

ALIANSC
SONAE

2022
**SUSTAINA
BILITY**

REPORT

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The background features a dense pattern of tropical leaves, likely Monstera, in various shades of teal and green. Overlaid on this are several geometric shapes: a large teal triangle in the top-left, a smaller teal triangle in the top-right, and a thin gold diagonal line crossing the entire frame from the top-left to the bottom-right. The number '01' is rendered in a gold outline font, positioned on the left side of the image.

01

INTRODUCTION

About the Report

GRI 2-2 | 2-3 | 2-14

We have great pleasure in sharing Aliansce Sonae's Sustainability Report 2022 - the tenth edition of the Company's Sustainability Report.

In this yearly publication, which covers the period from January 1st to December 31st, we present to our customers, shareholders and other stakeholders the results, initiatives and innovative projects carried out by the Company.

The efforts were centered on adding value to our chain of operations and society, reasserting our commitment to the ESG pillars (Environmental, Social and Governance), whose reporting is aligned with the international standards used by the market.

This Report was approved by the Company's Sustainability Commission and reviewed by our Ethics and ESG Committee, composed of Board of Directors members.

Questions and/or suggestions? Contact us by e-mail: ri@alianscesonae.com.br.

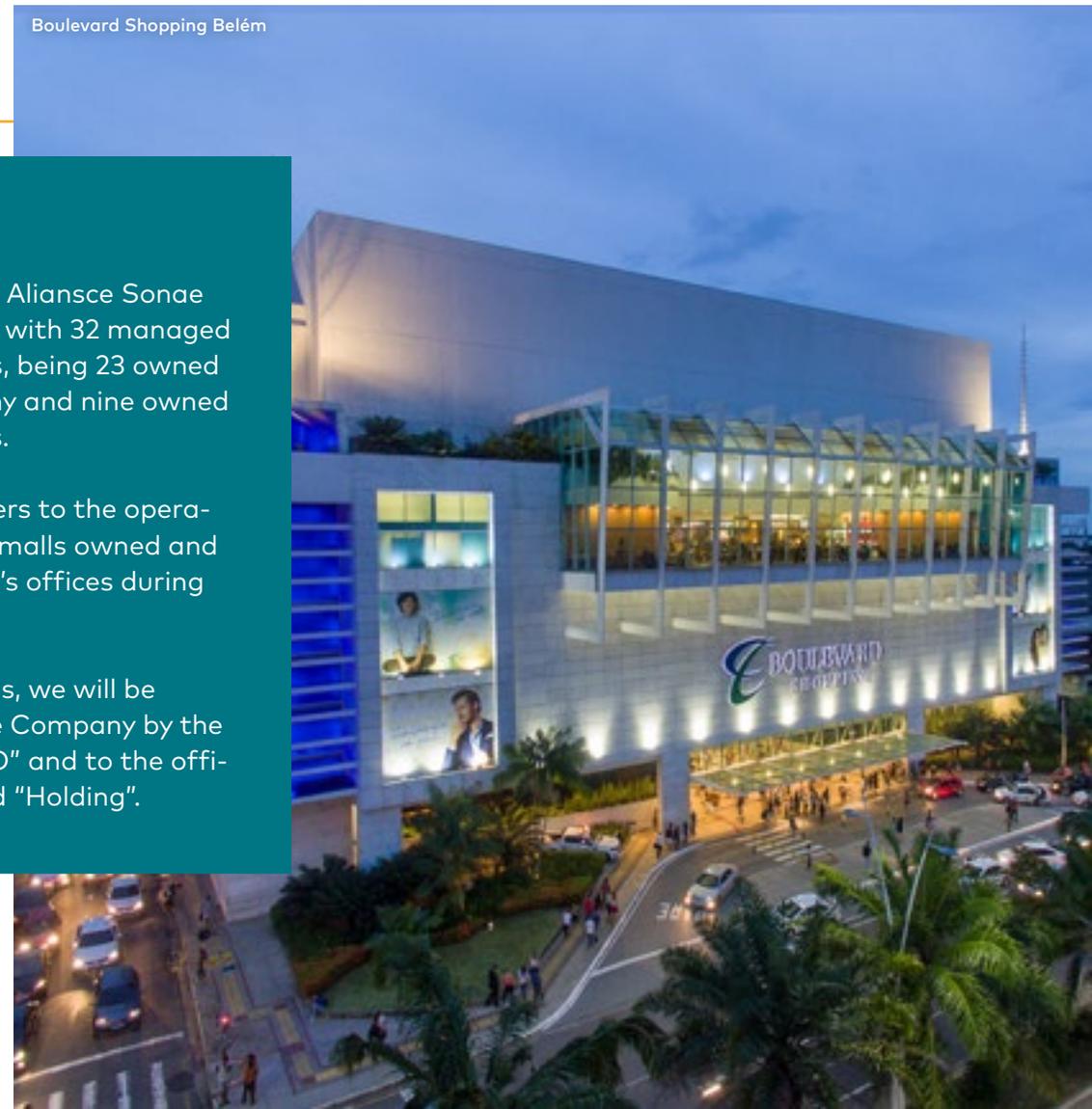
STAY TUNED

On 12/31/2022, Aliansce Sonae had a portfolio with 32 managed Shopping Malls, being 23 owned by the Company and nine owned by third parties.

The Report refers to the operations of the 23 malls owned and Aliansce Sonae's offices during the period.

Along the pages, we will be referring to the Company by the acronym "ALSO" and to the offices by the word "Holding".

Boulevard Shopping Belém



READING GUIDE

The Report was prepared based on the main international reporting practices for corporate sustainability.



GLOBAL REPORTING INITIATIVE (GRI)

All along the text, you will find the reference "GRI XXX-X", pointing out the relevant indicators for each section. At the end of the report, on page 96, you will find the index with all the GRI indicators presented in the Report, as well as the explanation related to each one and the specific pages on which they are found.

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

Our report was also based on the SASB guidelines, bringing the indicators directed at the real estate sector. The corresponding content is flagged with the indicators "IF-RE-XX" along the publication, while the full index can be found on page 103.

OBJETIVOS DE DESENVOLVIMENTO SUSTENTÁVEL (ODS)

In the infographic on page 106, you will find a map with the content related to the priority SDGs for Aliance Sonae's performance.

THE LARGEST SHOPPING MALL COMPANY IN BRAZIL

Aliansce Sonae gained recognition as the largest shopping mall management company in the country, in an ongoing process, positively impacting the lives of customers, partners and people living in the communities surrounding our malls.

To keep us on this path, we have structured our performance strategy on the fronts of **Engaged Management, Social Leadership and Responsible Environmental Positioning,**

which underpin our vision of sustainable business and are the cornerstones of the Company's material issues. Additionally, in 2022, we revised our Sustainability Strategy, upon which we created long-term strategic planning, adopting a **Commitment to the Future** until 2030 as well as establishing clear objectives and targets.

This guidance is the result of an analysis of sector references, an active listening pro-

cess to stakeholders, and a broad research on what is required by market tools, that is, internationally recognized sustainability guidelines, rankings, and indexes.

With the goal of **growing to build a better world**, we work with humbleness, **non-conformism, open-mindedness**, and **passion**, especially amid challenging scenarios.



GROWING TO BUILD A BETTER WORLD

GRI 3-113-2

Next, check out the pillars and priority themes of our materiality, updated through a comprehensive study conducted in 2022 with a specialized company. The methodology used considered the stakeholders' expectations about the Company's actual and potential impacts, as well as the guidelines for the sector according to the most important international corporate sustainability standards and the market mechanism outlook.



ENGAGED MANAGEMENT

STRONG GOVERNANCE

- Ethical conduct and anti-corruption
- Governance structure for compliance and integrity
- Risk management
- Diverse and efficient leadership

DATA SECURITY & PRIVACY

- Information Security & Privacy



RESPONSIBLE ENVIRONMENTAL STANCE

ENVIRONMENTAL COMMITMENT

- Management of atmospheric emissions and climate change
- Energy use management
- Water management
- Waste management and waste reduction
- Environmentally responsible suppliers

POSITIVE INFLUENCE

- Sustainable partnerships



SOCIAL LEADERSHIP

OUR PEOPLE

- Team training and qualification
- Diversity, inclusion and non-discrimination

SOCIAL COMMITMENT

- Best practices in the value chain
- Social development
- Commitment to Human Rights

Commitment to the Future: Sustainability Strategy

Responsibility to people, to the environment, and the country.

Aliansce Sonae firmly believes that to be sustainable, an organization must be aligned with a world in constant transformation, addressing the challenges, demands, and expectations of the society in which it operates.

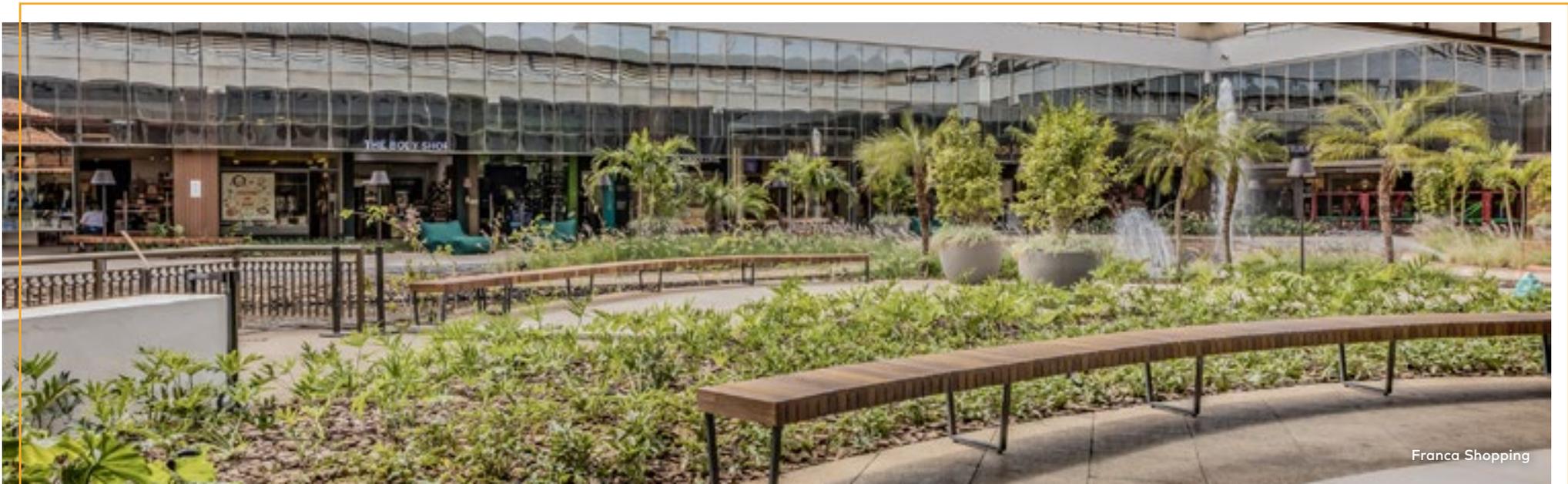
Therefore, **our commitment to sustainability reflects the Company's values**, which are

linked to social and environmental responsibility in all our operations and projects. This includes business ethics, community development in the areas surrounding our malls, efficient use of natural resources, and environmental preservation.

Despite all the initiatives and projects already developed since our foundation to foster important advances in the sustainability front, we sensed the need to go a step further and act with leadership to

ensure a truly consistent performance. In 2022, ALSO **consolidated its ESG strategy**, defining **commitments** for priority sustainability issues, **with action plans to achieve goals by 2030**, promoting a Sustainable Life Centers network.

The goals will be monitored by internal indicators and will be part of the daily work scope of our directors and executives, besides being present in the daily activities of the other employees and stakeholders.



Sustainable Life Centers

SPACES THAT PROMOTE AND INSPIRE SUSTAINABILITY



DIVERSITY AND INCLUSION HUB

Leverage the construction of diverse and inclusive relationships and places.

- Diversity and Inclusion
- Inclusive and plural spaces



WELLNESS AND HUMAN DEVELOPMENT HUB

Promote the full development of our employees and customers.

- Wellness, development, health and safety
- Safe and healthy spaces



ENVIRONMENTAL CONSERVATION HUB

Ensure carbon neutrality and efficient use of natural resources.

- Climate and Energy
- Water
- Waste



SUSTAINABLE COMMUNITIES AND HABITS HUB

Boosting the malls as spaces of transformation.

- Promotion of sustainable habits across the value chain
- Local development

2030 COMMITMENTS⁽¹⁾

- Achieve 50% women's participation in leadership positions, promoting engagement throughout the value chain;
- Achieve 44% black people participation in leadership positions⁽²⁾, promoting engagement of the entire value chain;
- 100% of the developments be accessibly certified⁽³⁾.

- Maintain or exceed 85% employee engagement;
- 100% of employees with development plans;
- Raise awareness and set up solid actions to promote the well-being of our employees and customers.

- Achieve 100% renewable electricity⁽⁴⁾ by 2030, achieving carbon neutrality by 2040⁽⁵⁾ and constantly investing in energy efficiency;
- Achieve 65% recycling of recyclable waste and 100% composting of organic waste;
- Reduce water intensity⁽⁶⁾ by 5%, reaching 100% of the malls with water reuse.

- 100% of the shopping malls promoting and creating solutions to encourage the adoption of circular and low-carbon practices by our customers;
- 100% of the shopping malls supporting at least one strategic local development project;
- Progressively increase the number of people benefited by local development projects.

OPERATIONAL EXCELLENCE

Ensure continuous alignment with the best management, transparency, and corporate governance practices.
Corporate Governance | Ethics and Integrity | Privacy and Data Protection

(1) Commitments 2030, consider own enterprises (2) Commitment set with the Movement for Racial Equality - MOVER (3) UNE Certification 170001-2 (4) Does not include cogeneration (5) Scopes 1 and 2 (6) m3/m2 of common area, excluding stores consumption.

ISEB3 2023

We are very pleased to announce the inclusion of Aliansce Sonae in the 18th portfolio of **B3's Corporate Sustainability Index (ISE)** - one of the most relevant recognitions for Brazilian publicly traded companies committed to good corporate sustainability practices.

As of January 2, 2023, we joined the portfolio, which is reserved only for companies that answer and provide evidence of an extensive questionnaire about their performance. This was only possible thanks to our commitment to tangible advances in the ESG pillars of ALSO, positively impacting society, employees, customers, and shareholders through our sustainable projects and initiatives.

Moreover, this achievement represents the materialization of one of the senior leadership's goals, directly linked to our new ESG strategy, in line with 2030 Agenda (see chart above).

We are deeply proud of this milestone and are convinced that this is just the beginning of an increasingly active and responsible sustainability journey. Let's go for it.

Aliansce Sonae is the first and only company in the shopping mall sector to be part of the ISEB3.

The ISEB3 logo is displayed in a large, bold, blue font against a light gray background.

BLOOMBERG GENDER-EQUALITY INDEX 2023

Aliansce Sonae was included in the **Bloomberg Gender-Equality Index 2023**, another extremely positive accomplishment for the Company as a result of all the work done over the past few years.

The index monitors and highlights the performance of companies committed to the transparency of data aimed at gender equality (Disclosure Score), also scoring them in the categories of excellence (Data Excellence Score), i.e., talent pipeline and leadership; pay equalization between men and women, inclusive culture, anti-sexual harassment policies; and brand externality.

We reached the maximum score - 100.00 - on the Disclosure Score, evidencing the transparency of our reporting, and 60.69 points on the Data Excellence Score, which shows that we are moving in the right direction.

#We keep making history.

Message from the Management

GRI 2-22

The year 2022 was a period that saw major accomplishments for Aliansce Sonae, which achieved very positive results and progress in its economic-operational performance, as well as in the ESG and corporate sustainability pillars.

For this reason, we could not start this message without short of talking about one of the main milestones of our entire trajectory: the merger of ALSO with the company brMalls, effective January 6, 2023.

After a long strategic planning process between both companies, the integration will extend throughout the first half of 2023, with the support of a specialized consulting firm.

This merger takes us to a new level of growth and transformation in the retail and shopping mall sectors, allowing ample potential for synergy, efficiency, and cost optimization. Furthermore, it ensures the continued generation of value for our shareholders, customers, and employees, with the best consumer experience and business opportunities for tenants.

Moreover, the merger will increase our capacity to support the development of the communities surrounding our malls considering the gain in scale for social projects, which have already been carried out by Aliansce Sonae since the beginning of its history.

We know that from now here on the challenges related to our social and environmental goals will be even bigger, but we are certain that we will continue to follow an even more robust sustainability trail, now with a team strengthened by the union with brMalls, since this is one of the main commitments of our journey.

Aliansce Sonae + brMalls: a single Company, integrated and prepared for the new cycle.

Another critical important process for advancing in our sustainable agenda was the consolidation of Aliansce Sonae's ESG strategy, in September 2022, based on commitments in line with our priority themes in the sustainability front.

Based on the Sustainable Life Centers



RAFAEL SALES

President of Aliansce Sonae Shopping Malls

concept, we established a number of goals to be achieved by 2030 - in line with 2030 Agenda and the 17 Sustainable Development Goals (SDGs) of the United Nations (UN). These should be monitored by our directors and executives by means of internal indicators, including linked to their variable compensation.

The new commitment is divided into four hubs, aiming to encompass all aspects of the robust and responsible ESG conduct. They are: Diversity and Inclusion Hub; Environmental Conservation Hub; Welfare and Human Development Hub; and Sustainable Communities and Habits Hub (learn more on page 8).

Furthermore, in 2022, Aliansce Sonae joined the world's largest voluntary corporate citizenship initiative: the Global Compact, developed by the UN. Since we are signatory members of the project, we are committed to adopting and promoting the ten basic principles in the areas of Human Rights, Labor, Environment, and Anti-Corruption, in addition to a greater engagement with the 17 SDGs, with our projects and initiatives (as is the case of the new Sustainable Life Centers commitment).

In this respect, the results of all the work that ALSO has been doing in the ESG pillars are real achievements and important

milestones to celebrate: in November 2022, we attended COP27 – one of the world's biggest events to address climate change. Our executives represented the Company's positioning in two key panels, called "Going green: the sustainable private sector leads the way" and "Using the power of ESG to change the world".

Aliansce Sonae's presence in this event reinforces our management's maturity in environmental, social, and governance issues, as well as our leadership anticipating solutions for the current challenges of customers, investors, employees, and society.

Also, in terms of major recognition, we could not be happier to share ALSO's inclusion in B3's Corporate Sustainability Index (ISE), one of the leading national indices that evaluates and recognizes companies committed to best practices in corporate sustainability issues. As of January 2, 2023, we joined the portfolio as the first company in the shopping mall sector to achieve this accomplishment.

