

Sustainability Report 2022



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Promise to do better

We present herein our Sustainability Report 2022 to enable a transparency and dialogue channel with our stakeholders: customers, investors, employees, merchants, suppliers, partners and communities. We report our initiatives concerned with the ESG pillars, besides our economic-financial and operational performance, including the highlights and challenges of our operations.

The information contained herein refers to the period from January 1 to December 31, 2022. This report was built on the Global Reporting Initiative (GRI) standards, 2021 version, an international benchmark of sustainability report good practices.

The report framework was guided by Ancar Ivanhoe's material topics, defined in 2021. (See more on page 21). We also report the United Nations Organization (UN) priority

Sustainable Development Goals (SDG) for the group, also the initiatives built in line with this international agenda.

The information disclosed refers to a combination of all the company's properties and business units, including proprietary shopping malls, third-party's shopping malls managed by the company and fund management.

The transparency along with our priority stakeholders compels us to a continued advancement and innovation. A journey we desire to share in this report to continue co-creating with our partners, with a great objective: provide transformational experiences to our customers, delivering positive impacts on society.

Enjoy the reading!



In case of doubts, suggestions or comments about this report, please contact us via
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Message from Management

GRI 2-22

The year 2022 saw great changes. Ancar celebrated its 50th anniversary in 2022, guided by a hard work of restoring our essence, redesigning priorities, reassessing retail and re-inventing the shopping malls scope.

During this period, we reframed our shopping malls' value proposition, we launched our purpose, we devised an in-house innovation program, we selected the ESG topics to be addressed as the company's priority over the upcoming years. Our customers are our compass, also our endless motivation of how we can connect our stakeholders, building value for entire ecosystem.

In this edition of Ancar Ivanhoe Sustainability Report, we share our projects and initiatives supporting our path towards digital transformation that bolsters innovation within the organization, fomenting a positive environment and sustainable growth. Lastly, we are a company made of people for people.

Enjoy the reading!

Kind regards.



Evandro Ferrer
CEO



SHOPPING
NOVA IGUAÇU



Ancar
Ivanhoe

Who We Are

GRI 2-1, 2-6

We transform realities

For the past 50 years, we are ‘people who like people’. We are here to promote transformations with inspirational experiences for our stakeholders. This purpose leads us to one direction: stop living on autopilot and offer experiences that open up the vision, motivate, uplift.

We are Brazil’s second largest shopping mall property manager by gross leasable area (GLA). Headquartered in the city of Rio de Janeiro (RJ), Ancar Ivanhoe relies on +3,800 thousand employees, operating in five regions of the country and corporate areas. Our ecosystem comprises 27 shopping malls, totaling 1.1 million m² GLA managed.

We operate a fully-fledged platform of shopping malls, with expertise in operations, customer service, finance, market research, sales, marketing, car park, architecture and ambience, besides information technology. We offer an integrated management concerned with providing unique experiences, also reinforcing the connection with +230 million people who yearly visit our shopping malls.

We are a social development tool. We converted our shopping malls into spaces of interaction, culture, leisure, solidarity and inclusion, valuing each property’s history, and local features. Therefore, we are continuously connected to the needs and desires of our customers and communities in which we participate, quickly and creatively.

We look at the shopping malls’ future, built on the experience of a sector’s innovative company. Our way of managing and conducting processes has been continuously evolving, grounded on value creation for entire ecosystem, with healthy economic and financial results, an increasingly seamless and customized shopping journey, and sustainability strategies that positively impact our operations and surrounding area.

Our goal has been defined: remain as ‘people who like people’, a value that drives us to heighten the possibilities of accomplishment for each person with whom we are related, each property we embrace, and each community in which we participate.

We are constantly connected to the needs and desires of our customers and communities in which we participate, quickly and creatively.





Our purpose

Promote transformations with inspirational experiences

Great figures*



Mission

Create a unique and enchanting experience for consumers, profitable for merchants and entrepreneurs through a happy team, committed to the company's values.



over
5 thousand
stores

+R\$ 19
billion in sales



Values

- People who like people
- Driven by human connections
- Build the future that inspires us
- Attitude that makes it happen
- Oriented by positive impact



+230
million visits/year

* Including new shopping malls Parque Shopping Bahia and Minas Shopping.

Our history

Founded in 1972, the Group emerged from Carvalho family's forward-thinking that left the financial sector to invest in the Conjunto Nacional, Brazil's second shopping mall, in Brasília (DF), when this segment was taking its first steps.

In 2006, Ancar partnered with the Canadian Ivanhoé Cambridge, global leader of property services, thus consolidating Ancar Ivanhoe. This strategic partnership allowed a rapid expansion, making the company one of Brazil's leading developers and

shopping mall property managers, an attribute that has been perpetuating on a par with growth: a focus on human relations, and an attentive eye to surrounding area's needs.

Ancar Ivanhoe's 50-year history drives the company to another 50 years of transformations in the sector, bolstering connections with people, innovating sales and consumption journey, also promoting the social development.



As Brazil's second oldest company in the shopping mall sector, Ancar Ivanhoe built long-lasting bonds with millions of customers, also a legacy of learning and transformations.



Timeline



1972
> Ancar Empreendimentos is founded, partner of Conjunto Nacional Brasília.

1976
> The Brazilian Association of Shopping Malls (Abrasce) is founded, and Sergio Andrade de Carvalho as one of its founders.

1983
> The **Iguatemi Shopping Mall is inaugurated** in the city of Porto Alegre (RS).

1995
> **Nova América Outlet Shopping**, is inaugurated in the city of Rio de Janeiro (RJ), installed in an old fabric factory.

2006
> Partnership with Ivanhoé Cambridge.

2004
> Ancar wins Rio **Design Barra and Rio Design Leblon** management, with rebranding.
> Ancar wins Pantanal **Shopping** management.



2002
> **Nova América Shopping Mall**, in the city of Rio de Janeiro (RJ) is repositioned and expanded.

1999
> Ancar Gestão's spin-off, becoming a reference for proprietary and third-party shopping malls.

2007
> Natal **Shopping mall is acquired**.
> Ancar wins **Shopping Metrô Itaquera** management.
> Porto **Velho Shopping** is launched.

2008
> Ancar wins **Shopping Eldorado** management, in the city of São Paulo (SP), one of the city's most important shopping malls.
> São Marcos is acquired, developer of **Interlagos** and **Center Vales** shopping malls in the city of São Paulo (SP), and **Botafogo Praia Shopping** and **Downtown**, in the city of Rio de Janeiro (RJ).

2012
> **Shopping Parque das Bandeiras**, is launched in the city of Campinas (SP).
> **Shopping Boulevard** is acquired.

2002
> Ancar wins **Parque Shopping Bahia** management, in the city of Lauro de Freitas (BA), the region's sole multi-purpose complex.
> **Minas Shopping** shares are acquired, in the city of Belo Horizonte (MG).

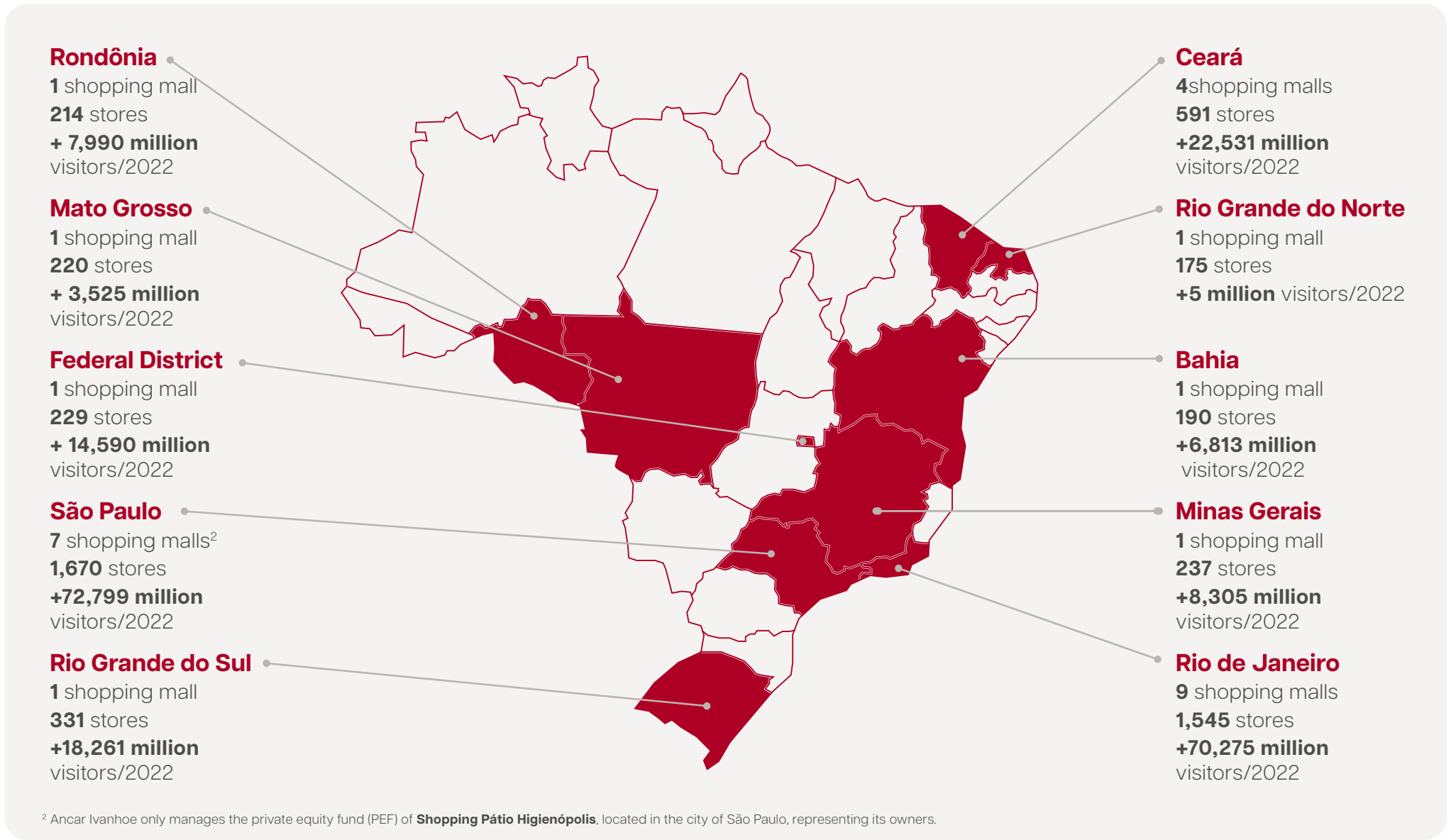
2018
> Acquisition of Brazil Retail real estate fund management that included **Pátio Higienópolis, Pátio Paulista, Rio Sul and Madureira**. In addition, Ancar Ivanhoe took over the management of **Pátio Paulista and Madureira** shopping malls.



2016
> **Shopping Nova Iguaçu** is inaugurated.

2013
> Ancar enters in the state of Ceará by acquiring **North Shopping Fortaleza, North Shopping Maracanaú and Via Sul Shopping**, and the **North Shopping Jóqueis** launched.
> Golden **Square Shopping** is acquired.

Map of operations: diversified platform



² Ancar Ivanhoe only manages the private equity fund (PEF) of **Shopping Pátio Higienópolis**, located in the city of São Paulo, representing its owners.

Proprietary shopping malls - 17 properties

Belo Horizonte (MG)

Minas Shopping
237 stores

Brasília (DF)

Shopping Conjunto Nacional
229 stores

Campinas (SP)

Shopping Parque
das Bandeiras
204 stores

Cuiabá (MT)

Pantanal Shopping
220 stores

Natal (RN)

Natal Shopping
175 stores

Porto Alegre (RS)

Shopping Iguatemi
Porto Alegre
331 stores

Porto Velho (RO)

Porto Velho Shopping
214 stores

Fortaleza (CE)

North Shopping Jóquei
174 stores

North Shopping Fortaleza
193 stores

Via Sul Shopping
74 stores

São Bernardo do Campo (SP)

Golden Square Shopping
164 stores

Rio de Janeiro (RJ)

Natal Shopping
148 stores

Boulevard Shopping
172 stores

Shopping Nova América
307 stores

Shopping Nova Iguaçu
223 stores

São Paulo (SP)

Shopping Interlagos
232 stores

São José dos Campos (SP)

CenterVale Shopping
226 stores



Managed shopping malls - 10 properties

Fortaleza (CE)

North Shopping
Maracanaú
107 stores

Rio de Janeiro (RJ)
Madureira Shopping
162 stores

Rio Design Barra
148 stores

Rio Design Leblon
46 stores

RioSul*
283 stores

Shopping Downtown
56 stores

São Paulo (SP)

Shopping Metrô Itaquera
264 stores

Shopping Pátio Paulista
273 stores

Shopping Higienópolis**
242 stores

Lauro de Freitas (BA)

Parque Shopping Bahia
190 stores

*Property Management

** Ancar Ivanhoe only manages
the private equity fund- PEF

2022 Highlights

Organizational positioning

- **Brand platform**
Ancar Ivanhoe brand platform is launched, revising the company's purpose and values.

ESG

- **The ESG Area and ESG Committee are set up**
Team and governance are built for this topic, aiming at aligning, supporting and stimulating the ESG practices for the business continuity, *stakeholders' management* and generation of positive social and environmental impacts across the ecosystem.
- **The first Sustainability Report is issued** built on GRI, the ESG Maturity Diagnosis is drawn up, whose objective was to identify the company's standing towards the ESG practices and outline the strategic planning for 2030.

Integrity

- **Compliance**
four new policies were created to include the Integrity Program framework.

Social

- **'Campanha Natal Sem Fome' (No Hunger Christmas Campaign)**
The Company's shopping malls accounted for 10% of No Hunger Christmas Campaign's overall collection in 2022, hosted by ONG Ação Cidadania, totaling +185 tons of items collected.

Digital

- **The Innovation Strategy area is created**
aiming at building a culture of innovation and qualifying digital initiatives, reshaping consumer experience.
- **Shopping 5.0**
Evolvement of virtual assistant 'Ana' and 'Hub do Lojista' (Merchant Hub), with the launch of new functionalities.
- **The Innovation Portal is launched**
This initiative democratizes employee participation in innovation and digital transformation projects, by sharing ideas and this topic's governance transparency.

Proprietary Products

- **Spaces of interaction, cuisine and open-air leisure**
Inauguration of Terraço Botafogo, in the city of Rio de Janeiro (RJ), and Quintalzinho do BAN, in the city of Campinas (SP), besides the construction of Alpendre, in Natal (RN) and the outset of feasibility studies of Quintal do Jóquei, in the city of Fortaleza (CE).

Portfolio growth

- **Bahia**
Ancar wins **Parque Shopping Bahia** management, in the city of Lauro de Freitas (BA), setting Ancar Ivanhoe's entry in the state of Bahia.
- **Minas Gerais**
9.14% equity interest is acquired in **Minas Shopping**, in the city of Belo Horizonte (BH), setting Ancar Ivanhoe's entry in the state of Minas Gerais.

Award

- **Best companies**
The company was ranked the 3rd nationwide, in the retail category of the GPTW (Great Place to Work) Award. For 15th time, we are on the top of the Best Companies to Work for.

Awards & Recognitions

The Abrasce Award 2022, a benchmark organization in Brazil's shopping mall sector, selected 19 cases of Ancar Ivanhoe, among +280 enrollments, and awarded 6 initiatives. The winning projects' pillars were innovation, social actions, property management and retrofit. Namely:



The recognition of Ancar Ivanhoe and our shopping malls projects reinforces the positive impact caused by initiatives that meet the needs of consumers and communities in which we are inserted.

- **Parque das Bandeiras (Campinas - SP):** silver in expansion and retrofit category, with the launch of open-air space Quintal do BAN.
- **Pantanal Shopping (Cuiabá - MT):** silver in expansion and retrofit category, with the launch of the space Terraço do PAN.
- **Shopping Metrô Itaquera (São Paulo - SP):** silver in Innovation category, with the project 'Podcast: From Merchant to Merchant' that promotes new formats of communication and content disclosure.
- **Shopping Center Iguatemi (Porto Alegre - RS):** bronze for the social action 'Natal do Bem do Iguatemi' (Iguatemi Good Christmas). This date was transformed into a solidarity platform that connected customers and social institutions.
- **Ancar Ivanhoe (corporate area/ Rio de Janeiro - RJ):**
 - Gold in people management with Universidade do Lojista Ancar Ivanhoe (UAI Lojista) - UAI Merchant University. The 100% digital platform makes available training and development courses for all employees of the chain's shopping malls.
 - Silver in visual projects, with the project 'Bianca: BI da Ancar (Bianca: Ancar's BI). This initiative allows the use of data to support the company's decision-making process. By adopting machine learning techniques, Bianca was created to understand and answer questions about business in the best way possible.

