

ALLOS

2023

# sustainability

REPORT



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01

**introduction**





# About the report

GRI 2-3 | 2-14

We welcome you to the ALLOS Sustainability Report 2023.

With great pride, for the first time under the ALLOS brand, we release this document which compiles the company's major 2023 events and activities.

We carry in our history a legacy of care and concern for sustainability from two major companies, which, for more than 10 years, have been working on this reporting model and transparency.

This publication covers the results between January 1 and December 31, 2023, including information on how we create and distribute value to our stakeholders.

This report has been approved by the Company's Sustainability Commission and reviewed by our Ethics and ESG Committee, made up of members of the Board of Directors. Publication 04/04/2024



If you have any questions or suggestions about this publication, please contact ALLOS: [ri@allos.co](mailto:ri@allos.co)



# READING INSTRUCTIONS

We will use the name ALLOS throughout this publication to refer to all of the company's businesses after the merger (find out more on page 10). In specific references to the companies Aliansce Sonae or brMalls, we will use their proper names.

At the end of 2023, the company had a total of 60 shopping malls in its portfolio, of which 50 were owned and 10 managed by third parties.

The data contained in this report covers the operations of 49<sup>1</sup> ALLOS projects, in addition to the offices.

<sup>1</sup> Out of the 50 owned malls mentioned above, we have excluded Araguaia Shopping from the report, since ALLOS holds a stake in the asset through a debenture.

## REPORTING GUIDELINES

Committed to robust and structured reporting practices that guide transparency, we have prepared the publication in accordance with the main international reporting standards and guidelines:



### GLOBAL REPORTING INITIATIVE

The GRI is a non-profit organization that provides global standards for social, environmental and economic indicators for voluntary sustainability reporting. Throughout the report, the answers to the GRI indicators are marked with the tickers "GRI xxx-x". On page 140, under Attachments, is the GRI index with the full table of reported indicators and complementary information.



### SUSTAINABILITY ACCOUNTING STANDARDS BOARD

The SASB guides the disclosure of sustainability information by sector. This means that each company reports what is most relevant to its stakeholders, taking into account the financial impact of sustainability. The answers are marked "SASB IF-RE-xxxx.x", and the table of contents is on page 149.



### SUSTAINABLE DEVELOPMENT GOALS

In 2015, the UN established 17 goals covering environmental, social and financial guidelines to be achieved by 2030, with a view to equitable and sustainable global development. Based on its materiality, ALLOS has established 13 priority SDGs. The SDGs map is on page 152.



### INTEGRATED REPORTING

ALLOS' 2023 Sustainability Report was built following the structure proposed by Integrated Reporting, which addresses six basic capitals: financial, manufactured, intellectual, natural, human, social and relationship. Their integration encourages decision-making focused on generating value for the Company.

# Message from the Management

GRI 2-22

The beginning of 2023 was marked by a transformational movement for the retail and shopping mall segments, and a high point in our history, with the completion and celebration of the union of the Aliansce Sonae + brMalls businesses.

Not only has this combination made us **the most forward-thinking platform for entertainment, lifestyle, services and shopping in Latin America**, but it has also motivated us to raise the bar for excellence in our industry.

The integration process, diligently and passionately carried out, was crucial in shaping our path throughout the year. By uniting our talents, standardizing our processes and defining a new identity, we brought our shared vision of excellence and innovation to life.

## **ALLOS: a new brand, a new identity**

One of this year's most exciting moments was the unveiling of our new company's name: ALLOS. A word of Greek origin that stands for the union of two or more things of the same nature and quality. That is exactly what we are: a fusion of two market

leaders, each with a rich heritage of almost 50 years of expertise, combined with a passionate and collaborative team.

Under this new brand, we have become even stronger and embraced a firm purpose: **to connect people, businesses and society, serving and delighting every day.**

Our core values guide us on this journey, driving us to prioritize people, act with a focus on the consumer, promote an ethical and collaborative culture, and maintain a long-term vision to bring out the best in each person and create value in a sustainable way.

## **Building the future, valuing the present**

Right from the first 100 days, our team focused on defining the performance model, harmonizing the compensation strategy, positions and careers in order to attract and motivate talent, guarantee internal equity and competitiveness in the market.

At the leaders' convention, we experienced an emblematic moment of this integration, with the launch of the Culture Guide, the



**RAFAEL SALES**  
ALLOS CEO



strategic pillars, as well as the dissemination of the new values and behaviors, deployed to the entire team.

In line with these launches, we promoted our diversity census, which listened to over ten thousand employees, both own and third parties, in order to get to know our internal public and raise indicators that helped define assertive targets and Diversity and Inclusion (D&I) action plans. We achieved important milestones in this aspect, such as 45% female leadership (find out more on page 77), putting our values into practice.

### Outstanding results

Despite the challenges surrounding a year of integration, we reached the end of 2023 with results that exceeded expectations, reinforcing our operations' robustness. The net revenue reached R\$2.7 billion for the year, an advancement of 8% driven by the performance of rentals and parking results, both above inflation.

Our FFO reached R\$1.2 billion, and EBITDA R\$2.0 billion, reflecting the excellent operational performance and cost efficiency in the first year of activities. We ended the year with a AAA rating from credit rating agency Fitch Ratings, confirming the

strength of the business merger and the solidity of the new company.

To achieve these significant results right in the first year of the merger, our teams worked hard to deliver synergies in all areas.

### Commitment to sustainability

We were born as a benchmark in the shopping mall sector, with sustainability as a determining pillar in this new structure.

We reconfirmed our ESG strategy, reviewing the Sustainable Life Centers commitments, which guide investment in projects and initiatives on the environmental, social and governance sides, with public and internal targets to be achieved by 2030.

One of the highlights in the environmental arena was the conclusion of the Climate Transition Plan, which generated an in-depth study of the company's risks and opportunities in relation to climate change, resulting in the definition of targets and action plans to mitigate risks and impacts.

Another achievement was receiving the "Gold Seal" from the Brazilian GHG Protocol Program, for the 2022 unified inventory of greenhouse gas (GHG) emissions, which included

49 shopping malls and five company offices.

As another element in the fight against climate change, we annually report our emissions and initiatives to the Carbon Disclosure Project (CDP), which acts on behalf of more than 680 signatory investors who want to understand how organizations are managing their exposure to climate risks. In 2023, we raised our CDP score from B- to B, achieving the same overall performance as South America and a level above the global average and our peers in the segment. A CDP-rated organization indicates an efficient corporate structure committed to tackling and adapting to climate change.

The group of ESG commitments has earned us recognition from the Stock Exchange, which has kept the company in the portfolios of the Corporate Sustainability Index (ISE B3), as well as inclusion in the Carbon Efficient Index (ICO2 B3) and the Diversity Index (IDIVERSA B3).

### Innovation and expansion: driving the future of retail

A key factor in running our business is innovation. Our essence is to be the largest phygital platform in Latin America and, through it, to get to know customers deeply and influence their entire journey. To achieve this,



we keep an open mind to seek new solutions and drive good ideas. One of the initiatives implemented in 2023 was the company's Benefits Program, embedded in the Consumer App, which adds advantages to customers and shopkeepers, while producing valuable insights for the business.

The effective management of our portfolio also stood out. With the premise of concentrating leading shopping malls in relevant markets, we carried out total and partial divestments in ten shopping malls, totaling R\$1.8 billion, with an average cap rate of 8.2%. The transactions reinforce our commitment to generating value for shareholders.

Another highlight of our strategy is the real estate development projects, which involved 365,000 m<sup>2</sup> in expansion, redevelopment and revitalization studied over the year. We're going further. With an available construction potential of 6.8 million m<sup>2</sup>, our multi-use projects aim to create sustainable neighborhoods where people can live, work, play and take care of their health, all in one place. The contracts signed provide for the construction of 49 towers in nine malls, with the potential to attract more than 24,000 qualified consumers in the primary areas and increase cash generation by R\$430 million, reinforcing the leadership of our malls in their regions.

To support so many initiatives and changes, we relied on the strength and dynamism of our commercial team, which proved to be the ideal structure to support tenants. Through continuous brand monitoring, the search for opportunities to improve the mix and satellite tactics to enhance spaces, we strengthened our offer in strategic segments such as gyms, beauty services, clinics, educational institutions, entertainment and restaurants, all with the aim of increasing share of life and involvement in consumers' daily lives.

Added to that, the personalized service to key-accounts has positioned the company as the main retail partner, providing fast-track expansion. An impressive 1,094 contracts were signed in 2023 - an average of four new contracts every working day.

### Looking to the future with determination

As we say goodbye to a year full of achievements, we are grateful and proud of everything we have accomplished. We know that next year's challenges and opportunities await us, and we are ready to face them with renewed confidence and enthusiasm.

We sincerely thank everyone who has participated in our journey. With a daily commitment on serving and delighting, together

we are building a bright future not only for ALLOS but for the whole segment.



Center Shopping Uberlândia



A photograph of a modern building's interior, featuring a rooftop garden with people sitting at tables and a curved staircase. The image is overlaid with a teal gradient and large, semi-transparent numbers '02' and 'about ALLOS'.

02

**about ALLOS**



# Who we are

GRI 2-1

ALLOS S.A. (B3: ALOS3) is the segment's most innovative platform for entertainment, life-style, services and shopping and the largest shopping mall manager in Latin America. We exist to connect people, businesses and society, serving and delighting every day.

**A reference in sustainability in our sector, we are the first company in our category to be included in the Corporate Sustainability Index (ISE) of B3, the Brazilian stock exchange.**

We are a complete business ecosystem with transformative potential. Our malls are vibrant destinations, full of opportunities for entrepreneurs and innovative brands. We create physical and digital experiences that have a positive impact on society, with a long-term vision and sustainable results for tenants and partners.

## INTEGRATING LEGACIES

Consolidated in January 2023, the merger between Aliansce Sonae and brMalls began in 2022 and was diligently monitored, following all the legal and compliance rules required by the market.

The name ALLOS refers to mutuality, connectivity and the alliances that are part of our history. The new brand carries in its essence a wealth of experience, a passion for what we do and an appreciation for long-term partnerships. It also reinforces our commitment to connecting people with what matters and expanding our alliances with customers, tenants, partners and employees.

Throughout the year, an Integration Management Office (IMO) was established, the

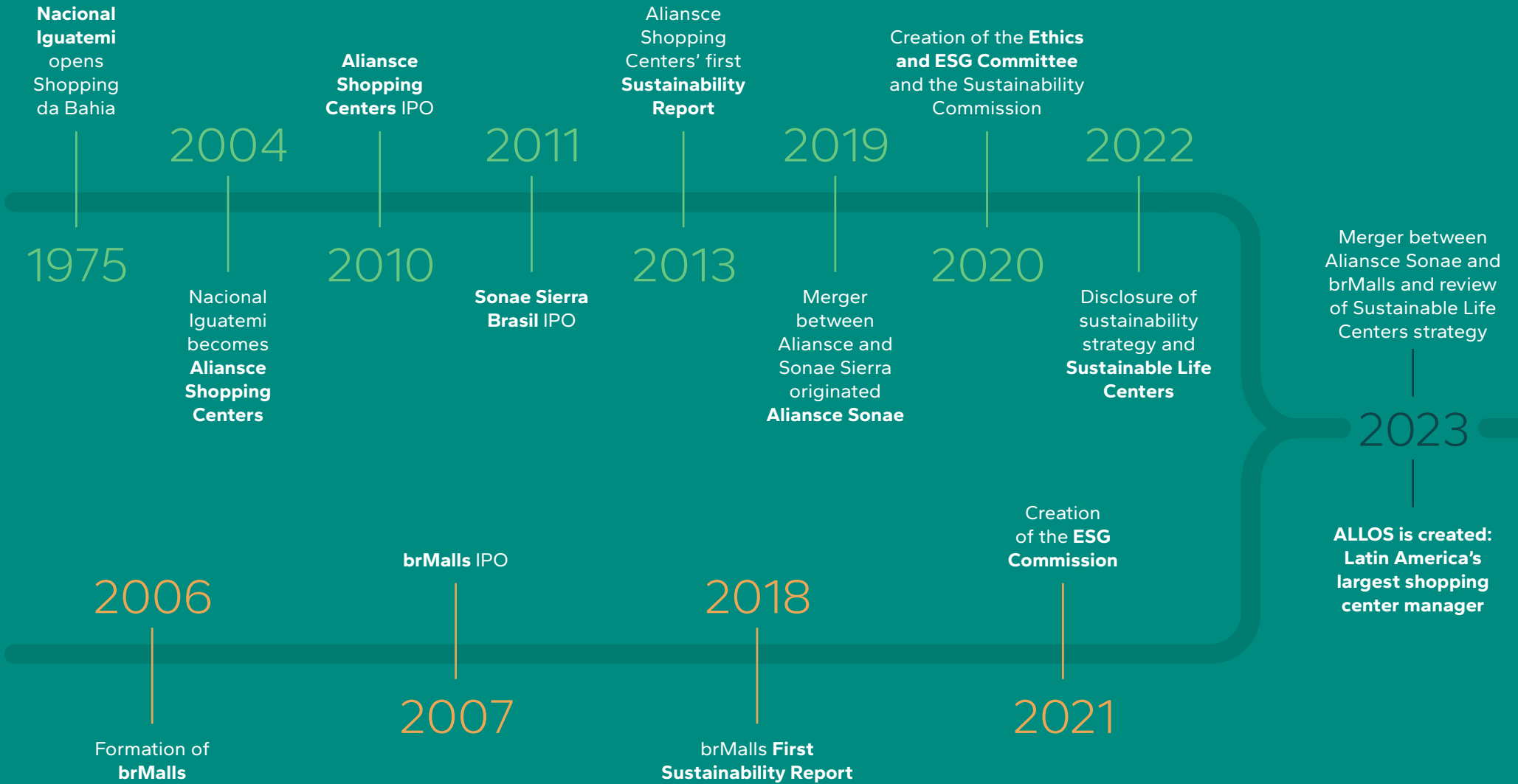
department responsible for organizing and capturing the synergies of the merger. With a specialist team, we monitored the process internally from month to month, with regular reports to the Board of Directors.

**The watchful eye of the IMO team made a significant contribution to ensuring that the merger was carried out without any disruption to our processes, with the entire routine of the malls and holding company running smoothly, in a consistent and structured manner.**

On this path, aligning synergies will continue for the next five years, with a focus on operational and financial results, offering a better experience and convenience for consumers.

**Aliansce Sonae + brMalls = ALLOS**

# TIMELINE





# VALUES AND BEHAVIOR

**We exist to connect people, businesses and society, serving and delighting every day.**

In 2023, as the ALLOS brand developed and matured, we unfolded the values and behaviors that guide this new culture and purpose, encompassing all of the company's employees, regardless of their hierarchical level.

In this process, seven values were established that dialogue with our essence and day-to-day operations, focused on the goal of making ALLOS the best shopping mall company in Brazil.



## PEOPLE



We promote an open, diverse and inclusive work environment, where we can be who we truly are and treat each other with respect and empathy.

- Treating everyone with respect.
- Promoting diversity, equity and inclusion.

## TEAMWORK



We recognize and value individual and group performance to ensure our company's success.

- Collaborating towards success of the entire company.
- Recognizing the performance of each person.

## RESULTS

We act with efficiency, agility and simplicity with a focus on results, to generate long-term value for the company.

- Focusing on agility and simplicity.
- Creating value sustainably.



## CONSUMERS

We put consumers at the center of our decision-making and work to enhance their experiences, whether in a physical or digital environment.

- Serving and providing delightful experiences.
- Seeking to always improve quality.



## LONG-TERM VISION

We assume responsibility for making decisions that sustainably strengthen and drive our business over the long term. We do so with a sense of ownership, balancing expected results with business continuity.

- Strengthening and growing our business in a sustainable way.
- Having a sense of ownership.



## INNOVATION

We are constantly questioning things, and we believe that it is possible to do things differently. We keep our minds open, learn, and challenge ourselves to improve every day.

- Keeping our minds open.
- Questioning things every day.



## ETHICS

We do the right thing, regardless of the situation, and we strive to be an example to be followed. We are proud of our reputation and work to protect our image.

- Doing the right thing.
- Being an example.



# STRATEGIC PILLARS

As part of ALLOS' new strategy, and with a view to the goals set by the company for 2023, the strategic pillars that support our business and operations, whether related to people, results or sustainability, have also been defined.



Spreading our culture and implementing our People management model



Being the best experience for consumers



Having a portfolio of leaders in their markets



Innovation of our business model



Deliver the results of the business merger



Implementing our sustainability commitments



NorteShopping

# PRESENCE

GRI 2-1 | 2-6 | IF-RE-000.A | IF-RE-000.B

## We are present in all Brazilian regions,

always attentive to the main trends in retail, services and leisure, enhancing the role of the mall as a coexistence center. We present our spaces as solutions for big cities, offering unique phygital experiences for consumers.

We have a commercial strategy focused on constantly improving the mix of brands in our developments, which guarantees a significant penetration of the country's main labels.

In 2023, we confirmed our belief in the importance of our spaces in society's daily life. Due to the scope of our operations and nationwide reach, we reach diverse audiences, with different cultures and consumption habits, and we align our strategy and positioning so that we can meet regional needs and specificities.

# 60 million

## VISITS PER MONTH

### Gross leasable area (GLA)

## 50 OWNED MALLS

GLA 2,141.4 thousand m<sup>2</sup>

## 10 MANAGED MALLS

GLA 303.2 thousand m<sup>2</sup>

 **GLA total**  
2,444.6 thousand m<sup>2</sup>





# EXTERNAL ACKNOWLEDGMENTS

We were born out of the experience of two large companies that have historically been concerned and engaged with sustainability. That's why, in our first year, have amassed significant recognition on the subject, which is part of our strategic planning.

As a sector pioneer, we are part of the portfolio of the B3 Corporate Sustainability Index (**ISEB3**). We are also part of the **IDIVERSA** index, which lists companies engaged in diversity in

their workforce, including senior management and board of directors.

Still on the B3 indexes, in 2023 we made our debut on the Carbon Efficient Index - **ICO2 B3**, which recognizes companies committed to emissions transparency and with a vision of the future for a low-carbon economy.

Another important achievement was winning the **Best of ESG award** from EXAME in the

Construction and Real Estate category, symbolizing our commitment to the sustainability and governance journey.

Moreover, we are also part of the **Bloomberg** Gender Equality Index and, for the second year running, we have been recognized with the **GHG Protocol Gold Seal** and have remained signatories to the **Global Compact**.







# ABRASCE AWARDS

In 2023, we celebrated the winning of 11 trophies at the **Abrasce Awards**, the largest shopping center awards in Brazil:

## People Management

### Gold

**Aliance Sonae + brMalls** – People: the main asset of Brazil's largest shopping mall company

## Institutional Campaigns

### Gold

**Boulevard Shopping Belo Horizonte** – Boulevard BH and TEDX: connections that inspire

### Silver

**Boulevard Shopping Campos** – Neurodivergent Science and Arts Expo

## Events & Promotions

### Gold

**Cariri Shopping** – Renewing faith through contemplation of the Passion of Christ

### Silver

**Shopping Leblon** – Interventions on the facade: arrival of spring and Rio Open

## Newton Rique Sustainability

### Silver

**NorteShopping** – Norte Shopping Acolhedor Program

### Bronze

**Shopping Eldorado** – For over 20 years Shopping Eldorado and Projeto Feliz Idade have been connecting with the elderly

### Parque D. Pedro Shopping

– Strategies for saving water and energy resources in line with ESG premises

## Expansion and revitalization

### Bronze

**Shopping Leblon** – Expansion – A new floor offering convenience and services for customers

**Shopping Tamboré** – Redevelopment of Shopping Tamboré + Taste Lab

## Technologies and digital products

### Bronze

**Aliance Sonae + brMalls** – Benefits program: creating value for the ecosystem through customer knowledge

Shopping Leblon



# How we create value

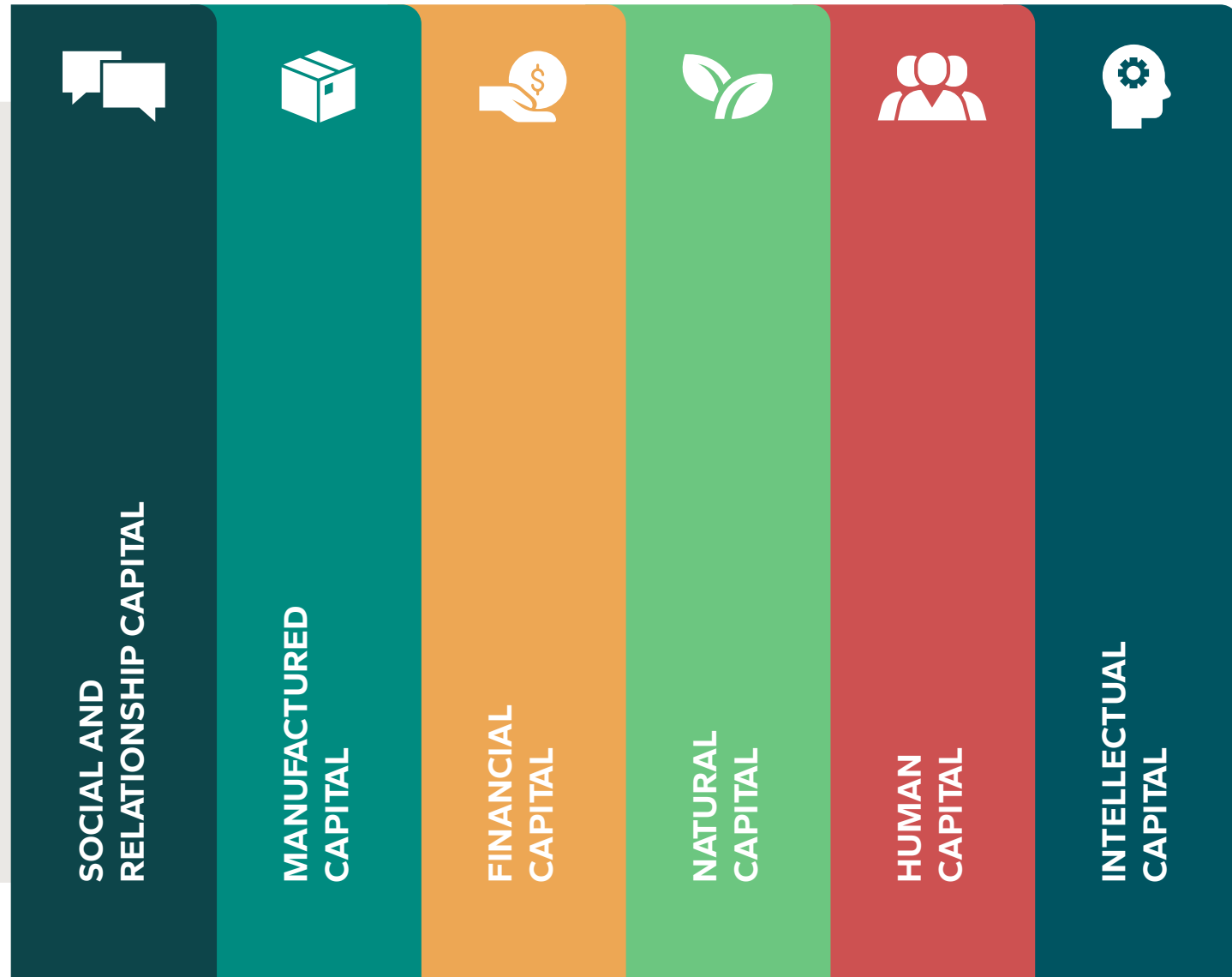
## OUR OPERATION

We maintain a focus on sustainability as one of our priorities. Our actions are guided by ESG principles, as the topic is addressed across all directorates.

We are committed to promoting sustainability as a strategic part of our business, seeking to ensure socio-environmental responsibility in all our operations, reflecting the values that guide the company's daily activities.

Our ESG strategy is driven by the four hubs of the Sustainable Life Centers.

Learn more on page 56.





# How we create value



## SOCIAL AND RELATIONSHIP CAPITAL

### CAPITALS

- Relations with communities, investors and clients;
- Partnership with 3,744 verified suppliers based on due diligence analysis and risk control;
- ALLOS Benefits Program with over 900,000 members.

### VALUE CREATION

- Several awareness campaigns;
- + 500,000 people benefited from the social actions supported by ALLOS;
- Presence of 12,000 people in the malls for the “De Olho nos Olhinhos” Campaign;
- A more assertive mix of stores and services apps for our customers.



