



PROMON — ANNUAL REPORT 2011

**“THE WHOLE WITHOUT THE PART, IS NOT WHOLE;
THE PART WITHOUT THE WHOLE IS NOT A PART;
BUT IF THE PART MAKES IT WHOLE, BEING A PART,
LET IT NOT BE SAID A PART, BEING THE WHOLE.”**

(GREGÓRIO DE MATOS, 17TH CENTURY)

Everything is part of a greater and more complex whole.
The understanding of the relationship between the parts and
the whole is an indispensable condition to the alignment of
ideas and engineering solutions with the axis of sustainability.
Promon applies this perception to everything it does.

CORE BELIEFS

- _A company is a living system, an integral part of a social, economic and natural ecosystem with which it interacts, on which it depends and for which it is co-responsible.
- _Knowledge shall be an instrument for the accomplishments of individuals and of society if used in a shared and conscious manner.

We have an optimistic view of the future: we believe that knowledge will render the world more fair and sustainable. And that education will integrate millions of people who are now excluded from the benefit of economic development and, as a consequence, they will not need to identify with violence or any kind of extremism whatsoever.

We do believe that companies play a fundamental role in this process, either serving as example or through actions. We do believe in a future-oriented company, but strongly rooted in its principles. We do believe that it is not only possible but also fundamental to combine capital and work, professional fulfillment and profit, success and integrity. We do believe, above all, in the enormous human potential of our professionals for creation and achievement.

Our society is the society of knowledge. Knowledge is its most valuable resource, and knowledge professionals are the dominant group in the work force. This is the new, complex and fascinating scenario where Promon is positioned.

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promon in 2011





There are many ways to evaluate the performance of an organization. Numbers represent the tangible results of the work done during the year, but intangibles are also involved, outcomes of some of the key elements that define the organization's identity.

Even more relevant is evaluation in the shape of outside recognition, especially when it positions the organization as a benchmark for the nation's business environment. This was the case in 2011, when Promon won recognition as "Company of the Year" by *Exame* magazine in its *Melhores e Maiores* ("Best & Biggest") yearbook.

The publication ranked Promon as outstanding not only on the basis of its key economic and financial indicators but also in terms of its most significant intangibles, such as values; entrepreneurship; the dissemination of knowledge via the marketing of innovative offerings; its ownership model, whereby its only shareholders are employees; its democratic and participatory management process; the high value it places on its community of professionals; its social responsibility; its capacity to reinvent itself continuously while living the present intensely and

cultivating new aspirations for the future. Promon's practices and processes focused unrelentingly on innovation and reinvention is perhaps the best expression of its vitality.

In 2011, total operating revenue for all businesses managed by the Promon Group, regardless of the equity interest held in each one, rose 3% year over year. Considering this equity interest, net operating revenue totaled R\$903.3 million, down 17% compared with the previous year, reflecting a fall in the activities of the Infrastructure sector. Net profits reached R\$65.6 million after deduction of R\$16.8 million for distribution to executives and employees under the organization's profit sharing program.

Promon S.A. ended the year in excellent financial health, with low debt and high liquidity. Net worth was R\$334.7 million at end-2011.

Investment totaling R\$60.3 million, unchanged from the previous year, was mainly allocated to technology and new business development, and to education and training programs.

**TOTAL OPERATING REVENUE
FOR ALL BUSINESSES
MANAGED BY PROMON
TOTALLED R\$1,855 MILLION.
NET CONSOLIDATED
OPERATING REVENUE
REACHED R\$903.3 MILLION
AND NET PROFITS WERE
R\$65.6 MILLION.**

NET REVENUE
R\$ million



SOURCE: FINANCIAL STATEMENTS

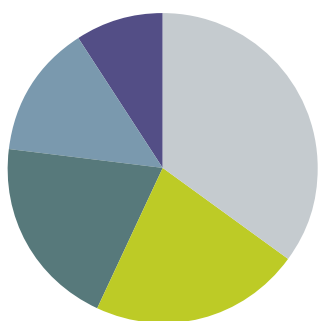
**NET INCOME /
NET REVENUE**



SOURCE: FINANCIAL STATEMENTS

INVESTMENTS IN 2011

total R\$60.3 million



SOURCE: FINANCIAL REPORTS

ADDED VALUE DISTRIBUTION

R\$ million



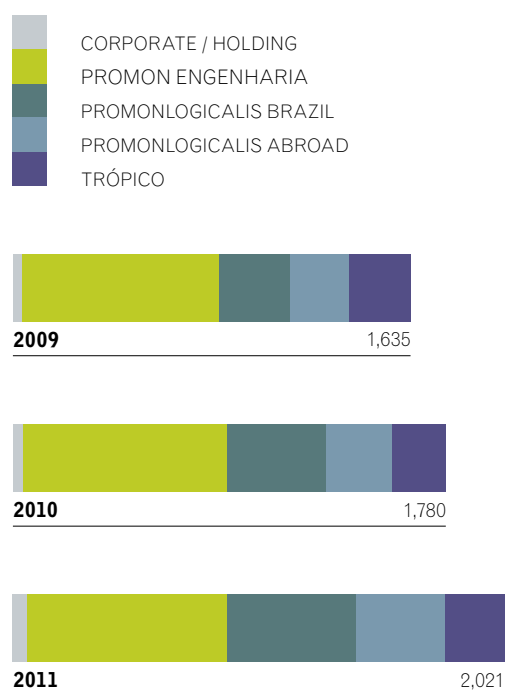
SOURCE: FINANCIAL STATEMENTS



The number of Group employees rose 14% compared with 2010, totaling more than one thousand, nine hundred and thirty professionals in Brazil and abroad, plus almost ninety talented young people who participated in the trainee program. Investment in training and people management assured Promon's recognition yet again by *Você S/A-Exame* as one of the best places to work. The company's repeated outstanding presence in the *Great Place to Work/Época* ranking led the organizers to consider it *hors-concours*.

STAFF EVOLUTION

as of December 31st (including trainees)



Promon Engenharia, after registering growth by 365% in revenue between 2007 and 2010, and although affected by a fall in investment due to the uncertainty deriving from the global economic crisis, ended 2011 with a significant portfolio of R\$1.1 billion in contracts, the third largest of its history. Revenue totaled R\$851.6 million, down 16% compared with 2010, but business picked up in the last quarter. Besides a resumption of investment projects that had been put on hold in previous months, demand for professional services such as consulting, studies and engineering designs rose strongly towards the end of the period, pointing to new projects and the appreciation of the activity of engineering.

During the year, the company diversified its client portfolio and took important steps to expand activities in many market segments, besides the Oil and Gas industry, set to receive investments amounting to more than R\$350 billion in the next four years. Moreover, some R\$270 billion will be invested in the company's other main markets, such as power, mining, steel, chemicals and some manufacturing industries, according to projections by BNDES, the national development bank. The amount of planned investments allows the creation of a very optimistic vision for Promon Engenharia for the coming years. Additionally, the company maintains the market recognition as a benchmark in project management, people development and the attention to the social and environmental aspects of the projects it carries out.

For PromonLogicalis Latin America, a leading information and communications technology (ICT) integrator, 2011 was an excellent year. Revenue totaled R\$863.6 million, up 31% compared to the previous year. The company expanded its portfolio of offerings in Brazil and added new technology

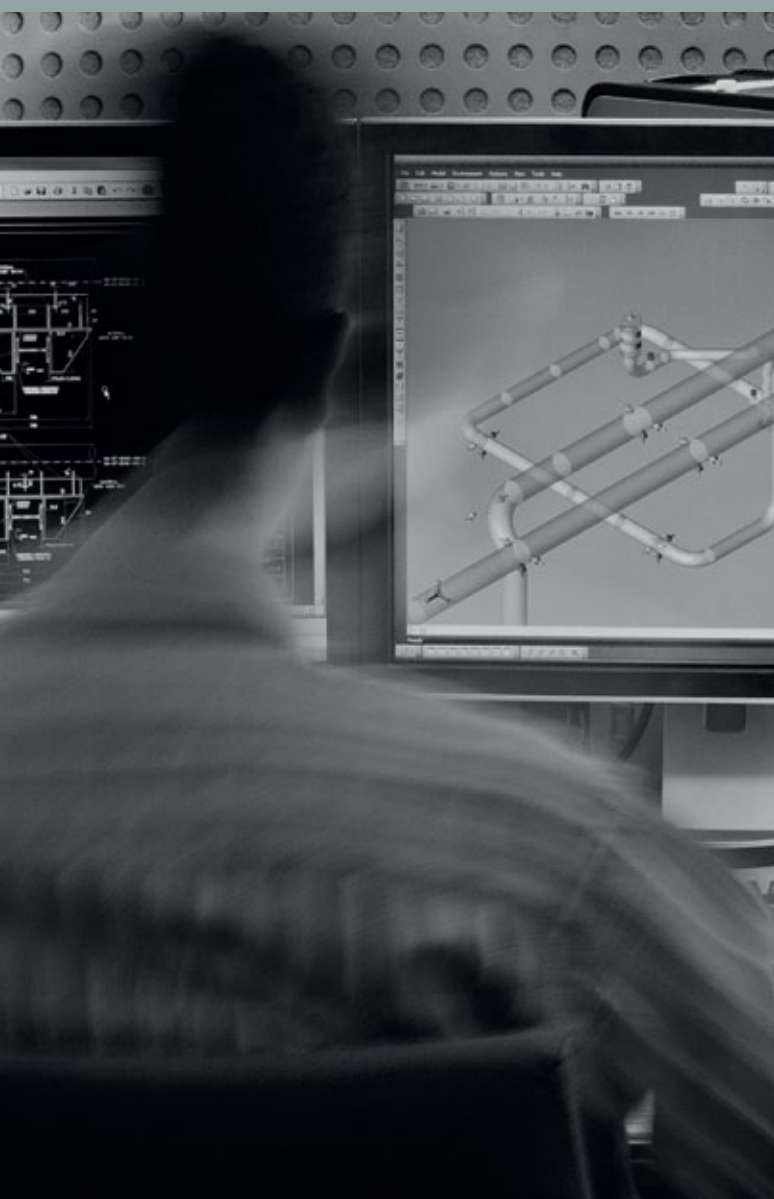
partners, increasing by 20% its revenue in the country. It also strengthened its structure in other Latin American countries, where business growth was particularly significant.

Trópico's revenue fell 15% year over year to R\$102.1 million, reflecting the fall in new investment by telecommunications operators. Its operating profit was positive, but net profits was affected by a non-recurring event relating to the company's decision to end litigation contesting tax liabilities by opting for the federal government's tax recovery program (Refis), which favorably resolved its main outstanding tax liability. In 2011, it began implementing a growth strategy designed to extend the coverage of its offering. A new business unit for software solutions was set up, and new technology partners were added. All these actions permit the development of new solutions and competencies that diversify the company's offerings and client portfolio, currently concentrated in operators of fixed telephony.

The outlook is promising for both PromonLogicalis and Trópico in the ICT sector, which is expected to invest some R\$70 billion in Brazil and Latin America in the coming years, driving significantly higher annual growth than that of the global ICT market.

For Promon Novos Negócios, 2011 was a year of major achievements, including a successful funding operation for the Fundo P2Brasil Infraestrutura, a private infrastructure fund, which closed with a total of US\$1.155 billion in 2011, making it Latin America's largest infrastructure investment fund in recent years. This is the first fund managed by P2Brasil, a company dedicated to the management of private equity investment in infrastructure assets. P2Brasil invested in Hidrovias do Brasil and NovaAgri during the year. It also set up Oceana to provide offshore navigation support services. The new company immediately passed

**RENEWAL WAS THE
COMMON MOTIF OF ALL
PROMON'S ACTIVITIES
IN 2011. PORTFOLIO
EXPANSION, NEW MARKETS
AND CLIENTS, NEW
WAYS OF DOING BUSINESS
WERE ALL KEYNOTES
IN THE ORGANIZATION.**

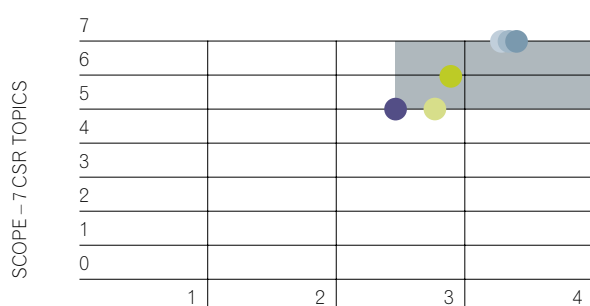


a major milestone by winning approval from the Fundo da Marinha Mercante (Merchant Marine Fund) for R\$674 million in financing to build a shipyard and the first vessels for its fleet.

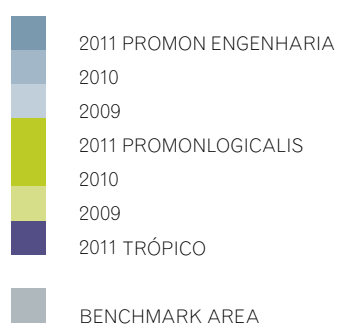
Another highlight in new business development was the December 2011 acquisition of an initial 30% equity holding in three companies belonging to the Brandt Group (Brandt Meio Ambiente, TerraVision Geotecnologia e Geoinformação, and Verti Ecotecnologias). All three specialize in environmental technology and management. They are now part of the Promon Group's new environmental arm, Promon Meio Ambiente.

DEGREE OF CORPORATE SOCIAL RESPONSIBILITY

The seven Corporate Social Responsibility (CSR) topics considered by Instituto Ethos are: Values, Transparency & Governance; Employees; Environment; Suppliers; Consumers & Clients; Community; Government & Society. Trópico held its first indicator survey in 2011.

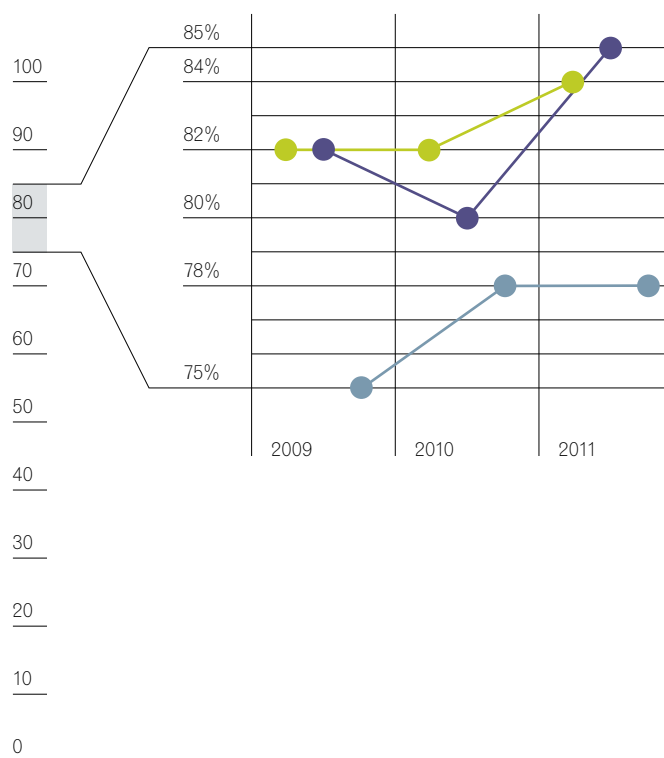
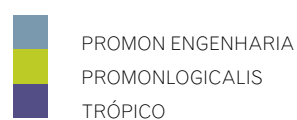


DEPTH - CSR STAGES



SOURCE: INSTITUTO ETHOS DE EMPRESAS E RESPONSABILIDADE SOCIAL

CLIENT SATISFACTION



SOURCE: CLIENT SATISFACTION SURVEY (OMNI MARKETING)



WITH A YOUNG AND VIBRANT SPIRIT CONTINUOUSLY PURSUING INNOVATION, PROMON IS A LIVING ORGANIZATION THAT LOOKS TO THE FUTURE WITH OPTIMISM, CONFIDENCE AND ENTHUSIASM.

Renewal was the common motif of all Promon's activities in 2011. The organization was permeated by portfolio expansion, new markets and clients, new ways of doing business, renewed leadership, education and training. Innovation winds penetrated the organization. As a result of the "Promon 2020" long-term strategic planning exercise conducted in the previous year, with the participation of international experts and more than a hundred professionals from across the Group in search of visions and scenarios for the future, several actions were initiated to accelerate the steps in pursuit of innovation.

The establishment of Promon Meio Ambiente was one of these outcomes, in line with the strategic option of making sustainability a core component of the Group's business activities.

Another outcome was the structuring and start-up of groups known as "Technology Observatories" to monitor and study emerging technologies in areas considered strategic to Promon's positioning. This will drive renewal of knowledge, one of the organization's cornerstones. Themes such as renewable energy generation, biotechnology, nanotechnology, smart grids, health and wellness, among

others, are analyzed in a structured manner by young professionals and senior specialists, members of Promon's staff. They also act as centers for the training and development of talent and future leadership.

The dynamics of renewal at Promon also extended to its governance system, which was enhanced by the creation of three committees to assist the Board of Directors of Promon S.A. by providing diagnoses, analyses and suggestions on Strategy, Risks & Auditing, and Organizational Development.

Promon reaffirms its belief that business organizations are active agents in the process of societal development and environmental conservation, and as such have a role to play in building a more prosperous and equitable society, both by example and by action.

Its organizational culture is grounded in values such as integrity, trust, respect and fairness. It unremittently pursues innovative ways to harmonize business goals with human needs, capital with labor, value creation for clients with effective contributions to societal development, and competitiveness with the professional and human fulfillment of its people. Thus managing its performance in the economic, environmental and social dimensions





has always been a core commitment and an indispensable factor in its success and perpetuation.

It also seeks to focus its social investment in education, a key factor for progress and development of people and the country. Its actions are carried out through programs implemented by each of its businesses and by activities of the Instituto Razão Social.

Promon S.A. is a signatory of the UN Global Compact, which it joined in May 2006. It is also a member of the Brazilian Global Compact Steering Committee, a voluntary group of organizations that promote adoption of the principles of the Global Compact in the business management of companies operating in Brazil. Participating in this initiative is a way of expressing publicly that organizations can and should go beyond the indispensable adoption of policies and practices aligned with the principles of corporate social responsibility.

The Brazilian context authorizes an optimistic view of the prospects for growth, and in particular the outstanding opportunities offered by a country that urgently needs major

investments in infrastructure. With its capacity for renewal in all dimensions energizing the corporate organism, Promon is particularly well positioned to participate in this stage of Brazil's development, and to seize the business opportunities available without relinquishing its values or its determination to act ethically while achieving consistent results, and without neglecting the human dimension that is such a key part of its very essence.

With the maturity of its fifty-one years of existence and with a young and vibrant spirit continuously pursuing innovation, Promon is a living organization that looks to the future with optimism, confidence and enthusiasm, and aims to continue playing an active role in the transformation of society and the nation.

Luiz Ernesto Gemignani
CHAIRMAN OF THE BOARD OF DIRECTORS

Luiz Fernando T. Rudge
CHIEF EXECUTIVE OFFICER





PROFILE

The Promon Group is controlled by Promon S.A., a holding company responsible for executive and strategic coordination of the organization. Its head offices are located in the city of São Paulo. Group companies have physical presence in eight other Latin American countries. Its only shareholders are professionals linked to the Group. Its ownership structure is democratic, transparent and participatory. More than a legal structure, it is the economic translation of the organization's values and ideals. By voluntarily engaging with this ownership model, professionals share more deeply the wealth created and participate more intensely in the life of the company.

Promon Engenharia Ltda., PromonLogicalis Latin America Limited, Trópico Sistemas e Telecomunicações S.A., Promon Meio Ambiente Ltda., Promon Novos Negócios and P2 Gestão de Recursos Ltda. are the entities responsible for the organization's main business activities, each operating with independent management but always aligned with the overall strategy, policies and guidelines established by the Group.

Promon Engenharia is a wholly-owned subsidiary of Promon S.A. that specializes in consultant engineering and integrated infrastructure solutions focusing the strategic sectors: oil and gas, mining and metallurgy, power, chemicals and petrochemicals, environmental management and some segments of the manufacturing industries.

PromonLogicalis Latin America, a joint venture between UK-based Logicalis Group Ltd. and Promon S.A., is dedicated to systems integration in the information and communications technology (ICT) market, with presence across Latin America. Promon held 30% of its equity until August 2011. In September, it acquired an additional 10% and now holds 40%, while remaining wholly responsible for the company's management.

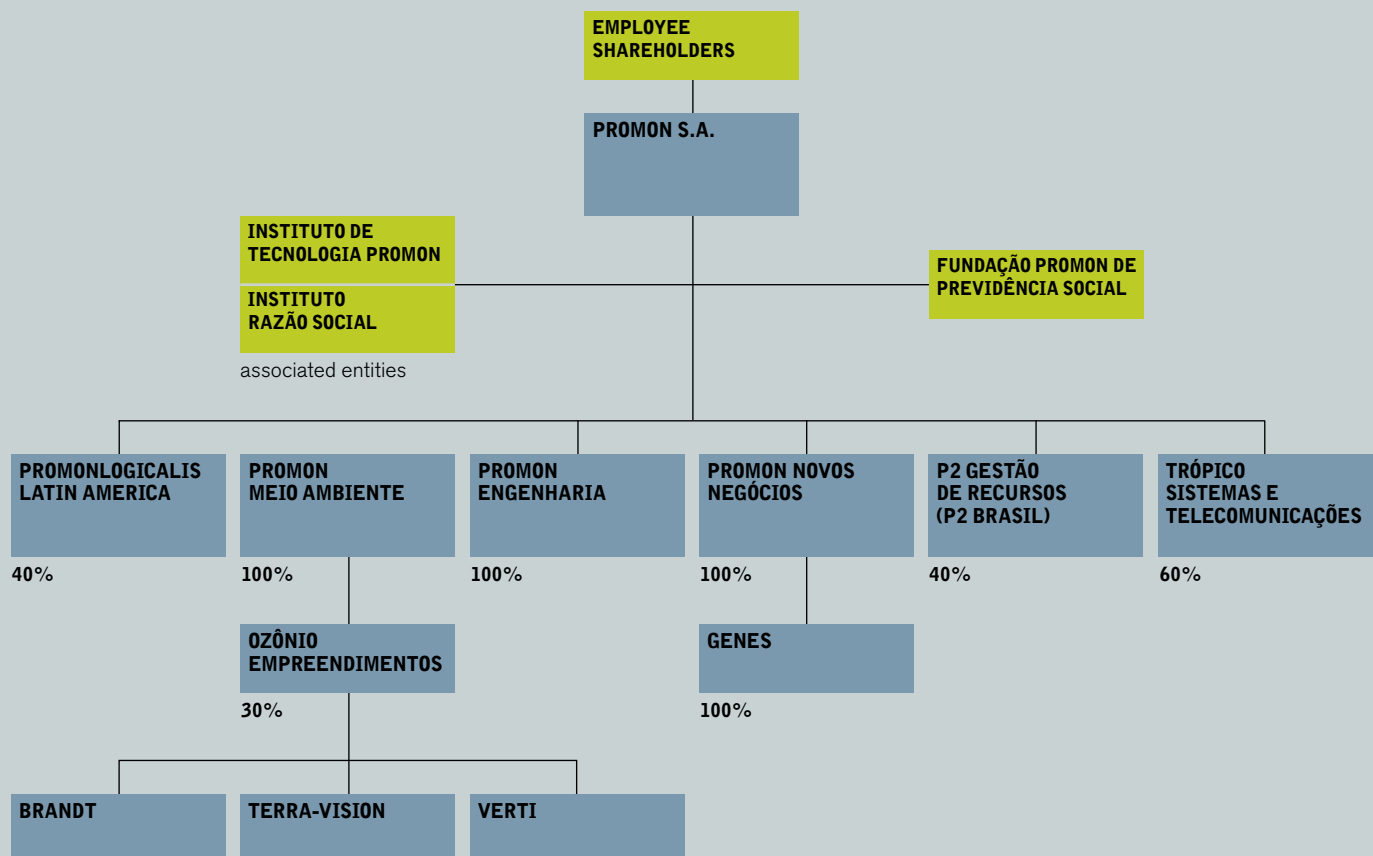
Trópico, a joint venture between Promon S.A., which holds 60% of its equity, Fundação CPqD with 30%, and Cisco Systems with 10%, develops software and hardware for the telecommunications industry, and software solutions geared to systems integration and efficiency for the corporate market.

Promon Novos Negócios develops the Group's entrepreneurial vocation in a structured and consistent manner, leveraging the organization's competencies and relationship networks to stimulate new ventures in infrastructure-related sectors. P2 Gestão de Recursos (P2Brasil) is a joint venture between Promon, which holds 40% of its equity, and Pátria Investimentos with 60%, to manage investment funds in these sectors. Genes — Geração de Energia Sustentável S.A. develops business ventures in power generation.

Promon Meio Ambiente was established in 2011 to structure environmental management ventures in infrastructure sectors, as part of the organization's strategy of making sustainability the cornerstone of its activities. In December, it concluded negotiations to acquire an initial 30% equity interest in Brandt Meio Ambiente Ltda., TerraVision Geotecnologia e Geoinformação Ltda., and Verti Ecotecnologias S.A., via the holding company Ozônio Empreendimentos S.A.

Three more entities complete the Group: Fundação Promon de Previdência Social, Instituto de Tecnologia Promon and Instituto Razão Social, the latter being sponsored jointly with Gerdau and partnering with IBM Brazil in technology.

PROMON GROUP CORPORATE STRUCTURE



REASON FOR BEING AND ORGANIZATIONAL CULTURE

Promon is a community of professionals structured on the basis of knowledge and identified by the capacity to innovate. With the pursuit of excellence as its guiding principle, it develops and delivers infrastructure solutions that create value for its clients and other stakeholders; provides the conditions for the professional and human fulfillment of its employees; and participates as an active agent in societal development and environmental conservation.

Community means having things in common, shared understandings that transcend the parts into which the organization is divided. Community involves willingness to obey principles and rules, but also voluntary collaboration, which is far richer and less programmed. Collaboration is not altruism. It takes shape when people share a cause and feel they are aiming for the same destination. A community can be described and mapped in formal terms, but it also has an emotional dimension and involves a bond or sense of unity. A community has a soul as well as a body.

The culture of a community of people is the true and profound expression of their common beliefs, values and purposes, functioning as a substrate from which practices and standards of conduct accepted and considered appropriate by the group in question emanate. Promon's organizational culture is a matrix that defines the form and content of the organization's relationships with its stakeholders.

The starting-point for an understanding of its formative elements is the *Campos do Jordão Charter*, a charter of principles drawn up in 1970. The charter expresses values, ideals and worldview, especially with regard to the role of a knowledge company in Brazilian society. The pursuit of excellence in all dimensions, the value of people as

professionals and human beings, and strict ethical standards in all relationships are some of the principles embodied synthetically in the Charter. The complete text can be found at www.promon.com.br.

These principles, which in many ways exceed the mere observance of legal and contractual requirements, are also embodied in the internal documents that define the organization's values and beliefs. In addition, the document *Promon Corpo e Alma* ("Promon Body & Soul"), distributed to all professionals, describes the organization's conduct throughout its history in relations with clients, partners, suppliers, employees, shareholders, competitors, the public sector, society and the environment.

The adherence of Promon's professionals to its culture is continuously assessed. The findings of the latest organizational climate survey, conducted annually by an independent firm, display moderate decline in some indicators due to the expansion of the workforce in recent years. Although the indicators are significantly better than outside benchmarks, action is being taken to improve them, mainly via internal communication channels.

Promon is the expression of the value of its professionals, and its culture is its essence and its identity. Indeed, its culture is probably its greatest asset.



PROMON IS THE EXPRESSION OF THE VALUE OF ITS PROFESSIONALS.

ORGANIZATIONAL CULTURE

Percentage of favorable answers from the Promon Group's employees to a set of questions related to the topics set out below:

CONDUCT(*)

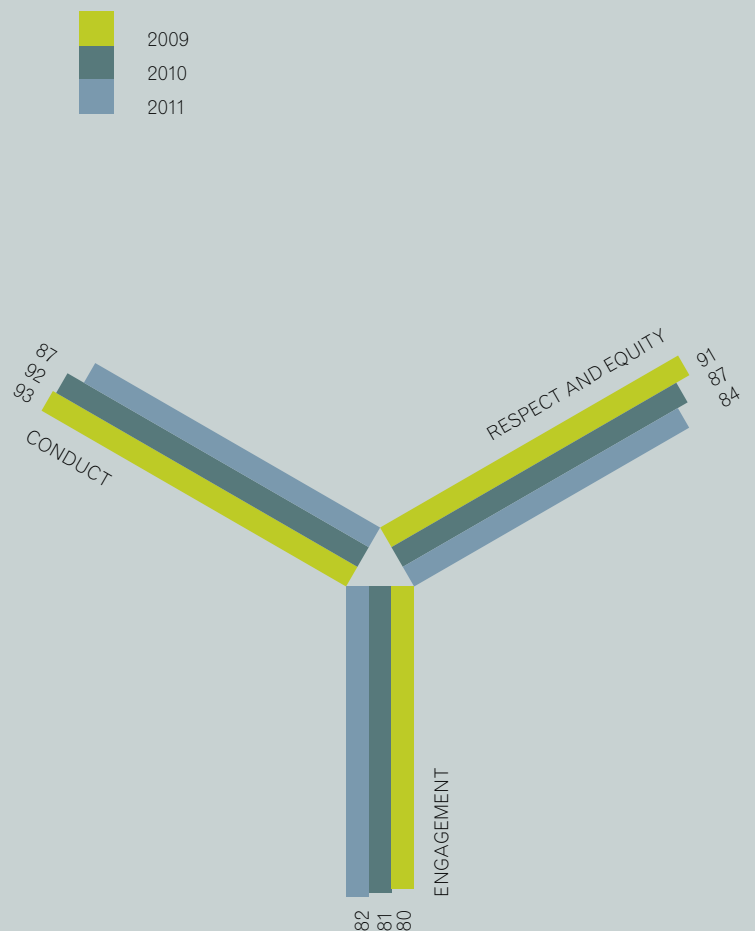
How the organization handles its external and internal relationships.

RESPECT AND EQUITY(*)

How the professionals are treated, regardless of their job positions.

ENGAGEMENT

Percentage of professionals participating in the ownership model.



(*) SOURCE: ORGANIZATIONAL CLIMATE SURVEY (HAYGROUP)

GOVERNANCE



**GROUNDED IN PROMON'S
VALUES AND IDEALS,
THE EXERCISE OF
LEADERSHIP AIMS
TO ENCOURAGE AND
HIGHLIGHT THE VALUE
OF PARTICIPATION IN
THE LIFE OF THE
ORGANIZATION BY ALL
OF ITS PROFESSIONALS.**



Promon has continuously enhanced its corporate governance in recent years. The concepts and practices adopted are in perfect harmony with the principles of transparency, fairness, accountability and corporate responsibility disseminated by IBGC, the Brazilian Corporate Governance Institute.

Grounded in Promon's values and ideals, the exercise of leadership aims to encourage and highlight the value of participation in the life of the organization by all of its professionals, seeking to awaken in each one a sense of belonging to the Promon community.

The decision-making process is strongly influenced by the ownership model and obeys the following logic:

- _Promon's values and ideals must be present in all decisions at all levels.
- _Decision flows indicating the person responsible for signoff and the level of authority are part of the organization's processes, systems and routines, endowing each decision with reliability and agility.
- _Results and actions deriving from the decision-making process must be recorded, identifying the person responsible therefor, the professionals involved, deadlines and the origin of resources, as appropriate.
- _All those involved, including stakeholders, must be considered in the decision-making process, which must aim at consensus.
- _Collective interests take precedence over individual interests.

