



SUSTAINABILITY REPORT 2024

Report translated by Artificial Intelligence



1. MESSAGE FROM THE BOARD GRI 2-22



Pedro Jereissati

In 2024, we continue to build a trajectory marked by innovation, resilience, and positive impact.

It was a year in which we advanced on several fronts, strengthening our presence in the market, expanding our commitment to the ESG agenda and creating even more relevant connections with the various audiences we serve.

These advances were even more significant in the face of a challenging global scenario, marked by profound transformations, geopolitical conflicts, instability in global governance, and economic oscillations. In Brazil, although we have witnessed economic growth and falling unemployment, we face challenges such as high inflation and currency devaluation. In addition, we have witnessed extreme weather events, with record temperatures and environmental tragedies.

Throughout the year, we remain attentive to the macro scenario and work to reinforce what truly makes us unique: our culture, our values and our capacity for innovation.

Throughout these almost 60 years of the Company, Iguatemi's trajectory has been marked by excellence and a focused

look for the future, which has always helped us overcome the headwinds we have had on this path. With well-structured and pioneering actions, we have maintained, over the last decades, our leadership in the luxury market in Brazil, expanding our geographic presence and generating even more positive impacts for the environment and society.

We know that challenges will continue to arise. But we rely on the strength of our culture to guide us in the best decisions. It is with this certainty that we remain committed to offering unique experiences, strengthening relationships and driving positive transformations.

We are happy to present another edition of the Iguatemi S.A. Sustainability Report, which reflects not only our results, but our vision and commitment to a better future. We invite you to explore this material and learn about the initiatives that are driving our achievements.

Pedro Jereissati

Chairman of the Board of Directors



2.

CEO LETTER

GRI 2-22



Ciro Zica Neto

We are experiencing a 2024 of great achievements for Iguatemi. We overcome challenges, embrace transformations and achieve advances that strengthen us for the future.

We overcome challenges, embrace transformations and achieve advances that strengthen us for the future. Looking back at these achievements and the success of the actions carried out, we are excited about everything we have to celebrate.

It was a year of accelerated growth, marked by high occupancy in our properties and the arrival of exclusive and unprecedented operations in Brazil, further consolidating our commitment to innovation and excellence. We expanded our national presence by reaching the Rio de Janeiro market with the acquisition of a stake of the RioSul Shopping Center, bringing the incomparable Iguatemi experience to the city.

Our positioning as an innovative company has been strengthened, providing customers with unique and memorable moments of consumption and entertainment, with the Iguatemi standard of excellence. Our mission to generate experiences lived every day, remains the lever for

expressive results. In 2024, we reached a historic milestone: we exceeded R\$ 1 billion in EBITDA and recorded a record in cash generation.

In addition to such positive financial results, the commitment to the ESG agenda was even more solid, materialized in an improvement of 25 positions in the ISE B3 portfolio, placing us as the company with the best ESG performance in the sector. As part of the strategy, we have revised our materiality matrix through a double materiality process and listed, together with our stakeholders, the most relevant topics for Iguatemi and, guided by a consistent plan and with concrete goals, we have made significant progress on the environmental, social and governance fronts.

In addition, we have mapped ESG risks and made our information even more robust, which will guide the entire process of preparation for IFRS (International Financial Reporting Standards). This global standard, which sets



standards for the disclosure of financial and sustainability information, will be mandatory in a few years and is essential to increase transparency and facilitate the comparison of data between companies. We are anticipating the delivery of a prototype aligned with the requirements of IFRS, already foreseen in our ESG goal for this year.

In the environmental area, we once again carried out the Greenhouse Gas (GHG) Inventory, with externally audited results, and won the Gold Seal of the GHG Protocol program. In the CDP, we advanced 2 positions, from C to B. In addition, we continued to strengthen our energy and water management practices with significant improvements in more efficient processes and equipment. We also maintained the commitment to evaluate our properties based by LEED certification references and thus moving towards an increasingly sustainable portfolio.

From the governance aspect, we conducted a leadership transition in the position of CEO. Now, I am honored to continue our always responsible and transparent corporate management. Last year, we took another step in this direction, reorganizing our risk and internal controls and internal audit area, which started to report to the independent committee, giving even more impartiality and confidentiality to any decision-making.

Speaking of people, we remain, for the fourth consecutive year, among the Top Employers and committed to the well-being of our employees, participating in the

Generating Well-Being, of the Brazilian Association for Quality of Life, and the Mind in Focus Movement, of the UN Global Compact, with several recognitions and awards from these two movements. In addition, we have increased investments in social and cultural projects that have a positive impact on society.

We need to remember, however, the tragedy in Rio Grande do Sul, which brought us a strong warning about the urgency of the environmental agenda and the role we have as protagonists in the transformations we want for the world. We experienced this moment together with the local community and worked tirelessly to support our people and those who needed it most, in a true humanitarian task force. We are aware of our role in the face of events like this, which show the need to continue working to ensure a more resilient and sustainable future for all.

In this third report, we share our 2024 results, our ambitions and our commitments. The challenges are great, but we are prepared to build, within our ecosystem, an even more transformative present and future. We invite you to learn about our initiatives and the advances we are making. Happy reading!

Ciro Zica Neto
CEO of Iguatemi



3.

ABOUT THE REPORT

GRI 2-3

In this third edition of Iguatemi S.A.'s Sustainability Report, we present the company's key achievements in 2024. The data disclosed reflects the outcome of a committed and strategic effort, and demonstrates the continued evolution of our sustainability vision.





Most of the commitments we outlined in 2023 had materialized through effective actions and reinforced our ESG strategy. For this to happen, we had an even greater involvement of our leaders and teams in the environmental, social, and governance agendas.

But there is always room for improvement! We operate in a very dynamic sector that requires permanent innovations. That is why we remain firm in building a business model that is increasingly sustainable, focused on innovative solutions and that delivers positive results for all stakeholders with whom we relate.

At Iguatemi we operate in three axes that organize our material themes. They are:



AXIS 1
Environmental management



AXIS 2
Diverse, happy and prosperous people



AXIS 3
Corporate integrity

With this report for 2024, we want to demonstrate Iguatemi's commitment to ESG actions and the non-negotiable values present in all the business we conduct.

To receive additional information about The data presented in this publication, please contact us by e-mail ri@iguatemi.com.br.

GRI 2-3



Iguatemi São José do Rio Preto



Iguatemi's summer action in Trancoso, Bahia



Throughout the next few pages, there are acronyms such as GRI and IF-RE. Healthy indicators guided by international standards used to prepare our report. Find out below.

Iguatemi Esplanada



GRI Global Reporting Initiative

An international organization of independent standards that directs companies to report environmental, social and governance impacts.

The GRI indicators cited in the text are explained in the table on page 106.



SASB Sustainability Accounting Standards Board

A non-profit organization that establishes industry-specific disclosure standards on ESG topics, in order to facilitate communication between companies and investors about financially relevant and useful information for decision-making.

The SASB indicators are marked throughout the text with the acronym IF-RE and are presented in the table on page 112.



JK Iguatemi, Iguatemi Porto Alegre, Sky Galleria Tower and Iguatemi Ribeirão Preto

IGUATEMI S.A.'S PROPERTIES CONSIDERED IN THIS REPORT*

GRI 2-2

Iguatemi São Paulo

JK Iguatemi

Pátio Higienópolis

Market Place + Tower I e II

Iguatemi Alphaville

Iguatemi Campinas + Power Center

Galleria + Torre Sky Galleria

Iguatemi Esplanada

Iguatemi Ribeirão Preto

Iguatemi São José do Rio Preto

Iguatemi Porto Alegre +

Torre Iguatemi Business

Praia de Belas

Iguatemi Brasília

Iguatemi São Carlos

I Fashion Outlet Novo Hamburgo

I Fashion Outlet Santa Catarina

Varejo (iRetail + Iguatemi 365)

* The report considers the Iguatemi São Carlos and Iguatemi Alphaville shopping malls in the indicators presented until the change in Iguatemi S.A.'s stake in these developments, which occurred in September 2024.





4.

WE ARE IGUATEMI

Exclusive experiences.
Memorable emotions.
Innovation and responsibility.
This is Iguatemi.

- IRETAIL AND IGUATEMI 365 ►
- OUR NUMBERS ►
- MISSION, ESSENCE AND VALUES ►
- RECOGNITIONS ►
- INNOVATION ►
- SUSTAINABILITY STRATEGY ►
- MATERIAL ISSUES ►
- COMMITMENTS ►





GRI 2-1 e GRI 2-6 We are one of the largest full-service companies in the shopping mall sector in Brazil and strive to always be at the forefront of global trends. Our search for excellence is reflected in all aspects of the business, which has led us to the honorable position of the most recognized brand in its segment in the country.

We have strategic management that looks to the future, but creates the conditions on a day-to-day basis to perform well all the activities related to the design, planning, development and management of regional shopping malls, outlets and mixed-use real estate complexes with commercial towers. For us, innovation is essential, it is what differentiates us in our sector, so we are always improving the experiences we offer our customers and strengthening partnerships with tenants and suppliers, who join us with the same seriousness and dedication. In all our relationships with our stakeholders, we remain attentive to the commitments we make due to our social, environmental and governance responsibilities.

We mature our ESG operations every year, focused on the sustainable growth of our developments, while strengthening the communities with which we relate, boosting the local economy and generating positive social impact.

Since January 2, 2024, Iguatemi has been part of the portfolio of the B3 Corporate Sustainability Index (ISE B3), a national reference in corporate sustainability.

In 2024, we sold the total of our stake in the mall in São Carlos, in the interior of the state of São Paulo. In the capital, we completed the sale of a fraction of the land of the Market Place Shopping Center for the construction of a residential tower on the site. In addition, we celebrated an event that was especially remarkable for us: the return, with great expectation, to Rio de Janeiro after 12 years, with a 16.6% stake in Shopping RioSul, in Botafogo, in the South Zone of the city.



IGUATEMI
S.A.

Our malls are focused on the public of classes A and B, a very demanding public, for whom we provide unique and memorable experiences. The developments we manage are in prime locations in the main cities of the Southeast, South and Midwest regions. Currently, they are:

14
mall
centers

2
premium
outlets

4
corporate
towers

753 thousand m²
average total GLA
SASB IF-RE-000.B

481 thousand m²
of own GLA



iRetail and Iguatemi 365

iRetail is the gateway for international luxury brands looking to establish themselves in the Brazilian market. Through our incubator, we enable customized strategies that enable complete business management. These strategies are directly aligned with the brand's position and adapted to the Brazilian consumer market, ensuring that the brand is introduced in the country with excellence and a high standard of sophistication.

With Iguatemi 365, we offer clients an online sales platform with our exclusive curation. Available 24 hours a day, 365 days a year throughout Brazil, and connected to our physical space, our e-commerce allows for a multichannel experience, with around 60 national and international brands.

Our numbers GRI 2-6

PRESENCE IN BRAZILIAN STATES

Our e-commerce serves 100% of the Brazilian states

1 Corporate towers

2 Iguatemi administration at Shopping Rio Sul as of November 2024



Shopping Galleria,
Campinas

Our portfolio of enterprises

IF-RE-000.A, IF-RE-000.B

- 1) In 2024 we sold the total of our stake in the mall in São Carlos, SP.
- 2) Gross Commercial Area (ABC) includes, in some developments, proprietary areas that do not belong to Iguatemi.
- 3) It considers the Iguatemi Esplanada complex, formed by Esplanada Shopping and Iguatemi Esplanada.
- 4) Area owned by Iguatemi on the Esplanada, held through a subsidiary.
- 5) In November 2024, we started our administration at Shopping Rio Sul.
- 6) It considers the indirect stake of 6.58% held through Maiojama Participações.
- 7) Power Center, attached to Shopping Iguatemi Campinas.

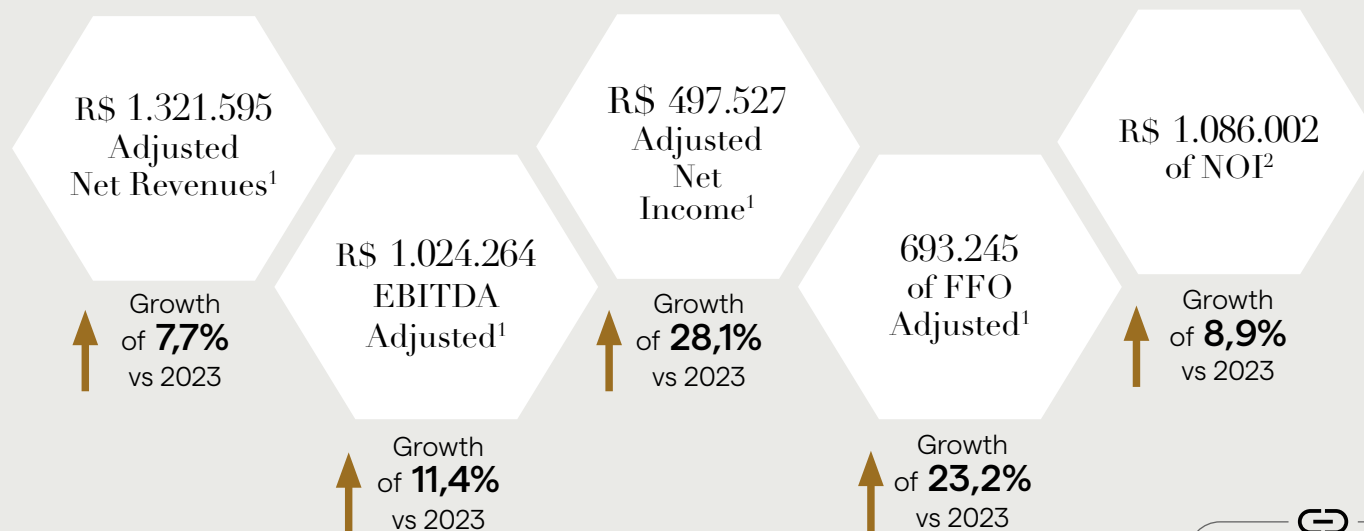
Portfolio ¹	City	Average total ABC (m ²) ²	Average total GLA (m ²)	Iguatemi Participation	ABL Iguatemi (m ²)
Iguatemi São Paulo	São Paulo	49.923	49.395	58,58%	28.936
JK Iguatemi	São Paulo	33.998	33.568	100,00%	33.568
Pátio Higienópolis	São Paulo	34.107	34.070	11,54%	3.932
Market Place	São Paulo	22.129	26.690	100,00%	26.690
Iguatemi Alphaville	Barueri	30.957	30.968	78,00%	24.155
Iguatemi Campinas	Campinas	77.350	73.140	70,00%	51.198
Galleria	Campinas	32.731	33.276	100,00%	33.276
Iguatemi Esplanada ³	Sorocaba	64.744	64.804	60,93%	39.486
Iguatemi Esplanada – owned area ⁴	Sorocaba	6.556	3.678	100,00%	3.678
Shopping Rio Sul ⁵	Rio de Janeiro	51.966	51.966	16,63%	8.642
Iguatemi Ribeirão Preto	Ribeirão Preto	43.366	43.366	88,00%	38.578
Iguatemi Rio Preto	São José do Rio Preto	43.738	43.738	88,00%	38.489
Southeast Subtotal		491.565	484.518	66,29%	321.171
Iguatemi Porto Alegre ⁶	Porto Alegre	67.908	67.908	42,58%	28.915
Praia de Belas	Porto Alegre	44.745	44.745	57,55%	25.751
Southern Subtotal		112.654	112.654	48,53%	54.666
Iguatemi Brasília	Brasília	34.657	34.657	64,00%	22.180
Subtotal DF		34.657	34.657	64,00%	22.181
I Fashion Outlet Novo Hamburgo	Novo Hamburgo	20.048	20.048	51,00%	10.225
I Fashion Outlet Santa Catarina	Tijucas	20.115	20.115	54,00%	10.862
Power Center Iguatemi Campinas ⁷	Campinas	27.534	27.534	77,00%	21.201
Subtotal Outlet and Power Center		67.698	67.698	62,47%	42.288
Subtotal Shoppings Malls		706.573	699.526	62,94%	440.307
Market Place Tower I	São Paulo	15.345	15.345	100,00%	15.345
Market Place Tower II	São Paulo	13.389	13.389	100,00%	13.389
Iguatemi Business ⁶ Tower	Porto Alegre	10.276	10.276	42,58%	4.376
Sky Galleria Tower	Campinas	14.500	14.500	52,00%	7.540
Towers Subtotal		53.510	53.510	75,97%	40.650
Total		760.083	753.036	63,87%	480.957



Number of stores

Iguatemi São Paulo	248
JK Iguatemi	171
Pátio Higienópolis	249
Market Place Shopping Center	73
Iguatemi Alphaville	136
Iguatemi Campinas	303
Galleria	124
Iguatemi Esplanada	295
Iguatemi Ribeirão Preto	139
Iguatemi São José do Rio Preto	164
Iguatemi Porto Alegre	306
Praia de Belas	160
Iguatemi Brasília	127
I Fashion Outlet Novo Hamburgo	86
I Fashion Outlet Santa Catarina	63
Power Center Iguatemi Campinas	2
Shopping Rio Sul	296
Total	2.942

Financial Indicators 2024 GRI 201-1



1) Excluding the effect of linearization, non-cash effects of the variation in the share price of Infracommerce and SWAP of shares and capital gain/loss.

2) NOI - Shopping malls consolidated in Iguatemi's participation.



Explore our
reports
operating and
financial results

Jereissati
House





Indexes



Iguatemi S.A. is listed on the Brazilian Stock Exchange (B3) as follows:

IGTI3: Common shares (ON), which confer voting rights at meetings

IGTI4: Preferred shares that offer priority in the distribution of dividends (3x the ON) and voting rights on specific matters

IGTI11: Units, a package of shares that considers one common share and two preferred shares

In addition, we are part of 15 indexes, reflecting our commitment to sustainability, corporate governance and financial performance, generating greater liquidity in the company's shares.

- **ISE B3:** Corporate Sustainability Index, which brings together companies committed to sustainability practices
- **IBOV:** Bovespa Index, which reflects the performance of the most traded stocks on B3
- **IBRA:** Broad Brazil Index, which seeks to reflect the average performance of the quotations of all assets traded in the B3 spot market that meet minimum criteria of liquidity and presence on the trading floor
- **IBXX:** Brazil 100 Index (IBrX 100), which brings together the hundred most traded stocks with the highest financial volume on B3

- **ICO2:** Carbon Efficient Index, composed of companies committed to the transparency of their greenhouse gas emissions
- **IDIV:** Dividend Index, which measures the performance of companies that stand out in terms of investor remuneration in the form of dividends
- **IGCT:** Trade Corporate Governance Index, which evaluates companies with high standards of corporate governance
- **IGCX:** Differentiated Corporate Governance Index, which includes companies that adopt differentiated corporate governance practices
- **IMOB:** Real Estate Index, which reflects the performance of companies in the real estate sector
- **ITAG:** Differentiated Tag Along Stock Index, which brings together companies that offer better conditions to minority shareholders in the event of a sale of control
- **SMLL:** Small Cap Index, which represents the performance of companies with lower capitalization listed on B3
- **IGPTW B3:** Performance index based on the asset prices of companies certified by Great Place to Work (GPTW) and that are in its national ranking
- **IDIVERSA:** Average performance index of the shares of the assets of companies that stand out in the diversity criterion, based on the Diversity Score developed by B3
- **ELAS11:** ETF that seeks to reflect the performance of companies committed to gender equality
- **FTSE Emerging Markets (FTSE Russel LSEG):** Index of the London Stock Exchange that brings together companies that meet strict criteria for market capitalization, liquidity and corporate governance



Mission, essence and values

Our Mission

To surprise and delight, providing unique, memorable and conscious consumption and entertainment experiences.

Our Essence

We are what we live. We are unique, a stage of unique experiences. We are impact, part of the movement for the positive transformation of society in favor of a more prosperous and sustainable future. We value the pursuit of excellence in every detail as a way of demonstrating care for customers and respect for everyone who chooses us. We bring excellence to the individual experiences of our audiences, maintaining a keen and innovative look. We recognize the particularities of each business and we have partners who believe in and become part of this essence, demonstrating the same pride we have in being Iguatemi.

Our Values

- WOW! Excellence, quality in details and enchantment.
- Passion for different people and our business.
- We are obsessed with sustainable results.
- We think like an owner, roll up our sleeves and sweat.
- We know where we want to go, we plan and reach our goals.
- We dream of the impossible and we get there, always innovating.
- We have a positive impact on our ecosystem.



Market Place Shopping Center



Recognitions

Throughout 2024, we were pleased to see our work recognized by our employees, the market, and important Brazilian and international institutions.

GPTW Retail: Best Companies to Work For



In 2024, we occupy the **8th place** in the ranking. With a **score of 83**, we rose two positions as response

to our permanent commitment to maintaining a collaborative work environment, increasingly improved governance and actions that have increased the well-being of our employees. Iguatemi Brasília reached the **13th position** among the best companies for if you work in the Midwest and Iguatemi Porto Alegre, the **30th position** in the GPTW Rio Grande do Sul survey.

Great People Mental Health



We were **certified** by GPMH, an initiative developed in conjunction with GPTW to recognize the organizations that stand out the most in caring for the emotional health of their teams and the work environment. The certification came due to an initiative by Iguatemi to compile all comments made by employees anonymously regarding satisfaction with their work environment and analyze them with the help of an Artificial Intelligence trained especially for this purpose.

Generating well-being



In October 2024, we received an **honorable mention** from the Gerar Bem-Estar initiative promoted by ABQV (Brazilian Association of Quality of Life), which recognizes organizations that invest in the culture of health in their corporate environment. The award evaluates the level of consistency and maturity of programs focused on health in its entirety (physical and mental). At Iguatemi, the Board of Directors and the Executive Committee actively monitor the evolution of these programs and their ability to generate value for the company.

Top Employers



For the 4th consecutive year, we were certified with Top Employers, the result of our practices in Human Resources and our commitment to excellence in the development of our employees' careers. This is an international certification that recognizes the best HR processes adopted around the world.

Human Being Award | ABRH-SP



We received **2nd place** in the Organizational Excellence category at the Ser Award of the Brazilian Association of Human Resources (ABRH-SP) with the **Iguatemi Wellness and Health Agents program**. The award recognizes Human Resources professionals who stand out for their leadership, their innovation and their impact on people management in organizations.



Innovation

Innovation has been part of our history since the beginning, and it begins with Iguatemi São Paulo, a pioneering shopping mall in Brazil, which since then has offered an attractive structure for the best brands and a differentiated space for its customers, capable of changing consumption habits with innovative ideas. The food court, the valet parking service in the parking lots, and the marked seats in the movie theaters are examples of this strong vision of the future that propelled us and brought us to the prominent position we have today.

We continue to constantly identify trends and welcome famous brands, such as Tiffany & Co., which opened the first flagship store in Latin America, with more than 400 m², expanding its presence of more than 20 years in the entrance to Iguatemi São Paulo.

By optimizing processes and adapting to the advancement of new technologies and the market, we anticipate the needs of our customers and partners to remain relevant and competitive in a constantly evolving sector.

With this strategy, we also encourage our employees to share transformative ideas that generate impact throughout our business chain.

Innovation Award 2024

The award, in 2024, maintained its premise of promoting innovation throughout the organization, encouraging employees to submit projects successfully implemented at Iguatemi giving them the opportunity to gain recognition within the organization. Some of last year's winning projects can already be recognized in this report.

The selection of the winners relies on internal experts, voting by the Executive Committee and an additional award through the votes of colleagues on a website created especially for the Innovation Award. Next, we present the three winners of 2024, a diverse set of actions that includes good practices and the values encouraged by Iguatemi in the people, environment and customer dimensions.



Barbie Dreamhouse



Alicerce Project



Sustainable waste management



Alicerce Project

The project, launched in 2023 and continued throughout 2024, is dedicated to the literacy and training of our employees. Fully integrated into the learning and training path of the Iguatemi team, Alicerce offered the 98 enrollees the opportunity to return to their studies and complete high school.

The program has been generating a very relevant impact not only on productivity and the work environment, but also on the self-esteem and quality of life of the participants.

With the success of the first edition, we expanded the scope of the project in 2024, when 14 employees earned their elementary and high school certificates through the National Exam for the Certification of Youth and Adult Competencies (ENCCEJA), administered by the National Institute for Educational Studies and Research Anísio Teixeira (ENAP).

