



SUSTAINABILITY REPORT 2023



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We provide unique experiences in our shopping malls and developments, with attention to every detail. We are part of the communities in which we operate and also of the history of our customers, throughout different times.

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IGUATEMI SÃO PAULO

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MESSAGE FROM THE BOARD OF DIRECTORS

GRI 2-22

The year 2023 was an exciting time. There were challenges, but it was possible to evolve different aspects of our business.

PEDRO JEREISSATI



The world economy grew faster than expected, with a recovery in the labor markets and a drop in inflation rates. Brazil followed this trend and exceeded expectations by ending the year with lower-than-projected inflation, the beginning of a fall in interest rates and a solid recovery in several sectors.

Likewise, 2023 was an exceptional year for Iguatemi. We worked with the usual discipline and registered growth above the sector average and a sequence of records in financial and operational indicators on a solid basis. And, as we state in one of our values, we are obsessed with sustainable results. We did all of this guided by our commitment to delivering the best return to our stakeholders, deleveraging the Company and opening new growth opportunities.

When we think about what Iguatemi does, we always remember the excellence and consistency that guide our work. We have decades of knowledge and learning, focusing on understanding the needs of our customers and the importance of building trustful relationships, until we became a reference for the market. This also has permeated our journey of building the ESG agenda over the years. It has always been part of Iguatemi's values and conduct to ensure human rights, dignified and ethical work and the constant search for innovation, without neglecting the awareness of our impact on society.

We evaluate and understand how each of our externalities can influence the environment and the areas where we operate. This is essential for us to continue our pursuit to generate positive results, not only for the business, but also for the entire ecosystem. We are focused on establishing increasingly sustainable operations in social, environmental and governance aspects. We want to be an active agent of change, acting collaboratively to find solutions that provide continuous opportunities for innovation throughout the Company and generating value for society as a whole.

We undertook the mission of perpetuating this culture at Iguatemi. Therefore, we are glad to present you with this second Sustainability Report, as ESG principles have always been present in our business. On the next pages we show the evolution in the three axes of action that we have established since 2022: Diverse, happy and prosperous people, Environmental management and sustainable growth, and Ethical, fair and sustainable value chain. The advances highlighted in this material show that our journey and strategy are increasingly in synergy with the path of much-needed and expected changes for the world.

We will remain focused on this path and confident that we will reach our goals. We have a qualified, prepared and innovative team that, guided by Iguatemi's culture and values, aims always at delivering the best for our customers, tenants and ecosystem partners. We have several projects for 2024 aligned with this thinking. We invite everyone to join us on this journey and we hope to have you here in the next report to celebrate the new achievements. Enjoy your reading!

Pedro Jereissati,
on behalf of the Board of Directors

CASA JEREISSATI, IN SÃO PAULO



MESSAGE FROM THE CEO

GRI 2-22

Excellence in everything we do is an unnegotiable value for Iguatemi. And, in the same way, how we approach the topic of sustainability in our business reflects this focus. In 2023, we faced the challenges and had important growth in financial and operational performance, but not only in them. And that is what this report intends to show.



CRISTINA BETTS

We strengthened our ESG agenda and recorded significant advances in the environmental, social and governance areas. We have been building this agenda consistently across all our actions and, in the next pages, you will have the opportunity to see the milestones we have already achieved.

On this journey, we have actions that aim to mitigate existing impacts on the business and, in return, expand the positive influence we exert on the environment and society. Among the many achievements, we are glad to present the measurement of our greenhouse gas (GHG) emissions, which for the first time was carried out considering 100% of the malls in operation post-pandemic. This milestone drives the journey to reduce our carbon footprint, with the implementation of increasingly effective initiatives. Furthermore, we exceeded the waste utilization target, reaching 91.2%, about an 11-pp increase compared to the 2022 index. In line with our commitment to more sustainable construction practices, last year we had two projects certified with the LEED Gold seal: the Sky Galleria tower, in Campinas, and the two commercial buildings in the Market Place complex, in the capital of São Paulo.

Furthermore, it is important to ensure the well-being of everyone who is part of our community and interacts with our business. We place our employees at the center of the strategy, as key to our business. This commitment has been recognized over time: for the third consecutive year, we were highlighted as Top Employers Brazil and



classified by GPTW as the 10th best large company in the retail sector to work for. Furthermore, we are the only ones in the shopping mall sector to appear in the Ethos Institute's diversity and inclusion ranking.

In 2023, we joined two important initiatives of the UN Global Compact Network in Brazil: Mind in Focus, in attention to the importance of mental health; and Living Wage, whose purpose is to guarantee 100% decent remuneration for our employees.

With regard to people, we continue to strengthen our relationship with the surroundings where our projects are located, benefiting communities and further increasing the value of public spaces. One of the main examples was the delivery of the Travessia da Orla, in Porto Alegre, which connects Praia de Belas Shopping to the Guaíba Shore, the city's postcard, via a path through Brazilian Navy Park, with a cycle path and spaces for children and pets. The novelty brought entertainment, leisure with safety and comfort to the local population.

We also seek to promote art and education, which are pillars that we believe are fundamental for the development of any society. We maintained support for Parceiros da Educação, which we have contributed to since 2007, and allows us to directly strengthen projects and actions in public schools in the cities where we are present. We also continue with important partnerships, such as SP-Arte, São Paulo Biennial, Pinacoteca, among others, so that art is increasingly accessible to the population.

From an operational and financial point of view, we recorded constant growth and strong results throughout 2023. Several of our indicators broke records, which allowed us to start 2024 with great expectations and important investments, such as the purchase of a 10% stake in I Fashion Outlet Novo Hamburgo, in Rio Grande do Sul, and the beginning of Casa Figueira neighborhood's infrastructure construction, in Campinas. In addition, we also highlight the announcement of Market Place Complex Retrofit's Project, in São Paulo and Iguatemi Brasília's expansion.

Looking back, we see how far we have come in 2023. Even facing adversity at some point, we had a series of important achievements and our ESG agenda followed this trajectory of growth.

This year we had an important accomplishment that shows we are on the right path: Iguatemi was selected to be part of the B3 Corporate Sustainability Index (ISE B3) portfolio. This recognition reflects the importance of our commitment to evolving year after year.

We will continue to act collaboratively with our ecosystem, seeking to promote transformative initiatives, with increasingly sustainable processes, products and services. To this end, we prioritize governance and transparency that allow us to evolve and generate value for society as a whole.

We are certain that, in the coming years, this report will be full of news and advances in this direction. On the following pages, we present the results of this effort, which is part of Iguatemi's DNA and has been strengthening year after year through a sound governance. Thank you for being with us on this journey.

Cristina Betts, May 2024

SHOPPING GALLERIA'S GARDEN, IN CAMPINAS





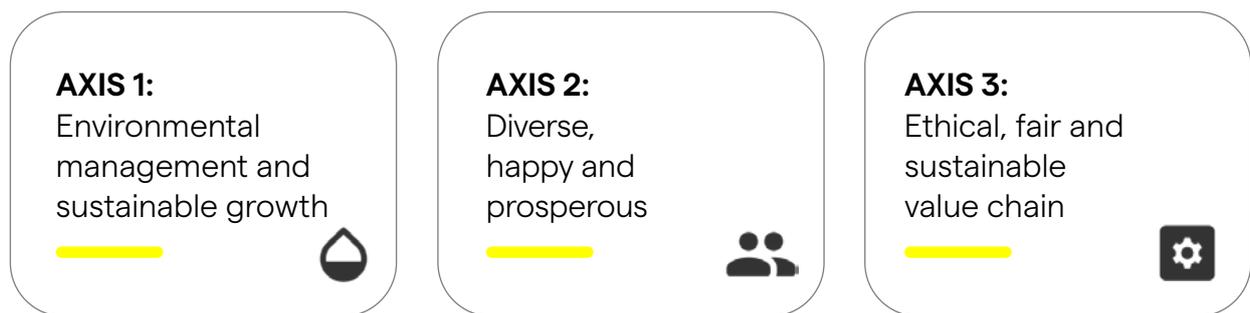
AERIAL VIEW OF IGUATEMI CAMPINAS

ABOUT THIS REPORT

This is our second Sustainability Report and it includes results and relevant information regarding the work carried out throughout 2023. During this period, we focused on strengthening our action fronts, in addition to tirelessly seeking to mature important aspects of the environmental, social and governance agendas of the Company.

[GRI 2-3] We remained alert, vigilant and aligned with the goals of our ecosystem, placing it at the center of decisions. And the result could not be different. We are glad to see how we have evolved on ESG, which we consider an important guide, as well as being a clear demonstration of the commitment we have made to delivering a sustainable business model capable of contributing positively to society and the environment. We know, however, that there is still a lot to be done, and we will continue to pursue excellence in good service through conscious action that promotes positive impacts on social, environmental and governance aspects.

In this way, we continue working to prioritize the material topics that we have on our radar and which are consolidated into three axes of action [GRI 3-3]:



With the publication of this report, we also highlight our continuous commitment at Iguatemi to the transparency and accuracy of the information disclosed, uncompromising values that permeate all our business movements. Questions or requests for additional information about the data presented in this document can be sent to ri@iguatemi.com.br. [GRI 2-3]

This report follows the approach of the most recognized international standards:

GRI **Global Reporting** **Initiative**



International organization of independent standards that guides companies in reporting their environmental, social and governance impacts. The GRI indicators reported in this report are in the GRI index (page 126) and are referenced throughout the text by the acronym GRI X-X.

SASB **Sustainability Accounting** **Standards Board**



Non-profit organization that establishes industry-specific disclosure standards on ESG topics in order to facilitate communication between companies and investors about information that is financially relevant and useful for decision-making. The SASB indicators are presented in a table on page 136 and are indicated throughout the content with the acronym IF-RE-XX.

IGUATEMI S.A. ENTERPRISES CONSIDERED IN THIS REPORT

GRI 2-2



IGUATEMI SÃO PAULO



JK IGUATEMI



PÁTIO HIGIENÓPOLIS



MARKET PLACE + TOWER I E II



IGUATEMI ALPHAVILLE



IGUATEMI BRASÍLIA



IGUATEMI CAMPINAS + POWER CENTER



GALLERIA + SKY GALLERIA TOWER



IGUATEMI ESPLANADA



IGUATEMI RIBEIRÃO PRETO



IGUATEMI SÃO JOSÉ DO RIO PRETO



IGUATEMI SÃO CARLOS



IGUATEMI PORTO ALEGRE + IGUATEMI BUSINESS TOWER



PRAIA DE BELAS



I FASHION OUTLET NOVO HAMBURGO



I FASHION OUTLET SANTA CATARINA



RETAIL (IRETAIL + IGUATEMI 365)



AERIAL VIEW OF IGUATEMI PORTO ALEGRE

WE ARE IGUATEMI

MISSION, ESSENCE, AND VALUES ▶

OUR FIGURES ▶

IRETAIL + IGUATEMI 365 ▶

AWARDS AND RECOGNITION ▶

SUSTAINABILITY STRATEGY ▶

MATERIALITY MATRIX ▶

We provide unique experiences in our shopping malls and developments, with attention to every detail. We are part of the communities in which we operate and also of the history of our customers, throughout different times.

[GRI 2-1 e GRI 2-6] We are Iguatemi S.A., a company with pioneering spirit as part of its DNA and which has in its portfolio the first shopping mall in Brazil, Iguatemi São Paulo, launched in 1966. After 58 years, today we are among the largest full-service companies in the sector in the country and we own the "Iguatemi" brand, the most recognized in the shopping mall industry in Brazil. Our portfolio comprises 14 shopping malls, 2 premium outlets and 4 corporate towers, all managed by us, in addition to premium e-commerce in the marketplace model. Together they represent 727 thousand sqm of total GLA or 490 thousand sqm owned GLA.

727
thousand sqm
of GLA
[SASB IF-RE-000.B]

490
thousand
sqm of owned
GLA

Recognized as a symbol of excellence, our shopping malls focus on A and B classes, with privileged locations in the main cities in the Southeast, South and Mid-West regions. Over the years, we have provided new and exclusive experiences, followed the main trends in the world of fashion and leisure, and we are part of the daily lives of customers, tenants and partners, being the stage for positive emotions, which mark memorable memories of generations.



- design, planning, development and management of regional shopping malls, outlets and commercial towers;
- trade of national and international products, through the Iguatemi 365 marketplace and 12 iRetail physical stores;
- efficient management;
- differentiated services;
- business consistency;
- soundness;
- dynamism;
- quality.



ATRIUM OF THE PÁTIO HIGIENÓPOLIS, IN SÃO PAULO

Mission, essence, and values

OUR MISSION

Surprise and delight people, providing experiences in consumption and entertainment that are unique, memorable and conscious.

NOSSA ESSÊNCIA

We are what we live. We are unique. We are a stage for unique experiences and part of the movement for positive transformation of society towards 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 focus on the individual experiences of our customers, maintaining a refined and innovative look. We recognize the particularities of each business and have partners who believe in and become part of this essence, and who are as proud as us to be Iguatemi.

PEDRO JEREISSATI, ERIKA JEREISSATI ZULLO, CARLOS JEREISSATI, AND CRISTINA BETTS



OUR VALUES

- WOW! Excellence, quality in details, and enchantment.
- Passion for diversity and for our business.
- Obsessed with sustainable results.
- Thinking like owners, rolling up our sleeves and working hard.
- Knowing where we want to be, planning and reaching our goals.
- To dream high and to get there, always innovating.
- Generating a positive impact on our ecosystem.

Our figures

GRI 2-2

PRESENCE IN BRAZILIAN STATES

Federal District: Iguatemi Brasília

São Paulo:

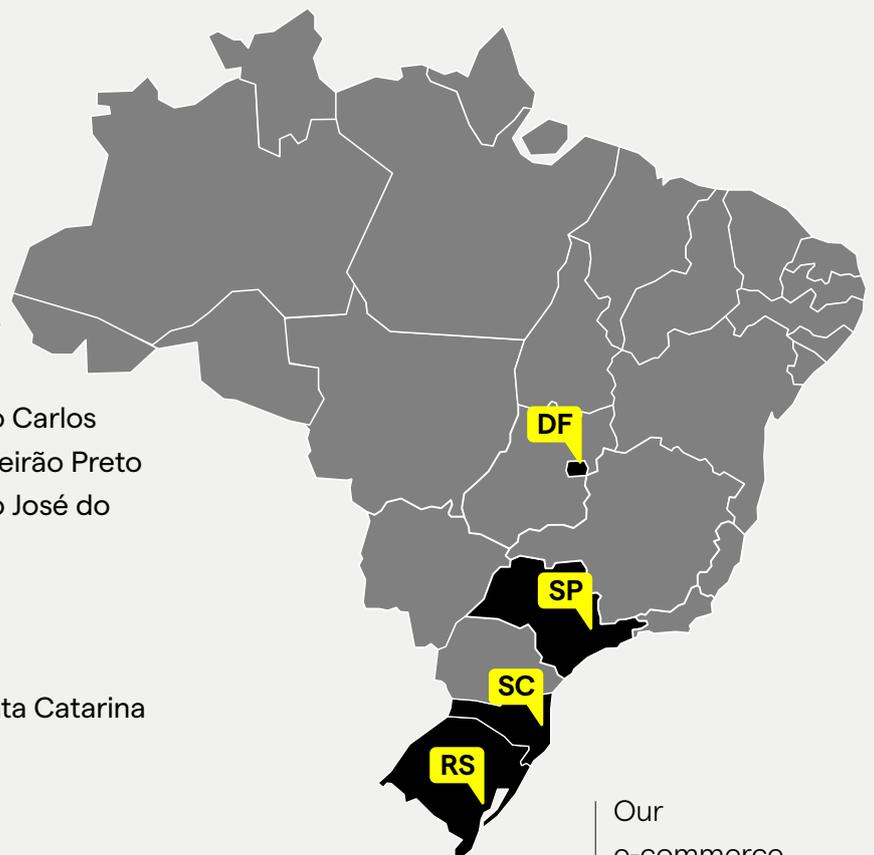
Iguatemi São Paulo
 JK Iguatemi
 Market Place
 Market Place Towers*
 Pátio Higienópolis
 Iguatemi Alphaville
 Iguatemi Esplanada
 Iguatemi Campinas

Sky Galleria*
 Galleria
 Iguatemi São Carlos
 Iguatemi Ribeirão Preto
 Iguatemi São José do Rio Preto

Santa Catarina: I Fashion Outlet Santa Catarina

Rio Grande do Sul:

Iguatemi Porto Alegre
 Iguatemi Business*
 Praia de Belas
 I Fashion Outlet Novo Hamburgo



Our e-commerce serves 100% of Brazilian states

*Commercial towers

IGUATEMI SHARE

(December/2023)

Portfolio	City	Total GCA (sqm) ¹	Total GLA (sqm)	Iguatemi Share	Iguatemi GLA (sqm)
Iguatemi São Paulo	São Paulo	49,395	49,395	58.58%	28,936
JK Iguatemi	São Paulo	33,568	33,568	100.00%	33,568
Pátio Higienópolis	São Paulo	34,070	34,070	11.54%	3,932
Market Place	São Paulo	26,690	26,690	100.00%	26,690
Iguatemi Alphaville	Barueri	30,968	30,968	78.00%	24,155
Iguatemi Campinas	Campinas	77,309	73,140	70.00%	51,198
Galleria	Campinas	33,276	33,276	100.00%	33,276
Iguatemi Esplanada ²	Sorocaba	64,804	64,804	60.93%	39,486
Iguatemi Esplanada – owned area ³	Sorocaba	6,556	3,678	100.00%	3,678
Iguatemi São Carlos	São Carlos	22,071	22,071	50.00%	11,036
Iguatemi Ribeirão Preto	Ribeirão Preto	43,385	43,485	88.00%	38,178
Iguatemi São José do Rio Preto	São José do Rio Preto	43,713	43,713	88.00%	38,467
Southeast Subtotal		465,805	458,758	72.50%	332,599
Iguatemi Porto Alegre ⁴	Porto Alegre	67,878	67,878	42.58%	28,903
Praia de Belas	Porto Alegre	44,838	44,838	57.55%	25,805
South Subtotal		112,717	112,717	48.54%	54,707
Iguatemi Brasília	Brasília	34,657	34,657	64.00%	22,181
DF Subtotal		34,657	34,657	64.00%	22,181
I Fashion Outlet Novo Hamburgo	Novo Hamburgo	20,048	20,048	41.00%	8,220
I Fashion Outlet Santa Catarina	Tijucas	20,114	20,114	54.00%	10,861
Power Center Iguatemi Campinas ⁵	Campinas	27,534	27,534	77.00%	21,201
Outlet e Power Center Subtotal		67,696	67,696	59.50%	40,282
Shopping Mall Subtotal		680,874	673,827	66.75%	449,769
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 ⁴	Porto Alegre	10,276	10,276	42.58%	4,376
Sky Galleria Tower	Campinas	14,500	14,500	52.00%	7,540
Tower Subtotal		53,510	53,510	75.97%	40,650
Total		734,384	727,337	67.43%	490,419

1) The gross Commercial Area (GCA) includes, in some ventures, proprietary areas that do not belong to Iguatemi.

2) Considers the Iguatemi Esplanada complex, formed by Esplanada Shopping and Iguatemi Esplanada.

3) Area owned by Iguatemi in Esplanada, held through a subsidiary.

4) Considers the indirect stake of 6.58% held through Maiojama Participações.

5) Power Center located next to Shopping Iguatemi Campinas.

IGUATEMI SÃO CARLOS



NUMBER OF STORES

[SASB CG-MR-000.A.]

Iguatemi São Paulo (SCISP)	252
JK Iguatemi (SCIJK)	169
Pátio Higienópolis (SPH)	246
Market Place (MPSC)	83
Iguatemi Alphaville (SCIALPHA)	133
Iguatemi Campinas (SCIC)	299
Power Center Iguatemi Campinas (PWC)	2
Galleria (SCGA)	126
Iguatemi Esplanada (SCIESP)	290
Iguatemi São Carlos (SCISC)	77
Iguatemi Ribeirão Preto (SCIRP)	138
Iguatemi São José do Rio Preto (SCIRIOP)	160
Iguatemi Porto Alegre (SCIPA)	298
Praia de Belas (PBSC)	160
Iguatemi Brasília (SCIBRA)	129
I Fashion Outlet Novo Hamburgo (IFONH)	86
I Fashion Outlet Santa Catarina (IFOSC)	66
Total	2,714

FEATURED NUMBERS

(December/2023)

Stake in
14 shopping
malls

2 premium
outlets

1 premium
e-commerce

4 commercial
towers

727 thousand
sqm total gross
leasable area (GLA)

490 thousand
sqm Owned GLA

2,714
active stores
in the complexes

2,286
employees

81,970
thousand vehicle
flow per day
in our malls

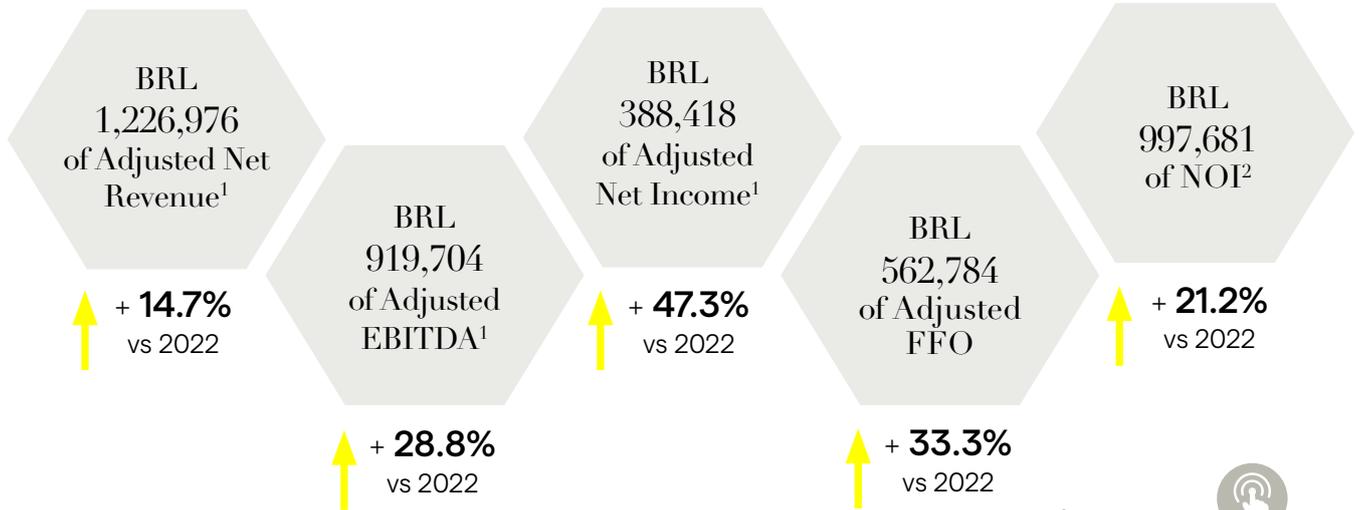
214,364
new registrations
in our relationship
program this year

Iguatemi 365:
+ than **2,700**
Online SKUs
of 60 brands

60
new brands
per year in the
innovation mix
concept

OUR FINANCIAL FIGURES (December/2023)

GRI 201-1



1) Excluding the straight-line effect, Infracommerce and share SWAP result.

2) NOI - Shopping malls consolidated in Iguatemi stake.

FIND OUT
MORE ABOUT
OUR OPERATING AND
FINANCIAL RESULTS
REPORTS



IGUATEMI S.A. AT B3



INDEXES

We are listed on B3, the Brazilian Stock Exchange, with the tickers IGTI11, IGTI3 and IGTI4 and we are part of 13 indexes: ISE B3, GPTW, IBOV, IBRA, IBXX, ICO2, IDVR, IGCT, IGCX, IMOB, ITAG, SMLL and ELAS11.

We are glad to have been chosen to become part of, for the first time, B3's Corporate Sustainability Index (ISE), which brings together companies with a recognized commitment to corporate sustainability. This movement reflects our commitment to progress in the ESG journey, reinforcing the importance that environmental, social and governance topics have within our strategy. The portfolio came into effect on January 2, 2024.

Teva Women in Leadership® Index

We have a female CEO, one woman on the Board of Directors, and 53% of the leadership is made up of women.

We are part of the Teva Women in Leadership® Index portfolio, referenced by the ELAS11 fund (SAFRA ETF WOMEN IN LEADERSHIP SHARE INDEX FUND), listed for trading on B3. It is the first portfolio in Brazil that selects companies with the greatest female presence in governance bodies (Boards of Directors, Audit Committees, Executive Board and Management Committees).

The index also assigns points to companies that have achieved equity or that are promoting more women to leadership positions and penalizes those without women or with a tendency to reduce representativeness. In the January 2024 rebalancing, we ranked 45th in the gender diversity ranking, with a score of 21.4.

iRetail + Iguatemi 365

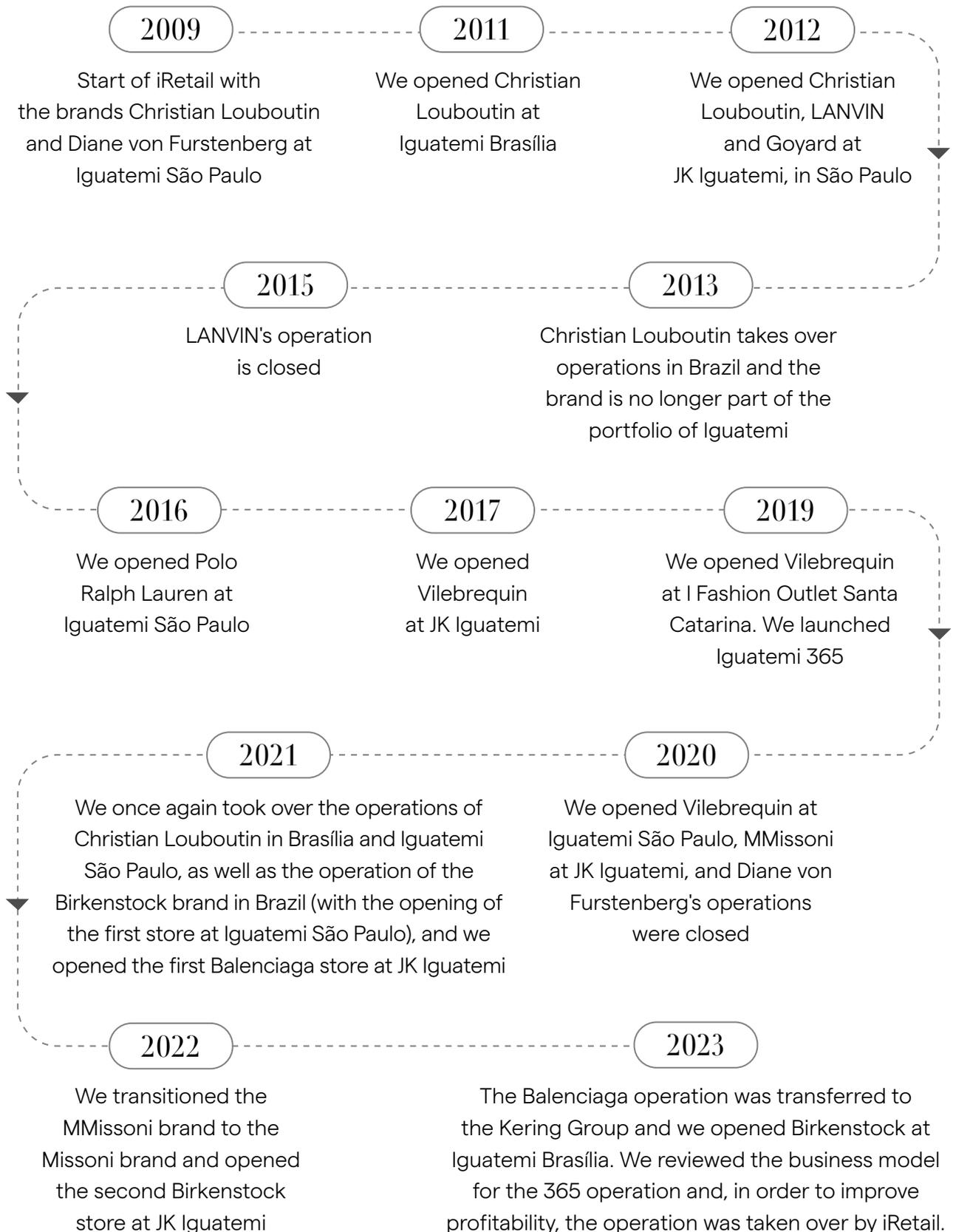
[SASB CG-MR-000.A.]

