

Activity Report 2021



InterCement
Institute

For community
development



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Integrated Social Impetus (ISI)

The year 2021 saw greater integration of the purposes, strategies and actions of the InterCement Institute with the InterCement Brazil company. By clarifying our purpose as a company—the desire and talent to build and deliver good every day, so that all people have better lives—we deepened our understanding of the Integrated Social Impetus (ISI). The ISI seeks to identify and guide the connection points of the company’s various departments so that, together with the Institute, we work on agendas that rely on our knowledge in the field of private social investment and meet the demands of the communities where we operate. We understand that this intersection generates shared value—for the community, for the people and for the company.

We expect the ISI to grow in the coming years, fostering innovation and the ability to mobilise the relationship network of our value chain as we implement our community development programs: (i) childcare; (ii) productive inclusion and entrepreneurship; (iii) transformational leaders; and (iv) volunteering.

In yet another challenging year, we strove to strengthen our commitment to communities still in the process of recovering from the pandemic and, in all the initiatives we implemented, we were directed to put into practice our principles: putting life first; doing what we believe and promise; respecting everyone; doing better; and achieving sustainable partnerships.

I am proud of and grateful to all our employees, partners, suppliers, customers, shareholders, and the countless local organisations which together seek to build better lives for everyone! I hope that in these pages you will learn more about our commitment and action strategies, and collaborate with our principle of always improving, with criticism and suggestions, to evolve with this agenda of positive social impact.

Lívio Kuze
CEO of InterCement Brazil

The InterCement Institute and Its Operation

The InterCement Institute

The InterCement Institute is responsible for defining strategies, developing and systematising methodologies, and implementing the private social investment of InterCement Brazil. The goal is to contribute to communities and support the potential of territories to overcome their social challenges.

Our activities are developed primarily in the municipalities in which InterCement Brazil has industrial operations, where it impacts the population more profoundly and has a long-term presence, which increases its responsibility and the possibility of change. The initiatives aim to strengthen community ties, value local assets, develop partnerships and form collaborative networks, thereby creating a favourable and participatory environment in support of sustainable development and community autonomy.



InterCement Brazil

The main sponsor of the InterCement Institute is InterCement Brazil, the second largest cement company in the country in terms of capacity, owning the brands Cauê, Goiás and Zebu. The company has operations in almost the entire country, with 15 cement production units, 4 concrete plants and 14 distribution centres.

Convinced that its role within the communities where it operates goes far beyond generating value in the local economy, the company is committed to working with transparency and honesty to balance the scales of business, as far as it is able, since internal and external actions have social, environmental and economic impacts. Therefore, InterCement Brazil has sought to do good in the entire ecosystem, working in partnership to build a fairer and more sustainable society and a more balanced and dignified world for everyone. In line with the mission of building and delivering good every day so that everyone can have a better life, at the InterCement Institute we guide the company's social investment in order to contribute to the improvement of the population's quality of life.

The InterCement Institute for Community Development

Strategic Institutional Definitions

MISSION

To be a **catalyst** for the potential of the communities where InterCement Brazil has a presence, creating partnerships and innovative solutions that strengthen people committed to overcoming their challenges.

VISION

To see people and organisations as **agents of social change**, contributing to building a more sustainable and inclusive society.

Beliefs and Values

Our commitment to action is guided by our beliefs and values. We seek to establish a network of partners in the communities, to promote socio-economic development.

What drives us is our aspiration to do things differently and to make a difference.

- 1 Companies, with the participation of their employees, must **always be agents of change in society** towards a fair and sustainable world.
- 2 **Companies must be partners with the communities** in which they operate, collaborating in their development and respecting and valuing their history, diversity, culture and potential.
- 3 Social investment is more effective and relevant when **aligned with community demands and public policies**.
- 4 **Volunteer work** must be an instrument for exercising citizenship and an opportunity for **personal and professional growth and fulfillment**.
- 5 **Partnerships and collaborative** networks are important mechanisms for sharing experiences and for social development. These values are derived from the principles of trust, mutual complementation, equality in relationships, respect and transparency.

Operating Strategy

As a strategy to implement social investment in a participatory and integrated manner with our employees, the local authorities and the community, an action model was defined which reflects this commitment, bringing together the Institute and stakeholders in three participation structures: CIVICOs, CDCs and GAIVs.

Part of the InterCement Brazil culture since 2007, our operating model has proved to be an important tool for generating shared value. In addition, it has been effective in achieving the mission of the InterCement Institute: to be a catalyst for the potential of the communities where the company has a presence, creating partnerships and innovative solutions which strengthen people committed to overcoming their challenges.

Since our work has local points of contact—the members of CIVICOs, CDCs and GAIVs—it is necessary to invest in the development of leadership on a permanent basis, creating opportunities for the exercise of management of multiple stakeholders who need to work together to have a positive impact on society.

The skills developed in these processes have an impact on the professional performance of those involved and help to strengthen their bonds with colleagues, the company and the community, as well as other parts of our value chain.



This is a group made up of representatives of public authorities, civil society organisations, community leaders, companies and a CIVICO member, where connections and relationships are formed with the most diverse sectors in the territory to increase the impact of actions taken.

It is in this forum that we define strategies and promote actions that contribute to community development.

The role of the CDC is to guide, plan, monitor and mobilise partnerships and resources, as well to evaluate projects and actions which promote continuous community development in its location.

Community
Development
Committee
(CDC)

Committee to
Incentivise Volunteering
and Interaction with the
Community
(CIVICO)

Ideal Volunteer
Action Group
(GAIV)

This is a group of InterCement professionals which is formed in each unit of the company and made up of at least five professionals. It works as an extension of the Institute in the production unit. Its objective is to work with the InterCement Institute in the management of social investment in its territory.

Members undergo regular training to develop and improve skills and competencies necessary for action and social dialogue.

The GAIV is formed spontaneously by professionals, friends, family and people from the community who feel motivated to organise and carry out volunteer work. The leadership of these groups is exercised by InterCement professionals who strive to mobilise co-workers and other participants.

Operating Areas

The InterCement Institute focuses on two main action areas: community development and Social Impact Businesses.

Community Development

These initiatives aim to generate opportunities for local development, prioritising actions based on themes identified in conjunction with the communities, through the CDCs, and encouraging citizen action through the corporate volunteer program.



Social Impact Businesses

Is it possible to contribute to the reduction of poverty through the production and distribution of cement? The Institute and InterCement Brazil seek to answer this question based on the premise that business models can solve socio-environmental challenges while having positive and sustainable financial performance.

Within the scope of InterCement Brazil's business, the socio-environmental impacts are very relevant and even more apparent with respect to social impacts, since we operate in small and medium-sized municipalities. Our challenge is to act in response to certain essential questions, in order to build a relationship that generates impact and shared values:

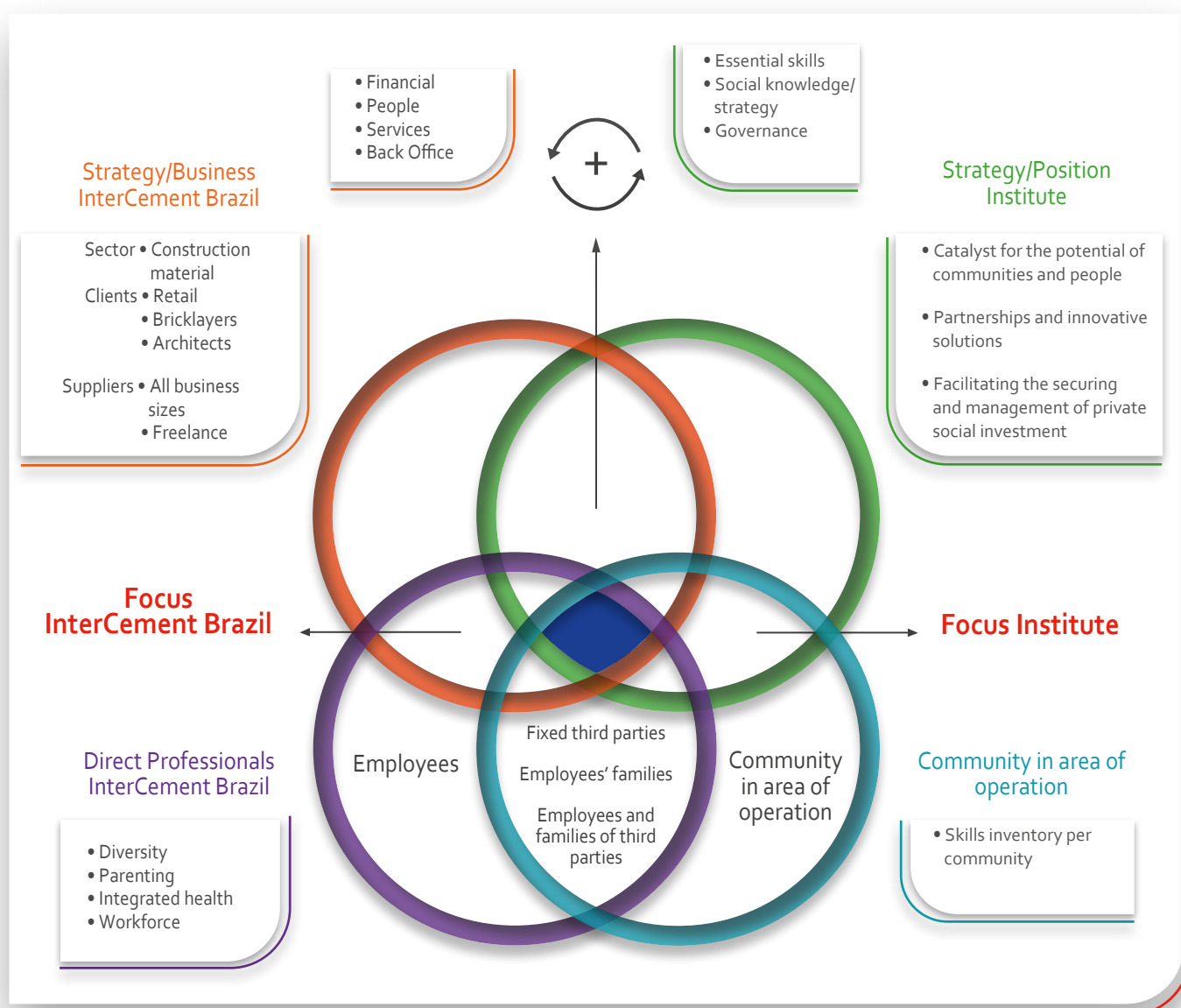
- How can we establish win-win relationships between the plant and different local stakeholders?
- How can we strengthen the ability to overcome challenges?
- How can we encourage active citizen participation in overcoming these challenges?
- How can we create new opportunities which improve quality of life while being sustainable in the long term?