Business model



Adapting to change

Ancar Ivanhoe's business model is built on flexible solutions, allowing adaptation to the market cycles, which are constantly changing, also the demands of our partners and customers, enabling to offer tailor-made services.

The Company is grounded on three pillars, building a fully integrated ecosystem: proprietary shopping malls, third-party asset management and investment fund management. Investment funds are managed by Shopping Centers Ancar Ivanhoe (SCAI) Gestora, a Group's company that manages various investment vehicles at proprietary and third-party shopping malls.

Currently, asset management totals nearly R\$ 20 billion. This diversified operation enables to offer a fully-fledged package of services, with customer-centric focus and strategies to leverage merchants' profitability.

The Company's ecosystem currently relies on 27 shopping malls, 17 of which are proprietary and 10 of third parties. Our properties are managed in a decentralized

and participative manner, conferring autonomy to the shopping malls' brands composing the platform. At the same time, all of the properties are connected with the Company's purpose, and prioritize a friendly and healthy workplace.

Growth and strategic pillars

As a way to maximize our platform, we estimate a growth based on the following strategic pillars:

- Accelerated investments in our dominant shopping malls, including retrofits, differentiated merchant mix, and open-air spaces for families focused on entertainment, leisure and cuisine. To support this strategy, we inaugurated various open-air spaces concerned with offering experiences for entire family, combining entertainment, leisure, cuisine and culture;

- Focus on digital transformation to deeply get acquainted with desires and needs of our consumers, bolstering efficiency and relevance of our shopping malls. Over the past two years, we have launched our digital products, mainly focused on consumers and merchants;
- Advancement of our ecosystem, attracting new dominant shopping malls for the ecosystem and, accordingly, uplifting Ancar's Ivanhoe platform attractiveness;
- Across the Company's pillars, sustainability is a strategic topic taken into account in the decision-making processes, relying on the participation of senior leadership at sustainability committees that aim at building guidelines and goals for the area.



All shopping malls are connected to the Company's purpose and prioritize a friendly and healthy workplace.

Macroeconomic scenario in 2022

Positive review with assertive strategies

The first quarter of 2022 saw the continuance of the Covid-19 pandemic, mainly connected with higher cases caused by Omicron variant in January. The effects on the retail sector were immediate, with restricted operations, and in a few cases, the closure of shopping malls. From February, we could see an upturn in this scenario, with a consistent improvement of mall people flow and sales.

Despite the impacts of the pandemic in the first quarter of 2022, and a macroeconomic scenario with inflationary pressure and higher household indebtedness, our shopping malls ended 2022 with positive results, a 9% sales growth versus the pre-pandemic period, also a strong people flow upswing compared to 2021.

In Brazil, retail trade overall sales volume ended 2022 with an 1% year-on-year growth, according to data of the Trade Monthly Survey (PMC) conducted by the Brazilian Institute of Geography and Statistics (IBGE), the lowest index since 2006.

Data published by the Brazilian Association of Shopping Malls (Abrasca), referring to the Brazilian Census of Shopping Malls 2021-2022, revealed the sector's rebound in 2022, which advanced 20.5% versus the previous year, and reached sales of R\$191.8 billion. This result, according to data, reflects a flow upturn at the Brazilian shopping malls that received 443 million visitors/month, 12% higher than in 2021.

The balance achieved by Ancar Ivanhoe was due to a strategy more focused on the trading

of shopping mall spaces, the attraction of new operations, the development of digital solutions, also an integrated work among all areas of the company.



Competitive advantages



1.

We manage a solid portfolio, with dominant shopping malls located in Brazil's main regions.

2.

We are Brazil's second largest property manager by GLA, with scale, business strength and a strict relationship with retail.

3.

We are redesigning the value offer of our shopping malls, building customized and fascinating experiences for consumers and merchants, leveraged by digitalization.

4.

We built a proprietary software architecture, which allows us to create new digital solutions for customers and merchants, shaping value for the ecosystem.

5.

We have been on the top of list of the Great Place to Work (GPTW) since 2008, with various awards.

6.

We are strongly committed to social and environmental development, enhanced life quality of communities in which we operate.

Business performance

Customer-centric investments

Economic and financial performance

Ancar Ivanhoe delivered excellent results in 2022, driven by rampant occupancy rate and our merchants' sales upturn.

In 2022, the Net Operating Income (NOI), the ecosystem's shopping malls combined cash reached +R\$1.5 billion, 19% higher than in 2019.

Operational performance

Our sales hit an all-time record of +R\$17 billion in 2022, 9% higher than in 2019 with ecosystem's 10 shopping malls recording two-digit growth versus 2019. With sales upswing, our merchants could see a healthy level of their operations, this enabled to curtail contractual relaxation applied during the pandemic, also lower delinquency.

The ecosystem's occupancy rate stood at 95% at the end of 2022, 0.9 percentage point above 2019. Higher occupancy rate is a result of our efforts to attract relevant brands to maturing shopping malls, besides upgrading the mix in matured shopping malls.

We also point out relevant advances, such as the qualification of digital initiatives, the adoption of sustainability strategies that made operations more efficient, and accordingly, mitigated the business impacts.

*In 2022, our merchants' total sales hit the record of **+R\$17 billion**.*



³ The economic, financial and performance data reported herein exclude the **Parque Shopping Bahia** and **Minas Shopping**, who joined the Company's ecosystem at the end of 2022.

Investments and expansions

GRI 203-1

The year 2022 saw our ecosystem expansion with our entry into the markets of Bahia and Minas Gerais. The management of **Parque Shopping Bahia**, in the city of Lauro de Freitas (BA), brought a multi-purpose property to the platform, which encompasses a mix of entertainment and leisure, fine-tuned with new international trends and consumer's demands.

Ancar also acquired a share fraction of 9.14% in **Minas Shopping**, in the city of Belo Horizonte (MG), a dominant shopping mall focused on class B/C consumers.



Open-air spaces

The global trend of meeting point, entertainment and leisure open-air spaces are increasingly more present in our properties. We present relevant milestones towards this direction in 2022:

Terraço Botafogo

Botafogo Praia Shopping, located in the city of Rio de Janeiro (RJ), inaugurated in December 2022, the Terraço Botafogo, with 500 m², on the property's rooftop. R\$12 million were invested to provide an integration with the magnificent view of Pão de Açúcar.

With partners in line with our proposal, we expect Terraço Botafogo to become a reference for Rio de Janeiro population and tourists visiting the city, consolidating itself as a meeting point integrated to the nature, fine cuisine, culture and leisure.

New shopping malls

PARQUE SHOPPING BAHIA

190
operations

9
anchor stores

11
mega stores

+2,800
parking spaces



MINAS SHOPPING

237
operations

11
anchor stores

14
mega stores

+3,000
parking spaces

Alpendre

Inaugurated in February 2023, the **Natal Shopping**, in the city of Natal (RN), invested R\$6.5 million to build a space combining an open-air gourmet area, nature, entertainment and leisure.

The closeness with regional culture can be seen both in the new space's name chosen and projects developed, amongst them, the creation of the stage Câmara Cascudo, a tribute to the Rio Grande do Norte (RN) researcher and writer, also a panel of the visual artist Ariel Guerra from Seridó region. The 2,200m²-area complex also includes the Praça das Jabuticabeiras, a pet-friendly space - Auaupendre - and a children's playground.

Jardim Urbano

The Jardim Urbano project of **Conjunto Nacional**, in the city of Brasília (DF), emerged from a proposal to become an open-air, creative, cultural and friendly space, for meeting, work, leisure, cuisine and experiences. With its first phase inaugurated in April 2022 and investments of R\$1.2 million, Jardim Urbano is already recognized as Brasília's downtown cultural space.

Terraço do PAN

In December 2021, the **Pantanal Shopping** inaugurated the Terraço do PAN, first 1.3 thousand m² rooftop of Cuiabá (MT). This space was created aiming at offering a local cuisine in a friendly environment. With 10 operations, this project received R\$8.5 million investments and consolidated itself in 2022 as an entertainment and leisure site for the city and region population.

Estimated to be inaugurated in the second half of 2023, the shopping mall also approved the project to implement the Rua do PAN, an open-air and green area, with a focus on gastronomy, entertainment and leisure.

Quintal do Jôquei

In 2022, the **North Shopping Jôquei**, in the city of Fortaleza (CE), initiated feasibility studies of a new leisure and cuisine attraction, the Quintal do Jôquei, comprising an open-air 5-thousand m² area. Estimated to be inaugurated in the second half of 2023, this space was designed to be a place of interaction and construction of fond memories for entire family.

Quintalzinho do BAN

After Quintal do BAN, an area that combines open-air gastronomic experience and leisure, the **Shopping Parque das Bandeiras**, in the city of Campinas (SP), invested in another place for entire family, the Quintalzinho do BAN. With R\$1.5 million investment, this open-air 1,600 m² -play area offers interactive toys, with various children entertainment activities.



Ancar Ivanhoe ESG Scope

Ancar Ivanhoe 2030 ESG scope consolidates the company's values concerning the operation of its activities, in accordance with solid ethical business practices, the rational use of natural resources, social transformation of communities in which it participates and workforce appreciation.

Materiality GRI 3-1

Priority material topics for the Company's sustainability were identified in 2021. Relevant metrics were defined to monitor and advance performance in related topics.

The study comprised the Sustainable Development Goals (SDG) impacted by operation, connecting the Company to this global development agenda, with goals to be achieved by 2030.

The material topics of greater relevance for stakeholders guided the elaboration of our first Sustainability Report for the year 2021, besides defining the content of this report. Namely:

Priority topics GRI 3-2

Material topic	Material aspects envisaged
Ethics and Corporate Governance	Structure and risk management good practices
	Compliance and integrity governance structure
	Ethics and anti-corruption
People management	Occupational health and safety
	Training and education
	Good labor practices in operation
	Talent attraction and retention
Positive social impact	Diversity, equality and non-discrimination
	Social development support
	Impact on communities
Eco-efficient shopping malls	Good labor practices in supply chain
	Water use management
	Energy use management
	Waste
	Atmospheric emissions and climate change

*The topic 'atmospheric emissions and climate change' was deemed as material, due to its top relevance in the sector scenario.

The following priority stakeholders were considered when building our materiality:

INTERNAL STAKEHOLDERS

- Employees and board members

EXTERNAL STAKEHOLDERS

- Regulators
- NGOs and communities supported
- Ancar Ivanhoe's shareholders
- Banks and financial institutions
- Universities
- Sector companies associations
- Merchants
- Consumers
- Merchandising customers
- Owners and co-owners managed
- Suppliers
- Sustainability specialists

The SDG prioritized in our sustainability strategy:



Strategic Planning

Besides the materiality study, our strategic planning to consolidate Ancar ESG Scope 2030 enhanced the understanding of the company's operations and the sector through an ESG maturity diagnosis. We adopted the ESG Maturity Assessment methodology to analyze the conduction of businesses in relation to ESG aspects. According to this model, Ancar Ivanhoe is at the level of 'managing ESG opportunities and risks in business core operations'.

The scale adopted in the assessment defines as the highest level of maturity the 'business redesign and its purpose to mainly result in relevant positive impacts for society, and recover the environment, and the social framework'.

Sustainability Programs

Social and environmental initiatives promoted by Ancar Ivanhoe platform's shopping malls have been monitored by local Sustainability Committees, headed by operations managers, with participation of areas co-related to this topic.

The Committees agenda includes the planning and monitoring of various social and environmental initiatives, and corporate programs, such as 'Sustentabilidade Transforma' (Sustainability Transforms) and 'Bem Ancar' (Ancar Social Actions). The first program embraces initiatives, such as the 'Telhado Verde' (Green Rooftop), with a focus on organic waste composting, and the selective collection that includes separation, recycling, and the responsible disposal of waste produced.

The 'Bem Ancar' program connects social actions of all shopping malls and consolidates a social responsibility pillar in the Company's culture. The portfolio of initiatives connected with the program includes volunteering actions and support to educational and social organizations.



ESG Committee

Within the governance scope, the ESG Committee was set up in 2022, with participation of senior management. The Committee aims at monitoring, directing, and connecting the strategic initiatives developed within the social, environmental and governance aspects. **GRI 2-14**

Diversity and inclusion, climate governance, social and environmental investments are amongst the key topics discussed by the Committee that resulted in goals to build value for the Company, employees, partners, shareholders and society.

ESG Panel

Our ESG data can be consulted by all employees in any mobile device through the ESG Panel. Launched in 2022, this tool confers transparency to the ESG journey. Data can be accessed, such as energy, water consumption, waste generation in each property.

The Panel was included in Ancar BI virtual assistant, Bianca, an in-house tool that promotes

The Committee's performance is independent and seeks to align strategies, so that to build value for the Company and all stakeholders. The Group's decisions are reported to shareholders, observing the principles of corporate governance good practices.

We monitor, direct, and connect the strategic initiatives promoted in the social, environmental and governance aspects.

a democratic data access by all employees. (See more on page 27). The use of digital platform enables an agile and reliable access to ESG strategic topics for the Company, bolstering efficiency in decision-making process.

Sustainability performance

In line with the international best practices, Ancar Ivanhoe for the 6th consecutive year participated in the Global Real Estate Sustainability Benchmark (GRESB), a global benchmark that assesses businesses and real estate funds sustainability performance.

Initiated in 2009, GRESB's mission is to enhance and protect shareholder value, analyzing and bolstering sustainability practices in the global real estate sector, from supply of standardized data to the capital markets. In 2021, 1,520 global real estate entities participated in this survey, representing +117,000 assets and US\$5.7 trillion in assets value.

Brand platform

Functional, engaged and inspirational

With an eye on the future, in 2022 we analyzed market transformations and opportunities to reinvent ourselves, thus, resulting in our brand positioning review. We revamped our values, we declared a purpose that emerged from Ancar Ivanhoe's leading edge that now evolves with society's transformation.

For us to connect with our stakeholders and promote initiatives synergy, we value local culture, at the same time, we follow international trends, we co-create along with our customers. A path taken to stimulate and inspire people to generate positive impacts on society.

Our purpose

We are a platform of experiences. We are transformational agents. This purpose leads us to one direction: stop living on autopilot and offer experiences that open up the vision, motivate, uplift. We push forward each person we touch, every business we embrace, and each community wherein we are present, we bolster accomplishments.

Institutional campaigns

Thousands of Ancar Ivanhoe's shopping malls customers were impacted by retail campaigns in 2022. The initiatives prioritized a humanized communication, suited to local reality, and connected customers, merchants, partners and communities about relevant topics for society.

Among the initiatives, we highlight:

Christmas

For the 6th consecutive year, shopping malls have teamed up for the 'Natal Sem Fome' (No Hunger Christmas) campaign, headed by NGO Ação da Cidadania, as non-perishable food official drop-off points.



Black Friday

Through 'Black Friday, Dá Jogo!' (Black Friday, we have a game!) campaign, consumers participated in a poll to indicate their preferred products. This strategy made possible to direct offers to each customer's profile.



Mother's Day

With the motto 'Sorte é ter você, mãe' (I am lucky to have you, mom), this campaign empowered women's role as a mother, whether grandmothers, sisters, aunts, godmothers. Mother love was illustrated with the group's properties customers' testimonies.

Father's Day

The 'Mais que tudo, pai' (More than everything, father) campaign highlighted diversity, with different types of fathers, manner, or age, evidencing a genuine relationship between children and fathers, biologic or not.

Valentine's Day

Appreciate relations real essence was the key message of the 'O importante é estar bem' (The most important is to feel good) campaign. This initiative praised love, free from prejudice, also the beauty of being happy alone.



Innovation strategy

Innovation & Intra-entrepreneurship

Set up in 2022, the innovation strategy area started fomenting an intra-entrepreneurship culture, stimulating solutions testing through innovation processes.

We pursue a systemic innovation to impact our way of thinking and interacting with the environment, always aiming at enhancing consumer experience and merchants performance.

We rely on a digital transformation group to monitor and ramp up projects and since 2021, we have relied on the Digital Transformation Committee, with participation of senior management and four external members.

The Ancar Ivanhoe University (UAI) is also a relevant tool in this process, by supporting the Company's innovation strategy. In 2022, the platform included the offer of training discussing innovation concepts, strategies and templates, such as the Digital Path for Everyone (see more on page 64).

Innovation & Intra-entrepreneurship Program

In August 2022, we kicked off our in-house innovation by launching the 1st Intra-entrepreneurship Innovation Program. We had 100 employees engaged to solve challenges concerned with innovation culture, consumer experience, and new businesses.

Through design thinking, mentorships, tools and training, teams developed their solutions, underwent an innovation journey, from

discovery, with humanized surveys to pitch days, wherein they presented their solutions to a peer-review committee composed of in-company leaders and external invitees of the innovation ecosystem.

