager in Brazil

- **Woman Leadership Program:** In our Europe, Asia and Africa division, at the corporate level, we launched a Woman in Leadership grant for a program at a top business school to support the development of future female leaders.
- **Leadership with Equity:** Through two training modules, we raised awareness of the importance of diversity and inclusion among our employees, providing them with practical tools to fight discrimination and ensure inclusive communication. With a 63% participation rate, we successfully created a space for reflection and learning, aligned with international best practices.
- **Women at the Wheel:** To increase the number of women in its concrete branches in Brazil, in 2024 Engemix created a Talent Pool aimed exclusively at hiring women as ready-mix truck drivers.
- **Diversity in the enhancement of communities:** In 2024, 172 women participated in professional training programs through initiatives sponsored by the Social Transformation area. Of these women, 14 were hired by Votorantim Cimentos.
- **Facility Improvements for Inclusion:** In Brazil, we invested R\$4 million in improvements in our sites, boosting the inclusion of women and people with disabilities. We prioritized the construction

of accessible paths, elevators, women's changing rooms and lactation rooms. Since we launched this initiative, in 2022, improvements have been made in more than 50 sites in the country.

- **Diversity Olympics:** In Spain, we organized the Diversity Olympics, a diversity-themed event to promote inclusion and facilitate the interaction of our diverse workforce with persons with disabilities.
- **Diversity Census:** This periodic survey aims to refine the strategy behind projects and targets in support of the creation of a work environment that values ethics and diversity. The survey questionnaire allows for anonymous feedback. In 2024, the second round of this survey was completed by 58% of the Brazilian employees. Among the participants, 87% (5 percentage points more than in 2021) stated that they believe that Votorantim Cimentos provides an environment that promotes diversity and inclusion in practice.
- **Diversity Awareness Campaigns:** In North America, we ran awareness campaigns to celebrate several diversity-related dates, including a series of videos featuring testimonials from our employees about their personal journeys, and celebration of Pride Month, Juneteenth (a day marking the end of slavery in the US) and Veterans Day.



Employees
in one of our
plants in Spain.

Training and Development

To prepare employees for the challenges of the future and as part of their growth journey within Votorantim Cimentos, we invest in training to enable them to direct their careers according to their stage in life and ambitions. From apprentices to leaders, we offer a customized and accessible platform that boosts and develops skills, recognizing individual attributes while also generating new knowledge.

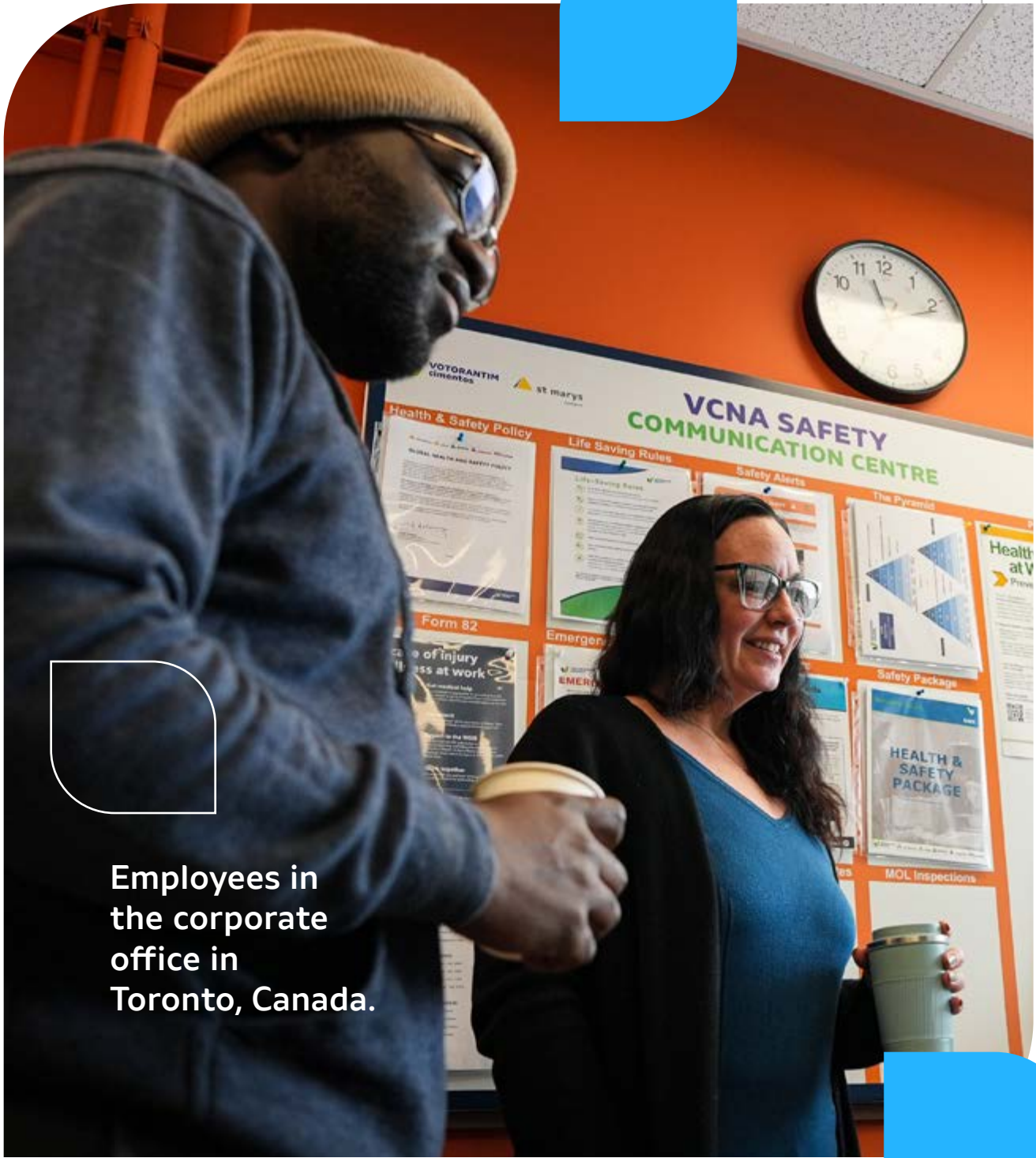
Our Learning Paths prepare employees for leadership positions, in addition to providing training content for interns, trainees and young employees. Generating knowledge that transforms, the VC School provides technical training to our Cement, Concrete, Adjacencies, Logistics, and Sales and Marketing organizations. It offers training content for interns, trainees and young employees, as well as customized programs for specific positions and leadership training.

We also offered the first Data Science Training in partnership with the Sales and Marketing School. The course, taught by FIA Business School professors, included 160 hours of training and engaged 25 participants. This initiative seeks to accelerate the development of our employees by teaching them the skills needed to thrive in an increasingly digitalized world.

In Spain, we held a Grinding Workshop to update all technicians at our Alconera plant on topics related to cement grinding. In addition to the technical training, all 16 participants had the opportunity to participate in an inspection of one of the plant's mills and put the concepts learned in the classroom into practice.

In our Hasanoglan plant, in Türkiye, we provided training on the continuous monitoring of our emissions management system to solidify our employees' knowledge of our emissions monitoring tools.

In 2024, we launched the VCEAA Technical Academy, a program focused on developing the skills of the operations team to match the increase in technical complexity and help us achieve our sustainability goals. During the year, we developed resources for 66 training modules in various areas, including quarry, packaging and dispatching, covering operations and maintenance in all phases of the production process, as well as quality, environment, safety and AFR. We implemented several technical modules, including Process Optimization in Cement Manufacturing, Kiln Maintenance and Production Indicators. One practical example of the activities of the Technical Academy was a cement grinding workshop held in Spain. After completing



Employees in the corporate office in Toronto, Canada.

the technical training, the 16 participants had the opportunity to participate in an inspection of one of the mills at the Alconera plant to put into practice the concepts learned in the classroom.

We also launched the Cement Technical Institute (VCNA Academy) at our Bowmanville cement plant to provide targeted role-based training for on-the-job success.

Training Highlights

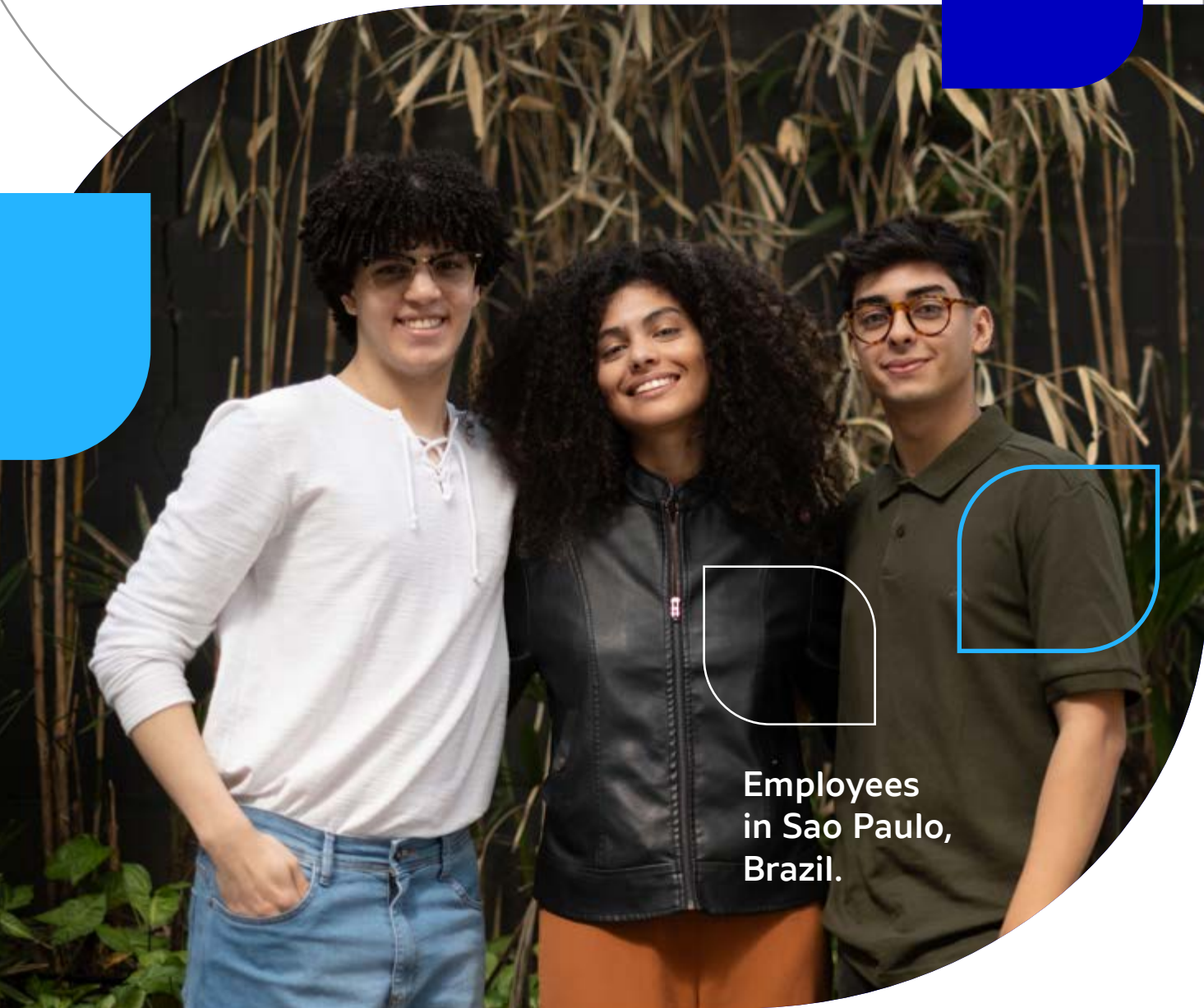
In 2024, we consolidated all our different schools to create EscolaVC. During the year, we offered 799 classes and provided over 6,000 hours of training, engaging 15,000 participants across all business units:

- Cement and Adjacencies Operations:** 309 synchronous training classes involving 7,000 participants, focusing on technical training related to our vital functions and leadership aspects.
- Concrete (EGX):** 192 synchronous training classes involving 2,195 participants.
- Logistics:** 132 classes involving 1,604 participants, focusing on logistics 4.0 and logistics operations.
- Sales and External Marketing:** 101 classes involving 4,400 participants, covering primarily the Self-Construction, Real Estate, and Industry and Infrastructure Paths, and small customers.
- Sales and Internal Marketing:** 65 classes involving 500 participants from our CRC and Post-Sales Operations teams.

Development Initiatives

Trainee Program:

This program, which includes mentoring sessions with general managers, aims to prepare young leaders with an eye on the future of our company. The 2024 cycle included 11 participants and focused on developing employees to work in our operations in Brazil (Industrial Trainee Program).



Employees
in Sao Paulo,
Brazil.

Career Management:

A key activity for the definition of our organizational strategy and to support employee ownership, this two-year-cycle initiative allows leaders to assess the potential and development of each person on their team. The program includes an initial assessment, career discussions, feedback and the creation of individual development plans.

Potenciar:

This initiative, conducted in partnership with the other portfolio companies of the Votorantim S.A. holding company in Brazil, brings together trainees and internal talent from the different portfolio companies. In 2024, eight Votorantim Cimentos employees and 11 trainees participated in the program.

Unified Leadership Calendar:

Votorantim Cimentos offers a structured portfolio of technical and behavioral training courses, aligned with the specific challenges of each leadership level.



Co-processing
warehouse in the
Charlevoix cement
plant, United States.

4.
**Corporate
Governance**

Corporate Governance

At Votorantim Cimentos, there is only one way of doing things: the right way. This means conducting our activities ethically and in compliance with the legislation in each country where we operate, without exception.

Complying with established rules and ensuring integrity in all relationships is an essential requirement for everyone who is part of our team, as established by Our VC Way, the company’s guide for governance practices.

In 2024, we continued to maintain our high standards of corporate governance, evolving in all its aspects. We work to ensure that the company is aware of the main risks in our sector, including cybersecurity and climate risks, which affect companies globally. We also work to ensure that Votorantim Cimentos achieves its strategic objectives in a lasting manner, evaluating issues related to sustainability and diversity, among others.

An important step in this evolution was the establishment of the Audit Committee as a statutory body, aiming to make the company’s corporate governance standards more robust.

Board of Directors

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

In 2024, our highest governance body, the Board of Directors, included eight members (previously seven), three of whom are independent (including the chairman). This means that they do not 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 to ensure agility and efficiency in the decision-making process, aiming to achieve the long-term goals of our 2030 Strategic House. In other words, the Board both proposes initiatives and oversees the work of our global CEO, with support from different areas of the company, especially Sustainability, Government Relations, Legal, Corporate Governance, Risk and Compliance, Ethics Line and Internal Audit.

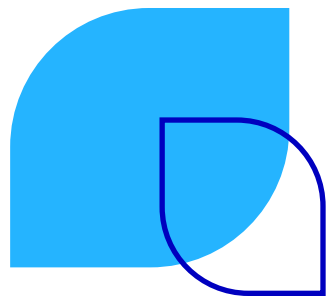
Luiz Antonio Pretti is the current chairman of the Board of Directors of Votorantim Cimentos. In 2024, Alexandre Noschese joined the Board and the Sustainability and Innovation Committee.



[Click here](#) to learn about the composition of our Board of Directors.

Employees in our corporate office in São Paulo, Brazil.

Committees



Statutory Audit Committee

- Number of members:** Three – two independent members and one representative of Board of Directors.
- Responsibilities:** Assisting the Board on the monitoring of issues related to business continuity, effectiveness and integrity of internal controls, risk identification and management, quality and integrity of financial reports and work carried out by external auditors. It also oversees the company's compliance with accounting standards that corporations are required to follow.

In 2024, the Board of Directors approved the establishment of the Audit Committee as a statutory committee. Three of the four original members were maintained in its composition, demonstrating the company's commitment to high standards of corporate governance.

Finance Committee

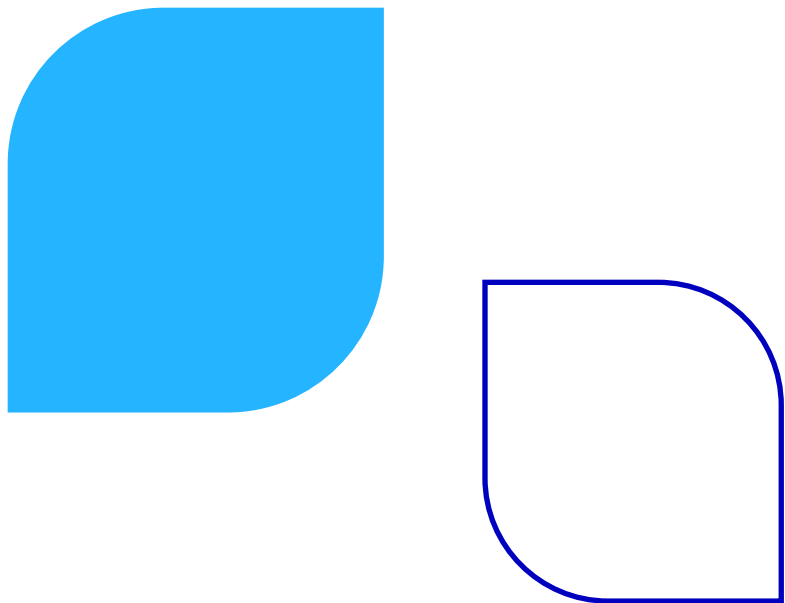
- Number of members:** Four – two Board members (one of them an independent member) and two non-Board members (one of them an independent member).
- Responsibilities:** Assessing and monitoring financial issues, including the analysis of the macroeconomic environment, in addition to providing guidelines for cash and liquidity management and financial risk mitigation alternatives.

In 2024, the Committee collaborated with the Board of Directors in the selection of the new global CFO, Antonio Pelicano, in addition to providing support to face a challenging economic environment at a global level.

Organization, Compensation and People Committee

- Number of members:** Five – three of whom are independent (including the coordinator). Three members are also part of the Board of Directors.
- Responsibilities:** Assisting the monitoring of issues related to compensation models, nomination of management candidates, succession planning and corporate culture.

In 2024, the Committee advised the Board of Directors on the process of succession of the global director of GRC and IA, Adjarbas Guerra.



Sustainability and Innovation Committee

- Number of members:** Five – all members of the Board, two of whom are independent.
- Responsibilities:** 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 carbon capture and investment strategies, and analyzing global trends. It also supports the decisions, guidelines and management of initiatives related to innovation.

In 2024, the Committee was expanded from four to five members, with the addition of Alexandre Noschese.

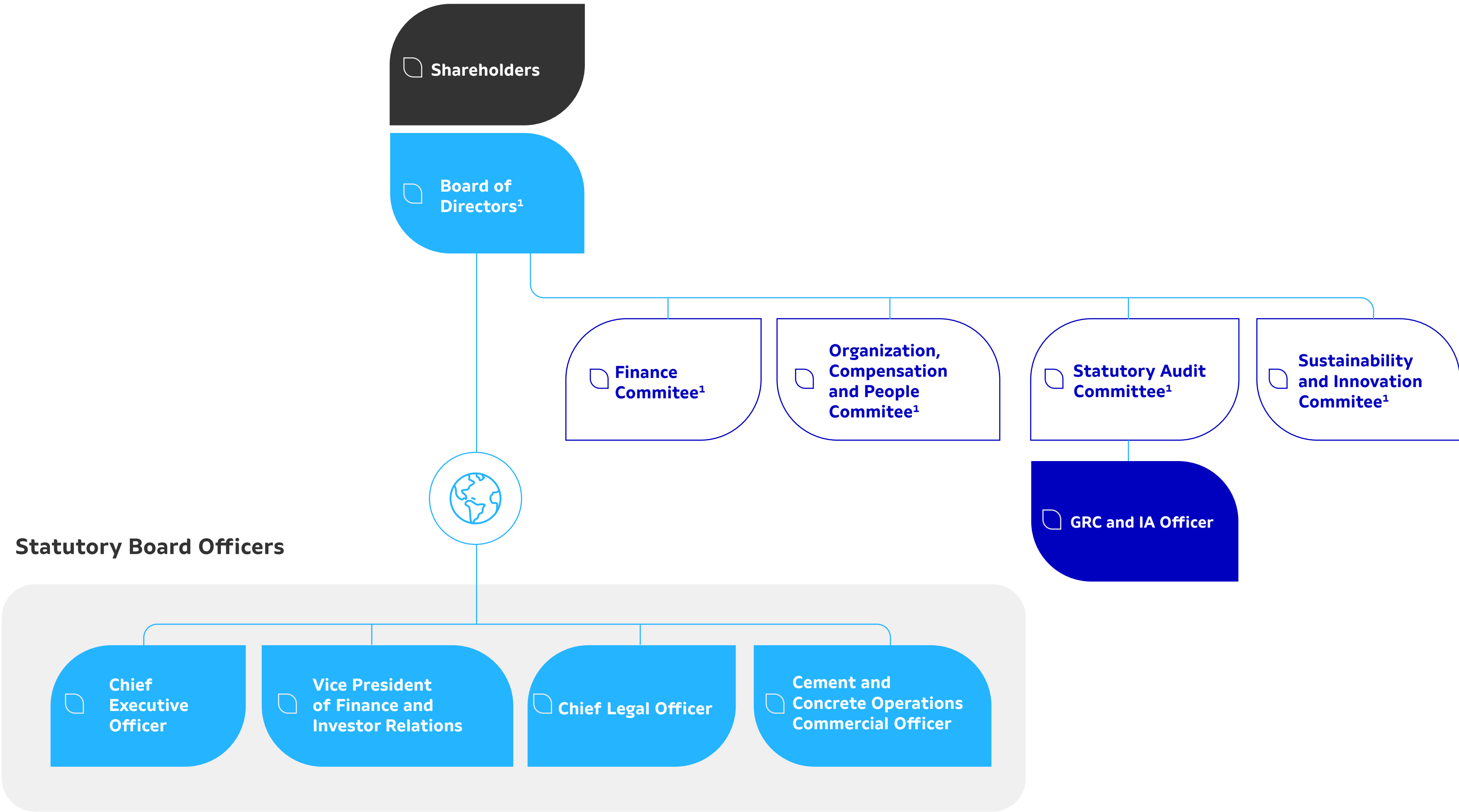


Statutory Board of Officers

The Statutory Board of Officers is currently made up of four officers (Chief Executive Officer, Vice President of Finance and Investor Relations, Chief Legal Officer and Commercial Officer for the Cement and Concrete Operations), who are 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, the Statutory Board of Officers is responsible for managing the company in view of our corporate purpose, as well as the mission, vision and values that guide our short and long-term strategic objectives.

In 2024, we announced the appointment of Antonio Pelicano, previously Chief Financial Officer for the Europe, Asia and Africa region, to the position of Global Chief Financial and Investor Relations Officer, succeeding Osvaldo Ayres Filho, who had temporarily assumed these roles.



