



SUSTAINABILITY REPORT 2021





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INTRODUCTION

Dedication

The last few years have been deeply transformative for all of us. In 2021, we continued to live under the effects of the Covid-19 pandemic and its impacts.

*During this period, we rethought our way of acting and sought new ways to create value for shareholders, tenants and employees, including the communities where we operate and society as a whole. Only one thing hasn't changed: **our mission to make a difference and transform for the better everything we are involved with.***

*Therefore, we take this opportunity to thank the engagement and dedication of all those who supported us on this journey—especially our employees. **Thanks to all of you, we keep on transforming ourselves and increasingly making a difference.***



Foreword

GRI 102-14 / 102-51

LOOKING TO THE FUTURE. This is how we are proud to complete, now in 2022, year this report was published, 50 years of a trajectory full of successful partnerships with tenants and thousands of enchanting moments shared with our consumers and employees, in addition to hundreds of projects that made the difference in the communities where we are present. These many years of history are what support us in going beyond and making a commitment to future generations. With this message, we present Ancar Ivanhoe's first Sustainability Report.

In this document, we will detail the pillars of our company, founded by the Carvalho family, when Dr. Sérgio Carvalho, through a bold move, left the financial sector with the sale of Banco Andrade Arnould and invested in Conjunto Nacional, in Brasília (DF), starting the operating of it as pioneer of shopping malls industry in Brazil.

As a legacy, the sense of Social Responsibility has remained. From the time of acting in the financial market to the activities related to the shopping mall sector, family values have always been present in the company's routine in a genuine manner.

Long before sustainability was part of investors' and entrepreneurs' recurrent vocabulary, we were already practicing our activities considering it a part of society's life, engaging residents in the surroundings of the ventures, while generating value by means of social projects.



For us, each mall is a platform for social development and our commitment is to contribute to improving the quality of life of the communities where we operate.



In memoriam:
05/28/1938 - 11/10/2021

In this year, our history is marked by the irreplaceable loss of **Dr. Sérgio Carvalho**, in November 2021. However, it brings us the certainty that he left us an important legacy based on solid values for the company.

Based on his example, we continue to invest in social projects, with the direct involvement of our directors, employees and partners in different voluntary and environmental actions, through the development of initiatives such as *Telhado Verde* ("Green Roof"), which are recycling and composting projects. Over the last year, we have advanced on the ESG (Environmental, Social and Governance) journey in the company.

With a vision focused on our impact on society, the context of the Covid-19 pandemic has brought unprecedented challenges to the business, requiring fast decision-making and the priority for the safety and well-being of all.

We have also increased our positive impact through a close relationship with employees. In this sense, in 2021, we launched our Diversity and Inclusion Program, seeking to create a company where, more and more, people feel respected and belong to a space conducive to development.

In the recovery of the economy, the presence and warmth of the public showed us that our malls are, in addition to places of consumption and entertainment, centers for socialization, meetings, learning and, above all, relationships that generate value.

Thus, we continue to build a company committed to our own history and we invite you to discover how we are building the foundations for an increasingly sustainable future.

Enjoy your reading!

Evandro Ferrer - CEO



About this Report

GRI 102-42 / 102-50 / 102-51 / 102-53 / 102-54

IT IS WITH GREAT SATISFACTION that we share with you Ancar Ivanhoe's first Sustainability Report, the result of our commitment to business transparency and dialogue with our stakeholders.

In this report, we intend to show how our malls make a difference to tenants, consumers, communities, suppliers and employees, while seeking alternatives to mitigate negative impact on the environment.

Over the next few pages, we will provide you with the social, environmental, financial and operational information of our business, for the period from January 1 to December 31, 2021. The data presented here includes both the malls we own and those we manage.

The Report was prepared based on the guidelines of the Global Reporting Initiative (GRI), in line with the best market practices, in its GRI Standards version, the most recent and used worldwide for sustainability reporting.

To define the scope of the report, we relied on a materiality study, carried out in 2021, with the objective of defining the topics that are most relevant to the business and to our stakeholders.

Based on the material themes, we have chosen the GRI indicators to be used in the Report. At the beginning of each chapter, we point out which indicators are being addressed, by means of the **GRI** acronym, and in the GRI Content Index (page 81) we explain the content of each indicator, signaling the page on which they are reported.



If you have any questions, suggestions or comments about this report, please contact us via **esg@ancar.com.br** or **+55 21 3525-5413**.

Sustainable Development Goals

In 2015, the United Nations (UN) established 17 Sustainable Development Goals (SDGs) with the purpose of engaging governments, companies and organizations around the world towards goals such as eradicating poverty, combating climate change and preserving natural resources by 2030.

Since then, the SDGs have become an important tool for advancing the management and reporting of corporate sustainability, helping companies to map where they can generate more value and target their efforts. In line with this trend, in the GRI Content Index (page 81), we point out the correlation between the GRI indicators and the SDGs.

Moreover, in our materiality process, we pointed out which SDGs were impacted by each material theme (learn more on page 10), which allowed us to outline the priority objectives of the business:

PRIORITY SDGS














Materiality

GRI 102-44 / 102-46 / 102-47 / 103-1

To identify priority issues for the sustainability of our business and define which themes guide the content of the Report, in 2021 we carried out a process to build our materiality matrix. To ensure that the Report covered the topics of greatest relevance to stakeholders, the materiality process was based on the following steps:

- Analysis of the strategic scenario for the company, based on the selection of the most relevant topics, indicated in initiatives and market guidelines for sustainability management;
- Survey of topics considered material for peers and competitors;
- Application of an online inquiry, answered by the company's main stakeholders.

AUDIENCES CONSULTED IN THE MATERIALITY SURVEY

-  Shareholders
-  Executives and advisors
-  Tenants
-  Direct and indirect suppliers
-  NGOs and communities
-  Press
-  Banks and financial institutions
-  Employees
-  Industry business associations
-  Consumers
-  Owners and co-owners of malls managed by Ancar Ivanhoe

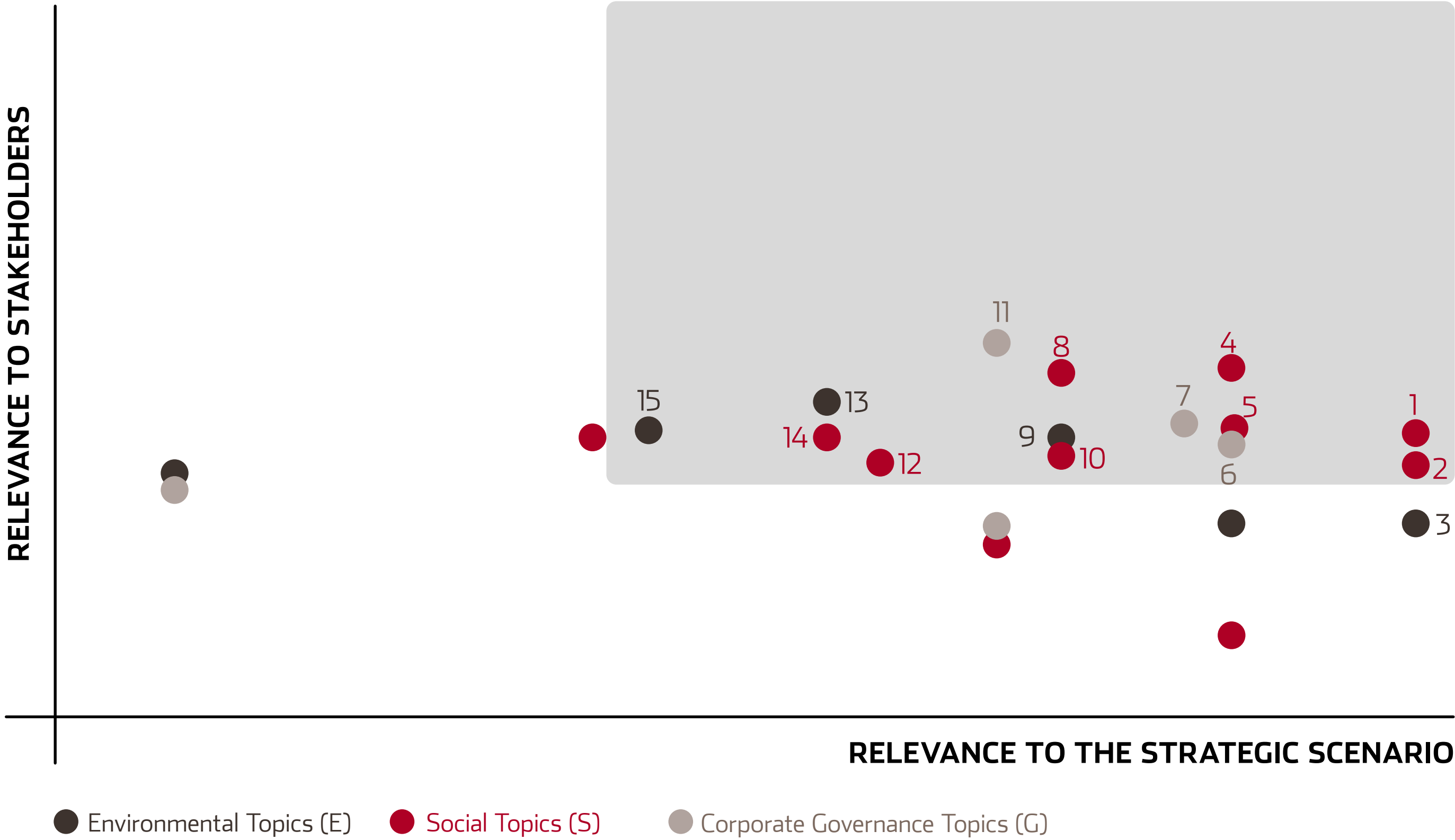
Materiality Matrix

As a result, we ended up with 15 material themes in our Materiality Matrix, selected from those most relevant to stakeholders and the strategic scenario:

PRIORITY MATERIAL ASPECTS





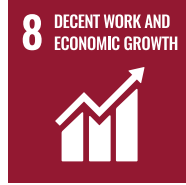
1. Impact on communities
2. Good labor practices in the supplier chain
3. Atmospheric emissions and climate changes*
4. Health and safety at work
5. Good labor practices in the operation
6. Structure and good risk management practices
7. Compliance and integrity governance structure
8. Training and education
9. Energy use management
10. Attracting and retaining talents
11. Ethics and the fight against corruption
12. Support for social development
13. Water use management
14. Diversity, equality and non-discrimination
15. Waste

* The Atmospheric emissions and climate change topic, as it has maximum relevance in the sectorial scenario, was also considered material.





The topics were organized into four material themes, described below:

MATERIAL THEMES		SDG
Ethics and corporate governance		
Ensuring a governance and integrity structure, guided by ethics, fighting corruption, mitigating risks and guaranteeing a responsible and fair operation.		
Material Topics <ul style="list-style-type: none">• Compliance and integrity governance structure• Structure and good risk management practices• Ethics and fight against corruption		
Limit External: direct impact on all stages of the chain. Internal: direct impact on all business units.		
People management		
Promoting the personal and professional development of employees, ensuring their safety and valuing their individuality are essential actions to leverage the retention of qualified professionals, engaging them in the business strategy.		   
Material Topics <ul style="list-style-type: none">• Health and safety at work• Training and education• Good labor practices in the operations• Attraction and retention of talents• Diversity, equality and non-discrimination		
Limit External: direct impact on employees. External: indirect impact on other stages of the value chain. Internal: direct impact on all business units.		

MATERIAL THEMES		SDG
Positive social impact		
Establishing a good relationship with communities and public authorities, with an open dialogue with stakeholders, favors the generation of local value. In addition, the relationship with responsible suppliers increases the positive impact on society.		<div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div>
Material Topics <ul style="list-style-type: none">Support to social developmentImpact on the communitiesGood labor practices in the supply chain		
Limit <p>External: direct impact on employees, communities, government and suppliers.</p> <p>External: indirect impact on the other stages of the value chain.</p> <p>Internal: direct impact on all business units.</p>		
Eco-efficient Shopping Malls		
By reducing the environmental impact related to the use of water and energy and waste management, Ancar Ivanhoé mitigates legal and reputational risks, in addition to collaborating with the survival of its own business in the long term.		<div><div>6 CLEAN WATER AND SANITATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>15 LIFE ON LAND</div></div>
Material Topics <ul style="list-style-type: none">Water use managementEnergy use managementAtmospheric emissions and climate changeWaste		
Limit <p>External: direct impact on all stages of the chain.</p> <p>Internal: direct impact on all business units.</p>		



ANCAR IVANHOE



Who we are

GRI 102-1 / 102-3 / 102-4 / 102-5 / 102-6 / 102-7

WITH 50 YEARS OF EXPERIENCE, Ancar Ivanhoe is one of the largest platforms for privately held shopping malls in Brazil. Headquartered in Rio de Janeiro (RJ), we participate in the management of a portfolio of 25 projects distributed in the five regions of the country.

It is in our corridors that consumers live unique and charming experiences and interact with us based on the name and flag of each of the malls. Through our digital platforms, our relationship with our 5.4 million customers goes beyond physical limits and provides a fluid and integrated journey between online and offline.

With our tenants, we are focused on establishing a relationship of credibility, offering space and services that help in the profitability of the more than 4,500 stores installed in our malls.

With a yearly volume of 250 million visits, our malls are truly spaces for well-being and socialization.

With an integrated business model, we manage 16 malls that we own, and 9 malls owned by third parties, focusing on quality and excellence in delivered results. Our role as a manager of third-party malls is recognized by the market and we have an in-house asset manager, - SCAI - that allows us to offer a complete package for managing real estate projects and funds.

In all, we manage over 1.1 million m³, where we supervise all aspects of the business, including operations, customer service, finance, market research, merchandising, marketing, parking, architecture and environment, and information technology.

13
CITIES



25
MALLS

250
MILLION VISITS



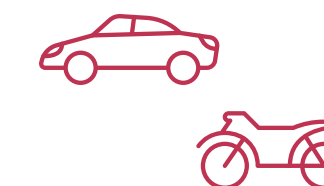
over 4,000
EMPLOYEES
ORGANIC AND OUTSOURCED



16
OWN MALLS
TOTAL ASSETS



5.6
MILLION FOLLOWERS
IN THE SOCIAL NETWORKS
(FACEBOOK AND INSTAGRAM)



FLOW OF
47.5
MILLION VEHICLES IN 2019*
(R\$ 34.8 million in 2021)



1.0
MILLION
M² MANAGED



R\$ 16.3
BILLION SALES IN 2019
(13.7 billion in 2021)

*Due to the pandemic, the 2021 data do not reflect the size of the company in some indicators and, therefore, we also bring the 2019 data.



OUR DNA

GRI 102-16

PURPOSE

Promoting transformations with inspiring experiences.

MISSION

Create a unique and delightful experience for consumers, and at the same time profitable for retailers and entrepreneurs, through a happy team that is committed to the company's values.

VALUES

People who like people - Liking people is our essence. That is why we prioritize our relationships, our proximity, the support and connection with our audiences, whether our consumers or those who are from inside. We believe that liking people makes us have a look of care and attention that values each individual. Because diversity is essential for us to be in tune.

Moved by human connections - Creating true connections with people is about strengthening bonds that are fundamental to business, life and the community. For us, our partners, employees, tenants and visitors are also friends. Because when we really connect, we evolve together, transforming and creating unique experiences in our market. For us, every achievement is a consequence of human connections.

Building the future inspires us - We are inspired by transformation. With our innovative spirit, we were pioneers in believing in the potential of shopping malls in Brazil. And we continue with this energy, always thinking about possibilities to build the future. For us, technology is a means that drives the journey of experience, strengthens human connections and provides charm in everyday life.

Attitudes make things happen - We like walking the walk. For us, attitudes move life forward. In addition to being the nature of our market, dynamism and constant transformation are our way of acting. In each process, we seek a combination of agility, efficiency, assertiveness and whim, always looking for new ways to evolve.

Oriented by the positive impact - Commitment to society and the environment is our role. We know about our social role and the positive impact we can generate in the communities where we are. We have this outlook since the beginning. It's been more than 50 years of doing good, but we know there's still much more to be done. Together with our partners, we can generate transformations and contribute to improving the whole. For all.

PRINCIPLES



IN LOVE WITH PEOPLE

Humane | Close | Warm



VERSATILE

Flexible | Open-minded | Efficient



PARTNERS

Empathetic | Present | Encouragers



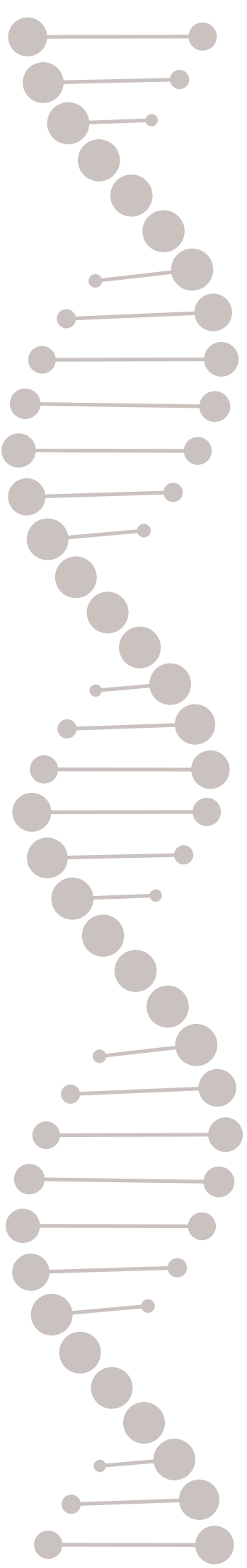
ENGAGED

Focused | Active | Transformers



INSPIRING

Explorers | Weariless | Bold





Our history

Our story begins in the 1970s, when the Carvalho family leaves the financial sector and sells Banco Andrade Arnould to invest in the Shopping Conjunto Nacional, in Brasília (DF). The development was the first mall in the Midwest and the second in the country, developed by architect and urban planner Lúcio Costa, as part of the Brasília (DF) Pilot Plan. Today it is considered a Historical and Cultural Heritage of Humanity by UNESCO.

In 2006, Ancar combined its experience with Ivanhoe Cambridge, a global leader in the real estate sector. As a result of this union, Ancar began to count on Ivanhoe Cambridge's contribution, with access to long-term capital and global know-how, committed to offering consumers and tenants excellence and innovation in the sales and consumption experience.

**1972**

- Foundation of Ancar Empreendimentos, partner of Conjunto Nacional Brasília.

1976

- Foundation of the Brazilian Shopping Center Association (Abrasce), which had Sergio Andrade de Carvalho as one of its founders.

1983

- Inauguration of the Shopping Center Iguatemi in Porto Alegre (RS).

1995

- Inauguration of the Nova América Outlet Shopping, in Rio de Janeiro (RJ), located in an old fabric plant.

1999

- Spin off of Ancar Gestão becoming a reference for own and third-party malls.

2007

- Acquisition of Natal Shopping.
- Management of the Shopping Metrô Itaquera achieved.
- Launch of Porto Velho Shopping.

2006

- Association with Ivanhoe Cambridge.

2004

- Management of Rio Design Barra and Rio Design Leblon achieved, with brands repositioning.
- Management of the Pantanal Shopping achieved.

**2002**

- Repositioning and expansion of Shopping Nova América, in Rio de Janeiro (RJ).

