

ALLOS

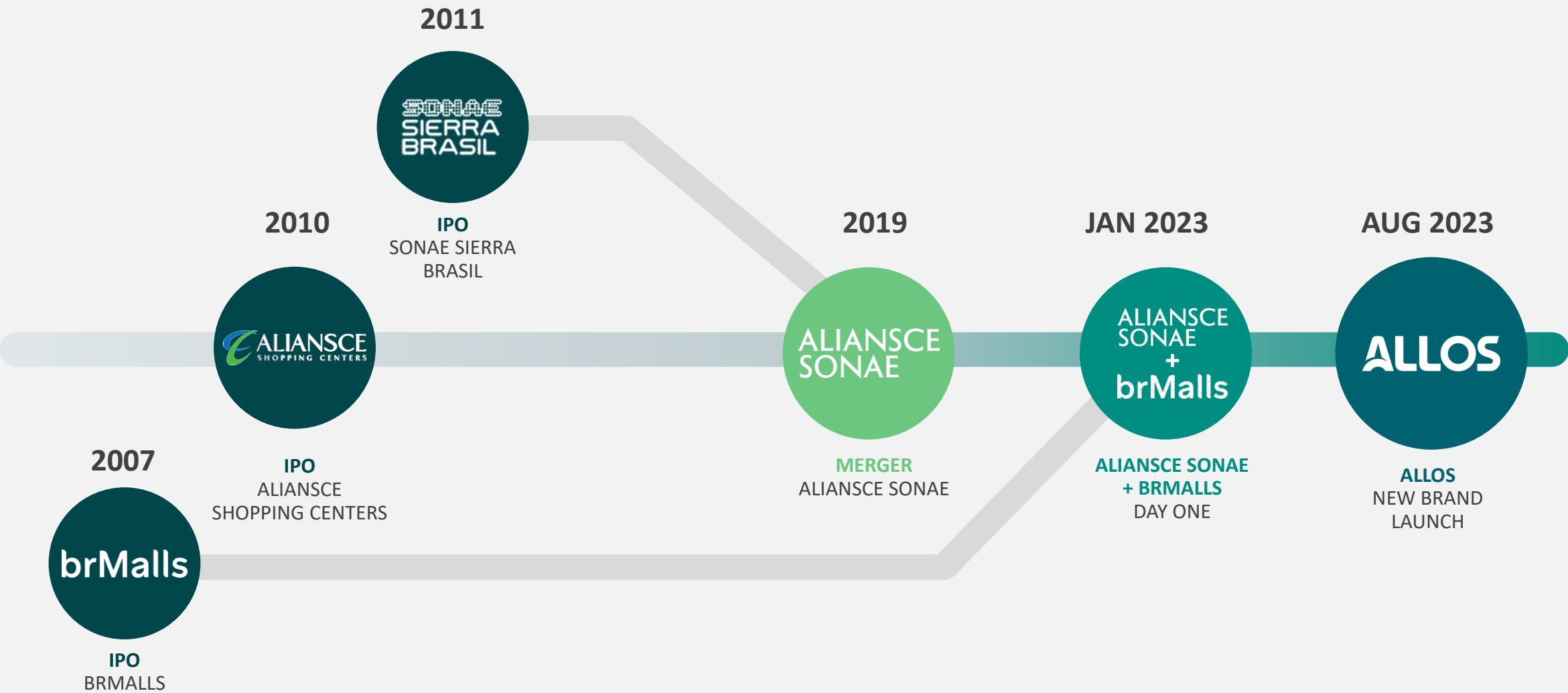
AGENDA

- 1. ALLOS**
- 2. CORPORATE GOVERNANCE**
- 3. ESG FRAMEWORK**
- 4. CONCLUSION**

Moments that
**delight and
transform**

ALLOS is the **most
innovative platform** of
services, entertainment,
lifestyle and **shopping in
Latin America**





STRATEGIC PILLARS



To promote
our **culture**
and implement
our **people**
management
model



To be the **best**
experience for
consumers



To have a
portfolio of
leaders in their
markets



Innovation of
our business
model



Deliver
business
merger **results**




To implement our
sustainability
commitments.

