

Integrated Report

2025



Imigrantes Highway, in Brazil

Imigrantes Highway, in Brazil

The Imigrantes Highway, featured on the cover of our 2025 report, is a key component of Brazil's road infrastructure. It plays a strategic role in connecting the São Paulo metropolitan area with the coast, while providing direct access to the Port of Santos, Latin America's largest port complex. The importance of the Imigrantes Highway extends beyond urban and regional mobility, establishing itself as a vital axis for the development of the country's economy, tourism and logistics.

Built between 1998 and 2002, the downhill lane incorporated solutions to protect the Serra do Mar State Park, which is the largest continuous preserved area of Atlantic rainforest in the country.

Thanks to Imigrantes Highway's suspended viaducts and tunnels, its environmental impact is 40 times lower than that of the original highway, built in the 1970s, making it a pioneering example of sustainable infrastructure.

Its construction, characterized by the use of concrete pavement, resulted in significant improvements in durability, safety and

operational efficiency when compared to conventional asphalt. In addition, the use of modern technologies, such as quick-setting concrete for road repairs, ensures that the highway remains accessible and reliable, even during periodic maintenance work.

In 2025, Votorantim Cimentos, in partnership with Ecovias Imigrantes, conducted a pilot test of an innovative technology in Brazil to rehabilitate rigid pavement, at Planalto Interchange, on Kilometer 8 of the Imigrantes Highway. The technology reduced the maintenance time of the Highway's concrete slabs from five days to five hours. This initiative illustrates the commitment of both companies to investing in innovative solutions to improve traffic quality, as well as operational and road safety.

As a key part of the Brazilian road network, the Imigrantes Highway project illustrates Votorantim Cimentos' commitment to building resilient and sustainable cities, connecting quality and efficiency to respect for the environment, while also delivering a sustainable legacy for society.

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Message from the Board of Directors

Consistent Strategy, Sustainable Growth GRI 2-22

The year of 2025 was marked by an increase in policy uncertainty, including changes to global trade policies, a continued restrictive monetary stance, stretched fiscal policies in major economies and ongoing geopolitical tensions. Despite the current environment of instability, the Board remained focused on safeguarding long-term value and positioning the company for sustainable growth.

Our capital allocation strategy continued to prioritize investments to strengthen our cement core business and expand our new adjacent businesses, either organically or through M&As. Some examples include our investments to expand our cement capacity in Brazil and the completion of the divestments of our assets in Tunisia and Morocco, as part of our initiatives to strengthen our geographical footprint, as well as the acquisitions of non-cement bolt-on businesses in North America and Spain, demonstrating our efforts to expand our product offering.

This framework helped us to leverage our strengths and capabilities to better serve our customers in all regions where we operate, as demonstrated by last year's results, which included record-high financial performance and consistent shareholder returns. In addition, Votorantim Cimentos received investment-grade ratings assigned by the main international credit rating agencies, ultimately reducing the company's funding costs.

Decarbonization remains a key topic in light of another important policy change announced in Europe: the upcoming implementation of the Carbon Border Adjustment Mechanism (CBAM) in 2026. At the Board level, we remain committed to ensuring the company's long-term sustainability by supporting the leadership team in the execution of several investments to reduce emissions, while increasing our readiness for innovative technologies.



“Despite the current environment of instability, the Board remained focused on safeguarding long-term value and positioning the company for sustainable growth.”

Luiz Pretti
Chairman of the
Votorantim Cimentos
Board of Directors

Thanks to the dedication and excellence of our teams, who are at the heart of our success, Votorantim Cimentos continues to uphold the VC Way of Being, Working and Thriving as a key enabler to creating a sustainable legacy.

Luiz Pretti
Chairman of the Votorantim Cimentos
Board of Directors



Message from the CEO

Resilience That Celebrates our History and Drives a Sustainable Future GRI 2-22

“As we prepare to celebrate our 90th anniversary, we remain committed to sustainable growth and continuous competitiveness through solutions and initiatives that have a positive impact on the company and on society.”



Osvaldo Ayres Filho,
Global CEO, Votorantim Cimentos

As we prepare for Votorantim Cimentos’ 90th anniversary, we proudly celebrate our strong trajectory, while also building the foundations for the future. As a building materials and sustainable solutions company, Votorantim Cimentos plays a key role in supporting economic development, building communities and enabling progress in the markets it serves.

In 2025, we achieved solid financial results, supported by our strong position in attractive markets and product verticals. We ended the year with net revenue of R\$29.4 billion and adjusted EBITDA of R\$7.0 billion, an increase of 11% and 8%, respectively, compared to the previous year, as well as a net profit of R\$3.2 billion. This growth demonstrates the soundness of our strategy and operational results, despite a global environment marked by macroeconomic uncertainty.

Our capital allocation strategy remains focused on maintaining a solid capital structure, rewarding shareholders and implementing a robust investment plan to strengthen our cement footprint and develop new businesses.

As an example of our current investment strategy, we continued the deployment of capital to boost competitiveness, decarbonization and new businesses as part of our R\$5 billion investment plan in Brazil through 2028, with R\$2.7 billion already invested. We completed the start-up of a new cement mill in Salto de Pirapora (state of São Paulo) and started the expansion of the Edealina (state of Goiás) and Nobres (state of Mato Grosso) plants. In line with our product portfolio expansion strategy, we increased our aglime production capacity in Nobres and installed a waste treatment plant in Cuiabá (state of Mato Grosso) to support the growth of Verdera, our waste management business unit. These are also examples of how we leverage our strengths to create new investment opportunities.

We are also investing in Türkiye to increase our grinding capacity. In terms of new businesses, we have been making bolt-on acquisitions to strengthen our position in the aggregates and ready-mix concrete markets in Spain and North America. In addition, we continued to invest in



automation, digitalization of processes and new technologies to increase the competitiveness and efficiency of our operations.

In terms of financing costs, the effective management of our capital structure enabled us to raise capital at highly competitive costs in both the local and international markets, thanks to our strong liquidity position and low leverage ratio (1.63x net debt/EBITDA).

Recognizing our role in tackling the negative effects of climate change and in line with our commitment to generating shared value, we participated in the 30th United Nations Climate Change Conference (COP30), held in Brazil, engaging in discussions with governments and society. And more than just being participants, we partnered with some of the other Votorantim S.A. portfolio companies to leave a legacy through the collective construction of the Votorantim Legacy & Future Space, which was donated to the Office of Indigenous Peoples of the State of Pará.

As part of our commitment to decarbonizing our operations and working towards our goal of producing carbon-neutral concrete by 2050, our emissions at the end of the year totaled 552 kg of CO2 per tonne of cementitious material produced. We remain focused on optimizing traditional levers and closely monitoring opportunities to invest in new technologies, reinforcing our long-term commitment to decarbonization. One of the main highlights during the year was the start of operations, ahead of schedule, at the Paracatu solar farm (state of Minas Gerais), an operation that, since its start in the second half of 2025, has increased our renewable energy share in Brazil to more than 75%.

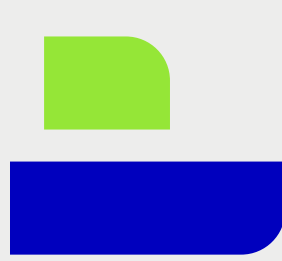
People are our most valuable asset. With 13,987 employees worldwide, we consider caring for people and their safety to be a non-negotiable value. Despite the challenges we faced in 2025, we maintained our steadfast commitment to strengthening our safety culture, ensuring the creation of safe and healthy work environments for all our employees and contractors.

We value diversity in all its forms, as we believe that the plurality of ideas, experiences and cultures creates a more creative, innovative and sustainable company. In 2025, we celebrated the milestone of having 26.0% of women in leadership positions, surpassing our global target set for 2030. Our journey doesn't end here: we will maintain our ongoing commitment to attracting and retaining diverse talent in our workforce.

Our culture is based on a history of integrity, collaboration and courage. We connected our 2030 Strategic House and Our VC Way, demonstrating where we want to go and how we will move forward as we strive to create an ever-better Votorantim Cimentos. We know that the journey is long and challenging, but we are committed to helping build an increasingly sustainable world.

I would like to thank everyone who has been part of this journey of transformation with us.

Oswaldo Ayres Filho,
Global CEO, Votorantim Cimentos





Employee in one of our offices in Brazil.

Transparent Disclosure GRI 2-3, 2-5

Votorantim Cimentos’ 2025 Integrated Report details the company’s progress and challenges for the period between January 1 and December 31, 2025 and focuses on the environmental, social and governance agenda (ESG). In a transparent manner, the document communicates sustainability initiatives, commitments and results to various stakeholder groups, in addition to reinforcing the connection between our material topics and 2030 Sustainability Commitments.

This report is based on international reporting frameworks issued by the Global Reporting Initiative (GRI) – in reference option, the standards for the Construction Materials sector issued by the Sustainability Accounting Standards Board (SASB) and the principles of the Global Cement and Concrete Association (GCCA). Additionally, it is in line with the principles of the United Nations (UN) Global Compact and Sustainable Development Goals (SDGs).

The different chapters describe the management of the company’s material topics and key performance indicators, alongside related initiatives that were implemented during the year.

The financial information includes the companies that are consolidated in Votorantim Cimentos’ public reports to investors. The results of our operations in Argentina, where we hold a minority stake of 49%, are not consolidated in the financial statements and are presented as equity investment, which result in them not being included in this report.

Audited by PwC, our financial statement report complies with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), the interpretations of the International Financial Reporting Interpretations Committee (IFRIC) and the guidelines issued by the Comitê de Pronunciamentos Contábeis (Brazilian Accounting Pronouncements Committee) Information related to sustainability is assured by Bureau Veritas.

Double Materiality GRI 2-29, 3-1, 3-2

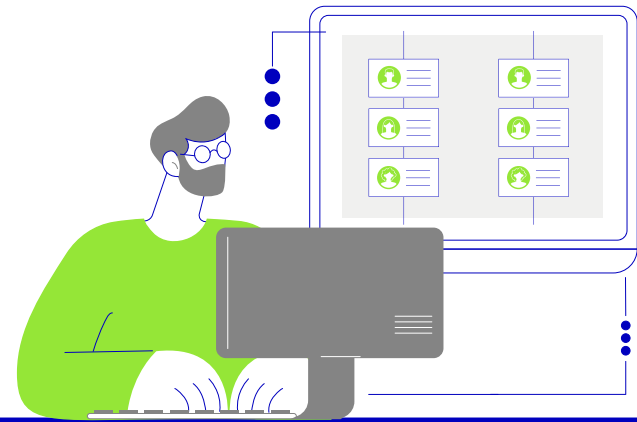
Since 2024, Votorantim Cimentos has been following the double materiality principle, an assessment of the impact of its activities—actual and potential—on the environment and society, in addition to the financial risks and opportunities related to ESG topics. The assessment follows the guidelines of the European Financial Reporting Advisory Group (EFRAG), the IFRS Sustainability Disclosure as issued by the International Sustainability Standards Board (ISSB) and the GRI Standards.

The double materiality principle considers:

Impact materiality: The organization’s relevant impacts — actual or potential, positive or negative — on people and the environment.

Financial materiality: Risks and/or opportunities with relevant financial impacts on the organization’s cash flow, performance, position, cost of capital or access to financing.

Material Topics Identification GRI 3-2



Identification of stakeholders

- Minimum of five representatives (individuals) from each stakeholder category at a global or regional level.
- Discussion and definition of the engagement method for each category of stakeholder.



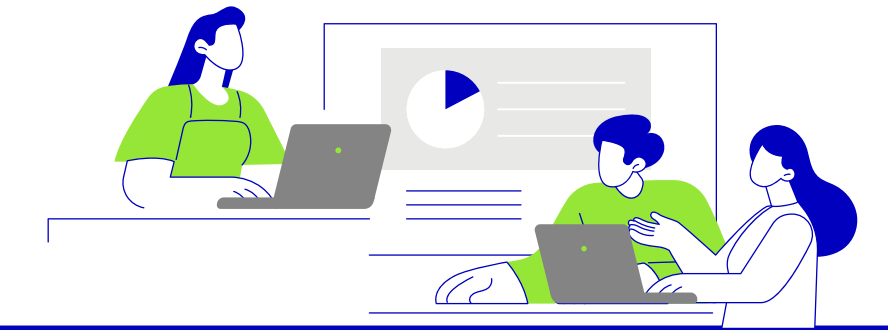
Review of external factors

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



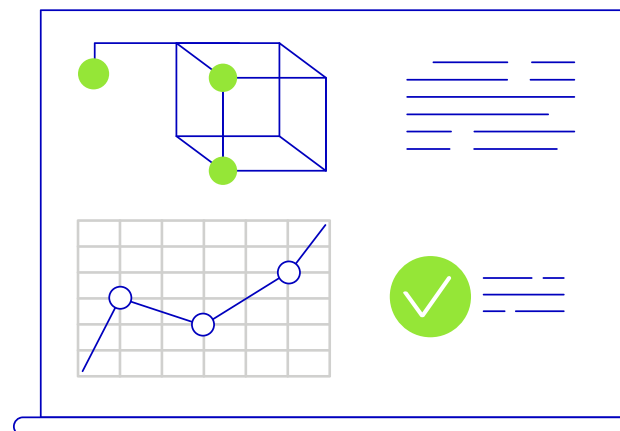
Identification of impacts, risks and opportunities (IROs)

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



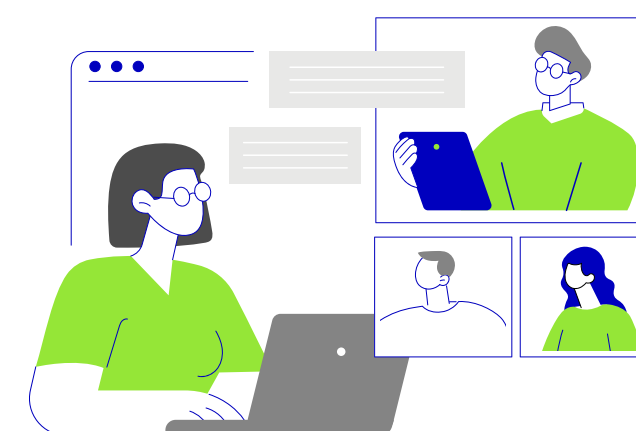
Stakeholder engagement

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



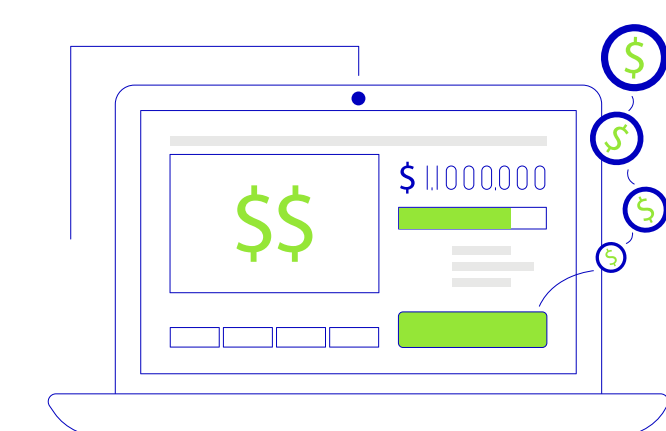
Impact materiality

- Assessment of positive, negative, current and potential impacts, considering severity and likelihood.



Financial materiality

- Assessment of financial risks and opportunities, based on their financial magnitude and likelihood.



Validation and approval by senior management

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

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

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

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

Reported GRI Standards

To ensure clear communication in line with global best practices, we correlate material impacts, risks and opportunities with the GRI Standards.

- **Communities**

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

- **Business Conduct**

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

- **Climate Change**

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

- **Circular Economy**

GRI 301: Materials
 GRI 306: Waste

- **Biodiversity**

GRI 304: Biodiversity

- **Company Employees**

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

Priority SDGs

As a signatory to the United Nations Global Compact, our sustainability strategy is aligned with the Sustainable Development Goals (SDGs) and is part of our commitment to generating value to society through its processes, products and solutions. We identified the SDGs that are most relevant to our business and monitor the performance of our initiatives using the SDG Action Manager tool.



Our Stakeholders GRI 2-29

As part of Votorantim Cimentos' strategy to improve collaboration among the stakeholders that make up our value chain, we pursue constant, transparent and constructive dialogue. We identify priority stakeholder groups to engage with by analyzing the actual or potential economic, social and environmental impacts generated by our operations. We also consider the influence that the demands and perceptions of each stakeholder group has on our activities.

We pursue open and responsible communication that prioritizes digital interactions and channels that are tailored to the needs and characteristics of each stakeholder we engage with. The table on the next page presents the main engagement channels by stakeholder type.

Engagement methods	Shareholders and investors	Financial institutions and rating agencies	Suppliers	Customers	Employees and contractors	Labor unions	Local communities and social organizations	Government bodies and regulatory agencies	Industry associations	Academia and research institutions	Influencers and journalists
Meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Integrated Report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Website and social media	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Investors Relations	✓	✓									
Ethics Line	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Volunteering programs					✓		✓				
Community council							✓				
Customer initiatives				✓							
Events	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Assemblies						✓					
Community engagement							✓				
Governance bodies								✓	✓		

Votorantim Cimentos

About us GRI 2-1, 2-6

Votorantim Cimentos S.A. is a building materials and sustainable solutions company that has been in operation for 89 years. Founded in Brazil and present in eight other countries, it is one of the most vertically integrated businesses in the construction industry worldwide, with 13,987 direct employees and an installed capacity of 54 million tonnes of cement per year.

In addition to producing cement, concrete, aggregates, mortars, plasticizers, additives, grout, finishing materials and agricultural solutions in our plants, we also have businesses in sustainable waste management and disposal, and operate two digital platforms in Brazil: Motz (carrier) and Juntos Somos +, a joint venture in which we hold a minority stake.

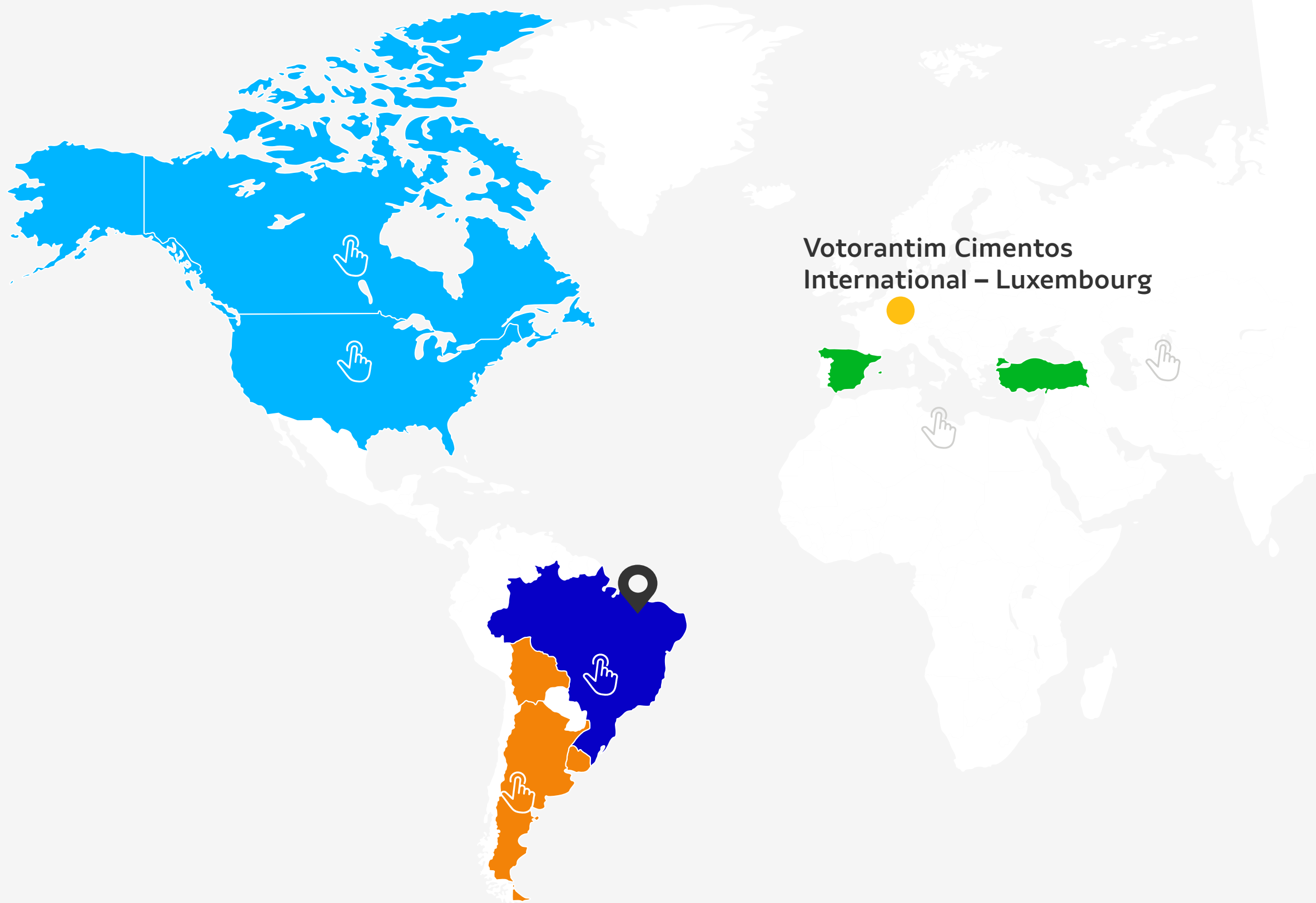
We are part of the portfolio of companies owned by Votorantim S.A., a permanent capital investment holding company that owns 100% of our shares and pursues superior financial returns with a positive social and environmental impact and a long-term approach.



Málaga Plant, Spain

Our Operations Around the World GRI 2-1

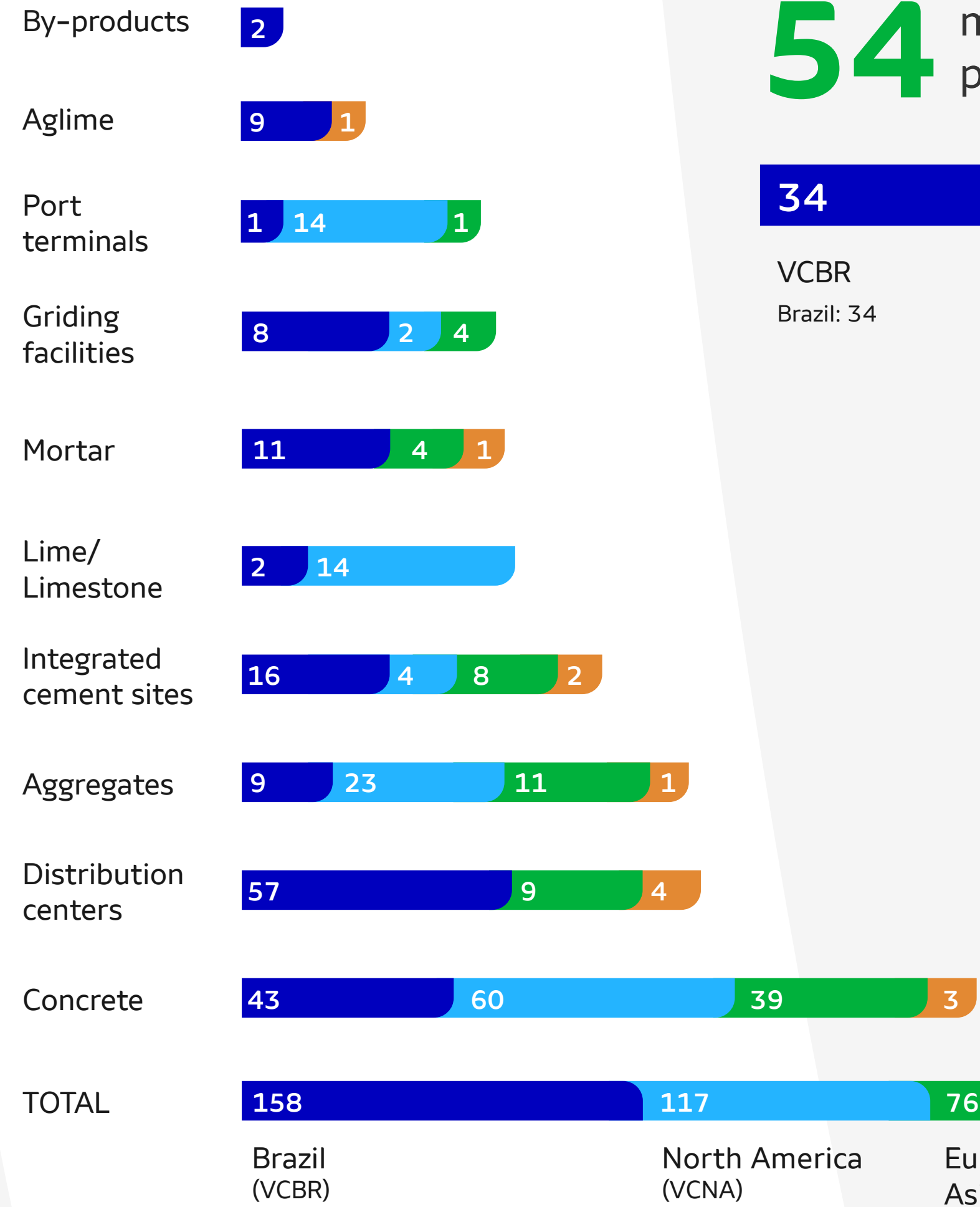
Click in the icon to see our operations in each region or country.