GOVERNANCE

BOARD OF DIRECTORS

Promon S.A.'s Board of Directors, the highest governance body in the organization, is responsible for setting strategic objectives and for general corporate oversight. It is elected by the shareholding employees for a three-year term. In addition to the qualifications required by law, its members must have proven experience in business management and, in the case of board members not considered independent, demonstrate unequivocal adherence to the organization's core values and principles.

Luiz Ernesto Gemignani, with 34 years of service in Promon, was elected Chairman of the Board by the General Meeting held in April 2010, after completing three terms of office as the Group's Chief Executive Officer. The other members of the Board are Gilson Galvão Krause, Luiz Fernando T. Rudge, Luiz Gonzaga Marinho Brandão, Raul Antonio Del Fiol and José Guimarães Monforte, the latter as an independent with no links to or previous relationships with the company. The Board meets ordinarily once a quarter and extraordinarily whenever necessary. Its current term of office ends in April 2013.

Promon S.A.'s articles of association and bylaws establish that the members of the Board of Directors must avoid any situation that may create a potential conflict of interest with the organization. Board members who find themselves in such a situation must recuse themselves from taking part in discussions on subjects that entail a conflict of interest and refrain from making any comments or expressing any opinions whatsoever, as well as abstaining in any votes.

In 2010, three committees were set up to assist the Board of Directors. The Strategy Committee analyzes and tracks the Group's macrostrategy in all dimensions.

The Risk & Audit Committee analyzes and tracks management of the main business risks and the work of internal and independent auditors. The Organizational Development Committee discusses themes linked to people, the management system, and the organizational culture and model.

These committees are made up of members of the Board of Directors and Executive Committee, as well as members of the organization's professional staff with proven experience and competencies in the area covered by the remit of the committee in question. They meet ordinarily at least every two months. Their proceedings focus on analysis of diagnoses and indicators, identification of best practices, and assessment of opportunities for improvement and challenges. They propose action plans, assist implementation and oversee execution in the dimensions under their responsibility. The committees do not have decision-making powers and periodically report to the Board on their activities and recommendations.

EXECUTIVE COMMITTEE

Promon S.A.'s Executive Committee is responsible for formulating the general strategy of the Promon Group, subject to approval by the Board of the Directors; for managing the Group's business activities, investments and strategic projects; and for evaluating results in all dimensions (see "Strategy & Management"). It has the following members, who took office in April 2010: CEO Luiz Fernando T. Rudge, with 30 years of service in Promon; Executive Directors Gilson Galvão Krause and Ivo Godoi Junior, both of whom members of the Committee in the previous term; and Executive Director and CFO Felipe Alceu Amoroso Lima.



THE BOARD OF DIRECTORS AND THE EXECUTIVE COMMITTEE: JOSÉ GUIMARÃES MONFORTE, LUIZ GONZAGA M. BRANDÃO, GILSON G. KRAUSE, LUIZ ERNESTO GEMIGNANI, LUIZ FERNANDO T. RUDGE, FELIPE A. AMOROSO LIMA, IVO GODOI JUNIOR AND RAUL A. DEL FIOI

GOVERNANCE

RISK MANAGEMENT

Effective management of the risks inherent in the type of business conducted by Promon has always been present throughout the history of the organization. It covers all dimensions of the Group, whose companies systematically map and analyze a range of corporate risk factors. Risk management focuses mainly on impact and probability, risk appetite, mitigatory controls and action plans. Strategic, operational, financial, legal, social and environmental risks are comprehensively covered.

Based on the understanding that the organization must anticipate and react to changes in the context in which it operates, in 2011, the Risk & Audit Committee introduced a new methodology to identify the corporate risks inherent in each business line and current residual risks, i.e., taking existing mitigatory action into account. Work sessions attended by the top management of each Group company mapped the probability of occurrence and the severity of the impact of each risk factor analyzed, as well as determining the implementation of complementary actions.

Risk management is also formally present in the operating plan of each company, as part of both the decision-making processes for commercial proposals and the monitoring of projects executed for clients. In both cases, risk management has been conducted for over a decade in accordance with the guidelines and recommendations of the Project Management Institute (PMI). Inclusion of socio-environmental issues in these analyses assures the utilization of the most appropriate, safest and proven technologies in each case, so as to minimize environmental impact and guarantee observance of the precautionary principle in all of Promon's operations.

Internal Auditing evaluates and monitors the controls in place in the Promon Group's main processes and operations including those relating to: inadequate conduct by the Group's own professionals or by partners and suppliers; the occurrence of internal or external fraud; procurement of goods and services; financial procedures; and segregation of duties, among others. Promon S.A.'s Board of Directors and Executive Committee oversee all matters relating to risk management, both directly and through the Risk & Audit Committee.

TOP MANAGEMENT'S INTERNAL PROCESSES

In accordance with its mission to set strategic objectives, effect general corporate oversight and assure the fulfillment of the organization's commitments to stakeholders, the Board of Directors acts on the leadership system by designating the members of the Executive Committee, assessing their performance and assisting them in carrying out their duties. With the support of the three committees mentioned earlier, as well as Internal Auditing, it supervises the organization's performance in all eight strategic perspectives, covering the economic, social and environmental aspects of operations and contributing to the enhancement of the process of value creation for all stakeholders (see "Strategy & Management").

Every year, the organization holds at least three events for formal interaction between top management (the Board of Directors and Executive Committee) and the shareholders, all of whom are employees. These events are the Annual General Assembly and two annual Community Meetings. They are held at Promon's head offices in the city of São Paulo, and their content

is repeated in Rio de Janeiro and Campinas, cities where large numbers of staff are also based. The events are transmitted via real-time webcast to all other branches. At these meetings, management presents detailed reports on the organization's performance, challenges and aspirations in all strategic perspectives. A comprehensive debate takes place with the participation of everyone present.

In addition, management organizes meetings with groups of professionals for informal open discussion of any issues in which they are interested. Profile of participants varies, and may include new hires, supervisors, employees with good performance assessments or members of a specific operation, for example.

Finally, the open door policy in place for many years enables employees to request a private meeting with any member of the Board of Directors or Executive Committee to discuss whatever matters of concern they may have.

LEADERSHIP RENEWAL

Leadership of Trópico was renewed in 2011, with the appointment of Jacques M. Benain as CEO on June 1st. Having served with several front-ranking firms in addition to Promon, where he worked between 1996 and 2002, Benain brings experience and profound knowledge of the market to his new post. Raul Del Fiol, who has headed the company for the past eight years, is now Chairman of Trópico's Board of Directors and continues to sit on the Board of Promon S.A.

At PromonLogicalis Latin America, the start of its fiscal year on March 1st, 2012, saw the appointment of José Rodrigo Parreira to succeed Luís Eduardo Sym Cardoso as CEO. Parreira joined the Group in 2000 and for three years was CEO of Logicalis Southern Cone. Cardoso, who had headed PromonLogicalis Latin America since its inception in 2008, is now a consultant to the Promon Group's Executive Committee.



STRATEGY & MANAGEMENT

Promon Group's short- and long-term strategies are formulated in annual cycles of strategic planning involving the senior executives of each Group company.

Since 2005, the systemic vision disseminated by the Group has formally embodied eight strategic perspectives representing the key stakeholders and the main elements of the dynamics of value creation, and hence encompassing all economic, social and environmental aspects of its operations. They are: business portfolio, clients, economic performance, knowledge and processes, organizational culture, partners and suppliers, people, society and the environment.

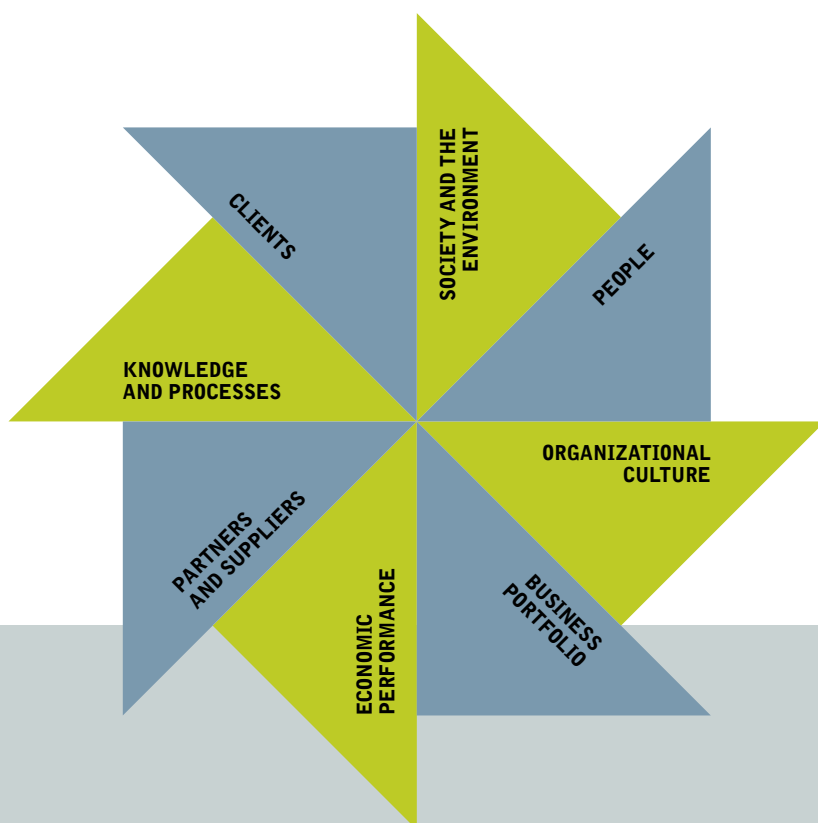
In 2010, the dynamics of permanent renewal led to the implementation of a project called "Promon 2020", which aimed to define a future vision and develop possible scenarios for ten years ahead. The exposure of more than one hundred professionals to major issues faced by the world and the sectors in which the organization operates served as a basis for establishing its key strategic options.

The exercise confirmed the eight strategic perspectives and formulated an ambitious set of macro-objectives for each one, expressing their interdependency and importance in a simple, direct manner. More than objectives in the conventional sense, they express Promon's aspirations for the years ahead.

Detailed specific objectives for each perspective are set or reviewed annually by each Group company on the basis of a balanced analysis of internal factors and stakeholder interests. These objectives, the status of the action plans drawn up to achieve them, and the evolution of the corresponding indicators are tracked month by month by the leadership of each company in accordance with the respective management systems. The causes

of any deviations are also analyzed and corrective action is taken as appropriate.

The annual performance of each company in each strategic perspective, alongside individual performance in professional and behavioral terms, determines the amount of variable compensation paid to each administrator or employee. The process encompasses all company leaders and the top management of Promon S.A.



PROMON'S STRATEGIC PERSPECTIVES AND MACRO-OBJECTIVES

CLIENTS

Build relationships of quality with the key players in our target markets, taking a proactive stance by proposing value solutions with innovative applications of technology developed on the basis of differentiated knowledge of the sectors involved and of their specific needs.

KNOWLEDGE AND PROCESSES

Continuously pursue a level of excellence in management that enables us to achieve our growth and profitability targets in full while assuring our position as a benchmark for the sector and unremittingly updating our knowledge base.

PARTNERS AND SUPPLIERS

Build a global network of suppliers, partners and associates capable of offering the market competitive and innovative solutions, so as to assure a differentiated position that is sustainable in the long term.

ECONOMIC PERFORMANCE

Create value for shareholders by operating all businesses efficiently and competitively, and by realizing the full potential of our brand while balancing risks, time to maturity and the economic dynamics of the different business lines.

SOCIETY AND THE ENVIRONMENT

Socio-environmental sustainability must be the cornerstone of our development as an organization, while also driving the development of our business and brand.

PEOPLE

Maintain our status as an excellent company to work for, capable of attracting and retaining excellent professionals with different profiles, offering them opportunities to fulfill their potential in an open collaborative environment and encouraging them to pursue high performance and permanent innovation.

ORGANIZATIONAL CULTURE

Develop a complete sense of belonging to our community of professionals, preserve and enrich our culture through sharing and communication, recognize the diversity of people and businesses, and make innovation and entrepreneurship distinctive strengths of the organization.

BUSINESS PORTFOLIO

Continuously renew our portfolio of offerings for the basic sectors of the economy in selected countries, with adequate diversification and risk profiles and structured according to business models that enable us to realize the potential value of our brand.

COMMITMENTS AND AWARDS

Since 2006, Promon has been a signatory of the UN Global Compact. The organization is also a signatory of the Pacto Nacional pela Erradicação do Trabalho Escravo ("National Compact to Eradicate Slave Labor in Brazil") and the Pacto Empresarial pela Integridade e contra a Corrupção ("Business Compact for Integrity & Against Corruption in Brazil", known as the "Clean Business" Compact). Promon is a member of the following movements and institutions: Grupo de Institutos Fundações e Empresas (Gife); Instituto Akatu pelo Consumo Consciente, a nonprofit whose mission is to raise consumer consciousness of the value of sustainable goods and services; Instituto Ethos de Empresas e Responsabilidade Social, a nonprofit which promotes corporate social responsibility; Movimento Brasil Competitivo, a non-governmental organization set up to foster competitiveness of the Brazilian economy; Movimento Todos pela Educação ("All for Education"), an alliance that aims to guarantee basic schooling of high quality for all by 2022, when Brazil celebrates its independence bicentennial; and Rede Nossa São Paulo ("Our São Paulo"), a network of civil society organizations whose aim is to improve the quality of life in the city of São Paulo.

Promon is also a sponsoring member of Fundação Nacional da Qualidade (FNQ), the National Quality Foundation, a non-governmental organization dedicated to the research and dissemination of the fundamentals of management excellence. The Chairman of Promon S.A.'s Board of Directors is a member of FNQ's Board of Trustees.

Group companies are members of trade associations for the industries in which they operate, such as the Associação Brasileira de Engenharia Industrial (Brazilian Industrial Engineering Association — ABEMI) and the Associação Brasileira da Infraestrutura e Indústrias de Base (Brazilian Infrastructure & Heavy Industry Association — ABDIB) in the

case of Promon Engenharia; the Associação Brasileira da Indústria Elétrica e Eletrônica (Brazilian Electrical & Electronics Industry Association — ABINEE) in that of Trópico and PromonLogicalis; the Associação Brasileira de Telecomunicações (Brazilian Telecommunications Association — TELEBRASIL), still in the case of Trópico; the Associação Brasileira das Entidades Fechadas de Previdência Complementar (Brazilian Association of Closed Pension Fund Entities — ABRAPP) and the Associação dos Fundos de Pensão de Empresas Privadas (Private Companies Pension Funds Association — APEP), in the case of Fundação Promon de Previdência Social.

Promon's permanent commitment to the inclusion of socio-environmental dimensions in its business activities and the progress made by its work in this field has won recognition from *Exame* magazine, which for six consecutive years has ranked Promon among twenty-one model companies in terms of corporate social responsibility.

Promon's differentiated positioning in people management was also recognized by several awards in 2011. The organization was ranked *hors-concours* by *Great Place To Work/Época's* survey of the "100 Best Companies To Work For In Brazil" for being the only company included in all fifteen editions to date. It also remained one of the top-ranking companies in the "150 Best Companies To Work For" according to *Você S/A-Exame*, and was one of the top ten companies ranked by *Você S/A* magazine as the "Best Places To Start A Career".

The social actions promoted by the Group companies have been recognized by external entities, such as the activities aimed at improving the quality of basic education, conducted by Promon Engenharia and Instituto Razão Social in the community of Araucária (State of Paraná), whose model was recognized by the Brazilian Ministry of Education and will be extended to other municipalities.



The most significant recognition was the choice of Promon as “Company of the Year” by *Exame* magazine in its special 2011 issue of “Melhores e Maiores”, highlighting the importance of infrastructure to address the challenges faced by Brazil and the uniqueness of Promon’s values and essence.



PROMON ENGENHARIA

business activities

PROMON-

LOGICALIS LATIN AMERICA

TRÓPICO

PROMON NOVOS NEGÓCIOS



PROMON ENGENHARIA





REVENUE

R\$ million



SOURCE: FINANCIAL REPORTS

2011 was an important year in several dimensions for Promon Engenharia, with diversification of offerings and clients, entry into new sectors, and advances in sustainability via the addition of more green projects to the portfolio. The company also won recognition from *Exame's* "Melhores e Maiores" yearbook, considered the most prestigious business award in Brazil, as outstanding company of the year in the Construction Industry.

Despite relative stagnation in its main target markets due to the continuing impact of the global economic crisis that began in 2008 and to the conditions that led to the 2011 international crisis, Promon Engenharia's profitability remained on target. Revenue totaled R\$851.6 million, down 16% compared with 2010 owing to a decline in the volume of major EPC (engineering, procurement and construction) contracts.

BUSINESS PORTFOLIO AND CLIENTS

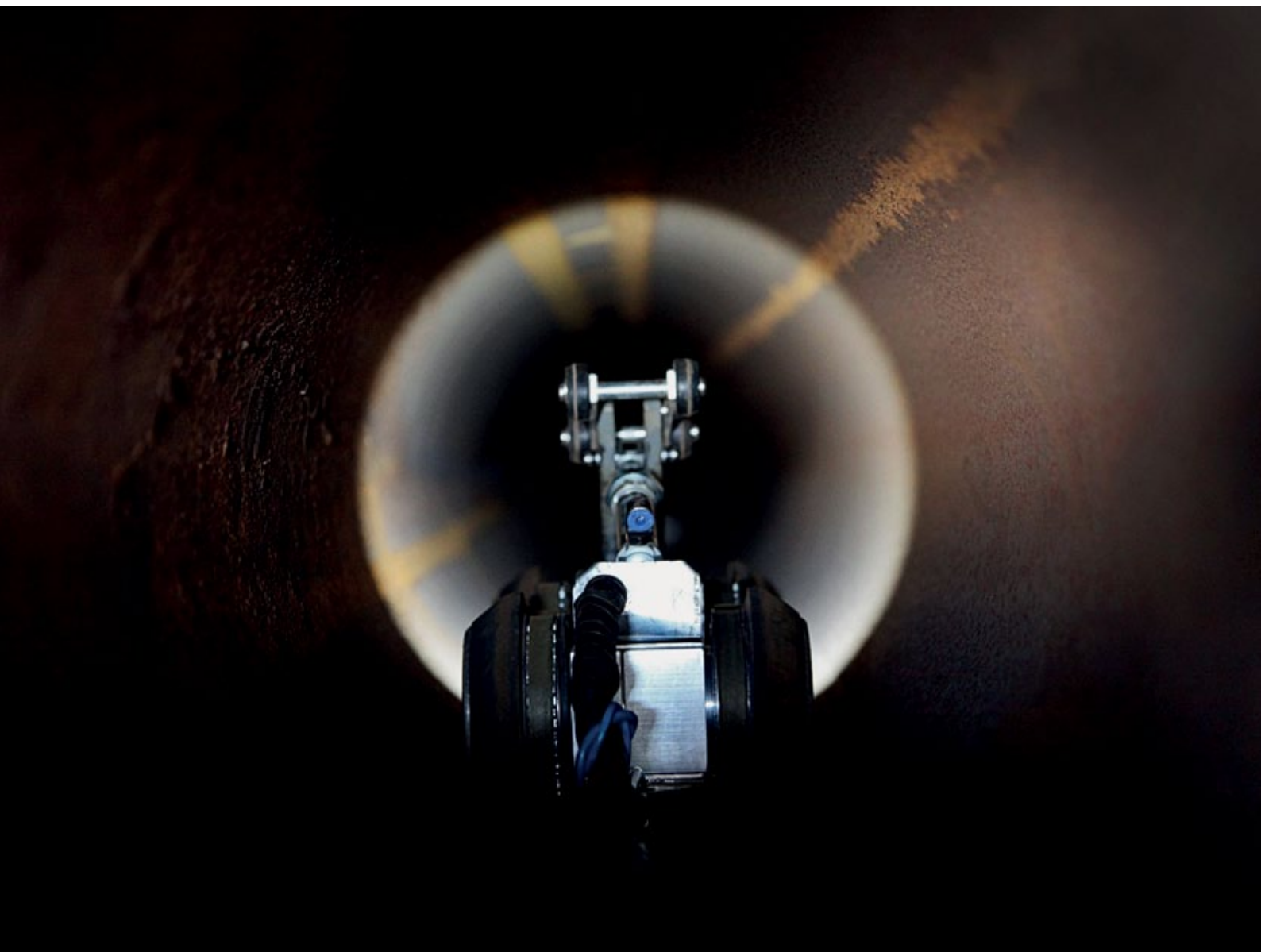
Professional services returned with strength to the portfolio after ranking lowest in importance for more than ten years. Sales of these services, especially feasibility studies and design engineering, surpassed the target set at the start of the year.

This growth in commercial activity generated a record number of opportunities and proposals in a diversified array of markets, such as manufacturing, mining, ports and terminals. As a result the company won new clients, including Companhia Siderúrgica Nacional, Mineração Usiminas, Largo Resources, Geociclo Biotecnologia and Suzano Energia Renovável, among others, as well as entered promising new sectors, some of them with a strong environmental appeal.

The strategy of diversifying and better balancing sectors and clients in the company's revenue stream did not prevent Petrobras, its first and longest-standing client, from continuing to account for the largest share of sales and the most substantial contracts during the year.

The highlight among new contracts calls for the supply of engineering design for a natural gas liquefaction and regasification plant in the Barra do Riacho district of Aracruz (Espírito Santo State), the first of its kind in South America. Promon Engenharia will execute this project in consortium with Linde, a German-based supplier of NG liquefaction technology. This partnership assures excellent technical capabilities and enables Promon Engenharia to acquire even more knowledge and experience in high-tech projects.

An important ongoing project is an atmospheric and vacuum distillation unit at the Rio de Janeiro Petrochemical Complex (Comperj), which is being implemented by a consortium comprising Promon Engenharia, Skanska and Engevix. The EPC contract calls for the construction of a plant with a rated capacity to process 150,000 barrels



IT WAS AN IMPORTANT YEAR IN SEVERAL DIMENSIONS FOR PROMON ENGENHARIA, WITH ENTRY INTO NEW SECTORS AND THE STRENGTHENING OF THE ACTIVITIES IN CONSULTING AND ENGINEERING DESIGN.

of crude per day for separation into products such as fuel gas, naphtha, diesel and kerosene.

Other significant projects include a hydrosulfurization unit for the Alberto Pasqualini Refinery at Canoas, Rio Grande do Sul; and a contract executed in consortium with MCE to build and assemble a pigging station called MOP-1, the first of its kind in Brazil, which will be used to operate pipeline inspection gauges or PIGs to perform cleaning and other maintenance services.

Two projects for Petrobras were completed in 2011: a sulfur recovery unit for the Capuava Refinery in Mauá in São Paulo State, and a hydrotreatment unit for the Henrique Lage Refinery in São José dos Campos in the same state. A delayed coking unit is under way for the Presidente Getúlio Vargas Refinery in Araucária in the State of Paraná. Executed in consortium with Camargo Corrêa, this was the largest project in which Promon participated in 2011.

Promon Engenharia's relationship with Vale, another important and long-standing client, remains significant. Projects undertaken in 2011 included engineering studies for expansion of the logistical capacity of the North System (Carajás Railroad and Ponta da Madeira Maritime Terminal), and the Serra Sul Iron Ore Mine Project, to be implemented by 2015 in Canaã dos Carajás in the State of Pará. Promon Engenharia also participated in the design of a new iron ore mining project in Africa, thermal power plants in Vitória (Espírito Santo State) and Moatize, Mozambique, and a new phosphate fertilizer plant.

A new client added to the company's portfolio in the mining sector was Largo Resources, a Canadian-based junior mining company that focuses on acquiring and developing reserves of strategic metals. Largo awarded Promon Engenharia a contract to supply basic engineering

for a vanadium pentoxide plant in Maracás in Bahia State. This is Brazil's first vanadium mining project and is scheduled for completion in two years. Maracás has the world's highest-grade vanadium mine. Vanadium is used in the production of ferrovanadium and steel alloys. The contract with Largo will be extended to include project implementation.

The company began providing consultant engineering services to Companhia Brasileira de Vidros Planos (CBVP), another new client, for a flat glass factory in Goiana in Pernambuco State, including consolidation of the basic and detail engineering for utilities and auxiliary systems, as well as the complete civil engineering design. CBVP belongs to the Cornélio Brennand Group and plans to start operating the factory in 2013 with a capacity of 260,000 metric tons per year, mainly for the construction industry.

In an important step to enter the offshore oil and gas market, Promon Engenharia partnered with Carioca Engenharia to implement a factory to produce offshore equipment and modules. Located in Barra do Riacho in Espírito Santo State, the plant will manufacture modules for floating production, storage and offloading units (FPSO) used in offshore oil and gas production.

The quality of the services provided remains a key differential, driving ever higher levels of client satisfaction, strengthening the Promon brand's market reputation, and attracting new clients and partners.



A GREENER PORTFOLIO

The increasingly important socio-environmental dimension of Promon Engenharia's business is burgeoning as an element that inspires and guides its strategies. This trend is evidenced by the growing number of projects in its portfolio that are aligned with the requirements of sustainability, including power generation from sugarcane bagasse and projects in the oil and gas sector to improve the quality of gasoline and diesel produced so as to reduce vehicle emissions of pollutants.

Growth in the provision of professional services such as technical feasibility studies, consulting and engineering design has not only enabled the company to win new clients and enter new sectors, but also opened up important fronts to intensify its presence in initiatives that focus on the environmental dimension.

An example is the new client Geociclo, a biotechnology company. Promon supplied feasibility studies and consultant engineering for a plant to produce organo-mineral fertilizer using organic raw material such as waste from sugar and ethanol production. The advantage of this type of fertilizer,

which is already produced on a pilot scale, is its gradual release into the soil, improving crop yields and making soil fertilization more environmentally friendly.

Suzano Energia Renovável, a Suzano Group company, awarded Promon Engenharia a contract to develop the conceptual design and basic engineering for a plant to produce biomass pellets as an energy source for use in power generation. Made for export as "green energy", the pellets are produced from ground wood particles, which are dehydrated, hammered and extruded. Pellets are more energy dense than raw biomass and are easier to transport over long distances.

Another example was a contract with Electricité de France (EDF) to supply engineering services for a pilot carbon capture and storage unit attached to the Norte Fluminense thermal power plant.

For Bunge, one of the largest agribusiness and food companies operating in Brazil, Promon Engenharia supplied basic engineering and an investment estimate for expansion of the Ouroeste and Moema sugar mills, both in São Paulo State.

SYNERGIES

Promon Engenharia also saw the opportunity to add value and technical knowledge to other companies affiliated with the organization. For NovaAgri, a P2Brasil company, it supplied the conceptual design and basic engineering for the Grandis port terminal at São Luís in Maranhão State. The main aim was to identify, in the most consistent and detailed manner possible, the synergies among the various types of terminal to be built in the area (grain, pulp and wood pellets), while optimizing implementation and operation to assure project's feasibility. Activities encompassed engineering services and estimates of capital expenditure for the acquisition of plant and equipment, as well as of operations expenditures.

For Hidrovias do Brasil, another P2Brasil company, Promon Engenharia developed conceptual designs for two port terminals in the State of Pará: the Miritituba terminal on the Tapajós River in the municipality of Itaituba, and the Vila do Conde terminal on the bay of Guajará near Barcarena.





PARTNERS AND SUPPLIERS

At the same time as at one end of the value chain it invests in client relationships, at the other end Promon Engenharia also cultivates its network of partners, which is constantly strengthened by companies that contribute knowledge and expertise in new technologies. This is an important way to stand out in a market that demands innovation and competitiveness. Besides the new partnerships with Carioca and Linde noted above, special mention should also be made of alliances with Montcalm and Queiroz Galvão in presenting proposals for various industrial sectors. In parallel, Promon Engenharia maintains relations with traditional partners such as Skanska and Camargo Corrêa, working in consortia that combine complementary competencies and share risk management.

Another key part of the web of relationships woven to meet the needs of markets and clients consists of suppliers of materials, equipment and services. Promon invests in a strategy designed to build close ties with these suppliers and assure their alignment with its own strategic guidelines. Among the initiatives put in place for this purpose are regular integration meetings known as “Promon Integra” that provide an opportunity to discuss and share ideas. In 2011, they focused on sustainability, in accordance with the organization's aim of making this dimension increasingly central to its business strategy.

As it does with clients, the company also monitors supplier satisfaction by means of regular surveys that evaluate every dimension of the relationship from general aspects to specific items such as the quoting, negotiating and contract formalization process. In the 2011 edition of the survey, 76% of respondents chose “excellent” or “good” when asked to rate the experience of doing business with Promon Engenharia.

To assure competitiveness, the company also continues to expand foreign procurement and the qualification of suppliers in other countries, including China and India.

PEOPLE, KNOWLEDGE AND PROCESSES

Promon Engenharia ended 2011 with a staff of just over eight hundred and thirty professionals, roughly the same as a year earlier, as well as more than forty trainees. The company has invested increasingly in people and knowledge management over the years.

An important technical training initiative has been developed in partnership with Instituto de Tecnologia Promon. Called Trajetórias, the project provides distance learning modules prepared and structured by senior professionals. In 2011, about half the workforce participated in some of the almost fifty modules produced to date. This innovative approach to knowledge sharing joined other initiatives that have long been part of the company's practices, such as the lunchtime meetings to discuss specific topics, known as Mastigando Ideias ("Chewing Ideas"), which professionals are free to attend.

Another noteworthy initiative was an extension course on offshore oil exploration and production delivered by the Alberto Luiz Coimbra Institute of Graduate Studies & Research in Engineering (COPPE) at the Federal University of Rio de Janeiro (UFRJ). More than fifty professionals from all of the company's technical disciplines took part therein, reinforcing their preparedness to work on projects in this field.

In addition, sixteen professionals from Promon Engenharia joined seven colleagues from PromonLogicais and Trópico to participate in the first in-company version of a non-thesis graduate course in strategic knowledge

and innovation management delivered at Promon by Senac, the National Commercial Apprenticeship Service. The course focused on projects relating to the strategic challenges faced by Group companies.

The company devotes particular attention to cultivating the new generation of talented people represented by its trainees. Besides the conventional activities of its Trainee Program, special initiatives encourage young people to immerse themselves in the organizational culture by developing projects relating to this subject.

The competence of Promon's project management was once again recognized by the Rio de Janeiro chapter of the Project Management Institute (PMI), which declared the company *hors-concours* in light of its having won first place in the Institute's nationwide Top of Mind award for many consecutive years.

**THE COMPETENCE
OF PROMON'S PROJECT
MANAGEMENT WAS
ONCE AGAIN RECOGNIZED
BY THE PMI, WHICH
DECLARED THE COMPANY
HORS-CONCOURS IN ITS
TOP OF MIND AWARD.**





**PROMON ENGENHARIA
IS DETERMINED TO
EXPAND THE RANGE
OF SUSTAINABLE
PROJECTS IN ITS
PORTFOLIO, BY ADDING
MORE TECHNOLOGICAL
CONTENT TO ITS
OFFERINGS, AND
DRIVING FORWARD
INNOVATION AND
ENTREPRENEURSHIP.**



WINDS OF INNOVATION

In 2011, Promon Engenharia worked with a specialized firm of consultants to diagnose its innovation processes in an initiative designed to foster the spirit of innovation throughout the company. It also sought ways to swell the winds of innovation by testing an open innovation process in a "Battle of Concepts", in which university students and young professionals from the market sought answers to a technical problem and interacted in debates using the internet.

In 2012, the company plans to test other innovation processes, open and closed, to identify those best suited to awaken more professionals to the importance of innovation and encourage them to work their ideas through. The involvement of the company's professionals in Instituto de Tecnologia Promon's Technology Observatories, which study emerging and disruptive technologies, is also part of its innovation management efforts.



