

Corporate
Presentation
3Q21



Overview

Most recent figures¹

34,000
employees

19
countries

515 operating
units worldwide

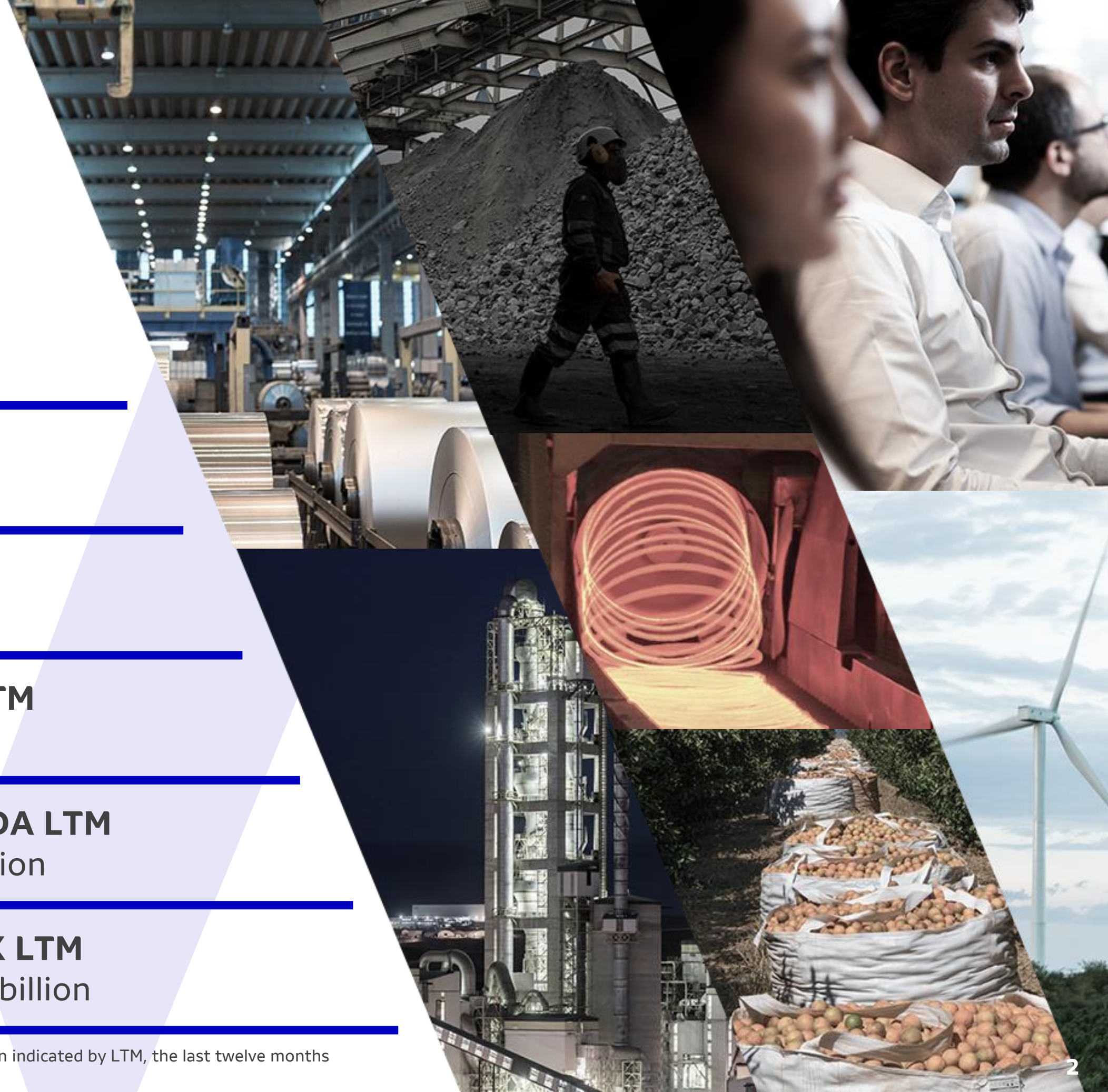
Net Revenues LTM
R\$ 48.5 billion

Adjusted EBITDA LTM
R\$ 11.8 billion

CAPEX LTM
R\$ 4.5 billion

VOTORANTIM

1. Figures from the 2020 Annual Report or, when indicated by LTM, the last twelve months ending on September 30, 2021

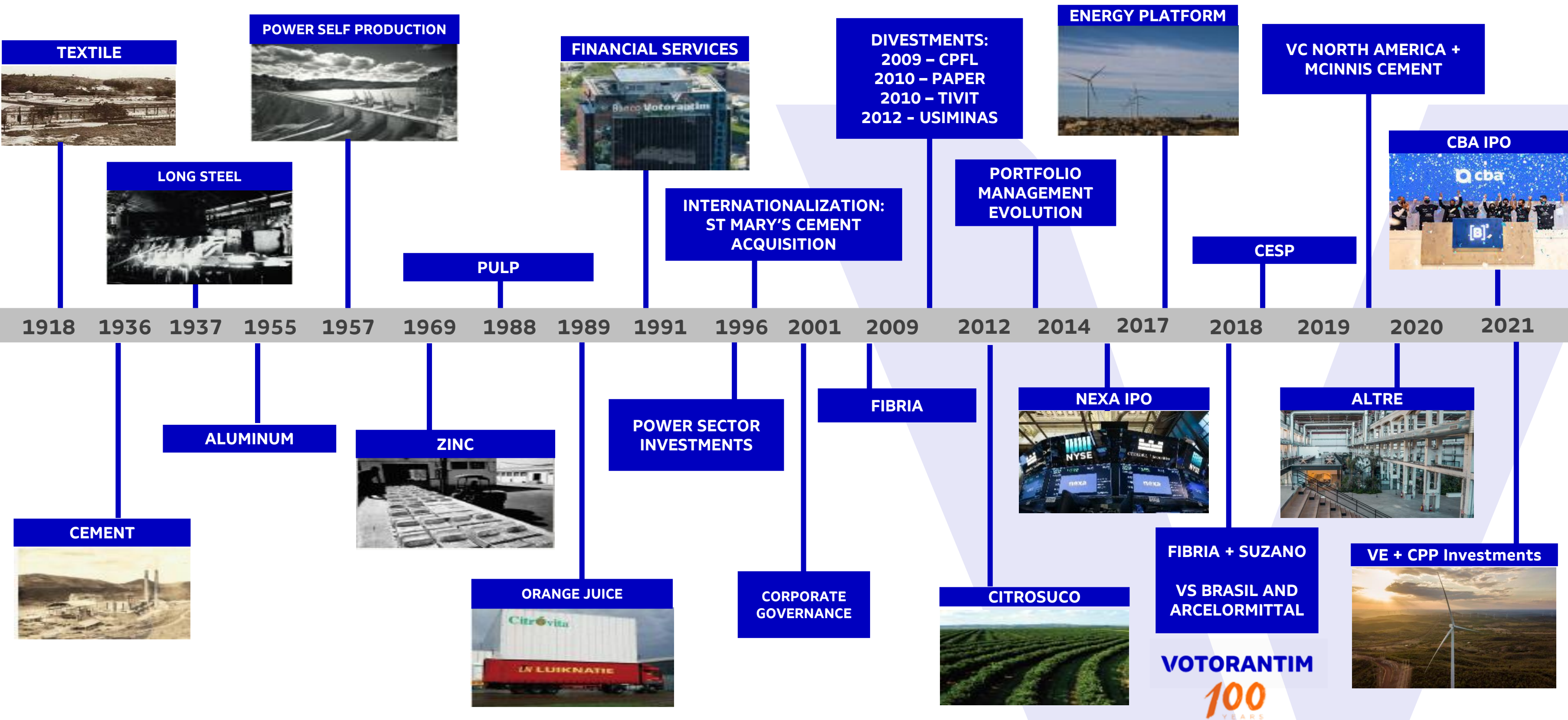


Global presence

As of September 30, 2021



More than 100 years of history



Current portfolio companies



Cement

#1 in Brazil
#7 globally¹

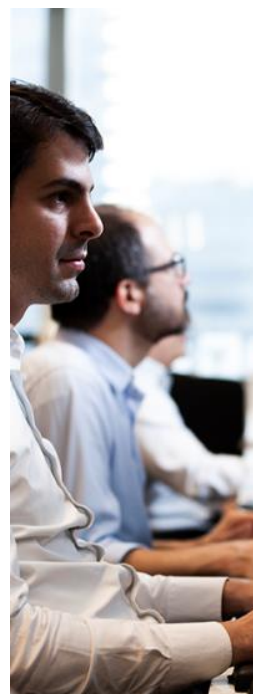


Ownership:
100%



Financial services

#5 privately-held bank in Brazil



Ownership:
50%



Electric Power

#3 energy trading in Brazil



Ownership:
100%



Metals & Mining

#5 metallic zinc production globally



Ownership:
64%



Orange Juice

One of the largest companies in the sector



Ownership:
50%



Aluminum

#1 in Brazil



Ownership:
76%



Real Estate

Created in 2020



Ownership:
100%



Long Steel

#1 in wire rod in Colombia
#2 construction in Argentina
15% ArcelorMittal Brasil



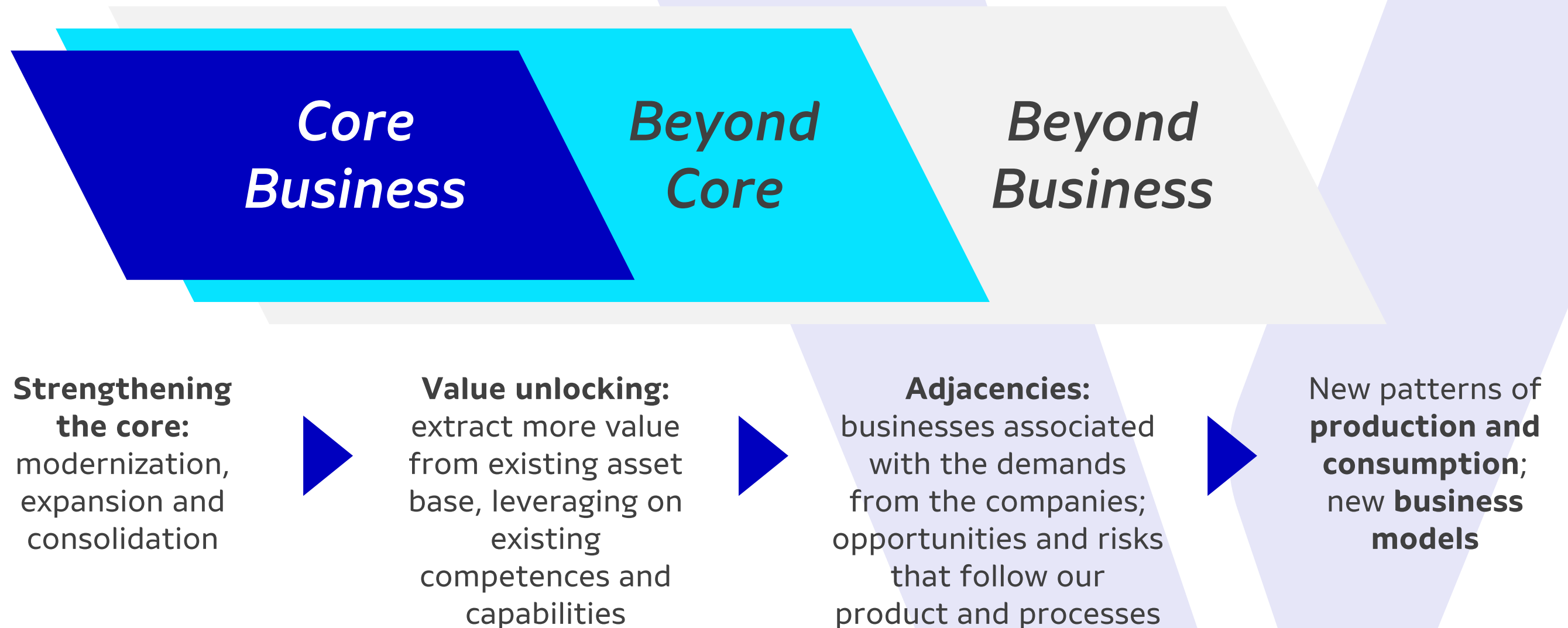
Ownership:
100% 91%

1. Excluding China and Taiwan with financial information of 2020.

Our positioning and investment theses

