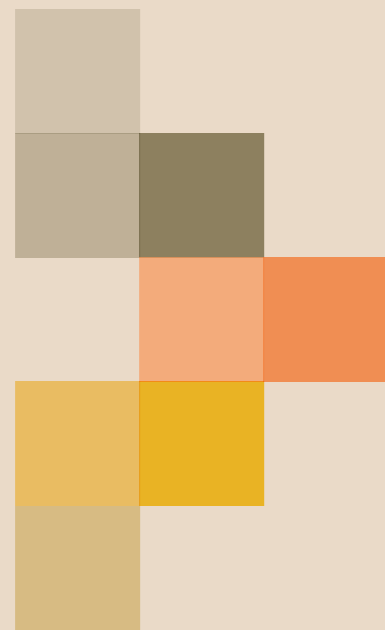


# Sustainability Report 2021



 **Marcopolo**  
BRINGING PEOPLE TOGETHER





# Sustainability Report 2021



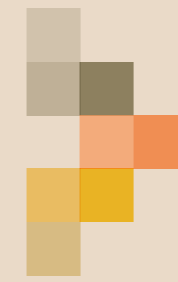
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**1. ABOUT THE REPORT**



**WELCOME TO MARCOPOLO'S SUSTAINABILITY REPORT**

GRI 102-1, 102-21, 102-46, 102-47, 102-50, 102-54, 103-1, 103-2, 103-3

Sustainability is one of our Values, where we commit to keeping the company solid in the present, thinking about its future. This value is also reflected in the company's vision and is at the basis of the company's strategic planning such as ESG (Environmental, Social and Governance). The company has a Sustainability Committee, formed by representatives from various areas. Despite the global economic and social challenges brought mainly in the last two years by the COVID-19 pandemic, Marcopolo remains committed and focusing efforts on sustainable development.

In summary, our sustainability practices are represented in this figure:



In this report, we present to our stakeholders information on performance, learning, main initiatives of 2021 and goals for the coming years, involving the controlled units in Brazil. In some topics, we use the reference of three years of comparative data to facilitate understanding.

The report is based on the guidelines of the Global Reporting Initiative (GRI Standard) and the International Integrated Reporting Council (IIRC) for Integrated Reporting. The financial information is consolidated, including all units controlled in Brazil and abroad.

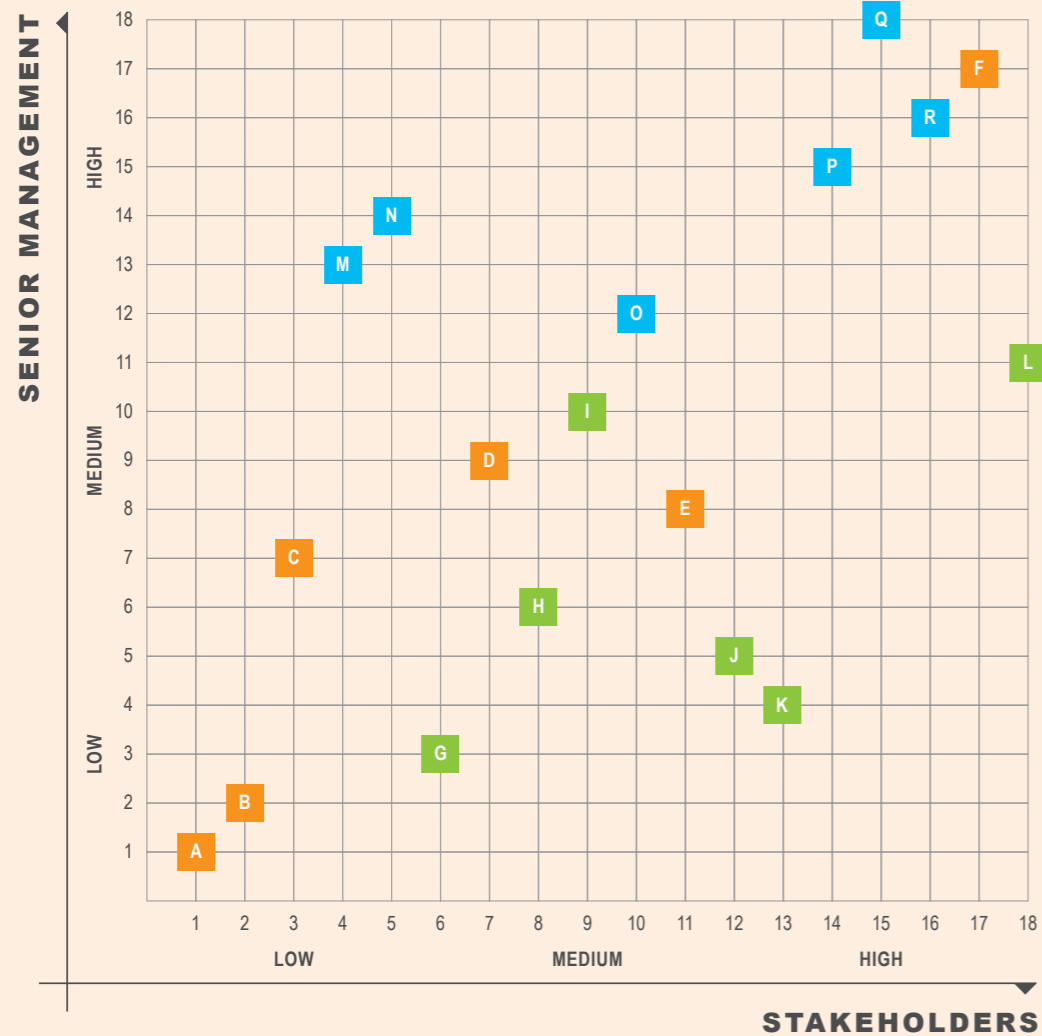


# MATERIALITY MATRIX

GRI 102-1, 102-21, 102-46, 102-47, 102-50, 102-54, 103-1, 103-2, 103-3

Marcopolo's last Materiality Test was carried out in early 2021, involving representatives of the main stakeholders (suppliers, representatives and resellers, community, media and public authorities), as well as the Company's employees and managers.

The review of the Materiality Matrix indicated as the most relevant points those related to health and safety, economic and financial sustainability and waste disposal. The indicators and management practices of these items are informed in the corresponding chapters.



## SOCIAL

- A** Hiring local suppliers
- B** Participation in the definition of public policies for the well-being of the population
- C** Investment in local communities (actions focused on education, health, leisure)
- D** Diversity and equal opportunities at work
- E** Promoting the development of mobility in cities
- F** Employee health and safety

## ENVIRONMENTAL

- G** Combating global warming
- H** Use of recyclable materials
- I** Reduction of energy consumption
- J** Reduction of water consumption
- K** Developing products that are not harmful to the environment
- L** Proper disposal of wastewater and waste

## GOVERNANCE

- M** Business risk management
- N** Value generation for shareholder
- O** Clear strategy for the various levels of the company
- P** Generation of value for the customer
- Q** Comply with integrity rules (compliance)
- R** Economic and financial sustainability



MARCOPOLO  
BOARD OF DIRECTORS



**From left to right:**  
 Mauro G. Bellini (President)  
 Paulo Cesar Nunes (Vice-President)  
 Denise Casagrande da Rocha (Counselor)  
 Dan Ioschpe (Counselor)  
 Mateus A. Bandeira (Counselor)  
 José Rubens de la Rosa (Counselor)  
 Henrique Bredda (Counselor)

MARCOPOLO  
EXECUTIVE BOARD



**Sitting, from left to right:**  
 1. Lusuir Grochot (Manufacturing); 2. James E. Bellini (President-CEO);  
 3. José A. Valiati (Financial and Investor Relations); 4. Alberto R. Calcagnotto (Global Acquisition)

**Standing, from left to right:**  
 5. Alessandro J. Ferreira (People Management); 6. João P. Pohl Ledur (Strategy and Digital Transformation);  
 7. André V. Armaganijan (International Operations and External Market); 7. Luciano R. Resner (Engineering);  
 8. Ricardo Portolan (Internal Market and Marketing); 9. Pablo Freitas Motta (Controller)

MANAGEMENT  
**MESSAGE**

GRI 102-14

The period from 2020 to 2021 went down in history as years of great challenges. For Marcopolo, in a business fundamentally linked to the movement of people, the last two years represented consecutive falls in demand and production, with the return of the bus body market to the 1998 volume level. Lockdowns and quarantines have shut down or profoundly reduced the market, with an impact on tourism, road lines, school charter and urban public transport.

In 2020, we were expecting a volume recovery that indicated a market scenario returning to normal, after the 2014-2017 crisis. The pandemic came and its advance required numerous extraordinary preventive measures to ensure the health and safety of our employees and family members at all plants in Brazil and abroad, including unit shutdowns for long periods.

In this process, we use all possible resources to minimize the economic impacts resulting from low demand in our segment, such as collective vacations, flexibility and reduction of working hours, home office, lay off for training and voluntary dismissal programs, aiming at the preservation of the largest possible number of jobs and the sustainability of the company. To face this challenging scenario and the changes in people's behavior, which has come to be called "new normal", the company quickly sought innovative alternatives such as the Biosafe line and new products to meet the specific demands of the market. In

this context, we had the launch of Generation 8, the Attivi electric model, the new Volare Attack and also Prosper, the Marcopolo Rail model.

Additionally, throughout 2021, Marcopolo has invested in cultural and digital change programs, which included adjustments to its organizational structure, the optimization of its industrial plants in Brazil and abroad, the review of its strategic planning and the identification of its purpose.

At the end of 2021, businesses related to public passenger transport began to slowly show signs of recovery, following the evolution of vaccination campaigns around the world and consequent easing in the preventive measures imposed by governments. The prospects for the company's business in 2022 are favorable, both for the Brazilian market and for export and international units.

Marcopolo will continue to invest in actions aimed at the environmental, social and governance areas, considering its various audiences and its vision of being a protagonist in solutions for the transport of people in a sustainable way. Purpose and products make connections, and the bus responds promptly to contemporary society's aspirations: rational energy consumption, including alternative propulsion, and mobility for all, whether for work or leisure. Above all, we keep bringing people together as a purpose that moves us.



2.

# MARCOPOLO



# WHO WE ARE

GRI 102-1, 102-5, 102-7, 102-16

## OUR VISION IS “TO BE A PROTAGONIST IN SUSTAINABLE MOBILITY SOLUTIONS”.

## AND OUR VALUES ARE:



### Respect and People Valuing

We believe that committed and engaged people are the most important thing.



### Customer Satisfaction

Satisfied customers are the reason we exist.



### Make it Happen with Excellence

Making things happen with excellence is what sets us apart.



### Ethics and Integrity

Our actions are reflections of our words.