MANUFACTURED  
CAPITAL



FINANCIAL  
CAPITAL



NATURAL  
CAPITAL



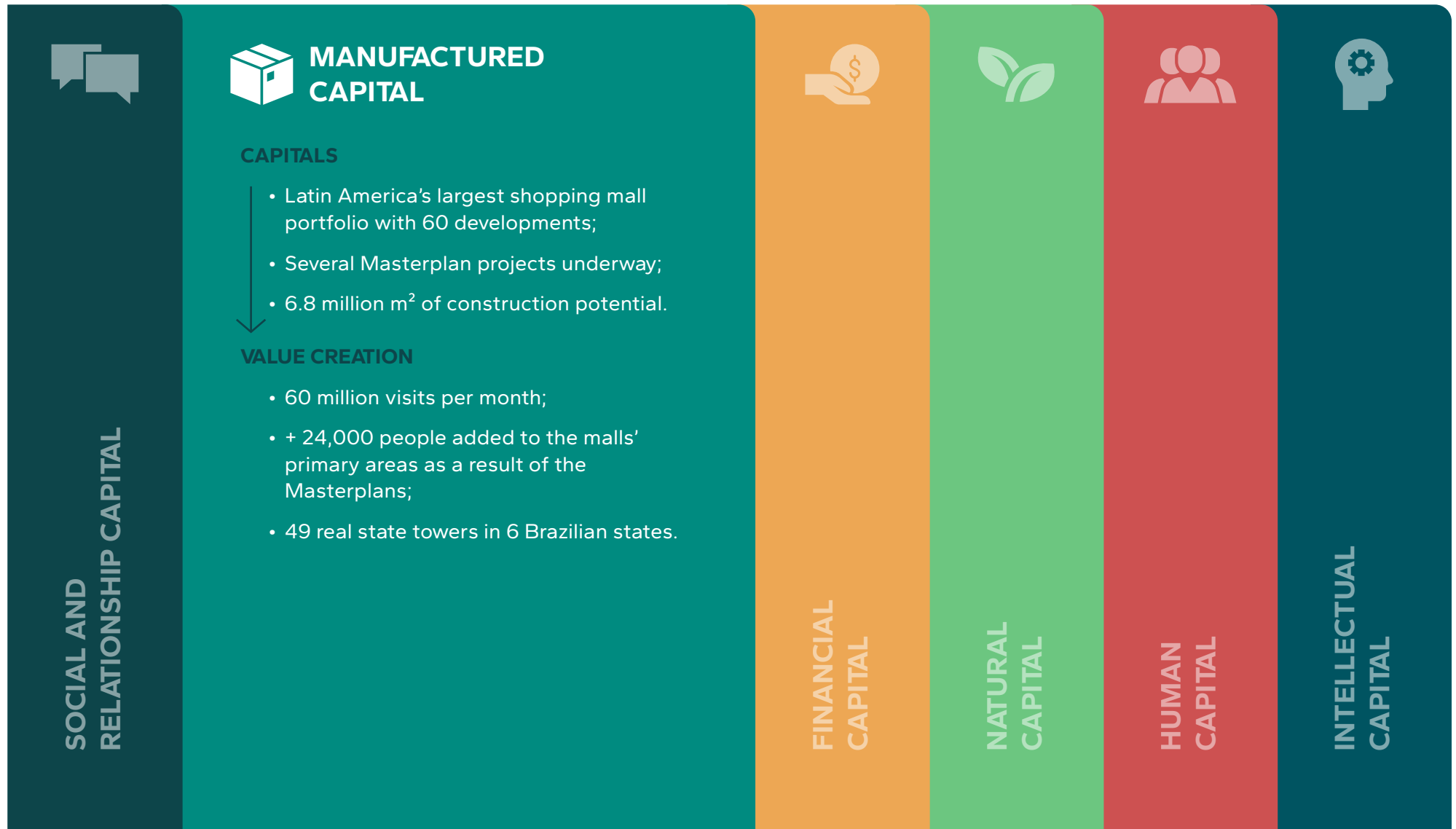
HUMAN  
CAPITAL



INTELLECTUAL  
CAPITAL



# How we create value





# How we create value



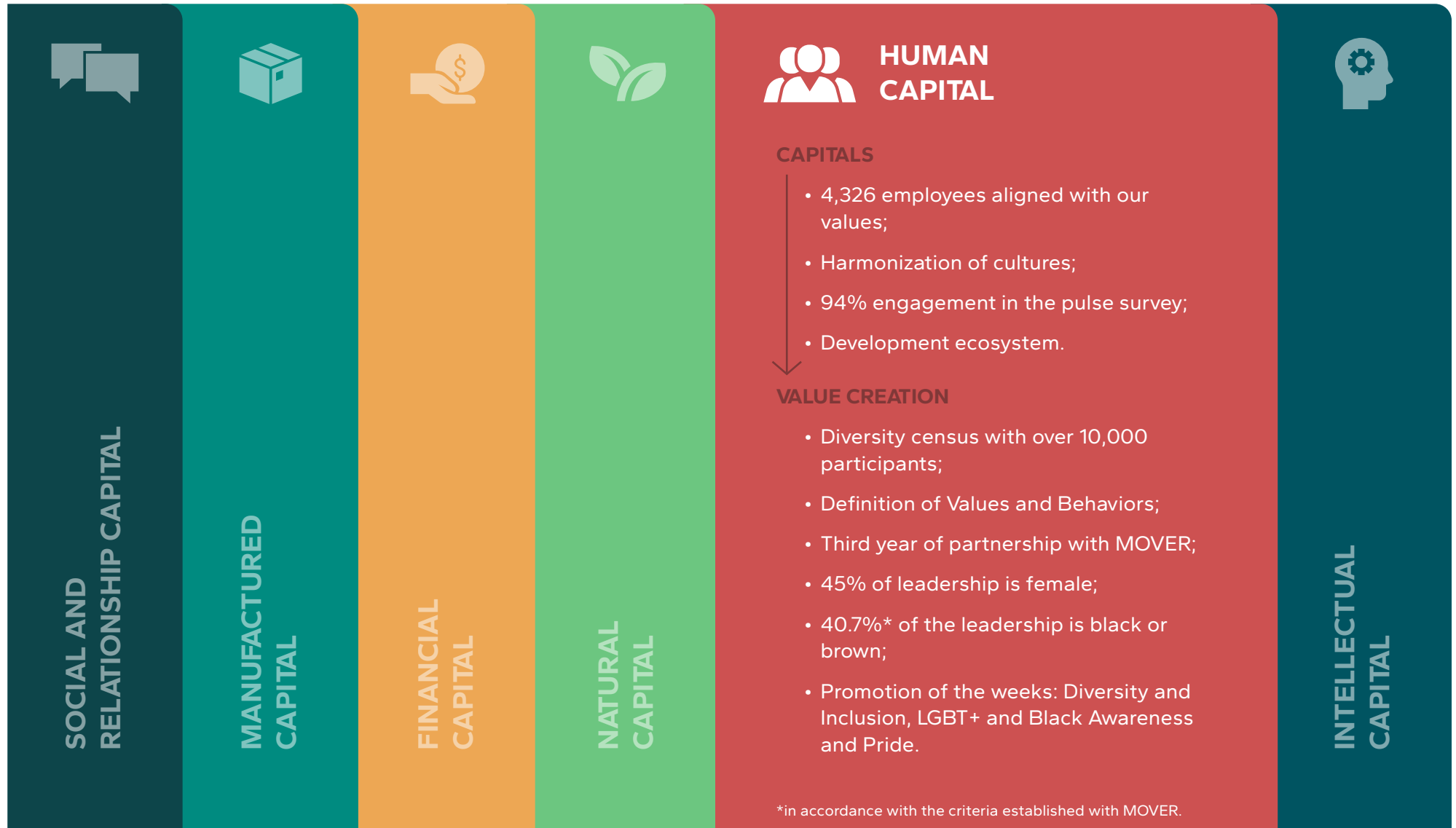


# How we create value



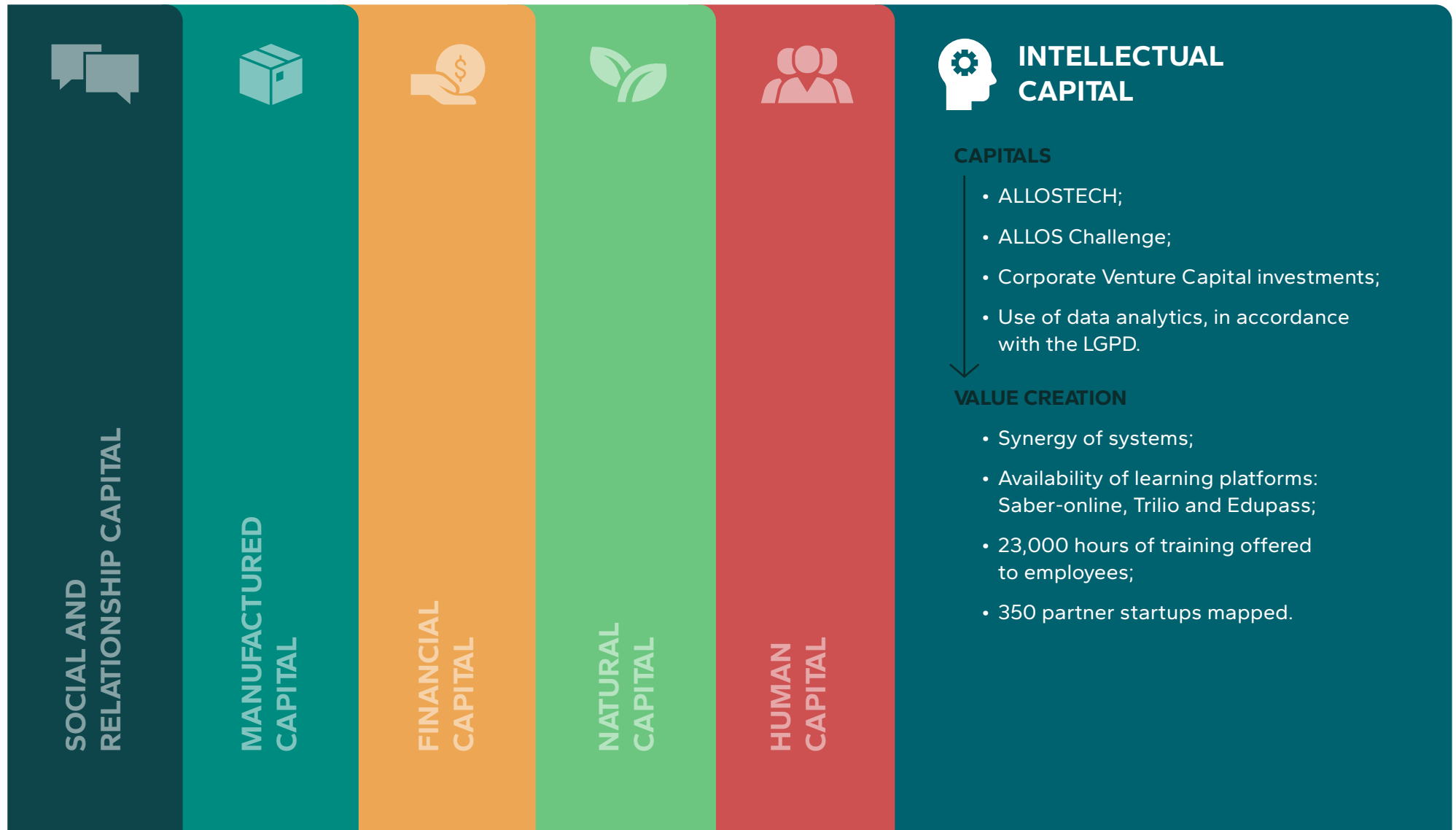


# How we create value





# How we create value







# Innovation

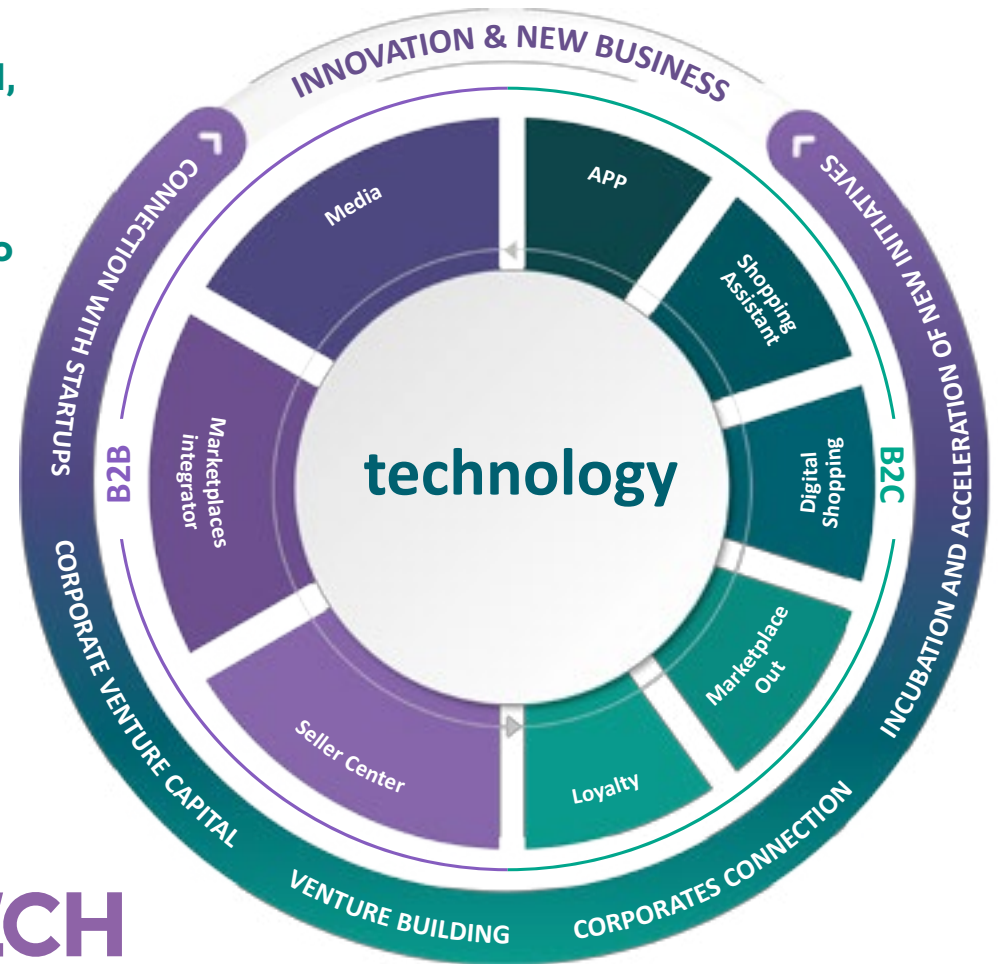
As technologies progress and consumer behavior changes, innovation and the search for new technological solutions are crucial to our operations.

Apart from being centers for interaction and relationships, shopping malls today also present themselves as an intelligent platform that connects people and businesses, bringing together the best of the physical and digital worlds.

Our innovation strategy embraces the “customer centric” concept, in which all initiatives and actions aim to identify and meet the needs of customers, tenants and advertisers, offering the best experience in our developments.

During the merger period, our innovation and technology department dedicated itself to designing the best strategy for creating physical and digital experiences that go beyond consumer expectations, creating a positive impact on society, with a long-term vision and sustainable results for tenants and partners.

**On this journey, we rely on ALLOSTECH, the company’s innovation and technology arm, whose essence is to be Latin America’s largest phygital platform.**



## ALLOSTECH PLATFORM

ALLOSTECH also aims to be a profitable tool that increases recurrence and consumers' share of life, as well as monetizing the knowledge acquired about them. This front is based on three strategic pillars:

## RELATIONSHIPS

Increase consumer engagement and knowledge.

## PHYGITAL SOLUTIONS

Generate incremental sales that are relevant to the tenant.

## MONETIZATION

Generate new lines of income from our assets.

This strategy allows for the development of new products and solutions based on in-depth knowledge of consumer behavior, influencing their entire journey.



Shopping Estação Cuiabá

# RELATIONSHIP

GRI 2-29

## APP: AN IMPORTANT POINT OF CONTACT WITH THE CONSUMER.

As part of the strategy to consolidate our presence along this journey, in 2023 we designed and implemented the **Consumer App**.

The primary objective of developing this app is to create a direct and relevant point of contact with our consumers. By doing so, we aim to offer new experiences and benefits, but also to gain deeper insights into their entire purchasing journey.

As well as opening up new opportunities to offer products and services, this initiative also generates data, adding to our knowledge of our customers.

## BENEFITS PROGRAM

One of the main products embedded in the Consumer App is the **ALLOS Benefits Program**, which includes tenants and customers.

The focus of this initiative is to broaden our knowledge about consumers, increasing

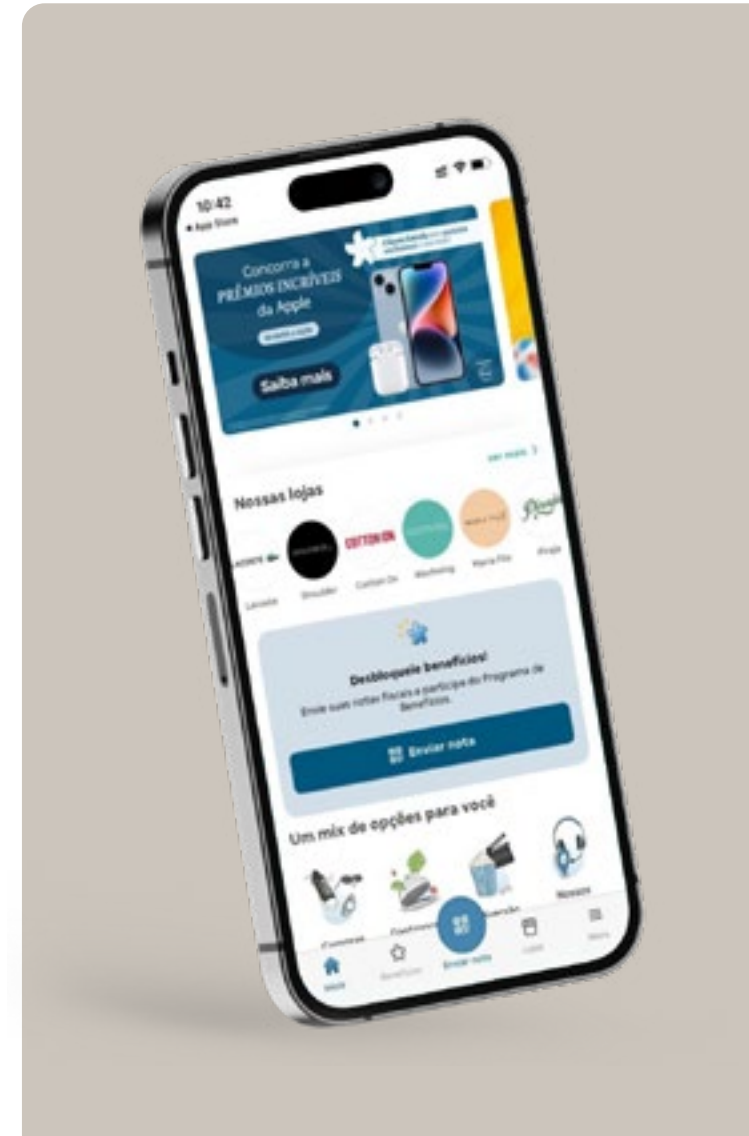
their recurrence in the company's malls by offering relevant benefits to program members, which today already yields important insights for our business.

Beyond the great value for consumers, our tenants also benefit. To exemplify this positive impact, the Dengo chocolate brand recorded a 22% increase in total sales for its operations, with the offer of complimentary espresso coffee for certain program categories.

Another example is the L'Occitane Au Brésil franchise in NorteShopping (RJ), which claims that 35% of the brand's new customers are attracted through the Benefits Program.

The initiative, which is active in eight of the company's malls, showed significant growth in 2023, rising from 737,000 registered customers in January to 903,000 in December of the same year.

Given that 20% of the overall sales at malls participating in the program come from engaged customers, the value that consumers place on the program's advantages is impressive.



## PHYGITAL SOLUTIONS

New consumers demand a new type of tenant and new shopping channels. That's why we offer three solutions:

### **SOCIAL COMMERCE**

We have increased the convenience for customers to shop at their favorite mall by enabling WhatsApp purchases.

### **MARKETPLACE IN**

Consumers now have their favorite store at the tip of their fingers, shopping via the mall's website or app.

### **MARKETPLACE OUT**

We make it possible to buy products from our malls via other digital platforms that are already part of consumers' daily lives, such as iFood.

## MONETIZATION

Consumer knowledge, combined with direct channels, creates assertive and powerful media opportunities.

The digitalization of the journeys of our consumers and tenants, through tools such as apps, websites and marketplaces, creates virtual environments that complement the physical environment of shopping malls.

As a result, new advertising formats are presenting themselves as feasible possibilities for our tenants and are now part of

the product portfolio of helloo, the group's media marketer (find out more on page 31).

Data exchange in these digital environments also generates an important asset in campaign segmentation and targeting. This ensures that the tenant's message is directed at customers whose consumption behavior matches what is being communicated, bringing relevance and results.





# NEW BUSINESS AND CORPORATE VENTURE CAPITAL

One of ALLOSTECH's goals is also to enable new business opportunities for ALLOS, opening up growth avenues, generating revenue lines, optimizing costs and creating competitive advantages for the business.

**We employed the following tactics to accomplish this goal:**

**Closed Innovation;  
Open Innovation;  
Corporate Venture Capital.**

## CLOSED INNOVATION

A process focused on generating ideas, developing and implementing innovations, using the company's own internal resources.

With the intention of deriving greater value from the initiative, we work with different business sectors to develop new products and/or services or to enhance current business models.

## OPEN INNOVATION

Focuses on developing partnerships with agents from the innovation ecosystem, with the aim of solving business issues and accelerating our internal innovation process.

Currently, the company has mapped over 350 startups, carrying out several projects with many of these companies.



## INNOVATION DNA

During 2023, we took part in a number of technology events that reinforced our positioning as an innovative brand. Among the most important were our participation in the Startup Summit, Vtex day and Rio Innovation Week, as well as Campus Party Goiânia, which took place at Shopping Passeio das águas, part of our portfolio.

At these events, in addition to connections with hundreds of agents from the ecosystem, such as startups, innovation hubs and innovation areas from other corporations, we also had talks from ALLOS directors, telling about the company's macro innovation strategy.



## ALLOS CHALLENGE

GRI 2-29

The 1st ALLOS Startup Challenge was held in 2023, with the mission of generating and accelerating the development of disruptive solutions, focusing on the business needs of helloo, our out-of-home media company (find out more on page 31).

The challenges proposed addressed various topics related to the media world, such as technology, commercial intelligence, productivity, content production and the search for innovative solutions.

In all, 170 startups took part, 33 were pre-selected and 9 were finalists, which presented their solutions to a judging panel that included leaders from helloo and ALLOS, as well as guests from different areas of the company.

At the conclusion of the process, the selected startups move on to the implementation phase of a proof of concept to validate the solutions presented.

## CORPORATE VENTURE CAPITAL

GRI 2-6

Besides working in partnership with startups, we also invest in promising businesses that have an impact on our strategy. These investments are made directly or through Hi Partners, Brazil's first venture capital fund focused on retail techs, of which we are the major shareholder.

The aim of these investments is to boost startups that bring disruptive solutions to the retail sector, and which are directly connected to our strategy.



# helloo

helloo is part of the Out Of Home (OOH) digital media market, which offers advertising space in two verticals - home and shopping.

This communication strategy talks to people where they consider their purchases (at home) and where they decide and materialize that purchase (at the mall). As such, this tool allows us to be present across the entire consumer journey.

With innovative products focused on revenue growth for its clients, helloo is present in ALLOS shopping malls, and in an additional portfolio of partners, selling its digital and static inventory, as well as experience actions, to small and medium-sized companies, plus large advertisers and advertising agencies. Nevertheless, this front also represents incremental revenue for the company.

# helloo,

**WE ARE IN 49 CITIES IN BRAZIL AND IN**

**+ 5,000**  
residential buildings

**+ 44 million**  
people impacted (month)

**+ 12,000**  
screens

**+93**  
malls across Brazil



## VAKINHA NAPORTA CHRISTMAS

In December 2023, helloo supported this important action that raised over R\$70,000, making it possible to buy Christmas food baskets for families in the Favela dos Sonhos and Cidade de Deus communities, located in Ferraz de Vasconcelos (SP).

Around 30,000 people donated to the initiative, which was the result of a partnership between the companies Vakinha (the largest fundraising platform in Latin America), naPorta (Logtech that enables online shopping deliveries in restricted regions) and helloo, which advertised the initiative in over 2,600 residential buildings and seven shopping malls in São Paulo.



# CUSTOMER CONTACT

## NPS

GRI 2-26 | 2-29

Besides being constantly attentive to market movements and to advances and trends in the sector, the customer's view of our developments is vital to the continuous improvement of the malls. Every quarter, we carry out on-site surveys in the malls in our portfolio using the Net Promoter Score (NPS) methodology.

A total of 200 interviews are carried out per cycle, totaling more than 35,000 interviews in the malls managed by the company in 2023. The data collected in the NPS is evaluated internally to repair critical points and individu-

al action plans are drawn up for each mall with the aim of continually improving our customers' experience.

This survey brings us closer to this stakeholder, showing closeness and giving them a voice and representation.

In 2023, we achieved a 67.5% score, within the quality zone of the score, and we are committed to constantly seeking ways to actively improve the customer experience.



## CUSTOMER SERVICE

GRI 2-26

The Customer Service Center (SAC) is another direct point of contact we offer our customers. The malls' customer service team fully operates this service, with the support of the marketing team. The report is entered into a specific system for this purpose and forwarded to the area responsible for clarifying and/or solving the situation in question.

Reports can also be made anonymously, without a personal record or feedback.

In 2023, just over 750,000 interactions were registered at the SAC, of various kinds, via WhatsApp, telephone or in person.





# TECHNOLOGY

As this is an extremely important issue for maintaining internal processes throughout the company, identifying and implementing systems has been a top priority for this management team.

The technology department's focus in 2023 was on selecting systems to unify the operations covering the entire company. Together with a specialized consultancy, an integration roadmap was developed, which has been running since the first half of 2023, focusing on the following themes:

## BUSINESS CASE

Detailed study to define the systems responsible for the Company's processes.

## DATA

Data architecture and unification of ALLOS operations.

As a priority action carried out at the start of the year, we highlight a transitional data solution, which made it possible to consolidate data from two different operations during the study processes for unifying systems, with an integrated view of the entire company.

We also focused on communication between developments and offices, delivering appropriate technology services, making it possible to hold video conferences, website alignment, shopping mall domains and corporate e-mails.

## CYBER SECURITY

Unification of security frameworks to protect and connect two different environments.

## DIGITAL

Definition of the digital strategy, including physical and electronic media.

In 2023, the technology team delivered 32% of total synergies, in line with what was defined by the IMO, and remains focused on completing this roadmap by 2025 by completing the unification of the company's ERP, cloud, datacenter and CRM.

To move forward with medium-term actions, we have finalized the process of defining the ERP system to be used by the company from 2024 onwards, which is responsible for integrating internal systems, and we have carried out a broad unification pre-project.