Votorantim Cimentos International – Luxembourg

- ✔ Alternative fuel
- Cement
- Grinding
- Mortar
- Lime
- Concrete
- Aggregates
- Distribution center
- Aglime
- Waste management
- Port terminal

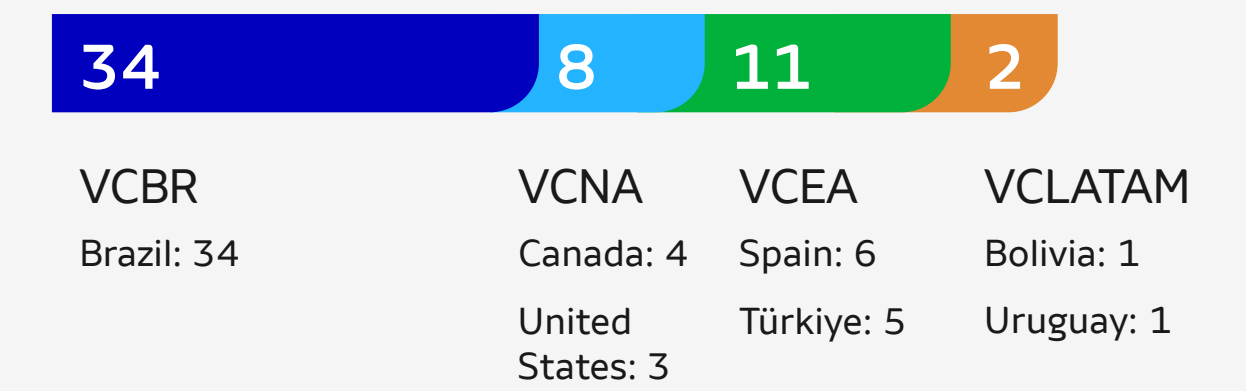
Our Facilities



Brazil (VCBR) North America (VCNA) Europe and Asia (VCEA) South America (VCLATAM)

Installed Cement Capacity

54 million tonnes per year



Votorantim Cimentos Brands

VCNA VOTORANTIM CIMENTOS NORTH AMERICA

United States and Canada



VCI VOTORANTIM CIMENTOS INTERNATIONAL

Luxembourg



VCLATAM VOTORANTIM CIMENTOS LATIN AMERICA

Argentina



Bolivia



Uruguay



VCBR VOTORANTIM CIMENTOS BRAZIL

Brazil



VCEA VOTORANTIM CIMENTOS EUROPE AND ASIA

Spain



Türkiye



2025 Highlights

Manufactured Capital



R\$3.7 billion

in Capex investments

37.0 million

tonnes of cement sold

8.0 million

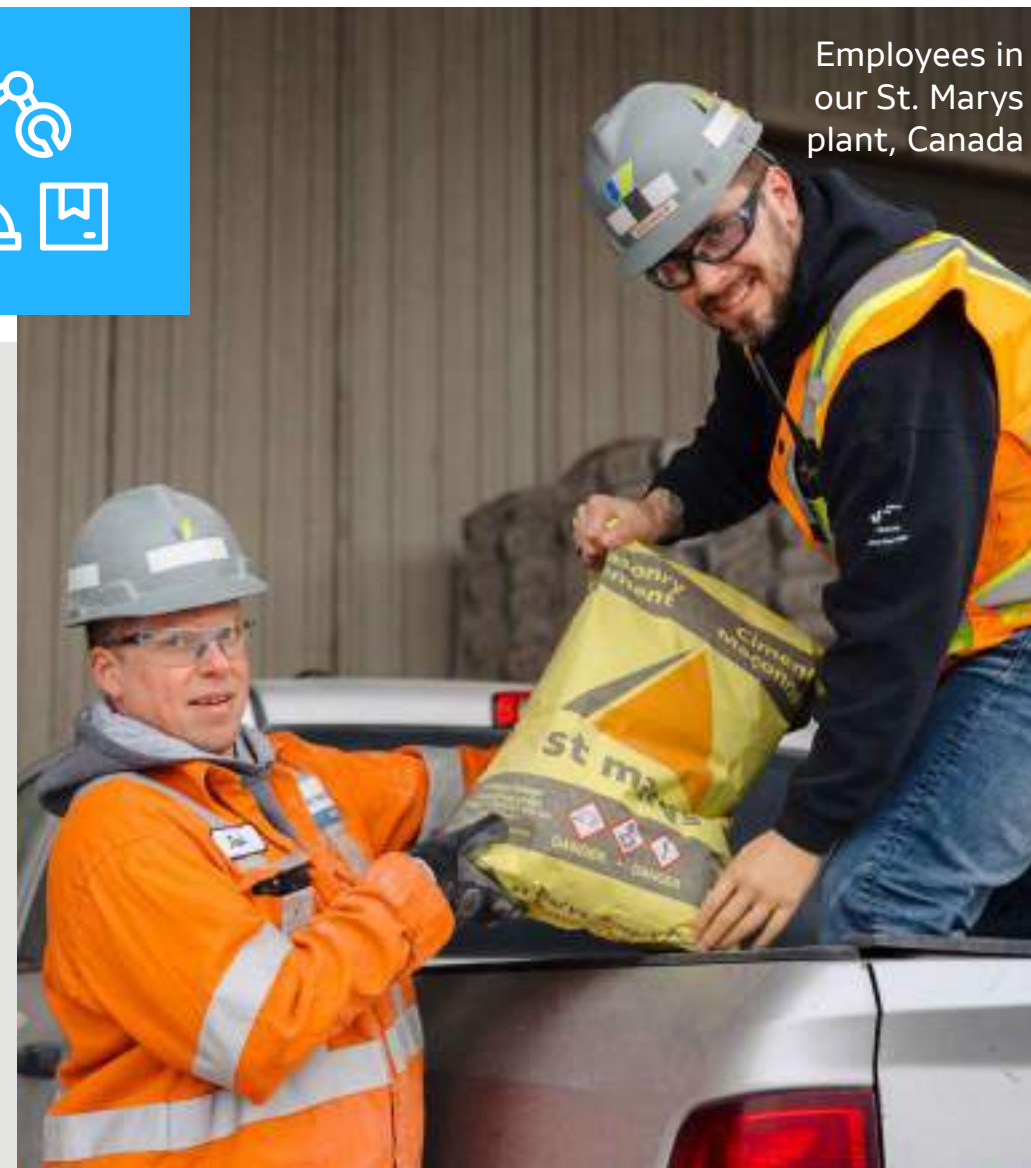
cubic meters of concrete sold

24.3 million

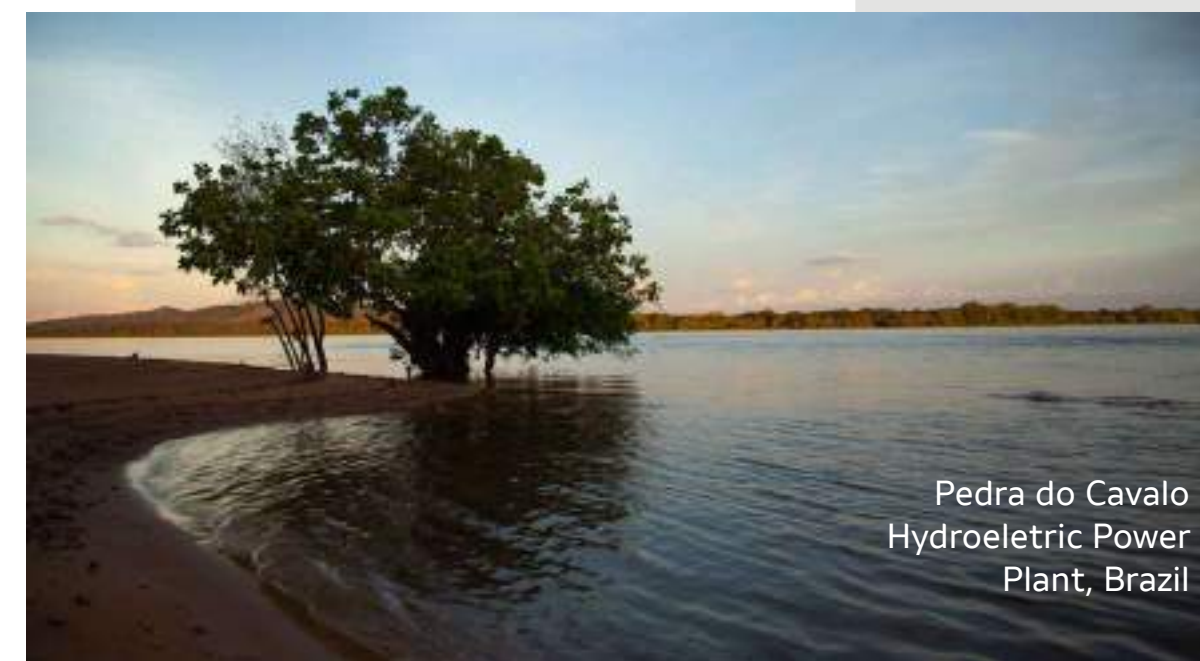
tonnes of aggregates sold

2.0 million

tonnes of mortar sold



Employees in our St. Marys plant, Canada



Pedra do Cavalo Hydroelectric Power Plant, Brazil



Natural Capital

552 kg

of net CO2 emissions per tonne of cementitious material

27.7%

reduction in CO2 emissions compared to 1990

32.3%

thermal substitution rate

36.2%

renewable energy

Start of

operations at the Paracatu solar farm (state of Minas Gerais, Brazil)



Employee at our technical center in Curitiba, Brazil

Intellectual Capital



92

innovation projects

R\$1.3 billion

invested in innovation



Social Capital



R\$19.5 million

in external social investments

327

sites with engagement plans

12.2%

of employees engaged in volunteering

495

initiatives sponsored

52.0%

of purchases from local suppliers

Human Capital



13,987

direct employees

26.0%

of leadership positions occupied by women

323,426 hours

devoted to training, development and education

4,276

recognitions for embracing Our Way of Being, Working and Thriving



Bowmanville plant, Canada



Financial Capital

R\$29.4 billion

Net revenue

R\$7.0 billion

Adjusted EBITDA

R\$3.2 billion

Net profit

1.63x

leverage ratio

 **METROLINX**

Sustainability and Strategy

1

Eglinton Crosstown project,
Toronto, Canada.
Credit: iStock

Our Strategy

We are a building materials and sustainable solutions company.

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

Pillars

Growth and positioning

Financial performance

Competitiveness

Business transformation

Sustainability

Our aspirations

Balance presence between mature and emerging countries, diversifying risks and ensuring sustainable growth

Generate an attractive return on invested capital

Ensure relevant market share and cost leadership

Innovate, create new solutions and strengthen our business, having the customer as central in this process

Generate a positive impact for the company and society, delivering on our commitments for the future.

What we won't compromise

Health and safety

Compliance and risk management

VC Way

Low debt

Shareholder remuneration

Investment grade rating

VC Connection: Our Culture + Our Strategy

Honoring the sustainable legacy of Votorantim Cimentos and updating our principles to meet current challenges are part of our culture, expressed in Our VC Way. VC Connection is a movement that combines our culture with the goals of our 2030 Strategic House, connecting how we do things to where we want to go, to boost sustainable growth and continuously strengthen our identity.

Our Way of BEING, ethical and respectful:

- Safety and health
- Ethics and diversity
- Open dialogue

Our Way of WORKING, together with excellence:

- Customer focus
- Simplicity and trust
- Act with ownership

Our Way of THRIVING, with courage to transform:

- Learn and evolve
- Lasting results
- Sustainable legacy

Sustainability: Our Priority

Sustainability is one of our strategic drivers and we are committed to sustainable development, as we conduct our business in an ethical and transparent manner to generate lasting

results and create a sustainable legacy for society. Our efforts are guided by our [Global Sustainability Policy](#) and our [2030 Sustainability Commitments](#).

Pillars of our 2030 Sustainability Commitments

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

See our commitments and results on [page 30](#).

Sustainability Governance

We have robust sustainability governance consisting of:

1

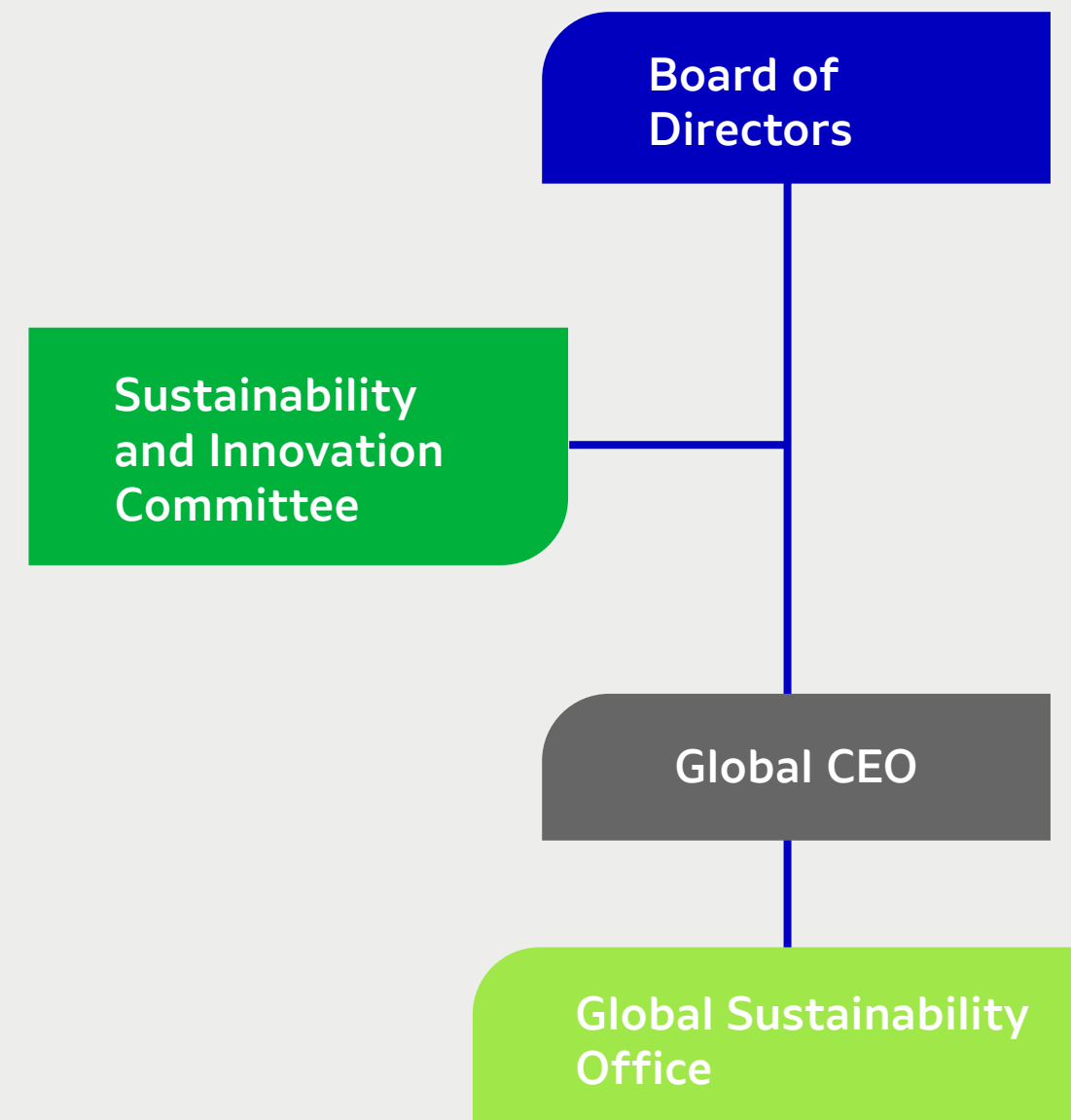
Board of Directors: The body that establishes the company's general business direction and makes strategic decisions, including ensuring Votorantim Cimentos' long-term success, by considering economic, social, environmental and corporate governance factors when defining the company's business and operations strategy (see [page 57](#) for more details).

2

Sustainability and Innovation Committee: A committee that helps the Board to identify and monitor sustainability and climate risks and opportunities. The committee has three members, including an independent coordinator with recognized expertise in sustainability and climate issues.

3

Global Sustainability Office: A body made up of different areas involved in sustainability matters that set guidelines, track progress in this area and monitor the status of sustainability practices within the company.



In addition to these specific governance committees, sustainability is a cross-cutting topic that involves all areas of the company. All employees and partners are encouraged to understand and apply our sustainability principles to their daily work.

ESG-linked Compensation:

To further boost our sustainability strategy, our leadership has short and long-term variable compensation programs linked to sustainability indicators, such as accident frequency rate, number of women in leadership positions and CO2 emissions. This incentive is fully aligned with our 2030 commitments and motivates all employees to participate in our sustainability journey. We believe that this type of incentive drives value and creates a culture of sustainability within the company.



“ Our presence at COP30 shows that competitiveness and sustainability go hand in hand. We are part of the solution to decarbonization, implementing initiatives that support our 2030 commitments and the planet’s future.”

Álvaro Lorenz
 Chief Sustainability,
 Institutional Relations,
 Product Development and
 Engineering Officer

COP 30: Tangible Solutions Are Developed by Bringing Together People Who Make Things Happen

The 30th United Nations Climate Change Conference (COP30), which took place in Belém (Brazil), was an important milestone in our participation in the global debate about decarbonization and the creation of a sustainable future. We attended 15 events before and during COP30, participating in initiatives that reaffirm our position and commitment to the future. See below some highlights from our participation.

Summit Agenda SP + Verde:

We participated in the Agenda SP + Verde Summit, a pre-COP30 event promoted by the São Paulo State and Municipal governments and the University of São Paulo (USP). In a panel discussion titled “Implementing Circularity: Challenges and Opportunities for the State of São Paulo,” we explored the role of co-processing in waste management and in the support of the circular economy.

Votorantim Legacy & Future Space:

In partnership with other Votorantim S.A. portfolio companies (Banco BV, CBA, Citrosuco and Reservas Votorantim), we created the Votorantim Legacy & Future Space in Belém (Brazil). This space featured a 3,000-square-meter hub that had part of its foundation built with Poty cement from our Primavera (Brazil) plant. This cement is produced using açai pits as an alternative fuel, an example of how fossil fuels can be replaced by local biomass to reduce CO2 emissions. After the conference, the structure was handed over to the Office of Indigenous Peoples of the State of Pará, reinforcing its social and physical legacy.

Panel discussions held:

- Carbon & Climate Transition
- Nature & Biodiversity
- Circularity & Innovation and Climate Justice & Territorial Development

Launch of the Brazilian Cement Industry Net Zero Roadmap:

In the Brazil Pavilion, in the Green Zone, we participated in the launch of the Brazilian Cement Industry Net Zero Roadmap. The new roadmap, launched by the National Cement Association (SNIC, in Portuguese), focuses not only on emissions from the production process, but also on the entire life cycle of cement, including its use in the value chain. We actively participated in the creation of this document, which reinforces the industry’s stance on Brazil’s potential in terms of forest removals and nature-based solutions (NbS).

On the Journey Towards Decarbonization

SASB EM-CM-110A.2 | GRI 3-3 305

Over the past decade, record high temperatures and the increase in extreme weather events, such as floods, fires and droughts, have impacted entire communities, economies and ecosystems. The planet has already warmed beyond safe limits, and we are experiencing the effects of an unprecedented climate, social and economic crisis. Fighting the climate crisis requires immediate, collaborative and coordinated action from governments, businesses and society.

Recognizing our role in creating a low-carbon economy, we consider ourselves part of the solution and remain committed to a consistent decarbonization journey, guided by our Climate Transition Plan.

Climate Transition Plan

At Votorantim Cimentos, Scope 1 emissions (directly related to our operations) account for 83.8% of our total CO2 emissions. Scope 2 emissions (indirect emissions related to the electricity we purchase) represent 1.6% of our

carbon footprint. Indirect Scope 3 emissions (from our value chain), including emissions from purchased goods and services, activities related to fuel and energy, transportation and distribution and investments, add up to 14.6% of the total. Our Climate Transition Plan includes specific targets aligned with our CO2 emissions portfolio.

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

- **Scope 1:** Achieve net Scope 1 emissions of 475 kg of CO2 per tonne of cementitious product.
- **Scope 2:** Reduce our indirect emissions by 52.4% compared to our 2018 baseline.

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

2030 Decarbonization Roadmap

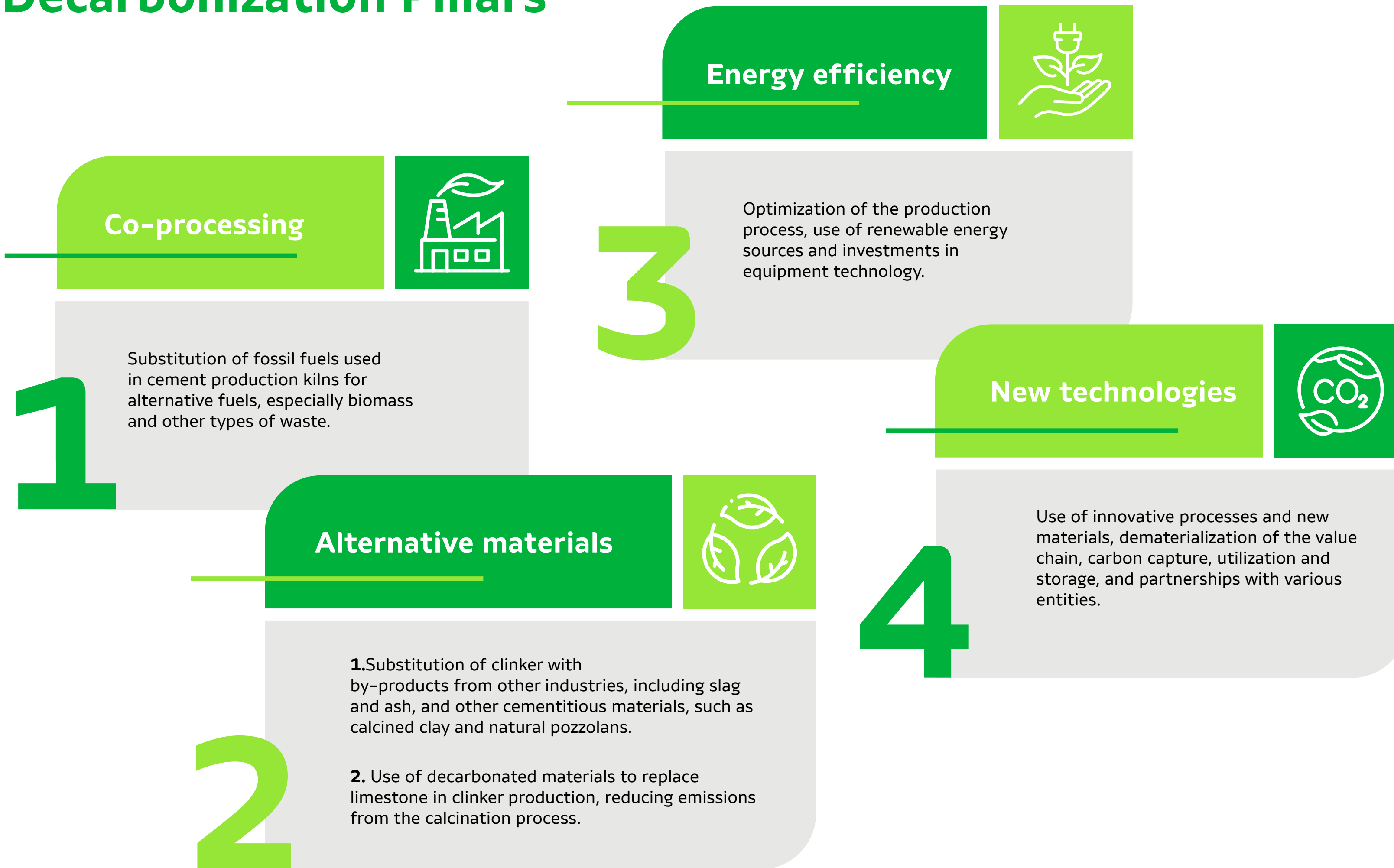
We developed a decarbonization strategy based on four key pillars to guide our investment allocation in the short, medium and long term. This strategy includes the transition to alternative raw materials and fuels, renewable energy sources and innovation in low-carbon processes and products.

In addition, we have several working groups dedicated to our decarbonization pillars. These groups foster the exchange of experiences and leverage synergies between the different regions where we operate. By doing so, we share innovative solutions and disseminate best practices to achieve our emission reduction goals.



Legado & Futuro Space at COP 30, Brazil

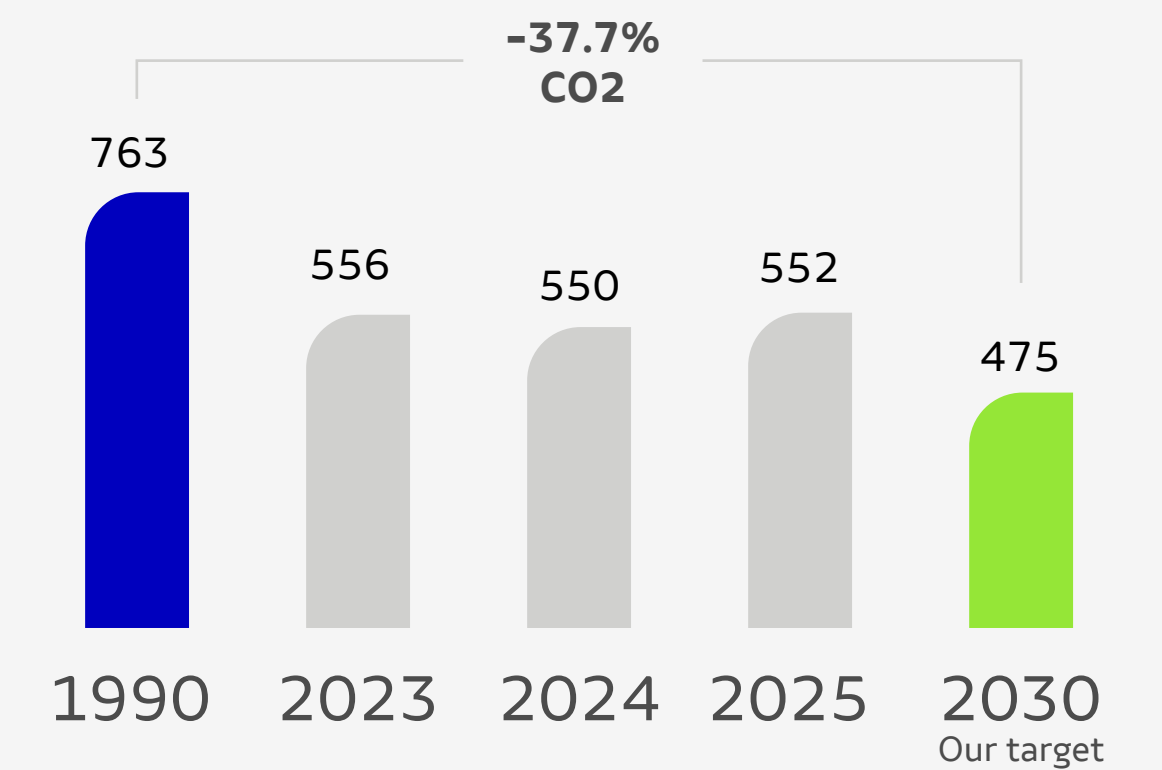
Decarbonization Pillars



2025 Results

In 2025, our decarbonization efforts faced significant challenges, mainly attributed to shortages of specific raw materials and alternative fuels, as well as operational and market dynamics. As a result of these challenges, we ended the year with net emissions of 552 kg of CO₂ per tonne of cementitious materials. We continue to invest in technologies to boost our levels of thermal substitution, energy efficiency and clinker reduction in our operations around the world.

