



# VOTORANTIM

Institutional Presentation

March 2024

# VOTORANTIM

We are a 106-year-old, **family-owned, permanently capitalized** investment holding company, with a **long-term investment approach**, that seeks to deliver superior financial returns allied with **positive social and environmental impact.**



VOTORANTIM 100

# Our **Values**...

## **Integrity**

Being ethical, honoring our history, and forging the future with respect

## **Collaboration**

Engaging in continuous and constructive dialogue with people, the market, and society

## **Courage**

Embracing responsibility to drive results and create a positive future

# ...Define Our **Identity**

## **At the right time**

Today's decisions impact the future, so we always look ahead

## **The right way**

There is only one way of doing things: the right way

## **With the right people**

Investing in the best of each, to achieve the best for all

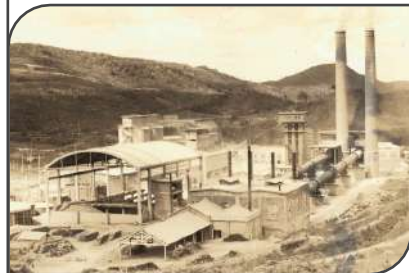


# Our History



## 1918-29

**Our first steps**  
Textile industry;  
Pioneering labor policies



## 1930-59

**Business consolidation**  
Chemicals, cement,  
long steel, and  
aluminum industries



## 1960-99

**Business expansion**  
Energy, zinc, pulp,  
orange juice and  
banking



## 2000-14

**Business internationalization**  
New assets in North America, Europe,  
and 9 other countries



## 2015-2022

**Evolution: from an industrial conglomerate to an investment holding company**  
IPOs: Nexa – NYSE, CBA and Auren – B3  
Portfolio Optimization: pulp & paper, steel  
Partnerships: CPP (renewables), CDPQ (building materials)



## 2022-2023

**New investment themes**  
Altre (real estate), CCR (infrastructure),  
23S (private equity partnership with  
Temasek), Hypera (consumer health)