We are adapting the collection and negotiation tool from one of the legacies to this new system, followed by the inclusion of all company enterprises in the tool.

We also defined the data architecture that will cover our entire operation, which will be implemented throughout 2024.

**By the end of 2023, the technology team had delivered the unification of the security solutions and the privacy tool.**



# Financial performance

GRI 201-1

## RESULTS

The year 2023 represented a challenging period for us. In the first year of the merged company, we overcame our aim to act without operational disturbance, which resulted in outstanding outcomes.

In 2023, we captured R\$80.6 million in synergies, with R\$53.3 million in revenues and R\$27.3 million in costs and expenses, proving the success of the integration process and adherence to the capture plan.

Another highlight of the year was the information about large retailers that were under financial stress. As a result, prime areas were taken back under the control of the malls, providing great opportunities to improve the store mix by redefining their uses.

Even with a momentary impact on occupancy rates, our commercial teams worked intensively, bringing in new tenants who performed above the national retail average. This enabled us to record net revenue of R\$2.7 billion for the year, a growth of 8,1% compared to 2022.

NOI for 2023 was R\$2.4 billion, and adjusted EBITDA was R\$2.0 billion, increases of 8.2% and 10.5% on the previous year, respectively.

EBITDA margin expanded by 162 bps to 74.5%, mainly reflecting the capture of synergies from the business combination. FFO for the year reached R\$1.2 billion, a growth of 16.3% with an increase of 317 bps in FFO margin, reaching 45.2%.

Advances in portfolio modeling were also outstanding during the year. We announced six total divestments and another four partial divestments, which generated R\$1.8 billion in cash.

This move allowed us to concentrate our holdings in strategic assets, which are the strength of our retail platform, as well as bringing robustness to our balance sheet, making it possible to compensate shareholders while providing flexibility for the company to take advantage of capital allocation opportunities.

In terms of share performance, we ended the year with a 60.5% increase in value and went from an average quarterly trading volume on B3 of R\$66 million per day in the first quarter to R\$116 million per day at the end of the year.

We ended 2023 with a weight of 0.6% in the B3 Ibovespa index. This leap in the share's liquidity had an impact on the free float, which at the end of the year was made up of 41% foreign shareholders and 59% local shareholders.



2023 FINANCIAL HIGHLIGHTS:

**R\$2.71 bi**

ANNUAL NET REVENUE

**R\$2.02 bi**

ADJUSTED EBITDA

**74.5%**

EBITDA MARGIN

**R\$2.44 bi**

NOI

**92.9%**

NOI MARGIN

**R\$1.22 bi**

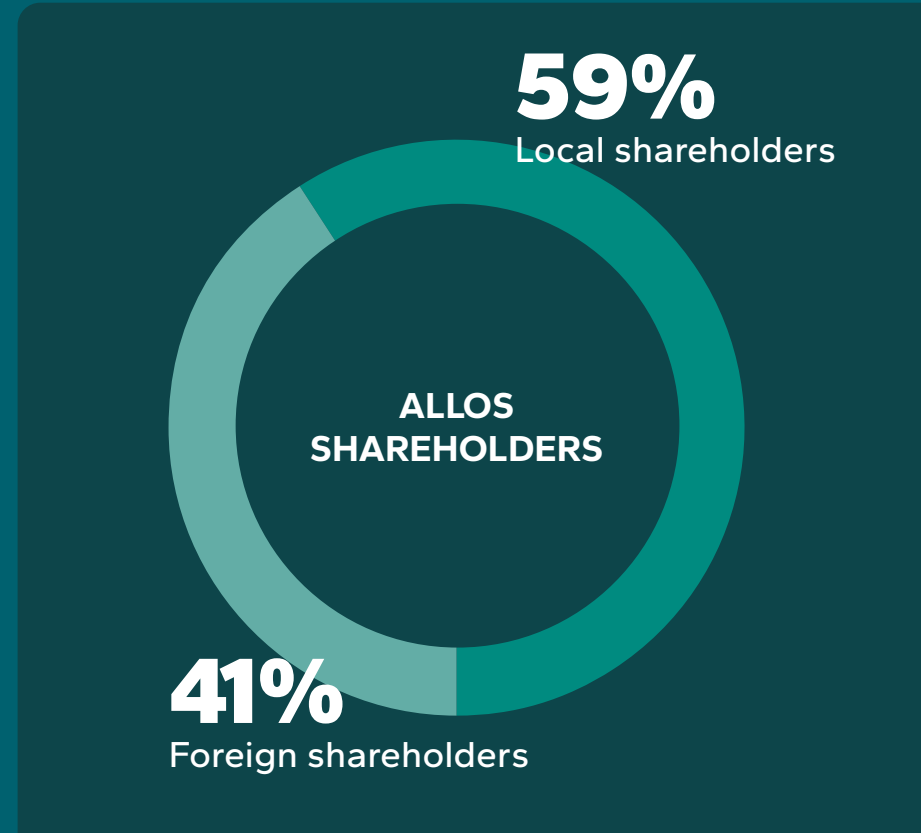
FFO

**R\$ 7.45 bi - R\$ 6.77 bi = R\$ 684.47 MM**

TOTAL VALUE GENERATED

TOTAL VALUE DISTRIBUTED

RETAINED VALUE



03

**our management**





# Corporate governance

GRI 3-3

## ETHICS AND GOVERNANCE

With a declared commitment to robust governance and non-negotiable ethical conduct, we are the only company in the sector to join the [Novo Mercado](#), at the end of 2023.

This participation ensures that highly specific transparency and governance practices are followed, given that the Novo Mercado Regulations require and lead companies to the highest governance standards, with the adoption of voluntary practices that go beyond what is stipulated by Brazilian law.

The commitments embraced in terms of ethical conduct and integrity were redesigned in 2023, guiding the conduct and daily activities of all our employees.

### ETHICS CHANNEL

GRI 2-16 | 2-25 | 2-26

We offer our stakeholders a confidential and anonymous ethics channel that investigates conduct by employees and third parties that violates laws, Occupational Health and Safety guidelines or internal policies, especially the Code of Ethics and Conduct and the Anti-Corruption Policy.

These deviations are assessed under the supervision of the governance bodies, including their severity, type, origin and recurrence.

An independent, specialized company receives the recorded information, ensuring confidentiality in the receipt and investigation of incidents and the safety of all parties involved

(witnesses, accused, and whistleblowers). Retaliation of any kind against complaints is not accepted.

If the violation is proven, we can apply disciplinary measures, including warnings, suspensions and even fair dismissal, or contract termination in cases involving third parties.



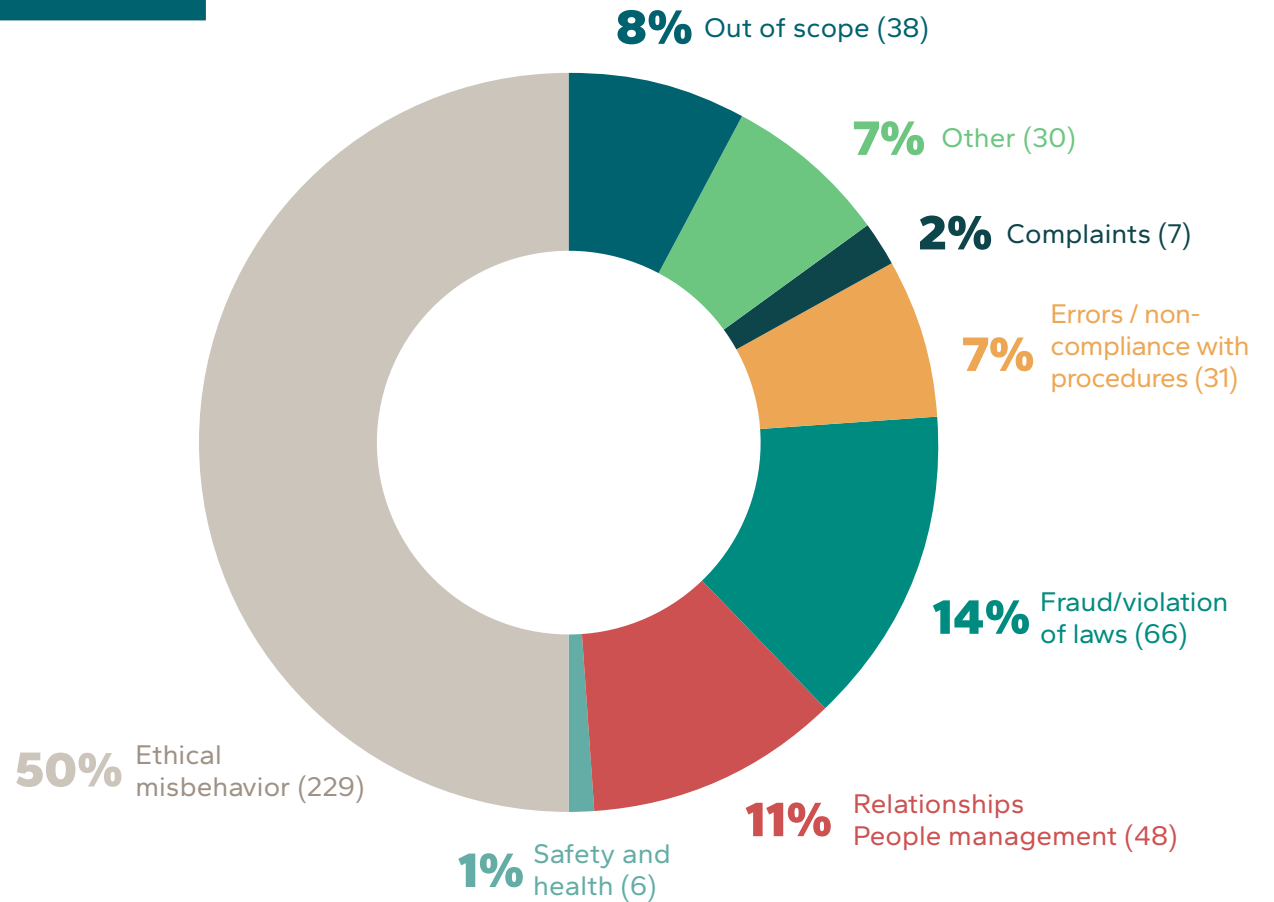
### ETHICS CHANNEL

To visit the ethics channel\*  
click [here](#) or call 0800 591 8825

\*Channel available in Portuguese only.



**In 2023, 455 cases were analyzed.**  
Of this total, 30% of the reports were identified and 50% were found to be substantiated and those responsible sent to the appropriate sanctions.





# STATUTES, CODES AND POLICIES

The company's management model upholds the highest standards of governance in the market and in the eyes of society, complying with all requirements of the Brazilian Securities and Exchange Commission (CVM), the Brazilian Institute of Corporate Governance (IBGC) Code of Best Practices, and the Novo Mercado Regulations.

The Board of Directors evaluated and approved in 2023 the policies that guide the expected behaviors by the company, including the Sustainability Policy, Anti-Corruption Policy, and Code of Ethics and Conduct.

## CODE OF ETHICS AND CONDUCT

One of the priority actions in 2023 was to draw up a Code of Ethics and Conduct to guide employees' actions, in synergy with the values and behaviors established as guiding principles for the business.

With the merger and the expansion of the shopping mall portfolio that is now part of ALLOS, responsibility towards all stakeholders has also expanded. We therefore present this unified document, which reflects the company's commitment

and the behavior expected from our employees and suppliers with regard to ethics, integrity and social and environmental responsibility.

It contains guidelines for behavior and daily conduct, ensuring the integrity of our processes in order to leverage the performance and well-being of all stakeholders involved in our operations.

This document is presented to all stakeholders and is publicly available [here](#).





## CONFLICT OF INTEREST

GRI 2-15

A Related Party Transaction Policy has been formally established to guarantee the openness and integrity of our business dealings.

When individuals participating in conversations and decision-making may have a conflict of interest that might affect or direct the outcome, they must promptly declare the conflict and recuse themselves from the decision-making process. Discipline consequences could be applied if these rules are broken.

Access the [Related Party Transaction Policy](#).

## POLICIES

GRI 2-23 | 205-2

In harmony with the values that guide our actions, our processes are led by integrity, ethics and transparency in business. As a result, activities and decisions are based on robust policies, taking into account standards of conduct and international best practice guidelines.

We have several approved Policies in place, which cover the entire business and are known to employees and suppliers who deal directly with our business. These include:



Bylaws

Document establishing and regulating ALLOS' rights and duties



Anti-corruption policy



Sustainability Policy



Related Party Transactions Policy



Compensation Policy



Diversity & Inclusion Policy



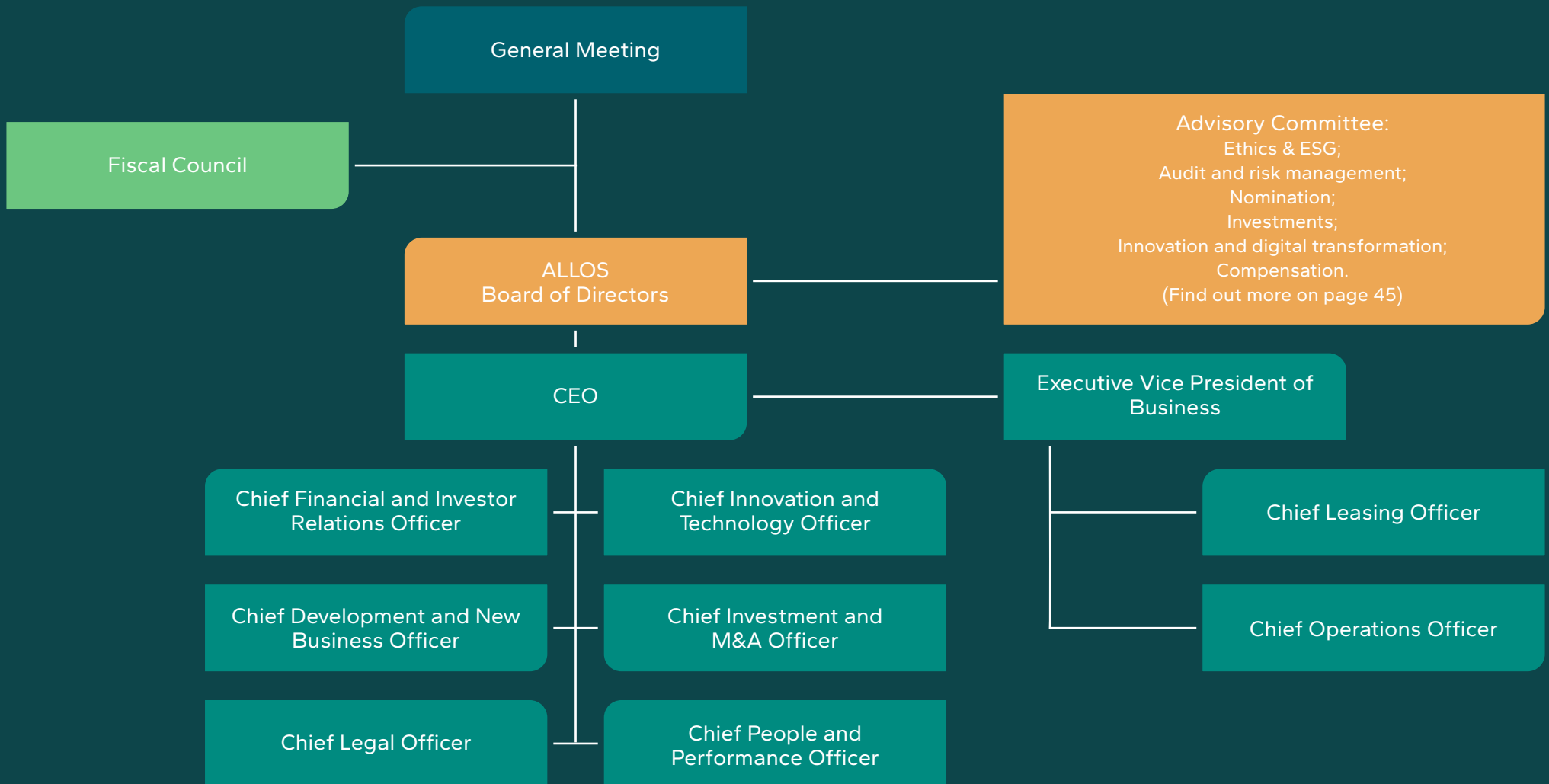
Risk Management Policy





# STRUCTURE AND GOVERNANCE BODIES

GRI 2-9 | 2-10 | 2-19



## BOARD OF DIRECTORS

ALLOS' Board of Directors is the company's highest governance and administrative body, responsible for guiding and deciding on strategic business issues.

The Board is collegiate and aims to protect and enhance the value of the company's assets and optimize the return on investment in the long term.

In 2023, its composition was restructured to include five to nine board members, with the same number of alternates, elected and dismissed by the General Meeting, with unified one-year terms and re-election permitted by internal regulations.

The Board of Directors has a Chairman elected by Board members, who is the guardian of the body's responsibilities and whose scope includes the general orientation of the company's business, approval of the general budget and strategic plan, the election and dismissal of Directors, as well as assigning the duties of each Executive Board.

### BOARD OF DIRECTORS

**RENATO RIQUE**  
Executive Chairman

**PETER BALLON**  
Board Member

**MARCELA DRIGO**  
Board Member

**FERNANDO MARIA GUEDES MACHADO ANTUNES DE OLIVEIRA**  
Board Member

**VOLKER KRAFT**  
Board Member

**CLÁUDIA DA ROSA CORTÊS DE LACERDA**  
Board Member

**LUIZ ALVES PAES DE BARROS**  
Independent Board Member

**LUIZ ALBERTO QUINTA**  
Independent Board Member

**VITOR JOSÉ AZEVEDO MARQUES**  
Independent Board Member

For more information on the role and responsibilities of the Board of Directors [click here](#).



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## FISCAL COUNCIL

The Fiscal Council is a non-permanent and independent body within ALLOS' governance structure, installed by resolution of the General Meeting or at the shareholders' request.

It is comprised of a fixed number of members, between three and five, with the same number of alternates, whether or not they are shareholders.

Among its competencies are overseeing the actions of the directors and analyzing the financial statements on a regular basis, with a focus on transparency.

### FISCAL COUNCIL

**RENATO RIBEIRO DE ANDRADE BOTELHO**  
Sitting Member

**JORGE ROBERTO MANOEL**  
Sitting Member

**ANDREA AZEREDO**  
Sitting Member

For more information on the role and responsibilities of the Fiscal Council [click here](#)\*

\*Information available in Portuguese only.



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## COMPENSATION

To determine the compensation of the Board of Directors, Fiscal Council and Advisory Committees (when applicable), we consider market practices, benchmarking analysis and we rely on the support of a specialized consultancy. This compensation is recommended by the Compensation Committee and approved by the Board of Directors.

For more information on the Directors' Compensation Policy [click here](#).



## EXECUTIVE BOARD

In 2023, both the Executive Board and its duties were overhauled and the new Bylaws came into force.

The Executive Board is made up of a minimum of three and a maximum of ten members. Of this total, it is essential to elect a Chief Executive Officer and an Investor Relations Officer, the others being

decided internally. These executives are tasked with performing their role in such a way as to keep the business of their areas within the company running smoothly.

Directors are elected and dismissed by the Board of Directors, with a unified term of office of three years, with re-election permitted.

## COMPENSATION

The Executive Board's compensation is made up of a fixed portion and a variable portion. With the support of a specialized external consultancy, a fixed compensation model was outlined, which is based on the market and the company's compensation strategy, as well as factors such as: technical and managerial knowledge, problem-solving factors and responsibility for results.

Variable pay includes two incentives:

### SHORT TERM INCENTIVE:

- target program: annual bonus;
- executive performance: based on an analysis of the company's corporate targets and those specific to each area, ensuring that performance is aligned with ALLOS' strategic objectives. Targets related to financial, operational and sustainability results are planned for 2024;

### LONG-TERM INCENTIVE:

- based on company shares and benefits in accordance with the company's internal policies and practices.

### BOARD OF EXECUTIVE OFFICERS

**RAFAEL SALES**  
CEO

**LEANDRO LOPES**  
Executive Vice President  
of Business

**DANIELLA GUANABARA**  
Chief Financial and Investor  
Relations Officer

**FELIPE ANDRADE**  
Chief Leasing Officer

**LEONARDO CID**  
Chief Innovation and  
Technology Officer

**MÁRIO OLIVEIRA**  
Chief Development and  
New Business Officer

**MAURO JUNQUEIRA**  
Chief Investment  
and M&A Officer

**PAULA FONSECA**  
Chief Legal Officer

**RENATA CORREA**  
Chief People and  
Performance Officer

**VICENTE AVELLAR**  
Chief Operations Officer

For more information on the role and responsibilities of the Board of Executive Officers [click here](#).



## COMMITTEES

GRI 2-9 | 2-10 | 2-12 | 2-14

We have six advisory and permanent Committees, each governed by its own document and in accordance with the law.

The Committee members' duties cannot be delegated and their participation can be replaced by the Board of Directors in the event

of a vacancy. Committee members are chosen by the Board of Directors for one-year terms.

### ETHICS & ESG COMMITTEE

Responsible for monitoring and operating the Company's ethics and ESG system, monitoring the evolution of best practices.

It is made up of three members, at least two of whom are members of the Board of Directors.

Its duties include guiding strategy, reviewing and approving internal policies and regulations, and proposing actions on the ESG and compliance program fronts, regularly informing the Board of Directors of its activities.

#### COMPOSITION:

- Cláudia da Rosa Cortês de Lacerda;
- Vitor José Azevedo Marques;
- Fernando Maria Guedes Machado Antunes de Oliveira.

### NOMINATION

The tasks of this body, as an advisory committee, include evaluating and issuing reports recommending candidates for the position of Independent Directors, meeting the election requirements set out in the Nomination Policy, the Bylaws and the Novo Mercado Regulations, in accordance with the law.

This Committee is made up of four members, and Directors are not allowed to sit on this committee.

#### COMPOSITION:

- Renato Rique;
- Volker Kraft;
- Peter Ballon;
- Cláudia da Rosa Cortês de Lacerda.

### INNOVATION AND DIGITAL TRANSFORMATION

The Committee is made up of four to eight members, one of whom is a Board of Directors member.

Its duties include advising the Board of Directors on the definition of the Company's innovation and digital transformation strategy, based on monitoring and evaluating scenarios and trends in the area, as well as evaluating projects, initiatives and investment proposals and issuing recommendations on related matters.

#### COMPOSITION:

- Rafael Sales;
- Alberto Serrentino;
- Alexandre Silveira Dias;
- Luiz Alberto Quinta;
- German Pasquale Quiroga Vilardo.



## AUDITING AND RISK MANAGEMENT

Composed of a minimum of three and a maximum of five members (the majority of whom are independent members), one independent member of the Board of Directors, and one with recognized experience in corporate accounting and management matters.

Its duties include recommending independent auditing services to the Board of Directors,

evaluating financial statements, monitoring and evaluating the activities of the Company's internal audit.

### COMPOSITION:

- Luiz Alberto Quinta;
- Mauro Moreira;
- Luiz Alves Paes de Barros.

## INVESTMENT

The Investment Committee is entrusted with the following tasks: evaluating the proposals, business plans and surveys drawn up by the Executive Boards on necessary investments (which depend on the Board's approval), advising the Board on the proposals submitted and the signing of contracts, reviewing the documents to be signed. This committee is

made up of three to four members, one of whom is appointed coordinator.

### COMPOSITION:

- Renato Rique;
- Fernando Maria Guedes Machado Antunes de Oliveira;
- Peter Ballon;
- Volker Kraft.

## COMPENSATION

This Committee is made up of four members and recommends to the Board of Directors the approval of policies on the management compensation guidelines, including bonuses and incentives, aligning their interests with those of the shareholders and the Company's objectives, ensuring the attraction and retention of qualified professionals.

It is also responsible for approving concessions relating to the maintenance of long-term incentives in cases of dismissal from the Company.

### COMPOSITION:

- Renato Rique;
- Fernando Maria Guedes Machado Antunes de Oliveira;
- Marcela Drigo;
- Volker Kraft.



# FIGHT AGAINST CORRUPTION

GRI 2-24 | 2-29 | 205-1 | 205-2

Focusing on our commitment to fighting corruption in 2023, we promoted training sessions based on the **Anti-Corruption Policy** for all employees through Saber online, the company's training platform.

This mandatory training is offered in a gamified way, requiring participants to interact on the platform, with characters, real-life examples, videos and interactive items to bring dynamism to the training.

Among the topics covered are: Prohibited conduct; Improper payments and facilitation; Gifts, presents and hospitality; Charitable donations and political contributions; Money laundering; Hiring third parties and Integrity Assessment; Accounting records and monitoring; Ethics channel and consequence management.

**By the end of 2023, 90% of employees with individual access to training have completed the training.**

In this same model, we offer training on the **Code of Ethics and Conduct** for all corporate employees, which covers the following topics: Human rights; Diversity and inclusion; Respect for the law; Combating harassment; Environmental sustainability; Zero tolerance with corruption; Conflicts of interest; Gifts, presents and hospitality; Financial integrity; Use of data and privacy; Confidentiality and information security; Insider information; Conduct on social networks; Our responsibilities.

**100% of employees with individual access to the training have completed it.**

Moreover, 64% of the other employees underwent the group training with the support of focal points in their areas.



## 1<sup>ST</sup> ALLOS COMPLIANCE WEEK

Committed to best market practices and compliance with laws and regulations, ALLOS held its 1st Compliance Week. With the slogan “**About making the right choices**”, the focus of this action was to raise awareness on the subject.

Throughout the week, knowledge pills were sent to all corporate employees and field teams, repeating the importance of the following topics

- **Code of Ethics and Conduct**, which governs behavior, ensuring the integrity of our processes while leveraging performance;
- **Corporate Policies**, which provide guidelines and rules for all teams to adopt standards of behavior appropriate to the company's objectives and needs;

- **Ethics channel** open 24 hours a day for anonymous reports, suggestions and complaints.

