

2024 Annual Report

Content

Foreword	3
Message from Leadership	4
Main numbers of 2024	7
Corporate Governance	9
Strategy	13
Positive Impact on Territories	35
Partnerships to expand the positive impact	53
Knowledge Management	56
Outlook	62

FOREWORD

Long-term impact

Social impact is the result of different forces working together. When companies, organizations, and communities come together under a shared purpose, they design solutions that transform society.

The Votorantim Institute serves as a social platform for Votorantim's companies, partnering with them to develop meaningful, integrated, and sustainable social initiatives. We ensure that businesses create value through their relationships with the communities in which they operate.

With a trajectory of over two decades, the Institute's legacy includes programs that transcend time, as they have been tested and improved, and now address the most relevant social and environmental issues. At the same time, it remains attentive to trends, current issues, and new demands in the territories.

It's not just about looking at what has already been accomplished, but about transforming this experience into a foundation for what is yet to come.

The strategy focuses on four core pillars – education, productive inclusion, sustainable cities, and responsible and sustainable corporate practices – and guided by a vision of effectiveness and efficiency, thematic coherence, territorial relevance, and measurable impact.

This movement has produced results in several fronts: expansion of the climate agenda, strengthening of public health management, new productive inclusion strategies, and significant advances in public education. It also means new partnerships, greater territorial reach, and the consolidation of the Knowledge Center, with a focus on measuring impact and using evidence to guide decisions.

In this report, we share the main results of 2024, providing consolidated data, highlights from each program, real stories of transformation in the territories, and impact assessments of the programs implemented. Readers will also find our leadership vision and outlook for 2025, reaffirming the Institute's commitment to more equitable, inclusive, and sustainable development.

In a year marked by the arrival of new female leaders to the Institute's management, we gained new experiences, perspectives, and enthusiasm to further strengthen this trajectory.

This way, we've combined the strength of a legacy with perspectives for the future, being guided by integrity, consistency, collective intelligence, and a commitment to real impact.



MESSAGE FROM LEADERSHIP

“Along its history, the Votorantim Institute has designed solutions with a distinctive identity, based on contributions from experts and focused on social transformation. We are constantly evolving, so we want to expand this legacy by developing a more integrated view of social technologies in the territories of our companies.

The idea is to see how initiatives relate to each other, engage with local realities, and enhance joint impact. This approach provides a better understanding of local contexts, allowing us to address major challenges of our time, such as inequalities, climate risks, and the crisis of trust in institutions.

This is all combined with a robust governance structure, based on good organizational practices, and collaborative efforts with institutional partners that further enhance our work.”

Ricardo Carvalho
Chairman of the Board, Votorantim Institute



MESSAGE FROM LEADERSHIP

“ One of the Votorantim Institute’s greatest strengths is its ability to bring people and institutions together. Confidence in our technical capabilities and the recognition of the Institute as a space for listening and joint development support our value creation for society and business. Through various initiatives, we encourage dialogue among our stakeholders, who share opportunities, challenges, and visions for the future. We believe in the power of connections as a driver of transformation. Together with relevant partners, we help build bridges and advance agendas.

More than just implementing programs, the Institute acts as a knowledge hub, developing methodologies and strengthening the connection between positive social impact and business value.

Fernanda Ferraz
Director-President, Votorantim Institute*



* Cloves Carvalho was the director-president until September 2024. Fernanda Ferraz took over the following month.

MESSAGE FROM LEADERSHIP



“The Votorantim Institute embodies the legacy of over one century of Votorantim, which has always based its actions on integrity, long-term vision, and social and environmental responsibility. It is an essential part of our journey and our commitment to sustainable development. As Votorantim’s social platform, the Institute has supported us with intelligence, proximity, and consistency when building solutions that create social value. By helping our companies develop consistent solutions, the Institute strengthens the connection between businesses and communities. It’s a partnership that enhances our impact and reinforces our commitment to the future.”

João Schmidt
Director-President, Votorantim S.A.

Main numbers in 2024

Investments



**BRL 72.5
million**

**managed by the
Votorantim Institute**

BRL 2.2 million raised for
the Rio Grande do Sul Campaign

More than BRL 1 million
raised in the
Campanha Via Solidária

PEOPLE IMPACTED



5,774
**people directly
impacted**

368,000
**people indirectly
impacted**

171

**projects and initiatives
implemented**

(read more about the fields of action
and programs starting on page 15)

Presence in 2024



Acre (AC)

- Epitaciolândia
- Porto Walter

Amazonas (AM)

- Carauari

Bahia (BA)

- Cachoeira
- Camaçari
- Cordeiros
- Governador Mangabeira
- Maragogipe
- Porto Seguro
- Salvador
- São Félix

Ceará (CE)

- Acaraú
- Bela Cruz
- Itapipoca
- Fortaleza
- Ocara
- Quixeramobim
- Sobral

Goiás (GO)

- Barro Alto
- Caçu
- Niquelândia

Minas Gerais (MG)

- Belmiro Braga
- Guarda-Mor
- Itaú de Minas
- Jaíba
- Juiz de Fora
- Matias Barbosa
- Mirai
- Muriaé
- Paracatu
- Poços de Caldas
- Prata
- Rosário da Limeira
- São Gonçalo do Abaeté
- São Sebastião da Vargem Alegre
- Três Marias
- Vazante

Mato Grosso (MT)

- Aripuanã
- Nobres

Mato Grosso do Sul (MS)

- Batayporã
- Miranda

Pará (PA)

- Capanema
- Nova Timboteua
- Pau D'Arco
- Primavera

Paraíba (PB)

- Itapororoca
- Rio Tinto

Pernambuco (PE)

- Araripina
- Cortês
- Igarassu
- Ilha de Itamaracá
- Itapissuma
- Ouricuri
- Santa Filomena
- São Caitano
- Trindade

Piauí (PI)

- Curral Novo do Piauí
- Inhuma
- Jardim do Mulato
- Simões
- Teresina

Paraná (PR)

- Palmeira
- Pitanga
- Santo Antônio da Platina

Rio Grande do Norte (RN)

- Caico
- Mossoró
- Extremoz

Rio Grande do Sul (RS)

- Cidreira
- Encruzilhada do Sul
- Pinhal da Serra
- São Francisco de Paula
- Vale Verde

Rio de Janeiro (RJ)

- Rio de Janeiro
- São Gonçalo

Rondônia (RO)

- Ji-Paraná

Santa Catarina (SC)

- Apiúna
- Ibirama
- Florianópolis
- Lontas
- Vidal Ramos
- Videira

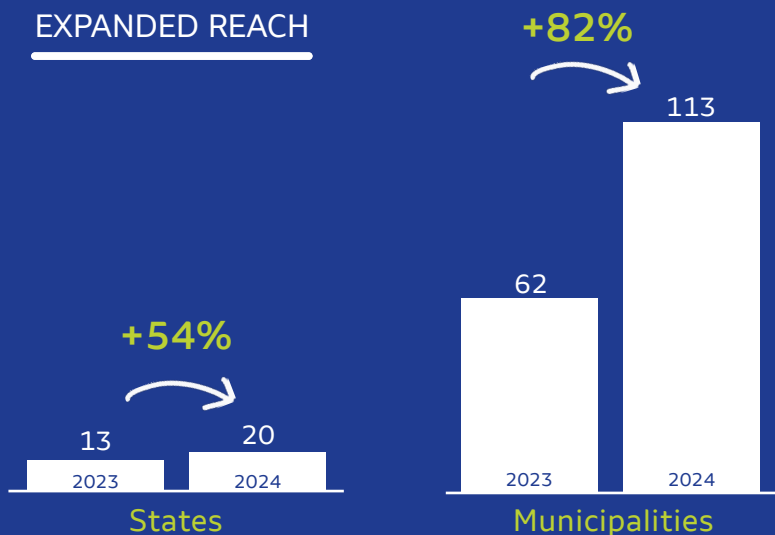
São Paulo (SP)

- Altair
- Alumínio
- Araçariçuama
- Cajati
- Campinas
- Capão Bonito
- Catanduva
- Divinolândia
- Holambra
- Iaras
- Ibiúna
- Itapeceira da Serra
- Itapetininga
- Juquiá
- Juquitiba
- Matão
- Monte Azul
- Monte Mor
- Nova Granada
- Reginópolis
- Rosana
- Salto de Pirapora
- Santos
- São Paulo
- Tapiraí

Tocantins (TO)

- Formoso do Araguaia
- Goiatins
- Paraíso do Tocantins
- Porto Nacional
- Wanderlândia
- Xambioá

EXPANDED REACH



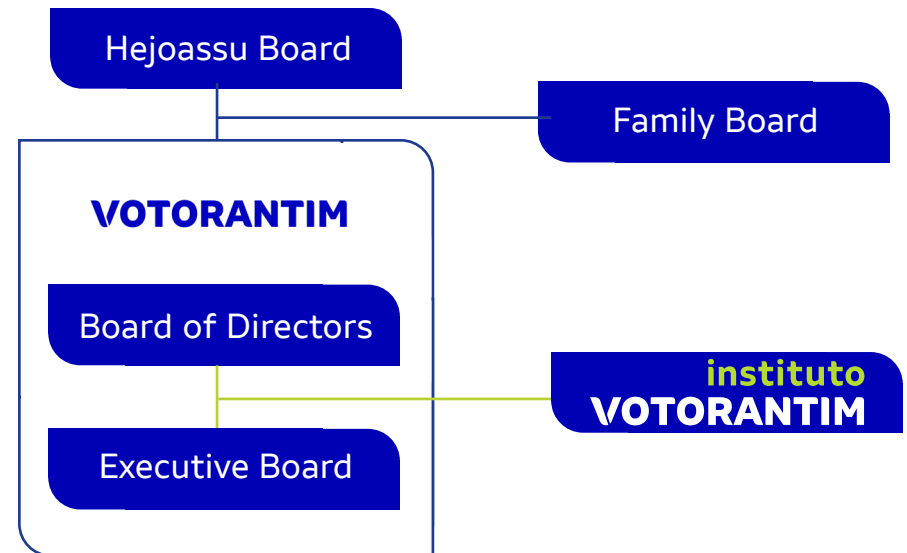
Corporate Governance

Responsibility that strengthens performance

The Votorantim Institute is a non-profit corporate organization that acts as a social investment platform for Votorantim S.A. and its companies. The Institute is inspired by Votorantim's legacy to constantly maintain and improve its organizational structure, with its own independent management and governance structure.

The Deliberative Board is its highest governance body, supported by the Remuneration and People Committee and the Audit Committee. All have their own bylaws and annual agendas and topics.

These elements reinforce the maturity of the governance system and the active participation of the Board and Committees in monitoring the Institute's management. They also complement the best practices, compliance guidelines, and risk management guidelines.



Board and committees

The Deliberative Board is responsible for defining strategic guidelines and monitoring the activities of the Institute's board of directors. It has two representatives of the shareholders and three executives from Votorantim's companies. In addition to these responsibilities, the bylaws formalize the board's responsibilities and, among other things, establish the conditions for conflicts of interest.

