



SOCIAL REPORT

2007-2017

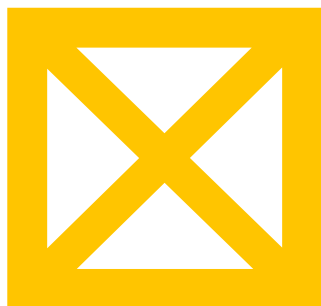
Who we are, what we do, what we
believe in and how we revolutionized the way
of producing content and practicing social
responsibility in our first decade in history



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THE UNIVERSITY OF CHICAGO

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THEY SAID IT WAS IMPOSSIBLE, SO WE DID IT

FEW CAN CELEBRATE 10 YEARS. Out of every ten companies created in Brazil, six close after five years of operations*. In the printed media market, where we operate, the reality is even harsher: the segment has been facing a severe crisis of this format all over the world, with increasingly lower circulation rates and advertising revenues, publishing houses closing and traditional titles ending, mass lay-offs and unstabilizing work**. There is an endless feeling of the end of the world, which was faced by earlier generations in view of new technologies that changed the habits of consuming content, such as TV over radio – this time, it seems like paper is the one that is going to die.

In the meantime, MOL has grown, year after year. We have achieved our first decade as a consolidated company with incredible figures: **over 10 million magazines sold, some titles are among the top paid circulations in Brazil** and a sales and logistics efficiency that leads to publications that sell over 98% of print runs. All of them containing original quality content, at very affordable prices for readers – our magazines have a maximum price of R\$ 4.90. Can you actually make money with that? Of course: in these 10 years, **we have collected and donated over R\$ 20 million to 33 NGOs and charities** and we support ourselves with a very well structured campaign, impeccable in legal obligations (which only 14% of Brazilian companies can be proud of doing***), audited and profitable, generating R\$ 1.00 of operating profit for every R\$ 5.00 donated – and, in 2016, paid two extra salaries as profit sharing for all employees.

How is that possible? Well, we basically **tore up all the recipes of the publishing market and invented another business model.** If nobody goes to newsstands anymore we go to people: we sell in drugstores, supermarkets, pet shops, toy stores or home improvement stores. If the distribution costs make reading expensive, we found a way to eliminate that, using the existing framework in our main retail partners. If advertising sales do not guarantee the survival of media vehicles, we got rid of it, so we could guarantee ourselves with just the (huge) sales volume. In case anybody is tired of reading about the same celebrities, we tell stories

of incredible anonymous people. If magazines and books don't sell anymore, we offer microdonation experiences for causes, and in exchange for that, you receive an editorial product, which is worth much more than what you paid for.

We understand that the new model would only be possible by working together with those who were also facing communication challenges. Therefore, if NGOs suffer to collect contributions just by passing the hat and dream of recurring sources of support, we have created the perfect product. If companies have to create social responsibility projects that can mobilize clients, employees and society, at the same time, carrying their cause and brand – without investments, as there is never enough money –, we offer a complete solution. As the whole world seems to be lacking a purpose, we have one, and it connects us to win-win relationships with the entire value chain: what we do is good for everyone: those who buy, who sell, who read, and those who receive the support.

And therefore, **we created the social-editorial products, and at every new project or new edition, we just keep on getting better.** From “just” a content producer publishing house – that, to be honest, we do very well, with positive innovating mass journalism – we have also become specialists in a complex retail operation, including logistic intelligence, category management, sales training, cause marketing, POS product placement, public relations, social networks... plus new skills that we learn with each edition.

Just like on MOL's first day, when we were just a bunch of 20 year-olds with a lot of good intentions and little practical knowledge, we learnt by doing. We invented projects and put them out in the streets, we studied our wins and dealt with our frustrations, listened to our partners and built absolutely everything with many hands. **It's intense and passionate work, which made us too busy this last decade to go out and tell our story.** Now, on our anniversary, we feel it's time for reflection. We are very proud of the results. We hope you are too, as you have somehow contributed towards that.

Thank you for being with us and enjoy your reading,

The partners



WE ARE THE WORLD LARGEST SOCIAL IMPACT PUBLISHING HOUSE.

© Photo: Luiza Florenzano



We make incredible and affordable content in the form of books and magazines that have already donated R\$ 20 million to major causes (all of that with a team of less than 25 people). Turn the page and see how the magic happens!



WHAT DO WE DO?

Our expertise is something that we invented ourselves ten years ago: social-editorial projects. Printed content products – magazines, books, calendars, guides and whatever else we could think of – that do extraordinary good, according to the following principles:

- 1 OUR PROJECTS ALWAYS **DONATE PART OF THE COVER PRICE** TO SUPPORT NGOS THAT FIGHT FOR MAJOR CAUSES.

WHERE DOES THE MONEY GO?

To good standing institutions that work to improve the lives of people. **The cause and audience of the benefited NGO is always related to the project brand partner and with publication content.** From major organizations known throughout Brazil such as AACD and Instituto Ayrton Senna to local entities such as senior citizen support homes. *(Learn more about causes and institutions that we support on page 20.)*

- 2 OUR PRODUCTS ARE SOLD UNDER THE TRADITIONAL MARKET PRICE, TO **DEMOCRATIZE ACCESS TO READING.**

- 3 WE ONLY **PUBLISH POSITIVE CONTENT:** INSPIRING REAL LIFE STORIES, CIVIC JOURNALISM AND DO IT YOURSELF FOR QUALITY OF LIFE.

- 4 WE MAKE PROJECTS FEASIBLE THROUGH **PARTNERSHIPS WITH BRANDS, THROUGH INNOVATIVE BUSINESS MODELS,** THAT TAKE ADVANTAGE OF RESOURCES THAT ARE ALREADY AVAILABLE.

- 5 WE CREATE AND **MANAGE ALL PROJECTS END-TO-END,** FROM THE BUSINESS MODEL TO EDITORIAL PRODUCTION, FROM SALES TRAINING TO DISTRIBUTION, THUS GUARANTEEING **INCREDIBLE RESULTS.**

- 6 WE ARE **AUDITED AND TRANSPARENT** FROM BEGINNING TO END: AT THE PRINTING SHOP, IN SALES, IN DONATIONS, IN RENDERING PUBLIC ACCOUNTS.

- 7 IT'S ALWAYS A **WIN-WIN:** FOR MOL, FOR THE BRANDS, READERS, NGOS, AND SOCIETY. EVERYTHING WE DO **HAS TO BE GOOD FOR EVERYONE.**

WHAT DOES THE PARTNER BRAND GAIN FROM THAT?

A customized social and marketing initiative according to the audience and its values. **Retailer partners, responsible for product sale to end users, do not even have to disburse a penny.** Just use their existing resources, POS, distribution, communication, sales force... The result is a mass branded content initiative, with high social result, involving the entire value chain and chain stakeholders. Retailers aren't the only ones who can participate: **any company can be a partner of the social-editorial project, acting as a sponsor.** It can advertise in existing publications or invest in the creation of a new product, which will hold its brand. In that case, the company receives an exclusive print run of the publication to distribute to their internal or external audience. *(Learn more about the brands that work with us on page 24.)*

HOW DOES MOL MAKE MONEY?

Making social-editorial projects! We are not an NGO, **we are a social business. Meaning: a company with the purpose of causing a positive impact on society,** helping those who need it. All our products generate donations for entities that work for major causes. At the same time we carry all charges, responsibilities and rights of any company. Therefore, profit is one of our purposes. It is embedded in the project production cost – in general, equal to 15% of that amount.

IT'S A WIN-WIN!

WHO DOES WHAT?



MOL Publishing House develops the project and business model, produces the publication and manages the operation.



The **retailer** distributes, promotes and sells the product, using the store chain and its calling to influence people.



Readers make microdonations for a cause they believe in exchange for quality content at an affordable price.



The **benefited institution** uses their credibility to promote the project, receives, uses the donations and accounts for expenditures.

Would you like to know the details of how a social editorial project is created? Check out page 18

IN 10 YEARS, MOL PUBLISHING HOUSE

donated

R\$ **20,218,563.99**

EQUAL TO:

R\$ **2 MILLION**
PER YEAR

R\$ **168,000**
PER MONTH

R\$ **5,600**
PER DAY

R\$ **234**
PER HOUR



HOW MUCH
WE DONATE
TO EACH
ONE OF
OUR
CAUSES

HEALTH & WELLNESS
R\$ 14,009,844.95
EDUCATION & CITIZENSHIP
R\$ 6,134,965.74
SUSTAINABLE LIFE
R\$ 73,753.30

AND ALSO:

WE LAUNCHED 
7 MAGAZINE
TITLES WITH
98 PUBLISHED
EDITIONS

Our main magazines, *Sorria* and *TODOS*, the two largest in Brazil in the single issues sales ranking (*learn more on page 28*)

WE PUBLISHED
8 BOOKS

Sold in the main bookstores in Brazil, in newsstands, and in our virtual store

WE SOLD
10,570,259
SINGLE
ISSUES

A total of 2,896 units a day! If we stacked up all these copies, they would create a tower of over 21,000 meters high: equal to over two mounts Everest

WE SERVICED
42,397
SUBSCRIPTION
REQUESTS

As from 2015, when we launched this sale modality for magazines *Sorria* and *O que Tem pra Jantar?*. Since 2016, people can also subscribe to *TODOS*

WE BENEFITED
33 SOCIAL
PROJECTS

This number is up to 35 in 2017 with the books *101 Coisas para Fazer com as Crianças Antes que Elas Cresçam* and *O que os Cachorros nos Ensinam*

Over 1.5 million people serviced per year in all regions of the country by currently benefited projects



WE PAID
R\$ **3,258,498.17**
IN TAXES

This amount relates to just the sale of magazines in retail. A total of R\$ 893 per day funded by public agencies

WE ACHIEVED
24 STATES IN
BRAZIL,
PLUS THE FEDERAL DISTRICT
THROUGH RETAIL PARTNERS.

Attention, Acre, and Amapá: we can't wait to take off there too!



WE PUBLISHED
MORE THAN
460

FOOD RECIPES

We see gastronomy as one of the most pleasurable ways to experience culture, pursue health and connect with people and nature



WE TAUGHT
81 FUN DIY
PROJECTS

Because they are a fun way to practice a proactive and positive attitude in life!



WE COUNTED
MORE THAN
2,000
REAL AND
INSPIRING STORIES

We believe that this is the best way to connect people and drive change

OUR HISTORY

In these ten years, we have done everything in the publishing universe – including reinventing it. Take a look at what we have done, who we worked with and how we evolved

Producing publications that support social causes have always been the ideal at MOL Publishing House. However, during a great part of our history, we have done much more than that. **Up to 2014, the company was comprised of two cores: social, responsible for projects with earnings paid to NGOs, and corporate, focused on content production for institutional communication.**

In addition to guaranteeing the safety to risk soaring high in our social dreams, **the corporate projects enabled us to work with major partners and accrue extensive editorial experience.** We produced magazines, books, sites, catalogs, inserts, mural-newspapers, almanacs, guides and folders, among other formats, for brands such as Embraer, Fiat, Herbarium, Renner,

Medley, Odontoprev, Pepsi, Petrobras and Raia Drogasil. We also specialized in creating publieditorials, for the major magazines in the country securing clients such as Biolab, Cadbury, GM, Johnson & Johnson, Santander, Toyota and Unilever.

When we felt we were mature enough, we took a big leap: **closed the corporate core and went exclusively social.** At the time, we had launched seven projects with earnings paid to causes. In the three following years, we created eight more. Our risky decision proved to be right. We proved that our passion is a sustainable business and with a lot of room to keep on growing. On a daily basis, we are proud to dedicate all our energy to our biggest calling.

YEAR BY YEAR, MILLION TO MILLION



Check out the timeline for our main launches and achievements – as well as the evolution of the total amount collected for donation

MOL Publishing House is born. In the first year, we created the theoretical base of our major invention: the business model of our social-editorial projects.

In March, *Sorria* magazine was launched, our first publication. The results were amazing: five editions that were published in 2008 sold out, donating R\$ 1,343,833.74.



Sorria is a success with critics and audiences. The print run grows, keeping sales above 94%. And the publication receives awards that highlight its pioneer spirit, quality and efficiency as a social transformation instrument.



Rodrigo Pipponzi and Roberta Faria with the Launch of the Year Trophy Award in printed and digital media, from Anatec



Roberta Faria was invited to talk about *Sorria* at TEDx São Paulo

Our second magazine was born, *Por Exemplo*. The magazine includes a children's publication, our first project focused on the little ones.



We launched the first book, *Eu Amo Bike*, and the magazines *Eu que Fiz!*, *Turminha sem Igual*, and *O que Tem pra Jantar?*. The last one resulted in a calendar!



Our second book is now available at bookstores: *Eu Amo Viajar*. We produced a new edition of the Calendar *O que Tem pra Jantar?*. We launched our virtual store, *Banca do Bem*. And, at the end of the year, we started to dedicate ourselves just to social-editorial projects.



We launched the magazine *TODOS*, the books *Eu Amo Correr* and *Eu Sou a Mudança*, the special publication *Mundo do Vinho* and, for children, *Almanacileta* and *Almanaque da Turminha Sem Igual*. One more *O que Tem pra Jantar? Calendar* was launched. And now it is possible to subscribe to *Sorria* and *O que Tem pra Jantar?*.



The news doesn't stop there: the *Eu Amo Comida* book was published (our first project through an incentive law). We also launched the magazine *Olhares* and the special publications *Sorria Calendar* and *Mundo do Chocolate*.



Yet in the first half of the year, two new books are fresh out of the oven: *101 Coisas para Fazer com as Crianças Antes que Elas Cresçam* and *O que os Cachorros nos Ensinam*.



THIS IS WHAT WE BELIEVE IN

We don't know how to work without passion. We only take on a project if it represents our vision of the world, and matching our purposes fills us with energy to deliver our best. Check out our declaration of principles!

INSPIRATION

Do it differently to make a difference



OUR ROLE IN THE WORLD

We create products with inspiring content, with innovative business models, that support causes that we believe in, create value for our partners and drive positive change in people's lives

VALUES



MEANING

We believe in the purpose of our daily work. Passion inspires us to create with pleasure, and to cater to our relationships, overcome challenges and to put our hearts into absolutely everything we do.



CONTRIBUTION

Our publications are transforming. Our content is affordable and inspiring, to foster a more equal society. Our business models create value for partner companies and income for causes.



CREATIVITY

We are driven by ideas and ideals. We foster initiative, learning, innovation and perseverance to endeavor our dreams, achieve our visions and innovate in all our work.



BALANCE

We work to live. We are a small and well-catered business, with the ambition of being the best, not the biggest. We appreciate the lightness of the environment, healthy relationships and personal achievement as much as we appreciate the bottom line.