Within four months of journey, this program delivered positive results in people and business dimensions, with 100 employees enrolled, 15 teams, 3 pitch days and 3 Minimally Viable Products (MVPs) tested, amongst them, our first Ancar Innovation Portal.



We pursue a systemic innovation that impacts our way of thinking and interacting with the environment.

Portal

Winning solution of the 'innovation culture' challenge, the Innovation Portal aims at democratizing innovation within the organization, with a collaborative, seamless and accessible approach for everyone. This is an exclusive tool customized with features connected to in-house innovation strategy, and evolving potential according to the Company's maturity and new needs.

Digital Products

*Bianca is an innovative Business Intelligence (BI) tool in the sector that nearly receives **3,800 questions / month from +300 users.***



BI Bianca

Bianca, the sector's first Business Intelligence (BI) tool was launched in 2022 with +300 users and nearly 3,800 questions/month were received, whether via text message or voice command. Bianca achieves the objective of being a tool that democratizes data access by all the company's employees.

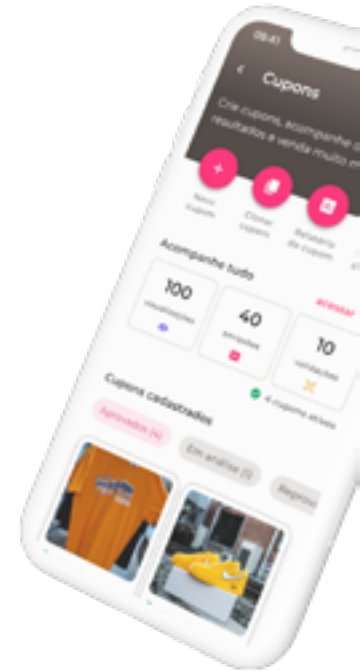
Adopting advanced machine learning techniques and natural language, the assistant seeks to understand and answer business-related questions in real time with data available on BI.

All users have agile access to *performance indicators*, analyses and insights about the operation, providing greater assertiveness in decision-making processes.

The mall of the future

With a view to promoting a plain, smooth, and friendly journey between online and offline, we developed three new products: The Shopping App and the Virtual Assistant, both targeting customers, and the Merchant Hub App. Our objective was to pursue the integration of customers, merchants and employees demands, in a practical and efficient manner.

Currently, 13 properties already operate with a package of technological solutions, reaching the shopping mall level of 5.0. Namely: **Nova América, Golden Square, Botafogo Praia Shopping, Boulevard, Nova Iguaçu, Parque das Bandeiras, Porto Velho, Conjunto Nacional, North Shopping Fortaleza, North Shopping Jóquei, Maracanaú, Via Sul** and **Natal Shopping.**



Virtual Assistant

In 2022, among the solutions developed, we underscore a new version of Ana App, a virtual assistant implemented in 13 properties of the Company, leveraging the understanding of consumer's fully-fledged journey.

This tool applies artificial intelligence and machine learning to interact with customer and expedite a seamless and flowing online and offline journey, through an automated mapping of consumers' behavior. The app is

a humanized channel that is present in various channels of communication, such as Whatsapp, Facebook and website.

The Ana App offers customized products and services for consumers, such as:

- exclusive offers communication
- registration at events
- movie ticket buying
- table reservation

- parking payment
- indoor navigation
- information about events and promotions

In 2022, we also upgraded the Merchant Hub, a key tool of relationship between the shopping mall and merchant. The Hub's innovation included the registration of merchant's sales and access to information about events held at the mall. (See more on page 80).



The Ana app reached an efficiency rate of 93% in interactions with customers and interacted with +1.3 million users.

The Shopping App

The Shopping App was developed in 2021, Ancar as the source code owner. The app, besides having a design and browsability completely different from our websites, it can be much more quickly accessed by customers from everywhere. With the shopping app, it is possible to collect all customer data and interactions. Thus, we can enhance the platform, include new options of services or products, also get valuable insights to grow with loyal customers.

The app on customers' pocket is the best way of interacting with them across all stages of the journey.

Functionalities developed in 2022

- Indoor navigation
- Tips and new features
- Parking payment
- Trade bills registration
- Participation in sales

The app reached 56.8% users' retention in 2022. These are customers who keep the App installed.

Digital maturity

Our digital maturity is monitored to broaden solutions that meet our purpose of easing consumer's experience.

In 2022, we implemented an assessment involving various methodologies that indicated 62% as the Company's digital maturity level, an index that signals a level of 'development'.

To advance in this topic, we defined as goal to accelerate the ecosystem's digitalization, with a customer-centric focus and value proposal for our merchants, with new revenue flows, efficiency gains and business productivity.



Connected with the global trends

During 17 years, Ancar Ivanhoe's leaders attended the global major retail and technology event, the National Retail Federation (NRF), held in New York (USA).

Retail trends and the group's insights that accompanied this international fair were shared with merchants and the company's partners in post-NRF

events, held in various Brazilian states, highlighting consumer profile, shopping motivations, and concepts, such as Metaverse, NFT and Web3.

The content was also made available at the Universidade Ancar Ivanhoe Lojista (Ancar Ivanhoe Merchant University) (UAI Merchant).



Eco-efficient shopping malls

Eco-efficiency and education for sustainability

GRI 3-3

Good environmental practices compose Ancar Ivanhoe's management model since its inception. Our shopping malls consolidate initiatives that connect eco-efficiency with educational and social actions, stimulating customers, merchants, suppliers and communities.

Governance in this topic observes the guidelines of our Sustainability Policy. Each property relies on a Sustainability Committee that monitors programs and waste indicators, the efficient use of natural resources and the use of renewable energy. Among the main courses of action, we highlight in 2022:

- Waste management
- Selective collection
- Composting
- Organic orchard
- Telhado Verde
- Water reuse
- Use of aerators and timers
- LED lightning



• **Ecocharger**

As reality transformational agents, our shopping malls create educational practices along with customers and communities. The 'Sustentabilidade Transforma' (Sustainability Transforms) spaces are already a reality in 12 shopping malls. These sustainable stores raise visitors' awareness about the care for the environment, give visibility to projects, also stimulate customers to contribute to recycling, besides distributing properties' sustainable products.

We also opened spaces for partners, making available structure for fairs and

educational events. We also offer environmental projects guided visits for students and community members.

The Sustainability Space can be found in the following shopping malls:

Botafogo Praia Shopping, Nova Iguaçu, Madureira Shopping, Nova América, Boulevard Rio Shopping, Parque das Bandeiras, Center Vale Shopping, Shopping Metro Itaquera, Conjunto Nacional, Pátio Paulista, Pantanal Shopping, North Shopping Fortaleza, North Shopping Jóquei, Natal Shopping, North Shopping Maracanau and Via Sul.



In 2022, we received + 4 thousand visitors in our environmental projects, amongst public and private schools students, NGOs and the public in general.



Water management

GRI 303-1, 303-5



To bolster water mindful consumption, we adopt resources management and monitoring new technologies in our operations, including the regular consumption of stores, equipment, such as air conditioning, which enables to view average, forecasts and biases. Concerning stores, consumption is monitored monthly, focusing on identifying and remedying leaks and wasting.

The water consumed in our properties derives from various sources, amongst them, the local supply concessionaires, underground wells and water trucks. For undrinkable systems, we also deploy cooling towers clean-out, rainwater withdrawal and reuse of wastewater treatment. **GRI 303-3**

At places where water consumption derives from artesian wells, half-yearly analyses are made according to the ordinances enacted by the Ministry of Health. All wells used for human withdrawal are granted and are renewed according to local laws.

In 2022, the total volume of water consumed across all areas was 1,593 mega liters of water, 16% lower than in the previous year.

The goal for the 2023 cycle, involving 20 shopping malls, is to cut by 1% the consumption of m^3/m^2 at shopping malls' common areas, 1% the consumption of m^3/Tr installed, based on 2022 data. To reach this objective, air conditioning efficiency projects are foreseen, besides the monitoring of indicators aiming at maximizing the use and wiping out wasting. **GRI 303-5**

Discharge **GRI 303-2**

Wastewater discharge in our operations is conducted by local concessionaires, which are liable for appropriate treatment and disposal. In certain specific cases, we treat this effluent through ETEs (sewage treatment stations) before discharging it in the concessionaire's grid system, also where there is no owned sewer line. This process is carried out pursuant to federal rules, such as the Conama Resolutions No. 357/05 and 430/11, besides local rules.

Our efforts to lower water consumption, avoid wasting, and mitigate the environmental impact also include practices, such as:

- Sewage Treatment Stations that enable to return clean and treated water to the environment. Water is primarily used in toilets, sprinkling and condensed water system.
- Storage of rainwater for reuse.
- Waterless urinals, flow reducers, wash basin and flush aerators, automatic sensor faucets that reduce water wasting.

- In 17 shopping malls, we also have Fittiozone ozone generators to clean toilets and critical areas. This technology has an efficacy report from Unicamp (SP) which brings benefits for an improved sanitation, not requiring traditional chemical/sanitizer packages, besides avoiding the emission of pollutant gases during transportation. Since ozone remains in water for only 25 minutes, the chemical environmental impact is lower as a whole. In 2022, our sewage system did not discharge nearly 1,800 liters of sanitizers.



Together, our shopping malls reached **16% water savings** versus the previous year.

Total volume of water withdrawn across all areas and areas with water stress, by source (ML)*

Source	2021		2022	
	All areas	Water stress areas	All areas	Water stress areas
Underground water (Total)	0	0	515	0
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	0	0	515	0
Water produced (Total)	0	0	64	0
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	0	0	64	0
Water from third parties (Total)	1,900.34	0	1,014**	0
Fresh Water (≤1000 mg/l of Total Dissolved Solids)	1,900.34	0	1,014	0
Total	1,900.34	0	1,593	0

* No suppliers with related adverse impacts.

** Through an improved water management, we identified a few losses/leaks which were mitigated in the period.

Energy management

GRI 302-1, 302-3 and 302-4

Our shopping malls aim an energy management with excellence and define metrics to cut costs and mitigate the environmental impacts. Towards this direction, 100% of energy acquired in the free market stems from renewable source.

All chain's shopping malls carried out energy audit in 2022 for air conditioning systems, contributing to an optimum energy performance and energy savings by identifying problems that harm equipment useful life. After audit indicating advances made, shopping malls started works to heighten equipment energy efficiency.

Another initiative that aims lessening the environmental impact are *eco-chargers*, filling station for electric vehicles at the shopping malls **Rio Design Barra, Parque das Bandeiras, Pátio Paulista, Center Vale, Conjunto Nacional, Pantanal, Nova América and Golden Square**. Currently, shopping malls offer 31 parking spaces with chargers through partnerships.



In 2022, all chain's shopping malls conducted energy audit for the air conditioning systems, ensuring greater energy efficiency.



Initiatives for enhanced energy efficiency

- At our platform, 16 shopping malls reached 100% of LED lightning. Overall, we total 80 thousand LED lamps.
- We expanded natural light through skylights.
- We installed motion detectors in technical areas, outdoor timers, we also adjusted indoor temperatures.
- We developed a retro-commissioning at shopping malls air conditioning systems, upgrading equipment performance.
- We defined a preventive equipment maintenance , and we kept systems upgraded.



Fuel consumption from non-renewable sources (GJ)*.

	2020	2021	2002
Piped and dry natural gas (5 shopping malls)	117,957.94	153,597.04	48,823.2**
Diesel (23 shopping malls)	1,288.09	3,012.32	261.87**
Total	119,246.03	156,609.36	49,085.07

*Conversion of energy generated and energy acquired from MWH to GJ. No renewable energy consumption, and no sale of energy.

** Reduction caused by a greater use in operation of renewable sources.

Energy consumed (GJ)

	2020	2021	2022
Electricity	856,968.81	967,686.91	693,590.4

Energy intensity

	2021	2022
Within the organization (GJ)	1,124,296.28	742,677
Out of the organization (GJ)	0	0
Total (GJ)	1,124,296.28	742,677

Shopping malls considered: BPS, BLD CVS, CNB, GOL, NAT, NSF NSJ, NSM, SNI, PAN, BAN, PVS, SNA, VSS, RDB, RDL, ITA, MAD and SPP.

In 2022, 742,675.47 GJ of energy consumption was recorded, lower than the figures recorded in 2021 and 2020 of 1,124,296.28 GJ and 976,214.84 GJ, respectively.

Waste

GRI 306-2 and 306-3

Ensure the appropriate waste disposal is the Company's daily commitment that is materialized in goals set out for each shopping mall. In our activities, the waste generation is concentrated in food court and technical areas, such as toilets and dining halls. We also assure that waste transportation is conducted by companies holding all legal licenses, with contracts to provide for sanctions for those failing to comply with any environmental rule.

Our waste management is organized in two courses of action: the selective collection, and the Telhado Verde project, liable for organic waste composting. These initiatives comprise the 'Sustentabilidade Transforma' (Sustainability Transforms) Program that aligns the environmental practices carried out at the chain's shopping malls.

Waste-related data are monitored through the Brazilian National System of Information on Solid Waste Management (Sinir). Therefore, our environmental impact in relation to waste generation is mitigated, if restricted to non-recyclable materials or without economic feasibility, which are sent to sanitary landfills. **GRI 306-4**

We also adopt initiatives, such as the use of electrolysis technology equipment that converts tap water into a cleaning solution, avoiding thousands of chemical products packages and their transportation. Concerning the circular economy, we rely on a partner in the professional cleaning sector that recycles chemical products plastic containers, converting packages into buckets to be used in shopping mall cleaning.

Along with merchants, an advisory firm guides businesses on the best ways of separating waste, besides offering paths of knowledge about this topic in our online university.

Organic waste composting is carried out by shopping malls: Nova América, Madureira Shopping, Botafogo Praia Shopping, Rio Design Barra, Shopping Nova Iguaçu, Golden Square, Shopping Metro Itaquera, Parque das Bandeiras, Center Vale, Pátio Paulista, Conjunto Nacional, Pantanal, Porto Velho Shopping, North Shopping Fortaleza, North Shopping Maracanaú, North Shopping Jóquei, Natal Shopping and Via Sul Shopping.



Selective collection

Our process includes from selective collection implemented at all shopping malls to recycling, and the appropriate disposal of each item. For each phase, we rely on specialized partner companies licensed by environmental authorities.

The chain's shopping malls are reference of collection at the communities wherein these are inserted, such as batteries, lamps, electronic devices, plastics, cardboards, coffee capsules and cigarette stubs. Some of our shopping malls also collect plastic caps, tin can seals which are destined to social projects. In addition, the **shopping malls Boulevard, Pantanal, North Shopping Madureira, Nova América, and Botafogo Praia Shopping** collect aerosol spray bottles. **GRI 306-5**

In 2022, nearly 5 thousand tons of waste were recycled by implementing Recycling Hubs at units: Botafogo Praia Shopping; Madureira; Parque das Bandeiras, Center Vale, Pátio Paulista, Golden Square, Conjunto Nacional, Pantanal, Rio Design Leblon, North Shopping Fortaleza, North Shopping Maracanaú, Natal Shopping and Park Shopping Boulevard.

Telhado Verde

Through the 'Telhado Verde' (Green Rooftop) project, shopping malls ensure the appropriate disposal of organic waste produced by restaurants and food courts, which together generate 100 kg of waste on a daily basis.

With regards to the circular economy, leftover food is turned into fertilizer, and compost is applied in different green areas, cultivation of pesticide-free orchards on the shopping malls' rooftops or adjoining areas, besides being donated to customers and social organizations. The production generated by orchards is destined to employees and merchants.

The 'Telhado Verde' project contributes to the environment, people's wellness and an environmental educational process that involves customers, merchants and employees.