Being the first company of the sector to take part in the ISEB3 index shows the leading role of Aliansce Sonae.

We also became part of the Bloomberg Gender Equality Index (GEI 2023), which evaluates and recognizes the performance

of companies committed to the topic. Being part of the index is an important milestone in the journey of diversity, equity and inclusion that we are developing in our company.

As for the questionnaire of the Carbon Disclosure Project (CDP) - responsible for mobilizing and accelerating collaborative actions towards a more sustainable development, we raised our rating to B, compared to C in 2021, which evidences the company's management of its environmental impacts, positioning itself among those with well-defined projects and actions to tackle and adapt to climate change.

Not surprisingly, one of the public commitments we have made, based on Sustainable Life Centers, was to neutralize our carbon emissions by 2040, and our greenhouse gas (GHG) inventory received the gold seal of recognition from the GHG Protocol for the first time in 2022.

Within the social pillar, we continued to train our leaders and employees in topics related to Diversity and Inclusion, including the second Diversity and Inclusion Week. We also organized the fourth edition of the #EmpoderaEla project, with the special participation of the entrepreneur Zica Assis.

Our social projects had an impact on approximately 745,000 people, considering

cultural, sports, education, welfare, and environmental spheres. The partnership with the Movement for Racial Equality (MOVER) continued for the second consecutive year and, through it, we undertook the goal of reaching 44% black leaders in the Company by 2030.

Regarding our operating and financial results, we recorded continued improvement in indicators throughout 2022. In the year, total sales were R\$16.6 billion, with organic growth of 30% versus 2021 and 13% over 2019.

At the end of the fourth quarter of 2022, the level of discounts over rent fell to the lowest level since Aliansce Sonae's creation. Consequently, rent revenue expanded and net revenue exceeded the R\$1 billion mark, due to the positive rent performance coupled with the parking result.

The improvement in the operational result together with cost reductions and lower PDA levels contributed to our NOI of R\$981.1 million in the year. EBITDA, totaled R\$809.6 million, exceeding the guidance estimated for 2022. The indicator was also driven by the capture of synergies from the merger that originated Aliansce Sonae.

The Company's commercial team once again delivered excellent results. In 2022,

627 new leasing contracts were signed - an average of 2.5 contracts per day. Thus, we ended the year with a record occupancy rate of 97.4%, the highest since the creation of Aliansce Sonae.

Regarding our assets' real estate development of, aiming to capture potential and generate value based on the highest concepts of sustainability, well-being, and consumer convenience, we concluded the expansion of Carioca Shopping and Shopping Leblon; the refurbishment of Franca Shopping; and the first phase of the refurbishment of Parque D. Pedro Shopping.

Regarding innovation, we continued to make vital advances with Alsotech, which aims to be the Group's "phygital" transformation accelerator. The evolution in the three pillars (relationship, digital sales and logistics) was consolidated throughout 2022, supported by the structuring of new programs and robust investments.

We have reached the end of 2022 being certain that our duty was fulfilled. We would like to praise and thank all Aliansce Sonae's employees for their incredible capacity of execution, teamwork, and sense of resilience, because without them, it would not have been possible to materialize so many

advances in our performance during the period.

We could not be prouder of the results achieved so far and excited about what the future holds. We will continue working day after day to achieve our purpose of being the best shopping mall company to work for, offering the best experience to consumers, generating high-performance results for tenants and investors, always with social and environmental responsibility.

That is what drives us.

02

WHO WE ARE



About Aliansce Sonae

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

Aliansce Sonae is a Company focused on the ownership and management of shopping malls around the country, whose operations are full-service, including from planning stage to the financial, commercial, legal and operational management of its developments and those of third parties.

We are the result of the merger that took place in 2019, between Aliansce Shopping Malls and Sonae Sierra Brasil, and we were born with a **mission to create enchanting experiences, connecting brands and people.**

By the end of 2022, our portfolio was composed of 32 shopping malls under management, of which 23 were owned and 9 owned by third parties, ensuring our position as the **largest mall manager in Brazil.**

We are present in all regions of the country, with a diversified geographical reach. Thus, we serve different audiences and multiple cultures, adding to the operation, on a national scale. Not surprisingly, we have about 30 million visits per month and five thousand leased stores, which, together,

*"Phygital" is the term used to describe the union of the physical and digital worlds.

drive the business towards our goals.

Among our strategic pillars, we are committed to innovating to continually meet business demands, with increasingly robust structure and operations. As such, we highlight the advances in offering the consumer solutions in all channels, supporting the transformation of retail, and leveraging "phygital"* initiatives through Alstotech (learn more on page 19).

We remain committed to being a Company that offers **the best experience to its consumers**, ensuring satisfaction while **generating high-performance results for tenants and investors, with social and environmental responsibility for society.**

GROSS LEASABLE AREA (GLA)

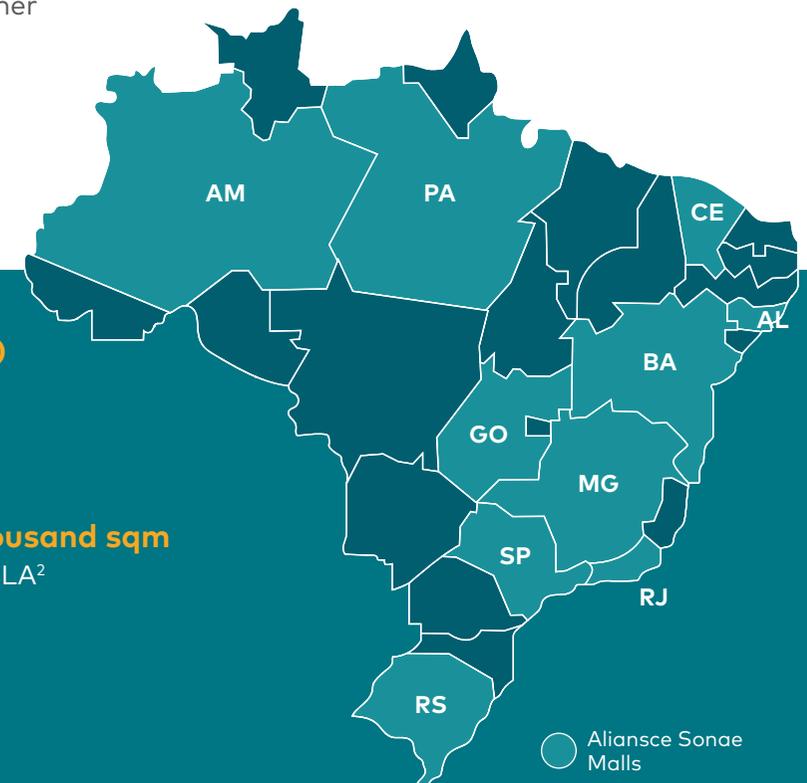
23 OWNED MALLS

676.2 thousand sqm of owned GLA¹

984 thousand sqm of total GLA²

9 MANAGED MALLS

260.2 thousand sqm of GLA



¹ Considers the GLA of developments according to Aliansce Sonae participation in the property.

² Total GLA of own developments in the portfolio, regardless of the Company's participation.

Occupancy rate (%) * SASB IF-RE-000.D

Bangu Shopping	98,2%	Passeio das Águas Shopping	93,2%
Boulevard Shopping Bauru	95,3%	Plaza Sul Shopping	94,8%
Boulevard Shopping Belém	98,8%	Santana Parque Shopping	94,3%
Boulevard Shopping Belo Horizonte	99,0%	Shopping Campo Limpo	98,5%
Boulevard Shopping Campos	98,1%	Shopping da Bahia	98,0%
Carioca Shopping	96,7%	Shopping Grande Rio	97,0%
Caxias Shopping	99,3%	Shopping Leblon	97,9%
Franca Shopping	98,4%	Shopping Metr�pole	98,0%
Manauara Shopping	99,6%	Shopping Parangaba	95,8%
Parque D. Pedro Shopping	98,9%	Shopping Tabo�o	99,4%
Parque Shopping Bel�m	98,2%	Via Parque Shopping	93,8%
Parque Shopping Macei�o	98,2%	Total Portfolio	97,4%

*The rates above reflect the leased area of each mall.



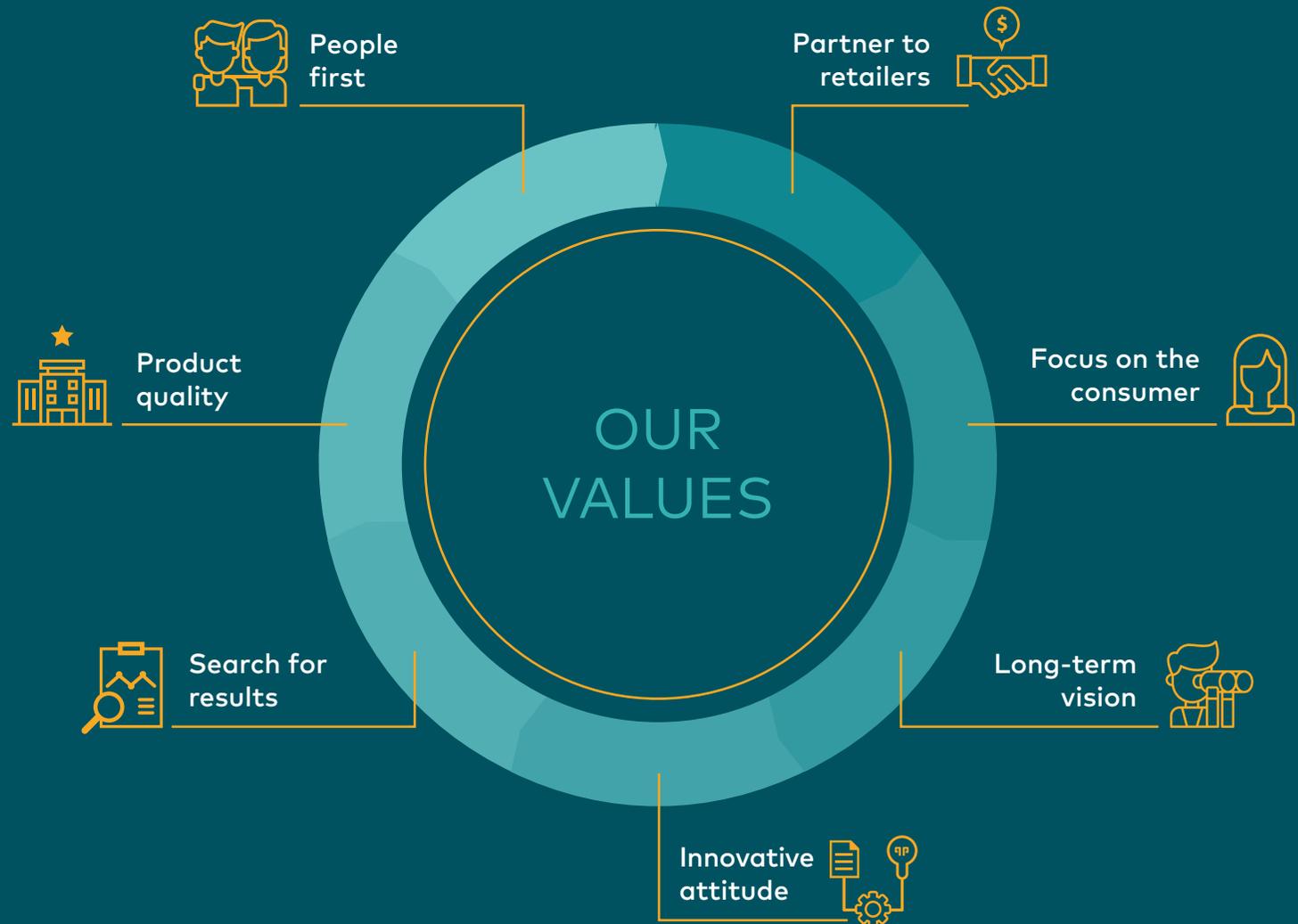
Boulevard Shopping Campos



Total GLA (sqm) SASB IF-RE-000.B

Bangu Shopping	57,982	Passeio das Águas Shopping	74,626
Boulevard Shopping Bauru	34,501	Plaza Sul Shopping	24,039
Boulevard Shopping Belém	39,205	Santana Parque Shopping	26,565
Boulevard Shopping Belo Horizonte	41,666	Shopping Campo Limpo	22,638
Boulevard Shopping Campos	27,447	Shopping da Bahia	70,633
Carioca Shopping	33,741	Shopping Grande Rio	43,037
Caxias Shopping	28,191	Shopping Leblon	27,972
Franca Shopping	18,677	Shopping Metrópole	28,858
Manauara Shopping	47,259	Shopping Parangaba	33,558
Parque D. Pedro Shopping	126,500	Shopping Taboão	37,138
Parque Shopping Belém	33,937	Via Parque Shopping	56,509
Parque Shopping Maceió	39,932	Lojas C&A	9,395
		Total GLA	984,007

We remain focused on being the best shopping mall company in Brazil, based on actions that lead us to have the best customer service and the best partner with tenants, besides being the best company to work for, presenting positive and consistent results to investors. Thus, our values are:



ABOUT ALSOTECH

"PHYGITALIZE" TO SUPPORT RETAIL DIGITAL TRANSFORMATION

Alsotech was launched in 2021 with the purpose of being our "phygital" retail transformation accelerator, based on our own and third-party technologies. The initiative has three strategic pillars: i) evolution of consumer engagement and knowledge initiatives; ii) strengthening electronic commerce activities in all formats - e-commerce, marketplace and social commerce - and, iii) structuring a logistics ecosystem to support tenants and bring new solutions to consumers. This strategy is supported by the evolution of the data analytics front, in addition to open innovation and corporate venture capital (CVC) initiatives.

In 2022 we expanded the **Digital Shopping** operation - already available at Parque D. Pedro Shopping and Shopping da Bahia - to Bangu Shopping, Carioca Shopping, Shopping Grande Rio and Caxias Shopping. The roll-out strategy for Rio de Janeiro (RJ)

included separate front ends for each of the developments, but with unified back-end management, enabling more efficient customer interaction in terms of delivery, cost, schedule and commercial scale.

Furthermore, we created two new solutions for Shopping Leblon: i) Shopping Leblon Online, an e-commerce offering express delivery to some neighborhoods of Rio; and, ii) the Solar app, Shopping Leblon's loyalty program, allowing greater engagement of our clients through exclusive benefits.

Solar, Shopping Leblon's relationship program, introduced, in 2022, an application to strengthen the "phygitalization" strategy, strengthening relations with customers. The app simplifies the registration of invoices, monitoring of points, and redemption of exclusive benefits for participating customers.



In April of that same year, Alstotech invested around R\$10 million in Hi Partners Capital & Work - a Venture Capital fund focused on startups with high growth potential in the retail tech segment. Specialized entrepreneurs form the fund's team of founders, advisors and investors, with a relevant presence in retail and active in the digital market.

The "phygital" initiatives in the logistics universe also continued to grow with the hiring of the first dark store in partnership with the Zé Delivery app, at Carioca Shopping.

Box Delivery, in turn, focused on technology development and last-mile delivery to the end consumer, remained on an upward trajectory in the number of deliveries, surpassing the 14 million mark in 2022.



E-commerce



Consumer engagement



Logistics

DATA ANALYTICS

OPEN INNOVATION

CORPORATE VENTURE CAPITAL



BUILDING THE MALLS OF THE FUTURE

WE TAKE A LONG-TERM VIEW OF OUR MALLS

We create spaces with broad areas for entertainment, well-being, and focus on sustainability and value generation for our stakeholders.

Our malls have become social hubs that blend into the landscapes of large and medium-sized urban centers, bringing to them a bit of the culture and way of being of those who live or work in their surroundings.

FOCUS ON THE "PHYGITAL"

Our malls are life centers that seek the best experience for the consumer. Thus, the "phygital" model interconnects the online and offline worlds, expanding Aliance Sonae's Omnichannel presence.

In 2022, we had important advances in Alsotech's "phygital" strategy.



Perspective from Masterplan area
at Parque Shopping Maceió

MASTERPLAN

Following a global trend, Aliansce Sonae promotes the valuation of shopping malls, in accordance with the development of planned neighborhoods, based on the master plan. We aim to meet the needs of local people with housing, work, health, and education options at a distance that allows them to walk or use bicycles. Within this context, we can consolidate our malls as truly sustainable life centers.

"(...) In Brazil, malls traditionally have food courts, movie theaters, amusement parks, games, and we want to bring an even greater evolution, with mix use in highly sustainable neighborhoods to serve the country now and in the coming decades."

Mario Alves de Oliveira
Director of Development and M&A
at Aliansce Sonae

According to the UN, by 2050, 70% of the world's population will live in urban centers, with the need to make them more inclusive, safe, resilient, and sustainable. Thus, the Company will act as a leading player in the Brazilian sector in line with the local legislation and the best practices of socio-environmental inclusion.

Check out the main advances of our masterplan so far, according to each mall, as well as the next steps of the projects:

- **Parque Shopping Maceió:** will get a high-standard complex, with the potential for six residential towers, offices, a hotel, and a medical center - the space will have a highly complex Unimed hospital, whose investment by the health network will reach about R\$150 million;
- **Shopping da Bahia:** the project brings an innovative concept and foresees the development of five towers for a total built area of 153 thousand m², distributed in four complexes. Among them, there will be three residential

complexes, with four towers, and a business condominium with one tower.

- **Franca Shopping:** the new multi-use area includes a residential building and a commercial one, adding 160 apartments, 160 hotel rooms, and 120 corporate units;
- **Parque D. Pedro Shopping:** will feature a hotel from the French brand B&B - a company in the hotel sector with investment from the Goldman Sachs Group, in Europe. The development will follow the international and functional standard of the chain, with 224 rooms built in an area covering more than four thousand square meters. The action will also include the renovation of the shopping mall, which celebrated its 20th anniversary, in 2022, since its construction.

Performance

HIGHLIGHTS FROM 2022¹

ESG



Entry in the 2023 portfolio of the **ISE B3**



Joined the **Global Compact**



Review of the Company's **ESG Strategy** and launch of 2030 targets



Special participation at **COP27**



Achieving a B-rating in the **CDP**



Gold seal award in the **GHG Protocol** for our GHG emissions inventory



Launched **+ALSO**, the first affinity group on Diversity and Inclusion



+ 745 mil **people benefited** from our social projects



Start of the racial **self-declaration** process for employees

FINANCIAL



BRL 1 billion net revenue



BRL 751 million EBITDA



BRL 1 billion economic value distributed

OPERATIONAL



Approval of the **merger with brMalls** by CADE



Alsotech expansion and advances in the Company's "**phygital**" concept



Expansion and renovation of 4 own malls



Inauguration of two **BeGreen urban farms**

¹ The financial data reported follows the criteria determined by the GRI and is detailed in our Financial Statement. However, they may differ from the standards usually applied in official communications to the market, in which we generally use managerial numbers.