Integrated Social Impetus (ISI) and Thematic Areas

Bearing in mind the alignment between the business and the social issues of the places where the company operates, the leadership of InterCement Brazil created the concept of Integrated Social Impetus, making a conscious

effort to align the potential of the business to the Institute's competence and knowledge, in order to increase the positive impact on communities.

Integrated Social Impetus



Since creating the Integrated Social Impetus (ISI), we have prioritised four action areas and established commitments for each of them, to guide private social investment.

Childcare: To contribute to early childhood development as a priority for municipal action and free from sexual exploitation and abuse.

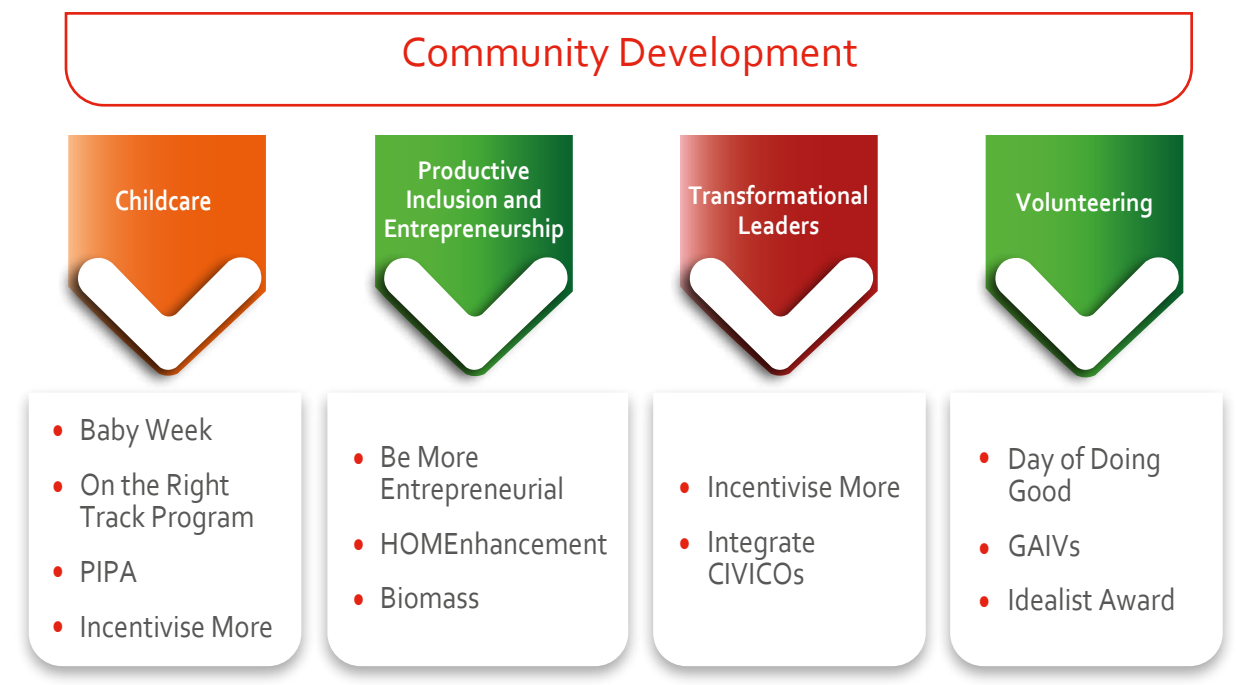
Productive inclusion and entrepreneurship: To develop projects, linked to the company's value chain, aimed at productive inclusion, qualification for the job market, support for cooperatives of small producers, and encouragement and support for entrepreneurship in its most diverse areas.

Transformational leaders: To create conditions for company employees and community representatives to be agents of change, prepared to face their challenges and contribute to the development of the community where they live.

Volunteering: To create conditions for volunteering among direct and indirect employees and their families. To boost the reach and impact of the Day of Doing Good and to strengthen the work of GAIVs, promoting access to the Idealist Award.

Strategic Pillars for Community Development

There are four pillars that guide the way in which we want to collaborate with community development, as shown below.



2021

A Year of Reflection

Reconsidering and Validating the Performance of the InterCement Institute

The year 2021, which continued to be marked by the challenges and uncertainties arising from the COVID-19 pandemic, also afforded InterCement Brazil the opportunity to develop and consolidate the vision of our role and way of operating into the Integrated Social Impetus (ISI).

Throughout the years, the Institute has legitimised itself locally, together with InterCement Brazil professionals and the community, with an effective presence in the territories of operation through CIVICOs, CDCs and GAIVs, working together and collaborating in the implementation of initiatives that respond to local demands. During this year, along with the company's

senior management, through our Board we explored our role as a corporate entity, aligned with and inserted into InterCement Brazil's strategy and identity. We listened to the company's executives, with regard to their vision and expectations, and this provided us with excellent information to guide strategic planning, as well as to validate our operating model and reinforce the Institute's recognition as an important institutional example, inserted into and aligned with the ESG journey established by the company.

In relation to our role, three aspects emerged from our discussions in 2021: the InterCement Institute as a **radar**, **connector** and **mobiliser**.

The Institute must act as a **radar** directed towards the social innovation agenda, monitoring and researching how companies operate, what the society and market expectations are regarding the social mission of companies and playing the role of social intelligence for InterCement Brazil.

The Institute has been an effective **connector** between the company, the communities and its employees, generating shared value. The operating model promotes the relationship of the company's employees with the areas of operation in a proactive and collaborative manner. It enables them to develop skills in forming partnerships, in communication and in participatory planning, among other areas. This also positively reverberates in the organisational culture and in the communities. As one executive said, 'Our employees are from the community and are the mirror of the community for us'.

In these more difficult times, of course, there has been a greater focus on the short term and on the ability to aid quickly. Now, we need to strengthen the integration of the entire company. Volunteering and different levels of participation in the social investment operating model have contributed over time to the integration of employees, regardless of their position in the company and any other distinction. We have identified at least 12 departments of the company with a direct contribution to the social agenda and how their involvement generates the most positive social impact. These departments include: the Office for Sustainability of Operations; Industrial; Supply Chain; Commercial; Human Resources; Communication; Diversity and Inclusion; Health; Innovation; Legal; and Tax. Within these departments, the role of social intelligence is perceived as being valuable for operations, along with the more traditional roles.

Our executives are aware that 'the operation does not last forever without participation, pride and passion'. These three values are reinforced by the social value, which is 'a thread that unites us', that 'cements our relationships' and contributes to giving more and new meaning to what we do daily because 'it demonstrates, interprets and embodies our purpose of doing well and doing good'.

To achieve this objective, the third aspect of the Institute's role, that of **mobiliser**, becomes more relevant. Through our participatory processes, we have built spaces for engagement, and we can increasingly motivate everyone's commitment to collective purposes, to changes focused on today and the future. The trends, methodologies and initiatives developed based on the Institute's management model are first achieved through the CIVICO, which establishes the relationship and interaction with local public authorities and social organisations in the territories in a direct and frequent manner. The skills of connecting, partnering and participatory planning are examples of the interaction of CIVICOs with CDCs, which are achieved in social mobilisation actions, such as Baby Week, the On the Right Track Program and the Day of Doing Good. The knowledge and competence in volunteer mobilisation, which relies on the strategy of the GAIVs, the Idealist Award and the Day of Doing Good, was the subject of an extensive study which showed how this work translates into the development of new skills, abilities and attitudes of professionals. The impacts on the company, employees and social organisations partnering in volunteering were measured by the study *Impact and Value in Corporate Volunteering: Learning from the InterCement Volunteer Program*, carried out in 2020.

The Context and Operation of the InterCement Institute in 2021

With regard to social investment, InterCement Brazil's guideline is to operate, preferably, where the manufacturing units are located, since there is the prospect of closer relationships and long-term operations. The company operates mostly in territories with many socio-economic challenges, where it is the largest provider of formal employment. Therefore, it is committed to co-designing a future which is more autonomous, in relation to the company, as well as prosperous and capable of generating new opportunities.