### Sustainability

We keep the company solid, thinking about the future.



### Teamwork

Together we accomplish more.

Marcopolo is a Brazilian multinational company, a publicly traded corporation, which was founded on August 6, 1949 in the city of Caxias do Sul.

At that time, producing buses was a huge challenge, since technology was limited, materials were difficult, and there were no skilled workers.

Over time, the company has grown, incorporated new technologies, developed teams, created differentiated products, crossed borders and became a recognized brand worldwide. Marcopolo was born with the objective of manufacturing products that help people to be closer to their dreams and goals, and adopts “Bringing People Together” as its Purpose.

# OUR BUSINESS

GRI 102-2, 102-3, 102-4, 102-6

## Units Covered by the Report

This report covers the following units of the Marcopolo group:

### Marcopolo Ana Rech

Marcopolo's head office is located at Ana Rech, Caxias do Sul (RS). This unit is prepared to produce a complete line of Road and Urban models aimed at various applications in the Brazilian market and for export.

The unit has a customer reception area (Customer Space), a plant dedicated to the manufacture of parts and components that supplies other Marcopolo units in Brazil and abroad, as well as an armchair factory.

In addition to the production, administration, commercial and engineering areas, the Ana Rech unit currently includes the Marcopolo University for training employees and customers, as well as a unit of the Marcopolo Professional Training School (EFPM).

### Banco Moneo

Created in 2005, Banco Moneo's mission is to enable the acquisition of Marcopolo products quickly, efficiently and competitively. Moneo plays a strategic role in the Company, enabling the execution of several businesses.



# OUR BUSINESS



## Marcopolo San Marino /Ciferal\*

The Company has a second plant located in the neighborhood of Ana Rech, in Caxias do Sul (RS). The factory, originally dedicated to the production of Neobus brand bodies, was acquired in 2016 and today produces a wide range of Volare, urban and micros Marcopolo and Neobus models. The plastics and fiber plant is also located at this industrial site.

\*This unit changed its social name to Marcopolo Ciferal in april 4th 2022.



## Marcopolo São Mateus

The unit located in São Mateus (ES), inaugurated in 2014, has a modern structure with capacity for the production of parts and components, as well as urban buses and Volare brand models. The plant's capacity has been expanded to meet the growing demand for our products.

## Significant Changes in the Organization

GRI 102-10

In 2020, the activities of the Marcopolo Rio de Janeiro unit were closed, as part of a project to optimize Brazilian operations, with redistribution of production among the other units.

## Markets Served

GRI 102-4, 102-6

Marcopolo is a leader in the Brazilian market and a global reference in bus bodies. It covers markets for road, urban and micro buses, both through exports to more than 140 countries, and by local production in Brazilian units and abroad.





## HOW WE GENERATE VALUE

GRI 201-1

In the years 2020 and 2021, the direct economic value generated and distributed occurred as follows:

BRL Thousand	2020	2021
<b>Personnel</b>	<b>707,167</b>	<b>530,842</b>
Direct compensation	524,874	400,864
Benefits	120,584	87,377
FGTS	61,709	42,601
<b>Taxes, fees and contributions</b>	<b>44,348</b>	<b>(73,211)</b>
Federal	11,450	28,001
State	30,907	(103,114)
Municipal	1,991	1,902
<b>Remuneration of third-party capital</b>	<b>626,419</b>	<b>353,850</b>
Financial expenses	613,372	344,933
Rentals	13,047	8,917
<b>Profit for the year, interest on shareholders' equity and dividends</b>	<b>90,707</b>	<b>358,372</b>
Interest on shareholders' equity and dividends	42,261	82,264
Retained earnings for the years	48,446	276,108
<b>Distribution of added value</b>	<b>1,468,641</b>	<b>1,169,853</b>



## INNOVATION IN PRODUCTS AND PROCESSES

Since its founding, Marcopolo has been at the forefront, being innovative in both products and processes. In 2013, from the Marcopolo Innovation Center, innovation started to be treated systemically and adopting a methodology focused on creation together with the customer. In 2018, the company participated in the foundation of the Helix Institute, focused on open innovation.

In 2019, we created Marcopolo Next, an innovation division with the mission of making Marcopolo more efficient, competitive and connected through the optimization of processes and training of people. MarcoZero is a new business and investment division with the mission

of converting Marcopolo's strategic assets into new businesses of high strategic value and economic potential.

During the Covid-19 pandemic, the Company created Marcopolo BioSafe, with solutions for the continuation of public transport in a safe way, including Safe check-in and FIP Onboard (fog in place), for disinfection of environments/vehicles and antivirus materials and bacteria inside the buses.

Marcopolo Rail is a new division that operates in the VLT (light rail vehicle) business, which resulted in the launch, in 2021, of the Prosper VLT train.



# GOVERNANCE

GRI 102-18, 102-22

Marcopolo seeks to adopt the best Corporate Governance practices, following the principles of Transparency, Equity, Accountability and Corporate Responsibility. Since 2002, its shares have been listed in B3's Corporate Governance Level 2. The Company is bound to arbitration in the Market Arbitration Chamber, according to the arbitration clause contained in its Bylaws.

Management is formalized based on the distinction between the roles and responsibilities of the Board of Directors and the Executive Board. Marcopolo's Board of Directors consists of seven members, six of whom are independent, two elected by minority shareholders, one by shareholders holding preferred shares and three by controlling shareholders.

## BOARD OF DIRECTORS

NAME	TITLE
Mauro Gilberto Bellini	Chairman
Paulo Cezar da Silva Nunes	Vice-Chairman
Dan Ioschpe	Director
José Rubens de La Rosa	Director
Denise Casagrande da Rocha	Director
Mateus Affonso Bandeira	Director
Henrique Bredda	Director
Eduardo Frederico Willrich	Secretary

\*Elected on 03.31.2022

## FISCAL COUNCIL

NAME	TITLE
Sergio Quintana	Chairman
Cristiano Machado Costa	Member
William Cordeiro	Member

\*Elected on 03.31.2022

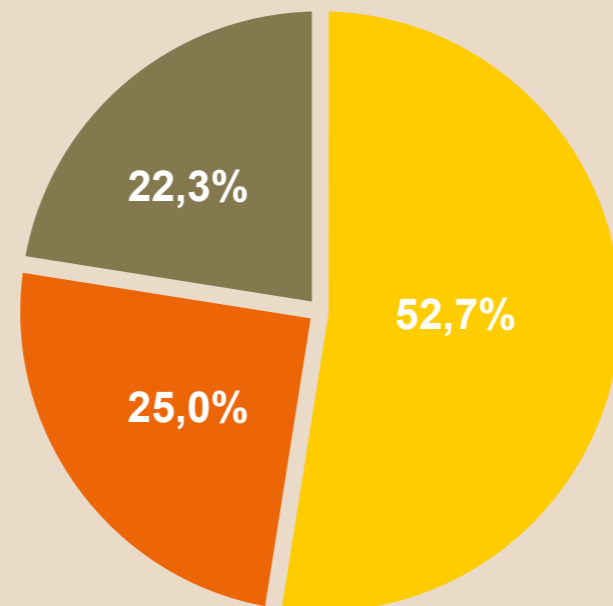
# CORPORATE STRUCTURE

GRI 102-22

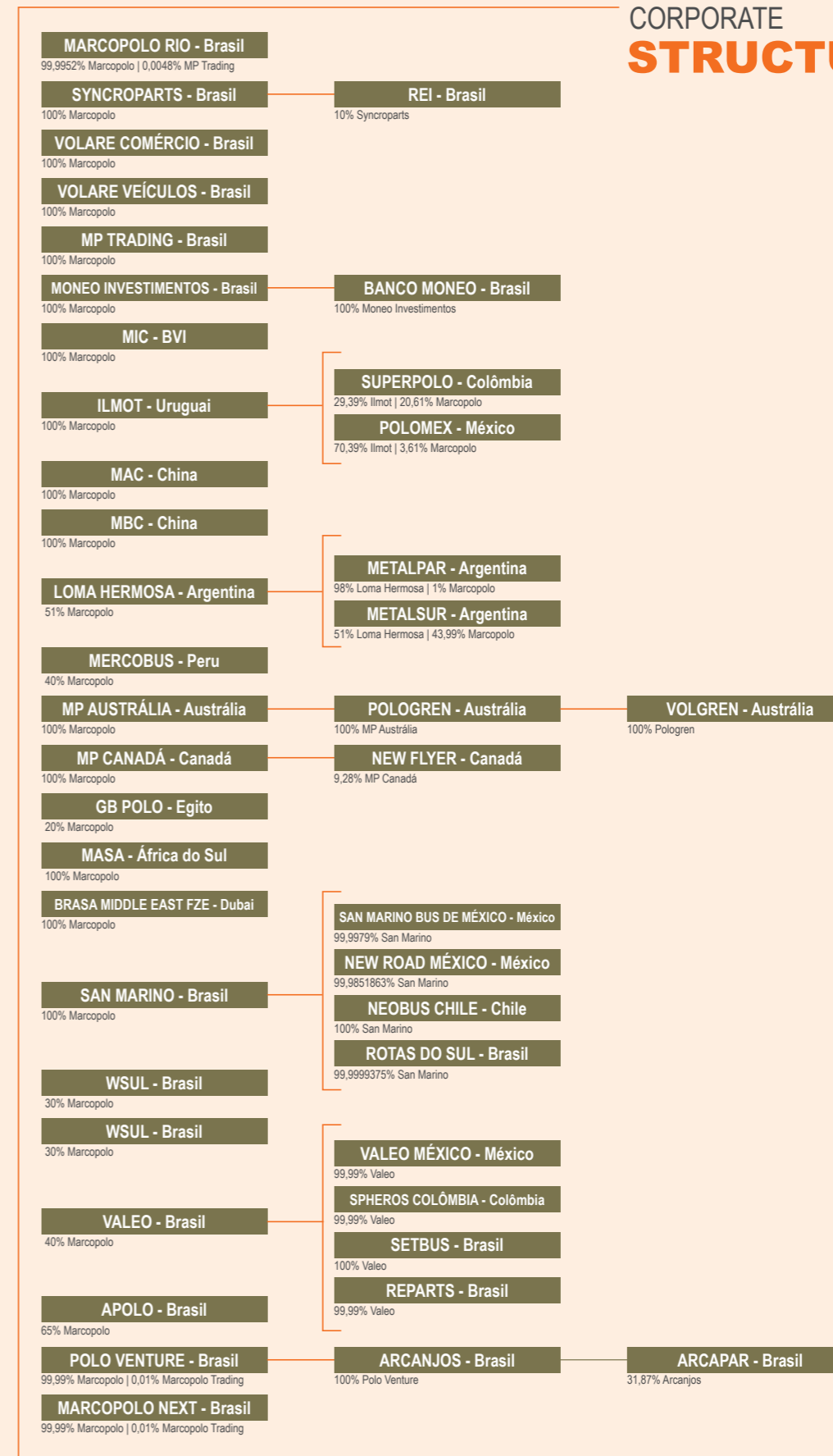
Marcopolo S.A. has in its shareholding composition Brazilian and foreign companies. The controlled units in Brazil are located in the cities of Caxias do Sul (RS) and São Mateus (ES). The controlled units abroad are located in Argentina, Mexico, Colombia, South Africa, China and Australia. Furthermore, it has a stake in other Brazilian companies and abroad.