COLLABORATION

We are committed to each other. We do what has to be done, we share the best part of us and build good results together for all - employees, partners and the public.



QUALITY

We only do good things. We want to be proud of everything we produce and all the relationships built throughout this process. We have to grow and be better than we were yesterday every single day and for every project.



INTEGRITY

We are responsible for our commitments. We are honest in our relationships. We are clear about our objectives. We are transparent about our deliverables. We are true about our dedication.

WHAT WE DON'T DO

We do not create institutional material. Our publications must encourage readers to make the purchasing decision - this is one of the pillars of our business model. That only happens when content is not focused on promoting our partner company in the project - it's about a global cultural issue, confirmed in our 10 years of experience. If customers believe it should be a gift, then they won't buy it. Brand presence in this kind of product is, overall, in the content aligned with the themed world, cause marketing and in the experience created in the POS. Meaning: institutional content exists as part of the project, but not as the star.

We don't budge on autonomy in content production.

In a social-editorial project, each party plays its role. Developing the product is MOL's. We bet on the experience and creative freedom of our press to produce relevant and interesting publications, thus guaranteeing reader loyalty and project sustainability.

We do not develop projects that generate direct profit for partner companies.

Income has just two destinations: support benefited NGOs and cover production costs (including taxes and MOL Publishing House profit). Retailers and sponsors benefit from the opportunity of carrying out a project of content and social responsibility that is innovative and has great impact, investing little or even almost nothing.

We do not sell our souls to sell more.

Nude women, celebrities with empty opinions, so-called miracle diets, encouraging consumerism, preaching for parties or religions: you will never see any of that in MOL Publishing House products. It's a shame that part of the editorial market still resorts to that kind of bait. By breaking these dogmas, we created the two biggest magazines in Brazil in the single issues sales ranking (see table on page 28). We only publish content we believe in: real life stories, tips and reflections that inspire the pursuit for happiness.

ACTION AMONG FRIENDS

MOL Publishing House is comprised of five business partners who came together for the satisfaction of working in a company that gives them purpose and accomplishment. Learn more about them, how they met and what they have in common

"In 2003, recently graduated from FGV-SP with a Bachelors' degree in Business Administration, I decided to open MOL Studio with two friends, a design and illustration office focused on innovation. Four years later, right after meeting Roberta, we opened our 'pet', MOL Publishing House - and were soon building the magazine concept for *Sorria*, our biggest case and the foundation for the social-editorial project that we currently replicate throughout Brazil. **As the strategy manager at MOL, together with incredibly talented and engaged people, I could lead the company to the position of biggest social impact publishing house in the world,** bringing together partners in what we do best - content - and reverting millions of Brazilian reais to causes we believe in. An incredible daily feeling of working with what I love, helping more people every day."

RODRIGO PIPPONZI, Executive Director, established MOL in 2007

"I studied Journalism at UFSC because reading and writing, asking questions, and listening to stories were always my biggest passions. I worked in major communication media vehicles in the beginning of my career, but was frustrated with the limitations of traditional media: I heard a lot of 'that doesn't sell' as a reason for doing more of the same. **Entrepreneurship was the path Rodrigo and I found to work how we thought it should be done, based on all points-of-view: content, business model and company culture.** As the Executive Director at MOL, I'm responsible for creation and production for all projects and content. I gained a lot of activities to my journalist work - I also do the math, sell ideas, take care of people. It requires a lot of intense dedication, full of love and esteem for my colleagues that dream with me, not to mention the pride I have for everything we built together."

ROBERTA FARIA, Executive Director, established MOL in 2007

"In 2005, I joined a design studio belonging to some friends from the USP Architecture and Urbanism school, which I was still attending. I never imagined how that would change my life so much. I found out that the publishing universe was the place where I wanted to be - therefore it was natural to stay in the company when this studio became MOL Publishing House, in 2007, to date. In these 10 years, there were a number of projects, news stories, illustrations, photos. Today, everything art-related goes through me, but I also adventure into writing every now and then. **I never dreamed I could reach out to and inspire so many people, tell so many stories, help so many people and causes - and still do that beside such a talented team.** I consider myself to be very lucky and know that I am a better person because of all that."

CLAUDIA INOUE, Creative Director, partner since 2010

"I've been with MOL since it's establishment in 2007. I worked at Abril Publishing House, when I accepted Roberta's invitation to onboard what seemed to be a promising adventure. It was one of the most fitting decisions in my life. **I never imagined the publishing market would soon enter a crisis, nor that I was moving into a company that would invent an exemplary way to prosper in this area currently apocalyptic.** I started as a reporter, worked in almost all social publications for the company and today I have fun editing the two largest magazines in the country, *Sorria* and *TODOS*. I'm still here because working at MOL is good for me. I'm very proud to be able to work with editorial freedom, to disseminate inspiring stories, as well as know that our projects help thousands of people."

DILSON BRANCO, Editorial Director, partner since 2014

"After graduating from Journalism at USP, studying drama, getting a MBA and years of experience in different press room positions, advertising agencies and audiovisual producers, I arrived at MOL Publishing House in 2014 as a jack-of-all-trades, that could strengthen teams in different areas, according to the demand. I ended up creating a new area, focused on project management, together with retail partners, producing intelligence for sales analysis and solutions based on those analyses. **That position required having an activist heart and engineer mind, which suits me well as my unorthodox training brought me here.** I'm very happy because I take pride in the mission for which we uphold, I have partners on this mission that I respect and admire and, overall, have a beautiful family at home that supports my choices."

ARTUR LOUBACK, Operations Director, partner since 2016



Dilson and Rodrigo are the only ones able to play the newsroom's guitar

Dilson and Claudia have had lunch together (almost) every single day for the past 10 years

Claudia started as an intern for Rodrigo at MOL Studio

Rodrigo and Artur worked together in the beginning in the Studio, before the Publishing House existed

Roberta and Artur are married and have two girls (for now)

Roberta was the maid of honor at Rodrigo's wedding

Claudia and Roberta are Virgos (and thanks to Clau, the astrology topic is the number one at the pressroom)

Roberta and Dilson have been friends since college, came to São Paulo together and have even shared an apartment

Claudia studied architecture with Artur's sister

Dilson organizes weekly soccer games, the so-called Perebas, where Artur used to play

Dilson Branco, journalist, 35 years old. When he's not at MOL... he rides his bike around town with his sweetheart and takes care of his cats and plants

Claudia Inoue, designer, 38 years old. When she is not at MOL... she makes prints in her studio and walks Zé, the coolest dog in the world

Rodrigo Pipponzi, administrator, 37 years old. When he is not at MOL... he plays soccer, travels with the family around the world and joins new businesses

Artur Louback, journalist, 36 years old. When he is not at MOL... he enjoys family time, craft beer and intense running in the streets and on treadmills

Roberta Faria, journalist, 36 years old. When she is not at MOL... she is in the kitchen, making some extravagant meals for the family and friends

ENVIRONMENT OF ACHIEVEMENTS



Healthy, fun and easygoing environment, encouraging conversation and exchanges. Working with purpose, making us proud and driving happiness and learning. That is what the work environment at MOL Publishing House is all about, according to the people that are part of our story. Check out current and former employee testimonials as well as pictures at our head office, where we have the pleasure of sharing our day-to-day with an incredible team



We've been here since 2009: a loft in a very nice building in the neighborhood of Alto de Pinheiros in the city of São Paulo. We work side-by-side, without claustrophobic workstations, we have the coziest meeting room in the neighborhood and we can have lunch outdoors, under the trees, listening to birds in the background. If you'd like to pay us a visit, drop in on a Wednesday afternoon, we always have some cake.



"MOL Publishing House was one of the best things that happened in my life. I joined as an intern, ten years ago, and today I still work with happiness and pride. The company's ethical principles are very close to mine and I see value and purpose in each small task that I carry out. I'm a fan of all our publications, which results from work made from a lot of truth and love."

ELAINE DUARTE,
financial manager,
working with MOL
since 2007.



"I really wanted to work at MOL. I was really happy when I got hired in 2008. I did some of the coolest projects of my life there. The three years as art editor of *Sorria* brought me very important personal and professional growth. With each GRAACC donation, I felt that my work made sense. Additionally, I got to meet my wife at MOL and we've been married for seven years."

ANDRÉ RODRIGUES,
designer, worked at MOL
from 2008 through 2011.



"I've been with MOL since 2010. During this period, I've seen many transformations. I stopped being a reporter to work in the backstage of inspiring projects that contribute to great causes in the entire country. It's very rewarding to know that I'm changing the lives of so many people. Being able to do that during my work hours makes it even better."

JÉSSICA MARTINELI,
operations manager, has
been with MOL since 2010.



"I like to work at MOL so much that when I go on vacation I actually miss it. I've been here for seven years, and during that time, I met a lot of great people. Hanging out at lunch time and the events for employees are a lot of fun. I also like to read the publications and I am happy to know that they help people a lot. MOL Publishing House is like a second family to me."

NILDA DIAS,
cafeteria worker, has been
with MOL since 2010.



"Without a doubt, MOL was one of the healthiest, light and fun environments I've ever worked in. Today, as an collaborator, with each agenda I receive I'm absolutely sure that there is no other thing I'd rather be than a journalist. At MOL I had the privilege of finding out that you can have a job that means something and that the dream of transforming journalism is real."

HELAINE MARTINS,
journalist, was MOL
employee in 2014 and
collaborator since 2012.



"I can only thank MOL for taking me in and for having trusted my work during the five years I worked there. Times of great learnings, achievements and happiness. I worked with very talented people and could take part in amazing projects that in addition to being made with a lot TLC have a beautiful purpose. Live long and prosper MOL Publishing House!"

EDUARDO BESSA,
designer, worked
at MOL from 2011
through 2016.



"I owe MOL Publishing House all my great learnings as a journalist. I started working there when I was an intern and soon found my greatest passion: impacting the world in a positive way by telling life stories. As a collaborator, I'm still part of that chain of good, one of the biggest honors in my life."

RAFAELA CARVALHO,
journalist, worked at
MOL from 2011 through
2014. Today she is
a collaborator.



"I always like to listen to and tell real stories. When I joined MOL Publishing House, as an intern in 2014, it was amazing to discover the real power they have to inspire and transform people. That impact is clear in the messages we receive from readers. Additionally, it is a privilege to work in a place where I share the values and know that I contribute towards a bigger purpose."

ROBERTA BARBIERI,
digital content analyst,
intern from 2014 to 2015
and employee since 2016.

HOW WE WORK

Understand how MOL Publishing House plans, produces and supports a social-editorial project in just five steps

1 PROJECT CREATION: WHAT WILL WE LAUNCH?

We develop a customized publication for the universe of our partner company

Ok, so right off the bat: we have never been to the first meeting with a finished project – before, we have to get to know each other better.

To define exactly what the product would be – if it's a book or magazine, content, cover price, print run, cause, business model – we need operating data from the potential partner. **In-depth study of said information that will establish the opportunities we have and guide project development.** For retailers, we take the target audience into account, as well as purchasing experience, physical space, store dynamics and even employee career plans and the inventory replenishment system.

There are dozens of questions, numbers and business analysis, based on MOL's expertise, to define the best project for each partnership – not only based on content, but also on the business model.

2 BUSINESS MODEL: COSTS AND REVENUES

We consider the safest and fastest way to make production feasible as well as maximize donations

We created three business models: sponsored, self-supported and mixed. (Currently, most of our projects are self-supported.)

Sponsored: production cost is 100% covered by the sponsorship. As consideration, sponsors advertise in the publication or receive an exclusive print run. Up to 100% of the cover amount can be donated.

Self-supported: when there is no sponsorship, the cost is paid in advance – by MOL Publishing House, by retailer or by benefited institution. Then, this amount is discounted from sales and the rest is donated.

Mixed: part of the cost is covered by a sponsorship and the other is paid in advance. Sales cover advance and the rest is donated.

In this stage, we also define risk management. Meaning: in case sales don't achieve the break-even point to recover investment, who is liable for the loss? It can be MOL Publishing House, the retailer or the benefited institution – and the risk can also be shared by two or more partners.

3 DONATION: HOW TO CALCULATE IT AND WHERE WILL IT GO?

We define the best collection method and pick the benefited institutions

We created two donation models: fixed and variable. Each one of them could be combined with the three business models presented in the previous item.

Fixed: establishes an amount or percentage of the cover price to be donated to the cause. For example: R\$ 1 is donated for each unit sold.

Variable: donation will only be accounted for after sales cover the production cost. Meaning: the product has a break-even point, which must be achieved so the project may create the donation.

THE NGOs are chosen together with the partner company. It is important that entities resonate with the values, operation and target audience of retailer or sponsor. Additionally, institutions are audited, ensuring transparency and credibility.

4 STRATEGY: HOW WILL WE SELL?

We plan unbeatable ways to engage the team and take products to readers

We are specialists in developing the ideal plan so products can reach end-users in an efficient manner. In this stage, some of the tasks we carry out are:

- funding and strategic partnerships;
- legal contracts and issues;
- defining a tax model;
- developing POS materials;
- logistics strategy – inventory, handling, and distribution;
- endomarketing campaign and trainings for internal engagement;
- goals campaigns and awards;
- planning of launch initiatives;
- operations management in retail;
- ongoing sales monitoring through BI and CRM;
- sales and projection on other platforms, such as social media, e-commerce and subscription channel;
- press relations, PR, Customer Service and initiatives with opinion leaders.

5 OPERATIONS: THE PROJECT COMES TO LIFE

We produce, launch, and monitor sales to achieve the best performance possible

With all details defined our pressroom is then engaged for production. **We research inspiring and relevant stories and pursue the nicest and most affordable way to present them on pages.** Additionally, we maintain a relationship with our readers in all available channels.

When the launch takes place, we move on to the stage of monitoring sales in retail. **Our operations team monitors the performance of stores and provides support to sales teams, controls inventory and uses many projection tools and motivational actions** to promote incredible results. At the end of the sales period, we settle matters with retail, pay taxes, subtract any potential costs owed and make proportional donations – all audited by an external and independent company. **Rendering of accounts is published in details in the following edition of the actual product and/or in the official MOL Publishing House channels.**

WHO WE HELP

In these past 10 years, our publications have already funded 33 social projects, helping to improve the lives of thousands of Brazilians. Check out the initiatives and how each one works to build a better world

OUR CAUSES

We bet on three major drivers that we consider essential to make life happier. They are what guide the actions of the social institutions we work with, as well as the content of our publications



EDUCATION & CITIZENSHIP

Democratize access to knowledge, develop individual potential, and encourage a collective construction for a better society. Offer, mainly to the more vulnerable population, formal and informal quality education, as a social improvement tool, strengthen self-esteem and empower for the pursuit of happiness.