# Our Current **Portfolio**

We have controlling and relevant stakes in a high-class diversified portfolio



100%

### Building Materials

One of the largest cement players in the world



50%

### Banking

5th largest privately-held bank in Brazil



68%

### Aluminum

The only vertically integrated aluminum producer in Brazil



38%

### Renewable Energy

One of the largest renewable energy platforms in Brazil



65%

### Zinc/Copper

Top 5 zinc producer globally; NYSE listed



50%

### Orange Juice

World's largest orange juice producer



10%

### Infrastructure

Brazil's largest infrastructure and mobility platform



100%

### Long Steel

Steel player in Argentina



100%

### Real Estate

Developing, investing and managing real estate in Brazil and US



60%

### Growth Equity

Votorantim and Temasek partnership to invest in growth equity in Brazil



100%

### Environmental Services

Nature-based solutions in various Brazilian biomes

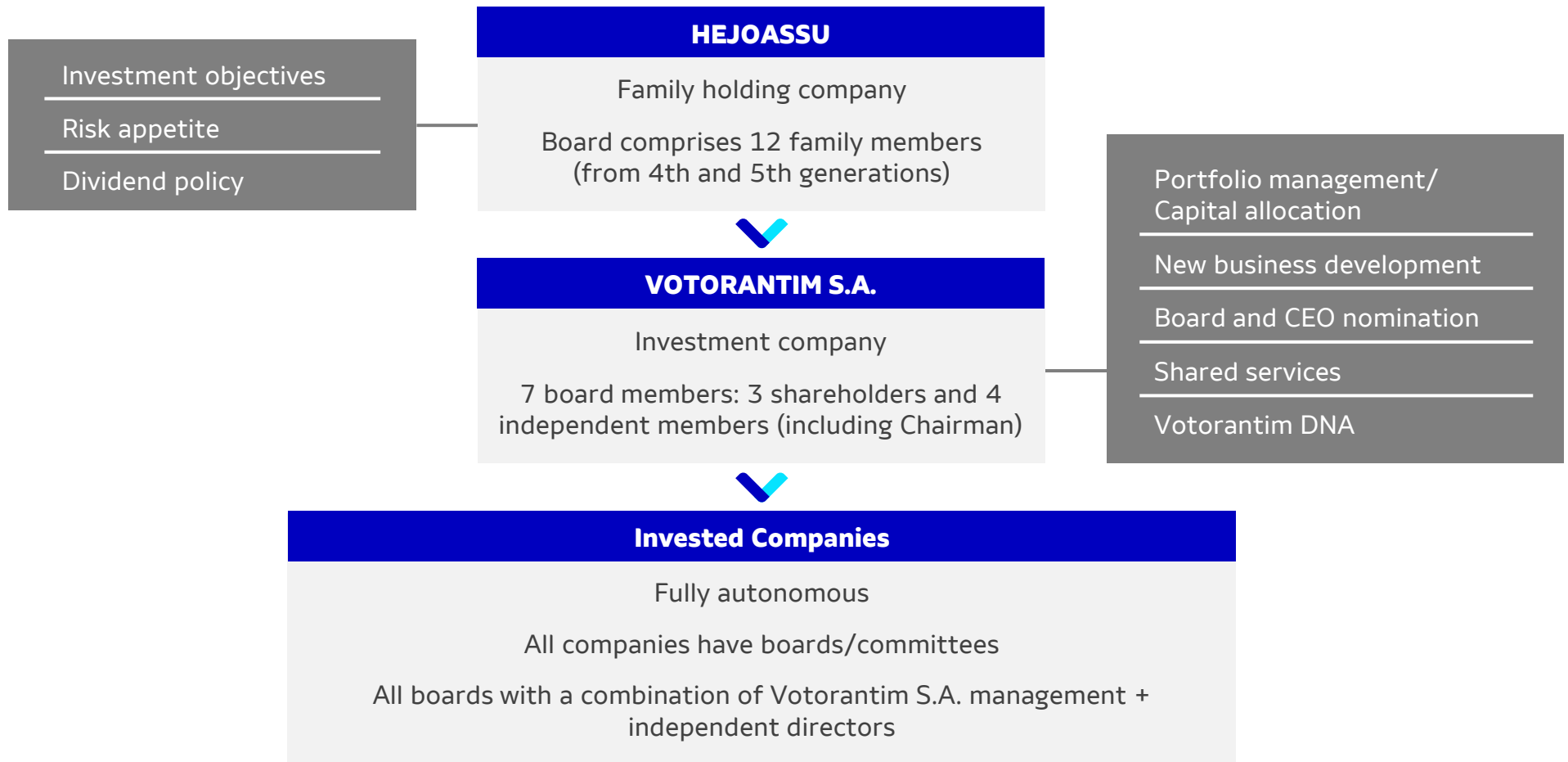


5%

### Pharma

Largest pharmaceutical company in Latin America

# Governance as a Key Pillar of Our Long-Term Approach



# Our Ratings

We are part of a **select group of Brazilian companies** with **investment grade** classification by the **three rating agencies**

**S&P Global**  
Ratings

**Fitch**Ratings

**MOODY'S**

<b>Ratings</b>	BBB	BBB-	Baa3
<b>Outlook</b>	Stable	Positive	Stable
<b>Latest update</b>	Dec/2023	Sep/2023	Jun/2023

1918

Tecidos

Início da operação da Fábrica de Tecidos Votorantim, na região de Sorocaba, São Paulo.

1937

Aços Longos

Siderúrgica Barra Mansa, planta de aços longos construída pela Votorantim no Sul Fluminense.

1957

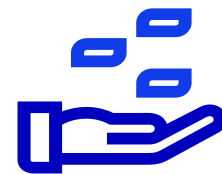
Geração de Energia

Primeira Hidrelétrica do Complexo Anapol, construído para fornecer energia para a CMA.