The project is present in the shopping malls:

Nova América, Botafogo Praia Shopping, Rio Design Barra, Pátio Paulista, Pantanal Shopping, Shopping Metro Itaquera and North Shopping Maracanaú



Total waste generated, by composition (t) GRI 306-2

	2021	2022
Category	Quantity generated (t)	Quantity generated (t)
Non-hazardous waste generated	27,779	19,300
Hazardous waste (batteries, biologic)	26	28
Total	27,805	19,328

Note:

Waste sent to landfill: 12,042 tons
 Waste sent for recycling(plastic, cardboard, paper, etc.): 4,902 tons
 Waste sent for composting: 2,356 tons
 Hazardous waste: 28 tons
 Total: 19,328 tons

Data from 20 shopping malls, namely:

Rio de Janeiro (RJ): **Botafogo Praia Shopping, Shopping Nova América, Shopping Nova Iguaçu, Rio Design Leblon, Rio Design Barra, Boulevard Rio Shopping, Madureira Shopping.**
 São Paulo (SP): **Shopping Parque das Bandeiras, Center Vale Shopping, Shopping Metro Itaquera, Shopping Patio Paulista, Golden Square Shopping.**
 Ceará (CE): **Via Sul Shopping, North Shopping Fortaleza, North Shopping Joquei, North Shopping Maracanau, Via Sul Shopping (CE).**
 Other states: **Pantanal Shopping (MT), Conjunto Nacional (DF), Porto Velho Shopping (RO), Natal Shopping (RN)**

Waste diverted from disposal GRI 306-4

Composition	Quantity diverted from disposal (t)
Cardboard	3,788
PET plastic	405
Metal, steel, copper scrap	146
Aluminum tin cans	81
Glass	68
Cooking oil	51
Coffee capsule	23
Electronic products	8
Other recyclable materials	332
Total	4,902

Total waste diverted from disposal, by recovery operation, in metric tons (t) GRI 306-4

	2022		Total
Non-hazardous waste	Within the organization/on-site	Out of the organization/off-site	
Preparation for reuse	0	0	0
Recycling	4,092	0	4,902
Other recovery operations (specify)	0	0	0
Total	4,902	0	4,902

Total waste destined for final disposal, by composition in metric tons (t) GRI 306-4

Composition	2021	2022
	Quantity destined for final disposal t)	Quantity destined for final disposal t)
Organic waste	18,618.80	12,110
Biologic/infectious waste	3.5 (biologic)	28
Total	18,622	12,138

Total waste destined for final disposal, by operation, in metric tons (t) GRI 306-4

Non-hazardous waste	2022	
	Within the organization /on-site*	Total
Combustion with energy recovery	0	0
Combustion without energy recovery	0	0
Landfill	12,041	12,041
Other disposal operations (co-processing)	69	69
Total	12,110	12,110
Incineration with energy recovery	0	0
Incineration without energy recovery	28	28
Landfill	0	0
Other disposal operations	0	0
Total	12,138	12,138
Total waste destined for final disposal	28	28

* No operations for off-site final disposal



In 2022, 12,138 tons of waste received appropriate disposal



Atmospheric emissions and climate change

GRI 305-1, 305-2, 305-3, 305-4

Our ESG planning comprises critical topics to impact climate change. To contribute to this agenda, we undertake to make a rational use of natural resources, also devise actions that promote the wellness for current and future generations.

Our first greenhouse gas (GHG) emissions inventory was conducted in 2022; 20 proprietary and managed shopping malls, and one administrative head office were considered, totaling 21 units inventoried.

This initiative is part of the Company's ESG strategic planning focused on the climate positioning and shall be the foundation for more assertive actions toward the Company's challenge of lowering emissions.

The inventory was built on specifications of the Brazilian GHG Protocol Program: accountability, quantification and publication of greenhouse gas corporate

inventories, and considered the measurement of gases provided for in the Kyoto Protocol: CO₂, CH₄, N₂O, SF₆, HFCs, PFCs and NF₃.

Our major sources of emission are:

SCOPE 1 (DIRECT EMISSIONS)

- Use of refrigeration and air conditioning equipment, and methane leaks due to gas transportation;
- Electricity, furnace heat generation, wastewater treatment station operation.

SCOPE 2 (INDIRECT EMISSIONS)

Electricity consumption: emissions related to the electricity consumption not included in Scope 1, such as extraction, fuel production and transportation.

SCOPE 3 (OTHER INDIRECT EMISSIONS)

Emissions related to waste treatment in landfills and outsourced composting.

Direct emissions of greenhouse gas (tCO₂ equivalent) GRI 305-1

	2022
Direct stationary combustion	7,621.403
Direct mobile combustion	6.115
Agriculture activities	0.305
Fugitive emissions	3,466.984
Waste (solid + effluent)	619.660
Total gross emissions of CO₂	11,714.467

Greenhouse gas (GHG) emissions intensity^{1,2} GRI 305-4

	2022
Total GHG emissions (tCO ₂ equivalent)	36,487.534
Greenhouse gas emissions intensity (t CO ₂ equivalent/gross revenue)	0.001256 ³

¹Index calculated from Ancar's gross revenue in relation to shopping malls' total emissions: **Shopping Patio Paulista, Shopping Higienopolis, Shopping Rio Sul, Pantanal Shopping, Madureira Shopping.**

²The emissions intensity is a non-officially parameterized measurement, however, it evidences the tons of carbon equivalent emitted for each Brazilian Real (R\$) of inventoried units' gross revenue. Then, it is possible to understand the operations' efficiency in terms of emissions, based on their financial results.

³GHG emissions efficiency index calculated based on tCO₂e /MR\$ (divided by millions of Reais).

Emissions 2022

SCOPE 1	11,714.467 tCO ₂ e
SCOPE 2	14,198.874 tCO ₂ e
SCOPE 3	36,487.534 tCO ₂ e



17.335 tCO₂e
of biogenic
emissions
in 2022

Environmental and eco-efficient practices

We also underscore a spate of sustainable practices promoted by our shopping malls concerning various environmental topics discussed in this chapter that reiterate the Company's sustainability policy of environment respect and protection. They also evidence an ESG agenda that considers the business operation, extended to all value chain's stakeholders.

Reference in eco-efficiency

Eco-efficiency is the core element of **Shopping Metrô Itaquera** (SP), due to its commitment to promote a more sustainable future with concrete initiatives.

The property has 100% Led lighting since 2020, and currently reached 50% savings in energy consumption. In addition, it maintains its own Sewage Treatment Station, with capacity to generate 9 million m³ of clean water. Nearly 70% of shopping mall's water consumption derives from the station, mainly used in toilets, floor cleaning, and green areas sprinkling.

Excellence in waste management

Shopping Iguatemi Porto Alegre's (RS) one of its sustainability pillars is Waste Management, from an excellence process that involves various property's teams, merchants, and community. The environmental program is managed by Andrade Paulista, in partnership with Juntapel, liable for recycling logistics and product sales.

The waste produced by stores which still do not separate at the origin receives specific treatment. One of the project's lines seeks to raise merchants' awareness, and then, diminish even more the volume of waste not separated. Below, the program's key results in 2022:

2,131 tons

of waste collected,

of wich **1,064, tons** of recyclable waste and **1,066 tons** of residues.

+100 tons

of organic waste recycled.

56% of stores

adhered to the environmental program

and 38% required improvements.

Nearly 2,000

environmental inspections

carried out at the shopping mall merchants concerning the appropriate waste disposal.

The following was not emitted to the atmosphere:

157,365 tons of CO₂

with recycling of waste aluminum and plastic.

26,609 tons of CO₂

with recycling of organic waste



Carbon neutral

The event 'Cubra o Mundo Verde' (Greening the Planet) was carbon neutral, a result of the efforts to plan it with the minimum of CO₂ emissions and offsetting the quantity emitted with the acquisition of credits through the REDD+ (Reduction of Emission from Deforestation and Degradation) project.

Amongst the fronts to lessen the impact caused by this event, we had the reuse of materials, the efficient waste management, the prioritization of natural light, accessibility, also the prioritization of local partnerships.



Committed to the future

The event 'Cubra o Mundo de Verde' (Greening the Planet), promoted by **Shopping Iguatemi Porto Alegre**, was an invitation to community to join the mall in a sustainable journey. This initiative impacted +8,300 people and distributed 6,237 seedlings of 16 species of native fruit trees.

The event also combined various complimentary experiences with a social and environmental focus, such as workshops connected with the UN 17 Sustainable Development Goals, the exhibition of an interactive panel stimulating the population to adopt more eco-friendly attitudes, a community orchard workshop for employees, also activities for schools, besides a fair of sustainable products with local producers.

Naty, the sustainability ambassador

Naty, **Natal Shopping** (RN)'s mascot, for one year has been conveying the Company's values, enhancing bonds with community, also with social and environmental actions. In 2022, the shopping mall celebrated its 30th anniversary with investments in sustainability initiatives.

The mascot launched its first book, *Naty and the nature*, which relies on a braille version, extending accessibility to children. The educational material targets up to 8-year-old children including information about environment preservation and sustainability. This initiative also included a campaign to collect children's books to be donated to social institutions.





Eco Fashion

Nearly 100 people were impacted by workshops and lectures on conscious and eco fashion, during the Sustainable Fashion Week promoted by **Natal Shopping**. The lineup discussed topics, such as clothing disposal, reverse logistics and fashion's social role.

The event was held in partnership with the circular fashion startup Arara Azul and raised the discussion about the relevance

of reusing fabric material to tackle the environmental concern caused by the disposal of millions of clothing items. The NGO also hosted the workshop 'Era roupa, virou crochê em malha' (clothes turned into knitted crochet) targeting women households of Mãe Luiza district. Clothing items were dismantled to manufacture handbags and be resold by women participating in the workshop, building learning and income.



*The Pantanal Shopping's energy consumption certificate ensured the offset of **558,621 tons** of CO₂ in 2022 due to the utilization of energy from renewable sources, contributing to the environment, also ensuring a sustainable production chain.*

Renewable energy and life quality

Pantanal Shopping (MT) made a breakthrough in its sustainability strategy in 2022, with its energy consumption certified as deriving from wind renewable source by the International Renewable Energy Certificate (I-REC), evidencing its commitment to lowering the environmental impact.

The "International Renewable Energy Certificate", or "I-REC", evidences that the electricity consumed derives from renewable energy sources.

Health on the table

Combining community's awareness and life quality drives the development of various initiatives at **Pantanal Shopping**. This shopping mall's partnership with Senar-MT and Rural Unions allowed consumers to acquire products direct from the countryside.

The 'Feira Natural do Campo 2022' (Countryside Natural Fair 2022), held at the shopping mall's premises, gathered 25 small rural producers of Cuiabá and various other locations of the region. This initiative, besides offering health to consumers' table, provided knowledge to producers concerning the practice of consumer direct sales, contributing to increase participants' income.

Environmental education

'Ibiacy Pan' is the name of the project that raises awareness and cultural change through the cultivation of vegetables. In partnership with Senar, the **Pantanal Shopping** introduced organic orchards at schools, nursing homes, amongst other public institutions. In 2022, the André Avelino school received this project, and in a collaboration among the school, students, and shopping mall's team, an orchard became a reality to assist the educational community.



Unique and sustainable Christmas decoration

The first paper Christmas decoration was made by **Shopping Pátio Paulista**(SP), in 2022. The project was signed by artist Tico Volpato and was bestowed the Zero Carbon Seal, taking into account that decoration assembly carbon was neutralized by offsetting REDD+ carbon credits. The Seal achievement was attested by Carbonext, a Brazilian company of business and products sustainable development.

The project mixed arts, innovation and social responsibility, by using nearly 500 kg of paper certified by the Forest Stewardship Council (FSC) seal that guarantees its origin. All material used was converted into donation of notepads to the NGO Casa do Zezinho to compose children's school supplies in early 2023. After dismantling the Christmas decoration, all paper sculptures were directed to recycling.

'Verde Novo' (New Green)

The World Environment Day is an awareness date. To bolster this opportunity, the **Pantanal Shopping**, in partnership with 'Verde Novo' (New Green) project, the Judiciary Branch of the State of Mato Grosso, distributed +2 thousand of native and fruit seedlings to customers, and population neighboring the property.

The event also relied on lives broadcasted by property channels, including topics, such as sustainable agriculture, solid waste and urban reforestation.

The Christmas decoration won the Zero Carbon Seal, with the offset of 5,680 tons of CO₂



Promotion of Circular Economy

With a focus on circular economy and technological innovation, the **Botafogo Praia Shopping** (RJ) supports the ‘Torre Verde Rocinha’ (Rocinha Green Tower) project, jointly with NGO Entrelaces.

The first green tower in Brazil, this initiative allows to generate green energy through solar panels, besides a rainwater withdrawal system for automatic irrigation, hanging gardens, also the conversion of organic waste into fertilizer through a composting accelerator. In 2022, the shopping mall donated 200 kg of fertilizer for the project.

The Green Tower relies on a four-floor scaffolding structure located at the backyard of municipal schools Ciep Doutor Bento Rubião and Escola Municipal Luiz Paulo Horta, both at Rocinha shantytown, benefiting 750 students of Rio de Janeiro’ municipal schools network.

Recovery

Another school, Sathya Sai de Vila Izabel, in the city of Rio de Janeiro (RJ), was also benefited with a donation of 250 kg of organic fertilizer by **Shopping Boulevard** (RJ). The fertilizer was used to recover a symbol of the school, the Murta tree, planted in 1995 at the school’s inauguration.

Loyalty Card

Stimulate customers to engage in sustainability initiatives is one of the objectives of the ‘Sustentabilidade Transforma’ (Sustainability Transforms) program. At the **Natal Shopping**, customer receives a Loyalty Card that gains seals in every donation of waste.

When customer completes five seals in the card, he receives an eco-kit composed of soap, candle and fertilizer for the orchard, items produced by the mall. When card is completed, customer may choose a basket of vegetables with orchard products, a toy or a customized Big Bag. This initiative collected +20 tons in 2022.

The Loyalty Card is also offered by shopping malls: **North Shopping Fortaleza, North Shopping Jóquei, Via Sul, North Shopping Maracanaú, Botafogo Praia Shopping, Nova América, Rio Design Barra and Boulevard.**



People who like people

GRI 3-3

Shared value

Promote the social development is part of Ancar Ivanhoe's DNA. We are a platform of shopping malls that shares value and pursues to be relevant for its employees and communities in which we participate. Thus, each shopping mall, according to the local reality, and in conformity with Ancar Ivanhoe's social responsibility policy, devises strategies to value people relations, and enhance life quality in neighboring communities.

For Ancar Ivanhoe, social responsibility is a strategic tool that leverages the Company's social investment. The strategy is guided by Private Social Investment, in which Ancar Ivanhoe makes donations to projects and actions through own resources or laws of public incentive, and corporate volunteering, whose representation occurs through the 'Bem Ancar' Program.

Impact on communities

GRI 413-1

We experience one of our values, 'People who like people' through listening, dialogue and interaction with our stakeholders. With communities, this relationship emerges from a calling: act as a social transformational agent through education, inclusion and solidarity.

With this objective, various initiatives are promoted by our shopping malls from local demands, the Company's strategic guidelines, and our team's creativity. In this chapter, we share a few of these actions accomplished in 2022:

Diversity & representativeness

Christmas gained new directions at Ancar Ivanhoe's shopping malls. In 2022, Santa Claus was played by a black man in three shopping malls of the Company. At **Shopping Metrô Itaquera** (SP), Santa Claus created bonds with families who felt accepted and represented. The population São Paulo's east zone, the region where the property is located, has a great percentage of black and mixed-race people. Christmas decoration also relied with other three Santa Clauses who represented the racial ethnic diversity, common in our population.

At **Parque Shopping Bahia** (BA), a black Santa Claus also enchanted and thrilled children who for the first time felt represented, in a state wherein nearly 80% of population is black and of mixed race. At **Madureira Shopping**, the black Santa Claus made his appearance for the third consecutive year. The property was in charge of bringing the first black Santa Claus to a shopping mall in the city of Rio de Janeiro, in 2019.





Sign language activities and technology

The **Natal Shopping** (RN) offered an exclusive gastronomic workshop for hearing-impaired people at its space 'Espaço Gastrô', that relied on a Brazilian Sign Language (Libras) interpreter, liable for mediating communication during the event.

This initiative's proposal was to promote the respect for hearing-impaired people, train 35 participants in the gastronomy area, and celebrate the National Day of Hearing-Impaired People. The event was held in partnership with Natal Association of Hearing-Impaired People (Anast) and the Parnamirim Association of Hearing-Impaired People (ASP).

With a focus on accessibility, the **Natal Shopping** also inaugurated an accessible virtual totem. This totem offers a customized assistance, with a receptionist who interacts with user, providing all desired information, including various features that facilitate the user's fully-fledged experience. This interaction occurs from a video call, also through the Brazilian Sign Language.

Black women

The International Afro-Latin American, Afro-Caribbean Women's Day was celebrated by **Shopping Nova Iguaçu** (RJ) with a special program that included the Black Women Photography Exhibition, the launch of the book 'Poemas Pretos', by Sandra Remígio and a round of talks with the topic 'The place of black women in management and construction of public policies'.

The activities carried out by the shopping mall fitted into various manifestations in the city to enlighten black women's strength and give visibility to their fight against gender oppression, exploitation, and racism.

Inclusive Lounge

The population of Maracanaú (CE) received its first exclusive space for children with autism spectrum disorder (ASD) and their families, people with disabilities, elderly people and expectant mothers. The Inclusive Lounge is a project of the **North Shopping Maracanaú**, that offered recreational activities fully suited to this public's needs, assisting +120 people. The event was held in partnership with a multidisciplinary team of Milagre Azul Association.

To support autism, this shopping mall reiterated its commitment to social inclusion during 2022 Christmas. Nearly 30 children with ASD gained a unique moment to see the blue-dressed Santa Claus, as this color represents autism awareness movement.