MEMBERS OF THE DELIBERATIVE BOARD*:

- **Ricardo Rodrigues de Carvalho**
Chairman of the Board,
Votorantim Institute
- **Ana Helena de Moraes Vicintin**
(Hejoassu) Vice president
- **Álvaro Lorenz**
(Votorantim Cimentos)
- **José Roberto Ermírio de Moraes Filho** (Hejoassu)
- **Mauro Ribeiro Neto** (Votorantim S.A.)
- **Gustavo Cicilini** (Nexa)
- **Romulo Marçal Vieira** (Auren)

The Institute has two committees that help the Board oversee its activities, ensuring alignment with its guidelines:

1. REMUNERATION AND PEOPLE COMMITTEE (CRP)*

Discusses topics related to people management, culture, and remuneration policies.

Members: Andressa Lamana (CBA – Coordinator) and Ricardo Carvalho.

2. AUDIT COMMITTEE (COAUD)*

Monitors issues related to the integrity of financial statements, adequacy of internal controls, risk identification and management process, the Compliance Program, among other responsibilities.

Members: Adjarbas Guerra (Coordinator), Rafael Reva (Excellence Center – VSA), and Walter Batlouni Jr. (BV).

Compliance

Transparency and ethics are principles that underpin the Votorantim way of doing business and interacting with people. And the Votorantim Institute shares the same vision.

Votorantim's Code of Conduct guides its institutional relationships and the dialogue with partners and communities. The Institute has an Integrity Program and provides regular compliance training for both internal staff and technical partners directly involved in projects.

All agreements include clauses stating the adherence to the Code of Conduct and the Anti-Corruption Policy. In addition, suppliers undergo a prior analysis and approval process, which helps ensure that their values are in line with the organization's principles.

ETHICS LINE

The Institute has a reporting channel (<https://www.canalconfidencial.com.br/votorantimsa/>), managed by an independent entity, which guarantees the confidentiality of reports. The Ethics Line is available to all stakeholders of the Institute, allowing them to report potential violations of Votorantim's Code of Conduct.

* Members in 2024.

Systems and processes to drive efficiency

The good governance practices adopted by the Votorantim Institute go beyond formal structures. They also materialize in internal mechanisms that promote efficiency and integration across departments. The focus is on qualified decision making and the strategic use of resources, with a direct impact on the delivery of social programs.

In 2024, the Institute strengthened its organizational structure by creating a general management unit that gathered the Legal; Governance, Risk, and Compliance (GRC); Finance, Human, and Organizational Development (DHO); Management; and Data departments under a single leadership. Although these roles already existed, the new configuration aims to strengthen internal governance, increase efficiency, and consolidate the integrated vision.

The goal is to further mature internal processes, including

compliance practices and risk management (see box to the side), while consolidating existing practices, such as data management, the development of an integrated management culture, and improvements in the operational efficiency.

The tasks assumed by the corporate team included progress on the digital transformation journey and development of the Integrated Social Management System. The system, which was built internally, organizes and automates all stages of social investment, from demand capture to accountability. It ensures a higher level of efficiency, traceability, and integration between departments, as well as management of deadlines and goals. The system gains even greater relevance considering the scope of activities performed by the Institute, which, in 2024, was present in 113 municipalities, performing actions that directly impacted 5,774 people.

Financial management

The Votorantim Institute acts with technical competence and responsibility when managing the financial resources invested in Votorantim's social agenda, companies, and institutional partners. As an entity that directly transacts these resources, the Institute maintains a solid internal management environment, with structured financial, contracting, and accountability processes.

The Institute's expertise in management, accounting, and controllership ensures that social investments are made transparently and securely, thereby reinforcing trust in its governance and institutional performance. In addition to the supervision of the Deliberative Board and the Audit Committee – structures that are independent of the Institute's management –, the financial statements are audited by a third party.

RISK MANAGEMENT

The risk management structure reflects the organization's commitment to the responsible and sound use of social resources.

The first detailed risk mapping was conducted in 2023, with the support of an independent consultancy firm and the development of a risk matrix.

This work started a continuous cycle of review and risk monitoring in the Institute's operations and activities, with established governance and the participation of the Deliberative Board and the Audit Committee. The process also defines actions to mitigate impacts and improve internal procedures.

As an ongoing journey, the goal for 2024 and 2025 is to disseminate a risk culture among teams and improve control and mitigation mechanisms, further strengthening the integrity and efficiency of institutional management.

Strategy

To create a positive impact

The Votorantim Institute collaborates with Votorantim's companies, articulating and creating social solutions that contribute to the sustainable development of the regions in which they operate. This work is guided by the understanding that addressing social and environmental challenges requires a long-term commitment, technical capacity, and collaborative action.

The Institute's impact strategy is organized around four core pillars: **equitable and quality education, productive inclusion, sustainable cities and communities, and responsible and sustainable corporate practices**. These pillars guide the selection, design, and monitoring of programs that support Votorantim's invested companies

in generating a positive impact in the territories where they operate.

This agenda was designed in 2023 based on three challenges that shape the social and business environment: persistent inequalities, climate risks, and the crisis of trust in institutions. In light of these challenges, the Institute aims to increase the impact of its social investments and strengthen the relationship between companies and communities, with a focus on qualified listening, development of local capabilities, and fostering systemic solutions.

In 2024, the strategy advanced with the prioritization of initiatives aligned with the strategic pillars and the strengthening of partnerships to expand the scale and relevance of actions.

Projects with the collaboration of organizations such as Brazilian Development Bank (BNDES), Instituto Itaúsa, Instituto CCR, Fundação 1Bi, and Aliança pela Inclusão Produtiva (AIPE) also reinforce the Institute's ability to gather diverse actors around concrete solutions. In addition to expanding the reach and mobilizing resources, these collaborations technically qualify the programs, promote innovation, and open new avenues for action.

Support for Sustainable Development Goals (SDGs):



Strategic pillars of action MAIN PROGRAMS*

1. EQUITABLE AND QUALITY EDUCATION

- Parceria pela Valorização da Educação (PVE)
- Votorantim pela Infância e Adolescência (VIA)
- Programa de Educação Ambiental (PEA) na Escola

2. PRODUCTIVE INCLUSION

- Redes para o Desenvolvimento Sustentável (ReDes)
 - Empreende!
- Programa de Apoio ao Novo Ensino Médio Técnico (PANEM-TEC)

3. SUSTAINABLE CITIES AND COMMUNITIES

- Apoio à Gestão Pública: Saúde (AGP Saúde)
- Apoio à Gestão Pública: Clima (AGP Ação Climática)

4. RESPONSIBLE AND SUSTAINABLE CORPORATE PRACTICES

- Engaja!
- Action with employees:
 - Via Solidária
 - Desafio Voluntário
- Management of incentivized resources

*The names of the programs are in their original version in Portuguese. See the description of each program on pages 18, 23, 27, and 31.



Student at a municipal school in a project supported by Citrosuco, in Matão, São Paulo, during the production of the documentary "Um Olhar para o Futuro" that celebrates the 20th anniversary of the Votorantim Institute.

1

Equitable and quality education

1. Equitable and quality education

Strengthening education networks and guaranteeing rights

Since its inception, the Votorantim Institute has recognized education as a structuring driver of social development. The Institute's education pillar supports the public administration of Brazilian municipalities, especially small and medium-sized ones¹, seeking to improve learning, overcome educational inequalities, and guarantee the rights of children and adolescents.

Supporting education departments, improving the management of educational networks, and mobilizing the school community and multiple actors are part of a structured approach that seeks

to guarantee the right to a quality education. The goal is to promote quality and equity in learning.

Recognizing that the right to education is connected to other fundamental rights, the Institute collaborates with municipal councils dedicated to the rights of children and adolescents, supports local protection networks to guarantee and fight against violations of these rights.

READ MORE

Impact

See how Votorantim's companies work in partnership with the Institute in these territories on page 35.

1. According to the IBGE classification: small municipalities have up to 50,000 inhabitants, and medium-sized municipalities have between 50,001 and 100,000 inhabitants.

PROGRAMS

Parceria pela Valorização da Educação (PVE)

Since 2008, it has supported municipal education networks to accelerate learning with equity throughout Brazil. It provides training to public administrators in schools and municipal education departments, and mobilizes the school community. PVE and PVE Graduados are two methodologies of the program, each with a four-year cycle. The idea is to improve the Basic Education Development Index (IDEB) and other education indicators.

Votorantim pela Infância e Adolescência (VIA)

It helps Brazilian municipalities prepare for responding to violations of children's and youth rights – such as abuse, abandonment, and sexual exploitation. The program strengthens the institutional capabilities of the bodies responsible for preventing, identifying, referring, and monitoring these cases in the municipality.

Programa de Educação Ambiental (PEA) for schools

The program builds bridges that connect companies, public administration, schools, and communities, using environmental education to improve learning and the social environmental development of students. It contributes to the ongoing training of municipal public school teachers and seeks to promote the development of multidisciplinary projects in schools that use social and environmental knowledge in a multidisciplinary, continuous, and contextualized manner, based on the specificities of the biomes of the territories.

Highlights | 2024

PVE

The PVE was present in 79 municipalities in 2024, including regions

without direct operations of Votorantim, through a partnership with BNDES. Expanding its coverage reinforces the Institute's **commitment to equity** and networked action for systemic changes.

Assessments conducted along the PVE history have confirmed its positive impact:

the program improves the Basic Education Development Index (IDEB) and strengthens educational management

in participating municipalities (read more on page 59).

VIA

In 2024, 16 municipalities received support from VIA

to strengthen their policies and practices for the identification, response to, and accountability in cases of violations of children's and youth rights (read more on page 58).

LEARNING IN TIMES OF CLIMATE CHANGE

The Votorantim Institute held the **Education Positive Impact Meeting 2024** on May 7 and 8, with the theme “How to promote equity in education in a context of climate crisis?”

Inspired by the topic through the PVE program, the Institute organized an event with representatives from 78 municipalities who participated in discussions and activities on **how climate change impacts daily school life –from teacher training and ensuring learning in this context to the effects on infrastructure**. Representatives from Votorantim’s companies and BNDES, a strategic partner of the program, also participated in the event.

During the event, the PVE Award was granted to participating municipalities to recognize their good education practices implemented in 2023. Among the guests were Daniel Munduruku of Instituto Ula – Casa dos Saberes Ancestrais; Michael França of Insper; Heloísa Martins of Centro Nacional de Monitoramento e Alertas de Desastres Naturais (Cemaden); and Alexsandro Santos of the Ministry of Education (MEC).

The event analyzed the importance of social mobilization – the engagement of various actors and sectors of society – and **highlighted the multidisciplinary nature of the topic, which involves education and the environment, as well as health, infrastructure, and the economy, among many other fields.**



Programs **in Numbers**

PVE

The initiatives had an increase of more than 100% of children and adolescents helped

The number of municipalities increased from 43 to 79



22%

increase in the IDEB score of municipalities that received PVE actions until 2021

1,618
schools

2,756
administrators

79
municipalities

18
states

VIA

In five years, the program's collaboration with municipalities helped reduce:

teenage pregnancy rates, from

1.21%

to

0.8%

(young people aged 11 to 18 years)

infant mortality, from

1.03%

to

0.83%



Family farming activities of the ReDes program during the production of the documentary "Um Olhar para o Futuro" that celebrates the 20th anniversary of the Votorantim Institute.