1988

Célebros

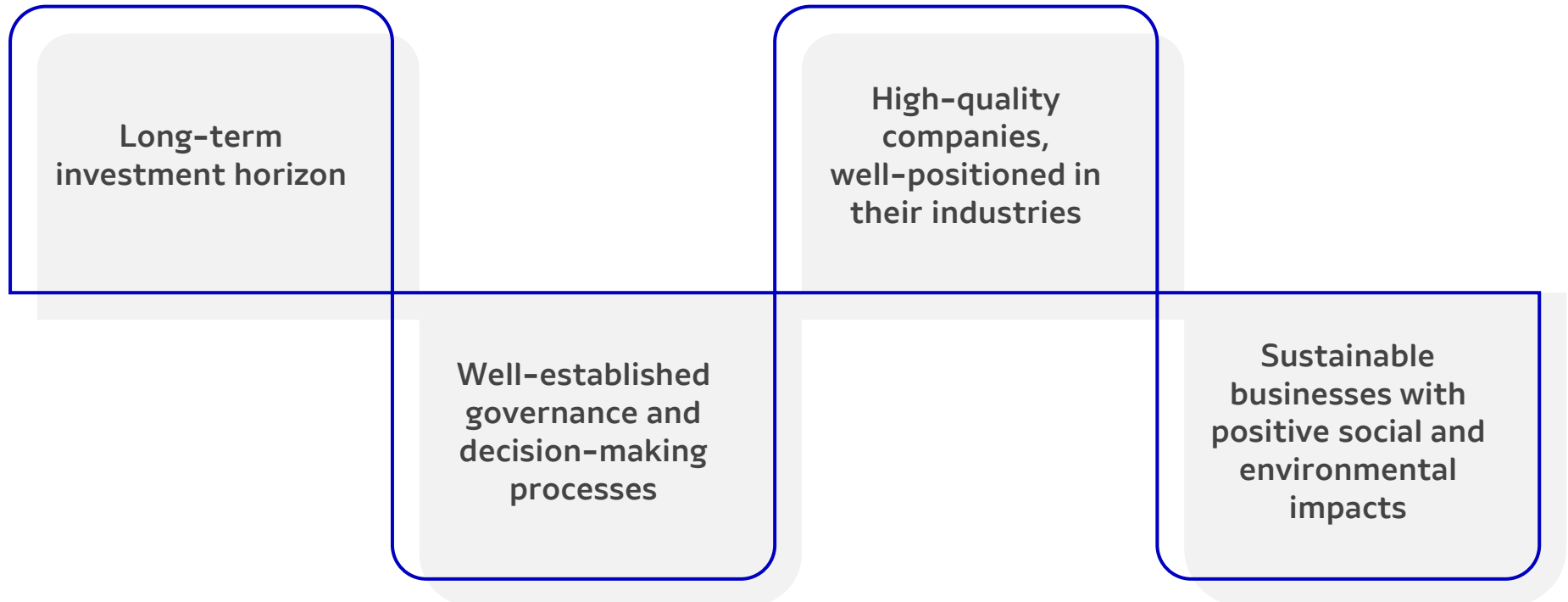
É criada a Votorantim Celulose e Papel (VCP), com atuação no setor de celulose e papel.



