



REPORT  
**SUSTAINABILITY**  
2022

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# ABOUT THE REPORT

With our renewed commitment, in 2022 we continued on the path towards a **more sustainable society**. During this period, we have strengthened our conscious actions in pursuit of a promising future. The initiatives focusing on this objective are described in this Sustainability Report, which covers the entire year of work and the impacts generated.

The publication contains the main information on our business, operational and economic performance; our organizational culture; our relationships with employees, suppliers, customers and communities; our socio-environmental performance, and how we add value for people.

Moreover, we follow an international quality standard from the **Global Reporting Initiative (GRI)** and industry standards of the **Global Cement and Concrete Association (GCCA)**. In turn, financial indicators follow the **International Financial Reporting Standards (IFRS)**.

We maintain an open channel for questions and suggestions about this report. Just send an email to **contatos@cimentonacional.com.br**.



To learn more about Cimento Nacional, visit the website **[www.cimentonacional.com.br](http://www.cimentonacional.com.br)** or use your cell phone camera to access the **QRCode**.



# METODOLOGIA

The Cimento Nacional's Sustainability Report is based on **Buzzi Group guidelines**:

- Data collection through Tagetik, Buzzi's non-financial database;
- Collection of complementary data through the additional reporting model, created by Buzzi for topics not included in Tagetik;
- Letter signed by the business representative in Brazil.

Likewise, our **matrix of materiality** follows that of the Buzzi Unicem Group. The list of relevant themes and issues is determined through a process reviewed by PwC consultancy during certification activities, which comprise the following steps:

- Survey of the main trends in the cement and concrete sector globally;
- Standardization according to the guidelines provided by GRI standards;
- Assessment of a significant sample of non-financial reports from international competitors.

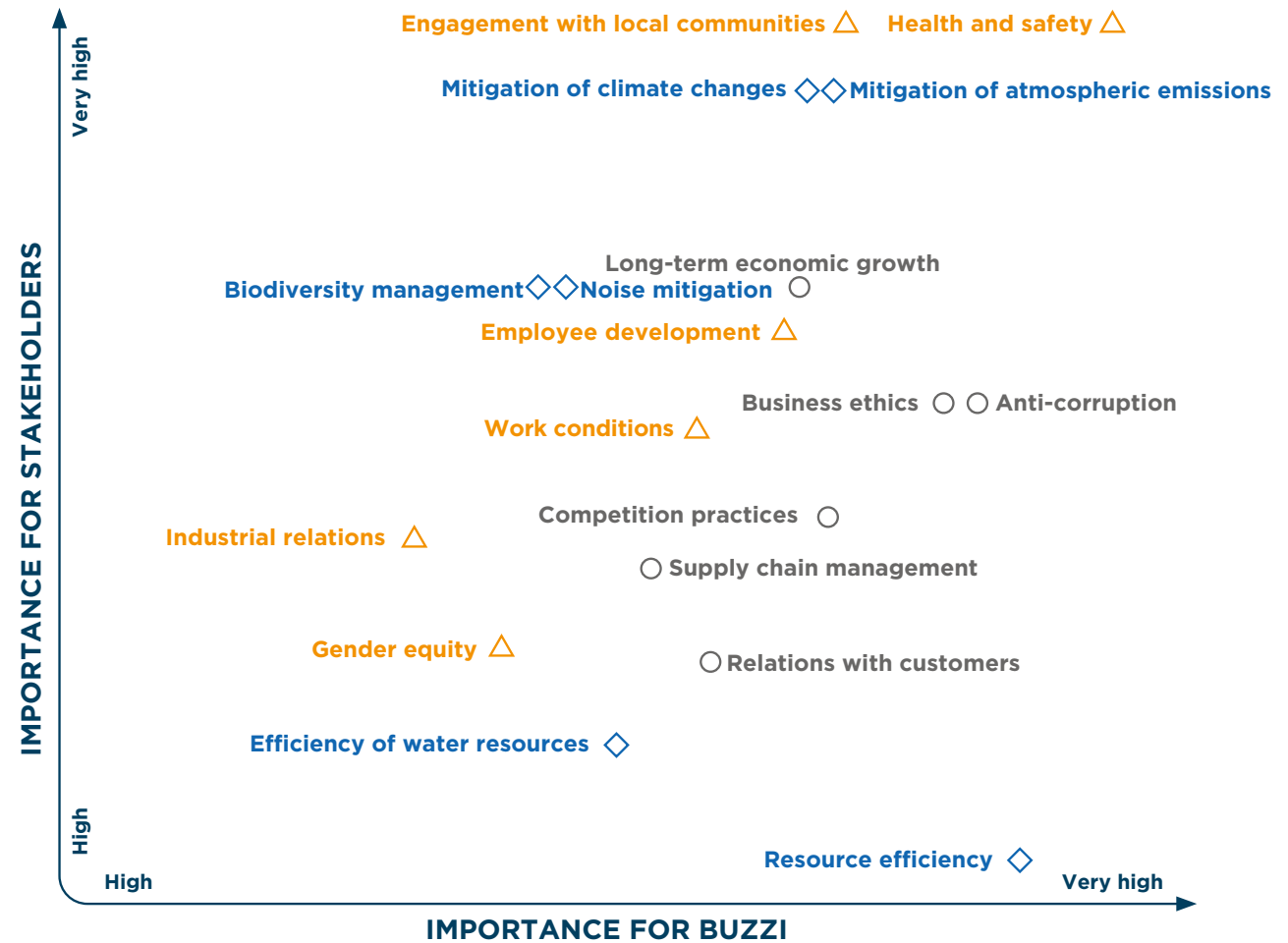
Additionally, the perspectives of external and internal stakeholders collaborated to validate the material topics: **the Sustainability Committee provides the internal vision (axis "x"), while investors provide the external perspective, also interpreted by managers in the Sustainability area (both on the "y" axis).**

**Thus, we have listed 18 material topics:**

1. Health and safety;
2. Engagement with local communities;
3. Climate change mitigation;
4. Mitigation of atmospheric emissions;
5. Long-term economic growth;
6. Noise mitigation;
7. Biodiversity management;
8. Employee development;
9. Business ethics;
10. Anti-corruption;
11. Work conditions;
12. Competition practices;
13. Supply chain management;
14. Sectoral relations;
15. Diversity and inclusion;
16. Relations with customers;
17. Efficiency of water resources;
18. Resource efficiency.

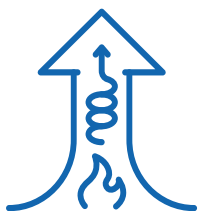
# MATRIX MATERIALITY

○ Economic    ◇ Environmental    △ Social



# MAIN RESULTS 2022

## Environmental



More than **220 thousand tons** of co-processed waste corresponding to **32%** in thermal replacement, and representing an increase of **14%** compared to 2021.



Rate of emission of **CO2** of **485 kg/t** of cement products produced, below average domestic production of **536 kg/t (GNR - 2019)**.



A 35% reduction in the water consumption index, compared to 2021, with + **29 thousand m<sup>3</sup>** in retrieval of rainwater, and + **12 thousand m<sup>3</sup>** in recycled water.



Planting of more than **109 thousand** seedlings of native trees since 2010, specifically **14 thousand** in 2022, in an area of **69** hectares.



More than **R\$2 million** of additional investments in the environmental area.

## Social



**R\$4 million** of additional investment in employee health and safety.



Significant improvement in occupational health and safety accident rates, with a reduction in the frequency and severity rate by **13% and 86%**, respectively, compared to 2021.



Creation of **diversity and inclusion programs**.



More than **500 hours** of volunteer service in the communities.



More than **12 thousand people** directly impacted by cultural and sports programs.



Cultural heritage education for more than **2 thousand students** and teachers in public schools.



Contributions to society in the areas of culture, education, sport and volunteering, with more than **R\$5 million** in investments.



**Preparation of the Diagnosis** of Occupational Health and Safety Culture and Cultural Transformation Plan.

## Governance



Carrying out the **cultural diagnosis**, and beginning the organizational cultural transformation plan.



Creation of the **Planning and Transformation Board**.



Update of the **Code of Conduct** with more than 800 trained employees.



Net revenue of more than **R\$2 billion**, which represents an increase of **34%**, as compared to 2021.



Development of our **Strategic Pillars**.



# MESSAGE FROM MANAGEMENT

**From right to left:**

**President** - José Eduardo Ferreira Ramos

**Industrial and Technical Boards** - Frederico de Vasconcelos Lima Filho

**Commercial and Logistics** - Eduardo Luiz Simão Lamana

**People and Culture** - Mariana Moura Abreu e Silva

**Planning and Transformation** - Vitor Sassaki

**Legal** - Horácio José Carlos de Mendonça

**Finance** - João Eduardo Villar Limeira

With pleasure and pride we present our 2022 results. This year marked an important stage in our history, with the consolidation of the new Cimento Nacional, which led us to a new path – **a people-centered culture.** We no longer have a mission, but rather a purpose: sustaining the development of society.

With our 12 years of operation, we know how unstable the cement sector can be. Therefore, our vision remains: **to be a solid company and reaffirm our relevance in the Brazilian market,** which we have achieved with a lot of work.

Our core business is **trust,** a characteristic that we value inside and outside Cimento Nacional facilities. It is mutual trust that guides our relationships with employees, customers, partners, institutions and communities.

We are also **simple and agile** because we strengthen the trust relationships we establish - these are what drive our company forward.

We improve our results with **consistency.** This means that more important than bringing about changes is being prepared to maintain them and build a **strong and unique culture.**

We follow rules and processes with the awareness that our factories have risk level 4, and that building an accident-free environment is very challenging. Therefore, we will never disregard **health and safety regulations,** keeping our focus on prevention, to guarantee the integrity of people.

Finally, we are a company of **opportunities.** We value people who work with us, encouraging their potential and seeking to contribute to their life and career aspirations. We hope that all our professionals feel that Cimento Nacional is an organization in which it is possible to attain self-achievement and access **high added-value benefits,** for them and their families.

We believe that we grow together with our employees.

In this report, we present the actions of each area of Cimento Nacional related to our commitment to people, operational excellence, socio-environmental responsibility, and sustainable development.

We thank our employees, customers, partners and communities for joining us in building a more prosperous and sustainable future every year.