With 14 retail stores and providing consultancy in another 2 stores, iRetail has been our incubator for international luxury brands since 2009. We carry out the soft landing of brands interested in operating in Brazil and then help them transition to a direct operation model, ensuring the development and management of the business in all areas: operations, financial services, human resources, IT, retail, marketing, public relations, and merchandising. The unit implements strategies for the Brazilian market always aligned with the brands' positioning, ensuring that the DNA of each brand is translated for the country's consumer.

Iguatemi 365, launched in 2019, is the Company's e-commerce, which offers an online sales platform with the excellence and curation of the Iguatemi brand, in a multichannel experience. With delivery throughout Brazil, the marketplace brings together more than 60 national and international brands.



iRetail TIMELINE



Awards and recognition

Several awards and recognitions have marked our journey over the years. We are honored to see our efforts being recognized at so many occasions.

10TH PLACE IN THE GPTW RETAIL RANKING



GPTW RETAIL AWARDS: BEST COMPANIES TO WORK FOR

We hold the 10th place in the GPTW Retail ranking: Best Large Companies to Work For. With a score of 81, 90% of our employees participated as respondents in the last edition, which had 265 companies registered and 60 awarded. The seal takes into account corporate aspects such as development, leadership, communication and benefits. Furthermore, Iguatemi Brasília is among the 10 best companies to work for in the Mid-West. Iguatemi Porto Alegre was certified as the 33rd best company to work for in the GPTW - Rio Grande do Sul 2023 survey.

GPTW HEALTHY PRACTICES SEAL

We received the GPTW Healthy Practices seal and reached **4th position in the prominent ranking** in 2023. Throughout the year, we implement and support actions to promote comprehensive health for our people, through different initiatives. Among them are the training programs for Agents for Welfare and Health, Stress Management, Emotional Health - Wellz, Mind in Focus, from the UN, Mútuo Iguatemi and, more recently, the implementation of APS (Primary Health Care), which serves all our people and their dependents. The seal represents our effective commitment to implementing an organizational culture focused on promoting well-being in the workplace and is a recognition sought by companies around the world. We also delivered Support Pass and achieved AON certification, as a company empowered in the maturity of health and quality of life processes.

TOP EMPLOYERS

In 2023, **for the 3rd consecutive year**, we were certified as Top Employers Brazil, demonstrating the soundness of the practices adopted by the HR at Iguatemi and the commitment to our employees in being an excellent company for career development. The initiative is an international certification program for Human Resources processes based on best global practices. Last year, around 2,300 companies from 121 countries participated in the assessment.



RECOGNITION BY THE ETHOS DIVERSITY SURVEY / ÉPOCA NEGÓCIOS 2023

We were recognized by the Ethos/Época Negócios 2023 Diversity Survey **as one of the most inclusive companies in the retail sector**. This reflects our commitment, effort and dedication to diversity, equity and inclusion.



SELO MUNICIPAL
Direitos Humanos
e Diversidade

HUMAN RIGHTS AND DIVERSITY SEAL

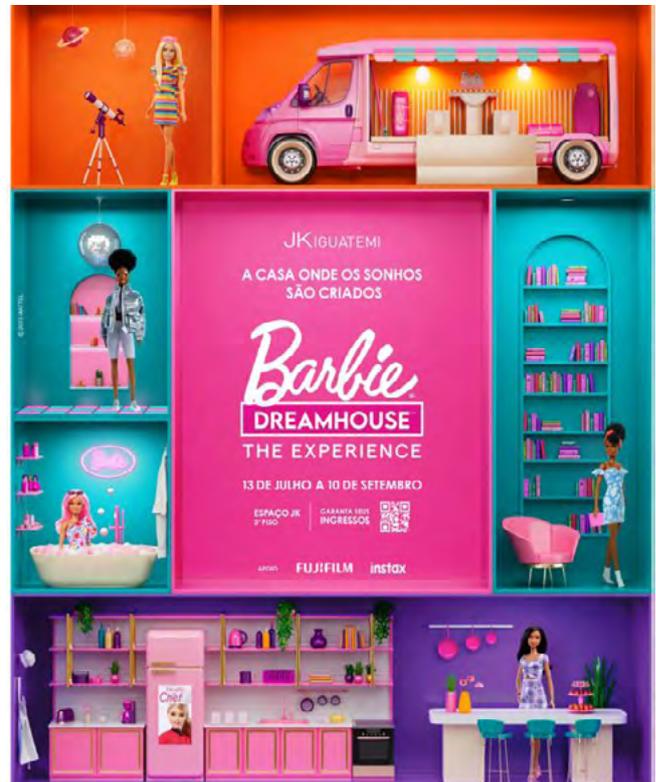
With the **Human Rights in Action** case, in 2023, we received the Human Rights and Diversity Seal for the third time, in the 6th edition of the program promoted by the Local Government of São Paulo. The initiative is a recognition of good practices in managing diversity and promoting human rights in companies, public bodies and third sector organizations. In the case mentioned, we present our group of transversal issues, which deals with a series of initiatives aimed at training and raising awareness about human rights. Among them are a diversity and inclusion booklet, training in respectful approaches, rounds of the diversity deck, ESG week with a focus on human rights and training in LGBTQIAPN+ rights, totaling.



POPAI BRAZIL AWARD

With **Barbie Dreamhouse**

Experience project, we were one of the companies honored at the Popai Brasil Award, considered the Oscar of Retail that recognizes the best materials, actions and merchandising projects in the country. We received the Gold trophy for **Trade Marketing and Marketing Actions**, and the Silver one for **Projects for Store Design and Architecture**.



Sustainability Strategy

Working on social and environmental aspects has always been part of our journey

Since 2022, by formally establishing an ESG framework, we have progressed even further. The department is responsible for introducing current topics and best market practices into our organization. Since then, we have organized current actions in the various departments and established goals that contribute to boosting the business within the standard of excellence that is characteristic of us.

Our commitment to the topic is on iguatemí's goals panel

GOAL	WEIGHT
IGTI EBITDA	30%
IGTI Net Revenue	25%
IGTI Net Debt	20%
New Business Agenda	15%
ESG	10%

- E** Evolution in the CDP score
- S** Reduction in turnover
- G** Evolution in the ISE B3 score



BIKE STATION AT THE MARKET PLACE IN SÃO PAULO

ESG TIMELINE AT IGUATEMI

2018



We committed to the Principles of Women's Empowerment: of the UN

- ▶ We formed our first Equity Committee

2022

- ▶ Formal creation of the ESG department
- ▶ Assessment to evaluate the level of stakeholder orientation
- ▶ Change to the People, Culture and Organization Statutory Committee for People, Culture and ESG
- ▶ Adoption of Conscious Capitalism and the UN Global Compact as a framework for the ESG Journey
- ▶ Adhesion to the UN Global Compact
- ▶ Adhesion to the Elas Lideram 2030 Movement
- ▶ Construction of the Materiality Matrix
- ▶ Carrying out the SDGs Assessment
- ▶ 1st Greenhouse Gas (GHG) inventory
- ▶ Establishment of the Sustainability Committee and incorporation of the former Equity Committee
- ▶ Launch of sustainability policies, policy on transactions with related parties and on conflict of interests, among others
- ▶ Review of Iguatemi's mission and values, including ESG aspects
- ▶ Reorganization and establishment of statutory and corporate governance committees
- ▶ We ended the year with 80% of our waste destined for reuse

2023

- ▶ We were included in the portfolio of the B3 efficient carbon index (ICO² B3), B3 Diversity Index (IDIVERSA B3)
- ▶ Publication of the 1st Sustainability Report based on GRI and SASB standards
- ▶ Adhesion to Mind in Focus Movement
- ▶ Adhesion to Living Wage Movement
- ▶ ESG is inserted as a pillar in Strategic Planning
- ▶ Inclusion of ESG criteria in the Strategic Projects Matrix
- ▶ ESG integrated into the Company as Goal panel
- ▶ ESG became part of the evaluation criteria for the Company's Innovation Projects
- ▶ 2nd GHG Inventory
- ▶ We ended the year with 91% of our waste destined for reuse



- ▶ We certified the Sky Galleria Tower, located next to Galleria Shopping, with the LEED Gold Seal, also present in our other project, the Market Place Shopping towers

2024



We were included in the portfolio of B3 Sustainability Index (ISE B3)

Materiality Matrix

GRI 3-1

We are fully committed to reducing the environmental impacts of Iguatemi's operations and contributing to a positive social legacy.

We believe that the best indicators for monitoring our performance with regard to environmental preservation are reduction of the carbon footprint, efficient management of natural resources and waste, and the use of green technologies. In terms of social responsibility, we are continuously engaged in several initiatives that positively impact the well-being of the community.

The definition of material topics took place in 2022, following international standard methodologies (GRI and SASB), considering the main existing initiatives, as well as the purposes and values we have at Iguatemi. The perception of 6 groups of priority stakeholders, together with the positioning of benchmarks, were the basis for defining the 12 material topics, aligned with the main trends in the sector and society. They are divided into three main areas of common interest, explored throughout this report.

With the 12 topics established, we created a Materiality Matrix, a valuable strategic tool that allowed us to align sustainability practices with the expectations of stakeholders. By prioritizing the most relevant and impactful aspects for Iguatemi and our stakeholders, we were able to promote a more effective and responsible approach to business management. With the continuous assessment of the performance of each point internally, we identified the main associated risks, and these, when mapped, brought us opportunities for actions that were explored throughout 2023.

IGUATEMI GARDEN
AND SKYLIGHT
AT IGUATEMI SÃO PAULO



[GRI 3-2] The Materiality Matrix contributes to achieving important commitments with the UN Global Compact, as its premises are, in a certain way, related to the SDGs (Sustainable Development Goals) most relevant to the operation of the Company which, in turn, favor the alignment of our business practices towards sustainable goals.

AXIS 1:

Environmental management and sustainable growth

- ▶ CLIMATE CHANGE
- ▶ SUSTAINABLE CONSTRUCTIONS
- ▶ WASTE MANAGEMENT
- ▶ CONSCIOUS CONSUMPTION AND PRODUCTION

AXIS 2:

Diverse, happy and prosperous people

- ▶ ENTERTAINMENT AND WELL-BEING
- ▶ FAIR LABOR INNOVATION
- ▶ DIVERSITY AND INCLUSION
- ▶ COMMUNITIES AND PHILANTHROPIC PROJECTS

AXIS 3:

Ethical, fair and sustainable value chain

- ▶ ETHICAL BEHAVIOR
- ▶ SUPPLY CHAIN MANAGEMENT
- ▶ SUSTAINABLE INVESTMENT



IGUATEMI LEADERSHIP GATHERED DURING OFFSITE 2024

MATERIAL TOPICS AND RELATED SDGS

	MATERIAL	STAKEHOLDERS	
AXIS 1: Environmental management and sustainable	CLIMATE CHANGE	13	Environment
	SUSTAINABLE CONSTRUCTION	6 7 9 11 13 15	Environment
	WASTE MANAGEMENT	12 14 15	Community Tenants Environment
	CONSCIOUS CONSUMPTION AND PRODUCTION	12	Customers Tenants
AXIS 2: Diverse, happy and prosperous people	FAIR WORK	1 8 10	Employees Suppliers
	DIVERSITY AND INCLUSION	5 10	Customers Employees
	COMMUNITIES AND PHILANTHROPIC PROJECTS	1 2 3 4 5 10	Community
	ENTERTAINMENT AND WELL-BEING	11	Customers Employees Community
	INNOVATION	9	Customers Employees
AXIS 3: Ethical, fair and sustainable value chain	ETHICAL BEHAVIOR	16	Shareholders Employees Suppliers
	SUPPLY CCHAIN MANAGEMENT	8 9 10 12	Suppliers
	SUSTAINABLE INVESTMENT	9 11	Shareholders



We recognize the positive potential that we can provide for the environment and society in the development of the SDGs. In order to ensure our effectiveness in managing environmental, social and governance aspects, we defined our material topics with goals and action plans for each, contributing to the related SDGs.

Furthermore, we actively work on developing a management system capable of contributing so that the strategies, actions and results of Iguatemi are communicated in an increasingly transparent manner.

FIND OUT
MORE **IN INDEXES**



The selection in ISE B3 portfolio (link at the side) reflects this movement. In this way, in 2022, we joined the **Carbon Disclosure Project (CDP)** and began reporting the emissions of 100% of our operating portfolio. We also reported for the first time the COP (Communication of Progress), a mandatory requirement for all companies participating in the **UN Global Compact**, which demands the publication of annual results on topics related to the Ten Principles and the SDGs. In our Investor Relations department, last year we carried out several internal processes to further increase transparency in the disclosure of operational and financial results.

In addition, in 2023, the **Iguatemi Excellence Program (PEXI)**, created in 2018, started to carefully consider the environmental, social and governance practices, in line with our mission of having the best and most admired shopping malls and enterprises in the markets in which we operate, increasingly delighting our customers and respecting our employees. The program encourages employees to achieve excellence through improvements and innovations in the evaluated processes, increasing the level of demand each year, and recognizing the best results, taking into account the level of maturity at which each mall and department is classified. As an evolution of the program, the existing processes in each of our shopping malls are being mapped with the goal of identifying sustainable practices already adopted and which others can be implemented, in order to contribute to achieving excellence in ESG processes. [GRI 2-29]



PUBLIC COMMITMENTS

GRI 2-23



Pacto Global
Rede Brasil

We are signatories to the **UN Global Compact** since 2022, when we committed to following principles based on international treaties and considered fundamental for the promotion of ethical and sustainable business practices, in the areas of human rights, work, environment, and combating corruption.

MOVIMENTO 
ELAS LIDERAM 2030

We are part of the **Elas Lideram 2030 Movement**, an initiative of the UN Global Compact – Network Brazil in partnership with other partner institutions, with the goal of having 1,500 companies.

MOVIMENTO 
MENTE EM FOCO

In May 2023, we signed the Letter of Commitment confirming our participation in the **Mind in Focus Movement** of the UN Global Compact in Brazil, which aims to take the mental health agenda.

MOVIMENTO 
SALÁRIO DIGNO

Also, in May 2023, we signed the Letter of Commitment to participate in the **Living Wage Movement** by Network Brazil of the UN Global Compact, which indicates that we will work to achieve the goal of having 100% of our employees with decent compensation by 2030.

FIND OUT MORE ABOUT OUR COMMITMENTS IN AXIS 2





IGUATEMI CAMPINAS

AXIS 1: Environmental management and sustainable growth

CLIMATE CHANGE ▶

WATER RESOURCES ▶

ENERGY ▶

SUSTAINABLE ▶

SOLID WASTE MANAGEMENT ▶

CONSCIOUS CONSUMPTION AND PRODUCTION ▶

At Iguatemi, we recognize the urgency of transformation in all sectors of the economy to achieve sustainable development.

IGUATEMI ENVIRONMENTAL MANAGEMENT SYSTEM

Climate change highlights the environmental impact of business and makes it imperative to act in all spheres, including government, companies and civil society. In this axis, we are glad to share the evolution of the topics that make up our environmental agenda.



Climate change

GRI 3-3

Climate change is one of today's main concerns. The issue is gaining more and more prominence and requiring a global mobilization in search of new solutions for the different dimensions of society and the economy. In 2023, we witnessed in Brazil several consequences of these transformations in the Earth's patterns. The greater incidence of heat waves and rain caused direct impacts in the social, environmental, cultural and economic spheres.

As one of the main corporate organizations in the country, we are certain that our commitment to more sustainable operations is essential to contribute to the positive transformation of Brazil and the world. To this end, in addition to being committed to the appropriate management of water, energy and waste, we also continue to evolve in carbon management, seeking ways to reduce emissions throughout our chain and those of third parties, with the goal of increasing GHG (greenhouse gases) mapping in scope 3.

In 2022, we carried out Iguatemi's first GHG emissions inventory, referring to the year 2021. From then on, we implemented different actions aimed at reducing numbers, including by setting goals. The 2023 inventory, referring to 2022, is the first that considers 100% of shopping malls and towers in operation post-pandemic. The document was produced in accordance with the specifications of the Brazilian GHG Protocol Program: Accounting, Quantification and Publication of Corporate Inventories of Greenhouse Gas Emissions, including all gases (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃) and in alignment with global guidelines.

As part of the evolution process, the inventory carried out in 2024 (base year 2023) will be verified by a third party.

Reinforcing our commitment to a low-carbon economy, in 2022 we joined the B3 Carbon Efficient Index (ICO2 B3). The purpose of the indicator is to encourage discussions about climate change in Brazil, recognizing companies that have commitment, transparency in their emissions and actions to reduce their carbon footprint.

In addition to the actions already mentioned, our journey to decarbonize projects continues in 2024, looking for new initiatives aimed at reducing GHGs.

TOTAL COMPANY EMISSIONS IN SCOPES 1,2 AND 3*

INVENTORY 2023, BASE YEAR 2022

1.032,956 tCO₂e

Total direct (scope 1) GHG emissions in metric tons of CO₂ equivalent

[GRI 305-1]

8.712,955 tCO₂e

Total indirect (scope 2) GHG emissions from energy acquisition in metric tons of CO₂ equivalent calculated based on location [GRI 305 -2]

10.670,096 tCO₂e

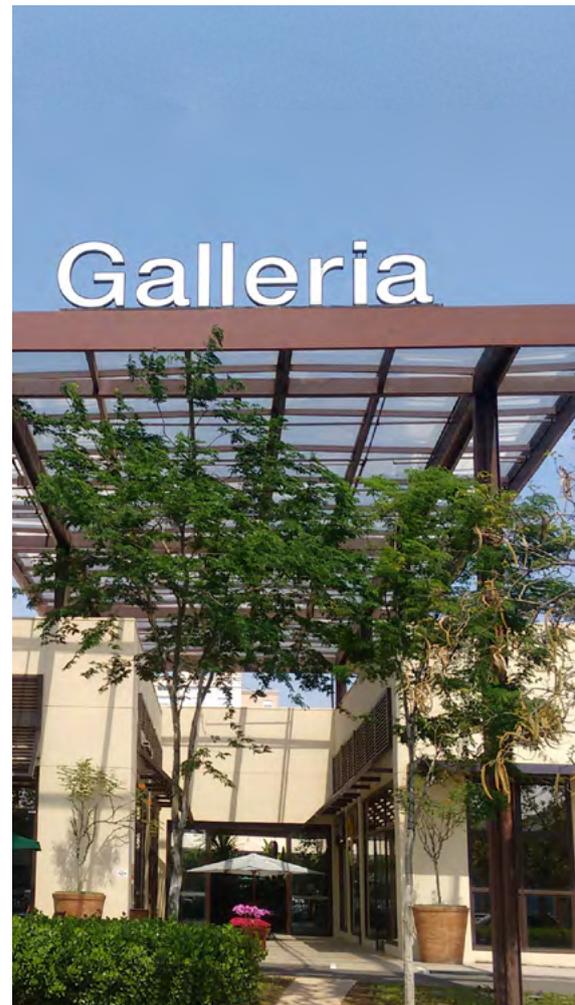
Other indirect emissions (Scope 3) of greenhouse gases (GHG)

[GRI 305 -3]

20.416,007 tCO₂e

Total emissions

* The main emission sources from combustion, stationary and mobile engines used in the units, are powered by commercial diesel oil, commercial gasoline, ethanol and LPG. According to the Brazilian GHG Protocol Program, "All Diesel oil sold in Brazil contains a fraction of Biodiesel (Law No. 11,097, of 01/13/2005) and all Brazilian gasoline also necessarily contains a variable fraction of biogenic fuel, in this case ethanol." Therefore, this inventory separately presents emissions from the burning of fossil fuels (scopes 1, 2 and 3) and the biomass contained therein, with emissions resulting from biogenic fuel not included in the total sum of emissions.



SHOPPING GALLERIA, IN CAMPINAS

SCOPE 1 [GRI 305-1]



- Fugitive emissions: considers combustion and fugitive emissions directly linked to activities. With this, emissions arising from leaks of gases used in air conditioning units with HFC (hydrofluorocarbon) refrigeration gas and in fire extinguishers with CO2 content were taken into account. Emissions from R-22 gas (chlorodifluoromethane), used in air conditioning units, present GWP 1,810. However, we highlight that as it does not belong to the Kyoto protocol, its emissions were detailed in this inventory, but were not added to total emissions.
- Effluents: accounts for emissions arising from gases generated by sanitary effluents treated in anaerobic ETEs (Sewage Treatment Stations).
- Agriculture activities: covers emissions arising from gases generated in the fertilization and liming processes of green areas (mall gardening and landscaping).

SCOPE 2 [GRI 305-2]



- 100% of our electricity consumption.

SCOPE 3 [GRI 305-3]



- Purchased goods and services: include emissions from equipment owned or controlled by third parties, such as cleaning equipment in certain units.
- Transport and distribution (upstream and downstream): include emissions arising from transport, the cost of which is borne by us. In this inventory, transport of solid waste was taken into account.
- Solid waste: includes emissions from the treatment and/or final disposal of solid waste resulting from our operations, carried out in our own facilities or controlled by third parties.
- Business trips: considers GHG emissions from air travel carried out on business trips by our employees on planes from third-party companies.
- Employee travel: deals with emissions arising from employees commuting from home to work and from work to home, via private or public transport or application-based vehicles.



SEWAGE TREATMENT PLANT (STP) AT IGUATEMI CAMPINAS

IGUATEMI'S MAIN ACTIONS IN SEARCH OF DECARBONIZATION

GRI 305-5

-241 tCO₂e with
adequate disposal
of refrigerant gases



SCOPE 1

Even with the two-month increase in shopping mall operations compared to 2021, **we reduced 241 tCO₂e**, mainly due to the adequate **disposal of refrigerant gases**.

~100% de
power from renewable
sources



SCOPE 2

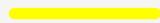
The energy used in our shopping malls now comes **practically 100%** from **renewable sources** and agreements are signed directly with **small hydroelectric plants**. Today we do not hire I-REC certificates.

91,2% waste reuse,
11.2 p.p. better than 2022



SCOPE 3

We increased the **disposal of waste for reuse**. **We reached 91.2% in 2023**, 11.2 p.p. more than 2022. With this, we reduced the disposal of waste to landfills and, as a result, reduced CO₂ emissions. In 2024, we aim to reach 92% reuse. At the same time, **we seek to expand the mapping of emissions considered in Scope 3**, to obtain an increasingly complete inventory, considering more factors in the value chains related to transactions.


We continue to work actively to control of emission information, as well as for its reduction.

Water resources

Water, one of the main elements inherent to life, is also a basic resource for several society's routines.

At Iguatemi, we recognize the importance of conscious consumption and, to this end, we maintain a commitment to excellent management that permeates all of our activities. [GRI 303-1]

We use local supply concessionaires as a collection base, with water coming from the Cantareira, Tietê and Guarapiranga basins, in São Paulo; the Santa Maria reservoir, in Brasília; and Lake Guaíba, in Porto Alegre. We also carry out water catchment from wells for drinking purposes and rainwater for activities that

are not intended for human consumption, such as irrigation and washing. Furthermore, we promote reuse after treatment in our Sewage Treatment Stations (ETEs) to supply greywater for bathroom toilets and other uses not intended for human consumption. [GRI 303-3].

We currently have sewage treatment plants in 50% of our 16 shopping malls. In 2023, we enhanced the reuse of treated water at Iguatemi Alphaville, in São Paulo, through the ETE retrofit, which included the construction of two new wells and brought more efficiency to the use of the resource at the unit. We also modernized the JK Iguatemi ETE with the installation of reverse osmosis to use water in the cooling towers. For 2024, we plan to implement the ETE at Shopping Iguatemi Ribeirão Preto and are in the process of analyzing the feasibility for installation at Iguatemi Brasília. [GRI 303-1]

The final destination of the water is carried out at the facilities of local concessionaires. [GRI 303-4]. In the only unit that has water dispose in water bodies, I Fashion Outlet Novo Hamburgo, we carried out a monitoring report on the disposal of effluents in accordance with NBR ISO/ IEC 17025:2017, pursuant to the Standard Methods for the Examination of Water and Wastewater, 23rd Edition-2017. [GRI 303-2]

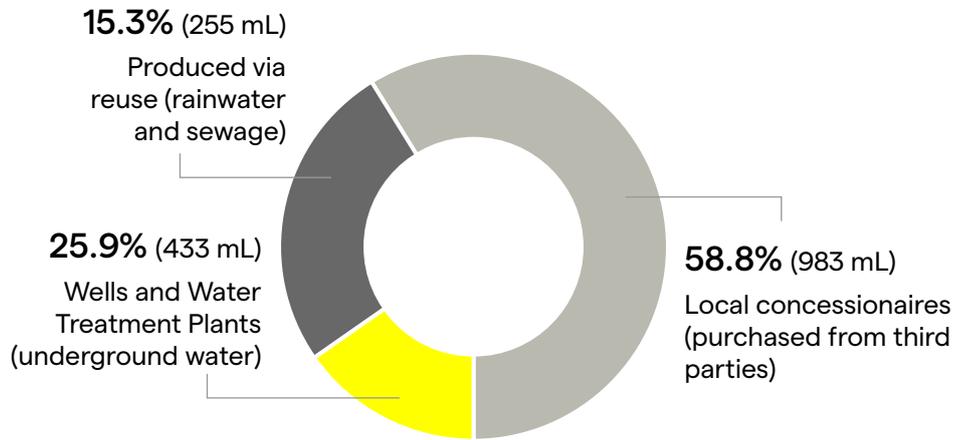
In addition to the processes already adopted and under development, by 2024 we plan to implement an online management system to anticipate action in case of leaks or misuse of water resources, which will contribute to an even greater efficiency on the subject. [GRI 303-1]

Use of water resources in facilities

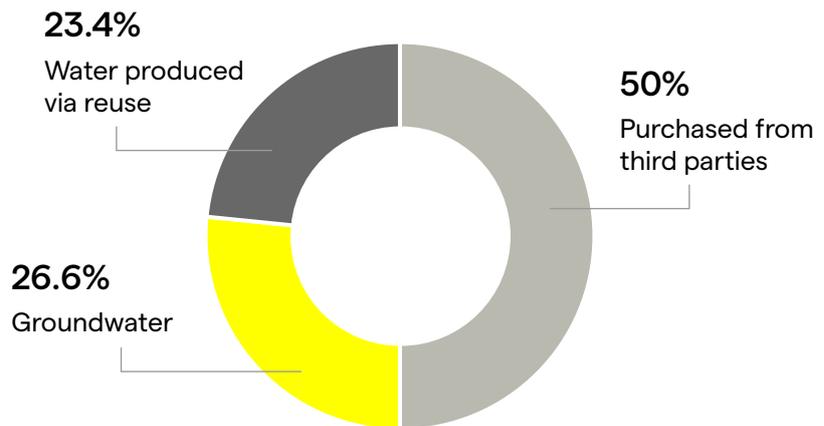


- Chilled water generation;
- Supply for tenants;
- Provision for bathrooms and toilets;
- Landscaping irrigation;
- Asset cleaning.