¹ Bodies that make up the governance structure of Votorantim Cimentos

Ethics and Integrity

GRI 3-3, 205, 206, 2-23, 2-24

Conducting our business with integrity and in compliance with the laws and regulations of the countries where we operate is a responsibility shared by everyone who is part of Votorantim Cimentos: employees, management, advisory committees and Board of Directors.

Our obligations—internal and external, voluntary and strategic—are covered by our Compliance Program, which is organized around seven pillars: Laws and Regulations; Licenses, Authorizations and Certifications; Contracts and Agreements; External Reports; Antitrust; Loss and Fraud Prevention; and Anti-corruption.

The implementation of the Compliance Program is the responsibility of the business areas, with support and supervision from the Compliance area, which works together with Legal, Risk Management, Internal Controls, People and Management, Internal Audit and the Business Ethics Office.

One of the main instruments of our Compliance Program is our [Code of Conduct](#), which applies to all employees and serves as a reference for our affiliated companies, commercial partners,

suppliers, service providers and customers. Among other principles, the Code reflects our zero tolerance for corruption, bribery and reward/facilitating payments.

We believe that consistent results are achieved when we maintain competitively healthy and respectful relationships with our competitors, suppliers and customers, and when we adopt controls and measures to prevent losses for the organization. Ethical conduct, supported by compliance-enforcing processes, is the basis on which our business is built, and is essential to enable a healthy relationship between the company and society, ensuring transparency, integrity and sustainability within the entire company.

Periodically, we conduct risk assessments to align our ethics and integrity practices with best practices in the market, ensuring the solidity of our Compliance Program, which celebrated 11 years in 2024. This proactive approach allows us to identify strengths and opportunities for improvement in our controls, building the foundations of a resilient organizational culture that follows the highest standards in ethics.

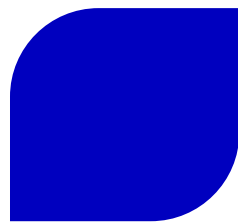
With a strategy focused on the balance between culture and processes, in 2024, we made progress in important areas, including:

- 1. Continuous Improvement
- 2. Strengthening Controls
- 3. Supplier Risk Analysis
- 4. Expansion of the Conflict of Interest Platform

Our goal is for all employees to be aware of their individual obligations and the conduct expected by the company, and to be able to carry out their activities in a robust and thriving culture.

Compliance Policies

GRI 2-15



We have several global policies that cover different issues that are important to the organization and are aligned with the Votorantim Cimentos Code of Conduct, including:

- Anti-corruption Policy
- Gifts, Entertainment and Hospitality Policy
- Conflicts of Interest Policy
- Donations and Sponsorships Policy
- Antitrust Policy
- Government Relations Policy
- Third-party Integrity Assessment Policy (revised in 2024)
- Compliance Program Handbook
- Antitrust Handbook
- Trade Compliance Handbook
- Regional Government Relations Manual (VCBR, VCNA and VCEAA)
- VCBR Non-Retaliation Policy (published in 2024)
- VCBR Consequence Management Policy (revised in 2024)

In 2024, we revised our Third-party Integrity Assessment (Background Check) Policy with the purpose of addressing new mapped risks and strengthening the compliance program from the perspective of our vendors.

In addition, we published the Non-Retaliation Policy, through which we reinforce the guidelines established by our Code of Conduct. We also updated the Consequence Management Policy, in addition to the disciplinary measures matrix.

Communication Plan

During 2024, as part of our strategy to create a culture of compliance, we once again implemented a communication plan. We distributed communication materials, both to internal and external audiences, to reinforce Votorantim Cimentos' position on ethics and integrity, focusing on topics that prompted the highest number of questions and created the most interest among administrative and operational teams.

Following a monthly schedule of themes to be addressed on Workplace (our internal social media platform that facilitates teamwork and information sharing), we delved deeper into concepts to demystify subjects that were considered complex. The topics covered included anti-corruption, competition issues, relationships with governments in election years, gifts, hospitality and entertainment, donations and sponsorships, and the Ethics Line.



Employee in the Salto de Pirapora plant, Brazil.



Employee in the Cajamar plant, Brazil.

Commitment to Transparency and Ethics

In line with our ongoing commitment to transparency and ethics, we reached an important agreement with the Brazilian Administrative Council for Economic Defense (CADE, in Portuguese) to end all ongoing administrative and judicial lawsuits.

This agreement, which is pending final legal approval, was reached within the scope of the Desenrola Agências Reguladoras (“Untwining Regulatory Agencies”) program, established by Law 14,973/24 and regulated by Normative Ordinance 150/24 issued by the Attorney General’s Office.

Through this extraordinary transaction, we were able to resolve all disagreements with CADE, resulting in a 65% discount on the amounts originally sentenced and reinforcing our commitment to financial discipline. It is important to highlight that the company did not admit to having committed any illicit act or participating in any anticompetitive activities.

We reiterate our commitment to transparency and accountability to the market as we continue to work diligently to maintain the trust of our stakeholders, ensuring that our operations are aligned with the highest ethical and legal standards.

Compliance Training

In 2024, through our Compliance area, we boosted our efforts to communicate and train an even higher number of employees on priority topics for our sites. One of the 2024 highlights was the roll out of the new Code of Conduct training in the North America and Europe, Asia and Africa regions, through a single online training platform.

Following a risk-based strategy, compliance training is provided according to the function and level of exposure of each employee, including new hires and employees taking on higher-risk positions or activities. Training on the Code of Conduct is mandatory for all employees and is the basis of the process of continued education in compliance.

More specific risks are addressed through customized training for areas of higher exposure, e.g., competition guidelines for the Sales team. Using practical examples and thought-provoking questions, these training courses are essential to share our culture and engage our employees in compliance practices.

To ensure the success of our strategy, we monitor global indicators related to the compliance learning journey of each employee at Votorantim Cimentos, on a monthly basis.

Compliance Day

The theme of our traditional Compliance Day in 2024 was “Straight talk: building a culture of integrity requires a honesty approach”. This global event connects our sites around the world and features the participation of our global CEO. The main message of the 2024 meeting was that, in order to evolve, we must be honest, speak up, see and act. Sometimes, we need to change our route when faced by challenges and changes in context to maintain the ethical essence that, in our history of 88 years, has enabled our company to preserve an honest and admirable business.



“For us, ensuring compliance means doing the right thing even when no one is looking. It means choosing the right path, even when it is longer and more difficult. We are committed to conducting business in an honest, ethical and sustainable manner, through a balance between culture and objective processes.”

Lilian Faria do Nascimento,
Global Risk and Compliance Manager

Ethics Line

GRI 2-26

One of the pillars of Our VC Way reinforces the importance we place on ethics and respectful relationships in all our activities. These values are widely disseminated and fostered in an effort to strengthen a corporate culture that is based on respect and open dialogue.



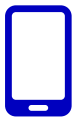
Because of that, we always encourage our employees to take their concerns directly to their leaders, to the managers of their managers, to the People Management area, to the Compliance area, to Legal or to Internal Audit, depending on the case. In addition, we have the Votorantim Cimentos Ethics Line, which can be used by employees and all other stakeholders—including suppliers, customers, members of the communities where we operate and others.

We also ensure that the Ethics Line can be accessed globally by making it available in six languages (Arabic, English, French, Portuguese, Spanish and Turkish), 24 hours a day, seven days a week.

Employee at one of our plants in North America.

To ensure security and transparency, the Ethics Line is operated by an independent, impartial company. Once a report is filed, it is shared with the company's Business Ethics Office to follow internal investigation procedures corresponding to the issue reported, in accordance with internal protocols established by the Global Corporate Ethics Line Procedure.

All information about the Ethics Line, including how the channel works and contact methods, is available on our institutional website, on Workplace, on the Ethics Line independent website and on posters displayed at all our sites.



[Phone](#) (All calls are free. Click here for the phone numbers)

[Contato Seguro App](#) ([Apple Store](#) or [Google Play](#))

Governance Over the Ethics Line

The management and operation of the Ethics Line are the responsibility of the Business Ethics Office, at a global level.

The performance of the channel, as well as the most relevant incidents, are periodically reported to the Audit Committee and the Global Business Ethics Commission, made up by the global CEO, the Chief Legal Officer, the Global GRC&IA Director, the global People and Management director, and the head of the Business Ethics Office. The roles and responsibilities of the Global Business Ethics Commission are described in an internal regulation.

Risk Management

GRI 2-12, 2-16

We take a systemic and integrated approach to identify the impacts of our operations and the influence that external factors may have on our activities. Because we operate globally, we understand that risk management is essential to ensuring our aspiration to grow sustainably.

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).

The risks identified are analyzed and classified based on their likelihood and impact, according to scales approved by the Board of Directors. Subsequently, with the involvement of the responsible areas, we draft mitigation and response strategies that lead to the development of effective action plans. Risk monitoring reports and action plans are periodically shared by the responsible areas with the global Risk Management team and the leadership team. Our bottom-up and top-down approach aims to ensure a comprehensive view of all levels of the organization.

The enterprise risk management process is overseen throughout the year by the Audit Committee—now a statutory committee—and approved annually by the Board of Directors, providing a comprehensive global view of the risks, strategies and action plans implemented and to be implemented.

The risks identified are analyzed and classified based on their likelihood and impact, according to scales approved by the Board of Directors.



St. Marys
Cement plant,
Canada.

Climate Risks

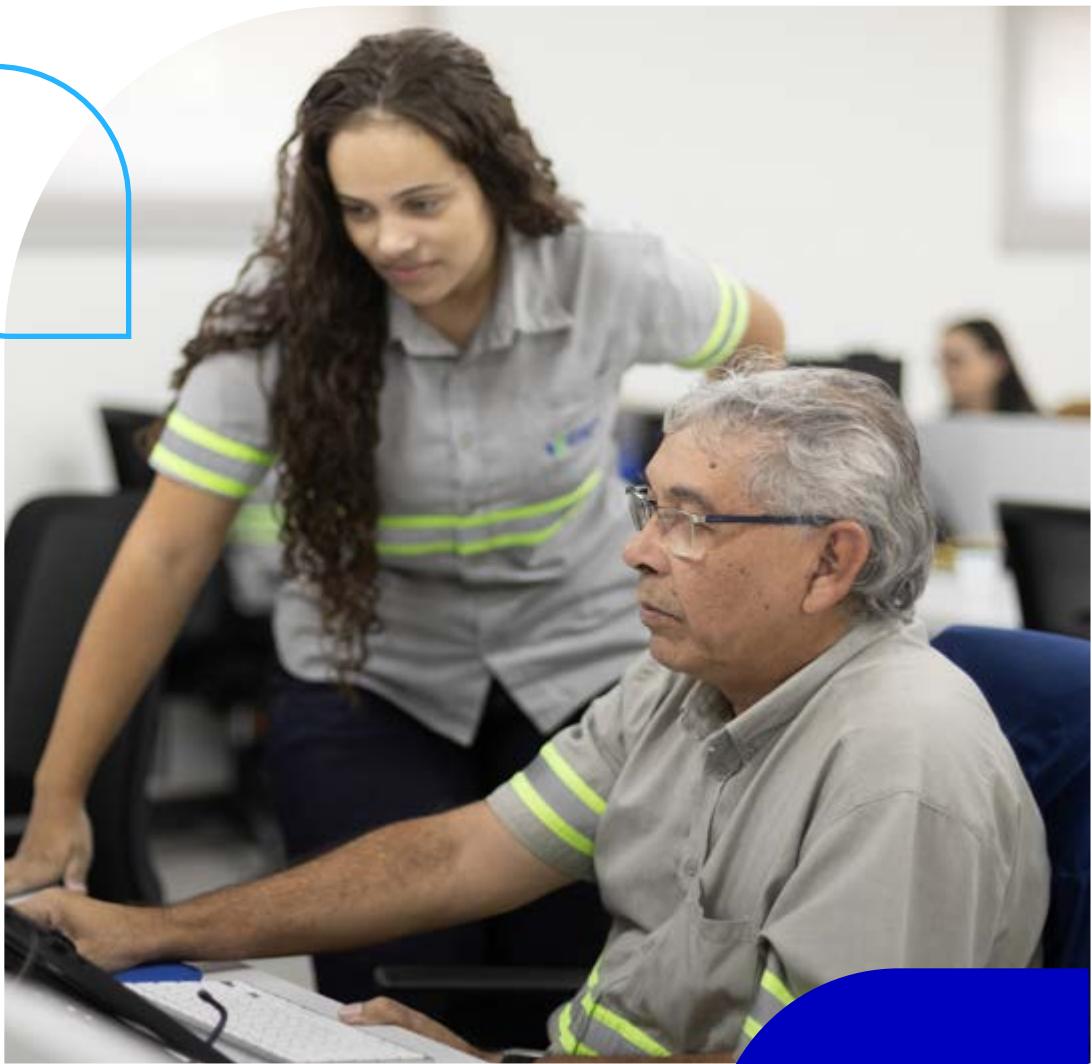
GRI 201-2

Since 2021, we have 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. With the launch of IFRS S1 & S2, the TCFD recommendations were merged into a new disclosure standards, and we are preparing

to meet the new sustainability and climate reporting requirements in the medium term. In 2024, we took the first step in this direction by reviewing our materiality assessment, as described in the [About this Report section](#).

Transition Climate Risks: 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 and in countries with no official mechanisms in place.

Physical Climate Risks: In 2024, we performed a preliminary assessment of physical climate risks focused on our cement operations in Brazil and Spain. Among the climatic impact drivers (CID) recommended by the Intergovernmental Panel on Climate Change (IPCC), the risk of floods was most prominent. As next steps, we will deepen our analysis with a focus on the resilience level of the operations already mapped and expand the assessment to other operations.



Employees at the Cajamar plant, Brazil.

Crisis Management

GRI 2-16

Planning for crisis management requires creating a structured and integrated process that involves different company functions, such as risk management, business continuity, crisis management and stakeholder relations.

Having a robust plan enables quick and coordinated responses, minimizing financial, reputational and operational impacts. Additionally, reacting quickly to potential crises not only protects the company but also reinforces the confidence of our stakeholders in our ability to manage them.

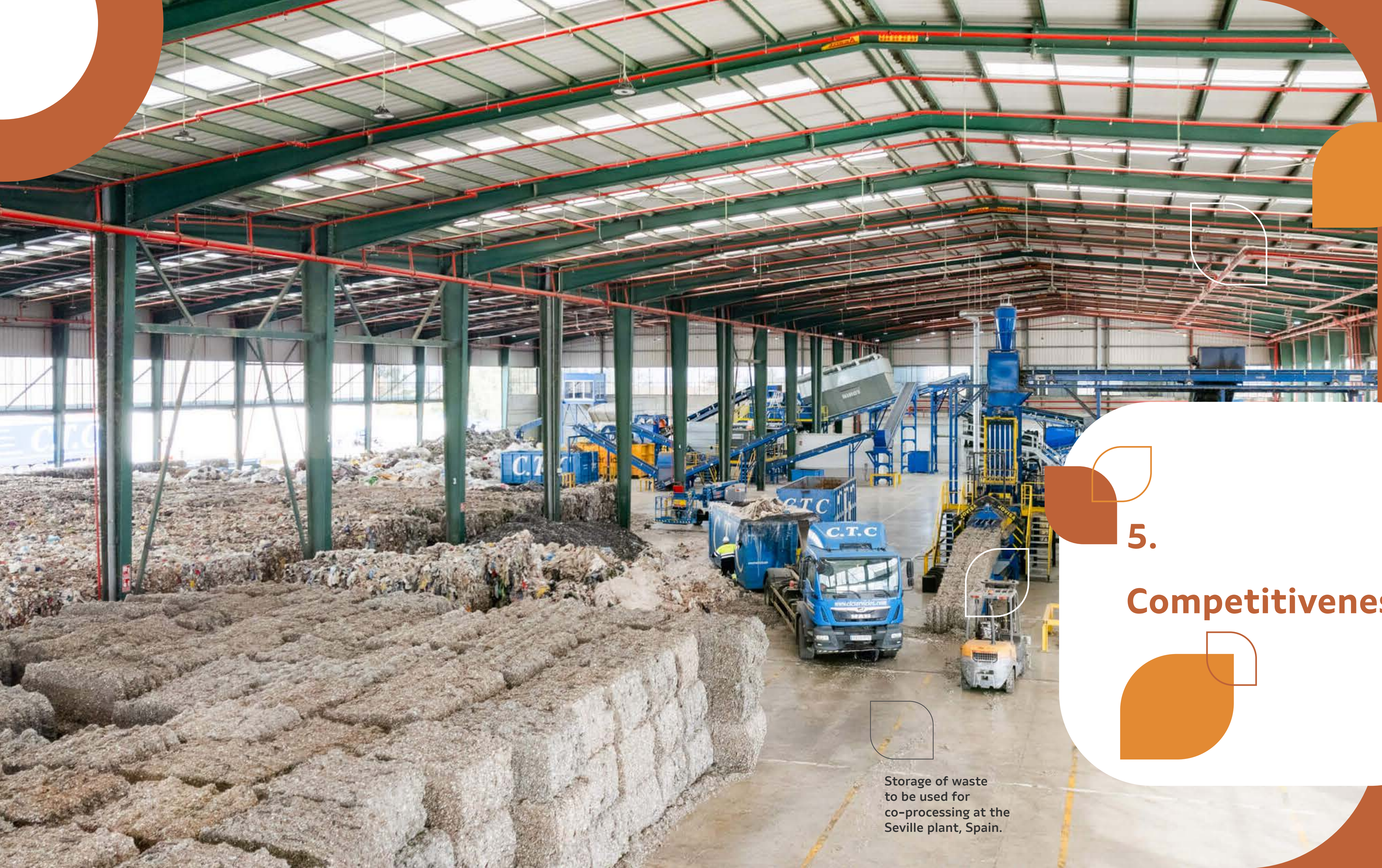
Our guidelines are set by our Crisis Management Manual, and we also have Crisis Management Commissions that meet periodically to ensure continuous monitoring and effective management, when necessary. We also conduct regular simulations, which are essential to confirm that the company is properly prepared.

In 2024, our Crisis Management Commissions were activated to intervene and monitor the company's actions in reaction to a crisis in the state of Rio Grande do Sul, Brazil, caused by heavy rains that resulted in severe flooding in the region (learn more about our work on [page 48](#)). With the involvement of senior management, the work of the commissions was critical to accelerate decision-making and

the implementation of initiatives to mitigate the impacts on our affected sites and support the local population, including our employees.

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 incidents of corruption. In 2024, these BCPs were implemented in strategic sites in Brazil and extended to our North America and Europe, Asia and Africa regions.

To further increase our maturity in relation to crisis management, we developed business continuity plans (BCP).



5.

Competitiveness

Storage of waste
to be used for
co-processing at the
Seville plant, Spain.

Our Businesses

We seek opportunities to grow our business in a sustainable manner while remaining continually competitive, reflecting one of the pillars of our strategy.

To understand and meet the needs of our customers, we use our expertise to innovate and act as agents of transformation in the market. Therefore, our broad portfolio includes products and solutions that serve the construction sector and help generate a positive impact for the company and society.

The main highlights of our portfolio in 2024 are detailed on the next few pages.

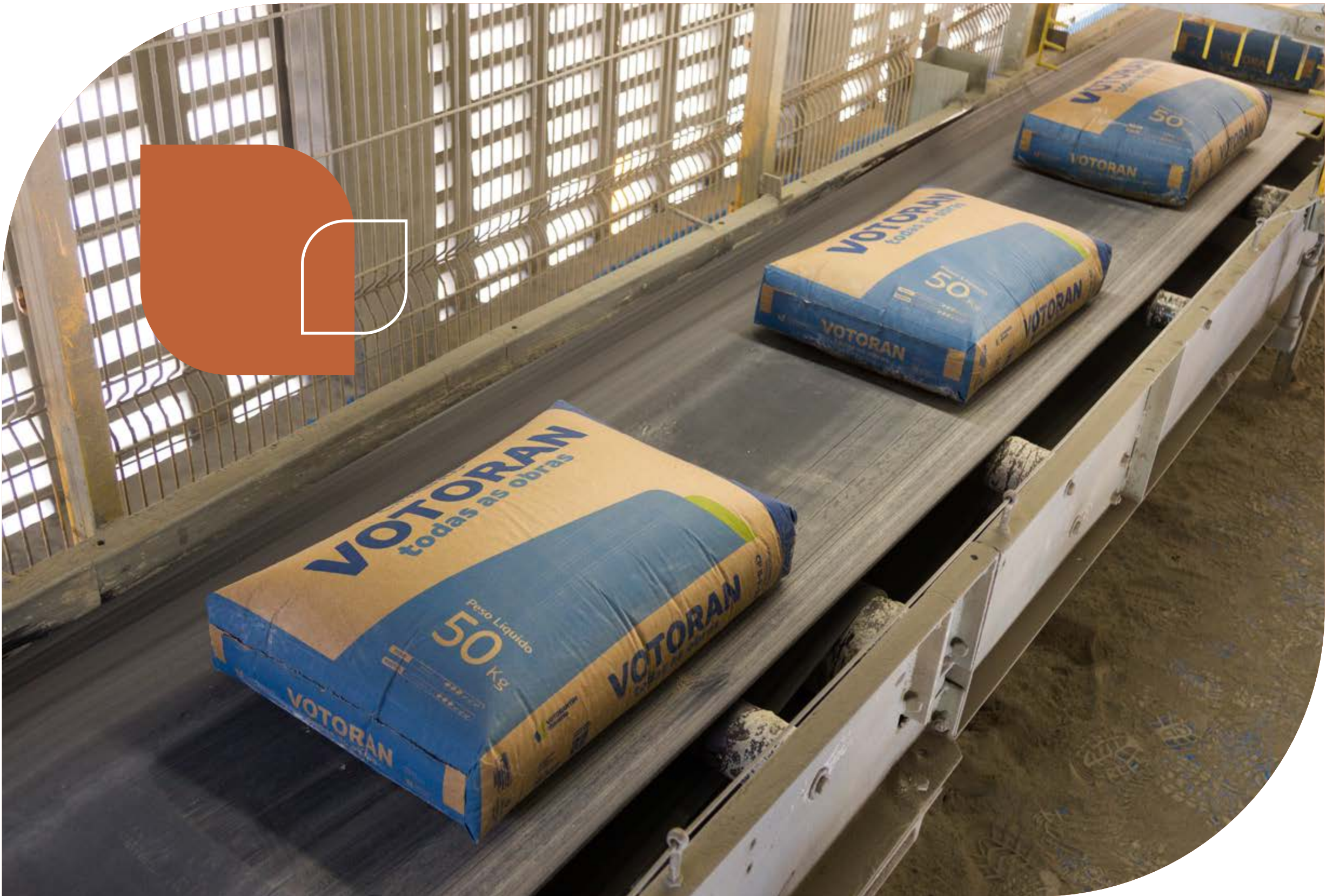
[Click here](#) to learn more about our complete portfolio of sustainable products and solutions for the construction market.