**Long-term**  
investment  
approach



# How We **Invest**



**Patient Capital, Non-Negotiable Purpose**

# Objectives of Our Capital Allocation Strategy

## At Our Companies

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

Capital structure that allows for **growth and dividends**

Foster **innovation** to **transform the business model**

Perpetuate **Votorantim's DNA**

## At the Portfolio Level

**Diversification** in sectors, geographies, and risk factors

**Financial and strategic flexibility** for large scale investments

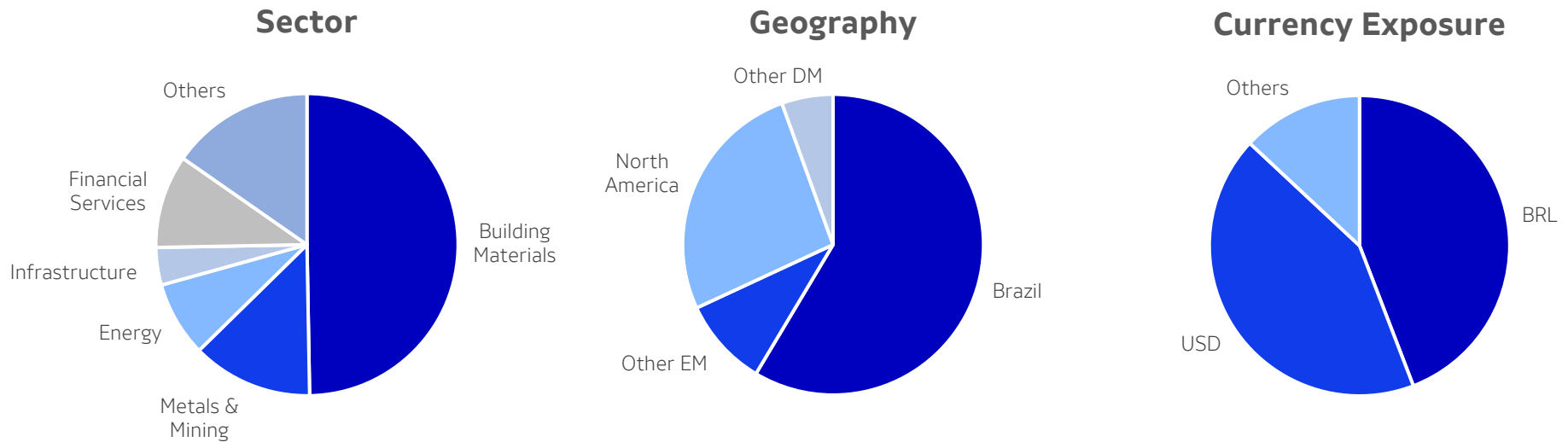
Delivering on the **investment objectives of our shareholders**

## To Our Shareholders

**Maximize total shareholder return (TSR)**

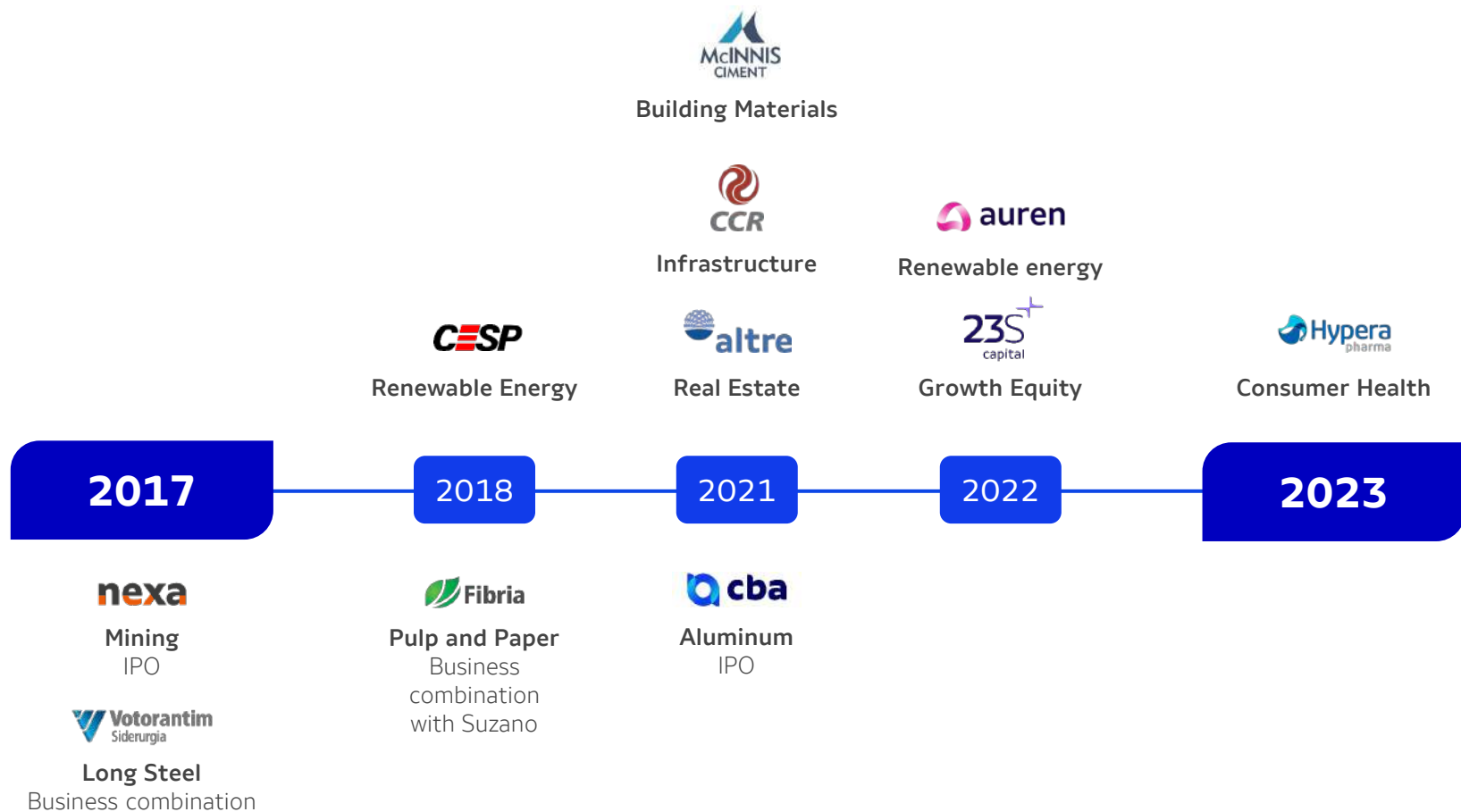
**Long-term sustainability of Votorantim**