ALLOS

In numbers

 **58**
MALLS


 **46**
OWNED MALLS

 **+15K**
STORES

 **+54M**
VISITS MONTHS

 **+16M**
UNIQUE VISITORS

 **R\$ 2.7 billion**
NET REVENUE *

 **R\$ 2.4 billion**
NOI *

 **R\$ 2.0 billion**
EBITDA adj. *

 **R\$ 1,3 billion**
AFFO adj. *

 **R\$ 2.55 /share***
AFFO
adj./share

(*) 3T24 LTM

ALLOS

ADDING VALUE
THROUGH
SYNERGIES



Operational Synergies

Expected by 2028

R\$210 MN

Captured 2023

81 MN

Estimated capture of

80%

Approximately in 3 years

ALLOS

INTEGRATION EVOLUTION



ALLOS

BRAND

Brand Launch & ALLOS
Values



PEOPLE

Team Integration &
CULTURE



PROCESS

Standardization of
Process & POLICIES



TECHNOLOGY

SYSTEM Integration &
Enhancement



PROGRESS

92%

Expected completion: Apr/25

ALLOS

Consumers' destinations

Largest malls

Total Sales per year

+R\$400 million

+R\$1 billion

ALLOS

Portfolio: 46 Malls

43
Malls

16
Malls

PEER A

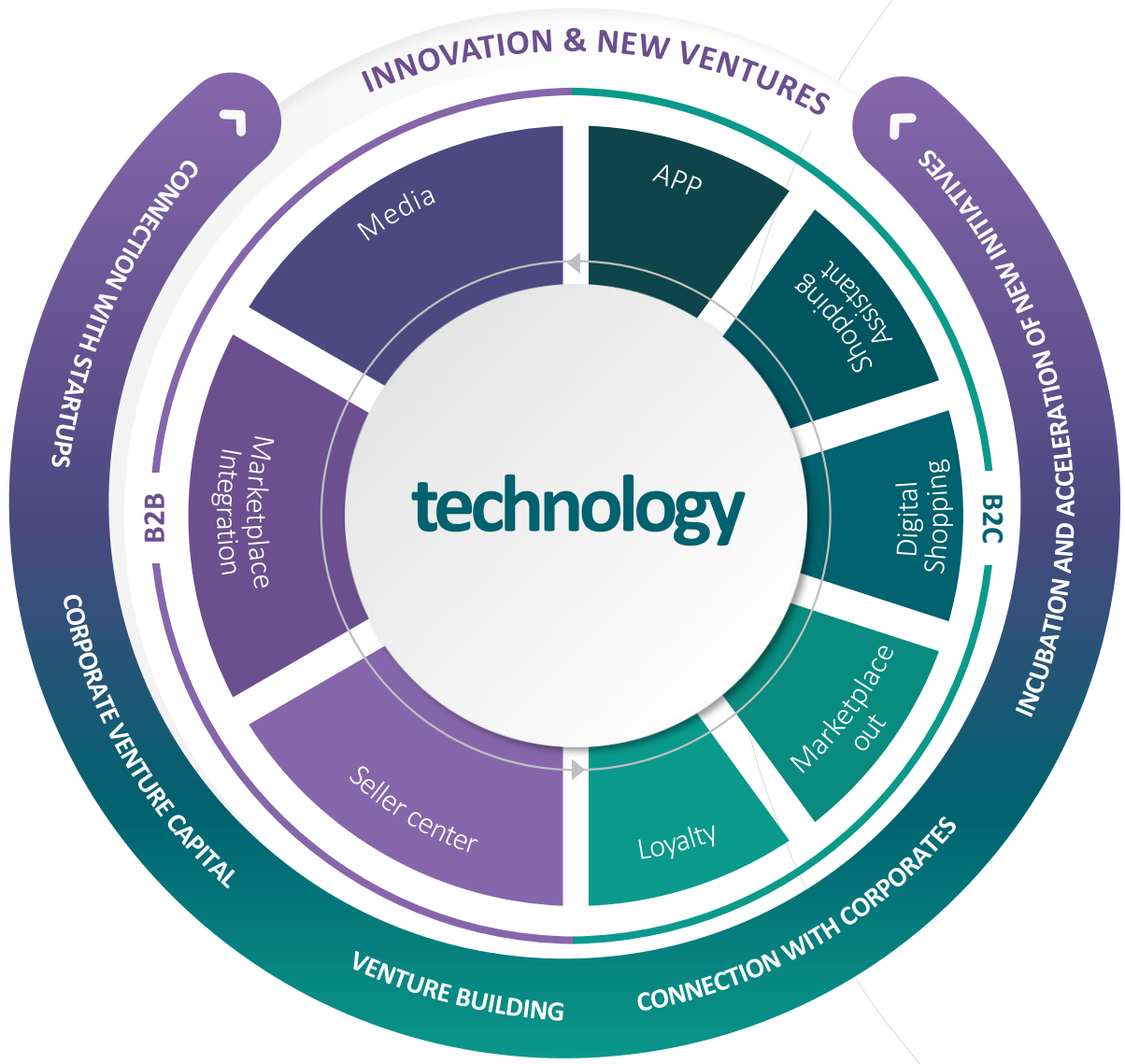
Portfolio: 20 Malls

18
Malls

9
Malls

PLATFORM

ALLOSTECH



Strategic Pillars



Relationship



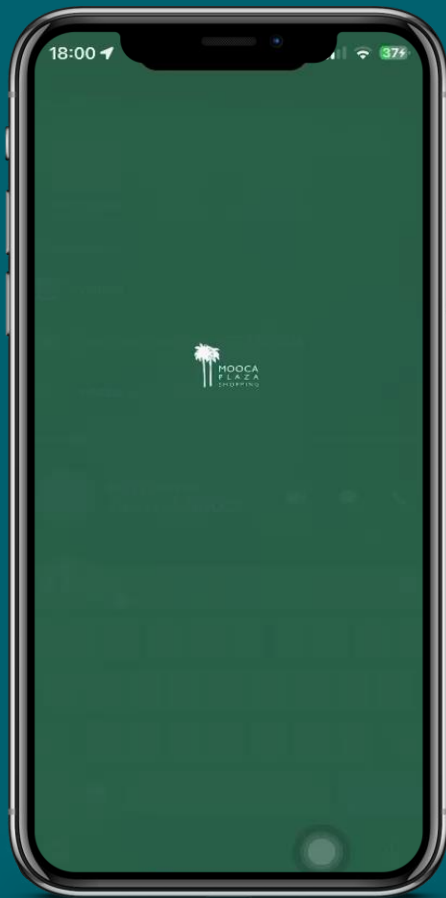
Phygital Solutions



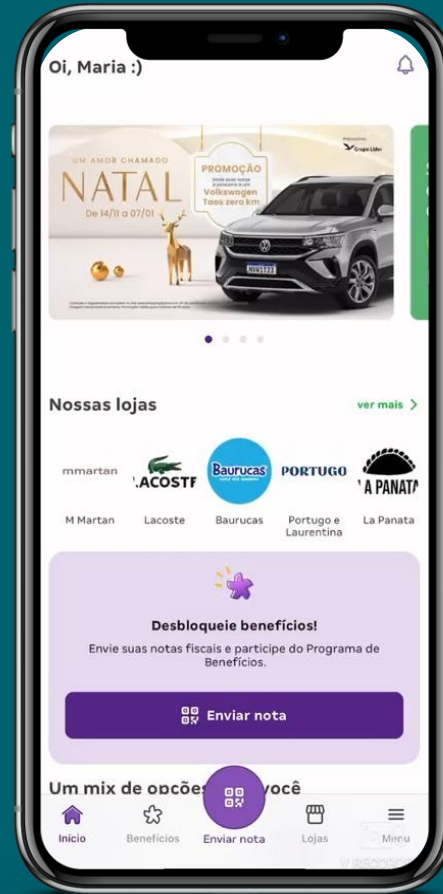
Monetization

Phygital Plataforma