Cement

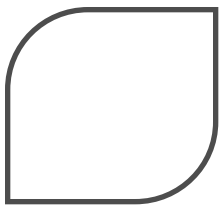
Cement is a key product in our portfolio. In addition to making progress towards the development of cements with a smaller carbon footprint by using other materials to substitute clinker (learn more on [page 38](#)), we are working on the production of blended cements, according to the technical conditions and limitations set by applicable standards in each country.

With a focus on growth and productivity, in 2024, we carried out several initiatives that are part of our R\$5 billion investment plan to be implemented in Brazil through 2028. This included the expansion of the Edealina plant, in the state of Goiás, with the construction of a new grinding line that will add 1 million tonnes to the site's current production capacity, totaling 2 million tonnes of cement per year. The project is expected to be completed in the beginning of 2026. At the Salto de Pirapora site, in São Paulo, we started the construction of a new cement mill with a one million tonne capacity.

In North America, we have been advancing the development of cements with more admixtures, including new products such as Portland Limestone Cement (GUL) and Portland Limestone Cement with Added Slag (GULbs). To support this strategy



we made an investment of CAD\$1.35 million in our St. Marys plant, in Canada, to install a roller press that will increase our capacity to produce cement with a lower clinker factor. The project will also enable the plant to achieve a 10% reduction in energy consumption per tonne of product and an increase in finish mill productivity.



Votoran Cement
in the Salto de Pirapora plant,
Brazil.

In Spain, we launched Blenture, a new cement and concrete brand designed to reduce CO2 emissions and support sustainable construction practices.

The development of Blenture products was enabled by a significant investment in research and development, in line with our decarbonization strategy and commitment to the future.

The new brand's cements and concretes have environmental product declarations issued by the Spanish Association for Standardization and Certification (AENOR, in Spanish) and a 30% smaller carbon footprint, with the same quality, strength and performance.



Málaga plant, Spain.

30% smaller carbon footprint, with the same quality, strength and performance.



“With the launch of Blenture, we are reshaping the future of sustainable construction. This new brand represents our ongoing commitment to innovation and sustainability, based on process efficiency, the use of recycled raw materials and the consumption of non-fossil fuels, promoting the circular economy and renewable energy.”

Carmen Boulet,
Director of Sustainability, Strategy
and New Business, Spain



CBM Brampton Trucks, North America.

The benefits of Spectra include a carbon footprint that is 15.5% smaller than conventional concrete and high-modulus elasticity, enabling the construction of slender structures with less steel.

Aggregates

In 2024, the installed capacity of several Votorantim Cimentos aggregates sites in Brazil was expanded, thanks to strategic investments and efficient performance management. The company established its leadership in the regional markets of Corumbá (state of Mato Grosso do Sul), Itapeva (state of São Paulo) and Xambioá (state of Tocantins).

At our Santa Isabel plant in São Paulo, Brazil, we launched the project BGTC (for Cement-treated Crushed Rock, in Portuguese) to serve the market. This versatile and durable material is suitable for a variety of uses in the construction industry. The properties of BGTC make it particularly useful in projects that require strength and stability. Some of the main uses include bases and sub-bases of floors, industrial warehouses subject to heavy loads, airports, highways and logistics yards with heavy traffic.



Quarry at the Bowmanville cement plant, Canada.

Mortars

In Brazil, we increased the production capacity of our Camaçari plant, in Bahia, and continued to grow Votomassa’s specialty product line by expanding grout production capacity at the Barueri plant in São Paulo and by introducing waterproofing additives for masonry mortar and polymeric mortars across all Brazilian regions. Additionally, we strengthened our position in the bulk masonry mortar market (Matrix) by acquiring new silos and equipment to meet the growing demand in the construction sector.

Regarding our product portfolio, we launched the 2-in-1 Grout in southern Brazil. This versatile solution caters to a wide range of applications, from ceramic to porcelain tiles, aiming to make it easier for our customers to manage inventory while delivering a high-quality and highly competitive product.

Concrete

With over 50 years of experience in the market, Engemix, our concrete business unit in Brazil, maintains solid operations in nine Brazilian states, producing and delivering products with high quality, agility and efficiency. In 2024, we opened Engemix branches in Itaquaquecetuba and Osasco, in the state of São Paulo, further strengthening our presence in the region. We also expanded our operations in Uruguay, with a new concrete mixing site at our Oncativo plant that has enabled an increase in shipping volume and offered sustainability-related benefits.

Regarding our product Spectra, we expanded its offering in Brazil, making it now available in the Greater São Paulo region and in the cities of Campinas, Fortaleza, Goiânia and Sorocaba. The benefits of Spectra include a carbon footprint that is 15.5% smaller than conventional concrete and high-modulus elasticity, enabling the construction of slender structures with less steel—which also translates into greater savings.

Throughout 2024, Spectra was used in several high-impact projects, including the construction of Alto das Nações (which will be the tallest corporate tower in Brazil); Parque Global (which will be the tallest residential tower in São Paulo); the new headquarters of the WPP Group in Brazil (which will house the largest group of advertisement firms ever created in the country); and the largest and most powerful artificial wave pool in the world, at Beyond The Club São Paulo.

In North America, our ready-mix businesses began piloting the use of Portland Limestone Cement with Added Slag (1T in the United States and GUL-bs in Canada). We successfully introduced 1.03 million cubic meters of concrete made with this type of cement to the external market.

In Canada, we announced the construction of a new concrete site in Brantford, Ontario (within our CBM Aggregates business complex), which will play a strategic role in our market in North America.

Concrete Pavement for Highways

In 2024, we continued our efforts to promote a practice that significantly reduces carbon footprints and increases durability: paving Brazilian highways using concrete instead of asphalt.

According to 2023 data from the National Cement Association (SNIC, in Portuguese), Brazil has 1,721,000 kilometers of roads and highways, making it the country with the 4th largest road network in the world.

Highlights in 2024 included:

- **Paving Expo 2024:** We facilitated the panel “Progress in Pavement Engineering in Brazil”, which addressed road infrastructure.
- **CO2 emissions study:** We signed a Technical Cooperation Agreement with the Paraná State Highway Department in Brazil to measure CO2 emissions along State Highway PRC 280. In addition, in collaboration with the Brazilian Institute of Economics of the Getúlio Vargas Foundation (FGV IBRE, in

Portuguese), we completed a first-of-its kind study in the country that assessed the sustainability of concrete pavement compared to flexible pavement.

- **Transition Taxonomy for Highways:** Investidores pelo Clima announced the publication of Transition Taxonomy for Highways, an important study that proposes voluntary criteria for evaluating and categorizing highway infrastructure. The goal is to encourage the transition to more sustainable highways.
- **Concrete Pavement Platform:** In 2023, we launched the Concrete Pavement website and LinkedIn community, and in 2024, we continued our efforts to promote concrete paving by sharing relevant and current technical articles. During the year, the platform reached 12,000 followers (up 67% compared to the previous year) and had more than 1.9 million impressions (up 164% from 2023), totaling more than 40,000 engagements.

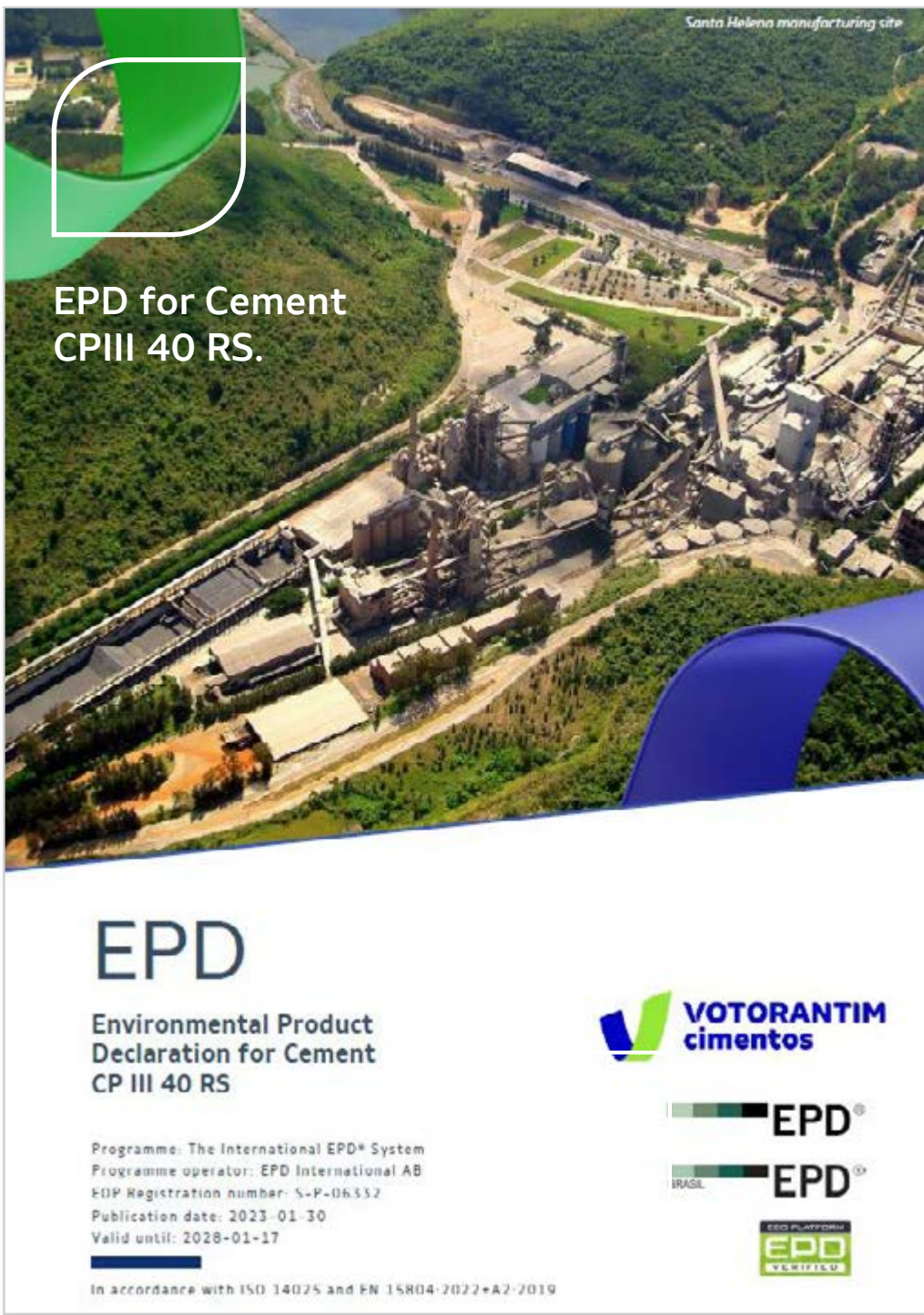
Another highlight in the year was the announcement of the first Transition Taxonomy for Highways, an important study developed by Investidores pelo Clima in Brazil.



Employee in the Cajamar plant, Brazil.

Environmental Product Declaration (EPD)

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



- **In Brazil**, we were the first company to offer cement and concrete with EPD® certification. In 2024, we began the process of collecting information to renew the EPDs for our mortars in 2025.
- **In Spain**, all our cement products have the Sustainable N Mark, granted by the Spanish Association for Standardization and Certification (AENOR, in Spanish), recognizing the social, environmental and governance commitment behind products.
- **In the United States and Canada**, we report the environmental impact of products from our cement plants with EPDs according to the requirements of ISO 14025 and ISO 21930. In 2024, we renewed EPDs for two of our cement plants (Bowmanville and Charlevoix) and also began developing and publishing on-demand facility- and product-specific EPDs for Votorantim Cimentos concrete produced in Canada and the United States.

Total Waste Management Solution

In Brazil, for five years we have been offering waste management, processing, collection and transportation services and final disposal of waste for co-processing through our Verdera business unit. Since 2023, Verdera has also been operating in North America. We offer smart and customized solutions for companies in various sectors, transforming waste into energy solutions without compromising the safety and sustainability of Votorantim Cimentos processes.

We have rigorous environmental, production and quality control processes to ensure compliance with all current state and federal laws and regulations. Additionally, we guarantee the traceability and certification of the complete waste disposal process without generating new environmental liabilities. 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.



We have rigorous environmental, production and quality control processes to ensure compliance with all current state and federal laws and regulations.

We also have been forming reverse logistics partnerships with the recycling sector, through which we have been working on reviewing recycling credit regulations. The combination of co-processing and recycling efforts is a strategic initiative that offers significant benefits to both waste management and environmental sustainability.

Outside of Brazil, we also implement waste management initiatives. In Spain, we have entered into a 50-50 joint venture with the company Veolia to operate a non-hazardous waste platform in Seville. This platform will supply up to 80,000 tonnes of refuse-derived fuel (RDF) to Votorantim Cimentos plants in southern Spain, ensuring not only volume but also a very competitive price. There is a plan to put a similar platform in place in the northern region of Spain.

[Click here](#) to visit Verdera's new website, which features detailed information on ESG practices and sustainable examples and solutions that are positively impacting the planet.

Verdera, our waste management solution brand...



Verdera site in Itaperuçu, Brazil.

5 years
transforming waste into energy solutions

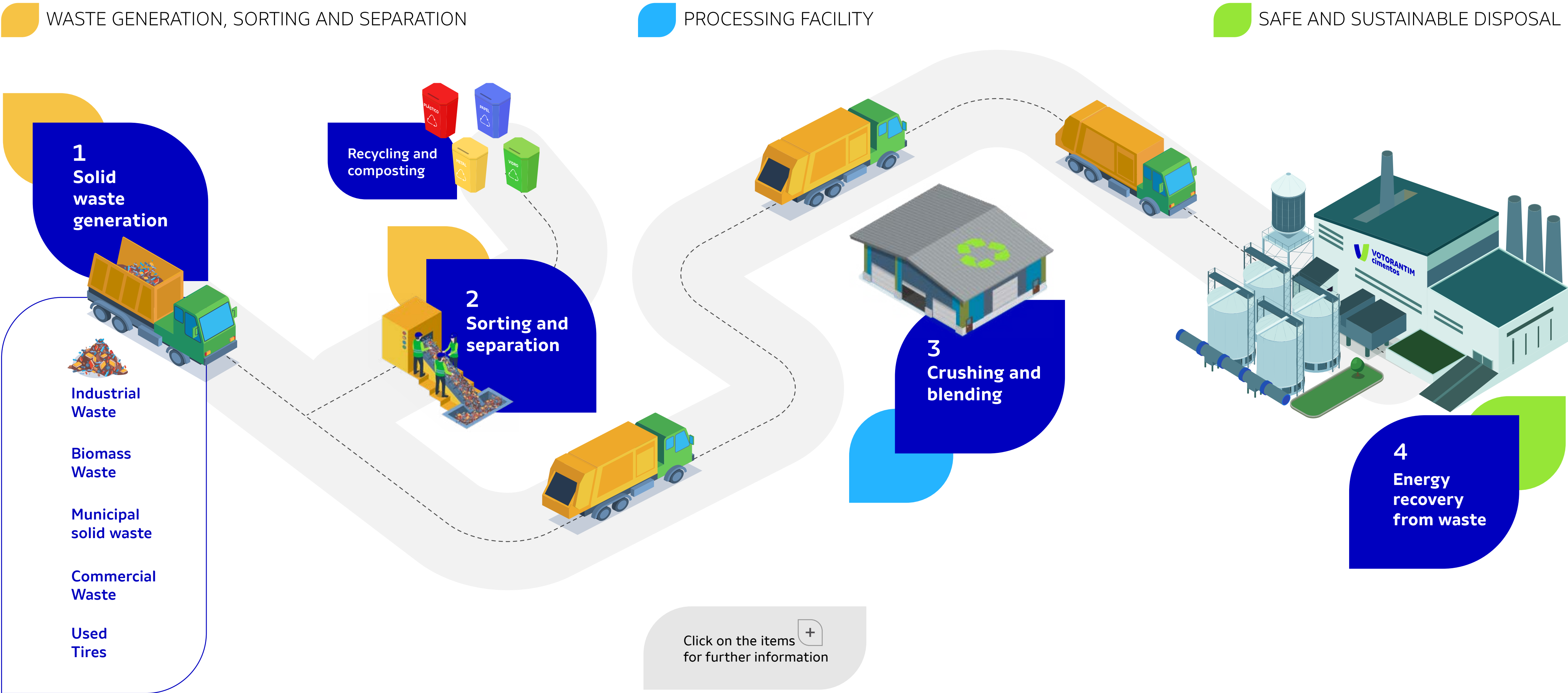
without compromising the safety and sustainability of Votorantim Cimentos processes



Used tire warehouse at the Sobradinho plant, Brazil.

Waste Route

At Votorantim Cimentos, we transform waste into fuel, finding an environmentally correct solution for the disposal of these materials. By using waste as energy, we support the circular economy and help build a sustainable legacy for society.



A Plant with a Purpose

In Itaperuçu, in the state of Paraná, Brazil, we opened our first site exclusively dedicated to Verdera, our sustainable waste management and disposal unit, and Viter, our agricultural solutions unit. The facility was built thanks to a R\$145 million investment to upgrade one of our cement plants that had been deactivated.

The new plant has a waste processing facility measuring 4,400 square meters and the capacity to crush 48,000 tonnes of waste per year, significantly increasing our waste processing capacity in the southern region of Brazil. The facility was built using our existing cement production equipment, demonstrating our ability to optimize our asset base. The plant enables the disposal of new types of non-recyclable materials, such as furniture, palletized products and waste stored in drums, transforming them into clean energy for cement production and reducing our CO2 emissions.

The opening of the Itaperuçu plant also expanded Viter's production of agricultural solutions, increasing its aglime production capacity in Paraná by 600,000 tonnes per year. It also enabled the launch of two exclusive soil correctors in the region: Itaú Fyller Dolomitic Limestone and Optmix, a homogeneous and industrialized mixture of micro-pulverized limestone and agricultural gypsum.



Itaperuçu site,
Brazil.

4,400
square
meters

48,000
tonnes
of waste crushed
per year

Productivity and Innovation in Agricultural Solutions

Our product portfolio includes agricultural solutions, through which we maximize the soil's potential, supporting root growth and improving crop productivity.

Viter is our agricultural solutions unit in Brazil, offering a diverse portfolio of solutions for soil correction, fertilization and nutrition. It is the only brand in the market with a national presence. Viter has five product lines: Itaú Fyller and conventional limestone; Calfértil calcium and magnesium oxides; Optmix, a homogeneous and industrialized mixture of limestone and gypsum; and Sungard, a sunscreen for leaves and fruits.

In 2024, despite the volatility in agribusiness in Brazil and worldwide resulting from stagnant demand and extreme weather events, we demonstrated the resilience of our strategy, growing our sales volume and continuing to invest in R&D to develop new nutrition products. As a result, we launched Optimix BS, a new product with added boron to strengthen the crops and help producers optimize and nourish the soil quickly, efficiently and with excellent cost-benefit.

During the year, we also made progress thanks to the expansion of our Itapeva plant, in São Paulo. With an increase of 260,000 tonnes in limestone production, our total capacity reached 690,000 tonnes, establishing the plant as one of the largest agricultural solutions production sites in the industry. This strategic expansion, combined with the site's cutting-edge technology, ensures not only a higher production volume but also the delivery of high-quality products.



Application of Viter aglime, Brazil.

In Bolivia, we launched the Bróter brand of soil improvement solutions developed from limestone to be produced at the Yacuses plant. The goal is to meet the needs of agricultural producers with high quality and innovation, with a focus on optimizing production and increasing productivity and crop yields in the country.

The brand has five product lines: dolomitic limestone, combining calcium and magnesium; calcitic limestone, rich in calcium oxide; calcitic super filler, ultrafine grains; agricultural gypsum, a mineral binder that provides sulfur in the form of sulfate and calcium; and limestone mixtures, balanced combinations of dolomitic limestone, calcitic limestone and agricultural gypsum.

Logistics

Our logistics infrastructure is made up of different modes of transportation, including combinations of road, rail and waterways. Our logistics network is geographically spread, with 91 standalone distribution centers and 2 port terminals.

In Santiago de Compostela, Spain, we established a partnership with BigMat, a leading international chain that opened a new logistics center to serve customers in Asturias, Galicia, León and Northern Portugal. From this center, we will sell our bagged cement and mortars.

In our North American operation, we expanded our fleet by adding new railcars to serve ready-mix facilities in Bangor and Newcomerstown.

In Brazil, we opened the Simões Filho Distribution Center in the state of Bahia, expanding our capacity to serve our partners and customers in the region. Additionally, Engemix, our concrete business unit, continued to renew its fleet by acquiring new, more efficient and less polluting ready-mix trucks. These vehicles comply with the new Euro 6 system, a set of regulatory standards on pollutant emissions for diesel engines.

Motz: Our Digital Carrier

For the past three years, Motz, our digital carrier, has been handling part of our logistics (inbound and outbound) in Brazil and providing services to other shippers. Our purpose is to connect paths and destinations, which is why we have implemented several initiatives to expand our business and incorporate new technologies.

In 2024, Motz consolidated its growth and innovation trajectory, achieving a 36% increase in net revenue. We transported 20.3 million tonnes of product, marking a 6.8% growth compared to 2023.

Our total driver base exceeded 80,000 individuals, with more than 32,000 completing at least one trip for Motz in 2024, a 30% increase from the previous year. These drivers also benefited from the company's benefits club, with over 42,000 individual accesses throughout the year.

Additionally, we made significant progress with our digital platform, registering an approximate 83% increase in the number of drivers using our app.

36 %
increase in
net revenue

83 %
increase in
the number of
drivers using
our app

Sustainable Routes

Logistics is an important part of our operations and is key to ensuring the viability and longevity of our business. We implement different initiatives to incorporate sustainable practices into our logistics activities, including diversifying our modes of transportation and optimizing our processes.

In 2024, in Brazil, our sites started using an efficient software tool to map order routing, resulting in efficient routes, with reduced time, distance traveled and logistical costs.

Another project with improvements in safety and efficiency was developed in Bolivia, in our Latin America region. In 2024, we started transporting the clinker produced at the Yacuses site and sold to the domestic market by rail, aiming to reduce transportation costs.

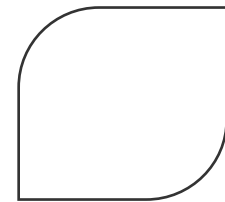
Innovation

Innovation is a catalyst for our strategy and enables us to broaden and expand our competitive advantages. We leverage innovation with a focus on three goals: increased competitiveness, decarbonization, and growth through new products and business models.

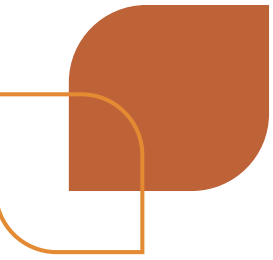
In 2024, we invested R\$278 million in innovative projects, including a pilot project focused on AI-driven optimization in logistics in North America, new business development in Brazil and a pioneering carbon capture pilot project in Alconera, Spain. These initiatives demonstrate a steep acceleration in investments allocated to innovative projects compared to previous years. Over the past five years, we have allocated more than R\$960 million to innovation across Brazil, North America and Spain. We have a two-pronged approach covering continuous improvement initiatives as well as transformational ones. In other words, we strive to improve established practices while also expanding our reach through the introduction of new processes, products and innovative solutions.