2

Productive inclusion

2. Productive inclusion

Paths that generate work, income, and a sense of belonging

For the Votorantim Institute, productive inclusion goes beyond income-generation policies. The strategy involves uniting people, territories, and local knowledge to promote job opportunities, autonomy, and development.

Since 2010, the Institute has worked with associations, cooperatives, and small businesses, developing capabilities and strengthening businesses that emerge and grow based on the potential of each territory.

With an approach that supports inclusive collective businesses and encourages individual entrepreneurship, the Institute develops leadership and management skills, structures marketing networks, and promotes the access to markets.

Its work is tailored to the needs of each territory and involves ongoing technical supervision, ensuring that individually and/or collectively managed businesses have a better chance of consolidating and generating income in the long term.

In 2024, the Institute's work had a territorial expansion, strengthening networked approaches and recognizing the role of communities in creating solutions that generate a sense of belonging and real impact (see box to the side).

READ MORE

Impact

See how Votorantim's companies work in partnership with the Institute in the territories on page 35.

PRODUCTIVE INCLUSION AND ARTICULATION IN NETWORKS

In 2024, the **Aliança pela Inclusão Produtiva (AIPÊ)** expanded its operations. As a collective initiative dedicated to expanding opportunities of job and income generation for vulnerable populations, it is the result of combined experiences and knowledge of various actors, including BNDES, Fundação Arymax, Fundação Tide Setúbal, Instituto Humanize, Santander, Instituto Heineken, and the Votorantim Institute, which manages the AIPÊ. Ambev, B3 Social, and Instituto Itaúsa also participate in specific calls.

The AIPÊ launched three new public calls in 2024. The first – **sustainable agriculture practices** – will allocate around BRL 9 million over the next two years to initiatives in agroecology, social technologies, and innovation in the Caatinga, Cerrado, and Atlantic Forest biomes. The second call for **sustainable tourism** proposals in urban and rural areas has contributions of up to BRL 500,000 per initiative, totaling about BRL 5 million invested. A third call for proposals focused on **social solutions for urban centers** was launched in 2024 to strengthen initiatives in recycling, urban agroecology and agriculture, the circular economy, and renewable energies.

The projects also receive technical support, including training, mentoring, management guidance, market access support, and incentive for exchanges between organizations. The projects are monitored for two years, which contributes to the sustainability of the initiatives, strengthens their methodologies, and articulates local networks.

PROGRAMS

Redes para o Desenvolvimento Sustentável (ReDes)

It promotes the socio-productive inclusion of low-income populations by strengthening inclusive businesses developed by associations and cooperatives. The program offers technical support and investment in projects, fostering production chains and valuing local knowledge and practices. The organizations are supported in the development and implementation of business plans, which expand access to markets, public procurement, and the establishment of partnerships to supply their products. ReDes was created in 2010 in partnership with the Brazilian Development Bank (BNDES) and remains active with the support of Votorantim's companies.

Empreende!

It supports the development of entrepreneurs by strengthening their businesses, with a focus on productive inclusion and income generation. By improving business models and developing social and emotional entrepreneurial skills, it seeks to increase the survival rates of businesses and strengthen their continuity in the locations.

PANEM-TEC

The Programa de Apoio ao Novo Ensino Médio – Técnico Profissionalizante (PANEM-TEC) supports state public school systems in the development and implementation of professional and technological education strategies in high school, focusing on future productive inclusion. The program aims to increase the number of students who can graduate and find employment in local production systems by offering technical training that is aligned with the real needs of local communities and companies. This program also has a partnership with BNDES.

Highlights | 2024

ReDes

In Pedra do Cavalo, Bahia, the **ReDes program helped traditional communities** – such as fishermen, farmers, and quilombolas – **structure sustainable, inclusive businesses, respecting local culture** and promoting economic autonomy (read more on page 37).

AIPÊ

The Aliança pela Inclusão Produtiva (AIPÊ) **launched three new public calls** for sustainable agriculture practices, sustainable tourism, and solutions for urban centers, such as recycling, the circular economy, urban agroecology and agriculture, and renewable energies. All selected projects will receive technical and financial support in 2025.

EMPREENDE!

The Empreende! program **consolidated** its operations in the Zona da Mata Mineira, in Minas Gerais, by adopting **a territorial approach in which entrepreneurs from different municipalities participate in an integrated manner**, expanding regional partnerships, their impact and reach.

PANEM-TEC

In partnership with BNDES, the **PANEM-TEC selected, through a request for proposal, the first states to receive technical support for the implementation of professional and technological education** in 2025: Goiás, Mato Grosso, Minas Gerais, Pará, and Pernambuco. This initiative aims to strengthen the connection between schools and businesses, promoting training that is more aligned with the demands of the labor market and regional development.

Programs **in Numbers**

ReDes

10

projects supported
in 4 municipalities



272

beneficiaries



BRL 173,461.00

income generated

AIPÊ

10

states

18

organizations
supported by
the program



2,200

beneficiaries

EMPREENDE!

5

municipalities
and 5 initiatives

105

entrepreneurs
supported
with training

16

entrepreneurs benefited
with seed capital



134 hours

of training



Aerial view of the Serra do Inácio region, in Piauí, during the production of the documentary "Um Olhar para o Futuro" that celebrates the 20th anniversary of the Votorantim Institute.

3

**Sustainable
cities and
communities**

3. Sustainable cities and communities

Strengthening public management and social capital in the territories

The pillar of sustainable cities and communities is based on a central concept: strengthening public management capacity and recognizing the important roles of organizations and populations in creating fairer, more resilient, and more efficient cities. This initiative combines technical support for municipalities in key areas – such as health and climate change – while strengthening local social capital.

In this area, the Votorantim Institute helps improve primary health care, supporting municipalities in their adaptation to climate change, and promoting a culture of planning based on data, dialogue, and social justice. Launched during the pandemic in 2020 and expanded to help

municipalities handle its impact, the AGP Saúde program inspired the Institute and its partners to develop the AGP Ação Climática program in 2023. Pilot projects were conducted in 2024 in three municipalities, and the lessons learned from this first cycle helped refine the methodology. In 2025, the program will support 15 more municipalities in disaster risk management and continue the climate change adaptation and resilience initiatives.

Behind these actions there is an integrated vision supporting municipal administrations in managing strategic issues, strengthening local networks, and expanding the responsiveness of territories to increasingly complex social and environmental challenges.

The Sustainable Cities and Communities pillar also involves initiatives that help develop local social organizations and encourage youth civic participation, engaging them in building active communities committed to the city's future.

The pillar of sustainable cities and communities also involves initiatives that help develop local social organizations and encourage the civic participation of young people, engaging them in building active communities that are committed to the decisions and future of the city.

READ MORE

Impact

See how Votorantim's companies operate in partnership with the Institute in these territories on page 35.

PROGRAMS

AGP Saúde

It helps increase the effectiveness and reach of prevention, diagnosis, treatment, and rehabilitation actions offered by the primary care system of municipal health networks. Through mentoring and the development of solutions and tools, its actions aim to reduce avoidable deaths in the territories.

AGP Ação Climática

Created in 2023, it helps small and medium-sized municipalities develop actions to address extreme weather events. The program has various tools to assist public administration in the development of measures for disaster risk management and climate adaptation and resilience in their territories through training and mentoring services.

Programa Cidadania

It aims to encourage the participation of young people in community life in their territories, contributing to a more active role in improving the daily life of the municipality. In addition to encouraging youth engagement in social issues, the program facilitates the creation of plural networks and partnerships to support the management of areas for social participation.

Qualification of Social Organizations

This program supports organizations with social purposes linked to local challenges. To develop the management maturity of these organizations, the initiative seeks to enhance the institutional competencies related to organizational management, including aspects of governance, performance, resources, and others.

Highlights | 2024

AGP SAÚDE

Some of the municipalities in the program are reaching their fourth year of participation in AGP Saúde. This way, the results are becoming evident. **The municipalities have reported a reduction in avoidable deaths and infant mortality** (see results on page 60). At the same time, new municipalities are joining AGP Saúde in 2025.

AGP AÇÃO CLIMÁTICA

The pilot projects of AGP Ação Climática in Aripuanã (Mato Grosso), Juquitiba (São Paulo), and Muriaé (Minas Gerais) contributed to a better understanding of the methodology and analysis of lessons learned. **In 2025, the program will reach 15 more municipalities in six states:** Goiás, Mato Grosso, Minas Gerais, Rio Grande do Sul, Rio Grande do Norte, and São Paulo.

PROGRAMA CIDADANIA

200 educators from more than 120 municipalities were selected by the Cidadania em Sala de Aula program, which trained and encouraged educators to act as multipliers of youth engagement in social issues, aligned with Competency 6 of Projeto de Vida, from BNCC (Base Nacional Comum Curricular).

Programs **in Numbers**

AGP SAÚDE

15
municipalities
8 states



MORE THAN
350
participants



MORE THAN
1,100
hours
of mentoring

AGP AÇÃO CLIMÁTICA

3
municipalities
in 3 states



MORE THAN
140 hours
of training

Tamanduá municipal school in a project supported by Citrosuco, in Matão, São Paulo, during the production of the documentary "Um Olhar para o Futuro" that celebrates the 20th anniversary of the Votorantim Institute.



4

Responsible and sustainable corporate practices

4. Responsible and sustainable corporate practices

When sustainability is a matter of action

Corporate responsibility is built daily through conscious decisions, engagement with communities, and the qualified use of resources available. The pillar of responsible and sustainable corporate practices helps Votorantim's companies implement and improve their social strategies with coherence, consistency, and impact. The Votorantim Institute acts as a technical partner, providing consulting services for this planning, aligned with the challenges of the territories where the companies operate and focused on creating shared value.

This work combines guidance, employee mobilization, and encouragement of dialogue with the territories. The Institute also manages the incentivized resources of these companies.

READ MORE

Impact

See how Votorantim's companies operate in partnership with the Institute in these territories on page 35.

ACTIONS PERFORMED IN RIO GRANDE DO SUL

In response to the floods that hit Rio Grande do Sul in May and June 2024, the Votorantim Institute coordinated a strategic fundraising effort. Acting as a bridge connecting Votorantim's companies, shareholders, and civil society organizations, **the Institute raised more than BRL 2 million through the Todos pelo RS campaign.**

Responsible for the mobilization and technical curation of the participating organizations, the Institute worked in partnership with the União BR movement and Comunitas, considering the recognized ability of these organizations to provide quality service, local knowledge, and expertise in project management and accountability.

The fundraising effort involved donations from employees of the invested companies, with business compensations.

The idea was to allocate resources to intermediate services, such as shelter structures, nutritionally enhanced meals, tents, containers, mobile medical trucks, and compact water treatment plants. Structural actions included the rearrangement of 47 schools in 16 municipalities through the Fundo Reconstrua RS, created by Comunitas.

Partner companies, such as Empório Santa Luzia and the North American organization Samaritan's Purse, joined the mobilization. This action confirms the Institute's role as a reliable and strategic coordinator that can bring different sectors together around effective solutions for complex challenges (read more on page 47).