Votorantim: investment holding company permanently capitalized and with a long-term investment horizon, seeking to deliver superior financial returns with positive social and environmental impacts

Investment thesis:



Key objectives of our capital allocation strategy

At Our Portfolio Companies

Preserve the capacity to invest: **sustaining, modernization and expansion**

Capital structure that allows **growth and dividends**

Foster **innovation to transform the business model**

Perpetuate the **Votorantim DNA**

At the Portfolio Level

Diversification: sectors, geographies, risk factors

Financial and strategic flexibility for large scale investments

Delivering on the **investment objectives of our shareholders**

To Our Shareholders

Maximize total shareholder return (TSR)

Long term sustainability of Votorantim

Patient capital, non-negotiable purpose

Votorantim: a long-term, engaged investor

ESG approach

Each company in the portfolio has **its own ESG strategy** in line with Votorantim's DNA. In this context, Votorantim's activities take place on three fronts:

Influence

Influence portfolio companies to adopt environmental, social and governance best practices, contributing to the long-term sustainability of their businesses

Monitor

Follow the integration of ESG criteria in decisions regarding new investments and in the evaluating of the portfolio companies, while also monitoring ESG and reputation risks from the Votorantim perspective

Report

Communicate transparently and consistently about ESG initiatives undertaken by Votorantim and the portfolio companies

Votorantim S.A.

Participant of the Global Compact **since 2011**

Member of CDP in the investor category

Publication of **Annual Report** since 1923, using **GRI methodology** since 2010



Learn more at **Votorantim's Annual Report:**



Participants of the Global Compact

- Votorantim Cimentos
- Banco BV
- Votorantim Energia
- Nexa
- Citrosuco
- CBA

Respondents to the CDP's public climate questionnaire in 2020

- Votorantim Cimentos
- Nexa
- CBA

Publication of annual reports

- Votorantim Cimentos
- Banco BV
- Votorantim Energia
- Nexa
- Citrosuco
- CBA
- Acerías Paz del Río

Green financial products

- Votorantim Cimentos (revolving credit facility, local bonds and bilateral agreements)
- Banco BV (green bonds and finance letter)
- CBA (export credit notes)
- Votorantim Energia (carbon credit)

ESG

Reservas Votorantim

Sponsor

VOTORANTIM

Founders

 **cba**

nexa

 **Votorantim**
Cimentos

VOTORANTIM
energia

Largest private reserve of Atlantic Forest in Brazil: **31,000 hectares**

Supports portfolio companies in their **socioenvironmental actions**

Combines use of the **native forest's** economic **potential** with **biodiversity** and **conservation**

Innovative business model to perpetuate conservation

VOTORANTIM

ESG

Votorantim Institute

Focused on improving quality of life of the communities around our businesses with social technologies focused on **education, local economic development and public policy execution**

Partnership for the Enhancement of Education

Social technology chosen for the **celebration of the first centenary** of Votorantim in Brazil, in support of advancing the quality of public schools in Brazil

#2020

76

municipalities

386

thousand students

Initiatives to Combat COVID-19

R\$150 million donated to develop initiatives to combat Covid-19

#2020

274 impacted municipalities

R\$14 million to support two vaccine factories in Brazil

R\$18 million of PPEs donated to 158 municipalities

Citizenship Program

Group of initiatives to **foster citizenship and encourage the active participation of individuals in society**

Learn more about the projects at:

programacidania.org.br

ESG

Corporate Governance

- Investment objectives
- Risk appetite
- Dividend policy

Hejoassu Board

12 family members
(4th and 5th generation)