+ R\$ 960 million
invested in innovative projects over the past five years

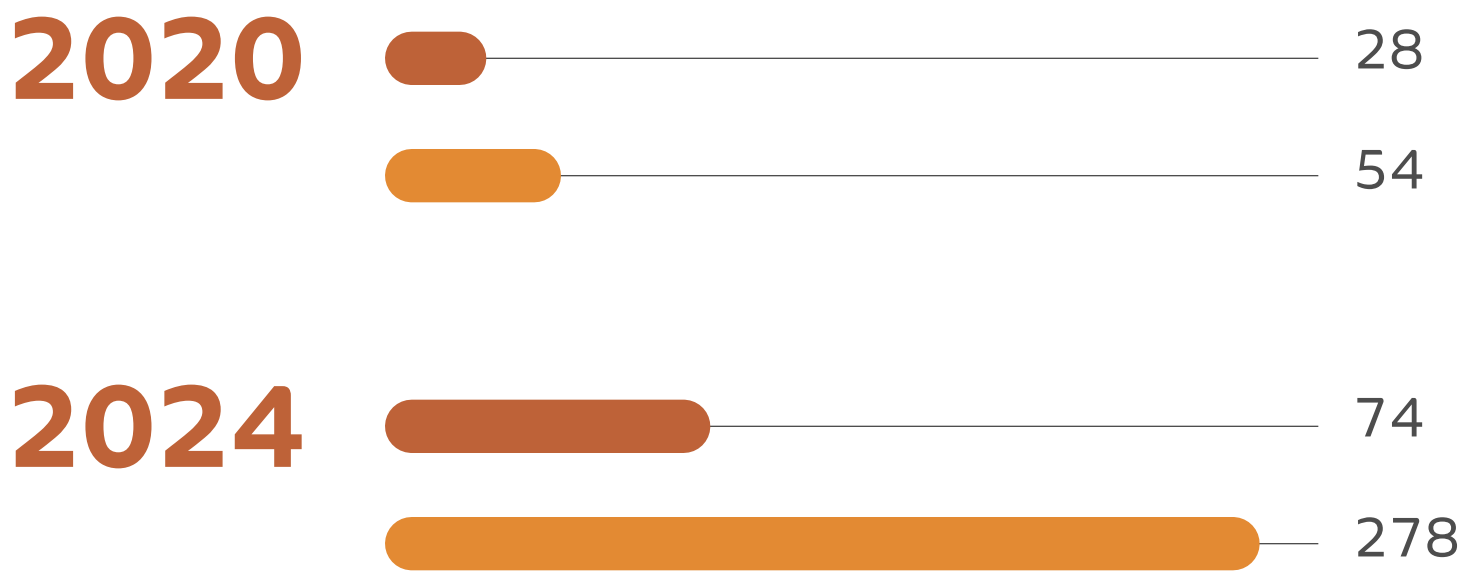
We evaluate projects according to their innovation potential, which is based on their degree of originality and technological innovation, the research and development and/or customization efforts required, and, lastly, their scalability potential.



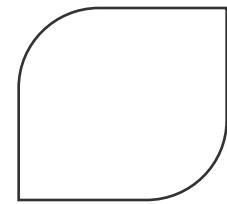
Biomass installation in the Niebla plant, Spain.



2020-2024 investments



Number of initiatives developed in the year
Investments (million R\$)



Waste to be co-processed in Seville, Spain.

Global Innovation Day

In November 2024, we celebrated VC Global Innovation Day. We held two online events that were attended by 480 employees from Brazil, North America and Spain.

The discussions covered topics such as:

- Votorantim Cimentos’ Innovation Territories
- Demonstration of tools and methodologies available to all employees
- Recognition of a few promising projects that have been supported by the Inova VC program, showcasing early results, challenges and opportunities
- Knowledge sharing among participants across all regions to cross-fertilize new ideas

These events reinforce our commitment to fostering a culture of innovation and our pursuit of solutions that drive growth and sustainability.

Innovation: Our Way of Working

Fostering a culture that encourages proactive behavior is a key part of our innovation journey. To foster new ideas and experiment new solutions in a simpler way, we have InovaVC, an intrapreneurship program that, since 2020, has allowed our employees to share ideas and participate in multidisciplinary groups to test new technologies and solutions.

In 2024, we strengthened InovaVC in Brazil and expanded the program to North America and Spain. Out of the more than 80 ideas submitted, focusing on our main interests (competitiveness/efficiency, decarbonization, sales ecosystem evolution and new products and services), nine were selected to be developed through the InovaVC program.

The process includes applying our innovation methodology to develop the hypotheses to be tested and run experiments (proof of concept, MVP or pilot) to assess their feasibility.

We also continued our innovation training journey in Brazil with the Innovation Ambassadors and the InovaTech programs, both of which reflect the company’s commitment to strengthening the culture of innovation and transformation. The Innovation Ambassadors program trained 60 employees in 2024, providing more than 40 hours of mentoring and training, through which participants were immersed in innovation-related topics with the goal of disseminating innovative practices through their leadership within their areas.

InovaTech, a collaborative effort between the Innovation and IT teams, focused on training employees in programming solutions using low code/no code technologies, which enable the creation of internal tools to enhance operational efficiency. In 2024, 30 employees were trained, helping expand our internal digital capabilities.

Employee in the Curitiba lab, Brazil.



Employee in the St. Marys Cement lab, Canada.



In 2024, in Spain, we used predictive monitoring and fault identification solutions based on machine learning. We also deployed several RPA (Robotic Process Automation) solutions and introduced eCare, an intelligent order response tool to create orders from email and WhatsApp messages automatically.

To simplify and accelerate the testing of innovative solutions, we developed the Fast Track process, which provides a simple and fast way to execute proofs of concept (POCs), pilots and minimum viable products (MVPs). This approach simplifies legal and procurement processes and also includes a secure IT sandbox to test new applications. The Fast Track process reinforces our commitment to agile approaches while also strengthening our innovation culture, improving our relationships with our partners and encouraging experimentation among employees.



Employee at the corporate office, Brazil.

Innovation in Support of Competitiveness

As part of our business transformation journey, our digitalization framework comprises access to new solutions and technologies from partners, the enhancement of the digital skills of our employees and the continuous development of our proprietary technologies, including artificial intelligence initiatives. This framework functions as a lever to increase the competitiveness and efficiency of our business model.

In 2024, we made significant strides in initiatives involving business intelligence (BI), artificial intelligence (AI), application development, low-code/no-code and machine learning. In data & analytics, we advanced various studies and implementations, optimizing costs and increasing efficiency in logistics, sales, marketing and operations by exploring data from multiple sources.

We made progress on our journey towards data-driven decision-making by enhancing data management and analysis to support decisions across departments. In AI, we used data to predict power price trends. Additionally, we employed machine learning to optimize kiln operations by analyzing operational data and adjusting parameters in real-time, thereby increasing energy efficiency and reducing operational costs.

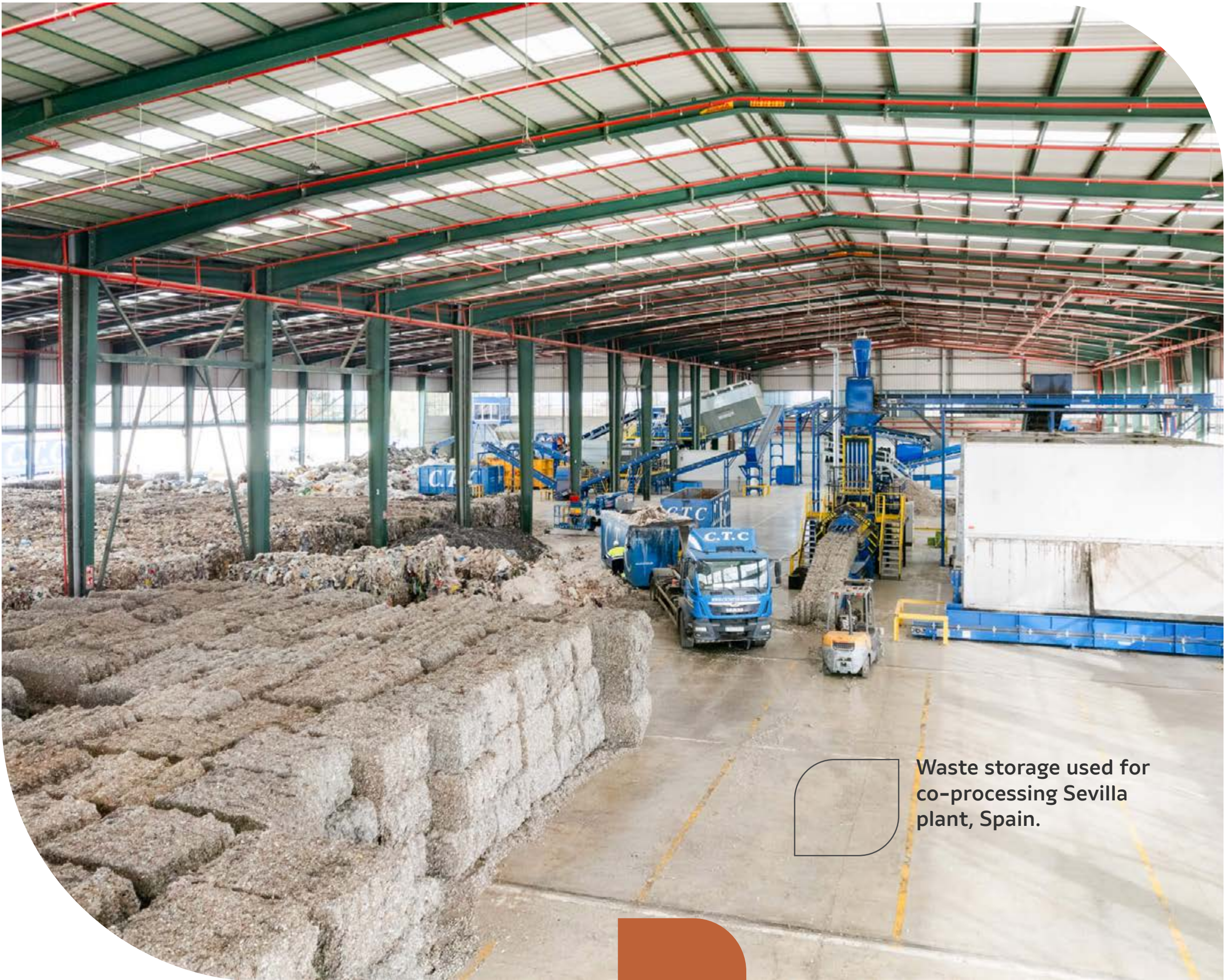
In our North American operation, we launched an AI technology software platform to improve the integration of our Sales, Production and Logistical Planning systems, streamlining processes and enabling real-time decision-making.

In 2024, we made significant strides in initiatives involving business intelligence (BI) and artificial intelligence (AI).

Industry 4.0

Focused on driving digital transformation and further increasing productivity in our processes, in 2024 we developed the following initiatives:

- Computer Vision for Equipment Inspection
- Video Monitoring for Fatigue Detection
- Artificial Intelligence for Clinker Kiln Optimization
- Quality Management Tool with Artificial Intelligence
- Laser and Mobile Stock Measurement
- Automated Drone Inspections
- Automated Robotic Inspections

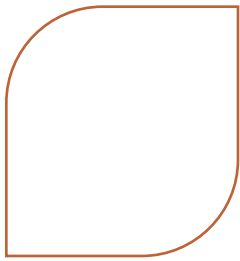


Waste storage used for co-processing Sevilla plant, Spain.

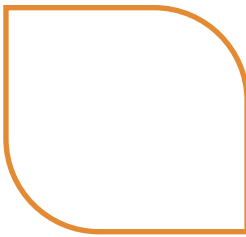
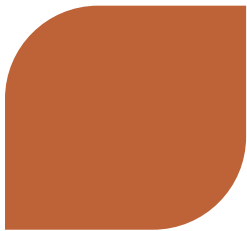


“Innovation is a key enabler of our strategy. We continue to deploy resources to reinforce our core business and expand our addressable markets by supporting initiatives associated with competitiveness, decarbonization and growth.”

Marcio Yamachira,
Global Director of Strategic
Planning and Innovation



Innovation in Support of Decarbonization



In line with our commitment to sustainability, we developed a pioneering carbon capture project at our cement plant in Alconera, Spain, where we have been using a hot potassium carbonate (HPC) technology. This pilot has been helping accelerate our readiness regarding carbon capture technologies, with encouraging early results.

In 2024, we extended our carbon capture experience to our North American operations. The Charlevoix cement plant is developing a carbon capture pilot project using membrane-based technology in partnership with local providers. Design and engineering will start in 2025 and the system is expected to be operational in 2026.

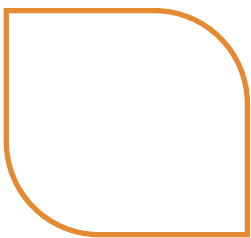
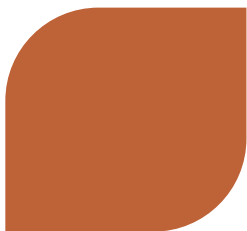
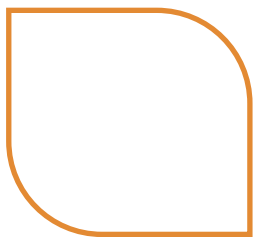
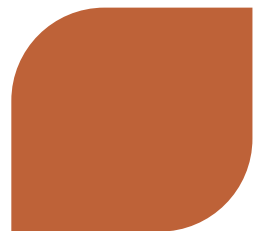
These initiatives are important milestones for Votorantim Cimentos and have helped generate internal knowledge about carbon capture technologies.

Innovation as a lever for decarbonization also contributes to the development of alternative fuels and help increase the efficiency of our processes. In Canada, we formed a strategic partnership with the Canadian Nuclear Laboratories and Expander Energy to implement a project that aims to convert CO2 emissions from our operations at the St. Marys Cement plant into synthesis gas that will contribute to the production of synthetic fuels with low carbon intensity.

In the production area, some of our plants in Brazil have been adding hydrogen to their kilns. Unlike replacing fossil fuels with hydrogen, this system involves adding a small amount of the gas to the kiln to accelerate combustion. This technology can reduce the use of petroleum coke, increasing production efficiency. The equipment used produces hydrogen through water electrolysis.

In Uruguay, we formed a partnership to develop a technology for the industry through which CO2 is injected into fresh concrete to reduce its carbon footprint without compromising its performance. Once injected, the CO2 triggers a mineralization process and is permanently incorporated into the final product. The goal is to install this technology in the Oncativo plant.

Globally, we are part of the Innovandi Global Cement and Concrete Industry Research Network (GCCRN), an industrial-academic research network for the cement and concrete industry that connects more than 450 scientists working in this field. This organization also funds research focused exclusively on reducing the CO2 footprint of concrete.



“The carbon capture pilot project in Spain has contributed to expanding internal knowledge about capture technologies and represents a fundamental step in our decarbonization journey.”

Hatim Benmoussa,
CEO of Votorantim Cimentos
Europe, Asia and Africa

Innovation as Part of our Business Strategy

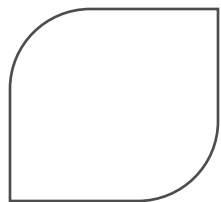
We monitor construction products and processes that are launched on the market through our Technological Radar channel, a tool that helps us follow news and technical articles on themes that are relevant to our company. Having accurate and up-to-date information on new products and technologies can be critical for our competitiveness and is important for guiding our research, development and innovation projects.

All data collected is reviewed by our team of experts, who assess the most relevant information, highlighting technical, economic and strategic viability. The latest report, published in July 2024, included the evaluation of more than 70 innovations from around the world.

We also continue to support early-stage ventures that are addressing important challenges through innovative solutions. Our investment portfolio includes Juntos Somos +, which connects building materials companies with retail stores, giving them access to a wide and competitive range of products and to Motz, our digital logistics service provider, further expanding their addressable market.



We also continue to support startups and incubate early-stage ventures that are addressing important challenges through innovative solutions.



Employee at the Cuiabá plant, Brazil.

Solid Industrial Management

We have our own industrial management model, known as Votorantim Cimentos Production System (VCPS), which establishes a simple and standardized management approach that can be replicated at any plant, aiming to produce consistent and lasting results in the ongoing pursuit of operational excellence. VCPS is divided into eight priority pillars: Mining, Quality, Production, Maintenance, People, Industrial Management, Safety and Environment.

In 2024, we completed the implementation of VCPS in all our cement sites in Brazil. All VCPS-related work is documented and managed in accordance with the Industrial Management Manual (MGI, in Portuguese). This management model uses several standard checklists to verify adherence to processes, and the results collected are converted into a scoring system that allows us to evaluate the effectiveness of the initiatives implemented and identify new opportunities for improvement in each plant's management system.

In Charlevoix, we piloted Project More, which focused on improving maintenance processes and showed positive results in mean time between failures (MTBF). Additionally, our Bowmanville Ontario cement plant, near Toronto, became the first producer in Canada to integrate the company's AI-driven quality control software into their production systems in partnership with expert technology providers.

Customer Focus

Our customers—including individual consumers, retailers and construction companies—are essential to ensuring the longevity of our business, and we are continually improving and developing initiatives to offer them the best experience. The scope of our work and our relationship channels vary according to the unique characteristics of each country where we operate, depending on their local requirements and operating environments. Check out some of our initiatives below:

- Mobile Lab
- Partner Service Center (CAP in Portuguese)
- Trucksat app
- Concrete 360
- JS+ Virtual Store
- eCare: a digital sales portal



Employees at the Alconera plant, Spain.



Recycled concrete, Canada.

Engagement Initiatives

Our relationship with our customers and other stakeholders is strengthened through our participation in events that are relevant to the construction industry. We also provide platforms that offer high-quality technical information, supporting the collaborative development of the markets where we operate.

Our relationship with our customers and other stakeholders is strengthened through our participation in events that are relevant to the construction industry.

In 2024, examples of these initiatives included:

- Brand campaign “É Bom Demais” (“It’s Really Good”)
- Papo de Obra
- Concrete School—in-person training and engagement sessions
- FEICON – participation in the largest construction and architecture exhibit in Latin America
- Concrete Show – participation in the largest construction event in Latin America
- 6th Ibero-American Congress of Engineering and Technology
- Waste Expo Brazil 2024
- 65th Brazilian Concrete Congress



Waste warehouse
in the Sobradinho
plant, Brazil.

6. Financial Management

Solid Results

In 2024, for another consecutive year, Votorantim Cimentos had the strongest financial results in the company’s history. This record high performance was driven primarily by our geographic and portfolio diversification, the continued growth of our new businesses through sustainable solutions, and substantial investment plans focused on structural competitiveness and modernization.

Our total net revenue was R\$26.6 billion (up 3% compared to 2023). Adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) was 16% higher, totaling R\$6.5 billion. We ended the year with net profit of R\$1.1 billion. Cement sales volumes were higher than in 2023 (from 34.9 million tonnes to 35.4 million tonnes sold) and we continued to invest in the growth of our new businesses.

R\$ 26.6 billion of total net revenue

R\$ 6.5 billion of adjusted EBITDA

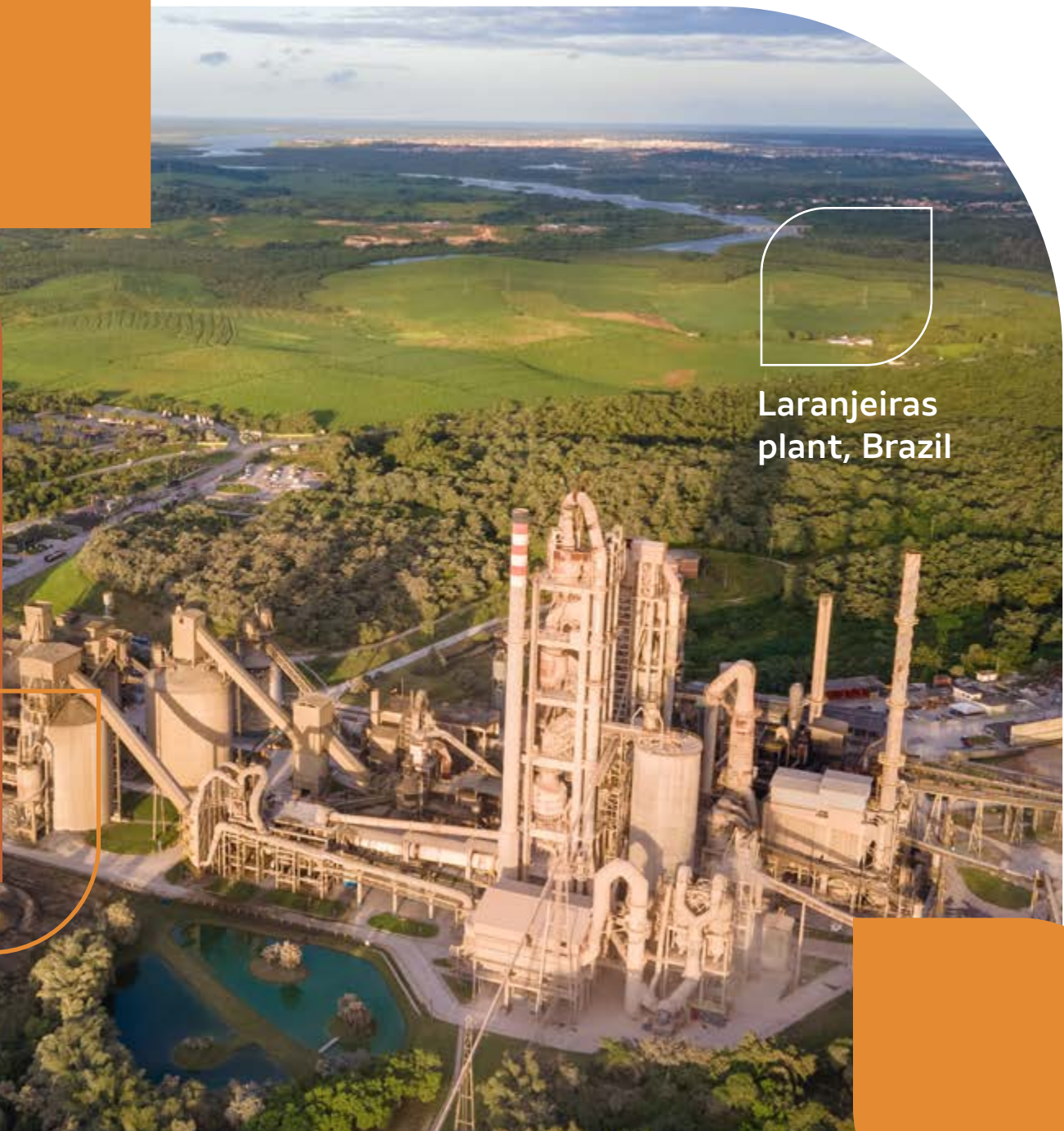
Performance by Region

In Brazil, the cement market grew approximately 4% in 2024 compared to 2023, driving an increase in cement volumes, which offset price dynamics. Decreases in variable costs had a positive impact on the operational margin, which ended the year at 20%. Our net revenue was R\$12.9 billion (compared to R\$12.8 billion in the previous year). Adjusted EBITDA was R\$2.6 billion, up 4% compared to 2023.