CONTINUOUS GROWTH

GRI 201-1 | 203-1

We ended 2022 enthusiastic over the continuous improvement of the Company's operational and financial indicators. Throughout the year, Aliansce Sonae's team worked tirelessly, exploring all business opportunities, seeking to offer the most complete platform of services, entertainment, experiences and shopping in Latin America.

In 2022, total sales amounted to R\$16.6 billion, with organic growth of 30% versus 2021 and 13% compared to 2019. At the end of the fourth quarter of 2022, the level of discounts over rent fell to the lowest level since the creation of Aliansce Sonae, with a reduction of 1.4 p.p. compared to the fourth quarter of 2019. Consequently, rent revenue expanded by 28% and 23% in

2022 compared to 2021 and 2019, respectively. Most of the Company's malls posted double-digit indicator growth versus 2021, corroborating the superior quality of our portfolio. Net revenue exceeded the R\$1 billion mark, due to the positive performance of rents combined with the parking result, which was 46% higher than in 2021 and grew compared to 2019.



The improvement in operational result combined with cost reductions and lower PDA levels contributed to our NOI of R\$981.1 million for the year, expanding 40% and 22% versus 2021 and 2019, respectively. EBITDA totaled R\$809.6 million, exceeding the guidance estimated for 2022. The indicator was also driven by the capture of synergies from the merger that originated Aliansce Sonae.

In 2019, when Aliansce Shopping Malls combined its business with Sonae Sierra Brasil, R\$80 million in annual synergies were estimated. By 2021, the Company had already identified R\$30 million of cost and expenses synergies. The revenue synergies curve, initially impacted by the Covid-19 pandemic, accelerated considerably over 2022. With this progress, we present

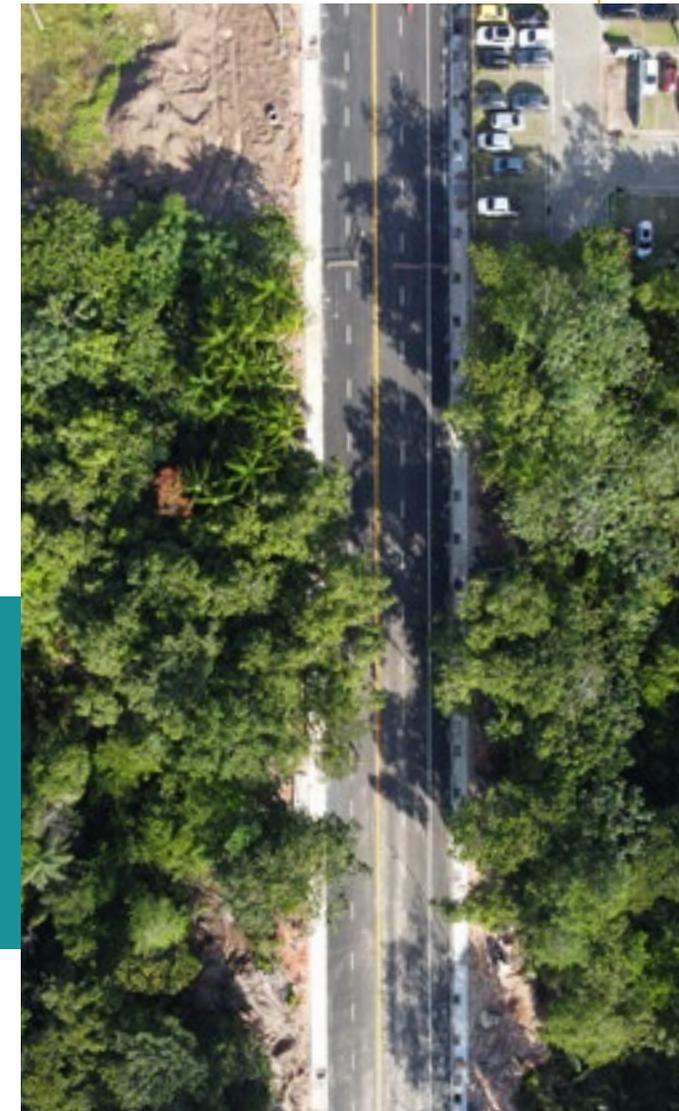
an update of R\$56 million of synergies per year, of which R\$22 million are linked to revenue synergies. The synergies captured contributed to the important EBITDA margin expansion to 73.3% in 2022 from 72.6% in 2018.

In addition to operational synergies, ALSO also achieved a R\$34 million reduction in common-area costs, and savings of R\$47 million per year in financial expenses, derived from several successful liability management actions, such as debt renegotiations and prepayments.

Over 2022, the Company issued R\$1.5 billion in financing, at competitive rates. We ended the year with 0.6x Net Debt / EBITDA, the lowest leverage level in the shopping mall sector.

In 2022, we invested R\$ 15 million in the project Avenida Egydio Salles, resulting in 656 meters of street with 19 meters wide and allowing the unburdening of traffic on Avenida Augusto Montenegro, in Belém - PA. The approval was granted by the Municipality of Belém, through the Municipal Secretary of Urbanism (SEURB).

Access all our 2022 results here:
<https://ri.alianscesonae.com.br/en/financial-information/results-center/>



ECONOMIC VALUE

TOTAL VALUE GENERATED

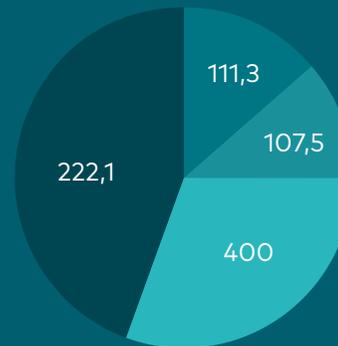
BRL 1,230.8 million

Bangu Shopping



TOTAL VALUE DISTRIBUTED

TOTAL ADDED VALUE DISTRIBUTED (BRL thousand)



● Employees ● Taxes
● Funders ● Equity remuneration

INPUTS PURCHASED FROM THIRD PARTIES

BRL 187.8 million

Rental and service costs

BRL 141.6 million

Materials, energy, third-party services and other operating expenses

BRL 46.1 million

TOTAL VALUE: BRL 1,028.7 million

RETAINED VALUE

2022: GENERATED (BRL 1,230.8 million) – DISTRIBUTED (BRL 1,028.7 million) = **BRL 202.1 million**

2021: GENERATED (BRL 1,154.3 million) – DISTRIBUTED (BRL 963.1 million) = **BRL 191.2 million**

2020: GENERATED (BRL 991.4 million) – DISTRIBUTED (BRL 805.9 million) = **BRL 185.5 million**

CREATING RECOGNITION

Over the year, Aliansce Sonae carried out several institutional campaigns in the shopping malls of the portfolio, rewarding marketing actions and sustainable projects¹.

RANKING:



10 BEST MALLS TO WORK IN, BY OVERMALLS

1st place:

Shopping Taboão

2nd place:

Santana Parque Shopping

3rd place:

Via Parque Shopping

7th place:

Boulevard Londrina Shopping

8th place:

Uberlândia Shopping

ABRASCE AWARDS



Aliansce Sonae celebrates winning ten trophies in the 2022 edition of the Abrasce Award, the most important award in the shopping mall sector in Brazil. Learn more about the winning projects:

Highlighted Award

Pátio Alcântara - Alcântara Luz – A Christmas of transformations

Christmas Events & Promotions

Gold: Pátio Alcântara - Alcântara Luz – A Christmas of transformations

Bronze: Recreio Shopping – Mundo Bitá e o Grande Natal

Events & Promotions

Silver: Boulevard Shopping Campos – Drive-in científico do clubinho

Institutional Campaigns

Silver: Boulevard Feira de Santana – Father's Day - for the responsibility of being a father

Technology & Innovation

Bronze: Aliansce Sonae – Aliansce Sonae and Repassa together to promote circular fashion

Virtual Projects

Bronze: Aliansce Sonae – Shopping Online – the “phygital” evolution at Aliansce Sonae

Newton Rique Sustainability

Silver: Parque D. Parque Shopping – from waste to resource: ultrafiltration to increase reuse and improve the final effluent

Silver: Aliansce Sonae- BeGreen e ALSO – a partnership to look after the planet and people's health

People Management

Silver: Aliansce Sonae – Leadership DNA, a training program that is a lesson in culture

¹ The shopping malls Boulevard Londrina, Uberlândia Shopping and Pátio Alcântara are no longer part of Aliansce Sonae's portfolio considering this Report's publication date.

Merger with brMalls

GRI 2-6

IT IS WITH GREAT PLEASURE THAT ALIANSCÉ SONAE ANNOUNCES ITS STRATEGIC MERGER PROCESS WITH THE COMPANY BRMALLS, EFFECTIVE JANUARY 06, 2023.

After almost a year of dedication and strategy from both companies for the approval of the merger at CADE, we reached an overwhelmingly positive result. **The process involved the consistent performance** of both managements and the sale of three malls from ALSO's portfolio as a rational preventive measure for the antitrust authority's approval.

With the merger, our main goal is to create a single and combined Company, with significant growth potential, further enabling the **transformation of the retail**

and shopping mall sectors. Moreover, we believe in achieving greater scale and efficiency, especially by optimizing costs and operational expenses.

We will be able to explore different avenues of long-term development in a **"phygital" environment**, the result of which will remain delivering **value to shareholders, customers, and employees**, with the best customer experience and the best business opportunities to tenants.

From now on, our **impact on the communities surrounding the malls** will be increasingly more structural and comprehensive, consolidating our purpose and public commitment to contribute to the society in which we operate.

Considering this growth, the challenges regarding social and environmental goals will be even greater, but since sustainability has been an inherent part of Aliansce Sonae's journey since its inception, we remain confident in achieving positive results and continuing a robust ESG strategy with brMalls.

Therefore, throughout the first half of 2023, we have the beginning of the integration process with the support of a specialized consulting firm, implementing the necessary measures already mapped out for this especially important union. One of them was sharing the Employees' Guide with professionals from both companies. In the document, we told them about the origin, history and portfolio of ALSO and brMalls, in addition to providing important guidelines for the beginning of this new journey. As a result, we were able to establish, from the very beginning of the integration, a structured and fundamental communication format.

Aliansce Sonae + brMalls: a new company, a new cycle.



03

**COMMITTED
MANAGEMENT**

Strong Governance

GRI 2-15 | 2-23 | 2-25 | 2-26 | 2-29 | 3-3

Aliansce Sonae's management is based not only on a high level of responsibility, which is a commitment shared by all, but also on the Code of Best Practices, a document from the Brazilian Institute of Corporate Governance (IBGC), and the commitments undertaken with B3's Novo Mercado.

We have internal rules that set out how we should act in the most diverse situations, which help us to maintain synergy with our pillars of operation. In 2019, we approved our **Code of Ethics and Conduct**, which lays out the guidelines for operating with integrity and in line with the Company's values. This Code was revised and improved in 2021.

The Company trades its shares on **B3's Novo Mercado** - Brasil, Bolsa, Balcão (New Market) - a segment that encompasses companies that voluntarily join the governance standards that are additional to the Brazilian legislation.

The document is communicated to our employees to generate more and more engagement with the theme, undergoing periodic reviews. To monitor compliance with the internal rules, ALSO has an Investigating Committee, with members elected by the Board of Directors. More about the Code [here](#).

Apart from the Code of Ethics and Conduct, we also rely on the Ethics Channel, which is open to all stakeholders. Through it, our stakeholders can raise concerns, seek guidance and submit complaints.

In cases of reports of violations or potential violations of our policies, these are promptly investigated under the supervision of the Investigating Committee, taking appropriate action. And, if necessary, the applicable disciplinary sanctions.

During 2022, the Ethics Channel was widely promoted through a continuous communication campaign targeting all the Company's employees, as well as Compliance printed materials, aiming to

make our professionals aware of issues relevant to our values.

Alongside this preventive structure, we have a Policy on Transactions with Related Parties and a Rule for the Prevention of Conflicts of Interest. Thus, we guide our employees to make decisions objectively, preventing them from being influenced by personal interests, in addition to identifying risk situations, such as the offer of gifts, presents, discounts, or any kind of advantages and benefits.

Read our Policy on Transactions with Related Parties [here](#).

Also, through our Compliance Program, the Compliance department has, since 2020, conducted audits on suppliers of the Development Department that maintain, in turn, relationships with public agencies on behalf of Aliansce Sonae or any of our shopping malls.

ETHIC CHANNEL

Employees who witness or experience violations to our Code of Ethics and Conduct, or any other irregularity, may file an anonymous denunciation through the number **0800-591-8825** or through the website www.canaldeetica.com.br/alianscesonae. The service is available 24/7.

TRANSPARENCY AND LAWFULNESS

In 2022, we had no confirmed cases of corruption in the Company.

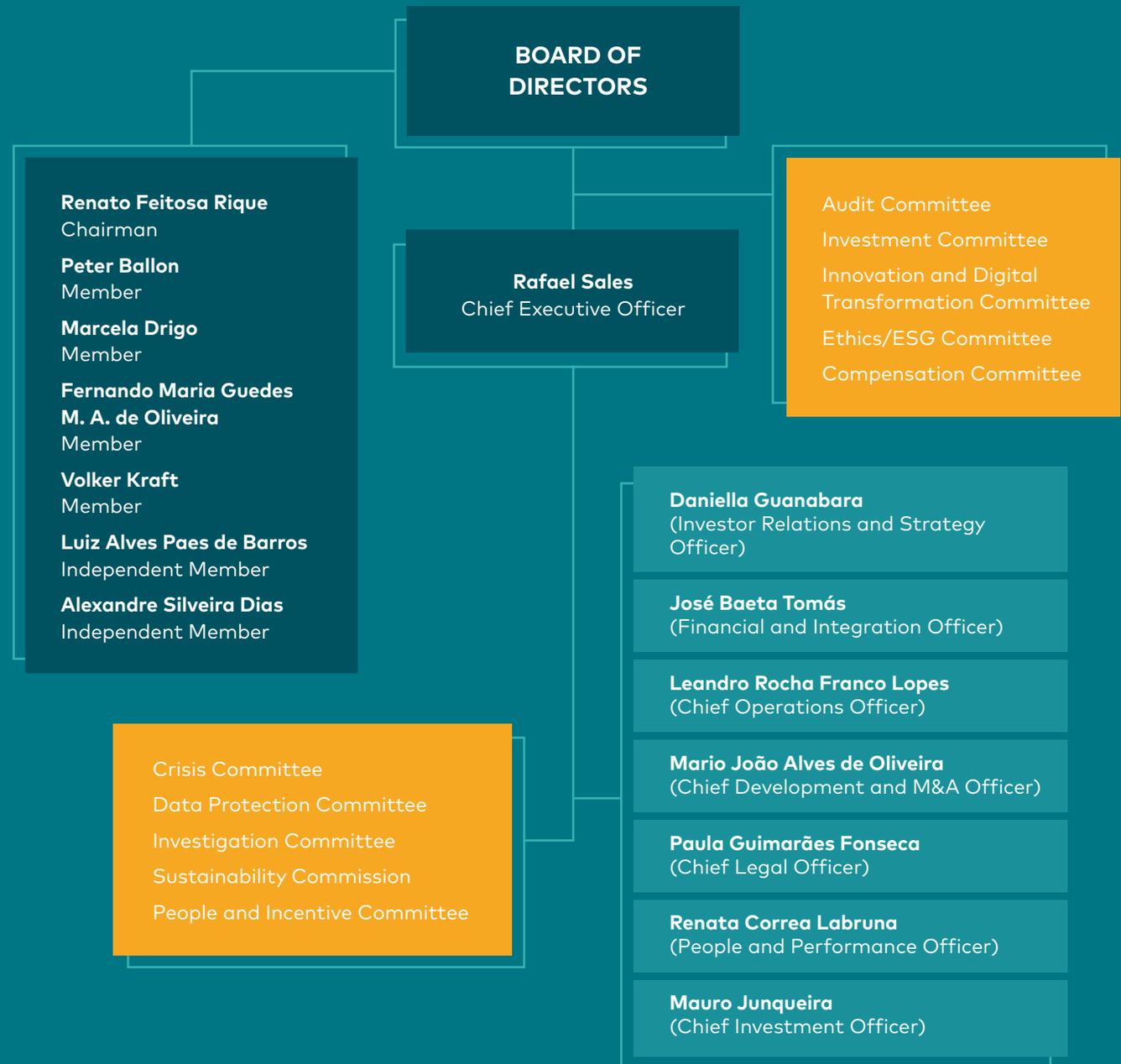


STRUCTURE

GRI 2-9 | 2-11

Aliansce Sonae's governance structure is responsible for underpinning our management, composed of a diverse team ready to deal with day-to-day challenges.

Our structure, at the end of the fiscal year 2022, was supported by the Executive Board, the Board of Directors (BD) and a non-permanent Fiscal Council. The following committees assisted the Board of Directors: Compensation Committee, Investment Committee, Innovation and Digital Transformation Committee, Ethics and ESG Committee and Audit Committee.



BOARD OF DIRECTORS

GRI 2-10 | 2-12 | 2-17

Aliansce Sonae's Board of Directors is responsible for drafting, approving and monitoring the implementation of the Company's general policies, including its long-term strategy, Sustainability Policy, Code of Ethics and Anti-Corruption Policy, as well as relevant investments.

Among the members' main assignments, we highlight proposing and approving the hiring of independent auditors, as well as indicating and supervising the management of the Company's officers.

Our Bylaws, in effect until December 2022 (before the merger with brMalls), required that the Board of Directors be composed of a minimum of five and a maximum of seven members, with an equal number of alternates for each position. Elections were held at the Annual Shareholders' Meeting, with a unified one-year term of office, and reelection being permitted.

The selections and nominations were in line with the definitions in the Company's Shareholders' Agreement, which estab-

lished that two of the seven members should be independent. The other five, in turn, were nominated by the controlling shareholders as follows:

- (i) Two members (and their alternates) nominated by the Canada Pension Plan Investment Board (CPPIB);
- (ii) One member (and respective alternate) nominated by the Chairman of the Board of Directors;
- (iii) One member (and respective alternate) nominated by Sonae Sierra;
- (iv) One member (and respective alternate) nominated by Grupo Alexander Otto.

It is worth pointing out that the data brought here represent a snapshot of the year 2022. As of 2023, considering the merger process, we will have restructuring.