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**Our culture is centered on consistent and sustainable results for the business, with a focus on the relevance of our people.**

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WE ARE  
SIMPLE AND  
**AGILE**

# OUR HISTORY

Cimento Nacional is dedicated to the development of Brazil, building its brand in the country with excellent and reliable products. As a company in the cement sector, we shape the country's infrastructure with sound foundations, generating not only strong and lasting buildings, but opportunities for the development of society. Committed to business responsibility, our purpose is to drive the industrial sector with a sustainable approach, promoting a balance between progress and care for the environment.



# TIMELINE

Cimento Nacional is born, founded by the 100 year old group Ricardo Brennand. We open the first factory in Sete Lagoas (Minas Gerais). At the time, with an installed capacity to produce 1.2 million tons of cement/year.



## 2013

We expanded our production to the Northeast of the country, with the opening of the second manufacturing unit, in Pitimbu (Paraíba), with a production capacity of 1.7 million tons of cement/year and a distribution center, located in Salvador (Bahia). Both projects are greenfield (built from scratch), with state-of-the-art equipment and fully integrated infrastructure.



## 2011

We expanded the capacity of the Sete Lagoas factory to 2.4 million tons of cement/year, with the installation of a new cement mill. We began to serve the markets in the Southeast, South and Midwest of the country.



## 2015



# 2018

We took an important step in terms of corporate governance, based on the consolidated practices of the Buzzi Group's international operations.



# 2021

We reviewed our organizational identity and culture and believe that our culture is centered on consistent and sustainable results for the business, with a focus on the relevance of our people.

The Italian cement group Buzzi Unicem, in operation since 1907, becomes a partner of the Ricardo Brennand family group, creating the joint venture BCPAR, parent company of Cimento Nacional.



# 2019

In a US\$218 million transaction, we acquired the assets of the Irish group CRH in Brazil, including five manufacturing units, two located in Arcos, one in Matozinhos and one in Santa Luzia, all in Minas Gerais, and one in the city of Cantagalo, in Rio de Janeiro. With the new units, we have an annual production capacity of 7.2 million tons of cement, an increase of almost 83% in our 2020 production capacity.



# 2022

# OUR STRUCTURE

GRI 102-2: Activities, brands, products and services | GRI 102-4: Location of operations | GRI 102-6: Markets served | GRI 102-7: Size of the organization

The consolidation of Cimento Nacional leads us to make changes to assure the sustainability of the business. For this reason, and with a view to further strengthen our brand, we changed the corporate name of the Controlling Holding BCPAR S.A., which is now called **Nacional Cimento Participações S.A.**

Our structure is made up of **seven manufacturing units**. The Sete Lagoas (MG) and Pitimbu (PB) units have equipment with **cutting-edge technologies on the market** and we are preparing the other units, acquired more recently, to achieve better performances.

These units are in **Minas Gerais**, in the municipalities of **Arcos (two operations), Matozinhos, Santa Luzia**

**- where we have a grinding unit -, and Cantagalo, in Rio de Janeiro**, achieving an annual production capacity of 7.2 million tons of cement.

Distribution Centers are also part of our structure. There are **five units** in operation, located in **Duque de Caxias (RJ), Guarulhos (SP), Campinas (SP), Salvador (BA), Recife (PE), in addition to a General Warehouse in Cuiabá (MT).**

With this structure, our logistics has excellent capillarity to deliver three different brands to the market: **Cimento Nacional, Cimento Alvorada and Cimento Campeão**, in the retail segments, construction companies, concrete companies and industries, in the South, Southeast, Midwest and Northeast regions.

Using this robust structure, we have achieved amazing results. In 2022, we attained a revenue of **R\$2.2 billion**, due to a better price positioning and the efficiency of our commercial policy.

Our team also effectively contributes to this positive growth. We have **1,236** employees, of which **95.1%** are permanent hires, covered by collective bargaining agreements, and the remaining workers are hired for a pre-determined period.

We have **7 factories** and an annual production capacity of **7.2 million tons** of cement.

-  **Factories**
-  **Distribution centers**
-  **Grinding units**

Unit	Annual installed capacity (million tons)
Sete Lagoas (MG)	2.4
Pitimbu (PB)	1.7
Arcos (MG)	ARJ: 0.5   ARC: 0.2
Matozinhos (MG)	1.0
Santa Luzia (MG)	0.5
Cantagalo (RJ)	0.9



# OUR PRODUCTS

GRI 417: Relationship with customers

With a view to meeting the needs of our customers and strengthening our position in the market, we are always looking to **implement improvements in our product lines** and promote a better experience for consumers. We offer technical support to customers, helping them use our products in a more efficient and environmentally conscious way.

In 2022, our first step was to **unify and standardize products in all manufacturing units**, maintaining our high level of quality. At the Santa Luzia (MG) factory, we included two new products. First, the **CP V-ARI RS** intended for concrete companies and industries.

This strategy allowed us to more efficiently serve this market segment and strengthen our partnerships with large customers.

We have also introduced **Fibrocimento** - a fiber cement product, with technical characteristics defined by mutual agreement with our customers, and previously manufactured only in Rio de Janeiro. By bringing Fibrocimento to Minas Gerais, we have expanded our business area not only in this state, but also in São Paulo. In Cantagalo (RJ), another market expansion: we started to supply bagged cement **CP V-ARI**, which was previously available in bulk only.

## Technology and Innovation

We remain committed to creating innovative products and driving sustainability.

The project is currently under development CP V-ARI RS at the Pitimbu (PB) unit, a cement that generates lower emissions when compared to CP V-ARI. We are also expanding the use of big bags, a safer and more efficient packaging that reduces waste generation. Furthermore, we have started collaborations with innovation hubs, such as Hubic, to create cements with functional additives and implement Artificial Intelligence (AI) in the production chain.



# THE NEW CIMENTO NACIONAL

The new Cimento Nacional has 12 years of experience and learning, and is seeking to reinvent itself in the pursuit of a promising future for the country. With the **clear purpose of sustaining the development of society**, we are committed to overcoming challenges that may arise.

## Architecture Project Cultural

Our transformation is a journey of continuous improvement. Through the Cultural Architecture project, we have carefully listened to our employees, in order to **understand the effective organizational culture**, as it is based less on pre-established rules and more on what is actually practiced on a daily basis by each individual in the company. This diagnosis allowed us to identify not only the positive aspects that are already aligned with the new culture, but also the areas that need more robust development, with the valuable support of our leaders. The diagnosis, prepared with the vision and new purpose of Cimento Nacional, was an essential element in the redesign of our identity.

To carry out this task, among the main actions, we highlight the **creation of the Business Planning and Transformation Board**, which has as its main purpose the construction of a long-term vision of Cimento Nacional.

We have also carried out a **restructuring of the Commercial and Logistics Boards**, with emphasis on a more solid strategy, which values our products, maintains our prices and demonstrates our commitment to strengthening Cimento Nacional's positioning in the Brazilian market.

**We seek to optimize our competitive capacity to guarantee the trust of our customers, shareholders and employees.**

**To find out more about the organizational identity of the new Cimento Nacional, access the QR Code.**

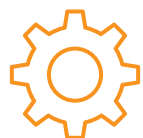


# OUR STRATEGIC PILLARS



## MARKET POSITIONING

- Balancing regional presence while maintaining price discipline;
- Agile interface with customers as a value proposition;
- Differentiation through active logistics;
- Cultivating long-term relationships and partnerships.



## RELIABLE AND INTEGRATED OPERATIONS

- Maintenance of safe operations, operating in an integrated and efficient manner;
- Planned purchases.

## COMPETITIVENESS

- Prioritization of scalable operations;
- Cost reduction.



## ENGAGED AND COMMITTED PEOPLE

- Awareness that people make a difference in the business and the business makes a difference in people's lives.



## SUSTAINABILITY – ESG

- Establishment of solid alliances with the communities where we operate, contributing to their development;
- Commitment to reducing CO<sub>2</sub> emissions, aligned with the best initiatives on the global agenda.



# OUR SHAREHOLDERS



Buzzi SpA is an international group that produces cement, pre-mixed concrete and aggregates, created in 1907, in Italy, with its principal place of business in Casale Monferrato, in the province of Alexandria. It is a publicly traded company, listed on the Italian stock exchange since 1973. It is currently present in 14 countries and stands out as one of the most important and experienced cement companies in the world, having 46 cement plants, more than 10 thousand employees, and installed capacity of 40 million tons of cement per year.

The partnership with Buzzi enabled, among other gains, the exchange of technology, knowledge and adoption of international standard practices in Brazilian operations, contributing to the improvement and competitiveness of Cimento Nacional. Like the multinational, we have a long-term strategic vision, focusing on the longevity of the business and the balance of relationships.




Cimento Nacional is also part of the Ricardo Brennand Group. A solid Brazilian group, which started its activities with the production of sugar and alcohol in 1917, and decades later diversified and expanded its activities to the production of ceramics, glass, cement and steel, when it was still part of another industrial group, with strong presence in the North and Northeast. From the 2000s, the Brennand Group separates to build its own history, starting with the opening of hydroelectric power plants. Today, the group has a series of businesses, which involve hydroelectric power plants, wind farms, engineering, architecture, urbanization, art and social education and cultural projects.

## Net Zero 2050

In 2022, in line with the constant commitment to sustainability and the creation of value for all stakeholders, our shareholder Buzzi presented the “Our Journey to Net Zero” roadmap, aiming at looking to the future and telling about the company’s path towards carbon neutrality by 2050.

Furthermore, in line with the provisions of the Paris agreement on climate change, as well as the European Green Deal, the goal is to produce by 2050 concrete with zero impact in terms of CO2 emission.

A photograph of two men in work uniforms, likely firefighters, smiling and looking at a document together. The image is overlaid with a blue tint and white and orange geometric lines. The text "WE BUILD RELATIONSHIPS OF **TRUST**" is centered over the image.