In North America, our net revenue totaled R\$8.2 billion, a 5% increase compared to R\$7.8 billion in 2023. Adjusted EBITDA was R\$2.3 billion, up 20% compared to the previous year (R\$1.9 billion). Our positive results in the region, with improvements in margins and operational efficiency, combined with the sale of non-strategic assets, mitigated the challenging market conditions.

In Europe, Asia and Africa, considering only continuing operations (both in 2023 and 2024), our net revenue grew 19% compared to the previous year (from R\$3.3 billion to R\$3.9 billion) and adjusted EBITDA was 42% higher than in 2023 (from R\$763 million to R\$1.1 billion). The positive performance in the region resulted from better market dynamics in Spain and Türkiye, and a decrease in variable costs, which positively impacted the EBITDA margin.

Finally, our results in Bolivia and Uruguay were impacted by challenging market dynamics, especially in Uruguay. However, the sale of an asset in the country partially offset the negative results. We ended 2024 with net revenue of R\$903 million, 4% higher than the previous year (R\$869 million), and adjusted EBITDA of R\$158 million, a 3% decrease compared to R\$164 million in 2023.



Laranjeiras plant, Brazil

Investments

Our investments (Capex) totaled R\$3.2 billion, 38% higher than in 2023. This increase was primarily due to our global strategy to invest in modernization and competitiveness, in addition to projects linked to our decarbonization commitments.

In North America, we acquired the assets of Western N.Y. Concrete Corp., a ready-mix concrete producer located in Batavia, New York. This acquisition is part of our long-term strategic plan for concrete, in line with our 2030 Strategic House. This move strengthened our presence in the region, increasing our concrete production capacity and expanding our reach to serve our customers.

During the year, we also announced agreements for the full sale of our assets and operations in Morocco and Tunisia. These two transactions are in line with the Growth and Positioning pillar of our 2030 Strategic House. Our goal is to balance our presence between mature and emerging countries, diversifying risks in our established portfolio and ensuring sustainable growth. The completion of these transactions, including the effective transfer of ownership and the payment of proceeds, are subject to customary conditions precedent, including approval by local regulatory authorities.

Employee at one of our plants in North America.



Málaga plant, Spain.

Ratings

We are one of a few Brazilian companies considered investment grade by the three main credit rating agencies. In 2024, reflecting our financial discipline, Fitch Ratings upgraded our global credit rating from BBB- to BBB, with a stable outlook, reaffirming our investment grade rating. S&P Global Ratings and Moody's reaffirmed the company's investment grade rating with a stable outlook.

Credit Ratings

	Moody's	Fitch	S&P
Rating	Baa3	BBB	BBB
Outlook	Stable	Stable	Stable
Date	May 2024	September 2024	March 2024



“Having the strongest financial performance in the company’s history, for the second consecutive year, is a result that makes us very proud, reflecting our disciplined financial management and commitment to generating long-term value and consistent results.”

Antonio Pelicano,
Global Chief Financial and Investor Relations Officer



Employees in our shipping facility in Santiago de Compostela, Spain.

We issued
R\$1.1 billion
in debentures
in Brazil

We ended the year with an extended maturity profile, with an average debt term of 7.3 years and no pressure to refinance in the short-term. Our leverage was 1.66x, in line with the company's financial policy and investment grade metrics.

Indebtedness and ESG Financing

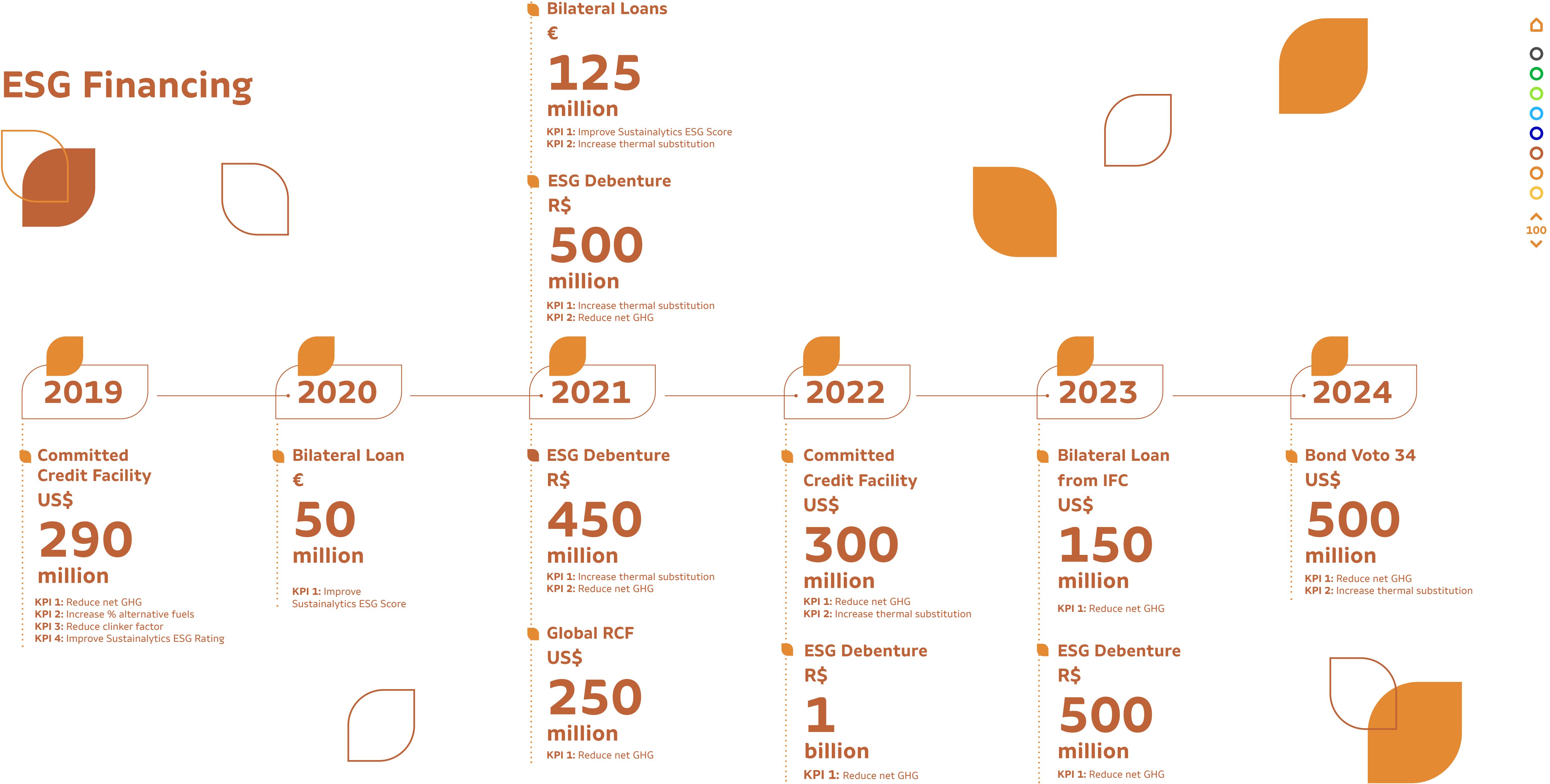
In 2024, we maintained our rigorous financial discipline combined with conservative management, resulting in a balanced debt profile with no concentration in the short term, which, combined with the company's strong credit profile, created debt management opportunities in the market.

We issued a Sustainability-Linked Bond (SLB) in the international market in the amount of US\$500 million, maturing in 2034. This transaction was executed to seize a market opportunity, recording the lowest credit spread among Brazilian issuers for the ten-year term. As part of our ongoing liability management strategy, we completed the early redemption of a bond maturing in 2027, totaling US\$239 million.

We also issued R\$1.1 billion in debentures in Brazil, in a single series maturing in 2031. The funds were used to pay off, ahead of schedule, three loans originally maturing in 2026 and 2028. These transactions align with our strategy to extend the average maturity and reduce the average cost of our debt portfolio.

We ended the year with an extended maturity profile, with an average debt term of 7.3 years and no pressure to refinance in the short term. Our leverage was 1.66x, in line with the company's financial policy and investment grade metrics.

ESG Financing





Co-processing
at the Alconera
plant, Spain.

Annexes

Awards and Recognition

Sustainability

- **2023 Merco Ranking** – Votorantim Cimentos Bolivia ranked first among companies with the best ESG management in the construction industry. For the second consecutive year, the company was also recognized for having the best reputation in the country in the Construction category.
- **Época Negócios 360°** – In 2024, Votorantim Cimentos ranked 1st in ESG among companies in the Construction, Materials and Decoration segment in Brazil, according to Época Negócios magazine.
- **Environmental Excellence** – VCNA Prairie Ready-mix was 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.
- **ESG Summit Brazil** – Verdera won the ESG Summit Brazil Award in the Environmental category based on the success case of its new site in Itaperuçu, and for its impact on sustainable waste management.
- **Maya Award** – Votorantim Cimentos Bolivia received the Maya Award for Best Work in Sustainability, in recognition of its innovative Sustainability Roadmap.
- **Recognition for Biodiversity** – A restoration project led by Votorantim Cimentos Spain was recognized by Fundación Minería y Vida as a project in the Large Company category with added value for society.
- **Recognition from Reporting Matters** – Our 2023 Integrated Report was recognized by Reporting Matters, an initiative by CEBDS, as one of the best reports of the year.

Innovation, Technology and Excellence

- **2024 Innovation and Technology Award** – The cements produced at the Salto de Pirapora plant received the 2024 Innovation and Technology Award presented by the Brazilian Association of Communications and Infrastructure Engineering Companies and Professionals (ABERIMEST).
- **2024 Valor Innovation Brazil** – For the sixth consecutive year, we were among the five most innovative companies in the Construction Materials sector in Brazil.
- **Excellence in Quality** – VCNA Prairie Ready-mix was recognized by the National Ready Mixed Concrete Association (NRMCA) for its commitment to quality initiatives.
- **Top of Mind** – The quality of our products was recognized with the Top of Mind award, presented by Revenda Construção magazine
- in Brazil. 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.
- **Valor 1000** – We ranked 1st in the Building and Finishing Materials sector. This is the sixth time we have been named the best in our sector.

People and Communication

- **Best Company of the Year** – Votorantim Cimentos Cosmos was named Company of the Year by the Leonese Federation of Business Owners (FELE, in Spanish).
- **Companies that Best Communicate with Journalists** – For the sixth consecutive year, we were named one of the Companies that Best Communicate with Journalists in the Civil Construction category, by the Center for Communication Studies (CECOM, in Portuguese) and Negócios da Comunicação magazine.
- **Diversity Leading Company** – For the third consecutive year, our Europe, Asia and Africa corporate office and our Spain operations were awarded the Diversity Leading Company seal, granted by Equipos&Talento.
- **Excellence in People Management** – We were recognized by Gestão RH Magazine, with a special distinction for our corporate citizenship.
- **Family Responsible Company** – The head of our Europe, Asia and Africa division was awarded the Family Responsible Company seal, granted by Fundación Másfamilia.
- **Great Place to Work** – Votorantim Cimentos Türkiye, Votorantim Cimentos Bolivia, Votorantim Cimentos Spain and the Votorantim Cimentos Europe, Asia and Africa corporate office were named Best Places to Work.
- **Recruitment and Selection** – For the seventh time, we received the Company that Gives Feedback Seal, from Gupy, in recognition of our transparency in recruitment and selection processes.
- **Stevie Awards for Great Employers** – In Türkiye, we received a Bronze Award in the Diversity and Inclusion category.

Social Responsibility and Ethics

- **Social Responsibility and Business Ethics** – Votorantim Cimentos Spain received an award by the Spanish National Association of Concrete Manufacturers (ANEFHOP, in Spanish) in the Social Responsibility and Business Ethics category.

Customer Focus

- **2024 Agribusiness Leaders** – Our digital carrier Motz won the 2024 Agribusiness Leaders award in the Distribution and Logistics category from Grupo Mídia's Editorial Board.
- **ANAMACO Awards** – Votorantim Cimentos Brazil won the Master Award in the Cement category from the National Association of Construction Materials Traders (ANAMACO, in Portuguese). We were also recognized in the Adhesive Mortars segment and Ceramic Grouts segment.
- **Exame Best and Largest** – In 2024, we ranked 4th in the Real Estate and Civil Construction segment and 58th among 1,000 companies in terms of revenue.
- **Professionals of the Year Awards** – Votorantim Cimentos received the highest number of mentions by customers in the Best Company in 2024 category, also winning 1st place in Cements,

1st place in Mortars and Grouts and 3rd place in Waterproofing Membranes in the awards competition sponsored by the Association of Construction Materials Traders (ACOMAC, in Portuguese).

- **Ontario Concrete Awards** – The Ontario Court of Justice, which was built using 47,900 m³ of our concrete, won an award under the Institutional Buildings Category. The Rogers Center bleacher reconstruction project, which used over 679 precast members, won an award in the Specialty Concrete Construction category.
- **Slag Cement Association Awards** – The winning projects included the Couture Building, which is the tallest residential building in Wisconsin and was built using SMC Slag Cement; Niagara Falls ARS, a bulk fuels storage facility (Buffalo, NY), which used slag cement from St Marys and concrete with up to 50% slag content from United Materials; Crossroads North Building (Michigan), which used a blended slag and limestone cement from the St. Marys Detroit plant and concrete with up to 25% slag from Superior Materials; Ohio DOT IR 70 and SR 29 Interchange and Roundabout, which used concrete with 20–28% slag and is one of the few concrete roundabouts in the state of Ohio.

Membership Associations

GRI 2-28

Participation in industry associations is key to maintaining and strengthening partnerships, driving the continuous development of our teams and engaging in business forums and governments with responsibility and leadership. Globally, we participate in the following initiatives:

Global

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

Bolivia

- Asociación Boliviana de Gestión Humana (Bolivian Human Resources Association, ASOBOGH)
- Cámara de Exportadores de Santa Cruz (Santa Cruz Chamber of Exporters, CADEX)
- Cámara de Industria, Comercio, Servicios y Turismo de Santa Cruz (Santa Cruz Chamber of Industry, Commerce, Services and Tourism, CAINCO)

- Centro de Conciliación y Arbitraje (Conciliation and Arbitration Center)
- Germán Busch Foundation
- Instituto Boliviano del Cemento y Hormigón (Bolivian Cement and Concrete Institute, IBCH)

Brazil

- Associação Brasileira da Indústria de Materiais de Construção (Brazilian Building Materials Industry Association, ABRAMAT)
- Associação Brasileira de Cimentos Portland (Brazilian Portland Cement Association, ABCP)
- Conselho Brasileiro de Construção Sustentável (Brazilian Council for Sustainable Construction, CBCS)
- Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável (Brazilian Business Council for Sustainable Development, CEBDS)
- Green Building Council Brazil
- Instituto Brasileiro de Mineração (Brazilian Mining Institute, IBRAM)

- Instituto Brasileiro do Concreto (Brazilian Concrete Institute, IBRACON)
- Vanzolini Foundation
- Sindicato Nacional da Indústria de Cimento (National Cement Association, SNIC)
- Sindicato Nacional da Indústria de Produtos de Cimento (National Cement Products Association SINAPROCIM)

Canada

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

Spain

- Asociación de Fabricantes de Morteros (Mortar Manufacturers Association, ANFAPA)
- Asociación Industrial de Canarias (Canary Islands Industrial Association, ASINCA)

- Asociación Nacional de Empresarios Fabricantes de Áridos (National Aggregates Manufacturers Association, ANEFA)
- Asociación Nacional de la Industria del Prefabricado de Hormigón (National Precast Concrete Industry Association, ANDECE)
- Asociación Nacional Española de Fabricantes de Hormigón Preparado (Spanish National Ready-Mix Concrete Manufacturers Association, ANEFHOP)
- CEMBUREAU (European Cement Association)
- Fundación Laboral Andaluza del Cemento y el Medio Ambiente (Andalusian Cement and Environment Labour Foundation, FLACEMA)
- Fundación Laboral del Cemento y el Medio Ambiente (Cement and Environment Labour Foundation, CEMA Foundation)
- Instituto Español del Cemento y sus Aplicaciones (Spanish Institute of Cement and its Applications, IECA)
- OFICEMEN (Spanish Cement Manufacturers Association)

Türkiye

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

United States

- American Concrete Pavement Association (ACPA)
- Associated General Contractors Association of Michigan in USA
- Concrete Masonry Hardscapes Association (CMHA)
- Construction Industry Management (CIM) North Central Region Patrons Group
- Illinois Association of Aggregate Producers (IAAP)
- Michigan Concrete Association
- National Ready-Mixed Concrete Association (NRMCA)
- National Stone Sand & Gravel Association (NSSGA)

- Portland Cement Association (PCA)
- Poured Concrete Wall Association
- Slag Cement Association (SCA)

Uruguay

- Asociación de Promotores Privados de la Construcción del Uruguay (Association of Private Construction Promoters of Uruguay, APPCU)
- Asociación de Fabricantes de Cemento (Cement Manufacturers Association)
- Cámara de la Construcción del Uruguay (Chamber of Construction of Uruguay)
- Liga de la Construcción del Uruguay (Construction League of Uruguay)
- Red de empresas por el Desarrollo Sostenible (DERES – local chapter of WBCSD)
- Unión de Exportadores del Uruguay (Association of Exporters of Uruguay)
- Cámara Española en Uruguay (Spanish Chamber in Uruguay)
- Liga de Defensa Comercial (Trade Defense League)

Entities included in the organization's sustainability reporting IGRI 2-21

- Votorantim Cimentos Internacional S.A. – "VCI"
- Silcar Empreendimentos, Comércio e Participações Ltda; Motz Transportes Ltda
- Votorantim Cimentos N/NE S.A. – "VCNNE"
- Calmit Mineração Participação Ltda.
- Fazenda São Miguel Ltda.
- Pedreira Pedra Negra Ltda.
- Lidermac Ind e Com. Ltda.
- CRB Operações Portuárias S.A.
- St. Marys Cement Inc. (Canadá)
- 2339097 Ontario Limited
- 2377482 Ontario Inc.
- 2377962 Ontario Inc.
- Rosedale Securities Ltd.
- VCNA Prairie Aggregate Holdings Illinois, Inc.
- VCNA US Inc.
- St. Marys Cement U.S. LLC
- McInnis USA LLC
- VCNA Prairie LLC

- 313 Ready Mix, LLC
- Superior Materials LLC
- VCNA United Materials LLC
- Votorantim Cimentos North America, Inc.
- Votorantim Cimentos EAA Inversiones S.L."VCEAA"
- Votorantim Cement Trading S.L.
- Votorantim Cementos España, S.A.
- Cementos Asment EAA; Prebetong Áridos S.L.
- Prebetong Hormigones S.A.
- Morteros de Galicia S.L.
- Comercial Cosmos SUR S.L.
- Compañía General de Canteras, S.A.
- Prebetong Lugo Hormigones S.A.
- Prebetong Lugo S.A.
- Votorantim Cimento Sanayive Ticaret A.S.
- Yibitas Yozgat İsci Birliği İnşaat Malzemeleri Ticaret ve Sanayi A.S.
- Votorantim Cimentos Latam, S.à.r.l "VC LATAM"
- Yacuces S.L; GB Minerales Y Agregados S.A.
- Itacamba Cementos S.A. (ii)
- Cementos Artigas S.A.

External Commitments GRI 2-23

Globally, through our headquarters, we participate in the following initiatives:

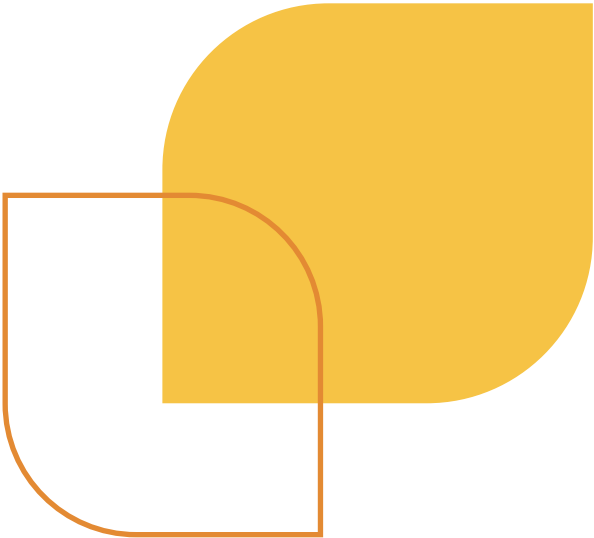
- **Benchmark Club of Carbon Disclosure Project (CDP)** – An organization that assesses how companies manage climate-related risks and fight climate change.
- **Business Ambition for 1.5°C** – An initiative to encourage companies to commit to setting science-based targets in line with the goal of limiting global temperature rise to 1.5°C above pre-industrial levels.
- **Business for LGBTI+ Charter** – A commitment signed with the Forum of LGBTQIA+ Rights Companies to promote inclusion and fight discrimination against the LGBTQIA+ population.
- **Business for Nature** – A global coalition formed by influential organizations

and companies that are committed to establishing and disclosing biodiversity protection targets.

- **Business Initiative for Racial Equality** – An initiative championed by companies and institutions that are committed to promoting racial inclusion and fighting racism.
- **Corporate Social Inclusion Network** – An initiative that brings together and encourages companies in Brazil to promote the inclusion of people with disabilities in the job market.
- **National LGBTI+ Alliance (Brazil)** – A 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** – A 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** – A 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)** – An initiative that drives ambitious climate action in the private sector, enabling companies to set science-based emission reduction targets.
- **United Nations Global Compact** – A United Nations initiative that encourages companies to adopt 10 principles in the areas of human rights, labor, environment and anti-corruption.



GCCA Indicators

Climate protection	2022	2023	2024
Total CO2 emissions - gross (million ton)	23.2	23.2	21.7
Total CO2 emissions - net (million ton)	22.3	22.0	20.6
Specific CO2 emissions - gross (kg / ton cementitious material)	604	587	579
Specific CO2 emissions - net (kg / ton cementitious material)	579	556	550

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

Responsible use of fuels and raw materials ¹	2022	2023	2024
Specific heat consumption of clinker production (MJ/ton clinker)	3,615	3,572	3,581
Alternative fossil fuel rate (%)	11.6%	14.9%	13.9%
Biomass fuel rate (%)	15.0%	16.0%	18.2%
Alternative raw materials rate (%) ²	10.6%*	10.9%*	11.9%
Clinker/cement ratio (%)	73.9%	72.8%	72.5%

¹ Scope: Cement Global.