**Total intake
of water in Iguatemi**
1,671 ML
(IN MEGALITERS)



**Total water intake
in all areas with
water stress***
[GRI 303-3 e GRI.303-5]
1,065 ML
(IN MEGALITERS)



IGUATEMI SÃO JOSÉ DO RIO PRETO

Given the water stress scenario, we have continually worked to expand the use of reused water to replace direct intake. While general reuse is **15.3%**, in areas of water stress we reached in 2023 the milestone of **23.4%**. [GRI 303-1]

*Areas with water stress were considered all those that indicated a high level in the WWF (World Wide Fund for Nature) simulation, according to their location.



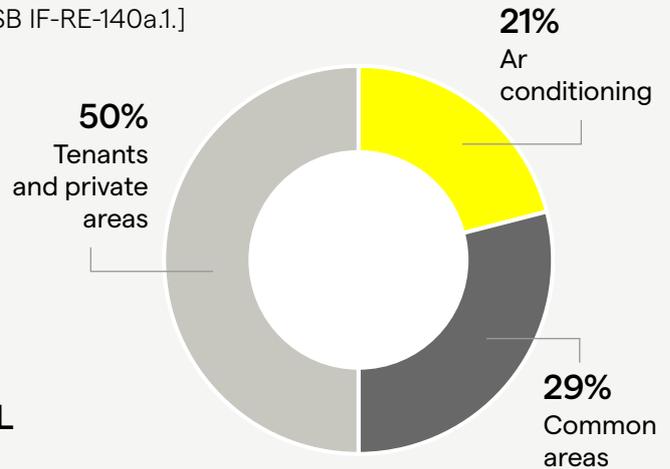
Water consumption at Iguatemi

[SASB IF-RE-140a.2. Water Management and SASB IF-RE-140a.1.]

⇒ Air conditioning: 348 mL
66% captured in areas considered to have a high level of water stress.

🏢 Common areas: 486 mL
63% captured in areas considered to have a high level of water stress.

🏠 Tenants and private areas: 838 mL
63% captured in areas considered to have a high level of water stress.



Energy consumption

GRI 302-1

Once again, in a clear demonstration of the adherence and consistency of our commitment year after year: in 2023 **we had more than 92% of our energy consumption coming from certified renewable sources**, mainly from small hydroelectric plants (PCHs).

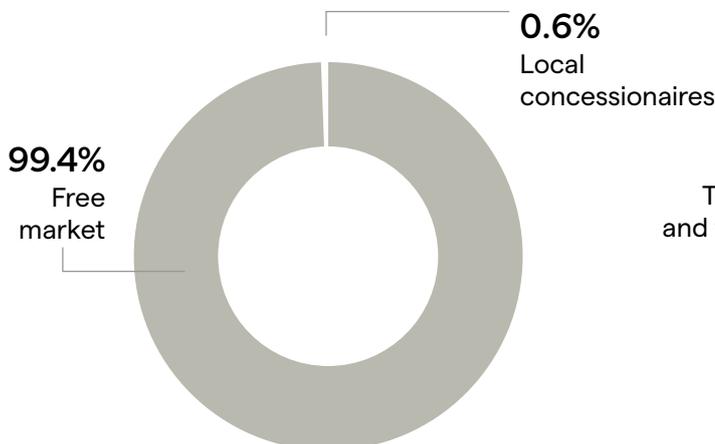
[GRI 302-3]

1,2 GJ/ABL*
Energy intensity rate in 2023

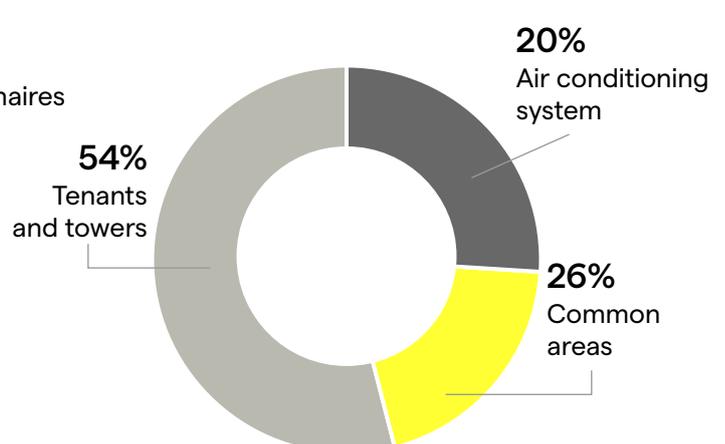
2,7% higher than 2022 driven by the increase in the average malls' occupancy post-pandemic – 93.3% at the end of 2023 x 92.9% at the end of 2022

Power acquired by Iguatemi

[SASB IF-RE-130a.1. and SASB IF-RE-130a.2. Energy Management]



Energy use at Iguatemi

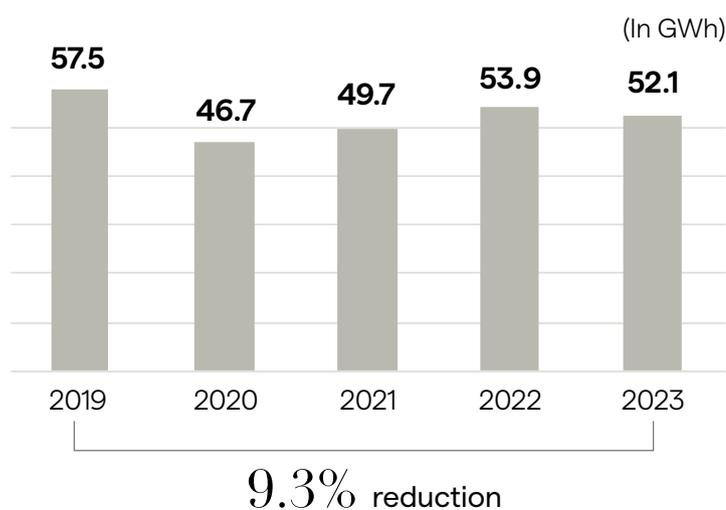


*Adding the Gross Leasable Area (GLA) of all shopping malls and considering all electricity consumed in the malls (only energy consumed within the organization).

In addition, we are gradually updating our malls with the modernization and automation of air conditioning systems, in addition to replacing obsolete equipment (chillers, pumps, towers and fan coils). The adoption of automated systems allows us to monitor meter readings daily and, consequently, adopt more assertive actions to promote efficiency. We also maintain systematic and individualized control of the energy consumption of 100% of tenants, tower tenants and air conditioning systems that are supplied under the projects' agreements. Monthly, consolidated information allows us to identify the opportunities and measures necessary to reduce energy use. [SASB Management of Tenant Sustainability Impacts IF-RE-410a.2]

As a result of the sum of these efforts, we achieved a 9.3% reduction in common energy consumption between 2019

[GRI 302-4]



As part of our total commitment to offering well-being and safety to employees, consumers and suppliers, we have implemented a process called Deep Dark Mall. This is a power outage simulation carried out in the early hours, in tests with and without the use of a generator, aiming to keep the internal team trained for safety measures in similar situations.

IGUATEMI SÃO CARLOS



Another procedure adopted at Iguatemi is the identification by security guards, during the night period, of stores that remain with electricity in operation, so that they can be notified and advised regarding the correct shutdown during the hours when the business is closed. This procedure is supplemented by regular communication and incentive programs that seek to raise awareness among tenants on the topic.

In 2023, we replaced combustion blowers with electrical equipment. In 2024, we also plan to replace the cleaning equipment, following ongoing tests. [GRI 302-5]

Water and Energy Committee

For greater control and management of water and electricity issues, we have the Water and Energy Committee in operation for many years. In three annual meetings, with the participation of senior management, topics related to the themes are discussed, focusing on innovation and sustainability. The goal is to support projects linked to both subjects within the organization, based on indicators established by specific standards, thus defining the agendas for a period of one year. Given its relevance, the topic is also addressed within our Development and Institutional Committee.

Future plans



- Installation of solar panels in shopping malls with horizontal architecture, using available roofs and slabs, for local consumption without the need to use the concessionaires' network. Start of the pilot project in 2024, with a solar plant on the roof of Shopping Iguatemi Campinas;
- Construction and/or acquisition of a renewable plant to supply our shopping malls from remote self-production. Start of the project in 2025 with expected completion in 2027.



IGUATEMI RIBEIRÃO PRETO

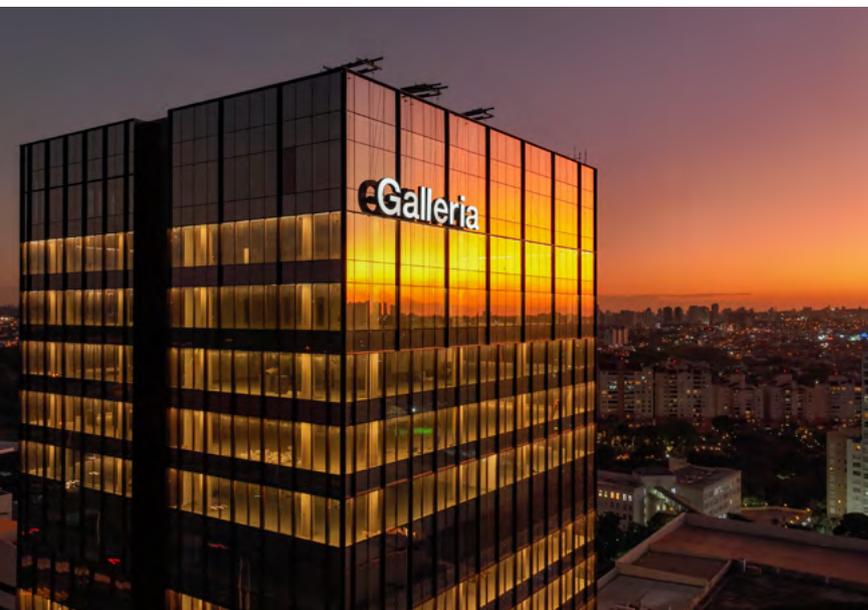
Sustainable

GRI 3-3

Sustainable buildings minimize environmental impact, optimize the use of resources, promote energy efficiency and create healthy spaces for occupants. Its good practices generate long-term economic benefits, such as savings in operating costs and increased asset value. Furthermore, they are fundamental in facing global environmental and climate challenges, contributing to a more sustainable future.

At Iguatemi, real estate projects (shopping malls and corporate towers) are our major assets. As a result, we pay special attention to construction, always aiming to maintain a sustainable vision for the business in the long term and seeking positive results for the environment and all stakeholders. Since 2010, shopping mall constructions have made extensive use of natural lighting, which directly contributes to improving energy efficiency.

We have two developments with LEED Gold certification: the Sky Galleria commercial tower, located next to Galleria Shopping, in Campinas; and two commercial towers in the Market Place complex, in São Paulo. Furthermore, we have the Casa Figueira Neighborhood which is already born with AQUA-HQE certification.



LEED is an internationally recognized green building certification system assigned to buildings that meet sustainability standards established by the U.S. Green Building Council (USGBC). Achieving this recognition means that the project has met strict criteria, demonstrating a significant commitment to environmental sustainability and responsible construction practices. In 2023, we were also responsible for building the Balenciaga store, at the brand's request, at Shopping JK Iguatemi, which also received LEED Gold certification. The operation was transferred to the brand in July of last year.

Furthermore, we are working to obtain the Award and Certification in Environmental Sustainability for the Iguatemi Porto Alegre complex (shopping mall and commercial tower). Granted by the local government, the certification recognizes and proves public or private projects, for residential, commercial and service use, that adopt sustainable measures. The award grants urban planning and tax incentives to be established in specific legislation, such as a reduction in Urban Property and Land Tax (IPTU).

In 2023, we began diagnosing the projects, seeking to assess operational and structural gaps that are barriers to sustainability certification standards. Based on the results, we will create a staggered plan for certification. The initiative is aligned with our future vision of ensuring, in the medium and long term, that all developments have the best sustainable practices, contributing to society and the environment, but also to the search for better operating performance. Furthermore, evolution will also help us choose partners that meet sustainability factors. The Casa Figueira planned neighborhood project in Campinas will be an example, with the definition of developers who will acquire lots following these criteria. [GRI 2-25]

Common characteristics and practices of Iguatemi's sustainable constructions

- Energy efficiency and use of **renewable energy**;
- Use of **sustainable** and long-life materials. Sky Galleria, for example, prioritized the purchase of certified wood, avoiding the cutting of illegal wood;
- **Water management**: implementation of technologies for water conservation, such as rainwater catchment systems, low consumption devices and sustainable landscaping, which requires less irrigation;

- **Waste management:** implementation of waste management practices during construction and operation, promoting recycling and waste reduction;
- **Bioclimatic design:** adoption of design strategies that maximize the use of natural light, minimize unwanted sun exposure and take advantage of local climate conditions;
- **Technology innovations:** use of innovative technologies, such as smart sensors for energy optimization, building automation and monitoring systems to assess environmental performance over time;
- **Accessibility precautions:** we seek to comply with the ABNT NBR 9050/2020 Standard, which deals with accessibility in buildings, furniture, spaces and urban equipment and establishes criteria and technical parameters to be observed regarding the design, construction, installation and adaptation of urban and rural environments. We are in the process of enabling technologies to implement interactive systems that improve accessibility conditions for people with visual impairments;
- **Attention to high consumption equipment:** all of our large equipment, and consequently with high energy consumption, have motors with frequency variators, which allow the speed to be adjusted according to the needs of each moment, replacing operation at maximum speed full time, reducing energy consumption.



On December 20th last year, a customer contacted the operations center reporting that he had lost his phone. The mall promptly verified, through internal monitoring, that the cell phone had been discarded in the trash at the Food Court by the customer himself. The efficiency of the process of segregating our waste meant that, during the sorting process at the recycling plant, the cell phone was found without any damage. We were very happy to be able to return the equipment to our customer, who was satisfied and surprised by the effort and commitment of our teams."



Alexandre Ronqui, Maintenance Manager - SCISP

INFRASTRUCTURE WORKS STARTED

Casa Figueira

GRI 203-1

The Casa Figueira neighborhood was announced to the market in May 2023.



PROJECT OUTLOOK



Located in Campinas, in the interior of São Paulo, one of the fastest growing regions in Brazil, Casa Figueira will be a neighborhood designed for people: open, alive, safe, healthy and sustainable. In an area of 1 million sqm. (the equivalent of Vila Olímpia, in São Paulo), it will be in tune with the most current technological, cultural and social advances. Based on a connection with Shopping Iguatemi Campinas, which will be the anchor and fundamental catalyst for this urban expansion, the new area will enable people to work, live, exercise, study and have fun in the same place.

(List continued on next page)

The development is in charge of Broadway Malyan, one of the most renowned international urban design companies. Important urban planning concepts and references, such as that of the danish Jan Gehl – Lively, Healthy, Sustainable and Safe City – were incorporated into the project. There will be 100 towers, which will welcome 50 thousand new users and residents (a flow equivalent to the Cambuí neighborhood, in Campinas), with 240 thousand sqm of green areas (4 parks, 1 of which is designed by the renowned landscaper Isabel Duprat) and 6 km of cycle paths.



CONSTRUCTION SITE FACILITIES

Aligned with the most modern sustainability practices, Casa Figueira will have an infrastructure integrated with mobility elements, universal accessibility, efficient use of water and energy, selective waste collection, social responsibility, environmental protection, connectivity and collaborative economy. The buildings and public spaces were planned with people in mind, creating plural and welcoming areas that encourage social interaction with leisure areas close to home. In recognition of the commitment to good sustainable practices, the project comes with AQUA-HQE certification.

To ensure the perpetuity of the ideals, the 66 plots of the partnership and the boulevard will be part of a Neighborhood Association, which will be responsible for the cleaning, safety and maintenance of streets, parks and squares; for dialogue with the government, neighborhoods and residents; for participation in social actions; for activations through local events or actions; and for maintaining the AQUA seal during the operation phase.

With all this, we are certain that Casa Figueira will be the best neighborhood in the interior of São Paulo, one of the best in Brazil and a global reference in urbanism. The project is the result of the success and credibility of Iguatemi and FEAC Foundation, which are the master developers, in charge of developing the infrastructure, urban and real estate planning and the neighborhood governance.

With more than 40 years of history, Iguatemi Campinas was the second shopping mall in the line and the first in Brazil built outside the major capitals, consolidating itself as one of the main consumption and leisure units in the region.

We always seek to relate in the best possible way with the surroundings of the projects. We know that many infrastructure challenges are the responsibility of the public authorities, but, since Iguatemi Campinas was opened, we have followed developments closely. We seek to integrate with our neighbors, creating a welcoming neighborhood, capable of promoting quality of life and new spaces for public use (such as parks, for example) not only for those who live in the neighborhood, but for everyone who passes through the region. In this sense, we have already carried out the reforestation of an area of 20 thousand sqm in the region, with the planting of around 7 thousand seedlings of native species, seeking to balance urban development with environmental preservation.



HEALTH AND DIGNITY FOR THE SURROUNDING COMMUNITY

After 53 years of existence of the Novo Flamboyant community, in August 2023, 222 families received their property titles, thus achieving housing security and dignity, thanks to the work carried out by COHAB (Companhia de Habitação Popular) and Fundação FEAC . Continuing its work, COHAB is seeking to regularize other surrounding areas.

In the area of the future Casa Figueira neighborhood, there has also been, since 1964, another community, Núcleo Brandininha, formed by 50 families essentially descendants of the former workers on the farm donated to FEAC by the couple Odila and Lafayette Álvaro. Its residents are now benefiting from actions to regularize their properties. The area they occupy has already been transformed into a plot with an access street and allocated to COHAB-SP, so that the individualization and granting, in favor of each family, of the respective property deeds can occur.

Find out more on the project 

Follow the project on Instagram 

REVIEW OF PROJECT GUIDELINES

We value the creation of complete projects: neighborhoods and shopping malls that are multipurpose complexes capable of providing people with the most varied types of entertainment. Throughout 2023, we reviewed all 31 project guidelines and included sustainability criteria for all types of projects (new shopping malls, expansions and commercial towers). The goal is to ensure that feasibility analysis, including sustainability potential in all lighting, architectural, urban planning disciplines, among others, is part of Iguatemi's project culture.

Actions proposed in the guidelines

- Assessment of the possibility of reusing existing elements and equipment (in the case of renovations and retrofits);
- Specification and installation of large equipment with variable frequency motors;
- Study of alternatives to reinforced concrete for building structures;
- Control, management and recommendations for waste sorting and good ESG practices for new constructions, renovations or retrofits, aiming to reduce waste generation and waste control.

Sustainability as part of current projects

- **Casa Figueira:** the stand in the new neighborhood was designed with a mixed structure concept comprising a main metal support, pressed recycled wood beams and concrete slab capping.
- **Shopping Market Place:** we announced a retrofit plan for the mall, in which we will pursue the best construction practices. In addition, we will have a new architectural design for the facade and the creation of new accesses for pedestrians and visitors, adhering to urban planning and sustainability trends.
- **Shopping Iguatemi Brasília:** we are in the approval phase of the legal projects and will then begin the executive projects. Our expectation is that this will be the first mall expansion project with sustainability certification. We will have facade shades and recycled wood floors, as well as rain garden projects, with species that filter rainwater, connecting nature to our commitment to urban resilience.
- **Iguatemi Campinas Commercial Tower "A":** we will begin the development of the project which, similar to the Sky Galleria commercial tower, relies on the best construction practices to reach the goal of achieving LEED Gold certification.

Recharging spaces for electric cars

Following a global trend, we are progressively expanding the number of charging spaces for electric cars in our malls in all regions. To this end, we set the goal of more than doubling the total number of rechargeable spaces, going from the current 63 self-parking spaces to 140 and from 17 spaces in the valet option to 76.



Climate resilience

With the increasing impacts of climate change in recent years, it is essential that we work on our ability to face, adapt and recover from adverse events. Since 2017, we have worked on climate risk management and the climate resilience of our projects. Model studies help us evaluate the weak points of buildings at different levels of intensity and occurrence of winds, contributing to the prevention of material losses and possible discomfort for customers. Regarding the impacts of solar incidence, we ensure that the projects do not have points on the facades capable of generating strong internal insolation, which could cause excessive use of air conditioning. To support possible water and energy shortages, we created the Water, Energy and Sustainability Commission, which evaluates these risks periodically.

FIND OUT
MORE ABOUT
THE QUATER AND
ENERGY COMMITTEE



The buildings also undergo a rigorous property inspection process. We systematically evaluate security installations, alarms, escape routes, fire-fighting methods, among others. Preventative maintenance plans act as an annual audit that preserves the safety of buildings and other stakeholders involved. For 2024, we have adopted as a goal the incorporation into the inspection of a block with environmental focus, creating criteria for constant evaluation.

Travessia da Orla at Praia de Belas Shopping

GRI 203-1

In 2023, we carried out a very relevant project for the community with Praia de Belas Shopping, in Porto Alegre: the construction of the Travessia da Orla. We connected the Shore of Guaíba, one of Porto Alegre's main postcards, to our development with a very special 230-meter path through the Brazilian Navy Park. Yellow ipe trees were planted along the path, in addition to several species of native plants and trees.

The space, opened in October, remains open without time restrictions and offers entertainment, comfort, lighting and security for people. The promenade is eight meters wide, including a four-meter cycle path. The topography built for pedestrians was designed to be as accessible as possible. It also has a 260 sqm children's play area with swings, slides and other attractions, as well as two spaces for pets, which provide space for games between owners and their dogs.



Our main concern was with people, ensuring the best use of public space with options that offer a complete experience combining leisure, safety and reinforcing our commitment to the city.

Marcelo Borba

South Region Operations Director

Solid waste management

GRI 3-3

A major highlight of our agenda in 2023 was solid waste management. We had set an ambitious goal of 90% reuse and, with targeted efforts, we managed to jump from 80% recorded in 2022 to 91.2% last year, that is, of the 24.2 thousand tons of waste generated, we reused 22 thousand tons. In 2024, the goal is to reach 92%. The implementation of operational management and periodic training with tenants, employees and customers to correctly sort waste were crucial to this result. Projects in the South (Iguatemi Porto Alegre, Iguatemi Business; Praia de Belas and I Fashion Outlet Novo Hamburgo) showed a 50% growth in reuse compared to 2022. [GRI 306-2]

[GRI 306-5]

Waste disposal

24.2 thousand tons of waste

Reuse
91.2%
(22 thousand tons)

Landfills
8.8%

SORTING, RECYCLING AND CIRCULARITY OF PLASTIC WASTE



Since February 2023, our shopping malls have received garbage bags produced by our own waste. In addition to promoting the circular economy in our projects, we also generated savings of more than BRL200,000 in the last 12 months for our condominiums.

In addition to the reuse of clean waste as raw material for industry, 43% of our waste is organic. The product generated in this process is composted and returned as fertilizer for use in the landscaping areas of shopping malls and for donation to NGOs that have community gardens. One of the NGOs works to welcome and treat drug addicts, with 3,162 people in 2023.



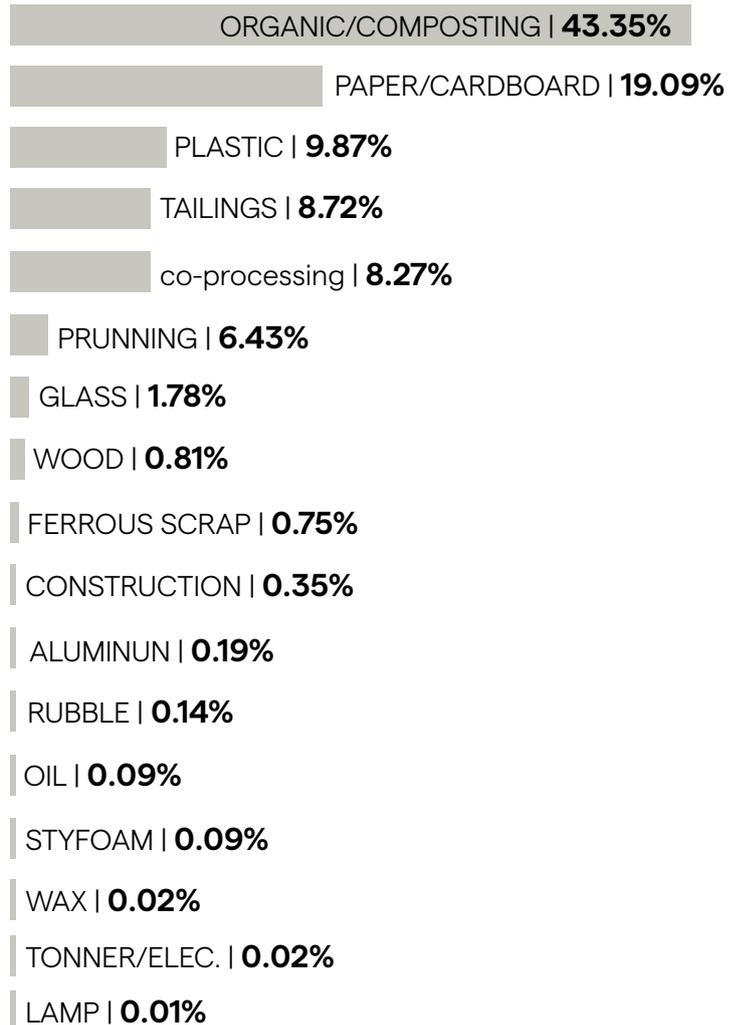
COMPOSTING ORGANIC WASTE IN RESOCIALIZATION NGO



These efforts and practices in waste management are possible thanks to the partnerships we have established. They begin with hiring certified companies that collect and properly dispose of materials and extend to other stakeholders. In the case of contaminated, hazardous waste or plant oil used in kitchens, waste management is the responsibility of the tenants themselves, who provide us with monthly reports signed by a professional or qualified company, which prove the transportation and regular disposal. [GRI 306-2]

To supplement the control and management of the topic, every month we produce environmental reports at the malls with the numbers, volumes, destinations, companies and the entire monitoring chain of the waste cycle to its destination. Documents from each company receiving the materials are also evaluated. In 2024, we also intend to carry out an on-site audit of these partner companies.

Total waste generated [GRI 306-3]



DISPOSAL: transforming waste into social actions of Inclusion and Accessibility

In a continuous search for creating real value for people through our actions, in 2023 we carried out a collaborative project that converted a large amount of stored cardboard into a social action with a positive impact. The initiative, called Destinação do Bem, transformed approximately 16 tons of inputs (cardboard and plastic) from Iguatemi 365 into an adapted wheelchair, through a partnership with the NGO Turma do Jiló, which is already our partner in other projects. Find out more on **Axis 2: Happy, diverse and prosperous** .

With great joy, our efficient solid waste management made it possible to deliver it to little Arsalan in July last year. He arrived in Brazil with his family in early 2023, coming from Afghanistan as a refugee, through the UNHCR (United Nations High Commissioner for Refugees). The choice of the child to benefit was carefully carried out, considering that we did not have children of Iguatemi employees or third parties with this need.

With actions such as Destinação do Bem, we reinforce our work on our material topics, through engagement and collaboration with our stakeholders, contributing to improving the quality of life and creating solutions that make a more plural and inclusive society.



I always like to reinforce the phrase: no one does anything alone, and this project is proof of that. When we unite diverse people, from different areas for a common cause, the result is always better. At Iguatemi we have wonderful people who together manage to generate a positive impact for the entire ecosystem of which we are part. I am very proud of this result, and the greatest gift was the smile of the family who received the donation, in return they told me: May you always be happy."

Priscila Yoshioka, ESG manager

Conscious consumption and production

GRI 3-3

In a world where environmental awareness and the search for a more sustainable lifestyle are on the rise, the role of retail is increasingly crucial. We consider ourselves as an important part of this context. A mix of stores with sustainable products responds to growing consumer demand, as well as playing an important role in promoting a more conscious and balanced future.