PROGRAMS

Engaja!

This program helps companies develop dialogue and relationship strategies with communities and stakeholders – from risk assessment to the implementation of engagement plans, focusing on transparency, mutual trust, dialogue, and sustainable development of communities. It also helps consolidate legitimate and sustainable partnerships in the territories.

Corporate practices and action with employees

It encourages social engagement among employees of Votorantim's invested companies by promoting a culture of donation (VIA Solidária), volunteering (Desafio Voluntário), and social responsibility, strengthening ties with communities.

In addition, the Votorantim Institute manages the incentivized resources of companies, ensuring the strategic and responsible use of tax incentive laws.

Highlights | 2024:

DESAFIO VOLUNTÁRIO

Desafio Voluntário celebrated its 10th anniversary and involved more than 2,400 volunteers in 2024.

Since its creation, the program has mobilized more than 67,000 volunteers and benefited more than 560,000 people.

ENGAJA!

In 2024, Engaja! was present in the states of Bahia, Goiás, Minas Gerais, and São Paulo, working with the invested companies and contributing to the establishment of legitimate, credible, and trustworthy relationships.

VIA SOLIDÁRIA

Over BRL 1 million were raised in the VIA Solidária campaign, which annually engages Votorantim employees to donate part of their personal income tax. In 2024, more than 2,200 employees participated in the campaign, and 11 CMDCA (Municipal Councils for the Rights of Children and Adolescents) received funds.

DESAFIO VOLUNTÁRIO – 10 YEARS OF PURPOSEFUL ENGAGEMENT

In 2024, the program completed 10 years of engaging employees from Votorantim's invested companies in volunteer activities that have had a continuous impact on local communities. Throughout the year, more than 2,400 volunteers participated in initiatives developed with the communities.

Almost 650 initiatives were performed, representing a 56% increase when compared to 2023, and nearly 70,000 hours were dedicated to the activities. In total, 284 institutions and more than 87,000 people were benefitted, a 76% increase in relation to the previous year.

Desafio Voluntário (DV) is a large competition in which businesses are encouraged to engage their employees

in activities that address the issues in each region. The DV is conducted directly by the companies, which receive support from the Institute from the creation of their volunteer strategies, including guidance on mapping local challenges, mobilizing teams, establishing relationships with organizations, and maintaining consistent actions over time, through to the recording of actions and sharing of systematized data.

More than specific initiatives, the program strengthens a culture of genuine social engagement, connecting people, companies, and causes with a real impact. In its 10 years, the program has mobilized more than 67,000 volunteer participations, benefiting more than 560,000 people.

Donations that make a difference: Via Solidária exceeds BRL

For the first time, the Via Solidária campaign surpassed BRL 1 million raised in 2024 – a historic result in its 8-year trajectory. The initiative, led by the Votorantim Institute with the support of its companies, **mobilizes employees to make donations and allocate up to 6% of their income tax credit to projects and initiatives that promote the rights of children and adolescents in participating municipalities.**

The funds are transferred to the Municipal Councils for the Rights of Children and Adolescents (CMDCA), which select the institutions that will receive the funds. With technical support from the Votorantim Institute through the VIA (Votorantim pela Infância e Adolescência) program, the CMDCA monitor the entire process, the accountability of the supported institutions, and the results of the supported initiatives.

Fundraising is done through a specific platform of the Votorantim Institute. **In 2024, it received donations from more than 2,200 one-time participants.**

ENGAGEMENT IN 2024

12 companies owned by Votorantim

107 units (operations)

2,413 volunteers (employees)

643 actions

284 institutions benefitted

MORE THAN
87,000 people benefitted

ALMOST
70,000 hours dedicated to the actions

THE ROLE OF COMPANIES IN ADDRESSING CLIMATE RISKS AND THEIR IMPACT ON SOCIETY

How can companies guarantee the protection of human rights and build a legacy in the context of climate change? It was the central focus of the Positive Impact Annual Meeting 2024, hosted by the Votorantim Institute on August 19–20, 2024. **With lectures, discussions, and short courses, the event gathered leaders and teams from Votorantim's companies** to discuss the impacts of climate change on their territories and the role of organizations in promoting solutions.

Thelma Krug, a scientist and former vice-president of the IPCC/UN, opened the event with an overview of evidence on the origins and consequences of climate change. Clara Serva, a lawyer and a human rights specialist, ended the second day of the event with a short course for company teams, emphasizing their roles as agents that promote solutions.

This event has been hosted by the Institute for over a decade for Votorantim's companies. Each edition reinforces that the **pursuit of full development of territories is an integral part of the business culture, supporting all steps of the decision-making process.**



Programs **in Numbers**

DESAFIO VOLUNTÁRIO

MORE THAN

2,400

Votorantim employees
participated



Almost

70,000 hours

of volunteer work

643

actions performed



87,000

people benefited

VIA SOLIDÁRIA



**Record fundraising
in the Via Solidária
campaign**

Over BRL 1 million

2,200

**employees from across
Votorantim made donations**

11 CMDCA

**benefited
from the funds**

16 municipalities

of 6 states

Positive Impact on **Territories**



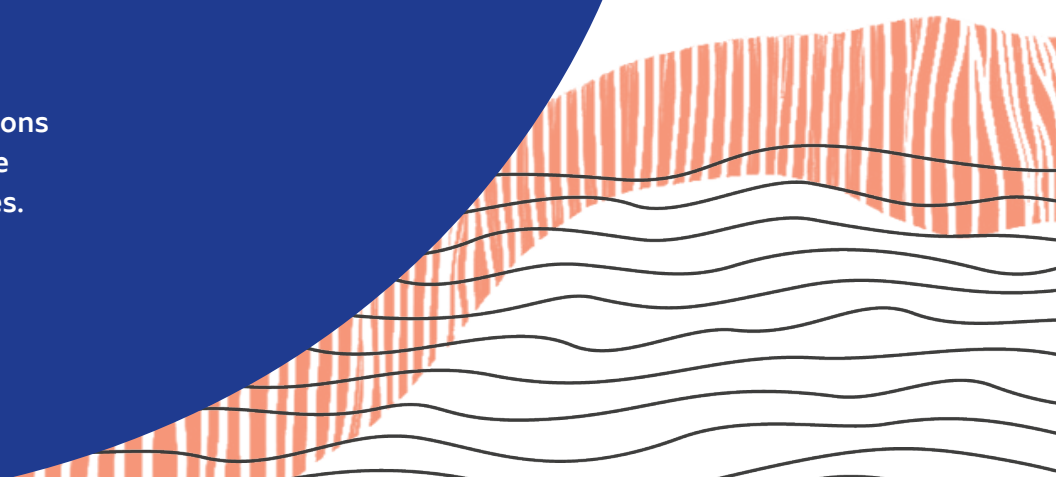
The value of **working together**

Over the years, the Votorantim Institute's work has revealed an important lesson: when the projects work together, the effects multiply. Initiatives developed in different fields have been performed together in the territories, creating connections, promoting dialogue, and complementing each other's reach. This convergence has demonstrated a stronger potential to strengthen local networks, expand results, and deepen relationships with communities.

This movement stems from listening, presence, and joint action with Votorantim's companies – the main actors of these

journeys. They are responsible for maintaining constant dialogue with the territories where they operate, while the Institute acts as a partner, supporting the development of more consistent social strategies, mobilizing organizations specialized in each topic, and providing methodologies and tools connected to local challenges.

This chapter shows stories that reflect this collective construction – territories where different themes, such as education, health, income, social participation, and dialogue, intertwine to generate transformations that go beyond each program. Because when actions are combined and the perspective broadens, the impact also changes.



Recôncavo Baiano (Bahia)

Income, bonds, and shared paths



Votorantim Cimentos (VC) is present in the Recôncavo Baiano region – in the municipalities of Cachoeira, São Félix, and Maragogipe.

It is a territory marked by tradition, diversity, and historical challenges. The Pedra do Cavalo hydropower plant, managed by VC, coexists with quilombolas, shellfish-gathering, and fishing communities, whose lives are influenced by the river's dynamics. Therefore, the company understands the importance of dialogue and respect for cultural differences and seeks to build a relationship of understanding, listening, and mutual trust with these residents.

To address this complexity, the company relies on the Engaja!

program designed by the Votorantim Institute, which builds relationships with local leaders and guides other social investments in the region.

Guilherme Moro, a sustainability analyst at VC, highlights the creation of the Engagement Committee, a community initiative, as a recent advancement. It is made up of local representatives who discuss priority material topics for the territory. Decisions are brought to the expanded meetings of the program, and public institutions are invited to participate according to the topic.

João Cerqueira da Costa, representative of the Association of Fishermen, Shellfish Gatherers,

Farmers, and Residents of São Roque de Paraguaçu, in the Maragogipe district, recognizes Engaja! as a program that provides technical support and mediation to discuss local issues.

"We get together to discuss issues with the company, and we also discuss other situations so they can help us contact government bodies or private service providers," he says. An important lesson learned from this work is the development of initiatives that consider local knowledge, working with communities and respecting the region's vocations. Costa says that Engaja! has also facilitated and strengthened the Association's work to better serve traditional communities."



15

initiatives implemented by VC in partnership with the Votorantim Institute.

PROGRAMS IMPLEMENTED

- ReDes
- Engaja!
- Qualification of Social Organizations
- PVE

From backyard to business

"I thought that raising chickens was just about putting them in the yard and feeding them," says Carmen Damasceno, a resident of Quilombo Tabuleiro da Vitória. She took her egg production to a new level after participating in the Redes para o Desenvolvimento Sustentável (ReDes).

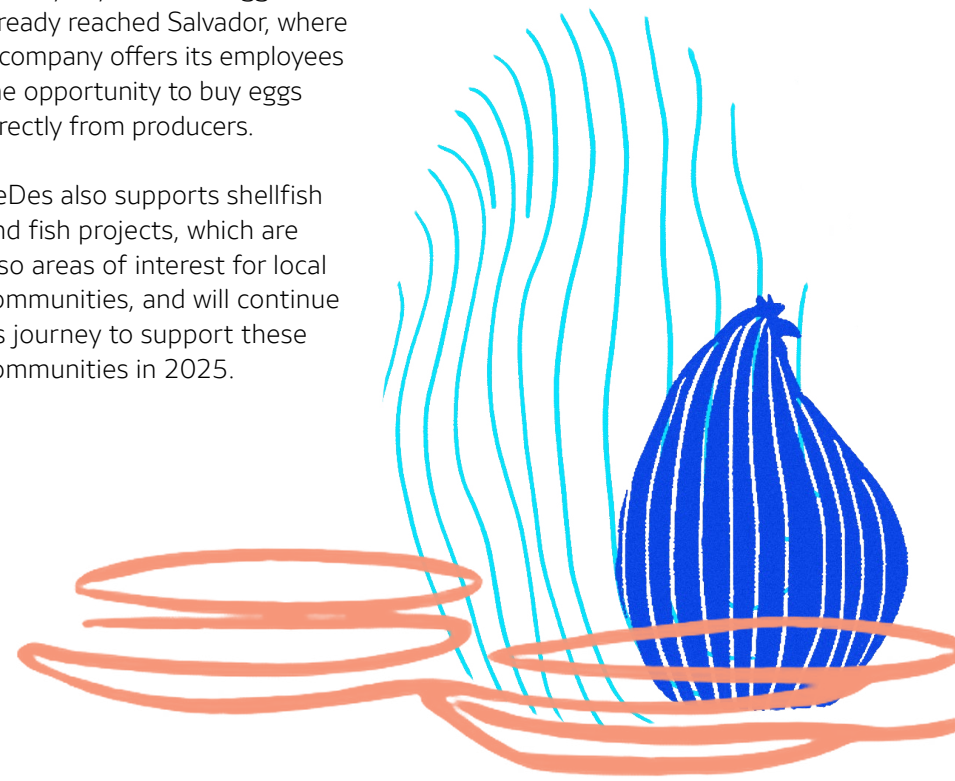
Carmen's family is one of the 26 families supported by the program in the region. They received physical infrastructure, supplies, and technical guidance to turn self-sustainability into a source of additional income. "What caught my attention most was learning about proper hygiene and the environment where they live, which must be clean. They came, built the structure, and brought 30 chickens for each chicken coop," she says.