Also during the week, we organized a conversation between the Legal and Compliance Director, Paula Fonseca, the Risk and Compliance Manager, Gustavo Motta, and Bruno Massard, Director of EPIQ (the world's leading legal services support company) and specialist in compliance, anti-corruption, corporate risk management and internal auditing.

To further increase their reach, hello's media panels were used to reach tenants and customers on the compliance and anti-corruption topics.







# PRIVACY AND DATA PROTECTION

GRI 418-1

With the advancement of the phygital strategy, guaranteeing data security and privacy is an essential pillar when it comes to maintaining trust among the company's stakeholders.

**Protecting and preserving data privacy and security is a top concern for us, regardless of whether it pertains to the company, its partners, employees, or customers.**

Along with the unification of the Privacy and Personal Data Protection structures, as well as data control and security models, we implemented a Commission, led by a LGPD reference professional focused on shopping malls.

This Commission is supported by a team made up of members who act as guardians of this key area for the business model. This new structure includes professionals from the Marketing, Innovation, Personnel Department and Customer Service teams on a non-fixed basis, and fixed members from the IT and Legal departments, with the aim of monitoring progress on projects related to data protection issues.

**Moreover, during the year, among the many steps taken by the company's Privacy and Data Protection department, we highlight the following:**

- Work on drafting ALLOS Privacy Notices and Policies;
- Creation of a single register of the company's personal data processing operations (ROPA);
- Adaptation of activities related to the collection of cookies, in accordance with the guidelines established by the National Personal Data Protection Authority;
- Implementation of software for automated service and management of data subjects' rights, with the aim of providing better interaction with data subjects through the Privacy Center;
- Unification of the Privacy Center available on all ALLOS websites and its shopping malls;
- Implementation of improvements in data protection and privacy processes and controls;
- Actions to raise awareness about data protection, sending out information pills and holding training sessions.

**ALLOS could not find any instances of privacy violations involving customers or company data in 2023.**



# Risk management

GRI 2-17 | 2-24 | 201-2 | 205-1

Our risk department underwent changes and restructuring in 2023. In this process, a new Risk Matrix was widely discussed with the CEO and the Executive Board, and was duly approved, together with the Risk Management Policy, by the Board of Directors.

Once approved, the risk department mapped out internal control initiatives, indicators and possible contingencies for the prioritized risks in conjunction with the business areas involved in the processes. At the same time, an analysis of the effectiveness of these initiatives is underway to evaluate the projects' continuity.

As part of the restructuring implemented in 2023 to strengthen the company's risk culture, we have structured a process for issuing an Annual Risk Report, with the trend of impact and probability of the risks assessed.

## COMPLIANCE AND RISK DEPARTMENT

We introduced a Compliance and Risks Department in 2023, recognizing the strategic importance of a department focused on these crucial aspects for the business. This new body is segmented from the Internal Audit department, in line with the best corporate governance practices.

By creating this department, we have joined forces to curb corrupt practices, business fraud and irregularities. The Compliance department, which is responsible for the ALLOS Compliance Program, assists in disseminating a culture of ethics and integrity, corporate governance, as well as supporting the enforcement of regulations and investigating incidents reported through the Ethics Channel.

To ensure engagement and leveling of knowledge on the subject, we promoted risk training specifically aimed at the company's top leadership, with 100% participation. With an accurate understanding of the complexity and risks associated with their departments and the company as a whole, leaders are able to make decisions based on information in a thoughtful manner and in line with business objectives.



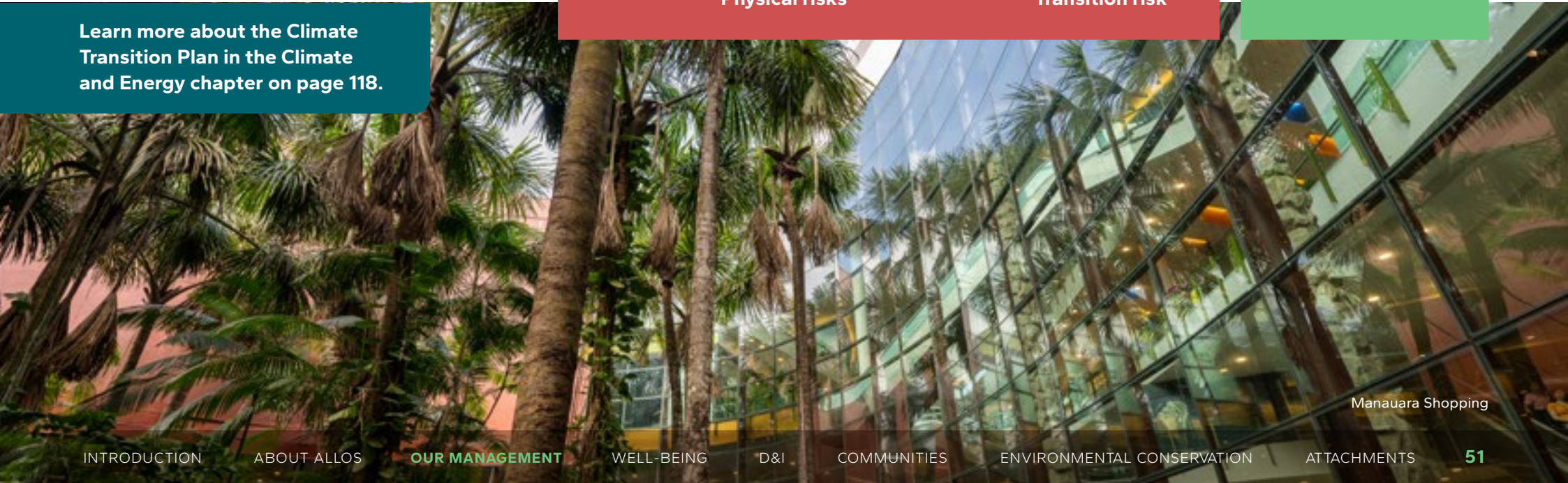
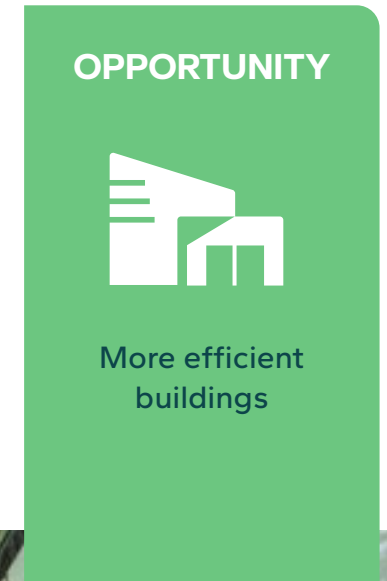
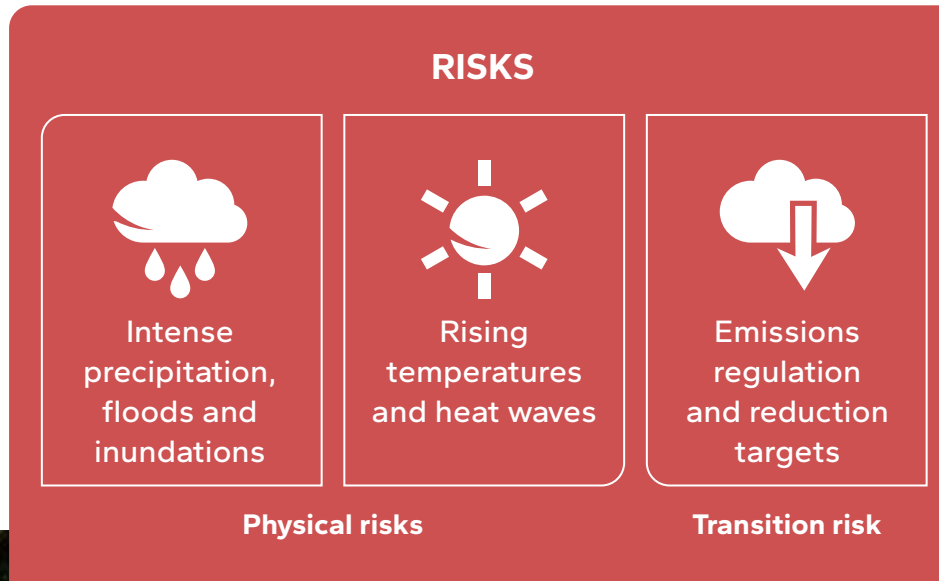


# CLIMATE RISK MANAGEMENT

**In 2023, we finalized our Climate Transition Plan, which gave rise to the first Climate Transition Matrix, which is under the responsibility of the risk management and monitoring team.**

To prioritize the integration of climate risk management, a study was carried out with a specialized partner consultancy to identify and prioritize the risks and opportunities related to the agenda.

**Learn more about the Climate Transition Plan in the Climate and Energy chapter on page 118.**



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# Sustainability strategy

GRI 2-12 | 2-13 | 2-14 | 2-17 | 2-24 | 2-29

We remain attentive to the sustainability agenda. For this reason, we have shaped and structured around a sustainable strategy that is deeply intertwined with our business model.

In order to create and implement applicable and effective sustainability strategies, we keep our entire leadership engaged in the subject, with clear horizons and goals structured across all areas.

We have an **Ethics and ESG Committee**, made up of three Board of Directors members, responsible for:

- Guide the company's ESG strategy, recommending priority actions relating to social, environmental and governance issues;
- Guide the strategy and development of the company's Compliance Program;
- Reviewing internal policies and regulations related to ethics, governance, compliance and sustainability for approval by the Board of Directors.

Connected to the Committee, the **Sustainability Commission** encompasses the company's statutory and deputy directors in roles related to the topic, such as:

- Assessing risks and opportunities and proposing strategies related to ESG issues to the Ethics and ESG Committee, establishing priorities;
- Managing actions focused on implementing the company's strategies and disseminating the ESG culture to employees;

- Working on the preparation and review of the Sustainability Report;
- Suggesting best practices for mitigating ESG risks;
- Investigating potential cases of non-compliance with the Sustainability Policy, determining corrective actions or sanctions;
- Defining the voluntary commitments related to sustainable development topics to which we must adhere;
- Quarterly reporting to the Ethics and ESG Committee.

During 2023, the Commission focused on renewing the commitments and objectives for 2030 and 2040 and their ramifications, electing internal ambassadors for each theme. These guardians are responsible for building and implementing the action plans and constantly monitoring the targets.

Furthermore, they take part in a quarterly forum to present the results and share best practices, with a view to sustainable evolution.

Even during an atypical year of merger, we maintained our progress on the sustainability front, and continue to focus on processes and controls in order to scale concepts and values in ESG themes.



# MATERIALITY

GRI 2-24 | 2-29 | 3-1 | 3-2

In 2023, the materiality study was updated to assertively reflect our priorities.

This matrix must be revised whenever there is a change in our business or in the context of the sector in which we operate, reflecting the current reality of the company's situation.

In partnership with a specialist consultancy, we have updated the priority themes for the company through a dual materiality study.

This process consisted of four stages, including in-depth research into the current market, global and sector trends, as well as a peer study and the involvement of internal and external stakeholders.

Tenants, suppliers, consumers and employees were consulted directly through an online survey and through secondary survey to shareholders, sector associations, investors, regulators and organized civil society, in order to identify the spontaneous citation and institutional positioning of these groups on socio-environmental issues relevant to the sector.

**1** **STAKEHOLDERS AND CONSULTATION METHODS**

Identification of 11 strategic stakeholder groups to be included in the research and consultation methods to be applied in the process;

**2** **MAPPING POTENTIAL THEMES**

Definition of 26 potentially material topics for ALLOS, aligned with the Company's strategy, to be included in the survey;

**3** **SECONDARY SURVEY AND CONSULTATIONS**

Conducting stakeholder consultations and online surveys with 5,836 respondents and a secondary survey of 36 institutions.

**4** **MATERIALITY MATRIX**

Consolidation of the ALLOS materiality matrix, associated with the Company's ESG strategy.

## MATERIALITY MATRIX



**Business ethics and integrity**  
 Climate change  
 Water  
 Waste  
 Health, well-being and safety  
 Diversity and inclusion  
 Employee development  
 Local development

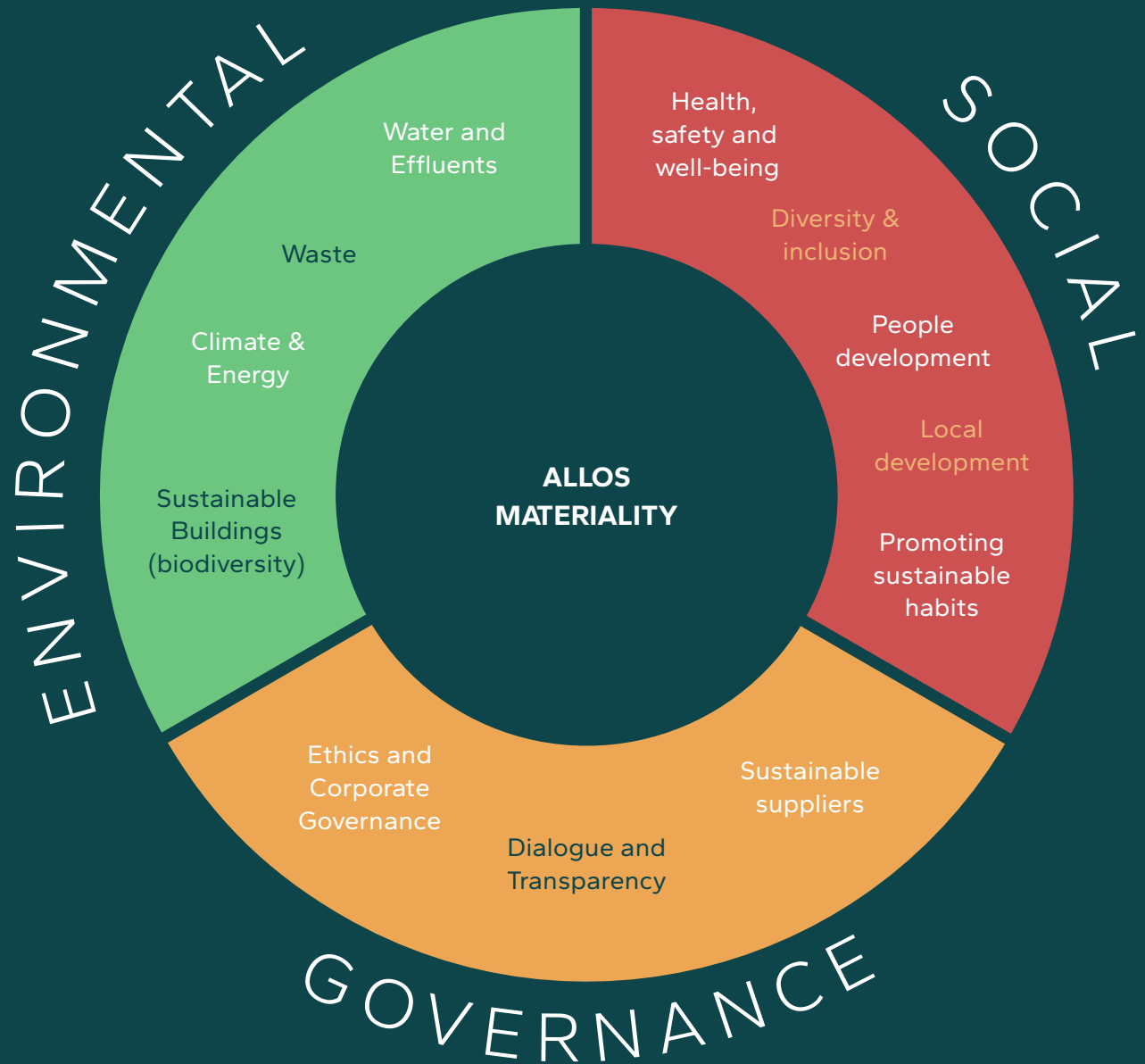
**Energy**  
 Transparency and reporting  
 Corporate Governance  
 Safe and sustainable spaces  
 Sustainable suppliers  
 Dialogue with stakeholders

**Biodiversity**  
 Privacy and data protection  
 Inclusive and plural spaces  
 Promoting sustainable habits



The current prioritization of material themes was approved by the senior management in a meeting with the company's executives, including the CEO, and formally approved by the Ethics and ESG Committee represented by three Board of Directors members.

Based on the materiality and the study of the company's positive and negative externalities, a strategic review was carried out with regard to our positioning, which led to our new operating model, the **Sustainable Life Centers**, places that promote and inspire sustainability.



# Sustainable Life Centers

Our sustainability strategy was revisited in 2023 in order to more precisely address this new moment for the company.

The Sustainable Life Centers hubs are the materialization of this strategy, establishing commitments for sustainability priority areas, with action plans to achieve the goals set by 2030, in line with the UN's 17 Sustainable Development Goals (SDGs).

We believe in growing the business in a responsible way, combined with mitigating impacts and generating value for the company. Our ESG platform represents this foundation for the evolution of a sustainable company, committed to advancing social, environmental and governance issues.

The company's Sustainability Commission constantly monitors all of these commitments, so that we can follow up in real time on progress and possible changes of course required by the journey.

*These four hubs are the themes that will guide this report over the next few chapters.*







# Hubs

GRI 3-2 | 3-3

## WELL-BEING AND HUMAN DEVELOPMENT

(page 58)

*Fostering the full development of our employees and clients.* Encouraging and investing in the well-being, training, health and safety of employees through safe and healthy spaces.

### COMMITMENT 2030

- Maintain or exceed **85% employee engagement**.
- **100%** of employees with **development plans**.
- Raise awareness and implement tangible actions to promote the **well-being** of our employees and clients.

## DIVERSITY AND INCLUSION

(page 76)

*Leveraging the construction of diverse and inclusive relationships and places,* through diversity and inclusion initiatives and the creation and dissemination of inclusive and plural spaces.

### COMMITMENT 2030

- Achieve **50%** participation of **women in leadership positions**, promoting the engagement of the entire value chain.
- Achieve **44%** participation of **black people in leadership positions**, promoting the engagement of the entire value chain.
- **100%** of the shopping malls with **accessibility certification**.

\*in accordance with the criteria established with MOVER.

## SUSTAINABLE COMMUNITIES AND HABITS

(page 85)

*Boosting shopping malls as spaces for transformation,* promoting sustainable habits throughout the company's value chain and supporting local development.

### COMMITMENT 2030

- **100%** of malls promoting and creating solutions to make it possible for our customers to adopt **circular and low-carbon practices**.
- **100%** of shopping malls supporting at least one strategic **local development project**.
- Progressively increase the number of **people benefiting** from local development projects.

## ENVIRONMENTAL CONSERVATION

(page 107)

*Ensuring carbon neutrality and efficient use of natural resources.* Focus on actions on the climate, energy, water, effluent and waste fronts.

### COMMITMENT 2030

- Achieve **100% renewable electricity** by 2030, reaching **carbon neutrality\*** by 2040 and constantly investing in energy efficiency.
- **To recycle 90%** of the total waste generated by our operations.
- Reduce water intensity by 5%, reaching **100%** of shopping malls with **water reuse**.

\*Scopes 1 and 2.

A young woman with voluminous, curly dark hair is shown in profile, smiling broadly with her eyes closed. She is wearing a light-colored, button-down shirt. The background is a soft-focus field of daisies under bright, warm sunlight. The image is overlaid with semi-transparent orange circular shapes. A large, faint number '04' is visible on the left side.

04

**well-being  
and human  
development**



# Highlights in 2023



Launch of  
**culture guide**



Pulse survey with  
**94% engagement**



**6** Training fronts for  
**100% of employees**



**Equilibra ALLOS**  
quality of life program



**Over 23 thousand**  
hours of training  
sessions held



Compensation  
**harmonization**  
process finalized



# Our people

GRI 2-7 | 2-8 | 2-30 | 203-2

Serving and delighting people is our reason for existing, which permeates all our relationships, especially with internal stakeholders.

We have a team of passionate employees and we prioritize their enchantment, understanding that this motivation is deeply connected to our purpose and values, our way of being and doing.

Not surprisingly, in 2023, our values and behaviors were updated to reinforce our commitment to an open, diverse and inclusive work environment, where everyone is celebrated for who they are.

**All over Brazil, we have 4,326 employees<sup>2</sup> dedicated to making the experience of our 60 million monthly visits the best it can be.**

Moreover, in 2023, we had the support of 5,654 third-party employees in our activities.

<sup>2</sup> In the total sum of employees, there are 86 apprentices and 12 statutory employees.

**ALLOS HAD 4,326 EMPLOYEES IN 2023**

Region	Count
Midwest	288
Northeast	492
North	442
Southeast	2,791
South	313

Gender	Count	Percentage
Male	2,346	54.2%
Female	1,980	45.8%



## EMPLOYEES BY REGION AND CONTRACT TYPE\*:



\*When counting permanent employees, apprentices and statutory employees were not taken into account, totaling 4,228 employees. The five temporary employees are not included in the calculation as they were hired through a company that provides services.

**98%** of our employees are covered by a collective bargaining agreement. The remaining **2%** includes apprentices and statutory employees.



# CULTURE

GRI 2-29

The harmonization and consolidation of a single, cohesive and inclusive culture was our priority in 2023.

From day one, the People and Performance Department focused on this aspect of the business, uniting strengths, exploring synergies and generating opportunities. Based on these efforts, a cultural journey was drawn up to represent unity and diversity.

**The cultural mapping was broken down into three large blocks:**



## CULTURE GUIDE

Based on the initial definitions of corporate culture, we have structured the **ALLOS Culture Guide**, aimed at strengthening the company's purpose of connecting people, businesses and society in a diverse and welcoming environment in which employees feel valued and belong.

One of the major outcomes of this process was the definition of ALLOS Values and Behaviors (page 12), presented at the Leadership Convention in 2023 (page 64), to begin the team's dissemination and acculturation process, together under this new vision and moving towards the same horizon.

### **As an employer brand, we want to be the best place to work.**

To achieve this, we ensure that the defined values and behaviors are integrated into the teams, boosting the sense of belonging and the company's results.

In 2023, after the Guide was launched, the People and Performance department has made progress in disseminating the new ALLOS culture, with pills addressing the company's values, providing detailed information on each of them and how they are connected in our daily lives.

Additionally, in order to further ingrain this knowledge, we have made trails available on Saber On-line with the Culture Guide and 57 other related contents, book suggestions and a tool for employees to nominate someone they consider to be an example of that value by means of an individual virtual card.

Workshops are also being held to pass on the established values and behaviors to the different company departments, with dynamics explaining how to put these guidelines into practice.

For the leadership, specific workshops are being given with the aim of reinforcing the leader's role as an ambassador for the culture.





## LEADERSHIP CONVENTION

GRI 2-29

In the second half of 2023, the company held the 1st ALLOS Leadership Convention. The event, which took place over three days in Praia do Forte (BA), was attended by around 400 leaders, representing a **milestone in the company's integration process.**

At this event, the company's **Culture Journey**, Values and Behaviors were presented, as well as planning and strategic pillars (find out more on page 14) and the recognition of the year's best initiatives, featuring ESG actions.







From all the actions carried out during the year, **four stood out for their scope and innovation:**

### NorteShopping Acolhedor Program

**Awarded ALLOS' Best Sustainability Project of 2023**, by popular vote of the leaders present at the event, the program opened the doors of Norte Shopping to welcome homeless people on cold days in the city of Rio de Janeiro (RJ), in partnership with the City Hall, through the Municipal Department of Social Assistance.

Since 2021, the project has provided over **1,663** meals, hygiene kits, distribution of donations, as well as talks and relaxing moments. By the end of 2023, 16 people assisted by the program had been hired to work at the mall.

### ConVersar

An innovative inclusion and accessibility program, ConVersar is an initiative of Boulevard Shopping in Belo Horizonte (MG). In it, the mall provides Libras (Brazilian Sign Language) interpreters through an online platform, in real time and free of charge for customers and employees. As a result, we have increased the inclusion of the deaf community, reducing communication barriers.

### Saving Water and Energy Resources

An initiative of Parque Dom Pedro (SP) that, since its inauguration, treats 100% of its sewage and now started supplying the cooling towers, responsible for the operation of the air conditioning system, with reused water. As a result, the project's energy efficiency was maintained, enabling a major reduction in water consumption.

Find out more on page 123.

### Pescar Project

Since 2019, Shopping Jardim Sul (SP) has been supporting Pescar, a social welfare institution that offers socio-professional training for young people aged between 16 and 19 who are socially vulnerable. The mall offers a room dedicated to these young people, so that they can be closely monitored by a social worker and educator, with periodic individual skills assessments and support for their families.