CHALLENGES AND PROSPECTS

Promon Engenharia projects a positive scenario for its business in the years ahead, with a resumption of investment in various sectors of the economy, better structuring of government projects and preparation for the world sporting events to be hosted by Brazil. But if it looks to the future with optimism, the company also has no illusions about the challenges it must face if it is to continue to make progress.

Promon Engenharia is inspired by the dream of expanding the range of sustainable projects in its portfolio, by adding more technological content to its offerings, and driving forward innovation and entrepreneurship. In the context of its sustainability strategy, it is optimistic about integration with Brandt Meio Ambiente, Verti and TerraVision, which became Group companies in 2011. Focusing on environmental projects and consulting, all three companies have considerable potential to work together with Promon Engenharia and add technology to make its offerings more robust and complete.

The company also pursues with determination its goals of portfolio diversification, entering new sectors and winning new clients. In addition, it aims to increase the share of professional services by formatting a model with differentiated offerings to compete successfully in a competitive market. To advance toward this goal, Promon Engenharia is studying the creation of more independent structures for the execution of EPC contracts and the provision of professional services.

Offshore oil and gas is an especially promising market, including shipbuilding elements such as topside modules and integration, as well as subsea engineering. Its offering in the former already comprises experience in projects such as the MOP-1 pigging station and investment in training,

while important steps remain to be taken in subsea engineering, which requires major investments in both financial and intellectual capital. Technological and financial partnerships, alongside investment in human resources, are under way, in line with these objectives.

In sum, Promon Engenharia's main priorities are growth, diversification and density gains. Growth, in this context, means evolving and taking steps toward new horizons. This is what inspires its activities: bringing together more competencies, knowledge and innovation to deliver the engineering to build society's future sustainable development.

**GROWTH MEANS
EVOLVING AND TAKING
STEPS TOWARD NEW
HORIZONS. BRINGING
TOGETHER COMPETENCIES,
KNOWLEDGE AND
INNOVATION TO DELIVER
THE ENGINEERING
TO BUILD SOCIETY'S
FUTURE SUSTAINABLE
DEVELOPMENT.**



PROMON MEIO AMBIENTE

Promon Meio Ambiente was set up as the Group's environmental management arm in 2011 and is part of the organization's strategy of making sustainability the cornerstone of all its activities. It will enable business in the environmental field to be more effectively structured and interact in synergy with Promon Engenharia. As a first step in this direction, in December 2011, it announced the acquisition of an initial 30% holding in the equity of Brandt Meio Ambiente Ltda., TerraVision Geotecnologia e Geoinformação Ltda. and Verti Ecotecnologias S.A.

_Brandt Meio Ambiente

Founded over twenty years ago and headquartered in Belo Horizonte, capital of Minas Gerais State, Brandt Meio Ambiente is a leader in the Brazilian market for environmental projects and studies with broad experience in environmental project licensing and management. Its expertise extends to the production of documents in compliance with regulatory requirements and in accordance with the highest international standards. It operates throughout Brazil and has branch offices in Belém (State of Pará) and Rio de Janeiro.

_Terravision Geotecnologia e Geoinformação

Originally a division of Brandt, TerraVision was incorporated in 2007 to perform geoprocessing and remote sensing activities with a focus on technological innovation. Its principal objective is the development of maps and cartographic databases using satellite instruments and imagery. ClimAgora is its meteorology and weather forecasting center.

_Verti Ecotecnologias

Verti Ecotecnologias was set up in 2004 to research and develop technologies for environmental solutions, especially in the industry sector. It also prospects and maps environmental technologies, produces eco-efficiency studies, and analyzes product lifecycles, focusing on the planning and execution of environmental innovation projects.

With the completion of these investments, all three companies adopted a shared governance structure with independent roles, management teams and workforces. Promon Engenharia, Brandt, TerraVision and Verti bring together solid knowledge and technical competence in their respective practices to offer the market the best solutions in engineering and environmental management backed by strong innovation capabilities.



PROMON

LOGICALIS LATIN AMERICA

PromonLogicalis, Latin America's leading independent integrator of information and communications technology (ICT) solutions, continued to grow rapidly in 2011. Revenue totaled R\$863.6 million, some 31% more than in the previous year. Brazil accounted for the largest share among the countries in which the company operates, with about 69% of total revenue.

Business expanded in all verticals, growing 60% in the corporate market. The government vertical (federal and state executives, legislative, judiciary, public-sector agencies etc.) expanded significantly and ended the year accounting for almost 10% of the revenue. Telecommunications continued to account for the largest share of sales, with roughly 60%.

BUSINESS PORTFOLIO

In the telecommunications vertical, the highlight consisted of solutions developed to help operators adapt their infrastructure to support the growth in network data traffic. One of the main projects in 2011 was an IP RAN solution to extend IP networks to mobile carriers' cell sites.

Another solution that has attracted clients' attention is 3G/Wi-Fi offload, a solution that routes 3G mobile data traffic through WLAN access points. This technology, which began to be implemented in 2011, enables carriers to prevent congestion of their mobile networks while mitigating spectrum and bandwidth limitations so that subscribers in areas with Wi-Fi access can use mobile data services without using the operator's 3G network.

Depletion of the pool of unallocated internet IPv4 addresses and the imminent need to migrate to the new protocol, IPv6, is another challenge that operators must tackle. In 2011, PromonLogicalis retrofitted TIM's backbone for IPv6 to ensure that migration can be implemented without risking business discontinuity.

The company has been working to verticalize its offering for the corporate market so as to be able to deliver the right solutions for each client's needs. The financial sector was one of the largest in terms of business volume in 2011, especially owing to investment in data center expansion and virtualization, connectivity solutions, and security and collaboration systems such as IP telephony, videoconferencing and telepresence.

One of the most important projects was undertaken for Banco Itaú BBA. In partnership with Cisco, PromonLogicalis implemented sixteen telepresence rooms in various state capitals across Brazil, equipped with multipoint audio and high-definition video transmission over IP. A similar solution was developed for Santander Rio, an Argentina-based bank for which an image collaboration system was implemented to connect staff at its corporate headquarters in Buenos Aires with the other cities where it operates.

Engineering and construction is another sector in which the company has a major presence. Its main offering for this sector is the Connected Construction Site, a package that combines several technologies to enhance construction site productivity, decision-making agility and safety. All the leading construction companies in Brazil are now clients of the company.

Server, network and desktop virtualization is a growing priority for large corporations. One of the year's highlights in this arena was a contract with Terminal T6, Latin America's largest agroindustrial export complex, located in Argentina and majority-owned by AGD and Bunge. In partnership with EMC, PromonLogicalis developed a solution to expand storage capacity in a virtualized environment and reduce the possibility of failures in mission-critical processes. In Brazil, it developed a virtualization project for an operator

REVENUE

R\$ million



BRAZIL

OTHER LATIN AMERICAN COUNTRIES

SOURCE: FINANCIAL REPORTS



that needed to reduce high operating costs while at the same time expanding the storage capacity of one of its data centers.

Security remains a top priority for investment in all market segments. In 2011, the highlights in this arena included a project for Ativas, an IT service provider, involving the implementation of a solution based on intrusion prevention systems (IPS), developed in partnership with McAfee, and an anti-distributed-denial-of-service (anti-DDoS) solution, developed in partnership with Arbor. IPS protects networks and systems against intrusion, combined with scalability to keep pace with growing demand, while anti-DDoS identifies attacks on the client's environment.

In the government vertical, one of the outstanding projects was a collaboration solution for Interlegis, a nationwide virtual community for the legislative branch based at the Brazilian Senate. Having mainly used videoconferencing for communication during a ten-year period, the Interlegis system was upgraded thanks to the solution supplied by PromonLogicalis. New telepresence rooms were set up in all states, equipped with state-of-the-art audio and video technology and satellite links.

CLIENTS, PARTNERS AND SUPPLIERS

PromonLogicalis significantly expanded its client portfolio without sacrificing the quality of client relationships. It had more than two hundred clients at end-2011. Client satisfaction continued to evolve positively, reaching 84% in 2011 according to a survey commissioned from outside consultants.

Management sees expansion of the client base as one of the drivers of the company's growth in the years ahead. Its goal is to address the needs of the Brazilian business organizations with tailored solutions capable of enhancing efficiency and profitability.



As part of this strategy the company implemented an Innovation Center in São Paulo with the support of partners Cisco, McAfee, Librestream and Wyse to hold practical demonstrations of its technology and service offerings for all market segments. The idea is to help clients understand solutions and choose those most appropriate to their needs.

PromonLogicalis aims to build partnerships in an integrated manner, identifying the best technologies available so that it can offer clients the most advanced solutions. New partnerships were concluded in 2011 with Apple, to offer corporate mobility solutions; Blue Coat, for network security solutions; and VCE (Virtual Computing Environment Company), formed by Cisco, EMC and VMware, for cloud computing solutions. These new partners join the other major players with whom PromonLogicalis already works, such as IBM, Arbor, EMC, CA, NetApp, RSA, HP and Microsoft. Relationships are monitored by means of regular surveys. In 2011, the level of partner satisfaction was 89%. Interviewees particularly emphasized the company's technical knowledge and ethics.

PEOPLE, KNOWLEDGE AND PROCESSES

PromonLogicalis ended 2011 with almost nine hundred employees, of whom more than five hundred and twenty were based in Brazil, a growth of 32% compared with the previous year. In addition, the company invested heavily in young talent, by increasing the number of trainees and adjusting the profile of its workforce to new requirements.

The quality of the organizational climate continued to win internal and external recognition. In the Great Place to Work Institute's ranking of the best IT and telecom companies to work for in Brazil, published by *ComputerWorld*, PromonLogicalis rose from tenth to seventh place.

To ensure employees keep up to date with market changes in each of the segments in which it operates, PromonLogicalis invests the equivalent of 4% of payroll in training, making it one of the industry's benchmark companies in this regard. Its Corporate Education Program, structured in 2010 and launched in 2011, comprises courses in key technologies for which employees receive credits distributed at the start of each fiscal year. Employees are free to establish their own training plans, which are validated after appraisal for alignment with the company's strategies.

To assist corporate innovation, in late 2011, the company introduced a collaborative tool called *Mural de Ideias* ("Idea Wall") that lets professionals submit suggestions on processes and business activities. Proposals are discussed via an internal social network, voted on by co-workers and analyzed by a committee to evaluate the feasibility of their adoption by the company.

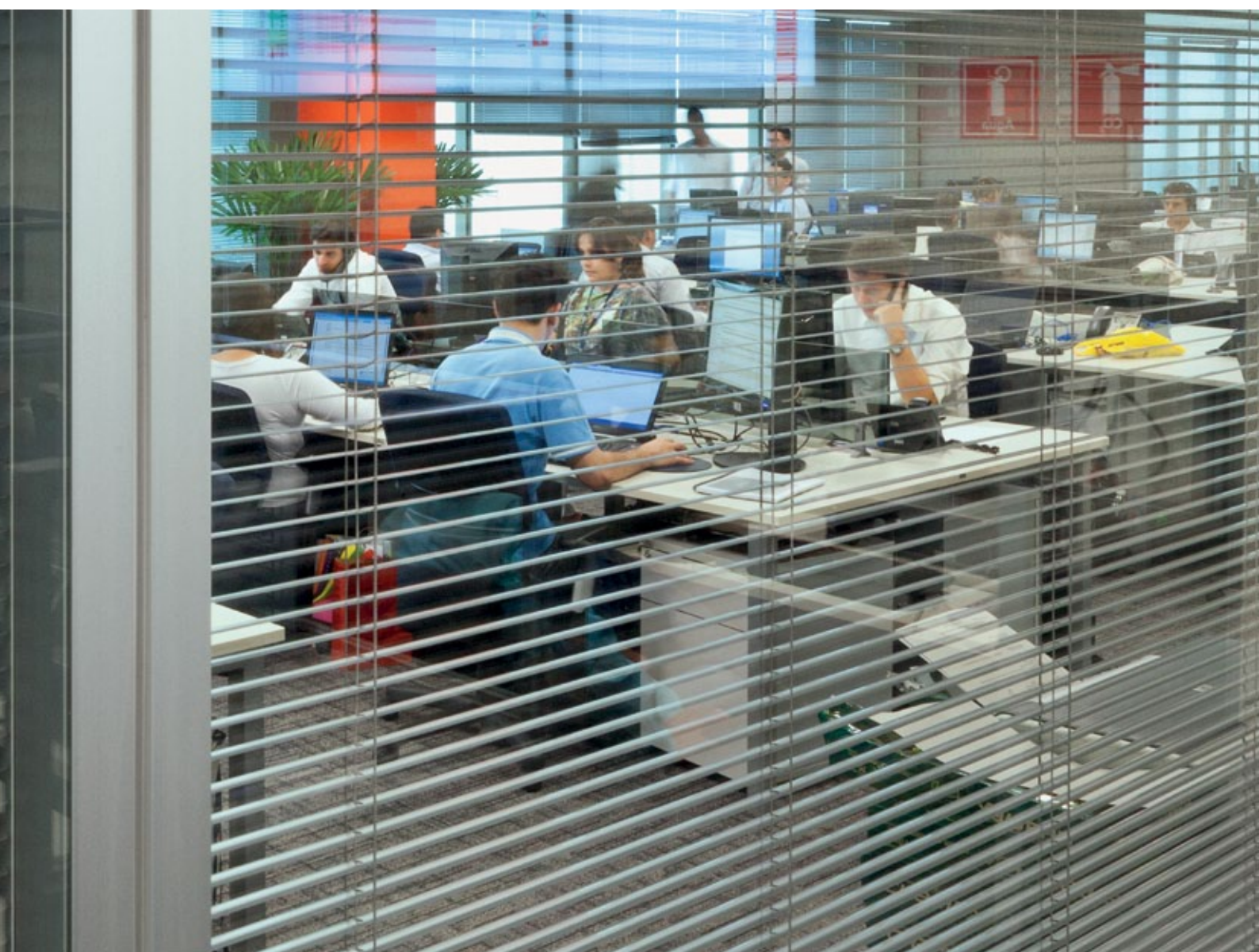
SOCIETY AND THE ENVIRONMENT

One of the goals pursued by PromonLogicalis is to make sustainable ICT increasingly central to its offerings. New steps were taken in this direction in 2011. The company takes part in industry discussions in search of new practices such as reverse logistics and disposal of the packaging used for the materials and equipment installed on client premises.

The company's products and services also contribute to environmental conservation. For example, its solutions for telepresence, collaboration, asset and data center outsourcing, and telephone network and data upgrades help protect the environment by reducing travel and commuting.



**PROMONLOGICALIS'
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THE NEEDS OF THE
BRAZILIAN BUSINESS
ORGANIZATIONS WITH
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CAPABLE OF ENHANCING
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PROFITABILITY.**





**PROMONLOGICALIS
FOCUSES ON A NUMBER OF
DEVELOPMENT DRIVERS:
EXPANSION IN LATIN
AMERICA, STRENGTHENING
OF THE TECHNOLOGICAL
PARTNERS NETWORK,
DIVERSIFICATION OF ITS
SERVICE AND IT SOLUTIONS
OFFERING, TO SERVE
A BROADER UNIVERSE
OF CLIENTS.**

CHALLENGES AND PROSPECTS

PromonLogicalis aims to extend its offering of managed services to “as a Service” (aaS) solutions for infrastructure, platforms and applications to enable clients reduce initial investments and make technologies more affordable for companies of all sizes.

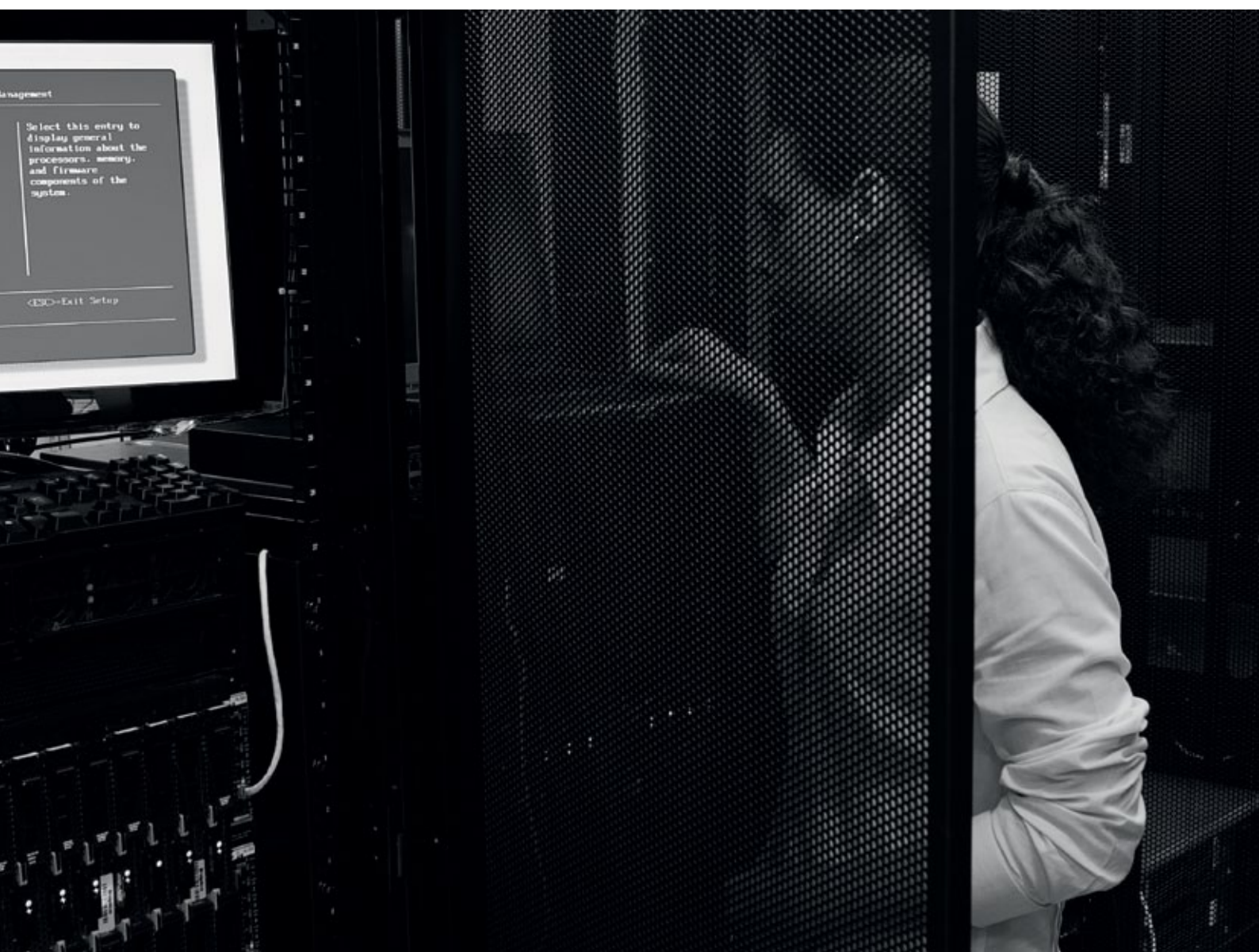
Strengthening of Latin American structures continued according to a model based on three main clusters: Brazil, Argentina (to cover the Southern Cone), and Colombia (for the Andean market). To foster even more integration among operations across the region, control and management tools are being standardized. The SAP integrated management system, currently in use only in Brazil, will be implemented in Colombia by the start of 2012. All other Latin American countries will be integrated by the system during the next two years.

However, PromonLogicalis plans its future for a ten-year horizon, aiming to grow at above-market annual rates. To this end the company focuses on a number of growth drivers: expansion of activities in Latin America, diversification of partners, strengthening of its service offering, prioritizing the corporate market and government in growing the client base, and expansion of its IT solutions offering.

The main challenges to be addressed on this journey consist of the need to enhance and continuously upgrade its tools and competencies in order to offer clients the best technological solutions. PromonLogicalis strives to understand the specific requirements of each market segment and develop custom solutions for individual clients, intensifying its positioning as an end-to-end supplier.



TRÓPICO





REVENUE

R\$ million



SOURCE: FINANCIAL REPORTS

In 2011, Trópico experienced a year of renewal, diversifying practically everything from its portfolio of offerings to the structure of its business units, from its client base to its technology and business partners. Besides strengthening and expanding the range of products and services for fixed-line operators, its traditional market, the company took important steps to explore new business territories.

Revenue totaled R\$102.1 million in 2011, falling about 15% compared with the previous year. It is a favorable performance, if the significant reduction in demand from some telecommunications operators in first-half of 2011 is considered. Demand showed signs of picking up again in the second half.

BUSINESS PORTFOLIO AND CLIENTS

Trópico continued to strengthen its offering of products and services for telecommunications operators while widening its scope to target new horizons, diversifying both its portfolio and client base. It took a step in this direction at end-2010 by setting up a Software Solutions business unit to operate alongside the traditional activities of the Products & Services unit. In 2011 Trópico obtained 20% of its revenue from non-traditional clients.

With the Vectura family of servers as its flagship product line, Products & Services worked with practically all the major operators in Brazil. Despite the fall in demand, operators sought to optimize networks and prepare for implementation of a ninth digit in mobile telephone numbers, which begins in 2012, initially in São Paulo.

Implementation of Vectura Signaling Servers (VSI) by Oi and Telefonica, which together account for more than 90% of Brazil's fixed-line network, consolidated the position of Trópico's technology in the Brazilian market as a bridge between legacy and next generation networks (NGN).

Completion of the project by Oi extended VSI coverage to the entire fixed-line plant of this operator, which processes more than seven hundred million calls per day. Oi now has fifty of VSI servers located in twenty-four states and the Federal District.

A voice recognition platform running on a Vectura Application Server (VAS) installed by Telefonica/Vivo to take residential customer calls reached the milestone of fifteen million calls per month. The platform's performance and quality led the operator to expand its capabilities to include calls from corporate customers, and to plan using it in other strategic verticals. The VAS server has also aroused interest from other prospective clients in the corporate and government segments, thanks to its performance, stability and flexibility.

The highlight of the year in the corporate segment was a contract with Petrobras to supply equipment for expansion and modernization of the oil company's telephone network. Trópico's relationship with British Telecom, a leading UK-based telecommunications company that operates solely in the corporate market in Brazil, remained the same as in the previous year, involving managed services such as supply and implementation of equipment, and network operation and maintenance.

With a structure consolidated in 2011, the new Software Solutions unit won its first eight contracts during the year. The most significant, awarded by Louis Dreyfus Commodities, calls for optimization of the client's documentation and mobile device management systems. The latter is being developed in collaboration with Navita, Trópico's technology partner. Synergies with other Promon Group companies were also highly productive. With PromonLogicalis as its business partner, Trópico developed two projects: a quality-of-service measurement solution for TIM, and a network management system complement for Claro.

TRÓPICO SET UP A NEW BUSINESS UNIT FOR SOFTWARE SOLUTIONS, TO TAKE ITS RECOGNIZED COMPETENCIES AND TECHNOLOGY TO NEW MARKET SECTORS.

The new unit aims to extend its offering to other segments besides telecommunications, leveraging Trópico's expertise in the highly reliable treatment of large information flows. Its offering includes software solutions for corporation integration that enhance the efficiency of existing systems; systems efficiency solutions to permit growth and scalability; mobile device integration for client companies' workforces; asset management based on radio frequency identification (RFID) to control flows of materials, vehicles and people; upgrades to information management; and smart grid solutions for the water and electricity industries to reduce waste and optimize consumption, among others.

Trópico's investment in improvements to the robustness and scope of its product line, refinement of the software it develops and the quality of client care was rewarded by rising levels of client satisfaction, which averaged 85% in 2011.

PARTNERS AND SUPPLIERS

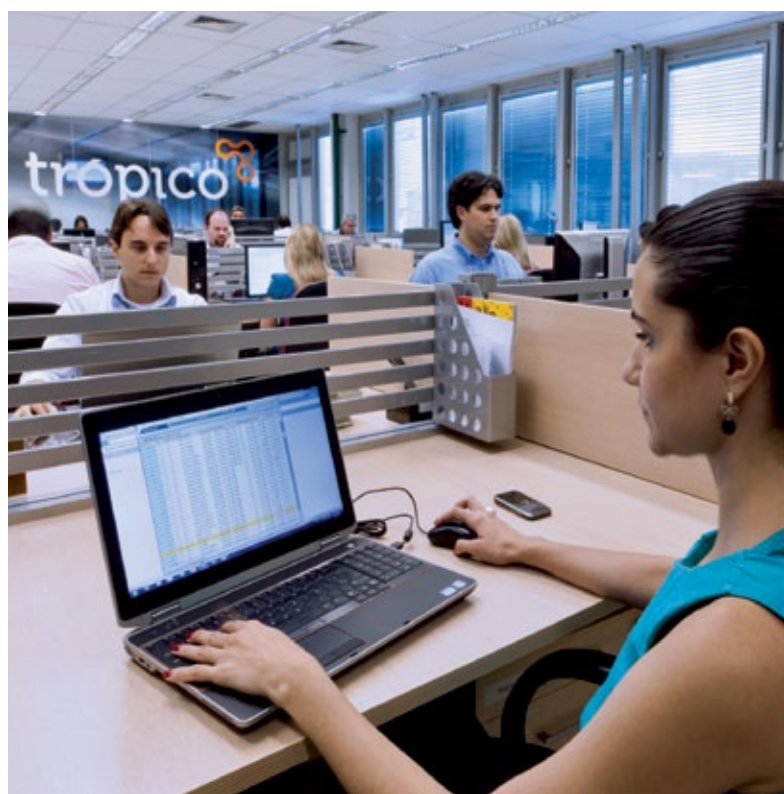
Trópico devotes considerable effort to expanding the relationships it builds with partners to complement and diversify its portfolio of offerings. The volume of business developed with partner technology accounted for 20% of revenue in 2011, up from only 2% in the previous year.

The Products & Services unit formalized new partnerships with leading global companies, who will both contribute technology and supply equipment. They include AudioCodes, an Israeli-based company that manufactures voice access devices for next-generation networks; Acme Packet, which supplies devices to enhance voice network security; and Nuance, a supplier of voice recognition systems, among others.

The Software Solutions unit also invested in business partnerships with PromonLogicalis and Prime, and in technology partnerships with Navita, SAP, IBM and EasyVista, among others. An important action was Trópico's participation in a pilot mobility project for SAP's Co-Innovation Lab (COIL), an integrated network of worldwide expertise and best-in-class technologies and platforms that facilitates project-based innovation, initiating a relationship that promises countless business opportunities.

PEOPLE, KNOWLEDGE AND PROCESSES

Trópico also renewed its way of being and doing business by enhancing the organizational climate and staff confidence. This was reflected in a rise in the satisfaction of the workforce, which ended the year comprising more than two hundred and forty professionals, 10% more than in the previous year.





In people management, one of the highlights was the significant investment in team development pursuant to market requirements and the company's strategy of diversifying its market coverage. For software development professionals, emphasis was placed among other things on training to prepare for certification in Capability Maturity Model Integration (CMMI), based on best practices in the development and maintenance of products and services to assure quality in software development.

Trópico has won many professional certifications that are relevant to and add value to its business, such as Project Management Professional (PMP), Java, IBM Rational, SAP Process Integration, Information Technology Infrastructure Library (ITIL) and Certified Tester Foundation Level (CTFL).

Another important initiative was the constitution of a specific group for project management, including the structuring of a project management office (PMO) to promote the alignment of practices and oversee the company's projects in a more structured manner. In addition, the company invested in the enhancement of departmental performance indicators and reviewed development and client support processes.

CHALLENGES AND PROSPECTS

The dynamics of change intensified in 2011 and will continue doing so, according to Trópico's future vision. Leveraging new opportunities means blazing new trails and successfully addressing challenges. The new phase entailed remodeling of the Trópico brand and visual identity in accordance with the times and the company's current requirements. The changes also included scheduled renewal of the company's leadership.

The challenges Trópico will address in the years ahead include diversifying the markets in which it operates and continuing to expand its portfolio of clients, partners and suppliers. To this end, a working group was set up in 2011 with the remit of building relationships with companies that can enhance the value and reliability of its offerings.

Evolving the Vectura line to assure optimal fit with the concept of IP Multimedia Subsystem (IMS) architecture is the strategy that will enable Trópico to leverage the opportunities deriving from growing demand for broadband and the possibilities created by fixed-mobile convergence. The health sector will receive special attention, since they present significant opportunities for technological evolution and modernization. Some of these opportunities have been identified and will be developed in 2012.

Trópico is determined to explore new frontiers from the organizational standpoint and from those of its portfolios of offerings, partners and clients.



PROMON
NOVOS
NEGÓCIOS

Established in 2008 to systematize and drive forward the Group's entrepreneurial activities in new business ventures, Promon Novos Negócios had a vibrant year in 2011, marked by the consolidation of its structure and by a series of major direct and indirect investments in segments of the infrastructure sector relevant to its corporate purpose.

P2BRASIL

Much of this momentum came from the success of the P2Brasil Infrastructure Fund, managed by P2Brasil, a joint venture between Promon and Pátria Investimentos. The funding phase closed in third-quarter 2011 with a total of US\$1.155 billion, making it currently Latin America's largest infrastructure investment fund. International investors accounted for most of the funding, which came mainly from well-known and solid financial institutions and pension funds in Australia, Canada, China, the United States and Middle Eastern countries. The presence of Brazilian investors marks the significant entrance of some local funds in the private equity sector. This success expresses recognition of the value proposition presented, focusing on infrastructure bottlenecks in Brazil and on the strongly complementary competencies of Promon and Pátria.

The P2Brasil Infrastructure Fund has already enabled significant investment by two of its companies: NovaAgri, which specializes in storing and transporting agricultural commodities, and Hidrovias do Brasil, which operates integrated waterway logistics services.

In December 2011, together with three other companies, NovaAgri won a competitive bid to lease, build and operate the Tegram grain terminal at the Port of Itaqui in São Luís (Maranhão State). Thanks to its location and integration with transportation outlets, especially the North-South railroad,



this terminal will represent an important new logistics structure for the export of grains, especially soybeans.

Another important move was the acquisition of equity interest in the Obrinel bulk terminal, a joint venture between Christophersen and Hidrovias do Brasil, which is also a P2Brasil company. NovaAgri's participation in this project alongside Hidrovias do Brasil paves the way for the creation of an integrated logistics corridor in the southern portion of South America and reinforces the strategy of future integration with corridors in northern Brazil.

The performance of Hidrovias do Brasil was equally positive in 2011. It acquired significant stakes in two terminals located in Paraguay for use in exporting forest products via Paraguay and Uruguay, and in three areas for the construction of the Northern Port Terminals in Brazil's State of Pará.



P2BRASIL, A COMPANY DEDICATED TO THE MANAGEMENT OF PRIVATE EQUITY INVESTMENT IN INFRASTRUCTURE, CLOSED ITS FIRST FUNDING OPERATION WITH A TOTAL OF US\$1.155 BILLION.

P2Brasil broadened the scope of its activities in 2011 by setting up Oceana as a holding company for P2Estaleiro and P2Navegação, which focus on the promising market for offshore navigation support services, set to expand strongly as the presalt oil play is developed. The first major milestone was passed at the end of the year, when the Ministry of Transportation's Merchant Marine Fund approved R\$674 million in financing for construction of a shipyard at Itajaí, Santa Catarina State, and the first vessels for its fleet.

GENES

Established in 2010, Genes (an acronym for sustainable energy generation in Portuguese) also took important steps in 2011. By year-end, it had twenty projects in its pipeline and a staff of twelve professionals. Its mission is to invest in acquisition, development, construction and operation of energy projects,

focusing on three segments: thermal power plants fired by natural gas and industrial waste gas, alternative energy (solar, wind, biomass and small hydro), and services/innovation to add value to the electric power sector's value chain with elements such as smart grids, integration with the internet, energy efficiency and distributed generation, among others.