Boulevard Shopping Belo Horizonte

COMMITTEES

GRI 2-13 | 2-24

ETHICS & ESG COMMITTEE

Responsible for monitoring the operation of the entire ethics and ESG system at Aliansce Sonae, guiding strategies and establishing priorities for action in the environmental, social and governance pillars. This Committee is also responsible for developing our Compliance Program and reviewing and approving internal regulations.

At the end of December 2022, the Ethics & ESG Committee was premised on the composition of three members chosen by the Board of Directors for a one-year term (reelection allowed), and one of its members was assigned the role of coordinator. Annually, the committee was required to report to the Board of Directors the management status of Aliansce Sonae's ESG topics.

INVESTMENT COMMITTEE

At the end of December 2022, the Ethics & ESG Committee was premised on the composition of three members chosen by the Board of Directors for a one-year term (reelection allowed), and one of its mem-

bers was assigned the role of coordinator. Annually, the committee was required to report to the Board of Directors the management status of Aliansce Sonae's ESG topics.

In late December 2022, the Investment Committee was premised on having three or four members chosen from among the members of the BD for a one-year term. At least one of the members should take the coordinator's position.

COMPENSATION COMMITTEE

GRI 2-20

It proposes policies, guidelines and strategies for management compensation to the Board of Directors, as well as individual compensation, including pro-labore and bonuses. Additionally, recommends granting all employees long-term incentives linked to shares.

AUDIT COMMITTEE

Among other tasks, it advises the Board of Directors, overseeing the quality and integrity of the financial reports, compli-

ance with legal, statutory, and regulatory standards, as well as the adequacy of the processes related to risk management and independent auditors' activities.

Until December 2022, the Board of Directors chose the Audit Committee members, and could be sitting members, alternates or independent professionals. The term of office was one year, and reelection was allowed if the following criteria were met: one of the members had to be an Independent Director of the Company, as per art. 16 of the Novo Mercado Regulation, and at least one member had to have proven experience in management accounting, pursuant to CVM Instruction No. 591/2017.

INNOVATION AND DIGITAL TRANSFORMATION COMMITTEE

Responsible for advising the Board of Directors on the definition of the Company's innovation and digital transformation strategy, analyzing and recommending initiatives, research, and actions within its scope.

Furthermore, its mission is to evaluate and recommend projects, initiatives, and investment proposals related to innovation and digital transformation.

At the close of December 2022, the Innovation and Digital Transformation Committee was premised on having three to six members designated by the Board of

Directors, with a one-year term of office. At least one of the members should be a member of the Board of Directors.

SUSTAINABILITY COMMISSION

As a result of the decision to adopt sustainability as a strategic pillar, since 2020, we have had a Sustainability Commission

comprised of five executive directors and the Marketing Department at the close of 2022, with coordination under the responsibility of the Legal Office.

The Committee is responsible for implementing the management of the Company's material topics following the guidelines determined by the Ethics & ESG Committee.



Passeio das Águas Shopping

EXECUTIVE BOARD

GRI 202-2

Until 12/31/2022, it was established that Aliansce Sonae's Executive Board could be elected and removed by the Board of Directors at any time for a three-year term, reelection being permitted.

The By-Laws determined that the Board should be comprised of a minimum of three and a maximum of nine members, and it was mandatory to hold the positions of CEO and Investor Relations Officer.

Members could combine positions and, during the period of the Report, all of them were hired in Brazil.



COMPENSATION POLICY

GRI 2-19 | 2-20

Standards market practices are considered to define compensation, and every year we update the salary tables with the help of a consulting company specialized in the subject.

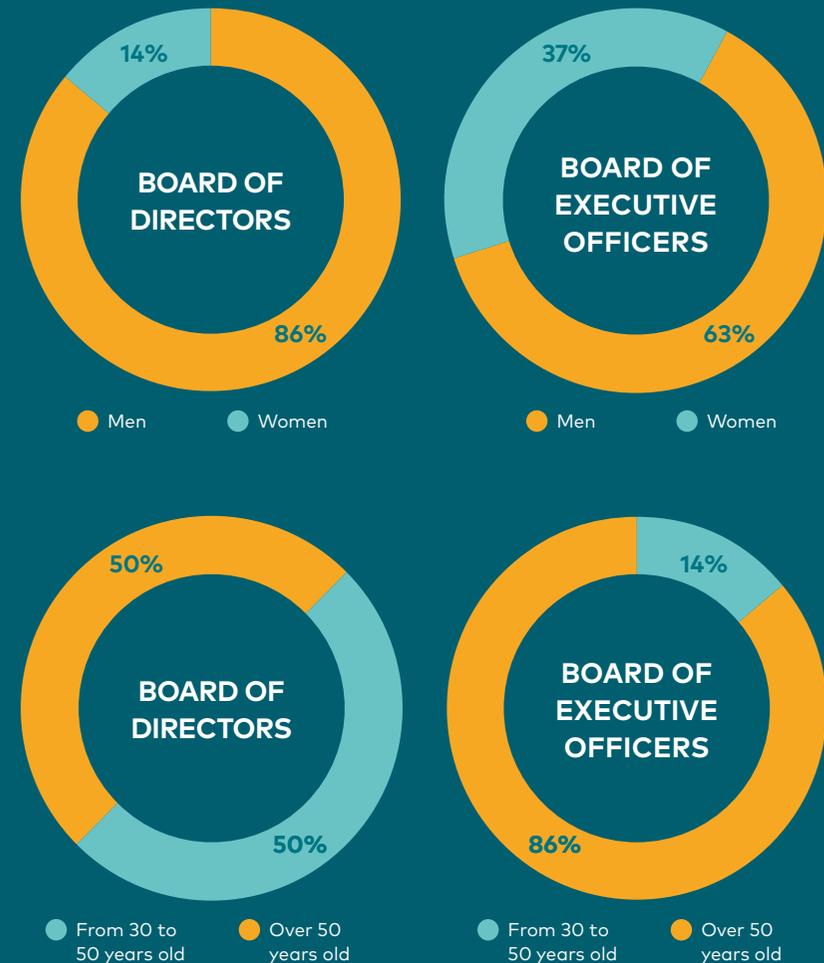
The General Meeting determines the global amount of the managers' compensation – fiscal council members, Board members, and Officers. The Board of Directors determines the individual compensation of Board members and Officers, provided it meets the established criteria and the limit approved by the Meeting. A better understanding is provided below:

BOARD MEMBERS	Fixed monthly compensation Annual bonuses
OFFICERS	Fixed monthly compensation Annual bonuses* Share-based incentives
FISCAL COUNCIL	Fixed monthly compensation

* The Officers' annual bonuses are aligned with the individual performance of the professionals and the Company's operating and financial results.

GRI 405-1

TOP LEADERSHIP COMPOSITION



PERFORMANCE EVALUATION

GRI 2-18

To measure the preparation level of our leaders in line with what is expected by the Company, the People & Performance team implemented an annual evaluation process of the Board of Directors with the assistance of a specialized external consulting firm.

This process allows for the creation of personal and collective development paths, and has the following objectives:

- Ensure clarity and common understanding on the Board's term of office, its role in guiding the Company towards its goals, and in the adoption of best governance practices;

- Identify aspects to be improved in terms of processes, dynamics, and structure;

- Establish a prioritization plan of actions to optimize the Board's performance.

As far as Senior Leadership is concerned, the goals are defined according to our aspirations. At the end of each cycle, with the support of the Compensation Committee, we evaluate the performance of each Statutory Director and their goals listed for the period.

In 2023, with reference to the 2022 performance cycle, we will continue with the evaluation of the Senior Leadership, as well as of the Board of Directors members.



RISK MANAGEMENT

GRI 2-15 | 2-24 | SASB IF-RE-450a.2

The Company's Corporate Risk Management department is responsible for supporting the identification of potential events that may impact on the achievement of the business objectives. The main objective is to reduce eventual operational losses, mitigating relevant risks, besides optimizing capital, and taking advantage of opportunities.

Between mid-2021 and 2022, with the involvement of the entire executive board, key managers, and the support of a specialized external consulting firm, we conducted

a thorough study to develop a corporate risk matrix, considering all the guidelines recommended by market frameworks.

Aliance Sonae's Risk Management Policy, approved by the Board of Directors, includes all the guidelines on the subject and, since then, the decision-making on investments considers this instrument, which includes processes related to the economic, environmental and social impacts faced.

As new strategic objectives are set, and as

changes affect our internal and external performance, the corporate risk matrix is updated to ensure transparency and visibility to Senior Management about such impacts.

Our risk management system is supported by the Audit Committee, which operates directly with the Board of Directors. From this body, we supervise financial reports and compliance with legal, statutory and regulatory standards in the sector, in addition to monitoring threats to the Company, in an ongoing basis.



Not only that, at the end of 2022, with the support of a specialized consulting firm, an audit was conducted on the corporate risk management process, aiming to evaluate the methodology used and the compliance with the best market practices.

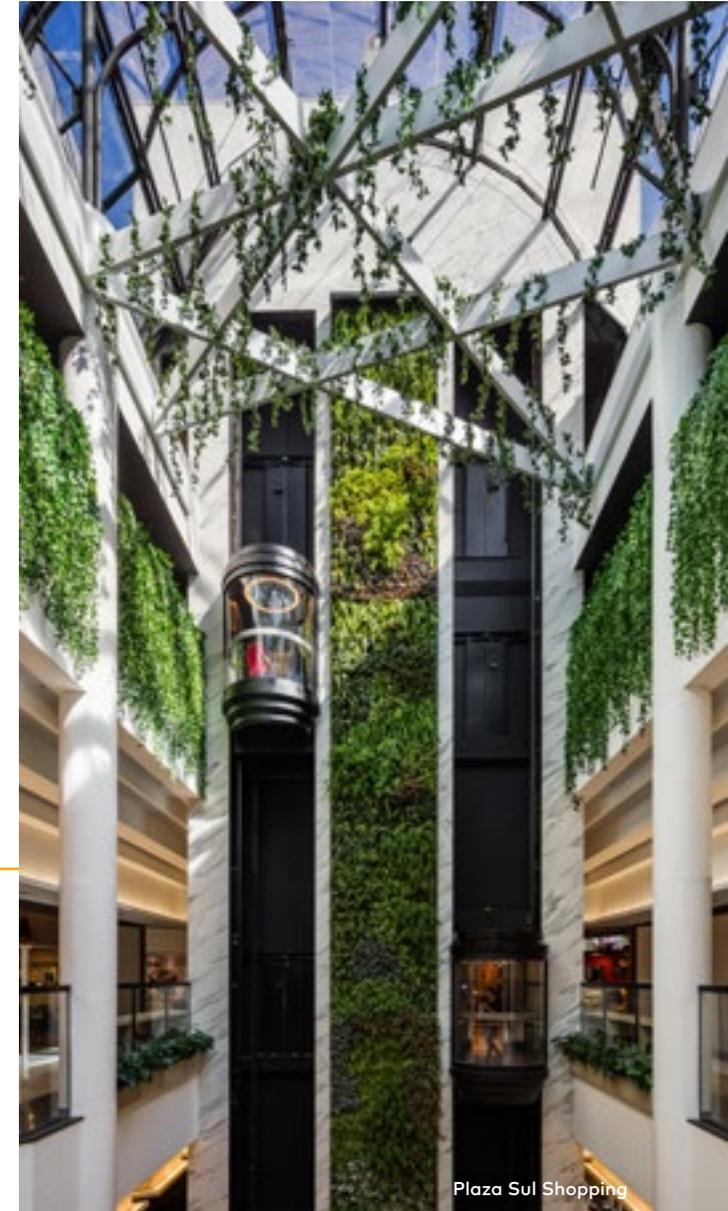
For risks related to environmental, social and governance issues, the responsibility for guiding strategies and actions lies with the Ethics & ESG Committee, while the Board of Directors must ensure the structure and resources for the risk management process. The body is responsible for setting general business guidelines, of which sustainability figures as one of its five strategic axes.

The Internal Audit department is responsible for assessing the quality and effectiveness of the Company's risk management, control, and governance processes, preparing its annual work plan based on the corporate risk matrix as its main input as well as reporting its results to the aforementioned forums.

Still in 2022, the Risk Management department played a key role in the answering process to the questionnaires of the Corporate Sustainability Index (ISE) and the Carbon Disclosure Project (CDP), according to the topics related to the risk management theme. The relationship

between these questionnaires and the ESG pillars shows the strengthening of ALSO's commitments to sustainability and transparency in corporate governance activities.

Finally, with the objective of training, raising awareness and disseminating the risk management culture, two training classes were held for those responsible for risks, with invitations extended to the executive board. The training is available on the Intranet for all employees to review, and other communications are planned for 2023 for further dissemination of the theme.



Global Compact

GRI 3-3

Aiming to strengthen our public commitment with an increasingly responsible socio-environmental performance, in 2022, **we joined the world's largest voluntary corporate citizenship initiative: the Global Compact**, developed by the United Nations (UN).

The project was launched internationally in the 2000s and its main objective is to mobilize the business community to adopt and promote ten universal principles in the areas of Human Rights, Labor, Environment,

"We are committed to making the Global Compact and its principles part of our Company's strategy, culture and daily operations and to engaging in cooperative projects that promote the broader development goals of the United Nations, in particular the Sustainable Development Goals."

Rafael Sales, CEO of Aliance Sonae

and Anti-Corruption. Additionally, it also aims to engage the signatories to join the 17 Sustainable Development Goals (SDGs).

Integrated in the Compact, therefore, Aliance Sonae is committed to annually reporting its progress in the ten principles through the Communication on Progress (COP), stimulating the constant evolution of internal practices aimed at corporate sustainability.

We will continue to work hard to reduce the environmental impacts of our activities, reducing damages and improving the management of natural resources, in addition to continuously working to promote diversity and inclusion in our spaces and to spread the word about shopping malls as drivers of well-being and development in the communities surrounding them.



Pacto Global
Rede Brasil



Security and Personal Data Protection

GRI 3-3

Data Protection is one of the most important issues of the 21st century. To keep up with the best procedures and practices to protect our customers, employees and partners' data, since September 2020, we have complied to the guidelines of the General Law on Personal Data Protection (Law No. 13.709/2018 - LGPD).

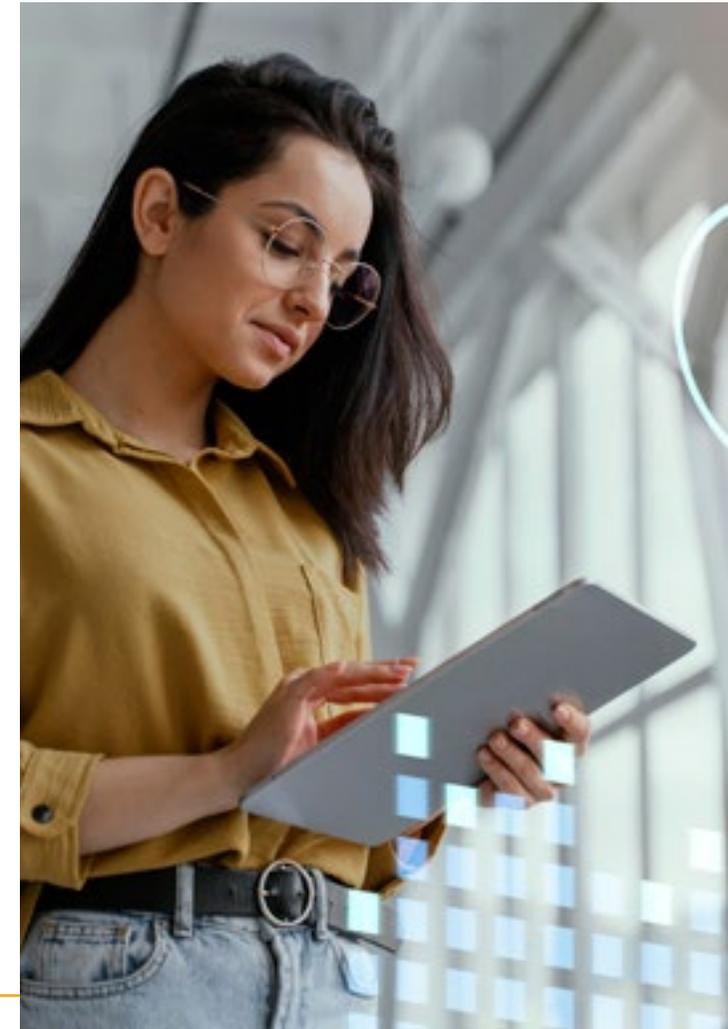
Since then, we have carried out diligences on the subject, creating a Data Protection and Privacy Governance Program to meet the requirements of the LGPD. To anchor the new procedures and policies, we conducted several training sessions, allowing the areas to have a proper understanding of the principles and fundamentals of the laws and the impacts on the performance of their activities.

In 2022, we carried out strategic training actions that involved different Company sectors, which are directly affected by the legislation. During the sessions, we addressed the importance of certain concepts and principles, highlighting the

relevance of ensuring the data subject's fundamental rights of freedom, intimacy and privacy.

Also, during 2022, we improved our Privacy Channel - an environment available on all Aliansce Sonae's websites -, seeking to achieve an increasingly faster and more assertive process in serving data subjects regarding the exercise of their rights under the LGPD. The Privacy Center has been enabling the general public to make inquiries and requests, ensuring the citizen's right to manage information that has been shared with us.

Lastly, we have developed Information Security practices and rely on specialized professionals who perform improvement activities and monitoring on an ongoing basis. By doing so, we eliminate eventual exposures and are able to correct them promptly, should they be identified.



04

SOCIAL

LEADERSHIP



Our People

GRI 2-19 | 2-20 | 3-3

AT ALIANSCÉ SONAE, PEOPLE COME FIRST.