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

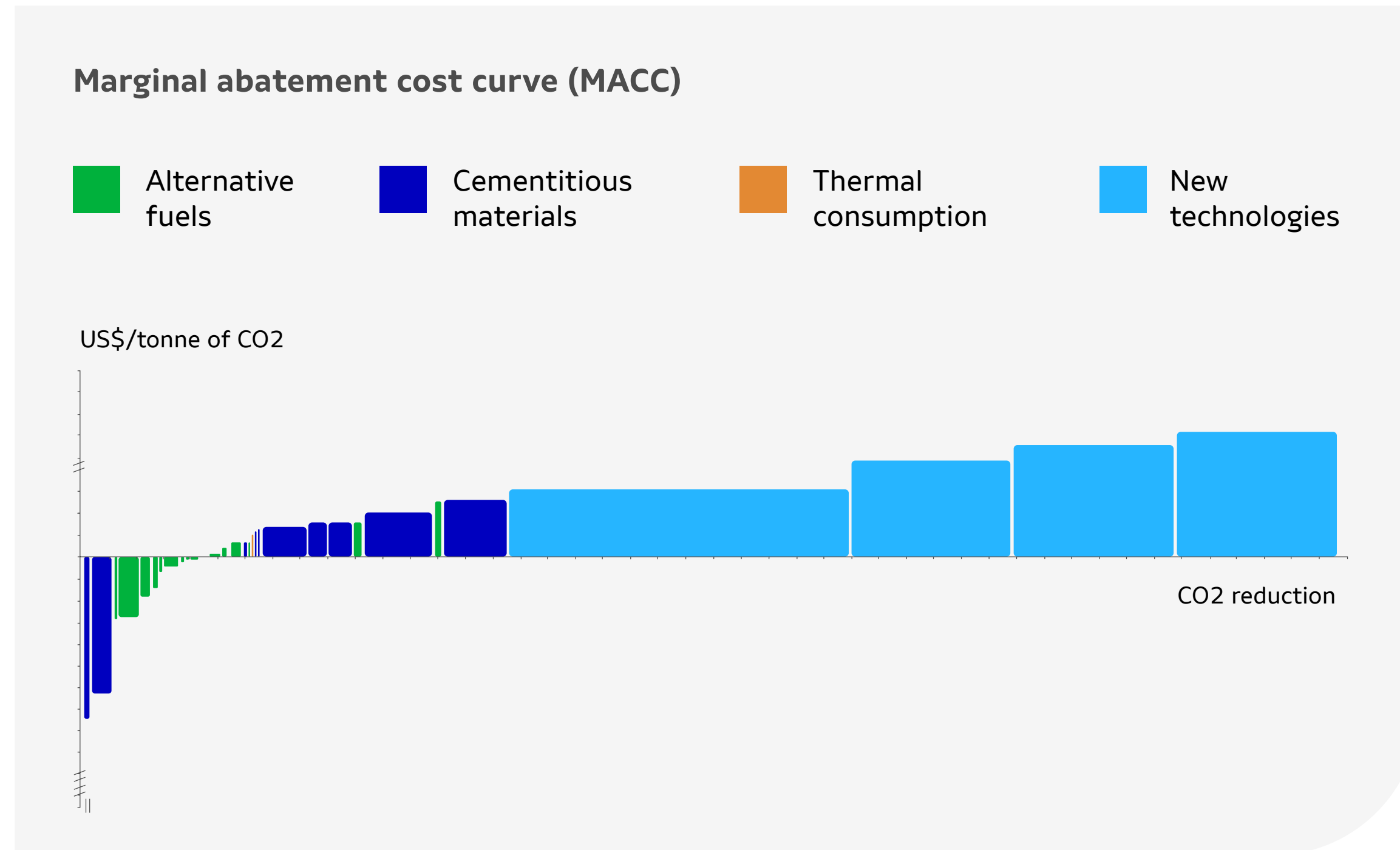


We continue to make progress with our decarbonization agenda across all our global operations, guided by a long-term strategy. We have accumulated experience in emissions management and adaptation to carbon pricing policies thanks to our presence in countries that already operate in regulated carbon markets, such as Canada and Spain. This experience has guided the company's preparation for the Brazilian Emissions Trading System (SBCE), a regulatory milestone for the industry.

We believe that carbon pricing and emissions regulation are essential levers to drive the transformation of the cement industry. The new regulated carbon market in Brazil will bring challenges in terms of competitiveness and increased costs in the short term, but it will also open up opportunities for technological development and access to green financing, as well as unlock the country's existing potential for nature-based solutions. We will continue to invest in research, innovation and strategic partnerships, establishing our role as a leading company in the construction of a low-carbon future and contributing towards a fair and sustainable transition in the industry.

Aiming to incorporate these aspects into our decision-making processes and assess the financial attractiveness of projects, our strategic planning processes consider an internal carbon price in all countries where we operate. In addition, we annually update our marginal abatement cost curve (MACC).

This tool allows us to rank our decarbonization initiatives in terms of cost-attractiveness, enabling us to visualize the cost of CO2 per tonne of carbon avoided. In total, our Strategic Decarbonization Plan has identified more than 40 potential initiatives to be implemented over the next five years.



Net Zero Concrete

We remain steadfast in our commitment to seek strategies and technologies that enable us to achieve carbon-neutral concrete by 2050, given the importance of concrete and its resilience and climate adaptation potential. This goal, which is aligned with the GCCA Net Zero Roadmap, represents a critical contribution to the decarbonization of our economy.

This journey involves continuous investment in traditional decarbonization levers and the development of new technologies, such as clinker substitution and the large-scale implementation of Carbon Capture, Utilization and Storage (CCUS) technology, which are essential for achieving zero process emissions.

[Click here to see the 2050 Cement and Concrete Industry Roadmap for Net Zero concrete.](#)

Concrete and Its Role in Climate Resilience

Concrete has been an important element in our sustainability and innovation strategy. Its use in many infrastructure elements and buildings creates opportunities to improve the environmental and operational performance of projects. By investing in research, technology and partnerships, we have proven that the use of cement can help reduce impacts, increasing the durability of structures and supporting adaptation to climate change.

Building Resilient Cities



In Alta Floresta (state of Mato Grosso), 1,000 cubic meters of concrete pavement were used in the construction of the airport's taxiways, providing enhanced strength and durability, while requiring minimal conservation efforts, when compared to asphalt.



The Performance-flow self-leveling concrete, designed for harsh conditions, was used to repair girder 13 of the Robert Moses Niagara Hydroelectric Power Plant, which is one of the largest hydroelectric power plants in the United States, supporting over 120 businesses in the Niagara border area and employing over 31,000 people.




Concrete has played a key role in major urban mobility projects. One example is the Yüksek Hızlı Tren (YHT) high-speed rail line in Türkiye. Approximately 350 kilometers long, the railway is one of the country's largest investments in mobility, connecting towns, reducing distances and fostering regional growth.



The Santa Cruz-Warnes Dual Highway is a 27.5 km road that will connect Santa Cruz to the town of Warnes and to Viru Viru International Airport. The project includes two roadways with three to four lanes each, 24-cm rigid pavement, 2-meter shoulders and other structures such as viaducts, bridges and grade-separated interchanges to improve traffic flow and safety.

Concrete Applications

In a world where climate disasters are becoming more frequent and intense, concrete plays a key role in the transition to more resilient infrastructure, buildings and cities. Some of cement's applications and advantages are:

Click on the icons for further information 



ESG Ratings and Performance

In 2025, we maintained our commitment to transparency, ethics, safety and sustainability, ensuring that our operations and value chain are in line with ESG best practices. Social, environmental and governance risk assessments are important tools to guide our decisions and ensure positive market outcomes.

Score A

MSCI ESG¹

We maintained our “A” score from MSCI ESG Rating, which identifies the company’s long-term exposure to financially relevant ESG risks within the industry.

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

Score A

Climate CDP

For the third consecutive year, we made into CDP’s A List for our climate performance. This score places us among a select group of companies worldwide that are recognized for climate transparency.

<http://www.cdp.net/>

Score C

Water CDP

In line with our commitment to transparency, we have once again disclosed our water safety initiatives and results, maintaining a C score.

<http://www.cdp.net/>

Gold Seal

GHG Protocol

For the fourth consecutive year, we were awarded the Gold Seal from the Brazilian GHG Protocol Program. This seal certifies that the disclosure of our Greenhouse Gas (GHG) Emissions Inventory meets the highest transparency standards.

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









“ We transform sustainable practices into consistent ESG performance, driving value for the business and for society.”




Resha Watkins
Vice-president of Sustainability for North America

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Monitoring Our 2030 Commitments

Pillar	SDG	2030 Target	Results in 2025	Performance
We operate with integrity and transparency		We believe that the path to excellence involves ensuring high standards of compliance, ethics and transparency. This non-negotiable, cross-cutting commitment is the basis for all other commitments made by Votorantim Cimentos.	Qualitative	This non-negotiable foundation continues to guide our actions and decisions, reinforcing our dedication to responsible practices across all areas. As we advance our goals, we remain vigilant and proactive in strengthening our governance culture, ensuring that integrity remains at the core of everything we do.
Safety, health and well-being are fundamental values	 	<ul style="list-style-type: none"> - Global lost-time injury rate lower than 0.40. - Achieve zero fatalities in our operations. - Achieve at least 85% favorability in health and well-being surveys. 	1.69 2 77.8%	We had some challenges in safety and ended the year with an increase in the LTI and number of fatalities. We reinforce our commitment to ensure the safety culture in our operations to minimize the risk of accidents.
Innovation: we co-create sustainable solutions	 	- 30% of revenue from sustainable solutions.	37.5%	In 2025, we reviewed the criteria to define sustainable revenue in the company. As a result, we reduced 8 p.p. versus 2024. We continue working to increase the revenue from sustainable solutions.
A diverse and inclusive environment		<ul style="list-style-type: none"> - At least 25% of leadership positions occupied by women. - Achieve at least 90% favorability in our diversity survey. 	26.0% 81.5%	We closed the year with a very positive outcome, achieving our target for women in leadership positions. Although we recorded a slight decline in favorability in our diversity survey. We remain committed to strengthening an increasingly inclusive and diverse environment throughout the organization, with active initiatives for inclusion and promotion of diversity.

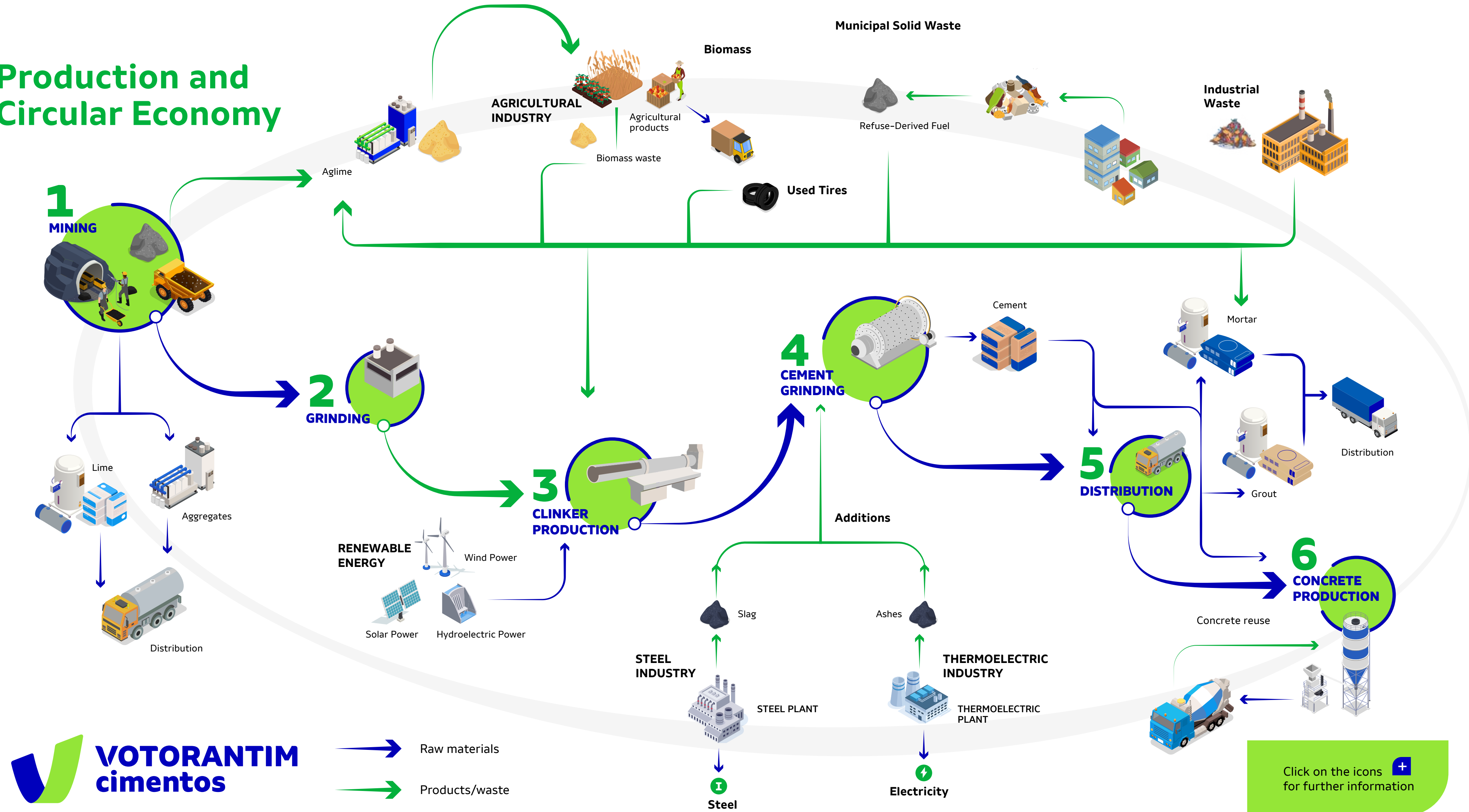
Monitoring Our 2030 Commitments

Pillar	SDG	2030 Target	Results in 2025	Performance
<p>Reducing our environmental footprint</p> <p>Promoting a more circular business environment</p> <p>Generating shared value in our communities</p>		<ul style="list-style-type: none"> - Achieve 475 kg of net CO2 emissions per tonne of cementitious product. - Reduce the emission of particulate matter to 30 g/tonne of clinker. - Reduce the emission of SOx to 490 g/tonne of clinker. - Reduce the emission of NOx to 1,400 g/tonne of clinker. - Achieve 45% renewable electricity. - Evolve in the implementation of our water management and biodiversity plans in sensitive areas. 	<p>552</p> <p>36</p> <p>533</p> <p>1,396</p> <p>36.2%</p> <p>Qualitative</p>	<p>Our environmental footprint was influenced by market and operational challenges that affected our performance throughout the year. Despite these challenges, we increased the share of renewable energy from 34.1% to 36.2%, driven mainly by the start-up of the Paracatu solar farm in Brazil.</p>
		<ul style="list-style-type: none"> - Achieve 53% thermal substitution. - Reduce our clinker/cement factor to 68%. - 70% returned concrete recycled. 	<p>32.3%</p> <p>72.5%</p> <p>82.9%</p>	<p>We obtained small progress in the results of indicators promoting a more circular business environment, and we maintain significant investments and efforts in the gradual improvement of these indicators.</p>
		<ul style="list-style-type: none"> - 90% of sites with community engagement and/or development programs. - 20% of employees engaged in volunteer initiatives. - 60% local supply. 	<p>90.3%</p> <p>12.2%</p> <p>52.0%</p>	<p>In line with our social engagement efforts, we had an increase of 15.6 percentage points in the number of sites with community engagement. The number of employees participating in volunteer activities grew 0.8 percentage points. Our percentage of local purchases went down 7.2 percentage points.</p>

2

Sustainable Legacy

Production and Circular Economy



Co-processing and Alternative Fuels GRI 3-3, 301, 306

Cement production requires a high amount of thermal energy, especially in the clinker kilns, which operate at temperatures of around 1,450°C. Traditionally, this energy has been supplied by fossil fuels, such as petroleum coke.

Within this context, co-processing is an efficient and sustainable technological solution, which partially substitutes fossil fuels with alternative sources, such as industrial and urban waste and biomass. During the process, waste is completely destroyed without producing more waste, creating a lower-carbon alternative use for these materials and reducing the amount sent to landfills. In addition to reducing environmental impacts, co-processing strengthens the circular economy by reintroducing materials into the production cycle, and plays an important role in reducing CO2 emissions generated by cement production.

In line with our sustainability strategy, our target is that 53% of the fuel we use be alternative fuel by 2030. Currently, 32.3% of the thermal energy used in our kilns comes from waste, an increase of 1% compared to 2024.

In Spain, we had remarkable results, including a record-high thermal substitution rate and the highest company-wide co-processing rate, which helped to sustain our average in the country above 60%. One of the highlights was the Toral plant, which increased its thermal substitution rate by 19 percentage points, from 47% in 2024 to 66% in 2025, reaching up to 80% for an entire month. This result was achieved thanks to an investment in a new pre-calciner. In Türkiye, we have already begun phase 2 of our investments to increase thermal substitution.

In Brazil, as part of an IFC-funded project, we implemented a chlorine bypass system in one of the kilns at our plant in Salto de Pirapora (state of São Paulo). This technology works like a filter, removing from our kilns excess chlorine derived from waste, enabling us to co-process additional types of waste that cannot be reused or recycled. In 2026, this technology will be implemented in the site's second kiln, enabling us to increase the amount of waste that can be co-processed in our kilns. We made progress with the use of agricultural biomass, particularly at our Primavera site, where we achieved record-high thermal substitution rates in Brazil and

increased our use of this alternative fuel by 6% compared to the previous year. In 2025, we took another important step in Verdera's performance, with the opening of a waste management unit dedicated to shredding used tires in Cuiabá (state of Mato Grosso). See more details on [page 66](#).

In Canada, the rate of waste co-processing at the St. Mary's site nearly doubled, from 11% to almost 20% in 2025, after a full year of operation of the new alternative fuel system implemented in 2024. In the United States, we are investing in the Charlevoix plant (in state of Michigan) to increase the use of alternative low-carbon fuels by adjusting the alternative fuel injection point at the calciner to optimize consumption and installing a main burner system. In 2026, once fully operational, the plant will have a higher fossil fuel substitution rate.



“Transforming waste into energy combines efficiency and sustainability: a solution that reduces impact and boosts the competitiveness of the industry and the value chain.”

María Cabezuelo
General Manager of
Supply Chain for Europe & Asia



Employee at our Alconera plant, Spain

Alternative Raw Materials

One of the first steps in cement manufacturing is the production of raw meal, a mixture of limestone and other raw materials such as clay, iron and aluminum that is then heated in cement kilns to form clinker. In this process, it is possible to substitute some of the traditional inputs with alternative raw materials (ARM), such as by-products from other production chains and waste.

By incorporating these types of raw materials in our cement production process, we are boosting the circular economy. If the materials are already decarbonized through some other thermal treatment, they do not release CO2 when heated in our cement kilns. This means that through their use, our own CO2 emissions would be lower than if we used non-decarbonized raw materials.

In 2025, we diversified the supply chain of these alternative raw materials globally, focusing on three key areas:

Supply agreements: We have secured supply agreements for various ARMs, reducing our reliance on bauxite and iron ore in North America.

Investments in infrastructure: At our cement plant in Málaga, Spain, we introduced new means to use and pretreat alternative raw materials. These systems enable us to substitute conventional raw materials for industrial ashes and slags.

Pioneer effort in Brazil: The Sobral plant, in Ceará, was a pioneer in the use of alternative decarbonated raw materials in our operations in Brazil, using a steelmaking byproduct as a substitute for iron ore.

Use of Cementitious Materials

Clinker is the primary material used in cement production. It is produced through the calcination of limestone and other raw materials in high-temperature kilns. This process generates the largest amount of CO2 emissions across the entire production chain.

One of the most effective strategies to drive decarbonization is to reduce the clinker factor in cement by substituting part of the clinker with alternative cementitious materials, such as blast furnace slag, fly ashes, metallurgical slag, calcined clay, pozzolans and limestone filler. This approach reduces embedded carbon emissions, supports the efficient use of resources and creates circularity.

In 2025, we reached a clinker factor of 72.5% and our goal is to reduce it to 68% by 2030.

Türkiye has become the company’s global benchmark in terms of clinker factor reduction, with a drop of more than nine percentage points over the last five years. The production of Portland cement (CEM I), which contains more than 95% clinker, has been significantly reduced, and currently accounts for less than 4% of the country’s total sales. This progress has been driven by recipe optimization, replacement of clinker by supplementary cementitious materials and the use of new generation chemical aids.

Another highlight in this area was the progress in the use of alternative materials to clinker in cement production in our operations in Spain. Compared to 2024, we recorded a 20% increase in the use of alternative materials for cement production. We conducted a study to evaluate the impact of grinding clinker and limestone filler separately on product performance. This

research led to significant improvements in our cement formulations thanks to an optimized grinding process of limestone filler. Based on these results and following a structured phase of product development, we launched a new cement in Spain that is formulated with separate grinding of granulated blast furnace slag, utilizing idle grinding capacity at our Bobadilla plant.

In North America, we continued to distribute our Portland limestone-blast furnace slag blended cement, which was introduced in 2023, to

markets served by our ready-mix concrete sites.

In partnership with several suppliers, we conducted over 368 laboratory tests on 30 types of cement sourced in Brazil, which resulted in the use of activators, in 2024, to increase the slag and calcined pozzolan content in two types of cement produced in Santa Cruz and Porto Velho. Following that, in 2025, this initiative was rolled out to cement plants in Bolivia, North America, Spain and Türkiye, with industrial trials currently underway.

Energy Efficiency and Renewable Energy

We are committed to increasing energy efficiency and accelerating the decarbonization of the electricity used in our operations. For this reason, we continuously invest to expand the use of renewable energy sources through self-generation and power purchase agreements (PPA).

Our renewable electricity portfolio, in the different regions where we operate, includes hydroelectric, solar and wind energy. In 2025, 36.2% of the electricity we used globally came from renewable sources. Our goal is to reach 45% by 2030, reinforcing our commitment to accelerating the energy transition and mitigating climate change. The main highlights in 2025 were:

Paracatu Solar Farm: We finalized the construction of the Paracatu Solar Farm, Brazil, which has more than 770,000 solar panels in an area of 700 hectares. The solar farm has 100 megawatts of effective capacity and started operating in August 2025, ahead of schedule. Since the start of operations in the second half of 2025, the project has increased our share of renewable energy in Brazil to more than 75%.

“The progress in reducing clinker consumption represents a milestone for the industry, as it combines production efficiency with a lower environmental impact, boosting competitiveness and the transition to a low-carbon economy.”

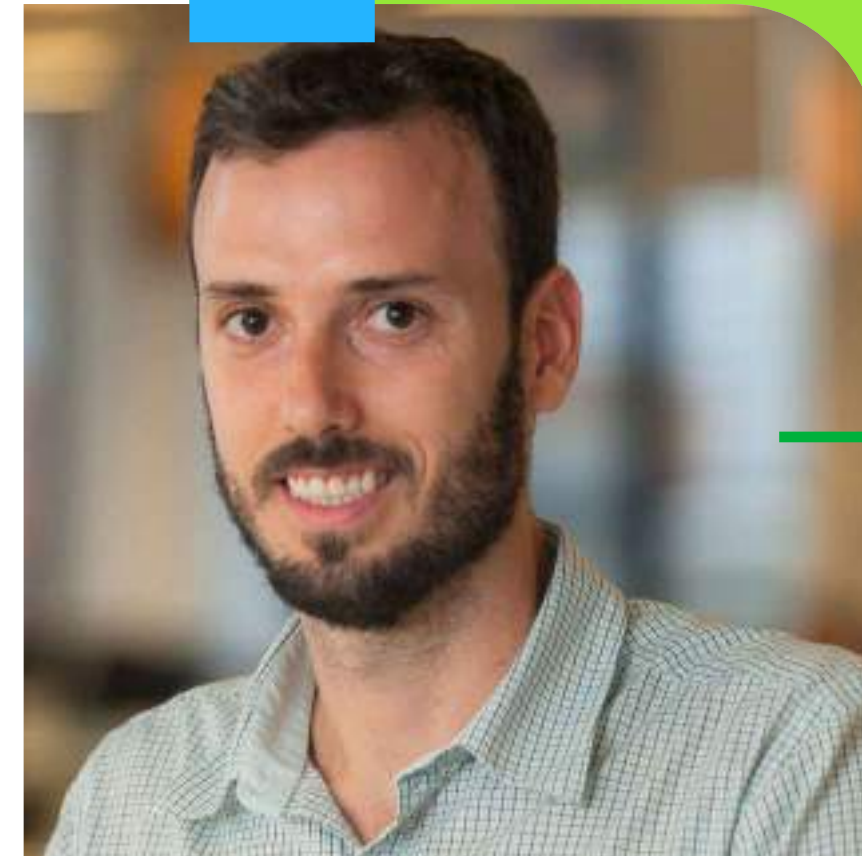
Hatim Benmoussa,
CEO of Votorantim Cimentos
for Europe, Asia and Latam



Solar energy in Spain: We continued our strategy of expanding renewable energy across all our operations. In 2025, we started to receive solar energy in Niebla (cement plant) through a Power Purchase Agreement (PPA) and started operations at a new solar power plant in Boqueixón (mortar plant), which supply up to 7% and 40% of the energy consumed by these sites, respectively. With these new solar plants, we now have self-consumption systems in all our sites in Spain: aggregates, cement, concrete and mortar.

Energy certification: The St. Marys cement plant received Energy Star® certification, standing out as one of the most energy-efficient cement plants in Canada. Through strategic energy management and investments in energy efficiency, the site has reinforced its commitment to reducing its own environmental impact and to creating a sustainable legacy for Votorantim Cimentos. In Spain, we invested in energy efficiency initiatives across all our operations, earning 33,467 MWh in energy savings certificates (Certificados de Ahorro Energéticos) verified by the Spanish government.

Energy efficiency: In the United States, the Detroit grinding plant completed site-wide lighting upgrades in 2025, enabling total energy savings of 7 MWh/year. In Spain, we installed variable speed drives in our cement plants, LED lighting and more efficient motor gears at our aggregates sites. At the Málaga plant, we installed a new cooler that optimizes clinker cooling and reduces thermal energy consumption.



“Expanding the share of renewable sources to more than 75% in our operations in Brazil reinforces our commitment to energy efficiency and the transition to an increasingly sustainable energy matrix.”

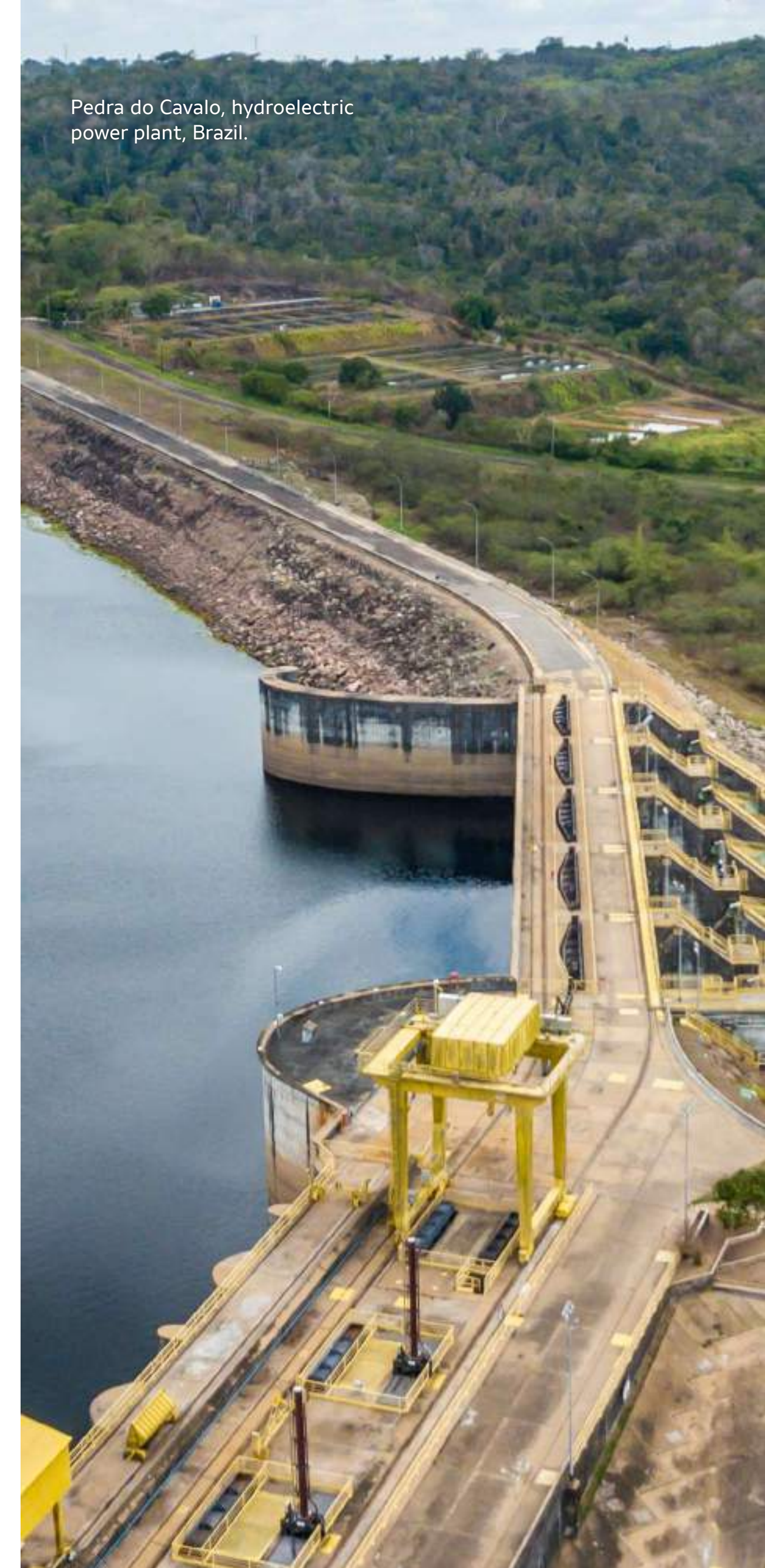
Fabio Cirilo
Global Manager of
Eco-efficiency and Energy

Dam Safety

All our hydroelectric power plants are equipped with a Dam Safety Management Platform, which integrates data from inspections, instrumentations, sensor calibrations and document controls. This tool generates automatic reports, issues preventive alerts and collects real-time data via mobile devices, such as smartphones and tablets, optimizing monitoring and the decision-making process.