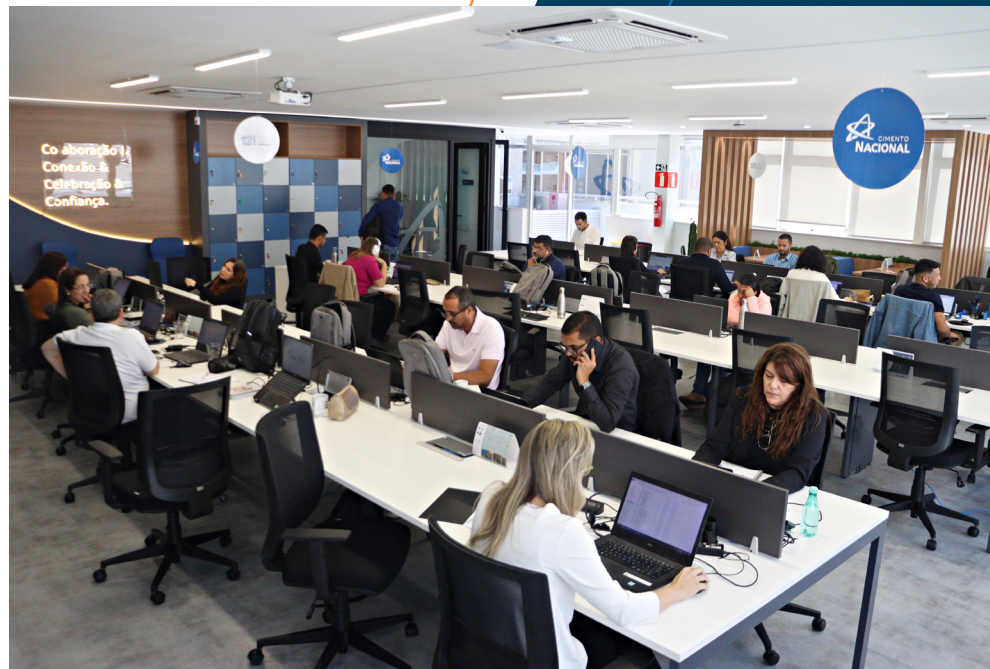
WE BUILD  
RELATIONSHIPS  
OF **TRUST**

# PEOPLE MANAGEMENT

GRI 401-1 Employment

The equalization of processes in all Cimento Nacional operations in Brazil proved to be a moment of unity and synergy, in which we consolidated ourselves as a united and integrated team gathered around a common purpose. This continuous unification process was responsible for opening doors to equal benefits and opportunities for employees, creating an **environment where everyone is valued and has space to grow and prosper.**

Now, with our policy consolidated, we share knowledge and experiences in search of a promising future in which each individual has the opportunity to train and grow professionally. Together, we are capable of overcoming any challenge, **guided by mutual respect and belief in human potential.**



# EMPLOYEE'S JOURNEY

GRI 402-1 Labor relations

At Cimento Nacional we estimate the potential of each professional, offering an **environment conducive to the development of their career.**

We value our employees' journey and always look for ways to improve it.

## Onboarding

In 2022, we took an important step by standardizing the onboarding process (integration of new employees) in all our units.

**In 2022, there were:**

**63** vacancies filled in leadership positions (specialists, supervisors, coordinators and managers)

**203** new integrations employees

**6.180** indirect jobs

## EMPLOYEE PROFILE AND WORKING HOURS

Type of work day	2021			2022		
	Men	Women	Total	Men	Women	Total
Full	957	205	1.162	961	212	1.173
Partial	25	40	65	26	37	63
Total	982	245	1.227	987	249	1.236

Type of work day	2021			2022		
	Men	Women	Total	Men	Women	Total
Executives	1	0	1	1	0	1
Top management	5	1	6	5	1	6
Middle management	26	6	32	26	6	32
Administrative	307	175	482	311	181	492
Operational	618	23	641	618	23	641
Interns	25	40	65	27	37	64
Assistants	0	0	0	0	0	0
Graduates	247	127	374	245	135	380

**In 2022, 1,175 employees were covered by a collective agreement, which corresponds to 95.1% of the total.**

The onboarding process will be improved in 2023, with the launch of gamified **onboarding**, that is, a digital game, which started to be developed in 2022. This innovative format involves missions to be completed, such as building a school, a bridge or a town square, always using Cimento Nacional brands. Each achievement has a reward within the game, providing a playful and didactic experience. The purpose was to provide the onboarding of the new professional in a light manner, but with a methodology that facilitates the assimilation of information and alignment with the Cimento Nacional culture.

### Hybrid work and flexible office

In 2022, we also implemented a major change in the routine of Cimento Nacional's corporate area: all teams went from face-to-face work (interrupted during the pandemic period, when we adhered to remote work, as recommended by the World Health Organization - WHO) to hybrid work, which brings more freedom for employees' routine,

maintaining a good level of connection with colleagues and the company.

For this new phase, the corporate offices in Belo Horizonte (MG) and Recife (PE) will undergo restructuring to make them more collaborative and flexible and can be used by employees whenever they wish.

### Offices will be rethought based on the principles of the 4Cs: Collaboration, Confidence, Celebration and Connection.

Without fixed workstations, but scheduled use per day, the space will encourage interaction and the exchange of ideas with professionals from different areas. There will also be meeting rooms for team meetings.

**We value the potential of each employee, with an environment conducive to professional growth.**

# TRAINING AND DEVELOPMENT

GRI 404-1 and 404-3 - Training

We are focused on the **development of people through independence and protagonism**, regarding professional development. Therefore, the journey of employees also includes training opportunities. Firstly, through **National Academy, the major “umbrella” of the company’s corporate education**, which has in its structure the Commercial, Industrial, Leadership Schools and other training and development actions. Soon, the National Academy will gain a distance learning (EAD) platform.

The design of the structure of the National Academy and Schools was carried out in 2022, and the launch is scheduled for 2023. One of the purposes of the initiative

is to **encourage the self-development and protagonism of employees**. For this reason, the structure will also feature tools to encourage lifelong learning, such as Edupass, an educational benefit that offers discounts between 20% and 80% on more than 150 thousand face-to-face and distance learning courses covering undergraduate, language, postgraduate areas, etc. Free options will also be available, such as the “Emotional Intelligence” course.

**In 2022, there were 17,041 hours of training, which corresponds to 14 hours per employee.**



“

In line with our strategic pillar, we created continuing education paths for all levels of leadership. The purpose is **to encourage the development of a new mental model** and new people management practices.”

**MÔNICA MACHADO,**

Organizational  
Human Development  
Coordinator



## Employee appraisal process

Our evaluation and recognition process has been modified: the new People Cycle applied to leaders in 2022 will be expanded to operational and administrative areas in 2023.

In the Leadership People Cycle, competencies were reviewed and aligned with Cimento Nacional’s Strategic Planning, and the initiative also included 360º appraisal (self-appraisal, peer appraisal, appraisal by managers, and appraisal by subordinates), and the Learning Agility.

Based on the results generated, feedback was discussed with professionals and applied in the construction of PDIs (Plan of Individual Development). This structured and transparent process contributes to a fairer evaluation and the development of leadership and employees, aligned with company strategy.



# HEALTH AND SAFETY

GRI 403-1: Occupational health and safety management system | GRI 403-2: Hazard identification, risk assessment and incident investigation | GRI 403 -3: Occupational health services | GRI 403-4: Worker participation, consultation and communication to workers regarding occupational health and safety | GRI 403-6: Promotion of worker's health

Valuing the life, safety and health of our employees, business partners and all continuous use; Gympass, platform that gives access to gyms, as encouragement of physical activities people involved in our company always comes first. Therefore, we have a structured health and safety program, and every year we seek better results.

Upon being hired, **our employees become eligible for several health related benefits and programs**, such as: health and dental plan; Workers' Food Program - PAT with meal vouchers and food, in addition to cafeterias in the factories; discounts on several

medications; **Employee Support Program (PAE)**, which provides psychological (with a direct channel), legal and financial support, in a 100% anonymous and confidential manner; life insurance and funeral assistance, which also includes employees families; and private pensions, focused on preparing for future retirement.

**In 2022, we invested more than an additional R\$4 million in health and safety for our employees and business partners.**

“

Being a brigade member provides me with opportunities for great lessons learned, which I apply every day to **guarantee the integrity of my colleagues** at work and my family.”

**ADRIANO GIZ,**  
Electrical  
maintenance  
technician



## Focus on health

Our **Ergonomics Management program** has an internal and dedicated team to map and assess ergonomic risks throughout the company. The purpose is to mitigate or eliminate these risks, providing a healthy and safe work environment for employees, in addition to promoting quality of life for everyone. In 2022, several improvements were implemented in which improvements were noted, ensuring the preservation of the health and safety of our employees.

We also promote the **Hearing Conservation Program**, which has a speech therapist, a specialist in the field, to monitor the hearing health of employees. This is just one of the initiatives with this objective.

Another practice throughout the year was carrying out monthly campaigns in all units, such as **September Yellow (fighting suicide), Pink October (fighting breast cancer), Blue November (fighting prostate cancer), Red December (fighting Sexually Transmitted Diseases - STDs)**, among other topics. In 2022, we moved forward with campaigns to encourage immunization against various diseases, especially against Covid-19 and Influenza. We are developing the programs to promote health and well-being, intended to intervene in a timely manner to raise awareness and encourage self-care, as a method of prevention, health promotion and well-being.

## Fighting the proliferation of diseases

In all units we combat the mosquito *Aedes Aegypti*, transmitter of Dengue, Zika and Chikungunya viruses. Through instruction campaigns carried out by experts and cleaning efforts, we have eliminated environments that promote the proliferation of transmitting mosquitoes and entered into partnerships with local zoonoses to help us with guidance of employees in combating diseases.





## Occupational Health and Safety Governance

Health and Safety Governance in our operations is made up of a **corporate Health and Safety committee**, which meets monthly with the CEO, officers and managers of Cimento Nacional to present results and governance of the area. In manufacturing units, information dissemination is divided up through subcommittees, which are conducted by local leaders.

We also have quarterly meetings held by the National Cement Industry Union (SNIC), in which the main leaders in the health and safety areas of cement plants meet to discuss results and good practices.

## Occupational Health and Safety Culture

With the support of an external consultancy, we carried out a health and safety culture diagnosis in all manufacturing units of Cimento Nacional, to identify the current stage of maturity in the Hearts and Minds methodology.