The initiative focuses on productive inclusion, which is one of the Votorantim Institute's methodologies and pillars. The residents of the Quilombo Tabuleiro da Vitória created an association and helped

design the action, planning how the chicken coops would be distributed among families in a staggered operation to ensure continuous egg production and respect the necessary renewal period of chickens. They also buy supplies collectively to get better prices and find a market for the free-range eggs produced in the region. Production is small and it was previously a source of subsistence. However, they now see it as an opportunity for supplemental income. Carmen is one of these producers. She proudly says that her eggs have already reached Salvador, where a company offers its employees the opportunity to buy eggs directly from producers.

ReDes also supports shellfish and fish projects, which are also areas of interest for local communities, and will continue its journey to support these communities in 2025.

Another program offered by the Votorantim Institute in the region is the Qualification of Social Organizations, which supports the Núcleo de Mulheres do Rosarinho, a group that fights gender-based violence and has grown stronger as an entrepreneurial collective. With the technical support and lessons learned from the program, the group has improved its self-management capacity, enabling these women to earn an income and achieve financial independence, leaving their vulnerable situation behind.



Chapada do Araripe and Serra do Inácio (Pernambuco and Piauí)

Education as the foundation for the future in the semiarid region

On the border between Pernambuco and Piauí, Chapada do Araripe and Serra do Inácio are home to communities isolated by the local geography, with a low Human Development Index (HDI) and a history of poor access to education. There, Auren launched its first wind farms and launched a long-term social investment agenda, with support from the Votorantim Institute. The work focuses on key issues—including basic infrastructure, job and income generation, and education. For the company, investing in this region is directly linked to its purpose of generating shared value and positive impact.

Since 2016, the PVE (Parceria pela Valorização da Educação) program has reached more than 60 public

schools in the region and contributed to a significant improvement of educational indicators. In Simões, Piauí, the IDEB (Basic Education Development Index) score increased from 5.0 to 7.3 in the early years of primary education. In Curral Novo, the index reached 5.7 in the early years and 5.0 in the final years – with progress also seen in student retention, according to Erasma de Macedo, the Municipal Secretary of Education. However, the pandemic slowed the pace of improvement in the assessment of education quality. This is another challenge that they are still addressing with the support, guidance, and tools of the PVE.

Youth and adult education (EJA) – legacy and continuity

Among the initiatives with the greatest impact in the region is

the support for Youth and Adult Education (EJA), for people who did not have access to school at the appropriate time. Created in 2021 by Auren, with support from the Votorantim Institute, the program has benefited more than 160 students in Curral Novo and Betânia do Piauí in Piauí, and Santa Filomena in Pernambuco, offering teacher training, pedagogical management, and support for student retention.

This initiative was not originally part of the PVE – which focuses on basic education – and was adapted to meet local needs identified by Auren in the region. “We started to actively look for students and find those who were missing. Teachers received valuable training, with adapted



10

initiatives implemented by Auren in partnership with the Votorantim Institute.

PROGRAMS IMPLEMENTED

- PVE
- Educational Connections
- EJA (Youth and Adult Education)
- VIA

teaching methods. It ensured these students were not left behind. Some even completed the primary education through EJA, started high school, and now dream of civil service exams, jobs, and new opportunities,” says Erasma.

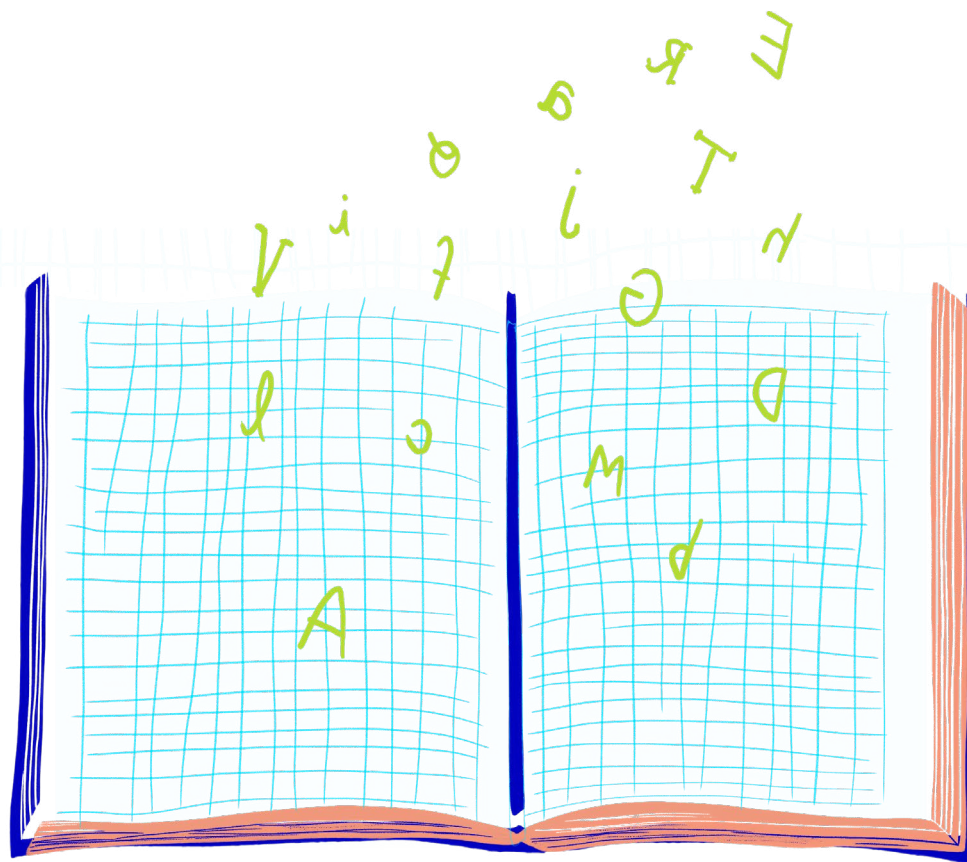
After four years of the program, Curral Novo and two other municipalities maintain the model as a public policy.

“The project has provided pathways, references, and points of attention. We’ve learned and will continue doing that,” the secretary summarizes.

Also in partnership with the Votorantim Institute, Auren brought the VIA (Votorantim pela Infância e Adolescência) program to the region, reinforcing practices to fight domestic violence and child sexual exploitation. The

idea is to strengthen public policies and the Municipal Councils for the Rights of Children and Adolescents (CMDCA) through training courses and other initiatives to raise community awareness. During the initiative, municipalities received support for the development of municipal plans, creation of councils focused on this population and for writing and proposing bills. In 2024, the law establishing the CMDCA in Santa Filomena, Pernambuco, was approved and updated, and the first public request for proposal from the Municipal Fund for the Rights of Children and Adolescents, managed by the CMDCA in Araripina, Pernambuco, was published.

“When we work to promote a positive impact on education and, consequently, improve the quality of life of current and future generations in this area, we must consider several actions that complement and support each other, such as the protection of children’s and youth rights, basic education, technical education, and even youth and adult education,” says Raquel Leite, sustainability, planning, and social development manager at Auren.



Zona da Mata (Minas Gerais)

Partnerships that build trust and development

In Zona da Mata, where CBA conducts mining activities, the social and environmental challenges require more than technical excellence. In a region with the second lowest Human Development Index (HDI) in Minas Gerais, the company works to transform lives through sustainable mining, combining environmental responsibility, dialogue with society, and creation of shared value.

This commitment is reflected in five pillars: Quality Education, Support for Public Management, Economic Dynamism, Guarantee of Rights, and Community Development. With support from the Votorantim Institute, CBA strengthens its local presence, develops initiatives, and contributes to a legacy of long-term development.

Environmental practices are also a priority. The company's bauxite mining activities are superficial, temporary, progressive, and performed as needed. Conducted in small areas for periods of up to two years, the process does not use explosives or create permanent pits. With a project to restore mined areas, CBA returns properties to rural producers in the same or even better condition than before, promoting landscape reintegration through forest restoration. This work covers 27 municipalities in the region.

Since 2018, the Engaja! program has been part of the company's strategy, promoting dialogue with communities and active listening, and strengthening the social license to operate. "More than a listening tool, Engaja! places the population closer to sustainable



mining," emphasizes Christian Fonseca de Andrade, manager of CBA's mining units.

This was the case with Arley José Guarçoni, who negotiated the use of his land with the company. "We gained knowledge, and it gave us more confidence to authorize the activity. I know two properties that were returned by the company in good condition. The pasture and crops were renewed," he says.



8 initiatives implemented by CBA in partnership with the Votorantim Institute.

PROGRAMS IMPLEMENTED

- AGP Saúde
- AGP Ação Climática
- Empreende!
- PVE
- Engaja!
- VIA

Adaptation and prevention

In 2024, Muriaé joined the pilot project of AGP Ação Climática, a social technology created by the Votorantim Institute with support from CBA and Instituto Itaúsa. The city in Zona da Mata was selected for its history of climate vulnerability. “We used to have floods every three years, but now we have three in a single year,” reports Leandro Henriques da Cunha, Civil Defense coordinator.

With a focus on adaptation, environmental education, and resilience development, the program provided training and connected different areas of government. Civil Defense, the Fire Department, and the Departments of Agriculture, Human Rights, Environment, and Education worked together. “We started speaking the same language. There was more dialogue and joint action with the population to prevent and raise awareness,” adds Cunha.

Female entrepreneurship in the spotlight

Income generation is also a priority. The Empreende Mulher program, promoted in partnership with the Votorantim Institute, offers training and seed capital to support women in their businesses.

In 2024, Valéria Alves Caldeira, founder of Salse Antepastos e Companhia, was one of the

participants. “With Empreende, I had access to professional knowledge to produce, sell, and increase my income. The mentoring and exchanges were enriching experiences,” she says. Inspired by other women, Valéria participated in the fundraising campaign and received support to invest in an industrial kitchen. “Today I have an entrepreneurial vision. I want to grow and make my brand a reference point in the region.”