All of our dams in Brazil are water dams—we do not have any tailings dams. We have a specialized team dedicated to the safety of dams. Our initiatives are guided by a Dam Safety Policy, which standardizes processes and controls, establishes governance over safety management and clearly defines the responsibilities of all employees involved. This approach aims to reduce risks and ensure the integrity of structures, reinforcing our commitment to operational safety and the protection of communities and the environment.

Pedra do Cavalo, hydroelectric power plant, Brazil.



Environmental Management

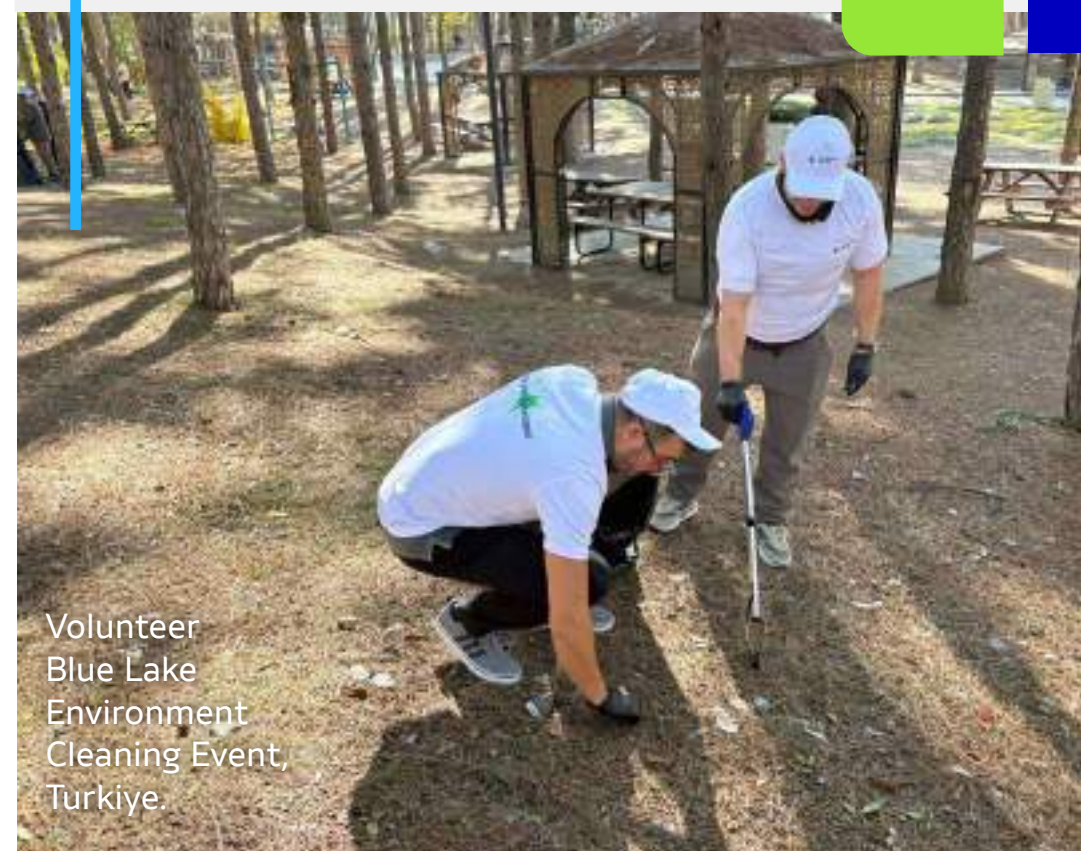
Our environmental efforts are guided by our [Global Environmental Policy](#), complemented by a set of Green Rules. These documents outline clear standards that guide our efforts across all sites, ensuring standardized practices and compliance with legal requirements and fostering a stronger culture of environmental responsibility throughout the company.

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

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

Environment Week

In Brazil, the theme of Environment Week 2025 was “Where do you fit in?” The program included online lectures with experts, who facilitated discussions about environmental impacts, best practices and the climate emergency. The sites held workshops and activities and promoted exchanges that fostered awareness and engagement among participants. The initiative reinforced our belief that, together, we can transform knowledge into practice and action.



Volunteer Blue Lake Environment Cleaning Event, Turkiye.

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

Biodiversity conservation is a critical pillar of our environmental strategy. Many of our industrial sites are located in biodiversity-rich areas (natural habitats for various species) that provide important ecosystem services for surrounding communities and for the continuity of our activities. Forest remnants, springs, rivers and caves are examples of ecosystems that are found within or near our properties.

We have internal procedures that guide our sites on how to manage this topic at the operational level, including a manual on how to create Biodiversity Management Plans and standards for developing Mine Closure Plans. These tools ensure a systematic and preventive approach, aligned with international best practices in environmental management. In 2025, we made significant progress on our [biodiversity roadmap](#) and initiatives:

Biodiversity Portal: In Brazil, we implemented our Biodiversity Portal, a Geographic Information System (GIS) that consolidates territorial data from our sites, including information about the conservation status of our forestry assets. This initiative improves centralized monitoring of our habitat restoration efforts. Our next step is to map land use in other countries where we operate.

VCMaps: In Brazil, to prevent degradation caused by wildfires, we implemented VCMaps, a tool designed to improve environmental management and protect biodiversity considering climate change challenges. The system uses satellite imagery and thermal monitoring to quickly identify hot spots and issue automatic alerts, enabling better preventive responses to vegetation fires. In addition, VCMaps tracks the recovery of degraded areas and monitors operational assets.

El Toril Quarry Restoration: In Spain, we implemented a project to restore the El Toril quarry in Seville and 75% of its surface has now been restored. To achieve this, land recovery is carried out simultaneously with its exploitation, which minimizes the affected area while boosting the rapid restoration of natural habitats.

Biodiversity Indicator and Reporting System (BIRS): In 2025, we continued to implement BIRS at VCNA's aggregates sites, with plans to roll out the tool to our cement sites in 2026. The International Union for Conservation of Nature (IUCN) developed BIRS to help establish biodiversity baselines based on three key factors: Habitat Area, Ecological Condition and Habitat Significance. Thanks to the construction of vernal pools, in 2022, we are proud that our McMillan aggregates site in Ontario (Canada) achieved a biodiversity baseline score of seven out of ten, which is higher than our industry average.

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

Cement manufacturing may produce emissions of nitrogen oxides (NOx), sulfur oxides (SOx) and particulate matter due to the characteristics of the raw materials and fuels used and the operating conditions. We continuously invest in modernizing our processes to comply with environmental laws, local regulations and industry best practices.

In Brazil, we completed projects under the 3V Program, which implemented a new industrial configuration and, among other results, contributed towards improving particulate emissions control. In addition, this year we started using a NOx abatement system at the Nobres site (state of Mato Grosso), utilizing ammonia as a reducing agent.

We also completed the first phase of our investment plan to improve the SOx wet scrubber system at our Bowmanville site, in Canada, enabling better scrubber control and improved emissions results. The second phase will be completed in 2026.

Global Emission of Particulate Matter (g/tonne of clinker)

	PM
2023	33
2024	32
2025	36
2030 (target)	30

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

	SOx	NOx
2023	494	1,372
2024	534	1,381
2025	533	1,396
2030 (target)	490	1,400

Water and Effluents

Water is an essential resource and we are committed to effectively managing it across all our activities and operations. We have a global water roadmap that establishes guidelines for its strategic management.

Globally, we made significant progress on our [water roadmap](#), with a focus on data management, cultural engagement, and water risk mitigation. We developed a comprehensive technical guide that covers all aspects of risk and effluent management and complements our internal water management policies.

In 2025, we conducted a detailed assessment of modernization requirements for our water measurement equipment in our Brazilian, Spanish and Turkish plants. One of the upgrades was the implementation of a new monitoring tool in Spain and Türkiye that improved measurement tracking, water balance control and flow recording.

Reused Water, Preserved Future

In 2025, we opened an Engemix branch in Osasco (Brazil). Showcasing the combination of technology and sustainability, the site has a new mixer that is twice as productive as the conventional model and operates in a closed-circuit system that reuses water. At our cement plant in Detroit (United States), we continue to see positive results from our closed-loop cooling system, which was implemented in 2024 and reduced the use of water withdrawn from the Rouge River by 95%—saving a volume of water equivalent to 621 Olympic swimming pools per year—without increasing energy consumption. This technology drives water conservation, environmental protection and intelligent use of resources.



Leaside Plant, Toronto, Ontario, Canada



“Engaging with communities is more than just a responsibility, it is an acknowledgement of the fact that our future is built together with them.”

Priscilla Alvarenga
Manager of Social Transformation, Brazil

Social Transformation GRI 3-3, 413

Local development, transparent dialogue with communities and respect for the local culture and human rights are pillars that guide our journey of social transformation.

External Social Investment (R\$ million)	
2023	19.8
2024	18.6
2025	19.5

Our actions are guided by a robust set of policies and procedures that are part of our social strategy, such as:

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

As part of our 2030 Commitments, we set public goals for our operations, employees and business partners, reinforcing our role in driving sustainable social development.

We seek to create and share value through initiatives that boost health, education and community development in the regions where we operate. Our commitment to social transformation is reflected in our structured projects, which include supporting public management, running corporate volunteer initiatives and local development programs, and implementing educational programs that promote inclusion and equity. These initiatives are designed to lay the groundwork for long-term sustainable development.

Local Development

Support for Public Management

We contributed towards the renovation and expansion of the Rio Branco do Sul hospital in the state of Paraná (Brazil). Enabled in part by our partnership with the city government and a total investment of R\$22 million, the hospital opened in October. We designed and donated the hospital’s engineering project. The initiative

was also part of our Support for Public Management Program (AGP, in Portuguese), which provided the town with tools to raise funds, including R\$8 million from the state government.

At this same site, we completed the construction of Avenida Industrial, an avenue that connects the town to Itaperuçu (Brazil). This initiative, the product of a public-private partnership involving Votorantim Cimentos and the local government of Rio Branco do Sul is a milestone in terms of regional mobility and the strengthening of the local economy.

To help communities become more resilient to the impacts of climate change, we have developed initiatives to support local adaptation. One of these initiatives is the AGP for Climate Action Program (AGP Climate), which was piloted in Esteio (Brazil) in 2025. The town received consulting services to help map risks, prevent disasters and develop action plans to address potential climate-related disasters.

Another highlight was the launch of the Climate Action Initiative, a partnership between the Votorantim Institute, CBA and Itaúsa Institute. The initiative includes tools such as the Municipal Climate Vulnerability Index (IVCM, in Portuguese) and the Climate Adaptation Checklist to support public management in strengthening resilience and managing climate risks.

Education

The company has been strengthening its relationships with universities, improving engagement with the academic community and encouraging the training of future professionals. In Spain, we have sponsored the Climate Change Chair at the University of Málaga since 2020 to support training, research and the implementation of initiatives that contribute towards achieving the goals of our decarbonization roadmap.

We also participated in CEMA Foundation’s Generación + Sostenible (“More Sustainable Generation”) campaign, to raise awareness about the Sustainable Development Goals related to the circular economy, climate change and gender equality among high school students. We also partnered with the Tormes-EB Foundation to offer biodiversity training to more than 260 high school freshmen.



In North America, we are actively working with local universities and colleges to equip students with the required skills to work in our industry. Superior Materials serves on the board of the Concrete Industry Management degree program, which is offered at five universities across the United States. Upon completion of the program, graduates earn a professional degree that combines business education, cutting-edge technology expertise and practical experience.

Income Generation

The Valor VC (“VC Value”) project aims to provide training to support income generation in several locations in Brazil. Since its implementation, the project has benefited more than 300 people, who participated in training sessions focused on developing entrepreneurial, technical and social skills.

In the Recôncavo Baiano region of Brazil, we inaugurated two new processing sites in

traditional communities near Pedra do Cavalo hydroelectric power plant. In Maragogipe, the Associação dos Pescadores e Marisqueiras do Dendê (“Association of Fishermen and Shellfish Gatherers of Dendê”) installed a cassava processing facility, directly benefiting 31 people—including 15 women—and opening up opportunities for regional and institutional sales. In Cachoeira, the Associação de Mulheres Quilombolas e Marisqueiras do Vale do Iguape (“Association of Quilombola Women and Shellfish Gatherers of the Iguape Valley”) benefited from a shellfish processing facility, in addition to training in management, business best practices and frozen food production. This initiative directly impacted 30 women and over 160 members.

For decades, CBM Aggregates used the McMillan pit in Ontario, Canada, to mine aggregates. When our operations ended, part of the rehabilitation process involved naturally filling the pit with groundwater, creating a new lake. This restored environment was transformed into an aquaculture project. The lake is currently used as a fish farm where fish are raised, caught and distributed to local merchants, thereby supporting the local economy. This is an example of the sustainable reuse of mined areas, combining environmental recovery with the creation of social value.



Volunteer cleaning of Lake Pelgo, Spain

Community Relations

Dialogue with Communities

As part of our relationship and engagement with local communities, we adhere to a Procedure for Implementing and Executing Community Relationship Plans and a Guide of Best Practices in Building Relationships with Traditional Peoples and Communities. These documents reinforce our principles of respect, transparency and collective development.

We also have Community Councils, which are made up of volunteer citizens who choose important causes and foster initiatives to improve the quality of life of citizens. By working together with Community Councils, we build connections and create a positive impact on people and communities.

One example of our dialogue with communities is the Meeting with Traditional Communities, held for the second consecutive year. The second

meeting brought together the Quilombola community of Kaonge (state of Bahia) and the Suruí Aikewara indigenous community of Sororó Indigenous Land (state of Pará). The initiative strives to promote knowledge exchange and cultural appreciation, as well as the development of traditional production chains. The program included workshops on how to make bio-jewelry and produce babassu coconut oil, as well as visits to income-generating and autonomous cooperatives in Xambioá (state of Tocantins).

Other important initiatives are the “Dialogue Forums”, held at our cement plants in Spain, and the Community Liaison Committees (CLC), in North America. These forums serve as channels to facilitate dialogue with communities about sustainability issues related to our operations.

Connection with the Business

Housing

In partnership with Habitat for Humanity in Brazil and North America, and with Comuta Arquitetura in Brazil, we helped improve housing conditions for many families with the support of our employees, who actively participated of the initiative as construction volunteers, using our products in home renovations—a transformative experience that connects the purpose of our business to the positive impact it has on people’s lives. These projects took place in Detroit and Chicago, in the United States, Kitchener and Bowmanville, in Canada, and Heliópolis and Morro da Macumba, in Brazil.



Rede Transformar

Rede Transformar (“Transform Network”) is a multisectoral initiative in Brazil that brings together companies committed to community development, seeking to minimize the impact of housing shortages and of the climate emergency. Since its launch, the network has raised approximately R\$3 million and achieved significant results. In partnership with 30 companies, we supported home renovations, directly benefiting 773 people, in addition to assisting 10 bioeconomy companies in boosting their income generation and forest conservation efforts.

In 2025, Rede Transformar implemented an innovative model of social co-investment, which is based on strategic partnerships and work in areas of common interest. Through a partnership with Auren focused on the semi-arid northeast region, we renovated bathrooms and built cisterns, improving the living conditions of 48 families.

Volunteering

In 2025, we made significant progress in strengthening the volunteering culture within the company by implementing the VC Global Volunteering Platform and publishing a Global Volunteering Policy. These measures improve the governance and integration of social initiatives in all countries where we operate, providing unified guidelines that take into account the specific characteristics of each local community. In addition, we improved the volunteering experience by including team-building activities to foster team integration and individual development. Key projects implemented during the year were related to reforestation, housing, education, food poverty, diversity and other areas.

Highlights:

12.2%

of employees engaged in volunteering

+22,200

hours of volunteer work

397

volunteer initiatives

Employees at volunteering in Türkiye



Supplier Management

We strive to ensure that our supply chain embraces our values and strategic objectives, driving local development, respecting human rights and ensuring proper working conditions. We are committed to boosting local businesses and fostering employment opportunities in the communities where we operate.

At Votorantim Cimentos, we know that sustainable sourcing involves the management of the entire life cycle of our suppliers. This includes everything, from supplier approval—over 3,600 suppliers were approved and reassessed in our Brazilian operations in 2025—to the incorporation of environmental, social and governance (ESG) criteria in contracts. These criteria are applied throughout the process, from negotiation to mobilization, with the support of the IntegraVC platform, which centralizes the management of third-party documents.

Our Procurement Policy provides guidelines for procurement processes, aligning our sustainability principles and pillars with our 2030 Commitments. The document also guides employees on the requirements to be followed in each phase of the procurement process,

considering the company’s sustainability journey and the Sustainable Development Goals (SDGs).

We are committed to creating an increasingly inclusive, resilient and sustainable value chain. In line with this commitment, our Sustainable Procurement Program focuses on four long-term strategic areas:

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

VC Partner

In 2025, we had another round of the Parceiro VC (“VC Partner”) program, which recognized 19 suppliers for their excellent performance in providing services and materials to Votorantim Cimentos operations in Brazil. This initiative demonstrates our commitment to developing a network of suppliers who share our values, while encouraging continuous improvement and engagement with our sustainability principles.

Procurement Compliance

In 2025, our journey towards integration and efficiency in our supplier relationships in Brazil and North America continued with the launch of essential tools to ensure our competitiveness. The main goals of these new procurement tools are:

Support procurement negotiations and transactions.

Facilitate the approval of contractors based on document and compliance checks, reducing risks at the start of the contracting process.

Charlevoix plant, United States.



Supplier Risk Management

We follow a comprehensive approach to managing risks in our supply chain, going beyond the initial supplier approval phase. In 2025, we held 3 quarterly risk management working group meetings in Brazil, focusing on critical topics that could potentially impact our relationships with our partners.

The working group meetings addressed the following issues:

- Accommodations: Audits of third-party accommodations, focusing on proper living conditions.
- Interruption: Assessment of risks related to financial dependence or supply chain continuity.
- Labor: Analysis of suppliers with a high number of labor lawsuits, reports to the Ethics Line or documents missing in the IntegraVC system.
- Environmental: Audits focused on verifying the compliance of suppliers with environmental standards.

Based on pre-defined criteria, we selected suppliers with potential flaws in each of these areas. The committees discussed specific action plans that the Procurement department must follow, reinforcing our commitment to an ethical, safe and sustainable supply chain.



Sustainable Connection

In 2025, we held the 3rd Sustainable Connection program, an initiative of the Procurement department that brings together suppliers to facilitate discussions on ESG topics. The meeting, which took place in São Paulo (Brazil), focused on the low-carbon circular economy and featured panels on decarbonization and net zero, reinforcing Votorantim Cimentos' commitment to positively influencing its value chain to create a more sustainable future.

Reverbera Project

Reverbera is a Votorantim Cimentos initiative designed to strengthen our supplier network by encouraging engagement with the climate change agenda. The project started as an invitation to collaborate, enabling us to develop solutions that have a positive impact on the entire value chain. The program's goal is to engage our supply chain in climate-related topics, fostering technical and practical learning in the area of sustainability. In addition, it provides support for the creation of emissions inventories and strengthens the relationship between suppliers and Votorantim Cimentos, fostering an environment of cooperation and continuous learning.

In 2025, 15 suppliers joined the first phase of the program.



RIPLEY'S
AQUARIUM of CANADA



Caring for People

3



“ We are committed to creating a safe, inclusive and diverse environment where each individual is valued and can reach his or her full potential.”

Cinthia Galletti Bossi
Global Director of People, Management and Communications

Our People GRI 2-7, 3-3

In line with Our VC Way, we strive to evolve continuously to offer an ethical, respectful and inclusive work environment that values diversity, dialogue, health, safety and the development of our people in all countries where we operate.

Our organizational culture is vibrant, respects our history and adapts to changes in society, encouraging diversity in all its forms. In all locations where we operate, we strictly comply with all applicable legal requirements. We reaffirm our commitment to freedom of association and stand firmly against any anti-union practices.

Employees by Region (Company employees only)

Region	2023	2024	2025
VCBR	8,531	8,687	9,201
VCEA	1,738	1,399	1,439
VCLATAM	375	373	400
VCNA	2,939	2,912	2,947
Global	13,583	13,371	13,987

Health and Safety

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

When it comes to the health and safety of our employees, we are committed to excellence. This includes implementing initiatives inside and outside the workplace to disseminate information about these areas and reinforce everyone’s shared responsibility.

We have a [Global Health and Safety Policy](#) and [Life-saving Rules](#) to guide the execution of activities and processes across our operations. All employees—including contractors—participate in mandatory training upon joining our company, ensuring a solid foundation of knowledge and understanding of prevention.

We have structured processes at all sites to enable us to monitor and respond quickly to incidents, including accidents, unsafe conditions and behavioral deviations. Our systems ensure that each event is recorded, reported and properly investigated, contributing to continuous improvement.



Employees in our Chicago plant, United States

Pillars of Our Safety Culture



Visible Felt Leadership:

Leaders who are present, set the example and ensure that clear procedures are in place regarding what can and cannot be done.



Risk Perception:

Everyone identifies, understands and controls risks before starting any activity.

Duty to Refuse:

All employees have the right and duty to refuse tasks that they do not feel completely safe performing.



Collective Commitment:

Safety is a shared responsibility — we all look out for each other.



Beyond the Visible

The Beyond the Visible project was created to support operational leaders in the continuous development of their teams, with a focus on the perception and management of risks in the workplace. The initiative uses a systematic and practical approach, facilitating open discussions to promote shared understanding of the topic. In addition, it provides tools to assist the identification of the three dimensions of risk:

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

In 2025, all our operational leaders in Brazil participated in training sessions conducted by our Safety teams. More than 90 sessions were held, involving approximately 700 people, with the aim of encouraging critical thinking and the ability to see beyond what is visible in everyday operations.

The project reinforces that safety is non-negotiable and must come before any other outcome, guiding our attitudes inside and outside the workplace. Once the training was completed, each leader was asked to share with their teams what they had learnt, thereby encouraging the Courage to Care behavior and establishing the safety culture as a core value across all company operations.

Training

At Votorantim Cimentos, training in Health, Safety and Environment (HSE) is an essential part of the journey of every employee and contractor. The process begins during the onboarding phase, when employees and contractors are immersed in the guidelines, practices and tools that will guide their daily work.

This training is not a one-off event—it is an ongoing process, with regular updates to ensure alignment with the latest best practices and changes in legislation. In addition, each area runs specific mandatory training courses tailored to the operational needs of each site, in strict compliance with local regulations.



“Safety is our absolute priority. We invest in training programs and a culture of mutual care to raise risk awareness across all levels of the company.”

Dirlane Maria Albino
Manager of Safety and Environment, Brazil

With the goal of making deep and systematic changes to improve safety, in 2025 we created a task force to combine enhanced training with assessments conducted in all regions to identify the root causes of problems and develop specific action plans. The effort was supported by specialized external expertise and strong leadership engagement, reinforcing safety as an essential value in our corporate culture and promoting the Courage to Care theme.

In 2025, we expanded our safety diagnosis to nine sites across North America. We held a Safety Conference to celebrate the progress made by employees and teams and to review the outcomes and recommendations resulting from the assessment. The event reinforced the importance of safety as a core value and daily practice. In addition, we are strengthening our leadership team by providing supervisors with the tools, training and coaching they need to effectively lead safety initiatives.

This includes implementing targeted development programs and supporting peer-to-peer learning, as well as establishing clearer guidelines for risk identification and incident prevention. In 2025, this training program was piloted at our Bowmanville cement plant and, in 2026, will be rolled out to our other cement plants in Canada, alongside a safety training matrix.

At our Málaga plant, in Spain, we created a Dojo Room, a space exclusively dedicated to training on critical protocol-related skills. This room is equipped with specialized equipment and virtual reality technology, enabling realistic simulations of various risk situations.

Risk Control

At Votorantim Cimentos, we take a proactive and systematic approach to managing health and safety risks. We have a set of tools to help our employees identify, assess and control occupational risks:

- Preliminary Risk Analyses (APR, in Portuguese)
- Daily and Weekly Safety Talks

- Occupational Hazard and Risk Identification and Assessment Matrix
- Special Safe Work Procedure (SSWP) for high-risk activities

These tools are part of an organizational culture that values life, safety and the care of people across our sites.

Recognition

At Votorantim Cimentos, we believe that safety is achieved daily through the efforts of individuals who make a difference. This is why we have our Safety Recognition Program, which recognizes and rewards employees and sites that set the standard for safe practices. The program is divided into three categories: individual, teams and sites. This initiative goes beyond merit recognition: it also reinforces positive behaviors, inspires best practices and strengthens the company's safety culture.

Global Safety Day

In 2025, all our employees participated in Global Safety Day. The theme of this year’s event was “Protecting Lives: I’m in”, reinforcing the message that safety is a core value and an essential part of our culture and reflecting our collective commitment to ensuring that everyone returns home safely to their families and friends at the end of each day.

The messages shared during the event stressed that safety is achieved through daily decisions—both individual and collective—and that each individual’s leadership and positive attitude shape the culture of mutual care we strive for.

Driven by a spirit of shared responsibility and genuine commitment, we are making steady progress in solidifying our principles, always guided by our purpose of protecting lives and creating safer work environments.

Contractor Safety

Health and safety management at Votorantim Cimentos also involves contractors, ensuring that all workers perform their duties safely and in line with our standards. We share our procedures and guidelines with contractors in all sites, fostering a culture of prevention from the start of activities.

Before they begin their work, employers of our contractors must present the required labor and health and safety documents, in addition to meeting the criteria established in the supplier approval process. This approach ensures that everyone is properly trained and able to perform their duties safely and responsibly.

Global frequency rate			
	Employees	Contractors	Total
2023	1.20	0.21	0.73
2024	1.63	0.55	1.10
2025	1.81	1.56	1.69

Safety Indicators

We are committed to creating increasingly safer environments and consider safety to be a non-negotiable value in all our activities and operations. We monitor global safety indicators and have made a public commitment to having an accident frequency rate of less than 0.40 (for both employees and contractors) and zero fatalities in our operations.

We ended 2025, a very challenging year, with an accident frequency rate of 1.69. Unfortunately, we regrettably experienced two fatalities in our

operations in Brazil: one at our aggregates site in Araçari (state of São Paulo) and another at our quarry in Rio Branco do Sul (state of Paraná).