[GRI 2-29] We understand that it is essential to maintain a good relationship and pay close attention to the needs of tenants, who are a major pillar in the composition of the Iguatemi ecosystem and contribute significantly to the success of the whole, based on good performance and growth together. Along this path, we remain close and support brands in their development. Among the various engagement actions, we promote are the mapping of expansion strategies, always aligned with the Iguatemi DNA; the development of architectural concepts and projects with tenants; monitoring brand sales; sharing insights into the retail market with our tenants and helping with curation and growth strategy.

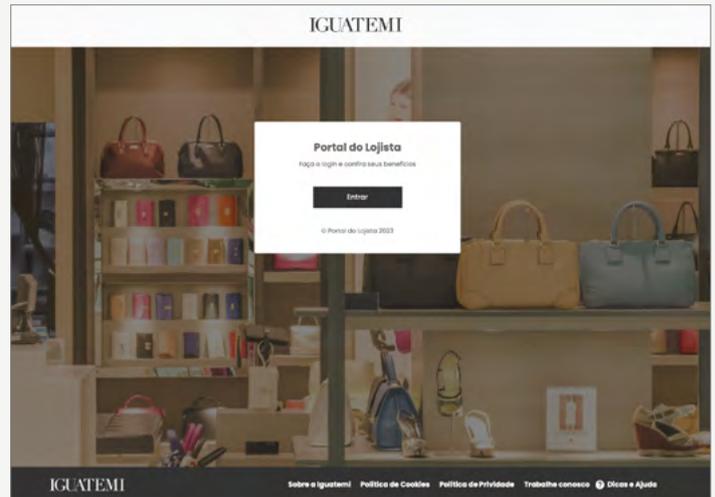
To strengthen the partnership and provide increasing transparency, we seek innovation as a way of constantly improving our practices. Through satisfaction surveys, we understand the tenants' experience in relation to the mall, engagement drives, positive points and opportunities. The strategy demonstrates the continuous commitment to strengthening relationships with partners to build together a collective journey of success in a healthier and more collaborative commercial environment.

BODY & SOUL ACTION AT IGUATEMI SÃO PAULO



TENANT PORTAL

In 2023, we updated our old communication channel with tenants, transforming it into a single digital solution: the Tenant Portal. The platform provides visibility, ease of communication, mobility and a WOW experience. To develop the project, we listened to more than ten business areas, including the store owners themselves. There were more than 50 people involved and nine design thinking sessions to arrive at a true roadmap of solutions for continuous evolution in different areas.



Aiming to constantly evolve our management, we are also developing a project to integrate databases with administrative data from tenants, so that the information can be evaluated even more broadly.



SERVICES FOR THE TENANT

Already implemented:

- News for Tenants
- Iguatemi News
- Sales Report
- Data for Marketing Campaign
- Service Requests

Under Implementation:

- Consultation and access to invoices
- Payment history



CHRISTIAN LOUBOUTIN STORE
AT IGUATEMI SÃO PAULO

RESALE MOVEMENT

Resale, which involves the purchase and sale of used products, is one of the many trends followed by the Mix and Retail departments at Iguatemi. In addition to providing an alternative form of consumption, the movement plays a significant role in mitigating the environmental impacts associated with the fashion industry and fostering a cultural change towards more conscious and sustainable practices.

In line with this trend, we launched in 2023, at Shopping Iguatemi São Paulo, the first **Etiqueta Única** kiosk, a business in which we have had a 23.08% stake since 2022. It is the largest second-hand luxury platform in Latin America, directly contributing to increasing the life cycle of products. The kiosk that opened in one of our malls is a service point for purchases, as well as for collecting and removing products.

BRANDS ALIGNED WITH SUSTAINABILITY

We look for brands aligned with this proposal, in order to guarantee a diverse mix of products and services that is in line with our client's desires. In the coming years, we will intensify this action, aiming to influence our partners in the adoption of practices that, for us, are essential. Discover some of the brands present in Iguatemi shopping malls that are already aligned with sustainability principles:



Gucci: in 2023, it launched iconic bags made with Demetra, an alternative to leather developed by the brand. In Brazil, the products are available for purchase exclusively at Iguatemi São Paulo. In addition, Gucci has other initiatives, such as the adoption of new business models aimed at extending the useful life of products, playing an important role in the industry's circular ecosystem. Since 2020, the brand has invested in regenerative agriculture, an important pillar in its positive approach to nature, undertaking several actions aimed at protecting and restoring the environment and biodiversity, while also reducing its greenhouse gas

emissions and other environmental impacts. Part of the strategy and commitment is to increase the use of organic, recycled and sustainable raw materials.

Prada: it has the Re-Nylon collection of bags, clothing and accessories, made entirely from regenerated nylon, created from the recycling and purification of plastic collected from oceans, fishing nets, landfills and waste textile fibers around the world. The collection is present at Iguatemi São Paulo, JK Iguatemi and Iguatemi Brasília.

Balenciaga: since 2018, it has supported the mission of the "World Food Programme" to end hunger through the launch of limited editions of clothing and accessories with part of the profits going towards the program. The pieces are available for sale at the JK Iguatemi store.

Loewe: luxury brand that has several artisanal works and ESG initiatives, will have its store opened in 2024 at Iguatemi São Paulo. Loewe explores sustainable practices from material sourcing to design, manufacturing, packaging and management of facilities and stores. Factors such as origin traceability, fair conditions for farmers, animal welfare and biodiversity protection influence the way the brand approaches and acquires raw materials. For example, leather is obtained from tanneries certified by the Leather Working Group (LWG), an international organization that evaluates the environmental compliance and performance of the leather industry. Additionally, the brand constantly tests a variety of low-impact materials, including recycled and recyclable fabrics, and uses an increasing amount of organically grown cotton, with non-toxic pesticides, improving soil quality and saving water.

Oriba: a brand that is present in Pátio Higienópolis and JK Iguatemi, whose stores opened in 2023. Among its various ESG initiatives, we highlight the use of organic cotton and polyester fibers from recycled plastics (rPET). In addition to natural and sustainable raw materials, it invests in new alternative processes for treating and dyeing fabrics, which are less harmful to the planet, and chooses not to use virgin plastic, implement conscious disposal and reuse waste.

Naïve: does not use first-mined gold, after all, the gold already extracted that exists today is enough to meet the demand of the jewelry industry for decades. Instead of promoting the exploration of a non-renewable good, the brand uses only recycled gold, which comes from discarded electronic equipment and reused parts, which after a purification process are transformed into Naïve jewelry. Thus, it helps to avoid deforestation, pollution, contamination, possible exploitation of indigenous areas and slave labor – to name some of the negative environmental and social impacts that come from gold mining. Concern about the impact of jewelry also extends to stones: three Brazilian suppliers were hand-picked for responsible extraction practices that include reforestation, water treatment, recycling, waste control and support for communities around the mines by providing formalized and safe working conditions.



Handred: a sustainable brand that held runway shows at SPFW and is present at Pátio Higienópolis and Iguatemi São Paulo. It maintains the Annual Reconstruction Project, in which a collection of limited pieces is made from the reuse of fabrics, dye tests, prints and unused raw materials. The studio seeks renovation and production of less waste. The first reused initiatives were on packaging: the

side straps of Handred bags are made from leftover fabric, which would inevitably be discarded. It is a way of giving new meaning to the fabrics and enhancing the packaging. The bag becomes another useful piece that can be used to go to the beach, to go shopping and whatever else you can imagine.



In April 2021, we opened Handred's first store in Iguatemi. Since then, brand awareness has increased significantly throughout São Paulo. From the beginning, we felt a lot of openness and enthusiasm from all the Shopping mall teams. From marketing to sales, everyone is very open and welcomes our ideas for relationship actions. In 2023, we expanded our operation to Pátio Higienópolis. It was a very interesting start, as the neighborhood has total synergy with our public and clientele. We are still in the maturation phase, but I confess that it is the most beautiful store I have ever created. The architecture attracts a lot of attention from passers-by, who get to know the brand because of it. In March 2024, we changed the location of our Iguatemi store, where the architectural identity is similar to that of Higienópolis. In the future, I would love to include Iguatemi in our cultural projects, in which we mix runway shows, mini docs, printed publications and exhibitions."

André Namitala, founding officer of Handred

Aluf: a sustainable brand that also held runway shows at SPFW. It is currently present at Iguatemi Alphaville and will open at JK Iguatemi in 2024. The brand's creations are developed based on art therapy and sustainability, using natural dyes, organic fibers and national raw materials (such as açai seeds).



MANOEL BRITO DOS SANTOS, GARDENER AT JK IGUATEMI

AXIS 2: Diverse, happy and prosperous people

FAIR LABOR ▶

DIVERSITY AND INCLUSION ▶

COMMUNITY AND PHILANTHROPIC PROJECTS ▶

ENTERTAINMENT AND WELL-BEING ▶

INNOVATION ▶

Care for people is a priority pillar and the basis of success of our business.

Shopping malls have great potential to generate impact on their social, environmental and economic ecosystem. We often refer to a shopping mall as an important element of cities, a large public space for coexistence, leisure, art, gastronomy, culture and consumption. At the same time, they are a city in themselves, with streets, avenues, technical and leisure areas, and a diversity of people who circulate through the spaces daily.

Aware of this relevance, at Iguatemi we encourage engagement and perpetuation of our culture and values among employees, in addition to encouraging the practice of WOW behavior at all times in life. This translates into everyone giving their best to build more human, collaborative, ethical, transparent environments that are open to embracing diversity. [GRI 2-29]

In this chapter, we tell you how we work to make the impact of our business on people truly positive: starting with the learning and development we offer to our teams, going through fair compensation that aims to bring comfort and opportunities to the respective families of our employees and, consequently, our social impact.

We believe in consistent and constant work to build a more inclusive and fair society, now and tomorrow.

The professional and personal development we offer to Iguatemi employees is guided by our people mandate, by a skills model, by our values and by an education architecture and development that connects all programs made available. [GRI 2-29]



IGUATEMI ESPLANADA

PEOPLE MANDATE



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



Ensure **excellence in the execution of the basic fundamentals** of human resources aligned with the best market practices, having an Employee Value Proposition (EVP) and conscious leadership that boost our **talent attraction and engagement strength**.



Promote **humanization, health and wellness** in the business context.



Further evolve our **governance** in order to support the longevity of the business in terms of people, culture and social responsibility.

Fair labor

GRI 3-3

As one of the country's leading organizations, we recognize our responsibility for promoting inclusive and sustainable economic growth in the communities in which we operate. Therefore, at Iguatemi, we are committed to offering opportunities so that people can have meaningful and productive work, encouraging individual development and thus contributing to them being happy and prosperous. We offer adequate compensation and a wide range of benefits also applicable to families, in addition to the entertainment and wellness experiences available in our ventures. [GRI 2-7]

We apply the principles associated with guaranteeing human rights and decent work from the **UN Global Compact** to all our direct employees, progressively investing in inclusion and diversity.



Pacto Global
Rede Brasil

OUR EMPLOYEES [GRI 2-7]

(December/2023)

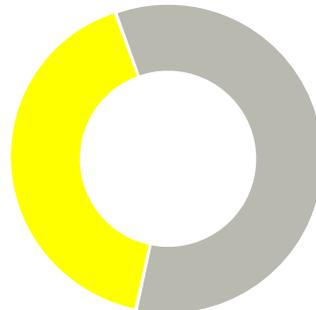
Employees	Holding	SP Capital	SP Countryside	South	iRetail	Overall Total
Women	183	343	273	86	73	958
Men	130	601	412	141	44	1,328
Overall Total	313	944	685	227	117	2,286

In addition to our own employees, there are also 2,000 outsourced and temporary employees. [GRI 2-8]

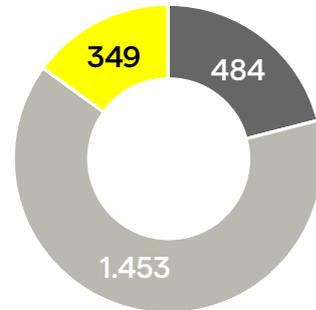
2,286
employees
(own)

60%
hold operational
positions

21%
over 10 years at
the company
[GRI 2-7]

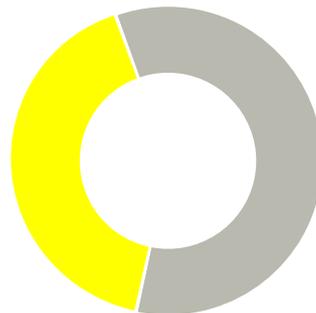


■ **58%** Men
■ **42%** Women

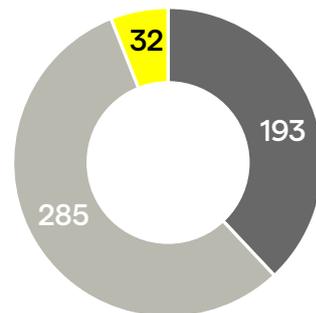


■ **64%** People aged 30 to 50 years old
■ **21%** People under de 30 years old
■ **15%** People over 50 years old

510
employees
hired
[GRI 401-1]



■ **58%** Men
■ **42%** Women

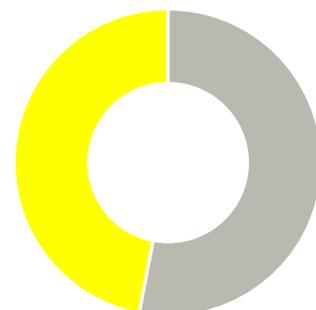


■ **56%** People aged 30 to 50 years old
■ **38%** People under de 30 years old
■ **6%** People over 50 years old

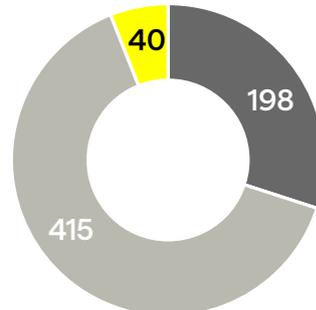
653
people
dismissed

10%
voluntary
*turnover**

[GRI 401-1]



■ **53%** Men
■ **47%** Women



■ **64%** People aged 30 to 50 years old
■ **30%** People under de 30 years old
■ **6%** People over 50 years old

* Involuntary turnover was 12%.

REMUNERATION AND BENEFITS POLICY

[GRI 2-19] Since May 2023, we have had a public commitment to the **Living Wage Movement**, an initiative of the Global Compact - Network Brazil, with the ambition of guaranteeing 100% living wage for our employees (Find out more in the chapter **We are Iguatemi** ). Our Compensation Policy has guidelines that aim to attract, maintain and recognize all our people who, due to their technical and management skills and their different profiles, are a key factor in Iguatemi's success, in addition to standardizing and providing guidance on the procedures inherent to compensation management. The Policy covers all people in the organization and covers considerations relevant to labor laws, external market, internal structure and the specific context of each region, respecting current collective labor and bargaining agreements. [GRI 2-20]

We encourage the referral of external candidates by any of our employees. However, all are subject to the same evaluation system and are only considered in the selection process if they meet the required conditions for the position.

[GRI 401-2] In recognition of the importance of each person, we reward our employees in addition to their monthly compensation. We have a benefits package that aims to provide safety, wellness, health and more favorable conditions for eligible full-time and part-time contractors.

ODAILTON LIMA DA SILVA, IGUATEMI SÃO CARLOS



In 2023, as a concrete example of our care and concern for people, we also started offering the **Support Pass** (“Apoio Pass”) program. Through the initiative, employees who need support in difficult situations can count on psychological, legal, financial and social support. The offering of this benefit reflects the constant concern to offer comprehensive care in individual situations that, despite not being directly related to work, can affect performance. [GRI 403-6]

In addition, last year we also joined the **Mind In Focus Movement**, promoted by the UN Global Compact in Brazil, which encourages taking the mental health agenda to the center of decision-making in companies. Find out more in chapter **We are Iguatemi** .

Corporate resilience index in the field of health and wellness

In August 2023, we participated in a global survey conducted by the British multinational AON, whose goal is to identify the level of maturity of wellness practices in corporations. 501 companies were interviewed, 128 of which were Brazilian.

With an excellent score of 85.4%, we were ranked at the Empowered level, the second best in the ranking. We consider it a generous recognition, since to reach the highest level, Disruptive, the index is 87.5%, very close to what we achieved. If we compare with the benchmarking of the retail sector (Latam), our numbers were above average, which makes us very glad, as they reflect our journey of well-implemented and sustainable practices.



EMPLOYEES IN THE IGUATEMI WELLNESS AND HEALTH AGENTS PROGRAM



Iguatemi Benefits Package

GRI 401-2 e GRI 403-6



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 allowance
- Allowance for relatives of our deceased people
- Discounts in stores and restaurants
- Iguatemi Loan
- Payroll loan
- Private pension
- Gift Pass: gift card



MOBILITY

- Transport voucher
- Parking
- Car policy
- Km Reimbursement
- Fuel allowance



MEALS

- Meal/food voucher
- Food staples basket
- Dining room and common room



FAMILY

- Daycare allowance
- Day off on birthday
- Tribute to time at home
- Extended paternity leave
- Maternity leave
- Toy Allowance
- "I want to go along" (kids meeting parents office)
- Liberality: leaves



LONGEVITY AND WELLNESS

- Health Iguatemi
- Gympass
- Wellz Emotional Health Program
- Four Seasons Program
- Iguatemi Wellbeing and Health Agent Program
- SESC Partnership
- Incentive to Culture and Sport
- Support Pass

WORKPLACE ENVIRONMENT

We have a workplace environment governance that gives our employees a voice. To act on the workplace environment, we are guided by the methodology established by GPTW (acronym for Great Place to Work – "Best Place to Work"), a global reference in the matter. Each shopping mall has a workplace environment committee, made up of employees from different departments who, together, represent the team at that enterprise with its diversity of profiles and needs.

The committees are formed by volunteers (participation is not mandatory) and the representative is defined by each department. Committee members undergo training in the methodology and are prepared to analyze research results, in order to contribute to the proposal of an action plan. Every month, those involved meet to provide insights into the well-being of our people, suggestions, requests and to monitor the execution of workplace environment actions mapped out for the period.

These are assignments of the workplace environment representatives:

1. Hold an expectations alignment meeting with department leadership;
2. Periodic meetings with leadership on workplace environment issues;
3. Analyze, prepare content and present research results or workplace environment pulses;
4. Organize the co-construction of workplace environment actions for the year;
5. Monitor execution of actions defined in the departments for the period and report completion indicators;
6. Give visibility to achievements and celebrate results;
7. Throughout the year, suggest new actions or propose adjustments to current actions.



MEETINGS WITH WORKPLACE ENVIROMENT TEAMS AT IGUATEMI UNITS

Workplace Environment Research and GPTW Awards

At Iguatemi, we annually adopt the Workplace Environment Survey as a suitable instrument to identify the experience of our people and obtain information to act in line with the teams' needs. In the interest of transparency, both the research results and the status of workplace environment actions are monitored and published quarterly through a



"Workplace Environment Bulletin". We remain aligned with the best market practices based on the GPTW comparative method and, in 2023, we appeared as the tenth Best Large Company - Retail. Find out more in the chapter **We are Iguatemi** .

Additionally, once a year, or when there is a need for diagnosis on a specific topic, we also carry out **Workplace Environment Pulses**, which are smaller and quick surveys. The results are disseminated to the entire company via Bulletin and broken down in more detail by HR or departments representatives within 45 days from the release of the result.

Inspiring Leaders

Every year, we celebrate our "Inspiring Leaders", that is, those who obtain the best workplace environment results at Iguatemi. During the awards ceremony, the leadership teams pay tribute to their managers. With the initiative, we seek to recognize, celebrate and give visibility to professionals who stand out, in addition to promoting good conversations about workplace environment and practices that build trust.

Competency Model

GRI 404-2

At Iguatemi, we adopted a competency model as a basis for directing people's development. Through it, we establish expectations and share our special way of doing things. It is also a synthetic way of expressing how culture translates into the daily behaviors of each of us.

At each World Economic Forum, we revisit our competencies and their definitions to check whether our methodology is consistent with trends and the external environment. With this, we ensure that development programs are also aligned with the skills of the future.

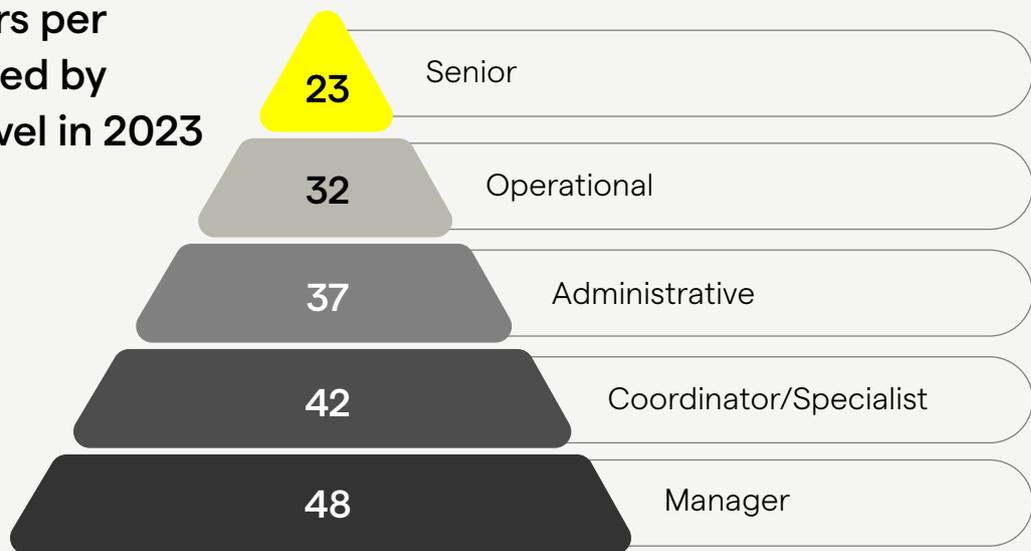
To organize all our development programs according to the skills developed and the target audience, we have an Education and Development Architecture, a simple way of showing what we offer so that each employee can plan their learning with understanding and autonomy. There are 290 programs, in more than 35 trails, with options for everyone. In 2023, we promoted an average of 35.38 training hours per person, totaling around 42 thousand hours of training made available.

290
programs
+ than
35
trails

35.38 training
hours per
person (average)
42 thousand
hours of training

Training hours per capita grouped by functional level in 2023

GRI 404 -1



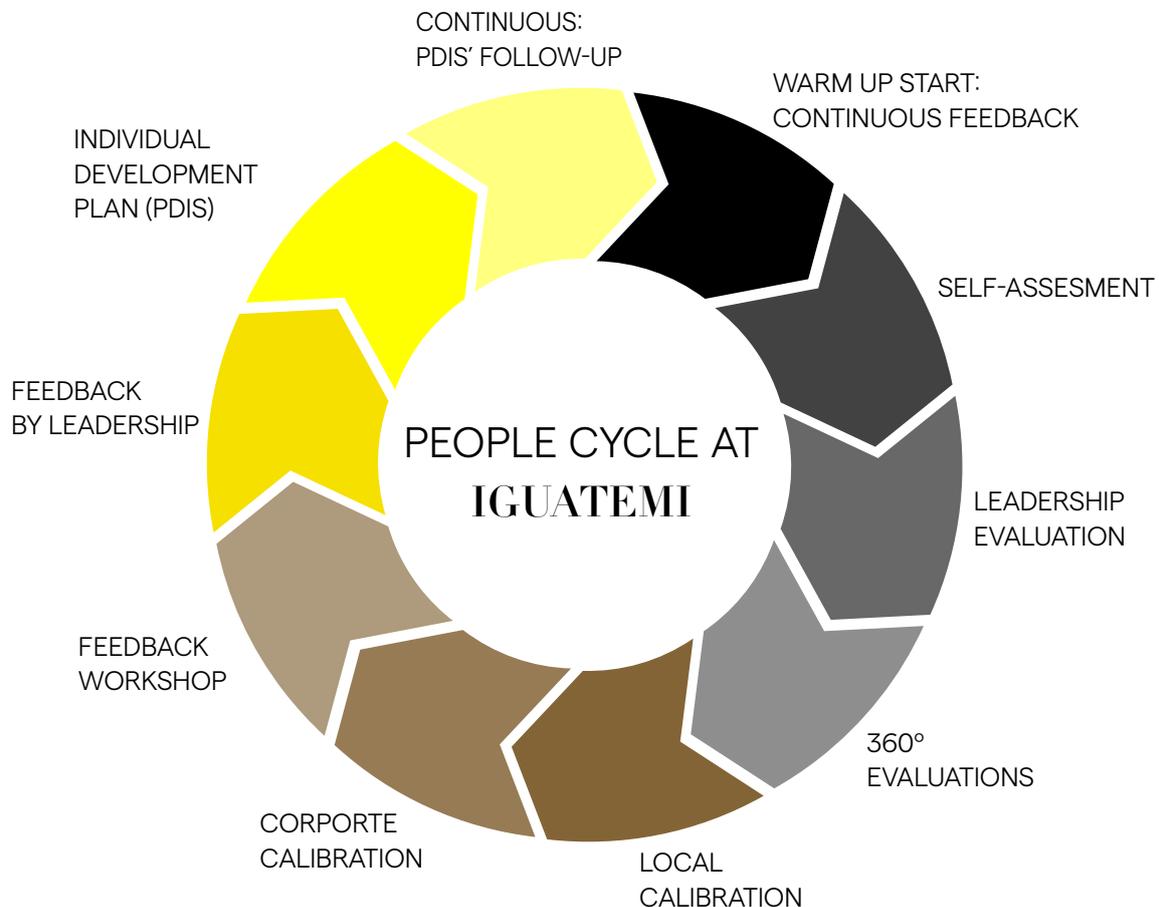
Our Development Programs

GRI 404-2

For us, continuous learning is very important. Our development programs are designed to support the different stages of employees' journeys, both in their professional and personal lives, encouraging the continuous progress of each one. Below, we highlight the most relevant ones.

People Cycle and its stages

The People Cycle is our main program for career planning and development, covering 100% of our workforce (only respecting a cut-off date relating to the admission date). It is structured to incorporate growth and evolution on an ongoing basis. The stages of the cycle are unfolded over a period of one full year.



Building a culture of self-knowledge and feedback

In order to bring more purpose to people's development, we created a manifesto that, since 2018, has been reinforced annually in the feedback stage of the People Cycle. Also, every year, we invite all employees to feedback training, covering topics such as Non-Violent Communication (NVC), active listening, powerful questions, agreements, among others. Leaders receive a guide for delivering feedback in practice, in a humanized and constructive way. In addition, we have a game that is used in leader training, encouraging practice in a playful and light way.

Exchanging Roles

We also promote learning through sharing information and experiences with the **Exchanging Roles Program**. Over the course of a day, our corporate leaders work in a position in the operation of shopping malls, learning and executing the work in great detail: cleaning, gardening, maintenance, among others. The initiative is also a way to promote integration and appreciate and praise the importance of the work of those who keep the



EMPLOYEES IN THE EXCHANGING ROLES PROGRAM

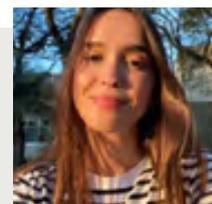
shopping malls operating at a level of excellence. At the end of the event, the teams have a get-together followed by a debrief meeting so that everyone can talk about their experience, present ideas and contributions to improve the work and comfort the person at the end. Topics such as adequate resources for the job (tools/training/uniforms), clarity of roles and responsibilities, work safety, possible process improvements and new insights are discussed. In this way, we work on empathy, pride and care, in addition to putting our culture into practice once again through pursuit of innovation and excellence.

Based on the information, an action plan is generated and put into practice until the next edition of the program, the following year. In 2023, the Exchanging Roles Program was held in October in three units, one in each region, impacting **146 participants**.