**2008**

- Management of Shopping Eldorado, in São Paulo (SP), achieved. It is one of the most important in the city.
- Acquisition of São Marcos, developer of the Interlagos and CenterVale malls in São Paulo (SP), and Botafogo Praia Shopping and Downtown, in Rio de Janeiro (RJ).

2012

- Launch of its mall in Campinas (SP), Shopping Parque das Bandeiras.
- Acquisition of the Shopping Boulevard.

2018

- Assumption of the management of the Brazil Retail real estate fund, which includes Pátio Higienópolis, Pátio Paulista, Rio Sul and Madureira. In addition, Ancar ADM took over the management of the Pátio Paulista and Madureira shopping malls.

2016

- Inauguration of the Shopping Nova Iguaçu.

**2013**

- Acquisition of the Golden Square Shopping.
- Entered Ceará by acquiring the North Shopping Fortaleza, North Shopping Maracanaú and Via Sul Shopping and launched North Shopping Jóquei.



Our shopping malls

GRI 102-2 / 102-3 / 102-4

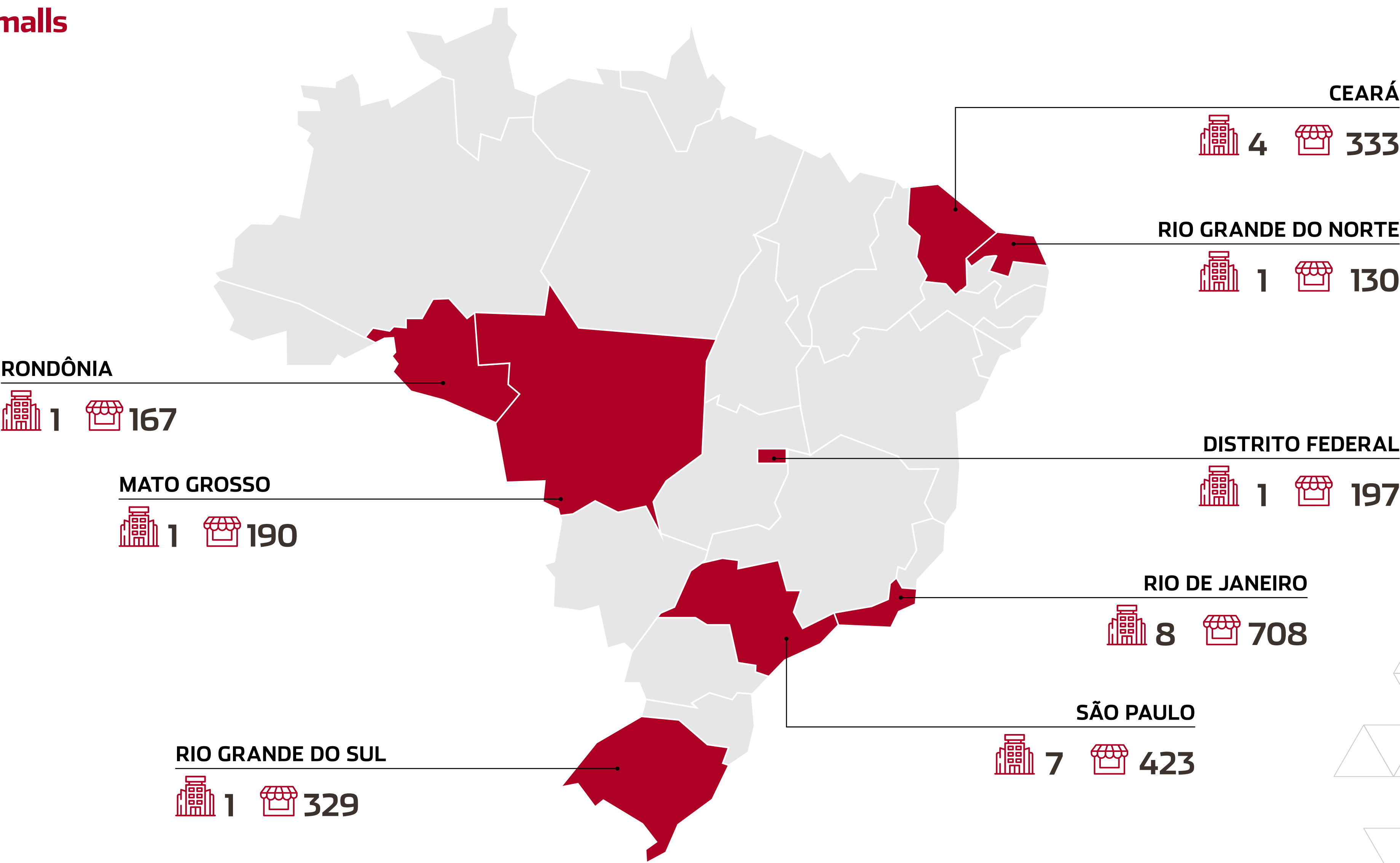
CAPTION



Mall



Number of stores





Own malls (16 properties)	Stores
Brasília (DF)	
Shopping Conjunto Nacional	197
Porto Velho (RO)	
Porto Velho Shopping	167
Cuiabá (MT)	
Pantanal Shopping	190
Porto Alegre (RS)	
Shopping Iguatemi Porto Alegre	329
Fortaleza (CE)	
North Shopping Jóquei	110
North Shopping Fortaleza	149
Via Sul Shopping	74
Natal (RN)	
Natal Shopping	130
Rio de Janeiro (RJ)	
Botafogo Praia Shopping	98
Boulevard Shopping	115
Shopping Nova América	285
Shopping Nova Iguaçu	165
São Bernardo do Campo (SP)	
Golden Square Shopping	126
Campinas (SP)	
Shopping Parque das Bandeiras	132
São Paulo (SP)	
Shopping Interlagos	165
São José dos Campos (SP)	
CenterVale Shopping	189



Managed malls (10 properties)	Stores
Fortaleza (CE)	
North Shopping Maracanaú	80
Rio de Janeiro (RJ)	
Madureira Shopping	121
Rio Design Barra	127
Rio Design Leblon	35
RioSul*	283
Shopping Downtown	45
São Paulo (SP)	
Shopping Metrô Itaquera	237
Shopping Eldorado	290
Shopping Pátio Paulista	258
Shopping Higienópolis**	242

* Partial management
** Ancar only manages the equity investment fund – FIP (EIF)



2021 Highlights



Awards and Recognition

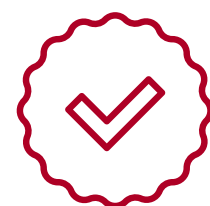
Melhores
Empresas
para Trabalhar™

Great
Place
To
Work®

BRASIL
2021

GREAT PLACE TO WORK (GPTW) AWARD

We were recognized as the 47th Best
Company to Work for in Brazil



SBC Environmental Commitment Seal

Golden Square Shopping



ABRASCE Award 2021
Innovative Project
Management Bronze



Ancar in the fight against Covid-19

STILL UNDER THE EFFECTS OF the Covid-19 pandemic, which affected several sectors of the world economy, the year 2021 witnessed new waves of the disease and required public bodies to adopt containment measures, such as social distancing and the closing of shopping malls. To guarantee the perpetuity of the business and the security and well-being of all those who attend its malls, including employees, customers, tenants and partners, Ancar Ivanhoe adopted several measures, such as hygiene protocols and the reinforcement of equipment sanitization.

For employees, we adopted the work-from-home model, which led the company to provide computers, notebooks, access to the network and accessibility and ergonomic chairs for teleworking, in addition to guidance through communications about the new work-from-home approach. We also made adjustments to the physical

environment of the offices, increasing the distance between people.

As a protective measure for reopening and the return of the public to our malls, we have adopted all the health safety protocols and measures stipulated by the authorities. To instruct employees in this process, we have prepared the Manual Reopening of Operational and Administrative Bases, with guidance on protective measures during the plan to resume activities. In this way, we guaranteed the continuity of our business and the financial security of the tenants, while we guaranteed the safety of our customers.

In 2021, we achieved for another year the Clean & Safe certification of the Safeguard seal, from the Bureau Veritas Group, attesting to the adoption of legal requirements and good practices to prevent the spread of Covid-19.



The seal evaluated the management's commitment and the adoption of safety measures such as distancing, cleaning and disinfection of physical environments and hygiene processes for employees. In addition, it attested to good practice actions, such as the use of masks and temperature measurement at the entrances of ventures in locations where the measure is mandatory.

For customers who did not wish to attend our malls, we offered multichannel initiatives that enabled tenants' profitability during the period. Through CompraZap, for example, we provided a safe and easy platform to drive sales through social media and messaging apps.

The products could be picked up via Drive-Thru, in the parking lots of our malls, or delivered by the AncarGo service, an initiative in partnership with Loggi, one of the largest delivery logistics startups in the country.

With a focus on the Food Court, we developed the Food Stop in partnership with Onyo, a platform that allows the management of food orders. Through the mall app, customers could place their order and pick them up via Drive-Thru, with more than 100 partner restaurant brands.

Also in this context, the Nova América and Eldorado malls entered into an unprecedented partnership with Amazon in Brazil, to create the first virtual malls within the online retailer platform. The stores of the two developments were able to digitize their stocks and offer the products on exclusive pages, with delivery throughout the country.

Through a partnership with B2W, another 18 malls started to offer the tenants' products on the Americanas.com, Submarino and Shoptime marketplace platforms, with full support of its digital infrastructure and delivery logistics.

To support communities that were impacted in the context of the pandemic,

we intensified our mobilization capacity by supporting 25 philanthropic institutions with a total of more than 340 thousand reais, the equivalent of 98 tons of non-perishable food directed to families in social vulnerability in the period of isolation, in seven Brazilian states (learn more about our actions to support communities on page 58).

To support the public authorities in the fight against the pandemic, we contacted the Municipalities and the Health Departments of the States where we operate to make our parking spaces available for the period of the annual vaccination campaign against the Influenza virus and Covid-19.

The aim was to transform the space into a drive-thru so that everyone can get vaccinated without having to get out of their cars. The action took place in the following malls: North Shopping Maracanaú, North Shopping Jóquei, North Shopping Fortaleza, Pantanal Shopping, Nova North Shopping Maracanaú, North Shopping Jóquei, North

MORE

**2 million
AND THREE HUNDRED
THOUSAND REAIS
DONATED TO
PARTNERING INSTITUTIONS**



Your vaccine is worth a lot

Between August 25 and September ,2021, 19 malls offered 90% discounts on the pair of movie tickets to 50 customers per day who proved the complete immunization cycle, encouraging the population to be vaccinated.



Shopping Fortaleza, Pantanal Shopping, Nova Iguaçu and Porto Velho Shopping. We vaccinated around 100,000 people.

For tenants, we adopted a strategy of renegotiating contracts and adapting financial instruments, taking into account the reality of each store and locality, thus making the process more assertive. Moreover, we have made enormous efforts to reduce costs in our malls, offering our tenants significant reductions in condominium charges and promotion fund fees. By doing so, we were able to mitigate the impact of tenants leaving our developments.

At the corporate level, to preserve our cash management and financial health, we reduced expenses and postponed capital disbursements, as far as possible. The initiatives include reducing general and administrative expenses, and adapting the structure of the central office for the period of the pandemic.

Participation in associations

GRI 102-13

To support the sustainable development of the sector and the communities where we are present, we are active in associations and regional councils:

- Brazilian Association of Sustainability Professionals (ABRAPS)
- Brazilian Association of Malls (ABRASCE)
- ABRASCE - Operations Committee
- Brazilian Association of Mall Tenants (Alshop)
- Sustainability Committee of the Regional Board of Directors of Rio de Janeiro (CRA RJ)
- Board Junior Achievement Americas
- Chairman of the managing board Brazil (Marcelo Carvalho)





ETHICS & CORPORATE GOVERNANCE

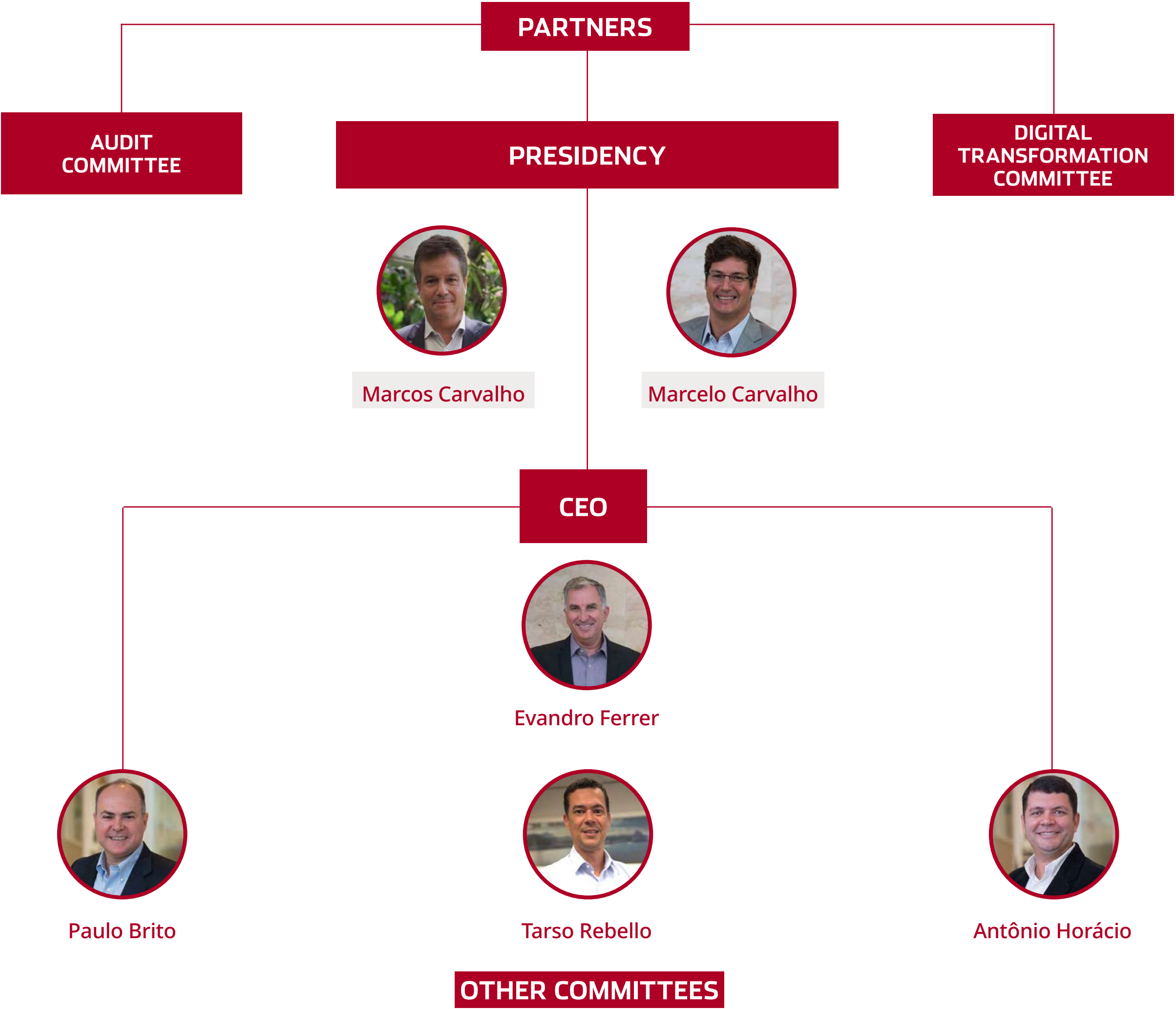
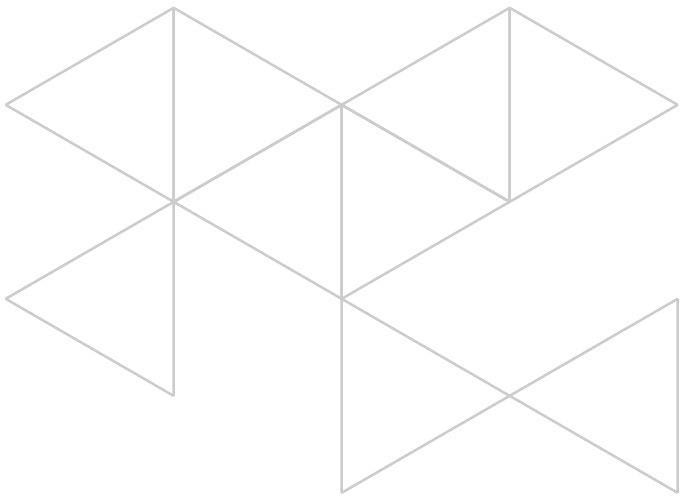


Governance structure

GRI 102-18 / 102-22 / 102-23

ANCAR IVANHOE is a group of business companies and investment funds, which was formed from the union of two companies: Ancar Commercial Enterprises and Ivanhoé Cambridge, a real estate subsidiary of Caisse de dépôt et placement du Québec (cdpq.com), Canada’s second largest pension fund.

We are managed by a Presidency and an Executive Board, which has two oversight committees: the Audit Committee and the Ethics Committee. In addition, the management has three advisory committees: the Executive Committee, the Digital Transformation Committee and the Human Resources Committee.



COMMITTEES RESPONSIBLE FOR DECISIONS ON ECONOMIC, ENVIRONMENTAL AND SOCIAL THEMES

GRI 102-20

AUDIT COMMITTEE

- Assists the Presidency in fulfilling its supervisory obligations and responsibilities related to financial planning, audit processes, financial reporting, system controls and risk management.

It currently has three members: Marcos Carvalho, Marcelo Carvalho and Adriano Mantesso (Ivanhoe member).

ETHICS COMMITTEE

- Its purpose is to ensure that the Group's Integrity Program is complied with, to prevent public and private corruption, money laundering and other ethical misconduct.

The Risk and Compliance Department provides advice on ethical and risk matters and there are seven effective members: Marcos Carvalho, Marcelo Carvalho, Evandro Ferrer, Tarso Rebello, Paulo Brito, Leia Cardoso and Bruno Barbosa.

EXECUTIVE COMMITTEE

- Its main duties are to execute the company's strategic plan and monitor performance in relation to financial, commercial and strategic issues. It currently has five regional superintendents, a CEO, a CFO and the commercial director.

The 11 members are: Antônio Horácio, Carlos de Júlio, Evandro Ferrer, Fernando Marchesi, Hélio Ribeiro, Ilton Nóbrega, Leia Cardoso, Paulo Brito, Paulo Cesar, Sandro Pizzatto and Tarso Rebello.

DIGITAL TRANSFORMATION COMMITTEE

- It aims to accelerate the digital transformation journey, with a focus on operational efficiency and new revenue sources.