In addition to rigorous and transparent incident investigations, we implemented prevention and mitigation measures to reduce risks. We reaffirm that people’s safety and lives are our priority. To support accident prevention initiatives, we continue to invest in various projects and initiatives to develop innovative safety solutions using new technologies and information systems.

Fatalities			
	Employees	Contractors	Total
2023	0	1	1
2024	1	0	1
2025	2	0	2

Health and Well-being GRI 403-6

At Votorantim Cimentos, taking care of the health of our employees is a priority. This is why we implement initiatives to support physical, mental and emotional well-being, fostering a healthy, safe and welcoming work environment. The main initiatives implemented in 2025 were:

- **Well-being campaigns:** We ran well-being campaigns focused on the physical and emotional health of our employees.
- **Pilar:** A 24/7 free helpline that connects Brazilian employees and their families with various healthcare professionals. More than 17.342 sessions were offered in 2025.
- **VC e o Bebê (“VC and Baby”):** A program that supports our pregnant employees in Brazil, from pregnancy to maternity leave.
- **VC em Movimento (“VC in Motion”):** An initiative that encourages employees to be active and manage their body weight. More than 1,040 employees in Brazil participated in over 4,360 activities on the Vik app.
- **Nutritional Pillar:** A weight-loss program available at some operational sites in Brazil. More than 900 people participated in the program, losing a combined total of more than 1.500 kg.
- **Step Challenge for Wellness:** This program is designed to promote health and quality of life among our employees in our North American operations.
- **+ Vida Social Service Program:** The program offers services such as home care, hospital transfers, assistance with health insurance and social resources. In 2025, it answered more than 3,700 calls, made 25,150 contacts and monitored 600 patients in hospitals.
- **Mobile Wellness:** In 2025, VCNA hosted 12 Mobile Wellness Clinics, serving 455 employees.
- **ReConecta (“Reconnect”):** This is a program that supports work-life balance by providing our employees in Spain with a Healthy Digital Connection Guide.
- **Financial Wellness Program:** The program aims to encourage thoughtful management of personal finances and it is available to all employees in our Spanish and Turkish sites.

Employee at our Santa Helena unit, Brazil.



Diversity, Equity and Inclusion GRI 3-3, 405, 406

At Votorantim Cimentos, we view diversity as a combination of different ideas, opinions and identities. We are committed to creating opportunities, encouraging open dialogue and fostering a work environment that is respectful and inclusive and values its people.

We made this commitment public by signing our Global Diversity Commitment letter. We are also a signatory to the Women’s Empowerment Principles (UN Women), the United Nations Global Compact and the Brazilian Coalition for Racial and Gender Equity.

Our actions are guided by our General Diversity and Inclusion Policy, which establishes guidelines on:

- Fighting discrimination
- Respecting individuality
- Providing leadership training
- Promoting a safe environment where everyone can express themselves freely

This policy has been fully implemented in our Brazilian operations and is used as a benchmark in other regions where we operate.

Diversity and Inclusion Highlights

- Affirmative Talent Bank for Black Professionals:** As part of our ongoing commitment to Ethics, Diversity, and our 2030 Sustainability Commitments. The initiative invites Black professionals from across Brazil to register for future opportunities in various areas and seniority levels. By broadening access to talent, we reinforce our efforts to build a more inclusive and representative workplace. We encourage everyone to share this initiative and support our journey toward greater inclusion.
- Qualifica VC:** In 2025, we started enrolling participants in our development program for people with disabilities, which will start in the first half of 2026. In partnership with an external consultancy, the program will include four monthly modules to help develop our employees in Brazil.

Diversity Statement

In 2025, we have launched our new Diversity Statement, through which we reaffirm, with pride and conviction, our commitment to creating an even more inclusive, respectful and welcoming environment for all.



Employee at our Salto de Pirapora unit, Brazil.

- Affirmative job opportunities:** We conducted selection processes that focused exclusively on diverse talent, increasing diversity and representativeness within the company.
- Neurodiversity:** We invested in groups and training programs for atypical individuals in Brazil. In 2025, we continued to support our TEAacolhe affinity group and hosted seminars to increase awareness of neurodivergence.

Employees at our Alconera unit, Spain.



Women in Leadership: a Force That Inspires

In 2025, as part of our commitment to diversity and inclusion, we exceeded our target for the percentage of women in leadership positions, achieving 26.0% of women at the leadership level globally. The early achievement of this target will not diminish our efforts to continue expanding the participation of women in our activities and operations. We will continue our ongoing efforts to attract and retain female talent globally.

Woman Leadership Program: We offer training to women according to the specific needs of each of the regions where we operate. In 2025, 54% of women received training, including the following programs:

- Mulheres Construindo Caminhos (“Trailblazing Women”)
- Lidera VC
- Technical Training Path for Women
- Shebuilds (women allies group)
- Cementing Her Success
- Mentoring program for women in the succession pool

Facility improvements for inclusion: We invested R\$1,9 million in improvements in our sites, boosting the inclusion of women and people with disabilities.

Equity in practice: Through two training modules, we raised awareness of the importance of diversity and inclusion among our employees, providing them with practical tools to fight discrimination and ensure inclusive communication. In addition, we ran awareness campaigns to celebrate several diversity-related dates, including a series of videos featuring

testimonials from our employees about their personal journeys and celebration of Pride Month, Juneteenth (a day marking the end of slavery in the US) and Veterans Day.

Guide for Detecting Victims of Gender Violence: This guide, developed in Spain, establishes a series of basic guidelines to help assess whether an employee may have been a victim of gender violence in their personal life, providing recommendations on how to respond when the first signs are noticed.

Ready-mix trucks with a purpose: The program turns company vehicles into ambassadors for key causes. In Spain, purple ready-mix trucks serve as reminders for a helpline that offers free and confidential information, legal guidance and psychosocial support to victims of all forms of gender-based violence.

Iguales (“Equals”) Program: Led by the Eurofirms Foundation, the program offers all employees in Spain access to a specific consulting service that provides free, personalized and confidential information on processing disability permits.

Training and Development

At Votorantim Cimentos, we believe that personal development is essential to helping our employees face current challenges and build the future. We offer an accessible and personalized learning platform that accelerates the development of skills at different stages of the professional journey of our employees.

More than
323,426
hours of training

13,355
employees trained

Development Initiatives

Trainee Program

Our Trainee Program develops young professionals for future leadership roles at Votorantim Cimentos. Currently, we have six trainees on our team. The 2025 program included mentoring sessions with general managers and on-the-job experiences to support the technical and behavioral development of participants, focusing on corporate areas.

Potenciar

Potenciar is an initiative conducted in partnership with other portfolio companies of Votorantim S.A. in Brazil. The program brings together trainees and internal talent from the different companies to facilitate the exchange of experiences and the development of skills in a collaborative, cross-company environment. In 2025, 14 Votorantim Cimentos employees participated in the program, including six trainees and eight employees.



Employees at our Michigan plant, United States.

Young Industrial Apprentice

We launched the Young Industrial Apprentice program in our plants in Brazil. This initiative, which has the potential to be rolled-out to different areas, seeks to provide young employees with a solid development path while improving technical and behavioral skills.

Unified Leadership Calendar

We offer a structured portfolio of technical and behavioral training courses, aligned with the specific challenges of each leadership level. The Unified Leadership Calendar supports the continuous development of our leaders and helps to create teams that are better prepared and aligned with the company's strategy.



“We value well-being, diversity and talent development, while strengthening the culture of safety and fostering equity and growth across the region.”

Beatriz Soriano
Organizational
Development Manager
for Europe and Asia

Technical Training

We provide technical training to employees in all countries where we operate:

- **Cement Technical Institute:** The program’s goal is to improve the technical skills of the cement operations team, increasing their knowledge and expertise. The initiative has already benefited 182 employees and will be gradually rolled out to other sites, to improve operational performance.
- **Cement Manufacturing Course:** In Spain and Türkiye, we provided more than 4,000 hours of training to 77 individuals to improve their technical skills, while helping to improve our operational excellence and achieve our strategic goals.
- **Technical School:** The program supports the development of interns, trainees and young employees, with a focus on technical training in areas such as Cement Operations, Concrete, Adjacencies, Logistics, Sales and Marketing.



Employee at our Orchard plant, United States

Career Management

Career management is an important activity of our organizational strategy and aims to encourage our employees to take ownership of their own development. Supported by the leadership team, the annual career management cycle includes assessments of potential, career discussions, structured feedback and the drafting of individual development plans.

4

Corporate Governance

Corporate Governance

Votorantim Cimentos' commitment to the highest governance standards involves conducting all its activities and relationships with ethics and transparency, in addition to complying with all current legislation in the countries where it operates.

Upholding ethics as a core value of Our VC Way, in 2025 we continued to promote a culture of integrity throughout the company, implementing process improvements and supervising internal controls and information transparency, in addition to identifying and monitoring business-related risks.

Board of Directors

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

This governance body is responsible for establishing and monitoring the company's strategic guidelines, as well as supervising our executive leadership team, with the support from the Advisory Committees to ensure efficiency in the decision-making process and the achievement of the long-term goals of our 2030 Strategic House.

Members of the Board of Directors serve a single two-year term, with the possibility of reelection. The Board has seven members, three of whom are independent, including its chairman, Luiz Antonio Pretti, who was appointed as an independent member of the Organization, Compensation and People Committee and, as of January 2026, will no longer serve on the Statutory Audit Committee.

Advisory Committees: The Board of Directors is assisted by three advisory committees: the Statutory Audit Committee, the Compensation and People Committee, and the Sustainability and Innovation Committee. These committees monitor specific issues related to their respective fields and provide feedback and recommendations to support the Board's decision-making process.

Statutory Board of Offices: Made up of four directors elected by the Board of Directors, the Statutory Board of Offices is responsible for managing Votorantim Cimentos in line with short- and long-term strategic objectives.

 [Click here to learn more about the composition of our governance bodies.](#)



“ We prioritize integrity in all of our decisions. We oversee internal controls and exercise disciplined risk management to ensure sustainable growth and strategic alignment.”

Wellington Oliveira
Global Director of GRC and Audit

Ethics and Integrity

GRI 3-3, 205, 206, 2-15, 2-23, 2-24

At Votorantim Cimentos, the culture of integrity is essential for maintaining healthy relationships, both internally and with society, to ensure sustainable business results. To guarantee the implementation of best practices in transparency and ethics, we rely on a robust [Compliance Program](#).

In 2025, we intensified the integration of the Governance, Risk and Compliance (GRC) department, boosting synergy and improvements across areas. This initiative reinforces Votorantim Cimentos' long-term vision and strengthens our Compliance Program, which celebrated its 12th anniversary in 2025. We also continued to improve compliance controls, focusing on targeted and effective risk mitigation. We reviewed workflows to increase process efficiency, updated the Trade Associations Policy to reinforce antitrust control in our associations, and revamped the Compliance website, ensuring increased clarity regarding governance and easier access to documents pertaining to this area.

The Votorantim Cimentos Global [Code of Conduct](#) is the foundation of the Compliance Program. It applies to all employees and is recommended as a reference for business partners, suppliers, service providers and customers. Based on it, we

reinforce our policy of zero-tolerance towards corruption, bribery and any form of improper payment, ensuring that our results are achieved through ethical and transparent relationships.

All other policies, manuals and guides that make up our governance structure are aligned with the guidelines of our Code of Conduct. These policies and documents are adapted, where applicable, to the local legislation and conditions in each region (see the box below).

- Anti-Corruption Policy
- Gifts, Entertainment, and Hospitality Policy
- Conflict of Interest Policy
- Donations and Sponsorships Policy
- Antitrust Policy
- Government Relations Policy
- Third-Party Integrity Assessment Policy
- Compliance Program Manual
- Antitrust Manual
- Trade Compliance Manual
- Government Relations Manual
- Consequence Management Policy
- Trade Associations Policy (revised in 2025)

Training and Communication

We offer training to engage our employees in compliance practices that are applicable to their roles, as well as customized content for areas with higher risk exposure. In 2025, 97% of employees in positions that require compliance training were trained on topics such as public sector relations and antitrust legislation. Training on the Code of Conduct is mandatory for all employees.

We monitor the learning journey monthly through our online platform and have an annual communication plan to share compliance initiatives through our internal communications channels. The content addresses relevant topics for administrative and operational teams, answering questions and strengthening the principles of the culture of integrity.

Compliance Day

In 2025, we held a live event for more than 600 VCBR employees, focusing on the theme "Nurturing Integrity Means Prioritizing the Whole Over the Parts." The event reinforced that upholding integrity daily, inside and outside of Votorantim Cimentos, is a commitment that each employee makes to themselves, their colleagues and society. This approach guides our routine to achieve the best results, deliver quality products and ensure safety. We also hosted live events in other regions (VCNA and VCEA), demonstrating the connection and uniformity of the Compliance Program across all regions where we operate.

Ethics Line GRI 2-26

Respect, active listening and transparent dialogue are all part of our corporate culture, as employees are encouraged to ask questions and share concerns and suggestions related to compliance, integrity and ethics with their leaders or through our Ethics Line.

The channel can be contacted 24 hours a day, seven days a week, including by other groups with which we interact, such as suppliers, customers, consumers, communities and other stakeholders.

The tool is available in five languages (English, French, Portuguese, Spanish and Turkish) and is operated by an independent company to ensure that reports are securely handled with confidentiality and impartiality. Once filled, reports are shared with the Votorantim Cimentos Business Ethics Office to follow an investigation process in accordance with the Global Corporate Ethics Line Procedure.

The performance of the channel and the most relevant incidents are periodically reported to the Statutory Audit Committee and the Global Business Ethics Commission, in accordance with our internal regulations. This commission is made up by the Global CEO, the Chief Legal Officer, the Global Director of Governance, Risk, Compliance and Internal Audit, the Global Director of People, Management and Communications and the Head of the Business Ethics Office.

Ethics Line Contact Information



Employee at our Alconera plant, Spain

www.votorantimcimentos.com/ethicsline

Canada (French):
1 (800) 901-0115

Contato Seguro App
(Apple Store and Google Play)

Luxembourg (English/French):
800 22 873

Phone Numbers:

Spain: 900 876 068

Brazil: 0800 515 0008

Türkiye: 0800 621 2404

Canada (English):
1 (800) 913-0598

United States:
1 (800) 913-0598



“Our governance and efforts reinforce ethical and transparent practices, focusing on compliance and preventing misconduct in all operations.”

Euridice Mason
Global Legal Office

Risk Management

GRI 2-12, 2-16

The Risk Management area systematically and comprehensively evaluates the impact of our operations and any external factors that could affect our business, thereby supporting our long-term strategic plan. Our risk management process is guided by the principles of ISO 31000/18 and the recommendations of the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The risk identification process involves analyzing and classifying risks according to their likelihood and potential impact, using scales approved by our Board of Directors. Subsequently, with the involvement of the responsible areas, we draft mitigation and response strategies that lead to the development of specific action plans.

The business areas periodically monitor risks and action plans, reporting their findings to the Risk Management area and the leadership team. The Statutory Audit Committee is responsible for overseeing the entire process, ensuring a comprehensive view of issues at all levels of the company, following a top-down and bottom-up approach.

See the [Risk Management Policy](#) for details about this process.

Climate Risks GRI 201-2

As part of our commitment to transparency, we are preparing to meet the new sustainability reporting guidelines issued by the ISSB (IFRS Sustainability Disclosure Standards - IFRS S1 and S2), aiming to provide a detailed account of our strategy and governance to the financial market and improve comparability.

Transition Climate Risks: These are risks related to greenhouse gas emissions, which could lead to increased costs and losses, as well as regulatory issues. When mapping these risks, we take into consideration technological aspects, such as a potential overdependence on new technologies, carbon capture and sequestration, as well as carbon pricing mechanisms, both in countries where regulations already exist and in countries with no official mechanisms in place.

Physical Climate Risks: They are mapped according to the location of our sites, as well as in line with international scientific recommendations, including those of the Intergovernmental Panel on Climate Change (IPCC). In 2025, we focused on assessing the exposure of our assets to physical climate risks as part of our plan to meet the IFRS S2 and the European Union Corporate Sustainability Reporting Directive (CSRD).

Crisis Management GRI 2-16

Our crisis management process is supported by a Crisis Management Manual and regular working group meetings to ensure continuous monitoring and effective incident handling. Additionally, we rely on Business Continuity Plans to address issues such as corruption, cyber-attacks and operational contingencies in our sites. We also conduct regular simulations to evaluate if our operations are properly prepared in the event of an incident.

In 2025, we developed a business continuity plan for a scenario of flood downstream caused by the opening of the Pedra do Cavalo hydroelectric power plant's spillway (in state of Bahia).



Employees in one of our offices in Canada.

Competitiveness and Innovation

5

High-speed rail line in Türkiye,
Credit Shutterstock



Employee at our Alconera plant, Spain.

Our Businesses

Votorantim Cimentos’ significant presence in the construction industry demonstrates the trust placed in our brands, as well as the company’s ability to compete and innovate. Our portfolio consists of essential products and solutions that address society’s needs in the process of building resilient communities that are prepared to face climate change.

We are attentive to sustainable growth opportunities and the demands of our customers, who are at the center of our decisions. With that in mind, we develop new businesses and leverage positive impacts both within and beyond our market.

Cement

Cement is the key product in Votorantim Cimentos’ portfolio. It is produced to meet the needs of different types of construction, from small renovations to large infrastructure projects. Globally, we have 30 integrated plants and 14 grinding facilities, equipped to produce various types of cement.

As part of our investment plan in Brazil, we started operations at a new mill in the Salto de Pirapora plant (state of São Paulo), increasing its cement production capacity by 1 million tonnes per year. In 2025, we continued the expansion of the Edealina site (state of Goiás), which will double its cement production capacity to a total of 2 million tonnes per year. In addition, we announced the construction of a new grinding facility in Nobres (state of Mato Grosso), which will add another 0.7 million tonnes of cement production capacity to the site.

Our investments in the cement business also extend to our operations in North America. In 2025, we continued to invest in a joint venture established in 2024 to build and install a new slag granulator at a Cleveland-Cliffs’ site in the United States. Scheduled to start in 2026, this project will increase our production capacity of granulated blast furnace slag, blended slag cements and supplementary cementitious products.

In 2025, as part of our investments to increase our production capacity in Türkiye, we commissioned our Nevsehir grinding and packaging plant, which had been out of operation. This plant increased our existing capacity by 340,000 tonnes per year.

In addition to expansion projects, we have also been working to improve the operational efficiency of our plants. In Spain, for example, we carried out several upgrades across multiple sites: the Alconera site installed a new cement silo to increase storage capacity; the Málaga site replaced the cooler to improve thermal energy performance; and the Toral site implemented an automated system for storing and mixing raw materials during pre-homogenization, ensuring consistency in production.



Alconera plant, Spain.

One year of Blenture

Blenture, our range of low-carbon solutions successfully launched in Spain, now accounts for over 50% of the company's revenue in the country. This reflects our commitment to developing innovative products that enable more sustainable construction without compromising performance, quality and strength.

The Blenture portfolio includes cement and concrete with a carbon footprint that is at least 30% smaller than the benchmark. In 2025, we launched three new types of cement in different regions of the country. These cements are made with supplementary cementitious materials such as fly ash, pozzolan and slag. All Blenture products on the market have environmental declarations issued by the Spanish Association for Standardization and Certification (AENOR, in Spanish), which are publicly available on our [website](#).



Artigas plant, Uruguay

Cement and its Role in the Energy Transition

The energy transition requires investment in resilient infrastructure and engineering in an environment of adaptation to climate change. In 2025, we supplied our products for various engineering projects related to the energy transition, including cement and concrete for:

Wind farm construction projects: Weavers Mountain (16-wind turbine wind farm) and Port Hawkesbury (24-wind turbine wind farm), in Eastern Canada; Panther Grove II (104-wind turbine wind farm), in Minonk; and Osgrove Flats (34-wind turbine wind farm), in Illinois, United States.

Nuclear power plant construction projects: Small modular reactors (SMR) to be installed in the Darlington New Nuclear Project, in Ontario (Canada).

Concrete

Concrete is an essential product to support the resilience of cities in the context of climate change. Its adaptability and durability have been increasingly important in infrastructure projects that seek to balance efficiency with a smaller environmental footprint.

To meet the demands of our customers and the needs of the market more effectively, we opened three new Engemix branches in Brazil: the Osasco site, located in the state of São Paulo; the Ponta Grossa site, our first in the region; and the Curitiba site, located in the state of Paraná.

In North America, we announced the acquisition of new assets in Chicago, United States, including seven concrete and aggregates production sites.

Our strategy of using alternative raw materials also applies to concrete. For example, 80% of Superior Materials' concrete is made with our blended Portland limestone-slag cement base, which helps reduce the environmental footprint of the concrete product. This material was used in two major projects in 2025: the Michigan State University Health and Science Building and the University of Michigan Innovation Center.

Additionally, at our ready-mix facilities in Spain, we installed new silos to use low carbon emission cements in the production of specific types of concrete and mortar.

Concrete Pavement: The Future in Concrete

We continue to invest in the development of concrete as an engineering solution for pavements in Brazil. Concrete roads are 13% more eco-efficient than asphalt roads, and for every US\$1 invested in their construction, US\$3 are saved in maintenance. Additionally, they increase road safety, with a 14% to 40% reduction in braking distance, and boost energy efficiency, providing a 1% to 6% decrease in fuel consumption compared to conventional asphalt roads.

In 2025, we were pioneers in Brazil in the development of a special cement for highways that has the potential to revolutionize the maintenance of concrete pavement slabs. This innovative solution reduces execution time from five days to just five hours, allowing traffic on the roads to resume quickly and safely. Also, sensors are used to monitor the concrete's maturity in real time, improving quality control. This technology was applied to the Anchieta-Imigrantes System in São Paulo, simplifying the process of repairing concrete slabs with maximum performance.



Employee at our concrete plant in Osasco, Brazil

During the year, we also completed the study “Sustainability on Highways – Quantification of CO2 Emissions on PRC 280,” conducted in partnership with DER-PR and FGV IBRE. The PRC-280 highway was the first in Brazil to use the whitetopping technique and to quantify CO2 emissions considering the entire life cycle of the pavement engineering solution, from the mining of raw materials to the use of the highway for over 20 years. The study showed that it is possible to evaluate technical, economic and sustainability benefits, considering the pavement engineering solution as a value lever.

Environmental Product Declaration

In Brazil, we are pioneers in obtaining EPD® (Environmental Product Declaration), as part of our decarbonization strategy and commitment to innovation and quality. In 2025, we renewed the certification for two of our mortars and announced two new EPDs for our cement products, increasing our support to the sustainable construction market.

In the United States and Canada, we have been using EPDs since 2020 to report the environmental impacts of products from our cement plants. In 2025, we implemented a tool that calculates EPDs for concrete on demand, considering the specificities of each project and customer. This generates detailed documents that include life cycle assessments, which are officially verified by a third-party.

The Charlevoix plant updated its third-party verified EPD in 2025, confirming that its General Use Portland Limestone Cement has a 12% lower carbon intensity compared to the industry average for Type I cement. Similarly, the Bowmanville plant published updated EPDs: its GUL cement has a GWP that is 12.7% lower than the central region's industry average for GU cement and its blended Portland limestone-slag cement has an even more significant reduction of 22.4% compared to the industry average for GU cement.

In Spain, the Spanish Association for Standardization and Certification (AENOR, in Spanish) granted the Sustainable N Mark and Environmental Product Declarations to our cement portfolio. These documents are publicly available on our website and illustrate our commitment to ESG principles in our production process.



Cuiabá plant, Brazil.

Verdera, Transforming Waste into Solutions

Verdera, our waste management and sustainable disposal business unit, supports the circular economy by providing a definitive destination to non-recyclable waste without creating new environmental liabilities. We position ourselves as strategic partners in various sectors, such as agribusiness,

industry, trade and waste valorization, offering sustainable solutions through co-processing technology. Verdera complies with all environmental, production and quality controls as required by current state and federal laws and regulations, in addition to ensuring the tracking and certification of waste disposal.

In 2025, we celebrated six years of operations in Brazil, with more than 5 million tonnes of

biomass and waste being processed across the entire country. At the Itaperuçu site (state of Paraná), our first facility dedicated exclusively to waste preparation, which started operating in 2024, we had record volumes of waste disposed of in a sustainable way, a significant achievement for the state of Paraná and the region.

In Cuiabá (Brazil), we inaugurated a waste treatment facility in partnership with another company. With an area of 1,200 m² and the capacity to process up to 1,500 tonnes of used tires per month, the site transforms waste that would take up to 600 years to decompose into “rubber chips”, used as alternative fuel in our kilns. This site, like the one in Itaperuçu, enabling us to enhance production of alternative fuel that will be used in our plants.

Viter

As part of our portfolio diversification strategy, for five years Viter has been transforming the way we operate in agribusiness, contributing to the circular economy and providing innovative solutions to producers to improve productivity and maximize the soil’s potential.

During the year, we manufactured more than 4 million tonnes, setting a new record-high

volume in Brazil thanks to higher process efficiency and the expansion of our activities. Our portfolio includes five product lines: Itaú Fyller and conventional limestone; Calfértil, calcium and magnesium oxides; Optmix, a homogeneous, industrialized mixture of limestone and gypsum; Optimix BS, composed of limestone, gypsum and boron; and Granumax V, a granular fertilizer.

At our site in Nobres, Brazil, we inaugurated a new warehouse exclusively for agricultural solutions, with the capacity to store 60,000 tonnes of product. This investment will increase the plant’s production capacity by more than 20%. This initiative is part of our R\$330 million investment package for the state of Mato Grosso.

Aggregates

In 2025, CBM Aggregates completed a strategic acquisition, expanding our capabilities and strengthening our position to supply high-quality washed sand, gravel and crushed limestone to the eastern Greater Toronto Area and the Kawartha Lakes region. This acquisition reinforces our commitment to delivering reliable products and sustainable growth for the communities we serve.

Mortar

In 2025, we made progress with our growth and innovation journey in Brazil by expanding our production capacity at the Sobradinho (state of Distrito Federal), Itaú de Minas (state of Minas Gerais) and Cajamar (state of São Paulo) sites. These projects focused on increasing production capacity of basic and adhesive mortars to meet demand, as well as modernizing processes to increase automation and operational efficiency.

In terms of sustainability, we completed our long-term plan to modernize our internal sand processing systems, enabling them to use cleaner fuels, such as biomass, and to harness hot gases from other industrial processes. Completed in 2025, this initiative modernized six units to reduce our CO2 footprint and increase the reliability of our production process.

We also continued to foster the civil construction industrialization by increasing the availability of bulk silos and strengthening our role as drivers of productivity and innovation in our industry.

Logistics

The distribution of our products is supported by an infrastructure that combines road, rail and waterway transportation. The diversification of our modes of transportation and the geographical presence of autonomous distribution centers and port terminals is part of our strategy to expand our service to our customers in the regions where we operate. We also seek to implement sustainable practices, such as the use of a software tool that optimizes delivery routes to reduce fuel consumption and associated CO2 emissions. More recently, we launched a project in Brazil to assess sustainability criteria and implement action plans and initiatives aimed at improving the environmental and social performance of our distribution centers.

To fully utilize the capacity of our sites, we are constantly seeking opportunities to grow our distribution network. In 2025, we started the construction of a new terminal in Baltimore, in the United States, to support our sales growth in the District of Columbia, Maryland and West Virginia, and in Türkiye, we opened a terminal in the Malatya region to meet the needs arising in the earthquake-affected area and to establish a long term, strategic presence in the region.