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

*Revision to GRI 2–4 information: Changes in definitions adopted.

Specific water consumption	2022	2023	2024
Total water consumed (liters) per tonne of cement produced ¹	331	277*	346
Total water consumed (liters) per m³ of concrete produced ²	326	136*	181

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

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

*Revisions to GRI 2–4 information: error made in previous reporting periods.

Safety	2022	2023	2024
Number of fatalities direct employees	0	0	1
Fatalities rate of direct employees ¹	0.00	0.00	85.38
Number of lost-time injuries (LTI) direct employees	25	32*	43
Lost-time injuries (LTI) frequency rate direct employees ²	0.94	1.20*	1.63
Severity rate direct employees ³	87.9	88.3*	87.3
Number of fatalities contractors, subcontractors and third party ⁴	0	1	0
Number of lost-time injuries (LTI) contractors and subcontractors ⁴	9	12	14
Lost-time injuries frequency rate contractors and subcontractors ^{4,5}	0.43	0.53	0.57

Scope: VCBR, VCNA, VCEAA, and VCLATAM.

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

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

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

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

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

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

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

Emissions reduction	2022	2023	2024
NOx			
Absolute emissions (ton/year)	40,525	38,743	36,694
Specific emissions (g/ton clinker)	1,416	1,372	1,381
Coverage rate (%)	100%	100%	100%
SOx			
Absolute emissions (ton/year)	21,805	13,951	14,195
Specific emissions (g/ton clinker)	762	494	534 ⁵
Coverage rate (%)	100%	100%	100%
PM (Dust)			
Absolute emissions (ton/year)	1,083	945	845
Specific emissions (g/ton clinker)	38	33	32
Coverage rate (%)	100%	100%	100%
Mercury			
Absolute emissions (kg/year)	296	201	190
Specific emissions (mg/ton clinker)	10	7	7
Coverage rate (%)	98%	96%	95%
Volatile organic compounds (VOC)			
Absolute emissions (ton/year)	2,793	2,497	2,200
Specific emissions (g/ton clinker)	98	88	83
Coverage rate (%)	99%	99%	97%
Dioxins/Furans			
Absolute emissions (kg/year)	703	633	792
Specific emissions (mg/ton clinker)	25	22	30
Coverage rate (%)	96%	95%	94%

Emissions reduction	2022	2023	2024
HM1 ¹			
Absolute emissions (kg/year)	863	781	279
Specific emissions (mg/ton clinker)	30	28	11
Coverage rate (%)	98%	97%	97%
HM2 ²			
Absolute emissions (kg/year)	36,663	33,332	9,995
Specific emissions (mg/ton clinker)	1,281	1,181	376 ⁶
Coverage rate (%)	95%	97%	95%
Monitoring data			
Overall coverage rate (KPI 1 ³)	93%	92%	94%
Continuos measurement of coverage rate (KPI 2 ⁴)	100%	100%	100%

Scope: Global cement business.

¹ HM1: Cadmium and Thallium.

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

³ KPI 1: Monitoring of all pollutants mentioned in the emissions guidelines.

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

⁵ Increase associated with limestone profile.

⁶ Decrease associated with co-processing.

Local impact on land and communities	2022	2023	2024
Operations with existing community engagement plans (%) ¹	62.6%	65.3%	74.7%
Mines with rehabilitation plans (%) ^{1,2}	100%	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%

¹ Scope: Global.

² We consider that the rehabilitation plan is equivalent to the mining closure plan. At the end of 2024, the company had more than R\$669 million allocated for Asset Retirement Obligations (ARO).

³ Scope: 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 and SASB Annex

Economic Performance

Direct economic value generated and distributed [GRI 201-1]	2022	2023*	2024
Economic value generated (R\$ thousands)	30,109,824	30,132,925	31,686,876
Net revenue	25,797,366	25,677,712	26,564,574
Cement	18,834,971	16,827,562	17,736,758
Concrete	4,635,936	5,292,130	5,315,065
Aggregates	819,675	791,553	904,787
Mortar	780,465	933,043	1,039,764
Others	726,319	1,833,424	1,568,200
Economic value distributed (R\$ thousands)	12,388,278	13,877,835	13,648,905
Employee remuneration ¹	3,381,112	3,498,107	3,777,428
Payments to capital providers ²	1,145,454	2,429,762	855,217
Taxes and fees ³	4,726,195	4,863,023	5,551,937
Third-party capital remuneration ⁴	3,135,517	2,727,533	3,134,854
Economic value retained ⁵	17,721,546	16,255,090	18,037,971

Scope: Global.

* Revisions to GRI 2-4 information: disinvestments, mergers, or acquisitions.

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

² Information reported from 2024 onwards.

³ Federal, State, Municipal and Deferred taxes and contributions.

⁴ Financial expenses and passive exchange variations and rents.

⁵ Non-controlling interest, profit (loss) retained and profit (loss) from discontinued operations. Operating costs, as requested by GRI 201-1, are included in the others distributed costs.

Production by major product line [SASB EM-CM-000.A]	2022	2023*	2024
Sales of cement (million metric tons)	36.8	34.9	35.4
Sales of aggregates (million metric tons)	23.7	23.6	24.6
Sales of concrete (million m³)	8.4	8.7	7.9
Sales of mortar (million metric tons)	1.7	1.8	1.7

Scope: Global.

* Revisions to GRI 2-4 information: disinvestments, mergers, or acquisitions.

Financial revenue through sustainable solutions [VC 2030] [SASB EM-CM-410a.1]	2022 ¹	2023 ¹	2024 ²
Financial revenue through sustainable solutions ³ (%)	31.4%	37.2%	45.5%

¹ Scope: VCBR, VCNA and VCEAA.

² Scope: Global.

³ Products and/or services that mitigate our environmental footprint or offer environmental benefits compared to traditional options.

Suppliers [GRI 204-1] [VC 2030]	2022	2023	2024 ¹
Total amount spent with suppliers (R\$ billion)	13.0	14.4	14.1
Total amount spent with local suppliers ² (R\$ billion)	7.0	7.7	8.4
Spent with local suppliers ² at significant operating locations (%) [GRI 204] [VC 2030]	53.6%	53.8%	59.3%

Scope: VCBR, VCNA and VCEAA.

¹ In 2024, there was a change in the internal definition of the indicator.

² Local 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 in the same state; VCEAA: local suppliers are those located in the same country of the operating unit; VCNA: suppliers within the United States or the province (Canada) where the plant is located. All categories were considered, except purchase of energy.

Contracting of suppliers GRI 308-1 GRI 414-1	2022	2023	2024
Total number of new suppliers	1,719	1,377	2,455
Total number of new suppliers selected according to environmental criteria GRI 308-1 ¹	50	37	258
New suppliers selected according to environmental criteria (%) GRI 308-1 ²	2.9%	2.7%	10.5%
Total number of new suppliers selected according to social criteria GRI 414-1 ¹	1,213	992	1,938
New suppliers selected according to social criteria (%) GRI 414-1 ¹	70.6%	71.7%	78.9%

Scope: VCBR.

¹ All suppliers contracted by Procurement are required to undergo the approval and re-approval process and must submit the mandatory documents according to the selected category. The number of new suppliers selected based on environmental criteria corresponds to the number of new suppliers of Inputs, Co-processing, and Strategic Inputs that had Purchase Orders issued in 2024. The number of new suppliers selected based on social criteria corresponds to the number of new suppliers with Purchase Orders issued in 2024.

² Variation due to the large volume of re-approvals for the Verdera business and new approvals.

Government relations GRI 415-1	2022	2023	2024
Political contributions	0	0	0

Scope: VCBR, VCNA and 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.

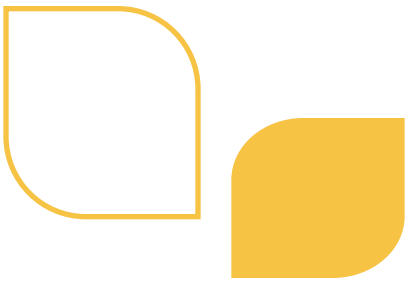
Local hires GRI 202-2	2022	2023	2024
Senior management hired from the local community (%) ¹			
VCBR	91.7%	94.7%	94.3%
VCEAA	50.0%	65.0%	35.3%
VCNA	90.0%	57.1%	NA ³
VCLATAM	47.1%	53.8%	46.2%
Employees from the local community (%) ²			
VCBR	90.0%	99.7%	99.7%
VCEAA	95.6%	98.6%	94.1%
VCNA	99.7%	93.9%	NA ³
VCLATAM	75.8%	63.5%	63.0%

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.

³ VCNA no longer conducts this type of monitoring in accordance with the national laws of the countries of operation.



Operations assessed for risks related to corruption [GRI 205-1]		2022	2023	2024
Operations assessed (%)		50%	25%	25%
Significant corruption related risks identified through this assessment		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).	For VCBR, a 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.	In 2024, an evaluation was conducted for VCBR. For VCBR, a risk assessment was carried out with a specific focus on suppliers, resulting in the revision of our Third-Party Integrity Assessment Policy (Background Check) with the following main changes: (i) inclusion of new categories in the matrix of third parties subject to the process, with a special focus on improving the management of adjacent business suppliers; and (ii) end-to-end management along with M&A flows, legal offices, and other action plans directed by the Compliance area, being recorded and monitored on the internal platform Team Mate. The internal evaluation prioritized adjacent businesses and mapped the risks of business partners of those prioritized, implementing new processes and system adjustments, as well as training the internal teams on the new processes. The new flows were implemented to ensure the mitigation of various risks such as anti-corruption, human rights, VC's image and reputation, among others.
		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 anticorruption 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.	For VCEAA, an antitrust assessment was conducted to evaluate the region's situation in light of European legislation. However, since this assessment did not cover anti-corruption practices, it was not considered for integrated reporting purposes.	

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|

Employees	Number of employees	2022		Number of employees	2023		Number of employees	2024	
		Number	Percentage		Number	Percentage		Number	Percentage
President/Director	35	35	100%	37	37	100%	34	34	100%
Manager/General Manager	329	329	100%	406	406	100%	390	390	100%
Coordinator/Consultant	719	719	100%	816	816	100%	725	725	100%
Technician/Analyst/Supervisor	3,129	3,093	99%	3,329	3,293	99%	3,466	3,466	100%
Operator	7,916	7,866	99%	8,033	7,892	98%	7,802	7,802	100%
Total number of employees	12,128	12,042	99%	12,621	12,444	99%	12,417	12,417	100%
Members of governance bodies	13	13	100%	14	14	100%	14	14	100%
Business partners ¹	-	10,532	~70%	-	15,882	~80%	-	19,938	50%

Employees	Number of employees	Trained		Number of employees	Trained		Number of employees	Trained	
		Number	Percentage		Number	Percentage		Number	Percentage ²
President/Director	35	25	71%	37	21	57%	34	11	32%
Manager/General Manager	329	279	85%	406	250	62%	390	132	34%
Coordinator/Consultant	719	562	78%	816	629	77%	725	254	35%
Technician/Analyst/Supervisor	3,129	2,240	72%	3,329	2,536	76%	3,466	1,155	33%
Operator	7,916	3,258	41%	8,033	4,567	57%	7,802	2,601	33%
Total number of employees	12,128	6,364	52%	12,621	8,003	63%	12,417	4,153	33%
Members of governance bodies	13	0	0%	14	1	7%	14	10	71%

Scope: VCBR, VCNA and VCEAA.

The indicator does not include intern and apprentices.

¹Documents referring to anti-corruption policy.

²The percentage only considers employees trained in 2024, however 98% of employees have valid anti-corruption training.

Anti-corruption |GRI 205-3|

Number of cases of corruption confirmed by the Business Ethics Line	0	0	0
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Scope: Global.



Competition GRI 206-1 SASB EM-CM-520a.1	2022	2023	2024 ²
Total number of legal actions for unfair competition, trust and monopoly practices ¹	3	4	3
Value of legal actions (R\$ million)	8,345	8,926	6,926

Scope: Global.

¹Considers only legal actions above R\$ 98 million, in line with the standards applied for M&A and Due Diligence.

²In 2024, we reached an agreement with the Brazilian Administrative Council for Economic Defense (CADE, in Portuguese) to end all ongoing administrative and judicial lawsuits. Through this extraordinary transaction, we were able to resolve all disagreements with CADE.

Compliance with laws and regulations GRI 2-27	2022	2023	2024
Total number of significant monetary fines received in the year	0	3	0
Total monetary value of significant fines received in the year (R\$ million) ¹	0.0	2.8	0.0
Total number of non-monetary sanctions ²	1	2	1
Number of cases (fines + sactions) brought through dispute resolution mechanism	1	0	0

Scope: Global.

¹ Significant monetary fines: value above R\$ 1 million.

² Non-monetary sanctions causing (or may cause) disruptions or adjustments exceeding R\$ 5 million.

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

	2024
Operations and suppliers at significant risk for incidents of child labor and forced or compulsory labor	Votorantim Cimentos is committed to eradicating forced and child labor, as outlined in our Code of Conduct. This document reflects our commitment to the Universal Declaration of Human Rights and the UN Global Compact, emphasizing the elimination of all forms of forced and child labor in our supply chain. These practices are prohibited in all company facilities and those of our business partners. Reports are handled by the Business Ethics department, who investigates and verifies reported cases. All suppliers undergo a rigorous registration process, cross-referencing information with the Ministry of Labor’s Restricted List. Indications of misconduct result in the supplier’s demobilization and blocking. The General Terms and Conditions require all suppliers to follow our Code of Conduct. Using the SIPM tool, suppliers must accept the Code of Conduct and our General Terms and Conditions via the tool, DocuSign; otherwise, they are rejected in the approval process. We are mapping operations and suppliers to identify and mitigate risks of child and forced labor.

Scope: Global.

Indigenous rights GRI 411-1	2022	2023	2024
Incidents of violations involving rights of indigenous people	0	0	0

Scope: Global.

Discrimination GRI 406-1	2022	2023	2024
Total number of incidents of discrimination received by the Business Ethics office, by category			
Race/color	1	2	10
Age group	2	1	0
Gender	4	2	2
Religion	0	0	0
Political opinion	0	1	0
Nationality or nacionality	2	1	0
Social origin	0	0	0
Physical conditions	3	4	2
Harassment and abuse of power	0	0	4
Other incidents (discrimination)	5	2	3
Total number of incidents of discrimination received by the Business Ethics office, by status	17	13	21
Analyzed and considered unfounded	6	6	13
Analyzed and considered well-founded	4	3	3
Analyzed and considered inconclusive	1	1	1
Under analysis	3	1	0
Without sufficient information for investigation	2	2	4

Scope: Global. 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.

Cases reported to Business Ethics line	2022 ¹	2023 ²	2024 ²
Number of complaints received by the Ethics line	644	825	1,199
Description of types of misconduct	The reported cases include issues of interpersonal relationships, forensic matters, out-of-scope situations, health, safety, and environmental issues, doubts about the code of conduct, legal matters, conflicts of interest, labor issues, harassment, inappropriate behavior, mistreatment, substance abuse, and policy violations.		
Description of measures taken	The measures applied, for the cases deemed valid, included dismissals, suspensions, warnings, feedback, and coaching. Some cases are still under investigation.		

Scope: ¹ VCBR, VCNA, VCEAA and Uruguay. ²Global.

Environmental Performance

Energy consumption inside the organization [GRI 302-1] [SASB EM-CM-130a.1]	2022	2023	2024
Non-renewable sources (GJ)			
Cement ¹	86,050,885	85,634,220	78,852,155
Aggregates ²	62,680	66,431	517,946
Concrete ²	273,810	282,833	976,098
Mortar ³	14,153	4,590*	5,661
Limes and farm ³	22,988	27,088	24,977
Logistics ³	-	60,490	60,722
Total	86,424,515	86,075,651*	80,437,560
Renewable sources (GJ)			
Cement ¹	16,785,275	17,837,204	19,143,492
Aggregates ²	7,224	7,949	12,883
Concrete ²	36,975	37,657	67,827
Mortar ³	52,186	50,141*	79,435
Limes and farm ³	1,802,265	1,728,822	1,545,560
Logistics ³	-	9,151	11,867
Total	18,683,925	19,670,923*	20,861,065

Energy consumption inside the organization [GRI 302-1] [SASB EM-CM-130a.1]	2022	2023	2024
Electricity (MWh)			
Cement ¹	4,087,952*	4,143,300*	3,977,630
Aggregates ²	8,112	8,035	29,003
Concrete ²	3,720	3,400	24,483
Mortar ³	8,447	8,323	16,306
Limes and farm ³	50,083	51,464	52,645
Logistics ³	-	4,883	4,812
Total	4,158,315*	4,219,404*	4,104,878
Total consumption (GJ)			
Cement ¹	117,552,789*	116,428,819*	110,245,081
Aggregates ²	99,107	103,305	635,241
Concrete ²	324,178	332,730	1,132,062
Mortar ³	96,749	84,693*	143,798
Limes and farm ³	2,005,553	1,941,181	1,760,058
Logistics ³	-	87,219	89,911
Total	120,078,375*	118,977,946*	114,006,152
Electricity sold (GJ)			
Total	-	544,023	575,010

¹Scope: Global.

²Scope: In 2022 and 2023 were considered only VCBR.In 2024 the scope were amplified, starting to include VCBR and VCNA.

³Scope: VCBR.

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



Energy management EM-CM-130a.1	2022	2023	2024
Grid electricity (%)	82.1%	71.1%	70.1%
Renewable Energy (fuel + electricity) (%)	17.8%	20.2%	22.2%
Alternative fuels (%)	26.5%	30.9%	32.1%
Renewable Energy (electricity) (%)	22.9%	35.1%	34.1%

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

¹Scope: all VCBR operations, concrete and aggregates VCNA operations and VCEAA, VCNA and VCLATAM cement operations.

Energy intensity ¹ GRI 302-3	2022	2023	2024
Fuels			
Clinker (MJ/ton of clinker) ¹	3,615	3,572	3,581
Aggregates (MJ/ton of product) ²	25	25	32
Concrete (MJ/m³ of product) ²	147	142	197
Mortar (MJ/ton of product) ³	86	67	98
Lime and farm (MJ/ton of product) ³	930	865	709
Electricity			
Cement (KWh/ton of cement) ¹	109	109	109
Aggregates (KWh/ton of product) ²	2.9	2.7	1.8
Concrete (KWh/m³ of product) ²	1.8	1.5	4.6
Mortar (KWh/ton of product) ³	10.9	10.3	18.8
Lime and farm (KWh/ton of product) ³	25.5	25.4	23.8

¹Scope: Global. For the energy intensity calculation considering the production of clinker, we consider only the consumption of fuels inside of the kiln to produce clinker

²Scope: In 2022 and 2023 were considered only VCBR.In 2024 the scope were amplified, starting to include VCBR and VCNA.

³Scope: VCBR.

The indicator includes only the energy consumption onsite.

Environmental investments	2022	2023	2024
Total Environmental Capex and Opex (million R\$)			
Environmental investments (Capex)	154.2	220.9	135.9
Environmental expenses (Opex)	93.6	130.1	125.9

Scope: Global.

Materials used by weight GRI 301-1	2022	2023	2024
Total materials consumed (tonne)	61,442,203*	57,143,184*	54,933,424

Scope: VCBR, VCNA and VCEAA cement operations.

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

*Revisions to GRI 2-4 information: Change in definitions used.

Management of significant waste-related impacts GRI 306-2
2024

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.

Water withdrawn by source GRI 303-3 SASB EM-CM-140a.1	2022 ¹		2023 ¹		2024 ²	
Water withdrawn (megaliter)	All areas	Areas with water stress ³	All areas	Areas with water stress ³	All areas	Areas with water stress ³
Surface water	14,178	6,279	13,439	7,178	12,458	7,124
Groundwater	3,317	281	17,547*	227	16,989	541
Rainwater	20	0	201	0	1,137	2
Produced water	42,684	16,624	23,392*	13,295	26,058	17,090
Third-party water	344	197	453*	219	400	158
Other sources ⁴	26	26	0*	0	8	0
Total	60,569	23,407	55,032*	20,920	57,049	24,916

¹Scope: Cement Global. Concrete VCBR, VCNA, VCEAA and Uruguay.

²Scope: Cement Global. Concrete VCBR, VCNA, VCEAA and Uruguay. Aggregates VCBR and VCEAA.

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).

⁴Reclaimed water received from third parties.

*Revisions to GRI 2-4 information: error made in previous reporting periods.



Water discharge by source IGRI 303-4I		2022 ¹		2023 ¹		2024 ²	
Water discharge (megaliter)	All areas	Areas with water stress ³	All areas	Areas with water stress ³	All areas	Areas with water stress ³	
Surface water	48,111	16,632	43,648*	14,946	40,526	15,778	
Groundwater	276	2	438*	18	3,054	2,921	
Sea water	0	0	0	0	0	0	
Water sent to third-party supplier	51	7	133*	37	143	48	
Total	48,439	16,641	44,218*	15,000	43,724	18,747	

¹ Scope: Cement Global. Concrete VCBR, VCNA, VCEAA and Uruguay.

² Scope: Cement Global. Concrete VCBR, VCNA, VCEAA and Uruguay. Aggregates VCBR and VCEAA.

³ Water 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).

* Revisions to GRI 2-4 information: error made in previous reporting periods.

Water consumption IGRI 303-5I		2022 ¹		2023 ¹		2024 ²	
Water consumption (megaliter)	All areas	Areas with water stress ³	All areas	Areas with water stress ³	All areas	Areas with water stress ³	
Total water withdrawn IGRI 303-3I	60,569	23,407	55,032*	20,920	57,049	24,916	
Total water discharged IGRI 303-4I	48,439	16,641	44,218*	15,000	43,724	18,747	
Total water consumed IGRI 303-5I	12,130	6,766	10,814*	5,920	13,325	6,169	

¹ Scope: Cement Global. Concrete VCBR, VCNA, VCEAA and Uruguay.

² Scope: Cement Global. Concrete VCBR, VCNA, VCEAA and Uruguay. Aggregates VCBR and VCEAA.

³ Water 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.

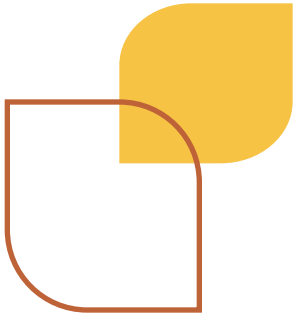
Data obtained through measuring equipment (such as water meters) or through estimates (for example, from studies of process water consumption or based on pumping capacity and equipment operating time).

* Revisions to GRI 2-4 information: error made in previous reporting periods.