After the diagnosis, the **Cultural Transformation Plan for Occupational Health and Safety (PTCSST)** was drawn up, consisting of several tools based on technical references, the main objective of which is the evolution of the health and safety culture, aiming at promoting the mitigation of the risks of occupational accidents and fatalities, through attitudes and processes of continuous learning practices.

Based on the repertoire of invited participants, including safety engineers, managers, production coordinators, maintenance, logistics and representatives of the People and Culture team, actions were designed for PTCSST in the medium and long term, as well as strategies for promoting the engagement of operational teams.



## In 2022

- **More than 1 thousand** employees received safety training
- **More than 4 thousand hours** of training
- **More than R\$4 million** in Occupational Health and Safety improvements

Significant improvement in frequency and severity rate indices, with a reduction of 13% and 86% respectively, as compared to 2021.

Our safety indicators show continuous improvement, with a reduction in the number of accidents and absences. We are committed to ensuring the integrity of everyone involved in our activities with preventive and continuous improvement actions, to achieve our goal of zero accidents.

## ACCIDENT DATA PER YEAR IN ALL OPERATIONS

Indicator	Employees			Contractors		
	2020	2021	2022	2020	2021	2022
Fatal accidents	0	0	0	0	2	0
Accidents with lost time	3	2	1	2	2	1
Lost time	40	110	14	75	20	6
Lost time frequency rate	2.6	0.9	0.4	1.84	0.8	0.3
Total frequency rate	19.8	6.2	6.0	24.81	16.9	14.1
Severity Rate	0.03	0.05	0.01	0.07	0.01	0.00
Average duration	13	55	14	37	10	6



# DIVERSITY AND INCLUSION

GRI 405-1 Diversity and Equality

We recognize the importance of **Diversity and Inclusion as an integral part of our sustainability strategy.** In 2022, we began planning practices and policies that promote diversity in our company, especially in terms of hiring historically underrepresented groups.

**We are committed to creating an inclusive environment for all employees.** To this end, we are preparing our professionals to receive and welcome appropriately all people selected to work with us, whether LGBTQIAPN+, people with special needs (PwD), black people, indigenous people, immigrants, people of the most diverse religions, or any other socially minoritized group.

We understand that we are part of a sector that faces challenges in this area. Our current audience is not very diverse, around 80% is made up of cis heterosexual, white men.

But we are dedicated to ensuring care and respect for everyone through education. We want not only to hire diverse people, but we want them all to feel truly integrated.

In the coming years we **will begin working with agencies specialized in hiring people with special needs and company.**

“

Cimento Nacional, with this agenda, gives us space to be who we are, and **we feel comfortable, we feel safe** to be persons and professionals all around.”

**JEISIELLE CARDOSO ALMEIDA,**  
Occupational safety technician



“

To increase accessibility in our internal and external communications, we have taken measures, such as **the inclusion of Libras (Brazilian Sign Language) and subtitles in Portuguese** in institutional videos. Furthermore, we value representation in our advertising material, using images and references that more closely reflect our multiple diversity.”

**DÉBORA OLIVEIRA,**  
Communication Coordinator



# LABOR AND UNIONS **RELATIONS**

GRI 102-41: Collective bargaining agreements

**In 2022, nine Collective Bargaining Agreements were carried out,** demonstrating Cimento Nacional's commitment to establishing fair and balanced work.

A Labor Committee was also created to identify the main causes of lawsuits, most of which related to overtime issues. In partnership with the legal sector, strategies are being developed to mitigate these risks and seek improvements in this aspect.

Another change took place in the Joint Committee for the Profit Sharing Program (PPR), which, in addition to being parity, started to include union representatives.



Indicator	Unit	2021	2022
Total employees covered by collective bargaining agreement	N°	1,161	1,175
% employees with collective bargaining agreement	%	94,7%	95,1%

# RELATIONSHIP WITH CUSTOMERS

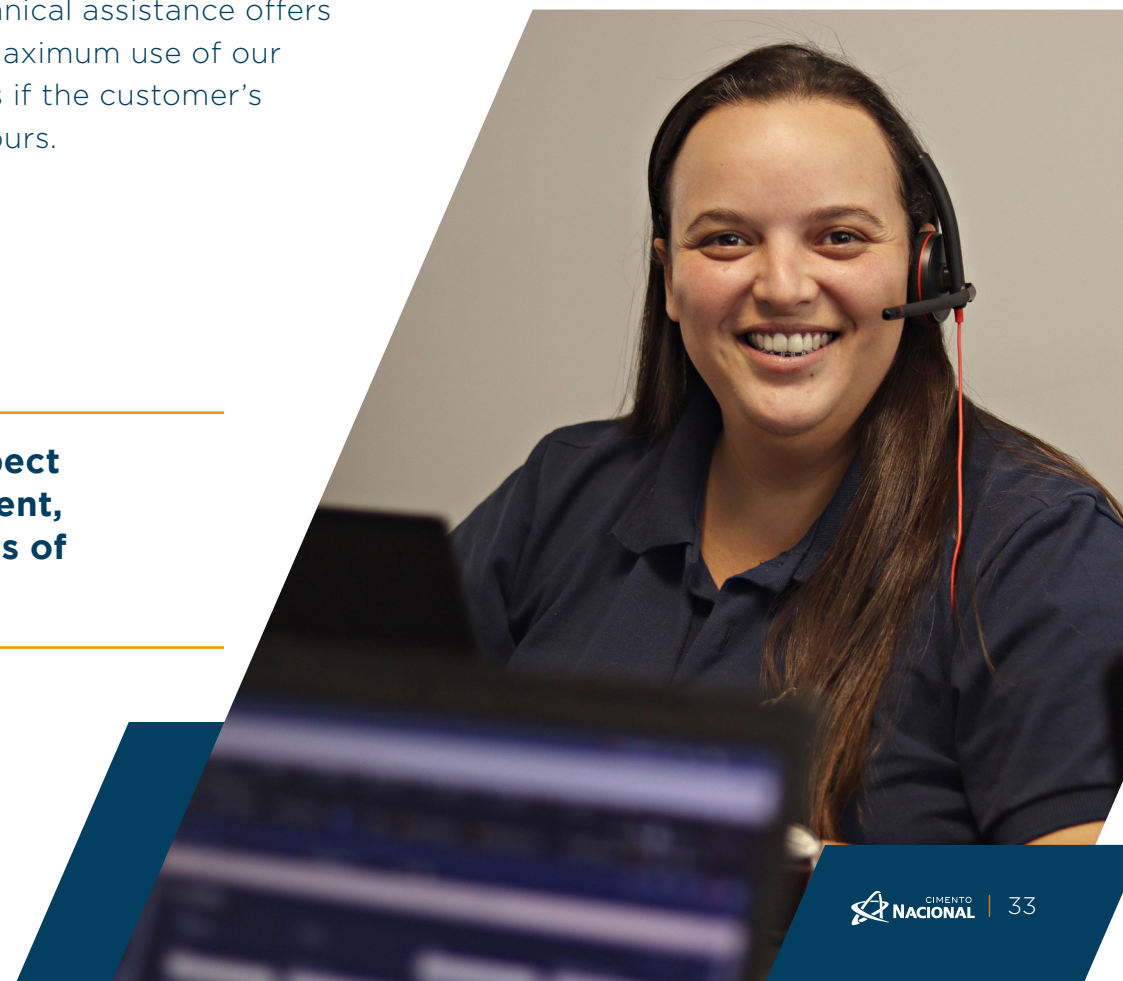
GRI 102-9: Supply chain | GRI 204-1: Proportion of spending on local suppliers

Throughout our history, **we have built a relationship of deep trust with our customers**, a fundamental value of our positioning. Our approach integrates market intelligence with logistics, aiming to meet customer needs effectively.

**In addition to providing quality products, we offer support through technical assistance.** We recognize that it is not enough to deliver the best product, it is essential to guide our customers on the appropriate and conscious use of materials. Our team of engineers and our mobile research laboratories are always available to suggest the best combinations of materials, reducing final costs and optimizing the construction process with extreme safety.

**In retail, we seek to guide and demonstrate best practices for proper use of cement.** Our sales team and technical assistance offers training, ensuring maximum use of our products. We act as if the customer's construction were ours.

**We act with respect to trust, investment, doubts and needs of our customers.**



## HOW TECHNICAL ASSISTANCE WORKS

### Consulting:

- Assessment and optimization of the production process;
- Technical support in product certification processes;
- Technological control of concrete, mortar and artifacts;
- Technical support in specific tests and preparation of reports regarding the durability of structures.

### Technical tests:

- Dosage of concrete and mortar;
- Tests on cement, aggregates, mortars, concretes and artifacts;
- Compatibility tests of cement with additives;
- Durability tests.

### Training:

- Qualification of personnel in technological control of concrete;
- Qualification of personnel in technological control of mortars;
- Qualification of personnel in technological control of concrete artifacts.



## CUSTOMER SERVICE CHANNELS

### Telephone service

**Capitals and metropolitan region**

4020-0908

**Other regions**

0800 201 0021

### Email support

[cac@cimentonacional.com.br](mailto:cac@cimentonacional.com.br)

[sac@cimentonacional.com.br](mailto:sac@cimentonacional.com.br)

### Whatsapp support

+55 800 201 0021 

# PROXIMITY TO SUPPLIERS

With the consolidation of the new Cimento Nacional, in **2022 we increased the number of suppliers from 3,746 to 4,899**. The list of local suppliers grew from 3,720 to 4,873. Therefore, the Supply area underwent adjustments to ensure greater efficiency in processes, migrating to the SAP system (rollout), considered the largest operating system in the world, bringing reliability and integration to all areas of the company.

In 2022, we also held a workshop in all manufacturing units, covering best practices in the Supply chain. This event allowed an exchange of experiences between the unit teams, resulting in savings and strengthening the relationship with suppliers. **The strategic solution for the year was focused on advance purchases and optimizing resources, seeking to rationalize and avoid waste.**

When suppliers need to enter our factories, they receive a purchase order containing a Service Provider Manual, with all health and safety guidelines. Before accessing the facilities, they undergo training to ensure compliance with standards.

The procurement policy takes into account the choice of suppliers, based on effectiveness, efficiency and price, prioritizing solutions that add value.