Standardized Management Approach

The Votorantim Cimentos Production System (VCPS) is a proprietary system used to standardize our industrial operations across the world. In 2025, after its implementation in all Brazilian sites, we started rolling it out to

our Bowmanville site, in Canada, focusing on four key areas: Mining, Quality, Production and Maintenance. The system will continue to be rolled out in 2026, with the next implementation taking place at the McInnis Cement site, in Canada.

Digitalization and Efficiency with Motz

Our logistics company Motz, which connects independent drivers and shippers, celebrated its fifth anniversary with a 33% increase in net revenue and continued investments to improve process and operational efficiency. In 2025, more than 21.7 million tons of products were transported, with a focus on dry goods related to the construction industry chain and agribusiness. Additionally, the driver pool reached 118,000 drivers, who also have access to a membership club offering benefits, such as discounts on services and financing options with Banco BV, a portfolio company of Votorantim S.A.



Employee in one of our plants, Brazil

Innovation

Votorantim Cimentos' innovation strategy focuses on three pillars: Competitiveness, Sustainability and Business Transformation. More than a tool, it is a catalyst that strengthens Our VC Way and supports our long-term vision. Innovation is directly linked to value creation, enabling us to expand our competitive advantages, advance our decarbonization agenda and develop new solutions for the market.

In 2025, we invested R\$319 million in innovation projects. Beyond internal investments, we actively seek external resources to accelerate innovation, including incentivized and non-repayable funding and tax benefits for innovative and decarbonization projects.

Innovation funding plays a critical role in enabling disruptive technologies and supporting the development of new products and services that can accelerate our innovation strategy. In 2025, we secured over R\$480 million in subsidized funds through financing grants and tax incentives.

We are also part of Innovandi, the Global Cement and Concrete Industry Research Network (GCCRN) platform, which brings together over 30 companies and more than 40 leading scientific institutions worldwide, including over 450 scientists, dedicated to fund research and select startups to help accelerate decarbonization projects.

Number of initiatives per year

2025  92

Investments (R\$ million)

2025  319



“Our innovation investment strategy is guided by a process of testing, learning and scaling up initiatives that support our strategic pillars.”

Marcio Yamachira

Global Director of Strategic Planning and Innovation



“ Innovation in carbon capture is crucial for the cement industry because, in addition to significantly reducing CO2 emissions, it ensures the sector’s relevance in the transition to a low-carbon economy and strengthens its competitiveness in an increasingly sustainable global environment.”

Diego Novoa
General Manager of Carbon Solutions and Sustainability for Europe and Asia

Innovation Arena

In 2025, we hosted the second VC Global Innovation Day, a global forum connecting employees from Brazil, Latin America, North America, Spain and Türkiye. The event fostered collaboration and knowledge sharing through discussions and presentations on current programs, InovaVC initiatives, project outcomes, challenges and opportunities. Our objective is to make best practices accessible worldwide, promoting the exchange of lessons learned that strengthen both personal and organizational development.

A key program highlight was Innovation Arena, an event that recognized the Alconera carbon capture pilot plant in Spain for its outstanding contribution to innovation.

Ongoing Research

Research and development are key to accelerating the innovation process. We have a dedicated R&D organization and working groups with participants from the different regions where we operate. Our focus is on the exchange of knowledge and best practices to leverage sustainability in our processes, including topics such as co-processing, cementitious materials and clinker factor reduction, new technologies for CO2 capture, sequestration and use, and reducing the CO2 footprint of concrete.

In 2025, we held the first R&D Workshop at our plant in Málaga, Spain. The forum brought together experts from different areas of Spain and Türkiye to explore opportunities in cement and concrete.

Our R&D efforts yielded positive results during the year. In concrete, for example, we implemented a new method that enables more efficient cement use and the utilization of cements with lower clinker content, without compromising quality or productivity, essential factors for the precast industry. In 2025, trials

with precast producers showed that this solution has a potential carbon reduction of up to 67 kg of CO2 per cubic meter of concrete.

Our Brazilian and European operations have reduced concrete waste by using admixtures. This initiative minimizes concrete waste disposal, improves resource efficiency and reduces CO2 emissions. In addition, in Brazil, we are working with admixture manufacturers in the development of products specifically formulated for concrete with high manufactured sand content, addressing a critical challenge, which is the shortage of natural sand due to environmental reasons.

A key pillar of our decarbonization journey is the improvement of our technologies, including carbon capture and storage. We continue to invest in research, development and innovation, as well as to foster knowledge sharing and learnings to support our transition to a low-carbon economy. At our Alconera plant, in Spain, our carbon capture pilot is helping us validate the technology and operational model, generating internal expertise and increasing our readiness to adopt carbon capture solutions.



Employees at our Alconera plant, Spain.



Industry 4.0 and Artificial Intelligence

Industry 4.0 and artificial intelligence are critical tools for the industrial sector. In line with our digital transformation strategy, we have been developing emerging technologies to generate business value and strengthen our position as a leader in the digital transformation of the construction industry. The main highlights of 2025 were:

- Predictive models for concrete production
- Production, sales and distribution optimization
- Logistics operations center
- Low-code and robotic process automation
- Advanced data use and machine learning
- Automation of regulatory document verification
- Development of tailor-made applications using digital platforms

Data Privacy and Information Security

Information security is key to our competitive and innovation strategies. In an increasingly digital world, we approach data privacy and information security with the same level of commitment that we approach product quality and operational sustainability. Key highlights in this area include:

- Policies and controls aligned with global best practices in governance and compliance.
- Investments in cybersecurity, monitoring and incident response technologies.
- Training and campaigns to raise awareness among employees.
- Compliance with international data protection guidelines and local legislation, such as the General Data Protection Act (LGPD in Portuguese) in Brazil and equivalent regulations in other countries where we operate.



“The relevance of Industry 4.0 lies in its ability to transform processes, generate value and prepare companies for global challenges.”

Jorge Wagner
CEO of Votorantim Cimentos for North America



6

Financial Management

Little Caesars Arena,
United States.

Financial Results

The year 2025 was another year of record-breaking performance for Votorantim Cimentos, thanks to the solidity of our business and the consistent progress made in recent years. Our strategy involved accelerating investments in decarbonization and competitiveness, including new businesses, despite instability and volatility in the regions where we operate.

Our total net revenue for the year was R\$29.4 billion (up 11% compared to the previous year). Adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) increased by 8%, to R\$7.0 billion, and net profit was R\$3.2 billion, reflecting the sale of our assets in Morocco and Tunisia. Cement sales volumes were higher than in 2024 (from 35.4 million to 37.0 million tonnes).

Performance by Region

In Brazil, net revenue in 2025 was R\$14.5 billion, higher than the previous year, driven by increased investments in our structural plan to

expand capacity and competitiveness, as well as by the successful performance of our new logistics businesses. Adjusted EBITDA was R\$2.8 billion, 8% higher compared to 2024.

In North America, we ended the year with R\$8.6 billion in net revenue, 6% higher compared to the previous year. Adjusted EBITDA in the region was R\$2.3 billion, maintaining the same level of 2024. Despite challenging economic conditions, these results reflect our commitment to operating strategically through acquisitions and investments.

Our performance was positive in Spain and Türkiye, with a 16% increase in net revenue compared to the previous year, totaling R\$4.5 billion. Adjusted EBITDA was R\$1.5 billion, 38% higher in local currency than in 2024.

In Latin America, results were also positive. We ended 2025 with net revenue of R\$1.2 billion, a 28% increase compared to the previous year. Adjusted EBITDA was R\$0.3 billion, 58% higher than 2024.

Investments

In 2025, Votorantim Cimentos' Capex investments considered geographic and business opportunities, totaling R\$3.7 billion, an increase of 14%. Despite high interest rates, which impacted the cost of capital, our financial discipline and consistent tactical execution enabled us to keep our strategy on track. We also completed the sale of our assets in Morocco and Tunisia, in line with our growth and positioning plan to balance our presence in mature and emerging markets.

[Click here](#) to learn more about our investments in each of our businesses in 2025.

Ratings

Agency	Rating	Outlook	Date
Moody's	Baa3	Stable	April 2025
S&P	BBB	Stable	April 2025
Fitch	BBB	Stable	September 2025



“Sustainable financial results are achieved through effective management that balances discipline, innovation and long-term vision.”

Antonio Pelicano
Vice President of Finance and Investor Relations

Indebtedness and ESG Financing

In 2025, we maintained consistent financial discipline and a conservative management approach, preserving a balanced debt profile with low short-term maturity concentration. This position, combined with the company's solid credit rating, continued to create strategic opportunities in the capital markets.

In 2025, our company and its subsidiaries renewed a US\$250 million global revolving credit facility, issued by a syndicate of banks, which will mature in July 2030. The facility enables Votorantim Cimentos and its subsidiaries to maintain a strategic liquidity buffer. This sustainability-linked loan includes a KPI linked to CO2 emissions reduction, demonstrating our commitment to long-term sustainability.

In Brazil, we issued two debentures totaling R\$2 billion and maturing in 2032 and 2033. The funds were used to prepay loans with shorter terms and higher costs, as well as to replenish cash reserves. These transactions are aligned with our strategy of managing the average debt term while reducing the average cost of our debt portfolio.



Pursuing this same goal, we completed two new fundraising rounds at VCEA, totaling €105 million. Similar to our revolving credit facility, these issuances include a KPI linked to CO2

emissions reduction. The proceeds from these transactions were used to pre-pay three loans originally scheduled to mature between 2026 and 2027.

Also in 2025, VCNA issued two new financial instruments totaling US\$200 million. These new instruments include a KPI linked to CO2 emissions reduction, in line with our other debt instruments issued during the year.

Annexes



Awards and Recognition

Sustainability

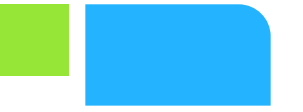
- **2025 InovaInfra Award** – We received recognition for our study on reducing CO2 emissions in concrete pavements based on life cycle assessment results.
- **2025 National Sustainable Development Award, presented by the National Federation of Aggregates (FdA in Spanish)** – We received a special mention in the biodiversity category for our El Toril Gravel Pit Project.
- **ACI (American Concrete Institute) Excellence in Concrete Construction Award** – This award recognized Project Heat, located in Chicago, IL — a groundbreaking two-story, 250,000 ft² industrial warehouse, the first in the city designed to allow full-size semitruck access on both levels.
- **AFA-Andalucía (Association of Manufacturers of Aggregates and Related Products of Andalusia) Awards** – We received recognition for our Project El Toril Gravel Pit – Home for Protected Species, in the Environment (Biodiversity) category.

Innovation, Technology and Excellence

- **2025 Ontario Concrete Awards** – CBM’s Gordie Howe International Bridge Project was the winner in two categories: Structural Engineering and Project of the Year.
- **ConstruBusiness Quality Award** – We were recognized in the Associate, Construction Company and Reseller categories, and also received an Honorable Mention.
- **Galicia Business Chemical Excellence Award** – Our Oural cement plant received an award presented by the Official College of Chemists of Galicia in recognition for its contribution to chemical science and the Galician society.
- **Veja Negócios – Top 30 Awards** – We were featured on the top 10 list of mining and cement companies for our contributions to the national economy over the last three years.
- **Valor Innovation Brazil Award** – In 2025, Votorantim Cimentos ranked in the top 5 list of the Construction Materials category.

People and Communication

- **2025 National Sustainable Development Awards presented by the National Federation of Aggregates (FdA, in Spanish)** – The Badajoz Gravel Pit Project received a special mention in the Health and Safety category.
- **AFA-Andalucía (Association of Manufacturers of Aggregates and Related Products of Andalusia) Awards** – This award recognizes companies that support sustainable mining. The project Badajoz Gravel Pit, Caring for People: Innovation and Safety in the Workplace received the award in the Health and Safety category.
- **Companies that Best Communicate with Journalists** – In 2025, for the seventh consecutive year, Votorantim Cimentos received this award in the Civil Construction category in Brazil.
- **Época Negócios 360°** – In 2025, Votorantim Cimentos ranked 5th in the Construction, Materials and Decoration category, 1st in the ESG/Environmental and Social Responsibility category, 2nd in the Future Vision category and 4th in the People Management category.
- **Great Place to Work** – Votorantim Cimentos Spain, Votorantim Cimentos Türkiye and the Votorantim Cimentos Europe and Asia corporate offices were named Best Places to Work.
- **Inspiring Workplaces Award** – This award recognized our people-oriented culture.
- **“My Company is Healthy” Awards** – We were recognized in the Social Well-being category for our efforts to boost health and inclusion, as well as our commitment to employees and the local community in Spain.



Social Responsibility and Ethics

- **2025 National Sustainable Development Awards presented by the National Federation of Aggregates (FdA, in Spanish)** – The project La Utrera Gravel Pit – Commitment to the Local Community received a special mention.
- **AFA-Andalucía (Association of Manufacturers of Aggregates and Related Products of Andalusia)** – This award recognizes companies that support sustainable mining. The project La Utrera Gravel Pit, Committed to our Social Environment received the award in the Participation in the Local Community category.
- **CEOE Castilla y León “Company of the Year” Award** – This award, presented by the Spanish Confederation of Business Organizations of Castilla y León, recognized our company’s role in driving economic and industrial development, as well as its positive social impact on the local community.
- **Partnership for the Enhancement of Education Award (PVE, in Portuguese)**, from the Votorantim Institute – We received recognition for our initiatives to strengthen municipal public education.

Customer Focus

- **34th ANAMACO Awards** – Votorantim Cimentos Brazil won the Master Award in the Cement category. Votomassa ranked 2nd overall in the Adhesive Mortars and Ceramic Grouting categories for the spraying segment and 3rd among large customers in the General Evaluation and Brand Presence categories.
- **Exame Best and Largest** – In 2025, Votorantim Cimentos ranked 25th in the Real Estate and Civil Construction segment and 64th among the 1,000 largest companies in terms of revenue.
- **Top of Mind** – Votorantim Cimentos won 1st place in the Cement category. Votomassa came in 2nd in the Mortar category and 3rd in the Grouting category. Revista Construção magazine recognizes top-of-mind brands in 90 categories, based on votes from building materials retailers.
- **Valor 1000** – In the 25th year of this award, Votorantim Cimentos ranked 4th in the Construction and Finishing Materials segment, in Brazil. The analysis was conducted by Valor Econômico newspaper in partnership with Serasa Experian and the Center for Finance Studies at the São Paulo School of Business Administration (FGV, in Portuguese).

Membership Associations GRI 2-28

Participation in industry associations is key to maintaining or strengthening partnerships and continuously developing our teams, as well as to responsibly and actively engaging with business forums and governments. Globally, we participate in the following initiatives:

Global

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

Bolivia

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

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

Brazil

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



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

Canada

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

Spain

- Asociación de Fabricantes de Morteros (Mortar Manufacturers Association, ANFAPA)
- Asociación Industrial de Canarias (Canary Islands Industrial Association, ASINCA)
- Asociación Nacional de Empresarios Fabricantes de Áridos (National Aggregates Manufacturers Association, ANEFA)

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

Türkiye

- Çimento Endüstrisi İşverenleri Sendikası (Cement Industry Employers Association, ÇEİS)
- International Investors Association (Yased)

- Türk Çimento (Turkish Cement Manufacturers Association)
- Türkiye Hazır Beton Birliği (Turkish Ready Mixed Concrete Association, THBB)

United States

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

Uruguay

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

Entities included in the organization's sustainability reporting GRI 2-2

313 Ready Mix, LLC	Silcar Empreendimentos, Comércio e Participações Ltda.
Calmit Mineração Participação Ltda.	St. Marys Cement Inc. (Canada)
Cementos Artigas S.A.	St. Marys Cement U.S. LLC
Comercial Cosmos SUR S.L.	Superior Materials LLC
Compañía General de Canteras, S.A.	VCNA Prairie Aggregate Holdings Illinois, Inc.
CRB Operações Portuárias S.A.	VCNA Prairie LLC
Fazenda São Miguel Ltda.	VCNA United Materials LLC
Itacamba Cimentos S.A. (ii)	VCNA US Inc.
Lidermac Ind e Com. Ltda.	Votorantim Cement Trading S.L.
McInnis USA LLC	Votorantim Cimentos España, S.A.
Morteros de Galicia S.L.	Votorantim Cimento Sanayive Ticaret A.S.
Motz Transportes Ltda	Votorantim Cimentos EA Inversiones S.L."VCEA"
2377482 Ontario Inc.	Votorantim Cimentos Internacional S.A. - "VCI"
2377962 Ontario Inc.	Votorantim Cimentos Latam, S.à.r.l "VC LATAM"
2339097 Ontario Limited	Votorantim Cimentos N/NE S.A. - "VCNNE"
Pedreira Pedra Negra Ltda.	Votorantim Cimentos S.A. - "VCSA"
Prebetong Áridos S.L.	Votorantim Cimentos North America, Inc.
Prebetong Hormigones S.A.	Yacuces S.L; GB Minerales Y Agregados S.A.
Prebetong Lugo Hormigones S.A.	Yibitas Yozgat Isci Birliigi Insaat Malzemeleri Ticaret ve Sanayi A.S.
Prebetong Lugo S.A.	
Rosedale Securities Ltd.	



External Commitments GRI 2-23

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

- Benchmark Club of Carbon Disclosure Project (CDP):** An organization that assesses how companies manage climate-related risks and fight climate change.
- Business Ambition for 1.5 °C:** An initiative to encourage companies to commit to setting science-based targets in line with the goal of limiting global temperature rise to 1.5°C above preindustrial levels.
- Business for LGBTI+ Charter:** A commitment signed with the Forum of LGBTQIA+ Rights Companies to promote inclusion and fight discrimination Against the LGBTQIA+ population.
- Business for Nature:** A global coalition formed by influential organizations and companies that are committed to establishing and disclosing biodiversity protection targets.
- Business Initiative for Racial Equality:** An initiative championed by companies and institutions that are committed to promoting racial inclusion and fighting racism.
- Corporate Social Inclusion Network:** An initiative that brings together and encourages companies in Brazil to promote the inclusion of people with disabilities in the job market.
- National LGBTI+ Alliance (Brazil):** A civil, multiparty and non-profit organization aimed at promoting and ensuring the defense of human rights and citizenship, in particular of the LGBTI+ community.
- Race to Zero:** A global campaign to rally leadership and support from businesses, cities, regions and investors for a healthy, resilient and zero carbon recovery that prevents future threats, creates decent jobs and unlocks inclusive and sustainable growth.
- SBE VC RBMA Technical Partnership:** A partnership with the Brazilian Society of Speleology and the Atlantic Forest Biosphere Reserve to develop and implement sustainable management practices in the Atlantic Forest and in cave areas.
- Science Based Target initiative (SBTi):** An initiative that drives ambitious climate action in the private sector, enabling companies to set science-based emission reduction targets.
- United Nations Global Compact:** A United Nations initiative that encourages companies to adopt 10 principles in the areas of human rights, labor, environment and anti-corruption.

GCCA Indicators

Climate protection	2023	2024	2025
Total CO2 emissions - gross (million ton)	23.2	21.7	22.9
Total CO2 emissions - net (million ton)	22.0	20.6	21.7
Specific CO2 emissions - gross (kg / ton cementitious material)	587	579	583
Specific CO2 emissions - net (kg / ton cementitious material)	556	550	552

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

Responsible use of fuels and raw materials	2023	2024	2025
Specific heat consumption of clinker production (MJ/ton clinker) ¹	3,572	3,581	3,693
Alternative fossil fuel rate (%) ¹	14.9%	13.9%	14.2%
Biomass fuel rate (%) ¹	16.0%	18.2%	18.1%
Alternative raw materials rate (%) ²	10.9%	11.9%	11.2%
Clinker/cement ratio (%) ¹	72.8%	72.5%	72.5%

¹ Scope: Global Cement operations.
² Scope: Cement operations in Brazil, VCNA and VCEA.

Specific water consumption	2023 ¹	2024 ²	2025 ³
Total water consumed (liters) per tonne of cement produced	277	346	295
Total water consumed (liters) per m ³ of concrete produced	136	181	206

¹ Scope: Cement - Global. Concrete - VCBR, VCEAA, and Uruguay.
² Scope: Cement - Global. Concrete - VCBR, Spain, and Uruguay.
³ Scope: Cement - Global. Concrete - VCBR and Uruguay.

Safety	2023	2024	2025
Number of fatalities direct employees	0	1	2
Fatalities rate of direct employees ¹	0.00	0.85*	1.60
Number of lost-time injuries (LTI) direct employees	32	43	51
Lost-time injuries (LTI) frequency rate direct employees ²	1.20	1.63	1.81
Severity rate direct employees ³	88.3	87.3	124.6
Number of fatalities contractors, subcontractors and third party ⁴	1	0	0
Number of lost-time injuries (LTI) contractors and subcontractors ⁴	5*	14*	40
Lost-time injuries frequency rate contractors and subcontractors ^{4,5}	0.22*	0.57*	1.63

Scope: Global.
CPT: occupational accidents that result in an employee's time away from work, whether critical (as classified under RIDDOR) or not.
¹ Fatality rate per 10,000 direct employees = number of fatalities in the reporting year / number of direct employees * 10,000.
² CPT accident frequency rate (direct employees) = number of CPT accidents / number of hours worked * 1,000,000.
³ Severity rate (direct employees) = number of lost days / number of hours worked * 1,000,000.
⁴ Fatalities: Data include only on-site fatalities. CPT accidents on-site and off-site for our direct employees and CPT accidents on-site for contractors and subcontractors.
⁵ Accident frequency rate for contractors and subcontractors = number of accidents / number of hours worked (excluding CIF hours, in accordance with the GCCA approach) * 1,000,000.
*Revisions to GRI 2-4 information: correction of the reported value.

Emissions reduction	2023	2024	2025
NOx			
Absolute emissions (ton/year)	38,743	36,694	39,203
Specific emissions (g/ton clinker)	1,372	1,381	1,396
Coverage rate (%)	100%	100%	100%
SOx			
Absolute emissions (ton/year)	13,951	14,195	14,972
Specific emissions (g/ton clinker) ⁵	494	534	533
Coverage rate (%)	100%	100%	100%
PM (Dust)			
Absolute emissions (ton/year)	945	845	1,021
Specific emissions (g/ton clinker)	33	32	36
Coverage rate (%)	100%	100%	100%
Mercury			
Absolute emissions (kg/year)	201	190	111
Specific emissions (mg/ton clinker)	7	7	4
Coverage rate (%)	96%	95%	95%
Volatile organic compounds (VOC)			
Absolute emissions (ton/year)	2,497	2,200	2,537
Specific emissions (g/ton clinker)	88	83	89
Coverage rate (%)	99%	97%	99%
Dioxins/Furans			
Absolute emissions (kg/year)	633	792	592
Specific emissions (mg/ton clinker)	22	30	20
Coverage rate (%)	95%	94%	95%

Emissions reduction	2023	2024	2025
HM1¹			
Absolute emissions (kg/year)	781	279	207
Specific emissions (mg/ton clinker)	28	11	7
Coverage rate (%)	97%	97%	95%
HM2²			
Absolute emissions (kg/year)	33,332	9,995	11,034
Specific emissions (mg/ton clinker)	1,181	376	373
Coverage rate (%)	97%	95%	95%
Monitoring data			
Overall coverage rate (KPI 1 ³)	92%	94%	94%
Continuos measurement of coverage rate (KPI 2 ⁴)	100%	100%	100%

Scope: Global cement business.

¹HM1: Cadmium and Thallium.

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

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

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

Local impact on land and communities	2023	2024	2025
Operations with existing community engagement plans (%) ¹	65.3%	74.7%	90.3%
Mines with rehabilitation plans (%) ^{1,2}	100%	100%	100%
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans (%) ³	77.8%	77.8%	26.9%

¹Scope: Global.

²We consider the rehabilitation plan to be equivalent to the mine closure plan. The company ended 2025 with more than R\$436 million allocated for the implementation of these plans.

³Scope: VCBR. Until 2024, we reported only the units required to have a Biodiversity Management Plan (PGB), according to the criteria defined in the Votorantim Cimentos Biodiversity Management Plan Manual. In 2025, after consolidating the mapping of all units in the Biodiversity Portal, we began reporting all units that interface with areas relevant to biodiversity — expanding the scope from 9 to 26 units.



GRI and SASB Annex

Economic Performance

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

	2023	2024*	2025
Economic value generated (R\$ million)	30,133	32,561	36,178
Net revenue	25,678	26,565	29,416
Cement	16,828	17,737	19,444
Concrete	5,292	5,315	5,686
Aggregates	792	905	948
Mortar	933	1,040	1,173
Others	1,833	1,568	2,165
Economic value distributed (R\$ million)	13,878	11,468	13,318
Employee remuneration ¹	3,498	3,799	4,135
Payments to capital providers	2,430	856	2,285
Taxes and fees ²	4,863	3,684	3,687
Third-party capital remuneration ³	2,728	3,129	3,211
Economic value retained ⁴	16,255	21,093	22,860

Scope: Global.

*2024 Change due to the restatement of balances in the financial statements resulting from discontinued operations.

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

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

³ Financial expenses and passive exchange variations and rents.

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

Operating costs, as requested by GRI 201-1, are included in the others distributed costs.

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

	2023*	2024	2025
Sales of cement (million metric tons)	34.9	35.4	37.0
Sales of aggregates (million metric tons)	23.6	24.6	24.3
Sales of concrete (million m ³)	8.7	7.9	8.0
Sales of mortar (million metric tons)	1.8	1.7	2.0

Scope: Global.

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

	2023	2024	2025 ²
Financial revenue through sustainable solutions ¹ (%)	37.2%	45.5%	37.5%

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

²In 2025, the criteria for defining sustainable products was revised.

Suppliers | GRI 204-1|VC 2030|

	2023	2024 ¹	2025
Total amount spent with suppliers (R\$ billion)	14.4	14.1	18.4
Total amount spent with local suppliers ² (R\$ billion)	7.7	8.4	9.6
Spent with local suppliers ² at significant operating locations (%) GRI 204 VC 2030	53.8%	59.3%	52.0%

Scope: VCBR, VCNA and VCEA.

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

²Local suppliers: Due to the territorial extension of the countries where we operate, specific criteria were adopted for each of the regions. VCBR: local suppliers are those located in the same state; VCEA: local suppliers are those located in the same country of the operating unit; VCNA: suppliers within the United States or the province (Canada) where the plant is located. All categories were considered, except purchase of energy.

Contracting of suppliers | GRI 308-1|GRI 414-1|

	2023	2024	2025
Total number of new suppliers	1,377	2,455	3,429
Total number of new suppliers selected according to environmental criteria GRI 308-1 ¹	37	258	291
New suppliers selected according to environmental criteria (%) GRI 308-1	2.7%	10.5%	8.5%
Total number of new suppliers selected according to social criteria GRI 414-1 ¹	992	1,938	2,446
New suppliers selected according to social criteria (%) GRI 414-1 ¹	71.7%	78.9%	71.3%

Scope: VCBR.

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

Local hires | GRI 202-2|

Senior management hired from the local community (%) ¹	2023	2024	2025
VCBR	94.7%	94.3%	94.3%
VCEA	65.0%	35.3%	83.3%
VCNA	57.1%	NA ³	NA³
VCLATAM	53.8%	46.2%	37.5%
Employees from the local community (%) ²	2023	2024	2025
VCBR	99.7%	99.7%	99.6%
VCEA	98.6%	94.1%	97.8%
VCNA	93.9%	NA ³	NA³
VCLATAM	63.5%	63.0%	78.3%

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

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

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

Government relations | GRI 415-1|

	2023	2024	2025
Political contributions	0	0	0

Scope: Global.