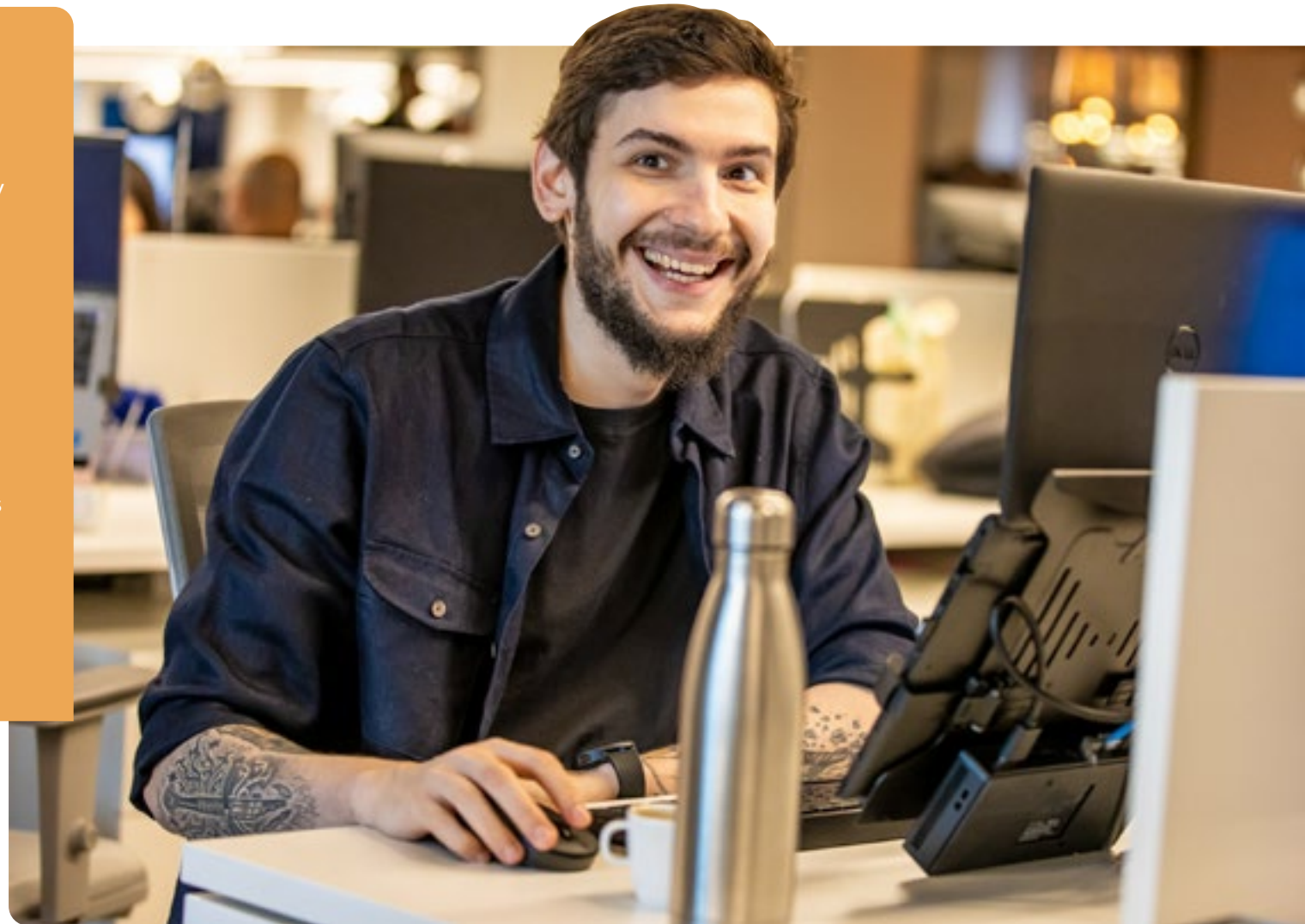
Since then, this partnership has helped **train over 60 people**, six of whom have been employed by the mall itself and others who have joined Jardim Sul stores.

## PULSE SURVEY

In 2023, we carried out our first pulse survey with all employees, aiming to have a thermometer of the satisfaction and climate of office and shopping mall teams.

With excellent results, the survey revealed an **engagement score of 94%**, and 82% of the company's employees took part.

These indicators provide an important and strategic diagnosis, reflecting that the team's integration and acculturation process is moving in the right direction. This is how we continue, always seeking the best results, with a team that is united and motivated.





# Development and training

GRI 3-3

## DEVELOPMENT ECOSYSTEM

The development journey of our employees, whether they work in offices or shopping malls, includes various training fronts:



### Corporate programs

- To welcome new employees, we have developed an onboarding with a **Welcome** and an **Integration Trail** covering culture, platforms, mandatory training and communication and development channels;
- **Trainee program:** focused on attracting, developing and retaining new talent. This program represents an opportunity to develop professionals aligned with our culture and strategy;
- **Internship and young apprentice program:** we open doors for young people wishing to enter the job market, training and developing these professionals in a way that is linked to their studies;
- **Mandatory training:** focused on ensuring the alignment of all employees with our Values and Behaviors and policies - Code of Ethics and Conduct and Anti-Corruption.

### Programas de desenvolvimento

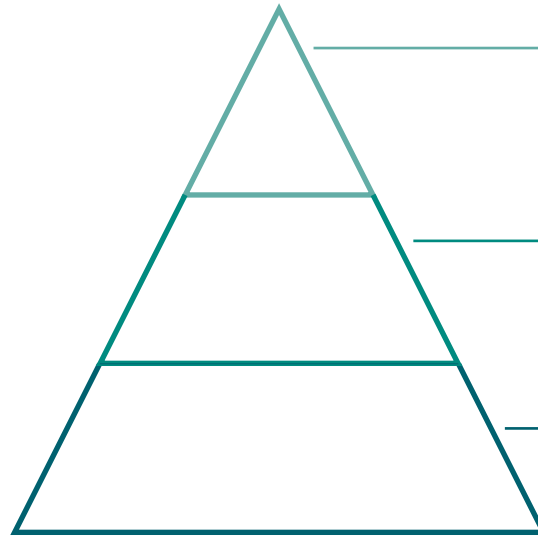
- **Getting to know our business:** so that everyone can better understand the company's business, we invited leaders to share the strategies, structure and activities of their departments;
- **Exchanging ideas:** moment to exchange knowledge with different teams in an open and laid-back chat;
- **Mentoring:** mentoring focused on the individual development of employees, with the aim of preparing talents for the next steps in their careers, creating a succession pipeline in the company.



## Leadership DNA

We created the Leadership DNA program with the aim of creating learning experiences on topics related to people management and leadership.

The Program was designed to train this audience according to the different levels of complexity and maturity stages, as well as developing leaders to act as guardians, coaches and culture mobilizers.



### Directors, Superintendents and Managers (holding and shopping)

Soft skills workshops aimed at broadening the repertoire and aligning leaders with ALLOS' strategy, values and behaviors, presenting content such as: Emotional Intelligence, Psychological Safety, Change Management and ESG.

### Coordinators and supervisors

Online workshop to train and support first-level managers in people management issues: the employee journey (hiring, development, engagement and dismissal).

### The entire leadership

Hub of content and learning trails on leadership available on the learning platform: Saber On-line.

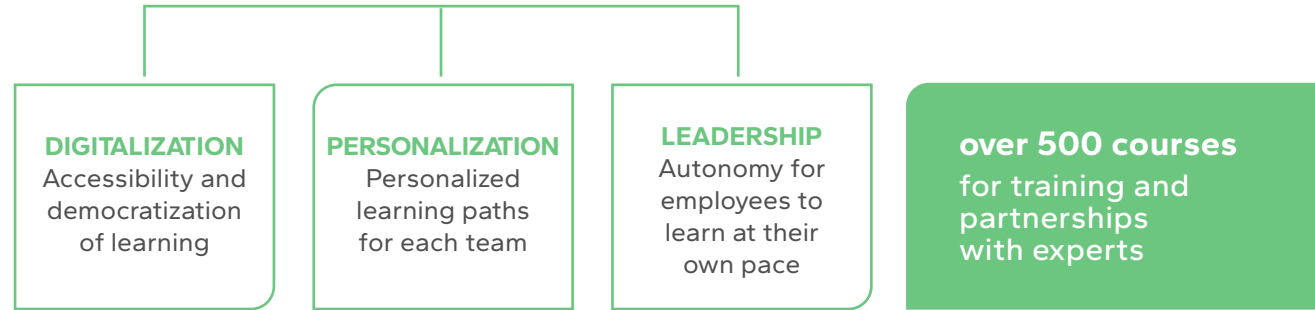


## Saber On-line

The Saber On-line learning platform offers employee engagement and development through distance learning, as well as letting leaders customize training according to their needs and those of their teams, while offering employees the convenience of taking courses and training sessions according to their availability and preference.

It also offers curated content from Uol Edtech and Trillio, covering topics such as: unconscious bias, mental health, ESG, leadership, sales, communication and much more

## saber on-line



## Edupass

Edupass is a corporate educational benefit available to employees that opens doors to a range of learning possibilities. The program offers scholarships and discounts for undergraduate, graduate and language courses, with the possibility of extending it to family members.

**In 2023, 480 employees enjoyed the benefit.**

## Shopping malls portfolio

Technical training to enchant customers and training programs with mall employees covering topics such as: Safety Policy and Emergency Plan, Operational and Climate Risk Management, ESG Management, Crisis Management Plan and fire brigade.





# PERFORMANCE EVALUATION (AVD)

GRI 404-3

In 2023, we introduced the 180° model for the performance evaluation cycle of our employees. This methodology takes into account two points: Self-Assessment and Leader Assessment.

The AVD is carried out within the People & Performance Portal, with the support of a Performance Evaluation Trail provided on Saber On-line, with preparation guidelines for the process.

The purpose of this procedure is to assess the individual professional behavior of our employees. We therefore consider their performance in 2023, based on the company's seven values. This process adds value both for the maturing of ALLOS and for the individual development of our employees.

The AVD available to leaders and employees includes a number of procedural steps up to the preparation of the Individual Development Plan (PDI).

## EMPLOYEE

- 1 Promotion of self-knowledge;
- 2 Direct contact with the values and behaviors that the company prioritizes;
- 3 Monitoring the development of technical and behavioral skills, as well as new experiences and career progress, through the construction of the PDI;
- 4 Engaging and empowering employees as the main players in their careers, making them responsible for their professional development;
- 5 Increased power of communication, helping with the feedback process.

## COMPANY

- 1 Support in building a new culture, strengthening the company's values;
- 2 Structured consultation tool for making strategic decisions, such as the personnel movement process and specific programs;
- 3 Ensures that the company is on the right path and, if not, corrects any deviations, based on a strong culture and an engaged team;
- 4 Facilitates dialogue on team performance, exploring expectations, progress and achievements, encouraging feedback, which is important for employee development and achieving the company's objectives.



### SELF-ASSESSMENT

The employee undergoes individual reflection and evaluation of their behavior during the cycle. The leader only begins his or her assessment once this stage has been completed.

### LEADER ASSESSMENT

The leader reflects on his or her teammate's behavior during the period. At this stage, he still doesn't have access to the scores from the previous stage, only comments, if any.

### PREPARATION (leadership)

Time to review and calibrate the scores, as well as prepare for the feedback conversation. The leader adds a draft of the feedback to the system.

### ALIGNMENT + FEEDBACK

Leader and mentee have the opportunity to discuss the points of the evaluation, recognizing successes, indicating opportunities for development and aligning expectations.

This stage also includes the definition of the final evaluation score.

### INDIVIDUAL DEVELOPMENT PLAN (PDI)

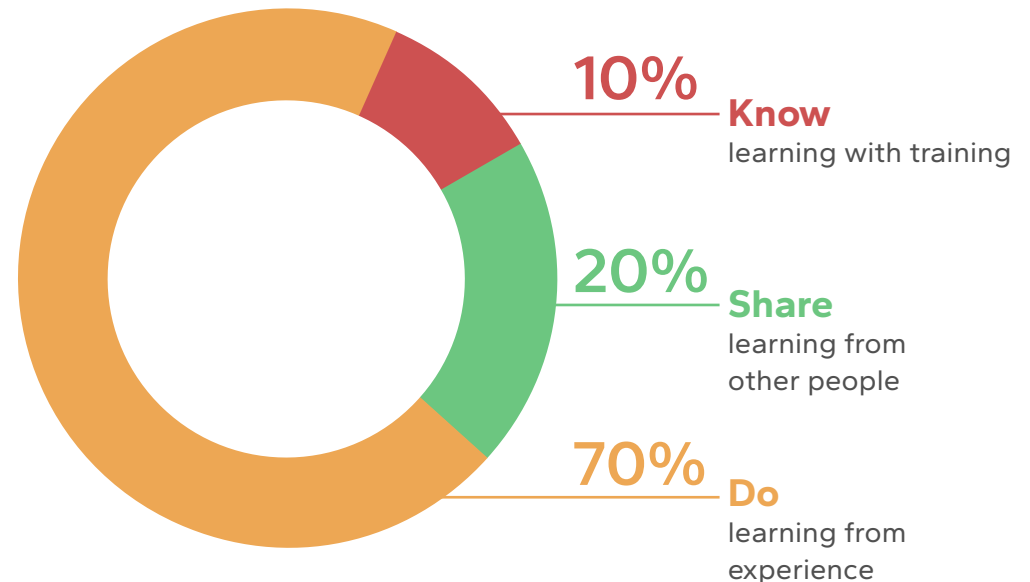
The employee is invited to be responsible for drawing up their PDI, indicating actions and deadlines to be carried out, according to the feedback received by their leader.

Once the plan has been drawn up, the immediate leader will receive it.

The PDI is a valuable tool for setting out development goals for each employee, with specific strategies and deadlines for achieving them. Professional and personal knowledge, skills and abilities are mapped out individually, so that each person's potential can be developed, uniting their career purpose with the company's needs.

In order to successfully plan and implement this strategy, we recommend using the 70:20:10 Learning Method, which combines three forms of learning.

**In 2023, 2,455 employees performed AVD.**





## OUTPLACEMENT

GRI 404-2

The Outplacement program is aimed at ALLOS Directors, Superintendents and Managers who are in the process of switching companies, whether for the transition to entrepreneurship, consultancy or even retirement.

Over the course of six months, the Company, together with a partner company, offers online and face-to-face advice with lectures, discussion forums and networking with market players to prepare these professionals for this new moment in their lives.





# COMPENSATION AND BENEFITS

GRI 2-20

Our process of harmonizing compensation and benefits was completed in 2023, also covering short- and medium-term benefits and incentives.

To draw up the Compensation Policy, we hired a specialist consultancy which was supported internally by the company's independent consultants.

The best market practices were taken into account when defining the compensation strategy and guidelines, including the definition of C-Level compensation. The Compensation Committee actively participated in this process in order to provide its opinion and recommendation to the Board of Directors.

A Hiring Policy was also devised in order to set standards for recruitment and internal selection.

In 2023, a People and Performance Portal was set up to support management in human resources processes, including compensation, development and recognition models.





# Health, safety and well-being

GRI 3-3 | 403-4 | 403-6 | 403-7

In 2023, we went through a transition and restructuring period with regard to health, safety and well-being at the company. We carried out a diagnostic process of the initiatives already in place internally, with the aim of designing an action plan on the occupational health and safety (OHS) front, with the support of the People and Operations departments, as well as the mall managers.

We are currently looking closely at structuring and consolidating health, safety and well-being management to match the needs of the company's business model. We have a Risk Management Program (PGR) in place, and we are working to deepen our analysis of the risks identified.

Furthermore, 16 malls in the portfolio have an Internal Accident Prevention Commission (CIPA), with the aim of preventing accidents and work-related illnesses.

**100% of our own employees are entitled to the health plan provided by the company.**

## OSH CAMPAIGNS

**White January Campaign:** throughout the month of January ALLOS promoted campaigns aimed at the mental health of employees. Equilibra ALLOS activities (find out more on page 75), content on Saber on-line and mental health care tips were promoted. We also made interaction points available in our shopping malls, reinforcing the importance of mental health to our customers as well;

**Vaccination campaign:** a flu vaccination campaign is held every year to prevent the disease and protect the most vulnerable people;

**Campanhas de conscientização:** to disseminate correct information on important health issues, the Company supports important causes throughout the year such as: Yellow September, Pink October and Blue November, promoting suicide prevention, breast cancer and prostate cancer, respectively.



# QUALITY OF LIFE

## EQUILIBRA ALLOS

GRI 403-6

Among the outcomes of the development work on the OSH fronts is the implementation and start-up of the Quality of Life and Well-Being project. During the year, the Equilibra ALLOS program was launched, which encompasses a number of partners and company initiatives focused on balancing employees' professional and personal lives. Since its inception, in its first year, the program has already covered all of the company's employees, including offices and shopping malls.

### PHYSICAL AND MENTAL HEALTH

For us, putting physical and emotional health first is essential. For this reason, we make investments in the health of our people by providing a variety of tools that promote and enable this focus on wellness.

- **Gympass** - Meditation, nutrition, therapy, personal trainer and gym: a platform that offers a range of solutions to help find balance. Employees can find physical, mental

and emotional activities on it, as well as access to gyms, studios and wellness services.

- **Alelo** - Acolhe Program - Psychological support: in partnership with Alelo, Acolhe offers teams of specialized psychologists for guidance, including family members. The service is provided by telephone, 24 hours a day, with a guarantee of secrecy and confidentiality.
- **Telenutri** - Nutritional program: we also support the employees in their quest for a healthy and balanced diet. The partnership with Telenutri offers personalized consultations free of charge. The benefit can be extended to family members.

### WELL-BEING

We also organize activities exclusively aimed at quality of life, focusing on motivation and day-to-day satisfaction, such as birthday days off, breastfeeding leave, extended paternity leave and partnerships with Sesc.



05

**diversity and  
inclusion (D&I)**



# Highlights in 2023



**D&I Manifesto** is launched



Affinity groups in **+Juntos**



**4 trophies** in the MOVER challenge



Diversity census applied to over **10,000 employees**



**3 Thematic D&I weeks**



**45% female leadership**  
(own employees)



# Inclusive and plural spaces

GRI 2-7 | 3-3

Our commitment to diversity and inclusion is aimed at caring for people, valuing their individualities, working towards training, awareness and representativeness, in line with our sustainability strategy.

Among the first actions promoted by the People and Performance department during the first few months of 2023 was the launch of the **D&I Manifesto**:

To access the full ALLOS D&I Manifesto\* [click here](#).

\*Video available in Portuguese only.

## We are TRANSFORMATION.

Our course is set and we are moving forward with determination.

## We are SOCIETY.

We support projects that empower lives and create opportunities.

## We are MOVEMENT.

We are on the move for racial equity.

## We are EMPOWERMENT.

We are committed to increasing the percentage of women in leadership.

## We are EMPATHY.

## We are ENCHANTMENT.

## We are ALLOS.





# DIVERSITY CENSUS

GRI 2-29

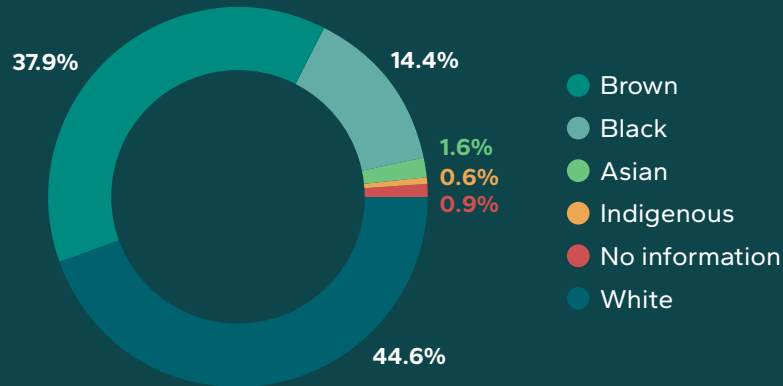
In line with the manifesto, **we carried out a census with our own employees and third parties**, in partnership with a specialized consultancy.

**A total of 10,124 people were consulted, with 83% engagement.**



OWN EMPLOYEES:  
**5,158 RESPONDENTS,**  
**91.4% OF THE TOTAL \***

## RACIAL DIVERSITY



**1.9%** people with disabilities

**+ 81.7%** don't perceive homophobia or racism

**8.9%** declare themselves part of the LGBT+ community

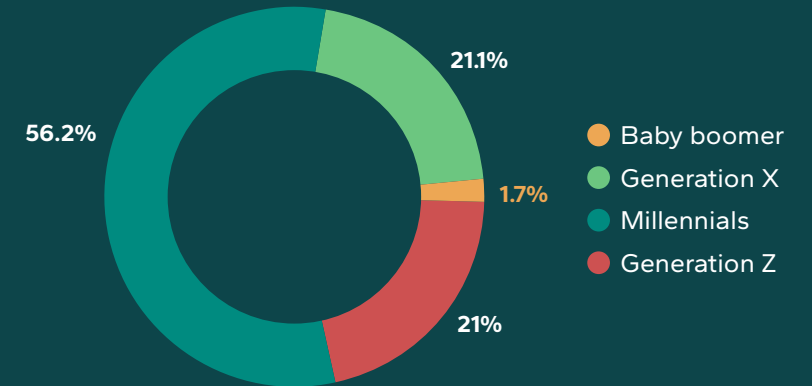
**85.6%** know how to report inappropriate behavior

**Women** are the majority in the São Paulo and Rio de Janeiro offices

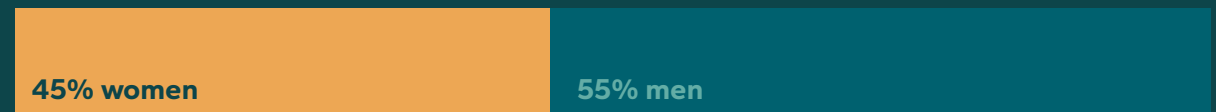
**55.6%** of people with disabilities did not use their quota entitlement.

## DIVERSIDADE DE GÊNERO

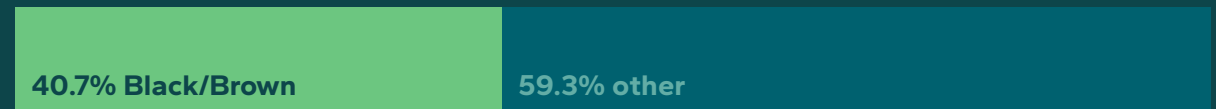
**52.7%** cisgender men  
**0.3%** transgender men  
**44.9%** cisgender women  
**0.1%** transgender women  
**2%** did not answer



## 45% OF LEADERSHIP IS FEMALE



## 40.7% OF LEADERSHIP IS BLACK OR BROWN\*\*



\* For this report we present the census findings for all our employees, so as not to cause conflicts with the targets set by Sustainable Life Centers (aimed exclusively at our own employees).

\*\* Consolidated data based on MOVER criteria.





The information gathered by the survey is entirely anonymous, ensuring the privacy of each person who provided their personal information.

The diagnostic process provided the company with extremely relevant data, offering a detailed snapshot of the employees' profile and our organizational climate, as well as identifying points for improvement to be worked on.

With the follow-up and evaluation of the People and Performance department, the information is being discussed with all the boards individually, in order to prioritize critical issues in each sector and make it possible to draw up an action plan for 2024.

Among the breakthrough priorities are gender pay equity, inclusion of people with disabilities and strengthening the participation of black and brown people in leadership, as well as more tactical initiatives such as awareness campaigns.

## +JUNTOS

On this journey of diversity, equity and inclusion, +JUNTOS is our affinity group, which represents an important step towards the acculturation and empowerment of priority issues. The group's goal is to address and discuss the issues, with representation, in order to promote respect and welcome everyone in a continuous and consistent manner.

+JUNTOS is made up of 18 team members from the offices and malls, from different hierarchies, who act as Diversity and Inclusion ambassadors. The group gathers periodically to discuss, evaluate and implement impact actions.

## LGBT+ PRIDE

During the week of June 28, we organized the LGBT+ Pride Campaign to discuss diversity, inviting all employees to fight prejudice and reflect on respect for plurality.

A four-part series was produced and widely disseminated on the themes: "Gender expression and the use of pronouns", "Gender identity and the use of spaces by trans people", "Respect and action" and "Same-sex couples".



## D&I WEEK

At the end of August 2023, we held our 1st Diversity and Inclusion (D&I) Week. The event was attended by employees from different positions and roles, from the malls and offices.

The week's program was designed to meet four main objectives:

- Present the D&I Journey;
- Engage employees at all company hierarchical levels in the agenda;
- Encourage broad discussion, awareness and education;
- Present the D&I Manifesto and promote the 2023 Census.

The event was attended by the CEO Rafael Sales, who opened the week with a message to

employees, as well as taking part in a chat with Eduardo Santos, CEO of EF Education First.

The panels were broadcast live remotely on televisions in the offices and shopping malls in order to reach as many employees as possible.

What's more, the week was permeated by panels and lectures that addressed topics such as: women, color, race and ethnicity, the LGBT+ community, people with disabilities and the different prejudices that these minority groups suffer in society.

To close the week, we promoted Empathy Day, an engagement action to promote this feeling that guides the company's diversity and inclusion journey.

## BLACK AWARENESS & PRIDE

In November, the month in which Black Awareness Day is celebrated, we developed a comprehensive document on diversity and equity: the **Black Awareness and Pride Booklet** provided our employees with details on the racial issue in Brazil, as well as a brief history, reflections and provocations on this still sensitive topic in society.

In line with this moment of celebration and the launch of the Diversity Census, the company invited all employees to submit their **Racial Self-Declaration**, which provided input for defining a targeted strategy for achieving the 2030 goals.

## D&I WEEK: 5 DAYS OF EXPERIENCES AND LEARNING:

Promotion of  
**9 engagement actions**

**56 shoppings malls connected**  
to literacy for field teams

**over 1.2 thousand access** to videos with  
exclusive content from the week

**Presentation of the Diversity Census**  
to 12,000 employees

**over 1.24 thousand people** present at the literacy session  
Better understanding diversity, equity and inclusion

**over 1.26 thousand people** present at the  
Development panel for racial equity



## MOVER PROJECT

For the third year in a row, we have continued our partnership with MOVER - the Movement for Racial Equity - throughout 2023. The Movement unites 49 companies from different sectors and has the common goal of eliminating inequality and racism from the labor market.

In these three years of involvement, the partnership has pushed us to build more inclusive and plural spaces on three major fronts that represent MOVER's commitments:

In 2023, the Movement supported us in the production of the Black Consciousness and Pride Booklet, in the Racial Self-Declaration process and in the literacy offered throughout the year on the training platforms.

An action plan with the Board of Directors was also developed to steer senior leadership towards full inclusion in the company, as well as empowering these leaders to cascade, within their respective teams, welcoming and anti-prejudice initiatives.



## MOVER CHALLENGE

The Challenge consists of a game offered to employees of the companies that are part of MOVER, based on conversational dynamics. Divided into Leadership and Employee categories, at each stage the participant wins a medal and, on completing all the stages, receives a certificate proving his or her achievement.

The game encourages reflection on a more equal future and the actions we must take to build it, proposing better ways to promote respectful and healthy environments. The stages offer a walk through history and a dive into black culture, as well as unraveling song lyrics and pointing out films and TV series on the topics covered during the game.