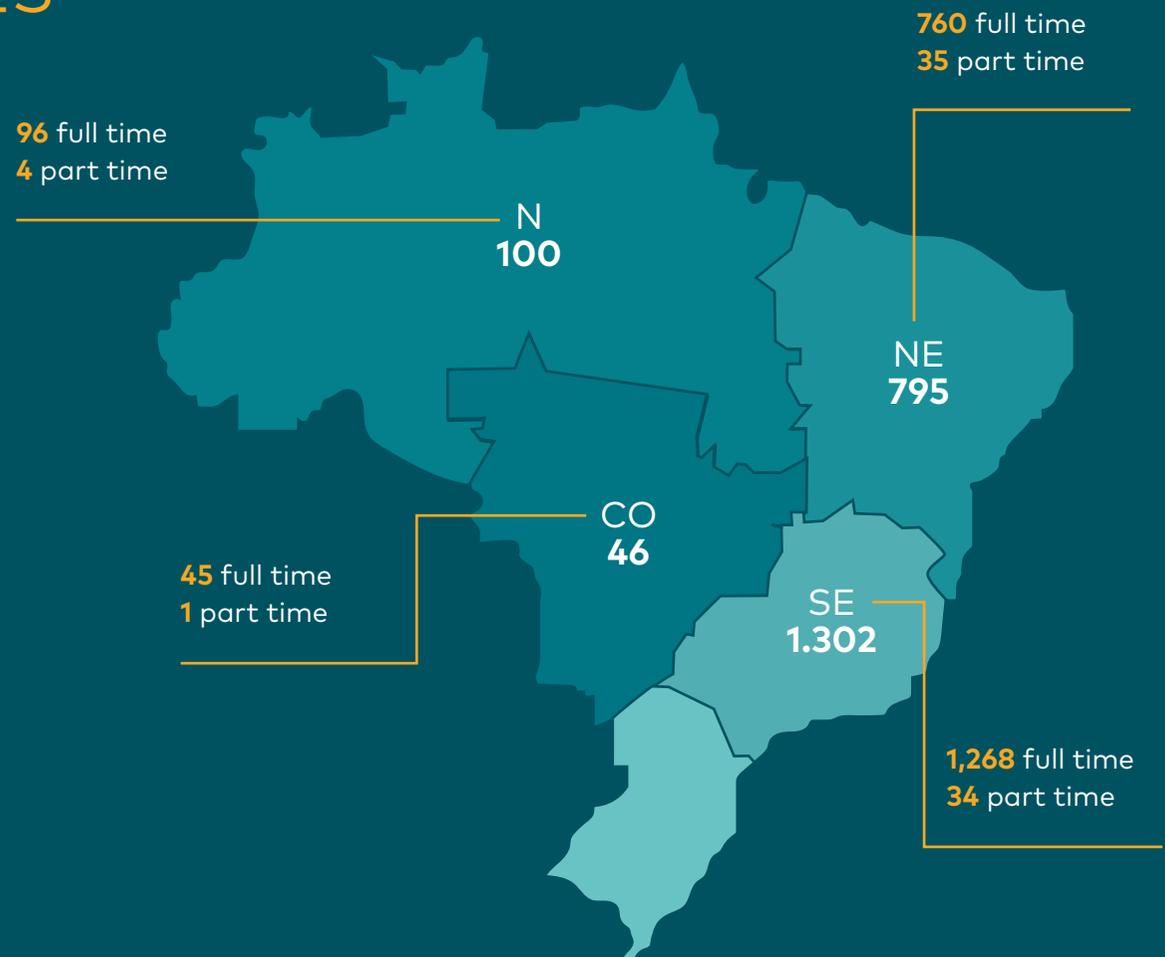
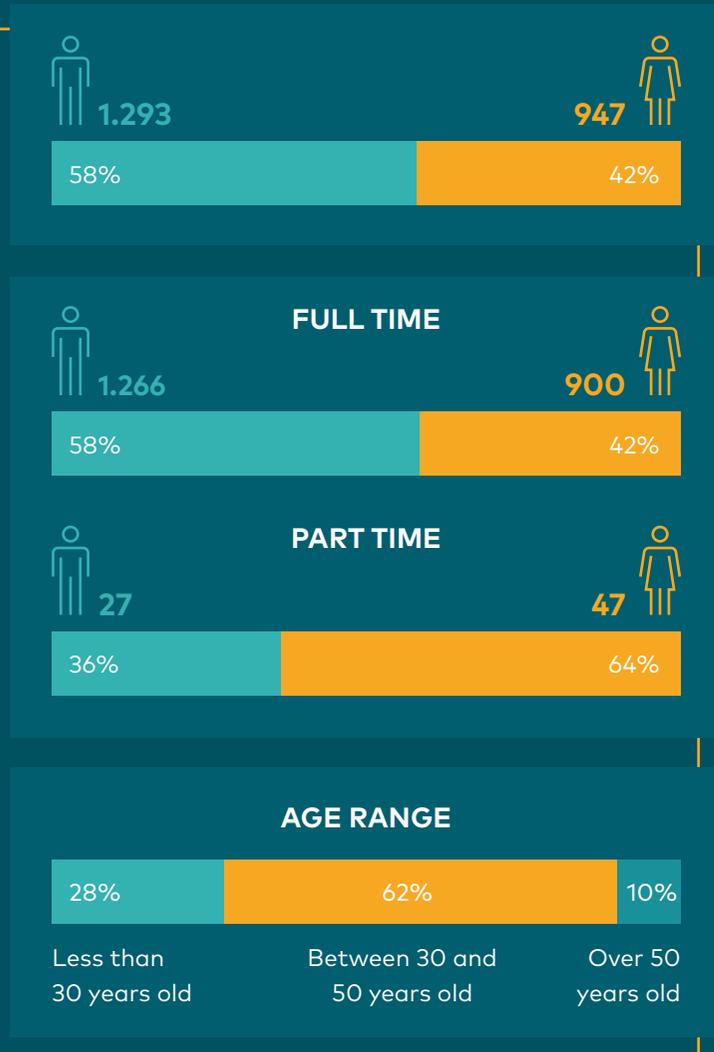
We are a team of passionate people engaged in promoting leisure, meeting points, and job opportunities in several regions of the country. We change lives and that makes us happy.

Not surprisingly, people are central to the decision-making process at the Company, which is overly concerned with the well-being and professional development of its employees. We have taken several measures to ensure a safer, more comfortable, and accessible environment, such as adopting the hybrid working model, standardizing the offices' layout, periodically reviewing benefits, and carrying out Climate Surveys, among others.



GRI 2-71 | 2-8 | 405-1

2,240 EMPLOYEES



In 2022, we had 194 workers who were not employees (hired by temporary work agencies, interns, etc.) and 3,268 outsourced employees working at the Company, mainly in maintenance, cleaning, security, and other services.

ESG RANKING

Aliansce Sonae's Internal Sustainability Ranking recognizes the shopping malls with the best performance in ESG. The initiative, which takes place with a very fun and relaxed dynamic, includes criteria focused on the Environmental, Social and Corporate Governance pillars, and aims to boost the motivation and engagement of the shopping malls in the quest for actions aimed at sustainability, strengthening our reference and leadership in the sector.

In the 2022 edition, the award criteria were:

- Hiring People with Disabilities (PwD);
- Female Leadership;
- Gender Equity;
- Perennial socio-cultural projects;
- Donation and collection campaigns, culture, education, sport and environment actions;
- Awareness campaigns;

- Disclosure of socio-environmental practices on social networks;
- Participation in Anti-corruption Policy and Code of Ethics training sessions;
- No work accidents;
- Efficient consumption of natural resources and implementation of reduction programs;
- Waste Recycling;
- Reduction of GHG emissions - refrigerant gas leaks

WINNERS

1ST PLACE Shopping Leblon

2ND PLACE Boulevard Shopping Belo

Horizonte

3RD PLACE Bangu Shopping

In addition to the Ranking, every year, at the Leadership Convention, the Company announces the winner of the Social and Environmental Recognition. This award is focused on ESG themes, in which the winner is the mall that had actions or projects with important positive socio-environmental impacts in the period.

The winner is chosen based on the registration made by the malls themselves and internal voting. In 2022, we had 35 cases enrolled, 7 of which were pre-selected by the technical management for voting. Subsequently, all Aliansce Sonae's Executive Officers voted based on videos, photos, and impact reports made available.

The winning case was Pátio Alcântara's , Zero Cost Landfill project, implemented in only four months and with no direct financial investment. As a result, the mall went from 30% to 96% of recycled waste, through the implementation of a new process consisting of the fine sorting of waste and the removal of waste garbage cans from the plazas, replacing them with tray holders. In addition, a composting service for organic waste was contracted.

CREATING OPPORTUNITIES

GRI 203-2

With the purpose of contributing to the economic dynamism around the country, besides being a positive social transformation vector, ALSO stimulates several opportunities in the labor market through its shopping malls, which in 2022 resulted in:

DIRECT AND INDIRECT JOBS

103,334 total jobs generated

2,240
direct jobs

101,094
indirect jobs



ATTRACTION AND RETENTION

TRAINEE PROGRAM

Our Trainee Program is an important initiative intended to attract, develop and retain new talents, creating a leadership pipeline with the Company's professionals based on ALSO's DNA. This process seeks to ensure that the values and behaviors of the candidates are aligned with our culture and business strategy.

After the first successful edition, six new trainees were hired in 2022, whose positions are divided between Rio de Janeiro (RJ) and São Paulo (SP). The program lasts two years and includes rotation in several of the Company's business areas, diversifying career plan opportunities. Trainees move through strategic areas in the offices and shopping malls.

The integration of the new ALSO Trainees took place in October by their respective managers and the People and Performance team, allowing them to get to know every

detail of our world and immerse themselves completely and unforgettably in our operations.

Since then, participants have already had a training track in Continuous Mentoring - with experienced professionals from the sector - round table discussions with former trainees and guided visits to Bangu Shopping, in Rio de Janeiro, and Plaza Sul Shopping, in São Paulo, in addition to important chats with Regional Directors. Throughout the program's duration, they will be assisted by the managers of the areas in question, with career guidance for their professional development.

We are looking for talents with a sense of community, good interpersonal skills, and who are open to diverse and inclusive environments.



² Shopping Pátio Alcântara is no longer part of Aliansce Sonae's portfolio considering this Report's publication date.

BENEFITS, COMPENSATION, AND WELL-BEING

We offer benefits and wellness actions to promote an even healthier relationship between our employees and the Company, ensuring a safe and motivating environment for their professional development.

OUR BENEFITS AND WELL-BEING ACTIONS



Medical assistance



Meal and food vouchers



Transport vouchers



50% OFF in BeGreen*



Birthday Day-off



20-day paternity leave



Financial support and guidance



Dental assistance



Total Pass in gyms



Legal guidance



Psychological assistance and guidance



Life insurance

* With the benefit, employees are entitled to a 50% discount on the subscription price of the BeGreen vegetable basket – a project to grow urban gardens in our malls – free from pesticides and delivered weekly.

Concerning management compensation, the salary policy is approved by the Board of Directors and its composition is supported by a specialized consultancy.

The annual profit sharing is implemented at the holding's companies by means of a Collective Bargaining Agreement with labor unions representing the professional categories and is subject to the Company obtaining a minimum EBITDA result, in addition to the non-occurrence of events that may impact the brand.

QUALITY OF LIFE PROGRAM

To monitor, measure, and promote well-being, we have developed a program aimed at our employees' individual and collective quality of life. The initiative articulates several actions, based on the **Environment, Physical Health, Mental Health and Diversity & Inclusion** pillars.

Among them are the **preventive campaigns**, such as Pink October, Blue November and World AIDS Day; **vaccination campaigns**, held annually; **offices with sustainable, disruptive and humanized environments**; use of the vegetables planted in our **BeGreen** farms (learn more on page.

DEVELOPMENT AND TRAINING

GRI 404-2

We encourage professional engagement and development of our team through a **high-performance culture, with structured and fair goals.**

For us, keeping an open dialogue, spaces for exchange and mutual learning are a must. We provide environments where everyone can access, in a simplified way, information and instructional materials that help us in our search for the best results, always in a way to leverage each person's talents and consistently work on points that need development.

All of it is under the structure of our **People and Performance** area, which has many initiatives, programs and actions aimed at assisting in our employees' training and career enhancement, together with the managers.

Check out the main highlights of 2022.

TRAINING

GRI 404-1

We have periodic training and a Distance Learning (DL) platform for all our employees, where they can be the main players in their career development from the courses and tools needed within the platform.

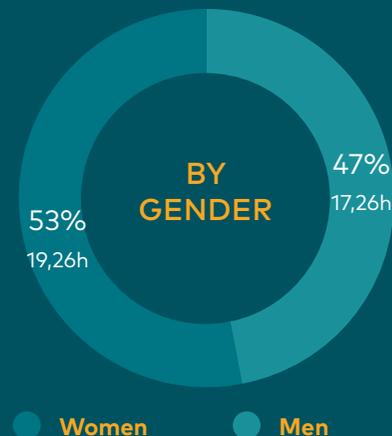
Through corporate mandatory training, which includes content about our Anti-Corruption Policy, Compliance and Code of Ethics, we ensure a better alignment among the departments about behaviors, practices

and procedures expected by the Company.

Furthermore, we have a training flow focused on the development of technical skills for malls' employees, with themes related to health and safety, environment and operations.

Other types of training can also take place, according to specific demands, ensuring the evolution of the Aliansce Sonae team.

AVERAGE TRAINING HOURS



BY JOB CATEGORY

Operational	15,08h
Coordinator/Supervisor	19,56h
Manager	39,67h
Superintendent	32,53h
Officer + CEO	28,78h

Over 40 thousand training hours offered to Aliansce Sonae's employees.

CAREER TRANSITION SUPPORT

We offer an outplacement service with the support of a leading consultancy in the market, in cases aligned with our managers. For this, we have a six-month program, focused on our leaders (Board, Superintendents and Managers). Its main objective is to support the employee when leaving the Company and re-entering the job market.

LEADERSHIP TRAINING AND ENGAGEMENT

In October 2022, we held our **Leadership Convention**, which brought together 270 leaders. The meeting reached its 24th edition and aims to promote, every year, increased cohesion around the Company's strategy, reinforcing the role of leadership in strengthening our culture.

We kept the **Management Coaching Program**, aimed at leaders identified in our talent management process. Alongside this initiative, we have the **Leadership Development Program**, which includes officers, superintendents, managers and coordinators: the **Leadership DNA**.

The program, in a hybrid model, aims to create learning experiences and train leaders on essential themes of the employees' journey. During the period, the initial module of the program was "Being a Leader", in which coordinators and supervisors from the malls also participated. Moreover, in 2022, leaders attended lectures on themes essential to their development, such as **feedback, Innovative Leadership, Communication and Influence, Emotional Intelligence and New Work Skills**. The group totaled 260 people, of which 40 are leaders who started their journey in the program this year, taking part in the

permanent modules, among holding and shopping malls' employees.

In 2022, we had the launching of the **ALSO Mentorship Program**, whose dynamic consists of conversation rounds in groups (six meetings), plus individual mentoring sessions with internal mentors, trained in company. In total, we reached 25 participants.

It is worth mentioning that these mentors participated in the **ALSO Mentor Training program**, in which we had 23 executives trained in the year, among directors and managers.

PERFORMANCE EVALUATION

GRI 404-3

We evaluate our employees annually up to the coordination level. The analysis is carried out by a specific system that includes self-assessment, manager assessment, and feedback steps.

PERFORMANCE EVALUATION 2022

Operation	734
Coordination and Supervision	330
Management	146
Superintendent	21
Board	22

The other professionals (above the coordination level) are evaluated based on specific goals aligned and discussed at the beginning of the annual performance cycle, linked to their business areas. Similarly, in the malls, leadership is evaluated by means of a goals board.

In 2022, 100% of our employees were evaluated, according to the eligibility defined in the Goal Program - Corporate Goal, Specific Goal, and Performance Evaluation - with an individual component or not, which totaled 1,253 people evaluated in the period.

DISTANCE LEARNING (DL) PLATFORM

The offer of contents in the **Distance Learning Platform** (DL) went on throughout 2022 with new courses and tracks about fundamental competencies for the professional development of our employees, considering technical scopes and soft skills.



HEALTH & SAFETY

The management of Occupational Health and Safety (OHS) is part of our employees' routine and is guided, in all units, by the aspects of accident prevention and safety and efficient responses to any emergencies. We continuously analyze workplace illness and accident risks, covered by the Risk Management Program, foreseeing the appropriate response to incidents, with specialized professionals acting in response.

Furthermore, compliance with the applicable Regulatory Norms (NRs), foreseen by the Ministry of Labor and Social Security, is a Company premise, enforced with all necessary accuracy.

SAFETY MEASURES

We ensure the use of Personal Protective Equipment (PPE) and we inspect the use of these equipment by team members and outsourced employees.

In the malls, measures are adopted

to avoid the build-up of dirt, micro-organisms and impurities in the HVAC system, such as periodic maintenance and cleaning of equipment, filters and duct networks. We also carry out training on safety procedures to reinforce accident prevention.



DIVERSITY & INCLUSION

Every month, we receive about 30 million visits in our shopping malls, which are meeting points for cultural plurality, a reflection, in part, of the Brazilian reality. Because of this ability to promote bridges and connections, our malls drive transformations in the cities and society.

In 2022, a major initiative in this direction was the introduction of the **racial self-declaration** process for updating the employee's record with the Human Resources Department, as well as in the monitoring of goals, internal indicators and other specific measures. The initiative emerged because of the education and awareness actions of the "Black Awareness" campaign, during November, and expresses ALSO's commitment to advancing this critical topic on the diversity and inclusion agenda.

Additionally, we have several actions to raise awareness, educating and training the teams, such as the **2nd Diversity and Inclusion Week**. Based on the blocks of Awareness, Education and Engagement

and Respect, we opened the week by presenting +ALSO: the Company's affinity group, which includes employees from the offices and malls, who are part (or not) of the pillars being worked on.

The other days included an open conversation on the theme with Rafael Sales and Andrea Schwarzs - speaker, digital influencer, and founder of "igual Inclusão e Diversidade", a consulting company specialized in including disabled people in the labor market - with two moments of education about the basic concepts of diversity and inclusion; a meeting with Marcia Silveira, head of Diversity and Inclusion at L'Oreal and participant of the Mover Leaders Committee (Movement for Racial Equality), and Maite Schneider, cofounder of Transemprego, and; to finish off perfectly, an engagement action and sharing of messages in favor of recognition and respect.

Finally, we kept **the training sessions on diversity with our leaders** to prevent unconscious biases from deviating from

the horizon we seek: to be a **social hub for meeting and celebrating our different accents, colors, backgrounds, and dreams!**

Access our Diversity and Inclusion manifesto here:
<https://youtu.be/GhZGsrC6Bd4>



CLIMATE SURVEY 2022

In July 2022, as a way of ensuring a collaborative and healthy organizational climate, developing a more welcoming environment for our employees, **we conducted the first Aliance Sonae Climate Survey**, with a total of 22 questions, divided into 15 dimensions.

Results were highly satisfactory for our management and show that we are on the right track of consolidating projects and initiatives with positive impacts.

We recorded an engagement rate of 97% and a total score of 8.6, as well as a NPS of 9.4 for the question asking how likely the employee was to recommend the Company as a good place to work.

Every analysis made will be used for future action plans focused on the questions where there is room for improvement, aiming to strengthen our organizational relationship.