HEALTH & WELLNESS

Promote access to disease treatment and prevention, as well as other health problems, offering care especially for those who need it the most. Foster medical development. Encourage playing sports and adopting other habits that are good for body and soul. Ensure dignity and quality of life for all ages.



SUSTAINABLE LIFE

Create more awareness, efficient, balanced and respectful relationship with the environment, in the most varied aspects of the day-to-day, such as consumption, food, waste generation, transportation and leisure. Contribute to build a more fair economy. Protect animals from abuse and abandonment, offering them quality of life and love.

AACD
Works on many fronts so that people with disabilities can achieve their full potential. Present in six Brazilian states, with specialized clinics. Develops prosthetics and other equipment to improve the quality of life of patients and offers support to enter the labor market.

1.2 MILLION PEOPLE
SERVICED PER YEAR

R\$ 213,055.²⁸
RECEIVED IN DONATIONS

Supported by *Almanaque da Turminha sem Igual* and by the magazine *Por Exemplo*

Cause:

Amigos do Bem
Operating in the Northeastern backlands, developing projects in education, labor, healthcare and infrastructure. Has already built homes, cisterns and wells for hundreds of families.

60,000 PEOPLE
SERVICED

R\$ 86,660.⁸⁰
RECEIVED IN DONATIONS

Supported by the magazine *Por Exemplo*

Cause:

Casa do Zezinho
Operates in the neighborhood of Capão Redondo in the city of São Paulo. Children receive school tutoring, learn music, and are introduced to ecology. Youth and adults learn English and computer skills and take vocational courses.

OVER 1,800 PEOPLE
SERVICED PER YEAR

R\$ 86,660.⁸⁰
RECEIVED IN DONATIONS

Supported by the magazine *Por Exemplo*

Cause:

Projeto CEL
Cares for needy dogs and cats victims of abandonment and abuse in São Paulo. Recovers animals and sends them to adoption fairs that are organized every weekend.

130 ANIMALS
SERVICED PER MONTH

DONATION HAS NOT YET BEEN ASCERTAINED (project launched in 2017)

Supported by the book *O que os Cachorros nos Ensinam*

Cause:

Focinhos de Luz
Rescues abandoned animals, offering shelter, food, medical service and TLC. After they are recovered they are sent for adoption. Operates in Rio de Janeiro.

3 ADOPTION FAIRS HELD
PER MONTH

DONATION HAS NOT YET BEEN ASCERTAINED (project launched in 2017)

Supported by the book *O que os Cachorros nos Ensinam*

Cause:

Banco de Alimentos
Visits markets, plants and distribution centers recovering surplus food in good conditions that would be otherwise disposed of and donates them to social institutions that cater to the elderly, children or disabled persons in the Greater São Paulo area.

22,000 PEOPLE
FED PER DAY

R\$ 50,425.⁴⁹
RECEIVED IN DONATIONS

Supported by the project *O que Tem pra Jantar?* and by the book *Eu Amo Comida*

Cause:

Homes that cater to senior citizens
13 entities that offer shelter, food, and healthcare to destitute senior citizens. They operate in Brazilian states, namely Alagoas, Bahia, Espírito Santo, Goiás, Mato Grosso, Mato Grosso do Sul, Minas Gerais, Paraíba, Pernambuco, Rio Grande do Norte, São Paulo, Sergipe, and the Federal District.

OVER 800 SENIOR CITIZENS
SERVICED

R\$ 518,405.⁹³
RECEIVED IN DONATIONS

Supported by *TODOS* magazine

Cause:

Ciclocidade
Voluntary bikers that fight for bike use in the city of São Paulo. The group collaborated with important public measures, such as the new master plan for the city. Carries out research, debates and workshops.

OVER 100 MEMBERS

R\$ 4,050.⁵⁵
RECEIVED IN DONATIONS

Supported by the books *Eu Amo Bike* and *Eu Sou a Mudança* and by the children's publication *Almanacicleta*

Cause:

Criança Esperança
One of the largest social projects in the world, creates opportunities for children and youth development in all regions in Brazil. It's a partnership between Globo TV Network and Unesco.

4 MILLION PEOPLE
ALREADY BENEFITED

R\$ 15.¹⁸
RECEIVED IN DONATIONS

Supported by *Olhares* magazine

Cause:

Fundação Gol de Letra
Offers full time educational activities (sports, arts, vocational education) to children and youth in social vulnerability in São Paulo and Rio de Janeiro. Families are also serviced.

1,300 CHILDREN
SERVICED

R\$ 86,660.⁸⁰
RECEIVED IN DONATIONS

Supported by the magazine *Por Exemplo*

Cause:

Garupa
The NGO website is a crowdfunding platform that promotes tourism projects for small entrepreneurs that appreciate local nature, economy and quality of life.

11 INITIATIVES
CARRIED OUT SINCE 2012

R\$ 5,557.²⁸
RECEIVED IN DONATIONS

Supported by the book *Eu Amo Viajar*

Cause:

Gastromotiva
Offers kitchen-related vocational courses for youth with a family income of up to three minimum wages. Then they are sent to the best restaurants in São Paulo and Rio de Janeiro.

OVER **1,000** PROFESSIONALS TRAINED

R\$ 34,179.49
RECEIVED IN DONATIONS

Supported by project *O que Tem pra Jantar?* (up to 2016) and by the book *Eu Amo Comida*

Cause:

Ginga Social
Funded by Adidas, the project uses social technology from the Gol de Letra Foundation to disseminate sports as a means for social development. Services children and teenagers in Brasília and Embu das Artes (São Paulo).

OVER **8,000** PEOPLE BENEFITED

R\$ 1,962.02
RECEIVED IN DONATIONS

Supported by the book *Eu Amo Correr*

Cause:

Icei
Works to enhance appreciation of popular culture and intangible heritage of the states of Amazonas and Pernambuco. By strengthening trade, ecotourism and production development.

ONE OF THE **50 BEST SOCIAL INTERVENTIONS** IN THE COUNTRY, ACCORDING TO THE UN

R\$ 5,543.24
RECEIVED IN DONATIONS

Supported by the book *Eu Amo Viajar*

Cause:

Instituto Mara Gabrilli
Develops and executes projects for persons with disabilities. Supports Paralympic athletes, cooperates with scientific research and helps people in social vulnerability situations.

OVER **3,000** FAMILIES BENEFITED

R\$ 1,962.02
RECEIVED IN DONATIONS

Supported by the book *Eu Amo Correr*

Cause:

GRAACC
Hospital specialized in children and teenager cancer in São Paulo. Guarantees patients of the entire country the right to a cure with quality of life within the highest scientific standards. Over 80% of care is carried out by the SUS (Government funded). Also works in research and training, through a partnership with Unifesp.

OVER **26,000** CONSULTATIONS PER YEAR

R\$ 12,697,415.78
RECEIVED IN DONATIONS

Supported by *Sorria* and *Eu que Fiz!* magazines

Cause:

Obra do Berço
Services families in social risk situation in one of the poorest regions in the city of São Paulo. Carries out social and educational activities that cooperate with full development. Offers access to the rights of education, culture, leisure and healthcare, in addition to preparation for the labor market.

3.280 PEOPLE BENEFITED PER YEAR

R\$ 978,328.59
RECEIVED IN DONATIONS

Supported by *TODOS* magazine

Cause:

Parceiros da Educação
Promotes partnerships between companies, business people and civil organizations with public schools in São Paulo and Rio de Janeiro, aiming at improving student performance.

OVER **90,000** STUDENTS BENEFITED

R\$ 115,569.40
RECEIVED IN DONATIONS

Supported by the magazine *Por Exemplo*

Cause:

Todos pela Educação
Has the mission of contributing so that by 2022, in the bicentenary of the independence of Brazil, the country ensures that all children and youth have access to quality basic education.

ADVOCATES FOR EDUCATION NATIONALLY

R\$ 115,569.40
RECEIVED IN DONATIONS

Supported by the magazine *Por Exemplo*

Cause:

Instituto Ayrton Senna
Offers solutions for the main problems in public education. Works through a partnership with the government, identifying difficulties, cooperating in managing, developing and implementing teaching programs, introducing technologies and training educators. Operates in over 660 municipalities in all regions in the country.

BENEFITS **1.5 MILLION** STUDENTS

R\$ 4,631,321.29
RECEIVED IN DONATIONS

Supported by *Sorria* magazine and by the book *101 Coisas para Fazer com as Crianças Antes que Elas Cresçam*

Cause:

Turma do Bem
Network of 16,000 volunteer dentists that ensure 60,000 young people with severe dental issues, complete, free and quality treatment up to the age of 18. Also services women that are victims of domestic violence and fights for laws that ensure the right to a healthy mouth. It is present in over 1,300 municipalities in Brazil and in over 12 countries.

60,000 YOUTH SERVED

R\$ 577,043.93
RECEIVED IN DONATIONS

Supported by *TODOS* magazine

Cause:

Transporte Ativo
Promotes all transportation modals driven by human propulsion. Carries out research and offers data to public agencies, thus guiding official decisions. Also produces and distributes educational material.

450 PRO-MOBILITY ACTIONS SINCE 2003

R\$ 4,050.55
RECEIVED IN DONATIONS

Supported by the books *Eu Amo Bike* and *Eu Sou a Mudança* and by the children's publication *Almanacileta*

Cause:

Vá de Bike
One of the most useful and complete Brazilian websites focused on the bicycle cause. Offers tips for cyclists, interprets and discusses the Traffic Code and promotes and analyzes initiatives to encourage bicycle use in the country.

OVER **1,000** PAGES OF CONTENT

R\$ 4,126.21
RECEIVED IN DONATIONS

Supported by books *Eu Amo Bike* and *Eu Sou a Mudança* and by the children's publication *Almanacileta*

Cause:

PARTNER COMPANIES

We work with some of the largest brands in Brazil and the world. Check them out, see the project carried out with each one and understand the different kinds of partnerships that can be created with MOL.

RETAILERS

Our co-executors who sell exclusive products without a profit margin. Thus, we can go far, noteworthy mention to low price and large print runs, resulting in fantastic donations. Each project is unique, however the basic concept is that the network only mobilizes the resources it already has – such as the logistics infrastructure and points of sale – in exchange for major impact social initiatives. (Yes, that's right, without direct investment!)



DROGA RAIA
Our oldest partnership, responsible for selling *Sorria* magazine since 2008. Also sells the *Sorria Calendar*.



RI HAPPY The partnership started in 2013, with the *Revista Turminha sem Igual*, magazine which, in the following years, gave origin to the *Almanaque da Turminha sem Igual*.



EXTRA
This supermarket chain was responsible for selling *Por Exemplo* magazine, that was published from 2011 through 2012.



DROGASIL
Responsible for distributing *TODOS* magazine, the second largest MOL project, launched in 2015.



ÓTICAS CAROL
The franchise chain is a partner in the distribution of the *Olhares* magazine launched in 2016.



PBKIDS
Distributes the book *101 Coisas para Fazer com as Crianças Antes que Elas Cresçam*, launched in 2017.



ST MARCHÉ
Has been selling the *O que Tem pra Jantar?* magazine and special brand publications since 2013.



C&C
Distributed the two editions of *Eu que Fiz!* magazine, published in 2013 and 2014.



PETZ
Responsible for selling the book *O que os Cachorros nos Ensinam*, launched in 2017.

SPONSORS

Companies that make the product feasible through direct investment, promoting their brand in the publication



ITAÚ
Sponsored the *Eu Amo Bike* book, launched in 2013, and other publications that it gave origin to.



TICKET
Sponsored the *Eu Amo Comida* book through the Incentive to Culture Act, in 2016.



ADIDAS
Sponsored the *Eu Amo Correr* book, launched in 2015.



LATAM
Back when Latam was still called TAM, they sponsored the *Eu Amo Viajar* book, launched in 2014.

ADVERTISERS

Up to 2014, the magazine business models included sponsorship, whose main consideration were the ads in publications. The amounts invested paid for part of the production enabling us to increase donations. These are the brands that supported us

SORRIA



2008 TO 2010



O genérico da caixa azul.
2011 TO 2013



2010 TO 2011



2009 TO 2014



2010 TO 2013



2008 TO 2015



2009 TO 2011



2011 TO 2013



2014 TO 2015

O QUE TEM PRA JANTAR?



2014

POR EXEMPLO



2011 TO 2012

OUR PUBLICATIONS REINVENTED THE PUBLISHING MARKET.



Turn the page and learn more about our magazines, books, and other projects. Understand what they are, how they work, and why they make us so proud.





SORRIA

One of the top magazines in Brazil, already **donated over R\$ 17 million**, helping to build a children's cancer hospital. Solely funded by its readers, the **print run and circulation are growing, having a leftover rate under 1%**. Brings inspiration and happiness to over 1.2 million readers per year. Editorial phenomenon in times of a historical crisis in the magazine market, **Sorria is the oldest and most successful MOL project**

LAUNCH:
MARCH | 2008

55 EDITIONS*
LAUNCHED

8,548,861
SINGLE
ISSUES SOLD

42,026
SUBSCRIPTIONS
MADE

PERIODICITY:
BIMONTHLY

CURRENT RUN:
236,655
218,944 > single issues
17,711 > subscriptions
(DATA FROM EDITION 54)

187,000
FOLLOWERS
ON FACEBOOK

52 PAGES
PER EDITION

FORMAT:
26.6 X 20.2 CM
(COLOR)

CURRENT PRICE:
R\$ 3.95

**INSTITUTIONS
BENEFITED:**

GRAACC
COMBATENDO E VENCENDO
O CÂNCER INFANTIL

**Instituto
Ayrton
Senna**
Educação do futuro,
agora

**Sold in over 700
Droga Raia points
of sale**, in the states
of São Paulo, Rio
de Janeiro, Minas
Gerais, Paraná,
Santa Catarina,
Rio Grande do Sul,
Goiás, and Mato
Grosso do Sul.

Banca do Bem
(**bancadobem.com.br**), sells it to
all of Brazil.

THE BIGGEST IN BRAZIL!

Sorria is the top magazine in Brazil in the single issues sales ranking, which considers readers' decision to buy the publication for each edition

Magazine	Single issues circulation:	
	Average per edition***	Daily average***
1st Sorria (bimonthly)	193,011	3,217
2nd TODOS (bimonthly)	120,603	2,010
3rd Veja (weekly)	79,900	11,414
4th Ana Maria (weekly)	72,448	10,350
5th Tititi (weekly)	61,688	8,813
6th Caras (weekly)	60,007	8,572
7th Malu (weekly)	58,980	8,426
8th Minha Novela (weekly)	46,651	6,664
9th Guia Astral (monthly)	43,627	1,454
10th Quatro Rodas (monthly)	42,962	1,432

*54 magazine editions and 1 edition of the Sorria Calendar. ** Average number of printed single issues sold, per edition, from January through December 2016. Comparison between MOL Publishing House (Sorria and TODOS, audited by the VACC) and all Brazilian paid magazines audited by the Instituto Verificador de Comunicação (IVC). *** Amount of the previous column divided by the number of days relating to frequency of each publication edition (in the case of monthly magazines, the average per edition was divided by 30, for instance). It is worth noting that, although its bimonthly, most of Sorria sales occur in the first week: in the past six editions, the average number of issues sold in the first seven days of the run was 76,318.