## **Annually, we invest around R\$1.2 billion in Purchases.**

Some cement inputs are commodities and are influenced by supply and demand, and we are attentive to economic scenarios so we can anticipate purchases and optimize negotiations, ensuring the best cost-effective scenario for the company. **In 2022, we closed investments with suppliers in the amount of R\$1,509,793,143.** Of these, R\$ 1,490,214,691 refer to local suppliers.

Relationships with suppliers are essential to the success of our operations and valuing local businesses and professionals is a way of contributing to the socioeconomic development of the communities where we operate. We are committed to strengthening these partnerships, promoting trust, transparency and sustainability in all commercial interactions.

Suppliers	2020	2021	2022
Supplier base	2,312	3,746	4,899
Local supplier base	2,309	3,720	4,873

Indicator	2020	2021	2022
Purchase of goSDG and services	84,053,646	163,180,545	1,509,793,143
Purchase of goSDG and services - Local	82,397,353	161,684,014	1,490,214,691
% of local purchases	98%	99%	99%

The background image shows two men in a control room. The man in the foreground is seen from the side, looking towards the right. The man in the background is pointing at a large screen that displays various data visualizations, including a grid of numbers and a bar chart. The entire image has a blue tint and is overlaid with white and orange geometric lines.

WE COMPLY  
WITH RULES AND  
**PROCESSES**

# OUR MODEL OF BUSINESS

GRI 102-15: Main impacts, risks and opportunities

At Cimento Nacional, **our business model is based on the production and supply of high-quality cement.** The sustainability principles are present throughout our business. Therefore, we seek to create value in a responsible way, considering the economic, social and environmental impacts.

Our main activities include the extraction and processing of raw materials, cement manufacturing, distribution and sales of our products. **We seek operational excellence at all stages of the process, ensuring maximum efficiency and quality in our products.**

Sustainability is at the heart of our business model. To achieve this, we invest in cutting-edge technologies, in addition to adopting cleaner production practices and reducing carbon emissions with the aim of minimizing environmental impacts.

**We value and consider relationships with our employees, business partners, customers, suppliers, communities and local bodies.**

The intention is to understand their needs and expectations, promoting an open and

transparent dialogue. By creating lasting and collaborative relationships, we build strong partnerships and drive sustainable development together.

In terms of capturing value, **we seek financial profitability, but always considering and respecting its balance with social and environmental aspects.** We seek to offer innovative and increasingly sustainable solutions to our customers, meeting their demands and contributing to the progress of the construction industry in a responsible way.

Our business model is constantly evolving, as we work to improve our techniques and adopt new approaches to address socio-environmental challenges. We are committed to driving positive change by contributing to a more sustainable and resilient future in our industry.

**We are simple and agile and comply with rules and processes.**

# ACKNOWLEDGMENTS AND CERTIFICATIONS

GRI 102-12: External initiatives

**ISO 9001** - Quality Management System

**ISO 14001** - Environmental Management System

**ONC** - Compliance - Paraguayan Technical Standard for export quality

**ABCP Quality Seal** - Awarded by the Brazilian Portland Cement Association, recognized by the Brazilian Habitat Quality and Productivity Program

**API Spec Q1: 2014** - Registration that allows the supply of special cement to Petrobras

## STRUCTURE OF GOVERNANCE CORPORATE

GRI 102-12: External initiatives

Corporate Governance is the foundation that supports our strategy, permeating all spheres of Cimento Nacional. It plays a fundamental role in decision-making, in motivating employees, in defining social, environmental and market projects, in crisis management, transparency, image and reputation, and relationship with governments. Through Corporate Governance, we strengthen ourselves even further and reinforce our business, which is trust.

Our structure is based on the Articles of Organization and Shareholders' Agreement, consisting of the Shareholders' Meeting, the Board of Directors and Executive Board, which is made up of the Presidency, Financial Board, Industrial and Technical Boards, Commercial and Logistics Board, Legal Board, Planning and Transformation Board, and People and Culture Board.



### Shareholders' Meeting

BC Investimentos S.A - Ricardo Brennand Group (Brazil) | Buzzi S.P.A - Buzzi Group (Italy)

### Board of Directors

**Principals** - Ricardo Coimbra de Almeida Brennand Filho (Presidente) | Paolo Burlando (Vice-Presidente)  
José Jaime Monteiro Brennand | Jorge Cavalcanti de Petribú Filho | Michele Buzzi | Luigi Buzzi

**Deputies** - José Ricardo Brennand de Carvalho | Antônio Luiz de Almeida Brennand

**Observers** - Ricardo Coimbra de Almeida Brennand Neto | José Jaime Monteiro Brennand Filho  
Luiza Brennand Guerra Dias Pereira | Luigi Buzzi | Ricardo Jaime Behar

### Presidency

José Eduardo Ferreira Ramos

#### Financial Board -

João Eduardo Villar  
Limeira

#### Industrial and Technical Boards

- Frederico de  
Vasconcelos  
Lima Filho

#### Commercial and Logistics Board

- Eduardo Luiz  
Simão Lamana

#### Legal Board

- Horácio José  
Carlos de  
Mendonça

#### Planning and Transformation Board -

Vitor  
Sasaki

#### People and Culture Board -

Mariana Moura  
Abreu e Silva

## Board of Directors

**The Board of Directors discusses and decides the general guidelines of our business and our activities, as provided for in the Articles of Organization and the Shareholders' Agreement.** It

is made up of six deputies and up to six observers. Both in the case of principals, and deputies and observers, three are appointed directly and exclusively by the Ricardo Brennand Group and the other three by the Buzzi Group.

The Board of Directors has the support of the Operations Committee, which advises those on technical matters and new projects. The Committee is made up of three members, including the President, a member appointed by the Ricardo Brennand Group and another by the Buzzi Group.

## Executive Board

The Executive Board works together with the Administrative Committee in discussions and decisions related to the management of the day-to-day operations and management of our businesses and activities. The Executive Board is responsible for making decisions relating to operational, administrative, financial, commercial, human resources, legal, and planning and strategy activities, in addition to risk management and critical points, in accordance with the Articles of Organization, the Shareholders' Agreement, and the guidelines of the Board of Directors.

In its role, the Executive Board has the support of internal committees, freely created and dismissed, to assist decision-making, making them more agile and assertive. Currently, 10 committees make up our structure. Namely:

- Occupational Health and Safety Committee;
- Consumables and Raw Materials Committee;
- Services and Materials Committee;
- Tax Committee;
- Capex Committee;
- IT Committee;
- People Committee;
- Operations Committee;
- Coprocessing Committee;
- Labor Relations Committee.



# ETHICAL AND HONEST PERFORMANCE

GRI 102-16: Values, principles, norms and codes of behavior | GRI 102-17: Mechanisms for ethics guidance and concerns | GRI 205-2 and 205-3 Combating corruption | GRI 206-1: Unfair competition | GRI 419-1 Non-compliance with laws and regulations in the socioeconomic area



## **Cimento Nacional seeks to play a fundamental role in promoting ethics in business and preventing corruption.**

In order to strengthen these principles, the company's Code of Conduct was updated, and the Cimento Nacional's Compliance Policy was also developed.

With the update implemented, the Code of Conduct now has a more simplified language, in addition to presenting practical examples that facilitate understanding and reinforce the attitudes and behaviors of all leadership, employees and other stakeholders of the company.

The Compliance Policy, in turn, was prepared as a result of risk mapping work carried out during the integration period, after the acquisition of the new units. The Policy is based on three important themes: compliance in terms of competition, conflict of interests and anti-corruption practices.

Communication and training on the updated Code of Conduct and Compliance Policy were successful,

providing engagement and active participation of employees. To this end, the company prioritized a face-to-face approach, seeking to promote an environment of trust and convey the message that Cimento Nacional works ethically. In total, **around 50 training sessions were carried out, involving approximately 800 employees, including the President and all Officers.** The positive feedback received demonstrates the sensitivity and closer ties achieved in this process.

For next year, refresher training is planned for all employees and specific programs for more sensitive areas, such as Commercial, Supplies and Sustainability, which have greater interaction with public bodies and other institutions. The results will be evaluated and, if necessary, more detailed training will be carried out to ensure compliance with the guidelines set forth in the Code of Conduct.

**In order to strengthen these principles, the company's Code of Conduct was updated, and the Cimento Nacional's Compliance Policy was also developed.**

## **Reporting channels**

✉ **[compliance@cimentonacional.com.br](mailto:compliance@cimentonacional.com.br)**

☎ **0800 760 50 05**

TOTAL NUMBER OF EMPLOYEES INTRODUCED TO THE POLICIES AND PROCEDURES TO COMBAT CORRUPTION, AS ADOPTED BY THE ORGANIZATION PER CATEGORY (LEVEL AND FUNCTION) - 2022

Indicator	2020	2021	2022
<b>Level</b>			
Executives	0	7	7
Top management	0	3	37
Middle management	2	12	146
Administrative	33	20	15
Operational	65	97	597
Interns	19	3	0
<b>Function</b>			
Technical	48	49	12
Administrative	36	45	193
Production	35	48	597

TOTAL NUMBER OF EMPLOYEES WHO RECEIVED TRAINING IN COMBATING CORRUPTION PER CATEGORY (LEVEL AND FUNCTION) - 2022

Indicator	2020	2021	2022
<b>Level</b>			
Executives	0	7	7
Top management	0	3	37
Middle management	2	12	146
Administrative	33	20	15
Operational	65	97	597
Interns	19	3	0
<b>Function</b>			
Technical	48	49	12
Administrative	36	45	193
Production	35	48	597

TOTAL NUMBER OF BUSINESS PARTNERS PER TYPE

Indicator	2020	2021	2022
Equipment maintenance	13	365	365
Equipment rental with operator	13	107	107
Outsourced labor	8	128	129
Environmental service	6	51	128
Logistics service	5	0	51
Security	4	15	206
Industrial maintenance and cleaning	4	73	15
Topography	2	22	73
Employee transportation	1	9	22
Cafeteria	1	8	9
Pest control	1	4	8

### Ethics and integrity

Confirmed cases of corruption and actions take: 0

Non-compliance with laws and regulations in the social and economic areas: 0

# ECONOMIC-FINANCIAL PERFORMANCE

GRI 201-1: Direct economic value generated and distributed

Timely payments to suppliers, fair wages for our employees, fair prices for our customers, and returns for our shareholders. Taking care of the financial system of a company of the magnitude of ours is not simple. Only with an ethical, focused and highly competent team can we achieve such satisfactory results for the company and society.