Through the partnership with MOVER (Movement for Racial Equity), in 2022, we took on the goal of reaching 44% of black leaders by 2030, reinforcing Aliasce Sonae's public commitment to the diversity and inclusion theme.

MOVER

LEADERSHIP

Promote leadership positions taken by black people

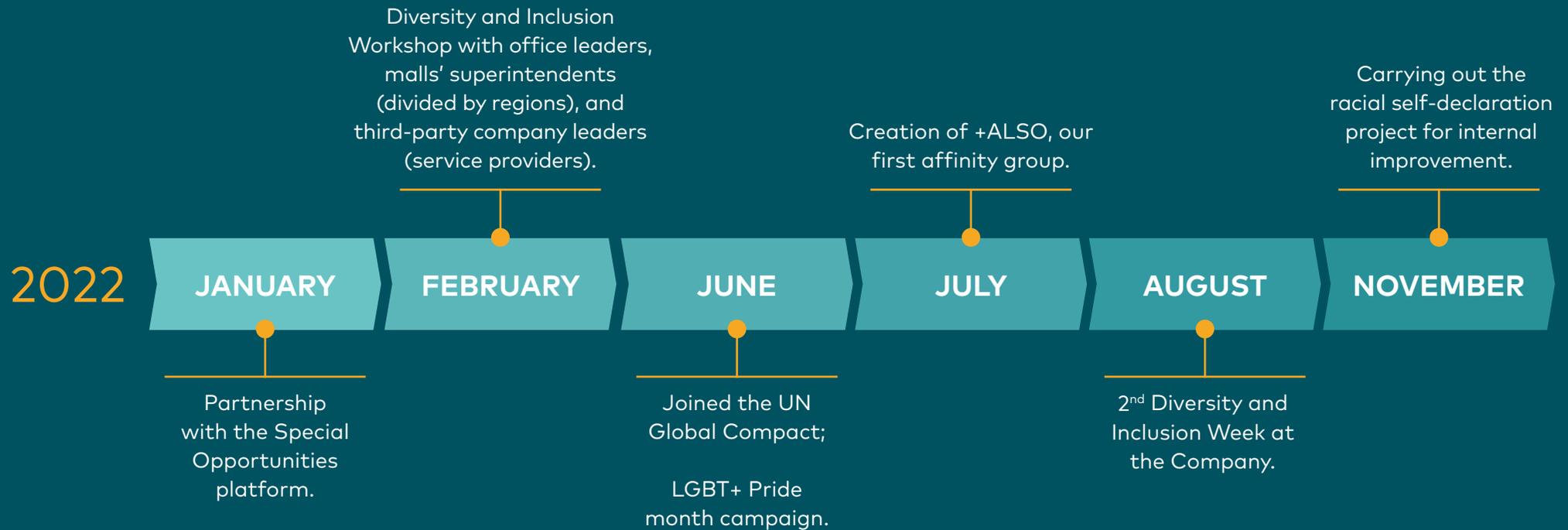
EMPLOYMENT AND TRAINING

Transform millions of people's lives by generating courses and other actions for professional development and preparation

AWARENESS

Encourage propositional discussions on racial equity through training and awareness-raising actions





HUMAN RIGHTS

100% of our security personnel undergo training related to the human rights theme. The main objective is to ensure that these professionals carry out an approach that is increasingly safe, respectful, and free of unconscious biases.



31 participating malls

7 livecasts, including a national one

142 digital influencers

282 local activations

17,151 hot site views

#EMPODERAELA

Aiming to provide greater visibility and empowerment, in 2022, during Women's Month, we held the fourth edition of the #EmpoderaEla project, which invited the public to look at the financial freedom and professional development of women.

To encourage women's projects in practice, female microentrepreneurs were selected from each shopping mall's region and had their work displayed in virtual showcases on the campaign's hot site. Some malls also promoted collaborative stores, adding visibility and business opportunities for these women. Named #EmpoderaEla Collab, these spaces were offered free of charge and remained for 30 days, with 37 malls involved in the initiative.

Throughout the month, starting on Women's Day, the malls received other activations to celebrate the date, such as workshops and lectures on themes that contribute to the formation and development of female entrepreneurs.

To lead the movement, Aliansce Sonae chose an inspiring woman: Zica Assis, cofounder of Instituto Beleza Natural - Brazil's largest network specializing in curly hair. A black woman raised in a poor community, Zica created the treatment formula for curly hair that made Beleza Natural a reference on the subject. Today, the company has 49 salons and sells its own products.

The businesswoman was the star of a special live broadcast on the action's hot site. In the chat, she talked about her successful entrepreneurial trajectory, the challenges that arose along the way, and gave tips to help other women with similar goals.

PARENTAL LEAVES

GRI 401-3

	MEN	WOMEN
 employees entitled to take parental leave	1,286	945
 employees who return to work after the parental leave	38	36
 return to work rates of employees who took parental leave	100%	80%
 employees who completed 12 months of work in 2021 after returning from leave*	22	18
 retention rate after 12 months	100%	100%

* The employees included in the calculation are those who took leave in 2021 and completed 12 months of work in 2022.



NEW HIRES AND TURNOVER

GRI 401-1

	Hires	Terminations	% hires	% turnover
BY REGION				
North	65	30	65%	30%
Northeast*	161	180	20%	23%
Southeast	327	270	25%	21%
Mid-West	19	10	41%	22%
South	0	0	-	-
BY GENDER				
Female	266	224	28%	24%
Male	306	266	24%	21%
BY AGE GROUP				
Less than 30 years old	294	266	48%	43%
Between 30 and 50 years old	264	214	19%	15%
More than 50 years old	14	10	6%	4%

* The higher turnover figure in the Northeast region, compared to hiring, is due to a specific structural adjustment in one of our malls.

DIVERSITY BY JOB CATEGORY

GRI 405-1

Job category	Women	Men	Less than 30 years old	Between 30 and 50 years old	More than 50 years old
Operational	76%	79%	92%	73%	67%
Coordinator/ Supervisor	15%	14%	7%	17%	18%
Manager	7%	5%	1%	8%	8%
Superintendent	1%	1%	0	1%	3%
Director	1%	1%	0	1%	4%
Total percentage	100%	100%	100%	100%	100%
Total absolute	947	1.293	614	1.396	230

Social Commitment

GRI 3-3

Our shopping malls are important agents of positive social transformation and act in a manner directly connected to the socio-economic development of the communities and families in their surroundings. So, to further enhance this role, we organize our social projects in the areas of Education, Sports and Culture, which has continuously boosted our contribution.

While developing projects at the national and local levels, we encourage the voluntary participation of our employees, strengthening the value of solidarity and the bond among people, as well as contributing to a better quality of life in the cities.





OUR IMPACT IN NUMBERS

+ 745 thousand

people benefited from our social projects



916

education, sports and culture projects



3,277

projects carried out in total



1,319

projects benefited by collection
and donation campaigns



1,042

awareness campaigns

ARTRIO AND ARTSAMPA EDUCAÇÃO

Aliance Sonae reasserted its commitment to support culture by renewing its sponsorship of ArtRio, one of the largest art fairs in Latin America, in 2022. In March, we celebrated the first edition of ArtSampa Educação, which brought the exhibition "Art History, Look and Discovery" to five shopping malls in São Paulo (SP). Curated by museologist and art teacher Libia Schenker, the show unfolded in ten totems with the main periods of art history - from the Renaissance to Abstract Expressionism -, gathering names such as Monet, Cézanne, Picasso, Matisse, and Miró. The totems had a QR Code that referred customers to the malls' website, where they had access to recordings with the voice of singer Roberta Sá.

We also presented, for the fourth year in a row, the ArtRio Education project. In June, we launched the second module of the event, a result of the partnership called "Caminhos da Arte Moderna Brasileira" (Paths of Brazilian Modern Art), which

was shown in five shopping malls in Rio de Janeiro. This event provided the public with access to replicas of works by great Brazilian artists, through interactive installations that were visited by several customers, including over five thousand young people and children from public schools surrounding the malls.

The exhibition used nine totems that tell the story of modern art in Brazil based on the work of artists Tarsila do Amaral, Hélio Oiticica, Vicente do Rego Monteiro, Heitor dos Prazeres, Djanira da Motta e Silva, Maria Martins, Flávia Carvalho, Waldemar Cordeiro, and Abdias Nascimento.





LEITURA PARA TODOS

The habit of reading plays a fundamental role in people's cultural formation.

Aliansce Sonae believes in the transforming power of education and therefore encourages access to literature. In 2022, we carried out the 2nd edition of the Reading for All project, which distributed, free of charge, over 200,000 children's books in the communities surrounding all our malls, in addition to carrying out recreational storytelling experiences. The initiative impacted 548 institutions and benefited more than 100 thousand children all over Brazil for the second year in a row.

Embark on reading: an itinerant bus will be driving through the parking lots of shopping malls.

Besides book donations, Aliansce Sonae believes that actions that democratize the population's access to reading in its malls are crucial to achieving its goal. In Rio de Janeiro, for example, the Company's shopping malls received a library on wheels, as a complement to the storytelling activities that already take place inside and outside the building.

For a month, a bus adapted and decorated with the visual identity of the Reading for All project drove around Rio de Janeiro and parked in our malls. The public could visit the 'library bus', which featured over two thousand titles, as well as storytelling.

The traveling library was conceived by the project Book in the Squares, a social initiative sponsored by Aliansce Sonae, which goes around the city of Rio de Janeiro where there are no public libraries. The books are lent free of charge to the residents, who have the opportunity to acquire and develop reading habits.

The collection of about two thousand books is 80% composed of titles by Brazilian authors for all ages, in addition to audio-books, works in Braille and with an enlarged font for people with low vision.



ÁREA PALCO
Hvinte
CINEMA



PARTNERSHIP WITH INSTITUTO REAÇÃO

Since 2016, we have been partners with Instituto Reação, a non-profit organization that promotes human development and social inclusion through sport. Through the partnership, we carry out educational and recreational activities inside and outside our malls, including guided tours throughout the year to the Museum of Modern Art (MAM - RJ) and free participation in events. The Institute benefits, through its partners, 2,500 children and young people from the age of four with educational support and sports activities.

In addition, in July 2022, the Company's shopping malls in Rio de Janeiro collected new and used children's and young adult literature books to be donated to Instituto Reação's literary fair.

Between June 24 and July 4, Shopping Leblon, Bangu Shopping, Caxias Shopping, Carioca Shopping, Shopping Grande Rio and Via Parque Shopping received around 1,500 books that were later delivered to the NGO. The 9th edition of Instituto Reação's Literary Fair took place at the project's headquarters, in Rocinha, on July 8th.

Intending to encourage reading habits, the event welcomed about 600 children and teenagers assisted by the project. All visitors had the opportunity to take at least one book home.





SOLIDARITY ACTION

SOS MINAS GERAIS

Together with América Futebol Clube, Aliansce Sonae and Boulevard Shopping Belo Horizonte mobilized an action to take donations to families in Minas Gerais who were made homeless by the heavy rains during the year 2022. Over 20 tons of food and cleaning products were delivered to the club's headquarters for distribution in partnership with the Mesa Brasil project, run by SESC.

SOS BAHIA

Aliansce Sonae and Shopping da Bahia donated 40 tons of food and cleaning products to the rainstorm's victims in Bahia. The donations were made through the Queremos Doar (We Want to Donate) project to the Associação Cacaveira de Canoagem (ACC), manager of the Canoeing Center in Ubaitaba (BA), coordinated by Olympic athlete Izaquias Queiroz.

SOS PETRÓPOLIS

In partnership with the Rio Solidário NGO, Aliansce Sonae mobilized to help the victims of the storm that hit the city of Petrópolis (RJ), in early 2022. The 12 shopping malls managed by the Company, in Rio de Janeiro, were donated essential items such as mineral water, personal hygiene products, cleaning products, baby and geriatric diapers, non-perishable food, bed and bath articles, as well as shoes and clothes. All the items were donated to local residents impacted by the rains.



A close-up photograph of a vibrant green leaf, likely from a plant, covered in numerous clear water droplets. A small, bright red ladybug with black spots is perched on the right side of the leaf. The background is a dark teal color with a diagonal orange line and a lighter teal triangular shape in the upper left corner.

05

**RESPONSIBLE
ENVIRONMENTAL STANCE**

Environmental Commitment

GRI 3-3 | 201-2

At Aliansce Sonae, we see anticipating scenarios as a determining factor for the continuity of our present and future value creation. For this reason, we have been working to understand the fast-paced changes that are taking place in cities, as well as new consumer demands, allowing our shopping malls to adapt to these dynamics and the environment.

Our long-term vision relates to the conservation of natural capital, linked to our priorities to reduce the consumption of natural resources and our efforts to promote waste circularity.

Our challenges also involve the decarbonization of the energy matrix and the neutralization of emissions in our operations; challenges that we work on daily.

We are evolving to increase the robustness of our management on the most diverse environmental fronts, measuring costs and financial impacts related to the management of environmental issues that are priorities for the Company, always through alternatives that add new technological and eco-efficient solutions to our developments.



COP27

As another result and recognition of our socio-environmental commitments and efforts over the last decade, Aliansce Sonae was invited to participate in the 27th United Nations Climate Change Conference (COP27).

The event, held in Egypt between November 6 and 18, 2022, brought together leading names from organizations and countries that are members of the UN to advocate progress on climate-related issues. Our involvement took place in partnership with Responding to Climate Change (RTCC), one of the main entities promoting discussions about sustainable development on the planet.

Leading the Company's ESG initiatives, Paula Fonseca, legal director and coordinator of the ESG Commission, Renata Correa, director of People and Performance, and Mario Oliveira, director of Development and M&A, were our representatives in two important panels: "Going green: the sustainable private sector leads the way" and "Using ESG strength to change the world".

In our three representatives' speeches, we witnessed the advances made by ALSO over the last years, especially in environmental and social issues, with data and indicators that prove our performance's effectiveness. We underlined our purpose in working with sustainability as an essential and non-negotiable value, beyond market demands and requirements.

In this respect, our presence at the event

underscores not only both the maturity of the Company's management in terms of ESG pillars, but also our leading role in anticipating solutions to current challenges. We are proud of this achievement and excited about the next steps.

Aliansce Sonae has positioned itself as a leading player in the Brazilian mall sector by being invited to participate in COP27.



ATMOSPHERIC EMISSIONS

SASB IF-RE-450a.2

Aliansce Sonae's greenhouse gas (GHG) emissions for 2022 were consolidated in the Company's inventory and refers to 23 owned shopping malls, in addition to the three administrative offices in São Paulo - SP and Rio de Janeiro - RJ. When comparing with the 2021 inventory, we excluded emissions from Uberlândia Shopping, Boulevard Shopping Vila Velha, Boulevard Shopping Brasília and Boulevard Londrina Shopping, which are no longer our properties in this report's fiscal year.

Recognizing one of its advances in the climate agenda, Aliansce Sonae received the **"Gold Seal"**, in 2022, from the **Brazilian GHG Protocol Program - the largest corporate inventory database in Latin America**. This seal certifies the corporate inventory for achieving the highest level of qualification and is granted after a company demonstrates compliance with all transparency criteria when publishing its emissions data.



Aliansce Sonae was recognized with the gold seal by the PBGHG Protocol in 2022.

Also, during this period, for the second time, we answered the questionnaire of the Carbon Disclosure Project (CDP) - an international non-profit organization that mobilizes investors, companies and governments to build and fast-track collaborative actions, aiming at sustainable development for current and future generations. As a main result, we raised our C rating in 2021, bringing awareness of what climate change means to the Company, to B- in 2022, indicating evidence of management regarding its environmental impacts, positioning us among the companies with well-defined projects and actions to combat and adapt to climate change.

The score achieved by Aliansce Sonae (B-) is higher than the regional South American average and the real state sector average, which scored a C. It is also important to mention that in the categories Governance, Risk Management and Emissions of Scopes 1, 2 and 3, we obtained an A score, indicative of the implementation of best practices.

CDP has been a critical management tool for Aliansce Sonae, driving us to invest in **climate transition planning**. Such project began in late 2022 and should be

completed by mid-2023, with a multidisciplinary team (risk management, operations, development and sustainability), besides being developed in four stages to ensure its efficiency:

1. **Situation analysis;**
2. **Risks and opportunities;**
3. **Goals and emission reductions;**
4. **Governance and engagement.**

The Company has committed to ensuring carbon neutrality in its operations by 2040, including Scopes 1 and 2.

Our main emission sources are:

SCOPE 1 (DIRECT EMISSIONS)

Consumption of fossil fuel and gas for energy cogeneration, refrigerant gas in the air conditioning system, consumption of diesel for emergency generators, operation of Effluent Treatment Station.

SCOPE 2 (INDIRECT EMISSIONS)

Consumption of purchased electric energy.

SCOPE 3 (OTHER INDIRECT EMISSIONS)

Destination of solid waste, energy consumed in stores, effluents destined for treatment by the municipal network, transport of materials and employees commuting, such as cars, urban buses and air travel.

GHG EMISSION (TCO2E)

SASB IF-RE-450a.2 | GRI 305-1 | 305-2 | 305-3

EMISSIONS ¹		
Scope	2021	2022 ¹
Scope 1	21,042.59	22,209.40
Scope 2	16,962.53	5,829.93
Scope 3	50,707.76	35,381.94

In 2022, biogenic emissions were 8.75 tCO₂e (scope 1) and 2,270.78 tCO₂e (scope 3).

EMISSION INTENSITY

GRI 305-1 | 305-2 | 305-3

Emissions intensity =
0.0221 tCO₂e/sqm

To calculate the emissions intensity, we consider the sum of Scope 1 and 2 emissions divided by the common area of our own developments during 2022. The gases included in this calculation are CO₂, CH₄, N₂O, HFC-134a, hfc-125, hfc-32 and (z)-hfc-1336.

¹The 2021 emissions relate to 27 malls, while the 2022 emissions relate to the 23 malls owned in the reporting period.

ENERGY

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

Energy management is part of our sustainability strategy and contributes to mitigating GHG emissions of our operation. Therefore, ALSO has been acting prominently in projects that ensure greater use of renewable energy sources.

Currently, 82.6% of the malls purchase energy through renewable sources - wind, hydroelectric, or solar - in the Free Energy Market.

For the rational use of this resource, we developed many initiatives and actions, such as the creation of ALSO Green, our sustainability projects accelerator, which, among other initiatives, build partnerships with companies specialized in energy efficiency projects to enhance solutions to our portfolio. We have also redefined the Company's new energy matrix, hiring two-thirds of energy from solar and wind sources, and prepared studies to consoli-

date partnerships with renewable energy self-production companies, as well as to invest in our own sustainable energy generation.