In the same vein, with the goal of contributing to increasing knowledge of our business, we have the version of **Exchanging Roles in Retail**, in which our Iguatemi employees can spend a day in a store in our shopping malls. In 2023, the program took place in December, from 10am to 6pm, Monday to Friday, in two iRetail stores in Shopping Iguatemi São Paulo. All company employees, in any position, were eligible. The edition had **28 participants**.



Having this perspective, even for a day, was very important to renew the connection with the Iguatemi culture and see up close how much the operations team is dedicated to making this culture happen in each action."



Natalia Perez, planning manager

Leadership Development

Our leadership programs are divided into four tracks, which serve our leaders at their various levels, from the beginning of their journey to senior executive leadership, and aim to contribute to the sound performance of these professionals focusing on the necessary skills and behaviors. The initiatives are also investments for our succession pipeline.

In addition, annually, we hold workshops for teams segmented by area, with the aim of creating a space for professional updating and a forum for periodic exchange on best practices, experiences and trends. Some of the fundamental premises in the establishing the content of the meetings are: presentation of best market practices; new concepts and trends in the area; new projects (implemented or to be implemented); tactical planning in the area to support our strategic planning; sharing best practices from Iguatemi shopping malls; and brainstorming sessions focused on the continuous improvement of processes in the department and optimization of resources, such as, for example, criteria for reduction in condominium fees.

Directors' Journey

Focused on the development of our Directors, it addresses organizational culture, changes and leadership skills. Through quarterly meetings, participants identify the spoken and unspoken elements of our culture, implicit behaviors, leadership style, challenges and desires for the future. Each board member also goes through an assessment process and four individual coaching sessions. The aim is to identify how one's own profile and way of leading shapes, perpetuates, influences or transforms our culture

I FASHION OUTLET NOVO HAMBURGO





Development of Future Skills

Aimed at our managerial people, the program is made up of two fronts: **Problem Solving** and **Inova**. With Problem Solving, leaders learn a methodology adapted from business consultancies and tools that allow them to identify and simplify problems, prioritize quickly, create richer, more creative and holistic solutions (avoiding some pitfalls) and communicate their recommendation in a structured way, engaging the organization to generate consistent and sustainable results. As an asynchronous track making up the entire program, Inova focuses on anticipating trends, always preserving the attributes that comprise our brand's differentiators. Through the initiative, new approaches and workflows are presented that facilitate an innovative approach applied to day-to-day activities, strategies and projects.

INOVA TOPICS

■ **Digital Mindset:**

competence of innovative behavior for our organization. We address how it happens in practice, the concept of originality and how to continue developing the topic.

■ **Agile Methodologies:**

set of techniques and practices that offer more speed, efficiency and flexibility for solving complex problems.

■ **Design Thinking:**

method to stimulate ideation and insight when approaching problems related to future information acquisition, knowledge analysis and solution proposals.

■ **LEAN:**

management philosophy whose premise is to reduce waste, adopting a lean, flexible and open to change approach.

■ **SCRUM:**

framework for agile project management, helping teams work together, delivering and sustaining results in complex environments. The technique describes a set of roles, which work together to help teams organize and manage work.

Casa Iguatemi is a development program aimed at “operations leaders”, which strengthens the brand's culture to our people.

Casa Iguatemi

Art, culture and fashion are part of the identity of Iguatemi and its founders. As such, we seek to expand our leadership's knowledge on these topics, as we all have a role in safeguarding the brand's culture of excellence and innovation.

The initiative seeks to establish an “attention to the gaze”, to expand the repertoire of the contemporary world in art, fashion, culture, behavior, design and gastronomy – both in history and in trends for the future. Understanding that this varied environment that surrounds us directly impacts what is sold in our businesses, we need to be well connected to better serve and delight those who come to our ventures. During the program, which began in 2022 and has four annual meetings, different cultural spaces are visited that allow for this broader perspective.

The program consists of 4 annual episodes, with central and continuous topics:

1. Abstract formations
2. Personal brands
3. Integrated arts
4. Pioneering actions



TRAINING DAY AT PINACOTECA DE SÃO PAULO



CRISTINA BETTS (CEO) AND CHARLES KRELL (COO)
WITH CASA IGUATEMI PARTICIPANTS

Lidera Program - Essentials

Through Lidera, we strengthen the human perspective, the vision of the future and further connect our new leaders to our values. Carried out for first-time leaders, it has eight modules on various subjects, including people development, talent engagement, how to shape the future of people and businesses, how to deliver sustainable results, assertive communication and diversity and inclusion. The content of the latter was reinforced in 2023 with the use of a booklet developed to assist in hiring, discussions on unconscious biases and a practical module that presents situations in which the leader becomes the protagonist of the matter. The topics of Non-Violent Communication (NVC) and self-awareness are transversal and recurring content in all meetings. The program has an average of 70 leaders trained per year.



Participating in Lidera was a transformative journey. I felt a significant personal and professional evolution, which strengthened my confidence and management skills. I am immensely grateful for the enriching experience and the opportunity to grow alongside inspiring leaders."

Leandro Tristão, commercial executive at Iguatemi Mídia

JK IGUATEMI EMPLOYEES GRADUATED
IN THE 1ST CLASS HELD IN 2023



Building the Foundation

In their journeys of reinvention, evolution and continuous improvement, our teams can count on another ally: the Foundation Program.

When founded in 2023, the goal of the initiative was zero illiteracy among our population. In 2024, the purpose matured to training in secondary education, preparing our people for the Enceja (National Examination Young People and Adults Skills' Certification) which allows certification for completion of basic education to people who did not complete their studies at the regular age.

The initiative is aimed especially at people who have not had the opportunity to learn literacy, who have a refugee status, or who have not completed secondary education.

Team Doing

In alignment with our values of systemic and partnership vision, we have Team Doing, a team building program. These are meetings lasting an average of one day and can be organized into up to five modules, always customized according to specific needs. Teams are defined and included in the program based on indicators such as workspace environment and turnover, structure changes, business challenges, among others.

Other development initiatives

In addition to the programs mentioned above, there are others coordinated on a corporate basis and some created on the shopping malls' own initiative.

Thinking about connecting all of our people with Iguatemi's senior management, we provide quarterly meetings that we call Chat with the CEO. The meetings take place virtually, in order to allow people from all of our locations to be present, with all positions being eligible for participation. This is another occasion for knowledge exchange and opportunity for integration between participants.

Another very old program in the company is Training on Our Business, where managers share specific knowledge about their departments, with the goal of further developing knowledge of our business and the systemic vision of our people.

A prominent program for shopping malls in 2023 was Cleaning Development, by Iguatemi Campinas, with the goal of encouraging and demonstrating to the cleaning team various possibilities for growth within the company, highlighting the importance of all departments and illustrating with examples advancement in the organization.



Participating in the Training on Our Business was a turning point for me, as I am new to the company. I recommend that all employees participate to expand their vision and knowledge of our business."

João Siqueira,
IT Director



I value this opportunity immensely, as I joined as a cleaning assistant and, at the end of the project, I achieved my dream to work as a gardening assistant."

Claudete Almeida,
gardening assistant

Acelera: the umbrella of mentoring programs

We believe that learning has a strong relationship element, in which the sum of points of view, reflections and trusting relationships between our people supports development. In this sense, we have internal mentoring, in which employees with a lot of professional background act as mentors for colleagues who seek this type of guidance. Options also include collaborative mentoring, with professionals from other companies that enable new points of view; reverse mentoring, in which more senior profiles are mentored by more junior professionals, and a mentoring program, which in 2023 included a pilot to address topics related to racial issues and was expanded to the parking area.

Innovation in HR:

Artificial Intelligence applied to selection processes

In search of an inclusive and easily accessible solution, we explored the market in search of advanced platforms that facilitate data entry, registration in operational vacancies and automatic evaluation.

We implemented TAQE, an innovative platform in which, depending on the desired vacancy, professionals are invited to take tests in subjects such as Portuguese and logic, in addition to profile assessments.

The results are used to classify candidates, highlighting those whose profiles best align with the requirements of the available positions. This entire screening process is conducted by artificial intelligence, thus optimizing the time spent analyzing CVs and making selection more efficient and objective. In the first half using it, we had good results, with 94% of the vacancies worked at TAQE closed within the SLA (Service Level Agreement).

As a benefit to candidates, with the program professionals are not only able to register more easily, but also have their CVs integrated into a wider talent pool that allows access to the selection ecosystem of other participating companies.

Diversity and inclusion

GRI 3-3

[GRI 405-1] We believe in building a fair and prosperous society and we want to drive our market to reflect on diversity and inclusion. To this end, we continually seek to understand ways to promote this agenda in the organization and respectfully welcome a diverse team, contributing to the formation of an environment with different opinions, ideas and experiences.

Since 2021, we have had one woman as president and two others in vice-presidency positions (out of a total of five positions). Overall, women represented, at the end of 2023, 53% of leadership.

Aligned with the diversity, equity and inclusion roadmap, last year we completed the training of 19 mentors through the Ethnic-Racial Mentoring Program. We also had training on the topic "Respectful Approaches to Diversity and Inclusion," held at the Iguatemi São Paulo, Iguatemi Alphaville, Market Place and JK Iguatemi shopping malls. The training was given by the team from the NGO Turma do Jiló and, during the sessions, our employees had the opportunity to interact and share their personal experiences.



I have worked at Iguatemi for 11 years and, without a doubt, the training (Respectful Approaches to Diversity and Inclusion) was the best I have ever seen. It was very didactic, with important topics, bringing situations from our daily lives."

Francisco Ricardo Vieira de Souza, maintenance officer at Iguatemi JK

IGUATEMI JK TEAM REPRESENTING "I LOVE YOU" IN SIGN LANGUAGE DURING TRAINING



In recognition of our efforts, we were highlighted in the Diversity and Inclusion survey carried out by the Ethos Institute (Find out more in the chapter **We are Iguatemi** ) , as the only company in the shopping mall segment in the ranking. Still, with the desire to make the organization increasingly welcoming to all people, we are working towards the launch, in 2024, of the first customer survey focused on diversity. The goal is to understand the perception and experience of this public in relation to accessibility and mobility.

We are one of the few listed players on the Brazil's stock exchange that has a female CEO

42% of our employees are women

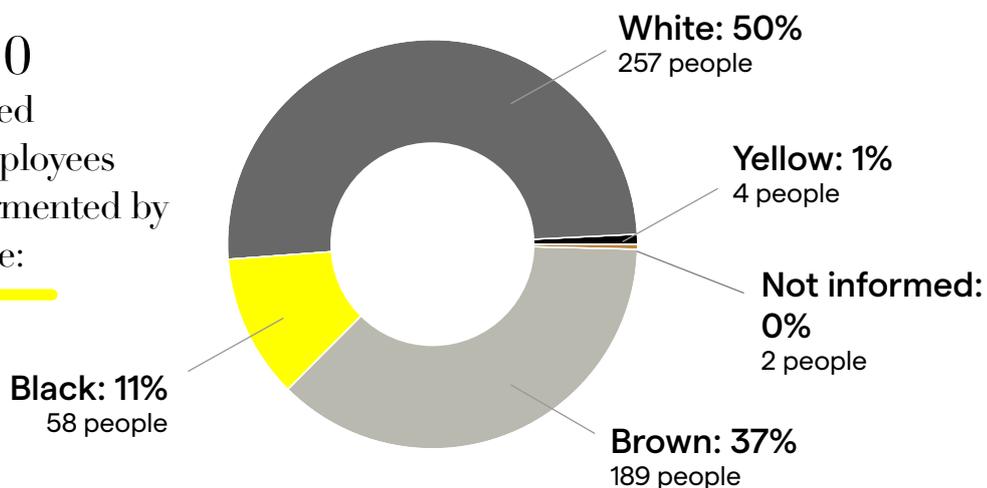
45.5% of our employees declare themselves black people (includes black and brown people)

60% of our statutory board is made up of women

50% of our executive committee is made up of women

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

510 hired employees segmented by race:



Total employees in the company by race and position (2023)

POSITION	YELLOW	WHITE	INDIGENOUS	NOT INFORMED	BLACK	OVERALL TOTAL
CEO	0	1	0	0	0	1
Female	0	1	0	0	0	1
VICE-PRESIDENTS	0	5	0	0	0	5
Female	0	2	0	0	0	2
Male	0	3	0	0	0	3
DIRECTORS	2	17	0	0	0	19
Female	2	6	0	0	0	8
Male	0	11	0	0	0	11
MANAGERIAL	6	109	0	0	15	130
Female	4	56	0	0	8	68
Male	2	53	0	0	7	62
COORDINATION/ SPECIALIST	3	138	0	0	43	184
Female	2	76	0	0	23	101
Male	1	62	0	0	20	83
ADMINISTRATIVE/ PROFESSIONAL	6	367	2	4	199	578
Female	2	211	0	3	91	307
Male	4	156	2	1	108	271
OPERATIONAL	17	538	5	27	782	1,369
Female	11	180	4	8	268	471
Male	6	358	1	19	514	898
OVERALL TOTAL	34	1,175	7	31	1,039	2,286

*The black racial/ethnic group includes black and brown employees, according to IBGE guidelines.

Total number of employees with disabilities by gender and position (2023)

POSITION	PEOPLE WITH DISABILITIES
ADMINISTRATIVE/ PROFESSIONAL	7
Female	4
Male	3
OPERATIONAL	28
Female	18
Male	10
OVERALL TOTAL	35

Total women in leadership positions - By race and location (2023)

WOMEN IN LEADERSHIP	HOLDING	SP CAPITAL	SP COUNTRYSIDE	SOUTH	OVERALL TOTAL
Yellow	6	0	0	0	6
White	56	26	22	13	117
Black	2	0	2	1	5
Brown	9	6	2	2	19
OVERALL TOTAL	73	32	26	16	147

*Leadership positions are considered from (and including) the coordination level.

Support for refugees

Since the beginning of the project in 2020, we have identified the opportunity to offer professional development to people with refugee status by strengthening bonds and adapting to Brazilian culture, contributing to greater gender equity, social justice and dignity of this population, while generating engagement with our organization and with Brazil.

In this context, Iguatemi Campinas promoted the 1st Employability Fair for people with refugee status in Campinas. With the purpose of boosting the inclusion of refugees (men, women and young people) in the local job market, the creation of this event sought to raise awareness among companies in the region to implement inclusion actions for this group.

This initiative was the result of a collaboration between Visão Mundial, Empowering Refugee Women and Iguatemi, with the goal of boosting the local job market. To this end, we invited companies already committed to the inclusion of refugees.

Our tenants were invited to participate in the 8th edition of Empowering Refugee Women, an initiative by UN agencies, contributing to expanding the reach of the project.

1ST EMPLOYMENT FAIR FOR PEOPLE WITH REFUGEE STATUS IN CAMPINAS



Community and philanthropic projects

GRI 3-3

[GRI 203-2 ; GRI 413-1; GRI 2-29] At Iguatemi, we direct our efforts to leave permanent legacies in cities and we understand that, as a company, it is our role to propose reflection and invest in actions that supplement those already carried out by the government. We want to be an agent of change, collaborating with all elements of our ecosystem in the search for transformative initiatives.

In this journey, we believe that the mission of promoting good experiences for people must go beyond the limits of shopping malls and that we can achieve it by also generating value for the community.

Contributing to a positive transformation of the environment in which we live, **through the expansion of citizenship and education in the cities in which we operate**, is one of our purposes. To this end, we work actively with the financing of strategic projects of civil society organizations in the pillars of education, cities and citizenship, with a focus on maximizing the positive impact promoted by the movements we support.

EDUCATION

Education is the basis of citizenship. By sharing knowledge and quality teaching, we will have a greater number of people who are aware and prepared to own their own future. Based on this belief, we have contributed since 2007 to the Parceiros da Educação Project, which allows us to promote various improvement initiatives in public schools, including infrastructure support, training and pedagogical teaching tools. To closely monitor the actions, we chose a shopping mall to support the project. The general manager of the unit then becomes personally involved in periodic visits and meetings with the school and Parceiros da Educação. We are glad that we can clearly notice over time the growth of the people involved in the projects during investment cycles, which vary from four to five years.



BOARD AT REPÚBLICA DO PARAGUAY SCHOOL, IN SÃO PAULO. FIND OUT MORE IN THE NEXT PAGES

República do Paraguay State School, in São Paulo/SP

Between 2017 and 2023, we invested almost BRL1 million in the school, benefiting, at each year of partnership, around 450 students in the initial and final years, in addition to 30 teachers. We concluded the partnership in December 2023, thrilled with the results achieved by the school, and we were delighted by the closing performance by 3rd/4th/5th year students singing Aquarela do Brasil.

EARLY YEARS		FINAL YEARS	
State IDESP average fell 15% from 2017 to 2022	Our school grew 4%	State IDESP average increased by 1% from 2017 to 2022	Our school grew 20%
Average IDEB fell 6% from 2017 to 2021	Our school grew 9%	Average IDEB increased by 4% from 2017 to 2021	Our school grew 14%

“Here, through the investments made, we were able to provide students with experiences related to their life projects, such as the culmination of the Electives, where they become administrators, scientists, actors, video makers, astronomers, entrepreneurs, travel agents, dancers, and everything else you can dream of.”

Phrase from the thank you card by the Team of the República do Paraguay School at the end of the Partnership, in 2023.



AT THE CLOSURE OF THE PARTNERSHIP, FROM LEFT TO RIGHT:
 MARIA ISABEL GUBERREZ, VIVIANNE SIMÕES, JOSEMEIRE LOBO, JOSENEIDE ALVES DE BARROS SILVA, SOPHIA GRYSCHKE, DANIELA ISAI, VANIA MACHADO, CHRISBAN BIRMOSER, RAFAEL MACHIAVERNI

Marechal Floriano School, in São Paulo/SP

At the end of 2023, we adopted a new school, Marechal Floriano, with around 350 elementary school students. For 2024, we have committed to an action plan worth a total of BRL180 thousand, which provides support for improving pedagogical management, infrastructure, creation of leisure spaces for children, as well as actions for the community and furniture acquisition.

CITIES

We give back to the cities in which we operate by promoting the quality of life of their citizens, investing in infrastructure, landscaping, urban improvements and maintenance of public areas. We do this by supporting civil society organizations that develop social and political participation actions and that control policies and public agents, studies, proposals and urban planning projects.

Parque do Povo (São Paulo/SP)

Urban parks are spaces dedicated to flora and fauna conservation in an integrated manner with people by functioning as spaces for entertainment, leisure, sport, meetings and well-being. Parque do Povo, located next to Shopping JK Iguatemi, is one of these places in the capital of São Paulo. During 2023, we continued to support the maintenance and conservation actions of this place that is dear to the city, in addition to expanding the bicycle lane network, allowing free circulation in a safe area.



Praia de Belas Shopping (Porto Alegre/RS)

In an initiative that promotes accessibility and mobility in a safe way for the population, in 2023 we built the Travessia da Orla. This is a project to integrate the mall with the surrounding community through a path for pedestrian and cyclist crossing within Brazilian Navy Park. The route connects Borges de Medeiros and Edvaldo Pereira Paiva avenues, in a total stretch of 230 meters. Find out more in **Chapter Axis 1 - Sustainable Constructions** .

CITIZENSHIP

We seek to make a difference to the communities in which we operate. To this end, we have built a network committed to social transformation, supporting, also on a financial basis, associations and NGOs that change the lives of children and adolescents in vulnerable conditions by promoting improved opportunities for those who have access to the program. Among our partners are the Lar das Crianças da CIP, Casa do Zezinho, Red Cross, and Turma do Jiló NGO, Unibes, Artesol, among others. Furthermore, we promote traditional events in our businesses to support awareness on important topics for society, such as Blue Day (autism) and Pink October (breast cancer).



PINK OCTOBER AT IGUATEMI SÃO PAULO AND BLUE DAY AT I FASHION OUTLET SANTA CATARINA

Casa do Zezinho (São Paulo/SP)

We support the institution on a transversal basis supporting their actions. Casa do Zezinho is a space of development opportunities for children and young people who live in conditions of high social vulnerability, promoting human development so that society becomes a better place. In 2023, we invited a group of children to visit the Barbie Dreamhouse Experience at JK Iguatemi.



The year 2023 was the first time we had a partnership with Iguatemi and we believe that the continuity of this partnership will be amazing in our year 2024. We believe that maintaining this relationship and providing more experiences like the one in 2023 helps a lot in the evolution of our children and young people."

Larissa Paiva, Fundraising

Unibes (São Paulo/SP)

Unibes (Brazilian Israeli Social Welfare Union) serves children, adolescents, the elderly and families living in conditions of social vulnerability. The institution provides support and education after school, training for work and disseminating interest in culture, also promoting the recovery of self-esteem and quality of life. There were more than 15 thousand services, offered to people inside and outside the Jewish community, helping the development of autonomy to transform each person's life story.



"The partnership with Iguatemi is fundamental to enable the fulfillment of our mission and the completion of our projects, as they provide moments of joy, culture and inclusion for the families and children served by Unibes. This support strengthens our ability to impact lives of the people we serve. Over the years, our relationship with Iguatemi has evolved and covers

the other pillars of the institution such as, Unibes Bazar and Unibes Social. It is important that we maintain the long-term relationship to build a solid partnership with the possibility of planning and implementing actions and projects that are also in accordance with Iguatemi's sustainability pillars. This way we will be able to achieve more significant results and impact more people."

Raphaela Vicente, Partnerships

Pastoral do Menor (Sorocaba/SP)

The institution operates in the implementation of community educational centers to serve needy populations, developing daily socialization activities, school and food support, community education, leisure, crafts, health and wellness care, restoring self-esteem and preventing marginalization. In 2023, we installed a lounge at Shopping Iguatemi Esplanada, in the South Wing - Sorocaba Floor, where customers had the opportunity to learn about Pastoral's work based on images of children served in educational centers and numbers of children and adolescents served daily, with access to several work collaboration options.

Blue Day

Since 2016, during the month of April, we have joined the autism awareness campaign and changed the lighting on the facades of our businesses to blue. We also hold special cinema sessions and several partnerships with local institutions in support of the cause. To give even more visibility and contribute to raising awareness of the topic, we promoted structured communication of the initiative, with content on social networks, newsletters, media mall and internal marketing actions.

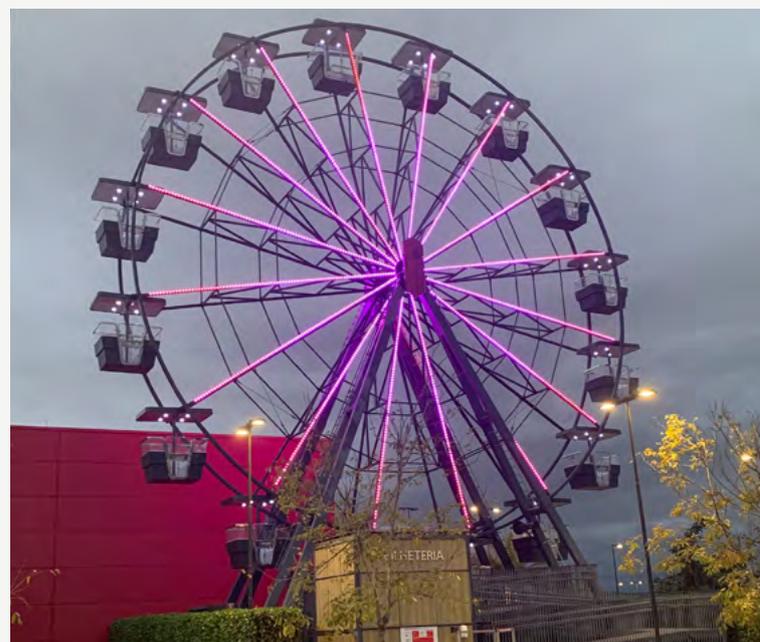
BLUE DAY AT IGUATEMI ESPLANADA



Pink October

In the month of October, we traditionally dedicate efforts to develop and publish communication content about Pink October, raising awareness about necessary actions for the care and prevention of breast cancer. Furthermore, on October 26th, our shopping malls held another edition of "Estacionou, Doou," in which part of the revenue obtained from parking lots was donated to institutions working to prevent the disease. In 2023, we expanded the scope of the program to meet the needs of the cities in which we are present. An example of this was, after the impact suffered by the population of Porto Alegre with the intense rains in the region, we quickly reformulated the shopping mall program in the South region to support socially vulnerable people in this location. In total, combined with the Pink October edition, we raised around BRL600,000, 30% more than the previous year, donated for ten different institutions.

OUTUBRO ROSA AT I FASHION OUTLET SANTA CATARINA





Lacre essa Ideia (Ribeirão Preto/SP)

In partnership with the NGO Turma do Jiló, we carried out a social action at Shopping Iguatemi Ribeirão Preto to collect aluminum seals, seeking to engage society in a simple act, but which has a relevant impact. The organization works to promote actions that foster inclusive education and diversity in schools and companies. Through the "*Lacre essa Ideia*" project, we encourage the collection of aluminum can seals that are converted into financial resources for purchasing and donating wheelchairs, with measures adapted for children with disabilities.

São Paulo Red Cross (São Paulo/SP)

Annually, we contribute to the Clothing Campaign promoted by the institution. In 2023, we purchased and donated 1,028 blankets, using the amount collected from the June Festivities ticket office at Iguatemi São Paulo and Cinevista JK. We also directed 1,790 kg of clothing to the *SOS Chuvas Litoral Norte* Project and collected more than three thousand items for the affected cities.

Artesol (São Paulo/SP)

We believe in our partners and in the vision of long-term development and, therefore, we adopt initiatives that we believe generate social, cultural and environmental value for the city. With a partnership of more than 13 years, *Artesol - Artesanato Solidário*, is one of these cases. The organization supports artisans from all over Brazil and acts as a center for research, reflection and training for public policies. In 2023, we participated by purchasing charity tables at events promoted by the institution. Furthermore, our support also extends through the provision of space for Artiz, the Artesol store at JK Iguatemi.

Exclusive Session Project (Sorocaba/SP)

At Shopping Iguatemi Esplanada, in partnership with Sorocaba Local Government, we provided vulnerable families registered with the Cadastro Único (CadÚnico) program in December 2023 with the opportunity to participate in a free cinema session. At the end of the session, everyone received a delicious panettone, so they could celebrate the magic of Christmas.

Christmas Social Campaign

In 2023, our Christmas Social Campaign encouraged our customers to donate to the Lar das Crianças da CIP (São Paulo/SP), through the website abacashi.com.br. The amount raised, totaling more than BRL28 thousand, was all donated to the institution and used to purchase teaching kits, a monthly investment in scholarships for English courses for young people under the "Passaporte para Vida" program and support for children to study. Last year, we also contributed to Lar das Crianças by directing a percentage of the ticket office at Foodspot (a traditional gastronomic event at Iguatemi São Paulo) and promoted children's visits, along with those from other institutions, to the Barbie Dreamhouse Experience. In 2023, the place served around 500 children and young people in conditions of social vulnerability with socio-educational activities and a series of services, such as psychological support and social assistance.



Testimonials from *Lar das Crianças*

"Iguatemi is directly related to our mission of reducing social inequalities by expanding opportunities and providing assistance to children and young people in conditions of social vulnerability. From the donation of financial resources – as in the Christmas Campaign – that finance our socio-educational projects and activities, to direct support with the donation of items that contribute to strengthening the bond between our institution and children, young people and families."

Douglas Ramos, Institutional Development

CHRISTMAS PARADE AT IGUATEMI SÃO PAULO



Soul do Bem Event (São Paulo/SP)

In April, we hosted the edition of "Soul do Bem" with a special curation of second-hand fashion pieces, accessories, decoration, homeware and first-hand pieces from renowned partners in our Cubo space, at JK Iguatemi, in São Paulo. The event, open to the public, was promoted by Oportunidade do Bem, an initiative led by businesswoman and lawyer Ana Eliza Setúbal which, since 2019, has the goal of promoting the circular economy and social entrepreneurship. All second-hand pieces are carefully selected, curated and priced for 100% pro bono sales.