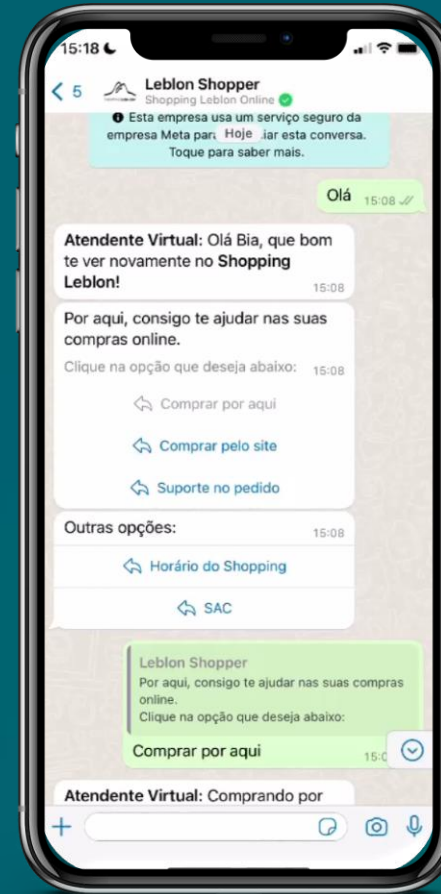
Mall APP



Mall APP



Loyalty + Discounts



Digital Shopping



Indoor Map



Book/Purchase
Mall Events



Gamification



Restaurant's Queue
Tracking



Digital Menu



Restaurant Booking

New Features

MEDIA STRATEGY

helloo,

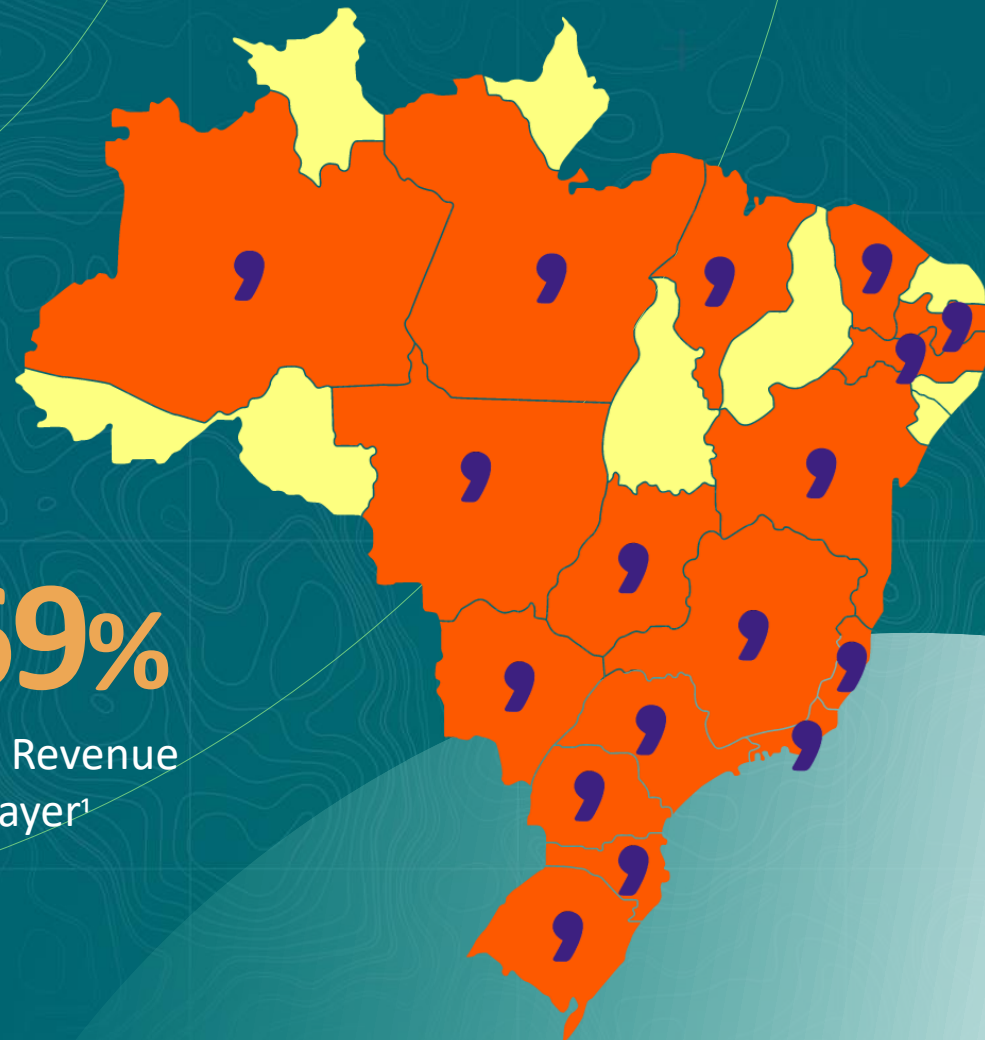
+ 49
cities

+ 5'000
Residential buildings


+ 113
Malls in Brazil

+ 12'000
Screens installed

★ +69%
Helloo's Mall Revenue
vs. second player¹




¹Ref. Date: 1Q24

 **Biggest Platform**
of OOH Media in
Brazilian malls

 **Greater penetration**
and commercial strength

 **Greater Coverage,**
frequency and daily impact

 **Data and Business**
intelligence

FUTURE



BUSINESS PERPETUITY

Organic
Growth



STRATEGIC POSITIONING

Prepared for
Opportunities



REWARDING SHAREHOLDERS

Greater
Predictability

BUSINESS PERPETUITY – Development projects

DESIGNED INTERVENTION AREA **365'000 sqm**



Expansion
115'000 sqm



Redevelopment
93'000 sqm



Refurbishment
157'000 sqm



+12%
IN SALES

PIPELINE:
2024

EXPANSION

Parque Shopping Maceió

REDEVELOPMENT

Shopping Leblon

Shopping Recife

REFURBISHMENT

Shopping VillaLobos

Shopping da Bahia

Shopping Del Rey

Parque Dom Pedro