Our manufacturing plants have already been gaining experience in some areas of activity,

including childcare, entrepreneurship and income generation, and volunteering. As the relationship of the plant that will remain in the territory for a long time, acting in accordance with this priority allows us to follow the development of themes in the long term and to improve the interventions carried out by InterCement Brazil's social investment.

In each location, appropriate social investment is different, respecting local cultures and adding to several other investments carried out by the government, civil society organisations and other companies.

Where and How We Operate

The Territories Where We Operate

In this report, we would like to share the 'universe' in which we conduct InterCement Brazil's social investment, giving context to

each territory, how the initiatives have been implemented in different locations and their respective impacts.



InterCement Brazil has operations in almost the entire country, with 15 cement production units, 4 concrete plants and 14 distribution centres. If we think of the set of municipalities where there are plants as if it were a nation, in 2021 it would have had a population of 1,275,211 inhabitants, distributed over 14 municipalities.

The size of the municipalities of the 'InterCement Nation' is quite varied, with a city of less than 5,000 inhabitants (Itaoca/SP—3,332 inhabitants) to João Pessoa/PB, a city with more than 800,000 inhabitants (825,796).

In 2010, all municipalities had an average Municipal Human Development Index (MHDI) according to the UNDP standards.¹ According to the Social Vulnerability Index (SVI) of Brazil's Institute of Applied Economic Research (IPEA),² we have a municipality (Campo Formoso/BA) in a situation of very high vulnerability, another (São Miguel dos Campos/AL) with high vulnerability, and the others are divided into average vulnerability (five municipalities) and low vulnerability (seven municipalities).

1 The Municipal Human Development Index (MHDI) ranges from 0 (no human development) to 1 (total human development). An index of up to 0.499 means low human development. An index from 0.5 to 0.799 represents average development, and when the index exceeds 0.8, development is considered high.

2 According to IPEA, municipalities with a **Social Vulnerability Index (SVI)** above 0.500 are considered very high vulnerability; between 0.400 and 0.500 are considered high; between 0.300 and 0.400 are considered average; between 0.200 and 0.300 are considered low; and if the SVI is less than 0.200, the vulnerability is very low.

In 'our' municipalities, in 2010 there were 376,612 homes, 49% considered semi-adequate (183,505) and 4% considered inadequate (8,121), according to the Brazilian Institute of Geography and Statistics (IBGE). Homes are considered adequate if they have a water supply from a general network, sanitary sewage through a collection network or septic tank, direct or indirect residue collection, and up to two people per bedroom. Homes that fail to meet one or more of these criteria are considered inadequate.

Reflecting on this, in this portion of Brazil as a nation in which we generate wealth, share a future, and can influence its construction, it helps us to have a measure of our responsibility and of how much our presence can make a difference and help change reality.

Would having a cement plant be the only common feature among the municipalities? What could this presence contribute in terms of reducing development constraints and increasing possibilities for residents? What would the reality in which we would like to be inserted be like? How could our activities, in addition to producing cement, change this reality? What could our social action contribute, in terms of knowledge, support and learning opportunities for the municipalities?

Our annual activity report is an opportunity to analyse what we have done and to reflect on what we will do, based on the reality of the municipalities of our little 'InterCement Nation', which is the source of our prosperity.

The Scenario and Social Impacts of COVID-19



We cannot talk about the year 2021 without mentioning the pandemic caused by COVID-19, which for another year brought countless challenges for the company and for 'our' municipalities.

In 2020, as soon as the first signs of the pandemic appeared, the InterCement Institute directed all its efforts to analysing the main possible actions which could contribute to mitigating the impacts in the territories where InterCement Brazil operates. In constant communication with the business unit teams, we prepared a document with guidelines for action, considering the demand and the context of each territory in light of the situation.

By February 2022, 54,643 confirmed cases were registered in 'our' municipalities, which led to 1,155 deaths. The situation required quick mobilisation by the company to guarantee the health and safety of all direct and indirect professionals, given that, as an essential service, operations were not suspended. In administrative departments, conditions

were created for people to work remotely. In operational areas, we mapped out all situations that should be avoided or adjusted to minimise the possibilities of contagion. Changes were made to everyone's routine to ensure greater distance between people and compliance with the new health and safety protocols.

City halls adopted different and complementary measures to keep the population from being contaminated. The most frequent actions were the mandatory use of masks in public places, businesses and transport (16 municipalities), and social isolation measures (15 municipalities).

In the plan to deal with the social impacts caused by COVID-19, prepared within the scope of social investment, three areas of action were foreseen. Initially, it was thought that they would follow one another consecutively, but we learned that the different actions of each area added up and complemented one another: **relief** (immediate humanitarian responses), **recovery** (with a medium-term view), and **reconstruction** (for medium-term actions).

For InterCement Brazil, the actions, in any of the areas, needed to take place in conjunction with public and private entities within the communities, optimising and permitting efforts to overcome challenges.

The initial focus was on relieving the suffering of those affected. This involved carrying out campaigns to donate groceries, personal hygiene and cleaning products, as well as items to reduce the risk of contamination (hand sanitiser and masks), in addition to disseminating information to guide and support the population in different aspects.

Committed to participating in socio-economic recovery and reconstruction efforts, the InterCement Institute developed two initiatives: Be More Entrepreneurial (see more on page 28) and HOMEnhancement (see more

on page 35). Both initiatives are based on the granting of microcredit, which guarantees the sustainability of the model and a gradual increase in the number of beneficiaries.

It is important to emphasise the prominent role of volunteering right from the start. 'Our' volunteers mobilised to create alternatives that would contribute to minimising the discouraging scenario and to meeting the need for concrete measures to face the pandemic.

The emergency response action—Be More Solidary—took place again in early 2021, in view of the 'second wave' of COVID-19, which led municipalities to resume social isolation measures. The effort was almost entirely to support the population through the distribution of basic food baskets.



Childcare

Our social investment agenda has always prioritised the development of actions in favour of children, a commitment which was renegotiated in 2021 in the thematic area of Childcare. We resumed Baby Week, sharing the importance of care and investments in the first years of life, and we strengthened the agenda of the On the Right Track Program, in conjunction with the supply chain in the company's logistics department, encouraging commitment to a childhood free from sexual violence.





Baby Week

In 2021, we resumed partnership with the Community Development Committees (CDCs) in carrying out Baby Week, which was not possible the previous year due to the restrictions imposed by the pandemic and the reallocation of internal efforts to prepare the plan to face the socio-economic impacts caused by the pandemic. Resuming this initiative, 13 municipalities dedicated a week of activities in support of early childhood—the period from conception to 6 years of age.

Each city promotes an agenda of actions, based on local demands, on the perception of social indicators and on the experience of professionals from different areas that work with services and equipment to serve the population.

The result is a diversification of activities which benefit and sensitise the entire network around early childhood, such as workshops and lectures on breastfeeding, food introduction and production of natural baby food; guided visits for pregnant women to maternity hospitals before delivery; activities

to promote play and storytelling; lectures on prenatal care; and talks with teenagers.

The initiative, which has been part of InterCement Brazil's social investment strategy since 2013, has been consolidated as an effective practice in early childhood mobilisation, disseminating information about the specifics of care required for this stage of life in order to promote full and healthy development of individuals.

The experience of implementing Baby Week has provided important changes in the services made available to the population and in the social perception of the importance of investment in this stage, not only for the baby and his or her family directly, but also for community development. In order to share this experience and its results, to encourage the expansion of local partnerships and to inspire other institutions to include early childhood in their social action agendas, we are preparing a procedural document to be launched in 2022.

CHILDHOOD
PELA PROTEÇÃO DA INFÂNCIA



On the Right Track Program

In 2021, our On the Right Track Program celebrated being in operation for 15 years, with 275 sponsoring companies. The mission of the Childhood Brazil initiative is to connect companies, governments and civil society for broader and more effective action in the prevention and confrontation of sexual violence against children and adolescents. When it was created, the program's mission was to mobilise companies and turn truck drivers into protection agents against sexual exploitation on Brazil's highways. Over the years, new strategies have been developed to broaden public awareness and to ensure that the protection of boys and girls against sexual violence is inserted as a business value in the private sector.

InterCement Brazil has been a bronze sponsor of the On the Right Track Program since 2007, when it took up the cause, which is currently registered in the corporate documents of the Code of Conduct, Supply Adhesion Contract, and Contractual Clause for the service provider segment.

Annually, in partnership with transport companies and members of the Community Development Committees (CDCs), we hold an On the Right Track Week and support the Make It Beautiful Campaign. These aim to promote an agenda of municipal activities to mobilise the population of the municipalities in which we operate to confront both types of sexual violence against children and adolescents: abuse and sexual exploitation.

As a result of this intersectoral work, 11 of the municipalities where we operate with this program have included it in the city's official calendar following the enactment of a municipal law.

As part of this initiative, we have also added the supply chain as the focus of the work of the On the Right Track Community, with a view to disseminating in-depth knowledge on the subject of the human rights of children and adolescents, leading our business partners to reflect on their role in the fight against sexual exploitation, in light of their operations in the transport of cargo on Brazil's highways. In addition, we are working to raise their awareness of the shared responsibility which concerns the parties (the society and companies, among them InterCement Brazil and its shipping partners) and instructing them on how to champion the cause.

Also in 2021, through an analysis of volume and scope, we identified ten priority suppliers, with whom we carried out a more intensive work of mobilisation and qualification with respect to the problem.

It is important to highlight that the actions of the On the Right Track Program rely on the involvement of the various company departments which are integrated into the private social investment agenda—Supply Chain, Logistics, Commercial, and Occupational Health and Safety.