WHAT OUR PARTNERS SAY

Sorria is a chain of good that involves and benefits all its partners: Droga Raia, co-executor of the project; GRAACC and IAS, benefited entities; and readers, the reason for the project's success. Check out the testimonials of the representatives of each one of these groups



"Retail has something unique: direct contact with consumers. That is why it is the right place to apply Social responsibility. Sorria gives customers' the chance to donate and receive an interesting product in exchange for that. And on its 9th anniversary it shows that it is overcoming one of the biggest challenges in sustainability: becoming long-lasting and self-sustainable." **Marcílio Pousada, CEO of Raia Drogasil**



"The first phase of the **hospital expansion** was almost completely paid for by Sorria. In general, the magazine is the second largest GRAACC donor. Additionally, as it has one of the largest print runs in the country, it gives our work visibility, which is crucial so that we can continue to offer real possibilities of cure for our patients." **Sérgio Petrilli, medical superintendent and one of the founders of GRAACC**

**OVER
R\$ 5,000
DONATED
PER DAY**

**FOR EACH
R\$ 1 INVESTED
IN PRODUCTION,
WE DONATE R\$ 1.06**

**R\$ 17,298,463.35
TOTAL DONATION**

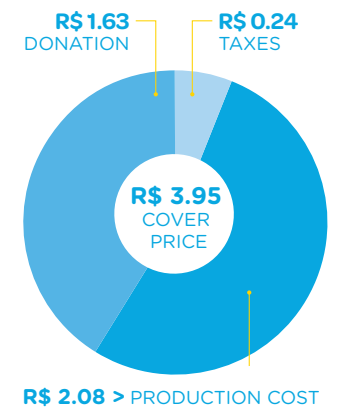
R\$ 12,667,142.06 TO GRAACC + **R\$ 4,631,321.29 TO IAS**

BUSINESS MODEL

No sponsorship and the retail partner does not invest directly. Income comes from sales volume. After achieving the break-even point, the donation is made, which is equal to the cover price minus costs and taxes.

WHERE DOES THE MONEY GO?

Find out where the money paid by readers for each magazine goes*



* Amounts relating to edition 54, considering the sale of 98% of run



CONTENT

Simple pleasures, tips and reflections to be happier, inspiring life stories, attitudes for the good. **Sorria** talks about things that really matter in life!



A large part of the almost **R\$ 13 million** already donated by Sorria to GRAACC was invested in building new facilities. Inaugurated in 2013, it increased the care capacity of the hospital by 30%

NO LEFTOVERS AND THE PRINT RUN IS STILL GROWING!

Out of the six last editions of *Sorria*, three were completely sold out, and the others sold at least 99.5% of the print run. A fantastic result in a market where 60% leftovers are considered normal. And this performance has been followed by a **gradual increase in the number of printed copies**. Check out the chart, with numbers solely relating to single issues sales – disregarding subscriptions



THE BABY PRACTICALLY SOLD OUT!

In December 2016, *Sorria* launched its first incredibly successful special project: the *2017 Sorria Calendar*. In just three months, the **130,000 print run was practically sold out: 99.49% of the copies were bought**. The business model and distribution followed the same style as the magazine. With a cover price of R\$ 3.95, the calendar led to a total donation of **R\$ 246,239.95**, shared by GRAACC and IAS. In addition to keeping track of the days, the publication brings, every month, an illustrated poster containing tips for a happier life. Very well received by readers, the product keeps them in touch with the project during the entire year.



Rodrigo Pipponzi, (to the left), executive director of MOL Publishing House, receiving the Fecomercio Award

TROPHY SHELF

Right after its first anniversary, in 2009, *Sorria* received three awards that recognize its success under different points of view. The **editorial quality** guaranteed it the trophy of Launch of the Year in printed and digital media, offered by the Brazilian Association for Publication Editors (Anatec). The Aberje Award, from the Brazilian Association of Corporate Communication, highlighted the **excellence of the publication as a means for corporate communication**. The Fecomercio Award for Sustainability in Retail, from the State of São Paulo Federation for the Trade of Goods, Services and Tourism, certified **the efficiency of *Sorria* as an agent for social transformation**.



IN TUNE WITH RETAIL

The Droga Raia team engagement is one of the pillars of *Sorria*. To maintain and extend it, the project takes advantage of training and constant recognition. The sales success and store feedback demonstrate the strength of this partnership



Droga Raia managers visiting GRAACC with MOL Director of Operations, Artur Louback (wearing glasses)

All the employees hired by Droga Raia go through project training, to understand how it works and its importance. Additionally, **recently promoted managers or managers in refresher training** receive in-person special training, offered by the MOL Publishing House director of operations.

During the courses, which take place on average three times a month, **reaching out to at least 700 professionals per year**, the employees have an opportunity to clarify doubts about *Sorria*, with in-depth information about the business model, project numbers and benefited Institutions.

For each edition, **the stores with the best sales performance are awarded and announced in the magazine**. The ranking is based on the conversion rate: number of magazines sold divided by the total purchase. Thus, different sized stores can compete equally. Additionally, the chain is divided into five groups, also based on the conversion rate: the branches teams that win in each category receive gift vouchers.



The Paranaguá (Paraná) store was the sales champ in edition 53 in the category of highest conversion rate, achieving 594% of the goal



The Jaú (São Paulo) store team prepared the cake that had its recipe published in edition 48



The Cascavel A (Paraná) store bet on some laughs to sell edition 50



The Campinas (São Paulo) office offered cotton candy to customers to help sell-out edition 51



The Cruzeiro (São Paulo) store made a doll just like the one on the cover of edition 52 to decorate the store

The store teams **make it a point to stay in touch with the *Sorria* pressroom**. For each edition, MOL Publishing House receives pictures of the employees from many stores proudly showing all their effort and creativity to engage customers with the project. Some pictures are published in the magazine.



"*Sorria* is a very special medium for us, as it gives us the opportunity to talk about the work we carry out and present the case studies of children and youth that had their lives transformed with quality education. It is a wave of good that involves employees and customers. Together we can do much more and help build a better and more fair Brazil." Viviane Senna, President of Instituto Ayrton Senna

"In these nine years, *Sorria* not only became one of our most important ways to donate funds to social institutions, but also helped us build a solidarity network. Employees have an opportunity to do a good deed at work. Customers usually buy the first time to help a cause, however we have high repurchase rates – a sign that they like the content. Thus, *Sorria* also acts as a loyalty tool for our brand." Melissa Cabral, retail operations manager at Droga Raia

"I'm a Droga Raia customer, but I had never bought a *Sorria*. I thought it wasn't for me (man, 47 years old). Until a little girl with Down syndrome offered me edition 49. I took it home, but wasn't really interested in reading it. Then my daughter, who is 18 years old, said that it was 'really cool' and that I had to check it out. My 76 year-old father also liked and recommended it. So I started to read it and liked it. Conclusion: I will subscribe!" Fernando Rente, reader (testimonial published in edition 50, dated Jul/Aug 2016)

"I was at the drugstore, buying something for my hair, when I went to checkout and heard: 'Mam, would you like to donate...' – I didn't even hear the rest and said yes. At home, I sat down to rest, grabbed my purse to look for my phone and found the drugstore magazine. Guys, seriously, I truly thank you. You do extraordinary and inspiring work. Everything in this magazine was useful, so now I'm going to look into subscribing. But first I had to tell you that. :)" Simone Lourenço, reader (testimonial published in edition 49, dated May/Jun 2016)



LAUNCH:
SEPTEMBER | 2011

6 EDITIONS
LAUNCHED

247,630
ISSUES SOLD

PERIODICITY:
BIMONTHLY

148,941
OF PRINT RUN
(average per edition)

41,266
OF CIRCULATION
(average per edition)

68 PAGES
PER EDITION
(52 in the main edition
+ 16 in the children's
magazine)

FORMAT:
26.6 X 20.2 CM
(COLOR)

PRICE:
R\$ 2.50

INSTITUTIONS
BENEFITED:



Sold from 2011 through 2012 in over 470 Extra stores (hypermarkets, supermarkets and drugstores) in the states of Alagoas, Bahia, Ceará, Goiás, Mato Grosso, Mato Grosso do Sul, Minas Gerais, Paraíba, Paraná, Pernambuco, Piauí, Rio de Janeiro, Rio Grande do Norte, São Paulo, Sergipe, Tocantins, and in the Federal District.

Banca do Bem (bancadobem.com.br) sells it to all of Brazil.



BUSINESS MODEL

The project cost was funded by sponsors that, as consideration advertised in the magazine. The amount paid by readers, minus taxes was 100% donated.

Supporters:



R\$ 96,297.00 DONATED, ON AVERAGE PER EDITION

TOTAL DONATION: R\$ 577,782.00

R\$ 115,569.40 FOR
PARCEIROS DA EDUCAÇÃO

R\$ 115,569.40 FOR
TODOS PELA EDUCAÇÃO

R\$ 86,660.80 FOR
AACD

R\$ 86,660.80 FOR
AMIGOS DO BEM

R\$ 86,660.80 FOR
CASA DO ZEZINHO

R\$ 86,660.80 FOR
FUNDAÇÃO GOL DE LETRA



CONTENT

Life lessons presented through inspiring and fun testimonials, real life stories and everyday tips, showing that everyone has something valuable to teach and learn. It included a children's magazine (learn more on the side).



TWO IN ONE

Each edition of *Por Exemplo* had an insert of a children's magazine called *Por Exemplo para Crianças*. In 16 pages full of photos and illustrations, this publication had real life and inspiring stories told by boys and girls from all over Brazil, in addition to tips to make childhood a very complete, interesting and pleasurable experience as it should be.

WHY DID IT END?

The *Por Exemplo* project was born with huge expectations. If we could repeat the performance of our first social-editorial project, *Sorria*, the new magazine would be, by far, the biggest in Brazil. That's because the Extra sales volume is significantly higher than the *Sorria* retail partner, Droga Raia. However this difference revealed itself as more challenging than expected.

The size of the teams affected training and employee engagement, and store size and sales flow made product display more difficult.

Operation complexity made project continuation unfeasible. However, the numbers show that it was a successful initiative, resulting in profit and donating more than half a million Brazilian Reais in two years.

For MOL Publishing House it was major learning experience. Afterwards, we developed new solutions that, if applied at the time could guarantee project maintenance.

WHAT OUR PARTNERS SAY

"The project *Por Exemplo* had features that were always present in the DNA of the Instituto Grupo Pão de Açúcar. Bring together employees and customers through an inspiring magazine, for all age groups, was a beautiful marriage: we made social responsibility tangible through the business." *Daryalva Bacellar, executive director of Instituto Grupo Pão de Açúcar from 2011 through 2016*

"One of the major challenges of NGOs is to promote their work in an effective manner. *Por Exemplo* did that for *Parceiros da Educação*, still enabling its income to turn into a donation. This kind of partnership enriches all participants, including readers, who gain knowledge and sensibility through a well-developed magazine." *Lúcia Fávero, executive director of Parceiros da Educação*

"The donation we received through *Por Exemplo* was very important, not only to maintain our work, but also to put the NGO on the map and enable more people to be in touch with it. *Por Exemplo* was an unique way to align values and a creative manner to promote education as a priority in Brazil." *Maria Lucia Meirelles, founder and director of Todos pela Educação*

"MOL Publishing House is in the select group of corporations that contribute, in a creative manner, with AACD. *Por Exemplo* benefited this institution in 2012. Since then, the partnership has developed and gave origin to a customized project: *Almanaque da Turminha sem Igual*. We truly hope that this cooperation will become even more solid." *Adriana Magalhães, funding manager at AACD*



TURMINHA SEM IGUAL

In a light and fun manner, this publication resolves a not so trivial equation: translating the cause of disabled persons – the flag of the benefited NGO, AACD – for children – the retailer’s audience, Ri Happy

LAUNCH:
SEPTEMBER | 2013

3 EDITIONS
LAUNCHED

141,458
ISSUES
SOLD

59,950

OF PRINT RUN
(data from edition 3,
the most recent on sale)

48,565

OF CIRCULATION
(data from edition 2,
the most recent with
concluded sales)

84 PAGES
PER EDITION

FORMAT:
16.8 X 26 CM
(COLOR)

CURRENT PRICE:
R\$ 5.50

INSTITUTION
BENEFITED:

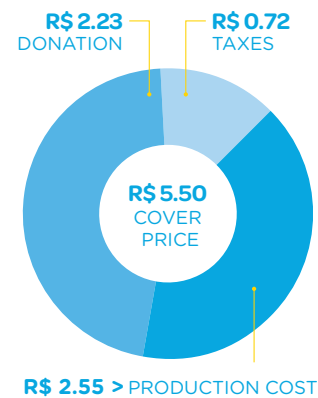


BUSINESS MODEL

The retail partner does not carry out direct investments. Income comes from sales volume. After achieving the break-even point, the donation is made, which is equal to the cover price minus costs and taxes.

WHERE DOES THE MONEY GO?

Find out where the money readers pay for each magazine goes*



* Amounts relating to edition 3, considering the sale of 98% of print run

It is sold in over 160 stores Ri Happy, in the states of Alagoas, Bahia, Ceará, Espírito Santo, Goiás, Maranhão, Mato Grosso, Mato Grosso do Sul, Minas Gerais, Pará, Paraíba, Paraná, Pernambuco, Piauí, Rio de Janeiro, Rio Grande do Norte, Rio Grande do Sul, Santa Catarina, São Paulo, Tocantins, and the Federal District.

Banca do Bem (bancadobem.com.br) sells it to all of Brazil.



R\$ 126,394.48
TOTAL DONATION

100% FOR AACD

THIS AMOUNT WILL INCREASE! DATA RELATING TO EDITION 3 IS PARTIAL: THE SALES PERIOD IS VALID UNTIL OCTOBER 2017



FUN AND CITIZENSHIP

Turminha sem Igual is comprised by six animals with different disabilities: a blind wolf, a wingless duck, a turtle in a wheelchair, a jaguar without a leg, a hearing and speech impaired monkey, and a frog with reduced leg mobility. **Good-humoured, so they convey an important lesson to children: disabilities are normal, there's no reason for prejudice.** Created by Fischer & Friends agency, the characters belong to AACD, and they come to life in the pages of *Almanaque Turminha sem Igual* combining entertainment and awareness.