Center Shopping Uberlândia

Building Potential

AVAILABLE



6.8 MN sqm



49

Towers



09

Malls



06

States

Mixed-use SIGNED CONTRACTS¹



+R\$ **3.6 B**
Potential
Sales Value



+R\$ **430 M**
Cash Flow



+ **20'000**
People in
Primary Area

¹ Information available in managerial projection released by the company.

Investment Strategy

When to INVEST?



Market leadership



Reinforce ALLOS Ecosystem



Revenue Synergy Mix & Pricing



Growth Potential



Governance



Combined M&A transactions | 2017-2024

Divestments

41 assets | 29 full stake and 12 minority stakes

Investments

14 assets | additional stakes
Integration of 30 from brMalls

M&A transactions

2023 DIVESTMENTS¹

6 TOTAL

4 PARTIAL

R\$1.8

Total Value
(R\$ bilion)

8.2%

Cap rate²
(%)

NEW DIVESTMENT PLAN

up to R\$1 bi
Total ValueR\$691,2_{MN}
Already executed

Shopping	Divestment	Share	Closing
Top Shopping	Total	50,0%	apr-24
Rio Anil	Total	20,0%	jan-25
Carioca Shopping	Parcial	20,0%	jan-25
Plaza Sul	Parcial	9,9%	jan-25
Shopping Tijuca	Parcial	10,0%	jan-25

¹Announced since the third quarter of 2023²Cap rate based on the estimated NOI for the mall for the year 2023, considering tax efficiency