**Through our strict the longevity of the business, generating employment and income, keeping the economy moving, and contributing to the development of the country.**

The financial area underwent a significant transformation in 2022, with the creation of the Compensation and Labor Relations Management, as part of the consolidation process of the new Cimento Nacional. Previously, themes related to compensation

were divided among several sectors. As the number of operations, employees and suppliers increased significantly, the decision was to centralize activities for control and organization purposes.

Our first action within the Compensation Management was to standardize and define all positions in the company, a fundamental decision to establish a single salary table, ensuring equal remuneration across all the operations. Furthermore, we implemented a continuous improvement program with the aim of strengthening our management.

**Attention: The increase in the rate is justified because, in 2021, only the employees of the CNC and CCP companies were included in the calculation, while in 2022, the other companies of the new Cimento Nacional were included.**

## NEW HIRES AND EMPLOYEE TURNOVER

Indicator	2021	2022
Turnover (%)	21.7	27.5
Man (%)	19.4	28.2
Woman	31.0	24.9
Total number of employees	1,227	1236
Total number of hires	118	185
Total number of layoffs	266	340

## NUMBER OF EMPLOYEES PER TYPE OF EMPLOYMENT AGREEMENT/GENDER

Type of employment agreement	2021			2022		
	Men	Women	Total	Men	Women	Total
Permanent	957	205	1,162	961	212	1173
Temporary	25	40	65	26	37	63

## TOTAL ANNUAL COMPENSATION RATE

Indicator	2021	2022
R\$ iR\$ highest paid individual/ (average salary of all employees excluding the highest paid)	14.71	17.36

\*Proportion between the total annual compensation of the organization's highest-paid individual in the country and the average annual total compensation of all employees (excluding the highest-paid individual) in the country.

# ECONOMIC VALUE GENERATED AND DISTRIBUTED

GRI 201-1: Economic value generated and distributed

2022 INDICATORS OF REVENUE, ECONOMIC VALUE  
RETAINED AND ECONOMIC VALUE GENERATED  
AND DISTRIBUTED (R\$ PER THOUSAND)

Indicator	2020	2021	2022
Revenues	820,436	1,622,093	2,180,985
<b>Distributed economic value</b>			
Operating costs	496,711	1,030,061	1,335,725
Salaries and benefits for employees	39,766	69,364	182,868
Payments to lenders	21,130	22,817	32,107
Payments to governments	26,317	59,196	78,309
Retained economic value	236,512	440,655	551,976

## Organization and standardization

During 2022, the Cimento Nacional Controllershship acted in several fronts, seeking to consolidate itself as an area and contribute to the company's results. The project of implementation of SAP (rollout) included the active participation of the area, with focus mainly on establishing the standardization of processes in all group companies.

The Controllershship also sought to play a leading role in the search for austerity in expenses across the company, with active cost monitoring in plants and corporate cost optimization initiatives, such as example: since the creation of the group for travel between units, which contributes not only to reducing travel expenses, but also promoted integration between areas, until the implementation of the tax system I V-TAX with the SAP system to calculate indirect taxes.





WE IMPROVE  
RESULTS WITH  
**CONSISTENCE**

# COMMITMENT TO THE FUTURE

GRI 102-15: Main impacts, risks and opportunities

Our pursuit of excellence and efficiency reflects the deep respect we have for people, communities close to our operations and across the planet. We recognize the commitment to contribute to the 17 Sustainable Development Goals (SDG), a global call for action proposed by the United Nations (UN), aimed at eradicating poverty, protecting the environment, and ensuring peace and prosperity for all.

## People



We promote a safe environment in operations, implement health and well-being programs and value our employees' workforce, providing fair conditions, adequate remuneration and professional development opportunities. Thus, **we contribute to a sustainable and inclusive economic growth.** To go further, we seek to provide equal opportunities between men and women, promoting diversity and inclusion at all levels of the organization.

## Environment



We continually work to reduce our carbon footprint and promote the use of clean energy sources in operations. We drive the sustainable development of the industry, investing in innovative technologies and modernizing its infrastructure to achieve the best environmental performance. **We include increasingly sustainable practices in our supply chain and we encourage judicious consumption among our employees and communities.**

## Stakeholder engagement



**We want to generate a positive impact among the communities where we operate.** That is why we work in partnership with municipalities to guarantee populations that our operations comply with legislation. We invest in the socioeconomic development of the cities where we operate and have great ambitions in terms of sustainability. Our social programs bring culture, sport and education to residents. Furthermore, we encourage volunteering among our employees.

# CARE WITH THE ENVIRONMENT

GRI 305-1 - Total direct GHG emissions (Scope 1) in metric tons of CO2 equivalent | GRI 305-2 - Total indirect (Scope 2) GHG emissions from energy acquisition in metric tons of CO2 equivalent, calculated based on location | GRI 305-5 Reduction of greenhouse gas (GHG) emissions | GRI 305-7 Specific emissions of NOx, SO2, Particulate Matter (PM) and Hg | GRI 306-1 Waste generation and significant impacts related to waste | GRI 306-2 Management of significant impacts related to waste | GRI 306-3 Waste generated | GRI 306-4 Waste not intended for final disposal | GRI 306-5 Waste intended for final disposal | GRI 303-1 Interaction with water as a shared resource | GRI 303-2 Management of impacts related to water disposal | GRI 303-3 Water collection | GRI 303-4 Water disposal | GRI 303-5 Water consumption | GRI 304-1 Biodiversity | GRI 304-3 Protected or restored habitats

By combining expertise and innovation, Cimento Nacional shapes a promising path towards sustainable growth. We have the clear objective of contributing to Brazil's progress and infrastructure, reinforcing our environmental responsibility and promoting the continuous improvement of our processes.

**We act with environmental responsibility and focus on the conscious use and conservation of natural resources.**

In the next topics it is possible to follow our efforts and results for the year 2022 in environmental terms.



## Carbon emission

In 2022, the specific net CO<sub>2</sub> emission value reached was 485 kg/t of cement product, an increase of just 1.2% compared to the previous year.

**It is essential to highlight that our result was very favorable when compared to global levels {4} and national companies in the cement industry in**

**CO<sub>2</sub> emissions.** According to information from the Global Cement and Concrete Association (GCCA) 2020, the global average of net CO<sub>2</sub> emissions is 593 kg/t of cement product, while data from the National Cement Industry Union (SNIC) from 2014 points to a national average of 560 kg/t of cement product.

**One of the ways to gradually reduce emissions from our operation is to reduce the clinker factor of the cement, as well as replace part of the clinker with supplementary cementitious materials (SCMs), in a responsible**

**way.** This is because clinker is the artificial product obtained from the mixture of properly dosed and ground limestone and clay, the result of the

known reaction as “decarbonation” - a calcination process at high temperature (1400-1500°C), responsible for 80% of emissions from the production process and with high thermal consumption. The estimate is that every 1% reduction in the clinker factor can reduce the CO<sub>2</sub> emitted by around 8 kg/ton of cementitious product, as if you use less clinker, this process will be reduced.

Last year we had a 3.2% increase in the clinker factor. Despite this, we direct our efforts to mitigate the environmental impact, keeping our net CO<sub>2</sub> emission results in the production process low, when compared to national and international levels.

### Clinker cement raw materials and factor

Indicator	Un	2020	2021	2022
Natural raw materials	t	4,602,569	7,773,369	7,475,254
Unnatural raw materials	t	571,806	1,920,053	1,235,557
Unnatural raw materials	%	11.1%	19.8%	14.2%
Cement clinker factor	%	67.3%	60.1%	62.4%

We know that this was only possible thanks to a set of actions and strategies focused on sustainability.

**Among the main initiatives adopted, the strengthening of coprocessing stands out, which saw a increase of 13.8% in thermal replacement [ 3]**

**compared to the previous year.** This approach allowed the optimization of the use of resources and materials, directly contributing to the reduction of carbon emissions associated with the cement production process.

**We reaffirm our commitment to continuing to advance towards more sustainable and efficient production,**

with the awareness that the reduction of carbon emissions is a fundamental step towards preserving the environment and contributing positively to the fight against climate change. Cimento Nacional remains determined to continue innovating and implementing responsible environmental practices, with the aim of being a agent of transformation in the cement industry, promoting sustainable development for society.

## CO2 emission

Indicator	Un	2020	2021	2022
Absolute CO2 emissions - gross scope 1	t	1,980,435	2,956,129	2,957,933
Absolute CO2 emission - net scope 1	t	1,919,032	2,878,073	2,824,837
Specific CO2 emission - gross scope 1	kg/t cement product	571	492	508
ESpecific CO2 emission - liquid scope 1	kg/t cement product	553	479	485

### We monitor emissions of particulate matter, sulfur oxide and nitrogen oxide in our operations

**on an ongoing basis** in the chimneys of furnaces and discontinuous measurements of emissions of particulate matter, nitrogen oxide, sulfur oxide, as well as mercury, dioxins and furans, among other gases and metals, in addition to particulate matter in other fixed sources, carried out by bodies accredited by regulatory entities. We emphasize that the values comply with legal requirements

Indicator	Unidade	2020	2021	2022
NOx	g/t clinker	852	1550	1,552
SO2	g/t clinker	1367	432	499
M. Particulate	g/t clinker	34	50	73
Hg	mg/t clinker	0	0	0
Dioxins	mg/t clinker	0	0	0
Continuous monitoring system particulateo	%	100	100	99
Continuous NOx Monitoring System	%	100	100	99
Continuous SO2 Monitoring System	%	100	100	99

## Energy

According to the Cement Technology Roadmap Brazil, in 2020 Cimento Nacional had already achieved the energy efficiency values specified for 2030. In 2022 we had a small increase of 2% in thermal energy consumption compared to 2021, reaching 3.45 GJ/t clinker, below the 3.47 GJ/t clinker predicted in the 2030 national roadmap.

**In 2022, Cimento Nacional maintained its partnership with the national distribution system for the acquisition of electrical energy.** In the domestic context, around 85% of the energy distributed came from renewable sources.