We were awarded four trophies for the challenge. In the Leadership category, we received Gold level recognition for the number of participating leaders and Bronze for the number of certified leaders. As well as a silver and a bronze in the Employees category.



## MOVER CHALLENGE

### TALK

Get ready to experience an interactive conversation where your voice is heard.

### LEARN

Discover personalities from the present and the past and understand the historical context of racism in Brazil.

### REFLECT

Choose how to act and combat racism in the situations presented.

### UPDATE YOURSELF

Fill in your calendar with key dates and anti-racist movements.

### RECOGNIZE

Identify privileges and understand how to avoid their negative impacts.

### FIGHT

Go beyond theory and combat prejudices, stereotypes and biased thinking.

## MOVER HELLO

In line with the project's objectives, MOVER launched MOVER Hello in 2023, a program that offers English scholarships to employees of companies participating in the project.

The partnership between MOVER and ALLOS led to the drawing of 100 scholarships for self-declared black or brown people from the company, whether from office teams or shopping malls.



06

**sustainable  
communities  
and habits**

# Social commitment and local development

We work to transform and positively impact the reality of the communities in our surroundings. For this reason, our developments support and carry out social projects and emergency campaigns, both regional and seasonal, countrywide, in order to foster possibilities and raise standards of living in the areas in which we operate.





# Highlights in 2023



**over 63,000 items collected** in seasonal campaigns



**over 210,000 books donated** in the *Leitura para todos* project



*De olho nos olhinhos* campaign reached **50 million** social media accounts



**283 scholarships** granted to the best athletes at Instituto Reação



**over 8,600 items collected** in an emergency campaign



Using **Linkana** to check suppliers



# SOCIAL INITIATIVES

We support a wide range of initiatives and projects, both with our own funds and through incentive laws. In addition to the actions that the company is engaged in and/or sponsors, we promote various fundraising and awareness campaigns in our malls throughout the year, reaching millions of people every month.

**2,917**  
PROJECTS  
SUPPORTED

**506,316**  
PEOPLE  
BENEFITED

**R\$ 12,242,526**  
INVESTED



The numbers have been audited internally and no longer have any impact from COVID-19 vaccines.





## CORPORATE PROJECTS

### LEITURA PARA TODOS

Children, teenagers, and adults may all have profound life-changing experiences by reading and having access to culture.

So, for the third year running, we have continued the Leitura para todos project, whose mission is to encourage the habit of reading from early childhood onwards. The initiative encourages imagination through storytelling circles and book donations, positively impacting the lives of children and fostering social transformation through access to education and reading.

With the aim of creating a lasting impact on the communities' lives, in 2023, 48 ALLOS malls took part in this edition, spread across the five regions of the country.

Out of the 390 participating institutions, almost half of them were impacted for the 2nd or 3rd consecutive year, cementing the bond and relationship between the malls and the institutions. In percentage figures, there

has been a 68% increase in the number of participating institutions, proving the project's quality and adherence.

All the institutions that sign up for the program undergo criteria that guarantee the reputation of the campaign and the conduct of the process, expanding the reach and reliability of the project throughout Brazil.

Finally, in order to add even more value and enchantment to the action and connect partners, we made an unprecedented social partnership with Disney and distributed two classic and memorable stories to children all over Brazil.

WATCH THE VIDEO





**390** PARTICIPATING INSTITUTIONS

**over 210 k** CHILDREN BENEFITED



## EMPODERA ELA

Giving space and opportunity to the power of female entrepreneurship is revolutionary, and this is what motivates the Empodera Ela project, a social movement for female empowerment owned by ALLOS.

Since 2019, we have been reinforcing this movement in a nationwide campaign, which in turn invites dialogue and promotes reflection on the role of women in society and how they can contribute, in any way they wish, to a better world.

In 2023, we entered into an unprecedented partnership with Sebrae and offered a free course called "Successful Entrepreneurship",

with free training for this audience to start and run successful businesses. In all, over 800 people registered for the course.

Still in 2023, we promoted a week of activities aimed at female entrepreneurship in the company's malls, with workshops, talks, round tables and collaborative stores for female entrepreneurs.

Besides the physical locations in shopping malls designed to maximize their activities, dozens of pieces of content, podcasts and videos were also created on social media, communicating and providing full visibility for local women entrepreneurs.

**29** PARTICIPATING MALLS

**18** COLLABORATIVE STORES

**530** PARTICIPATING ENTREPRENEURS

**over R\$ 600 k**  
INVESTED IN THE ACTION



## ARTRIO EDUCAÇÃO

In partnership with the Ministry of Culture and the Rio de Janeiro (RJ) City Hall, we supported the 13th edition of ArtRio and held the 5th year of ArtRio Education. This project was created with the aim of generating positive social impact through access to education and art history.

In 2023, ArtRio Educação's theme was "Art of the Land: Brazilian Folk Art", featuring ten of the country's leading masters. Artists from North to Southern Brazil revealed to the public their relationship with the land, community and local culture.

Curated by Paulo Tavares, the works showcased the different techniques used by the artists, using the most diverse materials to develop their skills, teaching about culture, the environment and society.

In five malls in Rio de Janeiro (RJ), the public had the opportunity to enjoy works in ceramics, paintings, wood engraving and sculptures in wood and

recyclable materials such as clay, wires, nylon threads, clocks and batteries.

The experience also provided information on the historical and social context surrounding the work of the selected artists and the relevance of each one in their home state. To further attract visitors, the event also mixed in children's activities and workshops, and Instagrammable spaces.

To further deepen the project's educational outlook, in 2023 we promoted a cultural contest called "Looking through art", which awarded amateur artists with a "Panorama of Modern Art" course created and certified by Art Rio, as well as tickets and an experience at ArtRio.

Participants created a drawing inspired by works exhibited at the event. ArtRio's art committee, in turn, pre-selected the creations, which were then put to the vote on the malls' website to be chosen by popular vote.





**192** ENTRIES IN THE CULTURAL CONTEST

## INSTITUTO REAÇÃO

In its 8th consecutive year, the Reação Institute was one of our most important social partners. Its aim is to use **judo as an educational and social transformation tool**, serving over 2,000 children, teenagers and young people in nine centers in Rio de Janeiro (RJ) and Cuiabá (MT).

We believe in sport as a tool for social inclusion and human development, which is why we have had a partnership with the Institute since 2016. This is a non-profit organization and part of the project is sponsored via the Federal Sports Incentive Law.

This sponsorship is dedicated to Reação do Futuro, which focuses on the development of sports performance and multidisciplinary monitoring of students and athletes.

Always seeking to strengthen the partnership aspect, we also work on other actions, such as the 10th edition of the Reação Institute Literary Festival, in which we mobilized eight shopping malls in Rio de Janeiro (RJ) and Cuiabá (MT) to carry out a book collection campaign.

**By the end of the campaign, 4,844 books had been collected.**

Finally, and most importantly, in order to invest in even more transformational initiatives, in 2023 we expanded our sponsorship into the sphere of qualitative and long-term impact, and became patrons of the Reação Scholarship Program.

WATCH THE VIDEO



## Reação Scholarships

The program, fully sponsored by ALLOS, is aimed at young people supported by the Institute and offered 283 scholarships in 2023. In addition to formal education, English courses and tutoring are also offered. Taking part in the program are 17 schools, two universities, two language courses and a course focused on dealing with the school gap.

The program also provides help to buy books and booklets, referrals for speech therapy and psycho-pedagogical assessments, among other assistance.



## LÁ VEM HISTÓRIA

The Lá Vem História project is run by Parceiros da Educação Rio, a non-profit association that works along three lines of action: cultural events, artistic workshops and reading mediation.

In 2023, encouraged by ALLOS through the Rouanet Law, the project engaged children aged 6 to 12, students from 25 municipal schools in Rio de Janeiro (RJ), with the aim of:

- Establishing students' playful contact with literature, developing their cultural repertoire;
- Developing listening skills, oral and written production of texts;
- Promoting the construction of ethics in interpersonal and community relations;
- Encouraging reading and arts habits through experience;
- Strengthening personal and community esteem through art.

**8,016**  
STUDENTS  
BENEFITED

**192**  
SCHOOL  
CLASSES  
BENEFITED

**960**  
BOOKS  
DONATED







## NATIONAL CAMPAIGNS

Over the course of 2023, we promoted four campaigns in a matrix fashion, covering dozens of shopping malls in our portfolio, which benefited thousands of people across Brazil. The campaign themes were chosen to meet local needs with a national dimension.





### BACK-TO-SCHOOL CAMPAIGN

In partnership with the Instituto da Criança, this initiative focuses on collecting school supplies for the communities around the malls:

- 30** participating malls;
- 1,875** children and adolescents benefited and **30** social organizations;
- 26,321** items collected.

JAN



MAY/JUN



SEP/OCT



NOV/DEC

### CHILDREN'S DAY CAMPAIGN

Also in partnership with Instituto da Criança and Instituto Devolver, this action aims to collect toys for children in the communities around the malls:

- 41** participating malls;
- 39** benefited institutions;
- 9,275** items collected.

### CLOTHING AND FOOD CAMPAIGN

Partnership with Instituto da Criança and Instituto Devolver. This action is focused on collecting warm clothes and food for vulnerable families and Civil Society Organizations. (OSCs):

- 44** participating malls;
- 4,759** people benefiting from the clothing drive;
- 166** families benefiting from the food campaign, as well as **44** institutions;
- 24,367** items collected, including 23,207 items of clothing and 1,160 items of food.

### CHRISTMAS SOLIDARITY CAMPAIGN

With the Instituto da Criança and Instituto Devolver, this Christmas action collected toys for socially vulnerable children:

- 42** participating malls;
- 3,793** toys collected.

## DE OLHO NOS OLHINHOS

In 2023, we supported a very significant project for the health of children and families called “De Olho nos Olhinhos”. The campaign’s aim is to raise awareness among families about retinoblastoma, a silent and aggressive type of cancer that affects the eyes of children aged zero to five.

The project was developed by journalists Daiane Garbin and Tiago Leifert, who discovered the advanced stage of the disease in their daughter when she was 11 months old and created a network to disseminate information and support. We contributed to the project by promoting actions in nine shopping malls in eight Brazilian states, designed to reach the largest possible audience and raise awareness among families, with a view to early diagnosis of the disease, which increases the chances of successful treatment.





# LOCAL DEVELOPMENT

GRI 3-3

In 2023, the company's malls organized local development actions across the country on three main fronts: social assistance, sport and education.

One of the targets set by Sustainable Life Centers is for 100% of the company's malls to support strategic local development projects.

In this report we mention some of these active projects to highlight our actions.

## SOCIAL ASSISTANCE

Taking care of individuals and advocating for their well-being, social inclusion, and enhanced quality of life—particularly for those who frequently find themselves in vulnerable situations—is one of our biggest current responsibilities.

**We have the power to contribute to a growing and robust local impact strategy, and through social assistance projects, we reached a total of 10,202 beneficiaries.**

### ESPAÇO SOCIAL

Shopping Bahia (BA)

One of the goals of this initiative is to transform the perception of the shopping mall as an agent of exclusion, so that it can be seen as a propositional link for articulating and supporting the municipal assistance network for people in vulnerable situations. As a result, we create a positive social and economic impact in the region where we operate.

The Espaço team is made up of experienced social workers and psychologists, who apply all the most up-to-date standards and guidelines of the code of ethics in their approaches and services.

In 2023, 1,020 people were referred to care services, and over 50 partnerships were established with social assistance agencies for the benefit of this public.

### CHEGA DE TRABALHO INFANTIL

Shopping Metrô Santa Cruz (SP)

The *Chega de Trabalho Infantil* Program at Shopping Metrô Santa Cruz is an initiative of the mall in partnership with the Cidade Escola Aprendiz Association and the Municipal Department of Social Assistance and Development (SMADS). Together, we have developed a strategy to safeguard the rights of socially vulnerable children and adolescents.

An action plan was assembled and put into practice to identify children in this situation around the mall, register them and refer them to SMADS, as well as providing guidance to customers, tenants and the mall's security team. For teenagers over 14 years of age, we helped them prepare résumés to find jobs with the aim of getting them into the job market.

In total, 300 children and teenagers were assisted by the program in 2023.

## SPORT

We believe in sports as an important tool for social transformation and inclusion, and we support sports initiatives in the regions where we are present.

The sports projects carried out by our malls benefit 4,730 children and young people.

### TÊNIS PARA TODOS

Shopping Leblon (RJ)

Shopping Leblon has been supporting the Futuro Bom Institute with the *Tênis para Todos* project since 2016. The aim is to teach tennis to socially vulnerable children, so that the sport can transform their lives.

Since 2017, over 5,000 children have been directly impacted by the project. In 2023, 600 children were served, with daily classes in public schools, at Copacabana Palace, Paissandu Atlético Clube, and in February, on the courts adopted in Lagoa, in front of the pedal boats, which are in the final stages of renovation.

### LEVANTE E LUTE

Shopping Parangaba (CE)

Committed to offering sporting activities to children and young people as part of their individual and collective development, Shopping Parangaba in Fortaleza (CE) is supporting an initiative that offers judo classes to children and teenagers living around the development, in partnership with a program called Levante e Lute.

The project also promotes social inclusion by monitoring school development, as well as assisting the families of those involved in vulnerable situations.





## EDUCATION

As a powerful platform for community awareness and social development, we develop projects that positively impact the lives of children and adolescents by encouraging culture and education.

In 2023, projects related to these pillars were able to stimulate critical thinking, imagination, and social transformation for 1,351 individuals.



### MULHERES EM FOCO

Bangu Shopping (RJ)

In 2023, Bangu Shopping introduced the *Mulheres em Foco* program, in partnership with the NGO Semente do Futuro. The project is designed to empower participants by offering a totally free sewing and modeling course to 60 women aged between 18 and 60, who are seeking professional fulfillment and financial independence.

The project lasts ten months and is geared towards preparing women for the professional market.

### PARQUE BENGUI DE INFORMÁTICA

Parque Shopping Belém (PA)

In partnership with the Iris Institute, Parque Shopping Belém is offering to 93 socially vulnerable children and young people from around the mall a ten-month social and digital inclusion program.

By doing so, we have the opportunity to positively impact on the future of these people, boosting their skills and opportunities in social life and the job market.

### SOS NORTH COAST OF SÃO PAULO

In early 2023, heavy rains caused landslides in the city of São Sebastião (SP), affecting several families in the region.

A total of 12 ALLOS shopping malls organized voluntary actions to collect donations for the victims. With the help of consumers who supported this initiative, over **8,630 items** were

redirected, including bottled water, non-perishable food, personal hygiene and cleaning products, clothes and animal feed.

Moreover, to complement this initiative, **we donated over 7,000 basic food packages and personal hygiene supplies**, which were sent to the affected regions through the União São Paulo group.



# Fostering sustainable habits

GRI 3-3

In an effort to cut down on our carbon footprint, several of our shopping malls provide alternative solutions for urban life, such as ample bicycle racks and spaces for electric cars, pushing the search for new ways of getting around.

We also provide collection points for recyclable waste, raising awareness and encouraging sorting for our customers through educational communication and making Eco Points strategically located to serve nearby regions available.

Among the goals set for the Sustainable Life Centers, we strive to promote sustainable habits throughout our value chain, as we believe that building these habits involves inviting all our stakeholders to become involved in awareness-raising and citizen actions.

**48** malls with bike racks

**36** with recycling points

**36** with spaces and electric car chargers

Furthermore, our malls have also been adapted to offer greater accessibility features, fostering better inclusion.

**45** malls with spaces for autistic people

**32** malls offer mufflers for autistic people

## COLLECTION OF BOTTLE CAPS

The campaign to collect PET bottle caps and beverage seals is taking place in 22 shopping malls. In 2023, they collected over 90 tons of this material.

Part of the proceeds go towards buying wheelchairs for people in socially vulnerable situations, and another portion goes towards treating and buying food for abandoned animals.



## PARQUE SUSTENTÁVEL

The *Parque Sustentável* encompasses a series of initiatives by Parque Shopping Belém (PA) to ensure that waste from the development, its employees and customers is disposed of correctly:

**E+ Reciclagem and Parque Recicla:** partnership with Equatorial Energia and Movimento Emaús. All recyclable waste generated and collected at the shopping mall is converted into discounts on the energy bill of the Movement's headquarters, which invests in the institution's projects for children and teenagers. The initiative also has an average participation of 21 employees per month, who collect over 500 kg of recyclable waste, resulting in an average discount of 10% on their energy bills.

**Ecoponto and Drive Sustentável:** the *Ecoponto* raises awareness and encourages selective collection for our customers, through educational communication and strategically located to serve nearby regions. Making it even easier for consumers, we also offer the *Drive Sustentável*, enabling customers to dispose of their waste without having to get out of the car.

**Cultiva Parque** - partnership with Norte Ambiental + Usina da Paz, in which organic waste is transformed into fertilizer through composting. Part of this material is used in our organic vegetable garden, and another part is donated to the Usina da Paz project's vegetable garden, which contributes to feeding the children served by the project and the gastronomy courses offered at the institution. The harvest from the garden benefits over 100 families in the Benguí neighborhood in Belém (PA) every month.

In addition to the benefit generated for the Institution, these actions foster an integrated vision of sustainability at the mall, which encourages sustainable initiatives, disseminating a culture of selective collection, correct disposal and a positive impact on the preservation of the environment.





## REPENSE REUSE

The Associação Humana Povo para Povo Brasil, in partnership with Shopping da Bahia (BA), is making a collection box available at the mall so that customers can consciously dispose of their clothes and shoes, giving them a second life.

The action is aimed at making the most of textile products, creating alternatives and sustainable production logics. A total of 3,311kg of clothing items were collected in 2023 and sent to the Association.



## ECOKIDS PROJECT

The Ecokids project is an initiative of Shopping Catuaí Maringá (PR) that seeks to create a socio-emotional connection between children and the environment. The actions take place within the shopping center, aiming to integrate environmental education into the students' curriculum. Acting as a practical class on environment topics and the recycling processes, the project has impacted 60 children per month and is projected to be scaled up in 2024 to benefit around a thousand students in Maringá (PR).



# Value chain management

## SUPPLIERS

GRI 2-6 | 3-3 | 203-2 | 204-1 | 308-1 | 414-1

Since 2023, we have been using Linkana, a verification portal that automates supplier management, making it easier to analyze due diligence and control the risks related to this partner. This ensures that every link in the chain complies with the law in an expedited and safe manner.

Linkana also provides suppliers with an ESG score, in other words, it evaluates actions within the environmental, social and governance pillars in terms of excellent, good, concerning and critical. With this solution we are able to identify whether the supplier presents any kind of reputational or operational risk that could negatively compromise the business relationship.

Moreover, all suppliers are subject to a selection process that considers financial, operational, environmental, compliance and human rights criteria, as well as being subject to anti-corruption contractual clauses and the premises of our Code of Ethics and Conduct.

**In 2023, all ALLOS suppliers were located in Brazil, 74% of them in the same federative unit as the developments.**

The Supplier Code of Conduct, which is being developed to define and guide the principles that govern the actions, commitments, and conduct expected of partners during the course of the business relationship, will help us advance this agenda in 2024 and mature the relationship and management of suppliers.

This document includes clauses on human rights, OSH, the environment, anti-corruption and information security, among others, and the term of commitment must be signed by all suppliers. The document must be approved and enter into force in 2024.

**3,744** suppliers and partners were checked by Linkana in 2023

### ALLOS' MAIN SUPPLIERS IN 2023:

- Security;
- Maintenance and cleaning services;
- Construction, repairs, and building conservation;
- Advertising;
- Advisory and consulting services;
- Leasing of goods and real estate;
- Technical support in information technology;
- Event production;
- Administration of assets and businesses;
- Waste management;
- Medical plans.

07

# environmental conservation



# Highlights in 2023



**Score improvement**  
CDP: Climate Change



**Climate transition plan** finalized



**“Gold Seal”** of the Brazilian GHG Protocol Program



Admission to B3's **ICO2 portfolio**



Studies and investments in **renewable energy sources**



**Recycling over 30 thousand tons** of waste

Manauara Shopping

# Sustainable buildings

GRI 3-3

## BUILDINGS AND EXPANSIONS

The shopping mall sector is constantly evolving, following market trends and adapting to consumer demands. Our 60 developments are therefore evaluated according to the region and the public they serve, so that they remain in harmony and in line with their needs, creating unique experiences for consumers.

Construction and expansion projects aim to increase the malls' relevance, with a long-term vision and in line with the company's and the asset's strategy. As part of this process, we identify the potential to be unlocked by each development, creating value by diversifying the store mix and strengthening malls' presence within their areas of influence.

In 2023, with the support of a specialist consultant, we began putting together a set of premises for the sustainable construction vertical and for expansion and construction work.

Each case is designed based on mapping the specific needs of each development. Expansions are developed and aligned according to concepts of sustainability and technical and operational efficiency, starting with the choice of less impacting materials, equipment and projects, in a thoughtful manner.

Combined with the technical criteria, we have adopted guidelines that make it possible to ensure the economic sustainability of the works, in order to achieve greater efficiency in the financial processes as well, right through the pre- and post-inauguration phase.



Shopping da Bahia



## PROSPECTING

Analysis of shopping mall performance, market demand considering consumers and tenants, competition strategy.

The boxes below show the development projects studied by ALLOS in 2023:

**EXPANSION**  
115 THOUSAND M<sup>2</sup>

**REDEVELOPMENT**  
93 THOUSAND M<sup>2</sup>

**REVITALIZATION**  
157 THOUSAND M<sup>2</sup>

## FEASIBILITY STUDY

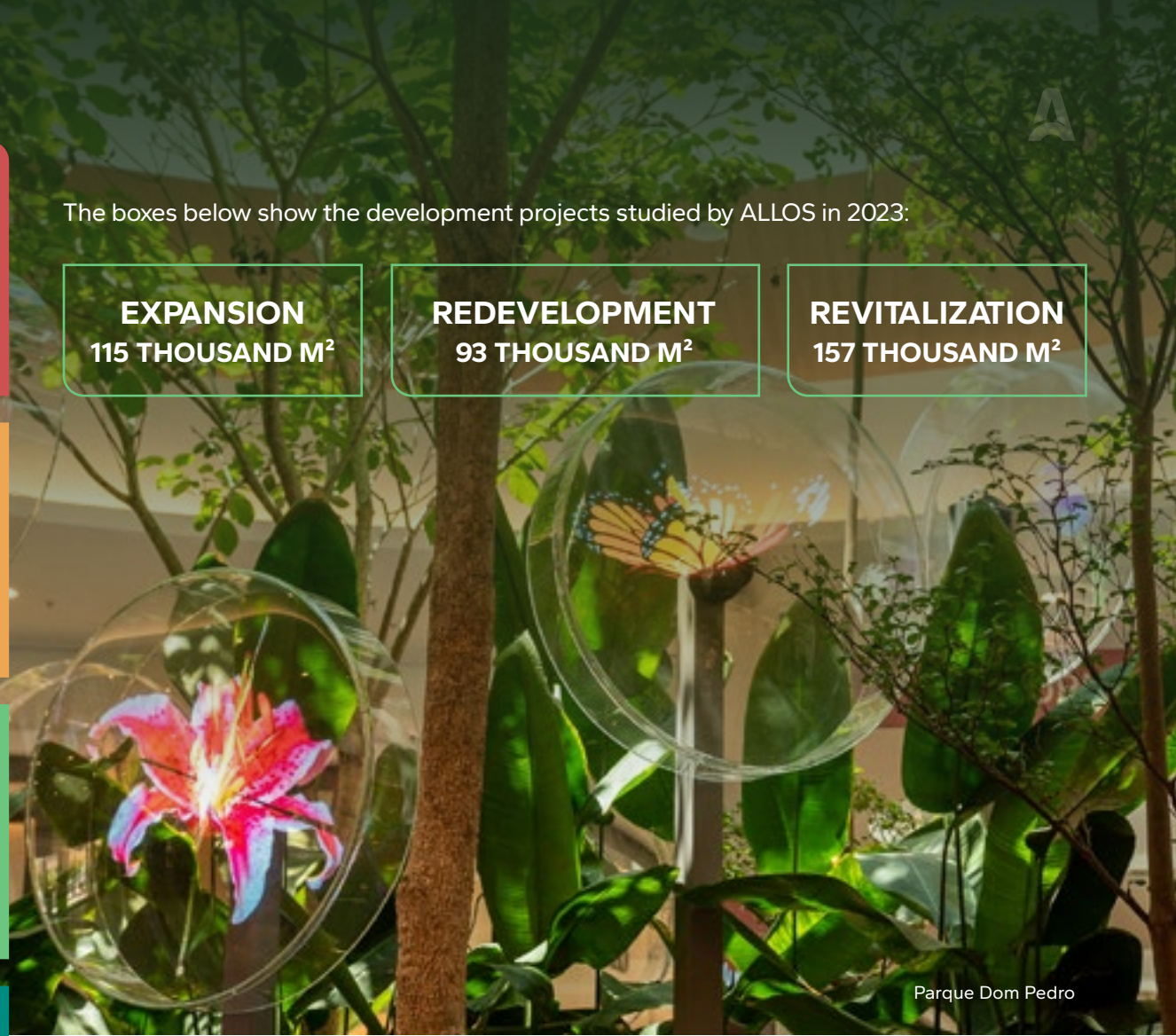
Identification of revenues and growth potential, investments and project timetable.

## MONITORING FEASIBILITY

Careful monitoring of revenues, investments and adherence to the schedule.

## POST-DELIVERY FOLLOW-UP

Analysis of post-delivery revenues and the effects on the development such as: increased flow and sales.



Parque Dom Pedro



The Company was recognized by Exame with the Best of ESG 2023 award in the Construction and Real Estate category.



# MASTERPLAN

GRI 203-1

Smart cities and sustainable neighborhoods are global solutions to relieve or remedy major urban problems. Cities with large populations face obstacles related to urbanization, health and education, while growing rapidly and lacking proper planning.