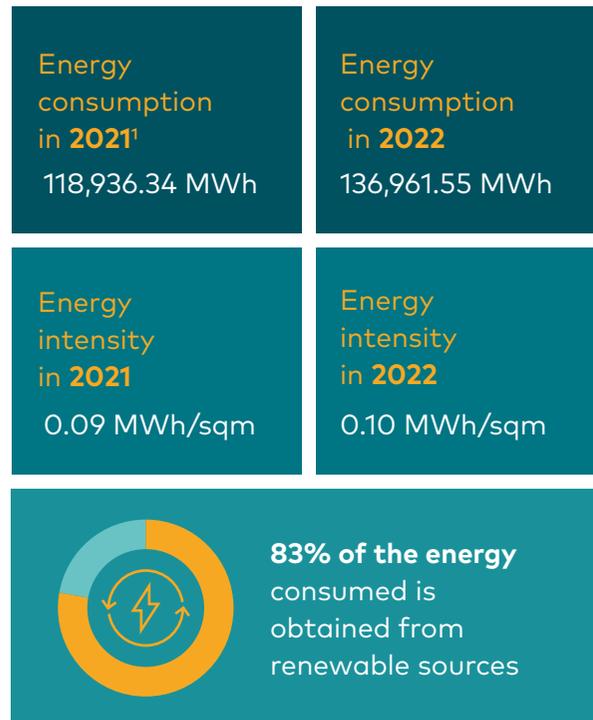
Finally, in 2022, we built at Franca Shopping, in São Paulo - SP, our first solar power plant, which is responsible for generating renewable energy to supply 100% of the mall's common areas, by installing solar panels on the mall's roof.

³Two-thirds of our energy, wind and solar, are being projected to be used after 2026.



ENERGY CONSUMPTION

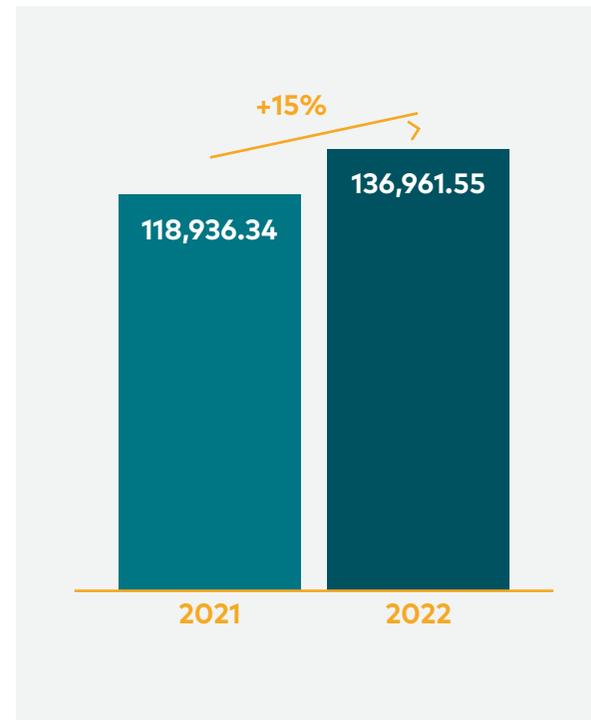
GRI 302-1 | 302-3 | SASB IF-RE-130a.2



¹ Energy consumption and intensity in 2021 were recalculated to maintain the same baseline of shopping mall numbers as in 2022

COMPARATIVE CONSUMPTION VARIATION (IN MW/H)

SASB IF-RE-130a.3



ENERGY CONSUMPTION OUTSIDE THE COMPANY (IN MW)

GRI 302-2

TYPE OF ENERGY	TOTAL CONSUMED
Diesel	33,797.26
Gas	3,953.47
Liquefied petroleum gas	1,429.09
Natural gas	9,839.36
Vehicle gas	150.92
Propane	14.69
Aviation Kerosene	139.13
Hydrous ethanol	578.28
Electricity	134,695.63
Lubricant	0.11
Asphalt	938.79
Steel	267.00
Cement CP II	139.93
Total	185,943.67

WATER

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

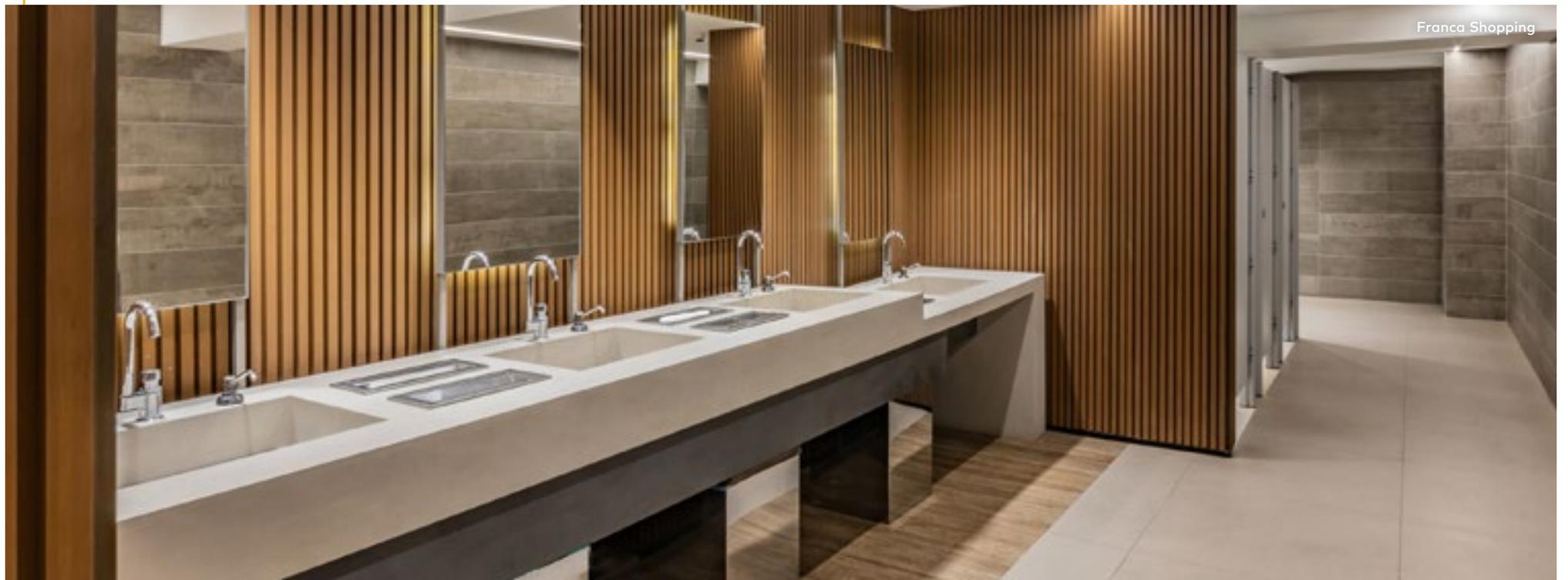
We develop sustainable consumption practices through robust water use management, including implementing technologies in operation, monitoring, and measurement and sustainable consumption practices.

Our malls use alternative sources of resources, based on our continuous invest-

ment in studies for the implementation of reuse systems.

These measures contribute to minimizing the water consumption from utilities and reduce the volume of water captured from springs. Furthermore, aiming to increase our water efficiency, ALSO

Green has partnerships with specialized companies looking for better innovative solutions to ensure better use of water resources, quality in the supply and reduced consumption of drinking water, as well as implementing technologies to treat sewage, which allows the reuse of water. Such process enables the mitigation of impacts



HOW WE USE WATER



Irrigation



Firefighting



Stores



Air conditioning



Human Consumption



Cleaning

to the environment, in addition to improving disposal quality.

Another key front is waste prevention. As a Company that manages dozens of shopping malls, we understand the impact we can cause, and the solutions needed to improve our management in this regard.

Therefore, we installed water-saving equipment in our malls, such as an automated pump system with flow control, aerator taps and dry urinals, aiming to make them more eco-efficient. We use water meters to measure monthly consumption, including water from stores, and to identify anomalies and deviations. Additionally, we perform daily rounds to locate leaks and promptly correct them.

In addition to adopting a procedural routine for the rational use of water, we engage our employees, tenants, suppliers, and customers through training and awareness campaigns so that everyone makes conscious use of water and contributes to sustainable practices.

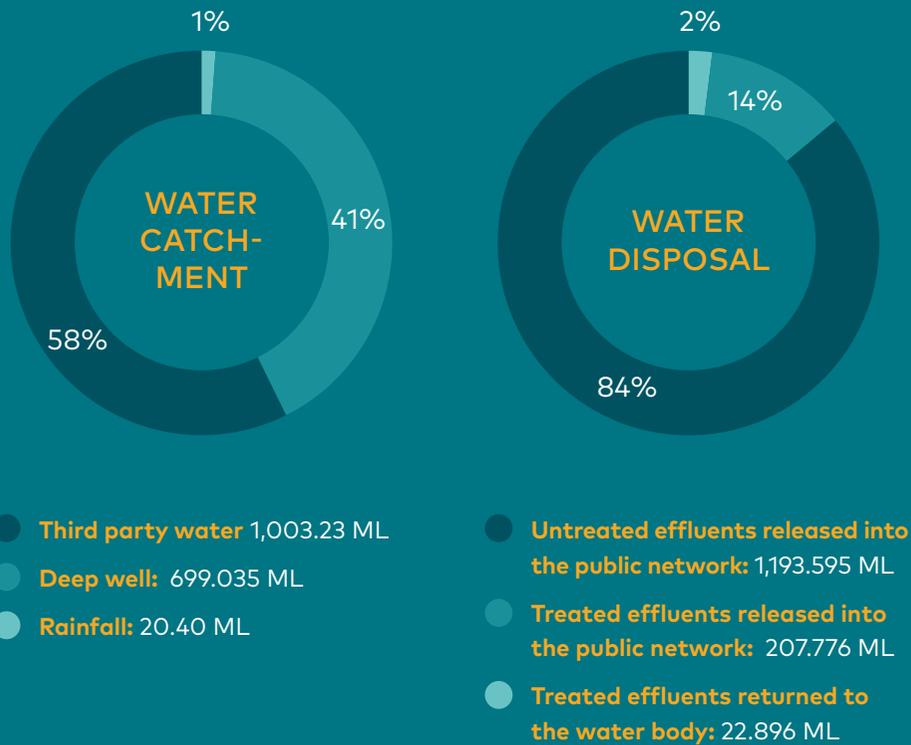
We also carry out periodic cleaning of water reservoirs and monitor, through laboratory analysis, both the water for human consumption (through a potability report), and the effluent treated and discarded in the public sanitation network or returned to water bodies. This monitoring ensures the quality of the water entering and leaving the Company and our compliance with legal standards.

This is how we envision the construction of malls that are increasingly eco-efficient and encourage responsible water use.

All the malls have eco-efficient equipment that reduces water consumption, such as timer taps, ecological urinals, and flow reduction valves for the toilet flushes.

WATER CONSUMPTION, CATCHMENT AND DISPOSAL

GRI 303-3 | 303-4 | 303-5

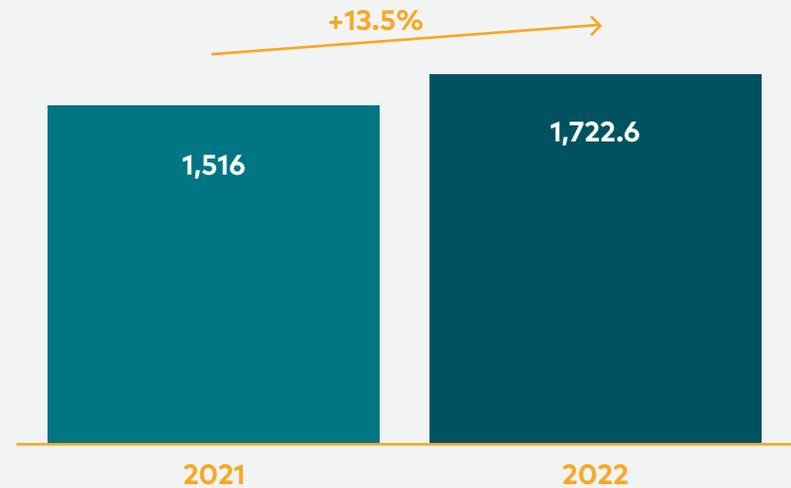


Water consumption in **2022**: 298,4 megaliters

6 malls are located in water-stressed areas and account for 15% of the water withdrawn in 2022

100% of our malls have control over their water usage

TOTAL WATER WITHDRAWN¹



WASTE

Our waste management values the recovery of materials and the promotion of circularity, in addition to correcting destination. We follow formal procedures in this topic, as we do for all our activities that potentially cause an environmental impact.

All our malls have Solid Waste Management Plans (PGRS), which standardize the treatment we must give to the waste generated by the Company and define the process control

from the beginning of the segregation to the final disposal, in accordance with the applicable laws.

Besides that, the developments carry out selective collection and pursue solutions that allow the recovery of materials, including recycling and composting. The waste generated by the Company is managed and transported by contracted companies, with valid environmental permits. The amount, type,

and final destination of the waste generated are monitored every month.

By actions that seek the circularity of waste, we can mention the adequacy of facilities and infrastructure, internal public training and the awareness of tenants and customers.

Within this context, the Company has recycling targets in all shopping malls.



GENERATION, DISPOSAL AND RECYCLING

GRI 306-3 | 306-4 | 306-5



GENERATED WASTE

Type of waste generated	Quantity (ton.)
Hazardous	1,932.43
Non-hazardous	35,900.58
Total	37,833.01



WASTE SENT FOR DISPOSAL

	Hazardous	Non-hazardous
	Quantity (ton.)	Quantity (ton.)
Incinerated with no energy recovery	33.77	-
Incinerated with energy recovery	-	4,034.85
Sent to landfills	-	9,921.97



RECOVERED WASTE

Waste type	Quantity (ton.)
Non-hazardous	
Paper/cardboard	6,335.0
Plastic	1,441
Metal/Aluminum	757
Civil construction waste	2,631
Sewage sludge	836.5
Organic waste (recycling)	189.52
Organic waste (composting)	7,364.45
Cooking oil	244.49
Wood	563.84
Tetra Pak	1,123.83
Others (Styrofoam, grease, etc)	457.13
Hazardous	
Light bulbs	1,528.94
Cells and Batteries	336.38
Electronics	33.34
Other (RSS, matas, filters etc.)	-



63% of the generated waste was recycled

ENVIRONMENTALLY RESPONSIBLE SUPPLIERS

GRI 2-6 | 204-1

We value responsible and consistent relationships with our suppliers and select these partners considering objective, strategic and economic criteria following legislation and internal rules. Such a process ensures compliance throughout our value chain.

Currently, 100% of our expenses with suppliers are directed to those in the national territory since our operations take place in

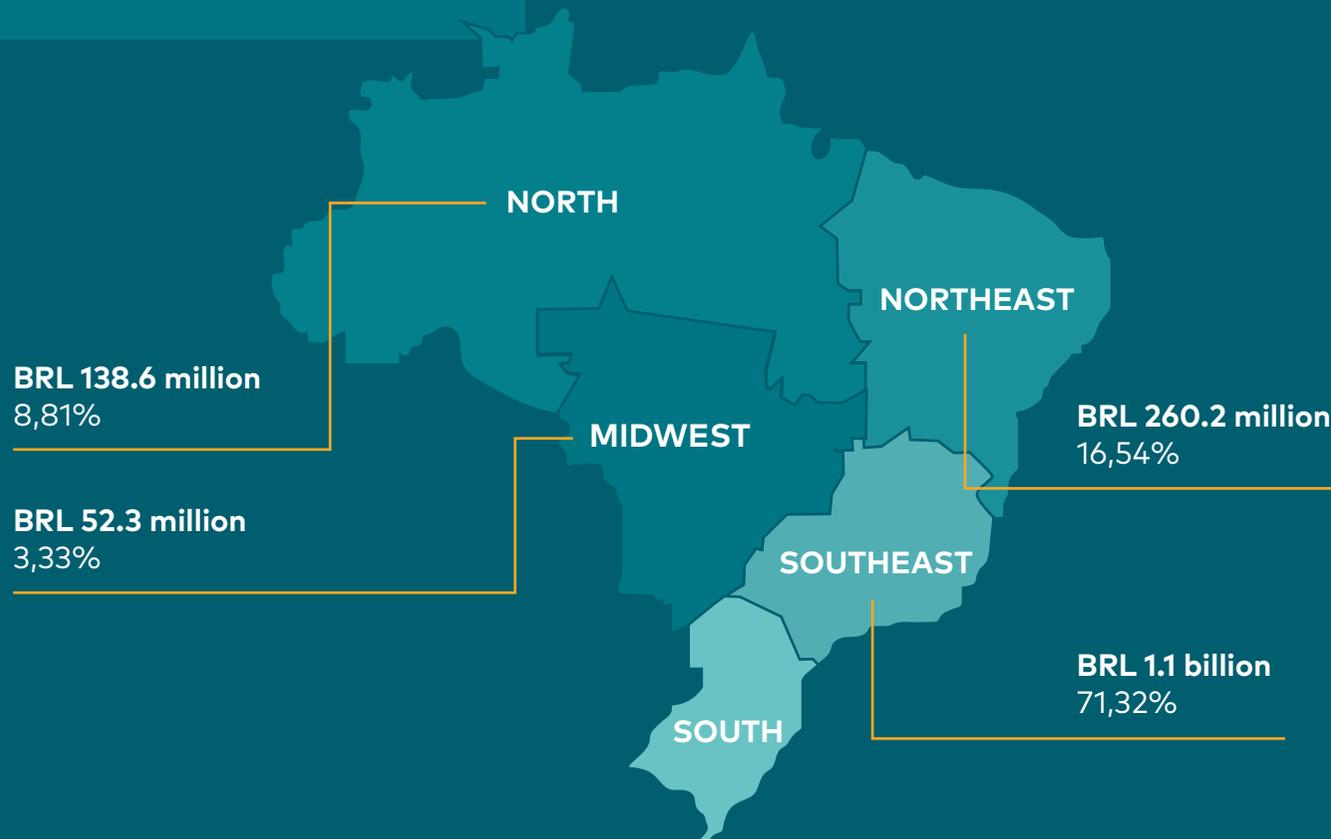
Brazil. Most of this amount (around 85%) is directed to suppliers located in the same State as the destination mall.

In this respect, by giving priority to hiring local labor, in addition to having a sensitive look at the environmental factor, we contribute to the socio-economic dynamism of the communities where our enterprises are located.