Biodiversity and resource conservation IGRI 304-1I IGRI MM2I IGRI MM10I			2022	2023	2024
Number of mines ¹			134	143	137
Mines with closure plans (%) ¹ IGRI MM10I			100%	100%	100%
Sites with mining operations located in areas of high biodiversity value ² IGRI 304-1I			9	9	9
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans ² IGRI MM2I			7	7	7
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans (%) ² IGRI MM2I			77.8%	77.8%	77.8%

¹ Scope: 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\$669 million allocated for Asset Retirement Obligations (ARO).

² Scope: 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	2022	2023	2024
Habitats protected or restored (in km²)			
Amazônia	37.2	37.2	37.4
Type of area	LR, PPA	LR, PPA	LR, PPA
Caatinga	7.5	8.2	8.2
Type of area	LR, PPA	LR, PPA	LR, PPA
Cerrado	28.9	29.1	30.3
Type of area	LR, PPA, PRNH, REVIS	LR, PPA, PRNH, REVIS	LR, PPA, PRNH, REVIS
Mata Atlântica	47.0	47.3	49.8
Type of area	LR, PPA, UC	LR, PPA, UC	LR, PPA, UC
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.

Brazillian classification of areas: Legal Reserve (LR), Permanent Protection Area (PPA), Private Reserve of Natural Heritage (PRNH), Wildlife Refuge Area (REVIS), Other Conservation Units (UC).

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	2022	2023	2024
Total number of species in the IUCN Red List and with habitats in areas affected by operations			
Critically endangered	0	0	1
Endangered	2	2	3
Vulnerable	6	5	9
Near Threatened	10	5*	14
Least concern ¹	-	-	-
Total number of species in the National Conservation List and with habitats in areas affected by operations			
Critically endangered	0	1	1
Endangered	1	1	1
Vulnerable	8	7	12
Near Threatened	3	0	0
Least concern ¹	-	-	-

Scope: VCBR.

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

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



Direct CO2 emissions [GRI 305-1] [GRI 305-4] [SASB EM-CM-110a.1] [GCCA]	2022	2023	2024
Cement ¹			
Gross absolute CO2 emission (tCO2)	23,213,320	23,188,288	21,672,827
Net absolute CO2 emission (tCO2)	22,267,306	21,989,844	20,606,664
Gross specific CO2 emission (kg CO2/t cementitious)	604	587	579
Net specific CO2 emission (kg CO2/t cementitious)	579	556	550
Aggregates ²			
Absolute CO2 emission (tCO2e)	4,786	5,074	28,358
Specific CO2 emission (kgCO2e/t aggregates)	1.7	1.7	1.7
Concrete ²			
Absolute CO2 emission (tCO2e)	20,387	21,058	70.879
Specific CO2 emission (kgCO2e/t concrete)	9.7	9.3	13.4
Mortar ³			
Absolute CO2 emission (tCO2e)	1,573	512	610
Specific CO2 emission (kgCO2e/t mortar)	2.0	0.6	0.7
Lime and farms ³			
Absolute CO2 emission (tCO2e)	196,644	185,227	165,029
Specific CO2 emission (kgCO2e/t product)	100	91.3	74.5
Logistics ³			
Absolute equivalent CO2 emissions from own sources	–	4,688	4,789
Total – Scope 1 (tCO2e)	23,436,711	23,404,847	21,942,492
Biogenic emissions – Scope 1 (tCO2e)	1,777,255	1,872,473	1,927,181

¹ Scope: Global. The emissions were calculated considering the guidelines of Cement CO2 and Energy Protocol from GCCA.

² Scope: In 2022 and 2023 were considered only VCBR. In 2024 the scope were amplified, starting to include VCBR and VCNA. The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

³ Scope: VCBR. The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

Indirect CO2 emissions – Scope 2 [GRI 305-2]	2022	2023	2024
Indirect CO2 emissions – Scope 2 ⁴ (tCO2)			
Cement ¹	631,297	522,457	434,451
Concrete ²	158	131	3,132
Aggregates ²	346	309	3,534
Mortar ³	360	321	888
Lime and farms ³	2,133	1,982	2,867
Logistics ³	–	188	262
Total – Scope 2 (tCO2)	634,294	525,388	445,134

¹ Scope: Global. The emissions were calculated considering the guidelines of Cement CO2 and Energy Protocol from GCCA.

² Scope: In 2022 and 2023 were considered only VCBR. In 2024 the scope were amplified, starting to include VCBR and VCNA. The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

³ Scope: VCBR. The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

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

Other indirect emissions – Scope 3 [GRI 305-3]	2022	2023	2024 ²
Other indirect emissions – Scope 3 ¹ (tCO2e)			
Category 1: Purchased goods and services	1,442,912	851,642	345,445
Category 3: Fuel- and energyrelated activities (not included in scope 1 or scope 2)	937,809*	610,549*	1,909,657
Category 4: Upstream transportation and distribution	139,054	145,609	521,433
Category 9: Downstream transportation and distribution	808,778	821,135	419,578
Category 15: Investments	864,151	882,465	683,952
Total – Scope 3 (tCO2e)	3,911,874*	3,311,401*	3,880,064

¹ Scope: Global Cement operation

² In 2024 the methodology were reviwed according to GCCA Cement Sector Scope 3 GHG Accounting and Reporting Guidance.

* Revisions to GRI 2-4 information: changes in scope reported.

Reduction of GHG emissions GRI 305-5	Base year	2022	2023	2024
CO2 reduction (%)	1990 ¹	-24.1%	-27.1%	-27.9%
CO2 reduction (%)	2018 ²	-6.8%	-10.5%	-11.4%

Scope: Global Cement operation.

¹ 1990 sectoral base year.

² 2018 SBTi base year.

Absolute CO2 emission per revenue	2022	2023	2024
Absolute CO2 emission per revenue (kgCO2/R\$)	0.91	0.88	0.83

Scope: Global Cement; Other Business VCBR; and Concrete and Aggregates VCNA.

Other air emissions GRI 305-7 EM-CM-120a.1	2022	2023	2024
Number of kilns reported	40	40	36
NOx			
Absolute emissions (ton/year)	40,525	38,743	36,694
Specific emissions (g/ton clinker)	1,416	1,372	1,381
SOx			
Absolute emissions (ton/year)	21,805	13,951	14,195
Specific emissions (g/ton clinker)	762	494	534 ⁶
PM (Dust)			
Absolute emissions (ton/year)	1,083	945	845
Specific emissions (g/ton clinker)	38	33	32
Mercury			
Absolute emissions (ton/year)	296	201	190
Specific emissions (g/ton clinker)	10	7	7

Other air emissions GRI 305-7 EM-CM-120a.1	2022	2023	2024
Volatile organic compounds (VOC)			
Absolute emissions (ton/year)	2,793	2,497	2,200
Specific emissions (g/ton clinker)	98	88	88
Dioxins/Furans			
Absolute emissions (kg/year)	703	633	792
Specific emissions (mg/ton clinker)	25	22	30
HM1 ¹			
Absolute emissions (kg/year)	863	781	279
Specific emissions (mg/ton clinker)	30	28	11
HM2 ²			
Absolute emissions (kg/year)	36,663	33,332	9,995
Specific emissions (mg/ton clinker)	1,281	1,181	376 ⁷
Polycyclic Aromatic Hydrocarbons (PAHs) ³ EM-CM-120a.1			
Absolute emissions (ton/year)	70	100	-
Specific emissions (g/ton clinker)	0.01	0.01	-
Monitoring data			
Total monitoring coverage rate (KP1 ⁴)	92.8%	92.0%	94.2%
Continuous monitoring coverage rate (KP2 ⁵)	100%	100%	100.0%

Scope: Global.

¹ HM1: Cadmium and Thallium.

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

³ Setor average in Spain, extrapolated to Tunisia, Morocco and Turkey.

⁴ KPI 1: Monitoring of all pollutants.

⁵ KPI 2: Monitoring of PM, NOx and SOx.

⁶ Increase associated with limestone profile.

⁷ Decrease associated with co-processing.

Waste generated by composition [GRI 306-3] [SASB EM-CM-150a.1]	2022	2023	2024 ¹
Hazardous waste (tons)	3,189	3,834	4,929
Non-hazardous waste (tons)	173,830	248,136	343,007
Amount of waste generated (tons)	177,019	251,970	347,935
Hazardous (%)	1.8%	1.5%	1.4%
Recycled (%)	24.2%	28.2%	24.7%

Scope: Global.

¹In 2024, the total amount of waste generated increased due to the inclusion of concrete waste as part of the indicator's scope in Brazil.

Recycled concrete [VC 2030]	2022	2023	2024
Recycled concrete returned (%)	88.7%	83.9%	83.6%

Scope: VCBR, VCNA, VCEAA.



Waste diverted from disposal and directed to disposal [GRI 306-4] [GRI 306-5]	2022		2023		2024 ¹	
Diverted from disposal (tons) [GRI 306-4]	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous
Total	805	66,334	1,009	135,309	1,685	147,396
Compostiong	0	2,026	0	1,078	0	5,101
Reuse	48	16,640	189	10,120	121	20,115
Recycling	392	42,404	487	70,531	1,211	84,774
Recovery	342	3,004	302	13,126	324	9,187
On-site storage	23	2,261	31	40,454	29	28,219
Directed to disposal (tons) [GRI 306-5]	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous
Total	2,384	107,496	2,825	112.828	3,243	195,610
Incineration	64	773	37	401	32	401
Landfilling	186	21,676	49	24,724	116	25,689
Deep well injection	0	59	0	50	0	24
Others ²	2,134	84,988	2,739	87,653	3,096	169,496

Scope: Global.

¹In 2024, the total amount of waste generated increased due to the inclusion of concrete waste as part of the indicator's scope in Brazil.

²Waste directed to coprocessing.

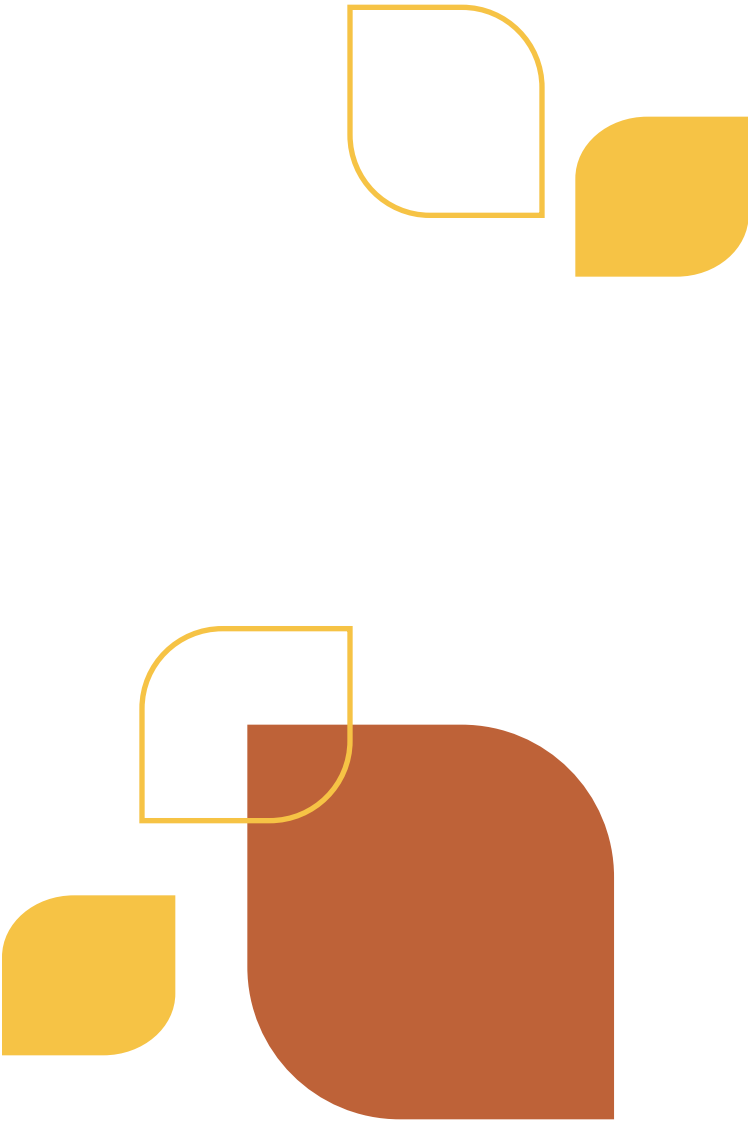
Social Performance

Employment <small>[GRI 2-7]</small>		2022	2023	2024
By type of employment				
Full-time	Female	1,735	1,992	2,073
	Male	10,491	11,001	10,704
	Total	12,226	12,993	12,777
Part-time	Female	467	340	348
	Male	396	250	246
	Total	863	590	594
By employment contract				
Temporary (or determined)	Female	11	348	365
	Male	117	361	304
	Total	128	709	669
Permanent (undetermined)	Female	2,191	1,984	2,056
	Male	10,770	10,890	10,646
	Total	12,961	12,874	12,702
Total employees	Female	2,202	2,331	2,421
	Male	10,887	11,252	10,950
	Total	13,089	13,583	13,371

Scope: Global.

Collective bargaining agreements <small>[GRI 2-30]</small>	2022	2023	2024
Total number of employees	13,089	13,583	13,371
Employees covered by collective bargaining agreement	10,309	11,332	10,964
Employees covered by collective bargaining agreement (%)	78.8%	83.4%	82.0%

Scope: Global.

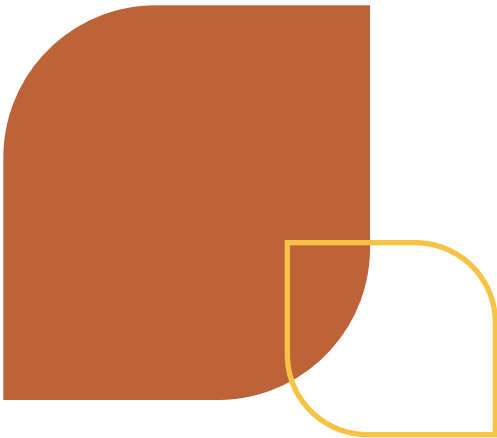


Turnover GRI 401-1	2022		2023		2024 ¹	
Total number and rate of employee turnover						
By gender	Number	Rate	Number	Rate	Number	Rate
Female	713	5.4%	693	5.1%	374	2.9%
Male	2,146	16.4%	2,222	16.4%	1,888	14.9%
By age group	Number	Rate	Number	Rate	Number	Rate
Under 30 years old	1,028	7.9%	1,031	7.6%	452	3.6%
30-50 years old	1,350	10.3%	1,431	10.5%	1,321	10.4%
Over 50 years old	476	3.6%	428	3.2%	468	3.7%
By region	Number	Rate	Number	Rate	Number	Rate
VCBR	2,044	24.1%	2,065	24.2%	1,606	21.5%
VCEAA	145	9.4%	149	8.6%	129	11.7%
VCNA	647	24.2%	443	22.6%	479	37.8%
VCLATAM	23	9.1%	38	10.1%	27	6.5%
Total rate of turnover	21.8%		19.8%		17.7%	

Scope: Global.

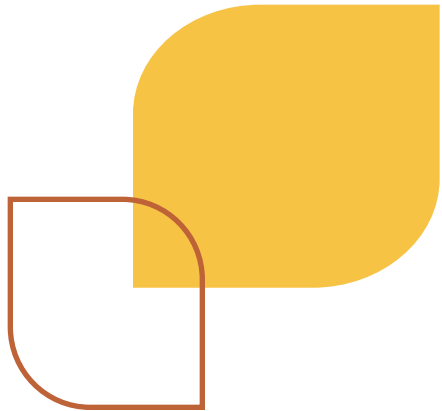
Turnover figures do not consider interns and apprentices.

¹In 2024 methodology adopted changed



New hires GRI 401-1	2022		2023		2024	
Total number and rate of new employee hires						
By gender	Number	Rate	Number	Rate	Number	Rate
Female	753	5.8%	725	5.3%	752	5.9%
Male	1,967	15.0%	2,063	15.2%	2,270	17.9%
By age group	Number	Rate	Number	Rate	Number	Rate
Under 30 years old	1,233	9.4%	1,048	7.7%	1,090	8.6%
30-50 years old	1,297	9.9%	1,424	10.5%	1,638	12.9%
Over 50 years old	190	1.5%	292	2.1%	294	2.3%
By region	Number	Rate	Number	Rate	Number	Rate
VCBR	2,133	25.1%	1,354	15.9%	1,713	21.5%
VCEAA	209	13.6%	246	14.2%	163	11.7%
VCNA	359	13.4%	443	15.1%	1,122	37.8%
VCLATAM	19	3.5%	30	8.0%	24	6.5%
Total rate of new employee hires	20.8%		15.3%		23.8%	

Scope: Global.



Diversity GRI 405-1 IVC 2030		2022			2023			2024		
By age group (%)		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
President/Director		0.0%	40.5%	59.5%	0.0%	38.5%	61.5%	0.0%	30.6%	69.4%
Manager/General Manager		0.3%	73.4%	26.4%	0.5%	70.2%	29.3%	0.0%	67.6%	32.4%
Coordinator/Consultant		6.5%	73.8%	19.8%	8.6%	72.9%	18.4%	4.2%	77.0%	18.9%
Technician/Analyst/Supervisor		15.1%	69.4%	15.4%	13.8%	69.5%	16.7%	14.4%	69.3%	16.3%
Operator		18.1%	60.0%	22.0%	16.9%	59.0%	24.2%	17.6%	58.1%	24.2%
Intern		96.8%	3.1%	0.0%	94.6%	5.4%	0.0%	100.0%	0.0%	0.0%
Apprentice		100%	0.0%	0.0%	100%	0.0%	0.0%	95.4%	4.6%	0.0%
Total employees		19.6%	61.0%	19.4%	18.5%	60.4%	21.1%	18.9%	60.0%	21.1%
Board of Director (%)		0.0%	0.0%	100.0%	0.0%	28.6%	71.4%	0.0%	37.5%	62.5%
Finance Committee (%) ¹		-	-	-	0.0%	50.0%	50.0%	0.0%	25.0%	75.0%
Organization, Compansation and People Committee (%) ¹		-	-	-	0.0%	40.0%	60.0%	0.0%	20.0%	80.0%
Audit Committee (%) ¹		-	-	-	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Sustainability and Innovation Committee (%) ¹		-	-	-	0.0%	25.0%	75.0%	0.0%	40.0%	60.0%

Scope: Global.

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

¹ The data regarding the gender diversity in the committees started to be reported in 2022 and the diversity by age group in 2023.



Diversity GRI 405-1 VC 2030	2022		2023		2024	
By gender (%)	Male	Female	Male	Female	Male	Female
President/Director	89.2%	10.8%	84.6%	15.4%	86.1%	13.9%
Manager/General Manager	80.2%	19.8%	79.0%	21.0%	78.4%	21.6%
Coordinator/Consultant	68.9%	31.1%	67.4%	32.6%	68.3%	31.7%
Technician/Analyst/Supervisor	75.4%	24.6%	74.8%	25.2%	74.6%	25.4%
Operator	90.9%	9.1%	91.0%	9.0%	89.7%	10.3%
Intern	40.1%	59.9%	41.2%	58.8%	42.3%	57.7%
Apprentice	42.8%	57.2%	43.8%	56.2%	41.7%	58.3%
Total employees	83.2%	16.8%	82.8%	17.2%	81.9%	18.1%
Gender diversity in leadership positions ¹ (%) VC 2030	79.0%	21.0%	77.2%	22.8%	75.2%	24.8%
Board of Director (%)	85.7%	14.3%	85.7%	14.3%	87.5%	12.5%
Finance Committee (%) ²	75.0%	25.0%	50.0%	50.0%	50.0%	50.0%
Organization, Compansation and People Committee (%) ²	75.0%	25.0%	80.0%	20.0%	60.0%	40.0%
Audit Committee (%) ²	75.0%	25.0%	75.0%	25.0%	75.0%	25.0%
Sustainability and Innovation Committee (%) ²	-	-	75.0%	25.0%	80.0%	20.0%

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.



Diversity GRI 405-1 VC 2030	2022	2023	2024
People with disability (%)			
President/Director	0.0%	0.0%	0.0%
Manager/General Manager	0.8%	0.0%	0.5%
Coordinator/Consultant	0.7%	0.7%	0.5%
Technician/Analyst/Supervisor	1.5%	2.5%	2.7%
Operator	4.5%	3.5%	3.4%
Intern	0.0%	0.0%	0.0%
Apprentice	0.0%	0.0%	0.0%
Total employees	3.2%	2.8%	2.8%
Board of Director (%)	0.0%	0.0%	0.0%
Finance Committee ¹ (%)	-	0.0%	0.0%
Organization, Compensation and Remuneration Committee ¹ (%)	-	0.0%	0.0%
Audit Committee ¹ (%)	-	0.0%	0.0%
Sustainability and Innovation Committee ¹ (%)	-	0.0%	0.0%

Scope: Global.
The percentage corresponds to the number of employees within each functional category that meets the diversity criteria.
¹ The data regarding people with disability in the committees started to be reported in 2023.

Internal perceptions of diversity and inclusion VC 2030	2022	2023	2024
Favorability in climate surveys (%)	81.1%	83.7%	83.8%

Scope: VCBR, VCNA and VCEAA.

Average hours of training

IGRI 404-1		2022		2023		2024	
By functional category		Male	Female	Male	Female	Male	Female
President/Director		4	17	7	12	8	16
Manager/General Manager		27	32	29	22*	29	28
Coordinator/Consultant		18	21	27*	24*	30	29
Technician/Analyst/Supervisor		32	32	28*	28	29	30
Operator		15	26	27*	22	17	19
Average hours of training (female + male)		23		24		23	

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

Employees receiving regular performance and career development reviews (%)

IGRI 404-3		2023		2024	
By functional category		Male	Female	Male	Female
President/Director		83%	91%	100%	94%
Manager/General Manager		99%	94%	88%	94%
Coordinator/Consultant		93%	95%	94%	92%
Technician/Analyst/Supervisor		75%	82%	79%	86%
Operator		26%	31%	51%	47%
Total		60%	49%	70%	61%

Scope: Global.
The KPI started to be reported only in 2023.
* Revisions to GRI 2-4 information: changes in measurement methodologies or definitions used.

Occupational health and safety

IGRI 403-9 IVC 2030		2022	2023	2024
Work-related injuries – Employees				
Fatalities		0	0	1
Rate of fatalities ¹		0.00	0.00	0.04
High-consequence accidents		2	2	5
Rate of High-consequence accidents ²		0.07	0.07	0.19
Lost-time injuries		25	32*	43
Rate of lost-time injuries ³		0.94	1.20*	1.63
Recordable work-related injuries		149	156*	192
Rate of recordable work-related injuries ⁴		5.58	5.84	7.28
Number of hours worked		26,689,680	26,721,563*	26,372,608
Work-related injuries – Contractors and subcontractors ⁵				
Fatalities		0	1	0
Rate of fatalities ¹		0.00	0.04	0.00
High-consequence accidents		1	2	4
Rate of High-consequence accidents ²		0.05	0.08	0.16
Lost-time injuries		9	12	14
Rate of lost-time injuries ³		0.41	0.51*	0.55
Recordable work-related injuries		59	74	90
Rate of recordable work-related injuries ⁴		2.66	3.12*	3.51
Number of hours worked		22,170,494	23,714,619*	25,630,118
Total work-related accident rate (employees + other employees) IVC 2030		0.70	0.87*	1.10

Scope: VCBR, VCNA, VCEAA and VCLATAM.