PROSPECTS

Besides proceeding with the projects under way at NovaAgri, Hidrovias do Brasil and Oceana, Promon Novos Negócios has the following priorities in 2012: consolidating the structure of Genes to advance in energy activities; and assisting integration between Promon Meio Ambiente's companies and Promon Engenharia, creating innovative offerings to enhance the robustness of its value proposition in the environmental arena.

FUNDAÇÃO
PROMON
DE PREVIDÊNCIA
SOCIAL

INSTITUTO
DE TECNOLOGIA
PROMON

INSTITUTO
RAZÃO SOCIAL

affiliated entities





FUNDAÇÃO PROMON DE PREVIDÊNCIA SOCIAL

Since its establishment thirty-six years ago as the organization's pension fund, Fundação Promon de Previdência Social (FPPS) has played a key role in the Group's people management strategies, which is to assure the financial conditions for employees to enjoy decent retirement. In 2011, the number of participants rose 7% to two thousand, four hundred and fifty in the two plans managed by FPPS: the BásicoPlus defined-benefit plan, which was closed to new participants in 2005; and the MultiFlex defined-contribution plan. The two plans together are currently paying benefits to six hundred and thirty participants. In 2011, FPPS disbursed benefits totaling some R\$40 million.

The financial results of the two plans were negatively affected by the stock exchange market's weak performance during the year. The return on their investment in equities was -14.5%, while the Ibovespa, Brazil's main stock index, fell 18.1% in the same period. The nominal return on investment in fixed-income securities by both plans was 13.4%, while the benchmark CDI rate rose 11.6%.

MultiFlex invested 79% of net asset value on average in fixed-income securities during the year, 13% in equities, and 8% in the employee loan portfolio, with a nominal return of 8.1% in the period. This return was less than the CDI rate in 2011, but the fund's historical performance remains positive thanks to its balanced investment policy. MultiFlex ended the year with net asset value of R\$362 million and one thousand, nine hundred participants; one hundred, sixty-four of whom were in a position to receive benefits.

With investment in fixed-income securities accounting for 75% of net assets, equities for 15% and real estate for 10%, BásicoPlus obtained a return of 8.2% in 2011, failing to achieve its actuarial target of 11.5%. Nevertheless, the plan's financial health is satisfactory, with net assets of R\$578 million, actuarial liabilities of R\$483 million and a technical surplus of

R\$95 million, equivalent to roughly 20% of its liabilities. This ratio is all the more satisfactory in light of the conservative calculation parameters used, such as a real interest rate of 5% per annum and life expectancy of eighty-three years for men and eighty-eight for women, compared with an estimated average of seventy-three for the Brazilian population. BásicoPlus has five hundred and seventy participants, only ninety-eight of whom are not yet eligible to receive a retirement pension.

In the institutional sphere, it should be noted that in 2011 a director of FPPS was appointed chair of APEP, the national association of private pension funds, and that FPPS continues to sit on the Social Security Ministry's Supplementary Pension Appeals Panel, representing the companies that sponsor pension funds.

The outlook for 2012 inspires FPPS to break new ground, reviewing its investment portfolios in accordance with a study that will evaluate the extent to which investments match the commitments of each plan. Such analyses have been done periodically since 2002 by a firm of consultants and will resume in 2012.

FPPS is also planning new steps in the enhancement of its governance model. Its Investment Committee, which already acts informally as a consultative body, will be made official to formalize the entity's asset management decisions and increase their security. Special attention will also be paid to its communication plan, which calls for activities to be segmented by participant profile, with particular emphasis on younger participants. Although the volume of contributions from participants rose 34% in 2011, FPPS believes a great deal more can and should be done to strengthen their security. This will mainly take the form of investment in education of the organization's employees on financial and retirement-related matters to raise their awareness of the importance of saving and planning for the post-retirement future.

INSTITUTO DE TECNOLOGIA PROMON



Established as a nonprofit five years ago, Instituto de Tecnologia Promon (ITP) has an ambitious mission of key importance to the Promon Group: it aims to anticipate and prepare the future by generating and diffusing technological knowledge in sectors considered strategic for the Group — energy, sustainable development, and information and communication technology (ICT). Its role is to seek and cultivate the foundations on which the Group will strengthen, expand and reinvent its existing lines of business, as well as detecting new opportunities.

In pursuing these objectives, ITP concentrates its activities on two main fronts. The first is technology prospecting based on future-oriented technology analysis, which entails investigating the emerging and disruptive technologies that will affect the business of Promon's clients. The second is technological capability building via the creation of processes to capture, organize and disseminate the knowledge produced or operationalized by Group companies. All these activities are performed by networks of professionals in the companies concerned, giving ITP a major differential compared with similar initiatives by other organizations, in that the practices and competencies developed in this way are naturally adopted by Promon.

In 2011, ITP accelerated the construction of the bridges that will take Promon into the future. It set up five Technology Observatories in line with the findings of the "Promon 2020" long-term strategic planning exercise developed in the previous year to establish guidelines and strategic themes for the Group in the coming decade. The Observatories are structured as networks of young and senior professionals. External centers of excellence and specialists will be invited to join them shortly.

The themes monitored by ITP are biotechnology, nanotechnology, technological solutions for healthcare and wellness promotion, smart grids, biofuels, and advanced bioproducts. In 2012, on the basis of discussions and reflection about the Observatories' initial findings, priorities will be set in each theme for further investigation by Promon, concentrating its efforts and investment. Workshops on these themes will be held during the year with outside experts and clients.

The second front on which ITP focuses is connected to advances in the technical training program known as *Trajetórias*. Conducted jointly with Promon Engenharia, this initiative is based on an innovative methodology that converts knowledge held individually by each senior professional into knowledge to be shared and disseminated via distance learning modules. In this approach, senior staff are supported by talented younger professionals who also act as tutors for participants in the courses.

More than five thousand hours of training in two thousand, five hundred course modules were logged in 2011. The program achieved an important milestone in its second year of existence, winning recognition from the Ministry of Science, Technology & Innovation in the context of the Technological Innovation Law. This is the first case in which recognition as an innovation has been accorded to a process rather than a product. The goal for 2012 is to add some forty new modules to the program.

ITP also plans to contribute in 2012 to the graduate studies program sponsored by the Group companies, as a means of ensuring that the academic education of its professionals converges with the strategic themes on which the Technology Observatories focus.



INSTITUTO
RAZÃO
SOCIAL

Knowledge is a key factor for human development, and investment in mechanisms that enable knowledge to be shared and disseminated fuels a positive spiral of progress. This belief inspired the creation of Instituto Razão Social and remains the main driver of its activities. A nonprofit set up in 2002 to improve the quality of education in Brazil, it operates according to an original model: instead of creating its own programs and projects, it establishes networks of partners and adds technological solutions to transform third-party initiatives into actions that can be replicated at low cost and to extend their coverage, which is indispensable in a country as large and diverse as Brazil.

Teacher training and support and the development of public school administrators are the focus for the entity, which is funded by Promon and Gerdau. The Institute partners with IBM, which has donated a license for its web-based collaborative learning software. Projects are geared to improving the quality of education by adding competencies that have a positive impact on pupil performance while enhancing learning and development of skills.

Razão Social's sponsors formulate its strategies and main lines of action, while its technical staff identify consistent projects and programs in basic education capable of producing measurable results, systematizing practices and influencing public policy. It also establishes partnerships to drive these projects and programs forward, and implements the actions required to assure replicability and extend coverage.

The Institute's activities are of four main types:

_Continuing education programs: digital technology combining theory and practice via online networks that widen professional competencies, update knowledge and stimulate reflection to facilitate the adoption of new teaching and learning strategies.

_Online courses and networks: support for the activities of Razão Social, its sponsors and partners, and material to supplement programs and actions for professionals in education, focusing on public schools.

_Portal management: management and hosting of portals to support programs developed by the Institute and its partners.

_Organization and liaison: optimization of private social investment in pursuit of improvements in public education by stimulating connections with new partners and new knowledge.

How the Institute works in practice is exemplified by a school management training program (Progestão Online), whose first stage was completed in 2011. Aware of the quality of the face-to-face course in school administration created by the National Council of State Education Secretaries (Consed) and of the strong demand for this type of training, Razão Social converted its content for use in a web-based application and raised funding from sponsors to enable it to be used on a larger scale and in a multifocused manner. With the support of Promon, Gerdau, Santander and Oi Futuro, Progestão Online reached two hundred and forty schools in seven states and the Federal District in 2010 and 2011, benefiting more than three thousand, six hundred teachers and forty-eight thousand pupils.

As well as migrating the program and formatting it for new media, the Institute trained team leaders and online tutors in all the states involved to use the digital platform, and provided technical and technological support for a pilot project. At the end of this process, after several enhancements had been made to the course on the basis of an evaluation of the pilot project, it was decided to migrate it to a free software platform. The states that already participated wanted to continue with the experience and other states also decided to join the program. The 2012 edition will involve over half the states in Brazil.

Details of other activities in 2011 can be found in the chapter "Additional Performance Indicators — Social Investment", available in the complete version of this report on the Promon Group website at www.promon.com.br.

In 2012, Razão Social plans to continue practically all the programs in place as well as launching new initiatives. The latter includes a course for art teachers in public schools, in partnership with Instituto Iberê Camargo; development of an anchor network for an initiative called *Projeto Trilhas* to provide supplementary education and encourage reading, in partnership with Instituto Natura; and short courses to train teachers and other professionals in the education sector.

Instituto Razão Social aims to become a benchmark for the use of technology and teaching/learning processes in Brazilian public education. In pursuit of this objective, it will continue acting as a network hub by investing in virtual education, fostering links among social agents and institutions, and building support for the cause among business organizations, NGOs, public administrators, academics and educators in general.

COVERAGE OF INSTITUTO RAZÃO SOCIAL'S PROJECTS

	2009	2010	2011
No. of cities covered	82	89	145
No. of educators directly and indirectly benefited	8,114	11,990	11,963
No. of pupils directly benefited	160,000	146,822	173,135

ADDITIONAL PERFORMANCE INDICATORS

Promon prioritizes ethics in all of its business and other activities. Striving to reconcile the interests of its professionals, clients, suppliers and society generally, and valorizing the human being in all the relationships it maintains, Promon recognizes its role as an agent of societal development.

The concept of excellence applied to Promon and expressed in a corporate document entitled *Conceito-Guia* (1984) encompasses the quality not only of its work but also of its people and their life in the organization, entailing high technical standards and rigorous ethical and aesthetic principles. It presupposes high-level relationships with clients, partners and suppliers. It requires that Promon unremittingly seek to make its companies better and strive to contribute to the society of which it is part. These concepts, grounded in its beliefs, are embodied in several elements of its strategic perspectives, described in "Strategy & Management".

Indicators are presented, in addition to those reported in previous chapters, detailing how some of these perspectives evolved in 2011.

PEOPLE

Promon is committed to human relations policies geared to justice, transparency, impartiality, professionalism and equality of opportunity for all. No form of discrimination based on race, gender, sexual orientation, color, religion, age, ethnic origin or any other factor is allowed in its processes or in the workplace.

HIRING AND INDUCTION

The Human Relations unit conducts the selection and accession process entirely in line with Promon's commitment to eliminate discrimination in the organization. Candidates participate in all stages of the selection process regardless of job description or hierarchical level. The "Attitude to Include" Program is designed to extend its inclusion culture by hiring persons with special needs, providing assistance and raising staff awareness.

The Adolescent Apprenticeship Program aims to include and provide technical training for 17-20-year-olds. It lasts two years and is technically supervised by CIEE (Centro de Integração Empresa-Escola, an education nonprofit funded by business).

COMPENSATION AND BENEFITS

The same benefits are available to all professionals regardless of hierarchical level, function, gender, ethnicity, religion and age, as well as a pay policy compatible with each market segment, a healthcare program, a pension plan and the opportunity to buy shares in Promon S.A.

Promotion is strictly by merit, without discrimination based on hierarchical level, function, gender, ethnicity, religion or age. The same is true of the performance assessment system and professional development programs.

For many years Promon's processes have included a system whereby employees propose their own salaries using a standard form. Justification for the parameters involved is based on the market pay survey commissioned annually from an outside specialized firm, whose full findings are made available to all. After analysis and assessment by managers, including interaction with the individuals concerned, the results of the salary review are communicated to each professional.

RELATIONS WITH UNIONS

Promon recognizes freedom of association and the right of employees to join professional associations, unions and political parties. It also values other forms of voluntary organization by its employees and encourages suppliers to do the same. The organization does not practice discrimination of any kind against unionized employees. It has no formal processes to identify operations in which freedom of association and the right to collective bargaining may be threatened. However, an open channel is available for employees to submit complaints or grievances of any kind through each Group company's Human Relations unit. The collective bargaining agreements signed with unions cover all employees.

While advance notice of operational changes is not specifically required by collective bargaining agreements, Group companies endeavor to advise their workforces in advance of any such changes to allow time for clarification.

EMPLOYEES AND GOVERNANCE

Promon S.A.'s equity is held solely by its employees. All staff may buy shares in the company, without exception, on a voluntary basis. This ownership model enables employees who are residents of Brazil to participate actively in corporate

governance, including elections for senior executive positions by secret ballot. At end-2011, some 82% of Group companies' employees were shareholders.

Elections to Promon S.A.'s Board of Directors and Executive Committee are held every three years and independently audited. All profit from operations is used for the benefit of employees, as follows:

- _Profit sharing for all staff, whether or not they are shareholders, based on performance assessment
- _Dividends paid to shareholders in Promon S.A., all of whom are employees of Group companies
- _Reinvestment in the business, which in turn is reflected in the share price.

OCCUPATIONAL HEALTH AND SAFETY

Promon is committed to continuous improvement of the conditions in which its professionals work. In this context, apart from the formal requirements of collective bargaining agreements, the organization establishes systematic controls, monitoring mechanisms and other measures to prevent or mitigate the environmental and health and safety hazards arising from its operations.

All employees of Group companies are represented by Internal Accident Prevention Committees (CIPA), which are open to participation by all and include members of all hierarchical levels. Activities focusing on the minimization of risks and hazards, accident prevention and compliance with legal and normative requirements have a strong impact on the construction of a safe and healthy workplace, which helps reduce accidents and occupational disease. Additionally, there is a constant concern with the adoption of measures relating to employee health and quality of life, such as:

VISITOR GUIDANCE

Visitors to Promon's offices are given leaflets with basic information on emergency action, emergency telephone numbers, escape routes, and information on recycling of materials.

OFFICE AND WORKSITE INDUCTION

Information on Promon's Health, Safety & Environment Policy, and its HSE management system.

EMERGENCY DRILLS

Evacuation drills, basic firefighting, procedures to respond to alarms resulting from a gas leak or chemical spill etc., assuring that all staff know what to do in an emergency or contingency.

SAFETY CAMPAIGNS

Organized by the accident prevention committees, for education and training on ergonomics, AIDS, STDs, stress, use of fire extinguishers, and safe behavior.

FLU VACCINATION CAMPAIGNS

Coverage of all employees and dependents.

PREVENTIVE MEDICAL TESTS

All employees have an opportunity to undergo preventive tests during safety campaigns, including blood pressure, eyesight, eye pressure, early diabetes detection and cholesterol.

PUBLICATIONS

Articles on health, quality of life and related topics are regularly published on the intranet.

DISCOUNTS

Employees and dependents can acquire goods and services at a discount under agreements with establishments and entities in specific segments.

GYMNASTICS

Physical exercises in the workplace to improve fitness and physical performance, concentration, and posture.

SPORTS TOURNAMENTS

Ongoing activities, including soccer and volleyball, as well as seasonal activities, such as sports tournaments for staff and families.

WALKING AND RUNNING GROUPS

Instructors supervise training for runners and walking exercise for staff and families, with relatively undemanding options to cater for all ages and physical conditions.

Because Promon Engenharia's employees, when working at construction sites, are exposed to a range of hazards that differ from those traditionally present in an office environment, many years ago this company implemented an occupational health, safety and environmental management (HSE) system, which is certified against OHSAS 18001 and ISO 14001. Specific actions resulting from this system include:

WORKSITE HSE TOOLBOX TALKS

Talks held before work begins, led by a site foreman or supervisor, to discuss risks, prevention measures and procedures inherent in the activities to be performed that day.

SPECIFIC HSE REQUIREMENTS FOR SUBCONTRACTORS

In all bidding procedures for subcontractors, HSE requirements are specified in the request for proposals and from then on for each scope of work, so that the bidders can budget and plan appropriately.

HSE KICK-OFF MEETINGS WITH SUBCONTRACTORS

Meetings led by the head of HSE to explain Promon Engenharia's HSE guidelines, corporate policy, procedures, objectives and targets for the activity in question.

SPECIFIC TRAINING

Provided as planned or whenever need is detected by awareness surveys or required by non-compliance, accidents or emergency situations.

SCHEDULED HSE INSPECTIONS

Weekly HSE inspections are carried out at worksites using checklists to detect any vulnerabilities or hazards that need correcting, e.g. housekeeping/cleanliness, personal or collective protective equipment use, suitability of facilities.

WEEKLY HSE MEETINGS

HSE teams meet with subcontractor site foremen to decide what needs to be done generally in the week ahead and agree on corrective action plans for any deviations or pending matters.

PROFILE OF PROMON GROUP WORKFORCE

HISTORICAL EVOLUTION OF WORKFORCE (INCLUDING TRAINEES)

	2009	2010	2011
Promon Engenharia	846	881	882
PromonLogicalis Brazil	296	406	528
Trópico	252	220	243
TOTAL IN BRAZIL	1,394	1,507	1,653
PromonLogicalis abroad	241	273	368
TOTAL	1,635	1,780	2,021

PROMON S.A.'S TOP MANAGEMENT

	TOTAL	MEN	WOMEN	UNDER 30	30-50	OVER 50
Board of Directors	6	6				6
Executive Committee	4	4			2	2

BREAKDOWN OF WORKFORCE BY JOB TITLE IN 2011

	TOTAL	DIRECTOR	MANAGER	LEADER/ SUPERVISOR	TECHNICIAN	TRAINEE
Promon Engenharia	882	44	89	78	627	44
PromonLogicalis Brazil	528	15	44	36	400	33
Trópico	243	7	13	33	179	11
TOTAL	1,653	66	146	147	1,206	88

BREAKDOWN OF WORKFORCE BY REGION IN 2011

	TOTAL	SOUTH	SOUTHEAST	CENTER-WEST	NORTH	NORTHEAST
Promon Engenharia	882	60	811			11
PromonLogicalis Brazil	528	10	512	5	1	
Trópico	243		227		16	
TOTAL	1,653	70	1,550	5	17	11

BREAKDOWN OF WORKFORCE BY GENDER IN 2011 (M=MALE, F=FEMALE)

	TOTAL		DIRECTORS		MANAGERS		LEADERS/ SUPERVISORS		TECHNICIANS		TRAINEES	
	M	F	M	F	M	F	M	F	M	F	M	F
Promon Engenharia	589	293	39	5	70	19	57	21	398	229	25	19
PromonLogicalis Brazil	383	145	11	4	31	13	28	8	286	114	27	6
Trópico	174	69	7		11	2	24	9	124	55	8	3
TOTAL	1,146	507	57	9	112	34	109	38	808	398	60	28

BREAKDOWN OF WORKFORCE BY AGE IN 2011 (UNDER 30, AGED 30-50 OR OVER 50)

	TOTAL			DIRECTORS		
	<30	30-50	>50	<30	30-50	>50
Promon Engenharia	319	369	194		15	29
PromonLogicalis Brazil	283	236	9		12	3
Trópico	68	148	27		4	3
TOTAL	670	753	230		31	35

	2009	2010	2011
Percentage of workforce who agree that "People of any age, race, color and sexual orientation are treated equally fairly and with the same respect in this company", according to a survey of the best place to work in Brazil by <i>Você S/A-Exame</i> .	96.3%	93.5%	92.1%

PROMON DOES NOT CLASSIFY EMPLOYEES BY ETHNICITY OR ASK THEM TO DECLARE THEIR OWN ETHNIC OR RACIAL CHARACTERISTICS BECAUSE IT BELIEVES THESE ARE NOT MATERIAL FOR THE ORGANIZATION. HOWEVER, IT DOES TAKE PAINS TO PREVENT DISCRIMINATION OF WHATEVER KIND IN PEOPLE-RELATED PROCESSES. COMPLIANCE WITH THIS GUIDELINE IS MONITORED BY INDEPENDENT WORKFORCE SURVEYS AND IN OTHER WAYS.

MANAGERS			LEADERS/ SUPERVISORS			TECHNICIANS			TRAINEES		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
	46	43	2	44	32	273	264	90	44		
1	40	3	4	31	1	245	153	2	33		
	8	5	1	27	5	56	109	14	11		
1	94	51	7	102	38	574	526	106	88		

EMPLOYEE TURNOVER

HISTORICAL EVOLUTION OF EMPLOYEE TURNOVER

	2009	2010	2011
Promon Engenharia	7.8%	12.9%	11.1%
PromonLogicalis Brazil	19.3%	11.9%	16.8%
Trópico	6.6%	23.5%	5.6%
TOTAL	10.0%	14.2%	12.1%

EMPLOYEE TURNOVER IN 2011 (M=MALE, F=FEMALE)

	TOTAL	M	F	<30	30-50	>50
Promon Engenharia	11.1%	8.7%	16.1%	14.8%	11.9%	6.5%
PromonLogicalis Brazil	16.8%	19.1%	6.9%	18.4%	11.0%	55.6%
Trópico	5.6%	5.4%	6.1%	13.0%	3.1%	7.4%
TOTAL	12.1%					

EMPLOYEE TURNOVER IS CALCULATED AS THE NUMBER OF EMPLOYEES WHO LEAVE THE COMPANY VOLUNTARILY OR OWING TO DISMISSAL, RETIREMENT OR DEATH, DIVIDED BY THE TOTAL NUMBER OF EMPLOYEES ON THE PAYROLL IN A GIVEN PERIOD. TRAINEES ARE EXCLUDED, SINCE ALMOST 100% ARE HIRED BY GROUP COMPANIES AT THE END OF THEIR TRAINEESHIP.

No. OF EMPLOYEE SEPARATIONS IN 2011 (M=MALE, F=FEMALE)

	TOTAL	M	F	<30	30-50	>50
Promon Engenharia	93	49	44	36	43	14
PromonLogicalis Brazil	83	73	10	52	26	5
Trópico	13	9	4	6	5	2
TOTAL	189	131	58	94	74	21

OCCUPATIONAL HEALTH AND SAFETY

OCCUPATIONAL HEALTH AND SAFETY

	INJURY RATE			LOST-TIME INJURY RATE			NO LOST-TIME INJURY RATES		
	2009	2010	2011	2009	2010	2011	2009	2010	2011
Promon Engenharia									
Employees									
Employees of consortia led by Promon Engenharia							0.9	1.1	
Employees of consortia not led by Promon Engenharia	1.0	0.5	0.9	0.2	0.3	0.5	4.7	2.3	4.1
PromonLogicalis Brazil									
		0.4	0.4		4.8	4.3			
Trópico									

INJURY RATE: TOTAL INJURIES X 200,000 / TOTAL HOURS WORKED (AS PER GRI GUIDELINES)

LOST-TIME INJURY RATE: TOTAL LOST-TIME INJURIES X 1,000,000 / TOTAL HOURS WORKED (AS PER ABNT-NBR 14280:2001)

NO LOST-TIME INJURY RATE: TOTAL NO LOST-TIME INJURIES X 1,000,000 / TOTAL HOURS WORKED (AS PER ABNT-NBR 14280:2001)

OCCUPATIONAL DISEASE RATE: TOTAL NUMBER OF OCCUPATIONAL DISEASE CASES X 200,000 / TOTAL HOURS WORKED (AS PER GRI GUIDELINES)

LOST DAY RATE: TOTAL LOST DAYS X 200,000 / TOTAL HOURS WORKED (AS PER GRI GUIDELINES)

SEVERITY RATE: (NUMBER OF LOST DAYS + DAYS DEBITED) X 1,000,000 / TOTAL HOURS WORKED (AS PER ABNT-NBR 14280:2001)

ABSENTEEISM IS NOT APPLICABLE BECAUSE FOR DECADES PROMON GROUP COMPANIES HAVE HAD FLEXIBLE WORKING HOURS (FLEXTIME) AND ALLOW EMPLOYEES TO ALTER THE LENGTH OF A WORKING DAY PROVIDED SUCH ALTERATIONS ARE COMPENSATED FOR BY OVERTIME OR UNDERTIME ON OTHER DAYS.

OCCUPATIONAL DISEASE RATE			LOST DAY RATE			SEVERITY RATE			No. OF FATALITIES		
2009	2010	2011	2009	2010	2011	2009	2010	2011	2009	2010	2011
			1.6	8.8	5.5	7.9	44.1	254.1			1
				0.4	0.4		2.1	2.1			

EMPLOYEE COMPENSATION

PAY RATIOS

	2009	2010	2011
Ratio of standard entry-level salary to local minimum wage	2.8	2.6	2.4
Ratio of highest to lowest salary for graduates in positions with executive, managerial and technical profiles in engineering, architecture, economics, administration and the like	13	13	13

RATIO OF MEN'S TO WOMEN'S BASIC SALARY IN 2011

	DIRECTOR	MANAGER	LEADER/ SUPERVISOR	SENIOR TECHNICIAN	TECHNICIAN	JUNIOR TECHNICIAN
Promon Engenharia	1.09	1.10	1.28 (*)	1.12	1.03	1.02
PromonLogicalis Brazil	1.26 (*)	1.00	0.98	1.13	1.06	1.18
Trópico	(**)	(**)	1.05	1.08	1.14	1.07

(*) IN THESE POSITIONS THE RATIO IS IMPACTED BY THE DIFFERENCE IN SENIORITY AMONG PROFESSIONALS AS A RESULT OF ENTRY OR PROMOTION OF A GREATER NUMBER OF WOMEN IN RECENT YEARS.

(**) NO WOMEN ARE CURRENTLY IN THESE POSITIONS.

NOTES

A_Position at December 31 of each year, unless otherwise indicated.

B_Employees of Promon S.A. and Fundação Promon de Previdência Social are very few in number and have therefore been added to employees of Promon Engenharia.

C_Unless otherwise indicated, workforce indicators do not include employees of PromonLogicalis Latin America based abroad.

D_Technical positions refer to engineers, architects, analysts, assistants, clerical workers and other categories not specified in other columns.

E_All employees are contracted to work full time except trainees and under-age apprentices, whose employment complies with the applicable legislation.

KNOWLEDGE AND PROCESSES

It is an explicit policy of all Promon Group companies to make significant and systematic efforts to assure the continuous technical, managerial and behavioral development of their professional staff. All employees are encouraged to manage their own development and participate in the development programs offered, regularly receiving the findings of performance assessments and career development reviews. Training needs are continuously identified by means of the Performance Assessment Process and the Mentoring Program, in place for all professionals since 1995. Existing competencies are mapped and the potential to be developed by each individual is assessed. Development is understood as a two-way process in which Promon is directly involved when the organization's interests deriving from its strategy and the interests of its employees overlap or coincide. Team leaders, coordinators of disciplines and mentors are tasked with fostering professional and personal development, which is ultimately the responsibility of each individual employee.

In order to allow and encourage the implementation of training plans in accordance with the requirements of management and the personal needs of the professionals concerned, Promon has established modalities of training with clearly defined responsibilities and forms of participation by the organization and by each professional, enabling better planning and compatibility with day-to-day activities, as well as more direct involvement by employees in validated plans. Examples of these modalities include:

_Continuous training for all hierarchical levels, and study grants or the like for the acquisition of knowledge with a positive impact on employability.

_Mapping of the potential competencies to be developed by each professional.

_Career planning and counseling programs to help professionals think about their work and establish long-term goals.

_Considering its social duties toward trainees, the organization offers them good working conditions, a learning environment and opportunities for professional and personal development in their respective areas of study with appropriate supervision.

Highlights in 2011 included Promon Engenharia's Trajetórias Program and PromonLogicalis' Corporate Education Program.

AVERAGE ANNUAL NUMBER OF TRAINING HOURS IN 2011

	DIRECTORS	MANAGERS	LEADERS/ SUPERVISORS	TECHNICIANS	TRAINEES
Promon Engenharia	14	23	43	33	128
PromonLogicalis Brazil	2	10	17	23	79
Trópico	3	17	61	42	24

NOTES

A_Employees of Promon S.A. and Fundação Promon de Previdência Social are very few in number and have therefore been added to employees of Promon Engenharia.

B_Technical positions refer to engineers, architects, analysts, assistants, clerical workers and other categories not specified in other columns.

C_The above hours correspond only to the amounts booked by Group company systems and do not include the participation of professionals in programs designed to boost learning such as the web-based modules of Promon Engenharia's Trajetórias Program, which employees are free to take at times of their own choosing; PromonLogicalis' Corporate Education Program, which uses the concept of time sharing to allow hours to be exchanged for additional training credits; or training and graduate studies programs offered by outside organizations.

CLIENTS

Promon believes its clients are entitled to expect more than services and products developed to meet their specific needs in accordance with the quality standards to which it is contractually committed. Based on an in-depth understanding of each client's business, markets and strategies, Promon leverages its knowledge to identify opportunities, anticipate new requirements and propose solutions that add maximum value throughout the client's investment cycle. It is important to note that each of the markets in which Promon Group companies operate has its own specific dynamics, often driven or influenced by the nation's investment cycles, and that projects frequently require a long time to develop and implement.

Client perceptions in the operational sphere are continuously monitored by teams via monthly events held for this purpose in connection with each project. Formal client satisfaction surveys are also conducted annually by all Group companies by means of an independent process. Their findings are reviewed by Promon S.A.'s Executive Committee and the top management of each Group company involved. The 2011 survey shows that the clients of the Group's three main companies continue to express a high degree of satisfaction with the services executed by Promon (see "Promon in 2011").

PARTNERS AND SUPPLIERS

The Group companies' network of partners and suppliers must enable Promon to construct competitive and innovative offerings.

Most suppliers provide goods, services and technology to help meet clients' requirements as part of the solutions Promon delivers. The procurement processes involving

these suppliers typically call for custom products and job lots, and are always part of a specific contract awarded to one of the Group companies.

Corporate procurement is basically confined to the goods and services required to meet Promon's internal needs and to keep its offices in good working order, such as stationery, IT equipment, security, cleaning and maintenance.

The main suppliers for the projects are companies that operate in the domestic or international markets in technology, electromechanical equipment and materials, specialized engineering services, consulting, civil construction, electromechanical assembly, and systems installation. Procurement is regionalized whenever this practice enhances efficiency, as in the case of worksite support services for Promon Engenharia, PromonLogicalis and Trópico.

Besides formal compliance with labor, social security and tax laws, the organization's supplier selection and assessment policy also requires certain social responsibility practices, such as repudiating and prohibiting child labor, forced labor and compulsory labor, respecting human rights, enforcing decent workplace relations and observing strict environmental standards.

All contracts entered into by Promon S.A., Promon Engenharia and PromonLogicalis with suppliers of goods and services include an agreement in which the supplier undertakes to abide by clauses requiring respect for human rights and compliance with social and environmental standards. Trópico is in the final stages of implementing a process analogous to those already in place in the other Group companies, scheduled to enter into force for all supplier contracts in first-half 2012.

No significant supplier is engaged without a prior analysis of such matters as posture, management,

organizational structure, and occupational health and safety. These are verified periodically by means of in situ inspection where justified by contract size or potential non-compliance, alongside education and awareness raising campaigns for smaller suppliers and firms with less robust organizational structures or only regional operations. All suppliers are required to present documents proving compliance with the applicable legislation, such as monthly receipts for social security contributions

and other labor law requirements covering employees of service providers.