Matão (São Paulo)

Focus, scale, and progress in education

With a historic presence in Matão, in São Paulo, and neighboring municipalities, where it began its journey in the 1960s, Citrosuco maintains its main industrial plant and a significant share of its orange cultivation in the region.

The company's focus on education is not recent, but it became stronger after a strategic decision to concentrate efforts and expand the positive impact of its social actions. The company's operations in Matão are guided by the coordination of social programs. Projects are not run separately, but rather as part of a coordinated group that strengthens the connections with the region. Structural programs such as PVE (Parceria pela Valorização da Educação) and VIA (Votorantim pela Infância e Adolescência) promoted the integration of education and social protection: PVE accelerates

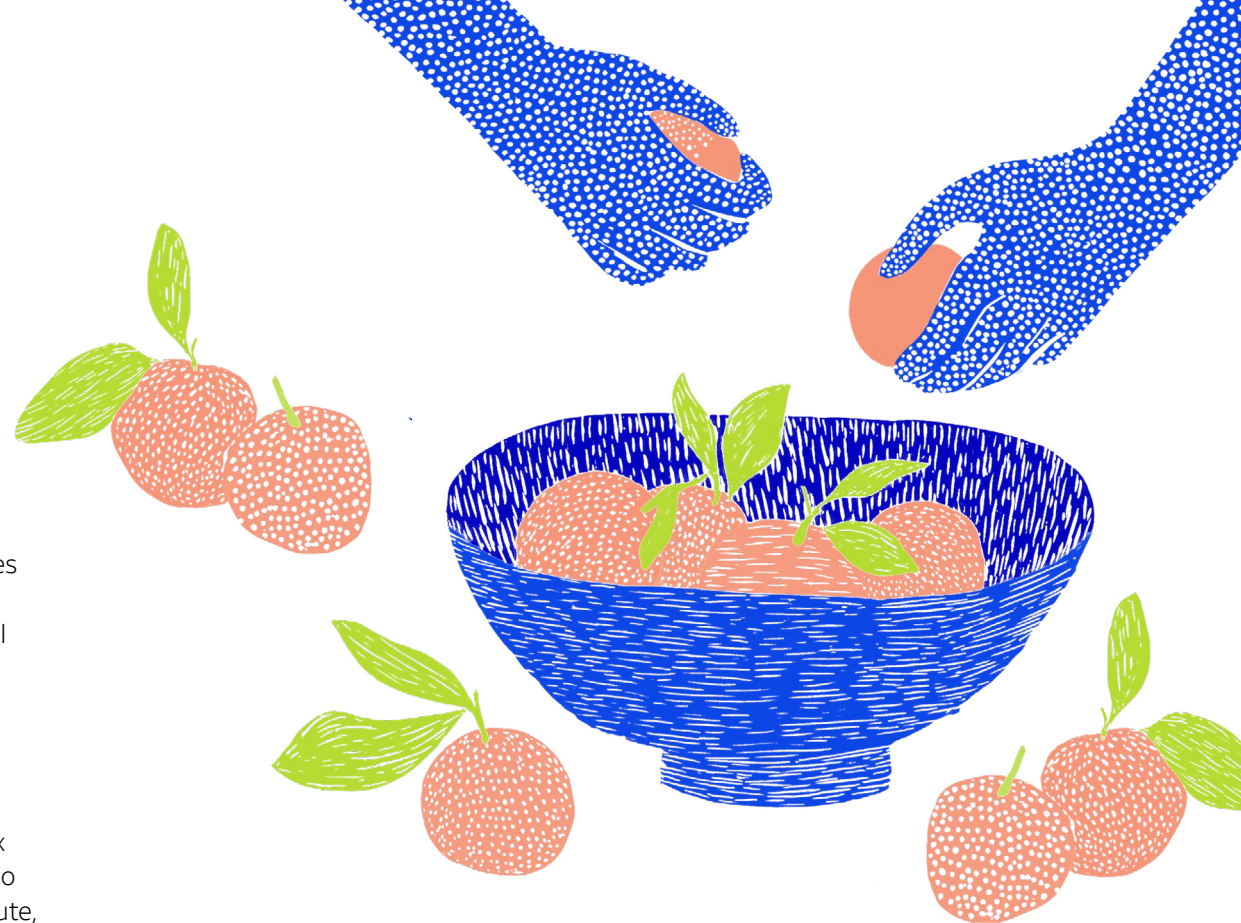
education, while VIA dedicates its actions for children and adolescents, expanding social mobilization.

In addition, the company also receives assessments of its territories based on the Municipal Development Index (MDI). Developed by Citrosuco in partnership with the Institute, the MDI consolidates social and environmental indicators for Brazilian municipalities and helps public administrators monitor and identify areas requiring attention and investment.

Solid partnership and consistent results

Since 2018, Matão has participated in the PVE, with consistent progress in learning indicators over the past five years and the achievement of the Gold Seal of Commitment to Literacy granted by the Ministry of Education (MEC).

In 2024, the work dedicated special attention to anti-racist education. Through a school census, it was possible to establish the profile of local children –many of them come from migrants who came to Matão to work in the orange harvest and stayed in the region. “We realized that equity can’t just be a speech or lecture on specific dates. We had to learn more about the children of Matão, their backgrounds, and build an action plan based on that,” says Margareth Riberio da Silva, an ESG consultant and partner of Citrosuco. Instead of specific actions, the



IN PARTNERSHIP WITH
 **citrosuco**

3 initiatives implemented by Citrosuco in partnership with the Votorantim Institute.

PROGRAMS IMPLEMENTED

- PVE
- Qualification of Social Organizations
- VIA

development of pedagogical plans began to be guided by this commitment, connecting disciplines such as literature, history, and geography under a structured approach to anti-racist education. "The PVE program has brought a new perspective to the school census. The community now talks about racial identity in schools and at home. This is very important because it's difficult to handle prejudice alone," says Claudionice Pereira Bellintani, director of the Education Department.

The program also inspired the "Carriola do Saber" project. Then,

the same equipment that usually carries bricks in the field is also used to carry books, stories, and relevant topics, bringing school, family, and communities closer together.

VIA – strengthening protection networks

VIA made significant contributions to child protection by strengthening the Municipal Council for the Rights of Children and Adolescents (CMDCA). After three years of training, the council became more active and engaged. Its members were better prepared to use the resources raised

through tax incentive campaigns. In addition to the PVE and VIA programs, Matão has Citrosuco's own programs, such as Pilar, a program for Youth and Adult Education. In 2025, the company will expand its operations with a traveling school for orange pickers.

The education strategy also guides Citrosuco's entry into new territories. In 2025, the company will be present in União de Minas, Minas Gerais, with a new orange production facility, through the PVE. The program will serve as a gateway to consolidate relationships with the local community and demonstrate its commitment to joint development.

Nurturing relationships with the neighbors has always been a priority. Every year, Citrosuco discusses its actions with government bodies and considers their feedback. The AGP Ação Climática program, which is planned to begin in the municipality in 2025, emerged from this dialogue, recognizing a genuine concern about the impacts of climate change in the region.



Vale do Ribeira (São Paulo)

Development that originates in the forest



Vale do Ribeira, in the south region of the State of São Paulo, is home to the largest private Atlantic Forest reserve in the country: Legado das Águas, managed by Reservas Votorantim. This area has exuberant natural beauty, but also historical challenges to local development. The company's work in the region, in partnership with the Votorantim Institute, seeks to connect environmental conservation with positive impact.

The first step of this integrated initiative was a strategic planning for the reserve in order to identify social challenges and attract investments in specific health and education programs. The result has been the development of practices that influence the development of beneficiaries, in addition to improving public administration in the municipalities of Juquiá and Tapiraí.

According to Elaine Moura, a social and environmental analyst at Legado das Águas, social initiatives have significantly strengthened the company's relationships with the municipalities. "Our presence in the region, with programs focused on local realities, fosters trust and dialogue with the community and contributes to building new partnerships and initiatives of Legado das Águas, making our actions more strategic and collaborative."

Educating also means protecting

In Juquiá, São Paulo, education has played an important role in protecting the rights of children and adolescents. In 2022, the municipal school system identified a gap beyond the school walls: a support network was needed to ensure protection

against violations of the rights of children and adolescents in the municipality.

A child whose rights are violated will not develop in learning in the same way as other children. In the PVE (Parceria pela Valorização da Educação) program, which has been present in Juquiá since



3 initiatives implemented by Reservas Votorantim in partnership with the Votorantim Institute.

PROGRAMS IMPLEMENTED

- AGP Saúde
- PVE

2016, social mobilization actions engage the school community and families in topics that value and protect education. Based on this perspective, Legado das Águas and the Institute structured a support system for the municipality to address this challenge.

The work began with mapping and engaging key stakeholders in the initiative, including teachers; municipal and state school principals; officials from the Department of Education; members of the Guardianship Council, the Municipal Councils for the Rights of Children and Adolescents (CMDCA), the Social Work Council (CRAS), the

Specialized Social Work Council (CREAS), the Educational and Social Support Center (CAES), the Health Department, the Civil Police, and the Public Prosecutor's Office. These stakeholders created a committee to understand local challenges, define service guidelines, and design a flowchart for reported issues.

The committee held in-person and online meetings to analyze and improve the process, define the roles and responsibilities of each body, and the steps that must be performed from the identification of a violation to child attention. The flowchart was also formalized in a proposed law by the Juquiá

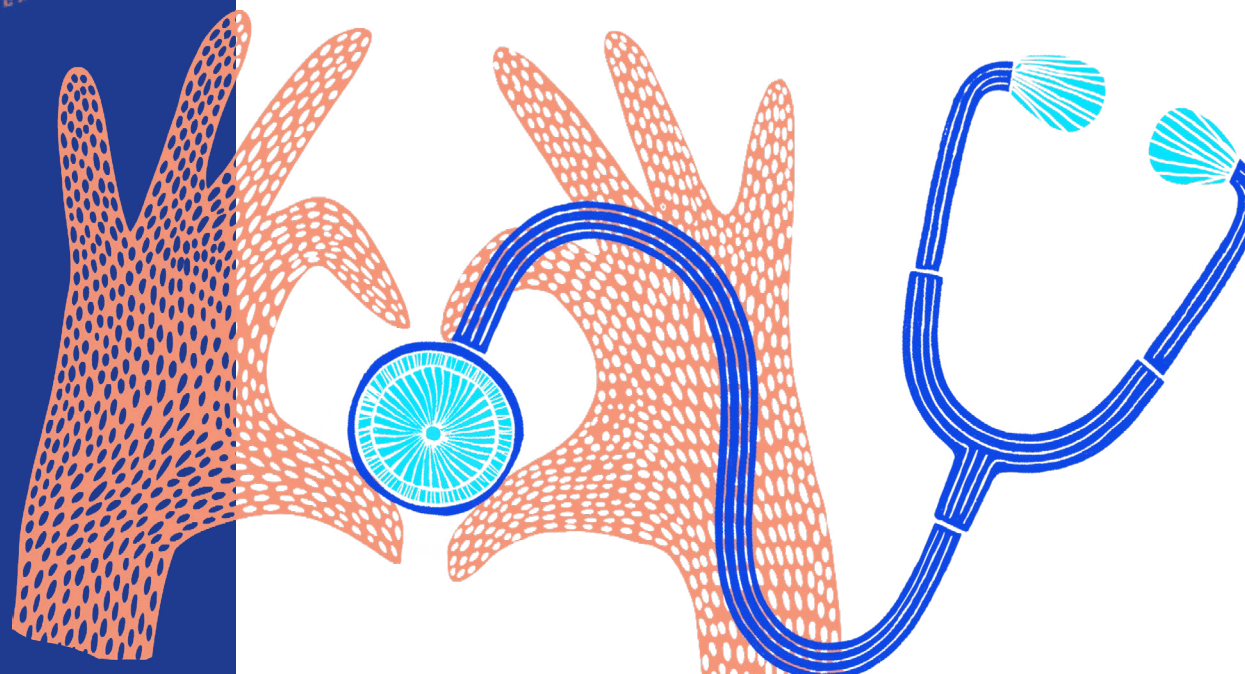
City Council, so that the work is integrated into local public protection policies.