Transformational Leaders



The diagnosis and advice offered to Civil Society Organisations (CSOs) are part of a commitment by the InterCement Institute, formalised in 2021, to create conditions for community representatives and company employees to be agents of change and to be prepared to face their challenges and contribute to the development of the community where they live based on the thematic area of **Transformational Leaders**. For the internal public, the Integrate CIVICOs program was created.

Support for CSOs

Access to tax incentive resources is still a complicated process for many CSOs, which have difficulties in meeting the necessary requirements to access them, with respect to both documentation issues and the elaboration of projects in accordance with the rules of each incentive program.

In light of this, since 2018 we have supported CSOs in this process, as an opportunity to develop social leaders and strengthen the performance of organisations, contributing to the strengthening of community bonds, the appreciation of local knowledge and the sustainability of initiatives.

The CSOs Where We Operate

In total, there are more than 4,600 CSOs working in 'our' municipalities. The three greatest fields of activity, using the IPEA classification, are: Development and Rights Protection (30%), Religion (31%), and Culture and Recreation (13%). These CSOs generate more than 15,500 formal jobs, of which 13,719 are in the city of João Pessoa. In total, 168 people with disabilities are employed in these organisations.

Excluding João Pessoa, there are 1,576 CSOs and 1,901 formal employees, resulting in the number of formal jobs per CSO of 1.2 (in João Pessoa, the ratio is 4.5 formal employees per CSO). It is to be assumed, therefore, that in smaller

cities there are informal and voluntary employees, without proper registration, working in organisations. This factor indicates weakness in the organisation, as it is probably a sign of a lack of formal structure present in other areas.

João Pessoa is the municipality with the highest number of CSOs on the IPEA map (3,041), followed by Campo Formoso (312), Pedro Leopoldo (292) and Brumado (274). In terms of formal employment contracts, there are 13,719 in João Pessoa, followed by São Miguel dos Campos (555), Pedro Leopoldo (496), Apiaí (269) and Campo Formoso (264). In the other municipalities analysed, this number is less than 100.

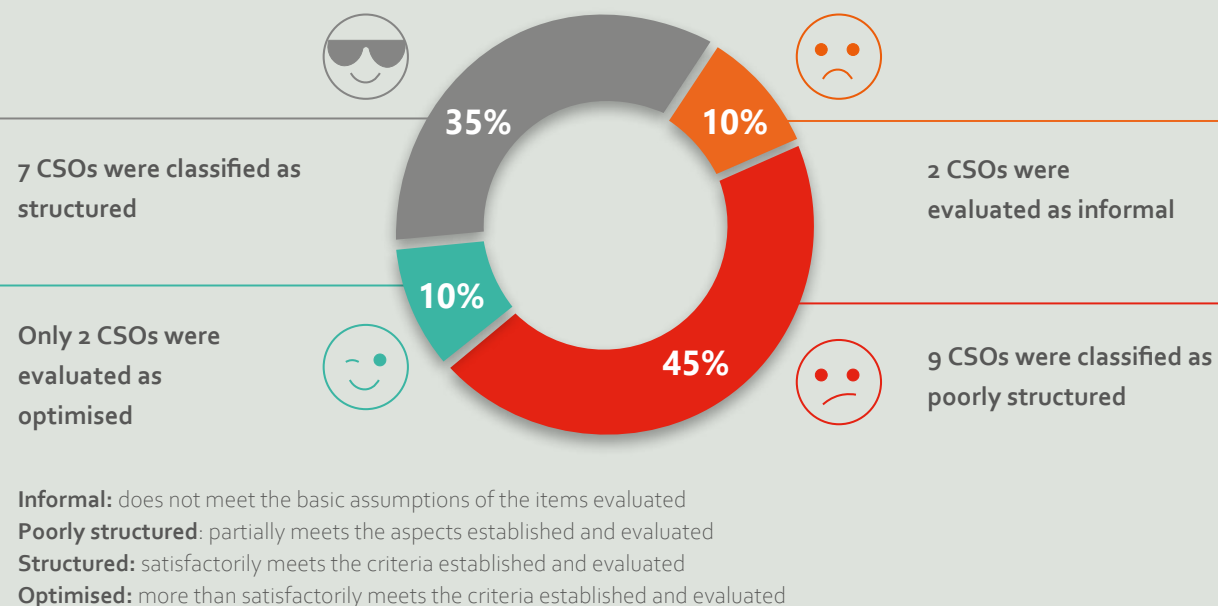
Incentivise More

Incentivise More is a program to encourage the development of Civil Society Organisations (CSOs) which seeks to provide conditions for institutions, mainly based in the municipalities where InterCement Brazil acts directly, to prepare themselves to access resources available from tax incentives.

In 2021, in partnership with Prosas, Incentivise More involved 20 CSOs from the states of Minas Gerais (Ijaci, Pedro Leopoldo and Santana do Paraíso), Bahia (Brumado and Campo Formoso) and Rio Grande do Sul (Candiota and Nova Santa Rita) in a process which promoted the application of a situational diagnosis, 48 hours of training and individualised advice.

The diagnosis applied indicated that:

Diagnosis of the CSOs



In all, 16 organisations received technical assistance from the program, based on 95 individual meetings, a process which resulted in:

- 7 CSOs with regularised documentation status
- 4 CSOs with updated bylaws
- 1 CSO with a reactivated company identification number (CNPJ)
- 7 CSOs with projects prepared and submitted based on state incentive laws
- 1 project approved and sponsored in 2021

Integrate CIVICOs



In 2021, an initial operational agenda was implemented within the scope of the Integrate CIVICOs program, the purpose of which is to qualify and monitor the performance of CIVICOs, a key part of InterCement Brazil's private social investment model, in the various locations and to provide them with the opportunity to develop new skills. This initial action, carried out in partnership with CoCrate, supported the Institute in the process of exploring the possibilities of expanding the role and autonomy to carry out actions within the model.

Initially, an in-depth study was carried out in the institutional context, based on analysis of documentation and interviews with InterCement leaders and members of GAIVs, CIVICOs and CDCs from different locations. The purpose of this study was to complement recorded

information and add perceptions about the various aspects involving the implementation of private social investment.

Based on this analysis, the scope of action for the year was defined, prioritising an intervention with the objective of promoting engagement and alignment with the main leaders of the industrial units and the company's boards, understanding that these are fundamental for the integration of the private social investment agenda for the business, based on the establishment of practices aligned with the Environmental, Social Governance (ESG) journey defined by InterCement Brazil.

Three workshops were held with managers from all production units, regional superintendents and company directors. The dynamic and participatory meetings resulted in the formalisation of a document analysing the maturity of social investment, based on 14 indicators. This document will be used to guide specific management action plans for each city in 2022. In addition, a monitoring system was defined by the InterCement Institute, to guide the teams, to promote permanent spaces for exchange and alignment, and to strengthen the communication of the agenda in internal and external environments.

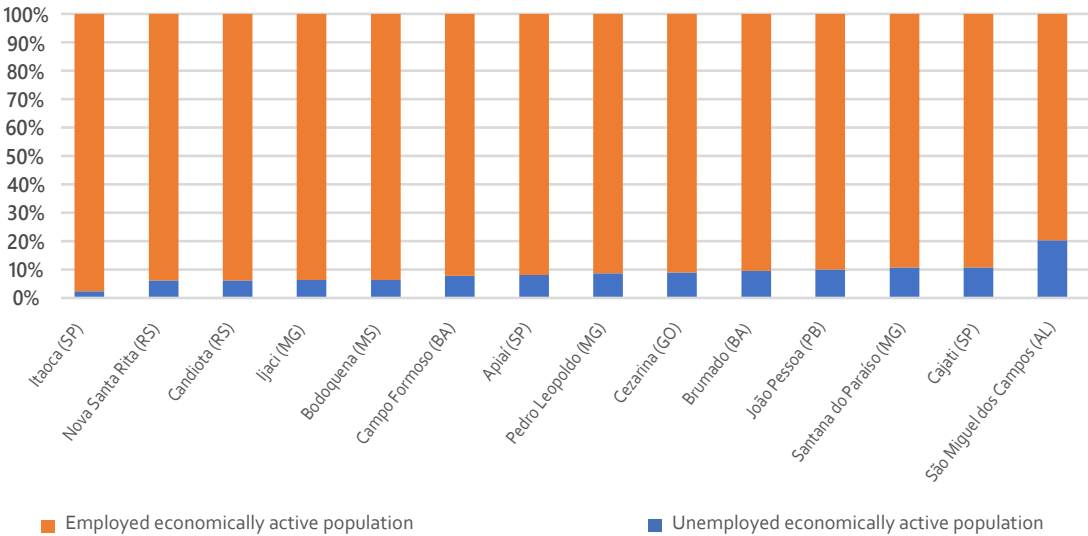
Productive Inclusion and Entrepreneurship

Many of our actions focus on encouraging entrepreneurship, with the aim of generating work and income in order to complement our contribution to local development and reduce dependence on the company in 'our' municipalities.

The Job Market Where We Operate

The percentage of the unemployed economically active population, according to the 2010 census, varied between 2% in Itaoca and 20% in São Miguel dos Campos.