In addition to academic preparation for the test, the project also offered weekly classes aimed at the development of socio-emotional skills, such as integration and career planning.

“The Alicerce Project was a watershed. I saw the opportunity to finally complete my studies and, with the support of teachers, coordinators and especially Iguatemi Campinas, I was more than prepared and confident to take the tests.”

Edy Wilson

Cleaning Assistant at Iguatemi Campinas

“I was very proud to participate in this project and even more so when I found out that I passed. On the day of the result, I was nervous, but I remembered my effort and the support I received. After 20 years without studying, I won this victory. I thank Iguatemi for its strength. I recommend this experience to everyone!”

Maria do Socorro

Cleaning Assistant at Iguatemi Brasília

“I really liked the Alicerce Project, as it is an action aimed at helping employees to complete their studies. It was satisfying and challenging to participate, because at the time we were going through the floods. I felt very proud to be approved and I thank everyone at Iguatemi from the bottom of my heart for their support.”

Jocemar Cardoso

Painter at Iguatemi Porto Alegre

Barbie Dreamhouse Experience

Exclusively, in 2023 we brought to Brazil, in partnership with Mattel, an innovative entertainment experience: the Barbie Dreamhouse.

In celebration of the 65th anniversary of the famous doll, which also had its film released in 2023, we invite visitors to explore Barbie’s mansion, in an interactive and immersive experience.

The initiative involved the creation of products, as well as a themed store and café. The innovative model of the action generated revenue not only from the box office, but also from direct sales from the store and the café, enhancing the return on the project.

This official and exclusive action in Latin America earned us great recognition: we won the largest retail award in the world, the **POPai**, in two categories: **gold** in Marketing and Trade-marketing Action and **silver** in Projects for Store Design and Architecture.





Excellence in sustainable waste management

We restructured our waste segregation chain at all stages, covering stores, common areas, docks and external areas of shopping malls.

We reorganized our technical areas and redesigned the entire waste management and segregation chain of the Iguatemi. To ensure the success of these actions, we strengthened awareness on the topic by providing continuous training to our teams and tenants

Now we are already reaping the results of this strategy driven by the idea of circularity: since February 2023, all our malls have received garbage bags made from waste collected in our own operations, generating savings of more than R\$ 230,000 for our condominiums.

The reverse logistics of materials also deserved our attention: we implemented new technologies for the reuse of tailings and, since January 2023, 11 of our developments no longer send any kilograms of waste to landfills.

Today we transform non-recyclable waste into energy for the industry through co-processing, and we produce organic compost with food that in part returns to our shopping malls as fertilizer for the gardens and whose surplus is donated to NGOs that work with the reception, treatment and social reintegration of chemical dependents.

**Our result speaks for itself:
of the 26,000 tons of
tailings generated in 2024,
24,649 were recycled.**

**A benefit not only for
Iguatemi, but
also for society
and the planet.**

94,06%
from reuse
in 2024





Engagement strategy sustainability

Since 2022, we have made progress in consolidating our ESG strategy. From the execution of several successful initiatives, we have achieved and exceeded goals, which have been strengthening our business and aligning it even more to the standards of excellence that guide us.

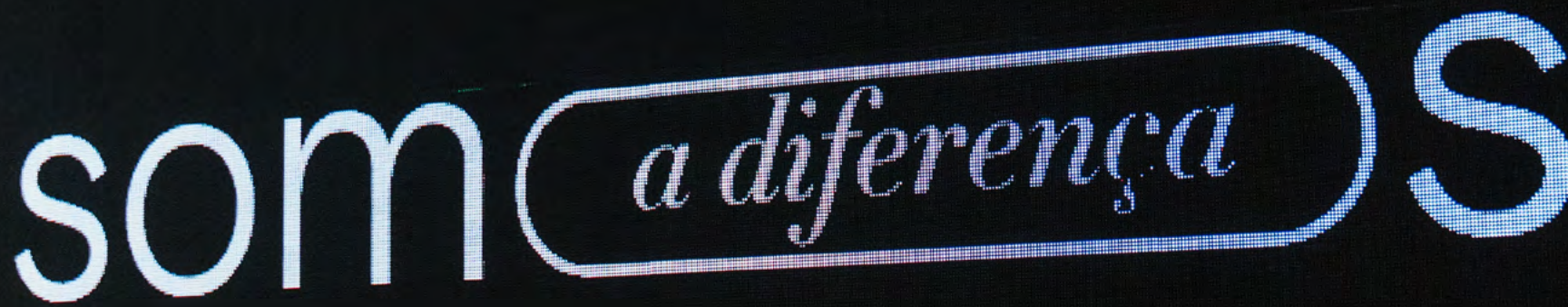
Iguatemi Target Panel GRI 2-24

Our commitment to ESG is a key pillar of our strategy, reflected in our goals dashboard. In 2024, we overcame challenges and delivered on our commitments, exceeding our targets by more than 50%.

In 2025, we remain firm in this purpose, with concrete actions focused on a responsible and sustainable future.

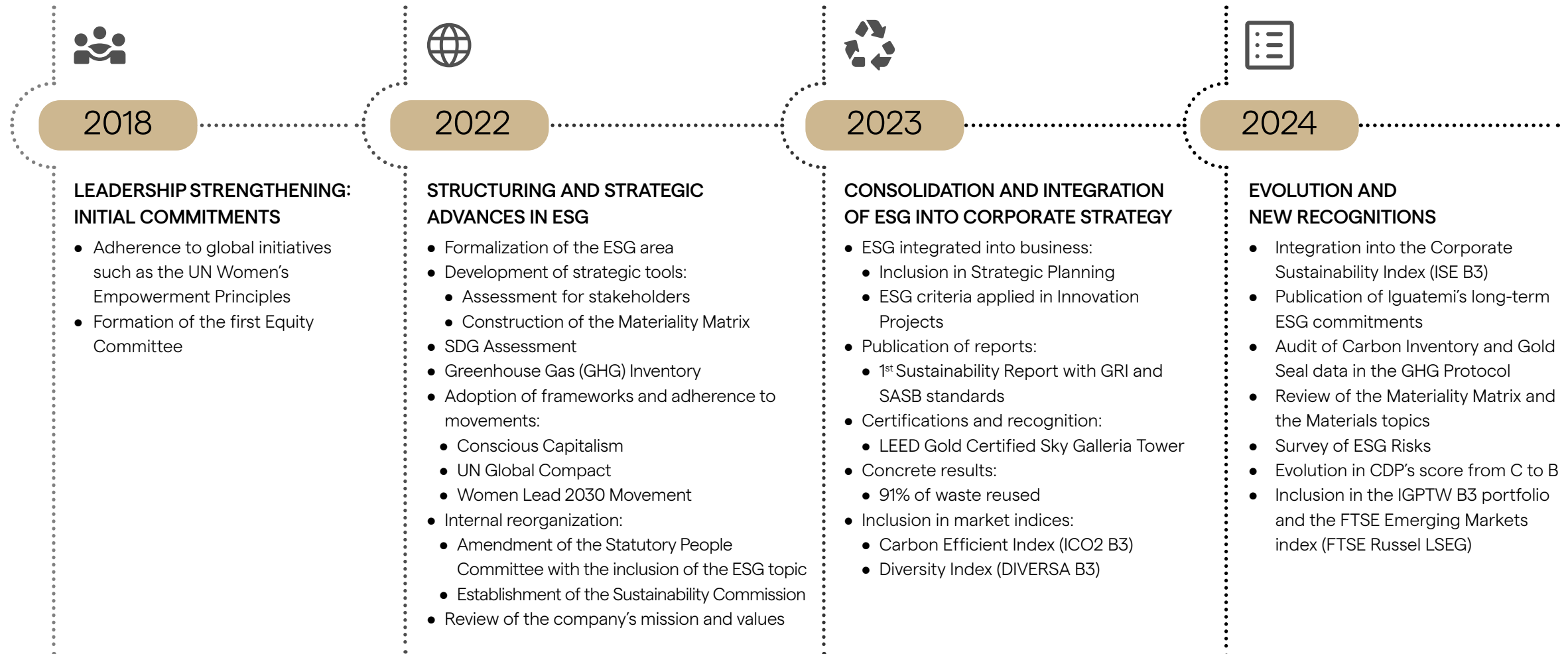
- E** On the environmental side, our focus will be on the design of the decarbonization plan and the performance at CDP
- S** In the social aspect, we will continue to develop our Social Impact Strategy + voluntary OT.
- G** And in the aspect of corporate management, we will focus on the IFRS S1/S2 adjustments and the evolution of the ISE B3 score.

GOALS FOR 2025	WEIGHT
EBITDA IGTI	25%
IGTI Net Revenue	20%
Net Debt	20%
New Business Agenda	15%
NPS	10%
ESG	10%





ESG Timeline





Material topics

Iguatemi's ESG journey continues to evolve and, since 2022, our actions have been guided and monitored by a solid governance structure, accompanied by the Statutory People, Culture and ESG Committee.

Among these actions is the construction of our materiality matrix, which is essential to ensure the company's sustainability and to improve our ESG governance. The definition of material topics and the identification of topics relevant to our business and our stakeholders has become a strategic priority. These decisions have prepared us to be a company that is increasingly aware and concerned with reducing the externalities caused by its operations, enhancing the positive impacts on society and the environment.

Iguatemi Brasília



**Through well-structured strategies,
we promote lasting benefits to leave
a positive social legacy for the entire
ecosystem of which we are a part.**

In 2024, we carried out our first structured review of material topics, based on internationally recognized standards by the market. Among them is the double materiality, a two-way directive of the Corporate Sustainability Reporting Directive (CSRD), which considers the company's impact on society and the environment, as well as the impacts of society and the environment on the company.

The CSRD is a European Union directive that establishes rules for corporate sustainability reporting. It ensures greater transparency and quality in the communication of ESG-related information, thus allowing greater alignment with the expectations of investors, consumers and regulators.



Pátio Higienópolis

Definition of material topics GRI 3-1


The selection of our material topics was carried out in four stages, described below:

Step 1 | Market study and definition of themes

In this first stage, a study of the company's current internal and external contexts was carried out. Analyze:

- the impacts of our operations and our developments;
- the results of the performance indicators;
- Iguatemi's long-term vision;
- our commitments made in strategic planning.

With an eye on the market, we included in our external analysis a national and international benchmark study that allowed us to expand our vision of impact and seek pioneering in the selection of our material topics.

For greater transparency and coherence in the definition of good ESG practices, we are based on specific standards for Iguatemi's sector, such as [MSCI](#), [SASB](#), [S&P](#) .

With the conclusion of this initial stage, we defined 21 elimination themes to be analyzed in the following stages.

Step 2 | Listening to stakeholders

At this stage, we begin the process of prioritizing and aligning the themes based on the needs and expectations of our different audiences. To this end, we carry out an in-depth consultation with stakeholders, identifying the most relevant issues for our stakeholders.

Employees, tenants and customers, board members, investors, suppliers and ESG specialists were consulted.

This step is crucial, as it ensures that Iguatemi's actions are aligned with the expectations and needs of the impacted groups, building a solid basis for strategic decisions that promote sustainable results.



Step 3 | Validation of the themes by senior leadership

To ensure the alignment of material topics with the business strategy, at this stage we seek validation from senior leadership and the People, Culture and ESG Committee. These are the leaders who ensure the company's integration and commitment to sustainable practices and ensure that the company's actions are fully in line with its strategy. In this way, we remain in tune with our values and reinforce the positive legacy that we wish to see throughout our history.

Step 4 | Final definition of priority themes

After the three initial stages, of the 21 original material themes, **six were prioritized as material themes**. They are the ones who will support Iguatemi's ESG actions, guiding long-term commitments, goals and performance indicators.

In addition to the priority material topics, five more **relevant topics were defined** that represent opportunities and risks for the business. For these topics there will be a specific management and, whenever possible, we will define goals and record indicators.

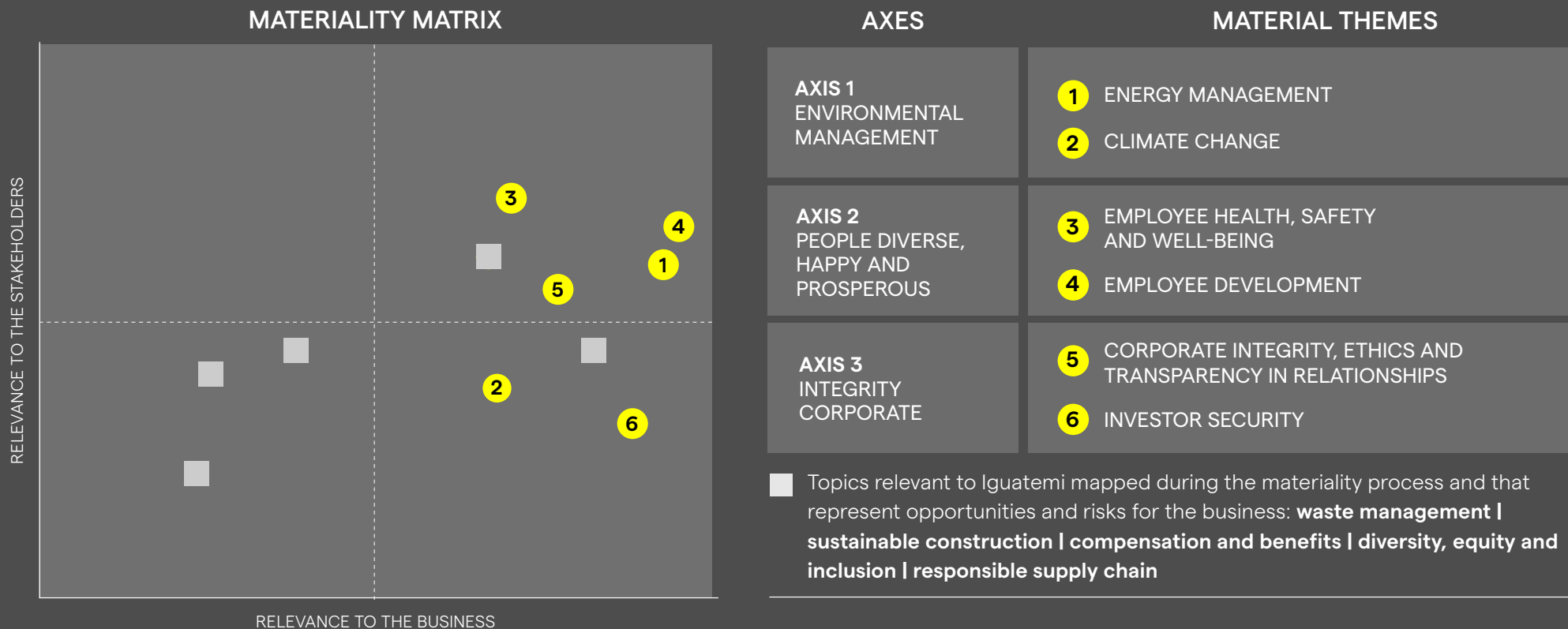
Internal view of Shopping Galleria, Campinas





Material themes 2024

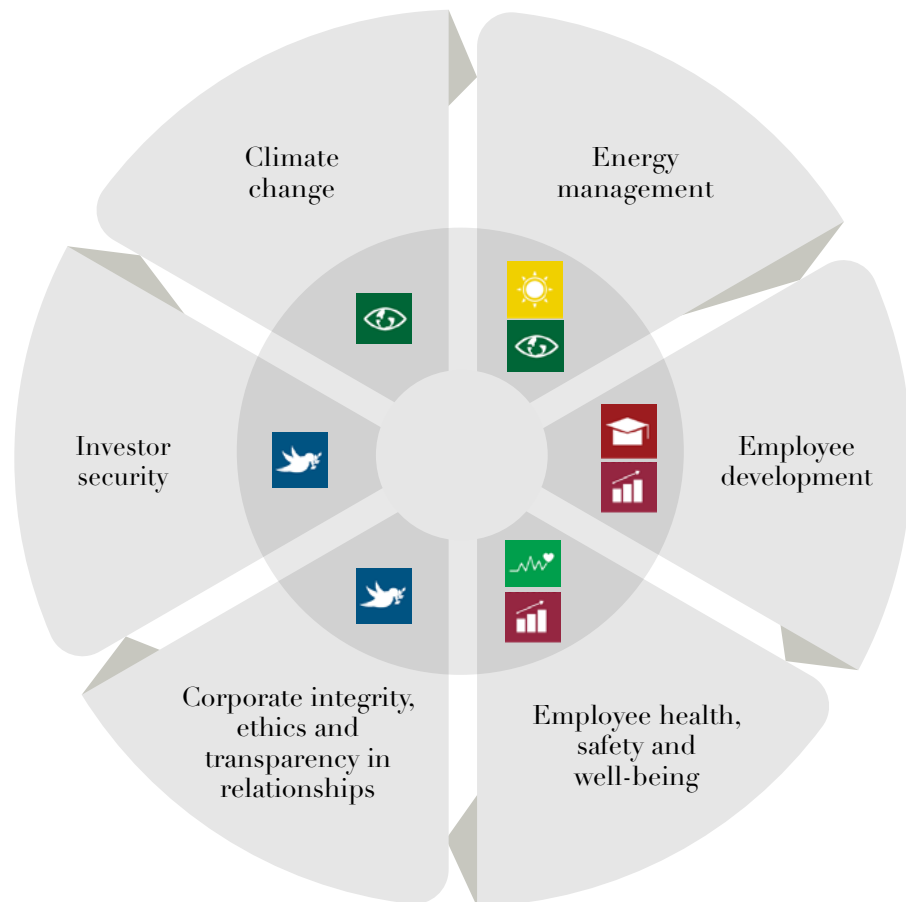
From a careful review process, we arrived at our new materiality matrix, which guided our three axes **GRI 3-2**.





Material issues and their relationship with the SDGs

Since 2022 we have been signatories to the UN Global Compact, always committed to the international principles that guide the promotion of ethical and sustainable business practices in the areas of human rights, labor, the environment and the fight against corruption. **GRI 2-28**



	Climate change	It refers to the adoption of best practices and the most advanced technologies that minimize the climate impact of the operations of Iguatemi's developments, as well as help its adaptation and resilience in the face of climate change.
	Energy management	It refers to the adoption of the best management practices and the most advanced technologies to efficiently manage the consumption and use of energy in heating, ventilation, air conditioning, lighting and other equipment systems.
	Employee development	It refers to the development of technical, cognitive and interpersonal skills of employees, through management, training and qualification, in accordance with the company's strategic priorities.
	Employee health, safety and well-being	It refers to adopting policies and practices aimed at ensuring the physical and mental health of employees in the workplace, as well as encouraging them to adopt a more proactive and responsible posture with their own health.
	Corporate integrity, ethics and transparency in relationships	It refers to increasing transparency before the various audiences, through the adoption of measures that seek compliance with anti-corruption practices, prevention, detection, and correction of reprehensible attitudes and illegal acts in corporate relations.
	Investor security	It refers to ensuring investors a professional management of the business, through the establishment of processes, internal policies, and a corporate governance structure based on the best market practices.



Commitments materialized and under construction

In 2024, we published for the first time our commitments linked to the three axes of action. Now, in this report, we reaffirm and solidify the importance of the ESG agenda for Iguatemi. The following is the breakdown and our evolution in the realization of these commitments. [GRI 2-24 e GRI 3-3](#)



AXIS 1: ENVIRONMENTAL MANAGEMENT | PART 1

GOAL	PROGRESS	
Operate our portfolio efficiently, aiming to minimize impacts on resource use and the environment		
WASTE MANAGEMENT	2024	2023
Achieving 95% waste reuse by 2030	<div><div></div><div></div><div></div></div> 94%	91,2%
WATER MANAGEMENT	2024	2023
Construction of WWTP in Ribeirão Preto in 2024 and feasibility analysis for WWTP in Brasília in expansion	<div><div></div><div></div><div></div></div> -	-
Increase the percentage of water reused in water-stressed areas by 2030	<div><div></div><div></div><div></div></div> 27,6%	23,4%
ENERGY MANAGEMENT	2024	2023
Construction of solar energy pilot in Campinas in 2024	<div><div></div><div></div><div></div></div> -	-
Study the implementation of a pilot project for a renewable energy self-production plant by 2027	<div><div></div><div></div><div></div></div> -	-

PROGRESS LEGEND:



HIT



IN PROGRESS



NOT REACHED



NOT STARTED



AXIS 1: ENVIRONMENTAL MANAGEMENT | PART 2

GOAL	PROGRESS	
Contribute to the global reduction of greenhouse gas emissions		
REDUCING EMISSIONS	2024	2023
Conduct 3rd party audit for Iguatemi's inventory by 2024	<div><div></div><div></div><div></div></div> -	-
Outline a plan for Scope 1 and 2 decarbonization by 2025	<div><div></div><div></div><div></div></div> -	-
GOAL	PROGRESS	
Promote sustainability in the experience of our customers, tenants and tenants		
SUSTAINABLE BUILDINGS	2024	2023
Evolve in the certification of our entire portfolio of assets	<div><div></div><div></div><div></div></div> 5,3%	15%
100% of malls with spaces for electric cars by the end of 2024	<div><div></div><div></div><div></div></div> 93,3%	87,5%
CONSCIOUS CONSUMPTION AND PRODUCTION	2024	2023
Develop in 2024 a booklet of good sustainable practices for our tenants	<div><div></div><div></div><div></div></div> -	-



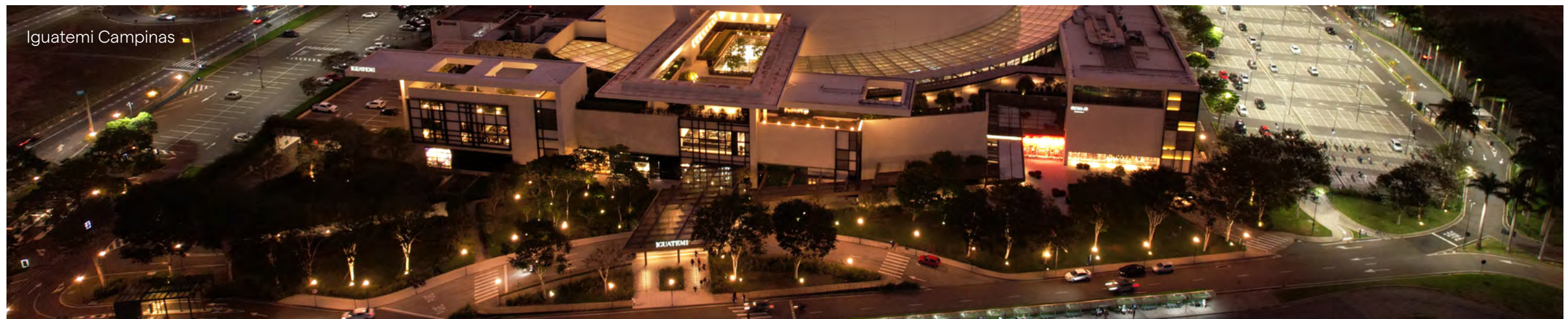
AXIS 2: DIVERSE, HAPPY AND PROSPEROUS PEOPLE

GOAL	PROGRESS	
Have a diverse, engaged, and innovative community of employees		
EMPLOYEES	2024	2023
Pursue the achievement of 50% of women in senior leadership positions by 2030	● ● ○ 44%	44%
Perform NPS measurement with customers in 2024	● ● ○ -	-
COMMUNITY (Customers, tenants and society)	2024	2023
Perform NPS measurement with customers in 2024	● ● ● -	-
To maintain annually the program of events that promote Education, Art and Culture	● ● ● -	-



AXIS 3: CORPORATE INTEGRITY

GOAL	PROGRESS	
Maintain a commitment to ethical behavior, which seeks transparency, integrity, and an organizational culture that adheres to the values preached		
ETHICAL BEHAVIOR	2024	2023
Hold an annual Investor Day starting in 2024 , promoting transparency in the company's plans	● ● ● -	-
Conduct the Board Assessment annually from 2024 , following best governance practices	● ● ● -	-
Maintain compliance with the Novo Mercado governance rules (except preferred shares)	● ● ● -	-
Realizar anualmente treinamentos de <i>Compliance</i> em todas as nossas unidades	● ● ● -	-





5.

AXIS 1: ENVIRONMENTAL MANAGEMENT

All organizations that want to grow sustainably need to ensure an integrated management system that promotes interaction between the pillars of sustainability.