# Portfolio Diversification



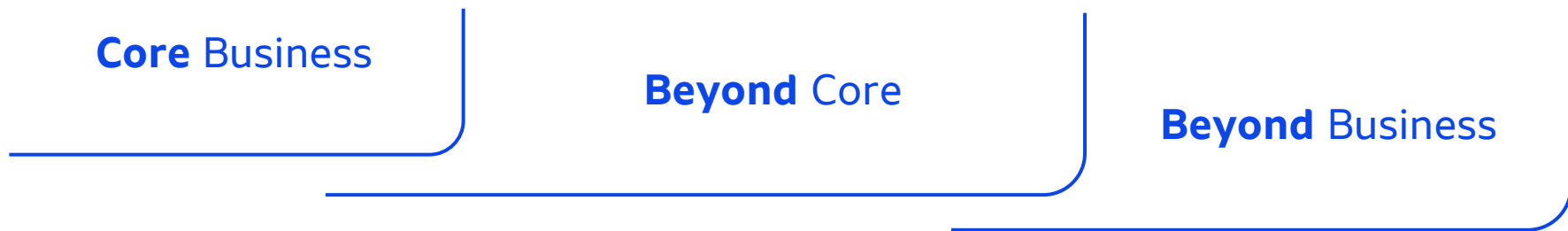
**Diversified and resilient portfolio that generates capital allocation opportunities**

# Key Developments in Our Portfolio Since 2017





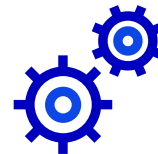
# How We **Execute Our Strategy** at the Investment Level



**Strengthen the core:**  
modernization,  
expansion and  
consolidation



**Unlock value:**  
extract value from  
the asset base by  
leveraging existing  
skills and  
capabilities



**Adjacencies:** business  
opportunities associated  
with the needs of the  
companies; opportunities  
and risks that follow  
products and processes



New patterns of  
**production and  
consumption; new  
business models**

# CASE STUDY

## Our Historical Investments in Renewable Energy

### 1918-2012

- Development, construction, and operation of **renewable generation assets for self-production**
- **2.0 GW** of installed capacity (hydro-based)
- At the time, largest self-production platform in Brazil

Strengthen the core

### 2012-2014

- **Evolution of energy trading capabilities** for the free market, beyond our invested companies, creating one of the largest trading platform in Brazil

Unlock value

### 2015-2017

- New **management** and new **approach to generation**, beyond self-production
  - Entry into wind power generation
  - M&A strategy
  - Energy efficiency and portfolio optimization inside Votorantim
  - **Reorganization of our energy assets** (self-production with industrial business, economic benefit with GenCo)
  - > 300 clients, 2nd largest trading platform in Brazil

Adjacencies



### 2018-now



- **JV with CPP Investments**
  - Long term investment horizon, investments through the cycles
  - Both partners contributing in a meaningful way: industry knowledge, investment skills, and capital
  - Growth + income objectives
  - Acquisition of CESP via privatization auction significantly enhances the JV's market position and growth prospects