Employment—Economically Active Population

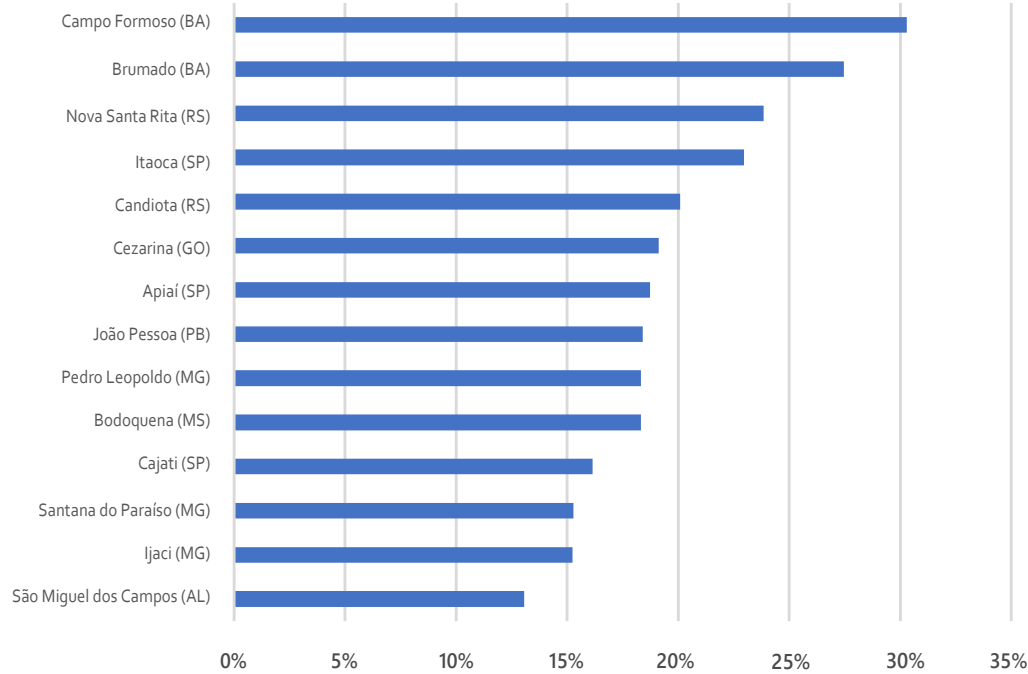


	Unemployed economically active population	Employed economically active population
Itaoca (SP)	34	1,458
Nova Santa Rita (RS)	731	11,255
Candiota (RS)	261	4,015
Ijaci (MG)	169	2,521
Bodoquena (MS)	247	3,673
Campo Formoso (BA)	2,337	27,917
Apiaí (SP)	898	10,203
Pedro Leopoldo (MG)	2,659	27,906
Cezarina (GO)	324	3,280
Brumado (BA)	2,902	27,628
João Pessoa (PB)	35,253	320,113
Santana do Paraíso (MG)	1,420	11,865
Cajati (SP)	1,283	10,627
São Miguel dos Campos (AL)	4,256	16,662

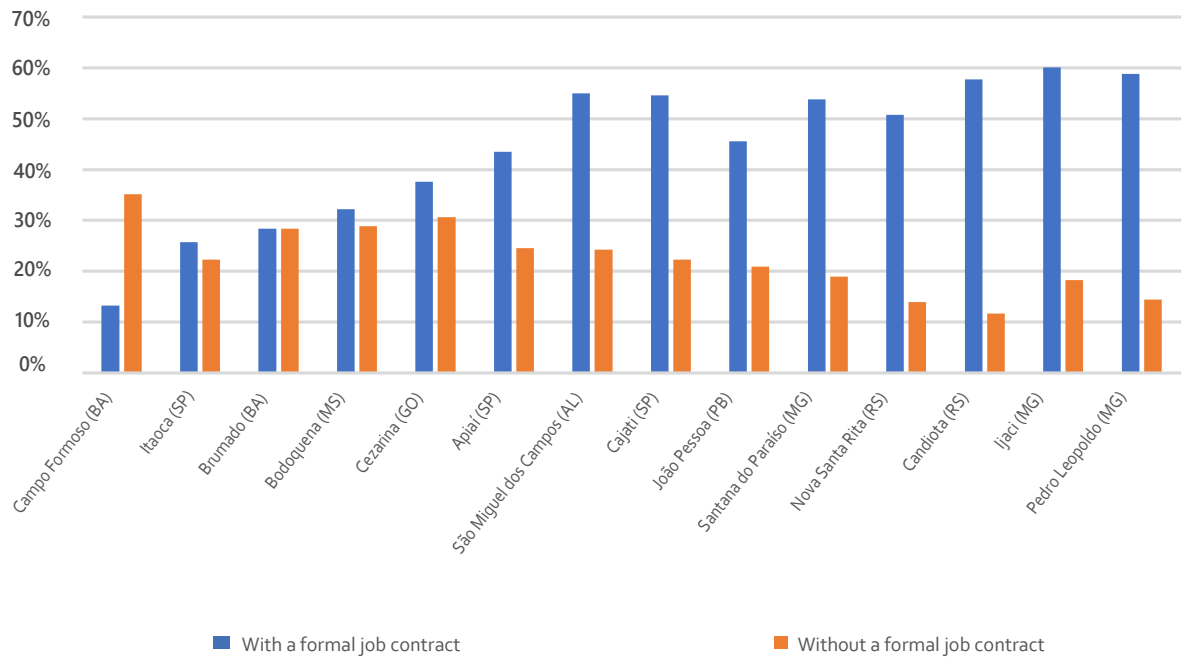
Campo Formoso has the lowest degree of formalisation, so informal work is the solution found by 30.28% of the population 18 years of age and older.

São Miguel dos Campos, which had the highest unemployment rate, is the municipality in which we find the fewest informal workers.

Informal Workers 18 Years of Age and Older (%)



Employed Population 18 Years of Age and Older



Informal Workers 18 Years of Age and Older (%)

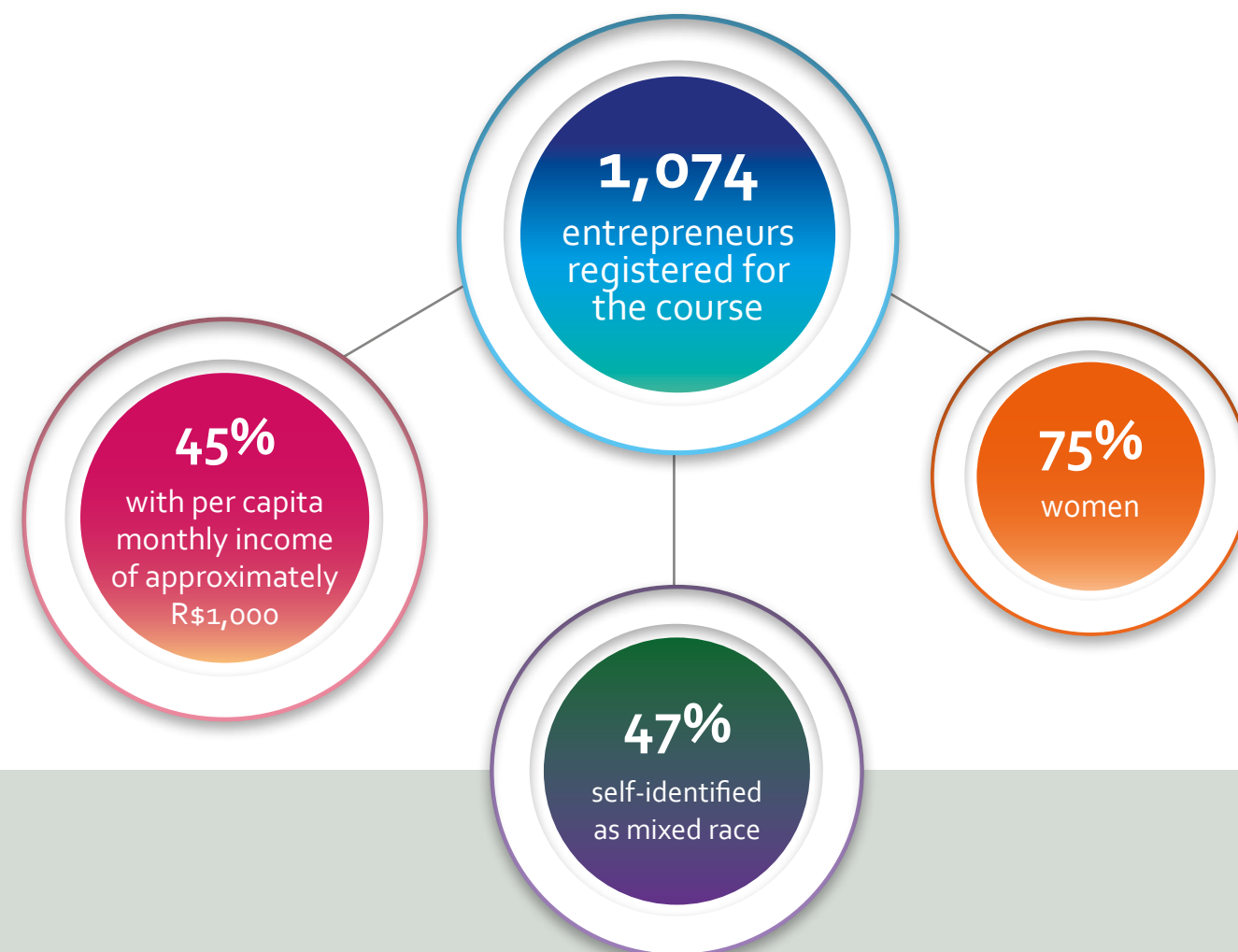
São Miguel dos Campos (AL)	13%
Ijaci (MG)	15%
Santana do Paraíso (MG)	15%
Cajati (SP)	16%
Bodoquena (MS)	18%
Pedro Leopoldo (MG)	18%
João Pessoa (PB)	18%
Apiaí (SP)	19%
Cezarina (GO)	19%
Candiota (RS)	20%
Itaoca (SP)	23%
Nova Santa Rita (RS)	24%
Brumado (BA)	27%
Campo Formoso (BA)	30%

The percentage of workers with formal employment varies from 20.01% (Campo Formoso) to 72.64% (Pedro Leopoldo). The degree of formalisation has a correlation of 0.78 with the education level. Education and insertion into the formal job market go hand in hand.