CLIMATE CHANGE ►

ENERGY MANAGEMENT ►

WATER RESOURCES MANAGEMENT ►

SOLID WASTE MANAGEMENT ►

SUSTAINABLE BUILDINGS ►





At Iguatemi, this is how we position ourselves, advancing our ESG practices with strategic environmental management that seeks compliance through best practices and service to the norms. Every year new goals are imposed, but we understand that this is a dynamic area and we work with determination to make them viable, mitigating any challenges.

OUR ENVIRONMENTAL MANAGEMENT SYSTEM IS CONSTITUTED AS FOLLOWS:



Climate change GRI 3-3

Climate change is one of the main challenges of the century. Each year, we feel more deeply the changes in the environment. Thus, it is urgent that we are increasingly aware of our responsibility: public authorities, the private sector and civil society working together to face this situation.

Management of greenhouse gas (GHG) emissions

Brazil is a signatory to the Paris Agreement, which, with various initiatives, seeks ways to reverse climate change. In 2024, the country defined its nationally determined contribution (NDC), that is, its responsibility as a signatory, committing to reduce **net greenhouse gas (GHG) emissions by between 59% and 67% by 2035**, aligning with the goal of achieving climate neutrality by 2050 and limiting global warming to 1.5°C.

To achieve these goals, there must be a great awareness of all sectors of the economy, ensuring socioeconomic prosperity, climate justice and environmental balance.

Understanding the urgency that the issue presents, at Iguatemi we are prepared to assume our commitment to the climate agenda. Over the past three years, we have carefully measured our greenhouse gas emissions in accordance with the Kyoto protocol by conducting a carbon inventory.



In 2024, we honored the strategic commitment disclosed in our previous report and hired an external auditorium to ensure the accuracy of the data collected, increasing our transparency and credibility. The aim was to prove our regulatory compliance and identify areas for improvement. At the end of the process, we were recognized with the **Gold Seal** of the Brazilian GHG Protocol Program*.

In the quest to continuously reduce our emissions, we increase the efficiency of processes and equipment and promote the constant training of the teams involved. In this way, we achieved a 62% reduction in direct and indirect greenhouse gas (GHG) emissions, as shown in the graph that indicates the sum of scopes 1 and 2.

In 2025, we will remain aligned with national and global trends on the subject.

* The Brazilian GHG Protocol Program is responsible for adapting the GHG Protocol method to the Brazilian context and establishes methodologies for calculating and reporting greenhouse gas emissions. It is an initiative of the Center for Sustainability Studies of the Getúlio Vargas Foundation (FGV) and the World Resources Institute (WRI).

We analyze our data according to the following scopes:

- **SCOPE 1:** Direct greenhouse gas emissions released into the atmosphere as a result of the company's operations;
- **SCOPE 2:** Indirect emissions from electricity purchased by the company;
- **SCOPE 3:** Indirect emissions linked to complementary and company operations, such as business trips and employee commuting, waste disposal, transportation and distribution.

Iguatemi São Paulo



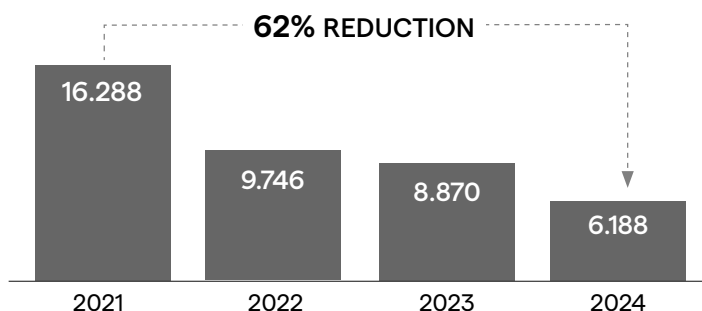


GHG EMISSIONS

IN SCOPES 1, 2 AND 3 GRI 305-1, 305-2, 305-3

INVENTORY 2025, BASE YEAR 2024

Scope 1 + 2 (tCO₂e)



HG emissions (tCO₂e)

	2021	2022	2023	2024
ESCOPO 1	1.274	1.033	1.094	947
ESCOPO 2	15.014	8.713	7.775	5.241
ESCOPO 3	2.676	10.670	9.094	37.741
Total	18.964	20.416	17.964	43.929

SCOPE 1 GRI 305-5

- Part of the increase from 2022 to 2023 was caused by fugitive emissions (unintentional, involuntary emissions) from air-conditioning gases and the use of generators.

In 2024, a more comprehensive collection of data was made for the reported period with a reduction in emissions related to the renovation of equipment in the areas of maintenance, cleaning and landscaping by electrical equipment.

SCOPE 2

- 99% of our energy is purchased from certified renewable sources. However, in the measurement of scope 2, we used the emissions metric of the National Interconnected System (SIN), which represents the Brazilian electricity matrix as a whole.

In 2021, emissions are high due to the use of thermoelectric plants.

In 2024, the emission factor of the Brazilian grid **increased by about 41%** compared to 2023. The reduction in emissions in this scenario is related to a

correction in the calculation of Scope 2, which now considers only the consumption of electricity in the common areas, considering the consumption of electricity in the private areas as Scope 3 emissions.

SCOPE 3

- With the resumption of activities and the reduction of remote work, after the covid-19 pandemic, our collaborators returned to commuting between home and work and making corporate trips. This resulted in an increase in our emissions when comparing the years 2021 and 2022. However, thanks to the continuous improvement of our waste reuse process, we saw a significant improvement between 2022 and 2023.

In 2024, we had a significant increase in scope 3 emissions after working to include new categories in this scope, such as: all emissions related to all goods and services acquired by the company, capital goods and services acquired (Capex), more comprehensive disposal data, considering solid waste, and effluent treatment costs. The return of face-to-face work and a more robust collection of information for the displacement of employees also impacted this indicator.



GHG INTENSITY GRI 305-4

INVENTORY 2025, BASE YEAR 2024

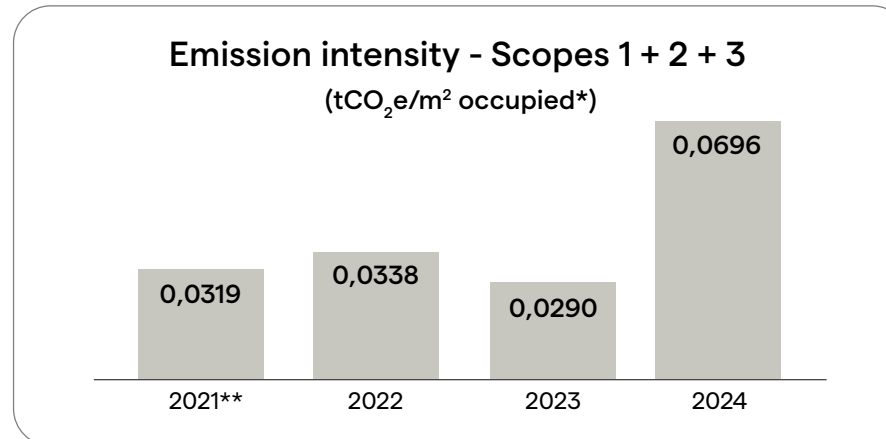
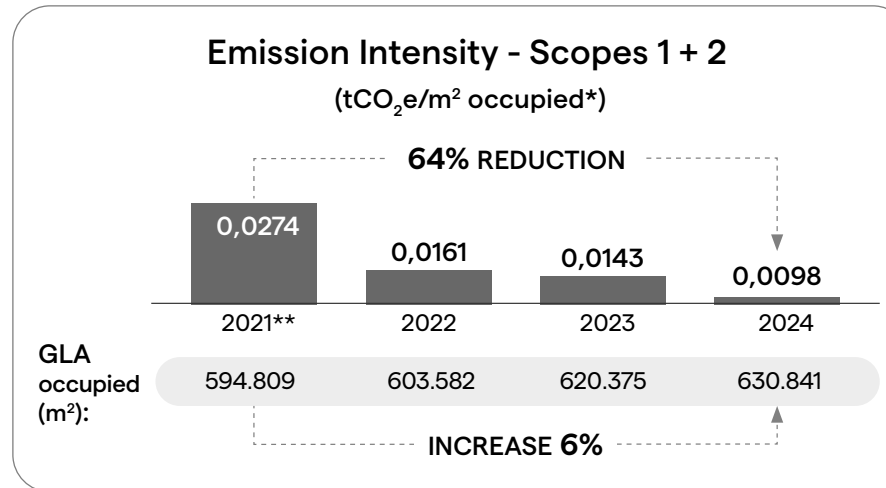
Scope 1 and 2 emissions at Iguatemi have been falling over the years and, at the same time, we have increased our gross leasable area (GLA) occupied index, which shows a 64% decrease in emissions intensity.

When analyzing total emissions also considering scope 3, we see an increase in the number in 2024. Even though there was an increase in the GLA occupied in the year, the revision of this scope, with the inclusion of new categories, led to a higher record of issuances, as detailed in page 32.

By 2025, we aim to create our decarbonization plan for scopes 1 and 2 of emissions. It will be a driver of our future actions and investments for a low-carbon operation. In addition, we will invest during the year in work to improve our scope 3, ensuring that we are correctly covering our entire value chain.

* m² occupied is the result of GLA x Occupancy rate of the developments in the years in reference.

** In 2021 we had partial closures of our developments, which impacted emissions.





Energy management

GRI 3-3

In 2024, we have made even more progress in energy management. We implemented new control and monitoring systems ration, such as an automation system for consumption per ton of cooling water for air conditioners and systems for automatic and individualized apportionment of energy consumption for tenants.

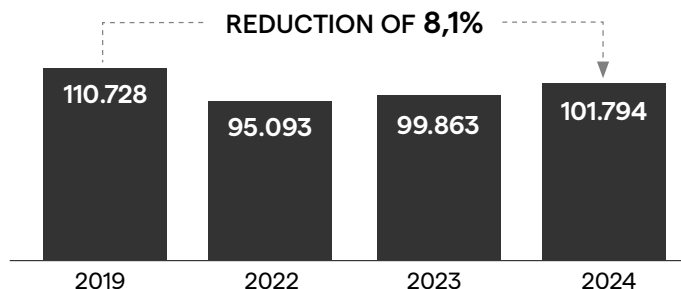
With solutions like these, management becomes more precise and adjusted to our environmental strategy, giving continuous improvement and optimization use of energy in our developments.

It is important to highlight that our direct management only covers the energy consumption of common areas

and the use of air conditioning. From 2023 to 2024, we see a small increase in the energy consumption of the common areas, considering that we had a higher rate of occupancy in our developments, but we have managed to reduce the consumption resulting from air conditioning.

The consumption of private areas has also increased due to higher occupancy, but this is not under our direct management. However, thinking of ways to encourage our tenants partners in the management energy, by 2025 we have a big plan: to reach almost 5,000 individualized metering points installed in the developments so that opportunities for improvement in consumption can be identified more quickly.

Consumption of the common area and air conditioning (GWh)

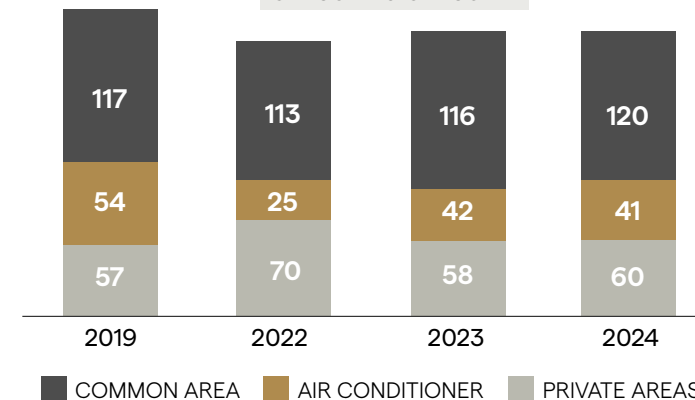


From the graphs, it is possible to see that our continuous efforts are generating results: between 2019 and 2024, we reduced our consumption of energy at 8.1%.

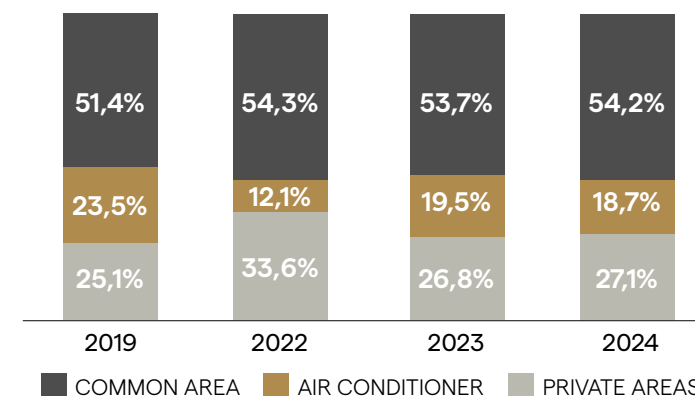
GRI 302-4 e IF-RE-410a.3

Energy consumption by sector (GWh)

GRI 302-1 e GRI 302-2



Power Consumption (%)





We continue with the commitment to obtain energy from renewable sources, reaching the level of 100% of our energy supplied by renewable sources certified mainly by small hydroelectric plants. IF-RE-130a.2

A major advance in our environmental management system has been more efficiently monitoring our energy intensity, i.e. energy consumption per GLA occupied. This important indicator complements our energy management system by establishing a relationship between the occupancy of our developments and energy consumption. Let's go to the numbers of 2024: GRI 302-3 e IF-RE-130a.1

Energy intensity per GLA occupied:

352 kWh/ABL = 1,25 GJ/ABL

Total power consumption:

3% increase

GLA:

2% increase

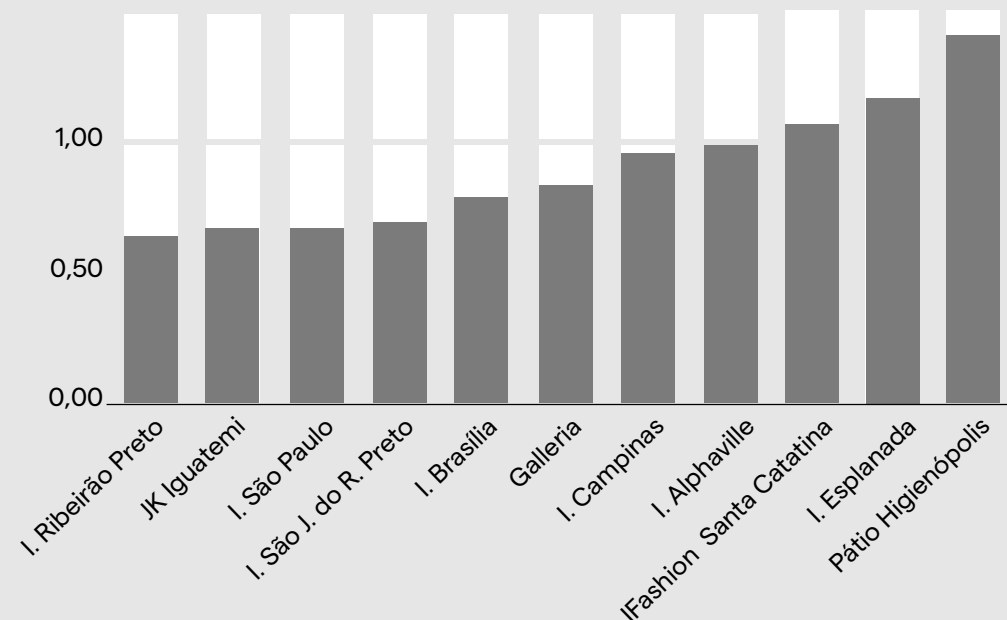
Energy intensity compared to 2023:

1% increase

Management excellence IF-RE-130a.5

Among the good solutions adopted in 2024 to reduce our energy consumption efficiently is the individual monitoring system for each air conditioning unit installed in 11 of our malls. Monitoring is done per ton of cooling water used and compares the levels between these developments. In this way, we can identify the most efficient systems and take more precise action to optimize them and implement necessary improvements, ensuring that they all achieve similar and satisfactory standards.

Average energy efficiency across all monitored units (tons)





Success at Iguatemi Esplanada:

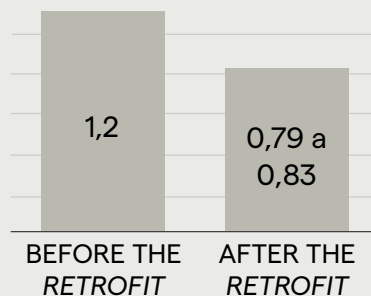
retrofit promotes greater efficiency in the use of air conditioning GRI 302-5

Highlight in 2024, in our shopping mall in Sorocaba, we were able to achieve excellent results in energy efficiency after the retrofit of the Cold Water Center (CAG) in the North Wing of the development with less environmental impact and optimization of resources.

With these improvements, by 2025 we estimate a reduction of between 15% and 20% in energy consumption in the air conditioning system of Iguatemi Esplanada.

ENERGY EFFICIENCY INDICATORS (KW/TR)

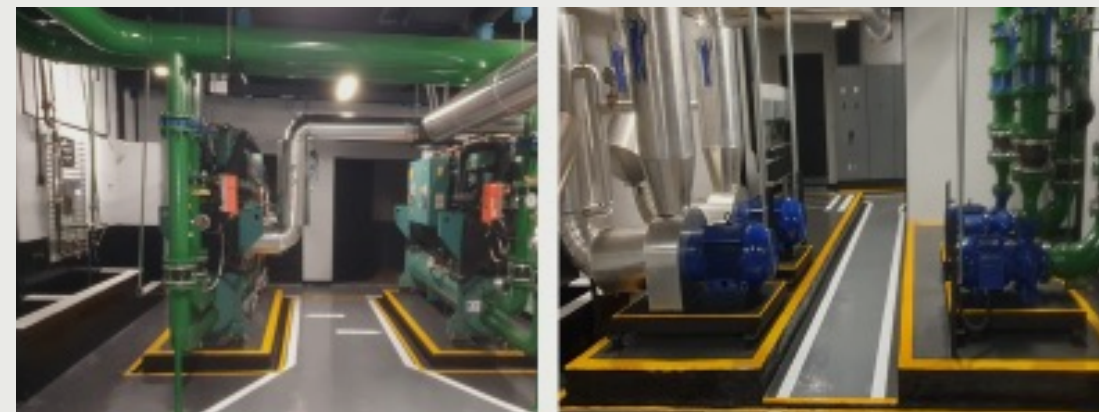
In 2023 they had the lowest efficiency among all Iguatemi's undertakings.



The system had unnecessary complexity, with poorly dimensioned, low-performance pumps and pipes, and cooling towers operating at full speed. All this entailed a great waste of energy.

IMPROVEMENTS IMPLEMENTED

- Resizing and replacing CAG's chilled water pipes, reducing head losses and optimizing flow for superior HVAC system performance;
- We modernized the pumping system, which now operates with a single ring of chilled water, ensuring greater efficiency and simplification;
- We reduced the number and power of chilled water (BAG) and condensing (BAC) pumps, from 8 to 4 high-performance units;
- We installed variable frequency drives in the BAG, BAC pumps and cooling towers, adjusting energy consumption according to actual demand;
- We implement advanced automation that ensures the optimal and efficient operation of the entire system.





Future plans IF-RE-130a.5

Always attentive to our environmental responsibility, we will continue to seek more efficient energy management throughout 2025, with new developments and investments: there will be energy improvement with the exchange of equipment and the automation of the air conditioning system in Pátio Higienópolis and with automation in Praia de Belas and Iguatemi Alphaville.

In addition, we will implement telemetry with automatic apportionment at almost five thousand measurement points that will enable tenants to monitor, in real time, any deviation in energy consumption, allowing the immediate correction of any problems.

The installation of solar panels at Iguatemi Campinas will be done in 2025 after we complete the entire project contracting process throughout 2024.

We improved the studies for the self-production of energy from renewable sources, which enabled us to identify regulatory challenges for the generation of this type of solution in our condominiums. We will continue to advance this agenda, with the aim of enabling our commitment to implement a pilot project for self-production of renewable energy by 2027.

Pátio Higienópolis



Praia de Belas



Iguatemi Alphaville



Water resources management

GRI 303-4 We recognize the importance of responsible consumption of natural resources and we see this recognition reflected in efficient management also in our initiatives related to the consumption of water, an essential basis for the life of all beings.

At Iguatemi, we recognize the importance of conscious consumption and, therefore, maintain a strict management of this valuable resource, in line with our commitment to excellence in everything we do.

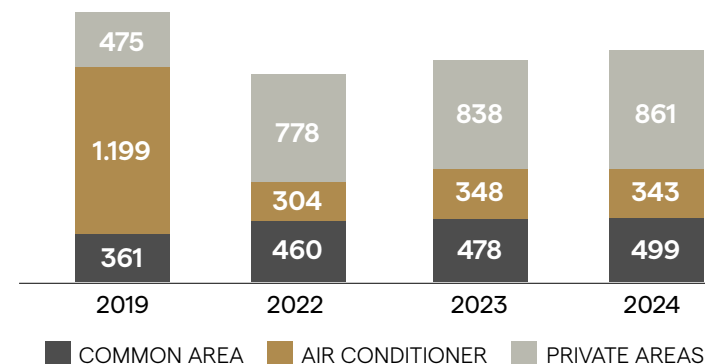
In our developments, water resources are used in:

- generation of chilled water;
- supply to tenants;
- use in bathrooms and toilets;
- irrigation and landscaping;
- cleaning.

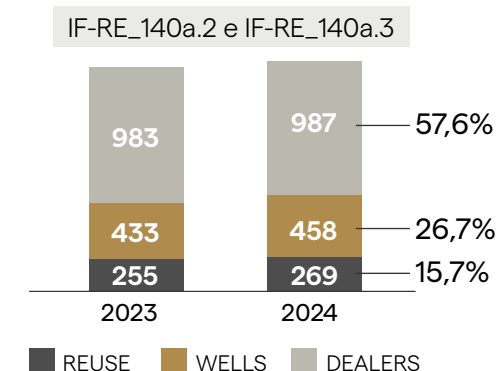
We purchase water from local utilities with resources from the basins of the systems Cantareira, Tietê e Guarapiranga, in São Paulo; the Santa Maria reservoir, in Brasília; and Lake Guaíba, in Porto Alegre. We also collect drinking water from wells for use general and collect rainwater for irrigation, cleaning and toilets.

In addition, we promote the reuse of water after treatment in our Wastewater Treatment Plants (ETE), present in some developments, and reuse it in places not linked to human consumption, such as toilets and other uses. Today these stations are already present in 50% of our developments.

Water consumption by sector (megaliters) GRI 303-5



Total water abstraction (megaliters)



Total capture by Iguatemi in 2024: 1.715 megaliters



Water stress is a growing challenge IF-RE-140a.4

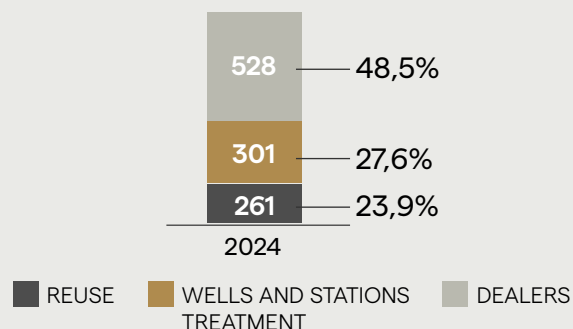
This is a challenge that requires attention, especially in regions where water availability is limited. To mitigate its impacts, we continuously invest in sustainable alternatives, such as aerators in the taps, reduction in the volume of water poured into the flush flow in the toilets, and expansion of the use of reused water to replace direct abstraction.

The general water reuse in our developments is 15.7%, but in the regions of water stress we reached 27.6% in 2024, which indicates progression compared to 2023.

But when it comes to more robust solutions to water stress, we have a lot to show: 50% of our businesses have a Wastewater Treatment Plant. The construction of the Ribeirão Preto WWTP, the most recent, was completed in 2024 and is now in full operation, producing water for reuse throughout the mall.

By 2025, we aim to increase water reuse in our malls in the capital of São Paulo.

Total withdrawal in areas of water stress in 2024 (megaliters) GRI 303-3 e IF-RE-140a.2



Total capture in areas of stress water in 2024:

1,090 megaliters

Fulfilling our commitment made for 2024, we continued with the feasibility study of a WWTP in Brasília after the completion of the mall's expansion project.