## Shareholding Composition 2021

- Shareholders in Brazil
- Shareholders Abroad
- Controlling Group



# CORPORATE STRUCTURE



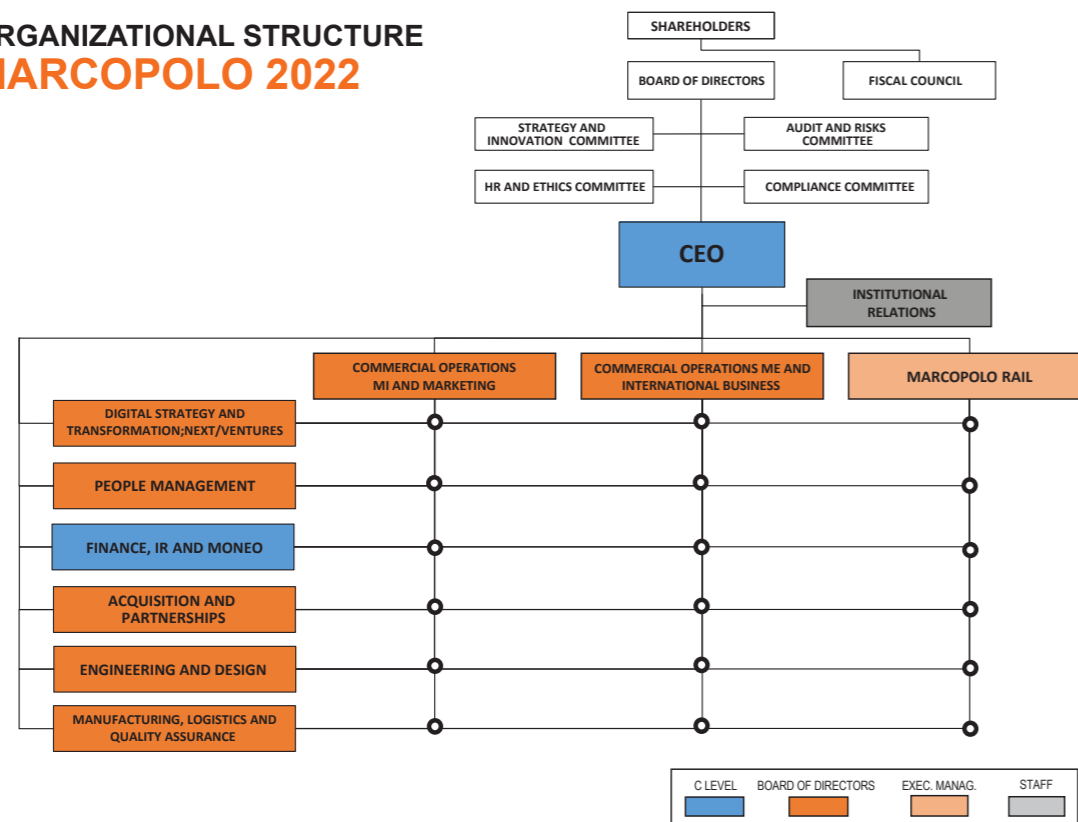
# ORGANIZATIONAL STRUCTURE

Marcopolo's Organizational Structure aims to contribute to the Company's ability to generate value from the development and execution of the strategy, observing respect for its values and in alignment with its Vision and Purpose.

The guiding principles of the Company's Organizational Structure are:

- Sustaining the Company's growth strategy;
- Meeting the needs of flexibility, agility and competitiveness;
- Simple and cost-competitive structure;
- Clear definition of responsibilities and management by results;
- Vision of processes as a form of integration and alignment; and;
- Proximity to the customer, operational excellence and quality.

## ORGANIZATIONAL STRUCTURE MARCOPOLO 2022



# COMPENSATION FOR DIRECTORS

GRI 102-35, 102-36

The practices and policies of compensation of senior executives are approved by the Board of Directors and aim to attract, engage and recognize professionals with the competencies and values defined by Marcopolo, aligning the expectations of shareholders and promoting the search for superior results in the short, medium and long term.

The Directors' compensation package is evaluated annually based on salary surveys and good market practices and is composed of Fixed Compensation, Short and Long-Term Variable Compensation and benefits.



# RISK MANAGEMENT

GRI 102-15

The Risk Management adopted at Marcopolo is based on the COSO – ERM methodology, adapted to the characteristics of its business environment. The objective is to identify, map and manage business risks, in order to reduce failures, losses and uncertainties, focusing efforts on the planning, control and optimization of processes continuously in the organization.

- 1. CAPTURE OF RISK CULTURE:** defines how the risk is perceived, how it will be controlled and how employees will be guided, seeking to treat strategic risks effectively.
- 2. ESTABLISHMENT OF OBJECTIVES AND EVALUATION CRITERIA:** identifies and assesses the risks regarding their materialization, in addition to adopting necessary measures to manage them.
- 3. IDENTIFICATION AND MAPPING OF RISKS:** internal and external events that influence the fulfillment of Marcopolo's objectives must be identified and classified between risks and opportunities.
- 4. RISK ASSESSMENT:** considers the probability and impact of its materialization, both in the inherent and residual condition, as a basis for determining how they should be managed.
- 5. DEFINITION OF RESPONSE AND TREATMENT OF RISKS:** determining how to respond to risks. Responses include avoiding, reducing, sharing or accepting risks.

Marcopolo has a governance to keep its risks updated, evaluated, answered, treated and monitored with management. Currently, there are 24 risks monitored in the Risk Matrix and, recently, an update of the risk management methodology and practices was carried out, as described below:

- 6. OPERATION OF RISK MANAGEMENT:** it is periodically reviewed and monitored. Furthermore, it is essential to invest in communication and define the roles and responsibilities of all involved.
- 7. COMMUNICATION:** the relevant information is identified, collected and communicated clearly and within the established deadlines.
- 8. MANAGEMENT AND MONITORING:** management must be monitored and modified when necessary. Monitoring is carried out through continuous management activities and/or independent evaluations.

Risks are mapped between Strategic, Operational, Financial and Compliance. The management of these generate benefits to:

- Strategy, contributing to culture and planning;
- Governance, protecting the image and reputation; addressing corporate issues;
- Management, assisting decision-making, prioritizing investments and increasing operational efficiency.

# INTEGRATED BUSINESS MANAGEMENT

GRI 403-1

All units have the Integrated Business Management (GIN) implemented, which includes the following certifications:

**ISO 9001**  
Quality (since 1996)

**ISO 45001**  
Health and Safety (from 2002 to 2020 was OHSAS 18.001)

**ISO 14001**  
Environment (since 2005)

To ensure compliance with the Standards, periodic evaluations are carried out and every three years the company undergoes a recertification process, in which all the requirements of the standards are verified, contributing to the refinement of sustainable practices.

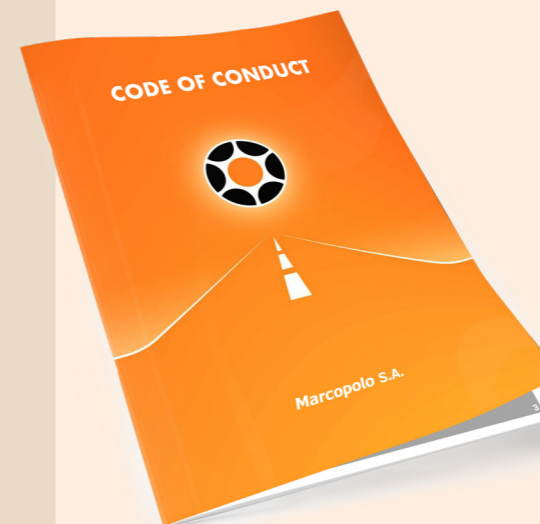


# ETHICS AND COMPLIANCE

GRI 102-16, 102-17, 102-25, 205-2, 205-3

Ethics and Integrity are one of Marcopolo's Values. We value the construction of respectful professional relationships based on ethics and integrity, not tolerating any kind of harassment, discrimination, favoritism or illegal practice.

The daily exercise of dialog and transparency is an ally of the guidelines present in our Code of Conduct to avoid and resolve conflicts of interest. We understand that our actions are reflections of our words.



## Code of Conduct

In 2005, the company instituted its first Code of Conduct, which was later extended to all its controlled units. The Code of Conduct establishes the Values, guidelines and standards of conduct that guide business decisions and the behavior of all Marcopolo managers and employees, at all levels and without exception. The Code of Conduct also serves as a reference for business partners such as suppliers, service providers, sales representatives, dealers and distributors, among others. Marcopolo's Code of Conduct is based on principles of good governance and is based on practices that are known to all.

As part of the governance structure of the Code of Conduct, the Committees were constituted: the HR and Ethics Committee, linked to the Board of Directors; the Central Conduct Committee, which is responsible for matters related to Brazilian units; and the Local Conduct Committees, which are responsible for the matters of controlled units abroad.

To learn more about the Code of Conduct, visit the Marcopolo website.

Access can be done through the link:

[www.marcopolo.com.br/marcopolo\\_sa/codigo-de-conduta](http://www.marcopolo.com.br/marcopolo_sa/codigo-de-conduta)

Training in Code of Conduct and Compliance - 2021	Number of employees trained
Face-to-face	269
Online by Marcopolo University	893

## Compliance

In addition to good governance and risk management practices, Marcopolo implemented the Compliance area in 2014, whose structure includes an Advisory Committee, linked to the Board of Directors, called the Compliance Committee, which is formed by the statutory officers, the Chairman of the Board of Directors, the Compliance Officer (CCO) and a representative of the controlling shareholders.

Complementary to the Code of Conduct, the Company also has a Global Integrity Policy, which contains the ethical values to be observed by all employees and business partners. The Code of Conduct and the Global Integrity Policy also contains guidelines on conflicts of interest and the form of information and treatment of any situations that may occur.

In the on boarding process, new employees, in addition to receiving the Code of Conduct, are advised on the general Compliance guidelines, including the use of ombudsman channels.