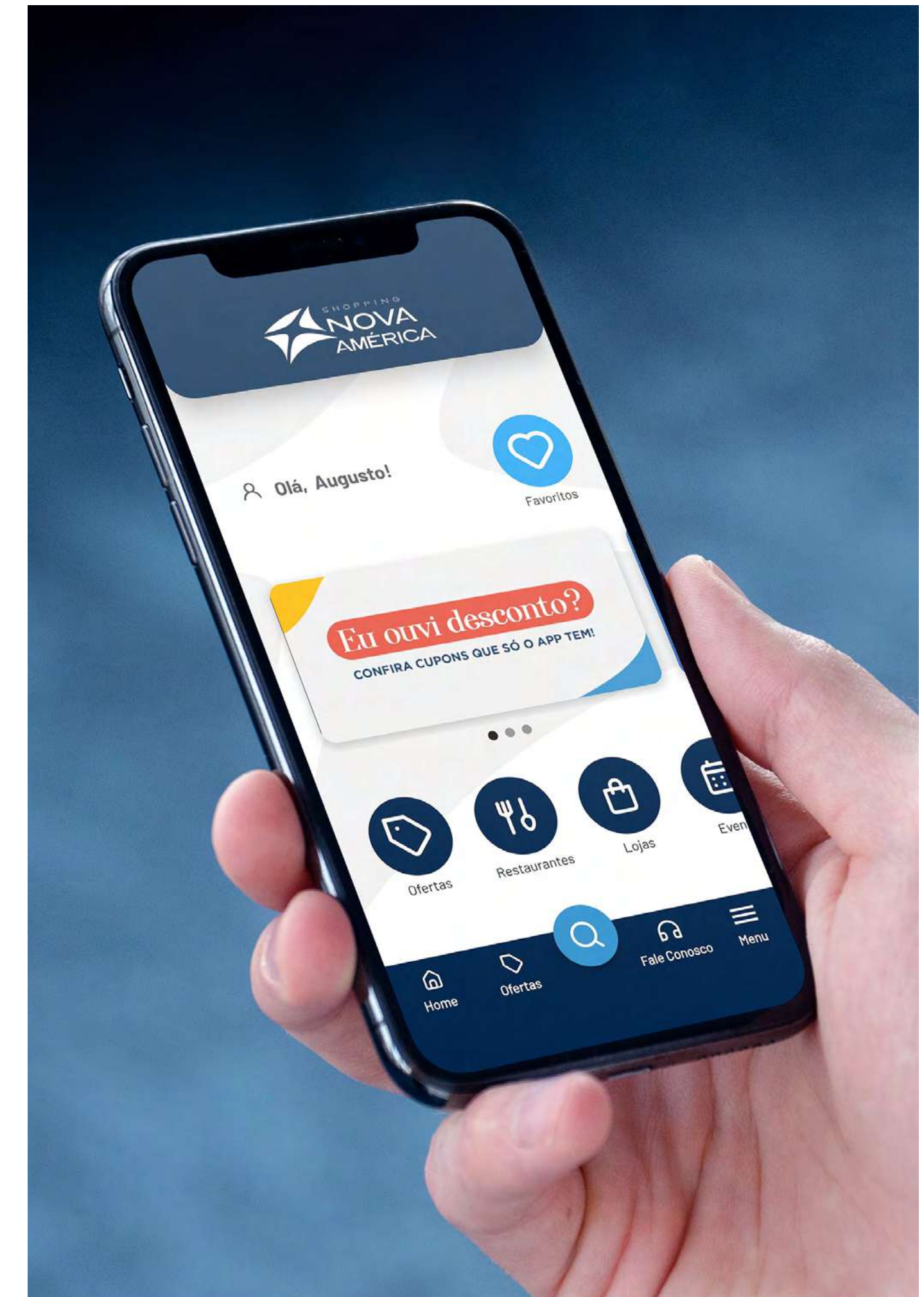
Ancar Ivanhoe permanent members: Marcos Carvalho and Adriano Mantesso.

External advisors: Bel Humberg, Tiago Mello, Andrea Nogueira Ventura and Italo Flammia.

HUMAN RESOURCES COMMITTEE

- The main attributions are to advise the CEO and Co-Presidents to monitor the organization's evolution in the face of strategic challenges, analyze salary policies and employee development programs, propose guidelines and criteria for compensation and succession programs for senior management.

It currently has five members: Leia Cardoso, Marcos Carvalho, Marcelo Carvalho, Evandro Ferrer, Paulo Brito.



Ethics and anti-corruption

WE ARE A RELATIONSHIP-BASED COMPANY whose main feature is the relationship. We always act guided by ethics and transparency with all our stakeholders. Therefore, we fight any act of corruption and other deviations that may involve employees, suppliers, tenants, associates or any other partner, going beyond compliance with current rules and legislation to ensure business integrity.

To reinforce the theme of ethics, anti-corruption and compliance in our business, we have a Risk and Compliance Department, responsible for Ancar Ivanhoe's Integrity Program.

The Risk and Compliance department's main function is to strengthen the company's ethical values and ensure—through campaigns, training and policies—that the company has mechanisms to prevent, detect and correct any misconduct.

PILLARS OF THE ANCAR IVANHOE INTEGRITY PROGRAM



Senior management commitment



Risk management



Policies and procedures



Communication and training



Whistleblowing and investigation



Third-party risk management



Tests and monitoring

Ethical Conduct Code

GRI 102-16

The values and guidelines for conducting our business and relationships are recorded in our Code of Ethics and Conduct, a document approved by the Ethics Committee, formed by the company's Top Management.

On December 9, 2021, the International Anti-Corruption Day, we launched the new version of our Ethical Conduct Code, updated and simplified. The document aims to instruct the actions of all those related with the company, including employees, business partners and customers, guiding them to comply with ethical principles and the current legislation.

Among its guidelines, are:

- guidelines regarding interpersonal relationships in the workplace environment;
- combating harassment, violence and discrimination;
- Conflict of Interest provisions;
- zero tolerance for corruption, public or private;
- prohibition of political contributions;
- protection of company assets.

In addition to the Ethical Conduct Code, the topic of ethics and corruption is also guided by our Anti-Corruption Policy, the Policy on Reporting Violations of the Code of Ethics and Conduct, the Policy on Conflict of Interest and the Policy on Donations and Sponsorships.

The full document can be accessed at: <https://bit.ly/2tFGWMF>.



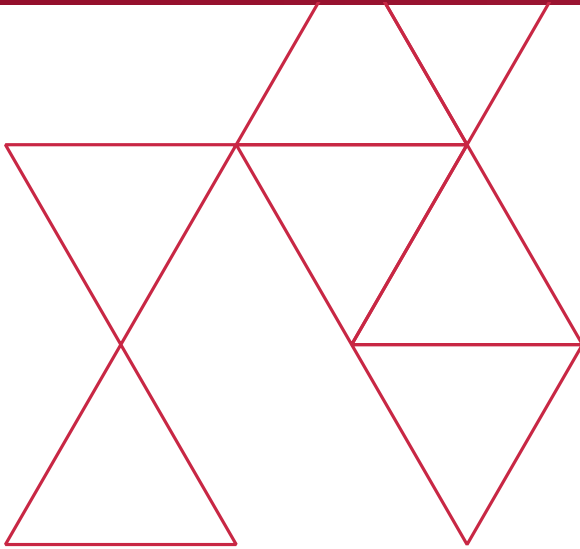


Training

GRI 205-2 / 205-3

To further enhance ethics and the fight against corruption among our employees, we provide a series of training courses on the subject. At the Ancar University (UAI), training on the Anti-Corruption Policy and the Code of Ethics and Conduct is part of the Institutional Knowledge Trail and is mandatory for all the employees. They must be carried out annually and have the certificate renewed at the end of each cycle. In addition, training on the Ethical Conduct Code and Anti-Corruption Policy is applied to all new employees.

In 2021, 82% of employees underwent training.



In addition to these mandatory training, all employees receive regular communications on the subject.

We also have Compliance training for partners, aimed at our supply chain. It is carried out online, by video, and at the end the partner answers a questionnaire on the subject. Training is mandatory and must be carried out so that the partner is retained in our supplier master file.

In 2022, with the objective of increasing the percentage of adherence to training, the Risk and Compliance team will have, in addition to awareness campaigns, constant monitoring, alerts and, ultimately, it will revoke system access of employees who do not comply with the training sessions.

Employees who received anti-corruption training by mall	%
Parque das Bandeiras Shopping	81%
Boulevard Shopping	79%
Botafogo Praia Shopping	75%
Shopping Conjunto Nacional	91%
CenterVale Shopping	92%
Downtown	60%
Holding	87%
Shopping Eldorado	79%
Golden Square Shopping	91%
Madureira Shopping	77%
Natal Shopping	86%
North Shopping Fortaleza	69%
North Shopping Jóquei	54%
North Shopping Maracanaú	80%
Pantanal Shopping	88%
Porto Velho Shopping	52%
Rio Design Barra	73%
Rio Design Leblon	72%
Shopping Metrô Itaquera	92%
Shopping Nova América	85%
Shopping Nova Iguaçu	86%
Shopping Pátio Paulista	80%
Via Sul Shopping	65%
Total	82%



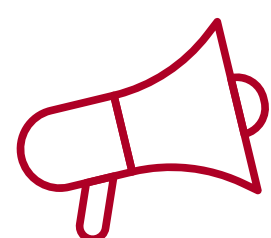
Whistleblowing Channel

GRI 102-17

Any employee who becomes aware of any breach of our Code of Ethics and Conduct, policies, standards and procedures, as well as any governmental law, rule or regulation, have a duty to report the fact. Failure to report a violation also represents a violation of the company's guidelines.

To receive reports of violations or non-compliances, we have a Transparency Channel, which operates 24 hours a day, 7 days a week, guaranteeing anonymity and confidentiality. Our Code of Ethics and Conduct provides for non-punishment or non-retaliation to anyone who, in good faith, reports to the Channel.

It can be accessed over the phone **0800-721-0723** or through the website **<https://canalconfidencial.com.br/ancarivanhoe/>**



Our Transparency Channel can also be used by anyone, whether business partners, customers or other people who identify practices contrary to our guidelines.

Complaints are investigated by the Risk and Compliance Department, treated with complete confidentiality and independence. The data is presented to the Ethics Committee on a quarterly basis, including the percentage of upheld, not upheld, groundless, out-of-scope and inconclusive complaints. Upheld complaints are subject to disciplinary measures provided for in the Code of Ethics and Conduct.



Risk management

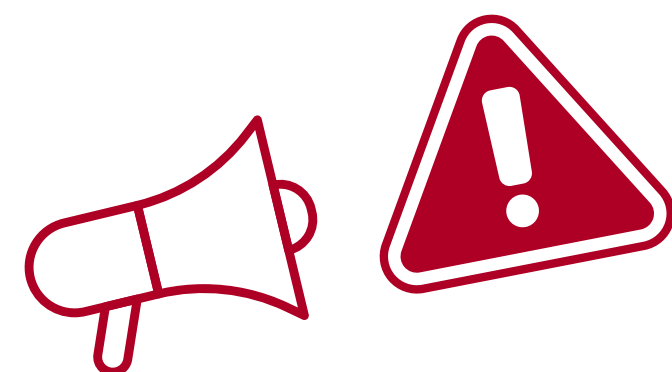
GRI 102-15

WE HAVE THE Risk and Compliance

Department, which ultimately advises the Audit and Risk Committee. In the guidelines of this Oversight Committee, topics of monitoring weaknesses in processes, controls and our exposure to risks are discussed.

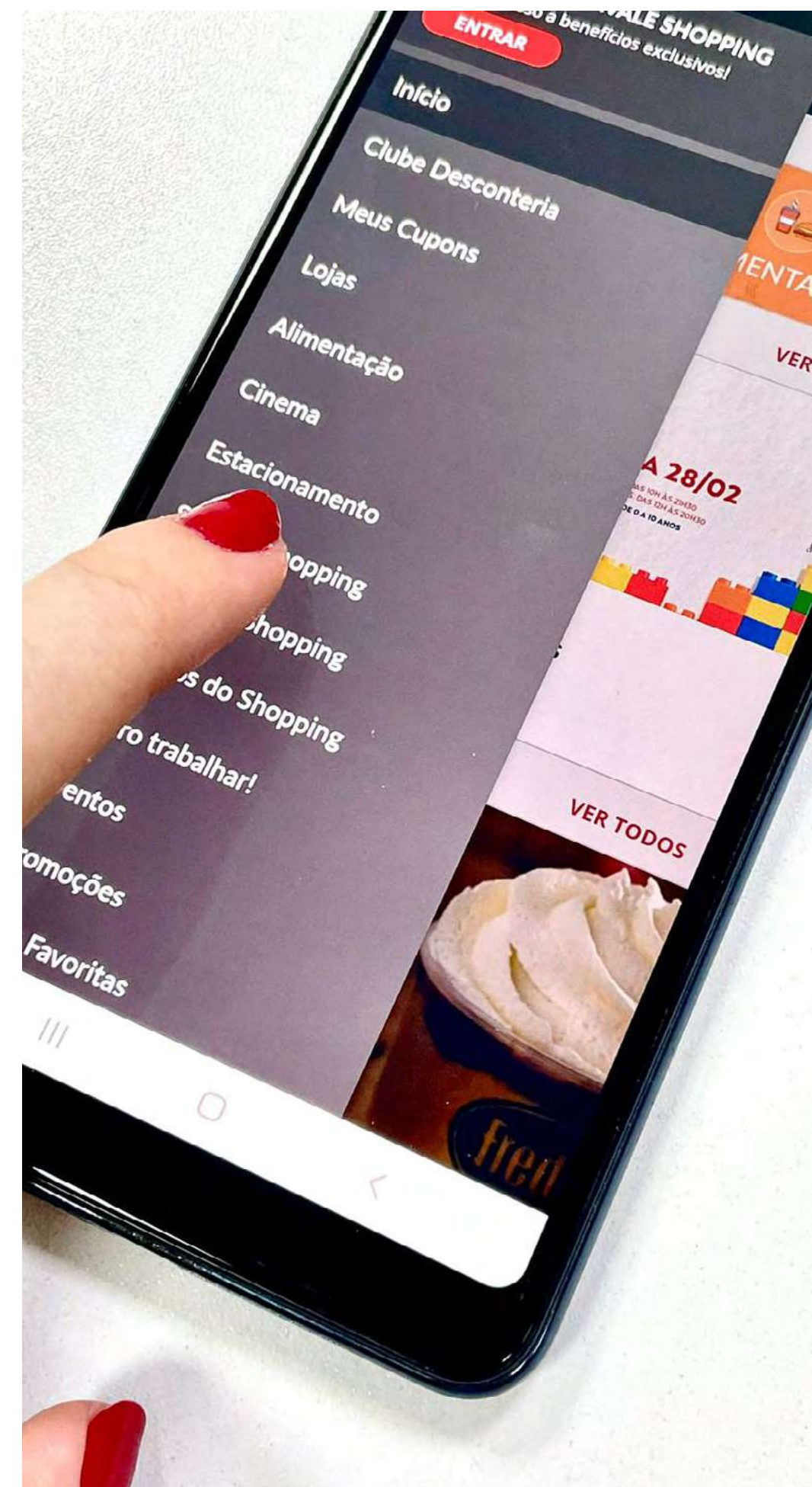
For the topics of ethical values and risks of corruption, we have the Ethics Committee, where we discuss actions to prevent, detect and respond to any deviation or non-compliance.

In our risk management process, we monitor the following risks:



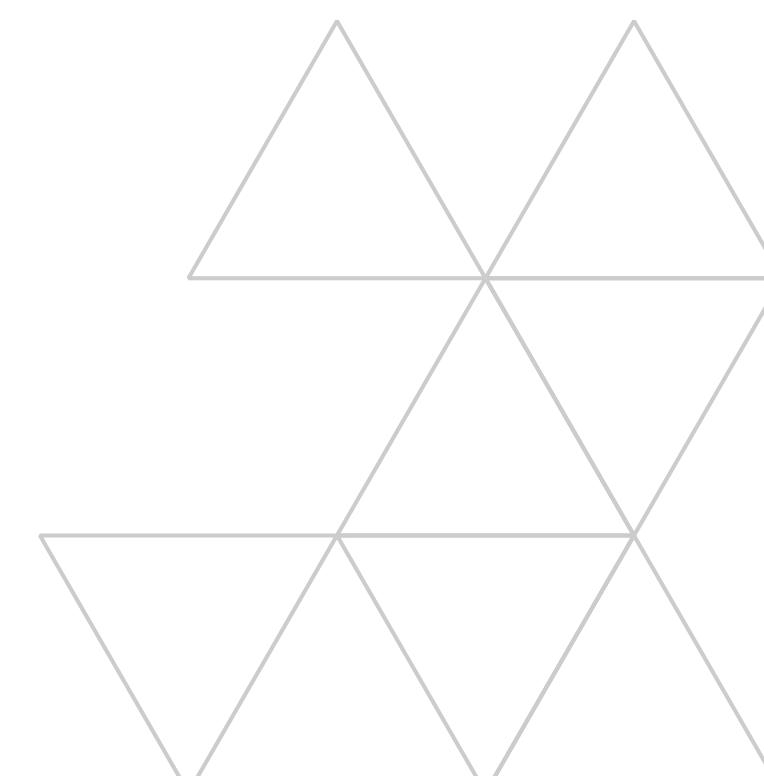
► 1. Possible changes in consumer habits due to the increase in online shopping, which could negatively impact the number of customers visiting malls

Actions: We permanently monitor our operations sector, including consumer preferences and habits. We continue to evolve our value proposition and data management intelligence model in order to better understand customer desires and improve the consumer experience. We created a Digital Transformation framework focusing on developing innovative solutions for consumers and tenants. In addition, we believe in the vocation of our malls as spaces for entertainment and socialization, offering unique experiences that cannot be replicated in online shopping.



► 2. Possible increase in the use of mobility apps and alternative transport, which could negatively impact vehicle flow and parking revenue

Actions: we constantly monitor a better use of temporary spaces, leading to a better use of the mall's parking lot and new sources of revenue. With the use of data intelligence, we bring more predictability to the results of events, which improves the decision of which events to carry out and how to optimize their results.



► **3. Difficulty in maintaining an effective succession plan, in addition to possible failures in the development of people and leadership, impacting on the retention of great talent in the company**

Actions: We periodically review the succession map, using the 9box methodology and individual development plans.



► **4. Disruption of Information Technology (IT) systems, including cyber-attacks.**

Actions: We maintain a periodic review of our IT systems, ensuring the stability of the operation. In addition, we have data and server redundancy, backup routines, access control to our systems, continuous monitoring for security vulnerability detection, multi-factor authentication, protection against malware, viruses and malicious code, and real-time monitoring of networks and clouds to contain ongoing attacks.

► **5. Conscious consumption movements**

Actions: These movements are causing increasing pressure on large supply chains, especially in relation to their socio-environmental impacts, such as waste generation and social inequality. We understand that this risk can become an opportunity as we position ourselves as pioneers in discussions on consumption, support for local producers/suppliers, fostering the circular economy in mall operations and engaging tenants and suppliers on these topics, in addition to supporting social projects for local development.



► **6. Climate Changes**

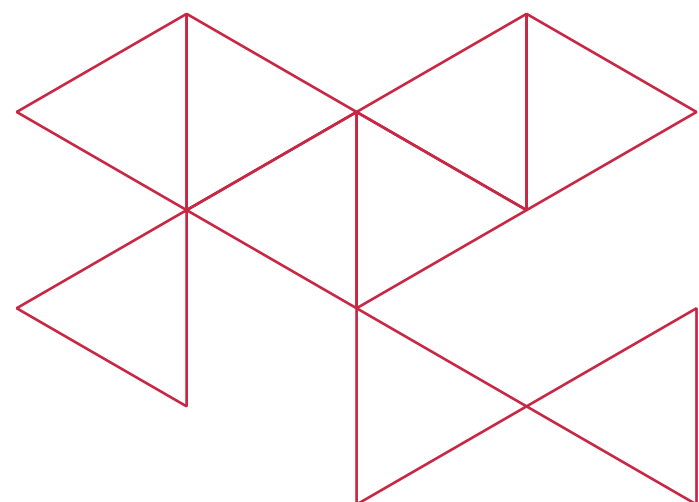
Actions: Climate risk is a reality confirmed by scientific studies by the UN's Intergovernmental Panel on Climate Change (IPCC). All of society, governments and companies are being called upon to contribute to the control of the agents that cause climate change, especially in relation to the emission of greenhouse gases. More and more investors are demanding for solutions and measures to reduce emissions, and the shopping mall market has a share of contribution in this discussion.