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

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

	2023	2024	2025
Operations assessed (%)	25%	25%	75%
Significant corruption related risks identified through this assessment	<p>For VCBR, a risk assessment was conducted to evaluate the company's anti-corruption status according to the parameters established by the Private Entities Accountability Manual of the Brazilian Office of the Controller General (CGU). This assessment gathered, documents, procedures, and information to verify the company's status in the event of corruption and consequent investigation by administrative bodies. The internal evaluation included verification and final opinion from an external law firm, attesting to the effectiveness of the Integrity Program and identifying opportunities for improvement to provide feedback to existing processes.</p> <p>For VCEA, an antitrust assessment was conducted to evaluate the region's situation in light of European legislation. However, since this assessment did not cover anti-corruption practices, it was not considered for integrated reporting purposes.</p>	<p>In 2024, an evaluation was conducted for VCBR. For VCBR, a risk assessment was carried out with a specific focus on suppliers, resulting in the revision of our Third-Party Integrity Assessment Policy (Background Check) with the following main changes: (i) inclusion of new categories in the matrix of third parties subject to the process, with a special focus on improving the management of adjacent business suppliers; and (ii) end-to-end management along with M&A flows, legal offices, and other action plans directed by the Compliance area, being recorded and monitored on the internal platform Team Mate. The internal evaluation prioritized adjacent businesses and mapped the risks of business partners of those prioritized, implementing new processes and system adjustments, as well as training the internal teams on the new processes. The new flows were implemented to ensure the mitigation of various risks such as anti-corruption, human rights, VC's image and reputation, among others.</p>	<p>In 2025, VCBR, VCNA, and VCEA conducted risk assessments for the sector associations with which Votorantim Cimentos maintains relationships. The assessment included a review of registered associations, a review of their representatives and participants, as well as a risk assessment considering the presence of competitors, representation before public authorities, and integrity verification. The main purpose of all this work was to mitigate competitive, anti-corruption, image and reputation risks, among others. There was also the implementation of a process for monitoring and recording interactions with public agents in both regions.</p> <p>As in previous years, we continue to conduct supplier risk assessments, in accordance with our background check policy, in order to ensure the mitigation of various risks such as anti-corruption, human rights, image and reputation of VC, among others.</p>

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



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

Employees	2023			2024			2025		
	Number of employees	Communicated		Number of employees	Communicated		Number of employees	Communicated	
		Number	Percentage		Number	Percentage		Number	Percentage
President/Director	37	37	100%	34	34	100%	35	34	97%
Manager/General Manager	406	406	100%	390	390	100%	421	421	100%
Coordinator/Consultant	816	816	100%	725	725	100%	790	790	100%
Technician/Analyst/Supervisor	3,329	3,293	99%	3,466	3,466	100%	4,001	3,973	99%
Operator	8,033	7,892	98%	7,802	7,802	100%	8,132	8,079	99%
Total number of employees	12,621	12,444	99%	12,417	12,417	100%	13,379	13,297	99%
Members of governance bodies	14	14	100%	14	14	100%	13	13	100%
Business partners¹	-	15,882	~80%	-	19,938	50%	-	20,998	~60%

Employees	2023			2024			2025		
	Number of employees	Trained		Number of employees	Communicated		Number of employees	Communicated	
		Number	Percentage		Number	Percentage		Number	Percentage ²
President/Director	37	21	57%	34	11	32%	35	16	46%
Manager/General Manager	406	250	62%	390	132	34%	421	268	64%
Coordinator/Consultant	816	629	77%	725	254	35%	790	485	61%
Technician/Analyst/Supervisor	3,329	2,536	76%	3,466	1,155	33%	4,001	1,781	45%
Operator	8,033	4,567	57%	7,802	2,601	33%	8,132	1,974	24%
Total number of employees	12,621	8,003	63%	12,417	4,153	33%	13,379	4,524	34%
Members of governance bodies	14	1	7%	14	10	71%	13	1	8%

Scope: Global.

The indicator does not include intern and apprentices.

¹Documents referring to anti-corruption policy.

²The percentage only considers employees trained in 2025, however 97% of employees have valid anti-corruption training.



Anti-corruption |GRI 205-3|

	2023	2024	2025
Number of cases of corruption confirmed	0	0	0

Scope: Global.

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

	2023	2024 ²	2025
Total number of legal actions for unfair competition, trust and monopoly practices ¹	4	2*	2
Value of legal actions (R\$ million)*	8,926	6,926	7,163

Scope: Global.

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

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

³These amounts are reported exclusively under indicator 206-1 and, therefore, are not presented again under indicator 2-27.

*Revisions to GRI 2-4 information: correction of the reported value.

Compliance with laws and regulations |GRI 2-27|

	2023	2024	2025
Total number of significant monetary fines received in the year	3	0	0
Total monetary value of significant fines received in the year (R\$ million) ¹	2.8	0.0	0.0
Total number of non-monetary sanctions ²	2	1	0
Number of cases (fines + sanctions) brought through dispute resolution mechanism	0	0	0

Scope: Global.

¹Significant monetary fines: amounts above R\$1 million, including those arising from: inadequate working conditions and discriminatory practices; tax and accounting fraud, corruption and bribery; non-compliance with regulatory authorities' requirements (e.g., ANTT, ANTAQ, ANEEL, CVM); violations of consumer rights (e.g., INMETRO, PROCON); and cases handled in arbitral or international tribunals.

²Non-monetary sanctions: those resulting from criminal risk, as well as those that cause (or may cause) disruptions or adjustments exceeding R\$5 million.

Discrimination |GRI 406-1|

	2023	2024	2025
Total number of incidents of discrimination received by the Business Ethics office, by category			
Race/color	2	10	6
Age group	1	0	1
Gender	2	2	0
Religion	0	0	1
Political opinion	1	0	0
Nationality or nationality	1	0	1
Social origin	0	0	0
Physical conditions	4	2	2
Harassment and abuse of power	0	4	6
Other incidents (discrimination)	2	3	6
Total number of incidents of discrimination received by the Business Ethics office, by status			
Analyzed and considered unfounded	6	13	10
Analyzed and considered well-founded	3	3	4
Analyzed and considered inconclusive	1	1	0
Under analysis	1	0	5
Without sufficient information for investigation	2	4	4

Scope: Global.

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

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

2025

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

The Votorantim Cimentos is committed to the eradication of compulsory and child labor, in accordance with its Code of Conduct. This document reflects our commitment to the Universal Declaration of Human Rights and the UN Global Compact, highlighting the elimination of all forms of forced and child labor in our production chain.

These practices are prohibited in all company facilities and those of our business partners. Reports are handled by the Ombudsman, which investigates and verifies the reported cases. All suppliers undergo a rigorous registration process, cross-checking information with the Ministry of Labor's Restricted List. Evidence of misconduct results in the supplier's disengagement and blocking. The General Terms and Conditions require all suppliers to follow our Code of Conduct. Using the GCERTIFICA tool, suppliers must accept the code of conduct and our General Terms and Conditions through the tool, via DocuSign; otherwise, they are rejected during the approval process. We are mapping operations and suppliers to identify and mitigate risks of child and forced labor.

Scope: Global.

Indigenous rights |GRI 411-1|

	2023	2024	2025
Incidents of violations involving rights of indigenous peoples	0	0	0

Scope: Global.

Cases reported to Business Ethics line

	2023	2024	2025
Number of complaints received by the Ethics line	825	1,199	1,021

Description of types of misconduct

The reported cases include issues of interpersonal relationships, forensic matters, out-of-scope situations, health, safety, and environmental issues, doubts about the code of conduct, legal matters, conflicts of interest, labor issues, harassment, inappropriate behavior, mistreatment, substance abuse, and policy violations.

Description of measures taken

The measures applied, for the cases deemed valid, included dismissals, suspensions, warnings, feedback, and coaching. Some cases are still under investigation.

Scope: Global.

Environmental Performance

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

	2023	2024	2025
Non-renewable sources (GJ)			
Cement ¹	85,634,220	78,852,155	85,878,216
Aggregates ²	66,431	517,946	508,449
Concrete ²	282,833	976,098	1,218,759
Mortar ²	4,590	5,661	5,764
Limes and farm ³	27,088	24,977	28,838
Logistics ³	60,490	60,722	58,779
Total	86,075,651	80,437,560	87,698,805
Renewable sources (GJ)			
Cement ¹	17,837,204	19,143,492	20,649,668
Aggregates ²	7,949	12,883	19,939
Concrete ²	37,657	67,827	90,473
Mortar ³	50,141	79,435	37,299
Limes and farm ³	1,728,822	1,545,560	1,638,356
Logistics ³	9,151	11,867	12,348
Total	19,670,923	20,861,065	22,448,083

	2023	2024	2025
Electricity (MWh)			
Cement ¹	4,143,300	3,977,630	4,130,765
Aggregates ²	8,035	29,003	33,449
Concrete ²	3,400	24,483	25,605
Mortar ³	8,323	16,306	19,099
Limes and farm ³	51,464	52,645	65,892
Logistics ³	4,883	4,812	5,806
Total	4,219,404	4,104,878	4,280,616
Total consumption (GJ)			
Cement ¹	116,428,819	110,245,081	119,663,779
Aggregates ²	103,305	635,241	648,803
Concrete ²	332,730	1,132,062	1,401,408
Mortar ³	84,693	143,798	111,820
Limes and farm ³	1,941,181	1,760,058	1,904,405
Logistics ³	87,219	89,911	92,030
Total	118,977,946	114,006,152	123,822,246
Electricity sold (MWh)³			
Total	544,023	575,010	481,905

¹Scope: Global.

²Scope: In 2023 only VCBR, in 2024 VCBR and VCNA, and in 2025 VCBR, VCNA and VCEA.

³Scope: VCBR.

Energy management |EM-CM-130a.1|

	2023	2024	2025
Grid electricity (%)	71.1%	70.1%	62.4%
Renewable Energy (fuel + electricity) (%)	20.2%	22.2%	22.5%
Alternative fuels (%) ¹	30.9%	32.1%	32.3%
Renewable Energy (electricity) (%)	35.1%	34.1%	36.2%

Scope: Global cement operations and other businesses operations VCBR in 2023, VCBR and VCNA in 2024, and VCBR, VCNA and VCEA in 2025.
¹Scope: Global cement operations.

Energy intensity |GRI 302-3|

Fuels	2023	2024	2025
Clinker (MJ/ton of clinker) ¹	3,572	3,581	3,693
Aggregates (MJ/ton of product)	25	32	28
Concrete (MJ/m ³ of product)	142	197	210
Mortar (MJ/ton of product)	67	98	41
Lime and farm (MJ/ton of product)	865	709	765
Electricity	2023	2024	2025
Cement (KWh/ton of cement)	109	109	109
Aggregates (KWh/ton of product)	2.7	1.8	1.8
Concrete (KWh/m ³ of product)	1.5	4.6	4.1
Mortar (KWh/ton of product)	10.3	18.8	18.0
Lime and farm (KWh/ton of product)	25.4	23.8	30.2

Scope: Global cement operations and other businesses operations VCBR in 2023, VCBR and VCNA in 2024, and VCBR, VCNA and VCEA in 2025.
 The indicator includes only the energy consumption onsite.
¹For the energy intensity calculation considering the production of clinker, we consider only the consumption of fuels inside of the kiln to produce clinker.

Environmental investments

Total Environmental Capex and Opex (million R\$)	2023	2024	2025
Environmental investments (Capex)	220.9	135.9	210.6
Environmental expenses (Opex)	130.1	125.9	189.9

Scope: Global.

Materials used by weight |GRI 301-1|

	2023	2024	2025
Total materials consumed (tonne)	57,143,184	54,917,106*	57,275,273

Scope: VCBR, VCNA and VCEAA cement operations.
 The materials include raw materials and fuels used in the production of clinker and cement, and most of this volume is our own production.
 *Revisions to GRI 2-4 information: correction of the reported value.

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

Water withdrawn (megaliter)	2023 ¹		2024 ²		2025 ³	
	All areas	Areas with water stress ⁴	All areas	Areas with water stress ⁴	All areas	Areas with water stress ⁴
Surface water	13,439	7,178	12,458	7,124	11,080	5,878
Ground water	17,547	227	16,989	541	16,303	579
Rain water	201	0	1,137	2	1,090	22
Produced water	23,392	13,295	26,058	17,090	36,423	22,563
Third-party water	453	219	400	158	417	183
Other sources ⁵	0	0	8	0	141	104
Total	55,032	20,920	57,049	24,916	65,454	29,330

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

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

³Scope: Cement Global. Concrete VCBR and Uruguay. Aggregates VCBR and VCEA.

⁴Water stress analysis was performed using the Aqueduct tool and it is applicable only for VCBR and VCEA. The analysis was not performed in the other regions.

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

⁵Reclaimed water received from third parties.

Water discharge by source | GRI 303-4|

Water discharge (megaliter)	2023 ¹		2024 ²		2025 ³	
	All areas	Areas with water stress ⁴	All areas	Areas with water stress ⁴	All areas	Areas with water stress ⁴
Surface water	43,648	14,946	40,526	15,778	38,456	21,904
Ground water	438	18	3,054	2,921	14,379	732
Sea water	0	0	0	0	0	0
Water sent to third-party supplier	133	37	143	48	91	11
Total	44,218	15,000	43,724	18,747	52,926	22,646

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

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

³Scope: Cement Global. Concrete VCBR and Uruguay. Aggregates VCBR and VCEA.

⁴Water stress analysis was performed using the Aqueduct tool and it is applicable only for VCBR and VCEA. The analysis was not performed in the other regions.

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

Water consumption | GRI 303-5|

Water consumption (megaliter)	2023 ¹		2024 ²		2025 ³	
	All areas	Areas with water stress ⁴	All areas	Areas with water stress ⁴	All areas	Areas with water stress ⁴
Total water withdrawn GRI 303-3	55,032	20,920	57,049	24,916	65,454	29,330
Total water discharged GRI 303-4	44,218	15,000	43,724	18,747	52,926	22,646
Total water consumed GRI 303-5	10,814	5,920	13,325	6,169	12,528	6,683

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

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

³Scope: Cement Global. Concrete VCBR and Uruguay. Aggregates VCBR and VCEA.

⁴Water stress analysis was performed using the Aqueduct tool and it is applicable only for VCBR and VCEA. The analysis was not performed in the other regions.

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

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

	2023	2024	2025
Number of mines ¹	143	137	135
Mines with closure plans (%) ¹ GRI MM10	100%	100%	100%
Sites with mining operations located in areas of high biodiversity value ² GRI 304-1	9	9	26
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans ² GRI MM2	7	7	7
Sites with mining operations located in areas of high biodiversity value that currently have biodiversity management plans (%) ² GRI MM2	77.8%	77.8%	26.9%

¹Scope: Global. We consider the rehabilitation plan to be equivalent to the mine closure plan. The company ended 2025 with more than R\$ 436 million allocated for the implementation of these plans.

²Scope: VCBR. Until 2024, we reported only the units required to have a Biodiversity Management Plan (PGB), according to the criteria defined in the Votorantim Cimentos Biodiversity Management Plan Manual. In 2025, after consolidating the mapping of all units in the Biodiversity Portal, we began reporting all units that interface with areas relevant to biodiversity — expanding the scope from 9 to 26 units.

Biodiversity |GRI 304-3|

Habitats protected or restored (in km ²)	2023	2024	2025
Amazônia	37.2	37.4	90.1
Type of area	LR, PPA	LR, PPA	LR, PPA, UC
Caatinga	8.2	8.2	41.9
Type of area	LR, PPA	LR, PPA	LR, PPA, UC
Cerrado	29.1	30.3	57.9
Type of area	LR, PPA, PRNH, WRA	LR, PPA, PRNH, WRA	LR, PPA, PRNH and other public UCs
Mata Atlântica	47.3	49.8	85.9
Type of area	LR, PPA, UC	LR, PPA, UC	LR, PPA, UC
Pantanal	1.7	1.7	1.9
Type of area	LR, PPA	LR, PPA	LR, PPA
Pampa	2.4	2.4	6.5
Type of area	LR, PPA	LR, PPA	LR, PPA

Scope: VCBR. Mining operations in rural areas. Brazilian land classification categories: Legal Reserve (LR), Permanent Protection Area (PPA), Private Natural Heritage Reserve (PRNH), Wildlife Refuge Area (WRA), and other Conservation Units (UC). The calculation is carried out according to the Rural Environmental Registry (CAR) of the units in Brazil.

Omissions: Botuverá (leased/managed by third parties) and Viamão (closed; awaiting completion of decommissioning) were not reported.

⁴In 2025, the indicator began reporting “total protected area” (sum of LR/PPA/PRNH/WRA/UC categories); until 2024, it reported “total vegetated area.” Conservation status is detailed separately. To avoid double counting, overlapping areas are adjusted: PPA located within LR is counted only as PPA; in 2025, PPA located within PRNH was not mapped/considered. In 2025, mapping improvements and the inclusion of overlaps with previously unreported Conservation Units resulted in potentially higher values due to increased data precision/coverage (not necessarily due to an actual increase in area).

Biodiversity | GRI 304-4|

Total number of species in the IUCN Red List and with habitats in areas affected by operations	2023	2024	2025
Critically endangered	0	1	0
Endangered	2	3	0
Vulnerable	5	9	3
Near Threatened	5	14	4
Least concern ¹	-	-	-

Total number of species in the National Conservation List and with habitats in areas affected by operations	2023	2024	2025
Critically endangered	1	1	1
Endangered	1	1	0
Vulnerable	7	12	6
Near Threatened ²	N/A	N/A	N/A
Least concern ²	N/A	N/A	N/A

Scope: VCBR.

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

²Category not considered in the MMA list.

Direct CO2 emissions – Scope 1 | GRI 305-1| GRI 305-4| ISASB EM-CM-110a.1| IGCCA|

Cement ¹	2023	2024	2025
Gross absolute CO2 emission (tCO2)	23,188,288	21,672,827	22,867,340
Net absolute CO2 emission (tCO2)	21,989,844	20,606,664	21,657,945
Gross specific CO2 emission (kg CO2/t cementitious)	587	579	583
Net specific CO2 emission (kg CO2/t cementitious)	556	550	552

Aggregates ²	2023	2024	2025
Absolute CO2 emission (tCO2e)	5,074	28,358	33,877
Specific CO2 emission (kgCO2e/t aggregates)	1.7	1.7	1.8

Concrete ²	2023	2024	2025
Absolute CO2 emission (tCO2e)	21,058	70,879	79,287
Specific CO2 emission (kgCO2e/t concrete)	9.3	13.4	10.4

Mortar ³	2023	2024	2025
Absolute CO2 emission (tCO2e)	512	610	642
Specific CO2 emission (kgCO2e/t mortar)	0.6	0.7	0.6

Lime and farm ³	2023	2024	2025
Absolute CO2 emission (tCO2e)	185,227	165,029	162,912
Specific CO2 emission (kgCO2e/t product)	91.3	74.5	74.7

Logistics ³	2023	2024	2025
Absolute equivalent CO2 emissions from own sources	4,688	4,789	4,638

Total - Scope 1 (tCO2e)	23,404,847	21,942,492	23,148,696
Biogenic emissions - Scope 1 (tCO2e)	1,872,473	1,927,181	2,121,665

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

²Scope: Global other businesses operations VCBR in 2023, VCBR and VCNA in 2024, and VCBR, VCNA and VCEA in 2025. The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

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

Indirect CO2 emissions – Scope 2 |GRI 305-2|

Indirect CO2 emissions – Scope 2 ⁴ (tCO2)	2023	2024	2025
Cement ¹	522,457	434,451	442,216
Concrete ²	131	3,132	4,974
Aggregates ²	309	3,534	3,192
Mortar ²	321	888	926
Lime and farms ³	1,982	2,867	3,037
Logistics ³	188	262	268
Total – Scope 2	525,388	445,134	454,613

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

²Scope: Global other businesses operations VCBR in 2023, VCBR and VCNA in 2024, and VCBR, VCNA and VCEA in 2025. The emissions were calculated considering the guidelines of the Brazilian GHG Protocol. The gases included in the calculation were: CO2, CH4, N2O.

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

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

Other indirect emissions – Scope 3 |GRI 305-3|

Other indirect emissions – Scope 3 ¹ (tCO2e)	2023	2024 ²	2025
Category 1: Purchased goods and services	851,642	345,445	423,666
Category 3: Fuel- and energyrelated activities (not included in scope 1 or scope 2)	610,549	1,909,657	1,980,959
Category 4: Upstream transportation and distribution	145,609	521,433	693,300
Category 9: Downstream transportation and distribution	821,135	419,578	69,266
Category 15: Investments	882,465	683,952	856,099
Total – Scope 3 (tCO2e)	3,311,401	3,880,064	4,023,291

¹Scope: Global Cement operation

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

Reduction of GHG emissions |GRI 305-5|

	Base year	2023	2024	2025
CO2 reduction (%)	1990 ¹	-27.1%	-27.9%	-27.7%
CO2 reduction (%)	2018 ²	-10.5%	-11.4%	-11.2%

Scope: Global Cement operation.

¹1990 sectoral base year.

²2018 SBTi base year.

Absolute CO2 emission per revenue

	2023	2024	2025
Absolute CO2 emission per revenue (kgCO2/R\$) – scope 1	0.88	0.83	0.79
Absolute CO2 emission per revenue (kgCO2/R\$) – scope 1, 2 and 3	1.02	0.99	0.94

Scope absolute emissions: Global Cement (in all the years); Other Business VCBR (2023); Other business VCBR, Concrete and Aggregates VCNA (2024); Other business VCBR, Concrete, Aggregates and Mortar VCNA and VCEA (2025).

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

	2023	2024	2025
Number of kilns reported	40	36	35
NOx	2023	2024	2025
Absolute emissions (ton/year)	38,743	36,694	39,203
Specific emissions (g/ton clinker)	1,372	1,381	1,396
SOx	2023	2024	2025
Absolute emissions (ton/year)	13,951	14,195	14,972
Specific emissions (g/ton clinker)	494	534 ⁶	533
PM (Dust)	2023	2024	2025
Absolute emissions (ton/year)	945	845	1,021
Specific emissions (g/ton clinker)	33	32	36
Mercury	2023	2024	2025
Absolute emissions (kg/year)	201	190	111
Specific emissions (mg/ton clinker)	7	7	4

Volatile organic compounds (VOC)	2023	2024	2025
Absolute emissions (ton/year)	2,497	2,200	2,537
Specific emissions (g/ton clinker)	88	88	89
Dioxins/Furans	2023	2024	2025
Absolute emissions (kg/year)	633	792	592
Specific emissions (mg/ton clinker)	22	30	20
HM1 ¹	2023	2024	2025
Absolute emissions (kg/year)	781	279	207
Specific emissions (mg/ton clinker)	28	11	7
HM2 ²	2023	2024	2025
Absolute emissions (kg/year)	33,332	9,995	11,034
Specific emissions (mg/ton clinker)	1,181	376 ⁷	373
Polycyclic Aromatic Hydrocarbons (PAHs) ³ EM-CM-120a.1	2023	2024	2025
Absolute emissions (ton/year)	100	-	-
Specific emissions (g/ton clinker)	0.01	-	-
Monitoring data	2023	2024	2025
Total monitoring coverage rate (KP1 ⁴)	92.0%	94.2%	93.7%
Continuous monitoring coverage rate (KP2 ⁵)	100%	100%	100%

Scope: Global.

¹ HM1: Cadmium and Thallium.

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

³ Setor average in Spain.

⁴ KPI 1: Monitoring of all pollutants.

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

Management of significant impacts related to waste |GRI 306-2|

2025

As per its Global Environmental Policy and Green Rules, Votorantim Cimentos aims to minimize waste production through reuse, recycling and responsible waste disposal. To prevent waste from reaching the environment, it is necessary to:

- Store waste in closed, ventilated, access-controlled spaces and on impermeable bases that have areas to drain and collect contaminated liquids.
- Avoid contact between rainwater and waste; if there is contact, the rainwater must be collected for inspection.
- Train employees to take action in case of incidents, according to the Emergency Plan and the internal and external Communication System.
- Dispose of waste according to its characteristics and classification.

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

Scope: Global.

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

	2023	2024 ¹	2025
Hazardous waste (tonne)	3,834	4,929	6,370
Non-hazardous waste (tonne)	248,136	343,007	269,628
Amount of waste generated (tonne) ²	251,970	347,935	275,998
Hazardous (%)	1.5%	1.4%	2.3%
Recycled (%)	28.2%	24.7%	20.0%

Scope: Global.

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

²Main hazardous and non-hazardous wastes: metal scrap from equipment; obsolete machine parts; plastic; paper/cardboard; waste contaminated with oil and/or oily sludge; wood; paint cans or hazardous product containers; food scraps.

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

	2023		2024 ¹		2025	
Diverted from disposal GRI 306-4	Hazardous	Non-hazardous	Hazardous	Non-hazardous	Hazardous	Non-hazardous
Total	1,009	135,309	1,685	147,396	2,333	113,767
Composting	0	1,078	0	5,101	13	1,935
Reuse	189	10,120	121	20,115	78	20,426
Recycling	487	70,531	1,211	84,774	407	54,836
Recovery	302	13,126	324	9,187	1,831	8,507
On-site storage	31	40,454	29	28,219	3	28,063
Directed to disposal GRI 306-5	2023		2024 ¹		2025	
Total	2,825	112,828	3,243	195,610	4,038	155,861
Incineration	37	401	32	401	30	460
Landfilling	49	24,724	116	25,689	125	10,664
Deep well injection	0	50	0	24	0	32
Others ²	2,739	87,653	3,096	169,496	3,882	144,705

Scope: Global.
¹In 2024, the total amount of waste generated increased due to the inclusion of concrete waste as part of the indicator's scope in Brazil.
²Waste directed to coprocessing.

Recycled concrete |VC 2030|

	2023	2024	2025
Recycled concrete returned (%)	83.9%	83.6%	82.9%

Scope: VCBR, VCNA and VCEA.

Social Performance

Employment |GRI 2-7|

By type of employment		2023	2024	2025
Full-time	Female	1,992	2,073	2,319
	Male	11,001	10,704	11,021
	Total	12,993	12,777	13,340
Part-time	Female	340	348	354
	Male	250	246	293
	Total	590	594	647
By employment contract		2023	2024	2025
Temporary (or determined)	Female	348	365	355
	Male	361	304	344
	Total	709	669	699
Permanent (undetermined)	Female	1,984	2,056	2,318
	Male	10,890	10,646	10,970
	Total	12,874	12,702	13,288
Total employees	Female	2,331	2,421	2,669
	Male	11,252	10,950	11,318
	Total	13,583	13,371	13,987

Scope: Global.

Collective bargaining agreements | GRI 2-30|

	2023	2024	2025
Total number of employees	13,583	13,371	13,987
Employees covered by collective bargaining agreement	11,332	10,964	11,882
Employees covered by collective bargaining agreement (%)	83.4%	82.0%	85.0%

Scope: Global.

Turnover | GRI 401-1|

Total number and rate of employee turnover	2023		2024 ¹		2025	
	Number	Rate	Number	Rate	Number	Rate
By gender						
Female	693	5.1%	374	2.9%	399	3.0%
Male	2,222	16.4%	1,888	14.9%	1,993	15.2%
By age group						
Under 30 years old	1,031	7.6%	452	3.6%	514	3.9%
30-50 years old	1,431	10.5%	1,321	10.4%	1,467	11.2%
Over 50 years old	428	3.2%	468	3.7%	411	3.1%
By region						
VCBR	2,065	24.2%	1,606	21.5%	1,710	26.1%
VCEA	149	8.6%	129	11.7%	137	12.0%
VCNA	443	22.6%	479	37.8%	531	13.4%
VCLATAM	38	10.1%	27	6.5%	14	9.8%
Total rate of turnover		19.8%		17.7%		18.2%

Scope: Global.