All employees are encouraged to access the digital platform called Marcopolo University, where there are courses for personal and professional improvement including training on Marcopolo's Global Integrity Policy, Code of Conduct and Values. Specific training is also carried out on demand.



Furthermore, informative materials were made on topics of the Code of Conduct and Compliance, disclosed to 100% of employees through internal communication channels.

In addition to employees, sales representatives were trained during the Sales Convention and suppliers during the Annual Suppliers Meeting.



## Ombudsman Channels

Marcopolo provides communication channels for questions, complaints, suggestions and complaints, such as corruption, bribery, fraud, illegal or unethical conduct, aggression to the environment, questionable accounting practices or records, misuse of company assets and discrimination (gender, racial, social, religious or any other type).

Contato seguro (whistle blowing channel) is an exclusive channel for reporting practices that are in disagreement with internal policies and applicable laws, and can be accessed via toll free or website, 24 hours a day, seven days a week. It is served by an outsourced company, unrelated to Marcopolo, which uses its own system in an environment outside the company, where all information is encrypted, ensuring impartiality, security and with total commitment to the whistleblower's confidentiality and confidentiality in dealing with the complaint.

During 2021, the external Ombudsman Channel received 131 contacts, 91% of which were anonymous and 9% were identified, which were fully addressed and answered by the committees established for this purpose.

Furthermore, employees can use the Free Channel, an internal ombudsman system to send comments with ideas, suggestions, compliments and complaints about general company issues, such as benefits, work routines, relationship, internal rules and other everyday situations.



## Personal Data Privacy Policy

GRI 418-1

The company has a Personal Data Privacy Policy (approved by the Board of Directors in 2021), which establishes guidelines, strategies and responsibilities in the governance of personal data privacy at Marcopolo. As a form of management, the company instituted the Personal Data Privacy Committee and the Data Protection Officer (DPO), the professional responsible for the application of laws that protect personal data.

Regular information security awareness campaigns are carried out through the ViaPolo network, and all our employees sign the commitment agreement in relation to the information security policy still in the onboarding process.

Suppliers and service providers that process personal data on behalf of Marcopolo must comply with the specific clauses on the protection of personal data contained in the contracts signed between the parties.

In 2021, we did not receive warnings or sanctions from external parties and/or regulatory agencies due to data privacy violation or complaints and/or requests through our service channels. No incidents were also identified in the technological controls used at Marcopolo.



## PARTICIPATION IN ASSOCIATIONS

GRI 102-13

Marcopolo participates in the following associations that contribute to its performance in the business in which it operates:

Association:	Website:
Associação Serrana de Recursos Humanos (ARH Serrana)	<a href="http://arhserrana.com.br">arhserrana.com.br</a>
Associação Nacional de Transportes Públicos (ANTP)	<a href="http://antp.org.br">antp.org.br</a>
Associação Brasileira da Indústria Ferroviária (Abifer)	<a href="http://abifer.org.br">abifer.org.br</a>
Associação dos Analistas e Profissionais de Investimentos do Mercado de Capitais (Apimec)	<a href="http://apimec.com.br/Apimec/Default.aspx">apimec.com.br/Apimec/Default.aspx</a>
Câmara de Indústria, Comércio e Serviços de Caxias do Sul (CIC Caxias)	<a href="http://ciccaxias.org.br">ciccaxias.org.br</a>
Confederação Nacional da Indústria (CNI)	<a href="http://portaldaindustria.com.br/cni">portaldaindustria.com.br/cni</a>
Conselho Regional de Engenharia e Agronomia do Estado do Rio Grande do Sul (CREA-RS)	<a href="http://crea-rs.org.br/site">crea-rs.org.br/site</a>
Associação Nacional dos Fabricantes de Ônibus (FABUS)	<a href="http://fabus.com.br">fabus.com.br</a>
Instituto Fenacon	<a href="http://fenaconcd.com.br">fenaconcd.com.br</a>
Instituto Hélice	<a href="http://helice.network">helice.network</a>
Instituto Brasileiro de Executivos de Finanças (Ibef)	<a href="http://ibef.org.br">ibef.org.br</a>
Instituto Brasileiro de Governança Corporativa (IBGC)	<a href="http://ibgc.org.br">ibgc.org.br</a>
Sindicato das Indústrias Metalúrgicas, Mecânicas e de Material Elétrico de Caxias do Sul e Região (Simecs)	<a href="http://simecs.com.br">simecs.com.br</a>
Sindicato Interestadual da Indústria de Materiais e Equipamentos Ferroviários e Rodoviários (Simefre)	<a href="http://simefre.org.br">simefre.org.br</a>
Sindicato Nacional da Indústria e Componentes para Veículos Automotores (Sindipeças)	<a href="http://sindipeças.org.br">sindipeças.org.br</a>
Sindicato das Indústrias de Material Plástico do Nordeste Gaúcho (Simplás)	<a href="http://simplas.com.br/home">simplas.com.br/home</a>
Blog do Transforma RS	<a href="http://transformars.com.br">transformars.com.br</a>





# 3.

# FINANCIAL PERFORMANCE



# CONTEXT

■ GRI 102-45

The Company's performance in 2021 was strongly impacted by the second wave of the Covid-19 pandemic and its developments in the bus markets in Brazil and abroad, due to the increasing number of serious cases. All segments suffered from the new waves and increased lethality of the pandemic. During the year, much of the operations remained in a partial lay-off regime, new adjustments were made in order to adapt the labor to the market reality and the granting of collective vacation in Brazil was used at two times, beginning of January and between the months of August and September.

In 2021, Marcopolo's domestic bus and body sales fell by 18.2%, compared to the already negative performance in 2020. The federal Caminho da Escola program and the recovery of volumes in the segment of Intercity dedicated



to charter activity helped to secure sales. Schoolchildren accounted for 21.3% of the volumes, while chartering represented 19.7% of the units sold in the domestic market in 2021.

In exports, demand was also deeply affected by the pandemic in the Company's main markets, with a 19.1% drop in volume sold. Deliveries to the African continent were the biggest highlight. Important markets in South America did not sketch a relevant reaction, deepening the drop already verified in 2020. In the external units, Superpolo (Colombia), Marcopolo South Africa (MASA) and Marcopolo Argentina (Metalsur) were the positive highlights.

Intercity models users reported an increase of 6.9% in volumes produced compared to 2020, with the charter sector sustaining sales in the segment. The launch of Generation 8 ("G8") buses, combined with vaccination and reopening of tourism, helped to leverage sales in the second half of 2021. However, the lack of components, especially semiconductors, affected production in the segment that has the largest embedded technology.

Urban production was 16.8% lower than 2020, reflecting the effect of the pandemic on public transport, the drop in exports of the model and the lower volume of urban delivered to the Caminho da Escola program in the annual comparison.

The micros segment maintained good performance, with emphasis on the Volare business division, which showed growth of 40.8% in the annual comparison. Public purchases, including volumes delivered to Caminho da Escola Program as well as the flexibility of the model for use in different activities, benefited the segment.

# Relevant Facts and Market Communications

- On June 30, the Company informed the market about the recognition of amounts associated with the decision of the Federal Supreme Court on the exclusion of ICMS from the PIS and COFINS calculation basis, benefiting the Company and its subsidiaries Ciferal Indústria de Ônibus Ltda. and Volare Veículos Ltda. The amount was accounted for in the 2nd Quarter of 2021.
- On July 20, the Company announced to the market the launch of the new generation of buses (Generation 8) reinforcing its position in high-tech and performance products, focused on the customer and on the safety and comfort of users.
- On August 6, the Company announced the granting of extraordinary collective vacations from August 23 due

to the lack of certain electronic components, especially head units that equip heavy road buses. After 20 days of vacation, the plants returned to activity.

■ On October 5, the Company informed the market about the investment in the company CTA Smart, through a capital contribution by a minority interest in the amount of R\$1.5 million. The investment seeks to explore the synergies between Marcopolo and CTA Smart, adding value to the customer in the management of its fleets.

■ Finally, on December 15, Marcopolo informed the market about the sale of property of its subsidiary Ciferal Indústria de Ônibus Ltda. The plant had been in inactivity since October 30, 2020.



Marcopolo G8





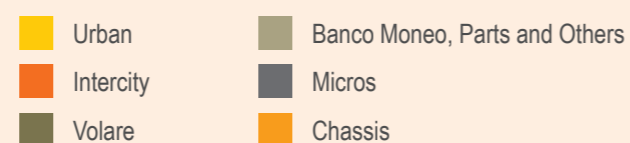
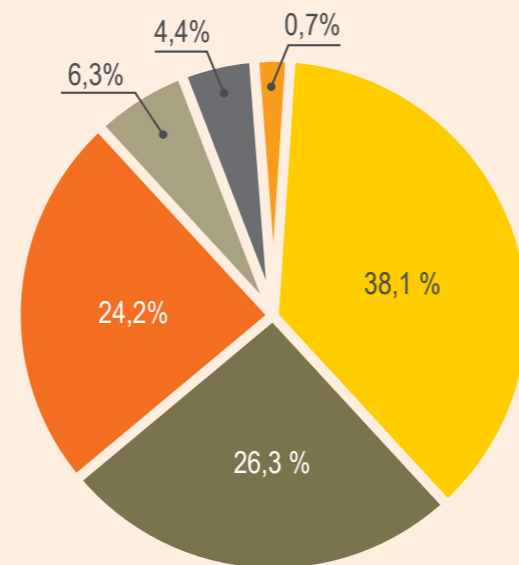
## CONSOLIDATED NET REVENUE

Consolidated net revenue reached R\$3,499.4 million in 2021, 2.5% lower than the R\$3,589.7 million in 2020. The lower revenue reflects the impact of the Covid-19 pandemic on the domestic market and exports from Brazil.

Sales to the domestic market generated revenues of R\$1,784.2 million or 51.0% of total net revenue (50.6% in 2020). Exports, added to foreign business, reached revenue of R\$1,715.3 million or 49.0% of the total (49.4% in 2020).

The revenues by product and destination market are presented in the table below:

Net Revenue by segment 2021



### Total consolidated net revenue by products and markets (R\$ million)

Products	2020			2021		
	Domestic Market	Foreign Market	Total	Domestic Market	Foreign Market	Total
Intercity	495,4	503,6	999,0	429,5	419,1	848,6
Urban	422,8	978,9	1.401,7	246,1	1.087,6	1.333,7
Micros	198,6	24,0	222,6	123,5	29,9	153,4
<b>Subtotal bodies</b>	<b>1.116,8</b>	<b>1.506,5</b>	<b>2.623,3</b>	<b>799,1</b>	<b>1.536,6</b>	<b>2.335,7</b>
Volares	557,0	62,2	619,2	843,5	75,8	919,3
Chassis	7,4	107,6	115,0	1,3	22,6	23,9
Banco Moneo	97,7	0,0	97,7	86,1	0,0	86,1
Parts and Others	38,9	95,5	134,4	54,2	80,2	134,4
<b>Grand total</b>	<b>1.817,8</b>	<b>1.771,8</b>	<b>3.589,6</b>	<b>1.784,2</b>	<b>1.715,2</b>	<b>3.499,4</b>

## Capital Markets and Investors

The Company provides fair and equal treatment to all minorities, whether capital or other interested parties (stakeholders). In the disclosure of information, it uses high standards of transparency, seeking to establish a climate of trust, both internally and in relations with third parties.