Our efforts in energy efficiency were rewarded with a 1.8% reduction in specific electrical consumption compared to 2021.

**We will continue to invest in practices of sustainability and greater use of renewable sources, aiming to increasingly contribute to the construction of an environmentally conscious future.**

### Co-processing and electrical energy

Co-processing consists of reusing the most varied types of waste and origins, contributing to the preservation of natural resources, by replacing raw materials and traditional fossil fuels used in the cement manufacturing process.

**The cement industry, in this sense, offers one of the best examples of industrial sectors that can contribute in a realistic way to circular economy.** The technology of coprocessing is widely used in Brazil and, currently, almost 2.5 million tons of waste are coprocessed annually in the country. The activity is regulated by the National Environmental Council (Conama 499/2020) and incorporated into the PNRS - National Solid Waste Policy.

We, at Cimento Nacional, have an ongoing commitment to developing a more sustainable industry, with renewable energy sources and the reuse of waste generated by industry and society. Therefore, all of our ovens are optimized and equipped

to carry out co-processing, a very complex process, which requires detailed control of the chemical formulation and involves several steps, which demand specialized equipment. Cimento Nacional has been committed and investing to increasingly increase its co-processing rates.

**In 2022, we co-processed 220,546 tons of alternative fuels,** a 23% increase compared to the volume processed in 2021, which was 179,891 tons. which represents a thermal replacement rate of 32%.

### The progress was made possible by several actions throughout the year:

- Commitment of operations to the use of waste as a substitute for traditional materials, capturing the market opportunities and adapting our facilities to promote increased replacement rates.
- The incorporation of urban solid waste into the mix of industrial waste, in partnership with our suppliers, an initiative that directly contributes to the National Solid Waste Policy, as it adds value to materials, reduces dependence on landfills and contributes to reducing greenhouse gas emissions.
- Increase in new fuels from biomass.
- Investment in equipment to increase the use of alternative fuels.

## ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Coal	176 TJ
Petroleum coke	8.574 TJ
Diesel oil	182 TJ
Natural Gas	3 TJ
Tire	884 TJ
Liquid Waste	181 TJ
Solid waste	873 TJ
Biomass	2.150 TJ
Electricity	1.737 TJ

## THERMAL REPLACEMENT INDICATORS

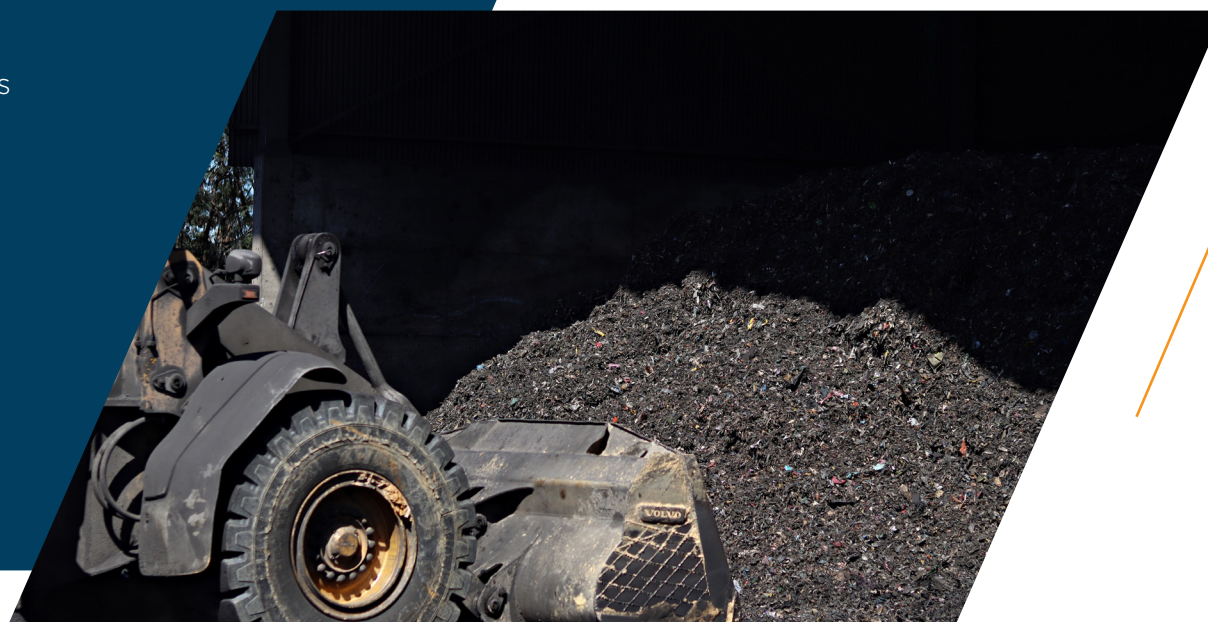
Indicator	2020	2021	2022
Thermal replacement	18.3%	27.9%	31.8%

## ENERGY INTENSITY

Indicator	Unidade	2020	2021	2022
Specific thermal consumption	MJ/t clinker produced	3,349	3,391	3,453
Specific electrical consumption	kWh/t cement product	91	99	98

### Some industries and sources that generate waste for co-processing:

- Automobile
- Petrochemicals
- Steel
- Pulp and paper
- Packaging
- Agribusiness
- Unserviceable tires
- Urban waste (after treatment)



# WASTE MANAGEMENT

GRI 306

**We have obtained positive results with a reduction in the amount of waste generated and an increase in adequate treatment.** Consequence of our commitment to reduce the amount of waste sent to landfill, prioritizing more ecological destinations such as recycling and taking advantage of every opportunity to consume and reuse the waste generated in our operations.

## WASTE GENERATION

Indicator	Unit	2020	2021	2022
Waste generated	t	3,730	6,855	6,637
Undisposed waste	t	3,039	6,190	5,555
Undisposed waste	%	81	90	84
Specific waste generation	g/t cement product	1038	1142	1140

## Water management

**We achieved a significant reduction of 35.2% in specific water consumption in 2022.** Part of this result was the contribution of the closed-loop system in the process cooling system for our equipment, in which water is used in a piping system to cool the equipment and is then recirculated, avoiding significant losses due to evaporation. Additionally, two of our units have an effluent treatment system to reuse water in activities such as garden irrigation and road wetting.

**Another practice adopted was the use of rainwater,** through decantation basins, which allows rainwater to be reused in mining. These measures are essential to minimize the impact of our production process, ensuring the responsible and sustainable use of water resources.

**Our water consumption per ton of cement products is more than twice lower compared to that reported by the sector at national level.**

## WATER CONSUMPTION

Indicator	Unit	2020	2021	2022
Water catchment	m3	351,254	1,032,385	658,193
Rainwater recovery	m3	0	39,916	28,905
Water recycling (WWTP)	m3	0	0	12,860
Specific water consumption	L/t cement product	101	179	116
Rainwater recovery	%	0,0	3.7%	4.2%

### Biodiversity management

To preserve and protect biodiversity, we adopt several measures in our company. Among them, we highlight the maintenance of Private Natural Heritage Reserves (RPPNs), which are protected areas selected for conservation. We also respect Permanent Preservation Areas (APP). Furthermore, we are committed to the conservation of archaeological sites present in our areas of operation, such as Matozinhos and Sete Lagoas (MG).

Since 2010, we have been developing a floristic densification program and reclamation of degraded areas around our industrial and mining units, which are surrounded by the Atlantic Forest, Cerrado and Caatinga biomes. **In 2022, 14,230 seedlings of native trees were planted on more than 17.56 hectares.** In all, there have already been more than 109,230 specimens planted on 68.77 ha, to increase the density of forest vegetation.



**In 2023, the development of an Environmental Master Plan is planned, which will include actions related to the circular economy, aiming to promote sustainable practices and the preservation of biodiversity at all stages of our production chain.**

# RELATIONSHIP WITH COMMUNITIES

Our greatest desire for neighboring communities is **establish a relationship of trust and closeness, in which people are aware of our concern for their development and well-being.**

In addition to working transparently with public authorities, local entities and in compliance with legislation, we promote face-to-face and direct communication with residents. We have a dedicated Social and Environmental Responsibility team in the operational units that promote a seamless and socially responsible relationship. We also carry out periodic visits and meetings in each of the communities, strengthening our relationship and demonstrating our commitment and interest in local issues.

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**We maintain a relationship of trust with our stakeholders through transparency and respect.**

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**Responsibility for social development is rooted in the culture of Cimento Nacional** and in 2022, we will consolidate the socio-institutional relationship achieving balance in all our operations. We maintained our strong effort in favor of the communities where we operate and invested in projects with a positive impact on education, sport and culture, in addition to encouraging volunteering among our employees.



## Attitude that Builds – Volunteer Program

We believe that volunteering can transform a company, generate a positive impact on society and change people's lives. Thus, Cimento Nacional is part of the "Attitude that Builds" Program, which promotes voluntary actions in its units, seeking the social development of the communities surrounding its operations, in addition to developing skills, competencies and strengthening of its employees. **In 2022 we brought together more than 120 volunteers**, totaling more than 500 hours dedicated to actions in the communities where we operate.

### "Dia do Bem"- Good Deed Day

Annually, we promote a day of action at each Cimento Nacional unit, in which employees volunteer to renovate or revamp physical spaces, such as schools and squares, for example. **The cement enters as main material to transform these spaces.** In 2022, five institutions benefited from the participation of more than 100 people.

**Access the QR Code  
See here to check our  
social networks and the  
Good Deed Day actions.**



## Solidarity Christmas

Solidarity Christmas seeks to disseminate the real message of kindhearted Christmas, and to this end, receives from its employees the names of institutions where to carry out goodwill actions. Cimento Nacional becomes a volunteer, enhancing social transformation investing financially in materials and/or services. In 2022, seven institutions were benefited, reaching out to more than 500 people.

## Notice of Social Partnerships

Cimento Nacional values actions that provide benefits to the community. Therefore, it carries out important partnerships, support and sponsorship for projects in the locations where it operates, in the acquisition of items and services, in addition to cement donations, with the aim of providing effective contributions to the vulnerable portion of society that is served by NGOs and social projects. In 2022, we supported eight institutions with the participation of more than 30 volunteers and more than 5000 people benefited. In addition to donate more than 1000 bags of cement for improvements in institutions aimed at accessibility and installation of ecological septic tanks.