Ancar Ivanhoé considers climate risk as an important theme in its planning and operations. It has emission control actions, in addition to energy efficiency measures and acquisition of energy from renewable sources for its operations. For the next cycle, the in-depth identification of the company's emissions is in the planning stage, based on an emissions inventory and assessments based on the GHG Protocol.

► 7. Incidents

Explanation: Our malls are public spaces and, therefore, are subject to incidents that may occur on their premises and that are beyond our control, even with risk mitigation policies and practices.

Among the incidents to which we are exposed, we highlight the risk of an incorrect approach by mall teams in crisis events associated with racial, gender, sexual and religious discrimination. These risks are heightened when we consider the reach of social media in the dissemination of such occurrences, increasing reputational damage.



Actions: Our mall operations team has several protocols regarding conservation and cleaning, maintenance and safety, with standardization of responses to emergencies, adopting adequate communication and coordinated planning between teams. We have a wide range of actions that always aim to avoid the occurrence of any type of incident, as well as quick responses in case of any fortuitous event.

In order to adequately observe the topic, Ancar established an ESG Department that dialogues with all other departments of the company to discuss the topic. The company has Diversity and Inclusion initiatives, which provide training, lectures, awareness campaigns, in addition to changing policies aimed at advancing inclusion in the company.

As for reputational risks, related to potential incidents involving our mall teams (racial discrimination, gender, religious intolerance), we have training and recycling on best practices for approaching crisis events.

Corporately, the diversity agenda also gains space through actions led by the Human Resources team, with the

Commitment Manifesto of respect for minorities and the creation of the Diversity and Inclusion Committee. For the next cycle, we plan to advance in the structuring of commitments to be adopted by the company, such as goals aligned with the ESG agenda and that corroborate with the company's values and material themes of the market.





PERFORMANCE

Sectorial scenario

THE YEAR 2021 was defined by the continuity of the crisis caused by the Covid-19 pandemic. Following a slight upturn in the economy in late 2020, the first half of 2021 saw a new wave of the disease and a return of traffic restrictions and even, in the most severe cases, the closing of malls in certain cities in the country. The measures were adopted according to the indices of each region and the local authorities had the autonomy to set forth the appropriate sanitary protocols for their respective realities.

Ancar Ivanhoe malls followed all the protocols recommended by public agencies, in addition to adopting various preventive measures to ensure the safety and well-being of those who attended the malls, as mentioned on page 19.

All this movement caused major impacts on the sector, affecting the footfall and car traffic of various sectors.





Operating Performance

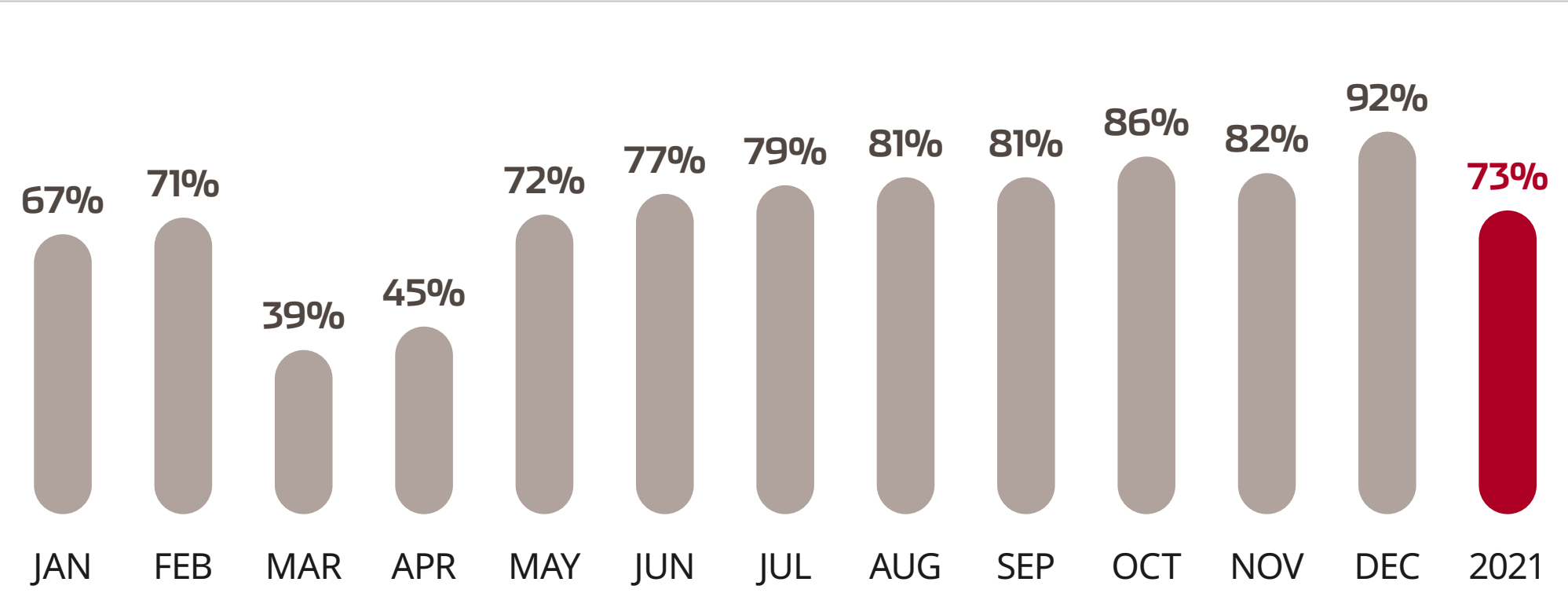
GRI 203-1

AFTER THE CHALLENGES faced at the beginning of 2021, due to the pandemic, we saw a resumption of flow and sales throughout the year, closing the period at levels higher or very close to pre-pandemic levels of 2019.

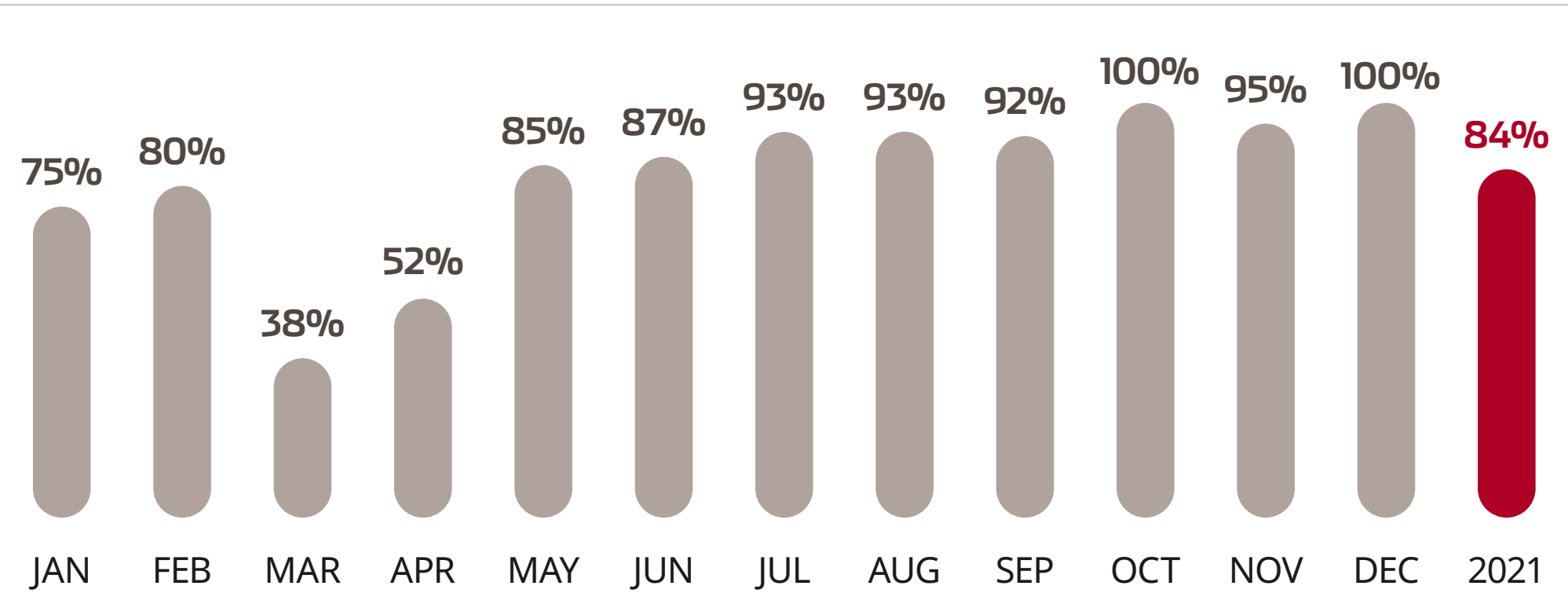
In the following table is the evolution of sales and vehicle flow (as % of 2019) of the Ancar ecosystem over the year:



VEHICLE FLOW EVOLUTION (% OF 2019)



SALES EVOLUTION (% OF 2019)



Investments and expansion

GRI 102-10



We believe that the purpose of a mall is to provide enchanting experiences to consumers. That is why we continually invest in our properties of the group's developments, with emphasis on works that reinforce the entertainment and leisure pillar in our malls, creating unique and inspiring environments.

At Shopping Parque das Bandeiras, in Campinas (SP), we invested, in 2021, R\$ 7.8 million in the creation of the **Quintal do Ban** space, an outdoor area with restaurants, kiosks, a kids area and a pet space. Through this project, in addition to improving services to consumers, we expanded leisure options for the population of Campinas.

At the Natal Shopping it was no different. We focused on our food spaces, investing R\$ 1.4 million in the integration of Alameda Gourmet with the Food Court. The project included the integration of areas with an escalator system, for the convenience of customers.



In 2021, the Pantanal Shopping invested R\$ 7.8 million in Terraço do PAN, a gastronomic space that is the first rooftop in the capital, with more than 1,300 m² and offering more than ten operations, an extensive and varied schedule on weekends, in addition to a privileged view of the city. With *Terraço do PAN*, the Pantanal Shopping has further consolidated itself as an entertainment and leisure center, complemented by the Beach Tennis and Arena Gamer spaces, reaffirming our commitment to providing an environment for meeting and sharing good times.

At the Golden Shopping, in São Bernardo do Campo (SP), we invested in *Parque Pet Golden*, a 530 m² space with free access, intended for activities with pets.

In addition, the mall opened the Golden Sustainable Space, with a vegetable garden accessible to customers and a rest area 100% powered by solar panels. Exclusive parking spaces for autistic people were also built in the parking lot to receive patients from the Santa Helena Hospital, next to the mall, which serves a significant number of people with Autism Spectrum Disorder (ASD).





In Brasília (DF), we invested, in 2021, R\$ 7.8 million out of a total of R\$ 12 million in retrofitting the facades of the iconic Shopping Conjunto Nacional, the first mall in the city. Thus, in the year that the enterprise completed 50 years, we presented the population of Brasília with the revitalization of one of the Historical and Cultural Heritages of Humanity. The initiative, which started in 2019, also included a brand lift project and the “Conjunto Nacional: Made of You” campaign to celebrate so many years of history.

Economic-Financial Performance

Despite the difficulties faced in 2021, due to the national health and economic context, we obtained excellent results in the year, demonstrating the recovery and resilience of our business.

In the last quarter of 2021, with the resumption of sales and vehicle flow (learn more on page 33), we also observed a resumption of the Net Operating Result (NOI) of our malls, reaching approximately 96.0% the level recorded in the same period in 2019.

Evolution of NOI (% compared to 2019)

25 malls

1st Semester



2nd Semester



2021



Innovation

Ancar Ivanhoe tirelessly seeks to provide unique and enchanting experiences to its customers. Therefore, since the end of 2020, we have invested in an area of innovation and new digital products, Ancar X, with the aim of making the consumer's journey in malls increasingly fluid between online and offline.

In January 2021, we started several surveys with consumers and tenants in order to discover the main needs of customers and brands, understand which points of the journey could be improved, carry out an extensive analysis of the data collected by the malls and identify what learnings about our consumers could be valuable to our entire ecosystem.

As a result of this process, between February and April, Ancar X launched two pilot products at the Shopping Nova América: the **Virtual Assistant** and the **Tenant Hub**.

We developed a Virtual Assistant that uses artificial intelligence to provide information and services to consumers, such as information about the mall, data about stores and restaurants, product offerings and direct interaction with the store's salesperson. By December, the virtual assistant had already reached more than 315,000 messages.

In November, we launched a new version of the virtual assistant at the Botafogo Praia Shopping, with a more fluid navigation and even more content. The new version will be implemented in all of the company's malls throughout 2022.



The Tenant Hub, on the other hand, had its first version developed in 2021 and seeks to enable the sale of products through a virtual showcase connected to the Virtual Assistant. All orchestrated by artificial intelligence. By doing so, tenants may transpose the walls of the mall and interact directly with consumers via cell phone, in a simple and safe way. By the end of 2021, we had connected 95 tenants to the Shopping Nova América Tenant Hub.

In March 2022, we will launch the second version of the Tenant Hub, making user navigation more intuitive and faster. Services such as performance indicators of the offers created by the tenants themselves and the flow of users in the mall will also be included. The project will gain even more relevance when it becomes the main communication channel between tenants and malls, providing information on routine and access to information such as sales intelligence for the segment and the enterprise as a whole. In the future, more layers of services will be added, such as people commercial, financial, marketing recruitment and others.

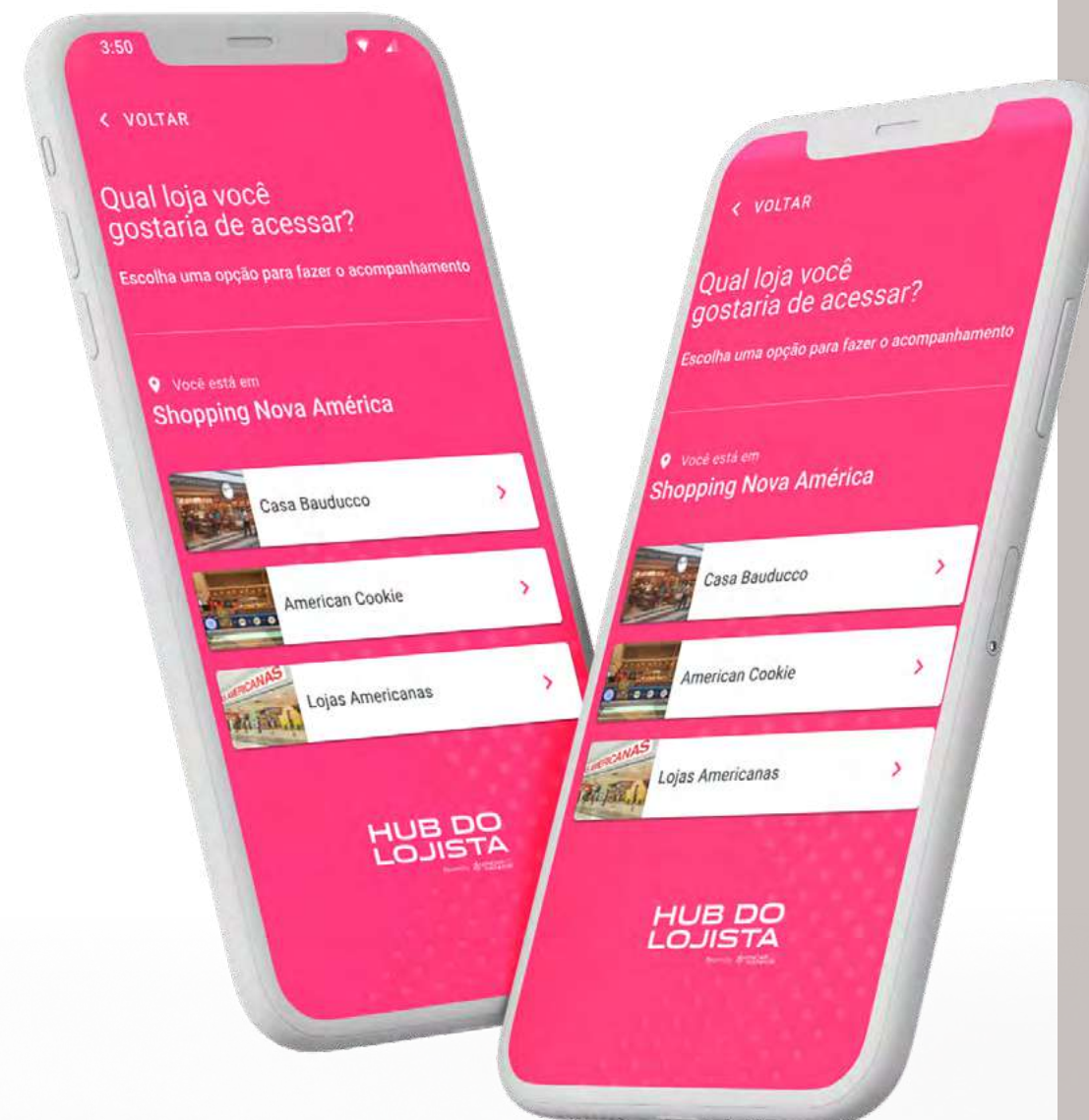


Throughout 2021, we continued to focus on the development of other initiatives, such as the Customer App, the management panel for all B2B and B2C digital platforms, data architecture and the consolidation of Ancar Ivanhoe's digital products ecosystem.

In this way, in addition to developing digital products that allow users to participate in promotions or locate their favorite stores and restaurants, we work to build the so-called “Smart Mall”, which is the consolidation of the entire ecosystem of our ventures, orchestrated by artificial intelligence.

There are several integrated technologies that provide an evolution of the consumer experience inside and outside the mall with the support of data. Artificial intelligence allows the relationship between mall and users to be increasingly personalized, fluid and integrated.