In 2021, the Company held meetings with the Association of Capital Market Investment Analysts and Professionals (APIMEC), in virtual format, participated in several conferences also virtually and maintained its service to analysts and investors. Marcopolo's Investor Relations website (ri.marcopolo.com.br) has updated content to serve the investor public.

As of December 31, 2021, the Company's share capital was R\$1,334,052,461.60, divided into 946,892,882 shares, of which 341,625,744 were common shares (36.1%) and 605,267,138 (63.9%) were preferred shares, all registered, book-entry shares with no par value.

In 2021, transactions with Marcopolo shares represented R\$4,853.6 million. On December 31, the stocks of foreign investors in Marcopolo's share capital totaled 37.9% of the preferred shares and 25.0% of the total share capital. At the end of the period, the Company had 80,319 shareholders. The following table shows the evolution of the main indicators related to the capital market:

Indicators	2020	2021
Volume (R\$ million)	8.067,8	4.853,6
Market value (R\$ million)	2.717,6	2.888,0
Existing shares	946.892.882	946.892.882
Equity value per share (R\$)	2,70	3,07
POMO4 quote at the end of the period	2,87	3,05

### Shares Performance PM04 x Ibovespa



## Market Share

Marcopolo maintained the market leadership of bus bodies, ending the year with a 56.9% share. The decrease in the annual comparison is explained by the absence of relevant deliveries of urban buses directed to the Caminho da Escola Program and the decrease in exports in the segment.

### Participation in Brazilian Production (%)

Produtos	2017	2018	2019	2020	2021
Intercity	68,6	68,0	67,9	48,2	49,6
Urban	30,4	49,1	39,6	54,4	42,1
Micros and Volares	74,8	71,6	75,6	72,4	77,3
<b>Total</b>	<b>53,7</b>	<b>61,1</b>	<b>55,1</b>	<b>58,7</b>	<b>56,9</b>

## Production

In 2021, Marcopolo's consolidated production totaled 11,230 units, 8.8% lower than the 12,309 manufactured in 2020. Of this total, 78.2% were produced in Brazil and the remaining 21.8% abroad. The data on Marcopolo's world production are presented in the following tables:

	Operations (in units)	VAR. %	2020	2021
Brazil	Intercity	-18,2%	8.934	7.308
	Foreign Market	-18,7%	2.287	1.859
	<b>Subtotal</b>	<b>-18,3%</b>	<b>11.221</b>	<b>9.167</b>
	Exported KD Exclusions	-13,2%	447	388
	<b>Total</b>	<b>-18,5%</b>	<b>10.774</b>	<b>8.779</b>
Abroad	South Africa	41,2%	170	240
	Australia	-26,7%	375	275
	China	-11,8%	34	30
	Mexico	46,8%	724	1.063
	Argentina	263,4%	232	843
	<b>Total</b>	<b>59,7%</b>	<b>1.535</b>	<b>2.451</b>
<b>Grand total</b>	<b>-8,8%</b>	<b>12.309</b>	<b>11.230</b>	

## Gross Income and Margins

In 2021, gross profit totaled R\$356.2 million, representing 10.2% of net revenue (16.6% in 2020). The worsening of the gross margin is due to the drop in sales due to the deterioration of the domestic market and exports due to the second wave of the pandemic, the deterioration of the sales mix, less exposed to the foreign market, the lower use of installed capacity, the framework adjustments made over the nine months of 2021, the more difficult competitive environment and higher than expected inflation, affecting input and labor costs.

## Selling Expenses

Selling expenses totaled R\$191.6 million in 2021 or 5.5% of net revenue, versus R\$211.8 million, or 6.0% of revenue, in 2020. The reduction, in absolute and percentage terms, reflects the lower exposure of sales to exports, which have higher commissions than those of the domestic market, as well as the cost reduction efforts undertaken since 2020.

## Administrative Overheads

General and administrative expenses totaled R\$206.3 million in 2021 and R\$183.4 million in 2020, representing 5.9% and 5.1% of net revenue, respectively. The growth in general and administrative expenses is explained by costs with indemnities associated with framework adjustments made in 2021, expenses with attorney's fees for successful lawsuits and arising from labor lawsuits, as well as by the category's salary agreement, incident as of July 2021.

## Other Operating Income/ Expenses

In 2021, R\$254 million were recorded as "Other Operating Revenues" versus R\$5.5 million as "Other Operating Revenues" in 2020.

The main positive impacts in relation to tax discussions are represented by a positive impact of R\$182 million associated with processes for excluding ICMS from the PIS and COFINS tax base, net of fees, R\$67.6 million related to the non-levy of Corporate Income Tax (IRPJ) and Social Contribution on Net Profit (CSLL) on the monetary restatement of tax indebtedness, according to the judgment of the Federal Supreme Court, and by R\$40.7 million related to the success in a lawsuit that discussed the non-levy of IRPJ and CSLL on the monetary restatement linked to financial investments. The Company also recognized a positive impact of R\$29.7 million related to the sale of the property of its subsidiary Ciferal Indústria de Ônibus Ltda. ("Marcopolo Rio"), located in Duque de Caxias, RJ, which was inactive and available for sale since October 30, 2020.

As for "Other Operating Expenses", the Company recorded provisions related to tax expenses (R\$12.1 million) and carried out impairment of property for sale located in Três Rios, RJ (R\$5.5 million).

The Company also made provisions to face labor lawsuits associated with the framework adjustments made since the 3rd quarter of 2020. The high number of layoffs has led to a concentration of new cases. The Company works on the reversal, in whole or in part, of the provisions from the success in its defense in the lawsuits under discussion, as well as the mitigation of future labor risks.



## Net Financial Income

The net financial income for 2021 was positive by R\$154.9 million, versus a negative result of R\$123.8 million in 2020.

The financial income was benefited by the recognition of the monetary restatement levied on the amounts under discussion in the processes of exclusion of ICMS from the PIS and COFINS calculation basis, contributing positively to R\$166.2 million, as well as by a positive reflection of R\$22 million in relation to the non-levy of IRPJ and CSLL on the monetary restatement of tax undue amounts and R\$19.9 million by the recognition of success in a lawsuit that discussed the non-levy of IRPJ and CSLL on the monetary restatement linked to financial investments.

### EBTIDA

EBITDA reached R\$333.5 million in 2021, with a margin of 9.5%, versus R\$268.5 million and a margin of 7.5% in 2020.

The improvement in EBITDA is explained by the positive effects related to “Other Operating Revenues” that contributed R\$254 million. The Company’s results continued to be impacted by the pandemic, from the drop in volumes and revenue, leading to operational deleveraging and structural adjustments.

## Net Profit

Net profit for 2021 reached R\$358.4 million, with a net margin of 10.2%. The Company’s results were impacted by the pandemic, reflected in volumes and repercussions in its main markets. The effects on the results in the year were detailed in the previous items.



## Financial Indebtedness

Net financial indebtedness totaled R\$923.2 million on 12.31.2021 (R\$919.3 million on 12.31.2020). Of this total, R\$464.1 million came from the financial segment (Banco Moneo) and R\$459.1 million from the industrial segment.

It is noteworthy that the indebtedness of the financial segment comes from the consolidation of Banco Moneo’s activities and must be analyzed separately, since it has characteristics different from that of the Company’s industrial activities. Banco Moneo’s financial liabilities are matched by the “Customers” account in the Bank’s Assets.

Credit risk is duly provisioned. Because these are FINAME transfers, each disbursement from BNDES has an exact counterpart in Banco Moneo’s customer receivables account, both in term and at a fixed rate. As of December 31, the net financial indebtedness of the industrial segment represented 1.4 times the EBITDA of the last 12 months.

## Cash Generation

In 2021, operating activities generated resources of R\$188.3 million. Investment activities, benefiting from the sale of Marcopolo Rio’s property and deducting dividends received from associated companies, demanded R\$32.8 million, while financing activities added R\$126.4 million.

As a result, the initial cash balance of R\$1,111.5 million, considering non-available financial investments and adding up to R\$5.3 million related to the difference between the exchange variation and the variation of the accounts related to non-available financial investments, rose to R\$1,398.7 million at the end of the year.



# PERFORMANCE OF ASSOCIATES AND SUBSIDIARIES

GRI 102-4

## Subsidiaries Abroad

In 2021, controlled units abroad produced 2,451 units, 59.7% higher than 2020 production (1,535 units). Below are the main highlights of the subsidiaries abroad:

### MARCOPOLO SOUTH AFRICA (MASA)

MASA, located in Johannesburg, produced 240 units, an increase of 41.2% compared to 2020 production. After restructuring the management structure, the subsidiary reversed the loss from R\$4.9 million in 2020 to positive R\$1.2 million in 2021. The Company also showed improvement in its operating indicators and market share.

### MARCOPOLO ARGENTINA (METALSUR)

Metalsur's Argentine operation, located in Rosario, produced 843 units, an increase of 263.4% compared to 2020 production.

The reaction of the urban market, after a period of low demand started in 2018, allowed the improvement of the subsidiary's results. From the 4th quarter of 2021, the road market also outlined recovery, with the resumption of tourism and long-distance lines.

### MARCOPOLO MEXICO (POLOMEX)

Located in Monterrey, Mexico, Polomex produced 1,063 units in 2021, 46.8% higher than 2020.

Sales focused on lower value-added buses, especially urban buses. The bus segment continued to be impacted by the pandemic, with a strong negative impact on sales.



### MARCOPOLO CHINA (MAC)

MAC has an area of sourcing, production of parts, components and bus bodies, as well as production of PKD buses for export. The unit, which does not sell to the Chinese domestic market and exports to countries in Asia, Africa and Oceania, has suffered from new restrictions applied to its main markets.

The operation undergoes a profound restructuring of management and processes, showing a recovery in sales at the end of 2021.

### MARCOPOLO AUSTRALIA (VOLGREN)

Based in Melbourne, Australia, Volgren produced 240 units in 2021, 26.7% less than in 2020. The difficult demand scenario, impacted by the second wave of the pandemic and new lockdowns, affected the subsidiary's performance.