- Property security;
- Cleaning services;
- Building conservation and maintenance;
- Gardening and landscaping;
- Waste management;
- Press office;
- Event producers;
- Information technology – website maintenance;
- Print shops;
- Media vehicles and content producers;
- Attorney's office.



Total of BRL1.5 billion
spent with direct suppliers
throughout Brazil¹



BRL 1.3 billion

spent on suppliers that are
in the same state as the
malls



BRL 232.4 million

spent with suppliers
that are not in the same
states as the malls

¹We consider "local suppliers" as those located in Brazil, since our operations take place in the national territory.

Positive Influence

GRI 3-3

Over the last few years, Aliansce Sonae has invested significantly in building an ecosystem that offers services and structure to support our tenants in their “phygital” transformation journey, as well as offering a complete solution of services and convenience to our consumers, all closely aligned to the coexistence centers context. Aiming to enchant our consumers and strengthen our partnership with tenants, creating value for both groups, regardless of the contact channel. We have valued these relationships since the founding of our first mall, always striving to stay close and listen to our stakeholders attentively and genuinely.

During 2022, we saw multiple achievements in the seeds planted back in 2021: the improvement of our digital sales and logistics processes, as well as the investment in Hi Partners by Alsotech - the first investment fund in startups focused on retail-tech, which will support the ecosystem by encouraging and financing solutions that foster retail evolution (learn more on page 20).

We keep working to meet our responsibility to promote solutions for a more innovative and sustainable ecosystem.



Sustainable Innovation

GRI 3-3

For us, sustainability is a great opportunity to make a difference in the environment we live in. By stimulating an innovative attitude, we encourage our leaders and employees to go beyond what is required, proposing new operational processes and partnerships.

By combining technology with environmental protection, we deepened projects that were already under development and created paths that brought us closer to our dream mall: digital, open and fully integrated with the city in a positive way.

Here are some of our projects on this front in 2022.



Parque D. Pedro Shopping

BEGREEN: URBAN FARMS

BeGreen is responsible for growing pesticide-free vegetables in our malls, contributing to healthy eating and production with less environmental impact, with a 90% reduction in water use compared to the traditional growing method, and less transportation from production to final consumers. The initiative generates less food waste, offering fresh and tasty options.

BeGreen complexes have entertainment and environmental awareness areas, stores to sell the products grown on site – which also serve restaurants in the malls' food courts – and educational activities for children and young people.

We launched other two BeGreen farms in 2022: in Passeio das Águas and Plaza Sul malls, **totaling six BeGreen farms in Aliance Sonae's shopping malls.**



113.374 TON of vegetables produced on the BeGreen farms in our malls by 2022



12,249 visits to the BeGreen farms in our malls in 2022, of which **7,629** took place through school visits





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ABOOH

In 2022, Aliansce Sonae joined the group of companies members of the Brazilian Association of Out of Home (ABOOH). The Out of Home media may be defined as a set of advertising messages and actions capable of reaching its audience " out of their homes ". The project's objective is to unite and boost the sector, building a distinguished and positive image for member companies.

Currently, the association has around 40 partner companies and 190 thousand pan-

els spread all over Brazil, in over 200 urban centers. ABOOH is also a member of other national and international leading associations, such as CENP, DPAA, and OAAA. The idea for creating the association emerged from the market's demand for an institution that gathered institutions and professionals on the Out of Home (OOH) front.

For Aliansce Sonae, this new commitment is expected to strengthen and tighten the bonds of the Media area, increasing the

visibility of the channels installed in the Company's shopping malls.

By December 2022, ALSO had around 1,200 media points in its portfolio, with static and digital formats and special projects, offering a unique experience to the public. With the digital inventory, at the end of the period covered by this report, 61% of the shopping malls already had a digital circuit installed and operative.





WALKING RUN SERIES
PLAZA SUI SHOPPING

40K, 50K, 100K

31. JUL

KAWIWA 3000

KAWIWA

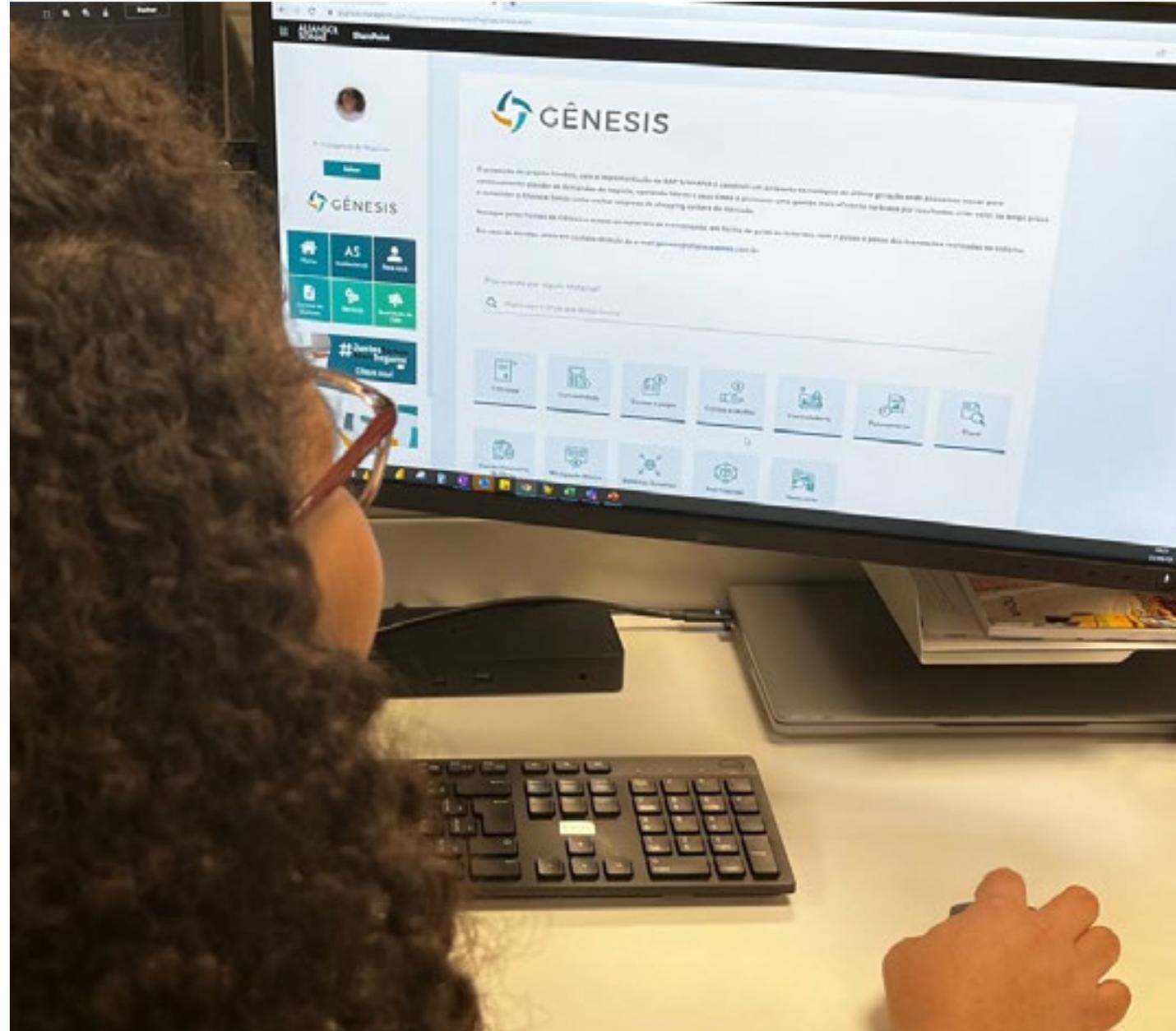
SHOPPING SUI

GÊNESIS PROJECT

The Genesis Project consisted of the implementation of a business management software to create a state-of-the-art technological environment, by meeting all the Company's demands and supporting leaders and their teams to promote more efficient management in the search for results. The new tool also brought greater flexibility, business scalability and process automation.

During 2022, we conducted its go-live, which included a robust change management project, besides considering the communication and engagement plan and the training period for users, both in the holding company and in the shopping malls. The training stage involved a training schedule given by internal multipliers, followed by question-and-answer sessions to consolidate the content presentation, as well as its practical implementation.

Following the go-live, the backlog stage took place during the period, which consists of the process of analysis and fine-tuning of the new system.



PEG – HUB DELIVERY, LOCKERS, DRIVE-THRU, MARKETPLACES

PEG aims to turn our malls into logistics hubs using state-of-the-art technology to connect sales and delivery platforms. Cost and service levels have become more competitive for retailers, encompassing both food and merchandise. Customers communicate with our tenants, purchase, and schedule pick-ups directly through PEG.

Furthermore, the system has fitting rooms so that customers can try on the products they are buying. If they want to exchange or return products, the reverse logistics can be done directly at the location, at no cost to the consumer.





IARA 360: ALIANSCÉ SONAE'S ARTIFICIAL INTELLIGENCE

Iara is a super-app with artificial intelligence, which emerged as a data assistant and is now integrated into the entire Company system. Its main goal is to be a hub of services and functionalities, gathering as much information as possible in a single place.

The tool enables employees to access business indicators more easily, and customers have immediate assistance, bringing speed and productivity to their day-to-day while centralizing internal services with natural and humanized language.



The background features a close-up of vibrant green leaves with numerous water droplets, set against a teal gradient. A diagonal teal band and a thin gold line cross the scene. The number '06' is rendered in a gold outline font on the left side.

06

ATTACHMENTS

GRI Content Index

GRI Standards		
GRI Standard	Content	Material topic
GENERAL CONTENT		
GRI 2 - Universal Standards 2021	2-1 Organizational details	Page 15
	2-2 Entities included in the organization's sustainability reporting	The set of entities considered in the elaboration of this Report can be verified on our results website: https://ri.aliانسcesonae.com.br/en/financial-information/results-center/
	2-3 Reporting period, frequency and contact point	Page 4
	2-4 Restatements of information	There were none.
	2-5 External assurance	There were none.
	2-6 Activities, value chain and other business relationships	Page 15, 28 and 83
	2-7 Employees	Page 45
	2-8 Workers who are not employees	Page 45
	2-9 Governance structure and composition	Page 32

GRI 2 - Universal Standards 2021	2-10 Nomination and selection of the highest governance body	Page 33
	2-11 Chair of the highest governance body	Page 32
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 33
	2-13 Delegation of responsibility for managing impacts	Page 34
	2-14 Role of the highest governance body in sustainability reporting	Page 4
	2-15 Conflicts of interest	Page 30 and 39
	2-16 Communication of critical concerns	There were none.
	2-17 Collective knowledge of the highest governance body	Page 33
	2-18 Evaluation of the performance of the highest governance body	Page 38
	2-19 Remuneration policies	Page 37 and 44
	2-20 Process to determine remuneration	Page 34, 37 and 44
	2-21 Annual total compensation ratio	The ratio between the compensation of the highest-paid employee in the Organization and the total average annual compensation of all employees was 32 in the period.
	2-22 Statement on sustainable development strategy	Page 11

GRI 2 - Universal Standards 2021	2-23 Policy commitments	Page 30
	2-24 Embedding policy commitments	Page 34 and 39
	2-25 Processes to remediate negative impacts	Page 30
	2-26 Mechanisms for seeking advice and raising concerns	Page 30
	2-27 Compliance with laws and regulations	There were no non-compliances with laws and regulations in the period.
	2-28 Membership associations	Until the end of 2022, Aliansce Sonae was associated with the following institutions and commitments: - Global Compact - Associação Brasileira de Shopping Centers (Abrasce) - Associação Brasileira das Companhias Abertas (Abrasca) - Câmara Latinoamericana de la Industria de Centros Comerciales (CLICC)
	2-29 Approach to stakeholder engagement	Page 30
2-30 Collective bargaining agreements	During the period, 96% of employees were covered by collective bargaining agreements. The remaining 4% not covered refers to the Company's apprentices and statutory employees.	
GRI 3 – Material Topics	3-1 Process to determine material topics	Page 7
	3-2 List of material topics	Page 7
	3-3 Management of material topics	Page 30, 41, 42, 44, 61, 71, 85 and 86

ECONOMIC CONTENT

GRI 201: Economic Performance 201	201-1 Direct economic value generated and distributed	Page 24
	201-2 Financial implications and other risks and opportunities due to climate change	Page 71
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community	100% of Aliansce Sonae's board members were hired from the local community (reference: national territory).
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 24
	203-2 Significant indirect economic impacts	Page 47
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 83
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Training and capacity building on the anti-corruption Policy was conducted in 2021. In 2022, with the ongoing merger process, efforts were focused on unifying both companies' policies.
	205-3 Confirmed incidents of corruption and actions taken	We have not reported any cases of corruption during the period.

ENVIRONMENTAL CONTENT

GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 77
	302-2 Energy consumption outside of the organization	Page 77
	302-3 Energy intensity	Page 77
	302-4 Reduction of energy consumption	Page 76

GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 78
	303-2 Management of water discharge related impacts	Page 78
	303-3 Total water withdrawal by withdrawal source, including in areas with water stress	Page 80
	303-4- Breakdown of total water discharge by types of destination, including in areas with water stress	Page 80
	303-5 Total water consumption	Page 80
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 75
	305-2 Energy indirect (Scope 2) GHG emissions	Page 75
	305-3 Other indirect (Scope 3) GHG emissions	Page 75
	305-4 GHG emissions intensity	Page 75
	305-6 Emissions of ozone-depleting substances (ODS)	0.042 tons of CFC-11 equivalent, considering 23 developments in our portfolio and three offices in the period.
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	We did not identify the existence of these gases in our inventory.
	GRI 306: Waste 2020	306-3 Total weight of waste generated in metric tons
306-4 Total weight of waste diverted from disposal in metric tons		Page 82
306-5 Total weight of waste directed to disposal in metric tons		Page 82

GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	By 2022, we have adopted environmental criteria to be used in 7.7% of the hiring of facilities suppliers.
SOCIAL CONTENT		
GRI 401: Employment 2016	401-1 Total number and rate of new employee hires and rate of employee turnover, by age group, gender and	Page 60
	401-3 Return to work and retention rates of employees that took parental leave, by gender	Page 59
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee, by gender and employee category	Page 50
	404-2 Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Page 50
	404-3 Percentage of employees receiving regular performance and career development reviews, by gender and employee category	Page 52
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees with a percentage of individuals by gender, age group, minority or vulnerable groups and other indicators of diversity	Page 45 and 60
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No cases of discrimination were identified in the period.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	We did not identify any operations or suppliers with significant risk of child labor cases in the period.

GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	We did not identify any operations or suppliers at significant risk for incidents of forced or compulsory labor in the period.
GRI: 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	100% of Aliansce Sonae's security team has periodic training focused on human rights.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving the rights of indigenous peoples	There were none.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	By 2022, we have adopted social criteria for 7.7% of the hiring of facilities suppliers.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no complaints concerning breaches of customer privacy and/or loss of customer data in the period.

SASB Table

SASB		
TOPIC	METRIC	
Energy Management	IF-RE-130a.1 Energy consumption data coverage as a percentage of total floor area, by property subsector	74% of the malls fully manage the energy supply. In some cases, energy is supplied to the tenant directly by the concessionaire.
	IF-RE-130a.2 (1) Total energy consumed by portfolio area with data coverage; IF-RE-130a.2 (2) percentage grid Electricity; IF-RE-130a.2 (3) percentage renewable, by property subsector	(1) 294,918 MWh (2) 84.8% (3) 0%
	IF-RE-130a.3 Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector	Page 77
	<i>IF-RE-130a.4 (1) Percentage of the eligible portfolio that has an energy rating and (2) is certified to ENERGY STAR, by property subsector</i>	We do not have, in our portfolio, projects with energy efficiency certification, including by Energy Star.
	IF-RE-130a.5 Description of how building energy management considerations are integrated into property investment analysis and operational strategy.	Aliansce Sonae has two companies responsible for the management of energy, whose information is monitored from: (i). financial flow; (ii) volume and values of energy sales made; (iii) monthly consumption x average consumption; (iv) swap between energy types; and (v) monthly composition of the energy value.

Water Management	IF-RE-140a.1 Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property subsector	The malls manage total water withdrawal in 100% of the built area. 20% of the total built area of the portfolio is in high-risk water stress regions.
	IF-RE-140a.2 (1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Page 78
	IF-RE-140a.3 Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Variation of +17% considering only owned shopping malls, that is, excluding the developments that were divested.
	IF-RE-140a.4 Description of water management risks and discussion of strategies and practices to mitigate those risks	Page 78
Management of Tenant Sustainability Impacts	IF-RE-410a.1 (1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property subsector	We do not have clauses mentioned by this indicator.
	IF-RE-410a.2 (1) Percentage of tenants that are separately metered or submetered for grid electricity consumption and (2) water withdrawals, by property subsector	<ol style="list-style-type: none"> 26% of the malls have stores that manage their own energy. No store monitors water withdrawals separately.
	IF-RE-410a.3 Discussion of approach to measuring, incentivizing, and improving Sustainability impacts of tenants	In the case of the Energy topic, we got the approval for new stores to have 100% LED bulbs, in addition to monthly consumption monitoring. For Water, we carried out campaigns to reduce consumption in the food stores. For the theme of Waste, we invested in environmental education training with tenants, about waste sorting, as well as in the implementation of colored bags to facilitate this sorting and in the joining of the composting program in the food stores.

Climate Change Adaptation	IF-RE-450a.1 Area of properties located in 100-year flood zones, by property subsector	By the end of 2022, Aliansce Sonae owned eight malls located in areas subject to flooding, totaling a GLA of 322,624.1 sqm.
	IF-RE-450a.2 Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Page 39, 73 and 75
Metrics	IF-RE-000.A Number of assets, by property subsector	Page 15
	IF-RE-000.B Leasable floor area, by property subsector	Page 15 and 17
	IF-RE-000.C Percentage of indirectly managed assets, by property subsector	We do not indirectly manage assets in our portfolio.
	IF-RE-000.D Average occupancy rate, by property subsector	Page 15 and 16

SDG Map

5 GENDER
EQUALITY



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Our People, page 44

6 CLEAN WATER
AND SANITATION



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Environmental
Commitment, page 71

7 AFFORDABLE AND
CLEAN ENERGY



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8 DECENT WORK AND
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10 REDUCED
INEQUALITIES



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11 SUSTAINABLE CITIES
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12 RESPONSIBLE
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AND PRODUCTION



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13 CLIMATE
ACTION



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16 PEACE, JUSTICE
AND STRONG
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Credits

COORDINATION

Aliansce Sonae

EDITORIAL PROJECT, WRITING AND TRANSLATION

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GRAPHIC PROJECT & DESIGN

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