Visibility Route

This pioneering project launched in 2022 by the **North Shopping Fortaleza**, the Visibility Route app promotes the accessibility and inclusion of visually impaired people. This shopping mall carried out surveys, and jointly with partners, provided a tool for visually impaired people come and go with autonomy.



Across South America, the North Shopping Fortaleza was the first in the sector to offer an indoor map app for visually impaired people.

Functionalities

- Location;
- Voice search by store, product or service;
- Proximity alert;
- 'Call help' button, that activates shopping mall's security center;
- Virtual guide for visitors;
- Optimized calculation of point of origin to desired destination;
- Map guide;
- Instantaneous exhibition, to the extent user navigates through promotions, highlights, and customized advices.

How it works

The Visibility Route is an indoor map app that enables those visually impaired to use resources, such as video description, so they can find their favorite stores, services, also an array of information to improve their experience.

After nearly three years under development, this app received 100% approval from the public using this tool. In 2022, we reached 12 thousand accesses wherein these customers had the opportunity to enjoy a tailor-made experience inside the mall, with autonomy of movement.

Partners

This project was developed in partnership with Zapt Tech, an indoor geolocation solutions company; the Instituto Humanus, an entity specialized in devising accessibility and inclusion solutions, and the Instituto dos Cegos (Institute for the Blind), an eye care reference center for visually impaired people's education and health, installed next to the mall.



A bridge between customers and solidarity

Shopping Iguatemi Porto Alegre's customers (RS) are in the core of solidarity initiatives carried out by this property. On retail special dates in 2022, this shopping mall's customers actively participated, selecting the entities to be benefited with donations through a survey.

At the 'Natal do Bem' (Good Christmas) event, solidarity was present. This shopping mall's customers selected three entities: Família Atos 29, Instituto

Mont'Serrat and Santuário Voz Animal. Funds were raised through the acquisition of solidarity tickets at R\$2 for the 'Parque do Noel' (Santa Claus Park). The amount was directly allocated to the organization selected by customer. Overall, +R\$271 thousand were donated to the entities. The Família Atos entity was also selected by customers to receive an additional donation of R\$10,000.00.

Selected by customers, the Ernesto Dornelles Hospital that conducts prostate cancer prevention initiatives, received a R\$10,000.00 donation from the mall on the Father's Day, and the Amigos do Hospital Presidente Vargas (AHMI) association, focused on maternal-child care, received the same amount on the Mother's Day.

Solidarity Party

The social center São Vicente de Paulo, known as Patronato, was the institution benefited by fundraising at the 29th party 'Festa Arraiá D'Ajuda', promoted by **Shopping Nova Iguaçu** (RJ). This institution assists 280 children with educational and cultural activities, besides offering social welfare.

The three-day party was organized by volunteers, and relied on musical, cultural and gastronomic events. The event gathered 11,296 visitors, and +R\$307 thousand were donated to Patronato.



Over 103 thousand customers of Shopping Iguatemi Porto Alegre participated in the 'Natal do Bem' (Good Christmas)

Support to children's education

For the past 14 years, the **Porto Velho Shopping** (RO) supports the daycare center Santa Marcelina, a charitable institution that offers integral education for children and develops programs and services focused on citizenship training.

Committed to local social development, this shopping mall donated R\$450 thousand in 2022 to maintain the complementary education of 1 year and eight month-to-5 year-old children, impacting nearly 400 children assisted.

Inclusion & protection of children and adolescents

The **Shopping Metrô Itaquera** (SP) partnering with the 'Cidade Protetora' (Protector City) program of the local government of São Paulo, set up a Social Center, composed of a specialized team who socially approaches children and adolescents at the property's spaces, eventually socially vulnerable, such as child labor and begging. These children and adolescents are referred to the municipality's social welfare service.

Sports & development

The shopping mall carries out direct actions in partnership with the Social Service of Industry (Sesi), making feasible the participation of children living nearby sports activities offered by the 'Athlete of the Future' program that combines sports and comprehensive development. In 2022, 30 6-17 year-old children were assisted by this project.

Future at stake

The **Pantanal Shopping** (MT), in partnership with the Regional Labor Court of Mato Grosso, promoted in June 2022 the 'Week of Fight Against Child Labor and Learning Incentive'.

This initiative took place at the shopping mall, and enabled children and adolescents to play the game 'Future at stake' that brings information about drugs, the risks of child labor exploitation, and good decisions for the future. The game playfully reveals challenges, leading players to make choices.

The Pantanal Shopping embraced this case, aiming at contributing to raise entire population's awareness, especially children, concerning the children exploitation risks.



Women empowerment

The International Women's Day was celebrated by 2 shopping malls of Ancar Ivanhoe with awareness actions, and women empowerment, a crucial discussion for inclusion, guarantee of rights and equal gender.

The **Shopping Metrô Itaquera** produced the movie 'Women's Manifest' against gender micro-aggressions. Based on hearing various women, the narrative tackled women's experiences, also situations of sexism they faced. The movie production was released on March 8 across all social media of the shopping mall and Ancar Ivanhoe.

The **Natal Shopping** promoted the 'Exposição Valentes' (Brave Women) Exhibition, an event that enabled to sell products and services of 34 women entrepreneurs who are somehow working in the market, and for the first time, they had the opportunity to expose their works.



Ancar Ivanhoe's social responsibility pillar is a value and a practice permeating entire chain.



The shopping mall made available a privileged store area, also all the structure necessary for the Exhibition, in partnership with Rede Mulher de Valor, the Chamber of Store Managers and the local government of Natal.

The group that participated in the Exhibition was assisted by the municipal department of public policies for women, whose one of its pillars is to foment the financial autonomy of low-income women, helping them to fight against domestic violence.

Promotion of health

The shopping malls **Botafogo Praia Shopping** and **Madureira Shopping**, in the city of Rio de Janeiro (RJ), received the Exhibition 'Art of Love', promoted by the Brazilian Society of Cardiology. The exhibition included heart sculptures exhibited on the city's streets and Ancar Ivanhoe's shopping malls in the city of Rio de Janeiro to inspire and raise population's awareness about a healthy heart, including topics, such as the regular practice of exercise, balanced food, love and mental health, health monitoring, amongst others.

'Bem Ancar' Program

Ancar Ivanhoe's social responsibility pillar is a value and practice that permeate entire chain, involving employees, partners and communities in social development projects. The 'Bem Ancar' Program was launched to build various actions taking place in five parts of the country. Among the key initiatives connected to the Program, we have:

'Natal sem Fome' (No Hunger Christmas), a partnership with the NGO Ação Cidadania

For the sixth consecutive year, 22 shopping malls of Ancar Ivanhoe got together in a social action to contribute to the 'Natal sem Fome' (No Hunger Christmas) campaign, in partnership with the NGO Ação Cidadania.

The shopping malls became official drop-off points to collect non-perishable food. In 2022, the chain collected +185 tons of food, with participation of employees, merchants, partners and customers, reaching 10% of total amount collected by the national campaign.

In 2022, the initiative was held between November 15 and December 31, 2022, also relied on donations incentive through the

'Troco Solidário' (Solidary Exchange), besides the possibility of donating via Pix, credit card or bank slip.

The shopping malls also carried out various initiatives to stimulate collection, such as partnerships with the mall brands, and rebates at events and attractions.

With this initiative, the Company estimates that assisted +120 thousand families registered at the Ação da Cidadania's committees.



'Dia do Bem' (Good Action Day) Program

The 'Dia do Bem' main proposal is to foment volunteering actions, implemented since 2019 at Ancar Ivanhoe. Through this initiative, the Company's employees became volunteers to assist children and adolescents at public and private schools, adopting the educational methodology of NGO Junior Achievement Brasil, the project's partner. The organization promotes entrepreneurship, financial education programs and prepares young students for the labor market.



In 2022, our shopping malls surpassed the goal and received +185 tons of food for the 'Natal sem Fome' (No Hunger Christmas).

Innovation Camp

The 'Dia do Bem' 2022 took place in the city of Petrópolis (RJ). Ancar Ivanhoe, in partnership with NGO Junior Achievement Rio de Janeiro (JA), promoted the Innovation Camp, a social development program that gathered 50 young students from the municipality's public and private schools. This work was supported by +30 volunteers of Ancar Ivanhoe Junior Achievement of Rio de Janeiro, besides a partnership with Serratec and SOS Serra.

The city of Petrópolis was selected, as a way to support young students to analyze opportunities for this city that took a toll by heavy rainfall in 2022, causing great losses to local community. The core issue that guided discussions was 'How could we make Petrópolis and its mountain region most economically attractive for local young people?'

During three-day program, students through *design thinking* tools understood their needs, also considered innovative solutions for their major demands.

Headed by mentors, participants developed phases of immersion and solutions prototyping. The team elected by the jury as the best proposal submitted was invited by investors of the Serratec Information



Committed to enhance life quality at communities, in 2022, we invested +US\$1 million in social projects.

Technology and Communication Residency Program to support them in the idea's development and maturation. Young students were monitored during five months by IT professionals, agile project area high-performance mentors, aiming learning, besides developing the winning solution, defining requirements, users' histories, and designing the first version of the product prototype.

The young students also participated in the 'Empresário Sombra' (Shadow Businessman) program, invited by Ancar Ivanhoe. Overall, 29 students were able to follow the workday of professionals from various areas of the Company, accompanied by 32 volunteers. This initiative took place at the shopping malls **Shoppings Nova América and Rio Design Barra** and at the Company's shared services center.

A legacy, a history

Solidarity that transforms

The Carvalho family's fourth generation carries the values of the Company's founders, also the mission of making a real difference in people's lives. The example of caring for others, and communities has been present since our predecessor, Mr. Raul Pinto de Carvalho, partner and founder of Banco Andrade Arnaud. During the 60's, Mr. Carvalho practiced solidarity as his life project, and he voluntarily headed the Rio de Janeiro's largest nursing home, the Casa São Luiz para a Velhice.

His attentive look at social issues left a legacy that has been consolidated in the family's personal and professional trajectory over the last decades. Since family's bold decision of starting a new business of shopping malls in Brazil, the family envisioned the opportunity of transforming each property into a social development instrument. A vision wherein a company is more than a business with solely private interests, but a generating source of positive impacts across its ecosystem.

Education was the key social path elected by the family to provide greater

opportunities of comprehensive development for children and young people. To increasingly evolve this purpose, Ancar Vita¹ emerged to build the family's social investments, so that to increasingly monitor and improve the initiatives.

Through Ancar Vita, the family also seeks to shape up a culture of solidarity at Ancar Ivanhoe, by appreciating its teams, fomenting the development of transformational actions at neighboring communities.

This history that began more than 50 years ago remains pertinent and contemporary. Supported social and educational projects are consistently growing and transforming to bolster services quality, improve the access to services, also advance management, processes and partnerships. Among various initiatives carried out and supported by Carvalho family and Ivanhoé Cambridge², we highlight:

1. Ancar Vita Empreendimentos Ltda. is a closely-held corporation managed by Carvalho family.
2. Carvalho family supports social projects in partnership with Ivanhoé Cambridge.



Rede Cruzada (Mall Crusade)

The Rede Cruzada is a result of Carvalho family's desire of combining social actions and business. This organization began in 1920, as the 'Cruzada Nacional Contra a Tuberculose' (National Crusade Against Tuberculosis), and since 1968, has been referred to as the 'Cruzada do Menor' (Minor Crusade). In 1993, after the 'Massacre da Candelária' (Candelaria

Massacre), when adolescents in Rio de Janeiro were cravenly murdered, and after a deep thought about the effectiveness of work done, a new educational look directed this social project towards education of children, adolescents and young people. During the 2000's, the Rede Cruzada mainly invested in free-of-charge pre-school by offering services at various units.

Over the past 10 years, the Rede Cruzada has been endeavoring its efforts to its Afterschool Program, increasingly incrementing its scope and comprehensiveness, starting with sports activities, and then including artistic and cultural activities to current arrangement of the DesKobrir Program, wherein services are comprehensive, including these activities linked with educational complementation.

The social project called 'Plantando o Amanhã' (Nurturing the Future), today is Rede Cruzada's largest unit. It was



Rede Cruzada (Mall Crusade) achievements in 2022

605 children assisted by pre-school education.

100 children and adolescents assisted by afterschool activities.

250 children and adolescents participated in sports activities.

50 people participated in the 'Educação de Jovens e Adultos' (EJA) (Education for Young People and Adults).

65 elderly people participated in activities that promoted the interaction and care for senior citizens.

developed from the construction of the **Shopping Nova América**, in the city of Rio de Janeiro (RJ). From selection of new property site, Ancar Ivanhoe's founder, Mr. Sérgio Andrade de Carvalho, endeavored his efforts to build a project that could make a difference in neighboring communities, according to the region's needs. Thus, the 'Plantando o Amanhã' (Nurturing the Future) project emerged, implemented inside the shopping mall, and primarily concerned with socially vulnerable children.

Today, the Rede Cruzada is composed of four pre-school units, and supplementary projects, with the mission of developing human potential, also fostering social integration through comprehensive education.

Also one of Rede Cruzada's priorities is the engagement and close contact with families from projects conducted by Social Welfare and Health Centers. Educators' training is another solid pillar, they participate in a learning path focused on strengthening ties, exchanging experiences, as well as devising educational technologies that stimulate autonomy and team development.

Pre-school units (0-4 years old students):

- **Cidade de Deus Unit**
Casa Emilien Lacay (150 children)
- **Shopping Nova América Unit**
'Plantando o Amanhã' (185 children)
- **São José do Vale do Rio Preto Unit**
Daschú (130 children)

Afterschool program (4-17 year old students)

Besides a daycare center and a pre-school at **Shopping Nova América** – 'Plantando o Amanhã', offers a non-formal education through the after-school program within a humanist and integral context. Children and adolescents aged between 4 and 17 years, split into 5 age groups, rely on a fully-fledged afterschool project, the DesKobrir, that takes place five times/week with three-hour daily education at SNA unit- **Shopping Nova América**. During such period, sports



2022 Highlights

- **Cidade de Deus Unit**
Casa Emilien Lacay: construction of a village based on Adriana Gamela's book, 'O Vilarejo' (*The Village*), fully built by children. This space destined for children also held a literary meeting with the book author for educators' training.
- **São José do Vale do Rio Preto Unit**
Daschú: increase in the number of vacancies offered, from 75 to 130 students through an agreement signed with the local government.
- **Shopping Nova América Unit**
'Plantando o Amanhã.' construction of a room and a teacher was hired for inclusive education, bolstering diversity and the chain's inclusive initiative.
- **Riachuelo Unit - Casa de Leylá** Development of projects that translate the fundamentals of a transformational education, such as 'Educação Antirracista' (Anti-Racist Education) and works of Ivan Cruz - 'Brincadeiras de Infância'(Childhood Games).

activities and the after-school program take place, besides other activities to broaden cultural repertoire, preparing students for the next life stage.

The afterschool implementation and expansion compose the organization's repositioning that seeks to leverage its impact, monitoring children and adolescents during entire primary and secondary education journey (0-17 year old students).

Ancar Vita, in partnership with Ivanhoé Cambridge, invested R\$830 thousand in Rede Cruzada in 2022. Family's representatives also compose the Associate Members Meeting, and the Advisory Board, jointly with **Shopping Nova América**.

In 2022, the project's strengths were:

Higher number of assistances from
60 to 100 children and adolescents

Rede Cruzada's leading role
in the support of literacy of
6-8 year-old children

Also learning workshops for
school students development

Appreciation of senior citizens

At Cidade de Deus Unit- Casa Emilien Lacay, besides a daycare center, the unit has an Elderly Community Center. This work promotes the care and the appreciation of senior citizens through cultural and leisure activities. In addition, a cross-generational work was designed wherein children and elderly people participated in activities, such as workout and yoga, accompanied by the unit's health professionals, valuing the exchange of knowledge, also reinforcing the bonds among generations.

Elderly people's families also received online orientation in health and social welfare areas to ensure the elderly's autonomy and life quality.

- 65 elderly people benefited.
- 150 children participated in the cross-generational activities
- 65 families oriented

Corporate volunteering

Ancar Ivanhoe's corporate volunteering project, the 'Dia do Bem', relies on a partnership with JA Brasil. This annual initiative gathers the Company's voluntary executives who contribute to public and private school students in topics, such as ethics, labor market, school dropout and design thinking. An initiative that goes beyond exchange of knowledge, this is an inspirational moment for young students, opening new possibilities for the future.



The partnership between Ancar Ivanhoe and JA provides opportunity for volunteers' participation in the students education at public and private schools in topics discussing the labor market, ethics and citizenship.



'Nova Direção' (New Direction)

The 'Nova Direção' (New Direction) project that operates at the Maré complex, in the city of Rio de Janeiro, promotes the economic and social development of this community by fomenting volunteering actions, citizenship participation and professional education.

Technical free courses offered by the organization seek to create employment opportunities, so that to complement family's income, also enhance participants' life quality. All the courses offered issued free certificates from the 'Nova Direção' project.