The operation continues to reap the fruits of the reductions in expenses and efficiency gains, reducing the impacts of the market deterioration. In the 3rd quarter of 2021, the operation won an important business for the supply of 341 units in Melbourne in the coming years, which should help Volgren to leverage results in 2022.

## Associates Abroad

### SUPERPOLO

Located in Colombia, Superpolo sustained good results even with the retraction of volumes after the end of deliveries directed to Transmillenium (-27.0% compared to 2020), calculating equity equivalence of R\$9.8 million. The production of electric buses was the highlight in the year, helping in the maintenance of margins.

### NFI GROUP INC.

NFI Group Inc., a company in which Marcopolo has a 9.3% equity interest, is the leading manufacturer of urban and road buses in the United States and Canada. Headquartered in Winnipeg, Canada, the company is a technology leader and offers the widest range of products. The results of the New Flyer benefited the equity in R\$1.7 million (compared to negative R\$79.0 million in 2020).

## Banco Moneo

The activities of Banco Moneo S.A. began in July 2005 with the purpose of financing Marcopolo's products. The bank is authorized to operate in the leasing and credit, financing and investment portfolios.

In 2021, the bank posted net profit of R\$8.3 million. Moneo maintained the policy of prioritizing the quality of its credit portfolio, through a rigorous evaluation and approval system, which benefited it in the period of uncertainties associated with the pandemic.

## INVESTMENTS FIXED ASSETS

In 2021, Marcopolo invested R\$104 million, of which R\$75.1 million was spent on the parent company and applied as follows:

- R\$ 56.7 million in machinery and equipment;
- R\$ 11.1 million in buildings and improvements;
- R\$ 6.8 million in computer equipment and software; and
- R\$ 0.5 million in other fixed assets.

In the subsidiaries, R\$28.9 million were invested, of which:

- R\$ 11.4 million in Volare Veículos (São Mateus);
- R\$ 8 million in Marcopolo Argentina;
- R\$ 3.8 million in Marcopolo Australia;
- R\$ 2.4 million at San Marino;
- R\$ 1,6 milhão na Marcopolo México;
- R\$1.7 million in the other units.





4.

**PEOPLE  
MANAGEMENT**



# GETTING TO KNOW THE MARCOPOLO TEAM

GRI 102-8, 401-1, 405-1

Marcopolo in Brazil is formed by a team of employees diversified in terms of gender and age. Currently, about 17% of the staff is composed of women.

Most of the team, which represents 82.2% of the staff, operates in the units located in Caxias do Sul, 15.7% of employees in São Mateus unit and the remaining 2.1% work in branches located in the states of São Paulo, Minas Gerais, Rio de Janeiro, Santa Catarina and Paraná.



# EMPLOYEE TRAINING

GRI 404-1

Marcopolo maintains permanent programs for the training of its employees. In 2021, 236,904 hours of training were carried out, with an average of 40 hours per employee/year.

Marcopolo University offers employees to participate in training in the online format. Currently, the University has more than 60 content titles on specific career preparation trails, with a monthly average of 8,500 accesses. The company also provides managers with various training programs and development of management skills.

Since 1981, Marcopolo has maintained an Education Incentive Program to grant scholarships to employees approved in the selection process. The company also provides easy access to qualification programs for communication in English and Spanish.



No. of employees BY GENDER and TYPE OF EMPLOYMENT – 2021					
	Full-time	Part-time	Apprentice	Intern	Total
Men	5,843	226	136	37	6,069
Women	1,144	128	71	25	1,272
<b>Total</b>	<b>6,987</b>	<b>354</b>	<b>207</b>	<b>62</b>	<b>7,341</b>

Occupants of management positions BY GENDER - %	2021
Men	93,04%
Women	6,96%

As part of the Respect and Appreciation of People Value, Marcopolo has the commitment to build and maintain relationships that value the diversity, inclusion and contribution of all. As such, one of its objectives is to promote the growth of the number of women in management positions. The goal for next year is to increase this percentage by 7%.



The Marcopolo Vocational Training School (EFPM) trained 91 apprentices in the Motor Vehicle Assembler course in 2021, selecting 50 more young people for the period 2022/2023. The course is held in partnership with Senai and the Social Assistance Foundation (FAS). The EFPM has as one of its main objectives the preparation of professionals for insertion in the labor market and also the first paid job.



# BENEFITS TO EMPLOYEES AND FAMILY MEMBERS

GRI 401-2, 401-3



CTG

The company offers a broad benefit program to employees and family members, which includes health insurance, outpatient clinic and social and psychological care.

Other benefits are: group life insurance, private pension, daycare and babysitting assistance for mothers who work in the company and the Baby Coming Project with health guidelines for mothers and fathers.

All company employees entitled to maternity or paternity leave in 2021 made use of this benefit, 58 women and 126 men.

Through the Marcopolo Foundation, sports activities are offered, such as internal championships and Sports School for the children of employees; traditional cultural activities such as CTG, Piquete de Laçadores, Children's Choir, Youth Choir and Flute Orchestra; and leisure activities, such as Entrevero Farroupilha, June Festivals and Tours. Furthermore, it has a recreational headquarters with a multi-sport gym, party halls, CTG, kiosks and courts for the use of employees and family members.



Entrevero Farroupilha



June Festival



Internal Championship



Pic nic



Christmas Drive-Thru Party

The Marcopolo Foundation also coordinates the delivery of year-end kits, toys for the employees' children and the Christmas Party, as well as the granting of interest-free loans to employees in extraordinary situations.

Agreements are also offered with sports gyms, optics, pharmacies and gas stations to facilitate access with special discounts.

# LABOR RELATIONS

GRI 102-41

Marcopolo recognizes the right to free association of its employees with trade unions representing professional categories. Currently, 100% of the workforce is covered by collective bargaining agreements in Brazilian units. This process provides for the monitoring of Collective Agreements through indicators. Furthermore, the company maintains a good relationship with the various union entities, striving for an open and transparent communication with its leaders.



# EMPLOYEE HEALTH AND SAFETY MANAGEMENT SYSTEM

GRI 403-1, 403-2, 403-4, 403-5, 403-6, 403-8, 403-9, 403-10

Concern for the health and safety of its employees is a priority issue for Marcopolo. The company's Health and Safety Management System has been certified by ISO 45.001 since 2021 and previously by OHSAS 18.001, reaching all employees of all Brazilian units. Specialized teams work in all units, reporting to the People Management Board.

The indicators of these processes are periodically evaluated by the Board of Directors and by the Human Resources and Ethics Committee, linked to the Board of Directors. In the period from 2016 to 2021, the frequency of occupational accidents in Brazilian units has been significantly reduced due to the improvement actions implemented.

## Health Management

The company has structured outpatient clinics for medical and occupational care to its employees. Furthermore, an extended health care plan is available to family members, formatted according to the characteristics of each region. The company also carries out programs with specific focuses on promoting health and well-being, such as:

### Influenza Vaccination:

This action has a high impact on public health, avoiding the spread of the disease. The campaign takes place annually with a reduced cost and is extended to family members;

### Mental Health:

The company has psychological and social support with its own and insured professionals, including guidance on suicide, through Yellow September campaign.

### New Baby Program

Promotes informative activities, in the online and face-to-face modality, with the objective of guiding pregnant women and their families about the different phases, needs and changes during the gestational period and the first months of the baby's life.

### Cancer Prevention:

Annual aligned campaigns are carried out, such as Pink October and Blue November reinforcing the importance of prevention and early diagnosis of breast cancer and more recently on cervical and prostate cancer, in addition to the importance of comprehensive care for men's health.

### Chronic Diseases:

Follow-up actions are carried out for employees and family members in risk groups and other chronic diseases.



Influenza vaccination extended to family members

Occupational health monitoring is carried out jointly by the medical, nursing and occupational safety teams. The indicators are subjected to critical analysis in meetings with senior management.

Monitoring is done in accordance with the PCMSO (Occupational Medical Control Program) and the PCA (Hearing Conservation Program).

Employee health data are treated confidentially, being the basis for the actions of collective prevention and well-being programs. The company offers systems for individual and

collective protection for all employees, being extended to visitors and third parties, according to specific needs. Furthermore, industrial plants have adequate signage to meet safety requirements.

Cases of occupational diseases recorded in the period from 2019 to 2021 had as one of their causes ergonomic issues. As a way of managing this theme, there is a technical team working on the ergonomic analyzes of all jobs, with mapping by criticality, execution and monitoring of actions.

OCCUPATIONAL DISEASES	2019	2020	2021
Number of deaths due to work-related injuries (occupational disease)	0	0	0
No. of serious work-related injuries (excludes deaths) with return after 6 months	0	0	07
Work-related serious injury rate (excludes deaths) with return after 6 months*	0	0	0,58

\*Formula: x1.000.000

## Safety Management

The specialized teams work together with all areas, as part of the Integrated Management System, in order to eliminate/minimize the exposure of employees to any risk present in the work environment, aiming to provide a safe and healthy environment.

As part of the prevention culture, the company uses a Safety Observations methodology to identify safety deviations in the manufacturing environment and to promote their immediate correction from an interaction based on the techniques of the behavioral approach between observer and observed. The objective is to raise awareness about the importance of accident prevention. This methodology also allows the identification and registration of risk conditions, for subsequent correction in the



workplaces. Furthermore, the kaizen tool, which is part of the Lean philosophy, is used to identify opportunities for improvement in work environments with active participation of multidisciplinary teams.





The company also has the support of the participants of the Internal Accident Prevention Commissions (CIPA) and the members of the Internal Fire Fighting Team, who carry out safety inspections in the various environments of the company, seeking opportunities for improvement.

Every year, the company holds the Marcopolo Internal Accident Prevention Week (SIPAMAR) in each unit, with an educational focus to disseminate the safety culture and increase the perception of employees for the identification and prevention of risks.

Health and Safety information is shared with employees through the ViaPolo network and by managers at Shop and Office Floor meetings. Weekly Safety Dialogs are released to reinforce the safety culture. For consultation and discussion on safety issues, CIPA and Multifunctional Meetings of Integrated Business

Management (GIN) are used. Reports of near misses can be reported through the "T" cards available in the Shop Floor tables of the operational areas. The security team, together with the management of the area, defines the corrective actions that will be carried out for each note registered.

The management of employee training on safety is a responsibility of the Marcopolo Training Center. The courses related to Regulatory Standards (NRs) are held in person and employees can also use the online platform of Marcopolo University for complementary training.

The identification of hazards/dangerous situations is done by surveying the activities of the process in a macro manner, being updated whenever there are changes in the production process, change of layout and work accident.