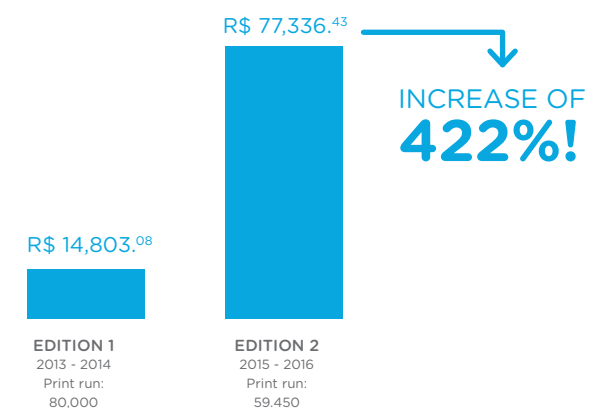
CONTENT

Comics and puzzles for children – such as the seven errors, connect the dots and drawings to color in. While they have fun, children learn to respect differences, with the help of Turminha sem Igual.

EVOLUTION OF THE MODEL

The first edition of this publication was launched as *Turminha sem Igual Magazine*. With 56 pages, a larger format (20.5 x 27.5 cm) and a forecasted quarterly periodicity. However, the model was soon reviewed, making it more suitable for the retail partner's characteristics. Thus, the magazine was transformed into an almanac, without a pre-established frequency. The second edition, in the new format, was on sale for approximately a year. That is also the period forecasted for the third edition, with sales that started in December 2016 and should continue until October 2017. **The change resulted in an incredible increase of over 420% in donations, as seen on the chart to the side.**

DONATION PER EDITION:



WHAT OUR
PARTNERS
SAY

"Reading, as well as playing, is essential for children education. The Almanaque da Turminha sem Igual, MOL Publishing House project, sold in Ri Happy stores all over the country, follows the conscious of our business: encourage child development. Toys, books and magazines together, in a union comprised of magic, creativity and education." Héctor Núñez, CEO of Ri Happy



"We are excited about the Almanaque da Turminha sem Igual launch. In addition to valuing persons with disabilities, the project is an important funding channel for AACD. From conception to flawless execution of each edition, MOL Publishing House work can be considered a great success case!" Valdesir Galvan, general superintendent of AACD



O QUE TEM PRA JANTAR?

MOL Publishing House's main project in the food area. Stands out for the integration between the content and the retail partner business, the variety of special publications launched and its longevity: it is the second most long-lasting one among our periodicals. Additionally, it proves that small retail chains can have successful social-editorial projects

LAUNCH:
SEPTEMBER | 2013

18 EDITIONS*
LAUNCHED

129,246
SINGLE ISSUES SOLD

237
SUBSCRIPTIONS
MADE

PERIODICITY:
QUARTERLY

8,000
OF PRINT RUN

7,856
OF CIRCULATION
(AVERAGE PER EDITION)

32 PAGES
PER EDITION

FORMAT:
13.3 X 20.6 CM
(COLOR)

CURRENT PRICE:
R\$ 4.90

INSTITUTION
BENEFITED:

ONG Banco de Alimentos
INVESTI NESTA IDEIA. EVITE O DESPERDÍCIO.

Sold in 18
St Marche stores,
in the Greater
São Paulo area.

Banca do Bem
(bancadobem.
com.br) sells it
to all of Brazil.

BUSINESS MODEL

The production cost is recovered in sales. Each printed copy creates a donation of R\$ 0.50.

CONTENT

Recipes, cooking tips, tips for eating better and beverage suggestions. Pages are detachable for collecting. *O que Tem pra Jantar?* is the magazine of those who see taste as the best path towards happiness.



→ In regional retail chains, circulation and donation are smaller, however the social impact is proportionally relevant: **Banco de Alimentos benefits 22,000 people a day!**

R\$ 82,117.11
TOTAL DONATION

R\$ 49,181.56
FOR BANCO DE
ALIMENTOS

R\$ 32,935.55
FOR
GASTROMOTIVA
(benefited up to edition 9)



Magazine displayed at St Marche next to the ingredients used in this edition's recipes

HAND-IN-HAND WITH RETAIL

Among MOL Publishing House projects, *O que Tem pra Jantar?* is the one that best presents the biggest integration with the retail partner's business. After all, magazine content, even though it is not institutional, is directly related to stores: all recipe ingredients are sold at the stores. Thus, **the publication acts as a tool for St Marche to fulfill its calling for curatorship**, suggesting good purchases for its customers and providing information that help consumers appreciate and enjoy the products they offer.

ONE BRAND, MANY PRODUCTS

The *O que Tem pra Jantar?* magazine gave origin to five editions of special publications that carry the project's brand. All of them followed the self-sustained model with fixed donation: each copy sold generated a donation of R\$ 1.00. Learn more about them below



CALENDARS

Publications you can hang on the wall and keep readers company during the whole year, ensuring great brand exposure for the retail partner. Each month has a poster with recipes and tips. Three editions were launched: 2014, 2015 and 2016 generating a total donation of over R\$ 18,000.



COLEÇÃO MUNDO

Each edition is comprised of 17 detachable posters, with curious and fun information about a topic connected to the pleasures of eating. Two editions were launched: *Mundo do Vinho*, in 2014, and *Mundo do Chocolate*, in 2016. The donation was over R\$ 7,800.



GOURMET PRESS ROOM

All recipes in the *O que Tem pra Jantar?* magazine are produced and photographed by our team. **We count on specialized collaborators that are passionate about the topic, thus ensuring exclusive appetizing content.** Since the first edition, over 260 recipes were made, clicked and published.

WHAT OUR PARTNERS SAY

"MOL completely understood what the St Marche brand is all about, reflecting our essence in the *O que Tem pra Jantar?* project. Another strength of the publishing house is their knowledge of retail, which is essential to make this type of initiative happen. Thus, we give customers a special experience and help social initiatives that are related to our business."
Victor Leal, cofounder and co-CEO of St Marche



"I'm a big admirer and enthusiast of the MOL Publishing House business model! The company wins over readers, makes major social causes feasible and changes the culture of the population, which starts acting as a better social agent. Everyone must contribute towards a greater good, and MOL is really doing that right!"
Luciana Quintão, president of Banco de Alimentos



"The *O que Tem pra Jantar?* project was very important for Gastromotiva. Each edition provided training for a new student in the course. Additionally, thanks to the magazine, we received emails and phone calls from people that wanted to learn more details about the project and do some voluntary work with us, which is great."
David Hertz, founder of Gastromotiva



LAUNCH:
NOVEMBER | 2013

2 EDITIONS
LAUNCHED

70,058
ISSUES SOLD

PERIODICITY:
QUARTERLY

50,000
OF PRINT RUN
(average of the
2 editions)

34,976
OF CIRCULATION
(average of the
2 editions)

OVER
70,000
FANS ON
SOCIAL MEDIA
(channels closed at
the end of the project)

56 PAGES
PER EDITION

FORMAT:
27.5 X 20.5 CM
(COLOR)


PRICE:
R\$ 3.50

INSTITUTION
BENEFITED:

COMBATENDO E VENCENDO
O CÂNCER INFANTIL

Sold from 2013
through 2014 in
44 C&C stores
in the states of
Espírito Santo,
Rio de Janeiro,
and São Paulo.

Banca do Bem
(bancadobem.
com.br) still
sells it to all
of Brazil.



The project proved that there is a demand in the printed media for do it yourself decoration content, a niche of high viewings on the internet

BUSINESS MODEL
There was no sponsorship and the retail partner did not invest directly. Income came from sales volume. After achieving the break-even point, the donation is made, which is equal to the cover price minus costs and taxes.

WHY DID IT END?
One of the main challenges of the project *Eu que Fiz!* was conciliating the product to the framework of a home improvement retail chain, with large stores and a high average of employees per manager. The results of the first editions, however, revealed we were on the right path, fine tuning the project to repeat the success of the other publications. In the second year of the project, however, the misalignment with the retail partner's strategy decisively hindered magazine continuity.

R\$ 30,273.72
TOTAL DONATION

100% FOR GRAACC



CONTENT
DIY decoration projects (for all rooms, tastes and skill levels), in addition to tips to remodel your house. A perfect magazine for those who love to make their home beautiful by using a lot of creativity.



HANDMADE
The two editions of *Eu que Fiz!* had, in all, 43 DIY projects. Many ask: **“Did you really do all that?”** The answer is: **yes!** With C&C's support, our team designed, built and photographed each project. Creating publications with such diverse and specific content fills us with pride and joy.



FROM SHELVES TO PAGES
Eu que Fiz! was an example of a social-editorial project with content that is strictly related to the products available in the partner retail chain – as in the publication *O que Tem pra Jantar?* (learn more on page 36). The material required to make each one of the DIY projects published in the magazine were on sale at C&C while each edition was in circulation. That required detailed research work while creating the agenda and an efficient communications channel between the pressroom and retail. The result was worth it: **the content fully reached out to store audience, and even thought it is not institutional work, it took the retailers portfolio into customers' homes**, through relevant and interesting information. Therefore, everyone involved in the project benefited from it.



“With the success of Sorria, GRAACC together with MOL Publishing House decided to involve C&C, one of our long-term partners, in a new project. The idea was to invite consumers to help fight children's cancer by buying *Eu que Fiz!*, a DIY decoration magazine. The initiative was a huge success, bringing over R\$ 30,000 in donations to GRAACC in 2014. This funding was paramount as it was the year in which the hospital was consolidating its activities after the expansion. With the increase in physical space, costs also increased and therefore *Eu que Fiz!* was very important to maintain quality of our patients treatment.”
Tammy Allersdorfer, superintendent of institutional development at GRAACC



TODOS

Launched just two years ago, became the **second largest project** at MOL Publishing House, totaling over R\$ 2 million donated. Having **constantly growing print run and sales**, joined the group of the top magazines in the country. Among the institutions benefited are local entities, enabling **readers to directly assist their community**

LAUNCH:
APRIL | 2015

12 EDITIONS
LAUNCHED

1,347,040
SINGLE
ISSUES SOLD

134
SUBSCRIPTIONS
MADE

PERIODICITY:
BIMONTHLY

CURRENT CIRCULATION:
133,166
133,064 > single issues
102 > subscriptions
(DATA FROM EDITION 12)

52 PAGES
PER EDITION

FORMAT:
26.6 X 20.2 CM
(COLOR)

CURRENT PRICE:
R\$ 3.95

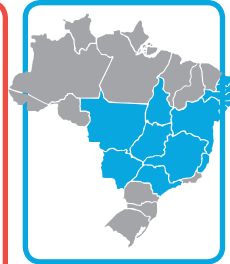
INSTITUTIONS
BENEFITED:



AND 13 ENTITIES
THAT SUPPORT
UNDERPRIVILEGED
SENIOR CITIZENS

Sold in over 740
Drogasil stores,
in the states of
Alagoas, Bahia,
Espírito Santo,
Goiás, Mato Grosso,
Mato Grosso
do Sul, Minas
Gerais, Paraíba,
Pernambuco, Rio
Grande do Norte,
São Paulo, Sergipe,
Tocantins, and the
Federal District.

Banca do Bem
(bancadobem.com.br) sells it
to all of Brazil.



NATIONAL RUNNER-UP

TODOS is the second top magazine in Brazil in the single issues sales ranking, which considers readers' decision to buy the publication at each edition

		Single issues circulation:	
Magazine		Average per edition*	Daily average**
1st	<i>Sorria</i> (bimonthly)	193,011	3,217
2nd	<i>TODOS</i> (bimonthly)	120,603	2,010
3rd	<i>Veja</i> (weekly)	79,900	11,414
4th	<i>Ana Maria</i> (weekly)	72,448	10,350
5th	<i>Tititi</i> (weekly)	61,688	8,813
6th	<i>Caras</i> (weekly)	60,007	8,572
7th	<i>Malu</i> (weekly)	58,980	8,426
8th	<i>Minha Novela</i> (weekly)	46,651	6,664
9th	<i>Guia Astral</i> (monthly)	43,627	1,454
10th	<i>Quatro Rodas</i> (monthly)	42,962	1,432

* Average number of printed single issues, per edition, from January through December 2016. Comparison between MOL Publishing House (Sorria and TODOS, audited by the VACC) and all Brazilian paid magazines audited by the Instituto Verificador de Comunicação (IVC). ** Amount of the previous column divided by the number of days relating to frequency of each publication edition (in the case of monthly magazines, the average per edition was divided by 30, for instance).

OVER
**R\$ 2,800
DONATED
PER DAY
IN THESE
PAST TWO
YEARS!**

**R\$ 2,073,778.45
TOTAL DONATION**

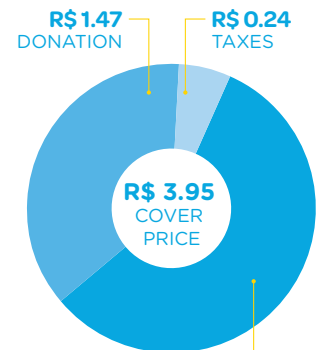
R\$ 978,328.59 FOR OBRA DO BERÇO
R\$ 577,043.93 FOR TURMA DO BEM
R\$ 518,405.93 FOR ENTITIES THAT CATER TO SENIOR CITIZENS

BUSINESS MODEL

The retail partner does not invest directly. Income comes from sales volume. After achieving the break-even point, the donation is made, which is equal to the cover price minus costs and taxes.

WHERE DOES THE MONEY GO?

Find out where the money readers pay for each magazine goes*



R\$ 2.24 > PRODUCTION COST

* Amounts relating to edition 12, considering the sale of 98% of print run



CONTENT

Inspiring, surprising and fun life stories, as well as curiosities, recipes, arts and crafts, and puzzles. TODOS encourages readers to have a more active, happy, and full of meaning lifestyle.

WHAT OUR PARTNERS SAY

"A company has the responsibility of being social. With the magazines, we can give back to society what it gives us as a business. Additionally, they are the best medium to make our team engage with a sustainability project. Our magazines play an important role in the strategy of the company's major causes."