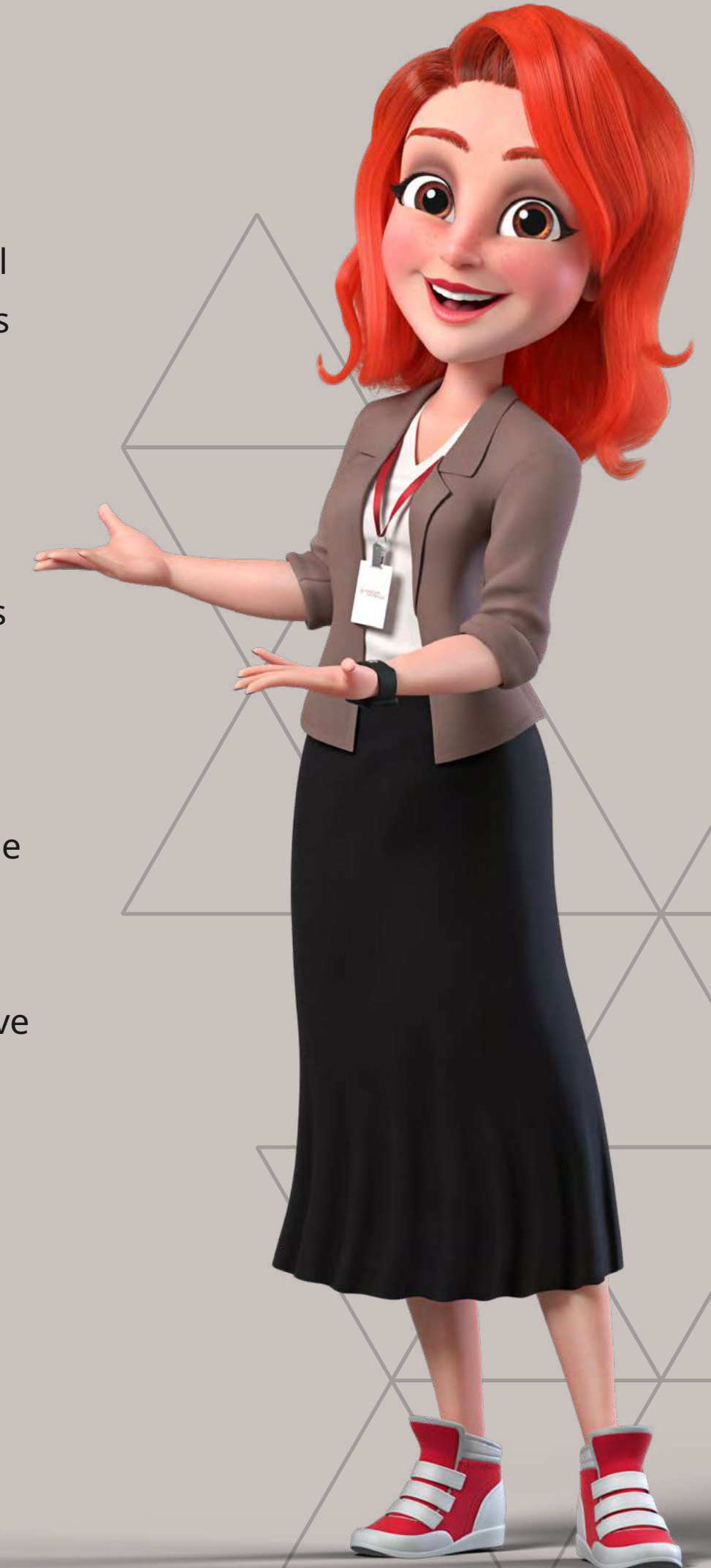
In addition to anticipating the desires and meeting the needs of users, “smart mall” also provides collective knowledge for the entire ecosystem. With the Tenant Hub, for instance, the brands that make up the store mix now have access to information about the mall's audience, such as profile, frequency, length of stay, motivations and interests, allowing the development of strategies aimed at greater conversion into sales and service improvement.



Artificial intelligence for the commercial

In 2021, we launched Bianca, our virtual assistant that responds to the commercial team's questions and demands. By means of machine learning, it uses the data received to improve, with each use, the quality of the information it offers.

Bianca's app is available to our employees on iOS and Android, allowing artificial intelligence to interact more directly and proactively with each of our users. Currently, the technology is included in the process of the commercial team, which uses it to negotiate with new tenants and in the weekly committee with the executive board. At the end of the year, we had 250 users registered on the platform, with a monthly average of 155 active users and 100 questions asked per day.





PEOPLE

Our people

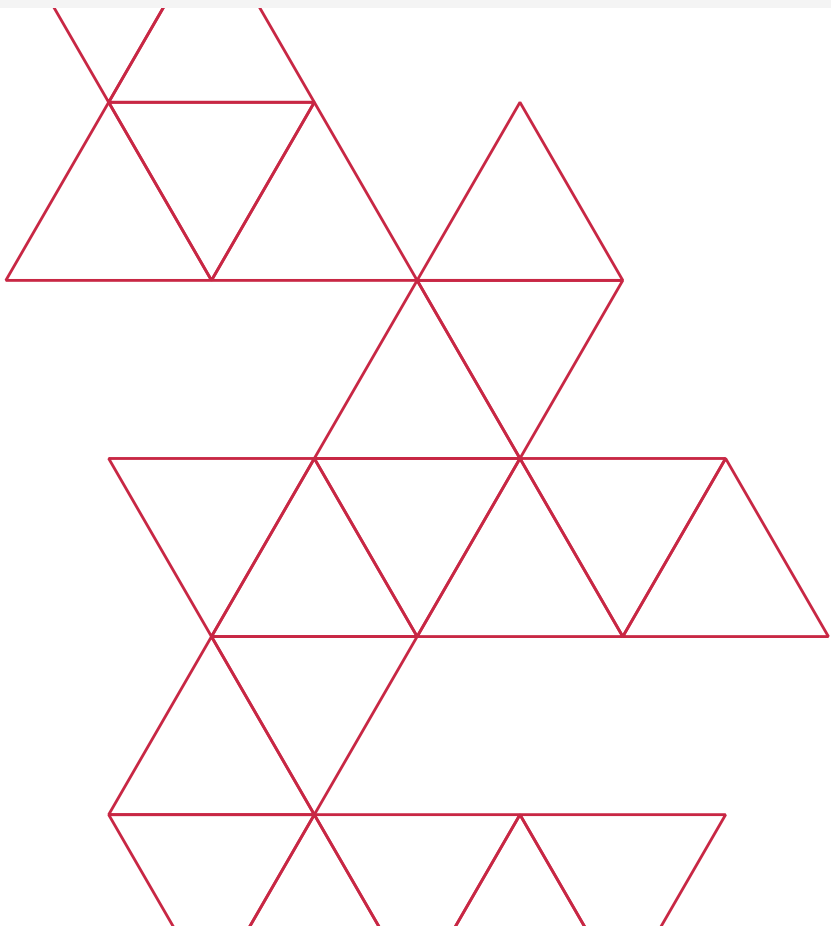
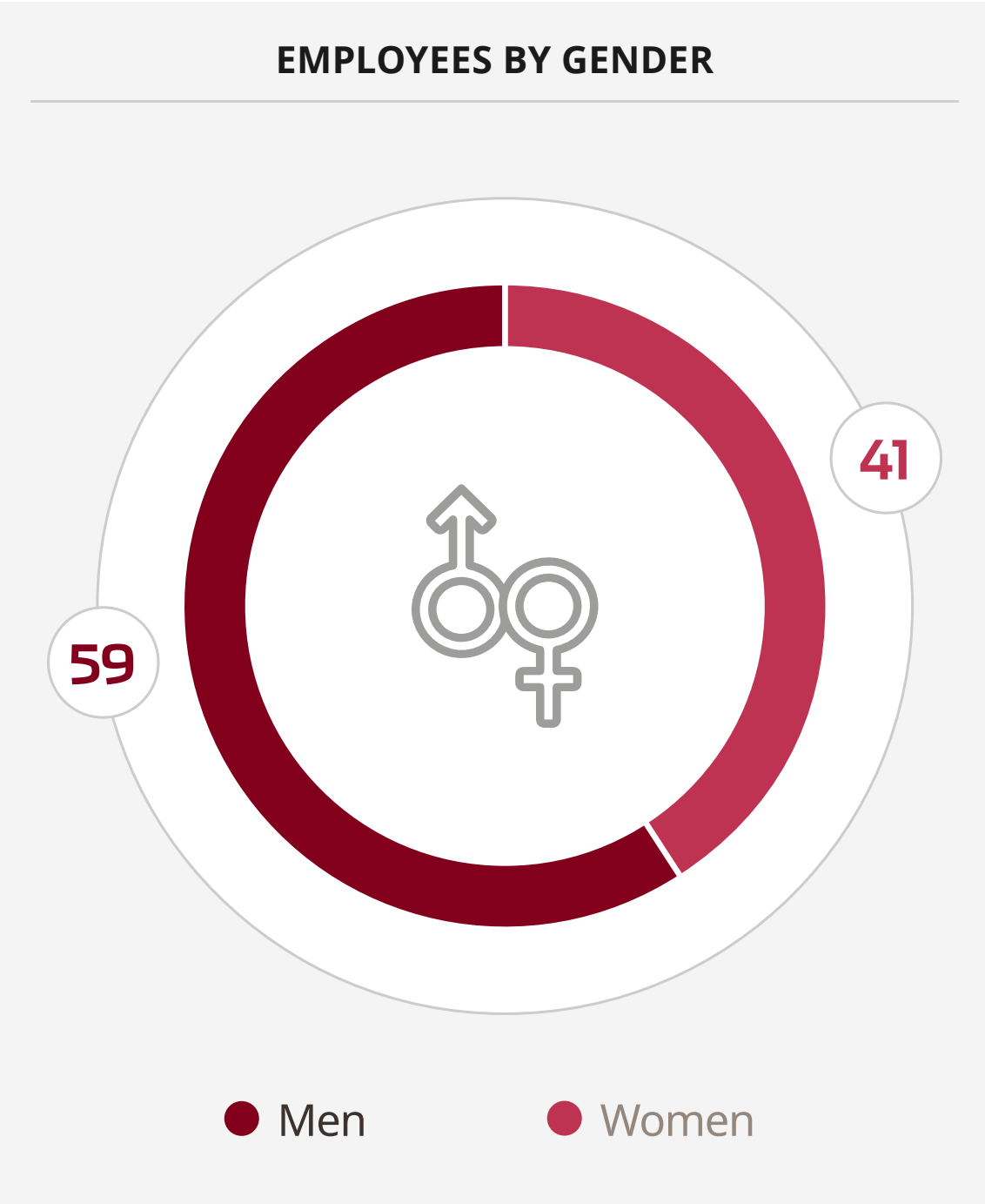
Profile

GRI 102-8 / 102-40 / 102-41

AT **ANCAR IVANHOE**, we execute, in our daily business, our value entitled “People who like people”. It is by focusing on it that we increase the social impact of our actions, whether on the company's internal or external audience.

To achieve this goal, an essential part is the dedicated work of our employees.

We have a team of almost 2 thousand permanent employees and more than 2 thousand outsourced employees, distributed among all the malls in which we operate.



Employees period by type of job	Men	Women
Full-time	1,151	741
Part-time	27	67
Outsourced	1,284	881
Subtotals	2.462	1.689
Total	4,151	

Employees by contract type by region	Permanent	Temporary
North	63	5
Northeast	260	20
Midwest	265	12
South - Southeast	1.304	57
Total	1,986	

We have a decentralized management model, in which employees have a voice and share responsibility with leaders. In this way, decisions are made within the environment in which the demand or problem occurs, allowing for a more assertive argumentation and the search for a more creative solution.

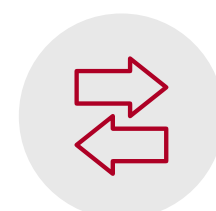
To strengthen the relationship with our employees, we have internal communication channels, such as our Intranet, through which we communicate all relevant information about the company, in addition to actions aimed at employee participation, such as training, surveys, communication campaigns and volunteer initiatives.

Throughout 2021, due to the pandemic, we intensified relations with unions, by virtue of specific agreements that had to be signed¹.

In 2020, with the new needs for agility and adaptability that came with the Covid-19 pandemic, we developed new pillars for an organizational culture focused on innovation and knowledge management:



Diversity and inclusion



Change catalyst



Agile Methodology



New business models



Data driven culture



Digital mindset



Melhores Empresas para Trabalhar™

Great Place To Work®

BRASIL 2021

As a result of our employee-focused management, we have been in the Great Place to Work® (GPTW) ranking for 15 years, which evaluates employees' perceptions and the importance given to the company's good management practices. In 2021, we reached the **47th position in the national ranking and 3rd place in the GPTW RJ, ranking**, of which we have been part since 2008.

¹ Eighty percent of our employees are covered by collective bargaining.

RHENOVA Project

Throughout 2021, we sought to empower Ancar's leaders in the management of their teams through the Rhenova Project. Thereby we use the ADP System, which provides People Management tools for real-time monitoring and management of recruitment and selection, admission, integration, evaluation of the probation period, benefits, leave, vacation, punch and dismissal.

The Rhenova Project has as its pillars:

- Leadership empowerment through autonomy, self-management and mastery of knowledge;
- Agility in service, in returning to the team and in the desired results;
- Transparency in the processes, in the reported data, in the conduction and in the relationship with the team.

During the year, all the malls' leaders were trained in the tool, starting to guide employees throughout their entire journey at the company.





Talent attraction and retention

GRI 401-1

Throughout 2021, we remained focused on attracting new talents to the company.

Upon being hired, new employees undergo onboarding training, in which they are introduced to the company and its values. Depending on the position and area, the integration process can be carried out in different ways, from interacting with peers, visiting shopping malls or taking online courses on our learning platform. In this way, we guarantee an aligned culture with the same goals.

Total new employees hired in the year by age group		
Age group	Total number of hires	Hiring rate (%) ¹
Less than 30 years	295	64%
Between 30 and 50 years	313	25%
More than 50 years	24	8%

Total new employees hired in the year by gender		
Gender	Total number of hires	Hiring rate (%)
Male	307	26%
Female	325	40%

Total new employees hired in the year by region		
Region	Total number of hires	Hiring rate (%)
RJ Regional office	164	39%
SP Regional office	106	34%
NE Regional office	106	40%
MW/N Regional office	135	21%
Holding	121	33%

¹ Hiring rate = number of employees hired in a certain category in the year / total number of employees in the category.

Turnover by age group			
Age group	Total number	Monthly Average	Turnover rate (%) ²
Less than 30 years	212	4%	46%
Between 30 and 50 years	297	2%	24%
More than 50 years	25	1%	9%

Turnover by gender			
Gender	Total number	Monthly Average	Turnover rate (%)
Male	281	2.0%	24%
Female	253	2.6%	31%

Turnover by region			
Region	Total number	Monthly Average	Turnover rate (%)
RJ Regional Office	123	2.5%	29%
SP Regional Office	90	2.4%	29%
NE Regional Office	94	3.0%	36%
MW/N Regional Office	142	1.9%	23%
Holding	85	1.9%	23%

² Turnover rate = number of employees terminated in a given category in the year / total number of employees in the category. The turnover rate is calculated based on the volume of terminations in the year. In the period, the average monthly turnover rate was 3%.

Training and education

GRI 404-1 / 404-2

We know that training our employees is one of the main means of continuing to develop our company. Therefore, we have an online platform on our intranet named Ancar Ivanhoe University (UAI). Developed in partnership with Uol Edtech, it offers a series of courses and training to employees.

Among the training offered on the platform, there are technical training and capability focused on developing the skills necessary for the performance of employee roles, whether soft or hard skills.

In 2021, for example, we launched the Analyst Development Program at the UAI, which addresses the themes of leadership, organizational culture, business knowledge and focus on results, with the aim of developing this specific group of employees.

During the pandemic, UAI acted to engage employees and their families through exclusive books and courses, which were included on the platform as a way to enhance their knowledge. In this context, we also developed an area totally

focused on children, named Crianças em Casa (“Children at Home”). In it, we provide activities, books and videos with activity suggestions for the period of social isolation.

In addition to the UAI courses, we also offer mandatory refresher courses for the performance of certain roles, such as recycling for the Asset Security team and training for work in confined spaces and heights.

Focusing on the development of some levels, we have established agreements with educational institutions such as the University of São Paulo (USP), Federal University of Rio de Janeiro (UFRJ), Ibmec, PUC, FGV, Fanor, IBMR, ESPM, Lingopass, Aliança Francesa and Conquer to provide discounts on open courses, MBA and postgraduate courses.



Average number of hours of training	
By gender	Average hours of training
Male	29
Female	36
By functional category	Average hours of training
Operational	30.66
Analyst / Assistant	23.23
Coordinator / Manager	28.52
Manager / Superintendent	18.97

Employee development

GRI 404-3

Focused on the evolution of our team and our business, we have evolved in our methodology geared towards measuring and promoting the development of employees. We launched one of the new Performance and Development systems, based on several check-ins throughout the year, in which we can promote feedback, correct routes, divide

responsibilities, expand learning and align expectations.

In 2021, as part of this process we launched the Individual Development Plan (IDP), through which employees may set development goals, direct their focus and align expectations with leaders.

Percentage of employees receiving regular performance and career development reviews	
By gender	Percentage
Male	84%
Female	91%
By functional category	Percentage
Analyst / Assistant	80%
Coordinator / Manager	95%
Manager / Superintendent	95%
Operational	96%



Diversity and Inclusion

GRI 406-1

At Ancar Ivanhoe, we believe that it is our differences that make us unique.

By seeking to have a diverse team, in line with the diversity of the Brazilian population, we have strengthened our business. Therefore, we are committed to diversity, respect, equality and welcoming.

In order to position ourselves on the subject, in 2021 we launched a manifesto in which we are committed to respecting the right to be equally different. Watch the video manifesto at:



In order to further enhance the theme in the company and engage employees, we launched our Diversity and Inclusion Working Group. Developed in partnership with Consultoria Parangolé do Saber, the group has 56 volunteer employees, from different areas and hierarchical levels of the company, to discuss issues of diversity and inclusion, in order to develop practical actions that cause our management to move forward.

The Working Group is subdivided into four Affinity Groups:

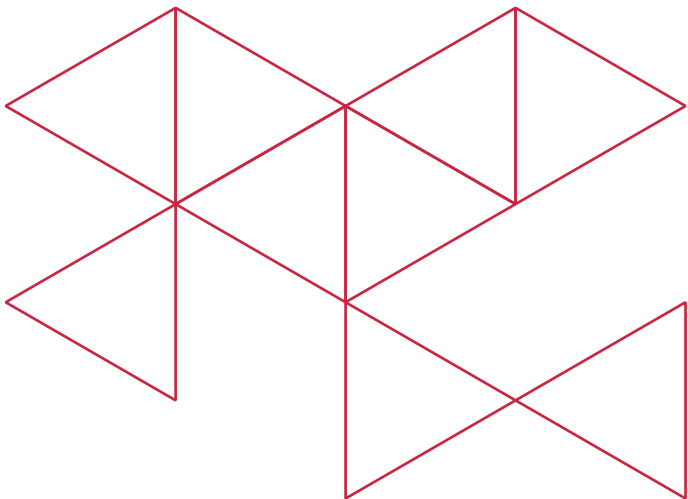
- Identity Group, on gender issues;
- Colors Group, on LGBTQIA+ issues;
- Raízes (“Roots”) Group, on racial issues;
- Luta PwD Group, on issues of People with Disabilities.



In order to make leaders internal ambassadors for the project, we held workshops on Colorism and Pigmentocracy and Inclusive Leadership aimed at this audience.

The events were attended by 60 leaders, including superintendence, directors and corporate managers.

During the year, we also launched the Diversity Academy, with the aim of increasing employee knowledge on the subject. Nine courses were made available at the Ancar Ivanhoe University (UAI), with topics such as Inclusive Culture and Management and How to be an Inclusive Leader and Invisible Barriers: Unconscious Biases.



Malls against discrimination

In 2021, we had eight cases of discrimination registered, four of which were reported through internal/external communication and four through the Transparency Channel. In all of them, whether external or internal complaints, the appropriate corrective measures were adopted. Cases of discrimination in malls are timely dealt with by the communication team and internally by the malls involved.



Diversity indicators

GRI 401-3 / 405-1

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

By other indicators of diversity	Workplace percentage
People with Disabilities (PWD)	0.70%
Browns and Blacks*	52.17%
Indigenous*	0.38%
* The data were obtained by self-declaration in the GPTW survey.	