More than 12 thousand people, among children, young students and adults completed technical free courses, contributing to their access to the labor market.

Junior Achievement (JA)

Ancar Ivanhoe and NGO Junior Achievement (JA) are connected since 1999, when current Ancar Ivanhoe's co-CEO, Mr. Marcelo Carvalho, founded the JA unit in the city of Rio de Janeiro. In 2011, the Company started investing in the organization along its partners, officers and executives, making feasible the voluntary participation of its employees in the NGO's projects.

Ancar and its partners seek to boost JA's mission of fostering entrepreneurship among children and young people. This solid partnership with JA Brasil already directly impacted 6,700 students with programs concerned with entrepreneurship and labor market.

In 2022, Ancar Vita and Ivanhoé Cambridge invested R\$210 thousand in JA Brasil and JA Rio to support this case and its impact throughout the country from learning experiences, especially for socially vulnerable people.



About JA Brasil

The Junior Achievement (JA) has been operating since 1919, and it is one of the world's leading social youth organizations focused on promoting entrepreneurial education through the learning-by-doing method.

Present in +100 countries, for the past four decades JA has been present in Brazil, delivering +6 million learning experiences for young students, supported by +207.8 thousand volunteers.

More than 630
Ancar Ivanhoe's volunteers
directly worked with young
students, combining JA
methodology with their
professional experiences.

People Management GRI 3-3

Welcoming environment and a committed team

We value human relations, a welcoming environment, and our team's commitment. Our decentralized and participative management model enables to empower leaders, also an end-to-end collaborative work, stimulating creativity and innovation. The focus on people management led us, for the 15th consecutive year to be included in the GPTW list (Best Companies to Work for). In 2022, we were ranked the 3rd nationwide, in the Retail category.

Employee profile GRI 2-7, 2-8

Ancar Ivanhoe ended 2022 with 1,722 permanent employees, 2,179 contractors*, besides 98 interns and young apprentices, totaling a headcount of 3,901 people. With self-declaration, currently, our headcount is 37% composed of women. Out of this percentage, 45% of women hold leadership positions.

Employees by type of employment GRI 2-7

Type of employment	2022		
	Men	Women	Total
Full-time employment	934	69	1,003
Part-time employment	25	694	719
Total	959	763	1,722

Employees by type of employment agreement and gender GRI 2-7

Type of agreement	2021			2022		
	Men	Women	Total	Men	Women	Total
Permanent	1,151	741	1,892	934	694	1,628
Temporary	27	67	94	25	69	94
Total	1,178	808	1,986	959	763	1,722

Employees by type of employment agreement and region GRI 2-7

Region	2021			2022		
	Determined duration	Undetermined duration	Total	Determined duration	Undetermined duration	Total
North	5	63	68	0	0	0
Northeast	20	260	280	27	272	299
Mid-West	12	265	277	23	320	343
Southeast (São Paulo and Rio de Janeiro)	57	1,304	1,361	44	1,036	1,080
Total	94	1,892	1,986	94	1,628	1,722

* Partners are directly managed by contracting company.

New employee hires and turnover GRI 401-1

In 2022, 602 new employees were hired. Although staff increased by nearly 35%, the number of permanent employees plummeted from 2021, due to the withdrawal of an asset from the

ecosystem. Staff should grow in 2023, with the entry of a new property at Ancar Ivanhoe's platform at the end of 2022, the **Parque Shopping Bahia**.

Employees hired by age group

	2021		2022	
	No.	Rate	No.	Rate
Under 30 years old	295	64%	348	72%
Between 30 and 50 years old	313	25%	236	23%
Above 50 years old	24	8%	18	9%
Total	632	32%	602	35%

Employees hired, by region

	2021		2022	
	No.	Rate	No.	Rate
Rio de Janeiro	164	39%	289	38%
São Paulo	106	34%	120	37%
Mid-West	Mid-West/ North: 135*	21%	101	29%
Northeast	106	40%	92	31%
Total	632	32%	602	35%

*In 2021, the North region was recorded along with the Mid-West region.

Employees hired, by gender

	2021		2022	
	No.	Rate	No.	Rate
Men	307	26%	300	31%
Women	325	40%	302	40%
Total	632	32%	602	35%

Employees who left the company, by age group

	2021		2022	
	No.	Rate	No.	Rate
Under 30 years old	212	46%	589	121%*
Between 30 and 50 years old	297	24%	38	4%
Above 50 years old	25	9%	5	3%
Total	534	27%	632	37%

* The 121% turnover seen in the 'under 30 years old' group in 2022 was due to the fact that this population holds operational positions, and accordingly, were affected by more frequent hires and dismissals, also coupled with the fact that these professionals usually participate in corporate programs (young apprentice and intern), whose turnover is usually higher than the organizational average, as they have an estimated contractual termination period.

Employees who left the company, by gender

	2021		2022	
	No.	Rate	No.	Rate
Men	281	24%	376	39%
Women	253	31%	256	34%
Total	534	27%	632	37%

Employees who left the company, by region

	2021		2022	
	No.	Rate	No.	Rate
Rio de Janeiro	123	29%	353	46%
São Paulo	90	29%	100	31%
Mid-West	142*	36%	111	32%
Northeast	94	23%	68	23%
Total	534	27%	632	37%

* This figure includes the North region.

Turnover rate¹

	2021	2022
Total headcount	1,986	1,722
Men	24%	35%
Women	31%	37%
Under 30 years old	46%	96%
Between 30 and 50 years old	24%	13%
Above 50 years old	9%	6%
Rio de Janeiro	29%	42%
São Paulo	29%	34%
Mid-West	23% ²	31%
Northeast	36%	27%
Total	24%	36%

¹ Calculation methodology: $[(\text{hires} + \text{dismissals})/2]/\text{headcount total}$

² It includes Northeast data.

Good labor practices

One of Ancar Ivanhoe's principles is to build up a healthy and harmonious environment. Labor relations across the Company are guided by ethics, and respect, assured by a set of policies and training. The guidelines stipulate the strict compliance with prevailing rules and laws forbidding practices that infringe human rights, such as compulsory or child labor.

No behavior that may characterize moral or sexual harassment is tolerated at the workplace or out of it, we also do not accept

any form of violence. These rules are included in our Code of Ethics and shall apply to all employees, suppliers and business partners. In addition, we set up an Inclusion and Diversity Committee, reiterating our commitment to a safe, harassment-free, non-discriminated environment.

We abide by international and domestic labor conventions. Currently, 1,476 employees, nearly 87% of total headcount, are covered by collective bargaining agreements. **GRI 2-30**

Our Privacy Policy guidelines protect employees, customers and partners privacy, we also implemented and updated the compliance best practices.

People development programs pursue to provide opportunity for everyone, respecting individuality. We also carry out projects aiming our teams' safety, health and wellness.

Development and training GRI 404-1

In 2022, our learning strategy prioritized the Company's Objectives and Key Results (OKR's), including topics, such as customer-centric focus, innovation, digital transformation and agile management. The initiatives were developed to foment a culture of innovation through knowledge, bolstering educational models among online courses, talks, workshops, articles curatorship, e-books, podcasts, amongst others.

Development programs were also carried out focused on leaderships, such as LEX (StartSe Exponential Leadership) and the GPTW inspirational leadership program. The proposal sought to create a leadership increasingly more strategic, empathic, agile and innovative, prepared for the New Economy challenges, besides developing skills to compete in this 'new world'.

Professionals' technical and behavioral training, connected to the business needs, was reflected in Net Promoter Score (NPS) moving up 15 to reach 86 points.

Ancar Ivanhoe University (UAI)

Ancar Ivanhoe University (UAI) makes available +100 asynchronous courses approaching technical and behavioral skills, mandatory training and learning programs. All this content adopts varied educational models, aiming at broadening the scope, also fostering knowledge in a complementary manner. The creation of an in-house *podcast* is an example, developed to democratize the Company's strategic issues, focused on business and innovation. The podcast also includes on-site lectures with live broadcast, curatorship, talks, news, amongst others.



2,280 employees
received training
at UAI in 2022



Every year we update the UAI content catalogue. In 2022, the mandatory courses of ethics, compliance, anti-corruption and conflicts of interests were updated. In partnership with Conquer school, we built an innovation journey with +60 hours of training, gamification, and awards to foment employees' engagement. Besides leadership-related development programs, we offered learning paths focused on OKRs, Diversity & Inclusion.

The platform's school program is developed in partnership with educational institutions, such as Sapiência (UOLEdtech), Escola Conquer, StartSe, Affero Lab, besides customized content production in partnership with an institutional design specialist. UAI also relies on educational partners that offer discounts for all Ancar's employees, such as Brasas, Descomplica, ESPM, FGV, PUC, Ibmec, USP, Lingopass, UFRJ, amongst others.

Average hours of employee training by gender

	2021	2022
Men	29	105
Women	36	58
Total	33	84

Performance GRI 404-2, 404-3

Our performance management process in known at the Company as Performance & Development. It takes place in two annual cycles for entire Company, including a phase of self-evaluation, the immediate leader's evaluation, feedback and monitoring of the Individual Development Plan (IDP). This tool also contributes to leaders' decision-making process during merit cycle that takes place once a year.

From a set of criteria, we conducted the outplacement as a career transition tool to facilitate executives employability.

Any lack of evaluations to a greater extent occur due to employees' leave in the period (on the back of illness, maternity leave, vacation) or those not eligible to evaluation, such as employees recently hired after dismissal date.

The potential of employees holding the position of analyst and subsequent levels are also discussed and registered in the system, applying the Matrix 9BOX. The cycle is split by region/unit, career and next steps discussions occur jointly among the leaders. **GRI 2-18**

Evolution

Approximately one year after launching this process, the performance review went from a self-evaluation level of 60% to 84%. The feedback process jumped from 17% to 75%, with 81% employee engagement.

Another advance was the consolidation of the Individual Development Plan (IDP), launched in 2021, built between leader and led based on arrangements defined during feedback chat. The proposal is that leaders combine development plans with actions tailor made for each employee, also a monitor these actions evolution through the system.



*After one year of this program, the performance self-evaluation went from **60% to 84%**, and feedback, **from 17% to 75%***

Value proposal

We believe that our employee value proposition lies on a solid adhesion to our organizational values and topics, such as care and respect for people, society and the environment. Towards this direction, our methods seek to ensure that the performance review program reflects the healthy balance among the investors' interests, the organizational values and the compliance guidelines.



Executive goals

The objectives assigned to our executives are defined from rounds of discussions built with the Company's management and investors, so that to ensure not only the delivery of financial goals, but also all the objectives connected with the Company's relations with society and the environment.

During 2022, other discussion forums took place looking at sustaining the strategy alignment across all business and corporate verticals. At the end of fiscal cycle, reviews undergo different organizational levels to ensure that evaluations are built according to business evidence.

The performance review includes weighting quantitative and qualitative goals, as well as strategic pillars, such as an attention to the positive impact that the organization pursues to reach in society.

Rhenova

Updated in 2022, the Rhenova project aims at empowering and giving autonomy to the Company's leaders to manage their teams. Through the ADP system, leaders can monitor and manage recruiting and selection, admission, integration, experience period assessment, benefits, leave, vacation, time attendance and withdrawal.

Employees who received performance review by employee category (%) GRI 404-3

	2022		
	Men	Women	Total
Board of Executive Officers	100	0	100
Managers	97	98	97
Head/coordinator	91	91	91
Technician/supervisor	80	83	80
Administrative	96	93	94
Operational	71	85	75
Total	82	90	85

Total percentage of workers, broken down by gender and employee category receiving regular performance review, and career development during the reporting period. GRI 404-3

	2022		
	Men	Women	Total
Apprentices	86	80	82
Interns	80	73	75
Total	85	79	80

In 2022, the project focused on indicators and processes terms along with the Shared Services Center (SSC). This initiative relies on a course at UAI, a communication channel with SSC team, also the sector's focal point to clarify doubts about management, once a month.

Talent retention and attraction

The Matrix 9Box was another outstanding initiative. This methodology allows to map talents, identify each employee's development area, impacting professionals retention.

During 2022 cycle, the 9Box was extended to supervisors, analysts, and specialists, evaluating 97% of eligible employees. The work also assists in the Company's succession process.

The 9Box results are analyzed between the sector's leadership and the Human Resources Committee.

Compensation policy

GRI 2-19, 2-20, 2-21

Ancar Ivanhoe ensures, amongst other aspects, the balance between competitiveness and equality when applying its fixed compensation mechanism. Therefore, employees' monthly

base salary is defined from market survey and positions ranking of its organizational structure, built from the Towers Watson advisory firm methodology and the Global Grading System (GGs) model.

To set out the variable compensation, we are based on a performance review program to define payment potential, according to a combination of organizational goals, in-house alignment and quality in the execution of its strategy, as per goals outlined for each fiscal cycle.

Benefits GRI 401-2

We offer a package of benefits for all employees working at our units, including: healthcare, dental care, food or meal voucher, transportation ticket, and life insurance, according to each region, disability assistance, parental leave and extended maternity leave.

In addition, besides an 180-day maternity leave, we offer motherly and psychological assistance during pregnancy, besides reimbursing up to 50% daycare center until children complete 24 months. GRI 401-3

Through our Florescer (Blossom) Program, in 2022 we bolstered a benefit for the Company's new mothers. During child's month-birth, we recharged in double the

mother's meal/food voucher, besides immediately including the baby in the healthcare plan.

As far as retirement is concerned, Ancar Ivanhoe analyzes the processes of its executives in line with the good practices prevailing in the market, always preserving in-house policies and fine-tuned with prevailing labor concepts and contractual particularities.

Parental leave

		2021	2022
Employees entitled <u>to</u> leave	men	1,178	959
	women	808	763
Employees <u>under</u> leave	men	8	3
	women	34	54
Employees who <u>returned</u> to work, during reporting period, after the end of leave	men	8	3
	women	34	56
Employees who returned to work after leave and remained employed 12 months after returning to work	men	0	0
	women	10	10
Rate of return	men	100	100
	women	100	100
Rate of retention	men	0	0
	women	29%	18%

Occupational health and safety GRI 403-1, 403-2, 403-3 and 403-8

Our occupational health and safety system observes our employees' integrity, pursuant to the Brazilian National Regulatory Rules. To assure all acknowledged standards, we maintain a technical partnership with the occupational health company SOU in the conduction of occupational health programs and tools, such as:

- Occupational Health Medical Control Program (PPRA)
- Occupational Health Medical Control (PCMSO)
- Technical Report on the Workplace Conditions (LTCAT)
- Mandatory Reports on Unhealthy and Hazardous Work Conditions
- Risk Management Program (PGR).

Accident Prevention Internal Committee (Cipa) GRI 403-4

All our properties and business offices maintain an Accident Prevention Internal Committee (Cipa) composed of employees and headed by each unit's security technician to analyze and prevent work-related injuries, making available PPEs (personal protection equipment) and CPEs (collective protection equipment) recommended for each activity.



Workers covered by an occupational health and safety management system

	2022	
	Employees	Workers who are not employees, but whose work and/or workplace is controlled by the organization.
Total headcount	1,722	0
Workers covered by an occupational health and safety management system based on legal requirements and/or standards/guidelines recognized	1,722 100%	0 0
Workers covered by an occupational health and safety management system based on legal requirements and/or standards/guidelines recognized, internally audited.	1,722 100%	0 0
Workers covered by an occupational health and safety management system based on legal requirements and/or standards/guidelines recognized, audited or certified by an external party.	1,722 100%	0 0

Wellness GRI 403-6, 403-10

In 2022, we kicked off the 'Vida Ativa' (Active Life) program, aiming at providing to the team initiatives concerned with health and wellness-related topics, analyzing the dimensions: physical, mental, financial health.

With this program's support, initiatives were promoted to discuss mental health, nutritional orientation and emotional intelligence. We also implemented telemedicine for everyone, also a program for expectant mothers, children and relatives.



Employees' health data are treated confidentially by a health advisory firm and an occupational health management company which report global information to the Human Resources area. In 2022, no work-related illnesses were recorded at the Company.

Training GRI 403-5

We conduct specific training for the teams working with higher-risk equipment and facilities. In 2022, training sessions included the NR10, specific certification about risks for people working at electric facilities, direct or indirect electricity services, also the NR 33, concerned with teams accessing confined spaces.

Various other health and safety topics are discussed and seek to raise employees' awareness during Internal Weeks of Work-Related Injury Prevention (Sipat's), held by Internal Accident Prevention Committees (Cipas).

Work-related risk and injuries

GRI 403-7, 403-9

Eventual risks are identified through the Risk Management Program and health hazard technical reports, which indicate points of attention, and ways of minimizing the impacts.

Greater risks are concentrated in operational areas involving activities, such as high voltage and paint handling. Concerning contractor teams, from time to time, we have work at height and property surveillance. Employees can report risks to the Cipa of their unit, anonymously, if so preferred, also to the immediate leader.