In this regard, in 2023, we saw and designed a growth opportunity focused on the development of life centers, focused on quality of life and the combination of services, uniting generations and people from different cultural and economic backgrounds.

For us, this is an opportunity to transform the surroundings of shopping malls and improve cities with the development of planned spaces, integrating housing, work, health, education, leisure and entertainment into the urban grid over short distances, improving mobility and lowering the carbon footprint.

**Within this context, the mall is more than a shopping hub, but a safe space for connection and leisure.**

Aware of the possibilities for consistent and sustainable growth, our Masterplan projects are developed in three stages:

1. Analysis and understanding of building and environmental legislation;
2. Analysis of the mall's expansion possibilities, assessing how this asset can grow with solidity and efficiency, and which areas can be expanded and/or redesigned to meet the new needs of the business. Focus is on enhancing the retail areas with convenience, leisure, health and entertainment, making the facilities increasingly complete;
3. Evaluate and launch a project for the possibility of implementing multi-use towers that will add complementary uses to the shopping mall, such as educational centers, hospitals and clinics, convention centers, offices, hotels and residences.

This enables us to create a unique, inclusive and accessible environment, where users have several services close by, avoiding long commutes, optimizing time and reducing pollution, as well as improving quality of life.

These multi-use projects will add over 24,000 people to the primary areas of the malls, with an estimated cash generation of R\$430 million for the company by 2033.

**6.8 MILLION M<sup>2</sup>**  
of available building potential\*

**49** real estate towers in 6 states

**9** Malls

\*Already considering the total divestment of 6 projects announced in 2023



PUBLIC TRANSPORTATION







Below are some Masterplan projects that are major drivers of urban, real estate and social development:

**PASSEIO DAS ÁGUAS:** located in Goiânia (GO), the Passeio das Águas Shopping Masterplan aims to increase densification and the attraction of qualified consumers to the mall's primary area. The partnership between ALLOS and EBM/Cyrela already has a successful project, also in Goiânia, in the NOW Reserva das Águas development. There are currently three residential towers, and the second phase is about to be launched, with three additional towers. When completed, the developments will have over 900 apartments with the capacity to bring over three thousand people to live together in the shopping mall's multi-use complex.

**NORTESHOPPING:** In 2023, we confirmed a partnership with RJZ Cyrela to develop a project on the land next to NorteShopping. The plan includes five residential towers and three stores, totaling over 56,000 m<sup>2</sup> of private area, expected to add over 2,000 people to the mall's primary area.

**PARQUE SHOPPING MACEIÓ:** the project in the city of Maceió (AL) will house seven residential towers and one commercial tower, with the potential for three additional residential or commercial towers, as well as the new

high-complexity Unimed Maceió Hospital with capacity for up to 247 beds, ten operating rooms and a 24-hour trauma and emergency unit. In all, the real estate complex will have over 2,000 new units and is expected to bring around 10,000 inhabitants to the neighborhood, combining real estate development with quality healthcare for the region.

**PARQUE DOM PEDRO SHOPPING:** located in Campinas (SP), the Parque Dom Pedro Shopping project includes the revitalization of the mall and the construction of a hotel under the French B&B banner - a hotel company invested in by the Goldman Sachs group. With international standards, the development will offer 200 hotel suites.

**SHOPPING DA BAHIA:** the project envisages the construction of 153,000 m<sup>2</sup> of private area distributed over four complexes, three residential and one business condominium in Salvador (BA). Democratic, the Masterplan has building types for all types of families, and meets the demands of tourists, business travelers, couples and young families, all fully connected to the mall and the city's road network, with easy and accessible connections by metro, BRT and bike lanes.

**FRANCA SHOPPING:** the complex in Franca (SP) involves an expansion of 10,000 m<sup>2</sup> and

the construction of two residential towers with 168 apartments, and a commercial tower with 100 hotel suites and 229 corporate units.



Franca Shopping



# BIODIVERSITY

GRI 304-1 | 304-2

Most of our projects are located in urban areas and have been built for at least five years. We therefore believe that their operation has little influence on the environment.

Among our business verticals, the construction of new shopping complexes is the activity that has the greatest potential to have an impact on biodiversity, due to the possible change in land use.

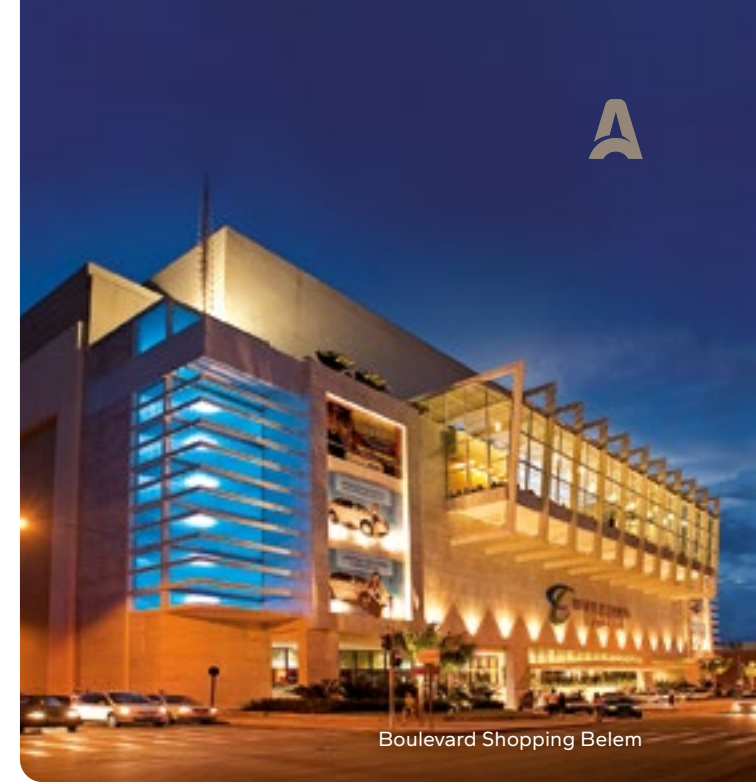
For this reason, during the construction of new projects, the company's strategy consists of carrying out a life cycle analysis of green-fields projects, followed by carrying out the environmental impact studies required by law.

We apply for legal licenses from the various competent environmental bodies, fully complying with the conditions or Terms of Commitment, in order to minimize or offset the impacts.

We are also developing a guide to engineering and construction requirements with the aim of designing increasingly sustainable buildings.

For shopping malls in operation, we are committed to achieving carbon neutrality by 2040 in scopes 1 and 2, with the aim of helping to mitigate the effects of climate change, which also have an impact on biodiversity.

Of the 49 own malls in which ALLOS has a stake, we have malls in four biomes: Amazon, Cerrado, Caatinga, Atlantic Forest.



Boulevard Shopping Belem

## AMAZON BIOME

12% of the malls

## CAATINGA BIOME

2% of the malls

## PANTANAL BIOME

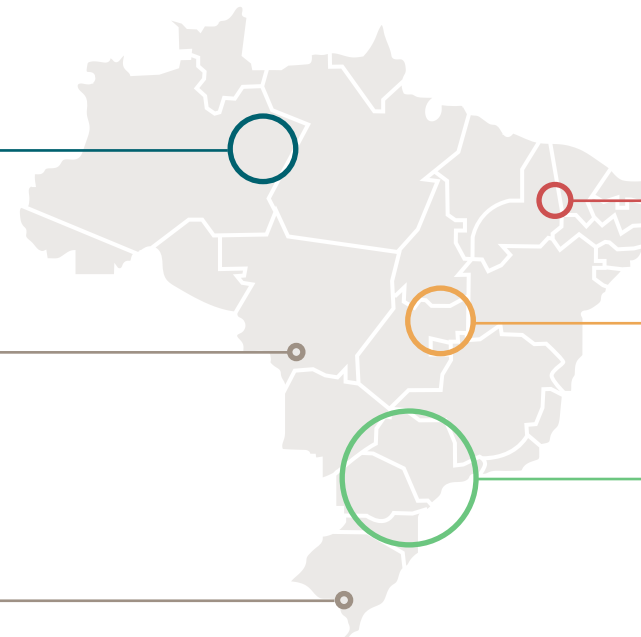
## CERRADO BIOME

12% of the malls

## MATA ATLANTICA BIOME

74% of the malls

## PAMPA BIOME





Within our portfolio, some shopping malls maintain environmental protection areas in their spaces:

**Three malls have Permanent Preservation Areas (APP) on their property:**

- Goiânia Shopping - stream intersecting the land;
- Manauara Shopping - the intermittent spring in the forest fragment called Buritizal;
- Shopping Piracicaba - riparian forest of the Piracicaba River, which totals 30,000 m<sup>2</sup>.

**Two malls have a Permanent Preservation Area (APP) adjacent to the property:**

- Parque Dom Pedro Shopping - adjacent to the Ribeirão da Pedras riparian forest;
- Passeio das Águas Shopping - adjacent to the Caveirinhas stream riparian forest.

**One mall has a Permanent Preservation Area (APP) next to the property:**

- Amazonas Shopping - 100 m away from the boundary with the development next to an Igarapé.

**One mall has a High Biodiversity Value (AVB) area on its property:**

- Catuaí Maringá Shopping - 140,000 m<sup>2</sup> forest fragment within the property.

**One mall has a High Biodiversity Value (AVB) area adjacent to the property:**

- Shopping VillaLobos - adjacent to Villa Lobos Park.

**No shopping mall was identified in, adjacent to or nearby an Environmental Protection Area (APA).**



Shopping Piracicaba

## CEBDS

In early 2024, we joined the “Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável (CEBDS)” (Brazilian Business Council for Sustainable Development, in English), the leading voice of the Brazilian business sector in promoting impactful sustainable solutions that enhance competitiveness for both companies and the country, collaboratively with governments, academia, and civil society.

We actively participate in Working Groups focused on the following themes: Water; Biodiversity and Biotechnology; Amazon; Climate and Energy; Social Impact, Circular Economy, and the recently created group of Advocacy.



Center Shopping Uberlândia

# Climate and energy

GRI 3-3

Climate change poses a global challenge, with real impacts on the planet. Faced with the climate crisis scenario, the management of greenhouse gas (GHG) emissions and the production and consumption of energy have become issues that are inseparable from the discussion on reducing and mitigating the impact of the warming of the Earth's temperature.

In this vein, we are working to adapt our activities and processes with a view to reducing the business's carbon footprint, as well as optimizing energy generation and use.

To this end, in 2023, a complex study was carried out that considered the analysis of the company's scenario, the assessment of risks and opportunities with emission mitigation targets and the engagement of our stakeholders, resulting in our Climate Transition Plan.



Shopping Curitiba



# CLIMATE TRANSITION PLAN

GRI 201-2 | SASB IF-RE-140a.4 | IF-RE-450a.2

The Climate Transition Plan, completed in 2023, adds important information to the company's sustainability strategy. Its design resulted from a four-stage study:

## 1 HOW CLIMATE CHANGE IMPACTS BUSINESS

Analysis of scenarios and potential impacts of climate change on ALLOS' business and its sector, as well as stakeholder, market and regulatory studies.

## 2 RISKS AND OPPORTUNITIES

Risks: identification, assessment and quantification.

Opportunities: Mapping and evaluation of the impact of climate change on the company's value chain.

## 3 TARGETS AND EMISSION REDUCTIONS

Definition of emission reduction targets and feasibility of implementing measures to reduce the GHG footprint in our activities.

## 4 GOVERNANCE & ENGAGEMENT

Integration of the climate strategy into the business, with prepared management, engagement and transparency with stakeholders.



The same study mapped a number of risks identified by shopping malls, such as

- Drought and water scarcity;
- Limitation of hydroelectric power generation due to drought;
- Storms and intense rainfall;
- Flooding;
- Rising temperatures.

Ultimately, several risks were identified, three of them with a high likelihood of occurrence and a major financial impact, as well as one opportunity:

Physical and transition risks:

- More intense precipitation, flooding and inundations;
- Increased average temperatures and heat waves;
- Emissions regulations and reduction targets.

Opportunity:

- More efficient buildings.

With this data in hand, we are able to act preventively with regard to vulnerabilities related to climate change and its consequences in the cities where we operate, reducing exposure to risks.

Moreover, with the definition of targets established in the study, and the development of GHG emissions scenarios, opportunities were identified to reduce scopes 1, 2 and 3, as well as plans to promote stakeholder engagement activities, with a view to increasingly fostering our risk mitigation culture.



Parque Shopping Maceió



# GREENHOUSE GASES (GHG)

GRI 305-4 | 305-5

In our first year under the ALLOS brand, we were awarded the “Gold Seal” by the Brazilian GHG Protocol Program - the largest database of corporate inventories in Latin America. Additionally, we joined the Carbon Efficient Index - ICO2 B3 portfolio - both related to the emissions inventory for the year 2022.

The seal is the highest recognition given to companies that publish their emissions inventories in a complete and audited manner, meeting all the necessary criteria while confirming their efforts in terms of mitigation and transparency of environmental impacts.

The publication of the three emission scopes proves the company’s commitment to reducing emissions and the climate crisis, shedding light on the impact of its activities in each category and pointing out ways to improve.

The 2023 inventory has been audited and consolidates the emissions of 49 of the company’s shopping malls and 5 offices, with a 207% increase in the number of properties assessed after the merger.

Also, with regard to the 2023 emissions data, we will continue our commitment to answer the Carbon Disclosure Project (CDP) - a non-profit organization that mobilizes investors, organizations and governments to build and accelerate collaborative actions aimed at sustainable development for future generations.

**We performed better in 2023, earning a B grade as opposed to a B- on the questionnaire from 2022.**

**EMISSIONS INTENSITY**  
**0.007 tCO<sub>2</sub>e/m<sup>2</sup>**



Shopping Tamboré





# ENERGY

GRI 302-3 | 302-4 | SASB IF-RE-130a.5

With the continuous increase in demand for energy and growing concern about environmental impacts, the adoption of sustainable initiatives is imperative.

At ALLOS, the development and operations departments work together to define the strategy for the energy matrix. Some of the main actions undertaken are:

- With investments in research and projects for solar and wind systems, it is evaluated how to increase the use of power from reliable renewable sources in order to progressively lessen reliance on non-renewable sources, particularly energy from some cogeneration facilities;
- Risk Assessment, covering management and mitigation of regulatory, legal, accounting and market risks;
- Setting annual targets for reducing energy consumption, based on periodic monitoring of consumption;
- Search for innovation and new initiatives to make the operation more efficient;

- The search for financial results, by evaluating the demand and type of energy contracted with the distributor and looking for or negotiating a more competitive energy price, since energy represents the largest expense line for condominiums, impacting on tenants' occupancy costs.

We have also made a commitment for 2030, in which the company aims to have a 100% renewable energy matrix, with a focus on reducing our carbon footprint.

A tangible example is Franca Shopping (SP), where we have developed a photovoltaic plant with a capacity of 370 kWp. The solar panels strategically installed on the roofs generate clean, renewable energy, capable of supplying the energy consumption of the common areas. In addition, this energy production helps reduce operating costs and greenhouse gas emissions, strengthening the mall's sustainable image.

Another approach is the replacement of old equipment with newer, more efficient models,

combined with the use of advanced control technologies, such as the retrofitting of HVAC (Heating, Ventilation and Air Conditioning) systems. Furthermore, we are replacing ordinary light bulbs with LED bulbs, providing not only a substantial improvement in lighting energy efficiency, but also extending the useful life of these devices.

These initiatives not only provide economic benefits, but also bolster our responsible environmental positioning, consolidating the image of our malls as agents of transformation towards a sustainable future.

## ENERGY INTENSITY

# 0.08 MWh/m<sup>2</sup>



# Water and effluents

GRI 3-3 | 303-1 | 303-2 | 303-5 | SASB IF-RE-140a.4 | IF-RE-410a.3

In terms of water management, our efforts are focused on using water in an increasingly responsible manner, with a view to reducing water demand.

The implementation of reuse water production stations in all of our shopping malls is one of the main 2030 targets on this aspect, which has the benefit of reducing water withdrawal.



Plaza Shopping Niterói



## REUSE WATER

The water collected from the sewage system is treated, making it suitable for non-drinking activities such as cleaning outside areas, flushing toilets, irrigation and cooling towers. With these actions, we reduce water consumption and operating costs.



## RAINWATER

Another strategy related to water consumption is rainwater collection and treatment. We have implemented collection systems in several of our shopping malls to reuse rainwater. The resource is filtered and treated appropriately and directed to appropriate uses.



## ARTESIAN WELLS

We also invested in the drilling and sustainable use of artesian wells, providing greater independence from the concessionaire's exclusive supply. The water is collected and treated according to quality standards.



Over the course of 2023, the company launched a study of various developments to map water reuse in shopping malls. Currently, **14 of our own shopping malls already operate with this solution, with a total consumption of 428.24ML of reused water.** In 2024, this study will continue to establish a complete overview of all facilities.

To avoid waste in the day-to-day running of the malls, the toilets in the company's developments have flow control equipment, aerated taps and dry urinals. Water consumption is also monitored on a monthly basis using water meters, which make it possible to identify deviations and non-standard consumption.

The water reservoirs are periodically cleaned and monitored to assess water quality for consumption. The effluent, meanwhile, goes through our own treatment plants or is discharged into the public sewage system.

With continuous monitoring, the company ensures water quality for internal use and disposal, in accordance with the applicable legal standards.

Apart from this, we promote engagement actions with employees, tenants, suppliers and customers through training and campaigns on the conscious use of water, encouraging more sustainable attitudes and efficient use of the resource in order to reduce the water footprint per person.

## PARQUE DOM PEDRO CASE

One of the year's most notable achievements in terms of effluent management was Parque Dom Pedro Shopping (SP). The development treats 100% of its wastewater and reuses 90% of it. This resource supplies the cooling towers, which are responsible for running the development's air conditioning.

These figures represent savings of 300m<sup>3</sup> of water resources per day, a total reduction in water consumption exceeding 100,000m<sup>3</sup> per year, equivalent to around R\$702,000 in water and energy savings for the shopping mall and a huge environmental gain.



Parque Dom Pedro

**WATER CONSUMPTION IN 2023**  
**1,085.71 ML**



# Waste

GRI 2-29 | 3-3 | 306-4 | SASB IF-RE-410a.3

We follow a strict Environmental Directive on Solid Waste, with clear guidelines regarding the recovery or disposal of waste disposed of by our activities.

We strive for the non-generation of waste, the recovery and circularity of materials, so as to cause the least possible impact on the environment.

Waste is sorted out by type of material in each facility and disposed of in specific, suitable containers. Packages are pressed in order to reduce their volume and make it easier to transport them for recycling.

Solid waste from shopping malls is transported by licensed companies, whose documentation is checked and approved by the team responsible for each development and by specialized consultants.

Currently, each shopping mall has an environmental consultancy with expertise in waste management as one of its suppliers, to support the processes related to this issue.

Examples include document validation, the search for qualified suppliers and new technologies, the suggestion of good practices and the preparation of a solid waste management plan (PGRS) approved by a specialized professional and meeting local requirements.

With a view to continuously improving this management, a software is also being implemented with the aim of bringing a faster and more traceable process, optimizing all selective collection in shopping malls.

We emphasize that the recovery of waste is reflected in the reduction of emissions and the minimization of environmental impacts. For this reason, we engage our own employees and service providers on an annual basis, and whenever possible with tenants and customers on the correct way to sort and dispose of waste.

Furthermore, a monthly waste inventory is compiled of all the company's developments, making it possible to monitor any failures or changes in waste generation patterns.

**11,999**

**TENANTS UNDERWENT TRAINING ON WASTE DISPOSAL IN 2023**



## RECYCLING AND COMPOSTING

Our shopping malls have a significant amount of recycled waste. Frequent awareness-raising activities with tenants and customers enabled the company to recycle 18.6 thousand tons of solid waste suitable for recycling in 2023.

Organic waste also accounts for a significant portion of the total waste generated, mainly from restaurants and food courts. Therefore, we have widely adopted composting solutions, with over 11,000 tons of organic waste directed for this purpose in 2023.

This indicates that we are on the right track towards our 2030 goal of recycling 90% of the total waste generated in our operations.



São Bernardo Plaza Shopping

**29.3%**  
RECYCLED WASTE



**18.3%**  
COMPOSTED WASTE

08

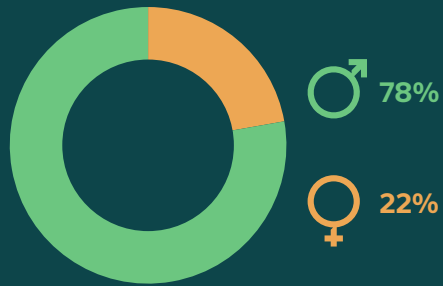
**attachments**



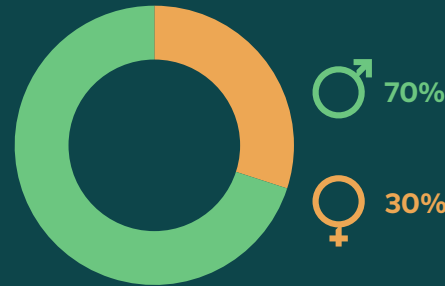


# DIVERSITY OF GOVERNANCE BODIES

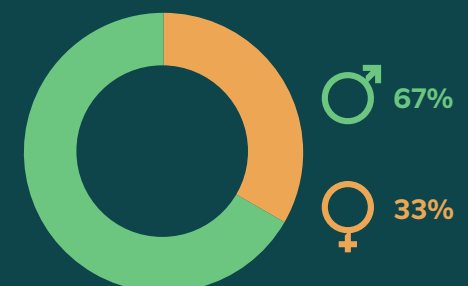
### BOARD OF DIRECTORS GENDER (GRI 2-9)



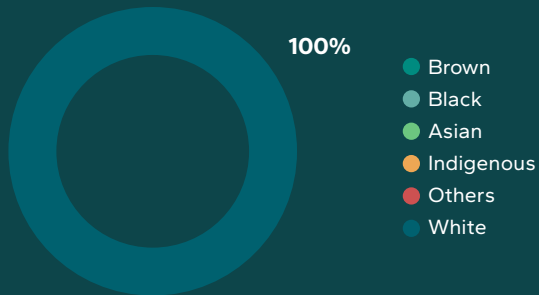
### EXECUTIVE BOARD GENDER (GRI 2-9)



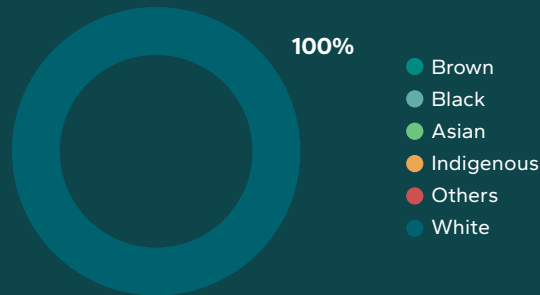
### FISCAL COUNCIL GENDER (GRI 2-9)



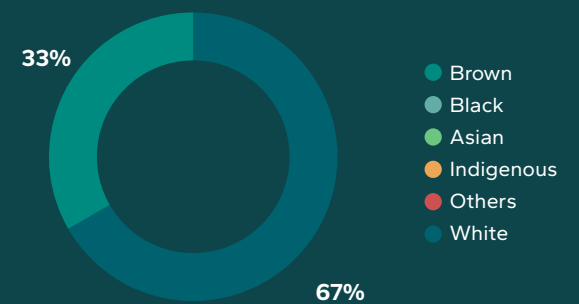
### BOARD OF DIRECTORS COLOR AND RACE (GRI 2-9)



### EXECUTIVE BOARD COLOR AND RACE (GRI 2-9)



### FISCAL COUNCIL COLOR AND RACE (GRI 2-9)





# BACKGROUND OF MEMBERS OF GOVERNANCE BODIES

## Executive Board (GRI 2-9)

Personal information	NAME	Daniella de Souza Guanabara Santos	Felipe Rezende Andrade	Leandro Rocha Franco Lopes	Leonardo Costa Cid Ferreira	Mario João Alves de Oliveira	Mauro Sérgio Junqueira de Araújo	Paula Guimarães Fonseca	Rafael Sales Guimarães	Renata Correa Labruna	José Vicente Coelho Duprat Avellar
	ROLE	Chief Financial and Investor Relations Officer	Chief Leasing Officer	Executive Vice President of Business	Chief Innovation and Technology Officer	Chief Development and New Business Officer	Chief Investment and M&A Officer	Chief Legal Officer	CEO	Chief People and Performance Officer	Chief Operations Officer
Diversity	Gender	Female	Male	Male	Male	Male	Male	Female	Male	Female	Male
	Age group	Between 30 and 50 years old	Between 30 and 50 years old	Between 30 and 50 years old	Between 30 and 50 years old	Over 50 years old	Over 50 years old	Over 50 years old	Between 30 and 50 years old	Over 50 years old	Between 30 and 50 years old
	Tenure	4 years	4 years	4 years	1 years	14 years	4 years	4 years	4 years	4 years	1 year
Committees	Board/committee membership								X		
Experiences	Administrative										
	Finance	X		X			X		X		
	Real estate			X		X	X				X
	Legal							X	X		
	Marketing		X		X						X
	People									X	
	Technology				X						
	Retail		X	X							X
Sustainability							X				





## Board of directors/ Fiscal Council (GRI 2-9)

Personal information	NAME	Andrea Azeredo	Cláudia da Rosa Cortês de Lacerda	Fernando Maria Guedes Machado Antunes de Oliveira	Jorge Roberto Manoel	Luiz Alberto Quinta	Luiz Alves Paes de Barros
	ROLE	Sitting member	Sitting member	Sitting member	Sitting member	Independent Member	Independent Member
Diversity	Gender	Female	Female	Male	Male	Male	Male
	Age group	Over 50 years old	Over 50 years old	Over 50 years old	Over 50 years old	Over 50 years old	Over 50 years old
	Tenure	1 year	1 year	8 years	1 year	1 year	4 years
Board/ Committees	Administrative		X	X		X	X
	Fiscal	X			X		
	Board/committee membership		X	X		X	X
Experiences	Administrative		X	X	X	X	X
	Finance	X					X
	Real Estate		X	X		X	X
	Legal		X				
	Marketing					X	
	People			X			
	Technology					X	
	Retail					X	
Sustainability							



## Board of directors/ Fiscal Council (GRI 2-9)

Cont.