## Actions Against COVID-19

Since the beginning of the pandemic, Marcopolo has been taking all possible measures to preserve the health of employees and their families. A Committee was formed with professionals from health and human resources area, supported by an infectious disease specialist hired by the company. This committee had the responsibility to coordinate actions to prevent and combat Covid-19 in all units in Brazil and guide the units abroad, according to the guidelines of local governments.

### The main measures adopted were:

- Definition of a protocol with procedures and measures to be followed, involving employees, visitors, customers, suppliers and third parties, as well as guidance on travel
- Posters and guidance information for Management
- Distribution of a booklet with the measures and procedures recommended by the WHO for the prevention of contagion
- Videos with prevention guidelines sent by the corporate WhatsApp during the periods in which the plants were shut down
- Informational lectures and alignment meetings with Management
- Installation of campaign outpatient clinics in access to plants for care and screening of employees who have flu or covid-19 symptoms
- Provision of Covid guidance service by telephone
- Distribution of masks for use by employees
- Installation of acrylic protections on restaurant tables, installation of sinks at entrances, cancellation of self-service modality, adjusted menus to reinforce immunity, spacing of meal times
- Redistribution of spaces in changing rooms
- Spacing of sinks in bathrooms and sinks
- Provision of alcohol 70 for hand hygiene, tables and equipment
- Adjustment in the chartered transport service to ensure reduced capacity according to government decrees
- Increase in the hygiene of common areas, such as changing rooms, bathrooms and corridors, including the use of the FIP system (Fog in Place)
- Signage of common areas such as stairs, handrails, seats
- Limitation of users in elevators
- Supervision of the use of masks since joining chartered buses
- Measurement of temperature (fever) at the entrance to plants
- Daily audits by trained teams to identify situations in disagreement with the protocols and guide employees
- Interviews in the areas for active search of employees or family members with symptoms
- Application of tests in the company since March/2021
- Psychological monitoring for interested employees through specialized service
- Daily monitoring of positive cases in all units by telephone, hospital and home visits as needed
- Increase in the Influenza Vaccination Campaign covering employees and family members (SESI agreement) to reduce flu cases
- Allocation of resources for actions in partnership with the Union of Metallurgical Industries and the Municipality of Caxias do Sul

ACCIDENTS AT WORK	2019	2020	2021
No. of hours worked	18.901.761,63	13.674.250,32	11.985.494,13
No. of deaths due to work-related injuries	0	0	0
Fatality rate due to work-related injuries	0	0	0
No. of serious work-related injuries (excludes deaths) with return after 6 months	03	01	01
Work-related serious injury rate (excludes deaths) with return after 6 months	TF= 0,16	TF= 0,07	TF= 0,08
No. of registered work-related injuries (includes fatalities) all with CAT	84	52	45
Recorded work-related injury rate (includes fatalities) all with CAT	TF = 4,44	TF = 3,80	TF = 3,75

\*TF = Frequency rate. Formula: X 1.000.000

Most work-related injuries are due to activities using hand tools. The number of accidents has been reducing since 2016 due to a set of actions focused on the identification and correction of risk situations, such as the Safety Observations and Kaizen's tools, in addition to training and guidance for employee awareness. The frequency rate fell from 29.72% in December 2016 to 4.44% in 2019, to 3.80% in 2020 and to 3.75% in 2021, with an accumulated reduction of 87.4%. The target for 2022 is a 7% reduction on the 2021 indicators.

5.

# RELATIONSHIP WITH STAKEHOLDERS



Marcopolo maintains a relationship of trust and transparency with stakeholders, based on its Values. Its main audiences are customers, investors, staff, suppliers, business partners, such as representatives and distributors, chassis assemblers, as well as the community in general.



## RELATIONSHIP WITH CUSTOMERS

GRI 102-40, 102-43

At Marcopolo, the customer is considered our reason for existing and so we focus on exceeding their expectation from order to delivery and after-sales services. This happens through the participation of all employees committed to delivering products with quality, serving the customer with promptness and agility.

To bring its customers closer to the Company, Marcopolo invests in a set of communication channels, such as Customer Service (SAC - 0800) and digital channel platforms (emails, websites, Facebook, WhatsApp). Another important ally to ensure comprehensive communication is the Network of Representatives and Distributors, which assists the Company in its relationship with customers, in the dissemination of information and in the development of regular actions with a focus on rapprochement.

Marcopolo's presence on social media allows the public to relate to companies and their products, strengthening the reputation of brands. Interaction monitoring serves as a source of research and development.

Marcopolo has a specific area with a focus on providing training in operation and maintenance of products to customers, representatives and dealers of the Marcopolo, Volare and Neobus brands. The courses aim to keep the field teams trained to promote assertive preventive or corrective maintenance on the body, as well as to level the knowledge about the operation of the new technologies on board. Training events occur through three modes: EAD (distance learning), hybrid and face-to-face

### Trainings by Market - 2021

Market	Participants	Hours
Domestic Market	622	3,746.5
Foreign Market	77	365.5
<b>Total</b>	<b>699</b>	<b>4,112</b>

By adopting a transparency policy, Marcopolo annually evaluates the relationship with its customers through a Satisfaction Survey. The sample considers the type of audience and the purchase volume of customers.



### Satisfaction Survey

Company	2019	2020	2021
Marcopolo	8,69	8,95	9,02
Volare	7,62	8,34	8,8

## RELATIONSHIP WITH EMPLOYEES

GRI 102-40

Marcopolo monitors the organizational climate through periodic surveys. In 2019, a sample survey was carried out that indicated 83% as a level of satisfaction among its employees, which generated an action plan covering all Brazilian units. In 2020, two editions of Pulse Research were carried out to monitor the actions to prevent the

coronavirus and its impacts on employees and the organizational environment. The results were used as the basis for improvements in Covid-19 procedures and also in specific management points and internal processes. Due to the continuity and the coronavirus pandemic, a Census Survey is scheduled for 2023.



## RELATIONSHIP WITH SUPPLIERS

GRI 102-9, 102-40, 204-1

Marcopolo's relationship with the supply chain consists of the development of suppliers and materials, negotiating robust commercial conditions that meet the requirements of quality, delivery and compliance guidelines, ensuring excellence in performance, in order to meet the needs of stakeholders. The main means of relationship with the supply chain is the web page called the Marcopolo Supplier Portal. **Access at: <https://portaldefornecedores.marcopolo.com.br/>**

The purchasing process is monitored with verification of compliance of the parameters previously negotiated considering three macro dimensions: quality, delivery and commercial requirements, through audits, evaluations and monitoring of supplier performance.

Marcopolo has a significant part of its supply chain developed near the Caxias do Sul/RS units and maintains an active development process for suppliers located near the city of São Mateus (ES), where the Volare unit is installed. Although the unit located in Rio de Janeiro closed in 2020, there was no significant impact on the supplier network.



### Supply Chain Development for Caxias do Sul Units - 2021

Rio Grande do Sul	64%
Other States	32%
Abroad	4%

### Supply Chain Development for São Mateus Units - 2021

Espírito Santo	14%
Other States	85%
Abroad	1%

In 2021, the Purchasing area, with the support of the company's Compliance Sector, introduced the process of sending the Integrity Due Diligence (DDI) form to its supply chain, starting with approximately 400 suppliers with the highest purchasing and critical representativeness.

## INVESTOR RELATIONS

GRI 102-40

Marcopolo dispenses fair and equal treatment to all shareholders. In the disclosure of information, it uses high standards of transparency, seeking to establish a climate of trust, both internally and in the company's relations with third parties. In 2021, the Company held meetings with the Association of Capital Market Investment Analysts and Professionals (APIMEC), in virtual format, participated in several virtual and face-to-face conferences and road

shows and maintained its service to analysts and investors. Marcopolo's Investor Relations website has updated content to serve the investor public.

The Investor Relations area maintains permanent contact with the capital market by participating in numerous investment conventions and attending meetings with analysts and investors, in Brazil and abroad.

**Access through the link: [ri.marcopolo.com.br](https://ri.marcopolo.com.br)**

## RELATIONSHIP WITH COMMUNITIES

GRI 102-40, 413-1

Marcopolo maintains a relationship of respect and partnership with the communities where it operates, with a commitment to contribute to its development. This responsibility is exercised through the Marcopolo Foundation, which has the mission of enhancing sustainable actions of education, social development and quality of life in the communities where the company is present.



Sede da Fundação Marcopolo



**THE MARCOPOLO FOUNDATION IS BASED ON 4 PILLARS: EDUCATION, CULTURE, SPORT AND DOING GOOD.**

**In education**, through the Schools Project, it promotes the updating of the pedagogical plan, as well as renovations and purchases of furniture and equipment, engaging students, parents, teachers, management and the community in the surroundings of the participating public schools.

**In culture**, it finances and coordinates projects that aim at social inclusion through art and projects of memory and belonging to expand the repertoire in the cities or regions where the manufacturing plants are located. Some actions include musical education with the Marcopolo Orchestra and the award-winning Hip Hop Culture in Schools (RS Education Award and Creative Brazil Award).

**In sports**, it offers internal championships and sports schools for the families of employees and students of the Schools Project. It is also responsible for maintaining the recreational headquarters available to employees and family members.

**Doing good** or wellness and leisure activities includes Happy Day (celebratory activities of children's day in communities) and Welcome Project, where children and adolescents from the Caxias do Sul houses of support receive psychological care.



**AWARDS AND RECOGNITION**

Throughout 2021, Marcopolo received several awards and recognition for its performance in different fields of society. These include the following:

Awards	Awarding Party	Reason
49th RS Export Award	ADVB/RS	Category: Featured Global Advance
2021 Lotus Prize	Editora Frota	Marcopolo was recognized in four categories: Brand of the Year in Bus Body, Road Body and Urban Body and Milestone of the Year in Micro-buses with Volare
AutoData Award 2021	AutoData	Category: Business Leadership - James Bellini and Producer of Bodywork and Implements (truck and bus) category
Brands of those who decides	Jornal do Comércio /Qualidata	Marcopolo is a leader in the Innovative Gaucho Brand category and stands out in the Pandemic Proactivity, Great Gaucho Brand of the Year and Environmental Gaucho Brand categories
Top Of Mind Trophy	Grupo Amanhã	Category: Large Companies in Brazil
Biggest Transport Company and Best Transport Company Awards	OTM Editora	Marcopolo S.A. Best in the bus body category
500 Largest Companies in the South	Grupo Amanhã	15th position in the ranking of Rio Grande do Sul and 40th position in the 500 Largest Companies in the South
Innovation Champions	Grupo Amanhã	Development of biosafety research by tMarcopolo Next
Top Marketing	ADVB/RS	James Bellini receives the Award in the Marketing Personality Category



Biggest Transport Company and Best Transport Company Awards





**6.** ENVIRONMENTAL  
MANAGEMENT



# ENVIRONMENTAL MANAGEMENT

GRI 103-1, 103-2, 103-3

The protection of the environment is a permanent commitment of Marcopolo, declared in its Business Management Policy. In a sustainable and balanced way, the necessary controls are established to minimize the impacts arising from the activities, in accordance with the applicable legislation and with the continuous search for best practices

In all its units, Marcopolo carries out actions aimed at environmental issues. Awareness is reinforced with a series of materials in the ViaPolo Communication Network, providing information and guidelines on the correct disposal of waste, reduction of waste materials and the main care in the use of natural resources.