In 2022, a commuting injury was registered, not caused at the workplace, also not occurring a near accident.

Diversity, equality and non-discrimination

GRI 405-1, 405-2

Ancar Ivanhoe's diversity and inclusion agenda permeates our processes and is materialized in training, campaigns and initiatives that promote respect and inclusion. Such commitment was reflected in the GPTW survey 2022, wherein issues related to the topic were 100% positive.

In 2022, all the Company's security team received human resources training through the Security Corporate Program, and 95% of this public is composed of contractors. In 2022, the Company did not record cases of discrimination in its staff. **GRI 410-1**

Within the scope of contractors and brands operating in shopping malls, the Company raises the awareness and informs partners to avoid the occurrence of any situation of prejudice, discrimination and other violation of rights.

A case of discrimination was verified involving an employee of one of our shopping malls' stores in 2022. This event was terminated after alignment with the Company's compliance area, we also reiterated our commitment to the Company's Code of Ethics, set forth in agreement between the parties. **GRI 406-1**



100% of the Company's security team received **human rights training** in 2022, including all contractors.

Individuals within the organization's governance bodies by gender (%) **GRI 405-1**

2021		2022	
Members of governance bodies		Members of governance bodies	
Men	100	Men	79
Women	0	Women	21
Total	100	Total	100

Individuals within the organization's governance bodies, by age group (%)

2021		2022	
Members of governance bodies		Members of governance bodies	
Under 30 years old	0	Under 30 years old	0
Between 30 and 50 years old	25	Between 30 and 50 years old	63
Above 50 years old	75	Above 50 years old	37
Total	100	Total	100

Diversity Committee

In 2021, the Company set up a Diversity & Inclusion Committee composed of voluntary employees to review policies, processes, also foster a more inclusive workplace. In 2022, 48 employees from several areas and hierarchical levels composed this Committee, which is organized in four sub-groups:



*The Company's Diversity & Inclusion committee aims at reviewing policies, processes, **also promote a more inclusive workplace.***

Group + Women

This group refers to gender issues: it acts towards gender equality by stimulating women empowerment, with a priority focus on recruiting policies, development initiatives, succession management, besides promoting more women representativeness in leadership positions and male-dominated jobs.

Color Group

This group refers to LGBTQIA+ issues: it promotes an inclusive workplace, fighting against the LGBT phobia, all forms of discrimination, so that to ensure an equal treatment for everyone, irrespective of sexual orientation, gender identity or expression, informing clear measures against discriminatory attitudes, then everyone has their integrity assured.

Roots Group

This group refers to racial issues: it offers knowledge and awareness to fight against racism, ensuring equal opportunities for everyone, regardless of ethnic group and race, contributing to increase black population in the labor market, also their representativeness across all the Company's hierarchical levels.

PwD Group

This group refers to people with disabilities issues: it promotes initiatives to increment hires and the presence of people with disabilities across all professional levels, the respect for their dignity, also confidence in their potential, in the performance of their duties.

The Committee holds monthly meetings and discusses topics related to the agenda and each sector's performance.

In 2022, through discussions with invitees and *lives*, the Committee addressed black woman's role in society.



Governance & Integrity

GRI 3-3

Corporate governance GRI 2-9

Ancar Ivanhoe is a group of business companies and investment funds, created from a two- business combination: Ancar Empreendimentos Comerciais and Ivanhoé Cambridge, a real estate subsidiary of Caisse de Dépôt et Placement du Québec (cdpq.com), Canada’s second largest pension fund.

Our management is composed of our chief executive officer, two co-chief executive officers, a board of executive officers which relies on two oversight committees: the Audit Committee and the Ethics Committee. In addition, Management is advised by other three committees: Executive Committee, Digital Transformation Committee and Human Resources Committee. **GRI 2-11**

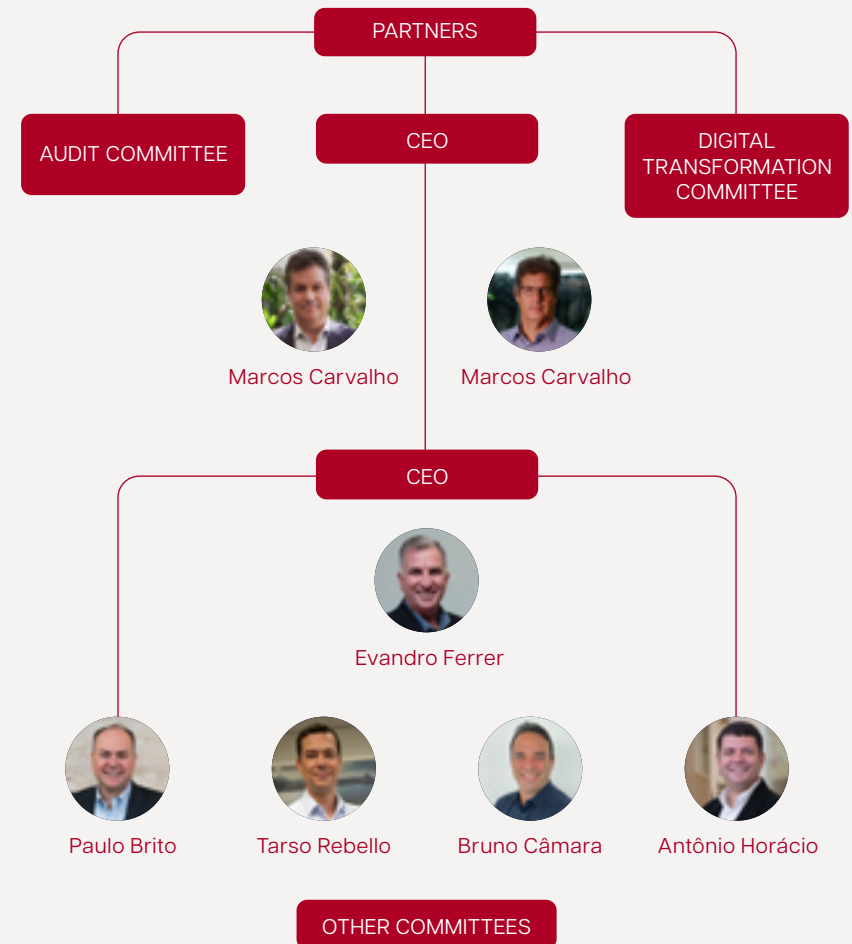


We highlight in 2022, the setup of the ESG Committee, which deliberates on environmental, social and corporate governance agendas, enhancing transparency as far as sustainability is concerned.

The ESG Committee was set up in 2022, with members of senior management, who deliberate on environmental, social and corporate agendas, and report them to shareholders, enhancing governance and transparency as far as sustainability is concerned.

The governance bodies’ selection process includes interviews, tests, evaluations and references. The executives’ selection is based on the professional’s role profile and competencies, also the evaluation of leaders, pairs and partners, taking into account diversity criteria. **GRI 2-10**

Governance Structure



Committees

The Audit Committee

assists the CEO in the fulfillment of his oversight obligations and responsibilities relating to the financial planning, audit processes, financial reports, controls system and risk management.

Sitting members: Marcos Carvalho, Marcelo Carvalho, Adriano Mantesso (Ivanhoé Cambridge's member).

The Ethics Committee

aims at ensuring that the Company's Integrity Program is observed to prevent public and private corruption, money laundering and other ethical misconduct. It relies on the advice of the Risks & Compliance Management with eight sitting members.

Sitting members: Marcos Carvalho, Marcelo Carvalho, Evandro Ferrer, Tarso Rebello, Paulo Brito, Leia Cardoso, Bruno Barbosa and Vanessa Dal Bello.

The Executive Committee's

key responsibilities include to execute the Company's strategic planning and monitor performance concerning financial, business and strategic topics. Currently, it relies on five regional superintendents, CEO, CFO and commercial officer.

Sitting members: Antônio Horácio, Carlos de Júlio, Evandro Ferrer, Fernando Marchesi, Hélio Ribeiro, Ilton Nóbrega, Leia Cardoso, Paulo Brito, Paulo Cesar and Tarso Rebello.

The Digital Transformation Committee aims at

advancing the digital transformation journey, with a focus on operational excellence and new sources of revenue.

Ancar Ivanhoe's sitting members: Marcos Carvalho and Adriano Mantesso.

External members: Tiago Mello and Italo Flammia.

The Human Resources Committee's

key duties are to advise the CEO and co-chief executive officers to oversee the organization's advancement towards strategic challenges, analyze salary policies, employee development programs, propose guidelines and compensation programs and senior management succession criteria.

Sitting members: Leia Cardoso, Marcos Carvalho, Marcelo Carvalho, Evandro Ferrer, Paulo Brito.

The ESG Committee

aims at stimulating and supporting the governance, environmental, social and corporate agenda, aiming at building value for the Company, employees, shareholders, and society.

Sitting members: Evandro Ferrer, Marcelo Carvalho, Marcos Carvalho, Tarso Rabello, Paulo Brito, Leia Cardoso, Felipe Gadelha, Alexandre Santos and Fernando Marchesi.

The Information Security and Privacy Committee's duty

is to ensure the compliance and the appropriate management of personal data within the organization, through the elaboration of policies and guidelines, risk management, definition of an action plan to respond to incidents, also promote employees' awareness.

The members are: Vinicius Rezende, Fernando Wanderley, Andre Mendes and Vanessa Dal Bello.

Ethics and anti-corruption

GRI 2-23, 2-24, 205-1, 205-2

Ancar Ivanhoe values human relations built on ethics, respect and transparency with all its stakeholders. We designed a set of practices that includes the compliance monitoring, the assessment of risks, policies, notices and training that made our controls more efficient concerning integrity topics.

Ethics and anti-corruption-related issues are managed by a Risks & Compliance area, liable for strengthening the ethical values, also devise prevention, detection, and misconduct correction mechanisms.

All our operations are assessed as to corruption-related risks. In addition, 100% of the governance members received anti-corruption policies and procedures training. In 2022, the Company did not identify cases of corruption. **GRI 205-3**

To clarify doubts and receive guidance on the topic, our employees can access various channels, such as e-mail, ticket (freshdesk), corporate chat or also in person, besides training that can also clarify doubts. **GRI 2-26**

Integrity Program

Aiming at fomenting an ethical culture, we stepped up all the pillars of our Integrity Program, especially in relation to policies and procedures, communication and training, contractors due diligence, transparency channel, and support to senior management, which contributed to the Company's maturity advancement in this pillar.

Ancar's Ivanhoe Integrity Program is based on Law No. 12.846/13 and Decree No. 11.129/22. Based on this legislation, we elaborated the Code of Ethical Conduct, and Anti-Corruption, Due Diligence, Donations and Sponsorships, Gifts and Presents, Transparency Channel, and Conflict of Interests Policies.

The commitments undertaken in compliance policies shall apply to all employees, and the Code of Ethical Conduct also applies to our business partners. These guidelines are regularly informed to our employees, and are available on the corporate intranet. **GRI 2-24**

The Ethics Committee monitors the Integrity Program compliance and reports to the CEO. In 2022, the Committee held five meetings, four ordinary meetings, and one extraordinary meeting concerning the topics: new policies and rules, conflict of interests, contractors due diligence, training and communication, indicators, Transparency Channel overview, donations and sponsorships, controls monitoring. During 2022, nearly eight reports received by the Transparency Channel were treated in detail along with the Committee. **GRI 2-16**



We seek to make our controls more efficient in integrity issues, with prevention practices, such as policies and training; detection mechanisms, such as the use of transparency channel; and remedy strategies, such as outcome management.

Policies

In 2022, four new policies composing the Integrity Program were drawn up and implemented, besides the review of other guidelines:

- New policies: Contractors due diligence, gifts, presents and hospitalities, interaction with public officials, transparency channel.
- Restated policies: Donations and sponsorships, anti-corruption and conflict of interests.



Integrity Program Pillars

- Commitment to the senior management
- Risks assessment
- Policies and procedures
- Communication and training
- Whistleblowing channel and investigations
- Contractors due diligence
- Tests and monitoring

Code of Ethical Conduct

Our Code of Ethical Conduct, restated in 2021, shall apply to all stakeholders relating to the Company, and expresses our values and guidelines compliant with ethical principles and prevailing laws.

The document guides employees and business partners how to perform activities with integrity, and abide by applicable anti-bribery and anti-corruption laws.

All the Company's compliance policies interface with the Code of Conduct, stimulating the report of any suspected or occurred violation to these commitments to our Transparency Channel.

The Code of Ethical Conduct was approved by the Ethics Committee and can be accessed on Ancar Ivanhoe's website.

Transparency Channel GRI 2-25

Ancar Ivanhoe's transparency channel relies on an independent and specialized company that receives complaints, ensuring the whistleblower's anonymity, when desired.

Through this tool, it is possible to report unethical conduct or to infringe conduct standards and prevailing laws, such as moral, sexual harassment, discrimination, abuse of authority, corruption, conflict of interests, embezzlement, and fraud.

The Code of Ethical Conduct also sets forth the non-punishment or the non-retaliation to whom, in good faith, resort to the Channel that can be accessed by any person who identifies practices contrary to the Company's guidelines.

The Code of Ethical Conduct comprises guidelines for:

- Interpersonal relations at the workplace
- Fight against harassment, violence and discrimination
- Conflict of interests
- Business relations
- Political contributions
- Donations and sponsorships
- Protection of the Company's assets
- Integrity of financial statements
- Compliance
- Transparency channel
- Outcome management

Management advances

In 2022, various management advances were implemented at the transparency channel, from the publication of a new dedicated policy, such as the implementation of the Service Level Agreement (SLA), ensuring levels of quality during entire services provided. Currently, we monitor and report the average SLA of resolution of complaints to the Ethics Committee. The Channel also underwent other performance improvements, such as higher flow of analysis and the adoption of actions plans when complaints are concluded, where reasonable. We analyzed and answered 100% of complaints received in 2022.

The Transparency Channel is a 24/7 service and can be accessed via:



Website:

canalconfidencial.com.br/ancarivanhoe



Telephone:

0800 721 0723



Anti-corruption policy

Restated in 2022, Ancar Ivanhoe's anti-corruption policy aims at ensuring that the Company, its employees and business partners neither offer nor receive any type of undue or monetary advantage when conducting businesses, and all payments and expenses shall be duly registered.

As a general guideline, this policy sets out that none of these agents shall, directly or indirectly, grant, offer, promise or authorize an undue payment.

The policy also discusses topics, such as prohibition of political contributions, relationship with public officials, gifts and hospitalities, money laundering, also the obligation to report infringements. The policy also assures to include an anti-corruption clause in all the agreements signed between Ancar Ivanhoe and business partners.



General Data Protection Law (LGPD)

We invested in processes to ensure the conformity, good practices, cyber security measures, data protection of all the Company's business areas. This area's guidelines are included in Ancar Ivanhoe's Privacy Policy that covers employees, customers, suppliers and other stakeholders. The document informs about the General Data Protection Law (LGPD), also the procedures adopted by the Company concerning the storage of physical and digital data.

The Company has a Data Protection Officer (DPO), a professional liable for reporting any security incident and receive ANPD's requests, disseminate the digital culture, and through an exclusive channel (dpo@ancar.com.br), answer requests, under Law No. 13.709/18.

Training

In 2022, the Company recorded 97% employees' engagement in mandatory training on compliance topics. Employees' training concerning the anti-corruption policy and the code of ethical conduct is mandatory and takes place yearly through the Institutional Knowledge Path.

The compliance area provided other 10 specific training sessions, amongst them, the anti-harassment training for entire Company and the Compliance Day, that compiles the most relevant topics, such as the Integrity Program, legislation, conflict of interests, transparency channel, risks and controls.



Governance members who received notices and anti-corruption policies and procedures training, by region GRI 205-2

Region	Employees	2022	
		Notified	Trained
North	No.	284	274
	%	100	96.13
Northeast	No.	267	249
	%	100	93.26
Mid-West*	No.	-	-
	%	-	-
Southeast	No.	998	985
	%	100	98.70
South	No.	-	-
	%	-	-

*Mid-West region data calculated along with North region.

Employees who were notified and trained in anti-corruption policies and procedures training, by region GRI 205-2

Region	Employees	2022	
		Notified	Trained
North	No.	284	274
	%	100	96.13
Northeast	No.	267	249
	%	100	93.26
Mid-West	No.	-	-
	%	-	-
Southeast	No.	998	985
	%	100	98.70
South*	No.	-	-
	%	-	-

*South region data calculated along with Southeast region.

Risk Management

The risk management-related topics are monitored by the Audit and Risks Committee, advised by Risks and Compliance Management. Among the agendas monitored, we have weaknesses of processes, controls and risk exposure.