Health program in the territory

In 2024, the AGP Saúde program began operating in Juquiá, building on the experience in another municipality in the region: Tapiraí.

The initiative focuses on the ongoing training of community health agents and technical staff, offering tools to improve data records, including more accurate individual records, data qualification, coverage mapping, and territory control. With a better technical training, the teams have contributed to the achievement of the municipality's goals and indicators, consequently improving care in primary care units.

The impact goes beyond data, as agents started to recognize their strategic role in improving health indicators and increasing public funding for the region.



Aripuanã (Mato Grosso)

Development in collaboration with the local population

Aripuanã is located in the Amazon biome, 1,000 km from Cuiabá in the state of Mato Grosso. With a population of less than 25,000 people living in riverside and indigenous communities and limited infrastructure, the municipality requires coordinated and consistent efforts to promote development. In this context, Nexa has operated in partnership with the Votorantim Institute for almost a decade, focusing on strengthening ties with the community and supporting the development of long-term solutions.

Nexa operates an underground zinc polymetallic mine in the region, and its social action strategy is based on a local

development plan designed with the communities.

Nexa periodically hosts meetings that gather representatives from civil society, companies, and government bodies to discuss concerns, monitor progress, and strengthen ties. Internally, the Nexa team acts as a barometer of the territory, maintaining a direct connection with residents.

Programs such as PV, AGP Saúde, and VIA offer integrated solutions adapted to the city's needs. These programs are crucial for building local sustainability and ensuring consistent and ongoing action.

A technical response to an urgent challenge

The AGP Saúde program is an example of this partnership. The program provides manager training, process organization, and update of municipal health data, expanding access to public resources and improving management. "The consulting service from the Votorantim Institute provides significant technical expertise," emphasizes Andreia Xavier Pereira, the local manager of the program.



4 initiatives implemented by Nexa in partnership with the Votorantim Institute.

PROGRAMS IMPLEMENTED

- AGP Saúde
- AGP Ação Climática
- PVE
- VIA

The initiative began as part of the requirements of the operation licensing process, and the methodology is the result of social technology developed and proven by the Votorantim Institute. AGP Saúde aims to increase the effectiveness and reach of prevention, diagnosis,

treatment, and rehabilitation actions offered by the primary care system. Nexa also invested in care units and supported the development of public notices to hire doctors and help the municipality address critical needs in the region, which does not have a hospital.



Guaranteeing the rights of children and adolescents

Another priority area of social action is child and youth protection. Nexa works with the VIA (Votorantim pela Infância e Adolescência) program, which helps the municipality strengthen its child and youth protection network. The initiative provides training, legal advice, and support for the development of reporting processes, expanding social control and the responsiveness of public services.

Gilmar Roberto Silva, a social worker at the Centro de Referência Especializado de Assistência Social (CREAS), participated in the training. “We discussed real-life cases, such as that of a teenager who was abused, and coordinated the network to find solutions. The program was valuable because it combined theory and practice, and that made a difference in our work,” he says.

Another material produced by the program was a flowchart for the child and youth protection network, connecting key local institutions with the Public Prosecutor’s Office and the Civil Police, as well as campaigns against sexual violence.

Vila Leopoldina, , a district in the city of São Paulo

Active listening and shared action

Altre, a platform for Votorantim's real estate investments, is responsible for the real estate development of over 100,000 square meters of the group's historic assets in the Vila Leopoldina neighborhood, in the west zone of the city of São Paulo. Present in the area since the Metalúrgica Altas time, the social and territorial relationships with the surrounding communities represent more than 70 years of shared action.

In its current portfolio, Altre manages two projects in the region: Atlas Office Park and Spark. Known for its deluxe condos, different types of stores, strategic location, and proximity to Villa-Lobos Park, the region also shows the urban contrasts of the city of São Paulo. The area is also affected by flooding and various forms of social vulnerability.



Aware of this reality, Altre recognizes that local development goes beyond the appreciation of the land. Therefore, social and territorial relationships have become a strategic aspect to ensure the operations are conducted with dialogue and commitment to local development. Understanding this complexity is essential for companies that wish to build a respectful and responsible presence.

For this reason, Altre relies on the technical and methodological support of the Votorantim Institute to create a quality listening experience, build trustful relationships, and develop territorial action strategies based on evidence and dialogue.

Strategy based on data and proximity

This partnership was consolidated with the development of a territorial strategic plan, which gathers socioeconomic data and local

indicators to guide Altre's social investments. The process involved mapping the microregions surrounding the projects, with special attention to more vulnerable areas. The initiative also strengthened ties with local leaders and social institutions, creating the foundation for long-term actions.

Over the past few years, the communities of Linha, Nove, and Cingapura Madeirite have had the support of Altre and the Votorantim Institute, during times of crisis – such as the COVID-19 pandemic and floods – and through discussions about everyday needs. Based on this dialogue, Altre and the Institute launched an internal fundraising campaign in 2024 among the Votorantim's employees for the renovation of the community center of the AMC, a local residents association. The project includes the construction of the second floor, structural

adjustments, new electrical and plumbing installations, and finishing improvements.

"This renovation is crucial for providing residents with a better space to meet their daily needs. We will be able to increase the number of people served with prevention and treatment initiatives in the health area and educational courses, addressing topics such as employability, culture, and citizenship," explains Maria Luiza da Costa, the association's fiscal advisor.

In addition to the renovation, a program is focused on fostering the employment for community residents in Altre's real estate assets aiming to offer opportunities to generate income in the territory.

These initiatives are part of an approach that recognizes the territory as a space for interaction, listening, and collaborative development. In partnership with the Votorantim Institute, Altre reinforces its commitment to the social and urban development of Vila Leopoldina, working with residents to generate a positive impact, strengthen ties, and promote transformations that extend beyond this district.

Nation-wide actions

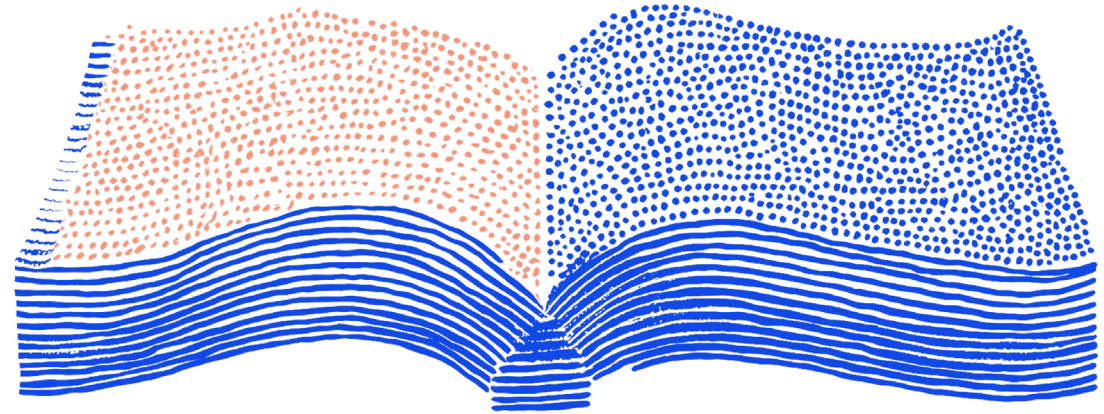
Investing in education means investing in the future

The partnership between Banco BV and the Votorantim Institute shows that social impact must go hand in hand with intentional and structured action. For over a decade, BV has strengthened its social responsibility strategy and found in the Institute a strategic partner to transform good intentions into concrete actions.

The Institute has supported the analysis and validation of social projects promoted by the Bank, ensuring their alignment with the company's strategy and other technical criteria. In this scope, the Institute has

acted as an important technical partner. This work also includes monitoring indicators via the GIS system – the proprietary project management system of Institute (read more on page 12) – allowing to obtain data on the delivery of real value to the territories from each initiative.

"The Institute has unique expertise, which is rare to find in the market. It provides the assurance that we are making an adequate social investment with proven impact," says Daniela Espinossi Agostinho, sustainability coordinator at Banco BV.



Recognizing and valuing those who transform

Education is a central pillar for Banco BV, present in several initiatives – from sports to culture, from music to audiovisual training. Many of the projects supported by BV encourage young students to stay in school and monitor their academic performance.

This commitment is strengthened with the Bank's direct support to the PVE program. Part of this support goes to the PVE Award, an initiative that annually celebrates inspiring experiences in the municipalities that participate in the program, highlighting

innovative projects in educational and school management, and social mobilization.



The third edition of the award in 2024 had the theme “Innovate today to transform tomorrow” and recognized five winning municipalities: Itapissuma and Ouricuri, in Pernambuco, were awarded in the Educational Management category; Simões, in Piauí, and Cachoeira, in Bahia, in the School Management category; and Barro Alto, in Goiás, was awarded in the Social Mobilization category.

The city of Itapissuma, in Pernambuco, was recognized for adapting its assessments to the realities of students with disabilities and learning disorders. “With this initiative, we saw how adapting assessment methods can be transformative,

as it allows students to develop at their own pace, resulting in more meaningful learning,” said Jesanias Rodrigues de Lima, Municipal Secretary of Education. Ouricuri, also in Pernambuco, expanded the access to specialized education with a focus on inclusion. As a result, the number of students served by specialized education increased from 121 to 408.

The city of Simões, in Piauí, adopted a deep anti-racist approach addressing black literature, teacher training, and first care. In Cachoeira, Bahia, the active search for students with disabilities involved the school community and families to ensure attendance and retention in rural schools. Barro Alto, in Goiás, valued local quilombola culture with a

project that strengthens bonds, identity, and belonging among communities.

Thanks to the partnership between the Institute and Banco BV, the cities that received the Educational Management award had support and donated equipment for the implementation of the Maker Space with robotics equipment and technical training to further improve the quality of learning. The winners in School Management and Social Mobilization categories received support to improve literature collections in their schools.

With its social investment agenda, the Bank reaffirms its commitment to social transformation, looking to the future with a firm foothold in the territories and education as a path to a more just and egalitarian society.