	2022	2023	2024E
DIVIDENDS	R\$ 293	R\$ 612	R\$ 671 ¹
BUYBACK	R\$ -	R\$ 526	R\$ 829
TOTAL	R\$ 293	R\$ 1,138	R\$ 1,500

Growth
288%

Growth
32%

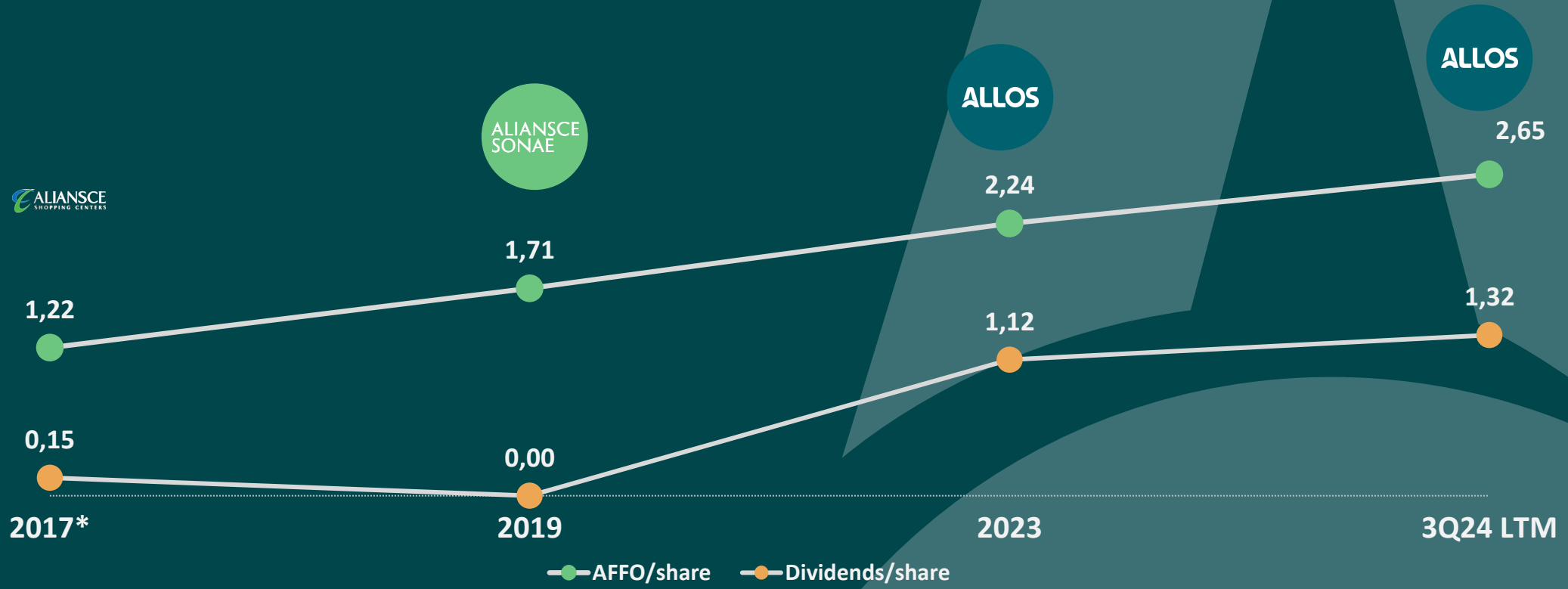
CASH RETURN
UP TO 2024E



¹ Expected Dividends and/or IoE distribution considering 50% of FFO for 4Q24 LTM

POTENTIAL SHAREHOLDER RETURN

ALLOS



*2017 calculated considering ALSO Merger's share ratio
¹ Based on 2024YE FFO –3Q24 LTM

The background image shows a large, modern shopping mall with multiple levels, glass railings, and various storefronts. A teal overlay covers the right side of the image, and a thin orange line runs diagonally from the top right towards the bottom left. The word 'ALLOS' is written in white, bold, sans-serif capital letters on the teal background.

ALLOS

**Corporate
Governance**

TOP-NOTCH **Governance**

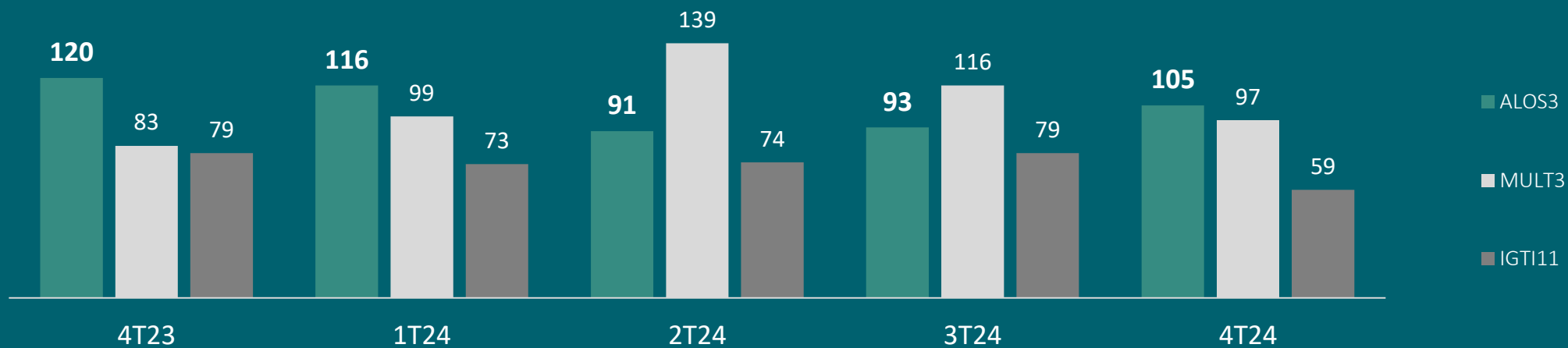
✓ Novo Mercado, B3
ISE B3
IDIVERSA B3
ICO2 B3