Campo Formoso is also where informal workers most hire employees. However, if we consider that that is where there are more employees without a formal contract, we can assume that labour relations are more precarious in these hirings.

Increasing the rate of entrepreneurs, and supporting and qualifying them, can contribute to changing everyone’s reality, but especially that of those who are self-employed. In this way, we will strengthen the formal economy of the municipality and reduce the dependence of its economy on our activity.

Employed Population 18 Years of Age and Older (%)	With a Formal Job Contract	Without a Formal Job Contract	Degree of Formalisation of Employed (18 Years of Age and Older)
Campo Formoso (BA)	13,24%	35,19%	20,01%
Itaoca (SP)	25,76%	22,30%	30,83%
Brumado (BA)	28,38%	28,39%	38,19%
Bodoquena (MS)	32,23%	28,84%	46,77%
Cezarina (GO)	37,56%	30,59%	50,98%
Apiaí (SP)	43,52%	24,53%	53,54%
São Miguel dos Campos (AL)	55,01%	24,22%	61,62%
Cajati (SP)	54,62%	22,32%	62,17%
João Pessoa (PB)	45,54%	20,91%	63,26%
Santana do Paraíso (MG)	53,82%	18,90%	64,95%
Nova Santa Rita (RS)	50,76%	13,89%	65,11%
Candiota (RS)	57,74%	11,68%	67,72%
Ijaci (MG)	60,15%	18,21%	68,98%
Pedro Leopoldo (MG)	58,79%	14,43%	72,64%



Be More Entrepreneurial

This initiative seeks to contribute to the maintenance and expansion of the source of income of small entrepreneurs, qualifying them and making resources available to them through productive microcredit.

Unlike consumer credit, microcredit is defined as a productive resource oriented to micro and small entrepreneurs. The allocation of this capital to the business makes it possible for the entire community to benefit, since the enterprise is able to serve more people, offer new products and even generate jobs. The

expectation of Be More Entrepreneurial is to create a virtuous and infinite cycle in which the resource, as it returns, is made available to other entrepreneurs with the same profile.

In 2021, Be More Entrepreneurial was expanded to about 13 municipalities with a free course offered entirely via WhatsApp, with the provision of video classes on management, finance and planning topics for small entrepreneurs. In the end, 635 people completed 70% or more of the activities offered.

Entrepreneurs who have completed the course may also access productive microcredit in the amount of up to R\$2,000 for the maintenance and/or building up of their enterprises. To apply for microcredit, the entrepreneur needs to register and undergo a simple analysis of documentation. After the contract, the entrepreneur has a grace period of 90 days to start paying the installments without interest. In 2021, 62 entrepreneurs accessed microcredit, which corresponds to about 15% of applicants.

From the course registrations and evaluations of the participants, we can confirm the importance of promoting actions which

contribute to the training and guidance of entrepreneurs, resulting in the improvement of the management of their businesses. Of those responding in the final evaluation, 83% stated that the course contributed to their personal/professional development.

The lessons learned from this second cycle of implementing Be More Entrepreneurial indicate that there is a demand for qualification and access to microcredit in the various cities, and that there is room for change in the methodology of the initiative in order to break the distrust regarding microcredit and to strengthen the local entrepreneurial ecosystem.



Biomass Brazil Project

Part of our investments has sought to positively impact the generating of work and income in a manner integrated with the company’s characteristics and strategies. The Biomass Brazil project seeks to promote the development of associations of extractivist families and small farmers through technical and management consultancy. At the same time, the initiative contributes to the expansion and optimisation of all the opportunities for these groups to act, expanding the scope of action, such as the destination of production residues (biomass) for the industry, to be used as a source of energy.

Co-processing is an alternative for the final disposal of waste, conducted in a safe and environmentally correct manner, and monitored in order to guarantee the final quality of the cement produced. This process allows for the thermal destruction of waste as a source of fuel or raw material and the production of quality cement, saving non-renewable natural resources, with environmental and economic advantages, generating jobs and expanding a whole new productive chain for waste management.

Started in 2017, with a mapping of plant extractivism, the Biomass Brazil project has two initiatives underway, one in Cezarina/GO and the other in Campo Formoso/BA.

Cezarina/GO

CoopCerrado is a community network of family farmers, extractivists, fishermen, flood recession farmers, cattle farmers, quilombo residents, indigenous people, settlers and tourist guides based in Goiânia/GO. A partner of the Biomass Brazil project from the beginning, it is currently a biomass supplier for co-processing at the

InterCement unit in Cezarina, in addition to being part of the InterCement Institute’s portfolio of impactful business investments.

In 2021, the babassu cracking operation began, which allowed for greater shipment of the residue of this fruit to generate energy in the oven at the Cezarina/GO plant.

Cezarina/GO Plant	Fruits	Qty. Delivered (T)	CO ₂ Avoided (T)	Substituted Coke (T)
2020	Baru and Babassu	832	1,134	360
2021	Baru and Babassu	1,229	1,790	592

Campo Formoso/BA and Region

In the interior of Bahia, the Biomass Brazil project has a partnership with associations which produce licuri and babassu in the cities of Campo Formoso, Pindobaçu, Serra da Carnaíba and Caldeirão Grande.

In 2021, these associations began to receive large investments and some jobs had their bids completed due to the alliance with the state government’s Bahia Productive Project, carried out by the Company for Regional Action and Development (CAR), a

public company linked to the Secretariat for Rural Development (SDR), through a loan agreement signed with the Inter-American Bank for Reconstruction and Development (World Bank). The forecast for completion of the building renovations and equipment purchases, investments that exceed R\$2,000,000, is scheduled for mid-2022, generating great expectations from the productive groups for increased production.

Campo Formoso/BA Plant	Fruits	Qty. Delivered 2021 (T)	CO ₂ Avoided 2021 (T)	Substituted Coke 2020 (T)
2020	Licuri and Babassu	34	46	15
2021	Licuri and Babassu	83	113	36

Based on this experience, we have undertaken to map out other organisations specialising in market development, to increase the purchase of biomass, a condition for expanding the

project in the coming years and, consequently, increasing the positive impact on participating families.

As manufacturers of cement, an essential raw material for civil construction, we have a natural commitment to housing. Our partnership with other companies in HousingPact and in the HOMEnhancement project allows us to contribute to the transformation and improvement of housing quality in our operating context.

The Housing Situation Where We Operate

Between 2000 and 2010, there was a significant improvement in the quality of housing in the municipalities where we operate, according to IBGE census data. There was an overall reduction of 61% in housing considered to be inadequate.

In Ijaci, the number of inadequate homes was reduced to zero! Housing considered to be adequate grew by 80%. The highlights are Bodoquena, Nova Santa Rita and Santana do Paraíso.

Adequate—the home meets all the following criteria: up to two people per bedroom; water supplied by the general distribution network; sanitary sewage by the general sewage or rainwater network, or by septic tank; and rubbish collected, directly by a waste removal service or in a dumpster