Votorantim S.A. Board

7 members (3 shareholders and 4 independents,
including Chairman)

- Portfolio management/capital allocation
- New business development
- Governance
- Shared services (powered by Votorantim)
- Votorantim DNA

Votorantim Cimentos Board



Audit Committee
Finance Committee
Organization,
Compensation and
Personnel Committee

Banco BV Board



Fiscal Council
Audit Committee
Personnel and
Compensation
Committee
Related Party
Transactions Committee
Risk and Capital
Committee

Votorantim Energia Board



Audit Committee

Nexa Resources¹ Board



Audit Committee
Finance Committee
Compensation,
Nomination and
Governance
Committee
Sustainability
Committee

Citrosuco Board



Audit Committee
Personnel
Committee

CBA¹ Board



Audit Committee
Compensation and
Personnel
Committee
Sustainability
Committee

Long Steel Committee



Executive Board



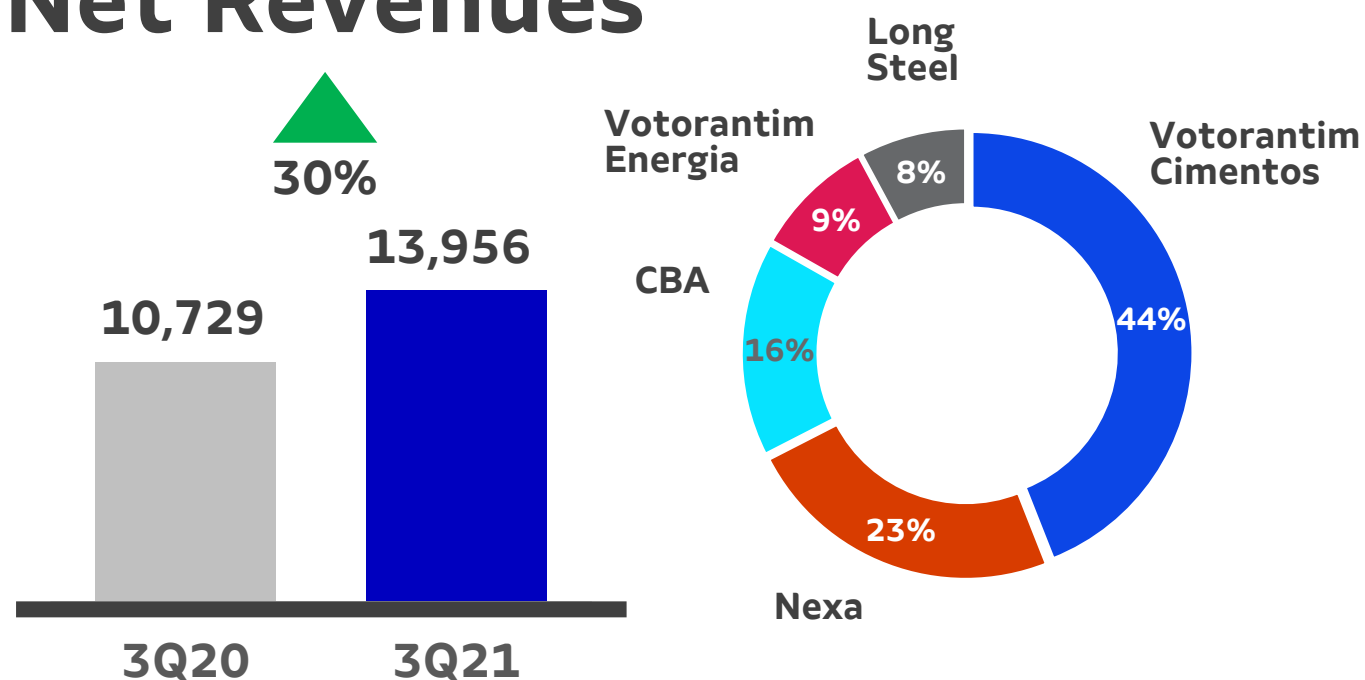
Board of Directors
Audit, Finance and
Risk Committee
Corporate
Governance
Committee