✓ Corporation +
Reference Shareholders

✓ 1 share = 1 vote

✓ Statutory Audit and Risk
Management Committee
created since 2022, with
majority of independent
members

✓ Board of Directors
evaluated annually

LIQUIDITY **TRADE VOLUME**

Corporate Governance

OWNERSHIP BREAKDOWN Corporation

CPPIB	12.9%
Alexander Otto Group	6.3%
Sonae Sierra	5.0%
Renato Rique	3.3%
Treasury Shares	6.7%
Others	65.8%

Foreigners
37.3%

National
62.7%

Others

REFERENCE SHAREHOLDERS

Long-term and strategic investors

RENATO RIQUE

Over 40 Years of experience in the shopping mall industry.
Founder of Aliansce Shoppings Centers.

CANADA PENSION PLAN INVESTMENT BOARD (CPPIB)

The largest Canadian pension fund, with around C\$536 billion under management and investments across 64 countries.

ALEXANDER OTTO GROUP

ECE: 200 managed malls located in 12 countries.

SONAE SIERRA

Owner of 25 shopping malls and responsible for managing and/or leasing 170 real estate assets.

Corporate Governance

THE ONLY COMPANY IN THE MALL INDUSTRY LISTED ON THE NOVO MERCADO SEGMENT, B3

BOARD OF DIRECTORS

Unified term until AGM 2025

9 Board Directors

Renato Rique

Peter Ballon

Marcos Haertel

Fernando Oliveira

Volker Kraft

Claudia Lacerda

Independent

Luiz Paes de Barros

Luiz Quinta

Vitor Marques

LEADERSHIP WITH PURPOSE

Board of Directors with skills aligned with ALLOS long-term vision and objectives, fostering growth and performance

The board members bring extensive expertise in **financial management, industry-specific knowledge, and strategic planning**—key elements for driving the company's growth and stability.

Furthermore, the Board demonstrates strong **corporate governance and innovation capabilities**, highlighting their ability to navigate complex regulatory issues and adapt to technological advancements.

Board of Directors' Committees

Statutory Audit and Risk Management Committee

Luiz Quinta INDEPENDENT

Luiz Paes de Barros INDEPENDENT

Mauro Moreira EXTERNAL

Innovation and Digital Transformation Committee

Alberto Serrentino (external)

Alexandre Dias (external)

German Quiroga (external)

Luiz Quinta (independent)

Renato Rique

Rafael Sales

Compensation Committee

Fernando Oliveira

Peter Ballon

Renato Rique

Volker Kraft

Ethics and ESG Committee

Cláudia Lacerda

Fernando Oliveira

Vitor Marques (independent)

Investment Committee

Fernando Oliveira

Marcos Haertel

Renato Rique

Volker Kraft

Nomination Committee

Peter Ballon

Renato Rique

Volker Kraft

Executive Officers



RAFAEL SALES

CEO

Talents adding experience and knowledge to the leadership team



**VICENTE
AVELLAR**

OPERATIONS



**RENATO
FLOH**

LEASING



**DANIELLA
GUANABARA**

FINANCE AND IR



**LEONARDO
CID**

INNOVATION
AND
TECHNOLOGY



**MARIO
OLIVEIRA**

DEVELOPMENT AND
NEW BUSINESSES



**MAURO
JUNQUEIRA**

INVESTMENTS
AND M&A



**PAULA
FONSECA**

LEGAL



**RENATA
CORREA**

PEOPLE AND
PERFORMANCE

Executive Compensation

Attract and motivate talent, ensure internal equity and market competitiveness

Components

Short-term Incentive

Corporate Goals | Financial performance focused on converting results into cash flow

Specific Goals | Qualitative aspects

Performance evaluation | Individual performance

Long-term Incentive

Regular ALLOS Plan
Matching + Performance Shares

Partnership Program 7-year vesting

Individual performance

Corporate Goals



Individual Staff

Top Executives

Long-term Incentive

brMalls LTI Accelerated 2022

Acceleration of **3 ILP plans**

Performance shares

Matching Shares

Restricted Stocks

Partnership Program¹

Retain and reward executives for their roles in the merger and integration process

Vesting of 7 years

15% of the shares per year, and 10% in the 7th year

Lockup of 2 years², for every vesting

Regular ALLOS ILP Plans

Matching Share

Matching at the same amount (1-1)

3 years vesting

Performance Share

Stock grants

3 years vesting

Can be leverage according to performance

¹ <https://api.mziq.com/mzfilemanager/v2/d/330c258b-6212-45ce-8c13-557ea46cc23a/4044422e-0703-7c5a-4ee6-92504c49220e?origin=1>