VIEW OF THE EVENT AREA AT JK IGUATEMI

The funds raised are donated to several institutions, including the Lar das Crianças da CIP, Childhood Brasil, Casa do Pequeno Cidadão, Instituto GAS, Associação Cedro do Líbano de Proteção à Infância, Friendship Circle, Associação Aquarela, Instituto YBI, Parceiros da Educação, and Instituição Desafio Exército de Cristo.

LOCAL INVESTMENTS DEDICATED TO ART, CULTURE AND EDUCATION

For us, art is a decisive component in the formation of societies and identities, contributing to the breadth of possibilities for expression, in any of its forms. Through it, we maintain traditions, stimulate a sense of social belonging, offer educational opportunities and access to culture for people of all ages and origins. We believe that when we bring an exhibition into a shopping mall, like Pina at JK, we help to democratize culture and facilitate public access to content that is not part of their daily lives.

In 2023, we invested in the perpetuation and expansion of art in the city of São Paulo, continuing our institutional support relationship with several institutions, such as the São Paulo Pinacoteca, the São Paulo Assis Chateaubriand Museum of Art (MASP), the Tomie Ohtake Institute, the São Paulo International Art Biennial, the Mozarteum, the Teatro Cultura Artística, SP-Arte and the Inhotim Institute, among others.

São Paulo Pinacoteca

We have a long history of partnership with Pinacoteca, one of the most important museums in Brazil, which plays a crucial role in promoting culture and artistic education in São Paulo. It has been over 20 years and more than 70 works have been donated to the institution's collection. In 2023 we held the 4th edition of Pina at JK, exhibiting two works from the museum's collection on Floors 1 and 2. The public had the opportunity to appreciate, up close, the works *Roda Alfabética* and *Cruzeiro do Sul*, by artist Emmanuel Nassar (Capanema, Pará, 1949), which are part of the Pinacoteca's collection. Furthermore, we sponsored the first panoramic exhibition in Brazil of one of the most relevant Latin American artists of her generation, Marta Minujín, which took place between July 2023 and January 2024.



EXHIBITION BY MARTA MINUJÍN (PHOTO: LEVI FANAN)

SP-Arte

For more than 15 years, through Shopping Iguatemi São Paulo, we have supported and sponsored SP-Arte – São Paulo International Art Festival, the most important event in the sector in Latin America. The 19th edition of the event took place at the Biennial Pavilion, located in Ibirapuera Park, between March 29 and April 2. Due to the success in previous editions, Arena Iguatemi held SP-Arte again with many new features in the program and is now part of the fair's calendar as one of the highlights. The curation and content programming were carried out by Jacopo Crivelli, in partnership with curators Ana Carolina Ralston and Felipe Molitor.



ARENA IGUATEMI AT SP-ARTE, WITH A STRUCTURE REUSED IN EACH EDITION



SP-Arte receives 50,000 visitors annually at in-person events and reaches more than 3.5 million people through its networks and website. Iguatemi's sponsorship, in addition to contributing financially to the achievement of our goals, adds an interested and interesting audience to our actions and content that unfold over time, in podcasts and videos, adding to the credibility and reach of the actions for an extended period of time.

In recent years, with the installation of Arena Iguatemi, it was possible to integrate the production of qualified content into the fair's proposal. The actions including tenants are also interesting, as they bring an audience that converges with that of the fair."

Tamara Perlman, SP-Arte New Business Director

LECTURE BY TIMO GORNER



G.A.T.E. – Global Access Through Education (São Paulo/SP)

In its 5th edition, G.A.T.E, the largest international education event in Brazil, created by the Student Travel Bureau (STB), sponsored by us, took place between March 31 and April 2 at Shopping JK Iguatemi. The opening featured an exclusive master class with Timo Gorner, vice president of the Disney Institute, who spoke about "Leadership that inspires: the Disney vision of excellence."



Mozarteum

Another project that we invested in and are very proud of is the Mozarteum, known for its diverse activities, including concerts, festivals, programs and other actions focused on classical music and related arts. It is a beautiful Brazilian cultural initiative dedicated to the promotion and dissemination of classical music and culture in general.

APRESENTAÇÃO DO MOZARTEUM (FOTO DIVULGAÇÃO)

Tomie Ohtake Institute

In 2023, we began institutional support for the Tomie Ohtake Institute, which is close to one of our shopping malls, in the west zone of the city of São Paulo. In addition to donating financial resources, we publicized the work carried out by the Institute on our social networks and, in 2023, Iguatemi São Paulo sponsored the exhibition "De tudo se faz canto," by artist Vânia Mignone. Founded in 2001, the Institute works to guarantee broad, unrestricted and free access for the population to contemporary art, architecture and design. It has a variety of functions: it hosts art exhibitions, but also functions as a place for dialogue and reflection on art and culture. The activities promoted contribute to the intellectual and artistic enrichment of the local community, have an educational perspective and open up the possibility for students of public schools visit for free.



ONE OF THE ROOMS OF VÂNIA MIGNONE'S EXHIBITION



For Tomie Ohtake Institute, the main value arising from the relationship with Iguatemi lies in two fundamental aspects. The first is the possibility of joining a company that is publicly engaged with contemporary art and education, two of the Institute's pillars of action. Iguatemi's support and participation in relevant initiatives in the areas of art and social impact are aligned with the Institute's purposes, generating high added value, credibility and the possibility of expanding projects, thus allowing the Institute to demonstrate its commitment to promoting art, culture and access. The second aspect is that, considering Iguatemi's broad reach and capillarity with a specialized audience engaged in Brazilian contemporary art, the partnership offers a valuable opportunity to expand projects and diversify the Institute's audience. This partnership thus allows us to reach a specialized audience, crucial for the strengthening and relevance of projects."

Raphael Pinheiro, Institutional Development and International Partnerships

Entertainment and well-being

GRI 3-3 e GRI 2-29

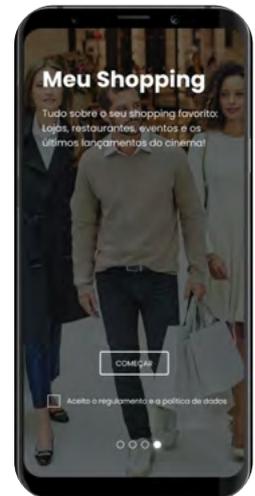
We believe that the best way to provide unique and memorable experiences is to be increasingly closer to customers. To strengthen our bond with the public, we maintain Iguatemi Daily and Iguatemi One, in addition to holding events in different areas, in all ventures throughout the year.

Relationship with customers: Iguatemi One

We are the first company in the sector to create a relationship program for customers. Iguatemi One offers unique wellness and entertainment experiences, based on careful management. One of the main deliveries is translated into the Iguatemi Collections (Find out more in **Innovation** ).

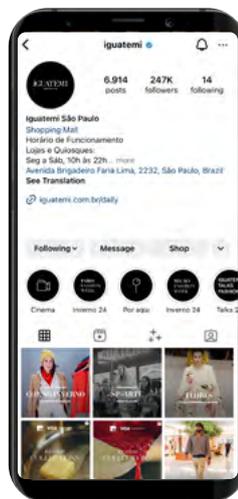
In 2024, we launched a new functionality in our app to improve user experience, allowing reservations for events, with check in upon arrival.

IGUATEMI ONE APP



Iguatemi Daily

Iguatemi Daily is Iguatemi's content platform, an ecosystem connecting brands, authentic content and the physical experience of shopping malls. We provide daily, relevant, well-curated content that is easily accessible on your cell phone. The platform presents fashion, beauty & wellness, lifestyle and culture, gastronomy and entertainment content, always designed to inspire, inform and engage our community.



IGUATEMI CHANNEL ON INSTAGRAM AND YOUTUBE



EVENTS

We live in an era where the pursuit of wellness has become a priority and the intersection between entertainment, inclusion, equity and diversity plays a fundamental role in this context. It is increasingly recognized that access to diverse forms of entertainment not only provides moments of leisure, but also contributes to more inclusive and equitable societies.

In 2023, we will continue to hold new events to provide unique and memorable moments for our customers. Furthermore, we promote access for public schools to the activities that take place in the malls, offering free entry for students to have the possibility of experiencing artistic installations, such as the Barbie Dreamhouse Experience exhibition, the first of its kind in Latin America.

Iguatemi Porto Alegre 40 years by Chef's Table (Porto Alegre/RS)

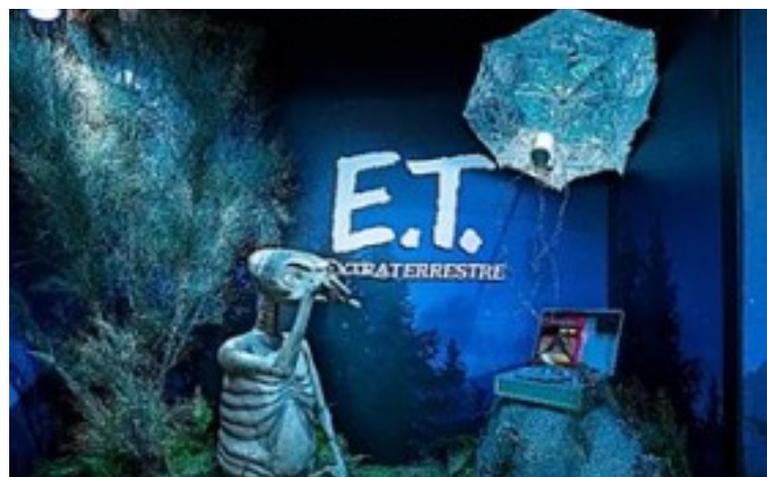
No Last year, we prepared an exclusive gastronomic experience: Iguatemi 40 years by Chef's Table, with 15 special dinners throughout the month of April. In a temporary bar and restaurant, built especially for the occasion at Shopping Iguatemi Porto Alegre, guests could enjoy a unique menu, developed based on iconic elements of the mall, such as the timeless and elegant architecture, a clock water and the century-old fig tree.



IGUATEMI 40 YEARS BY CHEF'S TABLE

40 years of E.T. (Campinas/SP e Porto Alegre/RS)

In partnership with Universal Studios, we developed, exclusively for Brazil, a true immersion to celebrate the 40th anniversary of one of the most beloved films in the history of cinema: E.T. - The Extraterrestrial. Free of charge, the event was held at Shopping Iguatemi Campinas between January 20 and March 05, and at Praia de Belas Shopping, between March 17 and April 30. The initiative won the Unies award, which chooses the best entertainment products and projects of the year in Latin America.



40 YEARS OF E.T. - THE EXTRATERRESTRIAL

São Paulo Fashion Week (SPFW)

One of the most relevant fashion events in Latin America, São Paulo Fashion Week is known for presenting the latest trends and collections from Brazilian and international designers. Held half-yearly, SPFW brings together fashion professionals, influencers, celebrities and enthusiasts for an intense week of fashion shows, lectures, events and activities related to fashion.

Its unique feature is that it is an event that incorporates issues of sustainability and diversity throughout its programming. As a traditional sponsor, we offered a remarkable experience of elegance and innovation in 2023, presenting, at Shopping Iguatemi São Paulo, 12 fashion shows with brands such as Patrícia Vieira, The Paradise, Apartamento 03, and João Maraschin.



ATMOSPHERE OF SÃO PAULO FASHION WEEK AND DETAIL OF THE RUNWAY SHOW OF JOÃO MARASCHIN BRAND

Track&Field Run Series

The Santander Track&Field Run Series brought together more than 100 thousand athletes in around 80 stages held across the country. Throughout 2023, the circuit passed through JK Iguatemi, Iguatemi Campinas, Iguatemi Esplanada, Iguatemi São Carlos, Iguatemi São José do Rio Preto, Galleria, Shopping Market Place, Iguatemi Alphaville and Iguatemi Ribeirão Preto.



SANTANDER TRACK&FIELD RUN SERIES

Kandinsky exhibition

Between March 17th and April 16th, our customers at Shopping Iguatemi Ribeirão Preto could visit the unprecedented exhibition "O Passeio dos Sentidos." The exhibition presented the public with the possibility of interacting, in an innovative way, with the works of Wassily Wassilyevich Kandinsky, through immersive experiences and interactive games that react to the participants' movements.



KANDINSKY EXHIBITION

Jurassic Park Exhibition

In celebration of the 30th anniversary of one of the most awarded films, we welcomed an unprecedented and exclusive experience at the Iguatemi Campinas, Iguatemi Ribeirão Preto and Iguatemi Esplanada shopping malls that led the public to immerse themselves in the universe of Jurassic Park and the discover details of the film that has enchanted generations. The event promoted, through different scenarios and augmented reality, an immersion into the universe of dinosaurs.



JURASSIC PARK EXHIBITION

Barbie Dreamhouse Experience (São Paulo e Campinas/SP)

In partnership with Mattel, through the JK Iguatemi shopping mall, we brought the international Barbie Dreamhouse Experience project exclusively to Brazil. Our customers were able to experience the Barbiecore trend, in a totally interactive, immersive and Instagrammable experience. Fans had the opportunity to see the most varied and diverse versions of the doll and explore Barbie's iconic pink mansion, with incredible rooms and elegant decor in an area of 650 sqm. Every corner of the dreamhouse showed the essence of the globally recognized doll. The project arrived in Latin America first in São Paulo, at JK Iguatemi, then went to Iguatemi Campinas, and in 2024 it will go to Praia de Belas Shopping. We allowed children from Casa do Zezinho, Unibes and Lar das Crianças, institutions we support, to visit the exhibition. The project enabled a unique leisure activity, in addition to giving the opportunity for many people to make their first visit to a space like Iguatemi.



VISITORS AT BARBIE DREAMHOUSE

Cine Vista (São Paulo/SP)

With the goal of offering a unique VIP Open Air cinema experience, we hosted the 9th edition of Cine Vista at Shopping JK Iguatemi, between June 21 and 25 at Terraço JK. The event is owned by Iguatemi, is a huge success and is already part of the city's entertainment calendar. The project format revived the concept of an open-air cinema with a mega screen. In 2023, the novelty was all about the chaise-shaped armchairs, which comfortably accommodate a couple. Each session had an audience of around 100 people.



OPEN AIR VIP CINEMA AT JK IGUATEMI

Pet Day

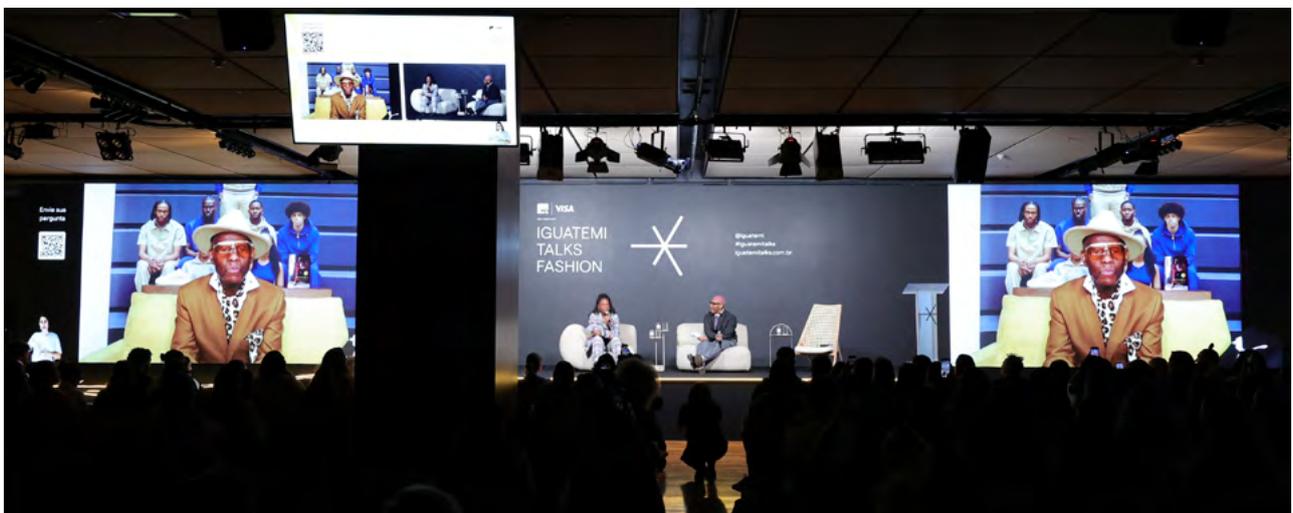
Held at the Iguatemi Alphaville, Iguatemi Rio Preto, Pátio Higienópolis and Galleria Shopping Malls, the event promoted interaction between owners and their pets in various activities, bringing together themed workshops, agility toys, pet place, pet birthday, pet caricature, instant photos, massage, adoption fair, among others.



PET DAY AT IGUATEMI ALPHAVILLE

Iguatemi Talks Fashion

With support to national and international fashion in our DNA, we created Iguatemi Talks Fashion to bring together industry leaders and news in an inspirational conference for the entire sector. In 2023, we held the 7th edition of the event, on the October 17 and 18. The program included personalities from the fashion industry, design, sustainability, diversity, business, innovation and creativity. Among international names, we had Amy Parris, designer and costume designer for the Netflix series Stranger Things; Trey Laird, founder of Laird+Partners agency and founder of @AARMY; and Daniel Grieder, CEO of Hugo Boss. The edition also featured workshops on contemporary themes, such as Sustainability and Upcycling, mediated by Suelen Ingrid, creator of the sustainable brand Afrolsh, as well as cultural coordinator and executive producer. The fashion director, Rita Lazzarotti, spoke about Styling.



ONLINE PANEL DAPPER DAN, KEVIN DAVID AND LUANDA VIEIRA

Over the last year, people from minority groups were prioritized, thus strengthening our actions in relation to Diversity, Equity and Inclusion (DEI). We believe that actions like this are essential for building fairer and more inclusive societies, benefiting not only the people directly involved, but also enriching collective understanding and promoting an environment in which all voices are truly valued and respected. Reinforcing our support for the development of national fashion, 10% of the income collected from ticket sales was donated to IN-MOD (National Institute of Fashion and Design).

Innovation

GRI 3-3 e GRI 2-29

Innovation is fundamental to fulfilling our mission of providing unique and memorable experiences for our customers.

[GRI 3-3 - Management of material topics]

We take great care in evolving without losing value. And doing so depends on two things: form and content. Innovation happens when we ask the right questions. For us, it's about looking and understanding what the customer needs – often, we identify what they want even before they know it.

Quality and consistency in doing "our best" are the essence of our company. We are an organization that looks to the future and manages to bring innovative actions to the present, as part of our daily lives, which sets us apart in the market. In the work environment, we believe that innovation is a key factor for success, influencing competitiveness, efficiency, ability to adapt and meet customer and market expectations. Thus, we continually stimulate creativity and offer opportunities for our employees to contribute ideas that take the business forward and are capable of generating the "WOW effect" for customers, tenants and partners. Innovative behavior is even one of the evaluation aspects in our People Cycle .

INNOVATION AWARD

To promote innovation throughout the organization, we maintain the annual Innovation Award program, which has been in place at the company for many years. With registrations from January to March, our employees are encouraged to participate in the project and follow it through an intranet page where regulations, communication and all registered projects are available. Innovation projects already implemented at Iguatemi are awarded and all evaluation stages involve the participation of internal experts, who also contribute to general engagement. Furthermore, the employees themselves participate in the selection of the best initiatives by "liking" those they find most interesting in the posts on the project page. The main actions are shared as good practices after the program ends. In 2023, the program began to promote initiatives aimed at sustainability by creating categories, commissions and specific criteria for this purpose.

Finalist projects for the Innovation Award in 2023

IGUATEMI COLLECTIONS

We revolutionized the shopping mall segment in Brazil when, in 2022, our Iguatemi One relationship program introduced Iguatemi Collections to the market, the first gamification campaign in shopping malls in the country. The initiative allows consumers to register their purchases to collect pins and exchange them for exclusive items of international brands. We have already held three editions and, in 2023, we recorded participation of 190 thousand customers and increases of 83% in identified sales versus the same period of the previous year. Average spending per customer increased by 18% compared to 2022.



WELLZ PROJECT

With this project, we provide employees with a holistic approach to health, promoting emotional health through the Wellz Health Ecosystem. We have psychotherapy sessions, conversation circles, the Vitalk app, leadership training and emotional health mapping. Among the results are the reduction in anxiety and depression levels, encouraging self-care: among 433 impacted people, we found anxiety levels extinguished in 13% of them, and depression levels extinguished in 17%.

A PATH TO SUSTAINABILITY: A NEW WAY TO POLISH THE FLOOR

Our floor treatment was a financially and operationally costly process, in addition to generating impacts on the environment. With the pandemic, we were challenged to restructure our procedures and, during this journey, we decided to take the opportunity to also seek more sustainability, which Shopping Iguatemi São José do Rio Preto could do in a partnership with the company 3M, whose innovative solution was more practical and faster.

As an environmental gain, we achieved:

30% reduction in LPG (Liquefied Petroleum Gas) consumption	80% reduction in the disposal of plastic packaging	34.300 kWh/year reduction in electricity consumption
70 thousand liters/year reduction in water consumption	100% reduction in the use of chemicals with risk to the environment, according to FISPQ (Chemical Product Safety Information Sheet)	

JARDIM DE MILHÕES PROJECT

To avoid negative impacts on the environment, the project removed the use of chemical fertilizers in the landscaping of Shopping Iguatemi São José do Rio Preto, adopting 100% ecological alternatives (organic fertilizers). In addition to being much more beneficial to the environment, the project reduced the annual cost of fertilization at the enterprise by almost 4x.

LEAK CONTAINMENT PROJECT

Iguatemi Alphaville created a tilting cart to ensure quick control of medium and large leak points caused by broken drinking water, rainwater or sewage pipes. With the initiative, we gained more agility in moving equipment and staff to quickly contain the crisis, reducing the visual impact on customers, as well as possible damage to important machinery (escalators, elevators, furniture and others). Another relevant benefit is the containment of water that would otherwise spread and be wasted, allowing for adequate disposal.

OZONE PROJECT

Iguatemi Esplanada started to carry out environmentally friendly sanitization, using equipment that replaces chemical products with water with ozone and softener salt. As a result, we could reduce the use of chemical substances in our cleaning routine by almost 95%, in addition to a significant improvement in the productivity of the process of washing entrances and bathrooms.

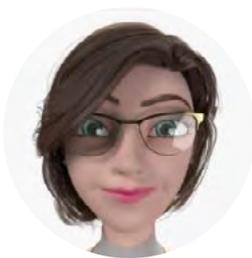
IGUATEMI CREDIT

In our financial health survey, we identified that 13.29% of people reported receiving less than necessary to pay their monthly debts, while 53.56% said they received enough to pay their monthly debts, but without room for emergencies, reserves and investments. Therefore, the Iguatemi Credit project aims to offer a more attractive credit proposal to our employees, helping people to better balance their financial health, with a facility line with lower rates than those practiced by the market for payroll loans. At the same time, the project contributes to our commitment to the SDGs:

- SDG 3: health and wellness based on the proposal to bring more financial balance to our people, promoting comprehensive health;
- SDG 10: reduction of inequalities, by providing a credit opportunity to help pay debts, emergencies and even the acquisition of something or making a dream come true.

Since the beginning of Iguatemi Credit, we have reached 280 people, lending **BRL797,000 over a period of 11 months.**

ISA CHATBOT



ISA, Iguatemi Automation System, was created in 2019 with the aim of centralizing human, repetitive tasks that impact people's experience. It carries out, with agility and precision, IT, HR, Legal, Procurement, Invoicing and ticket consultation activities. Its scope includes everything from RPA (Robotic Process Automation) for financial and administrative routines

to a chatbot to handle calls such as password reset, access management, delivery of proof of payment or frequently asked questions in its knowledge base.

In 2023:

- **12**
thousand
calls answered
via chatbot
- **225**
thousand
RPAs executed



I FASHION OUTLET SANTA CATARINA

AXIS 3: Ethical, fair and sustainable value chain

ETHICAL BEHAVIOR ▶

STATUTORY COMMITTEES ▶

NON-STATUTORY COMMITTEES ▶

COMPLIANCE ▶

SUPPLY CHAIN MANAGEMENT ▶

SUSTAINABLE INVESTMENTS ▶

Aware of the impacts that our operations can generate on society and the environment, we are fully committed to the development of an ethical, fair and sustainable value chain.

At Iguatemi, we constantly seek to ensure that all stages of our business are conducted appropriately and in alignment with the values that drive us.

Establishing and maintaining fair, transparent and respectful relationships is another priority commitment for us. We believe that ethical practices make up our long-term strategy and are the only possible way to maintain a good reputation, in order to increase stakeholder reliance and maintain a solid foundation so that we can face future challenges.



WORKSHOP AT IGUATEMI SÃO PAULO

Ethical behavior

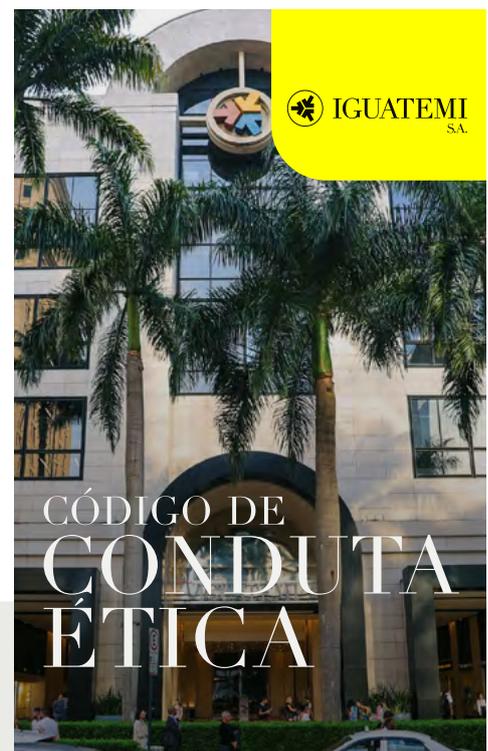
GRI 3-3

OUR GOVERNANCE

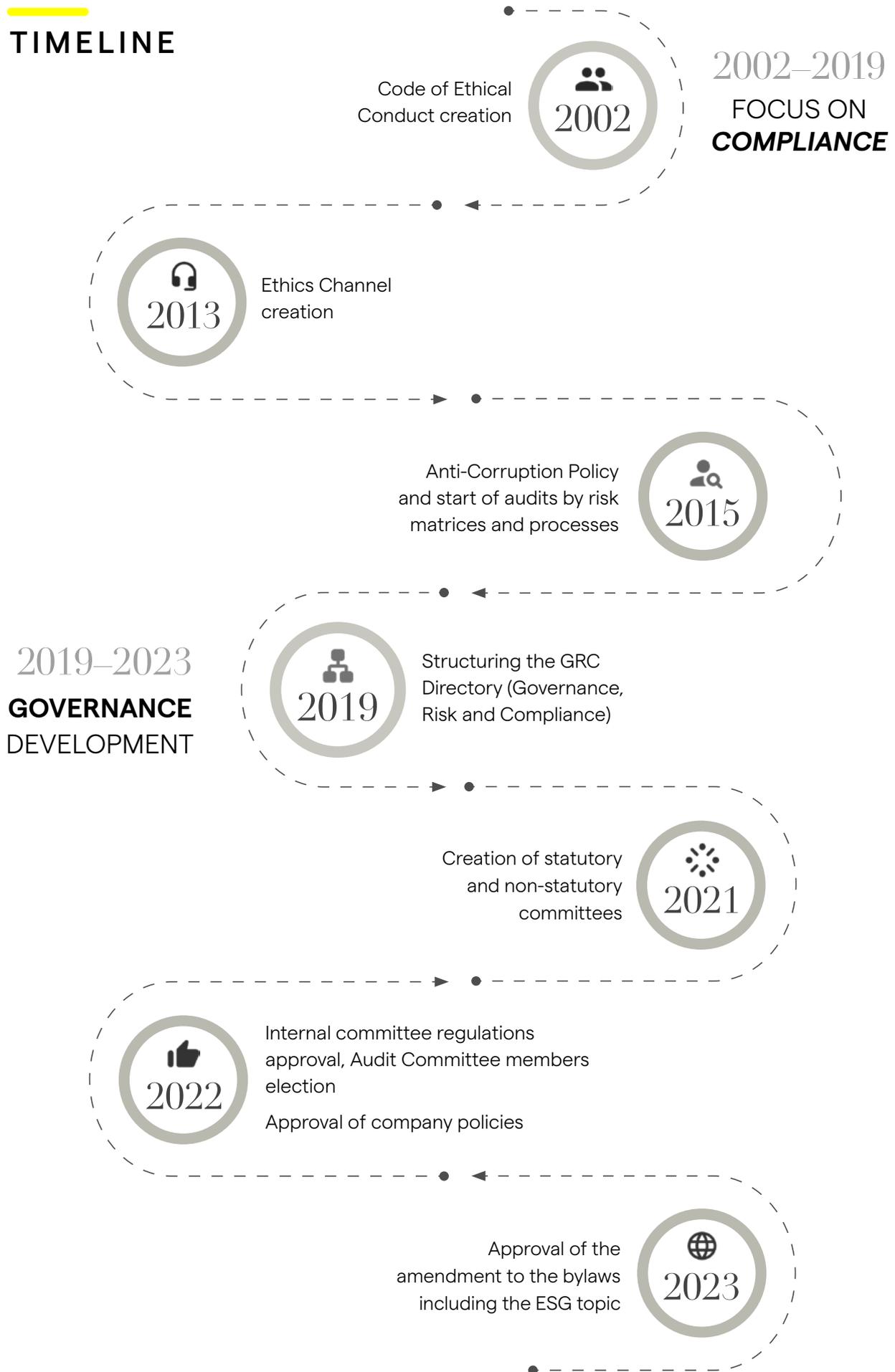
GRI 2-9

Over the last few years, we have increasingly improved our governance, in order to ensure a professional management model aligned with the values and culture that drive Iguatemi. Any and all decisions involving the Company must be guided by the principles established in the company's code of ethical conduct and policies and procedures.