The environmental management system is certified in the ISO 14001 standard, in all operations in Brazil, which provides us with the evaluation of the periodic effectiveness in the application of this system with the processes.

In 2021, the Company established indicators to demonstrate its environmental performance in relation to water consumption, energy consumption and solid waste generation. These data are being systematically monitored in order to generate reliable information for the definition of reduction goals. Also in 2021, the first inventory of greenhouse gas emissions was carried out, based on 2019 and 2020 data.

**in 2021, investments in environmental management initiatives totaled 10,763,770.55**

## Investments in Environmental Management Initiatives 2021 (R\$)

Item	ANA RECH	CIFERAL	VOLARE SÃO MATEUS
Waste Treatment and Transportation	3,503,461,00	977,377,71	323,841,82
Wastewater Treatment	2,674,020,00	80,857,41	258,599,18
Analyses/Monitoring (wastewater, waste, emissions, fauna, flora, water and soil)	514,847,13	44,224,86	150,286,00
Fees	190,812,68	9,274,76	29,732,32
Environmental Investments	1,277,535,32	33,814,54	395,085,82
<b>Total</b>	<b>8,160,676,13</b>	<b>1,145,549,28</b>	<b>1,157,545,14</b>

Among the environmental aspects of the activities, three items were selected as priorities to be monitored as the company's environmental performance: **Water, Energy and Materials and Waste**. The actions are reported below.

# ENERGY

GRI 103-1, 103-2, 103-3, 302-1, 302-3

Marcopolo is part of the Free Energy Market and, since 2014, has been part of the Sustainable Profile Program, which accounts for the amount of greenhouse gases (GHG), which is no longer issued due to the purchase of renewable energy in the Free Contracting Environment (ACL).

From the beginning of the adherence to the Free Energy Market, until the end of 2021, **Marcopolo has already ceased to emit 35,372 tons of CO2 into the atmosphere, which is equivalent to 130,169 trees**. By consuming energy from renewable sources, Marcopolo invests in its future and also contributes to the preservation of the environment.

## Energy Intensity

(energy consumed (GJ)/Productive hour)\*

2019	2020	2021
0,053	0,063	0,078

\*Companies considered in the calculation of energy intensity: Marcopolo Ana Rech, Marcopolo Planalto, San Marino, Ciferal and Volare São Mateus

## Energy consumption by source (GJ)\*

Non Renewable sources fuels	2019	2020	2021
Natural gas	106,607	106,214	99,187
LPG	14,169	17,578	15,974
Diesel Oil	57,815	37,769	27,272
Gasoline	-	-	-
<b>Total</b>	<b>178.591</b>	<b>161.561</b>	<b>142.433</b>
Renewable sources fuels			
Biodiesel	0	0	0
Renewable electricity	231,474	202,578	178,841
<b>Total</b>	<b>231,474</b>	<b>202,578</b>	<b>178,841</b>
<b>Total energy consumed</b>	<b>410,065</b>	<b>364,139</b>	<b>321,274</b>

\*The **electricity** data includes the companies Marcopolo Ana Rech, Marcopolo Planalto, Volare São Mateus, San Marino and Ciferal

\***Natural gas**: Marcopolo Ana Rech, Marcopolo Planalto, San Marino and Ciferal

\***LPG**: Marcopolo Ana Rech, Marcopolo Planalto, Volare São Mateus, San Marino and Ciferal

\***Diesel oil**: Marcopolo Ana Rech, Marcopolo Planalto, Volare São Mateus, San Marino and Ciferal

\*Gj:Gigajoules



# WATER AND WASTEWATER

GRI 103-1, 103-2, 103-3, 303-1, 303-2, 303-3, 303-4, 303-5

The sources of water supply for human consumption at Marcopolo's units in Caxias do Sul (RS) come from the local concessionaire. In the Ana Rech Unit, part of the water used in industrial processes is obtained from two artesian wells, duly registered with the Department of Water Resources – DRH. At the Volare Veículos Ltda Unit, in São Mateus (ES), the water supply comes solely from an artesian well.

## Water Consumption (megaliters)/Net Revenue

	2019	2020	2021
Total water withdrawn	187	191	196
Net Revenue (BRMP, BRSM, BRVV and BRCF)	R\$ 3.324.268.000	R\$ 2.688.656.000	R\$ 2.405.736.000
<b>Consumption/Revenue</b>	<b>R\$ 0,000000056</b>	<b>R\$ 0,000000071</b>	<b>R\$ 0,000000081</b>

In 2021, the water consumption of Marcopolo units increased by 2.6%. This fact is justified by the increase in production at the Volare Unit in São Mateus, impacting a 31% increase in water consumption. The other units maintained or reduced their water consumption.

## Total Volume of Water Withdrawn by Source (in megaliters)

Unit	2019		2020		2021	
	Ground water	Third party water	Ground water	Third party water	Ground water	Third party water
Marcopolo Ana Rech	14	80	9	66	8	67
Volare/ São Mateus	33	-	63	-	83	-
Ciferal (San Marino)	-	42	-	35	-	31
<b>Total de água retirada</b>	<b>169</b>		<b>173</b>		<b>189</b>	

Regarding consumption, Marcopolo has a water reuse system in the "Rain Test" process, ensuring that waste remains at low levels. In parallel, some opportunities for expansion of the water reuse system are already being analyzed for other production processes and new facility projects.

All Marcopolo units have an Wastewater Treatment Plant - WTP. In the Ciferal (San Marino Ônibus) Unit there is only generation of biological wastewater, from the bathrooms, kitchen and cafeteria. In the other units there is also the generation of industrial wastewater, originating from water-based painting booths and baths for the treatment of metal surfaces.

In 2021, at the Ana Rech Unit, a new wastewater pretreatment WTP was installed, resulting from the expansion of the metal surface treatment process. In this WTP, the principle of treatment is by electrocoagulation, which, unlike traditional processes, generates less impact on toxicity, as it uses much fewer chemicals to eliminate polluting substances.

## Total Volume of Water Withdrawn by Source (in megaliters)

	2019	2020	2021
Marcopolo Ana Rech	45.46	28.63	29.17
Ciferal (San Marino)	17.57	12.81	12.39
Volare São Mateus	7.88	27.35	31.00
<b>Total Water Withdrawn</b>	<b>70.91</b>	<b>68.79</b>	<b>72.56</b>



ETE São Mateus



ETE Ana Rech





# MATERIALS AND WASTE

GRI 103-1, 103-2, 103-3, 301-1, 301-2, 306-1, 306-2, 306-3, 306-4, 306-5

## Productive Process

The process of manufacturing bus bodies implies the use of more than 9 thousand items. These are manufactured from the most diverse types of raw materials ranging from metal alloys to the most noble engineering plastics.

Among these extremes are all kinds of coatings on fabrics, plastics, Formica, fiberglass laminates, wood, glass, rubber, foams, electronics, paints, solvents, adhesives, etc. Therefore, the company deals with the selective collection of more than a hundred different materials, requiring a large structure for handling, temporary storage and adequate final disposal.

In the Caxias do Sul units, solid waste is treated by a continuous management system that includes a Waste Processing Unit (UPR). At UPR, sorting, compaction, weighing, processing and forwarding for recycling of discarded materials is carried out or, even, the return for reuse in the company.

The main objective of UPR is to add value to recyclable materials, minimizing process losses. Furthermore, the company has a Class II – Non-Hazardous Industrial Solid Waste Landfill for the final disposal of non-recyclable waste. Hazardous waste is destined for destruction by means of the co-processing technique in clinker furnaces in the cement industry.

## Reuse and Recycling

In 2021, 79% of the total waste generated in Caxias do Sul operations were destined for recycling or reuse. The main initiatives taken to contribute to this percentage were the evaluations and incentive to improve the selective collection of materials and a more intense action in the Waste Centers, in order to inhibit unplanned discards and expand the focus on the search for companies that carry out the recycling of materials.

### Percentage of Waste Destined Caxias do Sul (RS)

Destination	%
External Recycling	79
Co-processing	12
Landfill	6
Decontamination	2
Composting	1
Recycling for internal use	0,191
Autoclave (Sickbay waste)	0,005

### Percentage of Waste Destined São Mateus (ES)

Destination	%
External Recycling	43
Energy Reuse	32
Class II Landfill	15
Co-processing	3
Class I Landfill	2
External Reuse	2
Decontamination	2
External Treatment	1

## Lifecycle

GRI 103-1, 103-2, 103-3, 301-1, 301-2, 306-1, 306-2, 306-3, 306-4, 306-5

The life cycle of the product and materials is treated very seriously by the Marcopolo Companies, as there is a constant search for solutions to reduce waste, recycle products, ensure more efficiency in processes, contribute to the well-being of employees and the communities where our factories are located. The results presented over the years are as follows:

### Disposal of Waste Generated (tons)

	2019	2020	2021
<b>Hazardous Waste</b>			
External Recycling	538	325	290
Internal Recycling	180	57	150
Co-processing	487	372	689
Decontamination	325	293	315
Incineration	0	0	0
Autoclave	1	1	1
Landfill	50	133	149
<b>Total</b>	<b>1.581</b>	<b>1.181</b>	<b>1.594</b>
<b>Non-Hazardous Waste</b>			
External Recycling	16.143	13.052	11.465
Internal recycling	49	45	24
Co-processing	1.817	1.332	1.026
Composting	364	136	101
Landfill	1.848	1.560	1.295
<b>Total</b>	<b>20.221</b>	<b>16.125</b>	<b>13.911</b>



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102-9	Description of the Company's supply chain	54
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102-45	List of entities included in the financial statements	30
102-46	Process for defining the content and limit of the report	This report is guided by Marcopolo's strategic themes and based on the Integrated Reporting methodology and considers the GRI guidelines.
102-47	List of relevant aspects identified in the content definition process	6 e 7
102-48	Explanation of the consequences of any reformulations of information provided in previous reports	None.
102-49	Significant changes compared to previous years with regard to the list of relevant topics, limit of topics covered	There was no change in relation to relevant topics.
102-50	Period covered by the report	January 1, 2021 to December 31, 2021.
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# CREDITS

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