An example of the actions taken by Promon Engenharia in this arena is "Promon Integra", a biennial event bringing together key suppliers to share principles and deploy joint initiatives that contribute to the development of Promon's supplier network. The first edition took place in 2006, and the 2011 edition focused on long-term prospects for global sustainability. The next Promon Integra is due in 2013.

SPENDING ON SUPPLIERS IN 2011 (MILLION)

	IN BRAZIL	ABROAD
Promon Engenharia	551.8	8.1
Trópico	49.1	8.1
TOTAL	600.9	16.2

SPENDING ON PROMON S.A. AND FUNDAÇÃO PROMON DE PREVIDÊNCIA SOCIAL'S SUPPLIERS HAVE BEEN ADDED TO PROMON ENGENHARIA'S. SPENDING ON PROMONLOGICALIS'S SUPPLIERS IS NOT REPORTED, SINCE THESE VALUES ARE NOT CONSOLIDATED IN PROMON S.A.'S FINANCIAL STATEMENTS.

SOCIETY AND THE ENVIRONMENT

SOCIO-ENVIRONMENTAL IMPACT

All operations by Promon Group companies take into consideration the nature and scale of occupational health and safety hazards and the social and environmental impacts inherent in the services they provide. They use natural resources rationally, use recyclable materials whenever feasible, and take other steps to mitigate water, soil and air contamination, as well as visual pollution and noise. They strive to coexist harmoniously with the communities in which they perform their activities, respecting people and their traditions and values. This approach applies both to usual operations, via the development and adoption of sustainable technologies that are compatible with project characteristics, and to environmental education, awareness raising and conservation.

Analysis of all socio-environmental aspects of office operations indicates there are no significant adverse impacts. Thus, all initiatives in this arena are directly associated with targets for social and environmental improvements, such as monitoring of consumption and targets for efficient use of water and electricity; selective waste disposal; group commuter transportation; intensive use of technology such as videoconferencing to minimize travel; internal awareness raising campaigns; and actions designed to develop society through education.

The specific characteristics of each business require each Group company to evaluate the requirements and impacts of the operations performed for its clients, adjusting procedures accordingly and providing the necessary training to assure compliance within the scope of work.

PromonLogicalis' and Trópico's projects involve important socio-environmental contributions. On one hand,

their advanced innovative solutions aligned with the concept of green IT enable clients to reduce energy consumption. On the other, they help clients expand and enhance the supply of services such as communications and connectivity that are increasingly essential to the development of businesses, people and society as a whole.

Moreover, all hardware developed by Trópico or its suppliers must be certified against rigorous safety and electromagnetic emissions standards, as required by the Brazilian telecommunications regulator (Anatel). Optimized production models have reduced the space occupied by the equipment factory at Manaus, Amazonas State, by some 30%, as well as reducing waste by cutting the rate of circuit board rejection in the production process.

The impact on local communities of the telecommunications equipment installed by Trópico and PromonLogicalis is not measured because these activities are very short-term and take place inside existing facilities owned by their clients.

At Promon Engenharia, whose operations involve physical intervention at premises or worksites owned and operated by clients, both technical engineering activities and field activities that interact directly with local communities in the vicinity of the projects concerned are painstakingly analyzed.

Optimization of chemical processes in clients' facilities, studies to make maximum use of solar energy, the development of biofuel offerings and competencies, and the use of biomass and co-generation to produce power are all examples of initiatives by Promon Engenharia to provide more energy-efficient solutions.

Environmental management is one of several technical disciplines used by Promon Engenharia to develop engineering solutions. The goal here is not just to assure compliance with the environmental legislation, but above all

to deploy a technical approach to the identification of the best environmental solutions for clients' projects. Examples of actions proposed to clients by the discipline in 2011 include:

- _Improvements to atmospheric emission control systems for a steel plant and a fertilizer plant
- _Inclusion of sustainable building materials such as translucent roofing, louver blinds, thermal ceilings, rainwater use, solar water heaters and solar-energy units attached to utility poles
- _Solutions to optimize water use and reduce industrial process effluent discharge
- _Use of recycled tire-derived rubberized asphalt to improve pavement performance in industrial units.

The company ensures that all stages of the project lifecycle under its management from initial team deployment to delivery of the completed project to the client are covered by the scope of work so that all risks are identified and measures planned to minimize them. Impacts classified as "adverse" or "significant" are treated and monitored by specific actions.

The company has a formal policy for building relationships with the communities in the vicinity of its main projects. Local community organizers participate in working groups to analyze its activities and monitor their impact. It actively discusses community problems and solutions to improve local infrastructure that can be used by the community after the project has been delivered. It has a policy to employ the largest possible number of local residents and train them so as to raise the community's level of qualification, collaborating for this purpose with representatives of local society and public bodies. It educates and trains its staff to respect the values, knowledge and traditional practices of the communities in which it operates.

Team mobilization and demobilization are carefully planned, taking into account the negative and positive impacts of temporary labor hired in the area, as well as employment of local residents. For example, these action plans assess the capacity of the local community and infrastructure to absorb the peak workforce and include measures to mitigate the expected impact. They are established and implemented at the start of work and their results are continuously monitored.

In addition to these practices, assessment of socio-economic impacts and application to several pilot projects of a "Sustainometer" methodology designed and developed by Promon Engenharia to evaluate all of its projects from the standpoint of sustainability enabled the company to strengthen its position in the "green market" in 2011. As it had done before, the company refused to participate in a project considered incompatible with its environmental principles and practices.

Sustainable worksites, which adopt solutions to reduce consumption of natural resources such as natural lighting and cooling systems, collection of rainwater for reuse and reusable cement blocks, are routine in projects managed by the company.

Promon Engenharia's health, safety and environmental management system was implemented and certified in 2005 against OHSAS 18001, as well as Brazilian standard ABNT-ISO 14001. In 2010, the company joined the Brazilian Greenhouse Gas (GHG) Protocol Program, an initiative of Fundação Getulio Vargas's Center for Sustainability Research in partnership with the World Resources Institute. The GHG Protocol is the methodology most used by firms and governments worldwide to inventory and manage their greenhouse gas emissions. Promon Engenharia's inventory,

published for the first time in 2011, shows that 87% of its greenhouse gas emissions are indirect, relating to air and land transportation of professionals, commuting, and consumables.

Given the characteristics of the market in which it operates, Promon Engenharia participates in many of the projects it executes for clients through consortia with other companies, often as a minority partner. Nevertheless, Promon has opted to record in this report the full amount of materials, water and power used and all the waste and emissions generated by the projects executed in consortium, because it believes its responsibility to clients and society encompasses all aspects of these projects.

CONSUMPTION OF MATERIALS IN 2011 (IN TONNES)

Bleached paper	8
Recycled paper	27
Concrete	89,195
Steel	20,067

PROMON ENGENHARIA ACCOUNTS FOR MOST OF THE TOTAL. THE ONLY RECYCLED MATERIAL IS THE PAPER USED IN THE COMPANY'S OFFICES, 78% OF WHICH IS PROVEN TO BE RECYCLED IN ORIGIN.

DIRECT ENERGY CONSUMPTION BY PRIMARY ENERGY SOURCE IN 2011

Biofuel	6,225 GJ / 149 toe
Petroleum products	37,932 GJ / 906 toe
Natural gas	441 GJ / 11 toe
TOTAL	44,598 GJ / 1,066 toe

INDIRECT ENERGY CONSUMPTION BY PRIMARY ENERGY SOURCE IN 2011

Electricity	30,983 GJ / 8,606 MWh
Cooling	Not measured in 2011
Steam	Not measured in 2011
TOTAL	30,983 GJ / 8,606 MWh

TOTAL WATER WITHDRAWAL BY SOURCE IN 2011 (M³)

Piped water supply (client or public utility)	308,978
Ground water	2,940
TOTAL	311,918

WATER IS WITHDRAWN FROM CLIENTS' SYSTEMS OR LICENSED SOURCES WITH THE LEGALLY REQUIRED PERMITS. AMOUNTS ARE ESTIMATED ACCORDING TO RECORDS IN GROUP COMPANY OFFICES AND PROJECTS IN WHICH PROMON ENGENHARIA PARTICIPATED IN THE PERIOD. SUFFICIENT DATA IS UNAVAILABLE TO QUANTIFY THE PROPORTION OF RECYCLED WATER USED ON WORKSITES INVOLVING PROMON ENGENHARIA AND THE OFFICE COMPLEX HOUSING THE HEADQUARTERS OF THE GROUP, PROMON ENGENHARIA AND PROMONLOGICALIS. PROMON ENSURES THAT THE EFFLUENT GENERATED IN ITS OPERATIONS IS DISPOSED OF IN COMPLIANCE WITH CONTRACTUAL REQUIREMENTS, LAWS AND ENVIRONMENTAL REGULATIONS. MOST OF IT IS CONVEYED TO THE MUNICIPAL SEWERAGE NETWORK, IN THE CASE OF OFFICE WASTEWATER, OR CLIENTS' SEWERS AND SEWAGE TREATMENT PLANTS, IN THE CASE OF PROJECTS IN WHICH PROMON ENGENHARIA PARTICIPATES. ESTIMATED TOTAL EFFLUENT GENERATED IN 2011: 292,449 M³.

TOTAL GREENHOUSE GAS EMISSIONS IN 2011 (TONNES CO₂-E)

	IN 2011	FOR ENTITIES CONTROLLED BY PROMON IN 2011
Direct emissions (scope 1, as per GHG Protocol)	2,870	100
Indirect emissions (scope 2, as per GHG Protocol)	251	172
TOTAL	3,121	272

BESIDES THE EMISSIONS REPORTED ABOVE, PROMON'S GREENHOUSE GAS INVENTORY FOR SCOPE 3 ALSO INCLUDES EMISSIONS FROM AIR TRAVEL, STAFF COMMUTING, CHARTERED VEHICLES, AND GROUP COMPANY OFFICES. THESE EMISSIONS AMOUNTED TO 942 TONNES OF CO₂ EQUIVALENT IN 2011. PROMON ENCOURAGES THE STAFF OF ITS COMPANIES TO USE VIDEOCONFERENCING AND TELEPRESENCE ROOMS INSTEAD OF AIR TRAVEL IN ORDER TO REDUCE GREENHOUSE GAS EMISSIONS. IT ESTIMATES THAT IF TWO PEOPLE REFRAINED FROM TRAVELING FOR EACH VIDEOCONFERENCE HELD DURING THE YEAR, THE EMISSIONS AVOIDED AMOUNTED TO 845 TONNES OF CO₂ EQUIVALENT.

NOX, SOX & OTHER SIGNIFICANT AIR EMISSIONS BY TYPE AND WEIGHT IN 2011 (TONNES)

Estimated emissions of sulfur in the form of SOx from combustion	1.3
Estimated emissions of NOx from combustion	61.6

EMISSIONS FROM AUTOMOTIVE VEHICLES IN 2011 WERE CALCULATED ASSUMING 1500 PPM AS THE AVERAGE SULFUR CONTENT OF DIESEL OIL. AIR CONDITIONING EQUIPMENT OWNED BY THE COMPANY WAS REFILLED WITH 6 KG (0.006 T) OF CHLORODIFLUOROMETHANE (R-22).

TOTAL WASTE BY TYPE AND DISPOSAL METHOD IN 2011 (TONNES)

Class I (disposal: landfill or incineration) (*)	175
Class IIA & IIB (disposal: final)	3,337
Class IIA & IIB (disposal: recycling)	3,807
TOTAL	7,319

(*) WEIGHT OF TRANSPORTED, IMPORTED, EXPORTED OR TREATED WASTE DEEMED HAZARDOUS UNDER THE TERMS OF BASEL CONVENTION ANNEXES I, II, III, AND VIII CORRESPONDS TO CLASS I WASTE, AS PER ABNT-NBR 10004. ESTIMATES ARE BASED ON PROMON ENGENHARIA OFFICE ACTIVITIES AND WORKSITE WASTE BY WEIGHT AND VOLUME.

TOTAL ENVIRONMENTAL PROTECTION EXPENDITURE AND INVESTMENT BY TYPE (R\$ THOUSAND)

	CONSIDERING FULL AMOUNT OF EXPENDITURE AND INVESTMENT BY CONSORTIA IN WHICH PROMON PARTICIPATED	CONSIDERING ONLY PROJECTS FULLY CONTROLLED BY PROMON	
	2011	2011	2010
Investment in external programs or projects	197	197	
Environmental management and training	3,501	1,280	2,885
Treatment and disposal of waste, effluent and emissions	2,500	983	
Remediation	0	0	0
TOTAL	6,198	2,460	2,885

UNTIL 2010, PROMON DID NOT BOOK EXPENDITURE ON ENVIRONMENTAL MANAGEMENT SEPARATELY FROM EXPENDITURE ON WASTE DISPOSAL AND TREATMENT OF EFFLUENT AND EMISSIONS.

COMPETITION AND PUBLIC SPHERE

The conduct of Promon Group companies in the process of competing with other companies is based solely on the pursuit of the commercial and technical solutions best suited to the requirements presented by their clients. The organization seeks a positioning that is at once competitive and fair with regard to competitors, and grounded in respect, ethics and best commercial practice.

For the past three years, no Group companies have been involved in legal actions brought by governmental agencies or civil society organizations for anti-competitive behavior, anti-trust and monopoly practices and their outcomes, or irregularities in processes, services or products.

Relations with public policymaking bodies and regulatory agents, such as ministries, state government departments and industry regulators, among others, are considered important to business development and structured on the basis of an institutional, ethical and politically neutral perspective.

Consistently with the principles and values expressed in its doctrinal documents, Promon does not tolerate corruption of any kind. The organization does not practice any form of payment or any other benefit to state, municipal or federal officials employed by direct or indirect public administration bodies, in exchange for advantages of a commercial, tax, labor law-related or any other nature. Its commercialization and business execution processes involve instruments that expressly prohibit the acceptance or solicitation of advantages or favors of any kind by its employees.

The organization has formal procedures to control and audit these matters, and provides for punishment of any employees involved in bribery of officials or manipulation of public or private competitive biddings.

Promon Group companies do not train employees in matters relating to corruption, but all employees at all hierarchical levels are aware of the ethical conduct expected of them. The elements that establish this ethical conduct are present in Promon's management guidelines and practices. A wide array of communication events involving leaders and staff, such as Promon Community Meetings and General Meetings of Shareholders, are also important means of disseminating and fostering adoption of the organization's values, ideals and ethical principles. Its ethical commitments are emphasized in job admission interviews and particularly strongly during the induction process. They are also part of the performance assessment and mentoring process.

HUMAN RIGHTS

Promon is unwaveringly opposed to the exploitation of adult workers and the employment of children under the legal working age, in whatever circumstances. It publicly repudiates child, forced and compulsory labor, and has no commercial relations with organizations that use such labor (see "Partners and Suppliers"). It is a signatory of the National Compact to Eradicate Slave Labor and is committed to avoiding complicity in human rights abuses in all business units.

The organization has programs and projects that contribute to the development of its employees' and contractors' children by stimulating their technical and psychosocial skills through citizenship courses, sports, arts etc.

It develops and supports projects for children and adolescents in the community and has a specific program to employ young apprentices to foster inclusion of 17-20-year-olds via technical training.

As in the previous topic, although no Group company has specific training programs on matters relating to human rights, all employees at all hierarchical levels are aware of the ethical conduct expected of them.

Group companies do not have formal processes to identify operations in which freedom of association and the right to collective bargaining may be threatened or there may be a significant risk of child labor, forced labor or working conditions analogous to slave labor. However, the organization acknowledges that this risk is more significant in Promon Engenharia's construction sites than in the projects or operations of other Group companies, especially with regard to employees of contractors hired by Promon Engenharia or by consortia of which Promon Engenharia is a member. Several measures are therefore taken at worksites to prevent the practices in question, including talks with suppliers, periodical verification of compliance with contractual clauses concerning such matters, and awareness raising campaigns. All employees of field service providers under contract to Promon Engenharia or to consortia to which Promon Engenharia belongs can complain or submit grievances to an ombudsman.

SOCIAL INVESTMENT

The Promon Group prioritizes social investment in education, which it considers a key factor in the progress and development of people and the nation. Actions are implemented for this purpose by each of its companies and through Instituto Razão Social.

Promon's Voluntary Service Program operates as a social philanthropy network, through which employees and their guests can find ways of engaging in voluntary service. At one extreme, it identifies, evaluates, trains and advises

partner institutions to receive its volunteers. At the other it prepares and supports volunteers to use their talent, time and energy as productively as possible in social actions and projects. The goal is to assure maximum synergy between the target entities, which need knowledge to develop and implement their projects, and volunteers who are willing to share their competencies. The program has an internet portal developed by Instituto Razão Social to bolster communication and integration among participants and facilitate management and organization of activities. It has been active for some years in Promon Engenharia and PromonLogicalis, and currently has more than two hundred and sixty volunteers assisting twelve social entities and benefiting more than ten thousand children and young people. It is being structured at Trópico, where it is scheduled to begin operating in 2012.

Promon actively participates in establishing the strategic plans of the Brazilian Sustainable Cities Program (*Cidades Sustentáveis*), a network of civil society organizations that works to include sustainability in society's agenda through education, mobilization and tools to help Brazilian cities develop in economically, socially and environmentally sustainable ways.

In local community action, one of the highlights in 2011 was consolidation of Social Mobilization for Education in Araucária, State of Paraná, a program run by the CCPR-Repar Consortium, comprising Promon Engenharia and Camargo Corrêa. The consortium is responsible for implementing a delayed coking plant at Petrobras's Presidente Getúlio Vargas Refinery. The program was created by the Ministry of Education to mobilize families and other community groups to improve the quality of basic education. The consortium successfully adapted

the ministry's original plan to the reality of a construction worksite, including activities to raise the awareness of workers and their families by stimulating reflection on the education of their children and ways of improving the conditions for learning. It produced leaflets, publications and other printed materials, held contests to reward the best school reports, and carried out a survey on the target audience and on local practices and values relating to education. In addition, it partnered with Razão Social and Instituto Votorantim to train members of the community to act as multipliers. These people now have their own committee and sit on the Municipal Council for Articulated Action Plans, assuring the continuity of these activities after the refinery project is completed. The Ministry of Education has recognized the model adopted in Araucária, which is being extended to other Promon Engenharia projects.

EXPENDITURE ON SOCIAL INVESTMENT (R\$ THOUSAND)

	2011	2010
INTERNAL INDICATORS		
Meals	17,782	10,777
Compulsory social charges	52,629	57,118
Private pension plans	7,950	7,025
Healthcare	8,752	7,010
Occupational health and safety	11,035	9,989
Education	328	323
Culture	0	0
Training and professional development	3,164	4,233
Daycare and childcare allowances	212	204
Profit sharing	18,875	21,298
Other internal investments	978	802
EXTERNAL INDICATORS		
Education	1,046	412
Culture	230	296
Health and sanitation	0	0
Sports	0	0
Food security and combating hunger	0	0
Other external investments	703	873
Taxes excluding social charges	170,598	187,845
TOTAL	294,282	308,205

DETAILED TABLE OF INSTITUTO RAZÃO SOCIAL'S ACTIVITIES IN 2011

PROJECT/PERIOD	TARGET	FOCUS
<i>Além das Letras</i> 2004-11	Municipal education department teacher trainers	Literacy
<i>Além dos Números</i> 2010-11	Municipal education department teacher trainers	Numeracy
<i>Formar em Rede</i> 2007-11	Municipal education department teacher trainers	Early childhood education
<i>Progestão On-line</i> 2009-11	School administrators	School management
<i>Fundo do Milênio</i> 2010-11	Early childhood educators employed by municipal education departments	Early childhood education
Online course <i>Nome Próprio</i> 2010-11	Literacy teachers in public schools	Literacy – reading & writing
Online course <i>Leitura pelo Professor</i> 2011	Literacy teachers in public schools	Literacy – reading
<i>Mobilização Social pela Educação</i> 2010-11	Employees of CCPR Consortium, city education department, schools, community	Social participation

OBJECTIVES	COVERAGE	BENEFICIARIES
Improving literacy teaching in public primary schools.	10 cities in 11 States: AM, GO, MT, PE, PI, PR, RJ, RN, RO, RS, SP	Schools: 282 Teachers: 3,514 Pupils: 87,009
Improving mathematics teaching and learning in public schools.	11 cities	School: 206 Teachers: 2,741 Pupils: 59,444
Improving quality of early childhood education via in-service teacher training.	19 cities in Bahia State	Schools: 323 Teachers: 1,275 Pupils: 21,982
Preparing leaders to manage public schools democratically and improve pupil performance.	7 States (AM, BA, GO, MG, RS, SE, TO) and Brasília	Schools: 240 Teachers: 3,689 Pupils: 48,255
Offering a permanent training network for professionals in early childhood education.	8 cities	Schools: 77 Teachers: 438 Pupils: 15,889
Developing theoretical framework to understand importance of own name writing in learning to read; extending classroom repertoire.	23 cities in 12 States: AM, CE, GO, MG, MT, PE, PR, RJ, RN, RS, SC, SP	Teachers: 125
Discussing teacher's perceptions of children as readers and producers of culture; improving classroom planning for development of reading skills.	48 cities in 10 States: AM, CE, ES, GO, MG, MS, PR, RS, SC, SP	Teachers: 181
Raising awareness of all Brazilians' right to a good education; encouraging families to participate in their children's' schooling; mobilizing community to engage with education locally.	Araucária, State of Paraná	5,000 employees of CCPR Consortium, city education department, civil society organizations

SOCIAL ACTIONS DEVELOPED BY PROMON GROUP COMPANIES IN 2011

INSTITUTION SUPPORTED	PROJECT	OBJETIVES
Ação Comunitária do Brasil	Sound, Rhythm and Movement	Providing cultural experiences for children and youth, combining formal education and symbolic construction in interdisciplinary theater workshops. Valorizing and stimulating enjoyment and circulation of cultural products (visits, exhibitions, CDs, DVDs). Training professionals in cultural sphere, valorizing diversity, different languages and multiple forms of cultural expression to foster sustainability of production by partner organizations.
	Water Drop Project	Disseminating knowledge and use of new and old media as tools to educate children and adolescents in areas of high and medium vulnerability, responding to social demands of their communities by promoting resources, services and local talent.
Casa do Zezinho	Youth Education for the 21st Century	Promoting basic education for 14-18-year olds, developing autonomy in day-to-day life, creating conditions for equal opportunity by imparting new skills.
	Art in the Suburbs Programm	Offering culture and entertainment for children, adolescents and families on Saturdays at Casa do Zezinho.
Instituto Bola pra Frente	Social Technology — Sports in Educational Action in Northeastern Goiás	Replicating Instituto Bola Pra Frente's methodology in 8 cities of northeast Goiás, fostering practice of sports by setting up a steering committee and training educators in public schools to be knowledge multipliers who offer opportunities for social promotion mainly via sports education.
Associação Meninos do Morumbi	Environmental Education	Helping participatory practices to take root in engagement by children and adolescents with socio-environmental issues in their community.
Projeto Casulo	Travelling through Letters and Words: Cocoon Community Library	Forming reading habits among children and adolescents; democratizing access to pleasurable reading using strategies that prioritize diversity, fun and stimuli to develop critical thinking.

UN MILLENNIUM DEVELOPMENT GOALS	BENEFICIARIES	ACTIVITIES
Goal 2 Achieve universal primary education	6,300 children and adolescents in 23 community organizations in the south of the city of São Paulo.	Sports, dance, music, theater, capoeira, monitored visits to museums, shows etc.
Goal 2 Achieve universal primary education	2,175 children and adolescents in 10 community organizations in the south of the city of São Paulo.	Activities relating to knowledge and care of self, others and the environment.
Goal 2 Achieve universal primary education	360 youngsters in the south of the city of São Paulo.	Workshops in Portuguese, mathematics, English, Spanish, computing.
Goal 2 Achieve universal primary education Goal 8 Develop a global partnership for development	1,500 children, adolescents and families in the south of the city of São Paulo.	Sports, dance, music, theater, capoeira, monitored visits to museums, shows etc.
Goal 2 Achieve universal primary education Goal 8 Develop a global partnership for development	3,100 participants and 420 educators from public schools in 8 cities of northeast Goiás, four of which have the lowest municipal human development index (HDI-M) in the region.	Steering committee for sports education, research group to apply methodology, seminars on sports education, sports, culture and vocational workshops.
Goal 7 Ensure environmental sustainability	2,000 children and adolescents aged 6-17 in the south of the city of São Paulo.	Workshops in garbage and pollution; discussions on importance of using less water.
Goal 2 Achieve universal primary education	600 children and youngsters in the south of the city of São Paulo.	Mediation of readings, exhibition of work done by children and youngsters.

INSTITUTION SUPPORTED	PROJECT	OBJECTIVES
SORRI – Brasil	Project Conversation Wheel: What will I be when I grow up	Promoting reflection on world of work today and real opportunities for adolescents with special needs to build a career, going beyond common sense and thinking collectively in a critical fashion.
Associação Ser Cidadão	Choral Workshop — Casa Ser Cidadão	Teaching, developing and training choral singing with classical repertoire using expertise of specialists; promoting dynamic meetings on identity and citizenship.
Associação Junior Achievement do Rio de Janeiro	Introduction to the Business World Programm	Providing children and adolescents with practical information on setting up and running a business in a free enterprise market.
	Personnal Economics Programm	Teaching children and adolescents to plan investment and spend wisely; provide knowledge on financial management, pros and cons of credit.
	Attitude for the Planet	Presenting and developing concept of sustainability and related concepts.

UN MILLENNIUM DEVELOPMENT GOALS	BENEFICIARIES	ACTIVITIES
Goal 2 Achieve universal primary education Goal 8 Develop global partnership for development	13 schools, 23 teachers, 681 children in public schools in the city of São Paulo.	Games, arts, information on myths and prejudices regarding people with special needs (PSN).
Goal 2 Achieve universal primary education	50 adolescents aged 15-20 from Associação Ser Cidadão, located in the west of the city of Rio de Janeiro.	Choral singing workshops.
Goal 2 Achieve universal primary education Goal 8 Develop global partnership for development	Two groups of 30 children and adolescents from Associação Ser Cidadão, located in the west of the city of Rio de Janeiro.	Activities designed to develop business skills and concepts.
Goal 2 Achieve universal primary education Goal 8 Develop global partnership for development	60 youngsters from Organização CAMP Vila Isabel, located in the city of Rio de Janeiro.	Activities that help participants to assess their own abilities and personal interests.
Goal 2 Achieve universal primary education Goal 7 Ensure environmental sustainability	60 youngsters from Organização CAMP Vila Isabel, located in the city of Rio de Janeiro.	Games and other activities relating to exercise of citizenship.