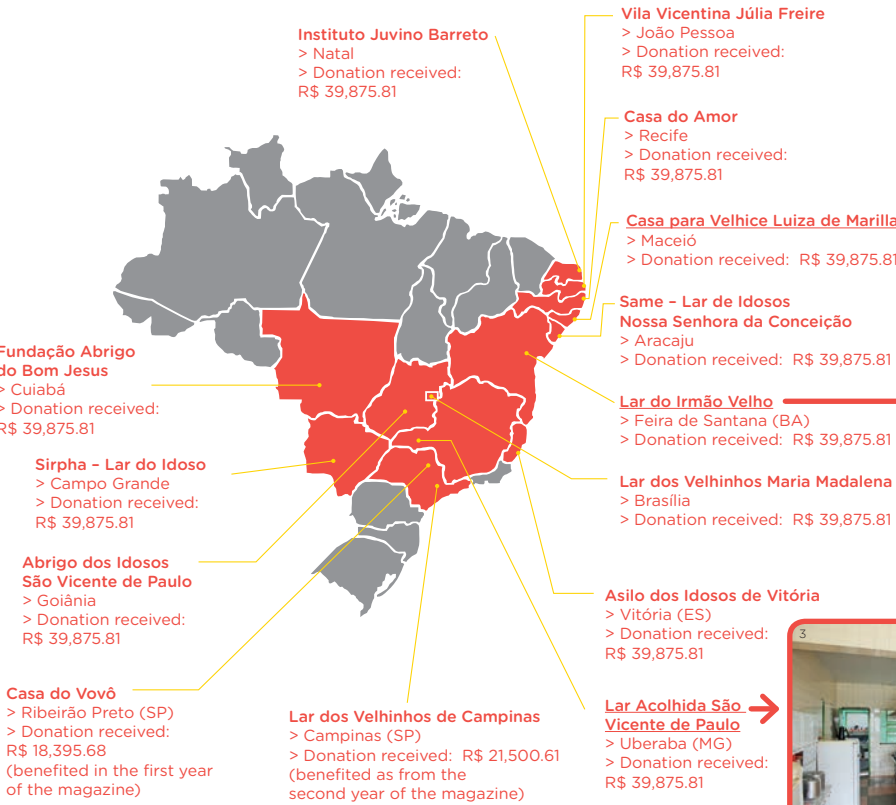
Marcílio Pousada, CEO of Raia Drogasil



"TODOS is a smart project: it uses resources that are already available – logistics framework, points of sale, sales-force, store consumer base – to leverage a social initiative, without increasing company costs. We bring together the internal and external audience to benefit the local community and reinforce brand values." Renato Raduan, vice-president of retail operations at Drogasil

LOCAL SUPPORT

The donations that come from *TODOS* helps support 13 entities that house senior citizens in 13 states where the magazine is sold. As a result, **readers have an opportunity to assist social projects that operate right in their community.** The establishments have been through a strict selection process, submitting a number of documents to prove their institutional legitimacy and personally visited by a MOL Publishing House representative. **The money donated by the magazine has a direct impact on the quality of life of senior citizens serviced,** as it is mainly invested in remodeling, making the facilities more functional and welcoming. The entities must provide detailed rendering of accounts about donation use. Check out the institutions on the map, where they are located and how much each one has already received.



The donations were employed in buying window frames, floor tiles and other construction materials, enabling major building remodeling



Thanks to the donations, among the improvements made are the installation of a solar heating system and a ceiling tiles in the rooms



The funds were allocated to install an exhaust system for the kitchen, to paint 15 bedrooms, among other rooms, and to buy wardrobes and other furniture

ENGAGED TEAM

Projects that follow the *TODOS* business model, co-executed by a retail partner, highly depend on store chain employee engagement. Contribute to engage teams is an essential part of MOL Publishing House's work. **We carry out trainings on a monthly basis with new Drogasil managers,** underlining the magazine's role in company culture.



Artur Louback, Operations Director at MOL Publishing House, giving training to Drogasil employees



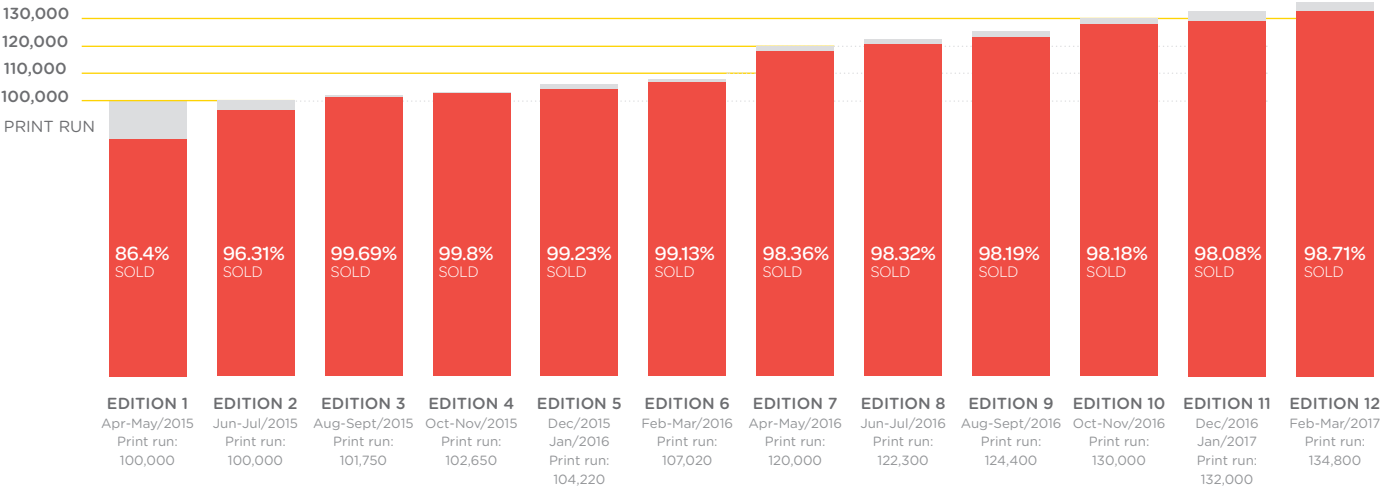
"The *TODOS* donations contribute to maintain our many services, such as meals, daycare, dental care, and vocational course. They also paid for renovations and the purchase of teaching supplies. Additionally, there are readers that phoned saying they had heard about the institution in the magazine and they wanted to help." Vera Helena Dias, vice-president of Obra do Berço



"The partnership with MOL Publishing House was one of the best things that happened to TdB in 2015. Since then, *TODOS* was responsible for providing care for over 4,000 young people. Additionally, provides content of the highest level, which values our network of volunteers. I hope this work continues for many years to come!" Fábio Bibancos, founder and president of Turma do Bem

SUSTAINABLE GROWTH

The *TODOS* print run has been gradually increasing since its third edition. We started with 100,000 copies and currently we have over 130,000. And the growth is walking hand-in-hand with increase in sales: **since the first increment in the print run, leftovers have remained under 2%** – a mark that any magazine in the world would love to show off. Check out the result of single issue sales for each edition on the chart



PEOPLE ARE SUPPOSED TO SHINE

One of the differentials of *TODOS* that stand out most and fill us with pride is stamped right on the first page of the magazine. **The cover photo has always shown someone unknown to the general public – ordinary people, with real and inspiring stories.** According to the traditional MO of the editorial market, this choice couldn't be more wrong: just take a look at the other decoys that other magazines believe in. When *TODOS* places the spotlight on someone we can run into on the street, it is conveying its main message: any of us is capable of admirable deeds, worthy of a headline!



Judith Caggiano, 83 years old, found freedom after 70: after the end of an oppressive marriage, she traveled, got tattoos and made a lot of new friends



José dos Santos Neto, 74 years old, widower since he was 61, loves to look for new music and dance steps to dance with his new wife, Sônia de Lima, 62 years old



Inspired by a friend's example, Joice Berth, 40 years old, gained the confidence to become a militant of black feminism, encouraging other women to believe in their own voice

"We are very happy for having MOL Publishing House as a partner. The funds donated made it possible to remodel two bedrooms in the women's wing and install a solar heater, improving the lives of our senior citizens and optimizing the work of our caregivers. I hope this partnership gets even bigger!" Diana Solange Leopoldino, administrative coordinator of Casa para Velhice Luiza de Marillac

"When we received the first donation, we were overflowing with happiness. We could advance in renovating our house, which had stopped as result of lack of funds. When we conclude the works, we can house another 20 elderly women. To everyone at MOL, our eternal appreciation!" Solange Leopoldino, administrative coordinator of Casa para Velhice Luiza de Marillac

"When they offered me *TODOS*, I took it without a second thought: the price is fair and the magazine helps a lot of people. The magazine and hair color went into the bag and that's where it stayed for a week. When I finally needed the hair color, the magazine came as a surprise. It touched my soul and made me rethink my life." Elaine Castro, reader (testimonial published in edition 2, Jun/Jul 2015)

COLLECTION EU AMO

Our passionate development in the universe of books has rendered **at least one launch per year since 2013**. Thanks to that, we had the opportunity of contributing with more causes and institutions, achieving more audiences and **trying new distribution channels** – in addition to producing content that makes us very proud, securing **hundreds of thousands of fans all over the country**

R\$ 29,739.71
TOTAL DONATION

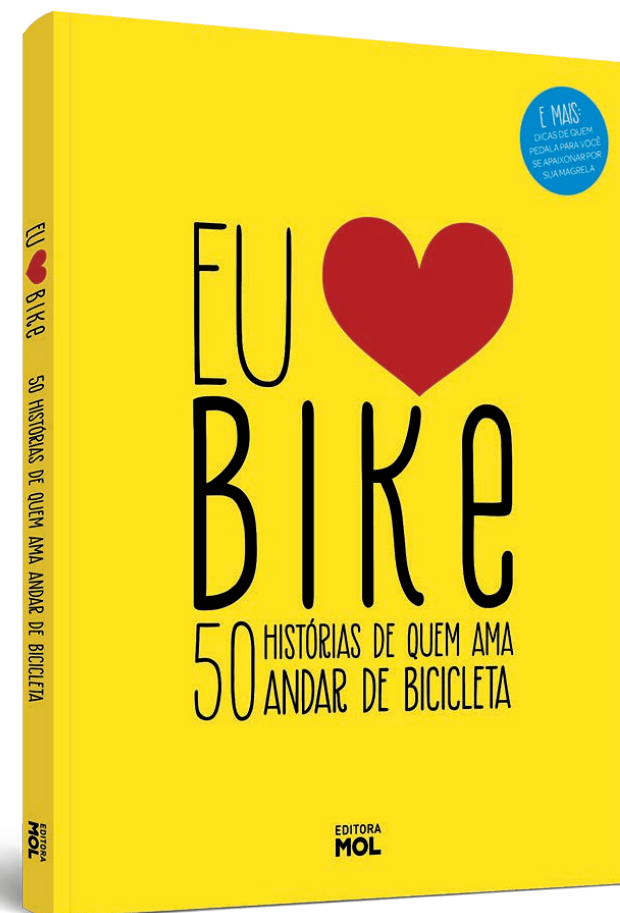
INTENDED FOR 9 INSTITUTIONS

BUSINESS MODEL

Project cost is funded by a partner company, which on the other hand, can promote its brand in the publication and receive an exclusive print run (*learn more in the box to the side*). In the first edition, for each copy sold, 9% of the amount paid by readers is donated. In the others, the donation is R\$ 1 per copy sold.

CONTENT

Each one of the books has 50 stories and photos of people in love with the topic that gives the book its name. Men and women of all age groups and all regions in Brazil. The publications also have 50 reasons and 50 tips so readers can dive into the same love. The collection is made for people looking for inspiration to discover and live the healthy pleasures of life intensely.



EU AMO BIKE

R\$ 8,701.17
TOTAL DONATION

R\$ 2,900.39 FOR EACH INSTITUTION



CONTENT

Stories and pictures of 50 Brazilians that love bikes as transportation, leisure, sports, business or social flag. A panorama of diversity of cyclists in the country. There's also 50 reasons to fall in love with a bike, 50 tips to start riding and an infochart explaining bike parts.



WHAT OUR PARTNERS SAY



"Itaú chose urban mobility as a cause because of the power that bikes have to raise awareness. Through a partnership with Mol Publishing House, we supported a number of essential publications to catalyze cultural changes caused by bikes. It was paramount to have sensible and committed partners with the delivery of excellent products." Luciana Nicola, superintendent of governmental and institutional relations at Itaú

"When promoting bike culture, the MOL Publishing House publications are aligned with our mission. Additionally, reverting part of the earnings as financial support for Ciclocidade contributes towards the financial sustainability of the organization. Partnerships such as this one represent gains for all of society, for the NGO and for companies involved." René José Rodrigues Fernandes, financial director of Ciclocidade

YELLOW FAMILY

In 2015, the book *Eu Amo Bike* gave origin to two new publications on the same topic: *Almanacicleta*, an almanac for children, and *Eu Sou a Mudança*, a book that maps, analyzes and promotes the bike phenomenon in the country. As the case with *Eu Amo Bike*, both were sponsored by Itaú and benefited Ciclodidade, Transporte Ativo and Vá de Bike.



2 EDITIONS
LAUNCHED

32,000
PRINTED
ISSUES

30,200
ISSUES
DISTRIBUTED
FOR FREE

1,649
ISSUES
SOLD

36 PAGES

FORMAT:
25.5 X 20 CM
(COLOR)

CURRENT PRICE:
R\$14.90



CONTENT

Children's almanac that mixes fun and information, entertaining children and awakening the love in them for bikes and a citizen mindset. With traditional puzzles – such as connect the dots and labyrinth – curiosities about cycling and tips to ride bikes safely.

R\$ 2,210.06
TOTAL DONATION

R\$ 787.12 FOR VÁ DE BIKE
+ **R\$ 711.47** FOR TRANSPORTE ATIVO
+ **R\$ 711.47** FOR CICLODIDADE



1 EDITION
LAUNCHED

3,000
PRINTED
ISSUES

2,100
ISSUES
DISTRIBUTED
FOR FREE

462
ISSUES
SOLD

104 PAGES

FORMAT:
20 X 20 CM
(COLOR)

CURRENT PRICE:
R\$ 29



CONTENT

Has 100 projects that use bikes to transform Brazil. Public and private initiatives, local and national, with or without profit, related to mobility, business, sports, health, sustainability, culture, education, tourism and leisure.

R\$ 1,316.07
TOTAL DONATION

R\$ 438.69 FOR
EACH INSTITUTION



"The partnership with MOL Publishing House is special because everyone can win from it. I had never seen anything like it in the world. Using real life stories to promote a cause is a great way to make people resonate with it. And transform the earnings from that into a donation is a smart way to do good."
Zé Lobo, general director of Transporte Ativo



"People who read MOL Publishing House's books about bikes gain much more than the entertainment from a pleasant read: in addition to doing a good deed for buying it, readers will also feel motivated to look for creative solutions to improve the world their own way. Being a part of this network of support and inspiration gives us much more strength to continue our work."
William Cruz, creator of Vá de Bike website



LAUNCH:
2014

3 EDITIONS
LAUNCHED

9,372
PRINTED
ISSUES

2,572
ISSUES
DISTRIBUTED
FOR FREE

3,213
ISSUES
SOLD

100 PAGES

FORMAT:
25 X 20 CM
(COLOR)

CURRENT PRICE:
R\$ 39.90

INSTITUTIONS
BENEFITED:



CONTENT

Stories and pictures of 50 Brazilians passionate about breaking the ground in all kinds of national and international destinations. A different kind of travel guide, where readers can hitch a ride with the characters' itineraries. Also gives tips on how to pack, 50 reasons to love to travel and 50 tips to plan incredible adventures.