In addition to the expansion of reused water, we also intend to replicate in our water resources management the telemetry implemented in energy management. Throughout 2025, we will install individual meters to monitor water consumption, allowing the immediate detection and correction of any deviation. IF-RE-410a.3

WWTP at Iguatemi Campinas





Solid waste management

GRI 306-1 In order to honor our willingness to expand conscious consumption at Iguatemi beyond the management of natural resources, we have also committed to post-consumption, carrying out the proper treatment of waste and ensuring that disposal follows the path of regeneration. In 2024, we proved that our actions for the management and disposal of our waste have been correct, achieving impressive results: we achieved the use of 94.06% of our solid waste.

Of a total of 26.2 thousand tons of waste, we reused 24.65 thousand tons, equivalent to more than 2,000 garbage trucks that no longer go to landfill (considering a truck with a maximum capacity of 12 tons/ collection). **GRI 306-5**

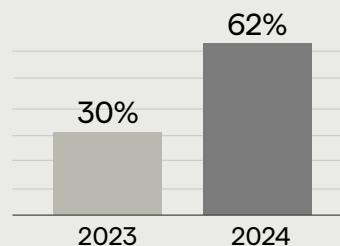
94% reused waste
(24.65 thousand tons)

To achieve these high levels of efficiency, we invest not only in operational management, but also in periodic training tenants, employees and customers, promoting the correct separation of waste.



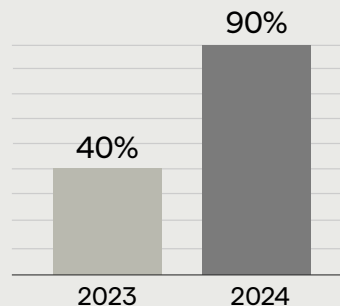
Expanding repurposing of waste in our developments **GRI 306-2**

Increase in the recycling rate at Iguatemi Brasília



At Iguatemi Brasília, even with the difficulty of finding companies that work with the reuse of waste, we were able to redirect our organic waste to composting and reach the average reuse level of 32 tons per month. In addition, we sought a solution to **reuse our civil construction waste, which was previously disposed of in landfills**. In this process, we were able to homologate a new supplier company to receive and reuse all the civil construction waste from our shopping malls.

Increase in the recycling rate in RS and SC



We also had a great evolution in the developments in Rio Grande do Sul and Santa Catarina: there we also process the **waste segregation in the food courts and stores and then at the docks**, sending the waste for co-processing.

And we can celebrate our great result in São Paulo: in 2024, with consistent and very well-structured work, **we maintained 100% recycling in all our companies**.



The environmental rehabilitation journey of Autoposto Shopping Iguatemi Campinas

Next to the mall, the space previously occupied by a gas station has become a symbol of transformation and our commitment to the environment.

Since its initial operation in 1987, the station has been active for the supply of vehicles. Deactivated in 2006, its land went through a rigorous process we considered

an expansion plan for Iguatemi Campinas and the use of the space also for residential purposes.

In 2024, with the execution of the road system in the Bairro Casa Figueira subdivision, we found that it would be necessary to partially remove the contaminated soil at the site, around 1,500 tons. To make the area fully investigation and remediation to mitigate possible impacts on soil and groundwater. Detailed studies revealed the need for a thorough intervention, ensuring that the chemical residues resulting from the former activity did not compromise the health of the local ecosystem.

It took years of monitoring the environmental impact until it was possible to make a thorough assessment of the terrain and the surroundings, to ensure that there were no more contaminants in the soil and that everything was in accordance with current legislation. In 2020, rehabilitated with Cetesb, we carried out the complete removal of the contaminated soil, reaching 4,000 tons, which made it possible to use the land for commercial purposes, in addition to residential use, which had already been authorized.

Our commitment to transparency and the application of best environmental practices resulted in the complete rehabilitation of the area, which today is fit for a new cycle of sustainable development. Thus, it does not only recover its value for new ventures, as is proof of the power of conscious action to mitigate impacts generated in the past.





Sustainable buildings

In convergence with our good environmental management practices, we are constantly working so that our developments are already designed to be a reference in sustainable construction, considering the management of natural resources, energy and waste treatment, making them eligible for highly recognized certifications.

Our portfolio, with 16 malls and several corporate towers, attests to our search for standards that bring us closer to the best enterprises in the world in these sectors.

Each of our customers, tenants and tenants who benefit from efficient environmental management, helps to expand the recognition of the Iguatemi brand. And we will not stop innovating: we have already defined the next diagnoses for the Campinas, Ribeirão Preto and Porto Alegre units, reinforcing our commitment to the positive impact of our operations.

Some highlights

LEED CERTIFICATION AT IGUATEMI JK AND IGUATEMI BRASÍLIA

In 2024, we completed the diagnosis for the LEED certification, Leadership in Energy and Environmental Design, of the Iguatemi JK shopping mall and Iguatemi Brazil. The execution of the project in JK will start in 2025, and in Brasília it will be carried out during the expansion of the mall. In both cases, we will raise the standard of efficiency and sustainability of these enterprises. On this path is also the Casa Figueira neighborhood, a prominent case presented in this chapter on page 44.

RIO SUL: TRANSITION OF ADMINISTRATION

With the recent transition of the management of the Rio Sul shopping mall to Iguatemi, in 2025 we will be able to count on all our experience in the management of solid waste, energy and water resources to implement a robust governance agenda in these essential areas and raise the operational quality of the properties.

CORPORATE TOWER OF IGUATEMI CAMPINAS

The Campinas development is being developed to meet LEED Platinum certification requirements, its highest standard. The development includes the integration of innovative solutions, such as the generation of renewable energy at Iguatemi Campinas, an enterprise linked to the corporate tower.

LEED is one of the most recognized certifications in the world and evaluates prerequisites such as carbon emissions, energy, water, waste and material management, internal environmental quality, among others.





PARKING SPACES FOR ELECTRIC VEHICLES

Following a global trend to promote electromobility, which is more sustainable and economical, we have revised our plan to expand the number of spaces for electric cars.

The growth in the number of electric vehicles among our customers has driven us to install more parking spaces in our enterprises.

300

vacancies are
in our plans until
2026

ESG CHECK LIST

Our developments undergo a rigorous asset inspection process to expand our focus on ESG. We systematically evaluate security installations, alarms, escape routes, firefighting methods, among others. In 2024, we included an ESG checklist in this inspection, covering items such as energy use, water, waste management, social focus, environment, and space innovation.

EXPANDING ESG KNOWLEDGE

Our Real Estate Development and Management team promoted, in 2024, a high-impact workshop, addressing very relevant topics on the office and residential market, trends in architecture and urbanism, heritage restoration and the engineered wood construction system, which has a strong focus on sustainability.

During the event, participants had the opportunity to delve deeper into the ESG theme with a focus on constructions, participating in a conversation circle mediated by Daniela Isai, Executive Manager of ESG at Iguatemi, together with representatives of the companies Tishman Speyer, SETIN Incorporadora and Construtora Patriani, who presented very relevant initiatives.



Iguatemi São José do Rio Preto

LANDSCAPING IN IGUATEMI DEVELOPMENTS

Among the actions based on good environmental practices is the preservation of the vegetation already existing in the landscaping of our developments and their surroundings. Before any intervention, we carry out a detailed study of the existing large trees and rely on landscapers and agronomists to assist us in assessing the size and phytosanitary quality of each specimen. Noting the viability of a transplant, the option is always to conserve the tree heritage instead of its suppression



Casa Figueira Neighborhood:

An open, living, safe, healthy and sustainable neighbourhood under construction

In 2024, Casa Figueira made solid progress in its purpose of being a model of contemporary urbanism, integrating people, nature and the city. With people-centered planning, we seek not only to create a new neighborhood, but a new way of living – closer, more balanced, more aware.

Connected to the new times, the Casa Figueira neighborhood is already born with environmental, social and governance guidelines aligned with the best global practices, as attested by the AQUA-HQE™ certification, obtained in the pre-project phase. The year 2024 marked the beginning of important actions, which pave the way towards a more circular, resilient and inclusive city.

INFRASTRUCTURE WORK OF THE SUBDIVISION

The first stage of the infrastructure work of the subdivision began on January 15, 2024 with an expected duration of 24 months, containing:

- Responsible environmental management: the work meets the requirements of CETESB through an Integrated Environmental Management System. Technical accompaniments and independent audits ensure environmental compliance at all stages of construction.

- AQUA-HQE™ Certification: in addition to the legal requirements, the entire project follows the certification parameters, with specialized advice from Sustentech, which enhanced the fulfillment of criteria such as magnetism, natural ventilation, insolation and special waste.

Illustrated Perspective of the Casa Figueira Masterplan





Forward-thinking infrastructure

- Expanded enjoyment lanes, with wide sidewalks and universal accessibility;
- Sanitation network prepared for the urban future of Campinas;
- Reinforced drainage system, sized for the effects of climate change;
- Planting dense vegetation, mitigating heat islands and promoting thermal comfort, including for neighboring communities;
- Underground electrical network, ensuring urban aesthetics, safety and resilience.

SOCIAL COMMITMENT AND COMMUNITY DEVELOPMENT GRI 306-1

In 2024, we took important steps to strengthen bonds, listen to the community, and generate positive impact:

- Socio-environmental diagnosis of the neighboring community, carried out by ERM International Group, a world reference in sustainability. In addition to focusing on the socioeconomic characteristics of the residents, the study emphasized urban aspects, infrastructure, urban equipment and services, and the characterization of residences, listing short, medium, and long-term actions.

- The FEAC Foundation, owner of the land in the Casa Figueira neighborhood and partner of Iguatemi Campinas for more than 40 years, created the Community Committee of Jardim Novo Flamboyant, promoting dialogue between residents, public authorities and local enterprises.

Infrastructure works started





A CASA FIGUEIRA: the cultural epicenter of neighborhood concepts, a place of meetings and experiences

A place of encounters between the main ideas of urbanism, smart-city and other disruptive concepts. An environment dedicated to people, with event areas for developers, neighborhood association and environmental education.

The exclusive curatorship will promote events, talks, as well as exhibitions, always inspired by the beautiful environment designed by the Andrade Morettin office.

The construction of Casa Figueira advanced in 2024 following LEED® certification standards. More than an exhibition space, the House will be the cultural epicenter of the neighborhood.

The immersive exhibition will present the concepts of the neighborhood, its proposal for human urbanism and the sustainability solutions adopted, highlighting all the pillars of the neighborhood for its conception.

Casa Figueira



REAL ESTATE DEVELOPMENT RESPONSIBLY

In 2024, we started the real estate development of the neighborhood, with specific guidelines:

- All projects must respect the principles of sustainability defined by the Masterplan and the Neighborhood Association;
- Developers are encouraged to obtain environmental certifications and create sustainability programs that bring residents closer to good environmental and social practices.

HIGHLIGHTS IN SUSTAINABILITY

Water efficiency and responsible use of natural resources

The neighborhood bets on smart solutions, such as the preservation of green areas and environmental recovery.



Clean energy and sustainable mobility

- Installation of a photovoltaic solar plant with 55.55 kWp, enough to flap more than 124 lampposts for 12 hours/day for a month;
- Infrastructure for electric vehicles, LED street lighting and incentives for the use of renewable energies;
- 5km long bike lanes, universal sidewalks and integration with public transport, with a focus on active mobility.

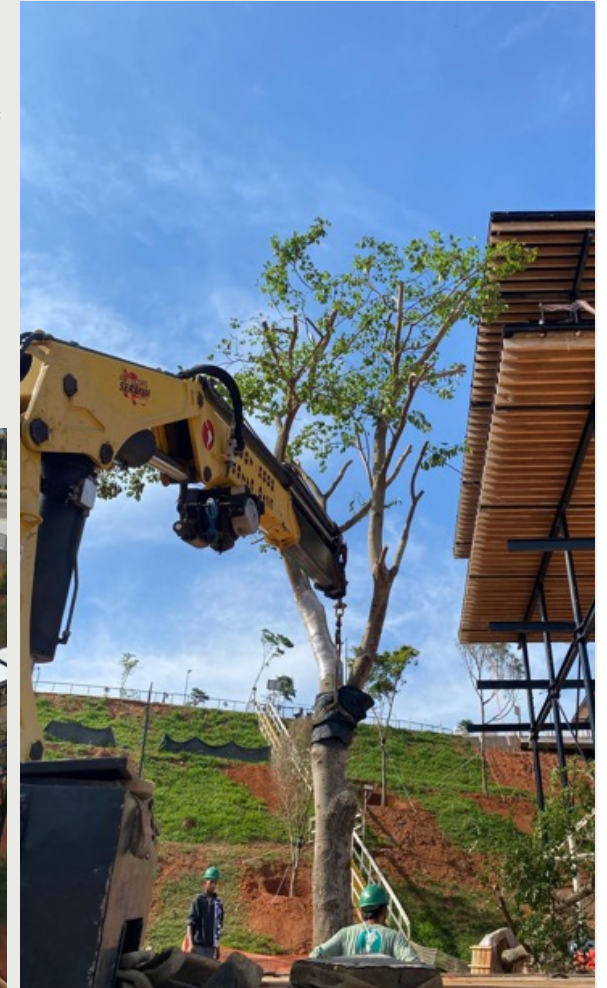
Waste management and circular economy

- Structuring of an efficient selective collection system, with partnerships with eco points and cooperatives;
- Incentive to the selective separation of waste and the culture of reuse.

Landscaping that respects life

- Two native Jatobás successfully transplanted after 60 days of preparation;
- Five imperial palm trees relocated within the neighborhood itself, reaffirming our commitment to greenery and care for plant heritage.

Photovoltaic solar plant in Casa Figueira and transplantation of native jatobá





As part of the environmental compensation and enhancement actions, the reforestation of the Linear Park was planted along the banks of the stream with 7,233 native seedlings ranging from 0.60m to 1.50m. The initiative aims to promote the recovery of riparian vegetation, contributing to the stability of the banks, the increase of local biodiversity and the improvement of the environmental quality of the region.

CASA FIGUEIRA NEIGHBORHOOD: reference of a new urbanism

Casa Figueira is more than an urban project – it is an invitation to live in a more connected, inclusive and sustainable way. Reaffirming our commitment to a more balanced future. The Casa Figueira project will be the best mixed-use complex in the interior of São Paulo and one of the best in Brazil. Through the concept of synergy of uses, it will make it possible to work, live, exercise, study, have fun and much more in the same place.

And in 2025 we remain firm in our purpose: to be a model of a smart neighborhood for Brazil and the world.

Aerial image of the headquarters, Casa Figueira, and the works of infrastructure in the neighborhood next to Iguatemi Campinas



6.

AXIS 2: DIVERSE, HAPPY AND PROSPEROUS PEOPLE

A society can only be fair and balanced when it recognizes the value of each of its members. That's exactly how we care for our people at Iguatemi.

- PEOPLE MANDATE ►
- DEVELOPMENT PROGRAMS ►
- HEALTH, SAFETY AND WELL-BEING ►
- ORGANIZATIONAL CLIMATE ►
- COMPENSATION AND BENEFITS ►
- DIVERSITY AND EQUAL OPPORTUNITIES ►
- COMMUNITY AND PHILANTHROPIC PROJECTS ►
- EDUCATION ►
- CITIES ►
- CITIZENSHIP ►
- INVESTMENT IN ART, CULTURE AND CITIZENSHIP ►
- ENTERTAINMENT AND WELLNESS ►





We deeply understand the responsibility we have with our people, and that is why we seek to invest in various actions for their professional and personal development. We believe that well-prepared, recognized professionals with a sense of belonging are the solid basis for building a more egalitarian, humane and sustainable society. **GRI 2-29**

And our commitment goes further: we recognize the immense potential that a healthy working environment offers for the improvement of our team and, consequently, for the continuous strengthening of our brand. Therefore, we seek to build an organizational culture that values ethics, that accelerates diversity and promotes human growth.

Through policies that ensure fair remuneration and constant support for the physical and mental well-being of our teams, we reinforce the positive impact we generate on society. We take care of our teams and their families to ensure the virtuous circle of collaboration, innovation and personal development every day.

Our goal is clear: to constantly work to build an inclusive present and a fairer future, where all people prosper.

Mandate of people



Fostering an environment and culture that promotes **the development of people** is essential to create an engaged team prepared to face the growing challenges of the business.



Ensure **excellence in the execution of the basic fundamentals of human resources** and align them with the best practices in the market, having a great Employee Value Proposition (EVP) and conscious leaders that drive our force of attraction for talent engagement.



To promote **humanization, health and well-being** in the business context.



Further evolve our **governance** in order to support the continuity of the business in the People, Culture and Social Responsibility dimensions.

Role Swap Program





Our workforce GRI 2-7

Employees	Holding	SPC ¹	SPI ²	Sul	iRetail	Brasília	Total
Women	184	314	259	83	94	53	987
Man	130	518	387	150	43	91	1.319
Total	314	832	646	233	137	144	2.306

1 São Paulo Capital

2 São Paulo Countryside

2.306
employees
hires

2.008
outsourced
and temporary GRI 2-8

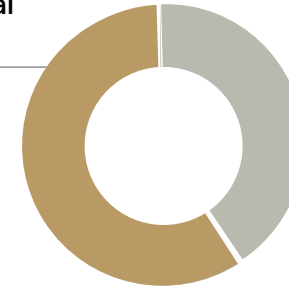
605
employees
admitted GRI 401-1

542
employees
laid off

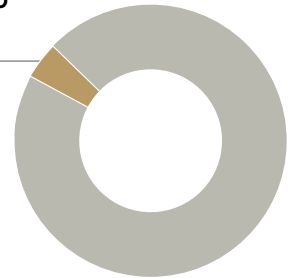
9.8%
turnover
voluntary GRI 401-1

13.5%
turnover
unintentional

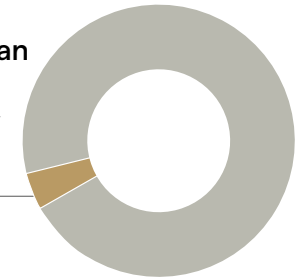
1,356
operational
positions
59%



415
leadership
positions
17%



524
with more than
10 years in
the company
GRI 2-7
Rate 23%



General Managers and Directors of Operations at Iguatemi



Employees at Iguatemi São Paulo



Iguatemi São José do Rio Preto





Development of direct collaborators GRI 3-3

Education is a fundamental pillar that permeates our culture. Investing in the training of our people, seeking to anticipate the main market trends, is a way to strengthen not only our business, but also to positively impact the lives of each Iguatemi employee, providing professional growth and new career possibilities. In 2024, these were our numbers:

	2023	2024
Total courses	290	279
Total tracks	35	11
Average hours of training per person	40	22,30
Total Training Hours	99.382	51.765

It is possible to observe that there was a reduction in the number of learning paths offered, from 35 in 2023 to 11. This happened due to the restructuring, which began in 2024, of the contents of courses and programs for our teams. In this process, all of them underwent a careful review to align them with essential competencies. With the new structure, we improved the quality and relevance of the topics covered and consolidated the concept of **Iguatemi Academy**, our corporate university, to be modeled as of 2025. As part of this transition, we suspended some face-to-face programs, which became available remotely at the end of the year, impacting the total hours completed in the period.

There was also a redefinition of the criteria for accounting for training hours, no longer incorporating activities such as conversation circles and local meetings as training. By 2025, we project an increase in the volume of training hours with the implementation of 15 competency tracks and the creation of five schools, which will offer distance learning courses and face-to-face and virtual synchronous programs.

TRAINING HOURS PER PERSON GROUPED BY FUNCTIONAL LEVEL GRI 404-1

Level	2023	2024
Operational	34,00	20,65
Professional	49,03	22,65
Coordinator/Expert	50,57	26,41
Manager	52,62	30,70
Director	30,70	31,98
Vice President	17,13	15,70
President	3,00	35,50
Total per person	40,20	22,30



Iguatemi Porto Alegre

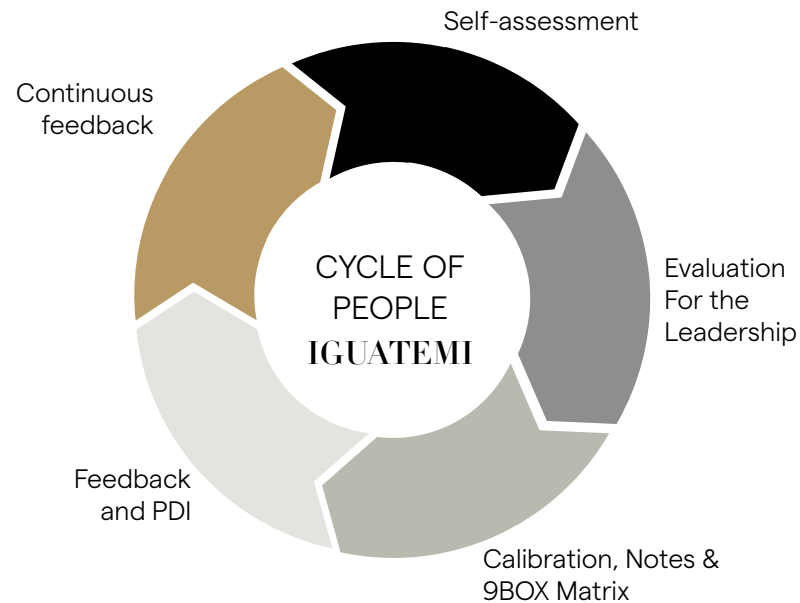
Our Development Programs

GRI 404-2

Aware of the importance of keeping ourselves in constant evolution, both in professional life when in our personal lives, at Iguatemi we offer our employees various development programs. All of them were custom-designed to meet the different stages of the professional journey, providing continuous learning and growth.

People Cycle and its stages GRI 404-3

The People Cycle is our main career development and management program, covering 100% of the team. Lasting annually, it promotes strategic reflections on performance, challenges and achievements, aligning individual evolution with organizational competencies. The journey includes structured evaluation, continuous feedback, and qualified exchanges between leaders and teams, ensuring consistent development that is connected to business objectives.





Role Swap Program

Reaffirming our search for excellence and continuous improvement, and in recognition of the work of each professional to keep our malls at a high level, we developed the **Exchange of Functions** program, a strategic program that reinforces our culture of appreciation and integration between operational and corporate teams.

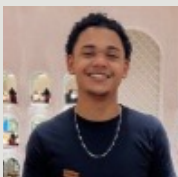
Over the course of a day, employees from the corporate office and leaders of the developments experience, in practice, essential activities of the operation of the malls, such as cleaning, gardening and maintenance. This immersion provides a deeper understanding of the operational

routine, generates sights for continuous improvement and strengthens the recognition of the teams that guarantee excellence in the experience in our malls. The program ends with a structured exchange of ideas, stimulating innovation and improvements in processes.

In 2024, our employees went further: once again, in the most intense and challenging period of the year – the National – they rolled up their sleeves and became directly involved in the operation of five stores in the iRetail portfolio: Birkenstock, Vilebrequin, Polo Ralph Lauren, Christian Louboutin and Loewe.



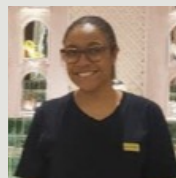
“Living day to day on the frontline of a of our main stores was an extremely rich experience.



Today I can say that Iguatemi's values go beyond the walls of the corporate office, the essence of being Iguatemi is in each employee, in their service, in their dedication and in their search for excellence. I cherish memories of an incredible program and people dedicated to the extreme at Christian Louboutin.”

Pedro Santos, Human and Organizational Development Analyst

“I loved getting to know the store's inventory, because it is something that has a lot to do with my work here in Accounting.



What surprised me the most was the service that is given to the customer, everything that is designed to better receive and retain him.”

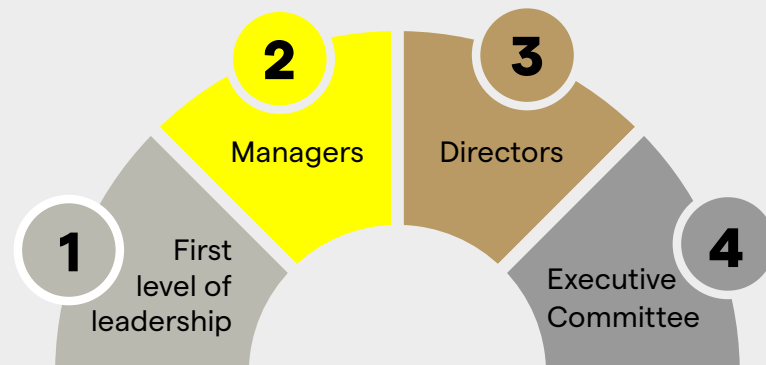
Karina Araujo, Accounting Analyst



Leadership development: building the future of Iguatemi GRI 404-2

Investing in our leadership is essential for Iguatemi's sustainability and continuity. A prepared and strategically aligned team strengthens our organizational culture and ensures solid management in the face of the challenges of the future.