Partnerships to
**expand the
positive impact**

When programs operate in a network, **their reach is larger**

Partnerships have always been an essential part of the Votorantim Institute's operations. More than just leveraging resources, joint efforts contribute to the technical qualification of programs, unify different types of knowledge, increase the territorial reach of initiatives, and share purpose and responsibilities. In 2024, this collaborative network grew stronger.

In the area of job and income generation, the Aliança pela Inclusão Produtiva (AIPÉ) is a collective initiative dedicated to creating opportunities in vulnerable territories and on topics related to green economy.

It is the result of an alliance of partners and founders of the initiative, including BNDES,

Fundação Arymax, Fundação Tide Setubal, Santander, Instituto Heineken, Instituto Humanize, and the Votorantim Institute, which manages the partnership. The program also includes B3 Social, Ambev, and Instituto Itaúsa Institute as sponsors of calls launched in 2023 and 2024.

Education efforts are also supported by relevant partnerships. In one of these projects with Fundação 1Bi, the search is for resources and tools to improve learning management (read more on the next page). In PANEM-TEC, the partnership with BNDES will support states and municipalities in creating the New High School curricula, for technical and professional training aligned with local productive interests.

The first request for proposal was launched in 2024 and selected five states to receive support. In this case, an institutional contribution from Fundação Itaú Educação e Trabalho helped connect and mobilize the agents in charge of professional education in the states – a new target audience for the Institute – to participate in the selection process.

And, in the field of climate action, recognition as an observer organization of the United Nations Framework Convention on Climate Change (UNFCCC) placed the Institute in new spaces of international representation.

Also, in its emergency support for Rio Grande do Sul, the Institute mobilized Votorantim's companies and



other partners and arranged donations, connecting them to organizations that received these resources and provided direct assistance. At the same time, it started a structuring effort with the inclusion of municipalities in Rio Grande do Sul in the AGP Ação Climática in 2025. The development of this program to develop the resilience of cities in the face of climate change and operate in other municipalities in Brazil was the result of a joint effort with CBA, a Votorantim's company, and the Instituto Itaúsa. In Rio Grande do Sul, the program will also receive support from the Instituto CCR (read more on page 30).

The Institute's ability to mobilize and coordinate actors is the glue that holds all these initiatives together. The Institute continues to build bridges and join forces in favor of a more equitable and sustainable development.

Technology and educational innovation at the service of learning

Aware of post-pandemic challenges and technological trends, the innovation team of the Knowledge Center at the Votorantim Institute partnered with Fundação 1Bi to develop digital tools to be used in the daily activities of municipal schools. **In 2024, five schools from municipalities covered by the PVE program participated in the pilot project, with about 40 educators directly involved.**

The solutions tested were AprendiZAP Professores, a digital class diary with individualized reports, in which educators record not only student attendance and performance, but also aspects such as participation, notebook organization, and student engagement, and AprendiZAP Escolas (a school management dashboard), which generates reports with consolidated

pedagogical data to support decisions of the management teams. Developed by Fundação 1Bi, the tools were improved with technical support from the Institute, through active listening and close monitoring of the networks.

The experience was conducted through training, exchanges between educators, and constant adjustments based on real-world experience. The solutions facilitated teacher's planning, strengthened communication between teachers and administrators, and enabled closer monitoring of students.

The goal is to keep contributing with innovative ways to support learning in municipal school systems, just as the Votorantim Institute has done for over 17 years with the PVE program.

Knowledge **Management**

Evidence that inspires, **knowledge that transforms**

Transforming the reality requires more than good intentions, it also requires listening, presence, and, above all, evidence. The Votorantim Institute has built its trajectory with consistency, evaluating the social impact of its programs to understand what truly changes the lives of people living in the territories where it operates.

Since the first impact assessment of the PVE program was conducted in 2010, the Institute has reaffirmed its commitment to action guided by concrete data. This approach enables the Institute to learn from past experiences, adjust its strategies, and make more effective decisions.

With each cycle, new insights shape programs like VIA, which

received its first evaluation in 2024, and AGP Saúde, which is in its fourth assessment, demonstrating how well-structured and closely monitored public policies generate measurable results in education, health, and social protection.

And this commitment to rigor and innovation is further strengthened with the creation of the new area, the Knowledge Center. The goal is to combine program portfolio management and social innovation, expanding the ability to generate solutions aligned with the challenges faced by Votorantim companies and the communities where they operate.

The most recent results reinforce this choice of an evidence-based approach, as described below.



PROGRAM VIA

Results that transform realities

How can we create territories with better conditions for the full development of children and adolescents? The VIA Program shows that it is possible with coordination, continuity, and well-structured public policies.

The first impact assessment of this program provided evidence of its contribution to the protection of girls and boys. The evaluation analyzed data from 2017 to 2022, comparing municipalities participating in the program with others with a similar profile without the VIA program. The results indicate progress in areas such as health, well-being, and the guarantee of rights.

Among the findings, the evaluation highlighted reductions in teenage pregnancies, in the number of children and young people who suffered violence treated in the health system, and in the mortality rate of children under one year old.

Municipalities with more than two years of the VIA program showed even more consistent results. Progress was also seen in nutrition and vaccination, and a higher number of reports to the Disque 100 hotline – indicating a more attentive and mobilized network.

Operating in 3-year cycles, the VIA program strengthens Municipal Councils for the Rights of Children and Adolescents (CMDCA) and local Protection Networks through training, technical support, and connections of health, education, social work, and the justice systems.

Impacts of the VIA program in the municipalities (2017–2022):

32 municipalities in the VIA program have been evaluated, showing:

Reduction in teenage pregnancies (young people aged 11 to 18 years): from 1.21% to 0.8% **(3,388 pregnancies prevented).**

Reduction in infant mortality rate (children under 1 year of age): from 1.03% to 0.83% **(409 lives saved).**

Reduction in the number of children and young people who have experienced violence treated in the health system: 1,047 services prevented.

Almost **BRL 6 million raised by VIA Solidaria from 2017 to 2024.**

PROGRAM PVE

A partnership that supports public education

The sixth edition of the PVE impact assessment has confirmed: progress in education is real with commitment, continuity, and collaboration. With a strong trajectory of monitoring the PVE's contribution to education in the municipalities where it operates, impact assessments are conducted every two years, according to the release of IDEB results.

Municipalities that participated in the program for at least two years showed consistent improvements in the IDEB, as well as positive impacts on Portuguese and math learning, pass rates, and a reduction in school dropout rates – especially in the early years of primary education. Data show that, between 2007 and 2021, the IDEB scores of participating municipalities were up to 22% higher than the national average. On average, reading and math proficiency improved by an amount equivalent to four years of progress nationwide.

Another highlight was the PVE's contribution to educational equity, an important objective of the program: a reduction was observed in inequalities when comparing black, mixed-race, and indigenous students and other students; however, progress was seen in school infrastructure and teacher qualification.

These results reinforce the importance of investing in structural and lasting educational policies – like the PVE – that focus on learning and strengthen education networks throughout Brazil.

Impact of the PVE on municipalities (2007 to 2021):

IDEB scores up to 22% higher than the national average in participating municipalities;

Proficiency improvements in math and Portuguese were achieved early:

12 months and 4 months earlier, respectively.

Reduction in school dropout rates and improvement in pass rates

(24% above average), especially in the early years of primary education.

Promoting equity between schools:

the difference in IDEB scores between units in the same network is decreasing at a rate 2.3 times faster than the national average.

AGP SAÚDE

Actions that save lives

Created as a response to the Covid-19 pandemic in 2020, AGP Saúde consolidated as a permanent action of the Votorantim Institute to support municipalities in health management, with a focus on primary care.

The most recent impact assessment conducted in 2024 showed how the program continues to save lives.

Participating municipalities showed reductions in the indicators of excess mortality and infant mortality rates under 1 and 5 years of age.

These results reinforce that the program effectively improve municipal public health management. Municipalities that participated in the initial phases and continued in the AGP Saúde program showed more consistent impacts. Continuity of actions and qualified technical support have been essential to improving primary care resolution and saving lives.

The AGP Saúde program shows that well-structured, evidence-based public policies can have a direct impact on the population's quality of life and reduce inequalities in access to health care.

Impacts of the AGP Saúde program in the municipalities (2024)¹:

Reduction in the excess mortality rate², from 5.2 to 2.8 per 10,000 inhabitants, saving 239 lives

Decrease in the infant mortality under 1 year of age (from 0.88% to 0.52%, or 49 deaths avoided)

Reduction in infant mortality under 5 years of age (from 0.19% to 0.12%, or 53 lives saved).

¹ Municipalities that have participated in the AGP Saúde program for more than two years.

² Difference between annual deaths between 2020 and 2022 and the average annual number of deaths between 2018 and 2019, in each municipality.

Networked learning:

a new way to build responsible and sustainable corporate practices

In 2024, the Votorantim Institute consolidated its position as a hub for applied knowledge by leading working groups on Human Rights and Private Social Investment. The new initiative, called the Community of Practices, was created in recognition of the fact that the challenges faced by Votorantim's companies span sectors and require updated approaches that are connected to the business realities.

The initiative is part of the Institute's commitment to advancing the sustainability agenda of companies through technical content and structured spaces for listening and collaborative development.

In the first cycle, in-person meetings gathered representatives from eight companies, who shared case studies, dilemmas, and best practices with the support of external experts. The forum involved professionals from the legal, sustainability, HR, compliance, communications, and business departments, discussing topics such as diversity, climate, governance, community relations, and due diligence.

Guest experts enhanced the technical debate and provided a better understanding of international standards and impact assessment processes. As a result, four companies began reviewing their internal policies and practices in 2024.

Outlook

ARTICLE

From the present we've built to the future we want

We look to 2025 with the commitment to go deeper into what drives us: become a reference center and a platform for social action for Votorantim's companies and build solutions that make sense for society and the territories, offering listening spaces, technical support, and integrated actions. We want to continue improving our strategy and achieve a new stage of maturity to provide solutions for contemporary challenges.

Brazil is still marked by historical inequalities that particularly affect the most vulnerable populations. According to IBGE data, more than 40% of the Brazilian population lives in some type of social vulnerability. We also face concrete effects of climate risks, with increasingly frequent extreme events and direct impacts on urban and rural communities. The crisis of trust in institutions, present in various parts of the world, also demands new forms of dialogue and transparency in the relationships between companies, government, and civil society.

It is in this context that the Votorantim Institute's strategy reaffirms its value. Our four core pillars – equitable and quality education, productive inclusion, sustainable cities and communities, and responsible and sustainable corporate practices – are connected with key global agendas, such as the UN Sustainable Development Goals, and growing demands for social and environmental responsibility in the business environment.

We will move forward with strengthened governance and a more integrated team, ready to support Votorantim's companies and territories with stronger presence, listening, and positive impact.

In fact, the territories will be even more central to our work. In 2025, we will begin a multidisciplinary effort to improve our territorial management architecture, focusing on impacts, company reputations, and opportunities for transformation based on local realities. It means monitoring projects more closely and valuing what we do well: making decisions based on evidence and data and promoting concrete experiences.

This way, we remain attentive to topics connected with the present that point to the future. From the business environment to the territory, our work will continue to renew itself to address urgent needs of the time and pave the way for a more just and sustainable development.



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