New business model to accelerate growth



- **Consolidation of all assets under a new entity, Auren, publicly traded at B3/Brazil**

NASDAQ and MZ support Votorantim for

long-term investing

to build a sustainable future

**VOTORANTIM**

The future is  
our territory

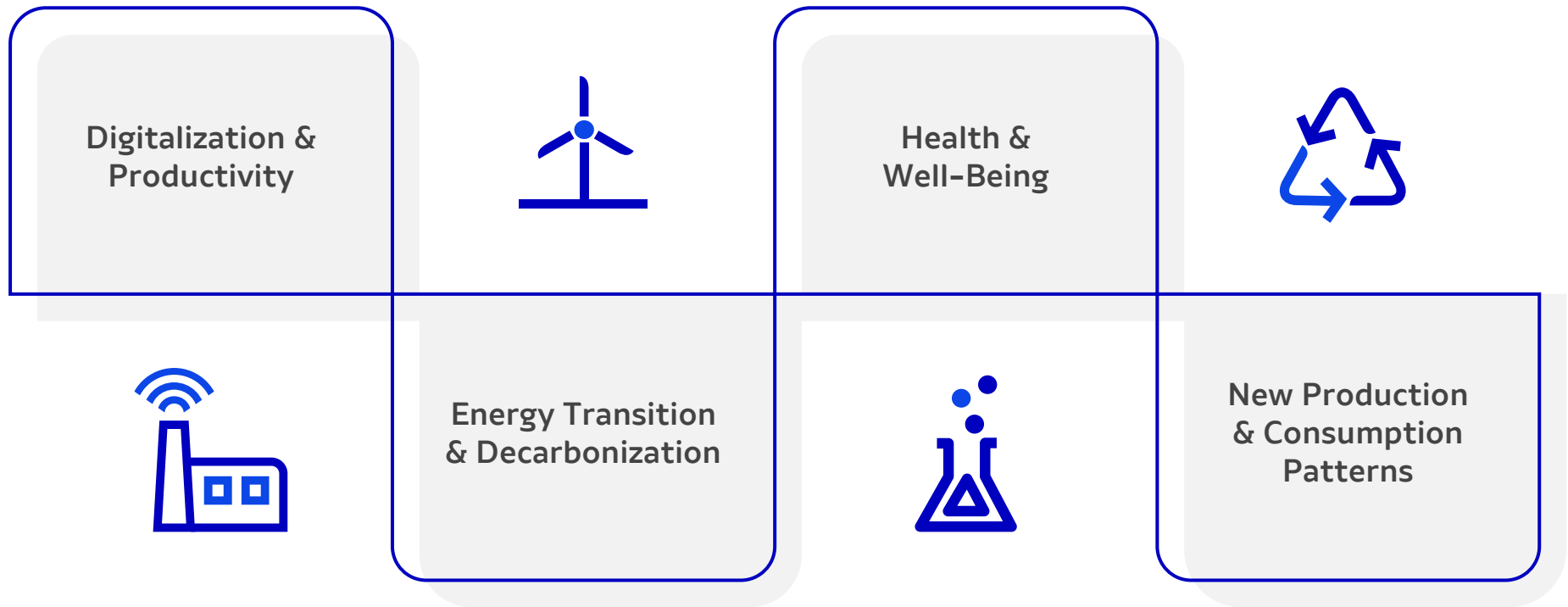
 **Nasdaq**



The **future** is  
our **territory**

# Where Our Initiatives Are Taking Us

## Key New Investment Themes





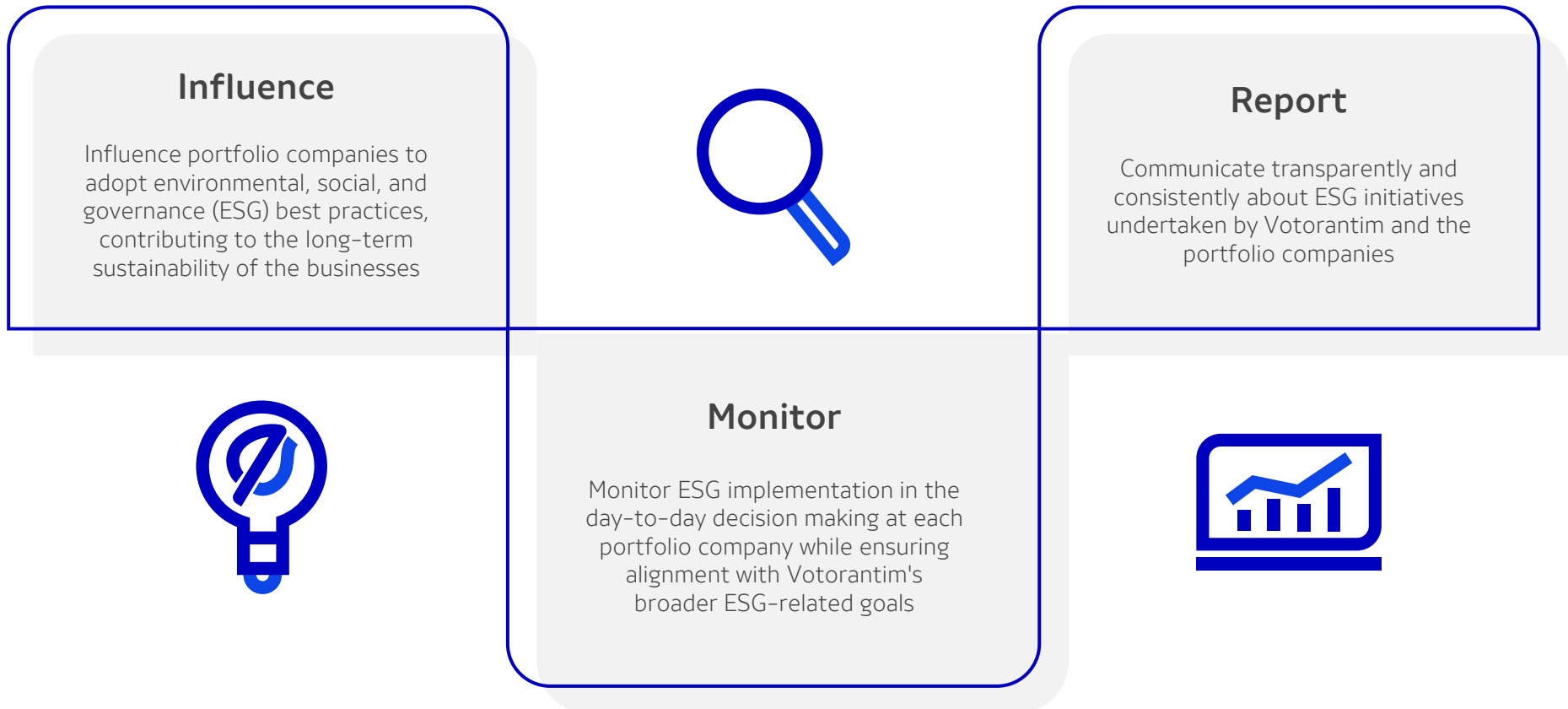


**Relationships**  
based on **trust**

# Our Approach to **ESG**

Each portfolio company adopts an ESG strategy aligned with its specific business objectives and the Votorantim DNA.

**Votorantim's ESG approach is concentrated into three distinct fronts:**





# We Drive **Positive Impact**

**instituto**  
**VOTORANTIM**

Votorantim's center for applied social intelligence, aimed at developing socio-environmental solutions with a focus on value creation



## **In the last 10 years....**

**+USD 290 mm**  
invested

**+10 mm**  
people benefited

**+10,000**  
actions supported

**+550 municipalities**  
assisted in 23 states



Legado das Águas



Legado Verdes do Cerrado

Sustainable **Legacy**, Prosperous **Future**

# reservas **VOTORANTIM**

## Nature-based solutions for the green economy

- Forestland management
- Biodiversity initiatives
- Carbon value-unlocking



**Legado das Águas**

**76,600 acres**

**Atlantic Rainforest**

Brazil's largest Atlantic Rainforest private reservation



**Legado Verdes do Cerrado**

**79,000 acres**

**Tropical Savanna**

Reservas Votorantim issued the first carbon credits from the Brazilian Cerrado