Our leadership development programs are structured to accelerate leadership growth at different levels, divided into four tracks:



Each track is anchored in three fundamental axes for the evolution of leadership:

- **Self Leadership:** development of self-knowledge, emotional intelligence and essential skills for resilience, adaptation and assertive decision-making.
- **People Leadership:** ability to inspire, engorge and develop teams, creating a collaborative and high-performance environment.
- **Business Leadership:** strategic vision, data-driven decision-making, and innovation to drive results and ensure business sustainability.

This investment strengthens our succession pipeline, preparing highly skilled leaders for growing challenges.

IGUATEMI ACADEMY

In 2024, we made even more progress in structuring our internal development strategy with the repositioning of **Academia Iguatemi**, our corporate university, to be launched in 2025. This initiative will consolidate an ecosystem of continuous learning, aligned with the best practices in the market and individual needs for professional growth.

Educational tracks are being designed to meet the emerging demands of our time, including social, environmental, and governance challenges. The culture of collaboration remains a central pillar, driving the integration between knowledge and innovation.



ESG WEEK

Held annually, ESG Week is a very significant event for all of Iguatemi. This is when we bring prominent names linked to the environment, human rights, people management and corporate governance for a new look at these topics.

In 2024, we explore together the themes of fashion, conscious consumption and ethics. In addition to offering our employees the opportunity to deepen their knowledge and participate in some discussions on these topics, we present an exclusive series of four videos on conscious capitalism, available at the Iguatemi Academy.

ESG WORKSHOP

Our leadership directly linked to the ESG agenda had the opportunity to participate in a special workshop that highlighted the role of ESG in the company's strategy, sustainable buildings, human rights and the role of leadership, social impact strategies and ESG frameworks from the perspective of investors, considering the future needs of adapting to IFRS S1 and S2 standards. It was another opportunity to strengthen our ESG mindset and reaffirm its importance in all our processes.

On the same date, our Executive Committee and members of the Board of Directors participated in a training on compliance, receiving new insights and getting to know references to deepen the topic, in addition to a panel on corporate governance.

TRAINING OF THE BOARD OF DIRECTORS IN CLIMATE CHANGE

GRI 2-17

As part of the Board's annual agenda, in 2024 we had training on climate change given by an expert in the sector to deepen knowledge and strengthen Iguatemi's performance on a topic of increasing relevance for the company.

Faced with challenges and opportunities associated with the climate agenda, the initiative sought to empower board members by providing strategic information on risks, regulations, and best sustainable practices. In this way, we reinforce our commitment to responsible governance and the creation of long-term value with senior leadership.



Iguatemi Ribeirão Preto



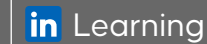
STRATEGIC PARTNERSHIPS: EXPANDING HORIZONS

To further enhance our corporate education, we have established two strategic partnerships that expand access to cutting-edge knowledge:

-  **School of Chaos:** a school of culture, leadership and learning for companies that need to innovate at the speed of change.
-  **ISE Business School:** business school that offers programs of executive training for the training of business leaders. ISE has an academic partnership with IESE Business School, at the University of Navarra (Spain), one of the most renowned business schools in the world. This institution stands out for its focus on ethics, leadership and personal development, as well as a practical approach based on case studies.

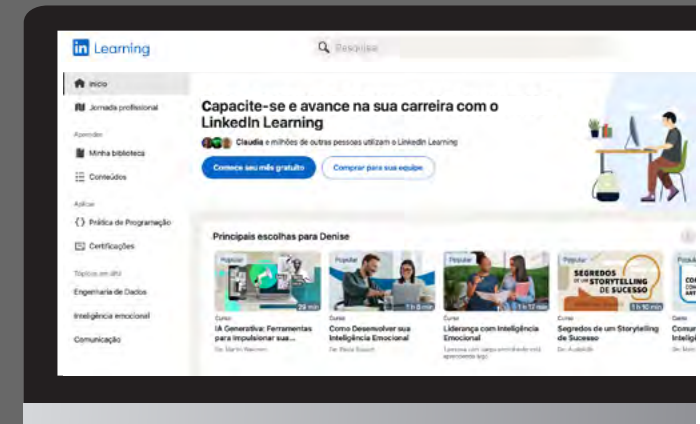
NEW TRENDS IN KNOWLEDGE

The operational tracks have been revised and from 2025 they will have a new format, more dynamic and accessible, with simplified and objective content. The training will be offered in modalities such as: interactive learning with infographics, videos, onepages, quizzes and podcasts. This evolution will ensure greater engagement and efficiency in the development of operational teams.



The administrative trials were also reinforced and expanded with the incorporation of LinkedIn Learning, a global reference platform for professional development. With access to more than **10,000 courses** taught by experts, our employees now have a more strategic, personalized learning journey that is aligned with market trends.

LinkedIn Learning
Course Platform





G.A.T.E. Global Access Through Education

Reaffirming our commitment to education and personal development, we hosted another edition of G.A.T.E. The event, held in partnership with the Student Travel Bureau - STB, brought international experts to Brazil to discuss innovative and essential topics for the future of education and careers, reinforcing our vocation to offer transformative experiences for the professional and academic public.

“At STB, we believe that education, on all its fronts, transforms lives and opens doors to the world. Our partnership with JK Iguatemi strengthens this commitment. Together, we developed initiatives such as free lectures and masterclasses with unprecedented content in Brazil aimed at the development of sustainable actions and also the G.A.T.E., which promotes the access of Brazilians to innovative initiatives in this area. In addition, our exchange festival is always held with sustainable furniture in order to cause the least environmental impact and promote the theme among students.”

Christina Bicalho, VP of STB

G.A.T.E. ACADEMY 2024

- In March and April 2024, at JK Iguatemi, we reflected on the future of fashion by addressing innovations in Fashion AI, Artificial Intelligence for sustainability and a connection with the gamer universe, with exclusive pieces and digital fashion shows, uniting technology, creativity and fashion.
- In September, we hosted Matthew Drinkwater, head of innovation at the London College of Fashion, University of the Arts in London, in one of JK Iguatemi's movie theaters. In his masterclass “Writing the Future of Fashion with Immersive Technologies”, Drinkwater presented the latest trends and technological innovations that are revolutionizing the fashion industry.

We also held an exclusive workshop for a group of 30 students from Anhembi Morumbi, IBMEC and the Faculty of Fine Arts. This format allowed for an in-depth exchange of experiences between the participants and the invited expert.





- In November, we brought together more than 600 participants at Teatro Santander for an evening of reflection and learning. The event was attended by British psychotherapist and writer Philippa Perry, bringing “The lecture you wish your parents had watched”.

With a sensitive and deep look at family relationships, Perry addressed topics such as mental health, emotional expression, and the importance of parent-child communication. The lecture had great repercussions among those present and was one of the most impactful moments of the 2024 edition of the event.



Lecture by Philippa Perry



Health, safety and employee well-being GRI 3-3

Ensuring the safety, health and well-being of our team is a priority commitment. Healthy, safe and engaged employees are the foundation of a successful company. More than an ethical and human commitment, by investing in the well-being of the team, we have in return the greater dedication and productivity of our people, we are able to keep our best talents in the company and expand results for the benefit of all.

These are the guidelines and strategic actions that will ensure a safe, healthy and growth-friendly work environment:

- Identify and assess the existence of hazards in the work environment;
- Define permanent actions to promote management in Occupational Health and Safety (OSH);
- Continuously improve working conditions;
- Mitigate chemical, physical, biological and ergonomic risks;
- Adopt effective measures to eliminate or minimize adverse impacts.

Occupational health and safety policy GRI 403-1

We are constantly evolving in our occupational health and safety practices, ensuring the continuous improvement of the work environment and seeking to provide our team with well-being, safety and quality of life.

We strictly comply with the guidelines of Regulatory Standard No. 1 (NR-1), which determines the management of occupational risks in all our establishments. In order to be in alignment with this and other regulatory standards and legislation in force, we have prepared the **Risk Management Plan (PGR)**, developed from a complete mapping of the risks associated with each function.

In addition to the PGR, we have the **Occupational Health Medical Control Program (PCMSO)**, which monitors, prevents, screens, and early diagnoses health problems for workers resulting from work conditions. In the program, we perform all occupational medical examinations. GRI 403-3

In 2024, we launched a **Technical Safety Instruction** focused on critical activities, ensuring an even higher level of protection for our employees. GRI 403-2



Get to know our Occupational Health and Safety Policy document



Well-being of our people

GRI 403-6

Mental health is a very important factor for the well-being of employees. Therefore, we are constantly updating ourselves on the legal requirements that involve these issues.

With the update of NR-1, which now includes attention to psychosocial risks in the workplace, we are adapting our PGR to anticipate and mitigate factors such as stress, moral harassment and work overload, ensuring more safety and well-being for our team.

With adequate investments and a lot of dedication, we will build an increasingly safer so that our employees feel supported in their workdays at work and outside of it.



OUR WAY OF TAKING CARE OF MENTAL HEALTH

Reflecting our commitment to promoting a healthy and welcoming work environment, we have adopted several practices aimed at the mental health and well-being of our employees. Through emotional and psychological support initiatives, we recognize the importance of this topic and offer benefits that demonstrate our ongoing commitment to mental health.

There are five benefits focused on the mental health and well-being of our employees:

- **Pass support:** guidance for legal, financial, psychological and social services issues. This initiative is available to employees and also their dependents;
- **4 Seasons Program:** support in situations of great emotional impact, such as grief, violence, abuse and natural disasters.
- **Wellhub:** program aimed at promoting health and well-being with physical and mental well-being apps, as well as complementary services such as nutrition and meditation free of charge for our employees.



Sports tournaments at Iguatemi

We believe that promoting sports and electronic game tournaments in the corporate environment goes beyond entertainment – it is a strategic initiative that reinforces the commitment to the integral well-being of employees.

By encouraging the practice of sports and physical exercise, we combat sedentary lifestyle and reduce the stress of everyday life. In 2024, we promoted a major tournament with soccer, volleyball and beach tennis for all units. We had the participation of **more than 370 collaborators**, further fostering our team spirit and collaboration.

We also promoted the 3rd edition of our I-Games tournament, an electronic games championship, with **more than 140**

participants in the modalities Mario Kart, FC 24, truco online and snooker online. By engaging in digital competitions, we expand our people's socialization, cooperation, and the development of cognitive skills.

Together, these events create a more dynamic and inclusive corporate culture that is independent of age group and hierarchical level, strengthening social bonds, encouraging healthy habits, and developing skills such as focus, resilience, and teamwork. These actions reflect an organizational culture that understands that the balance between body and mind is essential for sustainable performance, continuous creativity and motivation, in addition to increasing satisfaction with the work environment.





OTHER HIGHLIGHTS IN 2024

The year 2024 was marked by the recognition of our commitment to the health of our team in its entirety.

In 2023, we had made two important commitments:



Generate Well-Being Movement, of the Brazilian Association of Quality of Life (ABQV), an institution dedicated to the promotion of health and the prevention of diseases in the workplace. Its main objective is to favor the promotion of health and the prevention of diseases in the context of work by stimulating actions and programs of well-being and quality of life based on the best national and international practices.



Mind in Focus Movement, an initiative of the UN Global Compact in Brazil, which fights stigma and prejudice about mental health, encouraging companies and organizations to adopt practices that promote mental health and well-being.

In 2024, the recognitions came: we received the **Gerar Bem-Estar** seal by ABQV in the Leader category, highlighted by the initiatives: benefits, well-being, health and safety at work. In the Mind in Focus movement, we were recognized in **four of the six categories** referring to the best practices in health, well-being and safety at work.

We also received a certification focused on mental health: **the Great People Mental Health (GPMH)**, promoted by GPTW (Great Place To Work), which evaluates the work environment in terms of emotional health through anonymous comments from our employees in the GPTW survey compiled by Artificial Intelligence. By gathering and analyzing comments, it is possible to detect the degree of satisfaction of employees in their work environment.

In addition, we ranked **2nd in the Human Being Award**, from the Brazilian Association of Human Resources, a highly prestigious recognition that highlights our commitment to excellence in people management.

Employees at Christmas at Iguatemi Esplanada





Organizational climate

To strengthen a culture of trust and high performance, it is essential to ensure that our employees are heard and have their needs met.

For this reason, we adopted the Great Place to Work (GPTW) methodology, a global reference in organizational climate studies, providing a structured and strategic analysis of the work environment.

Off Site 2024



Climate surveys

We periodically conduct organizational climate surveys, ensuring an up-to-date view of our employees' experience and aligning their needs with the strategies and objectives of our various teams.

Whenever necessary, we also perform climate pulses, which are quick surveys focused on specific topics. In 2024, we conducted a quick survey.

The results of these surveys are published in the **Climate Bulletin** and shared with the entire company. In this way, we update our employees in a transparent way about the actions in progress and increase their confidence in our directions.

Workplace Climate Committees: Engagement and Real Impact

Each mall also has a Climate Committee, made up of volunteer employees trained in the GPTW methodology. At periodic meetings, these committees:

- analyze the results of the surveys;
- discuss the well-being of the team and critical points of attention;
- contribute to the definition and implementation of specific action plans for each reality.



The high level of team engagement and the consistency of our actions consolidated Iguatemi among the Best Companies to Work for in Retail, according to the GPTW ranking, reaching the **8th position in the Large category**. This recognition reinforces our ongoing commitment to a work environment that values people and drives business success.



Market Place Shopping Center

Results management

Based on the results of the organizational climate survey, we adopted specific approaches for each area, ensuring actions aimed at maintaining or evolving the favorability indexes:

1. NEUTRAL AREAS

- Favorability between 71 and 76 points in Corporate and between 70 and 83 points in Shopping Malls. These areas develop an Action Plan to consolidate or improve the results, such as:
 - mapping of root causes and prioritization of strategic initiatives;
 - definition of those responsible and deadlines, when necessary, to ensure the effectiveness of the actions.

2. AREAS WITH FAVORABILITY \leq 71 POINTS

- We held Climate Focus Groups to deepen the understanding of the challenges pointed out;
- We applied the Monthly Thermometer, with a partner company, which uses artificial intelligence to provide recommendations to managers, allowing quick and effective actions with the teams.

In addition to the strategies by area, we have implemented the **Institutional Action Plan**, a set of transversal initiatives that strengthen the organizational culture and promote improvements in the climate of the entire company.



Compensation and benefits

We have developed our own methodology for valuing work, based on our commitments with national and international standards. GRI 2-20

We adopt a **mindset of gradual evolution**, a central axis that allows us to keep up with changes in society, the demands of consumption and well-being, while continuously recognizing the value of our employees.

Even so, annually, we review these parameters with a focus on each person on the team. We make personalized assessments guided by the legislation that protects the worker and also attentive to the most up-to-date benchmark practices.

Since 2023, we have been signatories to the **Living Wage Movement**, of the Global Compact, which guides our commitment to fair remuneration for 100% of our employees, contractors, and contractors. GRI 404-2

At Iguatemi, we focus on innovation and transparency in all our processes. In 2024, we launched the first phase of the **+ Benl (+ Iguatemi Benefits)** platform, which enables a detailed and transparent view of the composition of benefit amounts. The information can be accessed by all employees throughout the year, to monitor their benefits and learn about the investments we make in our people. Our new platform will be implemented in three phases and intends to offer personalized data, bringing transparency to each employee's journeys, in line with our people management guidelines.

Iguatemi benefits package GRI 401-2

In line with the commitment to strengthen the well-being and safety of employees, we offer a diversified benefits package to meet the different realities and moments of our people's lives, promoting a more inclusive, healthy and sustainable organizational culture. In our benefits guide, it is possible to navigate through our pillars and learn in depth about each benefit offered.



HEALTH

- Medical assistance
- Dental assistance
- Check-up and preventive exams
- Fertilization program in partnership with Fleury Vaccination



FINANCE

- Life insurance
- Funeral assistance
- Travel insurance
- Supplementary sickness benefit
- Allowance for the family of our deceased
- Discounts in shops and restaurants
- Iguatemi Loan Payroll Loan
- Private pension
- Gift Pass: gift card
- Insurance Portal (Clube de Advantages)



MOBILITY

- Transportation voucher
- Parking Car policy
- Mileage reimbursement
- Fuel allowance



FEEDING

- Meal/food vouchers
- Basic food basket
- Cafeteria and living room



FAMILY

- Daycare allowance
- Monthversary
- Tribute time at home
- Extended paternity leave
- Maternity leave
- Toy check
- I want to go along
- Liberality: licenses



CARE AND WELL-BEING

- Wellhub
- Wellz Emotional Health Program
- Four Seasons Program
- Agents Wellness and Health Iguatemi Program
- SESC Partnership
- Incentive to culture and sport
- Support Pass
- Iguatemi Health 24Hours



Our people at JK Iguatemi



Diversity and equal opportunities

GRI 405-1 Valuing each human being in his or her essence and caring for that all people can be seen and feel belonging to occupy their positions and exercise their functions to their maximum potential it is a value that we carry in our DNA.

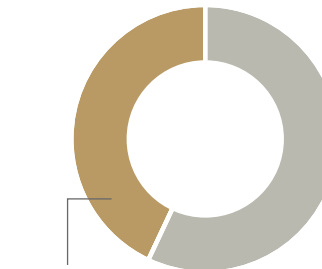
An ethical, fair and sustainable society is made up of everyone, where ethnicity, gender or age do not matter, but the potential of each one to contribute to the whole.

Our daily choices go through unconscious biases that we need to make conscious through dialogue, reflection, and self-development. Thus, we can build together a more equal future of opportunities for everyone with whom we share our business.

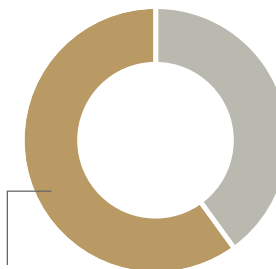
We work hard so that these choices are carefully thought out, both by our leaders and by our employees, who at the end of the day, each in their universe of responsibility, contributes to the whole from which everyone benefits.

In this trajectory, we also invite our value chain to be part of it, sharing our values and our code of ethics, which keeps part of our essence in the form of text, so that it can be shared with the largest number of people of possible stakeholders who have the desire to be part of the Iguatemi universe.

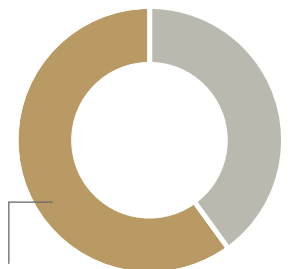
Featured numbers



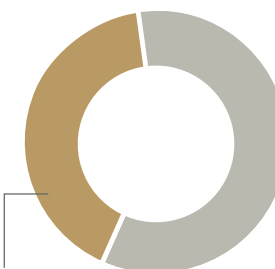
43% of the workforce are WOMEN



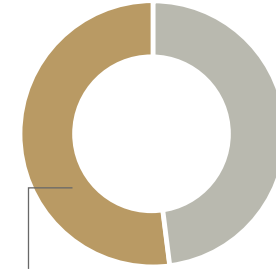
60% of the BOARD statutory is composed of WOMEN



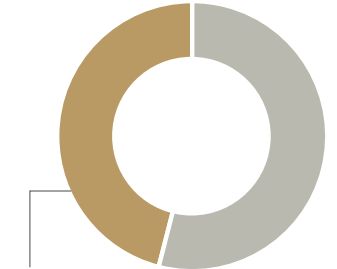
60% of the executive committee is made up of WOMEN



44% of senior leadership positions are held by WOMEN (management and above)



53% of leadership positions are held by WOMEN (coordination and above)



46% of employees declare themselves black and mixed-race skin

* Data refer to the base date of the report, December 2024.



TOTAL EMPLOYEES IN THE COMPANY BY RACE AND POSITION

POSITION	ASIAN	WHITE	INDIGENOUS	BLACK AND MIXED-RACE	NOT INFORMED	TOTAL
Presidency	0	1	0	0	0	1
Female	0	1	0	0	0	1
Vice presidency	0	5	0	0	0	5
Female	0	2	0	0	0	2
Male	0	3	0	0	0	3
Board of directors	1	18	0	0	0	19
Female	1	7	0	0	0	8
Male	0	11	0	0	0	11
Managerial	5	111	0	15	0	131
Female	3	55	0	8	0	66
Male	2	6	0	7	0	65
Coordination/Specialist	4	143	0	44	0	191
Female	2	79	0	22	0	103
Male	2	64	0	22	0	88
Administrative/Professional	6	376	2	219	0	603
Female	3	215	0	110	0	328
Male	3	161	2	109	0	275
Operational	15	550	2	789	0	1.356
Female	9	181	2	281	0	473
Male	6	369	0	508	0	883
TOTAL	31	1.204	4	1.067	0	2.306



Iguatemi Esplanada



Gender equality is a topic precious to us:

Rate 52% of our board of leaders, from coordinators, It is made up of women

And our work in search of this equity has been recognized: we are in the **Teva Women in Leadership index**, which evaluated the participation of women in all governance bodies, measuring in a practical way the result of the adoption of gender equality policies.

TOTAL WOMEN IN LEADERSHIP POSITIONS BY RACE AND LOCATION

WOMEN IN LEADERSHIP	HOLDING COMPANY	SPC	SPI	Sul	iRetail	Brasília	Total
Asian	4	0	0	0	0	0	4
White	47	28	25	12	14	1	127
Black	4	0	1	0	0	0	5
Mixed Race	5	5	2	2	3	4	21
TOTAL	60	33	28	14	17	5	157

TOTAL EMPLOYEES WITH DISABILITIES BY GENDER AND POSITION

POSITIONS	PEOPLE WITH DISABILITIES
Administrative/Professional	8
Female	3
Male	5
Operational	24
Female	17
Male	7
TOTAL	32

our Iguatemi Academy, we offer a lot of relevant content on topics related to diversity and inclusion, such as unconscious biases, adoption of an inclusive mindset, equity and a sense of belonging, foundations for understanding LGBTQIAPN+ issues, accessibility, among others.

Annually, our employees and third parties undergo technical and behavioral training so that they

can perform their functions in a manner that adheres to Iguatemi's values. These trainings sessions are part of our Annual Training Plan, which, among others, addresses diversity and inclusion topics, based on Iguatemi's Diversity and Inclusion Booklet. In addition, employees participate in meetings on a daily basis where they receive information related to these topics and discuss them.



Community and philanthropic projects GRI 2-29

At Iguatemi, we are aware that we belong to a plural environment and that we impact those who circulate in our spaces, their surroundings and partner communities. Therefore, we seek to contribute to creating collaborative universes and arrangements that favor well-being, citizenship and urban development, promoting improvements in infrastructure, mobility and quality of life in the cities in which we operate.

We also believe in the power of education, training and individual transformation to create better future scenarios. It is from citizenship that we build a fairer world connected by good aspirations.

In 2024, we participated in several initiatives related to the themes of education, citizenship and cities, structuring our performance with strategic management. It is from long-term partnerships that we solidify our contribution and really make a difference.

Rio Grande do Sul Action

Rio Grande do Sul experienced one of the worst tragedies in its history in the first half of 2024. The floods, a consequence of climate change, raised the level of the Guaíba River by five meters, causing severe damage to the city and deeply impacting its residents.





We have been part of Porto Alegre life since the 1980s and we are very proud of the history we have built, bringing well-being and quality entertainment to Porto Alegre. Faced with the dimension of the catastrophe and moved by our sense of responsibility, we understand that it was time to act to offer our community humanitarian contribution. We mobilized resources in the order of R\$ 400,000.00, donated to the NGO Comunitas. This entity worked strongly in partnership with the municipal and state governments for the recovery of the affected areas.

Reaffirming our commitment to the cities where we are present, we have transformed our enterprises into collection points, prepared to receive donations of supplies, food and clothing. A space inside the Iguatemi Porto Alegre shopping mall was adapted to accommodate homeless domestic animals.

And to support our employees, we direct immediate actions on several fronts.