² Except for the first year

Recognition - 2024

INSTITUTIONAL INVESTOR

1st Place

Best CEO

4x 1st place over the last 5 years

Best CFO

2x 1st place first place over the last 5 years

Best Company Board of Directors

1x 1st place first place over the last 2 years

Best IR Program

3x 1st place over the last 5 years

Best ESG

3x 1st place over the last 5 years

Best Investor Day

3x 1st place over the last 5 years

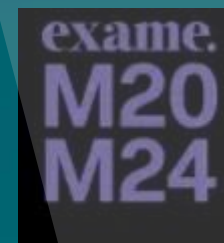
3rd Place

Best IR Professional

4x 1st place over the last 5 Years

Best IR Team

2x 1st place over the last 5 years



Real Estate

1st Place | EBITDA Margin

2nd Place | Net Revenue

3rd Place | Interest Coverage

Overall

1st Place | Net Margin

COMPANY OF THE YEAR

BEST COMPANY Real Estate

The background image shows a modern, multi-level shopping mall. The architecture features curved balconies, glass railings, and a high ceiling with a complex grid of lights and structural elements. Various retail stores are visible on different levels, including 'Track & Field' and 'Cinép'. The entire image is overlaid with a semi-transparent teal color. A thin, bright orange line curves from the bottom left towards the right side of the frame.

ALLOS

**ESG
FRAMEWORK**

STRONG GOVERNANCE STRUCTURE



ETHICS AND ESG COMMITTEE



Board Member
Claudia Lacerda



Board Member
Vitor Marques



Board Member
Fernando Oliveira



ESG COMMISSION



**Chief Financial and
Investor Relations
Officer**
Daniella Guanabara



Chief Legal Officer
Paula Fonseca



**Chief People and
Performance Officer**
Renata Correa



**Chief Development
and New Business
Officer**
Mario Oliveira



Head of Marketing
Ana Paula Niemeyer



Head of Operations
Renato Gaspar

Sustainability

ESG LONG-TERM PLANNING

Establishment of clear goals that must be adopted by the Company by 2030 and carbon neutrality by 2040.

UN GLOBAL PACT

Public commitment as signatory to the UN Global Compact.

S&P

Improvement on S&P ESG Score from 18 in 2022 to 40 in 2023.



BLOOMBERG GENDER EQUALITY INDEX

Selected to compose GEI 2023 index, a reference on gender inclusion

MOVER

Partnership with MOVER - a coalition of companies committed to promoting racial equity in Brazil – for the 3rd consecutive year

CDP QUESTIONNAIRE

Improvement in CDP Score from C to B-

RECOGNITIONS

ISE B3



ICO2 B3



IDIVERSA B3





Sustainable Life Centers

Places that promote and inspire sustainability

1ST COMPANY IN THE SECTOR TO RELEASE PUBLIC TARGETS FOR 2030

ALLOS ESG Platform

DIVERSITY AND INCLUSION

Leverage the construction of diverse and inclusive relationships and spaces

- Diversity and inclusion
- Inclusive and plural spaces

2030 COMMITMENTS:

- Achieve 50% female representation in leadership positions, promoting engagement across the entire value chain.
- Achieve 44% Black representation in leadership² positions, promoting engagement across the entire value chain.
- 100% of the shopping centers with accessibility certification³.

WELL-BEING AND HUMAN DEVELOPMENT

Promote the full development of our employees and customers

- Well-being, development and health and safety
- Safe and healthy spaces

2030 COMMITMENTS:

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

ENVIRONMENTAL CONSERVATION

Ensure carbon neutrality and efficient use of natural resources

- Climate and energy
- Water
- Waste

2030 COMMITMENTS:

- Achieve 100% renewable electricity by 2030⁴, reaching carbon neutrality by 2040⁵, and consistently investing in energy efficiency.
- Achieve recycling of 90% of the total waste generated by our operations.
- Reduce water intensity⁶ by 5%, reaching 100% of shopping centers with water reuse.