New edition of the
Code of Ethical Conduct .
Access the document .



TIMELINE



In 2021, following the corporate restructuring in the Jereissati Group, the shares of Iguatemi Empresa de Shopping Centers S.A were incorporated by its parent company, formerly Jereissati Participações S.A, currently called Iguatemi S.A. The movement represented a leap in the quality of governance and allowed changes in management that support the sustainable growth of the organization, with a capital structure appropriate to this phase of advances. The company is listed on Level 1 of B3; however, it complies with all Novo Mercado rules, the highest level of governance on the Stock Exchange, except for the issuance of common and preferred shares, in a unit program.

CORPORATE GOVERNANCE

Main requirements of listing segments	Basic	Level 1	Level 2	Novo Mercado	Adhesion by Iguatemi
Capital stock (single class of common shares)					1
Minimum percentage of outstanding shares (free float)					
Public Offerings for the Distribution of shares					
Prohibition of statutory provisions					
Composition of the board of directors					
Prohibition on the accumulation of positions					
Obligation of the board of directors in OPA					
Financial statements					
Information in English, simultaneously with publication in Portuguese					
Annual public meeting					
Calendar of corporate events					
Additional disclosure of information and other governance mechanisms					
Tag Along Grant					
Exit from the segment/Public Offering for Acquisition of Shares (OPA)					
Adhesion to the Market Arbitration Chamber					
Audit Committee					
Internal audit					
Compliance					

Maximum proximity to Novo Mercado

Minimum proximity to Novo Mercado

1 Existence of PN shares with veto rights for specific matters

ARTICLE 7 OF THE BYLAWS OF IGUATEMI S/A

Preferred Shares

Right to Vote – Article 7, paragraph 1: "The preferred shares will have voting rights on the matters specified below:

- i) corporate transactions proposed by management bodies that involve transformation, merger, merger of shares, consolidation or spin-off of the Company;
- ii) approval of proposals to enter into agreements between the Company and the controlling shareholder, directly or through third parties, as well as other companies in which the controlling shareholder has an interest, whenever, by virtue of legal or bylaw provision, they are within the competence of the General Meeting;
- iii) evaluation of assets to be contributed as capital increases;
- iv) choice of institution or specialized company to prepare a valuation report for the Company's shares in the cases provided for in these Bylaws or upon determination of the Securities and Exchange Commission;
- v) amendment or revocation of Articles 7, 8, 19, the Sole Paragraph of Article 22, the Paragraphs One to Five of Article 25, Articles 29 and 30 and Chapters VIII, IX, XII, XIII and XIV of these Bylaws (or any subsequent renumbering or reallocations of these provisions, if any), unless the change or revocation is due to the adaptation of these provisions to new rules that may be established in the Novo Mercado Regulations, although the Company is listed on Level 1."

The restructuring allowed us to expand our investment and growth capacity, with adherence to the highest levels of corporate governance, fulfilling the goal of ensuring transparency, ethics and efficiency in the management of financial and human resources. In alignment with our Bylaws, we have established a robust governance structure composed of bodies regulated by the Brazilian Corporation Law, in addition to four statutory committees to advise the Board of Directors, two non-statutory committees, and one Fiscal Council.

The appointment of members who make up the executive board, councils and committees is carried out pursuant to the legislation, the Bylaws and current internal regulations. The positions of chairperson of the Board of Directors and chief executive officer (or main executive) cannot be combined. To meet the strategic demands of the business, in the composition of bodies, we seek complementarity of skills and diversity among members, ensuring a team of professionals with diversified knowledge and varied experiences and skills. [GRI 2-10]

The dynamics of the functioning of the bodies is communicated through an annual calendar made available in advance to everyone involved. To constantly improve the governance structure, in 2023 we carried out a detailed review of the agendas of all committees, as well as the necessary adjustments according to the maturity of each topic.

As a way of recording and monitoring this process of continuous improvement, we annually publish the Governance Report, prepared based on the Brazilian Governance Code of the IBGC (Brazilian Institute of Corporate Governance), with the "Practice- -or-explain," whose goal is to strengthen the governance mechanisms of institutions, in alignment with best market practices.

At the end of 2023, we were selected for the first time to be part of the B3 Corporate Sustainability Index (ISE), whose portfolio became effective as of January 02, 2024. This recognition is a source of pride for Iguatemi, as it reflects the coherence and importance of the Company's commitment to environmental, social and corporate governance issues within our business strategy.

The ISE is an important tool to support investors in evaluating ESG practices and to encourage companies to advance this agenda. Practices regarding the following matters are analyzed: diversity and inclusion, decision making in governance bodies, sustainability in the business model, risk management, corporate citizenship, shareholder rights, transparency and ethics in business, human rights, relations with communities, management of legal and regulatory environments, among others.

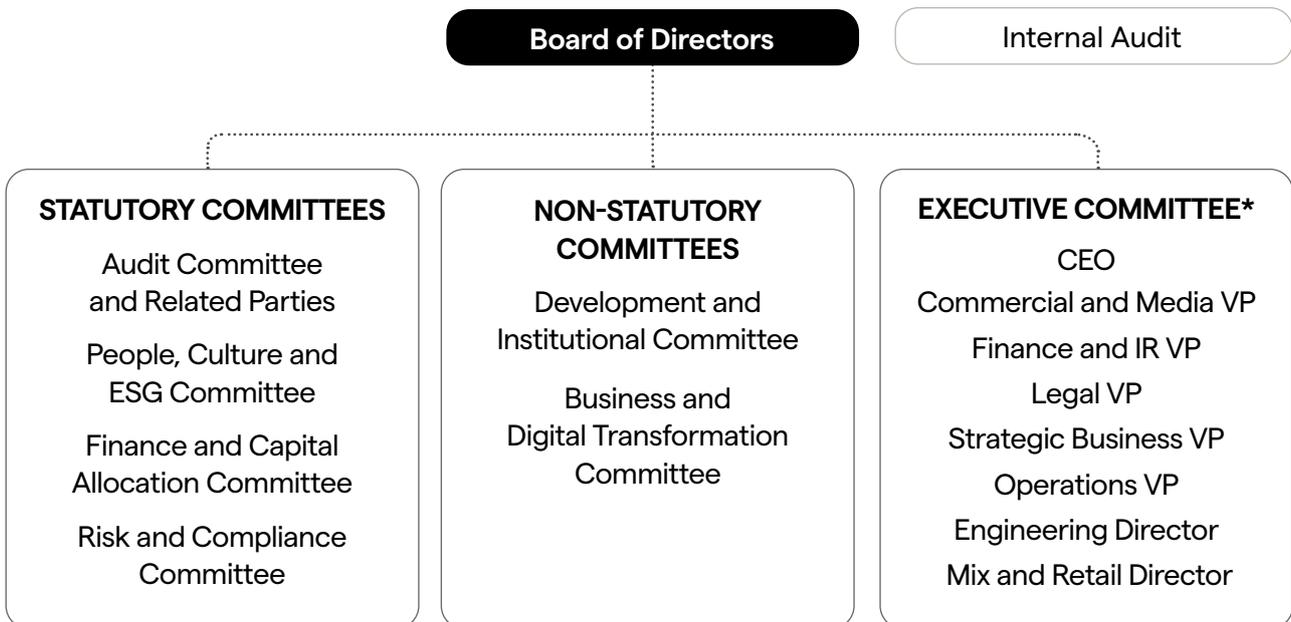


IGUATEMI PORTO ALEGRE AND IGUATEMI BUSINESS TOWER

CORPORATE GOVERNANCE STRUCTURE OF IGUATEMI S.A.



COMMITTEES



* At the end of 2023, the Marketing and Sponsorship and Human Resources Directors were no longer part of the Executive Committee, despite reporting directly to the CEO.

BOARD OF DIRECTORS

GRI 2-12 e GRI 2-24

Together with the executive board and advisory committees, the Board of Directors is our highest decision-making body, right after the Shareholders' Meeting. Currently chaired by Carlos Francisco Ribeiro Jereissati, it is made up of eight members, five of which are independent, pursuant to the internal regulations and in line with the rules of B3's Novo Mercado. [GRI 2-11]

The Board of Directors establishes the general direction of our business, discusses and resolves on strategic issues, with the following goals, among others:

- promote and observe the corporate purpose of Iguatemi and its subsidiaries;
- look after the interests of shareholders, without losing sight of others (stakeholders);
- ensure the perpetuity of the company, with a long-term and sustainability outlook, incorporating economic, social, environmental and good corporate governance aspects in the definition of business and transactions.

Furthermore, the Board of Directors decides on the relevant and strategic policies to be adopted by the Company.

Composition of the Board of Directors

GRI 2-17

We have a diverse Board of Directors, including as to its technical skills. The members are highly qualified professionals, with notable technical and academic experience, an unblemished reputation and an entrepreneurial spirit, contributing to the complementarity of opinions and knowledge.

MAP OF TECHNICAL SKILLS OF OUR 8 DIRECTORS



Elected on 04/20/2023

Term of office ending in April 2025

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Carlos Francisco Ribeiro Jereissati
Chairperson ■ Pedro Jereissati
Vice-President ■ Carlos Jereissati
Director ■ Francisco Sérgio Pontes
Independent Director | <ul style="list-style-type: none"> ■ Ana Karina Bortoni Dias
Independent Director ■ Bernardo Parnes
Independent Director ■ Pedro Santos Ripper
Independent Director ■ Wagner de Souza Nascimento
Independent Director |
|--|---|



CASA JEREISSATI

FISCAL COUNCIL

GRI 207-2

The Fiscal Council, an independent and non-permanent supervisory body with duties and powers conferred by law, is made up of three full members. It was installed in April 2023, with the election of its members and their respective alternatives.

It is a monitoring mechanism independent of the Board of Directors and the executive board for reporting to investors, with the prerogative of monitoring their acts and proposals, as well as verifying compliance with their legal and statutory duties. It has its own internal regulations, approved by the Board of Directors.

* On 04/18/2024 we had a new election for the Fiscal Council, with Mr. Jorge Dib and Mr. Leonardo Campos remaining in office. In place of Mr. Nestor Neto, Ms. Maria Cecília Andreucci Cury takes over.

Elected on 04/20/2023*

Term of office ending in April 2024

- **Jorge Moyses Dib Filho**
Effective Member
- **Leonardo Leirinha Souza Campos**
Effective Member
- **Nestor Guimarães Neto**
Tax Director



IGUATEMI BRASÍLIA

Advisory Committees

GRI 2-13 e GRI 2-24

STATUTORY COMMITTEES

Established in 2022, the Statutory Committees aim to strengthen internal governance and advise the Board of Directors in processes, policies and relevant issues on specific topics. They all have independent members in their composition, and the Audit and Related Parties Committee is formed exclusively in this way. In 2023, the People, Culture and Organization Committee was renamed the People, Culture and ESG Committee.

Audit Committee and Related Parties

Its main functions are to evaluate Iguatemi's quarterly information, interim and financial statements, in addition to monitoring internal audit activities and evaluating and monitoring the Company's risk exposures.

FIND OUT
MORE ABOUT
OUR POLICY ON
TRANSACTIONS
WITH RELATED
PARTIES



People, Culture and ESG Committee

It focuses on guiding strategic planning for people management and ESG, considering our business goals and cultural, digital and sustainability transformation requirements. In addition to monitoring succession plans, salary competitiveness and general human resources processes, it is in this committee that the directions of the ESG journey are reviewed and approved.

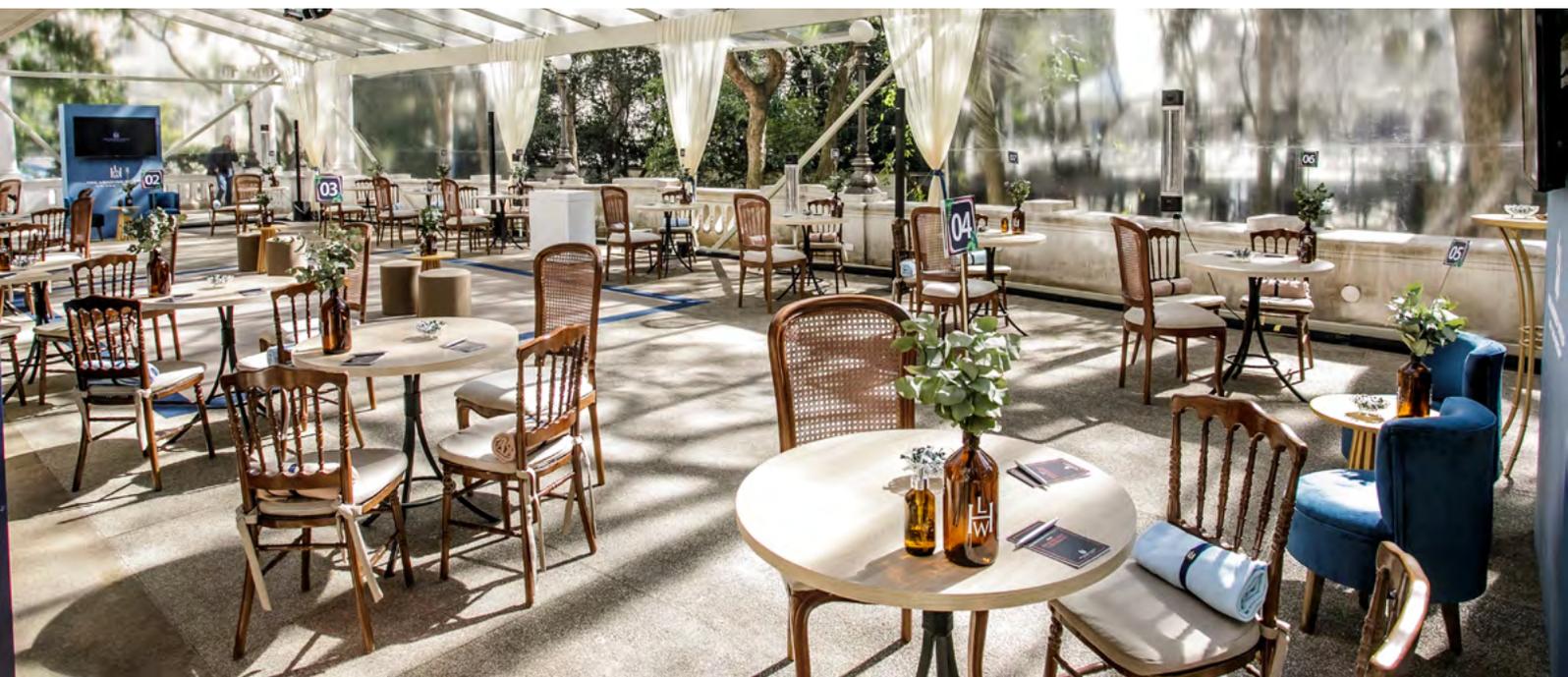
Risk and Compliance Committee

Its main function is to propose to the Board of Directors the definition of the risk matrix and commitment limits, as well as measures to protect financial, market and operational risks. It is also responsible for monitoring the mapping carried out by the Company's management of all types of relevant risks, classifying them according to their degrees of impact, their probability of occurrence, their origin and their sensitivity to preventive and mitigating actions. On the Compliance front, the committee is responsible for evaluating the results of activities and ensuring their effectiveness, promoting a culture of integrity and training managers to conduct business in an ethical manner. Furthermore, it monitors compliance with the Code of Ethical Conduct and monitors our reporting channel. [GRI 2-26]

Finance and Capital Allocation Committee

Among its functions and responsibilities is supervising the financial department and monitoring the implementation of control systems that establish security conditions for the management model adopted. Furthermore, it monitors the capital structure, cash management and analyzes investment, divestment and financing proposals. Finally, it is part of the analysis of potential consequences of the situation on our position with the Board of Directors and the Executive Board.

CASA HIGIENÓPOLIS



NON-STATUTORY COMMITTEES

GRI 2-13

Development and Institutional Committee

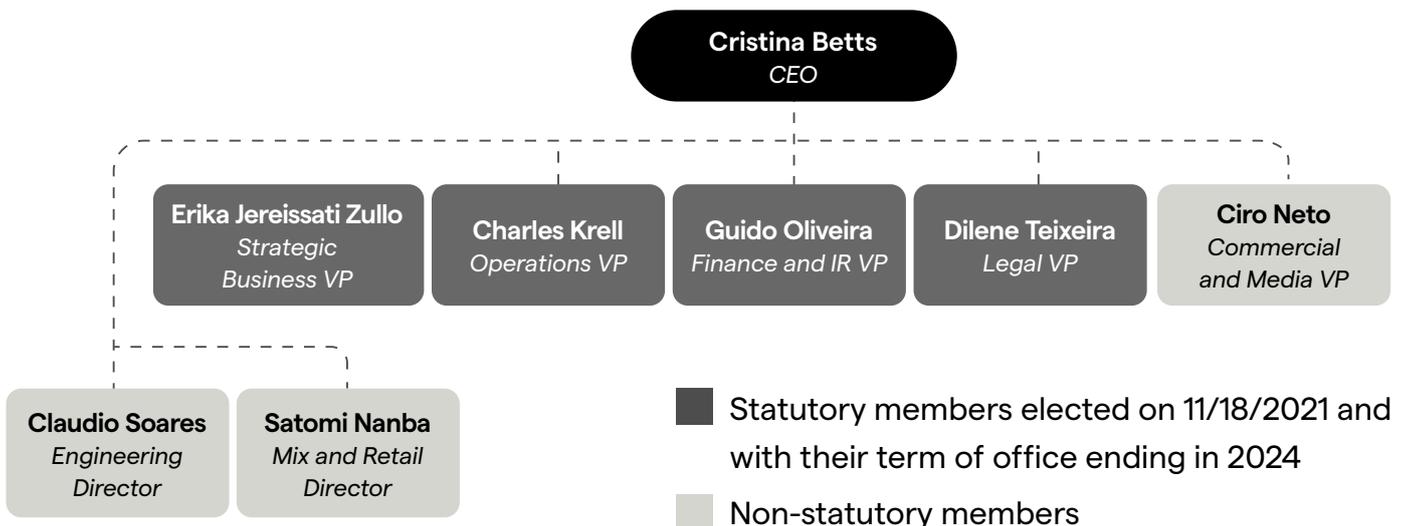
Its goal is to care for the Iguatemi S.A. brand and formulate the value proposition for clients, consumers and shareholders, establishing the guidelines for our institutional image. It actively participates in brand identity proposals, as well as architectural designs for all operations and urban planning proposals. Furthermore, it approves mix changes, marketing and relationship actions, investments for maintenance and improvement of facilities.

Business and Digital Transformation Committee

Its main function is to monitor market trends, challenges, risks and opportunities, as well as understand our positioning in the context and consumer trends in the short, medium and long term, guiding the competitive strategy and market positioning regarding the use and implementation of new technologies.

EXECUTIVE COMMITTEE

Its main responsibility is to make the Company's strategic decisions, and is currently composed of eight members.



Compliance

GRI 2-27

At Iguatemi, we conduct business and interactions with stakeholders with integrity and responsibility. The commitment to ethics translates into transparency in transactions and communications, with respect for human rights in all decisions. In our transactions, we implement the highest standards in relation to applicable legislation and regulations.

To this end, we maintain a Compliance Program and promote a culture of integrity throughout the organization, encouraging engagement with ethical behavior from senior management to our employees. In 2023, we began reviewing our Code of Ethical Conduct to include issues such as human rights, ESG and governance, in addition to updating integrity topics, a review that was approved at all levels in 2024. As a way of making the Code known and accessible to everyone in the Company, we carry out on-site Compliance training in all of our ventures. The topic was also addressed in ESG Week.

Furthermore, we measure the effectiveness of the Compliance program in relation to compliance laws and best practices and, periodically, develop action plans aimed at continuously improving processes and increasing adherence rates to compliance standards.

These efforts contribute to the fight against corruption, with sensitivity management carried out through a Compliance Risk Matrix. To remain a reference organization in compliance, 95% of our employees were trained in anti-corruption policies and procedures, with 100% of them having been informed about the topic. Considering the 13 members of the governance bodies, 100% were informed about it, and three underwent specific training. [GRI 205-2]



Participating in the training was an incredible experience! I feel more prepared to act ethically and according to the company policies."

Cláudia Maria Rezende,
controller

In 2023, there were no significant cases of non-compliance with laws and regulations reported, as well as no fines and monetary sanctions in the period.

[GRI 2-27]

ETHICS CHANNEL

GRI 2-25

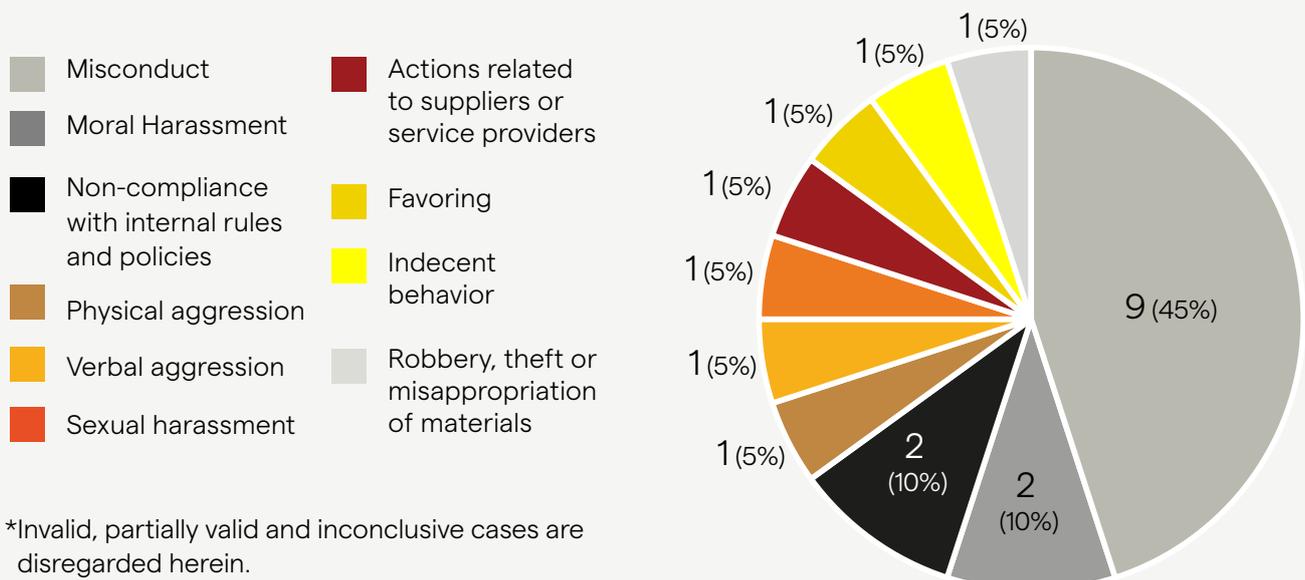
Another tool implemented to promote integrity is the Ethics Channel, available to anyone who wants to report any ethical infractions, including fraud and corruption, committed by employees or on our behalf. The channel is available via website, email, toll-free call or P.O. Box and ensures that reports are made securely and confidentially. The Complaint Investigation Guidelines Policy provides for the responses to reports or queries based on the investigations carried out, being approved by our Risk and Compliance Committee before being informed to those involved and/or interested.

In 2023, we received 82 complaints through the Ethics Channel, a number 6% lower than the previous year. All were investigated and treated appropriately, including the adoption of corrective measures whenever necessary. [GRI 406-1] Specifically regarding cases of discrimination, there were no valid complaints in the last year. As part of our efforts to reduce irregularities, we trained all Iguatemi units on the topics of integrity and combating harassment and discrimination.

82
complaints
-6%
compared
to 2022

The reports brought to the Ethics Channel, as well as feedback from the departments after the ESG Week and other training carried out, have been important tools for us to implement improvements in the Compliance Program and reinforce our commitment to disseminating a strong culture of integrity throughout the organization.

Valid complaints reported through the Ethics Channel*



Ethics channel
SERVICES



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



E-mail:
iguatemi@canaldeetica.com.br



Telephone:
0800-450-2220
Monday to Friday, 9am to 5pm



P.O. Box:
Barueri/SP - CP: 521 - Postal Code (CEP): 06320-971

Compliance Reference [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 business agreements terminated with partners due to corruption
- Zero corruption-related lawsuits filed against the organization and employees
- 100% of employees were informed about anti-corruption procedures and policies
- 95% of employees trained in combating corruption

MARKET PLACE ATRIUM, IN SÃO PAULO



ESG WEEK AT IGUATEMI

Starting on August 14, ESG Week was designed to highlight the most relevant ESG topics for people's daily lives and our business. Among the initiatives, we had conversations about "Human Rights" with the presence of Camila Valverde and Gabriela Rozman, both from the UN Global Compact; "Ethics in Everyday Life," with social psychologist and Corporate criminologist Antonio Hancsey; "Moral and Sexual Harassment," with lawyer Sérgio Vieira; "Engaging allies: the role of men in gender equality," with Diversity and Inclusion specialist Claudia Cavalcante; and, to close the week, "The Planet: what can you do for it, for you and for us!," with Pedro Marques, specialist in innovation projects and sustainability agenda.

All lectures were designed to encourage employees to reflect on how our individual and inter-relational actions impact and are impacted by the ESG agenda and the sustainability of the business and the planet.

**SEMANA ESG:
PALESTRA ÉTICA NO DIA A DIA**

Nossa semana ESG já começou, e com ela, palestras e conteúdos que vão conectar você a assuntos relevantes como ética, integridade, direitos humanos e ambiental.

Para aquecer, separamos para você um Podcast do Antônio Hancsey, Psicólogo Social que fará uma palestra na Semana ESG da Iguatemi amanhã, às 8h30: "Ética no dia a dia".