“The partnership between the communities and Iguatemi is proof that when we join forces, we can turn challenges into opportunities and create a legacy of positive and sustainable impact. Together, we are building pathways to a fairer, more innovative, and more prosperous future for all.”

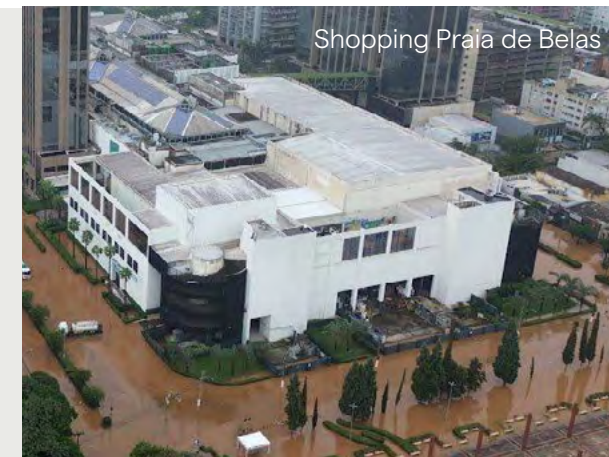
Regina Esteves, President of Comunitas

SUPPORT FOR LOCAL COLLABORATORS

GRI 203-2

Financial support and benefits

- Anticipation of vacations for the collaborators, ensuring time and stability so that they could reorganize;
- Allowance for negative hours and/or absences for those who were directly affected, without loss of salary;
- Meal vouchers, food and transportation credited directly to payroll, transforming them into financial resources for greater flexibility of use;
- Emergency allowance granted to all people identified as affected, including direct employees and third parties;
- Anticipation of the 13th salary for those who opted for this additional financial support;
- Channel for guidance on government measures for situations of public calamity, such as FGTS withdrawals;
- Support in a hosting network to support homeless employees.



Shopping Praia de Belas



Health and well-being

- Free psychological care through the Quatro Estações Institute of Psychology, offering emotional support and welcoming;
- Access to essential medications for those who have had direct contact with contaminated water, available at local outpatient clinics;
- Mapping of health units with emergency care for quick and efficient guidance of employees who needed medical assistance.



Support for asset recovery

- Assistance to employees with financing that has DFI insurance (Physical Property Data), providing support in the reconstruction of their homes.

Complementing our local initiatives, we have partnered with Reconstrua Rio Grande do Sul, a federal program to drive donations in favor of communities affected by the catastrophe.

CITIZENSHIP TASK FORCE AT PRAIA DE BELAS

Our Praia de Belas shopping mall has made a commitment to actively collaborate with the reconstruction of the state and support the affected population. For this purpose, the **Citizenship Task Force was created**, a social initiative that brought together public and private institutions to offer shelter and assistance to the community and facilitate the resumption of life of the gauchos, with the regularization of documents, access to benefits and other essential services.





Performance of partner institutions

We count on our partnerships to support the Task Force in the most diverse areas:

- Issuance of duplicate documents (RG, CPF and others);
- Forwarding of social benefits;
- Legal assistance, in partnership with the Federal and State Public Defender's Office;
- Health services, including vaccination, blood pressure measurement, and glucose testing.

The Public Defender's Office organized round-trip transportation from 12 shelters to the site of the task force, enabling more people to have access to the services provided.

The Citizenship Task Force demonstrated the strength of solidarity and the importance of joint action between public and private institutions and civil society. Thanks to it, many affected people have been able to take the first steps in rebuilding their lives with more dignity and safety.

The success of the event reinforces the importance of structured and organized actions to serve communities in times of crisis.

Results and impact of the Citizenship Task Force

10,814
attendances performed
benefiting thousands of
people and their families

224
vaccines administered,
including doses against
influenza and tetanus

18
participating institutions,
offering support on
multiple fronts

12
shelters served, helping
temporary residents to have access
to documents and benefits

“We realized that those waters had taken, in addition to material goods, the citizenship of those who managed to save themselves, we realized that, in one way or another, these people needed to regain their rights and duties as Brazilian citizens and, for that, they would certainly need their documents, which were washed away by the flood. So, thinking about how to help, we had the idea of bringing together several agencies that, in one place, could solve the lives of these people, rescuing the citizenship of each one and their families. Thus was born the Citizenship Task Force. With the participation of 18 institutions, we served 10,814 people who received shelter and attention, in addition to vaccinations and renewal of their documents. It was a very gratifying moment to see our mall being a reference point for those who needed to resume their lives!”

Diego Rassier, Gerente de Marketing Shopping Praia de Belas



Education

Education Partners

We know that it is through education that we evolve as a society and become protagonists of our stories. Since 2007 we have joined the **Education Partners** project, which supports the training of public school students. In 2024, by supporting the Marechal Floriano School, we contributed to the training of educators, infrastructure, and the provision of pedagogical tools to strengthen learning and school performance.

At each partner cycle, a mall monitors the project, analyzing the school's performance and the investment plan through quarterly reports from the partner school. Face-to-face meetings and visits are also held. The program has the direct action of the mall responsible for the supported school with support from the ESG area.

The investment we make has a valuable return, reflected in the transformation of students, teachers and school communities benefited throughout our investment cycles, which vary from four to five years.

Cities

Many of our actions aimed at the cities in which we operate reaffirm the importance and responsibility we attribute to our role as agents of transformation of realities. We invest heavily in the improvement of localities through infrastructure projects, landscaping and conservation of public spaces.

We also support civil society organizations committed to social and political participation and the development of studies and projects aimed at cities, contributing to the monitoring of public policies and the performance of government agents.

Arq.Futuro: new urban centralities

Arq.Futuro, a platform that since 2011 has fostered the discussion on how to improve life in cities, promoted, on April 9 and 10, 2024, together with Shopping Iguatemi Campinas and Casa Figueira, the **1st edition of the seminar Arq.Futuro: new urban centralities**. With the participation of masters of architecture and national and international urbanism, the free and open program debated the future of smart cities.

The success of the event can be measured by the presence of prominent people in the most current conversations about architecture and urbanism, such as Alejandro Echeverri, Joshua Ramus, Tomas Alvim, Carlos Jereissati, Nádia Somekh and Marcelo Gomes and by the participation of Maria Rita Silveira de Paula Amoroso, Felipe Cavalcante, Vera Santana Luz and Robinson Borges, who contributed to the debates.

With more than 60 articles published in relevant vehicles and more than 700 subscribers, the seminar marked the beginning of a partnership full of discussions on solutions for urban life and micro-centrality models.



Citizenship

GRI 203-1

We believe that corporate social responsibility goes beyond philanthropy, which is why every year we invest in initiatives that expand the notion of citizenship, in alignment with the to the values cultivated by Iguatemi, and which nurture a genuine feeling for social transformations.

By supporting associations and NGOs, we strengthen a network committed to the continuous improvement of the living conditions of children and adolescents and people in some situation of vulnerability.

Childhood Brasil

We are supporters and sponsors of Childhood Brasil, a non-profit organization founded by Queen Silvia of Sweden, dedicated to helping children and adolescents cope with sexual violence.

The organization, which belongs to the World Charity Foundation, is a reference in the cause and is directly responsible for transforming the lives of thousands of children and adolescents in Brazil and around the world.

Deliberative Council and Honorary Council



“The partnership with Iguatemi has been essential to strengthen the protection of children and adolescents. In 2025, as a Gold Institutional Supporter, the company reaffirmed its commitment to the cause, enabling impactful actions, inspiring other organizations and showing that, together, we can build a safer future for childhood.”

Laís Cardoso Peretto,
Executive Director

Artesol



For more than a decade we have been partners of Artesol - Solidarity Handicrafts, which supports artisans throughout Brazil, in addition to acting as a center for research, reflection, training and public policies. We host 11 annual fundraising events and, seven years ago, we invested in the Artiz project, which has been working to socially and commercially value traditional Brazilian handicrafts since 2016.

With the assignment of space at JK Iguatemi, Artiz, Artesol's first physical store, was set up, a showcase of handicraft products and a bridge between artisans, designers and consumers. All profits from sales are reinvested in the project, strengthening artisan communities and promoting their development.

[CLICK TO GET TO KNOW ARTIZ](#)



Winter Clothing Campaign

We participated once again in the Winter Clothing Campaign promoted by the São Paulo Red Cross, now in its 16th edition. Supporting the partner institution, we set up collection points at Iguatemi São Paulo, JK Iguatemi, Market Place Shopping Center, Pátio Higienópolis and Iguatemi Alphaville. Together, we collected a total of 1,883 kg of clothes.

The initiative aims to assist people in situations of social vulnerability, especially those living on the streets.

Association Center for Public Leadership Studies - CLP

Recognizing the importance of training leaders to increase the efficiency of the public sector, we support initiatives such as the Association Center for Studies in Public Leadership, a non-partisan organization that seeks to develop leaders capable of facing Brazil's most pressing problems.

With our support, the CLP Annual Dinner was held, a strategic event that sought to strengthen the institution and its mission to promote improvements in public management. This partnership further reinforces Iguatemi's commitment to actions that have great potential for social transformation.

Pink October

Throughout the month of October 2024, we developed content about the breast cancer prevention awareness movement, an initiative that is part of our annual calendar of citizen actions. Every last Wednesday of October, the total net income from the parking lots is reverted to institutions that support cancer patients. In all, more than R\$ 550,000.00 were collected.



One of the NGOs benefited from this action was **Américas Amigas**, which offers welcoming, service and awareness actions, seeking to reduce breast cancer mortality among women in situations of social vulnerability.

Other institutions of great social relevance also benefited from the Estacionou, Doou action in 2024: Support Group for Children with Cancer of Ribeirão Preto, Women's Network to Fight Cancer of Brasília and Oncovita.



Blue Day

For almost a decade, we have been promoting initiatives to raise awareness among our clients about autism spectrum disorders (ASDs) in line with our commitment to awareness and inclusion. Every year in April, we focus our efforts on spreading the word about Blue Day, the world day of awareness about autism. Throughout the month, also known as Blue April, we promoted several special events to support the community, offering special movie sessions, generating content on our social networks and carrying out endomarketing actions.

OTHER NATIONAL CAMPAIGNS WE SUPPORT



Like Pink October and Blue Day, we promote and support other important annual campaigns in 2024, such as **Yellow September**, dedicated to suicide prevention, and **Blue November**, to raise awareness about men's health and prostate cancer prevention.

Action in Yellow September
at Iguatemi Alphaville

Futsal Jump Campinas

Sport in general offers a series of benefits, such as discipline, health promotion and the construction of remarkable team experiences. And they are benefits that go beyond the individual, and can also contribute to changes in the community. With this in mind, we signed a partnership with Pulo Futsal, the only professional futsal club in Campinas and a reference in this sport in the region. This initiative unites Iguatemi's credibility with the sporting tradition and the importance of the club's work.

Tia Angelina Community Center

The partnership with this institution takes place through the donation of basic food baskets, ensuring food security and alleviating the most immediate needs of families with children served by this community center. By expanding the supply of nutritious food, we assist in child development and help create the conditions for these children to grow up in a healthier way and to be able to respond to the opportunities that present themselves in the future.



Orientavida

A partner of Iguatemi, the NGO Orientavida trains, employs and generates income for women in situations of social vulnerability through sewing and handicrafts. It creates, produces and markets sustainable and up-cycling products impacting families, economy and the environment in an innovative way.

One of the ways we support Orientavida's activities is the purchase of bags to be distributed as gifts to Iguatemi guests at corporate events and others held in our shopping malls.



“It has been a wonderful journey to see the partnership between Orientavida and Iguatemi flourish over the years. From the beginning, we have built not only a business relationship, but a true partnership based on trust and a common vision of a more sustainable and inclusive future.

We are especially grateful for the various campaigns and events we have held together. Mother's Day campaigns have always been incredible moments, where we were able to touch many lives with messages of love and care. The pop-up stores at Christmas, in the Iguatemi malls, brought a unique Christmas spirit, connecting the community with social causes in a meaningful way.

In addition, the exhibitions in partnership with Disney at JK Iguatemi not only enthralled families, but also highlighted the power of creative alliances to inspire positive action.

Each of these moments reinforces how significant it is to have Iguatemi as a partner. With you, we can turn good ideas into memorable experiences that leave a lasting impact. Thank you very much, Iguatemi, for being

Ana Eliza Angelieri,
Volunteer Institutional Director

[CLICK TO GET TO KNOW ORIENTAVIDA](#)



CIP Children's Home

Always seeking to align our actions with the commitment to social responsibility assumed by Iguatemi, we have a partnership for many years with the CIP Children's Home, an NGO aimed at promoting the personal and collective development of children and adolescents.

In the 10th edition of FOODSPOT, an event that offers an exceptional gastronomic experience for our customers, we reverted 5% of the entrance fee to the Children's Home. We invite our clients to engage in a fundraising campaign organized through the Abacashi online platform. Finally, we also donated 5 bicycles, collected in our malls with the support of partners.



“The CIP Children's Home was founded in 1937 and currently operates in the after-school period in a longitudinal manner, serving children and young people from 25 neighborhoods and peripheral communities of São Paulo.

Our work is strengthened by the support of committed partners, such as Iguatemi. This partnership enables us to enable transformative actions, keeping alive the mission we have had for 88 years: to rewrite futures. In 2024, we were once again benefited by Iguatemi's Christmas campaign, which raised R\$ 18 thousand in favor of our institution. This resource allows us to continue promoting the development of children and adolescents in situations of social vulnerability, reducing inequalities and building a fairer country.

This money will be used to purchase pedagogical kits, finance cultural outings and support the monthly food of the students. The impact of the campaign, however, goes beyond the amount raised. The dissemination in Iguatemi's media expanded our visibility, attracting new supporters and strengthening our impact network.

In addition, Iguatemi also supported us, in 2024, with the donation of four bicycles, which were raffled among our children on Family Day — an essential date for the institution's social assistance service.

This partnership demonstrates how joining efforts generates a real and lasting impact. Transforming the reality of children, adolescents and young adults in vulnerable situations is a challenge. With the support of partners like Iguatemi, our impact multiplies, our commitment is strengthened and our reach goes even further.”

Fernanda Kracochansky,
Volunteer director



CLICK TO GET TO KNOW THE CIP CHILDREN'S HOME



Investment in art, culture and citizenship

GRI 203-2

At Iguatemi, we believe that supporting art and culture is more than a social responsibility, it is an invitation to build a more inclusive and inspiring future. By supporting art, we contribute to the preservation of traditions and identity, while fostering innovation and diversity. Iguatemi S.A. is proud to promote initiatives in our malls, because they enrich, educate and inspire the entire community.

In 2024, we reaffirm our commitment to the appreciation and expansion of art, maintaining our support for renowned cultural institutions, as well as national and other international events in their editions in Brazil.

MASP

MASP, one of the main art museums in the Southern Hemisphere, grows with the construction of the **Pietro Maria Bardi building** right next to the iconic building located on Avenida Paulista. Now the complex will be able to serve even more art, culture and the Brazilian population. Our support for this project as one of the partner companies is undoubtedly an important legacy for the city.

“In 2025, MASP celebrates the opening to the public of its new Pietro building, which will feature 14 floors of new galleries, classrooms, a restoration center, as well as event areas, a store, and a café. All the work was carried out by private donors and families, reinstating the commitment of civil society to support one of the most important museums in the Southern Hemisphere. In this sense, we are honored by the donation and philanthropic vision of Carlos Francisco Ribeiro Jereissati and family, who were fundamental for this expansion.”

Carolina Rossetti, Director of Institutional Relations

Tomie Ohtake Institute

Since 2023 we have offered our institutional support to Tomie Ohtake. In 2024, we highlight the exhibition **Calder+Miró**, which celebrated the friendship and mutual influence between the American sculptor Alexander Calder (1898-1976) and the Spanish surrealist painter Joan Miró (1893-1983). Curated by Max Perlingeiro, the show presented about 150 works, including paintings, drawings, prints, sculptures, mobiles, among others, from Brazilian public and private collections. In addition to highlighting the connection between the two artists, the exhibition showed the unfolding of this friendship in the Brazilian art scene, presenting works by Tomie Ohtake, Hélio Oiticica and Lygia Clark influenced by Calder and Miró.



SP-Arte

In 2024 we were the sponsoring company of SP-Arte, São Paulo International Art Festival, with more than five thousand works and two thousand artists from Brazil and the world. The event celebrated its 20th anniversary at the Biennial Pavilion as the largest art and design fair in Latin America.

For more than 15 years, we have supported SP-Arte through Iguatemi São Paulo with our Iguatemi Arena, a meeting space that brings in its proposal the maintenance of our commitment to an ESG agenda, reusing all infrastructure materials.

The Iguatemi Arena, which is already known to the public due to the success of previous editions, offered in 2024 a program with contemporary themes, such as the debate brought by André Namita-la, connecting the universe of art with that of fashion, and the presence of artists Adriana Varejão, Gervane de Paula, Igi Lola Ayedun, Lidia Lisbôa, Paula Siebra, Tiago Sant'Ana, Vik Muniz, Vinícius Gerheim and Yuli Yamagata.

There were more than 30 thousand visitors and many special attractions over the five days of April.

Debate at Arena Iguatemi and monitoring during SP-Arte



Work by Gustavo Caboco donated by Iguatemi to the Pinacoteca de São Paulo. In the photo, Jacopo Crivelli, Socorro de Andrade, Paulo Vicelli, Jochen Volz, Carlos Jereissati and Hena Lee



Cultura Artística Theater

We support the ambitious restoration program of the theater, one of the most remarkable modernist buildings in São Paulo. The reopening, after seven years of work, took place on August 25, 2024 with the installation *Prelude to Dream*, by Sandra Cinto. In another special moment, we had the satisfaction of taking Costanza Pascolato to one of the concerts in the revitalised space, where she recalled memorable nights and reflected on how the theatre preserves its tradition while embracing modernity.



Inhotim Nightfall

We were one of the companies to sponsor the annual charity event held by the Inhotim Institute, in Brumadinho, Minas Gerais. The main objective was to raise funds to ensure the financial sustainability of the museum and its botanical garden, in addition to expanding its artistic and educational programming. A special program integrated art, music and gastronomy.



Jewish Museum

In 2024, we support the 3rd edition of the Literary Festival of the Jewish Museum of São Paulo (FLIMUJ), a cultural, social, and educational initiative based on diversity and social justice. The annual event celebrates the intersection of cultures, identities, and temporalities, promoting dialogues between Jewish and non-Jewish authors and addressing diverse and current topics. Curated by Daniel Douek, the theme of the year was **How to Repair the World?**. The festival invited the public to reflect on new ways of existing in the face of global crises, drawing inspiration from the Jewish concept of *Tikun Olam*, which means “repairing the world”.



Pina in JK

For five years, the Pina no JK project has transformed the mall into a space for connection between art and everyday life in partnership with the Pinacoteca de São Paulo. For the 5th edition, curated by Ana Maria Maia, we brought works by **Eliane Prolík** and **Claudia Jaguaribe**, who invited the public to explore the urban imaginary by celebrating the city and our place in it.

We also support the exhibition **Gabriel Massan: Third World**, the Discovered Dimension, an experimental project presented by the Pinacoteca de São Paulo and the museum of the Secretariat of Culture, Economy and Creative Industry of the State of São Paulo. The exhibition was a collaboration with the Serpentine Galleries, London.

Carlos Jereissati
Filho, Paulo
Vicelli, Ana
Maria Maia and
Jochen Volz at
the 5th edition
of Pina in JK



Iguatemi Talks Fashion

We held the 8th edition of the event at the JK Iguatemi mall. In 2024 it has established itself as one of the main events of the fashion calendar in Brazil, standing out for promoting relevant discussions and bringing together prominent professionals on the national and international scene.

Among the participants were Sasha Meneghel, Cauã Reymond, Rayssa Leal, Mona May, Alexandre Herchcovitch and Alexandre Birman. The program included panels and debates, challenges and opportunities in the fashion sector, as well as networking sessions to foster business and collaborations. We donated 10% of the box office to IN-MOD, an institute that proposes responsible practices and creative solutions for the fashion industry.

During the event, we launched a challenge for fashion students: to integrate fashion with Artificial Intelligence, and the winner was able to create a 3D collection using the new technology.



“The partnership between IN-MOD – National Institute of Fashion, Design and Creative Economy – and Iguatemi reinforces the commitment to sustainability as a central axis for innovation in the fashion and design sector. Together, we believe in the transformative power of collaboration, driving strategic dialogues, fostering creative solutions and promoting responsible practices that contribute to a more ethical, conscious industry aligned with contemporary environmental and social challenges.”

Paulo Borges,
President of IN-MOD



Entertainment and wellness

Iguatemi Trancoso

In line with our ESG actions, in 2024 we will re-establish the Iguatemi Trancoso event. The idea was to take all our expertise in serving the target audience of our malls to an exclusive experience with nature in Trancoso, Bahia. There were sunny days in December when our guests enjoyed good music, local cuisine, shops with exclusive products and open-air cinema sessions.

To accommodate guests well, we rely on the experience of Beach Club Tartarugas, fully aligned with our environmental sustainability practices. The company manages all its waste with recycling solutions and opts for beverages in recyclable aluminum cans instead of plastic and glass bottles, which facilitates the collection and processing of waste.

Tartarugas has a wastewater treatment plant that purifies the water used by up to 98% and reuses it in the irrigation

of the garden. The entire construction system of the club is temporary and can be transferred to another location without affecting nature, which can thus retake the space. The employees are all “natives of Trancoso”, hired and with all the legal benefits, without informality.

To create the project and execute it, we hired the services of the Superbacana+ agency, which made a commitment to respect local nature. All the assembly and execution of the event was done by professionals from the locality. 100% cotton natural fiber fabrics, light, fresh and without synthetic compounds, were also chosen for sofas and cushions. The porticoes and all the signage were structured with local wood, the eucalyptus biriba, and the scenography was made with reused canoes. The products offered to the guests were manufactured with natural products and local labor.



AXIS 3: CORPORATE INTEGRITY

Our corporate governance is constantly evolving. At Iguatemi we are guided by the best market practices and remain attentive to the advances and demands of our stakeholders.

- OUR GOVERNANCE ►
- BOARD OF DIRECTORS ►
- FISCAL COUNCIL ►
- RISK MANAGEMENT ►
- ADVISORY COMMITTEES ►
- CORPORATE INTEGRITY, ETHICS AND TRANSPARENCY IN RELATIONSHIPS ►
- INFORMATION SECURITY AND PRIVACY ►
- INVESTOR SECURITY ►
- RESPONSIBLE SUPPLY CHAIN ►





Our governance

Our way of seeing the world involves a deep respect for ethical values, which we seek to translate into our concrete actions, adopting a professionalized management, attentive to our people and open to innovations that lead to consistent and permanent growth. Our commitment to the future is built on a daily basis and in every decision that impacts our stakeholders.

Structuring of Iguatemi

In 2021, the shares of Iguatemi Empresa de Shopping Centers S.A. were merged into its parent company, Jereissati Participações S.A., then renamed Iguatemi S.A. The new configuration made it possible to create a capital structure in line with the company's growth plans, leading to advances in our corporate governance.

Since its restructuring, Iguatemi, which is on Level 1 of B3, has been committed to the full adoption of the rules of the Novo Mercado, the highest standard of governance on the Stock Exchange. In the table on the side, the requirements for Level 1 companies, the rules of the New Market and the commitments delivered by the company are indicated.