EU AMO VIAJAR

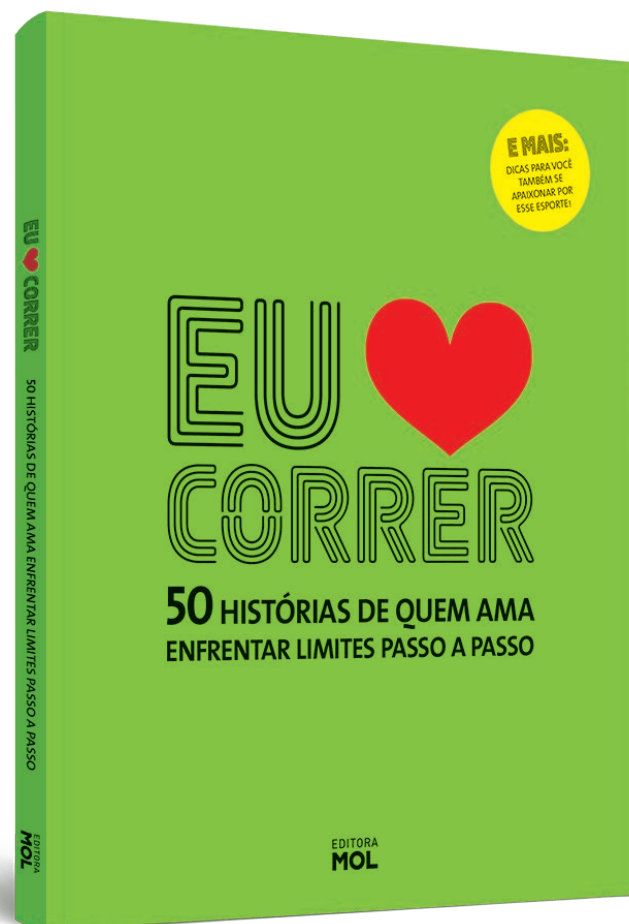
R\$11,100.52
TOTAL DONATION

R\$ 5,557.28 + **R\$ 5,543.24**
FOR GARUPA FOR ICEI

"The partnership with MOL significantly contributed to our communication strategy. Based on true stories, we established a close connection with our customers, demonstrating the importance of traveling for knowledge, discoveries and learnings." **Daniel Aguado**, manager of SR, communications and brand of LATAM Airlines Brasil

"Having a partner that applies the logic of a fair economy that promotes citizenship and access to information is highly positive for ICEI. In addition to income, we receive credibility. Thanks to this union, more people began to understand the importance of local communities, sustainable tourism and transferring knowledge." **Lia Miceli**, associate and treasurer of ICEI Brasil

"The partnership with MOL Publishing House provides benefits that go beyond the financial aspect. We plan on using the funds received to create an institutional video. But we have also gained visibility and felt a strong resonance of purpose with the publishing house. Bring on new projects!" **Mônica Barroso**, executive director of Garupa

LAUNCH:
20152 EDITIONS
LAUNCHED5,300
PRINTED
ISSUES1,500
ISSUES
DISTRIBUTED
FOR FREE1,141
ISSUES
SOLD

100 PAGES

FORMAT:
25 X 20 CM
(COLOR)CURRENT PRICE:
R\$ 39.⁹⁰INSTITUTIONS
BENEFITED:**CONTENT**

Stories and photos of 50 Brazilians – professionals and amateurs – passionate about all kinds of running. It's inspiration for those who want to start running and for those who already have experience in the matter. It also presents the different track modalities, 50 reasons to love running and 50 tips to start now.



"The type of funding that MOL has created for social purposes is extremely interesting and smart as it is self-sustainable. Publications are all high quality, which stands out to the general public immediately. The book Eu Amo Correr has synergy with the work to strengthen the sports culture that we carry out with children, teenagers and young adults." Sóstenes Brasileiro de Oliveira, general director of Fundação Gol de Letra

"MOL Publishing House has been a major accomplice of our work, transferring part of the earnings from the book Eu Amo Correr to the Instituto Mara Gabrilli. I'm very happy to know that the stories of people passionate about running can reach readers with an even bigger mission: help people with disabilities. After all, running for people who need it, in addition to being even more functional, it's catching!" Mara Gabrilli, founder of Instituto Mara Gabrilli

Data updated on May 15, 2017. For additional information, please visit www.editoramol.com.br.

LAUNCH:
20162 EDITIONS
LAUNCHED7,800
PRINTED
ISSUES3,100
ISSUES
DISTRIBUTED
FOR FREE693
ISSUES
SOLD

100 PAGES

FORMAT:
25 X 20 CM
(COLOR)CURRENT PRICE:
R\$ 39.⁹⁰INSTITUTIONS
BENEFITED:

EU AMO COMIDA

R\$ 2,487.88
TOTAL DONATION

R\$ 1,243.94 FOR EACH INSTITUTION

CONTENT

Stories and pictures of 50 Brazilians passionate about food in the most different ways. Small farmers, researchers, cooks, restaurant owners and people that just simply love to eat. A flavorful celebration of the pleasures of the palate. It also provides tips to enjoy meals, 50 reasons to love food and 50 tips to eat better.



Eu Amo Comida book launch, at the Cultura bookstore, Shopping Iguatemi, in São Paulo

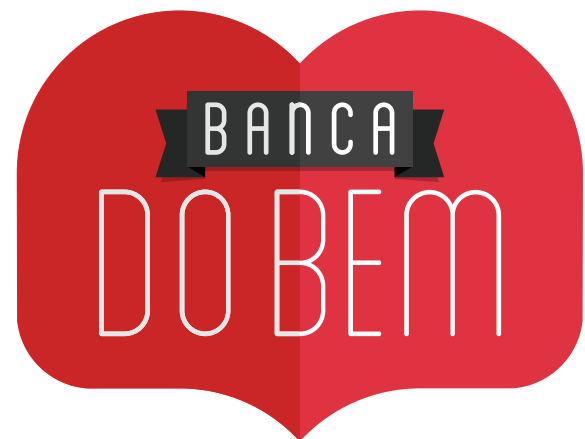
FACE-TO-FACE

The Eu Amo collection books are always a major celebration when published. **All of them had launch events in São Paulo, in major bookstores:** Cultura, Fnac and Saraiva. The most recent one, *Eu Amo Comida*, was also celebrated in Rio de Janeiro. On these dates, we gather the characters, employees, partners, and readers, creating and strengthening connections. **The titles have also given origin to a number of talks:** free events where specialists involved in book production (interviewees and members of the benefited entities) share their knowledge with the general audience. In between these launches, the events help to maintain and even increase the relevance of the Eu Amo brand.



"The partnership with MOL Publishing House is very special and important to us, as it enabled us to bring together the company's strategic interests with society's, in addition to supporting social causes aligned with our guidelines. The project reinforced our commitment to healthy eating and sustainable practices, showing us enchanting stories." Denise Coelho, adjunct director of corporate communications and sustainability at Ticket Serviços

"The projects created by MOL Publishing House fill our eyes with beauty, offering unpublished content, rich with news and subtlety. Additionally, we have a similar view of the world. We work with an eye out for our community, and there is no better partner than a company focused on this purpose. We feed our body, they feed our soul." Daniela Garcia, marketing and institutional relations manager at Banco de Alimentos



BANCA DO BEM

Our virtual store is a **direct channel with end-users**, enabling MOL Publishing House products to reach all cities in Brazil. **You can buy any one of the publications we have already launched and subscribe to our magazines.** Banca do Bem, however, is more than that, it is a platform that manages all our sales that don't depend on retail partners, including distribution in newsstands and bookstore chains

Data updated on May 15, 2017 – for more information, please visit www.editoramol.com.br. The sales and donation figures presented are relating to Banca do Bem, and are embedded in the numbers that are contained in the pages of this report when specifically referring to other MOL Publishing House projects.

LAUNCH: 2014

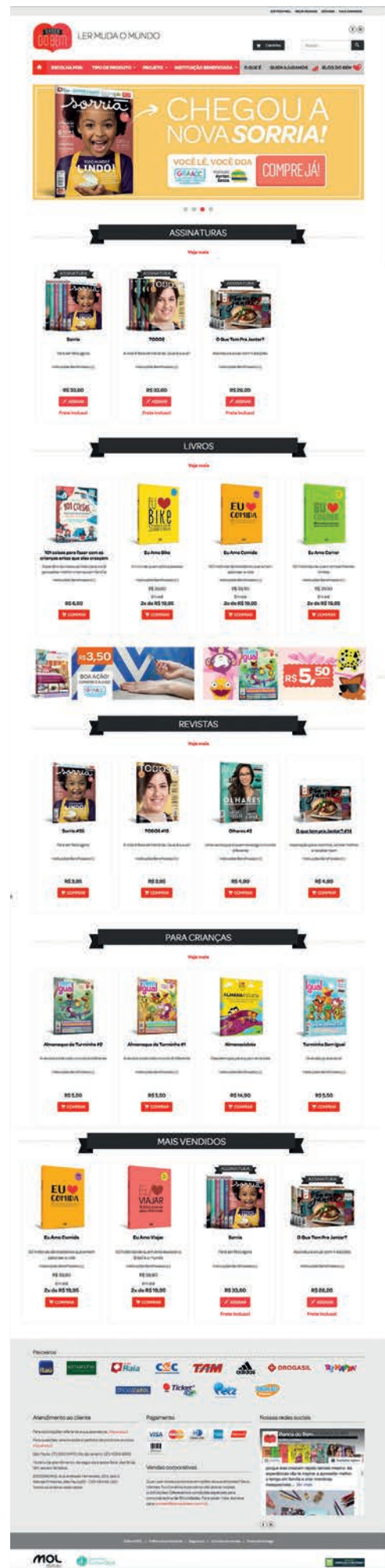
54,662 SALES:

42,397 SUBSCRIPTIONS + **8,883** UNITS IN BOOKSTORES AND NEWSSTANDS + **3,382** UNITS IN THE ONLINE STORE

17,867 ACTIVE SUBSCRIPTIONS

108 PRODUCTS ON SALE

MORE THAN VIRTUAL
In addition to taking care of the e-commerce with the same name, Banca do Bem is the MOL business unit that **manages the publishing house sales through special actions**, such as magazine subscription offers through direct mail, and book circulation in bookstores and newsstands. In the case of books, **8,883 issues were sold in traditional brick and mortar points of sale.** The products directed towards this type of sales are the Eu Amo Collection publications (*learn more on page 44*). Currently available in more than 50 stores in over 20 national and regional bookstore chains in the midwest, north, southeast and south.



→ **R\$ 5.56 DONATED PER SALE, ON AVERAGE**

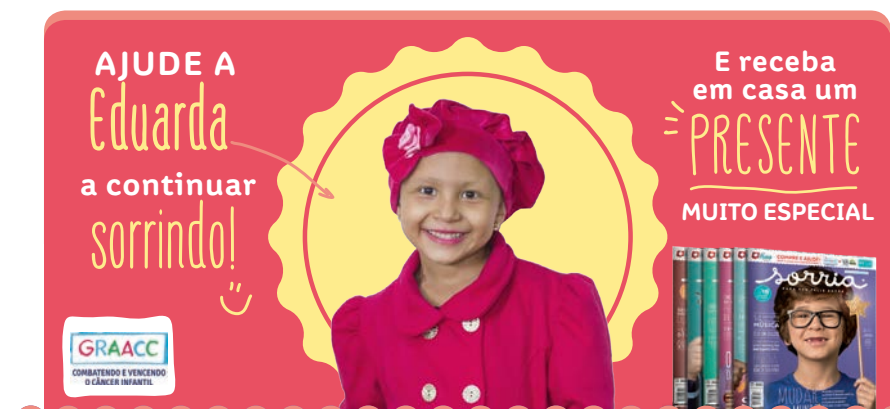
R\$ 304,131.15
TOTAL DONATION

- DONATION PER INSTITUTION**
- R\$ 266,981.64** GRAACC
 - R\$ 5,557.28** GARUPA
 - R\$ 5,543.24** ICEI
 - R\$ 4,126.21** VÁ DE BIKE
 - R\$ 4,050.55** CICLOCIDADE
 - R\$ 4,050.55** TRANSPORTE ATIVO
 - R\$ 3,549.03** INSTITUTO AYRTON SENNA
 - R\$ 2,553.14** BANCO DE ALIMENTOS
 - R\$ 2,307.14** GASTROMOTIVA
 - R\$ 1,962.02** GINGA SOCIAL
 - R\$ 1,962.02** INSTITUTO MARA GABRILLI
 - R\$ 1,488.38** Total donations to:
AACD, CRIANÇA ESPERANÇA, OBRA DO BERÇO, PARCEIROS DA EDUCAÇÃO, TODOS PELA EDUCAÇÃO, TURMA DO BEM, INSTITUTIONS THAT SUPPORT SENIOR CITIZENS



ALWAYS TRANSPARENT

At Banca do Bem, each product page has a chart showing the portion of the price that will be donated. This information is important because the **donation generated from website purchases could be different** than the donation resulting from the same publication if it was purchased at a brick and mortar point of sale. That happens because the sales that take place through Banca do Bem have extra handling, freight, operation and tool management costs, as the logistics is MOL Publishing House's responsibility – and not the retailers'.



PERSONAL REQUEST

The most successful Banca do Bem initiative has already raised **R\$ 263,346.09 in donations for GRAACC**. The initiative is carried out together with the hospital, who sends a request for an extra donation to its maintaining partners by mail, offering a subscription to *Sorria* magazine as consideration. The campaign takes place annually since 2015. In the first two years, **it brought in a total of 41,134 subscriptions** (*learn more in the testimonial below*).

WHAT OUR PARTNERS SAY

"GRAACC depends on thousands of individuals and corporates that contribute on a monthly basis to ensure hospital operation. This support takes place through monthly donations, as well as extra contributions. One of these campaigns is carried out through a partnership with MOL Publishing House, the Extra Sorria Donation, where we offer an annual subscription to the magazine as a gift for the extra donation. The amount raised through this initiative ensured one year of treatment for 18 children, transforming the lives of their families thanks to this partnership with Banca do Bem." Suzana Dalessio, fund raising manager at GRAACC



LAUNCH:
OCTOBER | 2016

2 EDITIONS
LAUNCHED

76,308
ISSUES SOLD

PERIODICITY:
QUARTERLY

50,000
OF PRINT RUN
(data from edition 2)

52 PAGES
PER EDITION

FORMAT:
26.6 X 20.2 CM
(COLOR)

CURRENT PRICE:
R\$ 4.90

INSTITUTION
BENEFITED:
CRIANÇA ESPERANÇA

It's sold at Óticas Carol, which counts on 900 stores in 23 states (all states except Acre, Amapá, and Amazonas) and the Federal District. As it is a franchise chain, the participation is not mandatory - the magazine is just offered to stores that wish to have social engagement.