Semi-adequate—the home meets at least one of the adequacy criteria

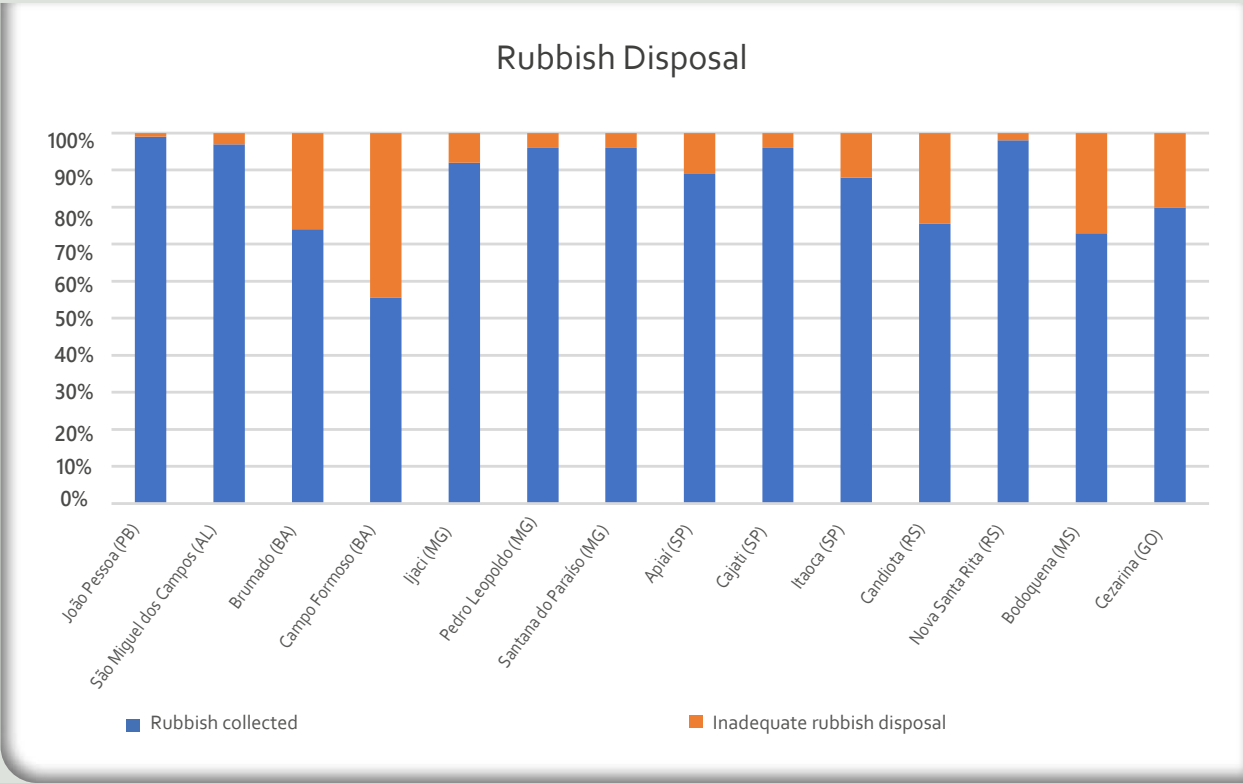
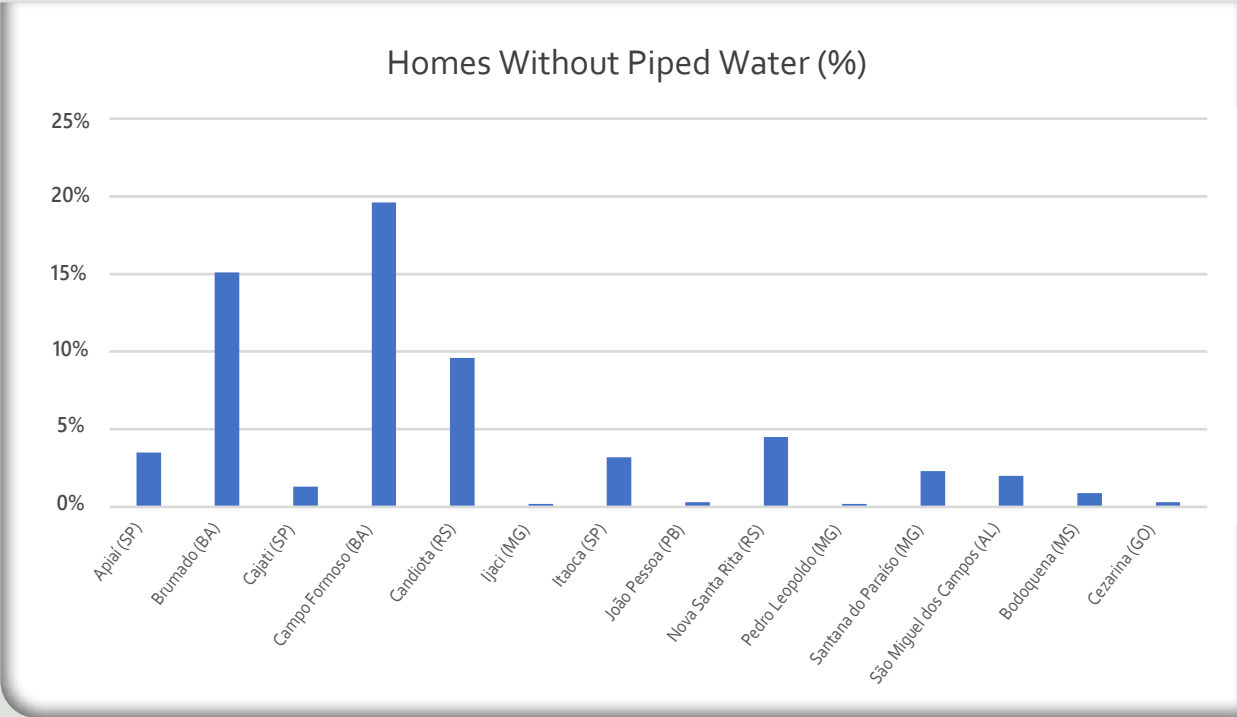
Inadequate—the home does not meet even one of the adequacy criteria defined

Despite the improvements, there are still more than 2,000 inadequate homes and almost 145,000 semi-adequate homes in the municipalities where we operate.

Nearly 27,000 masonry homes have no cladding and around 2,800 have external walls made of mud or reclaimed wood.

The percentage of masonry homes without cladding is over 20% in Cajati (23%), Itaoca (30%) and Bodoquena (22%).

Access to basic urban services also varies. The best indices refer to access to electricity. The indices of access to piped water and rubbish disposal are worrying because of their impact on health.



	Homes Without Piped Water (%)
Apiaí (SP)	4%
Brumado (BA)	15%
Cajati (SP)	1%
Campo Formoso (BA)	20%
Candiota (RS)	10%
Ijaci (MG)	0%
Itaoca (SP)	3%
João Pessoa (PB)	0%
Nova Santa Rita (RS)	5%
Pedro Leopoldo (MG)	0%
Santana do Paraíso (MG)	2%
São Miguel dos Campos (AL)	2%
Bodoquena (MS)	1%
Cezarina (GO)	0%

	Waste Collected	Inadequate Waste Disposal
João Pessoa (PB)	99%	1%
São Miguel dos Campos (AL)	97%	3%
Brumado (BA)	74%	26%
Campo Formoso (BA)	55%	44%
Ijaci (MG)	92%	8%
Pedro Leopoldo (MG)	96%	4%
Santana do Paraíso (MG)	95%	4%
Apiaí (SP)	89%	11%
Cajati (SP)	96%	4%
Itaoca (SP)	88%	12%
Candiota (RS)	74%	24%
Nova Santa Rita (RS)	98%	2%
Bodoquena (MS)	73%	27%
Cezarina (GO)	79%	20%



HousingPact 2021

HousingPact is a social impact initiative that brings together the companies ArcelorMittal, DEXCO, HM Engenharia, InterCement, Fundação Tide Setúbal, Sicoob and the InterCement Institute. The network's purpose is to transform the housing conditions of low-income populations, fostering initiatives which favour innovation and entrepreneurship.

In 2020, the first phase of HousingPact monitored the implementation of solutions by five awarded entrepreneurs, implemented on a pilot scale in the Jardim Ibirapuera neighbourhood, in the southern district of the city of São Paulo, and three new pilots were identified: the HOMEnhancement project, led by InterCement; Blend Lab, led by Fundação Tide Setúbal; and Laminatus, led by ArcelorMittal and CBMM.

In 2021, by listening to industry references and start-ups mapped by the HousingPact network, we identified that start-ups themselves had ideas for faster pilots, which we call Light Pilots, that they wanted to validate in order to address socio-environmental problems.

Thirteen short-term pilots were presented, to be carried out in up to six months. Five were selected, receiving a contribution of R\$10,000 each to carry out their projects and validate the solutions..

The following pilots are running in Greater São Paulo:

Save Water with Piipee (PiiPee Start-up) seeks to validate and measure water savings using PiiPee sanitiser in liquid waste from home toilets.

Moradigna Capacita (Moradigna Start-up) aims to train professionals for the civil construction sector, to validate the training model.

Civil Construction Thrift Store (Be. SUN and ArquCoop+ Start-ups) is a project to establish the first civil construction thrift store, selling used renovation products.

Bioclimatic Acoustic Home Office (Tebas Start-up) installs air-conditioned and acoustic home offices to serve people who are working from home without acoustic and thermal conditions.

Mobile Toilet (Tebas Start-up) works to install a toilet in two days, modelling the business structure and necessary materials. It aims at faster construction of a toilet that is cheaper than the conventional masonry structure and has the possibility of using shower water in the toilet.

The idea is that, once implemented, these pilots will be validated and can be disseminated, generating a positive impact and solving problems related to the water crisis, guaranteeing access to toilets and healthier working conditions, and increasing opportunities for income generation.

ReformuLAR



HOMEnhancement

The housing deficit remains a major problem in modern society, but in addition to the housing deficit, we also have the structural deficit, or housing which is inadequate for habitation, often bringing silent problems for health and well-being.

In line with this, the InterCement Institute, in partnership with InterCement Brazil's internal departments, created HOMEnhancement, an initiative where the main objective is to make possible adjustments in residential environments, especially in aspects that impact the health of residents, and guarantee better living conditions, safety and accessibility.

Based on studies and analyses carried out, the Institute concluded that what would be most effective would be to provide a complete solution, which would guarantee access to credit, but also the complete execution of the renovation project with speed, quality and safety. In addition, projects should be developed in a manner that impacts communities through training and through hiring labour and purchasing materials locally.

HOMEnhancement was started in September 2020 as a pilot process in the municipality of Apiaí, in Vale do Ribeira, in the state of São Paulo. At first, the opportunity was made available, with easy payment conditions and without interest, only to the company's own professionals with a salary equal to or less than 3 minimum wages. In 3 months, 7 renovations were completed.

In 2021, it was necessary to adapt the execution process of the initiative, establishing a direct partnership with the architect and urbanist Thaila Matos, whose architecture firm is responsible for the planning and execution of the jobs. Another partnership was established with the Sicoob Credit Cooperative, which provides credit with easy payment conditions and reduced interest to finance the renovations. Additionally, there was coordination with construction material stores in the municipality to publicise the project and establish a product base and specific estimates for HOMEnhancement customers. With these new partnerships, the scope of the initiative was expanded, making it available to the Apiaí community, in addition to InterCement professionals.