Percentage of employees by employee category and gender			
Category	Female	Male	
Operational	29.8%	70.2%	
Analyst/Assistant	60.0%	40.0%	
Coordinator/Manager	48.8%	51.2%	
Manager/ Superintendent	37.5%	62.5%	
Boards	0%	100%	
Percentage of employees by employee category and age			
Category	Under 30	Between 30 and 50	Major 50
Operational	17.89%	60.31%	21.80%
Analyst/Assistant	33.06%	59.72%	7.22%
Coordinator/Manager	6.20%	81.40%	12.40%
Manager/Superintendent	0%	82.50%	17.50%
Boards	0%	25%	75%

PARENTAL LICENSE

Total number of employees who took maternity/paternity leave in the year	
Gender	Total number
Male	8
Female	34
Total number of employees who should have returned to work after maternity/ paternity leave in the year	
Gender	Total number
Male	8
Female	34
Total number of employees who should have returned to work after maternity/ paternity leave in the year prior to the reporting period	
Gender	Total number
Male	0
Female	12
Total number of employees who completed in this (2021) year 12 months or more of their return to work after leave	
Gender	Total number
Male	0
Female	10

Health and safety

GRI 403-1 / 403-2 / 403-3 / 403-4 / 403-5 / 403-6 / 403-7 / 403-8 / 403-10

To ensure the health and safety of our employees, we have occupational health and safety management systems implemented in all our workplaces and sectors, in line with National Regulatory Standards. The system covers 100% of our employees.

The management system is technically supported and managed by the SOU company and is based on recognized management system standards and/or guidelines, such as PPRA, PCMSO, LTCAT, Mandatory Unhealthy, Hazardous and PGR Reports.

We ensure the quality of the incident risk identification and management process through annual reports, such as the LTCAT, where the condition of the environment is observed in all malls and offices. All reports have a schedule for adapting points identified as possible risks and, through their renewal, we generate continuous improvements in the health and safety management system.

In addition, we carry out NR10 training, specific to the risks for people who interact with electrical facilities and electricity services directly or indirectly.

To investigate accidents at work and determine improvements and corrective measures, we have an Internal Commission for Accident Prevention (CIPA), formed by employees and led by the safety technician at each unit, with the objective of analyzing and acting on accident prevention.

In the year evaluated, there were no records of injuries or deaths. We do not carry out inspections for work-related injuries of employees and outsourced employees.

There was also no record of death resulting from a work-related health problem, and there was a case of a mandatory communication disease.

All reports and programs drawn up by the technical management company (SOU) are renewed and published annually, and copies are available at the mall and office.



The processes for participation and inquiry of employees and outsourced workers who work on our premises in the development, implementation and evaluation of the health and safety management system are carried out through communications published on our internal communication platforms and on the bulletin boards, available in common areas of the malls. The leaders and supervisors of the operational teams are instructed to reinforce the themes in a briefing made with the team.

Furthermore, we hold the annual IAPW (Internal Accident Prevention Week), which addresses health-related topics, such as smoking, among others.

HEALTH SERVICES AT WORK

Service	Role
CIPA	Internal commission to minimize possible risk situations
PCMSO	Occupational Health Medicine Control Program
LTCAT	Technical Report on Work Environment Conditions
PPRA	Environmental Risk Prevention Program
Hazard Report	Report that identifies hazardous conditions and equipment to reduce the impact

In the case of workers allocated to our malls, but without employment, such as employees in stores and restaurants, we follow local regulations and decrees to comply with regulations. In 2020 and 2021, we are still following Covid-19 prevention measures according to the WHO (World Health Organization) and local decrees.

Outsourced employees are audited and must periodically present documentation to the contracting areas of the malls.

Benefits

GRI 401-2

In order to look after the health and well-being of our employees, while valuing their work, we offer full-time employees health and dental plans, life insurance, extended maternity leave, paternity leave, adoption leave and food and/or meal vouchers.

Allied to the other benefits, we offer a Parental Management Program that has a care platform for women and diverse families that is shaped in a personalized way and addresses issues such as family planning, fertility, pregnancy, adoption, from the afterbirth to the child's first years, extensive to the employee and his or her support network.

We also promote quality of life actions and physical and emotional well-being with lectures on mental health, financial education, emotional intelligence, and other health topics.



The company maintains the confidentiality of personal information related to employee health based on the LGPD (Brazilian General Data Protection Law), ensuring that it is not used for favorable or unfavorable treatment of employees.

Tenants

GRI 102-43

AMONG THE OBJECTIVES of our business model is to increase tenants' profit, offering adequate space and infrastructure for them to conduct their business. In 2021, we launched new tools that give greater access to knowledge and autonomy in managing your business.

Tenant University

In September 2021, in the pilot project model, we launched the Tenant University, a virtual platform that offers training courses for tenants in 21 malls of the group. The initiative offers accessible, multi-channel content focused on innovating and learning new skills in line with an ever-changing world.

Among the contents offered on the platform are the courses of the SAPIÊNCIA program, from UOL Edtech, which covers topics such as adaptation to new work models, inspiring leadership, prioritization and self-

management, efficient communication, collaboration, diversity and inclusion and emotional intelligence.

In all, there are
over 130 courses
available to tenants.

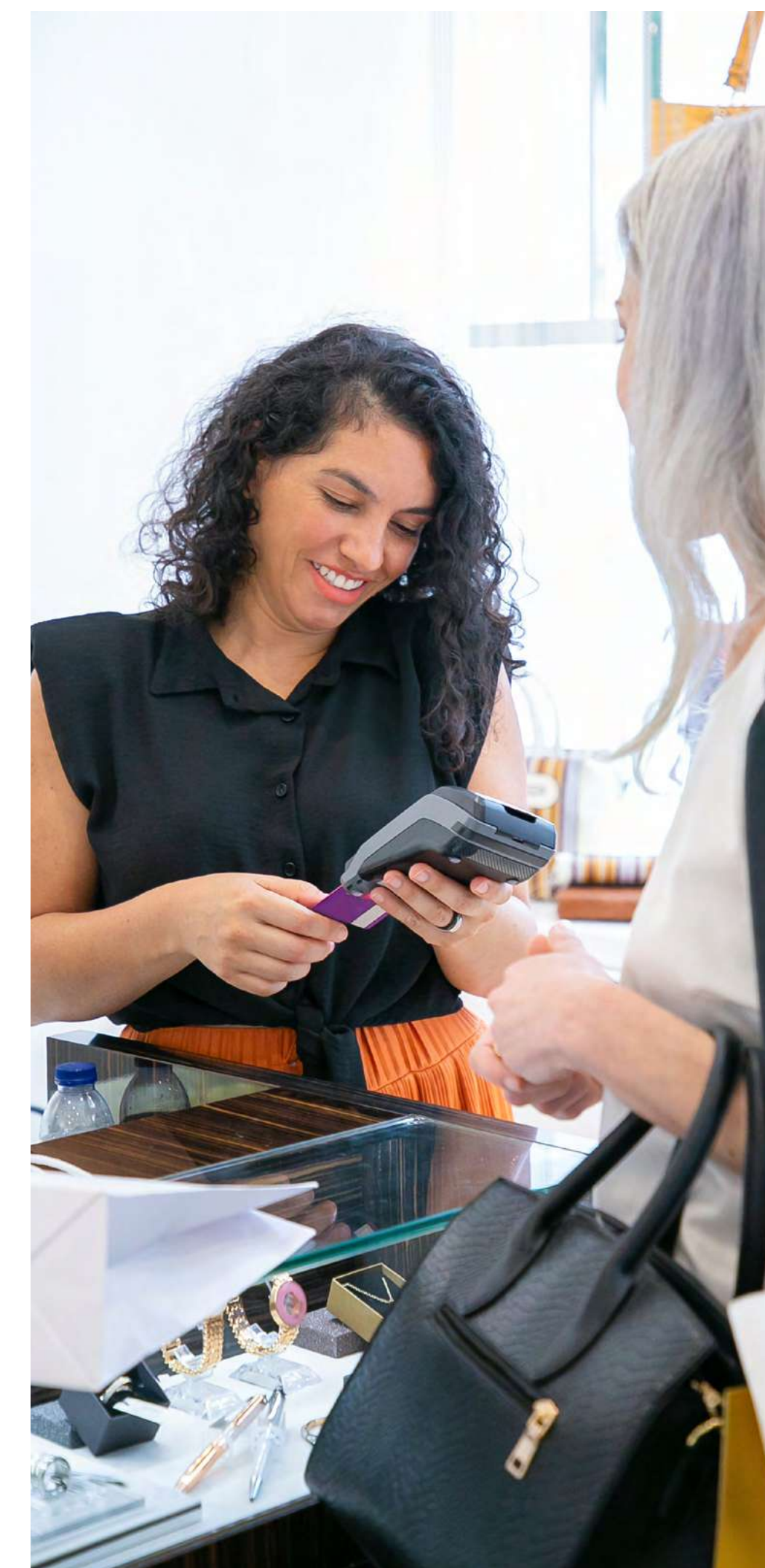
The contents can be accessed by cell phone, tablet and computer, which offers a 100% digital learning experience. We use the same platform as the Ancar Ivanhoe University (UAI), aimed at employees.

The initiative was planned as a response to a survey carried out in 2021 to map the needs, pains and expectations of our tenants, with more than 600 respondents. In 2021, the Tenant University was implemented as a pilot project, involving only store managers from malls in the Northeast. There were more than 50 participants and 1,500 logins on the platform.

At that moment, we mapped tenants' adhesion and engagement, at each stage evaluating the good practices and possible improvement points, so that, in 2022, we can roll it out to the whole of Brazil.

At the time of launching the platform, we promoted a Webinar on Transformation in Retail, with STARTSE, during which we registered more than 4 thousand subscribers and recorded around 15% of live engagement.

Through this initiative, we seek to provide knowledge sharing based on real tenants' needs, preparing them for the challenges of digital transformation and new consumer behaviors, at a time as sensitive as the post-pandemic.



E-Sat Project

E-sat is a sales reading software that allows Ancar and tenants to have consolidated information in less time and in a safe way. With this information, the tool delivers Sales Intelligence reports and insights that help in management and decision-making. With it, for example, one can identify days and times with greater sales potential, the average ticket of the store compared to that of the mall and its respective segment and monitor the most used payment methods, among numerous features.

The data collected in the stores is encrypted and treated in a confidential and secure manner.

At the end of 2021, we had over 2,100 stores connected to the database, which corresponds to 77% of the total number of tenants present on the Ancar Ivanhoe platform.



Supplier chain

GRI 102-9 / 204-1 / 408-01 / 409-01

BY 2021, AT ANCAR CSC, we have 3,126 companies in our supplier base, to which we paid over R\$558.400 million. These figures include the malls and entities served by Ancar's CSC³.

At Ancar, we know that by establishing sustainable relationships with our supply chain, we can increase the positive impact on society. Therefore, we seek to boost labor relations throughout the chain.

Our Ethical Conduct Code prohibits the use or simple support of slave or child labor or any other illegal practice. In this sense, service providers considered at risk by the Risk and Compliance Department undergo an integrity assessment (due diligence) upon registration approval, which reduces the risk of contracting providers with a negative history of any integrity aspect. The process includes searches of lists of companies penalized for employing slave labor and child labor.

When providing direct services to malls with labor allocation, all workers are validated by the manager of the contract, including the certification of INSS payment, mitigating the possibility of having our operations and suppliers at risk of child labor, forced or slave-like labor and also guaranteeing that outsourced workers will receive the legal amounts from their contracting parties.

Another way to generate value from the supply chain relationship is to do business with local suppliers. In 2021, 67% of the purchases made by our malls were made with suppliers with CNPJ registration in the same municipality where the venture is located, generating income for communities and boosting the local economy.

³ Eldorado, Interlagos, Iguatemi Porto Alegre, CenterVale and Pantanal Malls are not covered, in addition to payments made in foreign currency, as they not very representative.





Customers

GRI 102-40

WE RELY ON the Customer Service (SAC) in all our malls, as well as on the Ombudsman, Contact Us, Social Networks, Ancar, email and market research.



Investors

GRI 102-40

Throughout its history, Ancar Ivanhoe has stood out for its transparent and solid relationship with its investors.

We have two strategic investors in our business: Ivanhoé Cambridge and the Carvalho Family. In addition, we maintain relationships with over 40 investors, including institutional investors, investment funds and families.

The close relationship with investors is essential for us to define, in a clear and objective manner, the capital allocation strategy, commercial evolution, large investments (infrastructure and large leases), acquisitions and sales, in addition to evaluating the company's financial results.

To this end, we have a dedicated Investor Relations area and hold quarterly meetings with institutional investors, with monthly and quarterly reports submitted. In addition, we hold monthly meetings with Ivanhoe, the main shareholder of the business.



Impact on communities

GRI 102-40 / 203-2 / 413-1

At ANCAR IVANHOE, we believe in the power that each mall has to be an instrument of social development and, since our foundation, we have been committed to contributing to the improvement of the quality of life in the communities where we are present. With this objective in mind, we invest in social projects with financial support and with the participation of our directors, employees and partners in volunteer actions.

In 2021, we invested more than R\$ 3.4 million in 84 partnering institutions.

Christmas with no hunger

Since 2017, we have partnered with the NGO Ação da Cidadania, actively supporting the Natal Sem Fome (“Christmas with no hunger”) campaign. Every year at Christmas time, we use the mobilizing capacity of our malls and become a non-perishable food collection point. The campaign is one of the largest solidarity mobilizations of civil society in Brazil, which has taken place since 1994 and has already helped more than 20 million people in the country.

In 2021, the campaign took place between November 19 and December 30, and we collected more than 170 tons of food, reaching the goal of 167 tons. To mobilize customers and tenants, we carried out the “This Christmas, give wings to solidarity” campaign at the malls, with digital and physical totems, banners and mega banners, in addition to the action of Volunteers from the Ação da Cidadania NGO.



This year, we also received digital contributions through QR Codes spread across malls. Each venture had its own link, so that donations from each location could be counted.

In addition to the collection, we developed other activations to increase the engagement of tenants, partners and consumers. The Beija-Flor Store, for example, created in partnership with the NGO, allowed customers to purchase products with the campaign's motto, whose sales value was fully reverted to the institution.

In the malls, we encourage the Solidarity Change, allowing customers to donate the excess amount from the payment for parking and the promotional campaign gift to the campaign. The stores were also able to participate with the Solidarity Tag, through which selected pieces had part of the value reverted to food for Christmas Without Hunger.

Junior Achievement / Day of Good

We are partners with Junior Achievement, a non-profit educational association that trains young people and teenagers through entrepreneurship, financial education and job market preparation programs.

We have supported the NGO at the Rio de Janeiro (RJ) unit since 1999 through financial and volunteer support from partners, directors and executives.

Currently, Marcelo Carvalho, co-president of Ancar Ivanhoe and founder of the Rio de Janeiro unit, serves as the presidency of the Board of Directors of Junior Achievement Brazil and is a member of the JA Americas Council. In all, more than 5.4 million young people with the support of more than 189 thousand volunteers have already been benefited throughout Brazil.

Every year, in partnership with Junior Achievement, we hold the Day of Good, a date on which our employees unite in favor of a social cause through volunteer projects. In these initiatives, we seek to take volunteers to talk to

students from public institutions about topics such as ethics, the job market, school dropout and design thinking.

In 2021, we held the Live Session entitled “The Future of Work”, which was led by President Marcelo Carvalho, Bárbara Barbosa, from Conjunto Nacional de Brasília, and Davi Gomes, from the Madureira Shopping. More than a thousand young people participated in the event online.

After the live broadcast, the theme “The Future of Work” was transformed into a mentoring project, with the participation of young people who showed interest after the event. Mentorships took place on three major dates: November 4th, 18th and 25th, each lasting two hours. Each volunteer was nominated by a young person and was able to share their experiences with them, following the methodology built and made available by Junior Achievement. In total, in 2021, 63 mentorships were carried out.





Planting Tomorrow

In 1995, when we had our Shopping Nova América inauguration in Rio de Janeiro (RJ), we initiated the Plantando o Amanhã (Planting Tomorrow) project. The project was born with a focus on early childhood education for children from the surrounding communities and has been evolving and transforming according to the society's demands and needs.

Today, Planting Tomorrow is the largest of the four units of the Rede Cruzada (Crusade Network), whose mission is to empower the educational journey of children and adolescents from an integrated and humanistic standpoint, spreading to their families and communities, so that they may take action in favor of their own life choices and the collective good.

By means of partnerships with volleyball, judo, and soccer schools, motor, interaction, social and cognitive dimensions have been addressed for almost ten years. Throughout 2021, this work was further developed through dialogues

with the social, health, and pedagogical centers on how to empower and mobilize more children and teenagers to become the main actors in their lives. The result was the structuring of after-school programs from an integral perspective (motor, cognitive, social, socioemotional, and cultural), which ultimately favors the development of socioemotional skills.

A total of R\$ 2,48 million was invested.

The project served almost 500 direct beneficiaries daily:

- i) Early Childhood Education: 170 children from 1 to 4 years old
- ii) After-school care: 280 children and teenagers, from 6 to 17 years old.

São Vicente and Arraial d'Ajuda Social Center

In 2020, the Shopping Nova Iguaçu, in Baixada Fluminense (RJ), started to support the Centro Social São Vicente project, which has been working for over 60 years offering assistance to families through education and social assistance. It currently operates through educational, cultural and social programs.

In 2021, the institution received R\$150 thousand from the mall partners, which benefited the following groups and projects:

- Monthly support to **275 children**, from 2 to 5 years old, in daycare activities;
- **250 families** with food security assistance;
- **79 teenagers and young** people aged 12 to 20 with the robotics Include project;
- **145 women** over 18 years of age in the Patronato Abraçando o Futuro (“Patronage Embracing the Future”) Program, for professional training;
- **100 teenagers, young people and adults**, over 16 years old, with the Cinema Project in partnership with EncontrArte Audiovisual;
- Distribution of **409 food staples** between May and July 2021.



In addition to these, to encourage fundraising for the institution, we helped build the Ateliê d'Ajuda Project, a collaborative space for artisanal and associative work, which aims to carry out training and help sell the products of 46 female artisans.

For the fourth consecutive year, the Shopping Nova Iguaçu hosted Arraiá d'Ajuda, a solidarity party that is part of the calendar of events in the city of Nova Iguaçu (RJ). All donations were submitted to the São Vicente Social Center, to develop the sheltered children and support their families.

Jardim Ipiranga

In 2011, the Shopping Iguatemi offered the donation from the Jardim Ipiranga Early Childhood School to the Vila Ipiranga community in Porto Alegre (RS). Made possible through an agreement with the Municipal Department of Education, the school currently serves more than 120 children in the region, with complementary basic education for children aged between zero and 5 years and 11 months. In 2021, we invested a total of R\$350,900 in the project, which includes an amount of R\$ 93,000 for the expansion of the day care center.



Marcelinas

Since 2010, the Shopping Porto Velho has financially supported the Santa Marcelina day care center, located in Porto Velho (RO) and geared towards the complementary education of children aged 1 year and 8 months to 5 years, benefiting 431 children from the community and employees' children.

The project is based on the concept of integral formation of the human being, which seeks to develop its cognitive, affective, psychomotor, religious, moral and social aspects.

Our investments are made both in physical structure and in awareness campaigns to mobilize the population about the possibilities of help for the daycare and for institutions linked to the Santa Marcelina Sisters, such as Hospital and School. In 2021, Ancar invested R\$ 480,000 in the project.