PROMON PROFESSIONALS — APRIL 2012

ABILIO FRANCISCO ALVES JUNIOR | ACÁCIA NUNES CASTILHO | ADER FELICIO PEDRO | ADILSON CELSO ALTRUDA | ADILSON DELANESE | ADILSON SANT'ANNA | ADRIANA DO CARMO CARDOZO | ADRIANA PAULA GONÇALVES AZEVEDO | ADRIANA REZENDE DE CASTRO | ADRIANA RIBEIRO DE MENDONÇA | ADRIANA SANT'ANNA | ADRIANE TAKEDA | ADRIANO GRITTI | ADRIANO JOSÉ FERREIRA GASPARIINI | ADRIANO KHOJA PASCUAL | ADRIANO NUNES DA FOUNTOURA | AGNALDO DE SÁ OLIVEIRA | AGNALDO MOURA | AGNALDO VIEIRA DE OLIVEIRA | AILTON VIEL | ALAN TEIXEIRA DOS SANTOS | ALCEU CONERADO NETO | ALCIDES RODRIGUES DE FIGUEIREDO JUNIOR | ALCINO FERNANDES SERRA FILHO | ALDO RODRIGUES ALVES | ALESSANDRA MOREIRA DUARTE | ALESSANDRA PRESTES DE CERQUEIRA | ALESSANDRO REINA TORRES | ALEX FARIA SANDOVAL | ALEX GUIDI | ALEX LEBRÃO DE CARVALHO | ALEX SANDRO DA SILVA LIMA | ALEXANDER BAPTISTA ARTIBANO | ALEXANDRA MACEDO DA SILVA | ALEXANDRA PRADO LIEM | ALEXANDRE CASSIANO ALVES | ALEXANDRE CÉSAR PEREIRA DE PAULA | ALEXANDRE COUTO BAGDZUS | ALEXANDRE DA ROCHA DA SILVA | ALEXANDRE DE ALMEIDA MAXIMO | ALEXANDRE DE ARAUJO | ALEXANDRE DE CAMPOS BARROS | ALEXANDRE DE CASTRO DA CRUZ | ALEXANDRE DE OLIVEIRA MARTINS | ALEXANDRE DIEGAS DE BARROS | ALEXANDRE DOS SANTOS | ALEXANDRE FERNANDES PINTO | ALEXANDRE FRANCISCO | ALEXANDRE GARCIA SANTANA | ALEXANDRE GONCHAROV | ALEXANDRE HARAYASHIKI MOREIRA | ALEXANDRE LOPES VALVERDE | ALEXANDRE MURAKAMI | ALEXANDRE NICOLAU | ALEXANDRE RAYMUNDINI DA SILVA | ALEXANDRE REGNANI | ALEXANDRE TSURUOKA | ALEXANDRE YUKIO YOKOTA | ALEXSANDRO DE SOUZA | ALFREDO A. F. GUIMARÃES | ALICE SATIKO SATO S. TORRES PINTO | ALIKE DOS SANTOS NUCCI | ALINE AMANDA RIOS | ALINE RAMOS DA SILVA | ALINE SEVERINI PINTO FERREIRA | ALINE VIEIRA DE CARVALHO | ALLAN CASTRO CARDOSO | ALLAN HOPILLARD GALBIATTI | ALVANO DE ARAUJO TOMEI | ALVARO BRAGANÇA JUNIOR | ALYSSON DE FARIAS DE ARAUJO | AMANDA CARLA SILVA | AMANDA DE PAULA DIOGENES | AMANDA MATOS RODRIGUES DE SÁ | AMANDA PESSOA MARTINS | ANA BEATRIZ DE CAMPOS BICUDO | ANA CARINA VIANA DE CARVALHO ROCCO | ANA CARLA DOS ANJOS RODRIGUES DO AMPARO | ANA CAROLINA CURSINO FUKUSHIMA | ANA CAROLINA KUEMANN DUTRA | ANA CELIA ALVES CALDAS | ANA CLÁUDIA JUSTO | ANA CRISTINA LEITE DE BARROS | ANA ELISA GARGIONE | ANA FLÁVIA DA SILVA BARBOSA | ANA FLÁVIA QUERIDO DE SOUZA | ANA LUIZA DE NORONHA ROQUE | ANA PAULA GUIMARÃES SANTORO | ANA PAULA MACIEL SERIO | ANA RAQUEL CALAIS DE SIQUEIRA | ANDERSON ABREU RODRIGUES | ANDERSON MARCELUS PRAXEDES | ANDERSON ROBERTO DOS SANTOS | ANDERSON ROBERTO TOLEDO DA SILVA | ANDERSON SILVA CLARO | ANDRÉ COSTA MOREIRA | ANDRÉ DE CARVALHO PARO | ANDRÉ DE LUCENA ZANCO | ANDRÉ DI FRAIA | ANDRÉ FAGUNDES DA ROCHA | ANDRÉ FILIPE FERNANDES | ANDRÉ GUILHERME FERREIRA | ANDRÉ HIROSHI DE O. NISHINA | ANDRÉ KAILI | ANDRÉ KLEIMAN ARANTES | ANDRÉ LUIS LAPA TRANSCOSO | ANDRÉ LUIZ NUNES GUERRERO | ANDRÉ LUIZ POSADA RESTIER | ANDRÉ MARTINS DE MARTINI | ANDRÉ NATALI SCHONERT | ANDRÉ OLIVEIRA SILVEIRA | ANDRÉ OLIVANI MORI | ANDRÉ SIDNEY SPINARDI | ANDRÉ SIMÕES COSTA | ANDRÉ VALÉRIO LOPES | ANDRÉ VARELLA NEMIROVSKY | ANDREA BEATRIZ RAMALHO FLORES | ANDREA CRISTINA MAIA DE PINNA | ANDREA DE FIGUEIREDO GRANGEIRO LIMA | ANDREA DE PAULA AUGUSTO | ANDREA GUIMARÃES BARROS MAFRA | ANDREA ROMANO DOS SANTOS GONZALES | ANDRÉIA ALVES FERREIRA | ANDRÉIA ALVES MORAES DA SILVA | ANDRÉIA DE SOUSA LOLAGO | ANDRÉIA FURLAN | ANDREY SEIJI SHIMADA | ANDREZA POLCELLI GODOI | ANESIO CARDOSO GOMES FERREIRA | ÂNGELA MARIA LEITE DE ARAUJO SILVA | ÂNGELA MOREIRA | ANIBAL SIQUEIRA DE SOUZA JUNIOR | ANISIO DA SILVA PAMPLONA CORTE REAL | ANNA CAROLINA ALVARES CRUZ VOLPON | ANNA CAROLINA DE PAIVA LEAL FERREIRA | ANNA GABRIELA NOVIS FREIRE DUARTE | ANNA MARIA VALENTE | ANNE BEATRIZ F. FERREIRA | ANNELISE REGINA N. DE TOLEDO | ANTONIO AUGUSTO VELLASCO FILHO | ANTONIO CARLOS COSTA BATISTA | ANTONIO CARLOS DE OLIVEIRA LAUS | ANTONIO DE LAZARO M. HIRATA | ANTONIO FERREIRA DO AMARAL | ANTONIO FAVIANO FLORINDO | ANTONIO INACIO DE ARAUJO OLIVEIRA | ANTONIO HENRIQUE DE MENEZES NEVES | ANTONIO JOSE LINS DOS SANTOS | ANTONIO LEPIANE NETO | ANTONIO MARCELO CARDOSO SENE | ANTONIO MAURICIO D. DA S. FORTES | ANTONIO NILSON VIEIRA SOBRINHO | ANTONIO RENATO DE CAMPOS JUNIOR | ANTONIO RICARDO SACRAMENTO MADUREIRA | ANTONIO VICTOR COMIM | APARECIDA DOS SANTOS | APARECIDO JOSÉ ALVES FILHO | ÁQUILA MOREIRA PEDROSA | ARIEL SANT' ANA DE ANICETO | ARLIM RONALD MENDES BOTÃO FILHO | ARMANDO AYRES MORAES OLIVEIRA | ARMANDO EDUARDO BARBIERI | ARMANDO SOARES BARBOZA NETO | ARTUR SOAVE FREZZA | AUDREY GODOY DA SILVA | AUGUSTO APARECIDO DA SILVA | AUGUSTO CÉSAR BRAUNS MUNHAO | AUGUSTO IVO DOS SANTOS FILHO | AYAMI VIVAS OTTOBONI | BARBARA BORGES DOS REIS MUNIZ | BARBARA GONÇALVES PRIMO | BARBARA SEIXAS DE SIQUEIRA | BEATRIZ DE FIGUEIREDO CORTES MATTA | BEATRIZ NOVAES DE MIRANDA | BELLINA MORESI BRITTO | BEN HUR DUARTE TEIXEIRA | BERGSON BARBOSA DE SALES | BERNARDO COURI SOARES DE MOURA | BORIS RÖTTER | BORIS SODOR HOHOFF | BRAIAN MATEO SHIGUEYI KONDO | BRENO DE BERTOLANI CARLI | BRIGIDA MARIA GILLY NARDI | BRUNA BARRETO GARCIA | BRUNO CÉSAR VAZ | BRUNO COELHO MIGUEL | BRUNO DE LUCA LIMA BARBOSA | BRUNO FARIAS CAMPOS | BRUNO GAZZANO | BRUNO JOSÉ LIMA FERREIRA | BRUNO MARTINS DE CARVALHO | BRUNO MIRANDA GONÇALVES SOARES | BRUNO NUNES ESCABORA | BRUNO PICOZZI | BRUNO PIRES BANDAROVSKI | BRUNO WILSON HODGE | BRUNO ZANFELICCE LANCAS | CAIO ALMEIDA SÁ MOREIRA DE OLIVEIRA | CAIO AUGUSTO GARDELLI | CAIO CÉSAR ANDRADE ROSA | CAIO MARCELO FERREIRA SANTOS | CAIO SCHAUENBURG TEIXEIRA | CAIO VICTOR BARBOSA MARTINS | CAMILA DE PINA CALDO | CAMILA FABIANA DE MELLO HENRICHES | CÂNDIDA SAMIA VIEIRA DA SILVA | CAREN TIE ITAGAKI | CARINA A. PIRES AMADO | CARL JOSÉ WESTHOFF | CARLA BANDEIRA | CARLA DOS SANTOS SILVA | CARLA PAES CAVALCANTE | CARLA RODRIGUES DE SOUSA | CARLA SOLDAN | CARLIE DINIZ SATIRO | CARLO PENTEADO GENZANI | CARLOS ALBERTO ANGELINI | CARLOS ALBERTO CENTRONE | CARLOS ALBERTO DE G. FILIZOLA | CARLOS ALBERTO F. DE PAIVA | CARLOS ALBERTO MOLLER PINGARIHO | CARLOS ALBERTO SIMIONATO JUNIOR | CARLOS ALEXANDRE CHICATE | CARLOS ANDRÉ ALVARENA COSTA | CARLOS AUGUSTO C. BARCELLOS | CARLOS AUGUSTO DE SOUZA | CARLOS CÉSAR GONÇALVES FARIAS | CARLOS DIEGO G. DE OLIVEIRA | CARLOS EDUARDO BERNARDES MELO | CARLOS EDUARDO CAMPISTA DE SOUSA | CARLOS EDUARDO CORRÊA | CARLOS EDUARDO DA SILVA LOUIZE | CARLOS EDUARDO DIAS | CARLOS EDUARDO DIAS MOREIRA | CARLOS EDUARDO MARQUES | CARLOS EDUARDO MOLINA | CARLOS EDUARDO PAULINO GAUDÊNCIO | CARLOS EDUARDO SARAIVA | CARLOS EDUARDO TANAKA MAGRINI | CARLOS EUGÊNIO FERREIRA ROSA | CARLOS FREDERICO SILVA | CARLOS GIOVANI GIRALDELI | CARLOS HENRIQUE DE CARVALHO | CARLOS HENRIQUE LOUREIRO ZINK | CARLOS HENRIQUE MARTINS DOS SANTOS | CARLOS HENRIQUES VENTURA DO ROSÁRIO OLIVEIRA | CARLOS JOSÉ ROS DE AMORIM | CARLOS MAGNO DE JESUS PEREIRA | CARLOS MAGNO MOREIRA DA SILVA | CARLOS MANUEL SILVESTRE CABRAL | CARLOS OTAVIO DE SOUZA CORDEIRO | CARLOS RENATO DE ARAUJO TAVARES CORREIO | CARLOS ROBERTO BARROS | CARLOS ROBERTO B. SAGLIA | CINTIA DE SOUZA BURELLI | CARLOS ROBERTO DA SILVA | CARLOS RODRIGO CORDEIRO ALVES | CARLOS THOMAZ G. LOPES JUNIOR | CARLOS TSUTOMU SHIROTA | CAROLINA ANDRESSA MINEIRO | CAROLINA HONORATO DOS SANTOS | CAROLINA REIS BELTRÃO | CAROLINA SANTORO FRIEDE | CAROLINA SATURNINO BRAGA ENNES | CAROLINA SAYAKA UMETSU | CAROLINA TOBARUELA PADUA | CAROLINA VASCONCELOS BARRETO | CAROLINE BASTOS | CAROLINE DUARTE DE OLIVEIRA | CASSIA BONIN ARAN | CÁSSIA REGINA MARTINS | CASSIANO PALMA PEREIRA | CASSIO RICARDO DE MOURA | CÉLIA DOKI | CELSO KIYOSHI HONDA | CELSO PEREIRA DA SILVA | CELSO TADASHI KUNIIYOSHI | CÉSAR AUGUSTO AMADO | CÉSAR AUGUSTO DE CARVALHO | CÉSAR AUGUSTO VIELEA | CÉSAR BALDUINO CIAMPI | CÉSAR RICARDO GRASSI | CÉSAR ROGERIO LUCUSI | CHARLES FRANÇOIS DE FRAIPONT | CHARLES JUNIOR DE BUENO | CHRISTIAN ANDRÉAS KURZHALS | CHRISTIANE CABRAL VIEIRA YAZIGI | CHRISTIANE REGINA DA COSTA | CHRISTIANO MORETTE | CICERO FERNANDO SANCHÃO | CICERO GAGNÉIRO FERREIRA | CICERO PEREIRA BARBOSA | CICERO VICTOR FRANCO FACCIOLI | CIDMAR XAVIER LIPID | CINTIA DE SOUZA PEREIRA | CINTIA PRISCILA YOSHIMURA | CINTIA REGINA ALVES | CLARICE HIROMI OTSUKI | CLARISSA MACIEL DOS SANTOS | CLARRISSA TOSCANO | CLARISSE CORTES MOREIRA | CLAUBER CARVALHO GOMES | CLÁUDIA MARISCAL ROBERTO ALVES | CLÁUDIA REGINA G. FORMICOLA | CLÁUDIA SILVA CUNHA | CLÁUDIO COSTA | CLÁUDIO DE LUCENA PÓ | CLÁUDIO FUTIGAMI | CLÁUDIO GUIMARÃES DE FREITAS | CLÁUDIO PEREIRA CARDOSO | CLAUDIO PFISZTER | CLAUDIO ROBERTO FERNANDES | CLAUDIO TANABE | CLAYTON ELOI JACINTO RODRIGUES | CLEBER BENEDITO DE B. CABRAL | CLEBER GARCIA WEISSHEIMER | CLEISON ATALA | CLEISON CAETANO DOS SANTOS | CRISTIANE APARECIDA DOS SANTOS | CRISTIANE GASPAR MENDES | CRISTIANE GIACOMINI MALDONADO | CRISTIANE MEDEIROS DE ALMEIDA | CRISTIANE MIEKO SEKIGUTI | CRISTIANE PAPALEO VIANNA | CRISTIANO ALBUQUERQUE DUARTE | CRISTIANO CRUZ | CRISTIANO DOS SANTOS MACHADO | CRISTIANO SCHIAVONI VIEIRA | CRISTINA JURJANO DE MENDONÇA | CRISTINA MORIMINATA CRISTINA KAWOMI MAKIBARA | CRISTINA SUMIKO SATO | DALLIA MAZZA | DANILO DOS SANTOS | DAMIAO FERNANDES DE BARROS | DAMI EVERTON AZEVEDO DIAS | DANIEL AUGUSTO FERREIRA | DANIEL BUZINARI DE SOUZA | DANIEL CAMPOS DE OLIVEIRA | DANIEL DOMINGUES | DANIEL DUTRA FERNANDEZ | DANIEL FILIPE MULLER DO AMARAL | DANIEL FERNANDO YAMASHITA COSTA | DANIEL KAWAMOTO | DANIEL KRAFT BULGARELLI | DANIEL MARQUESIM | DANIEL SOARES CARREIRO | DANIEL SOLIANI DE CASTRO | DANIEL ZILBERBERG | DANIELA ALVES BERALDO | DANIELA CARINA CARTAROZZI SILVA | DANIELA GARCIA MEDEIROS | DANIELA LANZIANI KATAYAMA MARQUES | DANIELA OLIVEIRA BERTOLLI | DANIELA ROMANO DOS SANTOS | DANIELE CRISTINA SILVA FERREIRA | DANIELE NERY CALDERAZZO | DANIELLA ANTONIETA ALVES DE SOUSA REIS | DANIELLA PIRES MICHEL DA MOTA | DANIELLE APARECIDA LINHARES | DANIELLE BORELY FERREIRA DE LIMA | DANIELLE MOSCARDI DE FREITAS | DANIELLE ROBALLO GOMES | DANIELLI LÚCIA AUGUSTO | DANILO ALVES DE SOUZA | DANILO AUGUSTO SALGADO

| DANILO BASTOS MEHLER | DANILO BOVE DANÚBIO LOPES | DANILO CUNHA DE SOUZA | DANILO INAMINE | DANILO NAMAN CARDOSO | DANILO PADULA BARBOSA | DANILO RODRIGUES LIMA | DANILO ROMA SELLA | DANNY BONINI PARIZ | DAVI FERREIRA MACIEL FERNANDES | DAVI TURQUES TAVARES | DAVID ANDRADE DE SOUZA | DAVID NERES DE BARROS | DAYANE DA COSTA GOMES GONÇALVES | DÉBORA BECHARA VASCONCELOS CAVALheiro | DÉBORA BRABETZ SANDOMATO | DÉBORA CRISTINA DOS REIS FINOTTI | DÉBORA MARQUES CARDOSO COSTA | DENIS CAJE HENRIQUE | DENIS HERBERT ESTEVES | DENIS IANNUCCI JUNIOR | DENIS SNEIDER IABRUDE | DENIS VENTURINI ARANTES | DENISE DA COSTA | DENISE DA PENHA BELLINI | DENISE MIDORI EIHARA ARA | DENISE YAMAMOTO | DENNIS MESSIAS DOS SANTOS SILVA | DENNYS DE CARVALHO LAUBE | DENYS DE SOUZA MONTEIRO | DIEGO CALADO GARCEV | DIEGO CASTILHO FERREIRA LEME | DIEGO DE AZEVEDO | DIEGO DE OLIVEIRA GODOI | DIEGO FERNANDES RIBEIRO | DIEGO JUNCA DE GONZAGA BABI | DIEGO LOURENÇO CARTACHO | DIEGO ROCHA DE ALMEIDA SANTOS | DIEGO SALVAIA | DIMAS DA CUNHA | DINO MOZZO NETO | DIOGENES NOMURA MANTOVI | DIOGO MILITÃO MARQUES | DIOGO RIBEIRO MENDES | DIRCEU TEIXEIRA | DIVA MARTINS ROSAS E SILVA | DOMINGOS SANTIN NETO | DONIZETE MARIANO DE OLIVEIRA | DORIS CHIKA IFEKAIIBEYA | DORIS LAM | DOUGLAS JOSE PEREIRA DOS SANTOS | DOUGLAS LOZATO | DOUGLAS VIEIRA DE OLIVEIRA FONSECA | EDEGILSON RIBEIRO DE SOUZA JUNIOR | EDER ALVES DANTAS | ÉDER DE ALMEIDA SOUSA | EDERSON MORIS JUNIOR | EDGAR MACARI JUNIOR | EDILAMAR ANDRADE RODRIGUES | EDILENE CRISTIANE DA SILVA | EDILEUZA LOPES SILVA | EDILSON ROBERTO SIGNORELLI | EDINILSON SAMPAIO GOMES | EDNA MARIA DA ROCHA BARROS | EDNELSON MIRANDA | EDNILSON ROBERTO DA PAIXÃO | EDNIR JORGE ARANTES | EDSON ALEXANDRE MIKLOS | EDSON APARECIDO BORBA | EDSON DO COUTO GISSONI | EDSON FREITAS DA SILVA | EDSON GONÇALVES DOS SANTOS | EDSON PEDRO FORQUESATO | EDSON SAKAI | EDSON SUETEKA | EDUARDO APARECIDO RABELO | EDUARDO BENO HEINEMANN COHN | EDUARDO BERGSON | EDUARDO BITTENCOURT LUIZ | EDUARDO CABRAL DE VASCONCELLOS | EDUARDO DESZO DA SILVA | EDUARDO DOS SANTOS TERRA | EDUARDO FOZZATTI | EDUARDO FRAGELLI | EDUARDO FRANCISCO SOUZA CAU | EDUARDO GIANASI JUNIOR | EDUARDO GURIÃO SALGADO ARGENTO | EDUARDO HENRIQUE TESSARIOLI | EDUARDO LOPES DA CUNHA | EDUARDO MAGALHÃES LOPES | EDUARDO MARCIANO ALONSO | EDUARDO MELON BARROS | EDUARDO MOREIRA DOS SANTOS | EDUARDO SALLES CUNHA PERES | EDUARDO SERRATTE DOS SANTOS | EDUARDO SHIGUEO HARADA | EDUARDO SOARES MAURO | EDUARDO TASHIRO | EDUARDO WERNECK VIEIRA MARQUES | EGBERTO ANDRÉ DE MEO JUNIOR | ELAINE CRISTINA GOULART | ELAINE FREITAS SANTOS DE LYRA | ELAINE SAYURI KAMINAGAKURA | ELCIO GARCIA BOTELHO | ELEONORA PEREIRA NUNES VIEIRA | ELIANA CAMPOS PEDROSO | ELIANA CRISTINA ALONSO | ELIANA DE ALMEIDA PEREIRA | ELIANA MISSIAS DA SILVA | ELIANA MIYUKI YAGUESHITA | ELIANA RODRIGUES DE SOUZA LEÃO | ELIANE APARECIDA BRANCO | ELIANE APARECIDA DA SILVA | ELIAS RODRIGUES | ELISABETHA DE SOUZA | ELISANGELA MENDES VITRIO | ELIUSION VIANA BARROS | ELKE IRENE BURGERS | ELLEN CÁSSIA BOTON SANTOS | ELMO BARROS CABRAL FILHO | ELTON HONORATO DE OLIVEIRA | ELTON PEREIRA SOARES | ELVIS MARQUES ALVES ARAUJO | EMANUELA MARIA VILAÇA | EMANUELA PESSOA DE ARAUJO | EMELI QUAGLIO AGUIAR | EMERSON DE MORAES | EMERSON DE MORAES NAVARRO | EMILSON MARCOS TANE | EMMERSON MAZIERO | ENILSON SIQUEIRA SANTIAGO JUNIOR | ERICA ALINE LAZARIN | ERICH ARAUJO BASTOS | ERICK ROBERT HEINRICH | ERIDILSON VIEIRA DA SILVA | ERIK VINICIUS DE OLIVEIRA ITO | ERLI DONIZETI SERINO | ERNANDES CANDIDO FRANCISCO | ESLI CAMPOS CAMARGO | EUGENIO CHARLES SOARES | EURICO MARQUES | EVALDO L. DE VIVEIROS FERREIRA | EVANDRO GORZILHO BELONI | EVERTON ALEXANDRE CABRAL | EVERTON DINIZ DE BRITO | EVERTON KILLER | FABIANA APARECIDA DE PAULA | FABIANA DO AMARAL GODOISO | FABIANA GARCIA PORRAS | FABIANA PAIVA BRITO | FABIO ABREU LASHIMOTO | FABIO ALVES | FABIANO ARNESTO ANTONIO BRACINSKI | FABIANO ASSIS CAMPOS DA SILVA | FABIO BATISTA GUILHERME | FABIO BITTENCOURT RAMOS DE OLIVEIRA | FABIO CUNHA | FABIO DA SILVA FARIAS | FABIO DE SOUSA SERRA | FABIO FARIA LEAHY GUERRA | FABIO FERREIRA DE SOUZA MARZIONNA | FABIO GAMA DE ALMEIDA | FABIO HIDEKI ARAGAKI | FABIO JOSÉ SANTANA | FABIO JOSÉ TRIMARCO | FABIO LEITE DE BARROS | FABIO LUIS AGUIAR PINTO | FABIO LUIZ APPROBATO | FABIO MARQUES DOS SANTOS | FABIO MEDEIROS DAMASCENO | FABIO MODESTI ORSINI DE CASTRO | FABIO MONTREZOR | FABIO MORAES RODRIGUES | FABIO PIRES MACEDO | FABIO RISERIO MOURA DE OLIVEIRA | FABIO RODRIGO TAVARES MIRANDA | FABIO RODRIGUES ALVES MARGARIO | FABIO ROMERA | FABIO SANTOS ARAUJO | FABIO SUGOMO | FABIO TELLES BLOISE | FABIO VIVA JARDIM | FABIO YOSHIO MIYAKE | FABRICIO ANDRÉ SARACENI RIBEIRO | FABRICIO ARAUJO LOPES DA COSTA | FABRICIO CORREIA SALES | FABRICIO KENJI SATO | FATIMA REGINA PIRES M. RAMOS | FELIPE ALCEU AMOROSO LIMA | FELIPE CARLOS DE ALMEIDA | FELIPE CARLOS PELLEGRINA | FELIPE DE BRITO | FELIPE DE FREITAS | FELIPE DE LACERDA JORDÃO | FELIPE DOS SANTOS SOUZA | FELIPE GONZAGA DA SILVA | FELIPE GUSTAVO LEITE DE ASSIS | FELIPE JANINI VIDOLIN | FELIPE KAHAN BONATO | FELIPE SÁ DEDONI | FELIPE SAMUEL LANDO | FELIPE SOARES REBELO HORTA | FERNANDA DANTAS SANTOS | FERNANDA MARTINS SANTANA | FERNANDA RAQUEL MAXIMIANO NAGEM | FERNANDA ROSA DE SOUZA | FERNANDA SALGADO FERREIRA | FERNANDA SPADA VILLAR | FERNANDO AUGUSTO BACURAU | FERNANDO BUORO AULER | FERNANDO CALFA ESPUDARO | FERNANDO DANIEL FINGER | FERNANDO FERRARI FILHO | FERNANDO GARCIA FAUSTINO | FERNANDO HENRIQUE DE ASSIS CUNHA | FERNANDO HENRIQUE GINES | FERNANDO LUIS SOBRAL | FERNANDO MARQUES DA SILVA YOSHIKAWA | FERNANDO MAURO DA SILVA SANTOS | FERNANDO MENDES PIMENTEL JUNIOR | FERNANDO SILVA DE SANTANA | FERNANDO YUDI SAKAMOTO | FILIPE ABDALLA TEIXEIRA NETO | FILIPE ANELLI LOUZANO | FILIPE BARBOSA OLMS | FILIPE BOTELHO BAPTISTA | FILIPE DA SILVA PEIXOTO | FILIPE DOS SANTOS OLIVEIRA | FILIPE NASCIMENTO DE LIMA | FLÁVIA FERNANDA SOARES DOS SANTOS | FLÁVIA GABRIELLE PEIXOTO T. DE FREITAS | FLÁVIA MARTINS MATOS | FLÁVIA OLIVEIRA DOS SANTOS | FLÁVIA PINHO | FLÁVIA BASTOS | FLÁVIA REGINA MUNHOZ | FLÁVIO ALVES DE CARVALHO | FLÁVIO EDUARDO DA CRUZ | FLAVIO FERUCIO ESTEVAM | FLÁVIO MAGALHÃES DOS REIS | FLÁVIO MINORU MARYUYAMA | FLÁVIO NORBERTO MARQUES | FLAVIO SILVA PINTO | FLAVIO TEIXEIRA | FLORIANO SALVATEIRA DUTRA NETO | FRANCE NILDA MENDONÇA DA SILVA | FRANCISCA BATISTA FLAUSINO MALECHESK | FRANCISCO ANGELO PRECINOTTO JUNIOR | FRANCISCO CARLOS MAZONI | FRANCISCO CARLOS RUFINO | FRANCISCO FERRARO NETO | FRANCISCO FERREIRA SEGUNDO | FRANCISCO JOSÉ HIRAMA MOREIRA LOPES RIBEIRO | FRANCISCO JOSÉ KIERNANN LOPEZ | FRANSLEY FERNANDO DA SILVA | FREDERICO EUJI KAWASAKI | FREDERICO GUILHERME DE LIMA | FREDI GOUVEIA DE SOUZA LINS | GABRIEL DE CAMARGO SOUZA | GABRIEL OLIVEIRA CHAGAS | GABRIELA ANGELA FERREIRA | GABRIELA CAVALLINI FERNANDES | GABRIELA GASPARDO DE SOUZA | GABRIELA SANTA CRUZ NEVES KWOK | GABRIELA TIEMI HATTORI GRANDIS | GABRIELLA PAVANELLO GONÇALVES | GEANE APARECIDA SILVA DOS SANTOS | GENY MATSUI | GEORGE BRITO BALEY | GIOVANNI COUTINHO DE OLIVEIRA | GERSON CARLOS BEZERRA | GERSON MAUCH DOS SANTOS | GIANCARLO CITTADINO | GIANCARLO FREITAS MARUGGI | GIANJOSE SANTORO JUNIOR | GILBERTO CIRIACO COSTA NETO | GILBERTO COSTA COUTINHO | GILBERTO PEREIRA DA SILVA | GILMAR MOISES DA SILVA | GILSON ANTONIO CACIANI | GILSON GALVAO KRAUSE | GIOVANA MORANDI | GIOVANNI JOSÉ LUNARDI | GIOVANNI LINDBERG DE LINO | GISELE BOTELHO ALVES DE SOUZA | GISELE BRAGA GONÇALVES ALVES | GISELE CALDEIRA DUARTE | GISELE CONDE | GISELE KOCH | GISELE YURIE MIYASHIRA | GISELLE CHAVES QUARESMA | GISLENIA OLIVEIRA DOS SANTOS | GLACY KELLY CAMPOS FERNANDES | GLADSON BERNARDINO ALVES | GLAUBER BAPTISTA GONDIM LEITE | GLAUCEMIR DE JESUS MAGALHÃES CONSENTINI | GLÓRIA MAIA DOS SANTOS | GLÓRIA TEREZA COROMINAS SIGNORELLI FERREIRA | GRACIANO ARGENTO DE AMORIM | GRACY KELLY AMADIO QUARESMA | GUILHERME AMADI DE MORAES CRUZ | GUILHERME FRAGELLI PENNA CHAVES | GUILHERME RODRIGUES BUZO | GUILHERME SANTANA NEVES | GUSTAVO ADOLPHO F. DE OLIVEIRA | GUSTAVO AFONSO ARNAUT B. LOPES | GUSTAVO ALVES ASSIS GRANDE GARCIA | GUSTAVO GIMENEZ DA MOTA | GUSTAVO GONÇALVES DOS SANTOS | GUSTAVO GOULART DOS SANTOS | GUSTAVO HENRIQUE DE CAMARGO CEVALHOS | GUSTAVO HENRIQUE DOS SANTOS CAMARGO | GUSTAVO HENRIQUE MOREIRA ALVES | GUSTAVO HENRIQUE RUBIN FERREIRA | GUSTAVO PERILO ROBERTI | GUSTAVO SMARI GUIMARÃES | GUSTAVO SOARES ROCHA | GUSTAVO TEIXEIRA COSTA | GUSTAVO YOSHINAGA ISHIZAKI | GUTEMBERG MARQUES JÚNIOR | HAMILTON BACELLAR FILHO | HEBER FERREIRA DOS SANTOS | HELCIO BRAVO MOSCIARO | HELCIO FERREIRA DE SOUZA CHAGAS | HELENA VENTURA MILIUDI | HELGA KALTBEITZER DAUD | HÉLIO MAZZILLI XAVIER DE MENDONÇA | HELLEN PEREIRA VITALI | HELOISA RAMOS DE CAMPOS MELLO | HENRIQUE BARROS RIEGO | HENRIQUE DE ANDRADE MARQUES | HENRIQUE HILSDORF MAROTTA | HENRY ARMELIN MARTINS | HERBERT J. AZEVEDO | HERBERT OLIVEIRA DA SILVA | HERCULES REIS FRAGATA | HUGO OSCAR BRODSKY'N | HUMBERTO CECCHIO SCHIAVONI VIEIRA | IARA MAZZOCCA NAZARÉ | IARA NORA BABA | IGOR CRISTIANE DE SA | IAN CABRAL LUCATO | INES PEREIRA DE SANTANA | INGRID ARAUJO DE OLIVEIRA CORREIGIA | IRENE MAKIE OGAI | IRIA LUCIA GIAMPAOLI | IRIS FIRMINO DOS SANTOS FILHO | IRON AUGUSTO DE SENA PARANHOS | ISABEL CHAGAS GOMIDE | ISABELA ALCOVER FRANCA DE OLIVEIRA | ISABELA DO REGO MONTEIRO RAMIRO | ISABELA JACQUELINE COUTINHO | ISABELLA FOOT GUIMARÃES COSTALLAT | ISAIAS ARAUJO MACIEL AZEREDO | ISAIAS DAS NEVES | ISIDRO COSTA SERRA | ISRAEL ALVES REBOUÇAS | ÍTALO DE GUSMÃO BARROS TEIXEIRA | IVAN BARBOSA DA SILVA JUNIOR | IVAN COZACIUC | IVAN CURVELO MARTINS DE SOUZA | IVAN MARQUES CUNHA | IVAN TADEU SALES | IVO GODOI JUNIOR | IVONE FARIA OLIVEIRA DE CARVALHO | IVAN FEDORUK GOMES | IZABELA FERNANDES SOUZA | IZABELLA MUNDIM BRITO | JACQUES HENRI GALLIER | JACQUES MAGALHÃES BENAIN | JAIR ANTONIO INFORZATO JÚNIOR | JAIR RAMOS DE ALMEIDA | JALMIRO ROCHA SILVA SOBRINHO | JAMES DE SOUZA DA SILVA | JANAÍNA MARIA COSTA TENÓRIO | JANDERLY WAGNER DE AZEVEDO | JANDERSON TAGUCHI