Communication was resumed in the municipality of Apiaí in November, and by the end of 2021, more than 50 people were interested in the complete renovation solution. It was a year of many changes to the structuring of the initiative's implementation, validation process and involvement of new partners and internal departments of InterCement Brazil.

This entire process strengthens our desire to innovate and bring qualified opportunities which help overcome social challenges for all the communities where we operate. For 2022, we expect to validate the operating model of HOMEnhancement, measure the impact and explore expansions.

Corporate Volunteering

The methodology of InterCement Brazil's corporate volunteer program encourages the practice of continuous volunteering, seeking to guarantee the perpetuity and sustainability of actions and the expansion of intersectoral partnerships. With this, we expect to contribute to the exercise of active citizenship, creating a sense of belonging and influencing behaviours which positively impact the quality of life of communities.

In order to promote the social engagement of its direct employees, partners and representatives of the communities where it operates, the Institute guides the organisation based on Ideal Voluntary Action Groups (GAIVs), a structure of the private social investment performance model.

The GAIVs are organised according to the ability and interest of their members to carry out citizen actions in the community. In 2021, the volunteer action model was hybrid, with actions in the virtual format prevailing. However, in some locations, where the pandemic scenario was more controlled, it was possible to carry out some presential actions, following all safety protocols.

Some of the ongoing initiatives were resumed, such as sport and culture classes which were already taking place before the pandemic and were suspended in 2020. Actions focusing on community support were also carried out, especially in support of resuming in-person classes in schools and providing for basic needs, in addition to collecting and distributing food.

The virtual events made it possible to consolidate an agenda of actions with the engagement of volunteers and colleagues from

other business units, enhancing participation in livestreams, sharing cultures and experiences, and collecting more donations.

The virtual moments, with community participation, also allowed for training activities and lectures on various topics, highlighting topics related to encouraging entrepreneurship, income generation and preparation for the job market. Most of the time, the speakers were experts from the company itself, former employees, or local online influencers.

The recommendations identified by the study *Impact and Value in Corporate Volunteering: Learning from the InterCement Volunteer Program*, carried out in 2020, were incorporated into the program's planning for 2021. Based on the recommendations, we created new forms of recognition, revised the Idealist Award, and started developing a project that aims to give more visibility and expand opportunities for mobilising resources to support volunteer actions, which will be carried out next year. The document is available to read and download at:

https://intercement.com/wp-content/uploads/2020/12/IMPACT_VALOR_VOLUNT_CORPOR_INGLES.pdf





Idealist Award

The Idealist Award is a way for the InterCement Institute's Volunteer Program to recognise volunteer work.

As there were still restrictions in 2021 and we were still in the process of returning to volunteer initiatives with the community, we launched a special edition to encourage this return.

The criterion of compliance with the health and safety protocols and recommendations of the World Health Organisation was included, and the requirement of a minimum number of hours of commitment was waived. The 2021 edition allowed new GAIVs or ones created for the award to apply. The selection process was divided into two stages.

Stage 1 consisted of the registration of a volunteer project, entitled to a 'seed

resource' of R\$2,500 to be applied to the development of volunteer actions planned to take place from May to August. During this stage, 11 projects were registered, from six different municipalities.

Stage 2 involved the 'National Volunteer Event at InterCement Brazil', in which the GAIVs presented the results of the projects. These were evaluated by the public, who participated in an event in October which was integrated into the agenda of the Internal Week for the Prevention of Occupational and Environmental Accidents (SIPATMA). Eight videos were presented, and five initiatives were awarded, receiving R\$6,000 each to invest in new actions.

The criteria evaluated by the public were:

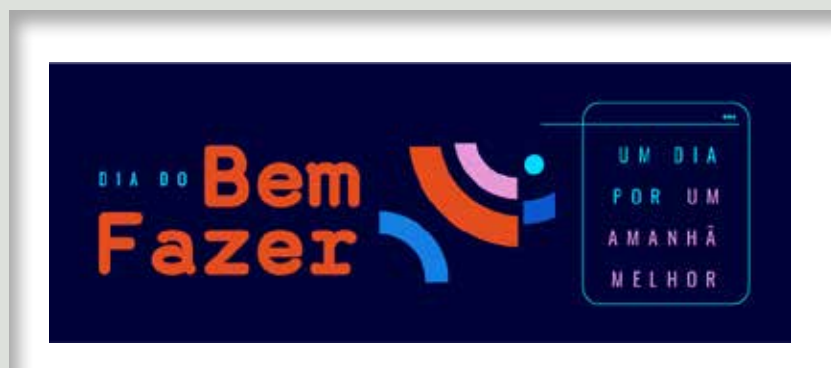
- Compliance with the health and safety protocols recommended by the World Health Organisation
- Identification of an action carried out on a continuous basis
- Perception of the result generated by the project for the community
- Perception of the result generated by the project for the volunteers
- Perception of the value generated by the initiative in general
- Use of technology and innovation in carrying out actions

The five award-winning initiatives were:

GAIV	Project	Municipality
Seeds of Good	Construction of a space for interaction in the pastoral care of children	Brumado/BA
Get Up	Support and follow-up for people with psychological problems after COVID-19	Brumado/BA
Great Attitude	Pizza production workshop to stimulate income generation	Nova Santa Rita/RS
Pro-Culture	Classes on incentive and development of the culture of Apiaí	Apiaí/SP
Solidary Generation	Community football class for children	Apiaí/SP

The GAIVs in Brumado are an example of the volunteers' commitment to continuity. The municipality's plant is not operating,

but the local GAIVs maintain their activities, with two of their initiatives being recognised by the Idealist Award.



Day of Doing Good

A Day for a Better Tomorrow

The Day of Doing Good is a traditional event in the volunteer agenda of InterCement Brazil, being part of the calendar since 2009. The purpose of the movement is to create opportunities for people to mobilise and engage with citizen actions which benefit communities.

In 2021, 15 municipalities in which we operate organised an agenda of volunteer activities, involving around 1,100 people carrying out the actions. The activities benefitted approximately 18,000 people.

There were virtual actions, such as 'solidary livestreams', held in several municipalities, including Ijaci, Cajati and Nova Santa Rita. These were events with local musicians and artists with the goal of collecting donations for institutions. It was also possible to carry out in-person activities, always subject to the restrictions imposed by the still existent risks of the pandemic.

With the prospect of returning to in-person classes, many groups of volunteers were concerned with making school environments more cheerful, welcoming and safe. In some municipalities, schools, or spaces such as classrooms and libraries, were painted, and the same occurred in institutions for children

in vulnerable situations. In Campo Formoso, a play area was set up at Casa Lar. In Candiota, improvements were made, and public schools were sanitised and disinfected. In Cezarina, the leisure area of the Augusto Afonso Municipal School underwent a revitalisation, including the implementation of a sand soccer field, renovation of a wall (including an artistic graffiti painting), creation of a vertical vegetable garden and a bathroom for children with disabilities. In Nova Santa Rita, two schools and the Refuge Home also underwent improvements, and in one of the schools and in the Refuge Home, computer rooms were created. In Santana do Paraíso, the inside and outside of the Cultural House was painted, the entrance was levelled, grass was planted, and the library's books were organised and catalogued.

Other spaces of social support and public interest which also benefitted from actions organised by volunteers included: APAE, CRAS, CONSEPI, the building which houses the community radio for residents of the Pedra Negra neighbourhood in Ijaci, and the square of the Campo Formoso bus terminal. In João Pessoa, actions focused on Ilha do Bispo, CREI Maria José de Miranda Burity, the Family Health Unit, the Cultural and

Artistic Recreation Association (ARCA), Praça do Índio Piragibe, the Tactical Force Base, and the sand volleyball court.

To support young people, volunteers from Nova Santa Rita held online workshops, in which the young people received tips on how to put together professional CVs and how to conduct themselves in job interviews. The Candiota volunteers held a Career Workshop, an online event which introduced young people to careers related to the region's job market and also to new professional opportunities arising from advances in information technology.

Also in Nova Santa Rita, people interested in entrepreneurship had the opportunity to attend a workshop on the subject, and in Pedro Leopoldo, the CDC's YouTube channel made available workshop videos of crafts, cooking to supplement income, child healthcare, and home budgeting, with content prepared entirely by volunteers from the municipality.

Brumado and Candiota embraced the cause of care for the elderly. In Candiota, on August 23, serenades cheered up the elderly registered at the municipality's Social Assistance Reference Centre. The musicians went from house to house, performing more than 60 serenades. In Brumado, all activities in 2021 were oriented

towards the well-being of the elderly, with the theme 'Spotlight on the Elderly'. Online lectures and in-person training for those responsible for caring for people contributed to better qualification for them. A contest called for families to submit videos of the elderly in their daily lives. On August 28, a solidary livestream featured musical performances, with country roots and 'guitar circles', as well as a video presentation about violence against the elderly. There was also a presentation of documentaries about elderly people of the municipality.

Other municipalities, such as Cajati, focused on holding events to collect food, personal hygiene products and cleaning products destined for local institutions which support vulnerable families.

The Day of Doing Good is not limited to events on a single day, nor is it limited to specific actions. The diversity of actions carried out in each municipality reflects the diversity of contexts where the Institute operates and InterCement Brazil is present. This is how we work in close partnership with communities in the development of transformational actions.

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