#FREEFLOW CAMPAIGN

In 2021, our malls were used for the first time as a collection point for the #freeflow campaign, which seeks to contribute to reducing the impacts of lack of access to feminine intimate hygiene products in the country. The objective was to raise donations to support women in menstrual poverty, who do not have the money to pay for the cost of intimate hygiene items.

In São Paulo (SP), the campaign benefited 1,500 young people and adults in socially vulnerable situations in the south of the city. In 2021, we invested R\$ 5 thousand in the campaign.



PLANET

Environmental

GRI 102-11 / 307-1

SINCE THE company's early **YEARS**, we have sought to consciously grow, always attentive to our social and environmental impacts. We do so because we believe that shopping malls that adhere to a strategic sustainability process, that is, that carry out their operations in a way that will cause their business to last and, consequently, generate returns for shareholders and society in general, generating value for their stakeholders, whether they are tenants, consumers, employees or communities.

We mitigate our environmental impacts based on the precautionary principle, in line with article 225 of the Brazilian Constitution, which states: "Everyone has the right to an ecologically balanced environment, a good for common use by the people and essential to a healthy quality of life, imposing on the Public Power and the community the duty to defend and preserve it for the present and future generations."

Since 2018, we have had a Sustainability Policy, which reinforces our position of respect for the environment, highlighting our ability to generate value through environmental programs, education and involvement with local communities.

Our malls have Sustainability Committees, responsible for developing actions and initiatives that contribute to the improvement of local environmental indicators, led by the Operations Manager of each venture.

Currently, we have Committees implemented in the following malls: Botafogo, Nova América, Rio Design Leblon, Rio Design Barra, Madureira, Bandejas, Eldorado, Conjunto Nacional, Pantanal, Porto Velho, North Shopping Fortaleza, Maracanaú and Jóquei. In the other ventures, the Committees are in the deployment phase.



We monitor our environmental impact through indicators that measure, for example, the generation of waste and the consumption of water and electricity in our malls. To mitigate these impacts and evolve over time, we have commitments and goals within each of these themes.

Tenants play a major role in helping us reduce the environmental impact of our developments; after all, they use an important part of the infrastructure we have in the shopping malls.

In order to engage them in the themes of good environmental practices, in 2018, we partnered with SEBRAE to prepare three Sustainability Booklets, focused on waste, energy efficiency and water savings.

The purpose of the material was to inform them about the importance of the topic and encourage them to adopt eco-efficiency actions. The booklets were disseminated through actions in our projects and shared on the Tenant Portal.

In order to reduce the environmental impact of tenants and employees, in 13 malls we hired a consultancy specializing in environmental education to guide these audiences on procedures, benefits and best practices for selective collection and waste disposal. We have already trained more than 3,500 tenants and 600 employees in these projects, answering questions about the waste disposal legislation and promoting a greater view of the environmental impacts inherent to the process.

On a quarterly basis, the consultancy issues a report with the results of the program. The malls benefited achieve performance between 20% and 30% higher in recycling rates, with the more active participation of tenants and employees.





In addition to these actions, we also carry out several initiatives to raise awareness of employees and customers on the subject, as follows:

- We held over 50 lectures for communities, tenants and employees, promoting our sustainable projects and actions. There were more than 1,500 participants in all malls, disseminating the concepts of environmental preservation;
- We offer availability at our fairs for partners to exhibit their products and promote sustainable projects;
- We hold exhibitions to publicize the best practices of the malls and their partners;
- Our malls are invited by public and private partners, such as city halls, universities and NGOs, to exhibit their sustainable projects and actions at events;
- We participate in global campaigns such as a Hora do Planeta WWF ("Earth Hour"), a voluntary movement to raise awareness of climate change issues. The movement consists of all people turning off the lights in their buildings for an hour;
- Visits by students and community members to our projects. In 2021, there were more than 4,000 visitors, including students from public and private schools, NGOs and the general public;
- We use vacant store spaces to create sustainable stores, where we publicize our projects and give lectures to various audiences such as tenants, students, etc. There are already nine malls with the initiative;
- **Ecocharger:** Parque das Bandeiras, Rio Design Barra, Center Vale Shopping, Golden Square, Shopping Patio Paulista, Shopping Eldorado, Shopping Conjunto Nacional and Natal Shopping have eco-chargers in their garages, designed to supply electric cars, which have less impact on the environment;
- **Bike racks:** in all our malls we have bike racks for cyclists to park their bicycles, generating less environmental impact than using cars to get around;
- In 14 malls, we use the siding of vacant stores to publicize our sustainable projects to the public, in addition to encouraging the company's culture of environmental preservation.

Water

GRI 303-1 / 303-3

ONE OF THE ENVIRONMENTAL IMPACTS of our projects is the consumption of water, which is used to supply stores, bathrooms, air conditioning and irrigation, in addition to being consumed by customers and employees.

The water used is supplied by the concessionaire responsible for the local supply, by water truck or through underground wells, depending on where the mall is located. The last modality occurs when there are water tables on the land of the venture, granted before the regulatory bodies.

In 2021, our malls consumed a total of 2,121.95 megaliters of water, with 531.7 megaliters from underground wells and 1,599.9 megaliters from supply companies. The amount is 12% higher than the amount consumed in the previous year, due to the closure of projects caused by the pandemic during the period, and 29% lower compared to 2019.



To reduce our water consumption and mitigate our environmental impact, we have a series of initiatives, such as:

- **Rainwater:** storage of external rainwater on the shopping site and reuse as reuse water.
Shopping malls implemented: Nova Iguaçu.
Water savings: 9,625m³ in the year, 27% more than in 2020.
- **Dry urinals:** replacing the traditional ones, The current ones work practically without water.
Deployed malls: 13 malls.
Water savings: 24,750 m³ in the year, 7.7% more than in 2020.
- **Cooling towers purge:** for the operation of the Chilled Water Central (CAG or CWC) it is necessary to discard part of the condensation water in order to reduce the concentration of minerals in the system.

We started to store in reservoirs and reuse this water in toilets, urinals and irrigation of the gardens.

Shopping malls implemented: 6.

Water saving: 10,000 m³ per year.

- **Equipment for flow reduction:** use of flow reducers and aerators for sinks and flushes, in order to reduce water consumption.
Shopping malls implemented: 24.
- **Timed or automatic taps:** reducing water waste.
Shopping malls implemented: 22.

Furthermore, we often engage through educational campaigns and informative booklets aiming to interact with consumers and tenants, so as to reduce their consumption.

Water withdrawal per mall	Volume (megaliters)		
	2019	2020	2021
Parque das Bandeiras	97.82	60.16	50.49
Golden Square	45.87	24.63	33.55
Center Vale	121.66	69.81	77.40
Itaquera	153.81	114.93	118.05
Pátio Paulista	135.04	77.09	68.19
Eldorado	267.20	197.94	197.46
Pantanal Shopping	98.57	65.01	72.62
Porto Velho	148.97	81.05	98.76
Conjunto Nacional	98.08	66.92	74.33
North Shopping Fortaleza	50.81	32.82	44.78
North Shopping Jóquei	71.57	52.52	65.20
Natal	91.87	48.84	84.97
North Shopping Maracanaú	18.77	12.85	14.82
Vila Sul Shopping	42.24	29.80	56.54
Botafogo Praia	43.65	27.86	27.00
Madureira	79.15	53.83	55.84
Nova Iguaçu	122.74	65.78	101.83
Boulevard	72.11	47.64	51.99
Nova América	316.41	216.03	238.94
Rio Design Barra	107.31	54.26	78.98
Rio Design Leblon	20.41	13.97	17.02
Iguatemi Porto Alegre	170.36	109.33	98.60
Rio Sul	346.12	216.16	215.76
Interlagos	114.82	72.45	69.21
Pátio Higienópolis	117.62	63.63	77.46
Downtown	41.84	25.07	32.18
Total	2,994.80	1,900.34	2,121.95



Water disposal

GRI 303-5

The disposal of water in our projects takes place in two ways. In the first one, the municipality is responsible for directing raw sewage to its treatment plants, before being discharged into the environment. In cases where the local concessionaire does not carry out the treatment, the mall is responsible for carrying out the treatment before disposal in the environment. In these cases, we have a company and periodic reports to monitor the effluent generated under our responsibility.

In Brazil, concessionaires do not have the practice of measuring the volume at the sewage outlet. The billing model is based on a predetermined percentage of the volume of water supplied by the concessionaire. In this way, enterprises cannot measure the volume discarded with assertiveness.

In some projects, we have sewage treatment plants (ETE) that allow the treatment and reuse of sewage as reuse water, water used in toilets, urinals, condensed water system and irrigation. The project is installed in six malls and allows for savings of 215,000 m³ of water per year.



Energy

GRI 102-44 / 302-1 / 302-3/ 302-4

IN ORDER TO MITIGATE the impact caused by the energy consumption of our projects, all our malls consume energy from the free market. With this, we achieve both a financial benefit, caused by the lower purchase cost and the predictability in the preparation of annual budgets for the units, as well as an environmental benefit, as we can choose, whenever possible, to acquire energy from renewable sources.

In 2021, we consumed a total of 1,124,296.28 GJ of energy in our malls, 14% of which came from non-renewable fuels and 86% from electricity.

Of the amount of electricity consumed, 72% came from renewable sources, totaling 21 projects in this modality.

As a result, in 2021, we had an energy intensity of 203 kWh/m² of area served in our operation. Parking areas, other areas and stores supplied directly by the concessionaire are not considered.

To improve the energy efficiency of malls, in 2021 we carried out a series of initiatives to reduce consumption at the location:

- **LED lighting projects:** we performed the retrofit and replacement of traditional light bulbs, such as metallic vapor and fluorescent lights, for LED. In all, there are already over 80,000 LED lamps installed.
Malls deployed: 22
Energy savings: Over 12.3 GWh in the year.

Energy consumption			
	2019	2020	2021
Consumption of non-renewable fuels (GJ)			
Piped and dry natural gas (from 5 malls)	223,023.65	117,957.94	153,597.04
Diesel (from 23 malls)	2,374.98	1,288.09	3,012.32
Total	225,398.64	119,246.03	156,609.36
Electricity consumption (GJ)			
Total consumed	1,235,010.54	856,968.81	967,686.91
Total energy consumption (GJ)			
Total consumed	1,460,409.18	976,214.84	1,124,296.28

- **Energy audit of the air conditioning system:** review of the functioning of the air conditioning system in terms of:
 - Equipment opening hours;
 - Adjustment of automation logics;
 - Installation of temperature and CO₂ sensors, with definition of operational limits, for better temperature control;
 - Installation of frequency inverters in electric motors air conditioning equipment,optimizing speed and energy consumption.
• **Malls deployed:** 11
- **Building automation for lighting time adjustment:** through building automation, we implemented the control of operating hours of lighting circuits, reducing energy consumption of projects.
Malls deployed: 11

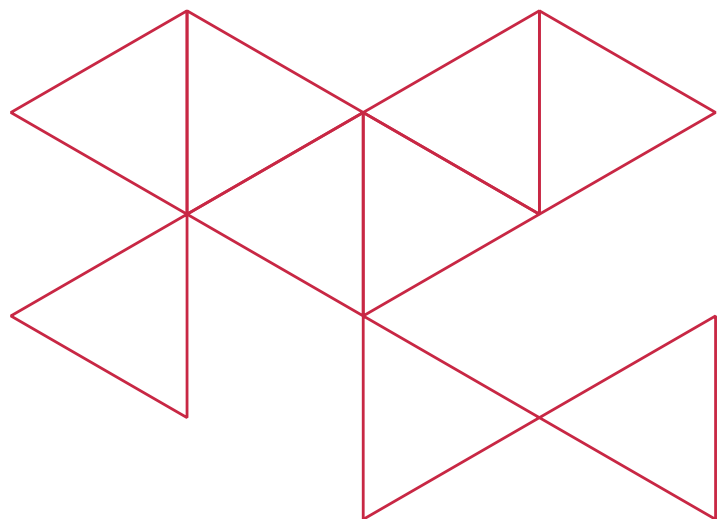
- **Motion sensor in technical areas:** use of presence sensors for lighting in technical areas, achieving a reduction in consumption in periods with low flow of employees.

Malls deployed: 21

- **Frequency inverter on escalators:** for periods of low flow of people, frequency inverters optimize the functioning of escalators, reducing energy consumption.

Malls deployed: 8

- **Luminotechnical projects:** elaboration of lighting projects for the use of more efficient luminaires and lower consumption lamps in the ventures.



Total energy consumption per mall (GJ)			
	2019	2020	2021
Parque das Bandeiras	74,101.25	43,349.64	51,342.30
Golden Square	46,998.21	28,919.66	33,396.94
Center Vale	78,533.67	45,268.21	45,636.12
Itaquera	68,274.61	48,660.10	52,576.85
Pátio Paulista	63,384.39	43,833.39	48,370.24
Eldorado	131,832.73	90,202.60	110,121.73
Pantanal Shopping	54,922.32	35,367.27	42,509.59
Porto Velho	53,992.08	36,895.10	45,574.14
Conjunto Nacional	16,874.24	12,666.41	14,561.84
North Shopping Fortaleza	31,993.60	22,239.30	24,123.23
North Shopping Joquei	47,735.37	26,384.32	29,801.96
Natal	40,095.46	27,622.08	34,757.59
North Shopping Maracana	22,338.84	14,572.89	17,035.04
Vila Sul Shopping	17,877.71	10,675.35	12,450.56
Botafogo Praia	38,034.44	23,176.32	24,492.41
Madureira	18,851.62	13,148.30	14,726.03
Nova Iguaçu	87,891.51	58,701.82	79,087.59
Boulevard	45,370.33	28,884.62	33,271.09
Nova America	126,027.08	97,753.19	101,127.09
Rio Design Barra	49,544.73	35,522.60	40,144.19
Rio Design Leblon	11,101.71	9,152.61	9,763.29
Iguatemi Porto Alegre	105,029.55	71,984.91	89,040.27
Rio Sul	86,165.36	64,201.62	69,980.12
Interlagos	49,828.90	28,162.77	36,258.87
Pátio Higienópolis	87,847.43	54,795.01	59,706.24
Downtown	5,762.03	4,074.76	4,440.99
TOTAL	1,460,409.18	976,214.84	1,124,296.28



Climate changes

GRI 305-1 / 305-2 / 305-3 / 305-4 / 305-5

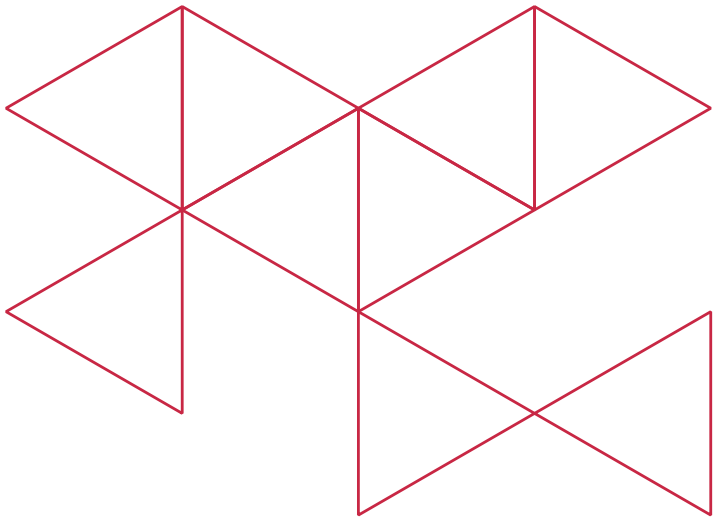
Ancar Ivanhoe understands the importance of managing the emission of Greenhouse Gases (GHG) from its operations. In this sense, the company started specific studies of emissions from two of its malls and, based on the initiatives that are part of the company's ESG journey, plans to extend the inventory to other equipment in the coming years, in addition to the corporate.

Waste

GRI 306-1 / 306-2 / 306-3 / 306-4 / 306-5

WE CURRENTLY HAVE A SELECTIVE COLLECTION deployed in all malls, using specialized companies licensed by an environmental agency for disposal. We monitor data through the National Solid Waste Management Information System (SINIR).

Consequently, our main impacts related to the generation of waste refer to non-recyclable waste or those that are not economically viable for such, which are sent to the sanitary landfill. This waste is generated in food courts, stores and common areas.



Non-hazardous waste generated	
Waste type	Weight (in tons)
Organic	19,831.60
Cardboard	3,951.7
Aluminum	62.5
Plastics	440.0
Electronic	10.9
Used kitchen oil	766.0
Coffee capsules	15.1
Glass	127.4
Paper	10.9
Wood	15.9
Other Metals (Stainless steel - Copper)	0,9
Styrofoam	1.1
White Paper and Mixed File	48
Film plastic	36
Limestone - Inert Waste	21.9
Other recyclables	439.7
Total	25,779.6



Hazardous waste generated	
Waste type	Weight (in tons)
Biological waste	3.5
Fluorescent lamps	18.6
Cells and batteries	4.1
Total	26.2

Waste destination	
Waste type/ Destination	Total weight (in tons)
Hazardous incinerated waste	3.6
Hazardous waste destined to landfills	19.3
Non-hazardous waste sent for recycling	7,639.80
Non-hazardous waste destined to landfills	18,618.80
Total	26,281.50

In 2021, the pandemic reduced the volume of waste sent for recycling compared to previous years, as malls remained closed between four and six months.

To combine the mitigation of environmental impacts with the generation of social benefits, at the Eldorado mall, the North Maracanaú mall and the Pantanal mall, we work in the recycling area with collectors' cooperatives. In this way, in addition to recycling our waste, we can contribute to more than 35 families in situations of social vulnerability.

In addition, we have a series of circularity initiatives described over the next few pages.

Ancar Ivanhoe Malls recycling rate				
Year	2018	2019	2020*	2021
Recycling %	22.9	28.2	21.2	30.01
Difference in relation to the previous year in %		23%	-25%	42%

* In 2020, the malls were closed for months, which decreased the recycling rate.

Waste by mall			
Mall	Generated waste	Recovered waste	Waste sent for final disposal
Parque das Bandeiras	574.4	235.3	339.1
Golden Square	519.4	117.7	401.7
Center Vale	934.5	230.0	704.3
Itaquera	1,589.0	236.0	1,353.0
Pátio Paulista	1,371.7	331.4	1,040.3
Eldorado	1,836.6	1,395.2	440.4
Pantanal Shopping	718.6	191.2	527.0
Porto Velho	510.8	181.6	328.5
Conjunto Nacional	942.6	383.9	558.6
North Shopping Fortaleza	441.2	129.9	311.3
North Shopping Jóquei	289.6	105.5	184.0
Natal	416.4	75.7	340.8
North Shopping Maracanaú	211.6	67.9	143.7
Vila Sul Shopping	228.6	56.8	171.8
Botafoogo Praia	416.5	110.9	305.5
Madureira	585.9	184.5	400.9
Nova Iguaçu	1,007.4	232.2	775.1
Boulevard	536.8	157.7	379.0
Nova América	1,883.1	756.2	1,126.7
Rio Design Barra	986.4	325.3	661.1
Rio Design Leblon	218.6	29.6	188.9
Iguatemi Porto Alegre	1,732.9	814.0	918.7
Rio Sul	2,054.1	317.8	1,736
Interlagos	2,371.0	213.0	2,158.2
Pátio Higienópolis	974.73	699.5	275.2
Downtown	291.0	61.0	2,849.0
TOTAL	26,262.43	7,639.80	18,618.80



Green Roof

Since 2012, we have invested in the construction of Green Roofs in our developments, where the organic material generated daily in shopping malls' food courts is composted and transformed into fertilizer for a fruit and vegetable garden. The project started on the roof of the Shopping Eldorado, in São Paulo (SP), and has since then spread to the Nova América and Botafogo Praia Shopping, in Rio de Janeiro (RJ), the Pátio Paulista and Shopping Metrô Itaquera, in São Paulo (SP), and the Pantanal Shopping, in Mato Grosso (MT).