JANE SILVA LEONARDI | JAQUELINE BORGES | JAQUELINE CRISTINA MAZNIK | JAQUELINE PRISCYLA GOES CIPRIANI | JEFFERSON GUSTAVO DA SILVA PEREIRA | JEFFERSON DA SILVA TAVARES FEITOZA | JEFFERSON DE SOUZA ALVES RODRIGUES | JEFFERSON LEANDRO ANSELMO | JESSE MARTINS MACEDO | JESSICA DE FATIMA REIS | JESSICA MARIA YAMAMOTO | JESSICA MONTEIRO DA SILVA | JESSICA TOLEDO SILVA | JHULI MEIRE TAKAHARA | JOANNA DE PAIVA AREAL | JOÃO ALBERTO SILVA DE OLIVEIRA | JOÃO ANTONIO DA SILVA NETO | JOÃO A. GOTARDI ALBANEZI | JOÃO ARISTEU AVANZINI | JOÃO AUGUSTO RIBEIRO FONTOURA | JOÃO BATISTA DE SOUZA | JOÃO CARLOS BABONI | JOÃO CARLOS DE MELO | JOÃO CARLOS DOS REIS | JOÃO CIRO RUCHINSKI | JOÃO ERNESTO TESSAROLLO WINTER | JOÃO GILBERTO ANDRADE | JOÃO HENRIQUE FERREIRA DE FREITAS | JOÃO LAZARO BUONO | JOÃO LUCAS AUGUSTO | JOÃO LUCAS COSTA RIBEIRO | JOÃO LUIZ DE FREITAS | JOÃO LUIZ JUCA | JOÃO PATRICIO ALVES DIAS | JOÃO PAULO ARAÇÃO PEREIRA | JOÃO PAULO MARTINS IGNACIO DA COSTA | JOÃO PAULO SOARES DE SOUSA | JOÃO RICARDO CURY SALLOUM | JOÃO YOSHIO MAKIYAMA | JOBEL FREITAS DA SILVA | JOICE DE MEDEIROS GUEDES | JONAS BONINASSO MARTINS DA SILVA | JONAS HENRIQUE DA SILVA | JORGE ALEXANDRE LAGOS LEITE | JORGE DA COSTA SOUZA | JORGE DONATO S. DO CARMO | JORGE FRANCISCO CUTIGI | JORGE LUIZ CARUZZO | JORGE LUIZ CORRÊA PIRES | JORGE RODRIGUES PATRICIO | JORGE SHOITI MOTOYAMA | JOSÉ ADILSON FRANCISCATTO | JOSÉ CARLOS DA SILVA LOPES | JOSÉ CARLOS DALLA GREPPE | JOSÉ CARLOS GROSSO | JOSÉ CARLOS NEVES | JOSÉ CARLOS PIRES FELIX | JOSÉ DEVANILDO DO NASCIMENTO | JOSÉ EDSON DE JESUS FERREIRA | JOSÉ EDUARDO ANTONELLO MARQUES | JOSÉ FELIPE SANTOS DA SILVA | JOSÉ FERNANDO CARNIEL | JOSÉ FERNANDO SHIGUERU AOKI | JOSÉ FERNANDO VALCARLOS GONÇALVES | JOSÉ FRANCISCO DE PAULA SALLES | JOSÉ GERALDO ARAÚJO JUNIOR | JOSÉ JESSE DE OLIVEIRA | JOSÉ LAEXSON PEREIRA | JOSÉ LUIZ MATIOLI | JOSÉ LUIZ ROSSI | JOSÉ LUIZ SANT'ANNA | JOSÉ MARCELO ALVES VIEIRA | JOSÉ MARIO DE LAURENTIS | JOSÉ MAURO RODRIGUES | JOSÉ NILSON FERREIRA | JOSÉ RAFAEL JANINI ORTIZ | JOSÉ RENATO SANTORO | JOSÉ ROBERTO BAZZO | JOSÉ ROBERTO MOREIRA DE ARAÚJO | JOSÉ ROBERTO PROENÇA G. DA SILVA | JOSÉ ROBERTO RUSCHEL SIFFERT | JOSÉ RODRIGO PARREIRA | JOSÉ ROMILDO GURGEL C. LIMA FILHO | JOSÉ SANTIAGO RODRIGUES MOURE | JOSÉ TADEU GOMES GUIMARÃES | JOSÉ WILTON OLIVEIRA DE ARRUDA | JOSEPH MICHELL MEDEIROS BEZERRA | JOUDERSON OLIVEIRA MATOS | JUAN LOURENÇO FANDINO LANDEIRA | JUDINEIDE CARDOSO DE MELO | JULIA DOS SANTOS GOMES CARNEIRO | JULIAN JUNIJI NAKASONE | JULIANA AKEMI NAKAMURA | JULIANA LIMA SANTA PAULA | JULIANA MARIA SILVA | JULIANA MENDES COUTO | JULIANA MOHN | JULIANA PEREIRA DE FREITAS | JULIANA RIBEIRO MARIANO MARTINS | JULIANA VASCONCELLOS | JULIANO DE FÁRIA CHAGAS | JULIANO SCHAUSSARD FLORES | JULIO CESAR CASTEL | JULIO CESAR DE BARROS CUNHA | JULIO CESAR FRIGO SILVA | JULIO CESAR GOMES | JULIO CESAR MARTINS | JULIO CESAR SOUZA | JULIO CESAR TENORIO DE SÁ | JULIO CESAR TREVISI ORLANDI | JULIO CESAR XAVIER DE ALMEIDA | JULIO FERREIRA JUNIOR | JULIO GRACIEL FARIAS DE SOUZA | JULIO VITOR MARTINS DE MAGALHÃES | JUNIO CÉSAR CATETE DE SOUZA | KAIIO LEANDRO LOPES MOREIRA | KALINE BARROS CHAVES | KAREN FERNANDA VOLPOLINI | KARINA COLIN | KARINA DE BORBOREMA LOUREIRO | KARINA GHION BESTAGNO ALONSO | KARINA HELENA BERNARDES DO NASCIMENTO MARQUES | KARINA MONZANO DA SILVA | KARINA RODRIGUES DA SILVA | KARLA FERNANDA ARMOND DE MIRANDA | KASSYUS ROBERTO ROCHA DE SOUZA | KÁTIA CILENE ACKERMANN | KÁTIA CILENE LEITE | KÁTIA ELIAS JARROUG DUTRA FERNANDEZ | KÁTIA VIRGÍNIA COELHO GUIMARÃES | KATYA MARION PEREIRA | KAUE ALVES COLANERI | KELA TEIXEIRA REIS | KELLI CRISTINA BERSCH CHAVES | KELLY FONTE DE AZEVEDO | KELVIN YUZO TAMURA | KENNY MAYUMI RIBEIRO TIETI | KETI IZILINDHA DE PAULA | KLAUS GEORG HANSEN | KLEBER LUIZ TOMAZZETTI | KLEBER LUIZ RIBEIRO | KLEBER XIMENES | KLEINE DE MORAIS DUTRA | KONSTANZE MARIA BEVILACQUA | LAIS ALVES VASCONCELLOS | LAIS CARDOSO DE ANDRADE | LARA ALVES DE OLIVEIRA SOARES | LARISSA MARIA ROMANINI GOIS | LARRY BARBOSA FAVRE | LARRYSSA SUEZA RAFFA | LAURA ALTOBELLO ANTUNES | LEANDRA RIBEIRO DE O. E. SILVA | LEANDRO ANDRÉ RODRIGUES BARASNIIEWSKI | LEANDRO CORREIA LIMA DA SILVA | LEANDRO DA SILVA ANACLETO | LEANDRO GAONA RODRIGUES ALVES | LEANDRO GOMES DA SILVA | LEANDRO IANICELLI MARQUES | LEANDRO JOSÉ AGUIAR ANDRIJIC MALANDRIN | LEANDRO MAKOTO NEVES HOSHINA | LEANDRO RINCON COSTA | LEANDRO RODRIGUES DA SILVA JUNIOR | LEANDRO RODRIGUES M. DE MARCO | LEANDRO YUDI SEKI | LEIDIANE DANTAS DE ARAUJO | LEONARDO ARKARDE FRAGOSO | LEONARDO DE LIMA FERREIRA | LEONARDO DEGOBI DA SILVA | LEONARDO ELIAS MARIOTE | LEONARDO ESTRELA DE FREITAS | LEONARDO HENRIQUE LADEIRA DA CRUZ | LEONARDO HIDEKI ISHIKIRIYAMA | LEONARDO JARDIM MARIA GOUVEIA | LEONARDO MANESCO BARBAN | LEONARDO MONTAGNOLI | LEONARDO MONTEIRO GAGLIARDI | LEONARDO SÁLA | MARCELO SARAI | LEONARDO NUNES DE OLIVEIRA | LEONARDO ROCHA | LEONARDO WEIR FENG | LEONCIO BONFIM DUARTE | LETICIA CRISTINA COTRIN LORO | LETICIA LOCATELLI | LIGIA AYSSEAMI | LIGIA SENISE FERREIRA BUSSA | LILIAN MAYUMI ITO | LILIAN SANTOS CASTRO MARTINS | LINCOLN EDWIGE DA SILVA | LIVIA DE REZENDE BRAGANÇA | LIVIA JULIO PACHECO | LOURDES MARIA R. S. ATANAZIO UCHOA | LUAN HENRIQUE CODO TERUEL | LUCAS DA SILVA DANTAS | LUCAS DE ANDRADE | LUCAS DUTRA PINZ | LUCAS FERRAZ BENICIO CASTAGNA | LUCAS LEAL PINHEIRO | LUCAS NOBUMICHI YSHII | LUCÉLIA APARECIDA PUPO MASSARANI | LUCIA HELENA LOMBAS | LUCIANA DE ALMEIDA PINHEIRO | LUCIANA INHARI CAMPOS | LUCIANA MAEKAWA | LUCIANA MIGUEL DE OLIVEIRA | LUCIANA RAMOS TAVITIAN | LUCIANA SMITH TROTTA LEÃO | LUCIANA VASSÃO GASPAR | LUCIANO BEZERRA RODOVALHO LUCIANO CLARO DOS SANTOS | LUCIANO DA COSTA SANTOS | LUCIANO DAVOGLIO MOLINARI | LUCIANO JOSÉ PESSI | LUCIANO JUNGER DE CARVALHO | LUCIANO LEITE NOBRE DE SOUSA | LUCIANO SANTIAGO ROSAS | LUCILENE SARTORI TCHIAN | LUCIMARIA APARECIDA DA SILVA | LUCIANA A. PIVOTO | LUI WERNER FORMAGGINI | LUIGGI FONSECA FERRONI | LUIS ADALBERTO BELONI BOZOLI | LUIS ALDO DEL RIO DE VOS | LUIS AUGUSTO CHINAGLIA | LUIS AUGUSTO TEIXEIRA SILVA | LUIS CARLOS MOREIRA BICALHO | LUIS CELSO PENGÓ MARTINS | LUIS CLÁUDIO MARINCEK | LUIS FERNANDO ZAGONEL | LUIS GUILHERME DE A. REZENDE | LUIS HENRIQUE DE GODOY | LUIS MINORU SHIBATA | LUIS PASCOAL DA SILVA GAMA | LUIZ ALEJANDRO GUERRA VARGAS | LUIZ ANTONIO MEDEIROS SHARP | LUIZ AUGUSTO VIANNA | LUIZ CARLOS DE CARVALHO MARQUES | LUIZ CARLOS GALVÃO | LUIZ CARLOS LOPES DE LIMA | LUIZ CARLOS MONARI | LUIZ CLAUDIO CAMPOS RIBEIRO | LUIZ ERNESTO GEMIGNANI | LUIZ ESTEVAM GRANATO | LUIZ FELIPE PIZZINI | LUIZ FERNANDO NUNAN BICALHO | LUIZ FERNANDO TELLES DE SOUZA | LUIZ FERNANDO TELLES RUDGE | LUIZ FRANCISCO PALMIERI | LUIZ GONZAGA MARINHO BRANDÃO | LUIZ GUSTAVO MONTEIRO LISBOA | LUIZ HENRIQUE RANZANI DE MIRANDA | LUIZ MASSAYOSHIO MATSUI | LUIZ OTÁVIO GUERRA DE CASTRO | LUIZ RAYRTO DE O. CAMPAGNON | LUIZ ROBERTO SILVA GARCIA | LUIZIA MARIA BARBOZA CARNEIRO | LUIZIA TAVARES BARBOSA | MAGNUS CORREA MARQUES RUSSO | MANOEL MARCILIO SANCHES | MANOEL RODRIGUES JUSTINO FILHO | MARCEL MANCUSO THOMÉ | MARCELA DA SILVA | MARCELA DE CARVALHO FRESCHI | MARCELA LOPES BALLA | MARCELO ANDRÉ ALVES | MARCELO ANTONIO PEREIRA | MARCELO BRASIL CALVET | MARCELO CARDOSO LUIZ | MARCELO CARLETTI | MARCELO CARLOS CARAVIERI | MARCELO CISCAN | MARCELO DA SILVA RAMOS | MARCELO DE ALMEIDA ALEXANDRE | MARCELO DE ANDRADE HOFER | MARCELO DE BARROS RIBEIRO | MARCELO DE SOUZA OLIVEIRA | MARCELO DONIZETE CAMILO | MARCELO DOS SANTOS RODRIGUES | MARCELO EROLDATO GIABIATTI | MARCELO FERNANDES MARQUES BARBOSA | MARCELO JULIDORI | MARCELO JULIO | MARCELO LUIZ ESPERATI PAGOTI | MARCELO LUPOSELLI PETRAGLIA | MARCELO MALTA DOMINGOS | MARCELO MATEUS DURO | MARCELO MENEGATTI | MARCELO MONZANI | MARCELO MULLER TAUOIS | MARCELO PEREIRA INOIROI | MARCELO PEREIRA ZENERATO | MARCELO PINO | MARCELO SARAIVA | MARCELO SÁLA | MARCELO SARAIVA DE ALMEIDA | MARCELO YAMADA ARAUJO | MARCIA A. FERNANDES KOPELMAN | MARCIA CRISTINA VICENTE | MARCIA DE ALMEIDA VITTORI FERREIRA | MARCIA MARIA FERRARES | MARCIA MENDONÇA FILIPPE | MÂRCIA REGINA CONDOTTI | MÂRCIA RUZENE DIAS | MARCIO ALMEIDA DE OLIVEIRA | MÂRCIO ANDRÉ FLEURY P. RIBEIRO | MARCIO AUGUSTO NALIN | MARCIO AURÉLIO DE PAULA ANTUNES | MARCIO CASTELLANI DE LIMA | MARCIO EMÍDIO GAVIOLI | MARCIO NIEBLAS ZAPATER | MARCIO OLIVEIRA REESINK | MARCIO RENATO DE ALMEIDA ABREU | MARCIO SOARES GAMELLEIRO | MARCIO VINICIUS SALDANHA VIEIRA | MARCIO YUDI SATO | MARCIO YUKIO TSUMURA | MARCIONILIO PAULINO | MARCO ANTONIO ARGBAY RODRIGUEZ | MARCO ANTONIO BARBOSA | MARCO ANTONIO BARRETO CECCARELLI | MARCO ANTONIO BERGAMO | MARCO ANTONIO COELHO | MARCO ANTONIO MOREIRA SASSO | MARCO AURELIO BEGA | MARCO AURELIO DIAS LOCATELLI | MARCO MARQUES DA SILVA | MARCOS ABILAS MARQUES | MARCOS ALEXANDRE DE SOUSA | MARCOS ANTONIO DA SILVA DE MELO | MARCOS ANTONIO MARIANI | MARCOS AURELIO MARTINS MARCIO | MARCOS FERNANDO RODRIGUES | MARCOS JOSÉ PINHEIRO | MARCOS PIMENTA | MARCOS ROBERTO BIAZOTTO | MARCOS SANTANA GOMES | MARCOS THEODORO SIMON SIQUEIRA | MARCOS VINICIUS COSTA DE OLIVEIRA | MARCUS DANTAS BRAGA | MARGARITA INÉS DE LA L. MATHEUS | MARI MIZUTANI | MARIA ALICE COELHO DOS S. L. DE MORAES | MARIA ALICE DIAS | MARIA ALICE NAZARE DIAS | MARIA APARECIDA DE SOUZA PEIXOTO | MARIA CECILIA MOTTA TORRES GIGLIO | MARIA CRISTINA DE MATTOS GOMES | MARIA CLAUDIA DE MAGALHÃES LIMA SEABRA | MARIA CRISTINA F. PALERMO NONAKA | MARIA CRISTINA PEREIRA COELHO | MARIA CRISTINA VARALLA MENDES | MARIA DE FATIMA M. TAKAHASHI | MARIA DE FÁTIMA PINTO ANTONIO | MARIA DE FÁTIMA WARCHON DIAS | MARIA ELIZABETH SILVA PEDRO | MARIA FLÁVIA TELES ALCKMIN RIBEIRO | MARIA FRANCISCA CANELO DE FREITAS PALOMBINI | MARIA INACULADA DE F. F. MENEGUSSI | MARIA INÉS DE LIMA | MARIA ISABELA. A. DE F. LINS DE SOUZA | MARIA LUCIA DA SILVA | MARIA MADALENA DE O. FERREIRA | MARIA MARTA GAL GALEGO | MARIANZ CENTURIONE DA CRUZ | MARIA COSTA MATTOS SOARES | MARIANA COSTA TAJALU | MARIANA LOPES C. DE ALBUQUERQUE | MARIANA MARINHO LAMARCA | MARIANA ROCHA DE M. DA SILVA | MARIANA RODRIGUES COUTINHO | MARIANA YOSHIOKA | MARILENE DE SOUZA P. DA CUNHA | MARIILIA ABRAHÃO DE ARAÚJO | MARINA BASILIO DE ALMEIDA COSTA | MARINA MARIA DOS SANTOS GUIMARÃES | MARINA REZENDE OLIVEIRA | MARIO DE SOUZA | MARIO JORGE DUARTE DE MENEZES | MARIO SERGIO DE PINA REIZO | MARISA KEIKO MATSUDA NISHIMAKI | MARISANGELA CAUNER MOREIRA | MARISTELA UETA FUNARI | MARTA ELIZABETH COLIN | MARTA MARIA MOTA PEIXOTO | MARTA VARELLA SAVINO | MARTIELO CABELLO BORELLI FRANCO | MARY YAEKO UCHIDA | MASSAYUKI KAWAKITA | MATEUS DALVI NUNES | MATEUS ZEGRINI NASSAR GARCIA | MATHEUS DIAS DE SIQUEIRA | MAURICIO DE PAULA RODRIGUES | MAURICIO FRANCISCO CASOTTI | MAURICIO KENJI ARAKAKI | MAURICIO KIYOSHI SUGA | MAURICIO MORELLI WAGANA | MAURICIO SGARBI GOULART | MAURICIO VILHA DA SILVA | MAURICIO VILHA DA SILVA | MAURICIO VILHA DA SILVA | MAURICIO VILHA DA SILVA | MAURO PERQUITO CAMILHER FILHO | MAURO RODRIGO | MAURO SERGIO MANTOVANI | MAYCO FRANCA DE LIMA | MAYRA CRISTINA FALAVIGNA | MICHEL DE MENESES TACCO | MICHEL SILVA DAROS | MICHELE DANIEL PAYS | MICHELE LAMAS DE MELLO GARCIA | MICHELE PENNACHIN | MICHELLE AGUILERA | MICHELLE BEATRICE FERNANDES | MICHELLE DE MELLO NARESSÉ | MICHELLE MIDORI MORAES | MICHELLE SANTOS SILVA | MIGUEL MÉNDOLA ANTONIO | MILTON LOPES ANTELO FILHO | MILTON MARCELINI | MIZAEL NEUBERT ALVES | MOACIR DE MATTOS BIANCHINI | MOISÉS ALVES LOPES | MOISES FALCO | MÓNICA AFFONSO FERREIRA MATION | MÓNICA APARECIDA MARTINS | MÓNICA DE C. FERNANDES BASSOLI | MONICA JANI DRUMOND DE AMORIM | MONICA MARIA MELO | MÓNICA MARIA ORSOLINI | MONICA RENATA COSTA BURITTY | MÓNICA RENATA ROCHA BRASIL | MÓNICA RIBEIRO MARQUES | MÓNICA VILELA WINGESTER | MURILLO RAMOS DA SILVA LIMA | MURILLO CAVALLINI | NADIA CRISTINA SILVA KUSHIDA | NATALI ZAMPRONI FEITEIRA KILINSKI | NATALIA CORREIA DE ARAÚJO | NATALIA KUHN FURJAN | NATALIA RÉGO DE MELLO | NATALIE MOSCARDINI BORBA GAMBERINI | NEIDE APARECIDA FERREIRA VILELA PEREIRA | NEIRIVAL AMANCIO LIMA DE SOUSA | NELIA DE FATIMA

LEONARDO SOUSA | NELSON DE ANDRADE ROCHA | NELSON TEIXEIRA JUNIOR | NEUSA APARECIDA SIDERI | NEWTON ROFAEL ZUPPO | NILCELI GONÇALVES DOS S. TALIASSAQUI | NILO CESAR BARBOSA JUNIOR | NILSON BATISTA | NIZIA MARIA LOPES DE SOUZA | NORIVAL SÉRGIO DA SILVA | NUNO FILIPE MENDES DE OLIVEIRA PEREIRA | OCTÁVIO JOSÉ UNTI NORONHA | ODAIR JOSÉ DA SILVA | OLIVIO DIONISIO JUNIOR | OSCAR AFONSO WONG CHAN | OSMUNDO JUSTE DE OLIVEIRA | OSVALDO ALBERTO FARIA | OSVALDO ALVES DE OLIVEIRA | OSVALDO BERNARDO NETO | OSWALDO BORO | OTÁVIO LUIZ NEVES GONÇALVES | OTÁVIO SOUZA PIRES | OTHON BARDELI | OVIDIO ARANTES MOREIRA | PASCOAL BRACCO | PATRICIA ANDRADE LEITE | PATRICIA CAVALCANTE R. LOPES | PATRICIA COHEN | PATRICIA CRISTINA C. CABINELLI | PATRICIA DE CARVALHO GEMMA | PATRICIA DE OLIVEIRA F. SILVA | PATRICIA DOS SANTOS MANESCO | PATRICIA INOUE NAKAGAWA | PATRICIA MARIA MOREIRA ESCALERA | PATRICIA PARLATO | PATRICIA RAMOS GASPARD RENNO | PATRICIA SAGON GOMES | PAULA CUNHA LIMA GIUDICELLI | PAULA FARIA HAUSEN | PAULA HALLAIS RIBEIRO MARQUES | PAULA HIROMI KIMURA PROCHNOW | PAULA TRAMARIN VILELA | PAULO ALVES PASCHOAL | PAULO ANTONIO AROUCA | PAULO BITTENCOURT DE OLIVEIRA | PAULO CÉSAR PEREIRA DA SILVA | PAULO CORRÊA DA SILVA MEYER | PAULO CUNHA | PAULO HAMILTON XIMENES | PAULO HENRIQUE ANDRADE STIPP | PAULO HENRIQUE BEVILACQUA | PAULO HIROSHI KOYAMA | PAULO M. A. SOBRÊIRA | PAULO NISHIDA | PAULO PEREIRA GOMES | PAULO RICARDO ROQUE DE SOUZA | PAULO ROBERTO DE SOUZA LIMA | PAULO ROBERTO PEREIRA CEZAR | PAULO ROGERIO TORRES | PAULO SALVAIA | PAULO SERGIO FIGUEIREDO | PAULO SERGIO POPO | PAULO VICTOR DE SOUZA BORGES | PEDRO BUARQUE FRANZOSI | PEDRO CARMO ZITI | PEDRO HENRIQUE DOS ANJOS POSSO | PEDRO HENRIQUE NERY DA SILVA | PEDRO MARQUES DOS SANTOS VENTURA | PEDRO MARTINS PRADO | PEDRO MAZZINI PARRA | PEDRO PEDINI | PEDRO VARGAS PACHECO | PETERSON GOMES CRISTOVAM | PRISCILA ARAÓ FERNANDES | PRISCILA DE OLIVEIRA DIAS | PRISCILA DE SÁ SILVA | PRISCILA QAUNILA MORETO DA SILVA | PRISCILA RIBEIRO GOMES | PRISCILLA DA SILVA LOPEZ | PRISCILLA LAURETE DE AQUINO TELES | RACHEL PEREIRA BARBOSA | RAFAEL ADERNO SOUZA | RAFAEL AUGUSTO GONZALEZ FARES | RAFAEL BIANCO NACIF | RAFAEL COLOMBO COSIN BIANCHI THOMAZ | RAFAEL DA SILVA SANTOS | RAFAEL DE OLIVEIRA SAKAI | RAFAEL EIJU TOMA | RAFAEL GALERA DOS SANTOS VEIGA | RAFAEL MACENA DE SOUZA COSTA | RAFAEL MAMEDES DA SILVA | RAFAEL MARSOLLA | RAFAEL MENDONÇA RODRIGUES | RAFAEL MOULIN PINHEIRO | RAFAEL PEREIRA CARVALHO | RAFAEL PINTO DE QUEIROZ | RAFAEL RODRIGUES SEGOND | RAFAEL SILVA LIBANO | RAFAEL VIANNA SLOBODA | RAFAEL VICENTINI ESTEVAM | RAFAEL VIEIRA DE SOUZA | RAFAEL YVOGA TARDELLI | RAFAEL WILBERT BARCELLOS | RAFAEL ZORZETTI PEREIRA | RAFAELIA DE OLIVEIRA GONÇALVES | RAFAELA MANCILLA DOS SANTOS | RAFAEL ELIAS VAZ DA SILVA | RAISSA ZOCOLLER BORBA | RAUL HAYASHI XAVIER | RAUL ROBERTO ARAUJO BASTOS JUNIOR | RAPHAEL DE LACERDA FAVILLA | RAPHAEL LAPORTA JACOMINO | RAPHAEL MARTINS FUKUDA | RAPHAEL SILVA PINTO FREITAS | RAPHAELA DE PAULA MACHADO | RAQUEL CARTOLARI ORTEGA | RAUL BARBOSA SANTOS | RAUL BOCHIE DA COSTA MACHADO | REGIANE HIRATA | REGINA CÉLIA CAMILLI | REGINA ELIZABETH LORENA ASSUMPÇÃO | REGINA LÚCIA TERUYA KONNO | REGINALDO AUGUSTO SILVA | REGINALDO LADVIG OSWALDO | REGINALDO PIRES VIEIRA | REINALDO JOSÉ TEIXEIRA | REINALDO ROCHA DE SOUZA | REINALDO TADAO ISHII | RENAN NEME FARHA | RENAN RIBEIRO DA SILVA | RENATA APARECIDA CAJUELA | RENATA BIOATTI PERIA HARRISON | RENATA CRISTINA DE LIRA | RENATA CRISTINA SERRAZES ARAUJO | RENATA CRISTINI CUNHA DE ASSIS | RENATA DE AVALA KEIDL | RENATA DE OLIVEIRA PEREIRA RANDI | RENATA GRACIANO DA SILVA | RENATA GUMERATO AGUIAR | RENATA MACHADO DE OLIVEIRA MARCONDES | RENATA MARINE DE ROCHA | RENATA MASSARU KUROKI | RENATA SOBRA SANA RODRIGUES | RENATO ABRANTES DE CASTRO | RENATO ALBARELLO | RENATO ALVES DESMARVAIS | RENATO CACURE | RENATO CARLOS CREPALDI | RENATO FONSECA OLIVEIRA | RENATO GERVASIO CONCEIÇÃO DA SILVA | RENATO GOMES | RENATO MARTINS PRESSI | RENATO MONTEIRO DE AZEVEDO | RENATO PIRES GRANDINI | RENATO PRADO MARIANO | RENATO RIBEIRO FREIRE | RENATO SOUZA SANTIAGO | RENATO WAKUDA | RICARDO ALCÂNTARA DO NASCIMENTO URZEDO | RICARDO ALESSANDRO GOMES CORRÊA | RICARDO ALEXANDRE BIZINELLI | RICARDO ALEXANDRE DE OLIVEIRA MARÇAL | RICARDO ALEXANDRE ESTEVES MENDONÇA | RICARDO ALFREDO SEABRA RAVACHE | RICARDO ALVES PARENTE | RICARDO CRAVEIRO DE AZEVEDO | RICARDO DE ABREU SOFIATTI | RICARDO GRAICER | RICARDO JOSÉ DOS SANTOS | RICARDO KADLEC | RICARDO LORENZ BARBOSA | RICARDO MIRELLES DA SILVA | RICARDO MENEGHINI SCHIAVON | RICARDO MOREIRA DE A. BERNARDO | RICARDO OLIVEIRA DA SILVA | RICARDO PEIXOTO DA SILVA | RICARDO PEREIRA BRAGA | RICARDO SELLANI VICTOR | RICARDO XANDER CHAN | RICHARDO LOPES | RICHARDO MACHADO | RICHARDO MACHADO TAKESHI UEMURA | RICARDO TASSO ROSSI | RICARDO TEIXEIRA | RICARDO YOSHIAKI KOKI | RICCARDO GAETANO F. MODICA | RINALDO CORTE | RITA DE CÁSSIA OLIVEIRA MENEZES | ROBERTA GUIMARÃES BONAMIGO | ROBERTA MALUF SECCO | ROBERTO ALCANTARA BRAVO | ROBERTO CARLOS CRISOSTOMO | ROBERTO CONTI JUNIOR | ROBERTO DIAS RODRIGUES | ROBERTO MARMOLARO | ROBERTO MONNERAT FRANCO | ROBERTO QUINTELLA DE PAIVA MEIRA | ROBERTO RAMPAZZO | ROBERTO SARALHA | ROBSON LIMA DAS MERCÊS | RODNEI MAGNO DE OLIVEIRA | RODNEY DE BARROS FARIA | RODOLFO DE MELO ROCHA | RODOLFO FERNANDES RIBEIRO | RODRIGO ALVARENGA CALDEIRA | RODRIGO ARAÚJO DE F. OLIVEIRA | RODRIGO BAIDAN BUNDUKY | RODRIGO DA SILVA SANTANA | RODRIGO DE OLIVEIRA CAMPOS | RODRIGO DOS SANTOS | RODRIGO FORNASIER DE SÁ MOREIRA ROCHA | RODRIGO FOSCHIANI | RODRIGO GEBEILIN DE BARROS | RODRIGO GIL | RODRIGO GONÇALVES | RODRIGO GUILHERME DOMINGOS | RODRIGO HIROSHI RUIZ SUZUKI | RODRIGO LEITÃO JUNIARO BARATTA | RODRIGO LONGHI ROMERO | RODRIGO LUIZ NEVES | RODRIGO MACHADO DE VILLAM TELLES | RODRIGO MARIO VIANI | RODRIGO MIGUEL DE OLIVEIRA | RODRIGO MIGUEZ GOMES | RODRIGO MOSCOLINI GREGÓRIO | RODRIGO NUNES PEREIRA | RODRIGO PIZARRO LAVALLE DA SILVA | RODRIGO RAMOS VIEIRA | RODRIGO ROSEIRA CARVALHO | RODRIGO YAMASHITA | ROGERIO ALVES RABELO | ROGERIO ANTONIO DE SOUZA | ROGERIO CRISTIANO BARBOSA | ROGERIO DE CARVALHO | ROGERIO DE C. SILVA GROSMAN | ROGERIO DIAS PINTO | ROGERIO FERRAZ RODRIGUES | ROGÉRIO GIBERTI | ROGÉRIO HERZER JUNIOR | ROGÉRIO HIROSHI ISHIKAWA | ROGERIO KAMIYA DE MORAES | ROGERIO NOVAES D'ELBOUX | ROGERIO RIBEIRO COSTA | ROGERIO RODRIGUES | ROGERIO TURATTI | RÔMULO DE JESUS QUEIROZ CABRAL | RONALDO GAMA SILVA | RONALDO JOSÉ SOARES DA SILVA | RONALDO MONTEIRO CHAGAS LOBO | RONALDO NASCIMENTO DANTAS | RONALDO WERNECK DE MIRANDA | RONALDO ZANDONANI | RONEI SILVA DE AMORIM | ROSA DE CARVALHO | ROSANA BRETZEL | ROSANA COUTO | ROSANA EGYDIO | ROSANA FERRAZ PASQUALE | ROSANA BRETZEL | ROSANA EGYDIO | ROSÂNGELA HIPÓLITO DOS SANTOS | ROSELY LUCIANO BEZERRA | ROSIMEIRE EGYDIO | ROZINEI FARIA REZENDE | RUBENS BRACALE | RUBENS PALHONI DA SILVA | RUBENS RODRIGUES FILHO | RUI MARCELINO LEITE | RUI NEVES | RUINIET AXEL CARMONA SKOBERG | RUTH FONTANEZI SAMPAIO | SABRINA TEIXEIRA TOLEDO | SALVADOR JOÃO TROTTA | SAMUEL ANDRÉ ROCHA DE OLIVEIRA | SANDERSON NOGUEIRA DIAS | SANDRA DA SILVA MENDES | SANDRA REGINA AZZARI | SANDRO IWAKURA | SARA GOUVEÁ FERÁH DE ARAÚJO | SARA MOREIRA GOMES | SARAH REGINA PEREIRA VIDAL | SAULO CONTRERA GOMES | SÉRGIO ALMEIDA OLIVEIRA | SÉRGIO AUGUSTO OLIVEIRA PEREIRA | SÉRGIO BERNARDES NUNES | SÉRGIO GARCIA SIMÕES | SÉRGIO JOSÉ AINBINDER | SÉRGIO LUIZ P. DO NASCIMENTO | SÉRGIO LUNARDI LOPES | SÉRGIO MENDES NEVES | SÉRGIO YOSHIOKA | SEVERA ALVES CALHEIROS LUCATI | SHIGUERU HÉLIO CAVATA | SHIRLEY LIMA DE SOUZA | SHUNJI GILDO ABE | SIDDIRATHA NASSIF FREIRE DE SOUZA | SILVANA DE OLIVEIRA TAVARES | SILVANA RAMOS NEVOLA | SILVANA TERUKO MIZONO VIEL | SILVIA ARANTES SANTOS | SILVIA ELIANA JOSEFICK MARTINS | SILVIA HELENA FRANZOLIN DA CUNHA | SILVIA LEAL SOARES | SILVIA MARIA APURU TOMAZETTI | SILVIA MAYUMI TAKEY | SILVIA MORAES DE SOUZA | SILVIO DE PAULA PIRES | SIMONE COSTA DO NASCIMENTO | SOLANGE RABELO SILVA | SÓNIA GOMES DE ALMEIDA ALEXANDRE | SORAIA CRISTINA FELIX DA SILVA | STEFANO GUIMARÃES GIUSINI | SUÉLEN MARTINS DE AGUIAR | SUZANA DE OLIVEIRA BIANCO | SUZANA MATOS DE ABREU | SYLVIO RODRIGUES DA SILVA | TADEU FERNANDES CAPELLA | TAÍSA TEIXEIRA DE MENDONÇA | TAKASHI NAKAZIMA PEÇANHA | TALES RENATO GUERRA | TAMARA DA CONCEIÇÃO VALADARES | TAMIRIS FANELI LEOCADIO | TÂNIA LÚZIA CASA DE VITO | TATIANA CARVALHO P. S. SANDOVAL | TATIANA POLEZER | TATIANE DIAS TEIXEIRA DA PAZ | TATIANE ESCOBAR GAVA | TERESINHA B. DE B. TOJAL RAMOS DOS SANTOS | THAIS ALINE BOTELHO VICTOR CERIONI | THAIS ALMEIDA DE LIMA | THAIS DIAS DE AGUIAR | VALCIR DE ALMEIDA | VALERIA DE FUSCO PEREIRA | VALERIA LIMA DA SILVA SANTOS | VALERIA TEIXEIRA LIMA | VALMIIR SILVA DE MELO | WALTER CARDOSO FILHO | WALTER LUIZ DUARTE DOS SANTOS | WALTER SCHIAVETTI | VANCELIERES RIBEIRO DE SOUZA | VANER JOSÉ MORETTE | VANESSA DA COSTA VIANA MOREIRA SANTOS | VANESSA FERNANDA FRANCO DE OLIVEIRA | VANESSA PACHECO LOPES | VANESSA SILVA LOYOLA | VANESSA SIQUEIRA SAMEJIMA | VENICIUS GONÇALVES PEREIRA | VERA APARECIDA DE FIGUEIREDO | VERA LÚCIA HANADA | VERA LUCIA RAMOS DA ROCHA OLIVEIRA | VERA LUCIA UVA DO AMARAL | VICTOR ADAM LIE | VICTOR FERNANDO RANGEL RAMALHO | VICTOR HUGO ALMEIDA SANTOS | VILEN MIRANDA CARVALHO | VINICIUS CORNETTA CECCARELLI | VINICIUS COUTO REIS | VINICIUS DIOGO COVER | VINICIUS LOBACK ATALLA | VINICIUS MARTINS FERREIRA | VINICIUS OLIVEIRA DE SOUZA | VINICIUS PECLAT DE CASTRO | VINICIUS PINHO DE BRITO | VINICIUS TORRES FERREIRA DO AMARAL | VIRGINIA HELENA DE MOURA | VITOR CASTRO GOMES | VITOR DA SILVA ALVES | VITOR DE PAULA PÉGAS FERREIRA | VITOR DORO PEREIRA | VITOR FERNANDES MORAES | VIVIAN BARBOSA | VIVIAN BARBOSA | VIVIAN BARBOSA | VIVIAN BARBOSA PONCIANO SANCHEZ | VIVIAN WINKLER | WAGNER ANTONIO DEFENSOR FILHO | WAGNER CARDOSO DE SOUZA | WAGNER DA SILVA GABRIEL | WAGNER DO AMARAL JUNIOR | WAGNER DUARTE MARTINS | WAGNER JOSÉ FERNANDES JUNIOR | WAGNER LUIZ GOUVEA | WAGNER TIROLLI | WALLACE FREIRE FERREIRA | WALTER ALEXANDRE REIMBERG LOPES | WANDERLEY SIQUEIRA VIANA | WANDYR DA SILVA ALVES | WANIA DANIELLE CRUZ KUNAGESKI | WELLINGTON DOS SANTOS CORRÊA | WELLINGTON LEMOS FRANHAM | WENDELY ALEXANDRE FERREIRA | WENDY OLIVEIRA INACIO DA SILVA | WESLEY LOBATO PASSOS | WGLASTONIO LEITE DE SOUSA | WILLAMS MICHAEL GOMES DE OLIVEIRA | WILLIAM BERTUCCI VIAIS | WILLIAM DE CAMPOS BARBOSA | WILLIAM JUNIO SILVA MACHADO | WILLIAM PEREIRA DOS SANTOS | WILLIAM RAMOS MARINHO | WILLIAM SANTOS DOS ANJOS | WILLIAM SCHINDHELM GEORG | WILLIAM TAKAHASHI | WILLIAN SOUZA SANTOS | WILSON MASASHIRO KOMIDO | WLADIMIR DONOLA JUNIOR | YARA SILVA REBELLO MARQUES | YASSUKI TAKANO | YASUAKI TOJO | YGOR ROBERTO FIGUEIREDO DE JESUS | YUKIO SHIMURO | YURI BONFEL OLIVEIRA DE ALMEIDA | YURI SAMPAIO | ZENILDA BARBOSA RIBEIRO | ZENILDO LISBOA JUNIOR