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.

¹ Rate of fatalities = Number of fatalities in the year / Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.

² Rate 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.

³ Rate of LTI =Number of LTI/Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.

⁴ Rate 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.

⁵ The data includes only on-site fatalities and LTI in our cement, concrete, aggregates, mortar, aglime and logistics facilities. Among employees and contractors, 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.

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

Workforce safety SASB EM CM 320a.1	2022	2023	2024
Rate of mandatory reporting injuries direct employees ¹	1.12	1.17*	1.46
Rate of mandatory reporting injuries contractors and subcontractors ¹	0.53	0.62	0.70
Rate of near miss frequency direct employees, contractors and subcontractors ²	41.40	16.57*	18.01

Scope: VCBR, VCNA, VCEAA and VCLATAM.

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.

¹ Rate 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.

² Rate of near miss frequency = Number of near miss injury/Number of worked hours (including CIF hours according to the SASB approach)*200,000.

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

Health VC 2030 SASB EM–CM–320a.2 GRI 403–10	2022	2023	2024
Number of reported cases of silicosis ¹	0	0	1
Favorability in satisfaction and well-being surveys (%) ²	75.9%	77.4%	79.8%

¹ Scope: VCBR.

² Scope: VCBR, VCNA, VCEAA.



Social transformation GRI 413 -1 VC 2030	2022	2023	2024
Total number of operations ¹	361	360	344
Number of operations with implemented local community engagement, impact assessments, and/or development programs	226	235	257
Operations with implemented local community engagement, impact assessments, and/or development programs (%) VC 2030	62.6%	65.3%	74.7%

Global social investment (R\$ thousand)			
VCBR	12,064	13,162	14,350
VCNA	2,151	1,551	2,437
VCEAA	3,295	4,453	1,140
VCLATAM	633	645	696
Total	18,143	19,811	18,623

Scope: Global

¹ Number of operations considered for the social engagement plan.

Volunteer initiatives VC 2030	2022	2023	2024
Number of employees	13,089	13,583	13,371
Number of employees engaged in volunteering in the current year	877	1,406	1,559
Employees engaged in volunteer initiatives (%)	6.7%	10.4%	11.7%
Number of volunteer initiatives of the year ¹	–	–	431
Amount of volunteer hours ¹	–	–	19,726

Scope: Global.

¹ Information reported from 2024.

GRI Content Index

Statement of use

Votorantim Cimentos has reported in reference with GRI Standards for the period January 1, 2024 to December 31, 2024

GRI 1 Used GRI 1: Foundation 2021

GRI Standard	Disclosure	Page	Omission	SDG
GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	17,18,136	-	-
	Disclosure 2-2 Entities included in the organization’s sustainability reporting	105	-	-
	Disclosure 2-3 Reporting period, frequency and contact point	136	-	-
	Disclosure 2-4 Restatements of information	107-127	-	-
	Disclosure 2-5 External assurance	133-135	-	-
	Disclosure 2-6 Activities, value chain and other business relationships	17	-	-
	Disclosure 2-7 Employees	56,122	-	-
	Disclosure 2-9 Governance structure and composition	69	-	5.5, 16.7
	Disclosure 2-10 Nomination and selection of the highest governance body	69	-	5.5, 16.7
	Disclosure 2-11 Chair of the highest governance body	69	-	16.6
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	69	-	16.7
	Disclosure 2-13 Delegation of responsibility for managing impacts	69	-	-
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	69	Information incomplete	-
	Disclosure 2-15 Conflicts of interest	73	-	16.6
	Disclosure 2-16 Communication of critical concerns	76,77	-	-
	Disclosure 2-17 Collective knowledge of the highest governance body	-	Information unavailable	-
	Disclosure 2-18 Evaluation of the performance of the highest governance body	69	-	-
	Disclosure 2-22 Statement on sustainable development strategy	4-6	-	-
	Disclosure 2-23 Policy commitments	72	-	16.3
	Disclosure 2-24 Embedding policy commitments	72	-	-
	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	75	-	16.3
	Disclosure 2-27 Compliance with laws and regulations	113	-	16.3
	Disclosure 2-28 Membership associations	104,105	-	-
	Disclosure 2-29 Approach to stakeholder engagement	8,13	-	-
	Disclosure 2-30 Collective bargaining agreements	122	-	8.8
GRI 3: Material Topics 2021	Disclosure 3-1 Process to determine material topics	8	-	-
	Disclosure 3-2 List of material topics	8-11	-	-

GRI Standard	Disclosure	Page	Omission	SDG
Material Topics				
Affected communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	9,45-52	-	-
GRI 203: Indirect economic impacts	Disclosure 203-1: Investments in infrastructure and support services	-	Information unavailable	-
	Disclosure 203-2: Significant indirect economic impacts	-	Information unavailable	-
GRI 204: Procurement Practices 2016	Disclosure 204-1 Proporção de gastos com fornecedores locais	109	-	8.3
GRI 413: Local Communities 2016	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	127	-	-
	Disclosure 413-2: Operations with significant actual or potential negative impacts on local communities	-	Information unavailable	-
Business Conduct				
GRI 3: Material Topics 2021	3-3 Management of material topics	10,72	-	-
GRI 205: Anti-corruption 2016	Disclosure 205-1 Operations assessed for risks related to corruption	111	-	16.5
	Disclosure 205-2 Communication and training about anti-corruption policies and procedures	112	-	16.5
	Disclosure 205-3 Confirmed incidents of corruption and actions taken	112	-	16.5
GRI 206: Anti-competitive Behavior 2016	Disclosure 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	113	-	16.3
GRI 406: Non-discrimination 2016	Disclosure 406-1 Incidents of discrimination and corrective actions taken	113	-	5.1, 5.5, 8.5
Climate change				
GRI 3: Material Topics 2021	3-3 Management of material topics	9,10, 27-30	-	-
GRI 201: Economic performance 2016	Disclosure 201-2 Financial implications and other risks and opportunities due to climate change	77	-	-
	Disclosure 302-1 Energy consumption within the organization	114	-	-
GRI 302: Energy 2016	Disclosure 302-2 Energy consumption outside of the organization	-	Information unavailable	7.2, 7.3, 8.4, 12.2, 13.1
	Disclosure 302-3 Energy intensity	115	-	7.3, 8.4, 12.2, 13.1
	Disclosure 302-4 Reduction of energy consumption	-	Information unavailable	7.3, 8.4, 12.2, 13.1
	Disclosure 302-5 Reductions in energy requirements of products and services	-	Information unavailable	7.3, 8.4, 12.2, 13.1
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG emissions	119	-	3.9, 12.4, 13.1,14.3, 15.2
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	119	-	3.9, 12.4, 13.1,14.3, 15.2
	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	119	-	3.9, 12.4, 13.1,14.3, 15.2
	Disclosure 305-4 GHG emissions intensity	119	-	3.9, 12.4, 13.1,14.3, 15.2
	Disclosure 305-5 Reduction of GHG emissions	120	-	13.1, 14.3, 15.2

GRI Standard	Disclosure	Page	Omission	SDG
Circular Economy				
GRI 3: Material Topics 2021	3-3 Management of material topics	9,10,34-38	-	-
GRI 301: Materials 2016	Disclosure 301-1 Materials used by weight or volume	115	-	8.4, 12.2
	Disclosure 301-2 Recycled input materials used	-	Information unavailable	8.4, 12.2, 12.5
	Disclosure 301-3 Recovery of products and their packaging	-	Information unavailable	-
GRI 306: Waste 2020	Disclosure 306-1 Waste generation and significant waste-related impacts	10	-	3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	Disclosure 306-2 Management of significant waste-related impacts	115	-	3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	Disclosure 306-3 Waste generated	121	-	3.9, 6.6, 11.6, 12.4, 12.5, 15.1
	Disclosure 306-4 Waste diverted from disposal	121	-	3.9, 11.6, 12.4, 12.5
	Disclosure 306-5 Waste directed to disposal	121	-	3.9, 11.6, 12.4, 12.5
Biodiversity and ecosystems				
GRI 3: Material Topics 2021	3-3 Management of material topics	10,42	-	-
GRI 304: Biodiversity 2016	Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	117	-	6.6, 14.2, 15.1, 15.5
	Disclosure 304-2 Significant impacts of activities, products, and services on biodiversity	10	-	
	Disclosure 304-3 Habitats protected or restored	118	-	6.6, 14.2, 15.1, 15.5
	Disclosure 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	118	-	6.6, 14.2, 15.1, 15.5
	MM2: Units with high biodiversity value with active biodiversity management plans	117	-	-
	MM10: Mines with closure plans	117	-	-
Own workforce				
GRI 3: Material Topics 2021	3-3 Management of material topics	9,57-61,63-67	-	-
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	57-61	-	8.8
	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	57-61	-	8.8
	Disclosure 403-3 Occupational health services	57-61	-	8.8
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	57-61	-	8.8, 16.7
	Disclosure 403-5 Worker training on occupational health and safety	57-61	-	8.8
	Disclosure 403-6 Promotion of worker health	57-61	-	3.3, 3.5, 3.7, 3.8
	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	57-61	-	8.8
	Disclosure 403-8 Workers covered by an occupational health and safety management system	57-61	-	8.8
	Disclosure 403-9 Work-related injuries	126	-	3.6, 3.9, 8.8, 16.1
	Disclosure 403-10 Work-related ill health	127	-	3.3, 3.4, 3.9, 8.8, 16.1

GRI Standard	Disclosure	Page	Omission	SDG
Own workforce				
GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	126	-	-
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	126	-	5.1, 8.5, 10.3
GRI 405: Diversity and Equal Opportunity 2016	Disclosure 405-1 Diversity of governance bodies and employees	124,125	-	5.1, 5.5, 8.5
	Disclosure 405-2 Equal remuneration	-	Information unavailable	-
GRI 410: Security Practices 2016	Disclosure 410-1 Security personnel trained in human rights policies or procedures	-	Information unavailable	-
Non material topics				
GRI 201: Economic performance 2016	Disclosure 201-1 Direct economic value generated and distributed	109	-	8.1, 8.2, 9.1, 9.4, 9.5
GRI 202: Market Presence 2016	Disclosure 202-2 Proportion of senior management hired from the local community	110	-	8.5
GRI 401: Employment 2016	Disclosure 401-1 New employee hires and employee turnover	123	-	5.1, 8.5, 8.6, 10.3
GRI 305: Emissions 2016	Disclosure 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	43,120	-	3.9, 12.4,14.3, 15.2
GRI 303: Water and Effluents 2018	Disclosure 303-3 Water withdrawal	116	-	6.4
	Disclosure 303-4 Water discharge	117	-	6.3
	Disclosure 303-5 Water consumption	117	-	6.4
GRI 308: Supplier Environmental Assessment 2016	Disclosure 308-1 New suppliers that were screened using environmental criteria	110	-	-
GRI 408: Child Labor 2016	Disclosure 408-1 Operations and suppliers at significant risk for incidents of child labor	113	-	5.2, 8.7, 16.2
GRI 409: Forced or Compulsory Labor 2016	Disclosure 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	113	-	5.2, 8.7
GRI 411: Rights of Indigenous Peoples 2016	Disclosure 411-1 Incidents of violations involving rights of indigenous peoples	113	-	2.3
GRI 414: Supplier Social Assessment 2017	Disclosure 414-1 New suppliers that were screened using social criteria	110	-	5.2, 8.8, 16.1
GRI 415: Public Policy 2017	Disclosure 415-1 Political contributions	110	-	16.5

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) CO2-E, Percentage (%)	EM-CM-110a.1	119
	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	27-30
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O) (2) SOx (3) particulate matter (PM10), (4) dioxins/furans (5) volatile organic compounds (VOCs) (6) polycyclicaromatic hydrocarbons (PAHs) (7) heavy metals	Quantitative	Metric tons (t)	EM-CM-120a.1	43
Energy Management	(1) Total energy consumed (2) percentage grid electricity (3) percentage alternative (4) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	114
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 (m³), Percentage (%)	EM-CM-140a.1	116
Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM-150a.1	121
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Qualitative	Not applicable	EM-CM-160a.1	41,42
	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	127
	Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	127
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	109
Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities price fixing and anti-trust activities	Quantitative	Reporting currency	EM-CM-520a.1	113
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	109

Independent Assurance Statement

GRI 2-5

Introduction

Bureau Veritas Certification Brazil (Bureau Veritas) was engaged by Votorantim Cimentos to provide independent assurance for its 2024 Sustainability Report (hereinafter referred to as the Report).

The information published in the Report is the sole responsibility of Votorantim Cimentos. Our responsibility is defined according to the scope of work described below.

Scope of work

The scope of this assurance engagement considered the Global Reporting Initiative™ Standards and Principles¹ for Sustainability Reporting, including the Mining and Metals Sector Standards (hereinafter referred to as the Sector Standards) and covered the period between January 1, 2024 and December 31, 2024.

Additionally, the assurance scope considered two GCCA (Global Cement and Concrete Association) Guidelines, namely: (1) Monitoring and reporting safety in cement manufacturing and (2) Monitoring and reporting CO₂ emissions from cement manufacturing.

In geographical terms, we assured Votorantim Cimentos data and information at a global level.

Responsibilities of Votorantim Cimentos and Bureau Veritas

The preparation, presentation and content of the Report are the sole responsibility of Votorantim Cimentos. The responsibility of Bureau Veritas is to provide an independent opinion to stakeholders, as per the scope of assurance detailed in this statement.

Methodology

This assurance engagement included the following activities:

1. Interviews with the parties responsible for the material topics and for the content of the Report.
2. Remote verification of corporate and operational processes (verification of material GRI standards and information sampling).
3. Verification of performance data against the Principles that ensure the quality of information, in accordance with the GRI Standards and the Sector Standards.
4. Review of documentary evidence provided by Votorantim Cimentos for the period covered by the Report (2024).
5. Review of stakeholder engagement activities conducted by Votorantim Cimentos.

6. Assessment of the procedure used to determine the material topics included in the Report, within the context of sustainability and scope of the information disclosed.

7. Remote assessments of ESG indicators in the following sites: Global Corporate Headquarters (São Paulo, Brazil), and Itaú de Minas (Minas Gerais, Brazil) and Niebla (Spain) operational sites.

8. A Hybrid (Limited* and Reasonable**) level of assurance was applied based on Bureau Veritas' internal assurance protocol, which is based on the principles of the ISAE3000 standards.

*Limited assurance: All indicators, except those described below.

**Reasonable assurance: 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 within and outside the company and energy intensity) and GRI 403-9 (Work-related injuries) standards.

In addition to this assurance engagement, Votorantim Cimentos Brazil's Greenhouse Gas (GHG) inventory underwent to a separate assurance process following a specific Bureau Veritas protocol.

Limitations and exclusions

The following are excluded from our assurance engagement:

- Activities outside the reporting period.
- Position statements (expressions of opinion, belief, aim or future intent) by Votorantim Cimentos.
- Accuracy of economic and financial data included in the Report, as obtained from financial statements and assured by independent auditors.
- Greenhouse gas (GHG) emissions inventory, including energy data (assured through a separate process conducted by another Bureau Veritas team).
- Data and information from affiliated companies or contractors, over which Votorantim Cimentos has no operational control.

The following limitations apply to this assurance engagement:

- The data Accuracy and Reliability principles were verified on a sample basis, considering exclusively information and data related to the material topics covered by the Report.
- The economic information included in the Report was specifically verified against the Balance and Completeness principles of the GRI.

Opinion on the report and the assurance process

- To prepare the Sustainability Report, Votorantim Cimentos used its double materiality matrix, which was consolidated based on stakeholder consultation, review of market practices, and identification of impacts, risks and opportunities, resulting in the prioritization and definition of the company's material topics.

- The Report discloses information on the GRI Standards and the Sector Standards, as well as SASB standards associated with the Company's material topics.
- It is our belief that the Votorantim Cimentos Sustainability Report presents the impacts of the Company's activities in a balanced manner.
- Votorantim Cimentos used an adequate data collection and compilation method, when considering the GRI Reliability Principle, enabling the traceability of data related to most indicators covering VCEAA, VCNA and VCLATAM, in addition to VCBR. However, it was not possible to verify the traceability of some of the data generated by the VCEAA, VCNA and VCLATAM regions.
- We verified the management and performance related to the 2030 Sustainability Commitments, as well as the ongoing work of the Sustainability Committee and Board of Directors with regard to sustainability.
- Regarding the Water and Biodiversity topics, we verified that the roadmap was launched to the entire Company, including the implementation of structural initiatives in 2024 and the development of medium-term plans, underscoring the Company's progress in relation to the previous year. We noted that it was still not possible to verify the establishment of a quantitative target associated with the Sustainability Commitment related to these topics and, therefore, we cannot provide an opinion on the progress and fulfillment of the commitment by 2030.
- The safety indicators reported meet the criteria of the GCCA Guideline for monitoring and reporting safety in cement manufacturing. We verified the completeness and reliability of safety data at a deeper level (Reasonable assurance).

- We identified an increase in accidents compared to the last three years. However, we also verified efforts and initiatives carried out by the organization to address this issue, including a safety assessment, leadership and operational training, inclusion of safety-related skills in the list of formal leadership attributes, and safety talks with senior management.
- Regarding GRI standard 413-1 "Operations with local community engagement, impact assessments, and development programs", we verified that the Company implemented the Fala Comunidade Channel, in Salto de Pirapora (SP), to receive complaints, compliments and questions, as well as to address everyday issues that may impact or affect the community, as part of the commitments related to the financing agreement signed with the International Finance Corporation (IFC). We believe that the Channel provides a more strategic view of community engagement, enabling more effective assessments and action plans.
- We verified that in 2024 Votorantim Cimentos implemented the Volunteer Platform to share opportunities provided by the volunteer program, increasing engagement and transparency and thus demonstrating commitment to this topic.
- The data on GHG emissions is part of Votorantim Cimentos' GHG emissions inventory. This inventory was assured by Bureau Veritas through an independent assurance process. We confirmed that the disclosure of data regarding the inventory followed the GRI standards methodology.
- Inconsistencies found in the Report were adjusted during the process and were satisfactorily corrected.

Recommendations

- We recommend the use of tools and systems to enable the verifiability and traceability of data common to all geographic regions where the company operates, especially data reported by the VCEAA, VCNA and VCLATAM regions.
- We recommend monitoring the implementation of the Water and Biodiversity roadmap, as part of ESG governance, to ensure the execution of the planned initiatives and the establishment of an objective target associated with the 2030 Sustainability Commitment regarding each of these topics.
- We encourage the development and implementation of metrics to enable the Company to evaluate the effectiveness of the measures taken as a result of accidents, to confirm whether the proposed objectives were achieved, as well as to identify potential failures and opportunities for improvement in the action plan, to act systematically on the causes and recurrences of accidents.
- We suggest that the Company consider extending the Fala Comunidade Channel from the Salto de Pirapora (SP) site to its other sites, to seek greater balance when engaging with communities in the regions where it operates.

Conclusion

As a result of our assurance process, nothing has come to our attention that would indicate that:

- The information presented in the Report is not balanced, consistent and reliable.

- Votorantim Cimentos has not established appropriate systems for collecting, compiling and analyzing quantitative and qualitative data included in the Report.
- The Report does not adhere to the Reporting Principles for defining report quality and content as per the GRI Standards and its Mining & Metals Sector Standards.

Statement of independence and impartiality

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

Bureau Veritas has implemented a Code of Ethics across its business to ensure that all our staff maintain high ethical standards in their day to day business activities. We are particularly attentive to preventing conflicts of interest.

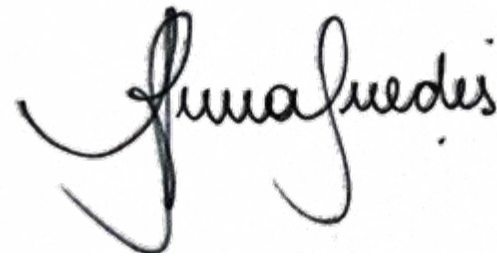
Our assurance team does not have any involvement with Votorantim Cimentos, other than the independent assurance of the Sustainability Report. We believe there to be no conflict between any other services provided by Bureau Veritas and this assurance provided by our team.

The assurance team that has provided this assurance to Votorantim Cimentos has extensive knowledge to conduct assurance over environmental, social, health, safety and ethical information and systems, which, combined with experience in these areas, provides us with a clear understanding of the implementation and assurance of best practices in corporate responsibility.

Contact

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

São Paulo, March, 2025.



Anna Carolina Guedes da Silva

Lead Auditor, Assurance Sustainability Reports (ASR)
Bureau Veritas Certification – Brazil



Camila Pavão Chabar

Executive Sustainability Manager

Bureau Veritas Certification – Brazil





Board of Directors

Luiz Antonio dos Santos Pretti (Chairman)¹
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Fabio Ermírio de Moraes
Francisco de Sá Neto¹
José Roberto Ermírio de Moraes Filho
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Sérgio Augusto Malacrida Junior

Statutory Audit Committee

Diego Fresco Gutierrez¹ (Coordinator)
Luciana Bacci Costa¹
Marcelo Castelli

Finance Committee

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

¹ Independent members

Organization, Compensation and People Committee

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

Sustainability and Innovation Committee

Clarissa Lins (Coordinator) ¹
Alexandre Noschese
José Roberto Ermírio de Moraes Filho
Luiz Antonio dos Santos Pretti
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
Alanna Aqui
Ana Carolina Ricardo da Costa
Ellen Kazuko Utiana Suzuki
Fabio Cirilo
Geraldo Magella
Isabel Garro Hernández
Isadora Miyuki Kano Carmo
Julia Pamplona
Juliana Gabrielle Oliveira Silva
Kelly Bassi
Laila Navarro Catani Moniz de Aragão
Laura Fernanda Belarmino Teixeira
Leonardo Ferreira Gomes Luna
María José Martín Aradilla
Nathalia Abreu
Resha Watkins

Content, editing and layout

Juntos | Approach Comunicação

External Assurance

Bureau Veritas

Images

Votorantim Cimentos image bank

Translation

Claudia Gustavsen

We are grateful for the support and dedication of the corporate and industrial areas of Votorantim Cimentos and, especially, to the Cantagalo, Cuiabá and Itaú de Minas sites, in Brazil, and the Niebla site, in Spain, which were part of the assurance process and the collection and verification of the information that is included in this document.

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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 sustentabilidade.vc@vcimentos.com.