Assim, no ônibus ou no carro, você pode tornar a viagem ao trabalho mais proveitosa e educativa ouvindo conteúdos que te farão refletir sobre ética.




É óbvio fazer a coisa certa? Neste podcast bem interessante, um dilema ético nos faz pensar sobre que decisão tomar.

- O combinado sai caro?
- As regras são absolutas?
- Como podemos agir diante deste dilema?

Estas e outras perguntas são respondidas no Podcast. Boa sessão e sinta-se a vontade em compartilhar suas impressões e opiniões enviando um e-mail para: compliance@iguatemi.com.br

Nos vemos na Semana ESG, até breve!



ESG WEEK NEWSLETTER

CRISIS COMMITTEE

To address real negative impacts and provide appropriate mitigation, we have a Crisis Committee at Iguatemi. Its decisions will always be aligned with the business strategy and aim to correctly manage external positioning, in order to mitigate risks related to image and reputation.

DATA SECURITY AND PRIVACY PROTECTION

Ensuring the security and privacy of information in situations where we process personal data is one of our commitments. The Privacy Office is the department responsible for implementing and managing Iguatemi's privacy and data protection program. It is made up of the DPO (Data Protection Officer) and Legal and Information Security specialists, as well as Privacy Champions (privacy ambassadors) in each business area to apply and monitor safeguards, which make the data privacy and protection program effective.

Considering the multidisciplinary nature of the topic, the privacy office maintains forums and meetings with all departments of the company, to address data privacy issues, including topics on possible breaches or security incidents, obtained through two tools, Securiti.ai (for data governance) and the DLP.

Monitoring tools and protections (vulnerability scans, device, email and internet protections, and security operations center) are also part of our approach to identifying and treating risks of data security. There is a monthly schedule with the IT security team for guidance on data security practices and KPIs.

[SASB - MULTILINE RETAILERS AND DISTRIBUTORS - Data Security - CG-MR-230a.1]

Supply chain management

GRI 3-3

For us, suppliers are key to business success. It is through this partnership that we maintain healthy operations and services, serving customers and communities with excellence. In 2023, we updated the purchasing policy to reflect the advances made in the last year and, as a practice of transparency and Compliance, we plan to carry out physical audits of our suppliers in 2024.

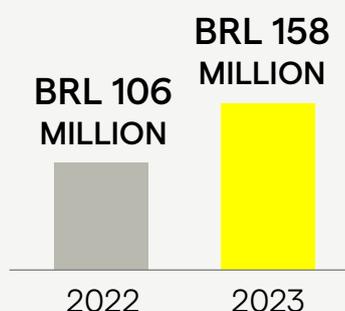
For 2024, we will include a description of policies and commitments in relation to our material topics. This process will be built over the period and will enable the creation of measures to prevent and/or mitigate potential negative impacts, in addition to enabling the evaluation of the effectiveness of the measures adopted.

[GRI 2-6] In a constant evolution aimed at ensuring efficiency, security and transparency in our relationships, since 2019 we have experienced a journey of cultural, procedural and digital transformation of the purchasing process.

As a result, today we have greater centralization and standardization, thus promoting safer practices with a lower risk of deviations, covering around 60% of all our routine purchases. By the end of 2025, we aim to expand this scope to 80%. In addition, we are constantly working to centralize purchasing processes within the team of official buyers, and we currently have the main service agreements being negotiated in a corporate manner by the purchasing team.

Centralization of purchasing processes within the team from official buyers:

ALMOST 50% INCREASE IN NEGOTIATED SPEND



Improvements in the purchasing process (since 2019) [GRI 2-6]

- **Tool for registering materials (Web Format):** we sanitized our entire registration base, ensuring that all competing companies receive the same information during a competition process, referencing the required materials.
- **RPA that issues purchase orders** to ensure that agreements have their prices respected and sent to suppliers as soon as approved.
- **ME (Electronic Market),** an electronic quotation system that eliminates the buyer's personal interaction with suppliers and ensured competition via a closed envelope.
- **ERP (SAP) integrated with ME,** which mitigates risks of typos and fraud in competition processes.
- **New RPA automation process in purchasing operating materials,** in 2023. We started with a purchasing pilot with an order of up to BRL2,000.00, quickly evolving after three months of good experience to BRL5,000.00 from more than one hundred product categories.
- **2 modules from the Bernhoeft company:** third-party labor management in which we manage the labor documents of outsourced employees, ensuring the collection of charges, vacations, terminations, among others, and the supplier approval module, which is used to evaluate critical and/or corporate suppliers, in addition to faithfully complying with the Due Diligence policy.
- **Negotiation of 39 material supply agreements** to ensure greater compliance, cost reduction and faster service.

Good practices

[GRI 2-29] In 2023, 243 employees (with administrative positions and linked to the purchasing process) were trained in Good Purchasing Practices, including our ethical processes and internal Compliance practices.

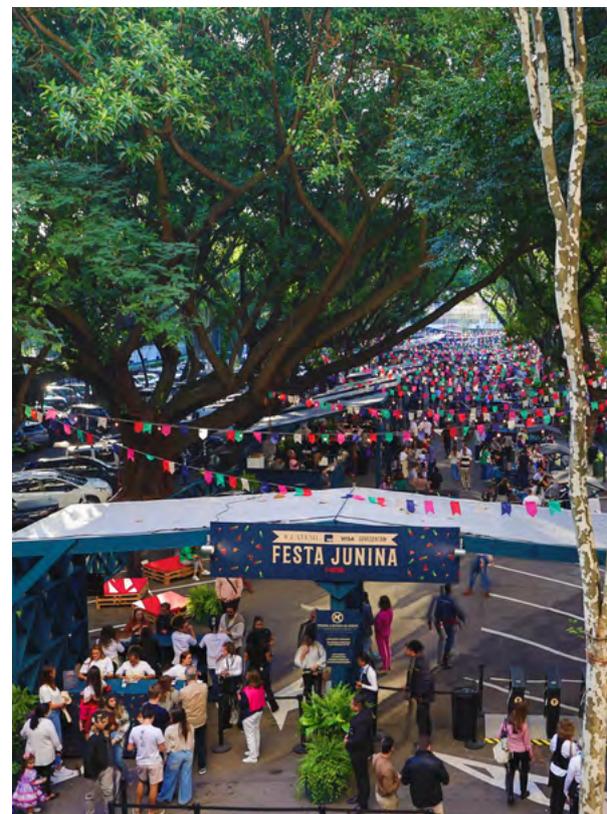
243
trained
employees
(approximate
average of 12 per
mall)

Sustainable purchasing

[GRI 2-6 e GRI 2-29] The ESG perspective guides the direction of our business. Therefore, we believe that encouraging suppliers along this path is crucial. In 2023, we evaluated qualitative information from the main suppliers in competition processes via RFI (Request for Information). In 2024, we will develop a questionnaire based on the environmental, social and governance pillars, aiming to have a clearer vision of the way in which topics are managed by partners. The tool will allow us to identify suppliers that are causing real and potential negative social and environmental impacts (which could lead to the termination of business relationships) and suppliers with excellent practices, which will be one of the decisive factors upon hiring. [GRI 308-1] We will start this work with 20 suppliers (10 for services and 10 for consumable materials), with the intention of establishing a gradual increase.

We are aware of the impact that our suppliers' value chain has on Iguatemi's greenhouse gas emissions inventory, specifically in scope 3. This factor is mainly related to deliveries and, aiming to mitigate and reduce emissions, we are working on automating processes to reduce the number of orders issued, thus contributing to a reduction in deliveries and, consequently, in the amount of CO2 issued with freight.

In a complementary way and with a focus on circularity, we encourage the consumption of recyclable sulphite paper, biodegradable disposable cups, coffee stirrers in wood and we provide supply agreements for such



JUNE FESTIVITIES AT
IGUATEMI SÃO PAULO

items, in addition to using garbage bags produced from 100% recycled material. Finally, we constantly seek to structure a process that encourages and enables mapping of new actions linked to this topic.

Sustainable investment

GRI 3-3

Guided by the strategy of continually looking to maximize returns to our shareholders, in 2024 we will develop and implement a specific investment policy aligned with global demands in relation to sustainability.

Partially acquired by Iguatemi in 2022, Etiqueta Única is one of the examples of the commitment we have to the sustainable development of our business. The largest second-hand luxury platform in Latin America, the initiative contributes to extending the life cycle of products for as long as possible, keeping pieces in use and avoiding disposal.

There are more than 500 thousand items from more than 1,500 national and international brands, including some of the most valuable brands in the world, such as Hermès, Chanel, Christian Dior, Gucci, Cartier, Rolex, Tiffany & Co., and others. All products are carefully evaluated and come with certificates of authenticity. Over more than ten years of existence, the project has contributed to avoiding the disposal of 11 tons of textile waste, significantly contributing to a more sustainable future.

In 2023, we opened the first Etiqueta Única Guide Point at Shopping Iguatemi São Paulo, an innovation in our sector. With this new feature, we provide customers with an exclusive space to support the digital platform, presenting a full brand experience with omnichannel strategies to connect offline and online in the same place.

Etiqueta Única

Authentic Second-Hand Luxury

+ than
500
thousand
second-hand
authenticated
products

+ than
1.500
brands

18
thousand
sellers

38
thousand
buyers



1ST GUIDE POINT OF THE INITIATIVE AT SHOPPING IGUATEMI SÃO PAULO





SORTING, RECYCLING AND CIRCULARITY OF PLASTIC WASTE

Our commitments

GRI 3-3

Our 2022 Sustainability Report was important to tell what we had been doing at Iguatemi for a long time, showing our history of actions related to ESG.

This report, focused on 2023, shows the consistency of our intentions and actions, ensuring we keep what is relevant and what we do well, in addition to our tireless focus on always seeking more. In this sense, below we indicate the vision of each of our three axes, that is, where we intend to reach with our journey. We also bring our commitments materialized in actions, in addition to what we have already started to build in 2024.



AXIS 1: ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE GROWTH

COMMITMENTS	GOALS	PROGRESS
Operate our portfolio efficiently, aiming to minimize impacts on the use of resources and the environment	WASTE MANAGEMENT	2023
	Achieving 95% waste reuse by 2030	91.2%
	WATER MANAGEMENT	2023
	Construction of Water Treatment Plant (WTP) in Ribeirão Preto in 2024 and feasibility analysis for WTP in Brasília in the expansion	-
	Increase the % of water reuse in areas of water stress by 2030	23.4%
	POWER MANAGEMENT	2023
	Construction of solar energy pilot in Campinas in 2024	-
	Study the implementation of a pilot project for a renewable energy self-production plant by 2027 .	-
Contribute to the global reduction of greenhouse gas emissions	REDUCTION IN EMISSIONS	2023
	Carry out third-party audit for Iguatemi's inventory in 2024	-
	Draw up a plan for decarbonization of Scope 1 and 2 by 2025	-
Promote sustainability in the experience of our customers, tenants and renters	SUSTAINABLE CONSTRUCTIONS	2023
	Evolve in the certification of our entire asset portfolio	15%
	100% of shopping malls with spaces for electric cars by the end of 2024	87.5%
	CONSCIOUS CONSUMPTION AND PRODUCTION	2023
	Develop a booklet of good sustainable practices for our tenants in 2024	-

PROGRESS CAPTION

Reached

In progress

Not reached

Not started



AXIS 2: DIVERSE, HAPPY AND PROSPEROUS PEOPLE

COMMITMENTS	GOALS	PROGRESS
Have a diverse, engaged and innovative community of employees	EMPLOYEES	2023
	Aim for 50% of women in senior management positions by 2030	44%
	Create a Diversity and Inclusion Committee ("affinity group")	-
Generate a positive impact on people and communities where we are located	COMMUNITY (Customers, Tenants, Renters and Society)	2023
	Perform NPS measurement with customers in 2024	-
	Maintain an annual schedule of events that promote Education, Art and Culture	-



AXIS 3: ETHICAL, FAIR AND SUSTAINABLE VALUE CHAIN

COMMITMENTS	GOALS	PROGRESS
Maintain commitment to ethical behavior, which seeks transparency, integrity and an organizational culture that adheres our values	ETHICAL BEHAVIOR	2023
	Hold Investor Day annually as of 2024 , promoting transparency in the company's plans	-
	Carry out the Board Assessment annually as of 2024 , following best governance practices	-
	Maintain compliance with Novo Mercado governance rules (except for preferred shares)	-
	Conduct annual training in Compliance at all our units	-

PROGRESS CAPTION

Reached

In progress

Not reached

Not started

GRI/SASB CONTENT SUMMARIES

GRI

Statement of use	Iguatemi S.A. reported the information mentioned in this content summary for the period between 01/01/2023 and 12/31/2023 based on the GRI and SASB Standards
GRI 1 used	GRI 1: 2021 Fundamentals

Content	Page	Omission
GRI 2: General Contents 2021		
2-1 Organization details	12	
2-2 Entities included in the organization's sustainability report	10, 14	
2-3 Reporting period, frequency and point of contact	9	
2-4 Information restatements	There was no	
2-5 External verification	There is no	
2-6 Activities, value chain and other business relationships	12, 115, 116, 117	
2-7 Employees	57	
2-8 Non-employee workers	58	
2-9 Governance structure and its composition	100	
2-10 Appointment and selection for the highest governance body	102	
2-11 Chairperson of the highest governance body	105	
2-12 Role performed by the highest governance body in overseeing the management of impacts	105	
2-13 Delegation of responsibility for impact management	107, 109	
2-14 Role performed by the highest governance body in sustainability reporting	The Board of Directors analyzes and approves the report proposed by the boards	
2-15 Conflicts of interest	Iguatemi, through the Compliance department, requests all employees, directors and members of Statutory Committees to complete the Conflict of Interest Statement. The Statement is completed annually and analyzed by the Compliance department and 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.	
2-16 Reporting of critical concerns	The Company does not currently have any crucial concerns.	



Content	Page	Omission
2-17 Collective knowledge of the highest governance body	105	
2-18 Evaluation of the highest governance body's performance	We do not yet have an evaluation process for the Board of Directors implemented, but it is in the process of being structured so that it can be implemented in 2024.	
2-19 Remuneration Policies	59	
2-20 Process for establishing remuneration	59	
2-21 Proportion of total annual remuneration	Result: 2,13 Determination of the salary proportion of the highest paid individual in relation to the others was through the issuance of transaction PC00_M99_CWTR and line item /101 - Grand total for the period from 01/01/2023 to 12/31/2023.	
2-22 Declaration on sustainable development strategy	3, 5	
2-23 Policy Commitments	28	
2-24 Incorporation of policy commitments	105, 107	
2-25 Processes to repair negative impacts	40, 111	
2-26 Mechanisms for counseling and raising concerns	108	
2-27 Compliance with laws and regulations	110	
2-28 Association memberships	ABRASCA - Brazilian Publicly Held Companies Association ABRASCE - Brazilian Shopping Mall Association	
2-29 Approach to stakeholder engagement	27, 49, 56, 78, 90, 95, 117	
2-30 Collective bargaining agreements	100% of active employees are covered by collective bargaining agreements, except apprentices (Adjustment According to the Minimum Wage) and interns (not applicable)	

GRI 3: Material Topics 2021

3-1 Process of defining material subjects	24	
3-2 List of material subjects	25	
3-3 Management of material topics	9, 30, 39, 47, 49, 57, 74, 78, 90, 95, 100, 114, 118, 119	

GRI 201: Economic Performance 2016

201-1 Direct generated and distributed economic value	17	
201-2 Financial implications and other risks and opportunities resulting from climate change		Information not available
201-3 Defined benefit plan obligations and other retirement plans		Information not available

Content	Page	Omission
GRI 202: Market Presence 2016		
202-1 Ratio between the lowest wage and the local minimum wage, broken down by gender		Confidential Information
202-2 Proportion of board members hired from the local community		Information not available
GRI 203: Indirect Economic Impacts 2016		
203-1 Infrastructure investments and services supported	42, 46	
203-2 Significant indirect economic impacts	78	
GRI 204: Purchasing Practices 2016		
204-1 Proportion of expenses with local suppliers		Information not available
GRI 206: Unfair Competition 2016		
205-1 Transactions assessed for risks related to corruption	112	
205-2 Communication and qualification on anti-corruption policies and procedures	110, 112	
205-3 Confirmed incidents of corruption and actions taken	112	
GRI 206: Unfair Competition 2016		
206-1 Lawsuits for anti-competitive behavior, anti-trust, and monopoly practices	There was no	
GRI 207: Tax 2019		
207-1 Approach to tax	<p>The Company receives budget guidelines and growth goals from the Board of Directors. Based on this, strategies are analyzed annually with the essential goal of effective Tax Management, using Tax Planning aligned with the results desired by the company.</p> <p>Governance is focused on mitigating tax risks and compliance with applicable laws.</p>	
207-2 Governance, control and management of tax risk	106	
207-3 Stakeholder engagement and management of their tax concerns	<p>Public Agencies: The Company maintains an ongoing dialogue with tax authorities (Federal, State and Municipal). This includes communication about tax issues, clarification of doubts for the correct fulfillment of tax obligations.</p> <p>The Company seeks transparency and cooperation with authorities to ensure compliance and to minimize tax risks.</p>	



Content	Page	Omission
GRI 302: Energy 2016		
302-1 Electricity consumption within the organization	36	
302-2 Energy consumption outside the organization	We do not have energy consumption values outside the organization, this item is highly dispersed and has low relevance to the operation.	
302-3 Energy intensity	36.	
302-4 Reduction in energy consumption	37	
302 - 5 Reductions in energy requirements for products and services	38	

GRI 303: Water and Effluents 2018		
303-1 Interactions with water as a shared resource	34, 35	
303-1 Management of water discharge-related impacts	34	
303-3 Water catchment	34, 35	
303-4 Water disposal	34	
303-5 Water consumption	35	

GRI 305: Emissions 2016		
305-1 Direct emissions (Scope 1) of greenhouse gases (GHG)	31, 32	
305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition	31, 32	
305-3 Other indirect emissions (Scope 3) of greenhouse gases (GHG)	31, 32	
305-4 Intensity of greenhouse gas emissions (GHG)	0.0282 tCO ₂ e/GLA. Explanation: 20,416.007 tCO ₂ e divided by the gross leasable area of all projects 723,480 sqm (base Dec/2022)	
305-5 Decrease in greenhouse gas (GHG) emissions	33	

GRI 306		
306-2 Management of significant waste-related impacts	47	
306-3 Waste generated	47 Total weight of 24,251,022.5 tons of waste	
3306-4 Waste not intended for final disposal	All waste has final destination.	
306-5 Waste intended for final disposal	47	



Content	Page	Omission
GRI 308: Supplier Environmental Assessment 2016		
308-1 New suppliers selected 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, approved as of Jul/24, centralized in the purchasing department, undergo environmental criteria assessment.	
308-2 Negative environmental impacts in the supply chain and actions taken		Information not available
GRI 401: Employment 2016		
401-1 New hires and employee turnover	58	
401-2 Benefits offered to full-time employees that are not offered to temporary or part-time employees	59, 61	
401-3 Maternity/paternity leave	100% of employees are entitled to the benefit.	
GRI 402: Labor Relations 2016		
402-1 Minimum notice period for operational changes	Minimum period of approximately 2 weeks, which may vary according to the impact of the change on our people. For labor issues, the minimum period is approximately 30 days.	
GRI 403: Occupational Health and Safety 2018		
402-1 Minimum notice period for operational changes	Transmission of OH&S (Occupational Health and Safety) data to eSocial in accordance with the calendar published by the Government, carried out by a specialized outsourced company. Implementation of the Occupational Health and Safety Policy, aiming a comprehensive health and safety management system for all our people.	
403-2 Hazard identification, risk assessment, and incident investigation	All ventures have PCMSO (Occupational Health Medical Control Program) PPRA (Environmental Risk Prevention Program) PGR (Risk Management Program) reports provided for in legislation. There is a specific report for the locations with the greatest impact, in addition, the job descriptions have the necessary requirements to perform this role. The attraction department analyzes in the selection processes whether candidates meet the required profile. For reports of dangers and hazardous situations, our people have access to local HR to be able to report any and all situations, as well as having free access to the company's Ethics Channel. We have an Occupational Health and Safety Policy (SSO), which is subject to periodic review of reports with visits from specialized professionals in all locations.	



Content	Page	Omission
403-3 Occupational health services	For these services, we hire Occupational Safety technicians.	
403-4 Worker participation, consultation, and communication on occupational health and safety	We have CIPA (Internal Accident Prevention Commission) implemented in the necessary ventures, in accordance with legal requirements. All of our people have access to local HR to be able to report any and all situations, and also have free access to the company's Ethics Channel.	
403-5 Worker training on occupational health and safety	All locations carry out the mandatory training provided for in the NRs (Regulatory Standards).	
403-6 Promotion of worker health	60, 61	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We have an Occupational Health and Safety Policy (SSO), which involves periodic review of reports with visits from specialized professionals in all locations. We proceed according to the agreement between labor service provision parties, and the companies are required to follow the labor agreement relevant to follow-up.	
403-8 Workers covered by an occupational health and safety management system	We transmit SSO (Occupational Health and Safety) data to eSocial in accordance with the calendar published by the Government, carried out by a specialized outsourced company. We do not control outsourced employee data. The data of outsourced employees is under the control of the contracting company.	
403-9 Work accidents	We had no cases of serious accidents at work, nor deaths. To identify hazards, all ventures have PCMSO (Occupational Health Medical Control Program) PPRA (Environmental Risk Prevention Program) PGR (Risk Management Program) reports provided for in legislation. There is a specific report for the locations with the greatest impact. All those in charge of the department in the projects carry out an analysis of the risk of the service they will provide, prevention analysis and release from supervision in pertinent cases. In addition to filling out the document called "work authorization (AT)." In compliance with all safety standards that apply to each type of service or when there is no standard/ law, we follow good market practices with benchmarking of the best companies.	



Content	Page	Omission
GRI 404: Training and Education 2016		
404-1 Average hours of training per year, per employee	64	
404-2 Programs for improving employee skills and career transition assistance	63, 64	
404-3 Percentage of employees receiving regular performance and career development assessments	In 2023, 100% of our company's positions participated in our performance evaluation cycle	
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity in governance bodies and employees	74 Diversity on the Board of Directors: 12.5% women x 87.5% men 12.5% black people (black + brown) x 87.5% white 12.5% homosexual x 87.5% heterosexual 30 to 50 years old = 12.5% and over 50 years old = 87.5% We do not have directors who are people with disabilities	
405-2 Ratio of basic wage and remuneration of women and men		Confidential Information
GRI 406: Non-Discrimination 2016		
406-1 Discrimination cases and corrective action taken	111	
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1 Transactions and suppliers in which the right to freedom of association and collective bargaining may be at risk		Information not available
GRI 408: Child Labor 2016		
408-1 Transactions and suppliers at significant risk for incidents of child labor		Information not available
GRI 409: Forced or Slave-Like Labor 2016		
409-1 Transactions and suppliers at significant risk for incidents of forced or slave-like labor		Information not available
GRI 410: Security Practices 2016		
410-1 Security personnel trained in human rights policies or procedures	In 2023, 97.7% of security personnel underwent some training on human rights issues. This percentage includes both our own employees and third parties.	
GRI 413: Local Communities 2016		
413-1 Transactions with engagement, impact assessments and development programs focused on the local community	78	



Content	Page	Omission
GRI 414: Supplier Social Evaluation 2016		
414-1 New suppliers selected based on social criteria	We currently do not select suppliers based on social criteria. With the implementation of the ESG questionnaire, we intend that all new suppliers, approved as of Jul/24, centralized in the purchasing department, undergo social criteria assessment.	
414-2 Negative social impacts on the supply chain and measures taken		Information not available
GRI 415: Public Policies 2016		
415-1 Political contributions		Information not available
GRI 416: Customer Health and Safety 2016		
416-1 Assessment of the impacts on health and safety caused by product and service categories	37 Health and safety assessments cover 100% of our ventures.	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Information not available
GRI 418: Client Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero substantiated complaints concerning breaches of customer privacy and losses of customer data	

SASB Index

SASB Standard	Content	Page
SASB - MULTILINE RETAILERS AND DISTRIBUTORS - Activity metrics	CG-MR-000.A Activity metrics: Number of: (1) retail locations and (2) distribution centers	16, 18
SASB - MULTILINE RETAILERS AND DISTRIBUTORS - Activity metrics	CG-MR-000.B Total area of: (1) retail space and (2) distribution centers in sqm	(1) iRetail space: 1,205.54 m ² (2) Distribution centers: 0 m ²
SASB Water Management	IF-RE-140a.1. Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with high or extremely high baseline water stress, by property subsector	36
SASB Water Management	IF-RE-140a.2. (1) Total water captured by portfolio area with data coverage and (2) percentage in regions with high or extremely high baseline water stress, by real estate subsector	36
SASB Energy Management	IF-RE-130a.1. Energy consumption data coverage as a percentage of the total floor area, by real estate subsector	36
SASB Energy Management	IF-RE-130a.2. (1) Total energy consumed by portfolio area with data coverage, (2) electricity percentage grid and (3) renewable percentage, by real estate subsector	36
SASB - MULTILINE RETAILERS AND DISTRIBUTORS - Energy Management in Retail and Distribution	CG-MR-130a.1 (1) Total energy consumed, (2) grid electricity percentage, (3) renewable percentage	(1) Total energy consumed: 1,690 gigajoules (only considers iRetail transactions) (2) Grid electricity percentage: 100% (3) Renewable percentage: 92.28%



SASB Standard	Content	Page
SASB Tenant Sustainability Impact Management	IF-RE-410a.2 Percentage of tenants who are separately metered or sub-metered for (1) grid electricity consumption and (2) water withdrawals, by property subsector	37
SASB - MULTILINE RETAILERS AND DISTRIBUTORS - Data security	CG-MR-230a.1 Description of approach to identify and address data security risks	114
SASB - MULTILINE RETAILERS AND DISTRIBUTORS - Data security	CG-MR-230a.2 (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of affected customers	(1) number of data breaches: 0 (2) percentage involving personally identifiable information (PII): 0 (3) number of affected customers: 0
SASB Tenant Sustainability Impact Management	IF-RE-410a.1 (1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property subsector	Zero
SASB Activity Metrics	IF-RE-000.A Number of assets, by real estate subsector ²	16 assets
SASB Activity Metrics	IF-RE-000.B Net leasable area, by property subsector	12
SASB Activity Metrics	IF-RE-000.C Percentage of assets managed indirectly, by real estate subsector	0%
SASB Activity Metrics	IF-RE-000.D Average occupancy rate, by real estate subsector	Average occupancy of 93.3% at the end of 2023
E-COMMERCE - Activity Metrics	"CG-EC-000.C Number of shipments"	Approximately 20,000 orders placed in 2023 where transport was used. i365
E-COMMERCE - Product packaging and distribution	"CG-EC-410a.2 Discussion of strategies to reduce the environmental impact of product delivery"	Use of recyclable material in all packaging
E-COMMERCE - Data security	"CG-EC-230a.1 (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of affected users"	114
E-COMMERCE - Data privacy and advertising standards	"CG-EC-220a.1 Number of users whose information is used for secondary purposes"	78,000 was the number of emails that received communications from i365 regarding: campaigns, promotions and news.
E-COMMERCE - Data privacy and advertising standards	"CG-EC-220a.2 Description of policies and practices relating to behavioral advertising and user privacy"	https://www.iguatemi365.com/central-de-atendimento/politica-de-privacidade
E-COMMERCE - Hardware infrastructure, energy and water management	"CG-EC-130a.3 Discussion on integrating environmental considerations into strategic planning for data center needs"	All data storage in SP due to the country's LGPD legislation. We use cloud servers from Google (GCP) and Amazon (AWS) to support our technology operation



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