1. Listed company.

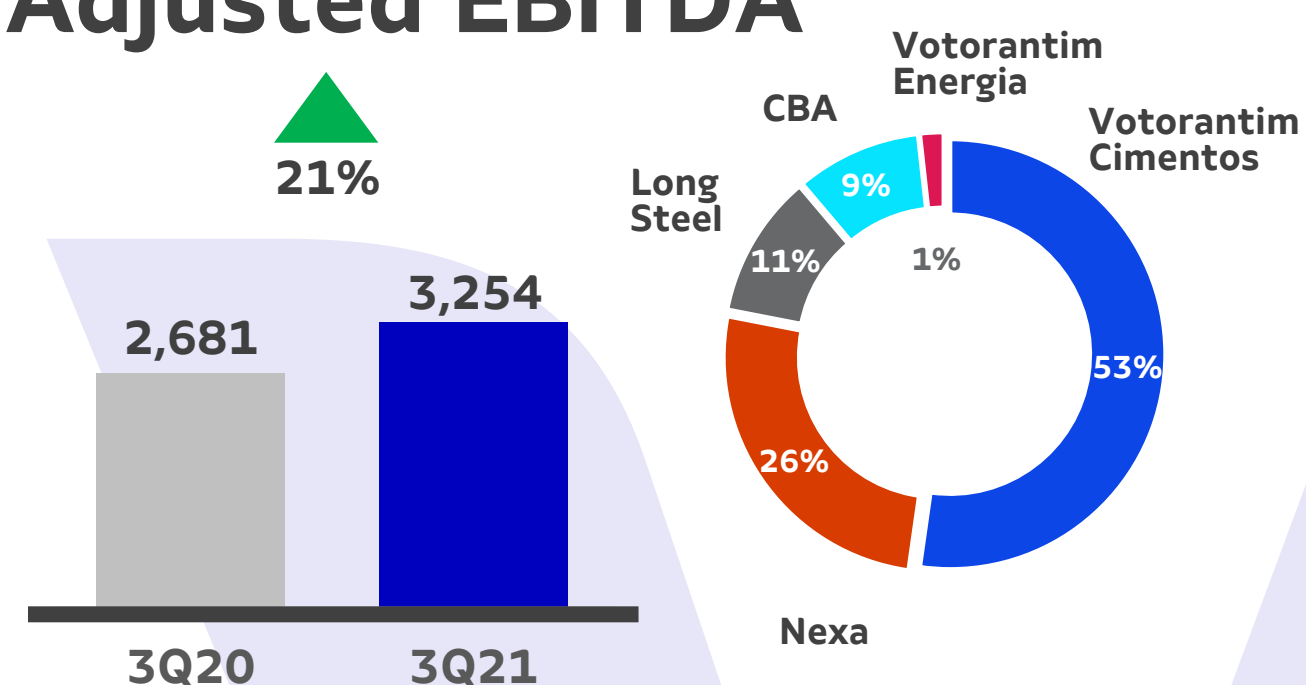
3Q21 Consolidated results¹

R\$ Million

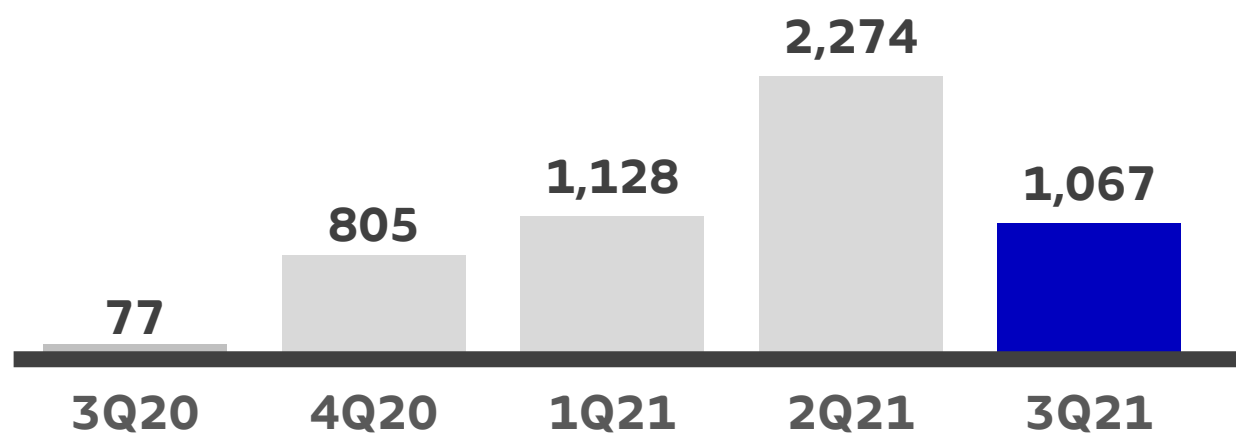
Net Revenues



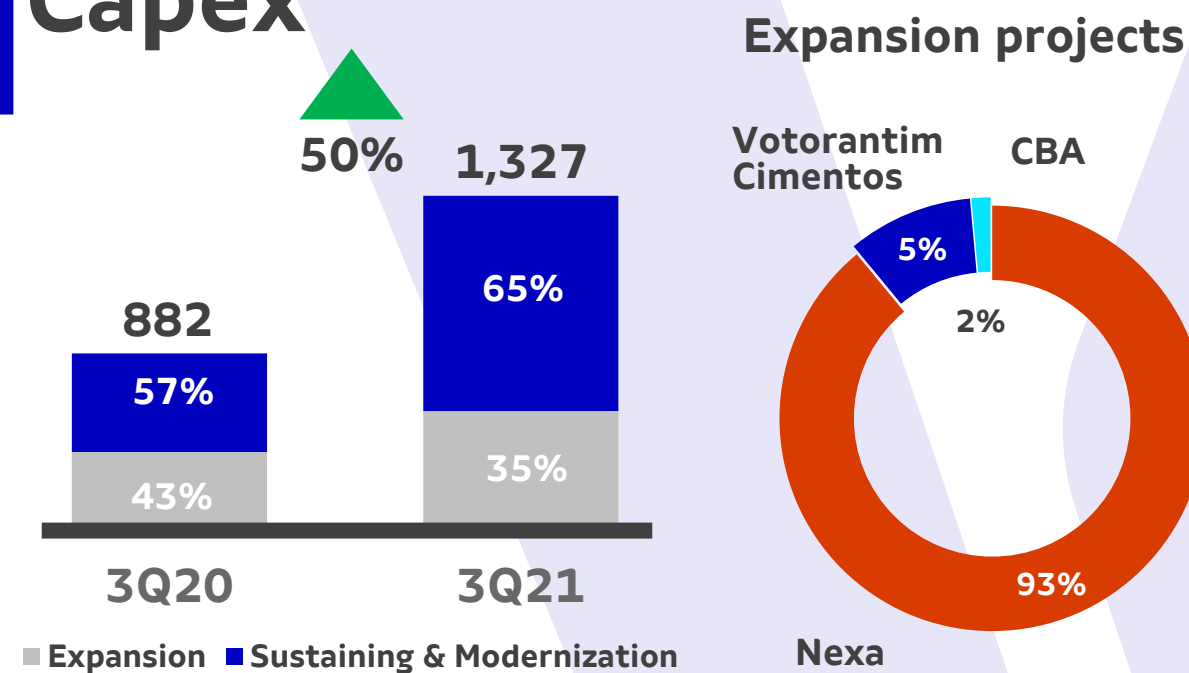
Adjusted EBITDA



Net Income



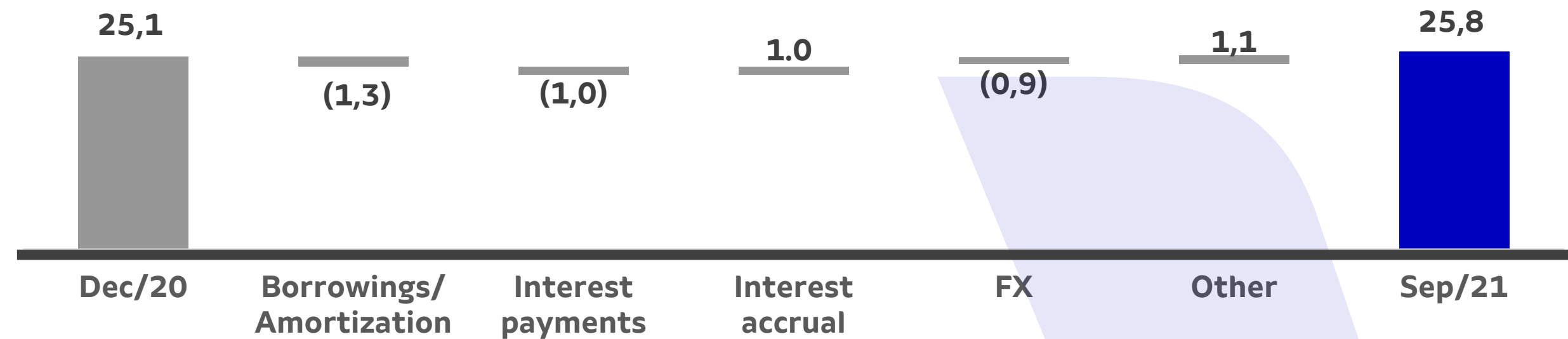