Key requirements of listing segments	Level 1	Novo Mercado Standards	Our adherence to Novo Mercado rules
Capital stock (single class of common shares)			¹
Minimum percentage of outstanding shares (free float)			
Public Offerings of Shares			
Prohibition of statutory provisions			
Composition of the Board of Directors			
Prohibition on the accumulation of job positions			
Obligation of the board of directors in PTO (Public Tender Offer)			
Financial Statements			
Information in English, simultaneous to disclosure in Portuguese			
Annual public meeting			
Corporate Events Calendar			
Additional information disclosure and other governance mechanisms			
Tag Along Concession			
Exit from the segment/Public Tender Offer (PTO)			
Adherence to the Market Arbitration Chamber			
Audit Committee			
Internal audit			
Compliance			



Maximum proximity to Novo Mercado



Minimal proximity to Novo Mercado

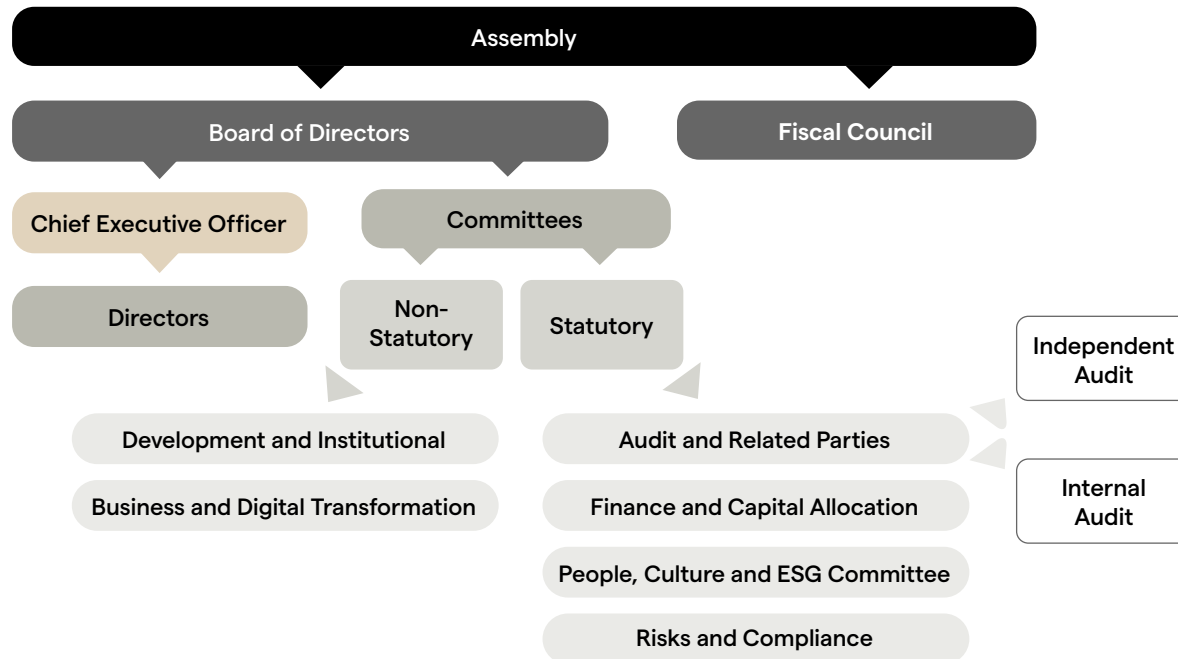
1 Iguatemi has PN shares with veto rights for specific matters



Corporate governance GRI 2-9

We have a robust governance structure, in line with our Bylaws and that fully meets the legal requirements and regulatory obligations of the Brazilian Corporation Law. We have four statutory committees that advise the Board of Directors, two non-statutory committees and a Fiscal Council.

The appointment of members of the executive board, councils and committees complies with the legislation, our Bylaws and the internal regulations in force. The positions of chairman of the Board of Directors and chief executive officer (or chief executive) are not cumulative.





Board of Directors GRI 2-12 and GRI 2-24

Working together with the board of directors and advisory committees, we have our Board of Directors, the highest decision-making body, currently chaired by Pedro Jereissati. This is the collegiate body responsible for GRI 2-12:

- define the strategic direction of the company;
- supervise executive management (directors);
- ensure the transparency of financial information;
- protect the interests of shareholders.

The members of the Executive Board are elected by the Board of Directors and execute the guidelines established by it.

Iguatemi is a company listed on Level 1 of B3, but meets all the requirements of B3's Novo Mercado, except for the issuance of preferred shares. The Novo Mercado is the special listing segment of B3 with the most corporate governance requirements related to transparency, the Board of Directors, minority rights, inspection and control.

An example is the composition of the Board of Directors. Formed by eight members, it has five of them independent, and currently the Novo Mercado requires only 20%. GRI 2-11

ELECTED IN APRIL/2025*

End of term in April 2027

■ **Pedro Jereissati**
Chairman

■ **Flávia Buarque de Almeida**
Independent Member

■ **Carlos Francisco Ribeiro Jereissati**
Vice Chairman

■ **Francisco Sérgio Pontes**
Independent Member

■ **Ana Karina Bortoni Dias**
Independent Member

■ **Pedro Santos Ripper**
Independent Member

■ **Carlos Jereissati**
Member

■ **Rony Meisler**
Independent Member

* Counselors who remained until 04/17/25: Bernardo Parnes and Wagner Nascimento.





Profile of the Board of Directors GRI 2-10

Our board is made up of a diverse cadre of professionals. Multiple knowledge, experiences, trajectories and complementary skills ensure your ability to meet all our strategic demands.

All members of our Board of Directors serve a two-year term. Five councilors are independent and one of these was elected separately by the minority shareholders.

In 2024, for the first time, we evaluated our board based on the governance topics of the Brazilian Institute of Corporate Government (IBGC). Among the items evaluated were “Corporate risks” and “Internal controls”. An important milestone for our governance, considering that we reached a score of **91.4% satisfaction**. GRI 2-18

BUSINESS COMPETENCIES GRI 2-17



Retail



Technology/
Innovation



Sustainability/
ESG



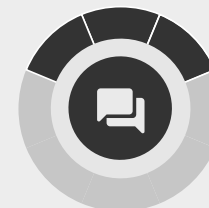
People
Management



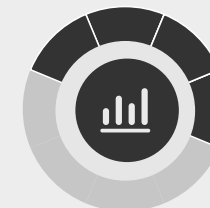
Real Estate
Market



Risks and
Compliance



Marketing/
Customer
Relationship



Finance/
Accounting



Corporate
Governance



Investment
Management



Strategy

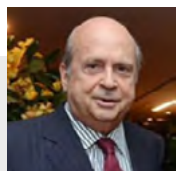




MEMBERS OF THE BOARD OF DIRECTORS AS OF 04/17/2025

**Pedro Jereissati**
Chairman

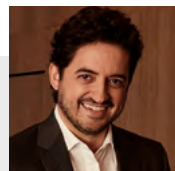
Business administrator, president of the Jereissati Group and Jereissati Participações S.A. Started in 1995 in the operations area of Iguatemi Empresa de Shopping Centers S.A. Vice President responsible for Mergers and Acquisitions, CFO and Investor Relations Officer of Iguatemi Empresa de Shopping Centers.

**Carlos Francisco R. Jereissati**
Vice Chairman

Economist, CEO of Iguatemi between 1969 and 2011. He was a member of the Board of Directors of BM&FBOVESPA, vice-president of the Board of Directors of Cia. Vidraçaria Santa Maria and president of the Executive Board of ABRASCE and member of the Board Advisory of SECOVI.

**Ana Karina Bortoni Dias**
Independent member

Master in Chemical Sciences, partner at McKinsey & Company, where she led transformation projects governance, strategy and performance management. She was chairman of the Board and CEO of Banco BMG. She was chairman of the Board of 2W Ecobank and Biolab Sanus Farmacêutica. CEO of the Silvio Santos Group.

**Carlos Jereissati**
Member

Business administrator, he has worked at Iguatemi since 1997. President of Iguatemi S.A. in 2005, he led the network expansion process. Through the IPO, it inaugurated nine new ventures and started a new online business model in 2019, with the premium e-commerce Iguatemi 365.

**Flávia Buarque de Almeida**
Independent member

Business Administrator. She is a counselor of companies, including Carrefour, Ultrapar and Peninsula. She was CEO of Península Participações until 2024. Between 2009 in 2013 she was a Partner at Monitor Group. She was General Director of Participações Morro Vermelho between 2003 and 2009. Was Partner at McKinsey where she worked between 1989 and 2003.

**Francisco Sérgio Pontes**
Independent member

Business administrator. Responsible for acquisitions at Petrobras Chemical S.A. and by investment studies in Shell do Brasil. He was responsible for the Asset Management area at Bozano Simonsen Bank. He was executive director at Boavista Bank and member of the Board of Directors of Celma.

**Pedro Santos Ripper**
Independent member

Computer Engineer and Master of Engineering of Software. President of Cisco Systems Operation in Brazil and vice president of Oi S.A. Co-founder and president of Bemobi. Co-founding partner of Mobicare, Akorss and independent member of Vibra Energia S.A.









**Rony Meisler**
Independent member

Production Engineer. Founder and CEO of Grupo Reserva, Vamoquevamos Empreendimentos e Participações S.A. He has been the CEO of Tiferet Comércio de Roupas Ltda. since 2006.



PROFILE OF MEMBERS OF THE BOARD OF DIRECTORS AS OF 04/17/2025

GRI 405-1

								
	Pedro Jereissati	Carlos Francisco R. Jereissati	Ana Karina Bortoni Dias	Carlos Jereissati	Flávia Buarque de Almeida	Francisco Sergio Pontes	Pedro Santos Ripper	Rony Meisler
Position	Chairman	Vice Chairman	Independent member	Member	Independent member	Independent member	Independent member	Independent member
Consecutive terms	7	9	3	2	1	3	4	1
Executive at Iguatemi S.A	No	No	No	No	No	No	No	No
Year of birth	1978	1946	1971	1971	1967	1945	1973	1981
Gender	Male	Male	Female	Male	Female	Male	Male	Male
Race/ethnicity	White	White	White	White	White	White	White	White
Training	Business Administration	Economy	Chemical Sciences	Business Administration	Business Administration	Business Administration	Computer Engineering	Production Engineering



Fiscal Council GRI 207-2

It is the supervisory body of the acts and proposals of both the Board of Directors and the Board of Directors with the objective of verifying compliance with legal and statutory duties and, thus, protecting the interests of shareholders.

Operating on a non-permanent basis and with attributions and powers conferred by law, it is currently composed of three full members and has its own internal rules, approved by the Board of Directors.

ELECTED IN APRIL/2025*

End of term in April 2026

- Jorge Moyses Dib Filho
- Leonardo Leirinha Souza Campos
- Giselle Cilaine Ilchechen Coelho, elected by minority shareholders

* Board members who remained until 04/16/25: Jorge Moyses Dib Filho, Leonardo Leirinha Souza Campos and Maria Cecília Andreucci Cury

Advisory Committees

GRI 2-9 e GRI2-13

Statutory Committees

They advise the Board of Directors in maintaining processes, policies and relevant matters in specific topics. In this way, they are an instrument to strengthen our internal governance.

All statutory committees have independent members in their composition. The Hearing and Related Parties Committee, on the other hand, is formed exclusively in this way.

AUDIT COMMITTEE AND RELATED PARTIES

Evaluates interim financial information, which is reported quarterly, and consolidated individual financial statements, which are reported annually. It also carries out internal and independent audits and evaluates and monitors the Company's risk exposures.



Get to know our Related Party Transactions Policy.

GRI 2-23

Iguatemi Alphaville





PEOPLE, CULTURE AND ESG COMMITTEE

It guides the strategic planning of people management and ESG, aligning with our business objectives and the requirements of cultural, digital and sustainability transformation. It also monitors succession plans, analyzes our salary competitiveness and general human resources processes, as well as reviews, approves and directs the company's ESG journey.



Get to know our Internal Regulations for this topic.

Jereissati House



RISK AND COMPLIANCE COMMITTEE

Among its functions, the main one is to define, together with the Board of Directors, the risk matrix and its appetite. It also proposes protective measures for corporate risks. When a risk is identifying, based on the methodology described in the Risk Management Policy, Iguatemi's management classifies it according to its degree of impact, likelihood of occurrence, origin and sensitivity to preventive and mitigating actions.

In the field of compliance, the committee evaluates the effectiveness of the activities, ensuring the adoption of the best practices. In addition, it strengthens the culture of integrity and accompanies managers, trained by the company's compliance area, in conducting business in an ethical and responsible manner. It also monitors compliance with the Code of Ethics and monitoring of our whistleblowing channel.



Get to know our Internal Regulations for this topic.

FINANCE COMMITTEE AND CAPITAL ALLOCATION

Among his main responsibilities are the supervision of the financial area and the monitoring of the implementation of control systems that ensure safety and efficiency to the management model adopted.

In addition, it monitors the capital structure, the cash management and analyzes investment, divestment and financing proposals. Finally, it works with the Board of Directors and the Executive Board in the analysis of the potential effects of the economic situation on the Company's financial position, as well as in the discussion of scenarios and trends, in the assessment of opportunities and risks and in the definition of strategies to be adopted by Iguatemi within the scope of its policy and planning, financial negotiation.



Get to know our Internal Regulations for this theme.



Non-Statutory Committees

DEVELOPMENT AND INSTITUTIONAL COMMITTEE

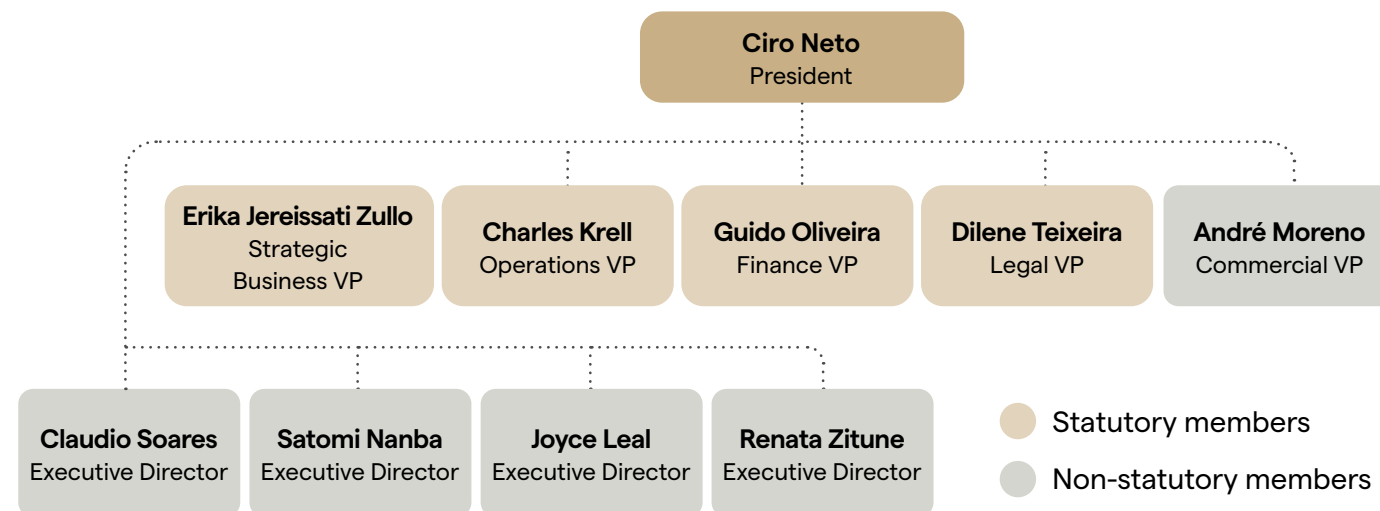
Its objective is to protect the Iguatemi S.A. brand. In addition, it formulates value propositions for customers, consumers and shareholders, establishing guidelines that strengthen our institutional image. It actively participates in the proposals that impact our brand identity and also the architectural design of all our operations and urbanism actions. It also approves changes in mix, marketing and relationship actions, as well as investments in maintenance and improvement of the facilities of our developments.

BUSINESS COMMITTEE AND DIGITAL TRANSFORMATION

It mainly follows market trends and opportunities, but also challenges and risks, always considering our positioning in the current context. It reads the behavior pattern of our consumers in the short, medium and long term, directing our competitive strategy and the adoption of new technologies.

Executive Officers

Composed of ten members, it occupies a key position as responsible for Iguatemi's strategic decisions.



Iguatemi São Paulo





Risk management

The longevity of our business is intrinsically related to our ability to anticipate, manage and mitigate risks that may compromise Iguatemi's continuity and growth.

Since 2019, we have made significant progress in risk management, strengthening our Governance, Risk, and Compliance (GRC) structure to ensure greater consistency in corporate risk management, keeping us aligned with standards and the best frameworks in the market. In 2025, we established Risk and Internal Control Management, responsible for updating the Risk Matrix based on the best market practices and, mainly, for expanding the risk culture in the company.



Iguatemi Esplanada





Based on the 2024 updates, our structure is currently based on the Three Lines Model, ensuring that responsibilities are distributed and shared throughout the company. This ensures the identification, assessment and continuous monitoring of risks that may affect the business, preserving our ability to generate value and ensure long-term sustainability..

FIRST LINE

Business areas:

responsible for managing their risks, implementing measures and take responsibility for them.

SECOND LINE

Internal Controls and

Compliance: supports the areas, providing additional expertise to foster the continuous improvement of risk management practices at the process levels and systems, providing analysis and reporting the necessary adjustments.

THIRD LINE

Internal Audit:

fosters an impartial and independent assessment of risk management, identifying the controls that need to be implemented.



Creation of the ESG Risk Matrix IF-RE-450a.2

During 2024, we conducted an in-depth study on ESG risks, complementing the risk analyses previously conducted at Iguatemi.

Based on an external scenario, considering the market and trends, we assess environmental, social and governance risks. The results of this assessment, together with the update of the Risk Matrix (which will be carried out in the course of 2025), will be used to adapt our report IFRS S1 and S2 requirements and CVM Resolution No. 193.

We have developed a three-year plan to carry out risk integration in all areas of the company and connect it to our strategic planning. With this, we will reach an unprecedented level of excellence in our risk management.

Crisis Committee

Our Crisis Committee not only identifies the crisis, but also assesses its impact and acts quickly to mitigate the damage and restore order. Decisions are strategically aligned with Iguatemi's vision, bringing security to our stakeholders and safeguarding the company's reputation.

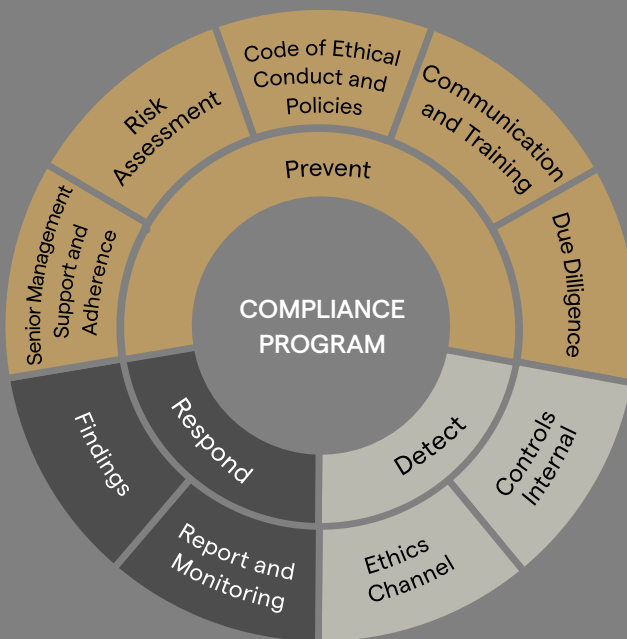


Corporate integrity, ethics and transparency in relationships

GRI 3-3

Iguatemi S.A. Our approach is guided by ethical principles that permeate all our internal interactions and processes. We believe that transparent and fair relationships are essential to building and maintaining the trust of our stakeholders, including employees, customers, suppliers, and the community at large.

Our internal processes and compliance guidelines are fully in line with Brazilian legislation and the best practices in the market, making our corporate environment less susceptible to illicit practices such as fraud and corruption.



In 2024, in order to identify opportunities for improvement in our Compliance Program, we carried out a diagnosis based on the guidelines of the following certifications:

- **ISO 37001:** establishes requirements and guidelines for the creation of an anti-bribery management system;
- **ISO 37301:** establishes guidelines for management system of compliance.

The result of this diagnosis was a detailed analysis of our systems, standards and policies. With this, we have already identified the actions to be implemented in 2025.

To further strengthen our Compliance Program, implemented in 2021, we will conduct a survey to assess the company's level of "compliance maturity".



CODE OF ETHICAL CONDUCT

GRI 2-23



Learn about
our code of ethical
conduct.

Our Iguatemi Code of Ethical Conduct governs all decisions and actions of partners, managers and Iguatemi employees, permeating the various hierarchical levels of the organization and influencing our way of leading and acting. It also applies to subsidiaries and third parties that relate to Iguatemi, including suppliers, strategic partners, consumers, competitors, service providers, tenants and any other individual or legal entity that is an interested party.



INTEGRITY AGENTS PROGRAM

Launched in 2024 and implemented in all our malls, the program aims to disseminate related content and strengthen our compliance agenda, since this is a topic relevant to all areas. In all malls, the agents are appointed employees who stand out in the areas of ethics and integrity. Once designated as focal points, they are trained by the compliance area throughout the year.

JK Iguatemi



ETHICS CHANNEL

	2022*	2023	2024
Total complaints	87	82	220
Ending			
Well founded	11	20	26
Typology of well-founded complaints			
Misconduct	-	9	11
Fraud	-	0	2
Moral Harassment	-	2	2
Violation of laws and regulatory standards	-	0	3
Other	-	0	1
Actions related to suppliers or service providers	-	1	1
Non-compliance with internal rules and policies	-	2	5
Conflict of interest	-	0	1
Physical aggression	-	1	0
Verbal aggression	-	1	0
Sexual harassment	-	1	0
Favoring	-	1	0
Sexual misconduct	-	1	0
Management by injury	-	0	1
Robbery, theft or misappropriation of materials	-	1	0

* Throughout 2022, the channel was managed by a third-party company, which adopted a different categorization from the current one, so some items appear without data for this year. The surveys carried out in 2023 and 2024 are comparable, as the same methodology was applied to them.



In 2024, we continue to invest in publicizing our ethics channel, through internal communications and training. The effectiveness of this dissemination was noted with the increase in the number of complaints. All of them were investigated and taken for discussion by the Iguatemi Ethics Committee, formed by a representative and inter-disciplinary group that meets quarterly.

All Iguatemi employees receive compliance training, and new entrants must complete the training within the first 30 days of admission. Likewise, outsourced employees, such as security, cleaning, maintenance, and parking professionals, undergo compliance training. As a positive reflection of this work, our ethics channel began to receive statements from these sectors that were related to the topics covered in the training.

Additionally, in 2024 we launched a series of educational videos on the main topics of our Code of Ethical Conduct: conflict of interest, gifts and gifts, personal data and social media, third-party due diligence, non-compliance with rules and procedures, moral harassment, sexual harassment and sexual harassment. With the videos, we maintain the commitment to train all our employees annually.

Cases of non-compliance GRI 205-1; GRI 205-2; GRI 205-3

- Zero cases of corruption registered in the Ethics Channel; Zero dismissals of employees due to corruption;
- Zero terminated business contracts with partners for corruption;
- Zero corruption-related lawsuits filed against the organization and employees.

Training

- 100% of employees were informed about anti-corruption procedures and policies;
- 98% of employees were trained in fighting corruption;
- 100% of the outsourced workers who work in our operation were trained in topics such as respect for diversity; confidentiality; use of photos and videos taken during work; ethics and responsibility; acts of corruption, bribery, fraud, theft, theft of material; receiving gifts, gifts and tips; moral and sexual harassment.



Employee at JK Iguatemi

ETHICS CHANNEL | CALLS

GRI 2-25 e GRI 2-26



Portal:
www.canaldeetica.com.br/iguatemi/



E-mail:
iguatemi@canaldeetica.com.br



Telephone:
0800-450-2220
Monday to Friday, from 9 am to 5 pm.
On other days and times, by means of an answering machine



PO Box:
Barueri/SP - CP: 521
Zip code: 06320-971



Information security, privacy and data protection

In the last year, we have made significant progress, reaffirming our commitment to data protection and information security.

Our teams dedicated to this topic have worked to strengthen it with the implementation of the privacy program, which aims to ensure the effective governance of personal data throughout its life cycle. In addition, we have adopted internal policies and

to promote a culture of data protection within the company and various tools for the cyber protection of our environment.

Our Executive Committee, composed of executives from different areas, ensures a comprehensive and effective approach to data protection and strategic decision-making with the Data Protection Officer (DPO), the approval of relevant risks, as well as the evaluation of the privacy and information security program.

In 2024, we prepared our first report for the Audit and Related Parties Committee (COAUD), in which we shared detailed information on the development of our internal and external policies, on privacy-related

risk management aligned with legal regulations, and on the incident response plan, ensuring that the organization is efficiently prepared for potential data breaches. With these initiatives, we were able to more effectively align data security and privacy issues with the activities of other areas of Iguatemi, providing greater visibility and transparency in our operations.