In these malls, recyclable and organic waste is separated and sent to specific treatment units. Food leftovers are treated and receive microorganisms that decompose the organic matter, remove the odor and transform it into a material rich in nutrients, used in the vegetable garden on the venture's roof.

Currently, the Shopping Eldorado composts about 60 tons of organic waste generated in its food courts. The vegetable garden occupies 6 thousand m² and produces 40 thousand units of more than 30 different types of vegetables and greens—such as curly lettuce, iceberg lettuce, arugula, zucchini, cabbage, parsley, tomato, pepper, chives, eggplant and teas—which are delivered to employees and social projects.

In 2020, the hydroponics method was implemented, with a production capacity of 50 vegetables per month, in addition to irrigation developed by the mall's maintenance team.

Since its implementation, the Green Roof has received more than 15,000 visitors.

By doing so, the project involves the environment, the economy and the social sphere, significantly reducing the amount of waste that would be sent to the landfill. In addition, the vegetable garden installed on the roof reduces the internal temperature of the venture, reducing energy consumption and avoiding the waste of water used in air cooling equipment.



Organic Garden

In six malls, where there is no space available on the roofs, we also dedicate part of the land to the planting of organic gardens. Managed by the malls team, the project is not only geared towards correctly disposing of organic waste, but it also acts as a work of environmental awareness that involves customers, tenants, and above all, employees.

Every year, we carry out four harvests and our employees are presented with fresh fruits and vegetables, the result of their own work. Thus, we increase engagement and a sense of belonging.





Compost

Through partnerships with restaurants, leftover food from food courts is turned into compost, which can be used to compost green roofs, organic gardens or any other type of crop. As a result, we provide the organic waste generated daily in our malls an ecologically correct destination.

In our projects, we carry out four types of composting: natural with lime and charcoal, accelerated with composter, external compost and vermicomposting.

At the Natal Shopping, we carry out composting in partnership with the Federal University of Rio Grande do Norte, sending part of the organic waste generated in the food court to be composted at the institution. The University uses the fertilizer generated in its gardens, vegetable gardens and in the institution's own agricultural school, for research and development of classes. In addition, the fertilizer is donated to customers and tenants in the sustainable store of the venture. In 2021, we recycled more than six tons of organic waste for the University and

donated more than 80 mini product packages to our customers and tenants.

On the other hand, at the North Shopping Fortaleza, we have a similar partnership with the Federal University do Ceará, in which we donate the fertilizer produced to be used in the institution's gardens and green areas. The compost is also used in agronomy classes at the University. In 2021, we donated over half a ton of compost. The university also helps the mall by indicating the best management practices and development of the composting process.

Also at the North Shopping Fortaleza, we created the Raízes do Northão ("Northern Roots") project, which aims to take a piece of our vegetable garden, made with the composting technology that the mall develops in its parking area, for partner institutions and neighboring condominiums. In this way, we engage communities and disseminate the concept of preserving the environment. In 2021, the partnership was developed with Instituto dos Cegos ("Institute for the Blind"), the Olavo Billac elderly shelter and two condominiums close to the mall, impacting more than 100 people.



Selective Collection

All our malls have selective garbage collection. In addition, we have several collection points for specific types of waste:

- **Coffee capsule:** 11 malls have points to collect the coffee capsules discarded by customers, taking them to be dismantled and recycled. In 2021, we recycled more than 15 tons of this waste, an increase of 36% compared to the previous year.
- **Electronic garbage:** in 11 malls, consumers can properly dispose of their electronic equipment, such as mice, CPUs, monitors and cell phones, which are sent to the correct destination. Electronic waste cannot be disposed of in a sanitary landfill as it contains heavy metals, highly toxic and polluting to the environment. In 2021, we recycled more than ten tons of this waste in 18 malls.
- **Cooking oil:** ten malls have collection points for the oil discarded by customers.
- **Cells, batteries and lamps:** lamps, cells and batteries are considered hazardous waste by the NBR 1004 standard and, therefore, need to be properly disposed of at the end of their shelf life. We have collection points installed in 100% of our malls.
- **Plastic caps:** in four malls in Rio de Janeiro (Nova America, Boulevard, Botafogo and Nova Iguaçu) we have a partnership with the Rio Ecopets NGO; and in two malls in São Paulo (Golden and Bandeiras) we have a partnership with the Ecopatas NGO, for which we have created collection points for plastic caps. With the resources generated by the sale of this material, the NGOs perform the castration of stray animals. A total of eight tons of plastic caps were collected in the six malls, resulting in more than 150 veterinary care services for low-income people.

At the Shopping Conjunto Nacional, in Brasília (DF), we recycled plastic caps through a partnership with the Integração Estrela project, which supports more than 150 needy children in Brasília.

- **Ecoponto fence:** recycling centers for various wastes installed in 14 malls, where we use a fence from a vacant store to draw the attention of our public to the importance of the initiative. As a result, we grew our recycling rate by 32% in the last three years.
- **Book recycling:** in 2021, we started the incentive for recycling books at the Boulevard Rio Shopping and at the Shopping Conjunto Nacional. In both ventures, we have already collected almost one ton of books, which will be recycled.



Bone recycling and co-processing (Shopping Eldorado)

At the Shopping Eldorado, in São Paulo (SP), we introduced two new ways for the correct destination of our waste, instead of sending it to sanitary landfills:

- **Recycling of bovine bones:** it is common that bovine bones are found in shopping mall waste due to the operation of food stores. In this sense, we entered into a partnership with a company that produces animal feed through the reuse of this waste. In 2021, we shipped over 2 tons of bones to this company.
- **Co-processing:** widely used in Europe, the United States and Japan for almost 40 years, co-processing has been used in Brazil since the early 1990s. Through it, we send the waste to a partner that uses the material as a partial replacement for fuel to feed the ovens flame that transform limestone and clay into clinker, the raw material for cement. Burning is carried out under strictly controlled conditions, in accordance with the National Solid Waste Policy approved in 2010. We started the process in 2021 and stopped sending more than 118 tons of waste to the landfill in the year.





Candle and soap factory

In ten malls (Botafogo, Nova América, Bandeiras, Center Vale, Eldorado, Pantanal, Porto Velho, North Fortaleza, Via Sul and Natal), every month we transform the oil generated in the food courts and donated by customers into bars of soap and scented candles to be donated to tenants and customers, avoiding the disposal of oil in the environment, contamination of the sewage system and the proliferation of pests.

Annually, more than five thousand liters of oil are transformed into eight thousand soap

and candle bars. If this oil were disposed of irregularly, it could pollute up to 20 million liters of clean water.

In the Natal Shopping, We partnered with the Julieta de Barros Association, which supports elderly people in socially vulnerable situations, in which we donated part of the cooking oil collected so that the association can sell and revert it into income. In 2021, we donated more than 400 liters of oil to the institution, benefiting more than 15 families.

More sustainable cleaning

We also have initiatives to reduce the use and disposal of cleaning chemical packaging in our projects. The Orbio and Fitti Clean solutions, used in five malls, are technologies that ionize water, transforming it into a cleaning solution that has a reduced chemical impact.

As a result, in 2021, we stopped releasing approximately 2,500 liters of chemical products such as detergent and multipurpose cleaners into our sewage network.

In 17 malls, we also have a technology called Fitti Ozone, which produces ozone gas through electrical discharge on a ceramic plate. By mixing the product with water, we generate a disinfectant solution for washing bathrooms and critical areas, approved by UNICAMP-SP, up to three thousand times faster and more effective than chlorine. It also does not require packaging and avoids the emission of polluting gases from transport.

As ozone remains in the water for only 25 minutes, the chemical environmental impact is reduced in its entirety. In 2021, we stopped releasing approximately 1,260 liters of disinfectants into our sewage network.





ANNEXES



Entities included in the financial statements

GRI 102-45

Consolidated Ancar ADM
NE Tech Ltda
Ancar Ivanhoe Serviços Compartilhados Ltda
Ancar House Publicidade e Propaganda Ltda
Ancar Nordeste Estacionamento Ltda
Espaço Ancar Intermediação Ltda
Ancar Centro Oeste Estacionamento Ltda
Ancar Ivanhoe Administradora de Shopping Centers Ltda.
Ancar São Paulo Intermediação de Negócios Imobiliários Ltda.
Ancar Ivanhoe Intermediação de Negócios Imobiliários Ltda.
Ancar Rio de Janeiro Intermediação de Negócios Imobiliários Ltda.
Ancar Nordeste Intermediação de Negócios Imobiliários Ltda.
Ancar Centro-Oeste Intermediação de Negócios Imobiliários Ltda.
SCAI Gestora de Recursos Ltda.
Ancar Parking Estacionamento Ltda
Ancar Gestão de Empreendimentos Ltda.
Ancar Administradora de Shopping Centers Ltda

Ancar Group Consolidated
NE Tech Ltda
Ancar Ivanhoe Serviços Compartilhados Ltda
Ancar House Publicidade e Propaganda Ltda
Ancar Nordeste Estacionamento Ltda
Espaço Ancar Intermediação Ltda
Ancar Centro Oeste Estacionamento Ltda
Ancar Ivanhoe Administradora de Shopping Centers Ltda.
Ancar São Paulo Intermediação de Negócios Imobiliários Ltda.
Ancar Ivanhoe Intermediação de Negócios Imobiliários Ltda.
Ancar Rio de Janeiro Intermediação de Negócios Imobiliários Ltda.
Ancar Nordeste Intermediação de Negócios Imobiliários Ltda.
Ancar Centro-Oeste Intermediação de Negócios Imobiliários Ltda.
SCAI Gestora de Recursos Ltda.
Ancar Parking Estacionamento Ltda

Ancar Group Consolidated
Ancar Gestão de Empreendimentos Ltda.
Ancar Administradora de Shopping Centers Ltda
SM DWT Administradora Ltda
Ancar IC S.A
SN Shopping S.A
São Marcos Empreendimentos Imobiliários S.A
Porto Velho Shopping S.A
SPE Mônaco Participações S.A
Nai Campinas Participações S.A
SPE Fortaleza Shopping S.A
SPE Andrios Empreendimentos Imobiliários S.A
Canbra Belo Horizonte Shopping Centers S.A
Sbbrast Participações S.A
CE Shopping S.A
CL Empreendimentos e Participações S.A
BG Ancar Empreendimentos Imobiliários S.A

Ancar Group Consolidated
CB Shopping S.A
Brita Incorporações Imobiliárias S.A
Rocha Incorporações Imobiliárias S.A
Parque das Bandeiras Incorporações Imobiliárias S.A
SPE San Martin Shopping S.A
Ancar Ivanhoe Nova Iguaçu S.A
Country Shopping S.A
Fundo de investimento Imobiliário - FII Ancar
Nova Ancar Shopping S.A
Ancar Vita Empreendimentos S.A
SPE Ancar Newsub S.A
Nova América Incorporações Imobiliárias S.A
Ancar Ivanhoe Downtown S.A



GRI Index

GRI 102-55

GRI Stand.	Content	Status	SDGs
GRI 102: General Contents 2016			
Organizational Profile			
102-1	Organization name	Page 12	
102-2	Main activities, brands, products and/or services	Page 15	
102-3	Headquarters location	Page 86	
102-4	Number of countries in which the organization operates	Pages 12 and 15	
102-5	Type and legal nature of the property	Page 12	
102-6	Markets served	Page 12	
102-7	Organization size	Page 12	
102-8	Information about employees and other workers	Page 42	
102-9	Supplier chain	Page 55	
102-10	Significant changes in the organization and its supply chain	There was no significant change in the organization and supply chain.	
102-11	Precautionary principle or approach	Page 64	
102-12	External initiatives	The company does not commit to a letter or external initiative.	
102-13	Participation in associations	Page 21	17
Strategy			
102-14	Statement by the highest executive	Page 5	
102-15	Main impacts, risks and opportunities	Page 28	16
Ethics and integrity			
102-16	Values, principles, standards and behavior codes	Pages 13 and 25	16
102-17	Mechanisms for Guidance and Ethics Concerns	Page 27	16
Governance			
102-18	Governance Structure	Page 23	16



GRI Stand.	Content	Status	SDGs
102-20	Responsibility for executive-level roles and functions by economic, environmental and social topics	Page 24	
102-22	Composition of the highest governance body and its committees	Page 23	
102-23	Chairman of the highest governance body	Page 23	
Stakeholder engagement			
102-40	List of stakeholder groups	Page 8	
102-41	Collective Bargaining Agreements	Page 42	
102-42	Identification and selection of stakeholders	In 2021, we engaged our stakeholders in the search for an increasingly close relationship that generates sustainable development. These audiences were defined based on our strategic, institutional and market relationships, taking into account the sustainability of the business.	
102-43	Approach to stakeholder engagement	Page 53	
102-44	Main concerns and topics raised	Page 8	
Report practice			
102-45	Entities included in the consolidated financial statements	Page 80	
102-46	Defining Report Content and Topic Boundaries	Page 8	
102-47	List of material topics	Page 8	
102-48	Information reformulations		
102-49	Report changes		
102-50	Period covered by the report	Page 7	
102-51	Date of most recent report	Page 7	
102-52	Report issuing cycle	Yearly	
102-53	Contact for questions about the report	Page 7	
102-54	Reporting statements in accordance with the GRI Standards	Page 7	
102-55	GRI Content Summary	Page 81	
102-56	External Check	The company does not seek external verification for the report.	
GRI 103: Management methods			
103-1	Explanation of the material topic and its Limit	Page 8	
103-2	Management method and its components		
103-3	Assessment in the management method		



GRI Stand.	Content	Status	SDGs
GRI 203: Indirect economic impacts			
203-1	Investments in infrastructure and service support	Page 33	
203-2	Significant indirect economic impacts	Page 58	2 and 4
GRI 204: Procurement practices			
204-1	Proportion of spending with local suppliers	Page 55	12
GRI 205: Fight against corruption			
205-1	Operations assessed for risks related to corruption	The company does not carry out this type of assessment.	16
205-2	Communication and training in anti-corruption policies and procedures	Page 26	16
205-3	Confirmed cases of corruption and actions taken	Page 26. In 2021, we did not identify any cases or suspicions of corruption in our operation.	16
GRI 206: Unfair competition			
206-1	Lawsuits for unfair competition, trust and monopoly practices	There were no lawsuits for unfair competition in the period covered by the Report.	
GRI 302: Energy			
302-1	Energy consumption within the organization	Page 69. To calculate the energy consumption of the fuels consumed, the conversion factors of the Energy Research Company (ERC) were used	7
302-3	Energy intensity	Page 69. The metric used for the calculation is the electricity consumption divided by the area served by energy [Total electricity consumption] / (Building area) - (Covered parking area) - (GLA) + Area of stores served by energy supplied by the mall)].	7
		The intensity calculation was based on the volume of energy received by the concessionaire (external energy). Energy from internal gas generation was not considered, nor was any conversion factor used for such energy volume.	7
302-4	Reduction of energy consumption	Page 69	7
GRI 303: Water and effluents			
303-1	Interactions with water as a shared resource	The main sources of water are described on page 67. We have not carried out studies on the impact of our water consumption due to the low impact on municipal reservoirs.	6
303-3	Water capture	Page 67	6
303-5	Water consumption	Page 68	6



GRI Stand.	Content	Status	SDGs
GRI 305: Emissions			
305-1	Direct emissions (Scope 1) of greenhouse gases (GHG)	Page 70	13
305-2	Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition	Page 70	13
305-3	Other indirect emissions (Scope 3) of greenhouse gases (GHG)	Page 70	13
305-4	Intensity of greenhouse gas emissions (GHG)	Page 70	13
305-5	Reduction of greenhouse gas (GHG) emissions	Page 70	13
GRI 306: Waste			
306-1	Waste generation and significant impacts ok related to waste	Page 71	12
306-2	Management of significant impacts related to waste	Page 71	12
306-3	Waste generated	Page 71	12
306-4	Waste not intended for final disposal	Page 71	12
306-5	Waste intended for final disposal	Page 71	12
GRI 307: Environmental compliance			
307-1	Non-compliance with environmental laws and regulations	Page 64	
GRI 401: Employment			
401-1	New hires and employee turnover	Page 45	8
401-2	Benefits offered to full-time employees that are not offered to temporary or part-time employees	In addition to the programs described on page 52, we also offer transition support programs to support employability and management of the end of one's career resulting from retirement or dismissal through: Compensation for length of service and age as per collective conventions and the legislation in force; Assistance in the outplacement process during the pandemic period Outplacement for those dismissed and who occupied strategic positions.	3 and 8
401-3	Maternity/paternity leave	Page 50	3 and 8
GRI 403: Health and Safety at Work			
403-1	Occupational health and safety management system	Page 51	3 and 8
403-2	Hazard identification, risk assessment and Investigation of accidents	Page 51	3 and 8
403-3	Occupational health services	Page 51	3 and 8
403-4	Employee participation, consultation and communication to workers regarding health and labor safety	Page 51	3 and 8
403-5	Training of workers in health and safety	Page 51	3, 4 and 8



GRI Stand.	Content	Status	SDGs
403-6	Promotion of worker's health	Page 51	3 and 8
403-7	Prevention and mitigation of health impacts and work safety directly linked to business relations	Page 51	3 and 8
403-8	Workers covered by a health and safety at work management system	Page 51	3 and 8
403-10	Professional diseases	Page 51	3 and 8
GRI 404: Capability and education			
404-1	Average hours of training per year, per employee	Page 46	4 and 10
404-2	Programs to improve competencies of workers and to provide career transition assistance	Page 46	4 and 10
404-3	Percentage of employees who receive regular performance and career development reviews	Page 47	8 and 10
GRI 405: Diversity and equal opportunities			
405-1	Diversity in governance bodies and employees	Page 50	5 and 10
GRI 406: Non-discrimination			
406-1	Discrimination cases and corrective measures taken	Page 48	8
GRI 408: Child labor			
408-1	Operations and suppliers with a significant risk of child labor cases	Page 55	8
GRI 409: Forced or Slave-like Labor			
409-1	Operations and suppliers with a significant risk of cases of forced or slave-like labor	Page 55	8
GRI 413: Local communities			
413-1	Operations with engagement, impact assessments and local community-oriented development programs	Page 58. The company engages with communities through social projects.	8 and 9
413-2	Operations with significant negative impacts— actual and potential ones—in local communities	We are not aware of operations with these impacts	8 and 9
GRI 414: Social assessment of suppliers			
414-1	New suppliers selected on the basis of social criteria	We do not select new suppliers based on social criteria.	8 and 9
414-2	Negative social impacts of the supply chain and measures taken	We do not carry out the analysis of the social impacts of our supply chain.	8 and 9



Credits

THE RESPONSIBILITY FOR THIS PUBLICATION LIES WITH ANCAR IVANHOE'S INVESTOR RELATIONS MANAGEMENT.

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