In 2022, we restated our Risk Policy from the Committee of Sponsoring Organizations of the Treadway Commission (Coso) methodology that guides on the internal control best practices. The policy discusses roles and responsibilities, line of defense duties, risk management model, strategic risk categories, such as financial, operational, compliance and cyber, besides entire process involving the risk management, such as identification, measurement, assessment, and risks response.

Internal audits were conducted based on the most relevant risks yearly mapped, both

within the corporate scope, and in relation to the Company's assets, involving commercial, procurement, contracts, operations, and corporate governance topics.

Jointly with the Risk and Compliance Management team, the ESG area also participates in the Company's impact management, monitoring the organization's due diligence process. **GRI 2-12**

The ESG Committee is liable for mapping the topics related to the impacts of our operations, and sending them to the governance bodies, which are defined in bi-monthly or extraordinary meetings, according to demands. **GRI 2-13**

We also point out that during reported period, no cases of unfair competition, practices of trust or monopoly were registered, verified through the analyses of reports run by Projuris system. **GRI 206-1**

Contractors due diligence

GRI 205-1, 408-1 and 409-1

We devised a system that allowed to conduct due diligences across the Company's contractors base that comprises suppliers and other business partners. Overall, 6,822 verifications were conducted.

Ancar Ivanhoe's contractors due diligence comprises various integrity-related criteria, such as tax regular status, public offices held, lists of public restrictions, financial sanctions, requirements, environmental assessments, slave labor, child labor, amongst other topics.

When integrity risk situations are identified, cases can be sent for analysis of the Ethics Committee, according to requirements and scopes of authority set out in the Contractors Due Diligence Policy, and the companies verified can be blocked and have their payment suspended until proper regularization.

Conflict of interests-related issues also can be identified during partners' *due diligence*. This topic is treated from the Conflict of Interest Policy guidelines that set out each region's roles and responsibilities, including the Ethics Committee's duties. **GRI 2-15**

Stakeholder relationship

GRI 2-29

Merchants

Our management, guided towards innovation and operational efficiency, contributed to the objective of leveraging the profitability of our +4.1 thousand merchants. In addition, in partnership with merchants, we built a journey of growth, digital transformation and sustainability.

Among the key initiatives solely focused on merchant we have the 'Universidade de Lojista' (UAI Merchant) and the 'Hub do Lojista' (Merchant Hub). These tools benefit the democratization of access to free knowledge, bolstering communication between shopping mall and merchants. In 2022, the UAI Merchant reached 24 shopping malls, offering training and development courses, 100% online.

Gamification

For the first time, the UAI Merchant made available a gamification content learning process to provide an more dynamic and flowing experience. Amongst the courses offered: Market trends, sales and negotiation techniques, digital marketing and new platforms, customer experience, visual merchandising, people management and communication, data-driven sales, amongst others. Merchants with the best results in the *game* won an award.

'Hub do Lojista' (Merchant Hub)

Through the Merchant Hub app, the chain's shopping mall brands can access consumers' information, such as profile, frequency, time spent, motivations, and interests, allowing to build strategies directed to higher sales conversion. In addition, this tool enables real-time communication with the shopping mall, and allows merchants to create segmented content.

Retail event

For our merchants, we offered various training events discussing trends and sector's challenges in Brazil and abroad. We had the Post-NRF (National Retail Federation) among the key initiatives in 2022, which promoted exclusive *road shows* for merchants. (See more on page 29).



More than 1,800 stores participated in the 'UAI Lojista' (UAI Merchant) initiatives in 2022

Supply chain

In our supply chain we have 3,126 companies registered in 2022. Overall, the Company paid R\$864.7 million to suppliers. We are committed to each business partner to build a seamless and sustainable relationship, fine-tuned with our values and guidelines.

Our Code of Ethical Conduct and the policies framework are extended to our supply chain, envisaging suppliers' integrity assessments (*see more on page 76*), avoiding to contract companies involved in illegal practices, such as slave, child labor, amongst other issues to violate human rights and prevailing laws.

Proportion of spending on local suppliers GRI 204-1

Operational unit*	Total budget for suppliers (R\$)	Total amount of spending on local suppliers (R\$)	Percentage of budget spent on local suppliers (%)
DF car park	806,529.635	252,964.905	31.3646
RJ car park	7,348,785.074	2,976,624.083	40.505
EC	60883833.13	3,167,1201.94	52.0191
SP car park	3,530,183.8	2,911,833.28	82.4839
BAN	44,114,683.29	37,071,047.64	84.0334
RO car park	957,526.85	308,750.4	32.2446
CE car park	2,510,142.83	755,004.08	30.0781
RN car park	861,474.79	43,458.82	5.0447
MT car park	805,286.94	218,705.75	27.1587
BLD	3,2719,214.56	23,068,367.03	70.504
BPS	43,021,206.72	29,589,869.62	68.7797
CNB	59,705,352.39	26,627,157.04	44.5976
GOL	28,110,969.42	23,052,433.1	82.0051
Ita	70,055,783.05	58,147,440.81	83.0016
MAD	32,842,375.29	23,860,203.81	72.6507
Natal Shopping	35,625,591.41	12,574,042.34	35.295
NSF	33,964,948.79	20,877,610.05	61.4681
NSJ	32,269,330.03	16,179,879.63	50.1401
NSM	19,408,710.53	11,355,545.51	58.5075
PVS	41,569,809.87	13,904,059.01	33.4475
RDB	40,357,148.43	26,967,437.46	66.822
RDL	12,940,270.9	10,241,164.03	79.1418
SNA	109,438,833.7	84,003,626.24	76.7585
SNI	55,670,646.65	38,164,865.57	68.5547
SPP	74,954,401.75	51,926,983.66	69.2781
VSS	17,220,781.54	9,118,260.848	52.9492
DWT	3,041,229.498	2,823,894.218	92.8537

Definition of place: place is considered the acquisition or contract made within the same status of operation. The Budget field includes all spending made by operation, including costs with Ancar Ivanhoe's entities.
*Relevant operating units: all the Company's operations and offices within the Shared Services Center.

Investors

We have been continuously evolving concerning a seamless relationship with our investors. Currently, the Company's key strategic investors are Ivanhoé Cambridge and the Carvalho family, Ancar's founder, besides other institutional investors, investment funds and families.

In 2022, we enhanced our communication along with investors, making available relevant information through reports, indicators and KPIs (Key Performance Indicator), customized to each investor's profile.

We also seek to inform with quality our shareholders about our risk management, our efforts endeavored in the ESG topics, so that to contribute to a comprehensive vision of management, impacting the decision-making process concerning our impacts and growth.

The reports to investors are conducted by the Investor Relations area, from monthly meetings with key shareholders, and quarterly meetings with institutional investors.

Customers

We invest in projects that offer greater customer experience, whether in his shopping, or leisure and entertainment journey. Thus, we invest in a culture of data to increasingly understand our customers' profile and demands.

Digital transformation is a strategic pillar to customize consumers' experience from end to end, smoothly between online and offline. We launched a new app of the chain's shopping malls, also the virtual assistant Ana, which together provide an automated mapping of consumers' behavior, and allow the development of tailor-made products and services, with an array of features for customer (*see more on page 29*).

We also devised survey mechanisms and customers' effective participation in our initiatives, impacting life quality and engagement in social and environmental actions. In addition, we continuously reiterate the respect, we deliver accessibility and inclusion to our customers.



Our channels of communication

- Call Center (SAC)
- Ombudsman
- Talk to Us
- Social Media
- Ancar Ivanhoe website
- E-mail and market researches
- Merchant Call Center (CAL)
- Transparency Channel
- App
- Virtual Assistant

Membership associations

GRI 2-28

We take part in associations, commissions and councils to contribute to the sector's development

We connected with civil society forums to leverage social transformations at communities in which we are present. In 2022, we participated in the following spaces:

- Brazilian Association of Sustainability Professionals (Abraps)
- Brazilian Association of Shopping Malls (Abrasce)
- Abrasce - Operations Committee
- Brazilian Association of Shopping Mall Merchants (Alshop)
- Sustainability Committee of the Regional Administration Council of Rio de Janeiro (CRA RJ)
- Board Junior Achievement Americas
- Presidency of Junior Achievement Brazil Managing Council (Marcos Carvalho)



GRI Content Index

Use statement Ancar Ivanhoe reported built on GRI standards for the period between January 1 and December 2022.

GRI 1 adopted GRI 1: General Disclosures 2021

GRI STANDARD/ ANOTHER SOURCE	CONTENT	LOCATION
GENERAL DISCLOSURES		
GRI 2: General disclosures 2021	2-1 Name of the organization	6
	2-2 Entities included in the organization's sustainability reporting	Ancar Gestão de Empreendimentos Ltda.; Ancar Administradora de Shopping Center Ltda.; Ancar Ivanhoe Administradora de Shopping Centers Ltda.; SPE Ancar Newsub S.A.; Ancar IC S.A.; São Marcos Empreendimentos Imobiliários S.A.; Fundo de Investimento Imobiliário Ancar IC; SPE Mônaco Participações S.A.; Porto Velho Shopping S.A.; Ancar Administradora de Condomínio Ltda.; Ancar Consultoria em Fundos de Promoção e Marketing Ltda.; NAI Campinas Participações S.A.; Parque das Bandeiras Incorporações Imobiliárias S.A.; Ancar Parking Estacionamentos Ltda.; Canbra Belo Horizonte Shopping Centers S.A.; CPPIB Botafogo Participações Ltda. SPE Fortaleza Shopping S.A.; SPE San Martin Shopping S.A.; SBBRAST Participações S.A.; NE Tech Ltda.; CB Shopping S.A.; CE Shopping S.A.; SN Shopping S.A.; Nova América Incorporações Imobiliárias S.A.; CL Empreendimentos e Participações S.A.; Ancar Nordeste Estacionamentos Ltda.; BG Ancar Empreendimentos Imobiliários S.A.; SPE Andrios Empreendimentos Imobiliários S.A.; SPE Shopping Nova Iguaçu S.A.; Ancar Nordeste Intermediação de Negócios Imobiliários Ltda.; Ancar Rio de Janeiro Intermediação de Negócios Imobiliários Ltda.; Ancar São Paulo Intermediação de Negócios Imobiliários Ltda.; SCAI Gestora de Recursos Ltda.; Nova Ancar Shopping S.A.; Ancar Centro-Oeste Estacionamentos Ltda.; Ancar Centro Oeste Intermediação de Negócios Imobiliários Ltda.; Ancar Vita Empreendimentos S.A.; Ancar House Publicidade e Propaganda Ltda.; Brita Incorporações Imobiliárias S.A.; Rocha Incorporações Imobiliárias S.A.; Ancar Tecnologia da Informação Ltda.; Ancar Ivanhoe Downtown S.A.; Ancar Ivanhoe Serviços Compartilhados Ltda.; Country Shopping S.A. Espaço Ancar Intermediação Ltda.
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	None Restatements of information
	2-5 External assurance	None External assurance
	2-6 Activities, value chain and other business relations	6
	2-7 Employees	61
	2-8 Workers who are not employees	61
	2-9 Governance structure and composition	73
	2-10 Nomination and selection of the highest governance body	73



GRI STANDARD/ ANOTHER SOURCE	CONTENT	LOCATION
GRI 2: General disclosures 2021	2-11 Chair of the highest governance body	73
	2-12 Role of the highest governance body in overseeing the management of impacts	79
	2-13 Delegation of responsibility for managing impacts	79
	2-14 Role of the highest governance body in sustainability report	23
	2-15 Conflicts of interest	79
	2-16 Communication of critical concerns	75
	2-17 Collective knowledge of the highest governance body	In 2022, ESG courses in partnership with B3 were offered to employees, including the highest governance body. In addition, a lecture was held about the launch of the Sustainability Report 2022, besides an <i>ESG workshop</i> at UAI Merchant targeting merchants' senior management, and corporate senior management. Also meetings were held with the ESG Committee to enhance knowledge on this topic.
	2-18 Performance review of the highest governance body	65
	2-19 Remuneration policies	67
	2-20 Process to determine remuneration	67
	2-21 Annual total compensation ratio	Compensation comparative information is confidential to protect the Company's total compensation strategic positioning.
	2-22 Statement of sustainable development strategy	4
	2-23 Policy commitments	75
	2-24 Embedding policy commitments	75
	2-25 Processes to remediate negative impacts	76
	2-26 Mechanisms for advice and presentation of concerns	75
	2-27 Compliance with laws and regulations	No relevant cases of non-compliance with laws and regulations were registered during the reporting period. Eventually, analyses refer to adjustments relating to accessibility, occupational safety, and sanitary surveillance. The Company defines as relevant cases of non-compliance those to which the observance of laws and/or regulations is questioned.
2-28 Membership associations	83	
2-29 Approach to stakeholder <i>engagement</i>	80	
2-30 Collective bargaining agreements	63	



GRI STANDARD/ ANOTHER SOURCE	CONTENT	LOCATION
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21
	3-2 List of topic materials	21
Social development support		
GRI 3: Material topics 2021	3-3 Management of material topics	47
GRI 203_Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	19
Talent attraction and retention		
GRI 3: Material topics 2021	3-3 Management of material topics	61
GRI 401 Employment 2016	401-1 New employee hires and employee turnover	62
Good labor practices in supply chain		
GRI 3: Material Topics 2021	3-3 Management of material topics	81
GRI 204 Procurement practices 2016	204-1 Proportion of spending on local suppliers	81
GRI 408 Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	79
GRI 409 Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	79
GRI 413 Local communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	48
	413-2 Operations with significant actual and potential negative impacts on local communities	Operations were not assessed with risks of actual and potential negative impacts on local communities.
Good labor practices in operation		
GRI 3: Material Topics 2021	3-3 Management of material topics	63
GRI 401 Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	67
	401-3 Parental leave	67



GRI STANDARD/ ANOTHER SOURCE	CONTENT	LOCATION
GRI 402 Labor relations	402-1 Minimum deadline for notice on operational changes.	We defined flows of communication with our employees for reports on operational changes made through notes and recommendations that within their scope present the term agreed.
Diversity, equality and non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	70
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	70, 71
	405-2 Ratio of basic salary and remuneration of women to men	Compensation comparative information is confidential to protect the Company's total compensation strategic positioning.
GRI 406 Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	70
GRI 410 Security practices	410-1 Security personnel trained in human rights policies or procedures	70
Atmospheric emissions and climate change		
GRI 3: Material Topics 2021	3-3 Management of material topics	41
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	41
	305-2 - Indirect greenhouse gas (GHG) emissions (Scope 2) deriving from energy acquired	41
	305-3- Other indirect greenhouse gas (GHG) emissions (Scope 3)	41
	305-4 GHG emissions intensity	41
Compliance and integrity governance structure		
GRI 3: Material Topics 2021	3-3 Management of material topics	72
GRI 206 Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, trust and monopoly practices	79
Structure and risk management good practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	79
GRI 205 Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	75, 79



GRI STANDARD/ ANOTHER SOURCE	CONTENT	LOCATION
Ethics and anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	75
GRI 205 Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	75, 78
	205-3 Confirmed incidents of corruption and actions taken	75
Water use management		
GRI 3: Material Topics 2021	3-3 Management of material topics	33
GRI 303 Water and effluents 2018	303-1 Interactions with water as a shared resource	33
	303-2 Management of water discharge-related impacts	33
	303-3 Water withdrawal	33
	303-5 Water consumption	33
Energy use management		
GRI 3: Material Topics 2021	3-3 Management of material topics	35
GRI 302 Energy 2016	302-1 Energy consumption within the organization	35
	302-3 Energy intensity	35
GRI 302 Energy 2016	302-4 Reduction of energy consumption	35
Impact on communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	48
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	37
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	39
	306-2 Management of significant waste-related impacts	37



GRI STANDARD/ ANOTHER SOURCE	CONTENT	LOCATION
GRI 306: Waste 2020	306-3 Waste generated	37
	306-4 Waste diverted from disposal	37, 39, 40
	306-5 Waste directed to disposal	38

Occupational health and safety

GRI 3: Material Topics 2021	3-3 Management of material topics	68
GRI 403 Occupational health and safety 2018	403-1 Occupational health and safety management system	68
	403-2 Hazard identification, risk assessment and incident investigation	68
	403-3 Occupational health services	68
	403-4 Worker participation, consultation, and communication on occupational health and safety	68
	403-5 Worker training on occupational health and safety	69
	403-6 Promotion of worker health	69
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	69
GRI 403 Occupational health and safety 2018	403-8 Workers covered by an occupational health and safety management system	68
	403-9 Work-related injuries	69
	403-10 Work-related ill health	69

Training and education

GRI 3: Material Topics 2021	3-3 Management of material topics	64
GRI 404 Training and education 2016	404-1 Average hours of training per year per employee	64
	404-2 Programs for upgrading employee skills and transition assistance programs	65
	404-3 Percentage of employees receiving regular performance and career development reviews	65, 66



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