Continuing with the commitments made in the previous report, we will expand the training of our employees on topics that are essential to Iguatemi, updating training on the General Data Protection Law (LGPD) and Information Security.

By 2025, we plan to have our entire process of mapping and documenting the use of personal data, carried out over the last four years, interconnected with existing processes and platforms for more efficient and integrated data management. By 2025, we plan to have our entire process of mapping and documenting the use of personal data, carried out over the last four years, interconnected with existing processes and platforms for more efficient and integrated data management.

Privacy and Protection of Personal Data Iguatemi Program

The General Data Protection Law – LGPD, Law No. 13,709, was sanctioned on August 14, 2018 and entered into force in September 2020. Inspired by the European Union's General Data Protection Regulation (GDPR), this law establishes guidelines for collection, storage, processing, and sharing personal data in Brazil.

With the entry into force of the LGPD, at Iguatemi we have adapted several of our data processing practices to ensure compliance with the new legislation. This involved creating a robust **privacy program** that would meet legal requirements and protect the **rights** of data subjects.

Our Privacy Program ensures the effective governance of privacy and the handling of personal data throughout its lifecycle through privacy management procedures and processes involving strategies, skills, people, processes, and tools.



Main steps in adapting to the LGPD

Through transparent, ethical and responsible practices, Iguatemi not only complies with legal requirements, but also strengthens its position as an organization committed to sustainability and corporate responsibility.

IMPLEMENTATION OF THE PROGRAM

The implementation followed the guidelines determined by the LGPD, with guidelines for collecting, storing and sharing personal data, defining hypotheses for data processing, such as the consent of the holder, compliance with legal obligations, execution of contracts, protection of life, among others.

LGPD COMPLIANCE

- Review of contracts, creation of privacy policies, privacy notice, terms of use
- Adaptation of code of conduct, technical standards, incident response plan, and impact report
- Response models: cookie policy, structuring of responses to the data subject and the National Data Protection Agency (ANPD)

ORGANIZATIONAL STRUCTURE

- Privacy Executive Committee: for strategic decision-making
- Privacy Office: responsible for implementing and maintaining the privacy program
- DPO: executes the strategies related to the processing of personal data; mediates between the data subject and the processing agents, and between them and the ANPD; guides practices with employees
- Controller: responsible for decisions on the processing of personal data
- Operator: performs data processing on behalf of the controller
- Privacy champions: is the focal point for privacy-related matters

PROGRAM DEVELOPMENT AND MAINTENANCE

- Kickoff: start of the program
- Creation of committees: formation of working groups
- Interviews: information gathering
- Mapping: Identifying data flows
- Analysis and disposal: evaluation and elimination of unnecessary data
- Adjustments to legal bases: Ongoing compliance

ADOPTION OF TOOLS

- Data discovery: data identification
- Log Management: Activity Monitoring
- Consent Management: Permissions Control
- Information security tools: protection against threats

TRAINING

- Employee training
- Partner and third-party guidance



Investor safety GRI 3-3

At Iguatemi we care for the quality and professionalism of our management, thus offering security to our investors. We orient our internal policies and processes towards sound and transparent corporate governance.



Get to know
the Investor
Relations website.

On our investor relations website, it is possible to access all official communications, reports, policies and results.

Investor Day GRI 2-29

In March 2024, we held our Investor Day, which promptly became an important milestone to strengthen the relationship with our investors.



Watch the video
of the event.

During the event, our executives presented in detail the main projects and corporate strategies. We address relevant topics in a technical and strategic way, reinforcing our essence, our commitment with excellence and a vision of the future.

Images of the special video for the event



Investor Day becomes
an annual event, being
an important tool for reaffirm
our transparency and the
quality of our governance.



The interview conducted by journalist Carlos Tramontina with Pedro and Carlos Jereissati deserves to be highlighted. In a relaxed conversation, they recalled the essence of our trajectory and explained how the Iguatemi culture was formed and today permeates the performance of the entire team, from leaders to employees.

Since the 1980s, the Jereissati family has played a fundamental role in maintaining the company's ethical and strategic stance, driving our solid market performance.



The year 2024 was marked by important strategic market movements for Iguatemi, which led to the optimization of our asset portfolio and aligned the company's long-term strategy enterprise. We highlight the following acquisitions and sales:

- acquisition of 10% of the Novo Hamburgo outlet;
- acquisition of 16.6% of Shopping Rio Sul, in Rio de Janeiro, on September 17 and start of management of the development as of November 1, 2024;
- purchase of 1% of Iguatemi São Paulo and 0.96% of Iguatemi Ribeirão Preto;
- full sale of our stake in Iguatemi São Carlos and 18% in Iguatemi Alphaville.

The acquisition of Rio Sul was the result of an innovative strategy with BB Asset, the company that manages Banco do Brasil's investment funds, through the BB Premium Malls fund (BBIG11). It is the realization of an unprecedented, exclusive and pioneering partnership in the shopping mall sector.

In all our procurement processes, we adopt a strategic approach focused on responsibility. Each acquired enterprise must undergo a due diligence, ensuring that we comply with all current legislation, including the proper verification and analysis of compliance with anti-corruption laws.

Responsible supply chain GRI 2-6

Recently we implement strategic and operational changes in the management of our suppliers. The positive results achieved strengthened our internal controls and we were able to mitigate risks.

In 2024, we identified the top 20 suppliers of the Iguatemi and we invited them to answer a questionnaire on ESG practices. The objective was to map the current situation of these suppliers in relation to environmental, social and governance aspects, allowing the development of new criteria for doing business in line with these practices. This work was essential to strengthen our engineering throughout the value chain, promoting an even greater positive impact with our business partners.

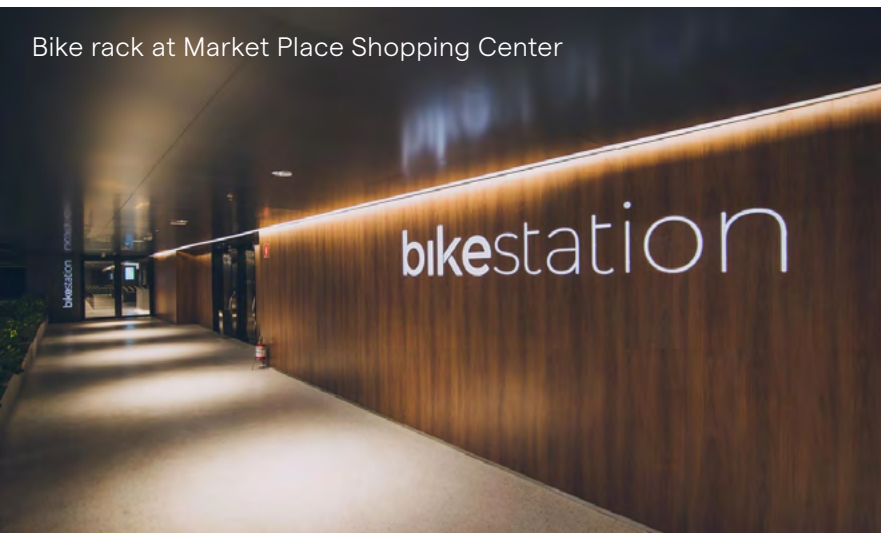
And to accelerate our supplier assessment, we are in the process of implementing a new compliance tool that provides a prior analysis on purchases, Neoway B3. This tool will enable the automation of the due diligence process, allowing for an optimized prior verification of our suppliers.

We will be able to have a detailed view of each supplier's data, including early warnings in identifying potential risks. This functionality will also allow mitigating risks related to conflicts of interest and situations involving Politically Exposed Persons (PEPs), among other points of attention.



We have an ambitious plan: to apply the new tool to 100% of suppliers in 2025 and in the future also to tenants. In this way, the due diligence of the entire supply chain will be done in an even more agile and excellent way.

In addition, we remain firm in implementing an action plan to improve our governance in procurement processes, including reviews of policies and procedures as a result of our 2024 audit.



Booklet of good practices in sustainability GRI 2-25

In 2024, we built a booklet of good practices in sustainability with the aim of disseminating actions aimed at eco-efficiency.

The publication seeks to align our management objectives and practices and our operational excellence with the actions of everyone who is part

of the Iguatemi universe, engaging them in topics such as reduction, reuse and energy efficiency.

The launch will take place in 2025 and will be an important material to invite tenants and partners to take joint action to address environmental challenges.





GRI Summary

Statement of Use	Iguatemi S.A. reported the information cited in this GRI content index for the period from January 1, 2024 to December 31, 2024 based on the GRI Standards
Used GRI 1	GRI 1: Fundamentals 2021

Content	Page	Omission
GRI 2: General content		
2-1 Organizational details	10	
2-2 Entities included in the organization’s sustainability report	8	
2-3 Report period, frequency, and touchpoint	5, 6	
2-4 Reformulation of information	Water consumption (page 38) in the common areas reported in 2024 was 486 ML when the correct was reported in this report, 476 ML. This value does not significantly affect the distribution of the percentages water consumption and the conclusions of the reports.	
	Training hours (page 52): In 2023, the number of 42 thousand hours of training was reported, a number that was only for the female public. Thus, the correct total would be 99.3 thousand hours. This adjustment also led to a change in the per capita hours of training, correctly reported in this report. The reasons for the changes are in the text on page 52.	

Content	Page	Omission
GRI 2: General content		
2-5 External verification		
2-6 Activities, value chain, and other business relationships	10, 11, 104	
2-7 Employees	51	
2-8 Workers who are not employees	51	
2-9 Governance structure and composition	88, 93	
2-10 Appointment and selection of the highest governance body	90	
2-11 Chair of the highest governance body	89	
2-12 Role of the highest governance body in overseeing impact management	89	
2-13 Delegation of responsibility for impact management	93	
2-14 Role of the highest governance body in sustainability reporting	The Board of Directors reviews and approves the report proposed by the boards	
2-15 Conflicts of interest	Iguatemi, through the Compliance area, requests all employees, directors and members of the Statutory Committees to fill out the Conflict of Interest Agreement. The Term is filled out annually and analyzed by the Compliance area and the relevant cases are taken to the Ethics Committee for evaluation and decision-making, including (i) cross-participation in other management bodies; (ii) cross-shareholding with suppliers and other stakeholders; (iii) existence of controlling shareholders; (iv) related parties, their relationships, transactions and outstanding balances, among others.	



Content	Page	Omission
GRI 2: General content		
2-16 Communicating critical concerns	The Company does not have, at the moment, any crucial concerns.	
2-17 Collective knowledge of the highest governance body	56, 90	
2-18 Evaluation of the performance of the highest governance body	90	
2-19 Compensation Policies		Confidential information
2-20 Compensation setting process	66	
2-21 Annual Total Compensation Ratio		Confidential information
2-22 Declaration on the Sustainable Development Strategy		
2-23 Policy commitments	93	
2-24 Embedding policy commitments	20, 27, 89	
2-25 Processes to remedy negative impacts	100, 105	
2-26 Mechanisms for seeking advice and reporting concerns	100	
2-27 Compliance with Laws and Regulations	There were no significant cases of non-compliance	
2-28 Associations of which you are a member	ABRASCA - Brazilian Association of Publicly-Held Companies ABRASCE - Brazilian Association of Shopping Centers	
2-29 Approach to stakeholder engagement	50, 71, 103	
2-30 Collective bargaining agreements	100% of active employees are covered by collective bargaining agreements, except for apprentices (Readjustment according to the Minimum Wage) and interns (not applicable)	

Content	Page	Omission
MATERIAL THEMES		
GRI 3: Material themes		
3-1 Process of defining material themes	23	
3-2 List of material topics	25	
Climate change		
GRI 3: Material themes		
3-3 Management of material topics	30	
GRI 305: Emissões		
305-1 Direct GHG Emissions (Scope 1)	32	
305-2 Indirect GHG emissions from purchased energy (Scope 2)	32	
305-3 Other indirect GHG emissions (Scope 3)	32	
305-4 GHG Emissions Intensity	33	
305-5 Reduction of GHG emissions	32	
Energy management		
GRI 3: Material themes		
3-3 Management of material topics	34	
GRI 302: Energy		
302-1 Energy consumption within the organization	34	
302-2 Energy Consumption Outside the Organization	34	
302-3 Energy intensity	35	
302-4 Reducing energy consumption	34	
302-5 Reductions in Energy Requirements of Products and Services	36	



Content	Page	Omission
MATERIAL THEMES		
Development of internal collaborators		
GRI 3: Material themes		
3-3 Management of material topics	52	
GRI 401: Employment		
401-1 New Employee Hires and Employee Turnover	51	
401-2 Benefits Granted to Full-Time Employees That Are Not Offered to Temporary or Part-Time Employees	66	
401-3 Parental Leave	100% of employees are entitled to the benefit	
GRI 404: Training and education		
404-1 Average Training Hours Per Employee Per Year	52	
404-2 Employee Skills Enhancement Programs and Transition Assistance Programs	53, 55, 66	
404-3 Percentage of employees who receive regular performance and career development reviews	53	
Employee health, safety and well-being		
GRI 3: Material themes		
3-3 Management of material topics	60	
GRI 403: Occupational health and safety		
403-1 Occupational Health and Safety Management System	60	
403-2 Hazard Identification, Risk Assessment, and Incident Investigation	60	

Content	Page	Omission
MATERIAL THEMES		
GRI 403: Occupational health and safety		
403-3 Occupational Health Services	60	
403-4 Worker Participation, Consultation and Communication in Occupational Health and Safety	We have CIPA (Internal Commission for Accident Prevention) implemented in the necessary undertakings, in accordance with legal requirements. All our people have access to the local HR to report any and all situations, as well as have free access to the company's Ethics Channel.	
403-5 Training of Workers in Occupational Health and Safety	All locations carry out the mandatory training provided for in the NRs (Regulatory Standards).	
403-6 Promotion of workers' health	61	
403-7 Prevention and mitigation of occupational health and safety impacts directly related to business relationships	We have an Occupational Health and Safety (OHS) Policy that undergoes periodic review of the reports, with visits by specialized professionals, in all locations. We follow the contract between parties to provide labor services. Companies are required to comply with the convention relevant to the segment.	



Content	Page	Omission
MATERIAL THEMES		
GRI 403: Occupational health and safety		
403-8 Workers Covered by an Occupational Health and Safety Management System	We transmit OH&S (Occupational Health and Safety) data to eSocial according to the calendar published by the Government, carried out by a specialized contracted company. We don't control data of non-employees. The data of third-party employees is under the control of the contracting company.	
403-9 Work-Related Injuries	We had no cases of serious accidents at work, nor deaths. To identify the dangers, all enterprises have PCMSO (Medical Control Program) reports Occupational Health); PPRA (Environmental Risk Prevention Program); PGR (Risk Management Program) provided for in the legislation. There is a specific report for the locations with the greatest impact. All those in charge of the area. In the developments, they make an analysis of the risk of the service they will provide, prevention analysis and release of supervision in pertinent cases, in addition to filling out the document called "work permit (AT)". We comply with all the safety standards that apply to each type of service or, when there is no standard/ law, we follow the good practices of the market with benchmarking of the best companies.	
403-10 Work-Related Diseases		Sensitive data

Content	Page	Omission
MATERIAL THEMES		
Corporate integrity, ethics and transparency of relationships		
GRI 3: Material themes		
3-3 Management of material topics	98	
GRI 205: Anti-corruption		
205-1 Operations assessed for corruption-related risks	100	
205-2 Communication and training on anti-corruption policies and procedures	100	
205-3 Confirmed incidents of corruption and actions taken	100	
Investor security		
GRI 3: Material themes		
3-3 Management of material topics	103	
OTHER RELEVANT TOPICS NOT LISTED AS MATERIAL TOPICS		
GRI 201: Economic performance		
201-1 Direct economic value generated and distributed	13	
GRI 203: Indirect economic impacts		
203-1 Investments in infrastructure and support for services	44	
203-2 Significant indirect economic impacts	72, 76, 81	

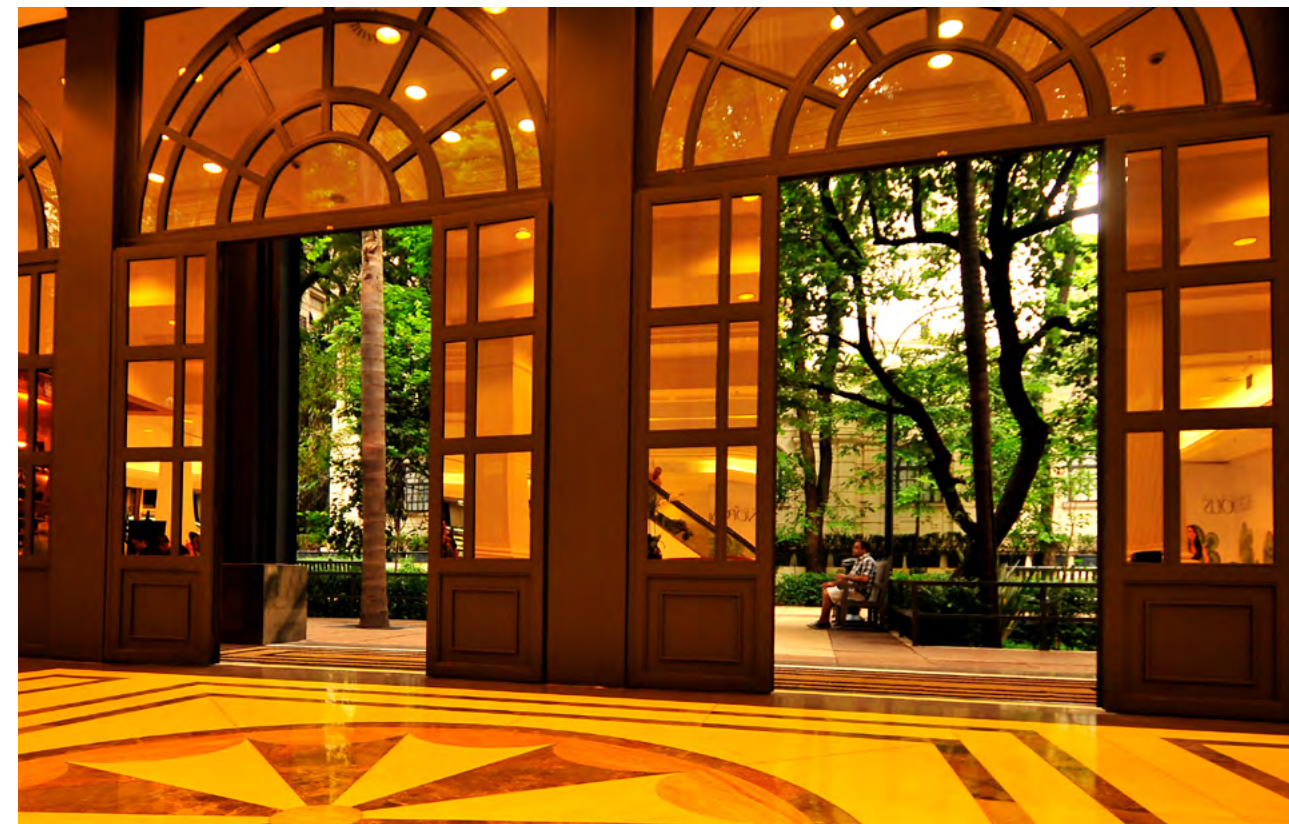


Content	Page	Omission
OTHER RELEVANT TOPICS NOT LISTED AS MATERIAL TOPICS		
GRI 207: Taxes		
207-1 Tax approach	The Company receives budget guidelines and growth targets from the Board of Directors. Based on this, strategies are analyzed annually with the essential objective of effective Tax Management, using Tax Planning aligned with the results desired by the company. Governance is focused on mitigating tax risks and complying with applicable laws.	
207-2 Fiscal risk governance, control and management	93	
207-3 Stakeholder engagement and management of tax concerns	Public Agencies: The Company maintains continuous dialogue with the tax authorities (Federal, State and Municipal). This includes communication about tax issues and clarification of doubts for the correct fulfillment of tax obligations. The Company seeks transparency and cooperation with authorities to ensure compliance and minimize tax risks.	

Content	Page	Omission
OTHER RELEVANT TOPICS NOT LISTED AS MATERIAL TOPICS		
GRI 306: Waste		
306-1 Waste generation and significant waste-related impacts	40, 45	
306-2 Managing Significant Waste-Related Impacts	40	
306-4 Waste diverted from final disposal	40	
303-1 Interactions with water as a shared resource	40	
GRI 303: Water and effluents		
303-1 Interactions with water as a shared resource	38, 39	
303-2 Management of impacts related to water discharge	The final destination of the water is made at the facilities of the local concessionaires. In the only enterprise that has disposal in a water body, the I Fashion Outlet Novo Hamburgo, we carried out a report on the monitoring of effluent disposal according to NBR ISO/ IEC 17025:2017, according to the Standard Methods for the Examination of Water and Wastewater, 23 rd Edition-2017.	
303-3 Water abstraction	39	
303-4 Water Disposal	38	
303-5 Water consumption	38	



Content	Page	Omission
OTHER RELEVANT TOPICS NOT LISTED AS MATERIAL TOPICS		
GRI 308: Environmental assessment of suppliers		
308-1 New Suppliers Evaluated Based on Environmental Criteria	Currently, environmental criteria are not evaluated in the selection of suppliers. With the implementation of the ESG questionnaire, we intend that all new suppliers, centralized in the procurement area, undergo the evaluation of environmental criteria.	
308-2 Negative Environmental Impacts in the Supply Chain and Actions Taken		Information unavailable
GRI 405: Diversidade e igualdade de oportunidades		
405-1 Diversity of Governance Bodies and Employees	68, 92	
405-2 Ratio of Basic Salary and Compensation Between Women and Men		Information unavailable
GRI 418: Privacidade do cliente		
418-1 Substantiated Complaints Regarding Violations of Customer Privacy and Loss of Customer Data	Zero proven complaints regarding violation of privacy and loss of customer data	



Pátio Higienópolis



SASB Summary

Topic	Metric	Code	Page/Answer
Power Management	Percentage data of the energy consumption of the total gross area of your portfolio	IF-RE-130a.1	35
	1. Total energy consumed by portfolio area 2. Percentage consumed and recorded on the electricity board 3. Percentage of renewable energy consumed	IF-RE-130a.2	35
	Comparative percentage change of the total energy consumption of the portfolio	IF-RE-130a.3	34
	Eligible percentage of portfolio that 1. is energy rated and 2. is ENERGY STAR certified	IF-RE-130a.4	Zero
	Description of how energy management considerations are integrated into the entity's investment analysis and operational strategies	IF-RE-130a.5	35, 37
Water Management	1. Percentage of portfolio with complete coverage of water withdrawal data 2. Percentage of portfolio properties present in water-scarce regions	IF-RE-140a.1	1. 100% of the portfolio 2. 44%
	1. Total water withdrawn, in cubic meters, from the total area of the portfolio 2. Percentage of water withdrawn in regions with high (40% to 80%) water scarcity and/or extremely high (> 80%) water scarcity	IF-RE-140a.2 ①	38, 39
	Comparative percentage of water withdrawal from the portfolio	IF-RE-140a.3	39
	Description of water-related risk management and how risk mitigation strategies are made	IF-RE-140a.4	39

Topic	Metric	Code	Page/Answer
Managing tenants' sustainability impacts	1. Percentage of new leases that contain cost recovery clauses for capital improvements related to resource efficiency 2. Rented floor area, per portfolio property	IF-RE-410a.1	Zero
	1.Percentage of tenants who are separately monitoring grid electricity consumption 2.Water withdrawals, by portfolio property	IF-RE-410a.2	1. Systematized and individualized control of energy consumption and air conditioning systems for 100% of tenants that have supply from the contracts of the developments 2. Measurement of water withdrawals in 100% of the developments
	Discussion of the approach to measuring, encouraging and improving tenant impacts	IF-RE-410a.3	34, 39
Adaptation to climate change	Total properties located in flooded areas that have had this characteristic for 100 years	IF-RE-450a.1	Information unavailable
	Description of risk analysis related to climate change, degree of systematic exposure of the portfolio and strategies to mitigate risks	IF-RE-450a.2	97
Operation metrics	Number of assets in the portfolio	IF-RE-000.A	12
	Leasable area per portfolio asset	IF-RE-000.B	10, 12
	Percentage of indirectly managed assets in the portfolio	IF-RE-000.C	
	Average occupancy rate per portfolio asset	IF-RE-000.D	