## Cimento Nacional Cultural Circuit – Cultural Program

### Cimento Nacional sponsors actions with the purpose of disseminating culture and art,

making them accessible to everyone, in addition to promoting the economy with informal professionals and local associations. Through culture, the company also develops Cultural Heritage Education actions. The projects are sponsored by Cimento Nacional, via the State Culture Incentive Law, and involve around 35 thousand people annually.

### National Street Art Festival

Exhibitions, workshops and theatrical presentations were held over 15 days, promoting accessibility to culture and economic movement of the city of Sete Lagoas (MG). The **event mobilized more than 50 artists**, 30 local service providers and received more than 10 thousand spectators and participants in the workshops.

### Cine Brasil and photography workshops

In 2022, Cimento Nacional brought culture through Cinema through the Cine Brasil project, under the Culture Incentive Law.

The initiative's premise is to bring cinematographic works to the general public and innovate this collective experience by holding free and open outdoor exhibitions to the public.

The itinerant project, carried out by Cinear, with the sponsorship of Cimento Nacional, provided to Macuco (RJ) and Cantagalo (RJ) a super program with films in a real open-air cinema, complete with a big screen and popcorn.

### Tiradentes Film Show

Cimento Nacional believes in cinema as a social tool, which in addition to bringing recreation and entertainment, presents works by work on social and contemporary themes, awakening critical sense and a perspective different about our reality. In 2022, Cimento Nacional sponsored the sample of cinema in Tiradentes (MG) where more than 100 films had their premiere. The event also featured thematic exhibitions, workshops and lots of conversation about the topic.

## Cultural heritage goes to School

The project takes **heritage education to more than 2 thousand students public school teachers in Matozinhos (MG)** through training, workshops and exhibitions. The content includes the rich cultural and natural heritage of the city, such as the Ballet Cave and Fazenda Bom Jardim.

## National Star Sports Schools – Sports Progra

Investing in sport is a way of promoting physical and mental health, and social inclusion, reducing rates of violence. **In 2022, we benefited more than 400 children, teenagers and adults with sports activities**, in:

- **Sete Lagoas (MG):** 200 children and teenagers participated in football and capoeira classes and conversations about citizenship.
- **Matozinhos (MG):** 120 children took classes in futsal and volleyball, in addition to receiving educational and family support.
- **Pitimbu (PB):** 120 children participated of beach soccer classes, traditional in the city, in addition to receiving educational and family support.
- **Arcos (MG):** more than 50 women participated in the classes of the “Vida Ativa” project, which seeks, in addition to working the physical condition, promote the mental health, well-being and integrity of the participants.



## Transformation – Educational Program

Investing in education is investing in the future and it is with this in mind that Cimento Nacional works with the communities surrounding its operations, promoting sustainability and employability, through actions that reflect results for today and tomorrow. **In 2022, more than 100 people were impacted.**

### Brazilian Youth

In addition to IT training, the program promotes Workshops with the theme of employability seeking to prepare young people for the job market. And to further encourage the theme, **a bank of talents in Pitimbu (PB)** with the purpose of assisting the community in the search of opportunities in the job market.



## Environmental Education ProgramEnvironmental Education - PEA

Cimento Nacional's Environmental Education Program aims to develop educational actions, formulated through a participatory process, which includes short courses, groups of speeches and visits from communities to operations, aiming to train/enable social sectors, with an emphasis on local communities, seeking effective action in improving the quality of life in the region. This program aims to provide conditions for production, acquisition of knowledge and skills among workers and local communities, as well as for the development of attitudes aimed at individual and collective participation in managing the use of environmental resources and in the conception and application of decisions{ 1] that affect the quality of physical, natural and sociocultural environments. **In 2022 they were impacted approximately 500 people over 160 hours of training.**

- 8 mini-courses.
- 4 visits to the factory.
- 4 community meetings.
- 2 constructions of ecological septic tanks.
- 3 conversation sessions.
- 166 hours.
- 491 people involved/assisted.





# EXHIBITS

# CONTENT GRI

GRI Standard		Reference or disclosure page	SDG	UNGC
<b>STANDARD CONTENT</b>				
GRI 101: Fundamentals 2016				
<b>Organizational profile</b>				
<b>GRI 102: Standard content 2016</b>				
GRI 102-1	Organization name	Cimento Nacional		
GRI 102-2	Activities, brands, products and services	Cement production, Cimento Nacional, Cimento Campeão and Cimento Alvorada		
GRI 102-4	Sites of operations	Sete Lagoas (MG), Pitimbu (PB), Arcos (MG), Matozinhos (MG), Santa Luzia (MG) and Cantagalo (RJ)		
GRI 102-6	Markets served	Brazil		
GRI 102-7	Size of the organization	Pages 14 and 15		
GRI 102-9	Supply chain	Pages 33 to 35		3
GRI 102-12	External initiatives	Page 38		
GRI 102-41	Collective bargaining agreements	Page 38	8.8	
<b>Strategy</b>				
<b>GRI 102: Standard content 2016</b>				
GRI 102-15	Main impacts, risks and opportunities	Pages 37 and 46		
<b>Ética e integridade</b>				
<b>GRI 102: Standard content 2016</b>				
GRI 102-16	Values, principles, norms and codes of behavior	Pages 41 and 42	16,3	10
GRI 102-17	Mechanisms for guidance and concerns regarding ethics	Pages 41 and 42	16,3	10



GRI Standard	Reference or disclosure page	SDG	UNGC
<b>ECONOMIC TOPIC</b>			
<b>Material topic: Economic performance</b>			
<b>GRI 201: Economic performance 2016</b>			
GRI 201-1	Direct economic value generated and distributed	Pages 43 and 44	8.1, 8.2, 9.1, 9.4, 9.5 e 17.1
<b>Material topic: Supply practices</b>			
<b>GRI 204: Supply practices 2016</b>			
204-1	Proportion of spending on local suppliers	Page 33	8.3, 9.3
<b>Material topic: Anti-corruption</b>			
<b>GRI 205: Anticorruption 2016</b>			
GRI 205-2 e 205-3	Fight against corruption	Pages 41 and 42	16.5 10
GRI 206-1	Unfair competition	Pages 41 and 42	16.5 10
<b>ENVIRONMENTAL TOPICS</b>			
<b>Material topic: Water and effluents</b>			
<b>GRI 303: Water and effluents 2018</b>			
GRI 303-1	Interaction with water as a shared resource	Pages 52 and 53	
GRI 303-2	Management of impacts related to water disposal	Pages 52 and 53	6.3 8
GRI 303-3	Water catchment	Pages 52 and 53	6.4 8
GRI 303-4	Water disposal	Pages 52 and 53	
GRI 303-5	Water consumption	Pages 52 and 53	
<b>Material topic: Biodiversity</b>			
<b>GRI 304: Biodiversity 2016</b>			
GRI 304-1	Biodiversity	Page 53	15.a
GRI 304-3	Protected or restored habitats	Page 53	

GRI Standard	Reference or disclosure page	SDG	UNGC
<b>Material topic: Emissions</b>			
<b>GRI 305: 2016 emissions</b>			
GRI 305-1	Total direct (Scope 1) GHG emissions in metric tons of CO2 equivalent	Pages 48 and 49	9.4, 13.2 e 13.3
GRI 305-2	Total indirect (Scope 2) GHG emissions from the acquisition of energy in metric tons of CO2 equivalent calculated based on in location	Pages 48 and 49	7.3
GRI 305-5	Reduction of greenhouse gas (GHG) emissions	Pages 48 and 49	7.2 9
GRI 305-7	Specific emissions of NOx, SO2, Particulate Matter (PM) and Hg   GRI	Pages 48 and 49	11.6 8
<b>Material topic: Waste</b>			
<b>GRI 306: Waste</b>			
GRI 306-1	Waste generation and significant waste-related impacts	Pages 52 and 53	12.5
GRI 306-2	Management of significant waste-related impacts	Pages 52 and 53	11.6, 12.5
GRI 306-3	Waste generated	Pages 52 and 53	12.5
GRI 306-4	Waste not intended for final disposal	Pages 52 and 53	12.5 8
GRI 306-5	Waste intended for final disposal	Pages 52 and 53	

GRI Standard	Reference or disclosure page	SDG	UNGC
<b>SOCIAL TOPICS</b>			
<b>Material topic: Job</b>			
<b>GRI 401: Employment 2016</b>			
GRI 401-1	Job	Page 21 and Page 24	8.5
<b>GRI 402: Labor relations 2016</b>			
GRI 402-1	Work relationships	Pages 22 and 23	8.8 3
<b>Material topic: Occupational Health and Safety</b>			
<b>GRI 403: Occupational health and safety 2018</b>			
GRI 403-1	Occupational health and safety management system	Pages 26 to 29	3.9 e 8.8
GRI 403-2	Identification of hazards, risk assessment and investigation of incidents	Pages 26 to 29	
GRI 403 -3	Occupational health services	Pages 26 to 29	
GRI 403-4	Worker participation, consultation and communication to workers referring to occupational health and safety	Pages 26 to 29	
GRI 403-6	Promotion of worker's health	Pages 26 to 29	3.4

GRI Standard	Reference or disclosure page	SDG	UNGC
<b>Material topic: Diversity and equal opportunities</b>			
<b>GRI 405: Diversity and equal opportunities 2016</b>			
GRI 405-1	Diversity and Equality	Pages 30 and 31	5.c, 10.2 and 10.4 1 and 6
<b>Material topic: Diversity and equal opportunities</b>			
<b>GRI 413: Local Communities 2016</b>			
GRI 413-1	Operations with engagement, assessments of impacts, and local community-oriented development programs	Pages 54 to 57	11.4, 11.6, 11.a, 17.17
<b>Material topic: Marketing and labeling</b>			
<b>GRI 417: Marketing and labeling 2016</b>			
GRI 417	Relations with customers	Page 16 to 19	12.2
<b>Material topic: Socioeconomic compliance</b>			
<b>GRI 419: Socioeconomic Compliance 2016</b>			
GRI 419-1	Non-compliance with laws and regulations in the socioeconomic area	Page 41	
GRI 102-4	Collective bargaining agreements	Page 30	8.8 3