Capex



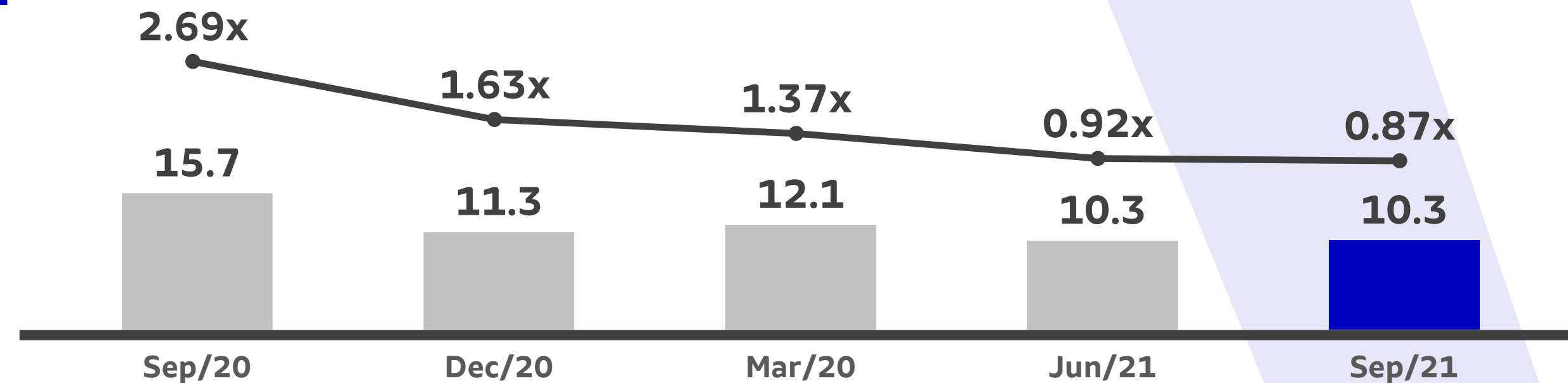
3Q21 Indebtedness & Liquidity

R\$ Billion

Gross Debt



Net Debt and Net Debt/Adj. EBITDA






Liquidity
Sep/21
R\$20.2bn

Cash
R\$18.3bi
+
RCF
R\$1.9bi

VOTORANTIM

Ratings - Votorantim S.A.

			
Ratings	BBB-	BBB-	Baa3
Outlook	Stable	Stable	Stable
Latest update	Apr/2020	Apr/2021	Jun/2021

Votorantim is part of a select group of Brazilian companies with **investment grade** classification by the three agencies

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