Banca do Bem (bancadobem.com.br) sells it to all of Brazil.



THE DONATION PATH

The net amount raised from magazine sales is deposited into a United Nations Organization for Education, Science and Culture (Unesco) bank account which maintains Criança Esperança through a partnership with Globo TV network. Through a very specific call for bid, Unesco selects, on an annual basis, the institutions that will be supported by the initiative. The entities render accounts, and Unesco controls each cent donated, ensuring that money will be used correctly and efficiently. In 2017, 62 projects will be benefited, in all regions in the country. Check out where they are located:



R\$ 13,300.00

FORECAST OF DONATION PER EDITION*

100% FOR CRIANÇA ESPERANÇA

* Amount relating to edition 3, considering the sale of 100% of print run. The previous editions raised a donation of R\$ 15.18, through Banca do Bem.

Additionally, at each edition launched, Óticas Carol donates R\$ 375,000.00 to the benefited project. The total amount donated per edition, however, could achieve R\$ 388,300.00.

NEW CHALLENGE

Olhares is the first MOL project with a retail partner that's a franchise network, not own stores. In practice, that means we are taking on roles that, in other projects, would be carried out by company headquarters. In *Olhares*, we issue orders, carry out delivery logistics, collect and service over 900 stores. That makes the operation more complex and expensive. However, with all the huge support coming from Óticas Carol, the experience has been promising - and it really increases the possibility of applying our business model.



OLHARES

Our newest magazine is also the MOL Publishing House publication that reaches more states in the country: 22. The network of projects benefited accompanies that dissemination, totaling 62 entities in all regions. An exciting logistics challenge with a promising future!

WHAT OUR PARTNERS SAY



"One of the pillars of Óticas Carol is to be an agent of social transformation. It has been a gratifying surprise to be able to make this purpose possible through Olhares. As it provides interesting information, shows Carol's DNA and benefits Criança Esperança, it has had relevant acceptance from franchisees and consumers." Raquel Pirola, marketing director at Óticas Carol

"Alliances are essential to make the world a better place. Criança Esperança is a great example of that idea: bringing together hope that transforms society. Olhares magazine helps us in that path to ensure the rights and create opportunities for children, teenagers and youth all over the country." Raphael Vandystadt, social responsibility manager at Globo



101 COISAS PARA FAZER COM AS CRIANÇAS ANTES QUE ELAS CRESÇAM

Our first book sold through a retail partner! If it's the success we expect, we have a list of other publications in the same format that we would love to launch

FOCUSED ON PARENTS

A book for adults in a children's store – does that make sense? The success of blogs, internet video channels and books on maternity and paternity shows that **there is a strong demand for information and inspiration about how to raise children**. With that in mind we decided to bet on that audience. Although, in the end the whole family wins, as they read and have fun together!

Data updated on May 15, 2017. For additional information, please visit www.editoramol.com.br.

WHAT OUR PARTNERS SAY

"One of the pillars of PBKIDS is to encourage playing, enabling fun and development. The partnership with MOL Publishing House in this book strengthens the idea of activities between parents and their kids, in addition to raising funds for Instituto Ayrton Senna. A successful partnership that brings back good times for families." Flávia Drummond, marketing director at PBKIDS

"In addition to donating the earnings to the cause of education, this project provides essential content for adults that can have incredible experiences with children. This work makes us really proud and makes us feel even more confident about the success of our partnership with MOL Publishing House." Thiago Fernandes, business director at Instituto Ayrton Senna

RETAIL PARTNER



LAUNCH:
MAY | 2017

60,000
OF PRINT RUN

82 PAGES

FORMAT:
19 X 13.3 CM
(COLOR)

COVER PRICE:
R\$ 6.50

INSTITUTION
BENEFITED:



Sold in 51 PBKIDS stores in the states of Amazonas, Bahia, Ceará, Minas Gerais, Paraná, Pernambuco, Rio de Janeiro, Rio Grande do Norte, Rio Grande do Sul, São Paulo, and Sergipe, and in the Federal District.

Banca do Bem
(bancadobem.com.br)
sells it to all of Brazil.

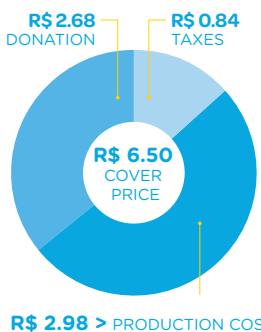


BUSINESS MODEL

The project cost is advanced by MOL Publishing House and recovered with the sale. After achieving the break-even point, the donation is made, which is equal to the cover price minus costs and taxes.

WHERE DOES THE MONEY GO?

Check out where the amount paid by readers per book copy goes*



*Considering the sale of 98% of print run

R\$ 157,600.00
DONATION FORECAST,
IF 98% OF PRINT RUN IS SOLD

THE BOOK WILL BE SOLD FOR SIX MONTHS, THAT COULD BE EXTENDED FOR ANOTHER SIX MONTHS



CONTENT
101 simple, creative and pleasant ideas to enjoy your family, including beautiful and colorful illustrations. A book for those who know that childhood just goes by too fast – and makes it a point to enjoy it!

RETAIL PARTNER



55



O QUE OS CACHORROS NOS ENSINAM

Creating a project about the animal universe, benefiting NGOs in that area, was an old wish. We bet on the charisma and wisdom of our best friends to make that dream come true

CONTENT
50 beautiful pictures of dogs with the most inspiring lessons that these amazing animals teach us.

Data updated on May 15, 2017. For additional information, please visit www.editoramol.com.br.

WHAT OUR PARTNERS SAY

"This partnership with MOL Publishing House is in line with two major pillars of our company. In addition to contributing with the well-being of abandoned animals, the project offers our customers a great opportunity to learn from the relationship we have with our pets." Rodrigo F. Cruz, operations director at Petz

"This initiative makes us really proud! In addition to the financial aid, the book will show all of society the importance of social responsibility for animals. Our expectation is that more people will look for shelters and adopt animals in need of a home." Eliete Brognoli, president and co-founder of Project CEL

LAUNCH:
JUNE | 2017

40,000
OF PRINT RUN

68 PAGES

FORMAT:
18.5 X 18.5 CM
(COLOR)

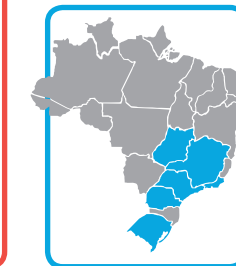
COVER PRICE:
R\$ 7.00

INSTITUTIONS
BENEFITED:



Sold in over 50 Petz stores in the states of Goiás, Minas Gerais, Paraná, Rio de Janeiro, Rio Grande do Sul, São Paulo, and in the Federal District.

Banca do Bem
(bancadobem.com.br)
sells it to all of Brazil.

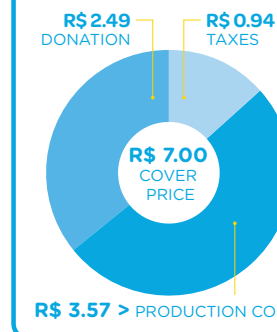


BUSINESS MODEL

The project cost is advanced by MOL Publishing House and recovered with the sale. After achieving the break-even point, the donation is made, which is equal to the cover price minus costs and taxes.

WHERE DOES THE MONEY GO?

Check out where the amount paid by readers per book issue goes*



*Considering the sale of 98% of print run

R\$ 97,600
DONATION FORECAST,
IF 98% OF PRINT RUN IS SOLD

THE BOOK WILL BE SOLD FOR SIX MONTHS, THAT COULD BE EXTENDED FOR ANOTHER SIX MONTHS





THANKS FOR WORKING WITH US

Throughout these 10 years of history, we have had hundreds of employees, interns, content collaborators – including reporters, photographers, illustrators and reviewers throughout Brazil – and partner suppliers that were a part of MOL Publishing House and shared their best talent and work with us.

This is just a part of that list: the group of people who contributed for longer periods (or more intensely) with us. As we like to say, it's actually easy to have an idea – the hard part is execution, and that definitely cannot be done grandiosely without an equally extraordinary team. Thank you to all that have helped us put our visions on paper – literally.

Adilson Candiani
and the entire
team at MTLog
Adriana Komura
Adriana Purcene
Adriana Ruiz
Akaína Pancini
Alessandra Alves
Alessandra Pinho
and Stella Teixeira
Arquitetura de
Interiores
Alex Silva
Alex Xavier
Alexandre
Caldera
Aline Vilhena
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Amanda Miyuki
Ana Faustino
Ana Luísa Vieira
Ana Marini
Ana Matsusaki
Ana Paula Megda
Ana Rovati
Anderson Borges
André Rodrigues
Andrea Onishi
Andreia Brasil
Andreia Santini
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Contábil

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Trindade
Anna Fischer
Anna Luiza Aragão
Bárbara Cioffi and
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Beatriz Torres
Bernardo França
Bruna Assis Brasil
Bruna Fasano
Brunna Mancuso
Bruno Ferreira
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Camila Pereira
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Carol Costa
Carolina Ferreira
Carolina Franco
Carolina Muniz
Carolina
Rodrigues
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Cassiano Assman
Catarina Bessel
Chico Zullo

Christiane Sacoda
Claudia Carmello
Claudia Marianno
Claudia Pires
Claudine Luz
Cristina
Casagrande
Daniel Carvalho
Daniel Schneider
Daniela Almeida
Daniela Mercier
Daniela Toviansky
Daniele Martins
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Déborah
Rodrigues
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Edison Rodrigues
Eduardo Bessa
Eduardo Diamenti
Eduardo Medeiros
Eduardo Toaldo
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Estúdio Pingado
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Fabio Otubo
Felipe Glessler
Felipe
Zylbersztajn
Fernanda Cury
Fernanda Saraiva
Fernanda Vidal
Fido Nesti
Flare Fotografia
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Flávio Carneiro
Francisco
Spagnolo
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Marcos
Gabriela Portilho
Galileo Giglio
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Otávio Mitsuzaki
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Giovana Medeiros
Giselle Hirata
Guilherme Gomes
Gunther Ishiyama
Gustavo Minas
Heitor Yida
Helaine Martins
Helena Dias
Heloísa Iaconis
Heloísa Noronha

Heloiza Heiko
Hendric Sueitt
Henrique da Silva,
Marco Lucindo and
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Henry Perroni and
the entire team at
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Post office
Hermison da
Silva and the
entire team
at Marcenaria
Hermison
Ignácio Santin,
Terry Perroni and
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Inês Arruda
Iraima Castro
and the entire
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Arquitetura
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Jair Mongiat
and the entire
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Jaqueline Moribe
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Jeferson Castro
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Jéssica Martineli
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Juliana Giopato

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Léo Drummond
Leo Nishihata
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Letícia Sorg
Luana Almeida
Lucas Mauá
Luciana Alvarez
Luciana Kawano
Lucy Silva
Luis Gomes de
Souza
Luis Gustavo
Paiva Leão and
the entire team at
Viseu Advogados
Luis Kinoshita
Luísa Cabeceiro
Manuel de
Sousa and the
entire team
at Marcenaria
Trindade
Marcelino Gomes,
at JSL Telecom
Marcella Tamayo
Marcelo Badari
Marcelo Curia

Marcelo Rafael
Márcia Asnis
Márcia Dias
Marcia Moreira
and the entire
team at
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Steinmeyer
Maria Fernanda
Gama
Mariana Bolzani
Mariana Cagnin
Mariana Coan
Mariana Gomes
Mariana Harder
Mariana Louro
Mariana Salimena
Mariana Teles
Mariana Zylberkan
Mariane Monteiro
Marília Filgueiras
Marília Kodice
Marina Bessa
Marina de Souza
Marina Estarque
Marina Pousada
Maurício Monteiro
Filho
Meline Silva
Melk dos Santos
Mica Toméo
Mônica Custódio,
Rodemir Miranda
and the entire
team at Sinai
Manuseio
Monica March
Natália Caseu
Natalia Tudrey
Natasha
Weinserborn
Nathália Bortolo
Neide Carlos
Nicole Samperi
Niege Borges
Nik Neves
Nilda Dias

Olivia Ferraz
Paola Saliby
Patrícia
De Michelis
Patrícia Stavis
Paula Belleza
Paula Bianchi
Paula Bittar
Paula Desgualdo
Paula Saito
Paulo Cesar
Miguel and the
entire team at
Jadlog
Paulo Kaiser
Pedro Hamdan
Pedro Piccinini
Pedro Zambarda
Priscilla Santos
Rachel Costa
Rafael Sica
Rafaela Carvalho
Raiane Giroto
Raphael Erichsen
Raquel Stefani,
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Informática
Renata Chede
Renato Faccini
Renato Pizzutto
Renato
Prelorentzou
Renatto Souza
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and the entire
team at at VACC/
Verdus Auditores
Independentes
Ricardo Ferraz
Ricardo Napoli
Ricardo Prado
Ricardo Soares,
at Mafari
Instalações

Ricardo Sukys
Ricardo Tannus
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Richard Furtado
Rita Loiola
Rita Mayumi
Roberta Barbieri
Roberta de Lucca
Roberta
Ribeiro, at Estar
Administração e
Empreendimentos
Rodrigo Braga
Rodrigo Visca
Romolo Hipólito
Rômulo Castilho
Romy Aikawa
Samuel
Rodrigues
Sarah Assaf
Sheila Machado
Sheila Oliveira
Sheyla Miranda
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Simone Cunha
Su Carvalho
Suryara Bernardi
Susanna Fukuma
Talita Xavier
Tatiana Bandeira
Tatiana Damberg
Thiago Almeida
Thiago Giacobelli
Thiago Yamabuchi
Tiago Jokura
Tiago Lima
Tissiane Vicentin
Valéria Hévia
Valéria Mendonça
Vitor Hugo
Brandalise
Vitor Reis
Wellington de
Araújo
Yuri Vasconcelos
Zé Paiva

São Paulo, August 28 2017.

AUDIT REPORT

VACC Independent Auditors has certified the print run data, as well as the transfer of funds to the entities benefited informed in this publication. The complete report relating to this work is available at:

www.editoramol.com.br/relatoriomol/auditoria.zip

Kind regards,



Ricardo José Patine Filho

Managing-partner

CRC 1SP252050/O-9

Verdus Auditores Independentes

CRC 2SP027296/O-2










LET'S TALK!

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 **OUR VIRTUAL STORE:**

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instagram.com/bancadobem