ANNEXES

ABOUT THIS REPORT

The 2011 Annual Report presents the results of the economic, environmental and social performance of Promon S.A., the Promon Group's holding company, for the period between January 1st and December 31st, 2011, providing stakeholders with an overview of the organization's main strategies and management practices.

In previous years, Promon's annual reports consistently portrayed the performance of the organization in its entirety, including aspects relating to its impact on society. This year's report, however, is based on Version 3 (G3.0) of the Global Reporting Initiative Guidelines (GRI Guidelines) because Promon believes the establishment of a single international reporting standard facilitates comprehension by stakeholders. Promon's adoption of the GRI Guidelines also aligns the Group with international best practice in disclosing the ways in which business organizations influence society and the environment.

This report also takes note wherever appropriate of the correlations between its initiatives and the ten principles of the UN Global Compact, to which Promon is a signatory.

REPORTING PARAMETERS

Promon believes business organizations, as living systems, should pursue a vision that recognizes they are part of a social, economic and natural ecosystem. Imbued with this systemic vision, Promon believes good management of these themes is an indispensable factor to assure its perpetuation.

Promon's beliefs and culture furnish guidelines to orient the development of all Group companies. Management effort to guarantee that this happens is proportional to the size and nature of each company's business. Thus, Promon recommends that each Group company perform studies

to determine material themes with regard to its social and environmental responsibilities. The areas on which these studies focus depend on the magnitude of the impacts generated by each company and its economic maturity.

This annual report is structured according to the organization's management system, as graphically represented by the pinwheel shown in "Strategy & Management". This system reflects the interests of the organization and its main stakeholders through a multifaceted vision, first constructed in a participatory manner in the early 2000s and in constant evolution so as to encompass the perspectives and themes considered critical by the Group's management.

The topics considered most material in Promon's report resulting from the process of engagement with its stakeholders are those defined as strategic perspectives (see "Strategy & Management"): clients, knowledge and processes, organizational culture, economic performance, people, partners and suppliers, business portfolio, and society and the environment.

The main elements used to evaluate stakeholder perceptions of Promon and define the relevant themes for its management system are as follows:

- _Annual client satisfaction surveys
- _Annual surveys in client and partner communications material
- _Spontaneous testimonials and opinions from clients, partners and suppliers (ongoing evaluation)
- _Biennial supplier satisfaction surveys conducted by Promon Engenharia (*)
- _Promon Integra, biennial supplier integration events held by Promon Engenharia (*)

* PROMON ENGENHARIA ENGAGES WITH SUPPLIERS IN GREATER DEPTH BECAUSE THE COMPLEXITY AND RELATIVELY LONG LEAD TIMES OF THE PROCUREMENT PROCESSES INVOLVED MAXIMIZE THE POTENTIAL SOCIAL AND ENVIRONMENTAL IMPACTS OF ITS OPERATIONS.

- _Annual surveys of practices (organizational climate)
- _Media exposure (ongoing evaluation)
- _Feedback received during participation in events (ongoing evaluation)
- _Recognition and awards based on independent assessments of Promon's practices, such as the annual rankings of the best companies to work for in Brazil produced by *Você S/A-Exame* and *Great Place to Work/Época*, and *Exame* magazine's "Sustainability Guide"
- _External engagement with civil society organizations for the purpose of evaluating the market's best practices on an ongoing basis:
 - _Instituto Ethos CSR indicators (annual evaluation)
 - _Brazilian Global Compact Network
 - _Instituto Akatu pelo Consumo Consciente
 - _Fundação Nacional da Qualidade

Objectives are established as part of the annual strategic planning process conducted in accordance with the management system used by each Group company and based on Fundação Nacional da Qualidade's Management Excellence Model®. Group companies are certified against the main standards relevant to their business segments and are periodically audited by independent organizations. The main certifications are ABNT-ISO 9001 (quality management systems) for Promon Engenharia, PromonLogicalis and Trópico; ABNT-ISO 14001 (environmental management systems), OHSAS 18001 (occupational health and safety systems) and ISO/IEC 27001 (information security systems) for Promon Engenharia. Indicators, targets and action plans are constructed in collaboration with the units concerned at the relevant levels of each company's management. Only key indicators

and information are presented in this report owing to limited space and for the sake of clarity.

The appropriate scope for each indicator has been determined in accordance with the recommendations of the GRI Boundary Protocol and reflects materiality to the consolidated operations of Promon S.A.

Most of the socio-environmental information presented reflects the scope of Group company activities in Brazil, where the services provided and hence their social and environmental impacts are concentrated. The economic information disclosed refers to operations in all countries.

Because Promon Engenharia is a wholly-owned subsidiary of Promon S.A. and has historically been responsible for most of the Group's revenue and workforce, an in-depth study of the company was conducted in 2011 to determine the materiality of the topics and aspects specified by the GRI Guidelines. This study involved a survey of stakeholder interests based on a review of the relevant documents, interviews with leaders, and a questionnaire sent to all employees of Promon Engenharia and returned by 32%.

The followings topics are considered most material for this company: water; global warming; the social impact of its operations; the indirect economic benefits of its operations; economic performance; effluent and waste; air emissions; energy; the environmental impact of the goods and services provided; the impact on local communities; and occupational health and safety.

To facilitate analysis of Promon's performance from various angles, the GRI Content Index is presented at the end of the report, as well as a table correlating the main items with the ten principles underlying the UN Global Compact.

The sector supplements recommended by GRI have not been produced in this first year because it has not yet been possible to determine the most appropriate way to do so in accordance with the Group companies' business models and lines of activity. An in-depth study of the sector supplements concerned and how they apply to Promon is planned for the near terms.

The calculation protocols utilized are the ones proposed by GRI G3.0, except where otherwise indicated. Specific hypotheses relating to Promon Engenharia's greenhouse gas inventory follow the recommendations of the GHG Protocol Initiative.

GRI recommendations for content and quality were used to enhance the report and ensure alignment of the performance indicators presented with best practice for the industry and comparability of Promon Group company operations with those of other organizations. Priority has been given to the principles of materiality, inclusion of all stakeholders, sustainability, and coverage. Best efforts have also been made to assure the quality of the report in terms of balance, accuracy, periodicity, clarity and reliability.

Promon's concept of excellence expressed in a corporate document entitled *Conceito-Guia* (1984) applies to the quality of its work, its people and their life in the organization.

In consonance with this principle, the organization permanently analyzes its annual reports and submits them to the continuous improvement practices that permeate its activities.

GRI APPLICATION LEVEL

This is the first year the Promon Group fully adopts the GRI Guidelines for its Annual Report. An external verification by a third party was not performed for the non-financial indicators, because Promon considers that the information provided is subject to the periodic internal audit processes and to the ABNT-ISO 9001 standard certification held by the Group companies. The financial statements were audited by KPMG, an independent audit firm.

Additionally, management processes are constantly submitted to external evaluations, as the ones provided by Promon's participations in awards such as the sustainability guides from *Exame* magazine and the best-companies-to-work-for guides from *Você S/A-Exame* and *Época/GPTW* magazines; to periodic evaluations of compliance to the Fundação Nacional da Qualidade's Management Excellence Model®; and formal qualification processes carried out by clients and specialized consultants.

The information contained in this Report complies with the "A" Application Level of the GRI Guidelines 3.0.

STANDARD DISCLOSURES

	APPLICATION LEVELS		
	C C+ (REPORT EXTERNALLY ASSURED)	B B+ (REPORT EXTERNALLY ASSURED)	A A+ (REPORT EXTERNALLY ASSURED)
PROFILE DISCLOSURES	Report on: 1.1; 2.1 to 2.10; 3.1 to 3.8, 3.10 to 3.12; 4.1 to 4.4, 4.14 to 4.15.	Report on all criteria listed for Level C plus: 1.2; 3.9, 3.13; 4.5 to 4.13, 4.16 to 4.17.	Same as requirement for Level B.
DISCLOSURES ON MANAGEMENT APPROACH	Not required.	Management approach disclosures for each indicator category.	Management approach disclosures for each indicator category.
PERFORMANCE INDICATORS & SECTOR SUPPLEMENT PERFORMANCE INDICATORS	Report fully on a minimum of any 10 performance indicators, including at least one from each of: social, economic, and environment.	Report fully on a minimum of any 20 performance indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.	Respond on each core and Sector Supplement* indicator with due regard to the materiality principle by either: a) reporting on the indicator or b) explaining the reason for its omission.

* SECTOR SUPPLEMENT IN FINAL VERSION.

GRI CONTENT INDEX

The following table presents the location of the performance indicators in the complete version of this report, available on the Group website at www.promon.com.br, according to the Global Reporting Initiative (GRI) Guidelines.

1 STRATEGY AND ANALYSIS		
ITEM	DESCRIPTION	LOCATION IN REPORT
1.1	Statement from Promon S.A.'s CEO	"Promon in 2011"
1.2	Description of key impacts, risks, and opportunities	"Strategy and Management"
2 ORGANIZATIONAL PROFILE		
ITEM	DESCRIPTION	LOCATION IN REPORT
2.1	Name of the organization	"Profile"
2.2	Primary brands, products, and/or services	"Profile"
2.3	Operational structure of the organization	"Profile"
2.4	Location of organization's headquarters	"Profile"
2.5	Countries where the organization operates	"Profile"
2.6	Nature of ownership and legal form	"Profile"
2.7	Markets served	"Profile"
2.8	Scale of the reporting organization	"Promon in 2011" / "Business Activities"
2.9	Significant changes during the reporting period	"Profile"
2.10	Awards received in the reporting period	"Commitments and Awards"
3 REPORT PARAMETERS		
ITEM	DESCRIPTION	LOCATION IN REPORT
3.1	Reporting period	"About this Report"
3.2	Date of most recent previous report	"About this Report"
3.3	Reporting cycle	"About this Report"
3.4	Contact point	faleconosco@promon.com.br
3.5	Process for defining report content	"About this Report"
3.6	Boundary of the report	"About this Report"
3.7	Scope of the report	"About this Report"
3.8	Basis for reporting	"About this Report"
3.9	Data measurement techniques and the bases of calculations	"About this Report"
3.10	Effect of any re-statements of information	This is the first report published according to the GRI Guidelines.
3.11	Significant changes from previous reporting periods	This is the first report published according to the GRI Guidelines.
3.12	Table identifying the location of the Standard Disclosures in the report	This GRI Content Index
3.13	Policy and current practice with regard to seeking external assurance for the report	"About this Report" / Promon declares this Report complies with the "A" Application Level of the GRI Guidelines 3.0. The non-financial indicators were not verified by a third party.
4 GOVERNANCE, COMMITMENTS AND ENGAGEMENT		
ITEM	DESCRIPTION	LOCATION IN REPORT
4.1	Governance structure of the organization	"Governance"
4.2	Chair of the highest governance body	"Governance"
4.3	Members of the highest governance body that are independent and/or non-executive members	"Governance"
4.4	Mechanisms to provide recommendations or direction to the highest governance body	"Governance – Top Management's Internal Processes"
4.5	Linkage between compensation and the organization's economic, social and environmental performance	"Strategy and Management"
4.6	Processes to ensure conflicts of interest are avoided	"Governance"
4.7	Qualifications of the members of the highest governance body	"Governance"
4.8	Mission and values, codes of conduct and internal principals	"Reason for Being and Organizational Culture" / "Strategy and Management"
4.9	Procedures of the highest governance body	"Governance – Top Management's Internal Processes" / "Strategy and Management"

4.10	Evaluation of the highest governance body's own performance	"Governance – Top Management's Internal Processes" / "Additional Performance Indicators – People"
4.11	Precautionary approach or principle	"Governance – Risk Management"
4.12	Charters, principles and other initiatives	"Commitments and Awards"
4.13	Memberships in associations	"Commitments and Awards"
4.14	List of stakeholder groups	"Strategy and Management" / "About this Report"
4.15	Identification and selection of stakeholders	"About this Report"
4.16	Stakeholder engagement	"About this Report"
4.17	Stakeholders' key topics and concerns	"Strategy and Management"

PERFORMANCE INDICATORS

ECONOMIC

POLICY AND MANAGEMENT		LOCATION IN REPORT
Organization-wide policy that defines the overall commitment related to the economic aspects		"Reason for Being and Organizational Culture" / "Strategy and Management"
Management approach		"Promon in 2011" / "Governance – Risk Management" / "Strategy and Management"
ITEM	DESCRIPTION	LOCATION IN REPORT
ECONOMIC PERFORMANCE		
EC1	Direct economic value generated and distributed	"Promon in 2011" / "Business Activities" / "Financial Statements" (only in the Portuguese version)
EC2	Financial implications and other risks and opportunities due to climate change	"Governance – Risk Management" / "Strategy and Management"
EC3	Coverage of the organization's defined benefit plan obligations	"Fundação Promon de Previdência Social" / The supplementary pension fund covers all Group companies' employees.
EC4	Significant financial assistance received from government	In 2011, Trópico received funding in the amount of R\$22.2 million, under the "FINEP Inova Brasil" program, aimed at technological innovation projects developed by the company.

MARKET PRESENCE

EC5	Range of ratios of standard entry level wage compared to local minimum wage	"Additional Performance Indicators – People"
EC6	Policy, practices, and proportion of spending on locally-based suppliers	"Additional Performance Indicators – Partners and Suppliers"
EC7	Procedures for local hiring	"Additional Performance Indicators – Partners and Suppliers"

INDIRECT ECONOMIC IMPACTS

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit	"Instituto Razão Social" / "Additional Performance Indicators – Society and the Environment – Social Investment"
EC9	Understanding and describing significant indirect economic impacts	"Instituto Razão Social" / "Additional Performance Indicators – Society and the Environment – Social Investment"

ENVIRONMENTAL

POLICY AND MANAGEMENT		LOCATION IN REPORT
Organization-wide policy that defines the overall commitment related to the environmental aspects		"Reason for Being and Organizational Culture" / "Strategy and Management" / "Commitments and Awards" / "Global Compact (principles 7, 8 and 9)"
Management approach		"Promon in 2011" / "Strategy and Management" / "Governance – Risk Management" / "Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact" / ABNT-ISO 9001 (Promon Engenharia, PromonLogicalis and Trópico) and ABNT-ISO 14001 (Promon Engenharia) certifications
ITEM	DESCRIPTION	LOCATION IN REPORT
MATERIALS		
EN1	Materials used by weight or volume	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN2	Percentage of materials used that are recycled input materials	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"

ENERGY		
EN3	Direct energy consumption by primary energy source	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN4	Indirect energy consumption by primary source	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN5	Energy saved due to conservation and efficiency improvements	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
WATER		
EN8	Total water withdrawal by source	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN9	Water sources significantly affected by withdrawal of water	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN10	Percentage and total volume of water recycled and reused	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
BIODIVERSITY		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	The organization does not own, lease or manage protected or not protected areas of high biodiversity value. Promon Engenharia's contracts are concentrated in industrial areas owned or managed by clients.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	In 2011, there were no cases of relevant impact in areas of biodiversity value due to services performed by the Group companies.
EN13	Habitats protected or restored	Not applicable to the organization (see EN11).
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	There is no specific strategy for the management of impacts on biodiversity. Action plans are established according to the analysis of the criticality level of all environmental aspects and impacts of the engineering projects, a standard procedure carried out by Promon Engenharia.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	There were no IUCN Red List species and national conservation list species with habitats in areas affected by operations.
EMISSIONS, EFFLUENTS AND WASTE		
EN16	Total direct and indirect greenhouse gas emissions by weight	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN17	Other relevant indirect greenhouse gas emissions by weight	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN19	Emissions of ozone-depleting substances by weight	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN20	NOx, SOx and other significant air emissions by type and weight	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN21	Total water discharge by quality and destination	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN22	Total weight of waste by type and disposal method	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN23	Total number and volume of significant spills	There were no significant spills in 2011.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	There was no significant impact on water bodies and related habitats due to Group companies' discharges of water and runoff.

PRODUCTS AND SERVICES		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	"Business Activities" / "Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	The Group companies do not consider material the packaging material of products eventually incorporated in their service offerings. However, Trópico and PromonLogicalis, aiming to explore more deeply the impacts resulting from the installation of telecommunication equipment in their clients' premises, are looking for new practices related to reverse logistics and packaging disposal.
COMPLIANCE		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There were no significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations in the last three years.
TRANSPORT		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	There is no sufficient information to quantify impacts beyond the ones related to greenhouse gas emissions resulting from air travel, staff commuting and chartered vehicles used by Group companies (see EN18).
OVERALL		
EN30	Total environmental protection expenditures and investments by type	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
SOCIAL: LABOR PRACTICES AND DECENT WORK		
POLICY AND MANAGEMENT		LOCATION IN REPORT
Organization-wide policy that defines the overall commitment related to the labor aspects		"Reason for Being and Organizational Culture" / "Strategy and Management" / "Commitments and Awards" / "Global Compact (principles 3 to 6)"
Management approach		"Promon in 2011" / "Strategy and Management" / "Governance – Risk Management" / ABNT-ISO 9001 (Promon Engenharia, PromonLogicalis and Trópico) and OHSAS 18001 (Promon Engenharia) certifications
ITEM		LOCATION IN REPORT
EMPLOYMENT		
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	"Additional Performance Indicators – People"
LA2	Total number and rate of employee turnover by age group, gender, and region	"Additional Performance Indicators – People"
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	"Additional Performance Indicators – People"
LABOR/MANAGEMENT RELATIONS		
LA4	Percentage of employees covered by collective bargaining agreements	"Additional Performance Indicators – People"
LA5	Minimum notice period regarding operational changes, including whether it is specified in collective agreements	"Additional Performance Indicators – People"
OCCUPATIONAL HEALTH AND SAFETY		
LA6	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs	"Additional Performance Indicators – People"
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	"Additional Performance Indicators – People"
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	"Additional Performance Indicators – People"
LA9	Health and safety topics covered in formal agreements with trade unions	"Additional Performance Indicators – People"

TRAINING AND EDUCATION		
LA10	Average hours of training per year per employee by employee category	"Additional Performance Indicators – Knowledge and Processes"
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	"Additional Performance Indicators – Knowledge and Processes"
LA12	Percentage of employees receiving regular performance and career development reviews	"Additional Performance Indicators – Knowledge and Processes"
DIVERSITY AND EQUAL OPPORTUNITY		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	"Additional Performance Indicators – People"
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	"Additional Performance Indicators – People"
SOCIAL: HUMAN RIGHTS		
POLICY AND MANAGEMENT		LOCATION IN REPORT
Organization-wide policy that defines the overall commitment related to the human rights aspects		"Reason for Being and Organizational Culture" / "Strategy and Management" / "Commitments and Awards" / "Global Compact (principles 1 to 6)"
Management approach		"Promon in 2011" / "Strategy and Management" / "Governance – Risk Management" / ABNT-ISO 9001 (Promon Engenharia, PromonLogicalis and Trópico) and OHSAS 18001 (Promon Engenharia) certifications
ITEM	DESCRIPTION	LOCATION IN REPORT
INVESTMENT AND PROCUREMENT PRACTICES		
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	"Additional Performance Indicators – Partners and Suppliers"
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken	"Additional Performance Indicators – Partners and Suppliers"
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	"Additional Performance Indicators – Society and the Environment – Human Rights"
NON-DISCRIMINATION		
HR4	Total number of incidents of discrimination and corrective actions taken	There were no discrimination incidents in the last three years
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	"Additional Performance Indicators – Society and the Environment – Human Rights"
CHILD LABOR		
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	"Additional Performance Indicators – Society and the Environment – Human Rights"
FORCED AND COMPULSORY LABOR		
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	"Additional Performance Indicators – Society and the Environment – Human Rights"
SECURITY PRACTICES		
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	The security services of Promon Group's offices are provided by a specialized subcontracted firm. All of their personnel are trained annually in aspects related to human rights.
INDIGENOUS RIGHTS		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	There were no incidents of violations involving rights of indigenous people in the last three years.

SOCIAL: SOCIETY		
POLICY AND MANAGEMENT		LOCATION IN REPORT
Organization-wide policy that defines the overall commitment related to the society aspects		"Reason for Being and Organizational Culture" / "Strategy and Management" / "Commitments and Awards" / "Global Compact"
Management approach		"Promon in 2011" / "Strategy and Management" / "Governance – Risk Management" / ABNT-ISO 9001 (Promon Engenharia, PromonLogicaIS and Trópico) certification
ITEM	DESCRIPTION	LOCATION IN REPORT
COMMUNITY		
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
CORRUPTION		
SO2	Percentage and total number of business units analyzed for risks related to corruption	"Governance – Risk Management" / "Additional Performance Indicators – Society and the Environment – Competition and Public Sphere"
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	"Additional Performance Indicators – Society and the Environment – Competition and Public Sphere"
SO4	Actions taken in response to incidents of corruption	There were no reported incidents of corruption in the last three years. The organization determines that any incidents be formally treated by the professional responsible for the issue, together with the Human Relations unit of the involved company and the Internal Audit unit of Promon S.A. Corrective actions must be validated by Promon S.A.'s Executive Committee.
PUBLIC POLICY		
SO5	Public policy positions and participation in public policy development and lobbying	"Additional Performance Indicators – Society and the Environment – Competition and Public Sphere"
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	No financial and in-kind contributions to political parties, politicians or related institutions were committed in the reporting period.
ANTI-COMPETITIVE BEHAVIOR		
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes	"Additional Performance Indicators – Society and the Environment – Competition and Public Sphere" There were no legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes in the last three years.
COMPLIANCE		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	There were no significant fines or non-monetary sanctions for non-compliance with laws and regulations in the last three years.
SOCIAL: PRODUCT RESPONSIBILITY		
POLICY AND MANAGEMENT		LOCATION IN REPORT
Organization-wide policy that defines the overall commitment related to the product responsibility aspects		"Reason for Being and Organizational Culture" / "Strategy and Management" / "Commitments and Awards"
Management approach		"Promon in 2011" / "Strategy and Management" / "Governance – Risk Management" / ABNT-ISO 9001 (Promon Engenharia, PromonLogicaIS and Trópico) and ISO/IEC 27001 (Promon Engenharia) certifications
ITEM	DESCRIPTION	LOCATION IN REPORT
CUSTOMER HEALTH AND SAFETY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	"Additional Performance Indicators – Society and the Environment – Socio-Environmental Impact"
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	There were no fines or incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services in the last three years.

PRODUCT AND SERVICE LABELING		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Not applicable: The services provided are developed according to the needs of each client company. There is no relationship between the Group and final consumers.
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Not applicable: The services provided are developed according to the needs of each client company. There is no relationship between the Group and final consumers.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	"Promon in 2011" / "Additional Performance Indicators – Clients"
MARKETING COMMUNICATIONS		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	There is no relationship between the Group and end consumers. Thus, the few actions related to marketing communications are institutional-based and usually targeted at business audiences through specialized publications of the sectors in which the Group companies operate.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	There were no incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, in the last three years.
CUSTOMER PRIVACY		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	There were no complaints regarding breaches of customer privacy and losses of customer data in the last three years.
COMPLIANCE		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	There were no fines or incidents of non-compliance with laws and regulations concerning the provision and use of products and services in the last three years.

THE REPORT BOUNDARY, UNLESS OTHERWISE INDICATED, INCLUDES THE OPERATIONS OF THE PROMON GROUP IN BRAZIL FROM JANUARY TO DECEMBER 2011. QUESTIONS AND SUGGESTIONS REGARDING THE CONTENT OR PROCESS OF PREPARING THE REPORT MAY BE FORWARDED THROUGH THE EMAIL: FALECONOSCO@PROMON.COM.BR.

GLOBAL COMPACT

GLOBAL COMPACT PRINCIPLES	PROMON COMMITMENTS	RELEVANT GRI INDICATORS
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	Ethics are at the core of everything Promon does. In striving to harmonize the interests of its staff, clients, suppliers and other stakeholders, and prioritizing respect for the human being in every relationship, Promon recognizes its role as an agent of social development.	HR1-9 Complementary: LA4, LA6-9, LA13, LA14, SO1, PR1-2
Principle 2 Businesses should make sure they are not complicit in human rights abuses.	Promon is committed to ensuring that all business units of the organization avoid complicity in human rights abuses.	HR1-9
Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Promon respects the right of employees to join the associations of their choice, values other forms of voluntary association by its staff, and encourages suppliers to do the same.	HR5, LA4, LA5
Principle 4 Businesses should uphold the elimination of all forms of forced and compulsory labor.	Promon will not tolerate worker exploitation under any circumstances and has no business or contractual relations with organizations that use any form of forced or compulsory labor.	HR7 Complementary: HR1-3
Principle 5 Businesses should uphold the effective abolition of child labor.	Promon will not tolerate under any circumstances the exploitation of children and young people under legal working age, and has no business or contractual relations with organizations that use child labor in any form.	HR6 Complementary: HR1-3
Principle 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Promon is committed to human relations policies geared to justice, transparency, impartiality and professionalism. No form of discrimination based on race, gender, social orientation, color, religion, age, ethnic origin or any other factor is allowed in any business processes or in the workplace.	HR4, LA2, LA13, LA14 Complementary: HR1-2, EC5, EC7, LA3
Principle 7 Businesses should support a precautionary approach to environmental challenges.	Promon acts to protect the environment wherever it does business. It uses natural resources rationally, preferring recyclable materials wherever possible and taking other steps to mitigate pollution of the air, water and soil as well as noise and visual pollution.	Profile 4.11, EN26, EN30 Complementary: EC2
Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.	Promon promotes environmental responsibility in its regular operations and through environmental education and conscientious consumption programs.	EN2, EN5-7, EN10, EN13-14, EN18, EN21-22, EN26-27, EN30 Complementary: EC2, EN1, EN3-4, EN8-9, EN11-12, EN15-17, EN19-20, EN23-25, EN28-29, PR3-4
Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	Promon is committed to developing and adopting sustainable technologies as an intrinsic part of its business.	EN2, EN5-7, EN10, EN18, EN26-27, EN30
Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	Promon does not tolerate corruption in any shape or form. All business processes include instruments that explicitly prohibit professionals from accepting or encouraging inducements or favors of any kind.	SO2-4 Complementary: SO5-6

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PROMON
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Revision
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PUBLIQUE-SE

Design
WARRAKLOUREIRO

Graphs
DÁRKON VIEIRA ROQUE

Photographs
JOÃO LUIZ MUSA
DING MUSA
ACERVO PROMON

Printing
IPSIS GRÁFICA

A VERSION IN PDF FORMAT
IS AVAILABLE AT
WWW.PROMON.COM.BR

AV. PRES. JUSCELINO KUBITSCHEK 1830
04543-900 SÃO PAULO SP
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