Turnover figures do not consider interns and apprentices.

¹In 2024 methodology adopted changed.



New hires |GRI 401-1|

Total number and rate of new employee hires	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
By gender						
Female	725	5.3%	752	5.9%	638	4.9%
Male	2,063	15.2%	2,270	17.9%	2,149	16.4%
By age group						
Under 30 years old	1,048	7.7%	1,090	8.6%	1,020	7.8%
30-50 years old	1,424	10.5%	1,638	12.9%	1,534	11.7%
Over 50 years old	292	2.1%	294	2.3%	233	1.8%
By region						
VCBR	1,354	15.9%	1,713	21.5%	2,180	26.1%
VCEA	246	14.2%	163	11.7%	173	12.0%
VCNA	443	15.1%	1,122	37.8%	395	13.4%
VCLATAM	30	8.0%	24	6.5%	39	9.8%
Total rate of new employee hires		15.3%		23.8%		21.2%

Scope: Global.



Diversity | GRI 405-1 | VC 2030 |

By age group (%)	2023			2024			2025		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
President/Director	0.0%	38.5%	61.5%	0.0%	30.6%	69.4%	0.0%	41.9%	58.1%
Manager/General Manager	0.5%	70.2%	29.3%	0.0%	67.6%	32.4%	1.4%	61.2%	37.4%
Coordinator/Consultant	8.6%	72.9%	18.4%	4.2%	77.0%	18.9%	4.9%	72.8%	22.3%
Technician/Analyst/Supervisor	13.8%	69.5%	16.7%	14.4%	69.3%	16.3%	14.4%	70.1%	15.5%
Operator	16.9%	59.0%	24.2%	17.6%	58.1%	24.2%	18.8%	56.4%	24.8%
Intern	94.6%	5.4%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Apprentice	100.0%	0.0%	0.0%	95.4%	4.6%	0.0%	96.7%	3.3%	0.0%
Total employees	18.5%	60.4%	21.1%	18.9%	60.0%	21.1%	19.4%	58.8%	21.7%
Board of Director	0.0%	28.6%	71.4%	0.0%	37.5%	62.5%	0.0%	28.6%	71.4%
Organization, Compensation and People Committee	0.0%	40.0%	60.0%	0.0%	20.0%	80.0%	0.0%	50.0%	50.0%
Audit Committee	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%
Sustainability and Innovation Committee	0.0%	25.0%	75.0%	0.0%	40.0%	60.0%	0.0%	100.0%	0.0%

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



Diversity | GRI 405-1 | VC 2030 |

By gender (%)	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
President/Director	84.6%	15.4%	86.1%	13.9%	79.7%	20.3%
Manager/General Manager	79.0%	21.0%	78.4%	21.6%	78.6%	21.4%
Coordinator/Consultant	67.4%	32.6%	68.3%	31.7%	59.2%	40.8%
Technician/Analyst/Supervisor	74.8%	25.2%	74.6%	25.4%	74.3%	25.7%
Operator	91.0%	9.0%	89.7%	10.3%	89.3%	10.7%
Intern	41.2%	58.8%	42.3%	57.7%	45.5%	54.5%
Apprentice	43.8%	56.2%	41.7%	58.3%	46.2%	53.8%
Total employees	82.8%	17.2%	81.9%	18.1%	80.9%	19.1%
Gender diversity in leadership position¹ VC 2030 	77.2%	22.8%	75.2%	24.8%	74.0%	26.0%
Board of Director	85.7%	14.3%	87.5%	12.5%	85.7%	14.3%
Organization, Compansation and People Committee	80.0%	20.0%	60.0%	40.0%	75.0%	25.0%
Audit Committee	75.0%	25.0%	75.0%	25.0%	66.7%	33.3%
Sustainability and Innovation Committee	75.0%	25.0%	80.0%	20.0%	50.0%	50.0%

Scope: Global.

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

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



Diversity | GRI 405-1 | VC 20301

People with disability (%)	2023	2024	2025
President/Director	0.0%	0.0%	0.0%
Manager/General Manager	0.0%	0.5%	0.3%
Coordinator/Consultant	0.7%	0.5%	1.0%
Technician/Analyst/Supervisor	2.5%	2.7%	3.4%
Operator	3.5%	3.4%	3.9%
Intern	0.0%	0.0%	0.0%
Apprentice	0.0%	0.0%	0.0%
Total employees	2.8%	2.8%	3.2%
Board of Director	0.0%	0.0%	0.0%
Organization, Compensation and Remuneration Committee	0.0%	0.0%	0.0%
Audit Committee	0.0%	0.0%	0.0%
Sustainability and Innovation Committee	0.0%	0.0%	0.0%

Scope: Scope: VCBR and VCLATAM. VCNA and VCEA are not included in the scope due to local data protection legislation. The percentage corresponds to the number of employees within each functional category that meets the diversity criteria.

Internal perceptions of diversity and inclusion | VC 20301

	2023	2024	2025 ¹
Favorability in climate surveys (%)	83.7%	83.8%	81.5%

Scope: VCBR, VCNA and VCEA.
¹In 2025, the accounting system was updated, eliminating double counting resulting from employees who responded to the survey more than once. The variation also reflects the sale of the operations in Morocco and Tunisia in 2024.

Average hours of training | GRI 404-1

By functional category	2023		2024		2025	
	Female*	Male*	Female*	Male*	Female	Male
President/Director	7	12	8	16	11	12
Manager/General Manager	29	22	29	28	18	21
Coordinator/Consultant	27	24	30	29	25	32
Technician/Analyst/Supervisor	28	28	29	30	32	35
Operator	27	22	17	19	15	20
Average hours of training (female + male)		24		23		24

Scope: Global.
 *Revisions to GRI 2-4 information: reporting error.

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

By functional category	2023		2024		2025	
	Female*	Male*	Female*	Male*	Female	Male
President/Director	83%	91%	100%	94%	100%	97%
Manager/General Manager	99%	94%	88%	94%	96%	95%
Coordinator/Consultant	93%	95%	94%	92%	92%	94%
Technician/Analyst/Supervisor	75%	82%	79%	86%	73%	85%
Operator	26%	31%	51%	47%	47%	45%
Total	60%	49%	70%	61%	68%	60%

Scope: Global.
 *Revisions to GRI 2-4 information: reporting error.



Occupational health and safety | GRI 403-9 | IVC 2030 |

Work-related injuries – Employees	2023	2024	2025
Fatalities	0	1	2
Rate of fatalities ¹	0.00	0.04	0.07
High-consequence accidents	2	5	4
Rate of High-consequence accidents ²	0.07	0.19	0.14
Lost-time injuries	32	43	51
Rate of lost-time injuries ³	1.20	1.63	1.81
Recordable work-related injuries	156	192	217
Rate of recordable work-related injuries ⁴	5.84	7.28	7.72
Number of hours worked	26,721,563	26,372,608	28,099,409

Work-related injuries – Contractors and subcontractors ⁵	2023	2024	2025
Fatalities	1	0	0
Rate of fatalities ¹	0.04	0.00	0.00
High-consequence accidents	2	4	3
Rate of High-consequence accidents ²	0.08	0.16	0.12
Lost-time injuries	5*	14*	40
Rate of lost-time injuries ³	0.21*	0.55*	1.56
Recordable work-related injuries	74	90	107
Rate of recordable work-related injuries ⁴	3.12	3.51	4.17
Number of hours worked	23,714,619	25,630,118	25,638,921
Total work-related accident rate (employees + other employees) VC 2030 	0.73*	1.10*	1.69

Scope: Global.

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

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

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

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

² Rate of injuries with serious consequences: Number of injuries with serious consequences/Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.

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

⁴ Rate of recordableinjuries at work = Number of mandatory reporting injuries at work/Number of worked hours (including CIF hours according to the GRI approach)*1,000,000.

⁵ Data include only on-site fatalities and CPT accidents in our cement, concrete, aggregates, mortar, agricultural inputs and logistics operations.

*Revisions to GRI 2-4 information: CPT accident figures for contractors, subcontractors and third parties for the years 2023-2025 were adjusted to reflect only on-site occurrences.

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

Workforce safety |SASB EM CM 320a.1|

	2023	2024	2025
Rate of mandatory reporting injuries direct employees ¹	1.17	1.46	1.54
Rate of mandatory reporting injuries contractors and subcontractors ¹	0.62	0.70	0.83
Rate of near miss frequency direct employees, contractors and subcontractors ²	16.57	18.01	15.51

Scope: VCBR, VCNA, VCEA and VCLATAM.

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

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

¹ Rate of mandatory reporting injuries at work = Number of mandatory reporting injuries at work/Number of worked hours (including CIF hours according to the SASB approach)*200,000.

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

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

	2023	2024	2025
Number of reported cases of silicosis ¹	0	1	0
Favorability in satisfaction and well-being surveys (%) ²	77.4%	79.8%	77.8%

¹Scope: VCBR, VCNA, VCEA and Uruguay.

²Scope: VCBR, VCNA and VCEA.

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

	2023	2024	2025
Total number of operations ¹	360	344	361
Number of operations with implemented local community engagement, impact assessments, and/or development programs	235	257	326
Operations with implemented local community engagement, impact assessments, and/or development programs (%) VC 2030 	65.3%	74.7%	90.3%
Global social investment (R\$ thousand)	2023	2024	2025
VCBR	13,162	14,350	13,402
VCNA	1,551	2,437	2,219
VCEA	4,453	1,140	3,212
VCLATAM	645	696	708
Total	19,811	18,623	19,541

Scope: Global.

¹Number of operations considered for the social engagement plan.

Volunteer initiatives |VC 2030|

	2023	2024	2025
Number of employees	13,583	13,371	13,987
Number of employees engaged in volunteering in the current year	1,406	1,559	1,700
Employees engaged in volunteer initiatives (%)	10.4%	11.7%	12.2%
Number of volunteer initiatives of the year ¹	-	431	397
Amount of volunteer hours ¹	-	19,726	22,260

Scope: Global.

¹Information has been reported since 2024.

GRI Content Index

Statement of use

Votorantim Cimentos has reported in reference with GRI Standards for the period January 1, 2025 to December 31, 2025

GRI Standard	Disclosure	Page	GRI 1: Foundation 2021	
			Omission	SDG
GRI 2: General Disclosures 2021	Disclosure 2-1 Organizational details	14-15, 114	-	-
	Disclosure 2-2 Entities included in the organization’s sustainability reporting	78	-	-
	Disclosure 2-3 Reporting period, frequency and contact point	114	-	-
	Disclosure 2-4 Restatements of information	79-105	-	-
	Disclosure 2-5 External assurance	112-113	-	-
	Disclosure 2-6 Activities, value chain and other business relationships	14	-	-
	Disclosure 2-7 Employees	47, 97	-	-
	Disclosure 2-9 Governance structure and composition	22, 57	-	5.5, 16.7
	Disclosure 2-10 Nomination and selection of the highest governance body	57	-	5.5, 16.7
	Disclosure 2-11 Chair of the highest governance body	57	-	16.6
	Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts	57, 60	-	16.7
	Disclosure 2-13 Delegation of responsibility for managing impacts	57	-	-
	Disclosure 2-14 Role of the highest governance body in sustainability reporting	57	-	-
	Disclosure 2-15 Conflicts of interest	58	-	16.6
	Disclosure 2-16 Communication of critical concerns	60	-	-
	Disclosure 2-17 Collective knowledge of the highest governance body	-	Information unavailable	-
	Disclosure 2-18 Evaluation of the performance of the highest governance body	57	-	-
	Disclosure 2-22 Statement on sustainable development strategy	4-6	-	-
	Disclosure 2-23 Policy commitments	58	-	16.3
	Disclosure 2-24 Embedding policy commitments	58	-	-

GRI Standard	Disclosure	Page	Omission	SDG
GRI 2: General Disclosures 2021	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	59	-	16.3
	Disclosure 2-27 Compliance with laws and regulations	85	-	16.3
	Disclosure 2-28 Membership associations	76-77	-	-
	Disclosure 2-29 Approach to stakeholder engagement	7, 12	-	-
	Disclosure 2-30 Collective bargaining agreements	98	-	8.8
GRI 3: Material Topics 2021	Disclosure 3-1 Process to determine material topics	7	-	-
	Disclosure 3-2 List of material topics	7-8	-	-
Material Topics				
Affected communities				
Affected communities	3-3 Management of material topics	9-10, 40-43	-	-
GRI 203: Indirect economic impacts	Disclosure 203-1: Investments in infrastructure and support services	-	Information unavailable	-
	Disclosure 203-2: Significant indirect economic impacts	-	Information unavailable	-
GRI 204: Procurement Practices 2016	Disclosure 204-1 Proportion of spending on local suppliers	82	-	8.3
GRI 413: Local Communities 2016	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	105	-	-
	Disclosure 413-2: Operations with significant actual or potential negative impacts on local communities	-	Information unavailable	-
Business Conduct				
Business Conduct	3-3 Management of material topics	9-10, 58	-	-
GRI 205: Anti-corruption 2016	Disclosure 205-1 Operations assessed for risks related to corruption	83	-	16.5
	Disclosure 205-2 Communication and training about anti-corruption policies and procedures	84	-	16.5
	Disclosure 205-3 Confirmed incidents of corruption and actions taken	85	-	16.5
GRI 206: Anti-competitive Behavior 2016	Disclosure 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	85	-	16.3
GRI 406: Non-discrimination 2016	Disclosure 406-1 Incidents of discrimination and corrective actions taken	85	-	5.1, 5.5, 8.5
Climate change				
Climate change	3-3 Management of material topics	9-10, 24-26	-	-
GRI 201: Economic performance 2016	Disclosure 201-2 Financial implications and other risks and opportunities due to climate change	60	-	-

GRI Standard	Disclosure	Page	Omission	SDG
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organization	87	-	-
	Disclosure 302-2 Energy consumption outside of the organization	-	Information unavailable	7.2, 7.3, 8.4, 12.2, 13.1
	Disclosure 302-3 Energy intensity	88	-	7.3, 8.4, 12.2, 13.1
	Disclosure 302-4 Reduction of energy consumption	-	Information unavailable	7.3, 8.4, 12.2, 13.1
	Disclosure 302-5 Reductions in energy requirements of products and services	-	Information unavailable	7.3, 8.4, 12.2, 13.1
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG emissions	92	-	3.9, 12.4, 13.1, 14.3, 15.2
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	93	-	3.9, 12.4, 13.1, 14.3, 15.2
	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	93	-	3.9, 12.4, 13.1, 14.3, 15.2
	Disclosure 305-4 GHG emissions intensity	92	-	3.9, 12.4, 13.1, 14.3, 15.2
	Disclosure 305-5 Reduction of GHG emissions	93	-	13.1, 14.3, 15.2
Circular Economy				
Circular Economy	3-3 Management of material topics	9-10, 33-36	-	-
GRI 301: Materials 2016	Disclosure 301-1 Materials used by weight or volume	89	-	8.4, 12.2
	Disclosure 301-2 Recycled input materials used	-	Information unavailable	8.4, 12.2, 12.5
	Disclosure 301-3 Recovery of products and their packaging	-	Information unavailable	-
GRI 306: Waste 2020	Disclosure 306-1 Waste generation and significant waste-related impacts	-	Information unavailable	3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	Disclosure 306-2 Management of significant waste-related impacts	95	-	3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	Disclosure 306-3 Waste generated	95	-	3.9, 6.6, 11.6, 12.4, 12.5, 15.1
	Disclosure 306-4 Waste diverted from disposal	96	-	3.9, 11.6, 12.4, 12.5
	Disclosure 306-5 Waste directed to disposal	96	-	3.9, 11.6, 12.4, 12.5



GRI Standard	Disclosure	Page	Omission	SDG
Biodiversity and ecosystems				
Biodiversity and ecosystems	3-3 Management of material topics	9-10, 38	-	-
GRI 304: Biodiversity 2016	Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	91	-	6.6, 14.2, 15.1, 15.5
	Disclosure 304-2 Significant impacts of activities, products, and services on biodiversity	9-10	-	-
	Disclosure 304-3 Habitats protected or restored	91	-	6.6, 14.2, 15.1, 15.5
	Disclosure 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	92	-	6.6, 14.2, 15.1, 15.5
	MM2: Units with high biodiversity value with active biodiversity management plans	91	-	-
	MM10: Mines with closure plans	91	-	-
Own workforce				
Own workforce	3-3 Management of material topics	9-10, 47-55	-	-
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	47-50	-	8.8
	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	47-50	-	8.8
	Disclosure 403-3 Occupational health services	47-50	-	8.8
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	47-50	-	8.8, 16.7
	Disclosure 403-5 Worker training on occupational health and safety	47-50	-	8.8
	Disclosure 403-6 Promotion of worker health	47-50	-	3.3, 3.5, 3.7, 3.8
	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47-50	-	8.8
	Disclosure 403-8 Workers covered by an occupational health and safety management system	47-50	-	8.8
	Disclosure 403-9 Work-related injuries	104	-	3.6, 3.9, 8.8, 16.1
	Disclosure 403-10 Work-related ill health	105	-	3.3, 3.4, 3.9, 8.8, 16.1
GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	103	-	-
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	103	-	5.1, 8.5, 10.3
GRI 405: Diversity and Equal Opportunity 2016	Disclosure 405-1 Diversity of governance bodies and employees	100-102	-	5.1, 5.5, 8.5
	Disclosure 405-2 Equal remuneration	-	Information unavailable	-
GRI 410: Security Practices 2016	Disclosure 410-1 Security personnel trained in human rights policies or procedures	-	Information unavailable	-



GRI Standard	Disclosure	Page	Omission	SDG
Non material topics				
GRI 201: Economic Performance 2016	Disclosure 201-1 Direct economic value generated and distributed	81	-	8.1, 8.2, 9.1, 9.4, 9.5
GRI 202: Market Presence 2016	Disclosure 202-2 Proportion of senior management hired from the local community	82	-	8.5
GRI 401: Employment 2016	Disclosure 401-1 New employee hires and employee turnover	98	-	5.1, 8.5, 8.6, 10.3
GRI 305: Emissions 2016	Disclosure 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	39, 94	-	3.9, 12.4, 14.3, 15.2
GRI 303: Water and Effluents 2018	Disclosure 303-3 Water withdrawal	89	-	6.4
	Disclosure 303-4 Water discharge	90	-	6.3
	Disclosure 303-5 Water consumption	90	-	6.4
GRI 308: Supplier Environmental Assessment 2016	Disclosure 308-1 New suppliers that were screened using environmental criteria	82	-	-
GRI 408: Child Labor 2016	Disclosure 408-1 Operations and suppliers at significant risk for incidents of child labor	86	-	5.2, 8.7, 16.2
GRI 409: Forced or Compulsory Labor 2016	Disclosure 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	86	-	5.2, 8.7
GRI 411: Rights of Indigenous Peoples 2016	Disclosure 411-1 Incidents of violations involving rights of indigenous peoples	86	-	2.3
GRI 414: Supplier Social Assessment 2017	Disclosure 414-1 New suppliers that were screened using social criteria	82	-	5.2, 8.8, 16.1
GRI 415: Public Policy 2017	Disclosure 415-1 Political contributions	82	-	16.5



SASB Content Index

Topic	Accounting Metric	Category	Unit of Measure	Code	Page
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tons (t) CO2-E, Percentage (%)	EM-CM-110a.1	92
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Qualitative	Not applicable	EM-CM-110a.2	24-26
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O) (2) SOx (3) particulate matter (PM10), (4) dioxins/furans (5) volatile organic compounds (VOCs) (6) polycyclicaromatic hydrocarbons (PAHs) (7) heavy metals	Quantitative	Metric tons (t)	EM-CM-120a.1	39
Energy Management	(1) Total energy consumed (2) percentage grid electricity (3) percentage alternative (4) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	EM-CM-130a.1	87
Water Management	(1) Total fresh water withdrawn (2) percentage recycled (3) percentage in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-CM-140a.1	89
Waste Management	Amount of waste generated, percentage hazardous, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	EM-CM-150a.1	95
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Qualitative	Not applicable	EM-CM-160a.1	38
	Terrestrial acreage disturbed, percentage of impacted area restored	Quantitative	Acres (ac), Percentage (%)	EM-CM-160a.2	Not reported
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) (2) near miss frequency rate (NMFR) for (a) fulltime employees and (b) contract employees	Quantitative	Rate	EM-CM-320a.1	105
	Number of reported cases of silicosis	Quantitative	Number	EM-CM-320a.2	105
Product Innovation	Percentage of products that qualify for credits in sustainable building design and construction certification	Quantitative	Percentage (%) by annual sales revenue	EM-CM-410a.1	-
	Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	Quantitative	Reporting currency, Percentage (%)	EM-CM-410a.2	81
Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with cartel activities price fixing and anti-trust activities	Quantitative	Reporting currency	EM-CM-520a.1	85
Activity Metric	Accounting Metric	Category	Unit of Measure	Code	Page
Production by major product line	Not applicable	Quantitative	Metric tons (t)	EM-CM-000.A	81



Independent Assurance Statement



INDEPENDENT ASSURANCE STATEMENT

INTRODUCTION

Bureau Veritas Quality International (BVQI) was hired by Votorantim Cimentos to conduct an independent assurance of Votorantim Cimentos' 2025 Sustainability Report (hereinafter referred to as the Report).

The information published in this report is the sole responsibility of Votorantim Cimentos' management. Our responsibility is defined according to the scope below.

SCOPE OF WORK

The scope of this verification covered the standards and Principles¹ of the Global Reporting InitiativeTM for Sustainability Reporting and refers to the accountability for the period from January 01, 2025, to December 31, 2025. The verification scope additionally covered the GCCA (Global Cement and Concrete Association) Guidelines.

RESPONSIBILITIES OF VOTORANTIM CIMENTOS AND BUREAU VERITAS

The preparation, presentation, and content of the Report are the sole responsibility of the management of Votorantim Cimentos. Bureau Veritas is responsible for providing an independent opinion to the Interested Parties, in accordance with the scope of work defined in this statement.

METHODOLOGY

The verification included the following activities:

1. Interviews with those responsible for the material topics and content of the Report;
2. Remote verification of corporate and operational processes (verification of GRI and SASB material indicators and information sampling);
3. Analysis of documentary evidence provided by Votorantim Cimentos for the period covered by the Report (2025);
4. Analysis of stakeholder engagement activities developed by Votorantim Cimentos;
5. Verification of performance data in relation to the Principles that ensure the quality of information, in accordance with the GRI Standards and the sector supplement;
6. Evaluation of the methodology used to determine the material aspects included in the Report, considering the context of sustainability and the scope of the information published.

The level of verification adopted was Hybrid (Limited* and Reasonable**), according to the requirements of the ISAE 3000² standard, incorporated into Bureau Veritas' internal verification protocols.

1. Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability.
2. International Standard on Assurance Engagements 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information.

*Limited verification level: All indicators except those described below.

**Reasonable level of verification: GRI 403-9 (Workplace accidents).



** Reasonable level of verification: The GRI 305-1, 305-2, 305-3, 305-4 and 305-5 indicators (Greenhouse Gas Emissions and Emission Intensity – GHG) and GRI 302-1, 302-2 and 302-3 (Energy Consumption within and outside the Organization and Energy Intensity) were verified based on the assurance of the Votorantim Cimentos Brasil Greenhouse Gas Inventory. This inventory was the subject of an independent and exclusive verification, conducted by Bureau Veritas, according to a specific verification protocol.

LIMITATIONS AND EXCLUSIONS

Any assessment of information related to the following was excluded from this verification:

- Activities not included in the reported period;
- Statement of positioning (expressions of opinion, belief, objectives or future intentions) on the part of Votorantim Cimentos;
- Accuracy of the economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;
- Inventory of Greenhouse Gas (GHG) emissions, including energy data (verified in a separate process by another team);
- Data and information from affiliated companies or outsourced workers, over which Votorantim Cimentos has no operational control.

The following limitations were applied to this verification:

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

OPINION ON THE REPORT AND THE ASSURANCE PROCESS

- In 2024, Votorantim Cimentos carried out the double materiality process, with the aim of identifying and prioritizing material topics based on a comprehensive impact analysis, considering and aligning the perceptions of its stakeholders. The definition of the topics reported in 2025 was conducted based on benchmarking with companies in the sector, as well as on the gathering of the company's internal information, including the previously applicable materiality and the 2030 Commitments.
- In 2025, for the theme of Biodiversity, a mapping project was carried out based on a new methodology for the analysis and identification of the presence of natural areas, expanding the coverage of information and contributing to the improvement of reporting and greater transparency and reliability of data related to the theme.
- In our opinion, the Votorantim Cimentos' Sustainability Report presents the impacts of the company's activities in a balanced way;
- Votorantim Cimentos demonstrated a method for collecting and compiling data that is adequate in relation to the GRI Reliability Principle.



Independent Assurance Statement



RECOMMENDATIONS

- Regarding the management of indicators, it is recommended that Votorantim Cimentos advance in the automation and global standardization of indicators through the implementation of an integrated data platform, eliminating manual data collection and encompassing all regional units of the Group.
- Regarding the topic of waste, it was verified that improvements related to waste data have been implemented on the SIM Portal platform since 2020, with particular emphasis on the most recent functionality, in which the system is locked for editing, in order to prevent subsequent changes to the data reported by the units, contributing to the integrity and reliability of the information. However, although the data is entered directly by the units into the SIM Portal, and in the case of Brazil there is verification through SINIR, it was found that there is no recurring validation of the reported information, nor the systematic attachment of supporting evidence to the system. In this sense, the adoption of alternative and proportionate control mechanisms, based on risk criteria, is recommended, aiming to contribute to increasing the reliability and traceability of the reported information, without compromising the operational viability of the centralized data management.
- It is also recommended to strengthen internal controls related to the management and reporting of water data, considering that the information is entered by all Units (Global) in the SIM Platform, without attaching supporting evidence and without carrying out internal verifications or audits to ensure the traceability and accuracy of the reported data.
- Finally, it is recommended to continue, review, and strengthen structured actions aimed at identifying and addressing the root causes of workplace accidents that have the potential severity to result in fatalities. Improving these processes tends to help reduce the recurrence of events that, although they did not result in fatalities due to specific circumstances of time or physical space, presented a significant potential for severity and fatal occurrence.

CONCLUSION

As a result of our verification process, nothing has come to our attention that could indicate that:

- The information provided in the Report is not balanced, consistent, and reliable;
- Votorantim Cimentos has not established appropriate systems for collecting, compiling, and analyzing the quantitative and qualitative data used in the Report;
- The Report does not adhere to the Principles for defining content and quality of the GRI Standard for sustainability reports.



DECLARATION OF INDEPENDENCE AND IMPARTIALITY

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

Bureau Veritas has implemented and applies a Code of Ethics throughout its business to ensure that its employees maintain the highest standards in their daily activities. We are particularly attentive to preventing conflicts of interest. The verification team has no other relationship with Votorantim Cimentos, other than the independent verification of the Sustainability Report. We understand that there is no conflict between other services performed by Bureau Veritas and this verification performed by our team.

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

CONTACT

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São Paulo, March 06, 2026.

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Questions about this document or about Votorantim Cimentos as well as comments and suggestions that may help us improve our reporting process, can be directed to sustentabilidade.vc@vcimentos.com. GRI 2-3

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Juntos | Approach Comunicação

External Assurance

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Votorantim Cimentos image bank

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