Personal information	NAME	Marcela Drigo	Peter Ballon	Renato Ribeiro de Andrade Botelho	Renato Rique	Vitor José Azevedo Marques	Volker Kraft
	ROLE	Sitting member	Sitting member	Sitting member	Executive Chairman of the Board	Independent Member	Sitting member
Diversity	Gender	Female	Male	Male	Male	Male	Male
	Age group	Over 50 years old	Over 50 years old	Over 50 years old	Over 50 years old	Between 30 and 50 years old	Over 50 years old
	Tenure	4 years	4 years	1 year	4 years	1 year	6 years
Board/ Committees	Administrative	X	X		X	X	X
	Fiscal			X			
	Board/committee membership	X	X		X	X	X
Experiences	Administrative	X	X	X	X	X	X
	Finance	X	X	X	X	X	X
	Real estate	X	X		X	X	X
	Legal						
	Marketing						
	People	X			X		X
	Technology						
	Retail				X		
Sustainability							



# ENERGY

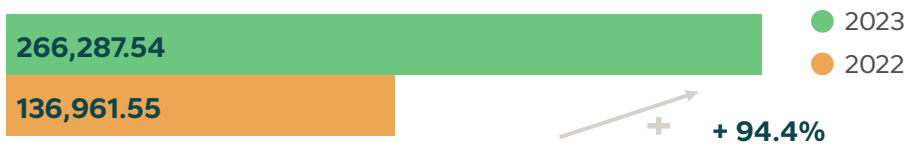
## Energy consumption (GRI 302-1)

2022	136,961.55 MWh
2023	<b>266,287.54 MWh</b>

## Energy intensity (GRI 302-3)

2022	0.10 MWh/m <sup>2</sup>
2023	<b>0.08 MWh/m<sup>2</sup></b>

## COMPARATIVE VARIATION IN CONSUMPTION (MW/H)\* (SASB IF-RE-130A.3)



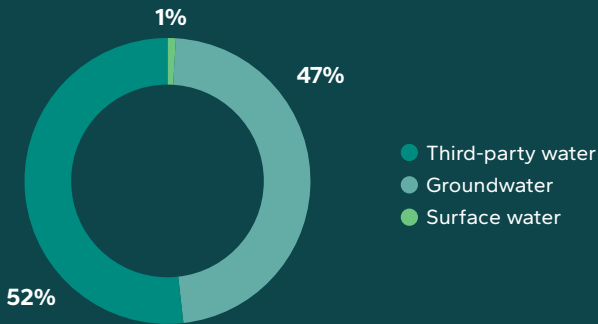
\*The variation is due to the company's portfolio expansion during the period.

## Type of total energy consumed (GRI 302-2)

Diesel	6,396.26
Gasoline	4,154.16
Liquefied Petroleum Gas (LPG)	4,791.43
Natural gas	25,599.31
Vehicle gas	45.19
Propane	100.82
Aviation kerosene	2,599.56
Hydrous ethanol	1,373.39
Electric power	403,587.51
Renewable Electricity	45.2
Asphalt	115.26
Steel	368.66
CP II cement	71.23
CP III cement	46.82
<b>TOTAL</b>	<b>449,294.80 MWh</b>

# WATER AND EFFLUENTS

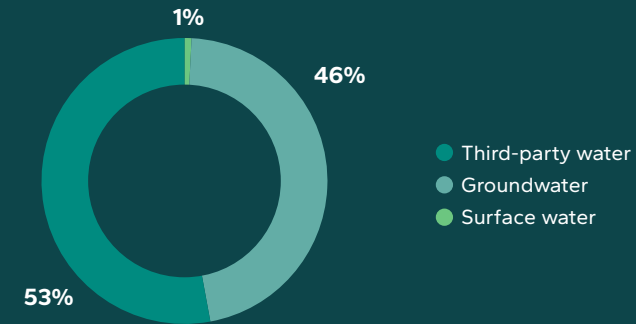
## WATER WITHDRAWAL\* (GRI 303-3)



Surface water	44.28 ML
Groundwater	2,233.32 ML
Third-party water	2,445.62 ML
<b>TOTAL</b>	<b>4,723.22 ML</b>

\*Out of the total water captured in 2023, 742.01 ML comes from areas with medium/high water stress (13 shopping malls).

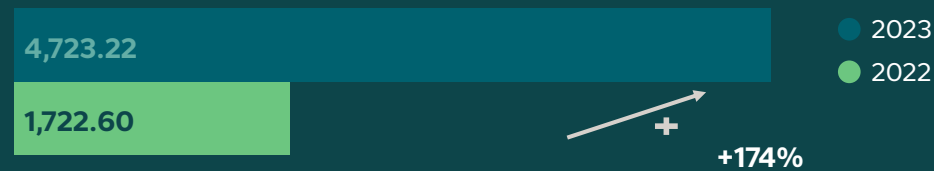
## WATER DISPOSAL\* (303-4)



Surface water	28.91 ML
Groundwater	1,684.32 ML
Third-party water	1,924.28 ML
<b>TOTAL</b>	<b>3,637.51 ML</b>

\*In 2023, 593.61 ML of water were discharged in areas with water stress.

## TOTAL WATER WITHDRAWN\* (ML) (SASB IF-RE-140A.3)



\*The variation is due to the company's portfolio expansion during the period.



# GHG EMISSIONS

<b>Emissions (tCO<sub>2</sub>e) (GRI 305-1   305-2   305-3)</b>		
	<b>2022</b>	<b>2023</b>
<b>Scope 1</b>	22,209.40	20,623.06
<b>Scope 2 - location</b>	5,829.93	10,175.41
<b>Scope 2 - market based</b>	—	10,092.98
<b>Scope 3</b>	35,381.94	95,787.10
<b>TOTAL EMISSIONS</b>	<b>63,421.27</b>	<b>126,503.14</b>

# WASTE



## Waste generated (ton) (GRI 306-3)

<b>Hazardous</b>	110.93
<b>Non-hazardous</b>	63,544.01
<b>TOTAL</b>	<b>63,654.94</b>

## Waste destined for final disposal (ton) (GRI 306-5)

	HAZARDOUS WASTE	NON-HAZARDOUS WASTE
Incinerated - with energy recovery	—	—
Incinerated - with no energy recovery	76.71	—
Sent to landfills	—	22,809.14
Coprocessing	—	10,447.27
<b>Total Waste destined for final disposal by type of waste (ton)</b>	<b>76.71</b>	<b>33,256.41</b>
<b>Total Waste destined for final disposal (ton)</b>	<b>33,333.12</b>	

## Waste not destined for final disposal (ton) (GRI 306-4)

<b>Hazardous</b>	Light bulbs, batteries and air conditioning filters	34.22	Sent for reverse logistics
<b>TOTAL</b>		<b>34.22</b>	
<b>Non-hazardous</b>	Paper and cardboard	10,355.46	Sent for recycling
	Plastic	1,831.88	
	Metal	761.70	
	Glass	657.78	
	Other (RCC, cooking oil, seals, wood, etc.)	4,993.23	Sent for composting
Organic	11,687.55		
<b>TOTAL</b>		<b>30,287.60*</b>	
<b>Total Waste not destined for final disposal (ton)</b>		<b>30,321.82</b>	

\* Only 1,664.65 tons of organic waste were recovered within the organization. The rest was sent for external recovery.



# PEOPLE

## Total new employees hired in the year (GRI 401-1)

		TOTAL HIRES	HIRING RATE (%)
Age group	Under 30 years old	432	34.70%
	Between 30 and 50	382	14.38%
	More than 50 years old	32	7.55%
Gender	Male	392	16.71%
	Female	454	22.93%
Region	Midwest	74	25.69%
	Northeast	80	16.26%
	North	89	20.14%
	Southeast	514	18.42%
	South	89	28.43%

## Total number of employees who left the company during the year (dismissal, voluntary termination, retirement and death in service) (401-1)

		TOTAL	TURNOVER RATE (%)
Age group	Under 30 years old	472	37,91%
	Between 30 and 50	668	25,14%
	More than 50 years old	81	19,10%
Gender	Male	571	24.34%
	Female	650	32.83%
Region	Midwest	96	33.33%
	Northeast	82	16.67%
	North	90	20.36%
	Southeast	832	29.81%
	South	121	38.66%



### Parental leave (GRI 401-3)

Employees entitled to parental leave	Men	2,346
	Women	1,980
Employees who took parental leave	Men	64
	Women	70
Employees who returned after parental leave ended	Men	64
	Women	70
Return rate	Men	100%
	Women	100%
Employees who returned to work after the end of parental leave and continued to be employed twelve months after their return	Men	71
	Women	64
Retention rate	Men	94.67%
	Women	77.11%

### Work-related injuries\* (GRI 403-9)

	EMPLOYEES	RATE
Number and rate of deaths resulting from accidents at work	—	—
The number and rate of accidents at work with serious consequences (except fatalities)	—	—
Number and rate of occupational accidents requiring mandatory reporting	29	0.67
Main types of accidents at work	Commuting accident	
Number of hours worked	8,652,000	

\* Rates calculated on the basis of 200,000 hours worked

ALLOS has no control over non-employee workers





### Work-related ill health\* (GRI 403-10)

	TOTAL	RATE
Number and rate of deaths resulting from occupational diseases	—	—
Number and rate of cases of notifiable occupational diseases	—	—
Main types of occupational diseases	—	—

ALLOS has no control over non-employee workers

### Average hours of training (h) (GRI 404-1)

	AVERAGE	
Functional category	Leaders	12.2
	Non-leaders	4.6
Gender	Men	3
	Women	2.5

### Employees who receive regular performance and career development reviews (GRI 404-3)

	TOTAL	%	
Functional category	Operational	1,829	75%
	Coordinators and Supervisors	419	17%
	Managers	162	7%
	Superintendents	26	1%
	Directors and CEO	19	1%
Gender	Men	1,298	53%
	Women	1,157	47%

In all, 2,455 employees took part in the AVD, equivalent to 56.75% of the total.



# DIVERSITY

## Percentage of employees by functional category\* (GRI 405-1)

Functional category	GENDER		COLOR AND RACE				PEOPLE WITH DISABILITIES	SEXUAL ORIENTATION		AGE GROUP		
	Men	Women	White	Brown	Black	Others		Heterosexual	LGBT+	Under 30 years old	Between 30 and 50	More than 50 years old
Directors/CEO	74.3%	25.7%	80.6%	13.9%	2.8%	2.8%	2.7%	94.4%	5.6%	0.0%	63.6%	36.4%
Superintendents	74.2%	25.8%	84.4%	9.4%	4.7%	1.6%	0.0%	100.0%	0.0%	0.0%	84.4%	15.6%
Managers	52.3%	47.7%	80.9%	13.0%	2.9%	3.2%	2.2%	91.3%	8.7%	1.1%	92.2%	6.7%
Coordinators	52.7%	47.3%	64.2%	23.2%	10.3%	2.3%	1.1%	92.8%	7.2%	13.1%	81.0%	5.9%
Supervisors	74.4%	25.6%	33.7%	45.9%	18.4%	2.0%	1.0%	94.9%	5.1%	14.7%	72.1%	13.2%
Specialists	55.1%	44.9%	54.9%	33.2%	10.7%	1.2%	0.4%	90.0%	10.0%	17.9%	79.2%	2.9%
Additional roles	50.8%	49.2%	40.3%	41.7%	15.8%	2.2%	2.3%	89.9%	10.1%	35.4%	54.5%	10.1%

\*Data extracted from the Diversity Census conducted in 2023, with the participation of 91.4% of employees.



# RISKS

## Total properties located in flood areas that have had this characteristic for 100 years (SASB IF-RE-450a.1)

Shopping	GLA
Bangu Shopping	57,982
Boulevard Shopping Belém	39,428
Carioca Shopping	33,918
Caxias Shopping	28,181
Shopping da Bahia	70,726
Shopping Metropole	28,858
Shopping Taboão	37,078
Shopping ABC	48,079
Shopping Estação BH	37,527
Shopping Recife	80,311
Shopping Tijuca	35,540
Shopping Vila Velha	71,171
<b>TOTAL</b>	<b>568,799</b>



# GRI content index

Universal Standards		Reference (pg.)/Direct answer
<b>GENERAL DISCLOSURES</b>		
<b>The organization and its reporting practices</b>		
2-1	Organizational details	Pages 10 and 15. ALLOS S.A. is a publicly traded corporation headquartered in Rio de Janeiro (RJ).
2-2	Entities included in the organization's sustainability reporting	After the merger, Br Malls Participações S.A. became a wholly owned subsidiary of ALLOS S.A. The total number of entities considered in this report can be found in our Reference Form <a href="#">here</a> .
2-3	Reporting period, frequency and contact point	Page 04.
2-4	Restatements of information	None.
2-5	External assurance	None.
<b>Activities and workers</b>		
2-6	Activities, value chain and other business relationships	Pages 15, 30 and 106. Total amount paid to suppliers in 2023: R\$2,288,860,605.35
2-7	Employees	Page 60.
2-8	Workers who are not employees	Page 60.



## Governance

<b>2-9</b>	Governance structure and composition	Pages 45, 127, 128, 129 e 130.
<b>2-10</b>	Nomination and selection of the highest governance body	Pages 41 and 45.
<b>2-11</b>	Chair of the highest governance body	The chairman of the highest governance body is not a senior executive of the company.
<b>2-12</b>	Role of the highest governance body in overseeing the management of impacts	Pages 45 and 52.
<b>2-13</b>	Delegation of responsibility for managing impacts	Page 52.
<b>2-14</b>	Role of the highest governance body in sustainability reporting	Pages 04, 45 and 52.
<b>2-15</b>	Conflicts of interest	Page 40.
<b>2-16</b>	Communication of critical concerns	Page 37.
<b>2-17</b>	Collective knowledge of the highest governance body	Pages 50 and 52.
<b>2-18</b>	Evaluation of the performance of the highest governance body	In 2023, we did not carry out the Performance Evaluation for the Board of Directors due to the merger process and changes in the composition of the body. The evaluation for 2024 has already begun, and the work is being carried out by an external consultancy that is a benchmark in the market.
<b>2-19</b>	Remuneration policies	Page 41.
<b>2-20</b>	Process to determine remuneration	Page 73.
<b>2-21</b>	Annual total compensation ratio	The ratio between the total annual compensation of the highest-paid individual, and the average total annual compensation of all employees (excluding the highest-paid) is 105.



## Strategy, policies and practices

<b>2-22</b>	Statement on sustainable development strategy	Page 06.
<b>2-23</b>	Policy commitments	Page 40.
<b>2-24</b>	Embedding policy commitments	Pages 47, 50, 52 and 53.
<b>2-25</b>	Processes to remediate negative impacts	Page 37.
<b>2-26</b>	Mechanisms for seeking advice and raising concerns	Pages 32 and 37.
<b>2-27</b>	Compliance with laws and regulations	In 2023, ALLOS did not have any significant cases of non-compliance with laws and regulations or any fines/sanctions of this nature.
<b>2-28</b>	Membership associations	By the end of 2023, ALLOS was associated with the following institutions and commitments: <ul style="list-style-type: none"><li>• Brazilian Association of Shopping Malls (Abrasca);</li><li>• Brazilian Association of Publicly Traded Companies (Abrasca);</li><li>• Latin American Chamber of the Shopping Center Industry (CLICC);</li><li>• Brazilian Business Council for Sustainable Development (CEBDS);</li><li>• GRI Club Brazil;</li><li>• Brazilian Institute of Real Estate Law (IBRADIM);</li><li>• Global Compact.</li></ul>

## Stakeholder engagement

<b>2-29</b>	Approach to stakeholder engagement	Pages 27, 30, 32, 47, 52, 53, 62, 64, 79 and 124.
<b>2-30</b>	Collective bargaining agreements	Page 60.



## Material Topics

<b>3-1</b>	Process to determine material topics	Page 53.
<b>3-2</b>	List of material topics	Pages 53 and 57.
<b>3-3</b>	Management of material topics	Pages 37, 57, 67, 74, 100, 103, 106, 109, 117, 122 and 124.

## Material Topics

### ECONOMIC CONTENT

#### Economic Performance

<b>201-1</b>	Direct economic value generated and distributed	Page 34.
<b>201-2</b>	Financial implications and other risks and opportunities due to climate change	Pages 50 and 118.

#### Market Presence

<b>202-2</b>	Proportion of senior management hired from the local community	100%.
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#### Indirect Economic Impacts

<b>203-1</b>	Infrastructure investments and services supported	Page 111.
<b>203-2</b>	Significant indirect economic impacts	Pages 60 and 106.



## Procurement Practices

204-1	Proportion of spending on local suppliers	Page 106.
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## Anticorruption

205-1	Number and percentage of operations assessed for risks related to corruption	Page 47.
205-2	Communication and training about anti-corruption policies and procedures	Pages 40 and 47.
205-3	Confirmed incidents of corruption and actions taken	In 2023, ALLOS did not identify any cases of corruption or receive complaints of this nature through formal or informal channels.

## ENVIRONMENTAL CONTENT

### Energy

302-1	Energy consumption within the organization	Page 131.
302-2	Energy consumption outside of the organization	Page 131.
302-3	Energy intensity	Pages 121 and 131.
302-4	Reduction of energy consumption	Page 121.

### Water and Effluents

303-1	Interactions with water as a shared resource	Page 122.
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<b>303-2</b>	Management of water discharge related impacts	Page 122.
<b>303-3</b>	Total water withdrawal by withdrawal source, including in areas with water stress	Page 132.
<b>303-4</b>	Breakdown of total water discharge by types of destination, including in areas with water stress	Page 132.
<b>303-5</b>	Total water consumption	Page 122.
<b>Biodiversity</b>		
<b>304-1</b>	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 114.
<b>304-2</b>	Significant direct and indirect impacts on biodiversity from activities, products and services	Page 114.
<b>Emissions</b>		
<b>305-1</b>	Direct (Scope 1) GHG emissions	Page 133.
<b>305-2</b>	Energy indirect (Scope 2) GHG emissions	Page 133.
<b>305-3</b>	Other indirect (Scope 3) GHG emissions	Page 133.
<b>305-4</b>	GHG emissions intensity	Page 120.
<b>305-5</b>	Reduction of GHG emissions	Page 120.
<b>305-6</b>	Emissions of ozone-depleting substances (ODS)	0.08 ton CFC-11
<b>305-7</b>	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	NOx: 2,055.73 tCO2e. In 2023, we didn't have SOx emissions.



## Waste

<b>306-3</b>	Total weight of waste generated in metric tons	Page 134.
<b>306-4</b>	Total weight of waste diverted from disposal in metric tons	Pages 124 and 134.
<b>306-5</b>	Total weight of waste directed to disposal in metric tons	Page 134.

## Supplier Environmental Assessment

<b>308-1</b>	New suppliers that were screened using environmental criteria	Page 106.
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## SOCIAL CONTENT

### Employment

<b>401-1</b>	Total number and rate of new employee hires and rate of employee turnover	Page 135.
<b>401-3</b>	Return to work and retention rates of employees that took parental leave	Page 136.

### Occupational Health and Safety

<b>403-4</b>	Worker participation, consultation, and communication on occupational health and safety	Page 74.
<b>403-6</b>	Promotion of worker health	Pages 74 and 75.
<b>403-7</b>	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 74.



<b>403-9</b>	Work-related injuries	Page 136.
<b>403-10</b>	Work-related ill health	Page 137.
<b>Training and Education</b>		
<b>404-1</b>	Average hours of training per year per employee	Page 137.
<b>404-2</b>	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Page 72.
<b>404-3</b>	Percentage of employees receiving regular performance and career development reviews	Page 137.
<b>Diversity and Equal Opportunity</b>		
<b>405-1</b>	Diversity of governance bodies and employees	Page 138.
<b>Non-discrimination</b>		
<b>406-1</b>	Incidents of discrimination and corrective actions taken	In 2023, three cases of discrimination were reported through the company's Ethics Channel. All cases were investigated and sanctions applied, with internal monitoring of the results.
<b>Child Labor</b>		
<b>408-1</b>	Operations and suppliers at significant risk for incidents of child labor	Given the business merger scenario, ALLOS is working to define a unified supplier risk matrix, which will make it possible to clearly measure the potential significant risks to which our suppliers are exposed.



## Forced or Compulsory Labor

<b>409-1</b>	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Given the business merger scenario, ALLOS is working to define a unified supplier risk matrix, which will make it possible to clearly measure the potential significant risks to which our suppliers are exposed.
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## Security Practices

<b>410-1</b>	Security personnel trained in human rights policies or procedures	100% of ALLOS security employees have received formal training in the organization's specific human rights policies or procedures. With regard to third-party employees, 65% have received and completed the training.
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## Supplier Social Assessment

<b>414-1</b>	New suppliers that were screened using social criteria	Page 106.
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## Customer Privacy

<b>418-1</b>	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 49.
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# SASB table

TOPIC	METRIC	REFERENCE (PG.)/DIRECT ANSWER
<b>Energy Management</b>	IF-RE-130a.1 Energy consumption data coverage as a percentage of total floor area, by property subsector	80% of the malls fully manage the energy supply. In the remaining shopping centers, part or all of the tenants are directly billed. Thus, the developments manage the consumption originating from common areas.
	IF-RE-130a.2 (1) Total energy consumed by portfolio area with data coverage; IF-RE-130a.2 (2) percentage grid Electricity; IF-RE-130a.2 (3) percentage renewable, by property subsector	1) 669,920.25 MW/h (total electricity consumption in scope 2 and 3). 2) 85% of the total energy value (acquired electric energy). 3) 1% of energy is renewable (market-based).
	IF-RE-130a.3 Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	Page 131.
	IF-RE-130a.4 (1) Percentage of the eligible portfolio that has an energy rating and (2) is certified to ENERGY STAR, by property subsector	We do not possess energy efficiency certifications in our portfolio, including Energy Star.
	IF-RE-130a.5 Description of how building energy management considerations are integrated into property investment analysis and operational strategy.	Page 121.



<b>Water Management</b>	IF-RE-140a.1 (1) Percentage of the portfolio with complete water withdrawal data coverage. (2) Percentage of the portfolio in regions with Water Stress, by property subsector.	1) 100% of the malls manage total water withdrawal. 2) 23% of the total built area of the portfolio is in medium/high-risk water stress regions.
	IF-RE-140a.2 (1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	(1) 4,723.22 ML (2) 0%
	IF-RE-140a.3 Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Page 132.
	IF-RE-140a.4 Description of water management risks and discussion of strategies and practices to mitigate those risks	Pages 118 and 122.
<b>Management of Tenant Sustainability Impacts</b>	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	No clauses of this nature.
	IF-RE-410a.2 (1) Percentage of tenants that are separately metered or submetered for grid electricity consumption and (2) water withdrawals, by property subsector	(1) 19% of the shopping mall have stores with a direct connection to the captive system, where they manage their own electricity. (2) No store separately monitors water withdrawals. It is planned in the company's strategy that all stores owns it's energy measurement. For those that purchase their own energy in the mercado livre or have direct metering by the utility company, we are working to track and report the data accurately.



<b>Management of Tenant Sustainability Impacts</b>	IF-RE-410a.3 Discussion of approach to measuring, incentivizing, and improving Sustainability impacts of tenants	Page 122. We take monthly measurements of each tenant's consumption in order to apportion expenses responsibly and, in the event of variations exceeding 15% in consumption, we actively contact the person responsible in order to monitor consumption and mitigate possible leaks. We also carry out comparisons of the average consumption of stores in the same segment and of the same standard using a historical tenant database.  We also invested in devices for remote monitoring of water and energy consumption, helping to make measurements transparent for tenants and making it easier to manage and identify variations in consumption in a simpler way.
<b>Climate Change Adaptation</b>	IF-RE-450a.1 Area of properties located in 100-year flood zones, by property subsector	Page 139.
	IF-RE-450a.2 Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Page 118.
<b>Metrics</b>	IF-RE-000.A Number of assets, by property subsector	Page 15.
	IF-RE-000.B Leasable floor area, by property subsector	Page 15.
	IF-RE-000.C Percentage of indirectly managed assets, by property subsector	We do not manage assets indirectly in our portfolio.
	IF-RE-000.D Average occupancy rate, by property subsector	96.3%

# SDG map



<b>3</b> GOOD HEALTH AND WELL-BEING  Page 09 Page 36 Page 58 Page 76	<b>4</b> QUALITY EDUCATION  Page 09 Page 36 Page 58 Page 76 Page 85	<b>5</b> GENDER EQUALITY  Page 09 Page 36 Page 58 Page 76 Page 85	<b>6</b> CLEAN WATER AND SANITATION  Page 09 Page 36 Page 107	<b>7</b> AFFORDABLE AND CLEAN ENERGY  Page 09 Page 36 Page 107	<b>8</b> DECENT WORK AND ECONOMIC GROWTH  Page 09 Page 36 Page 58 Page 76 Page 85	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE  Page 09 Page 36 Page 85
<b>10</b> REDUCED INEQUALITIES  Page 09 Page 36 Page 58 Page 76 Page 85	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES  Page 09 Page 36 Page 85 Page 107	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION  Page 09 Page 36 Page 85 Page 107	<b>13</b> CLIMATE ACTION  Page 09 Page 36 Page 85 Page 107	<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS  Page 09 Page 36	<b>17</b> PARTNERSHIPS FOR THE GOALS  Page 09 Page 36	





# Capitals map



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## MANUFACTURED CAPITAL

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## FINANCIAL CAPITAL

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## NATURAL CAPITAL

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## HUMAN CAPITAL

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## INTELLECTUAL CAPITAL

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