SUSTAINABLE COMMUNITIES AND HABITS

Boost shopping malls as a space for transformation

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

2030 COMMITMENTS:

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

Operational Excellence

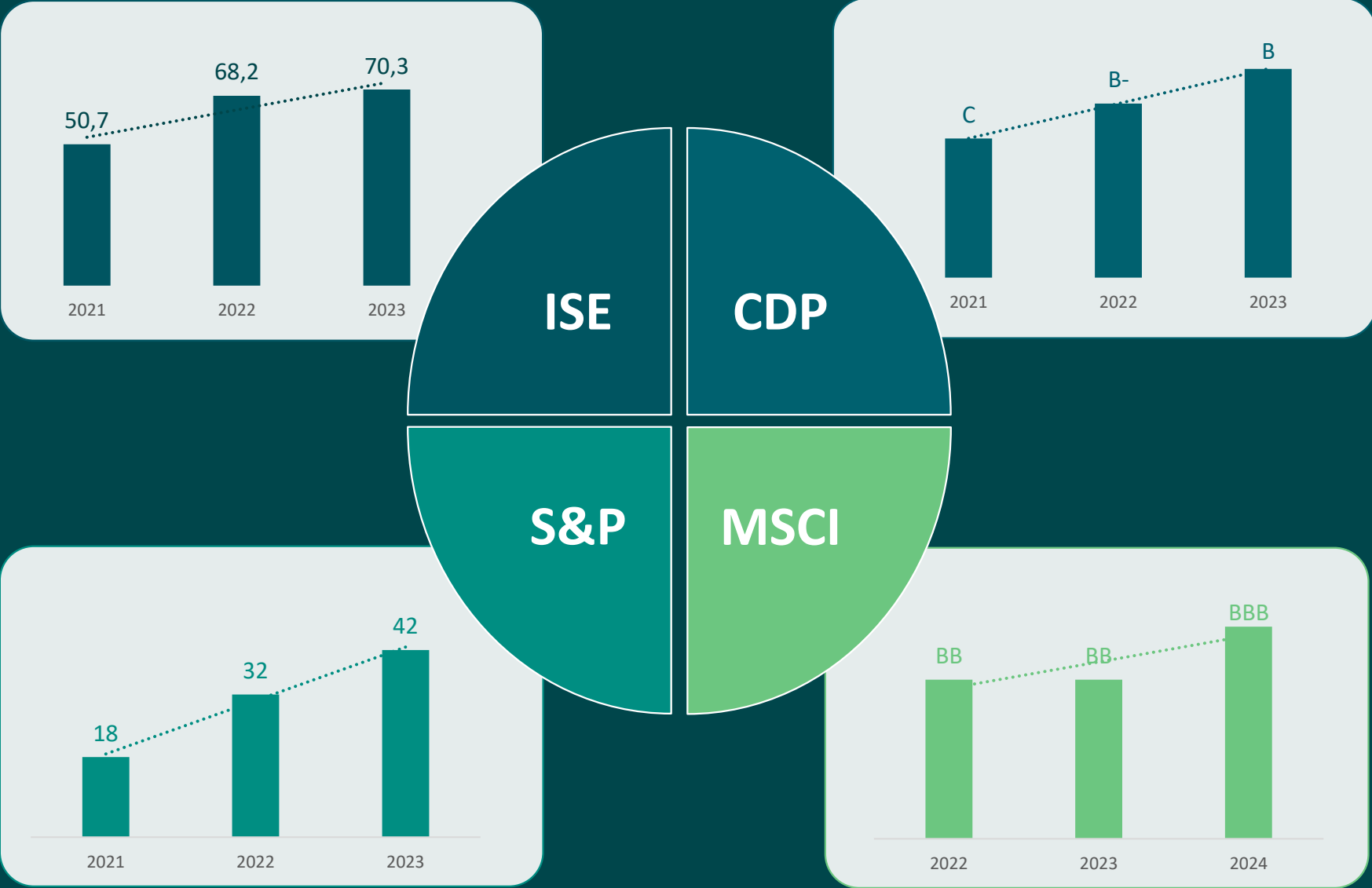
Ensure continuous adherence to best management practices, transparency and corporate governance

- CORPORATE GOVERNANCE
- ETHICS AND INTEGRITY
- PRIVACY AND DATA PROTECTION

(1) The 2030 commitments consider owned and controlled enterprises
 (2) Commitment established with the Movement for Racial Equity - MOVER

(3) NBR 9050 Certification
 (4) Does not include cogeneration
 (5) Scopes 1 and 2
 (6) m3/m2 of common area, excluding stores consumption





ALLOS

HIGHLIGHTS

ENVIRONMENT



ENVIRONMENT

Environmental Conservation



WASTE

RECYCLING
RATE
2023

48%



RECYCLING
RATE
1Q24

54%

12,000 TENANTS

trained on waste
management
2023


4,468 TENANTS

trained on waste
management
1Q24



WATER

14 MALLS WITH WATER REUSE

428,240 m³
REUSE =  **+170**
OLYMPIC
POOLS

2 NEW PROJETS IN
IMPLEMENTATION PHASE



ENERGY

80% OF CONTRACTED ENERGY
COMES FROM RENEWABLE
SOURCES

1 SOLAR PLANT

+ 20 EFFICIENCY PROJECTS
IN STUDY

ALLOS

HIGHLIGHTS

SOCIAL





SOCIAL

Diversity

Diversity census carried out with our own employees and third parties with more than 10 thousand participants:

45% of leadership positions (management upwards) are held by **women**

30% of C-level positions are held by **women**

40,7% of leadership positions according to the MOVER concept are **black**

8,9% are from the **LGBT+** community

1,9% people with disabilities



ALLOS

HIGHLIGHTS

GOVERNANCE



OUR MANAGEMENT

**Only
company**

in the sector to integrate

Novo Mercado

Filiated to

CEBDS

(Brazilian Business
Council for Sustainable
Development)

1st

ALLOS

**Compliance
Week**

**Disclosure
of the types**

of complaints from

Ethics

Channel

100% of

employees*
trained on

**Code of
Ethics**

90% of

employees*
trained on

**Anticorruption
Policy**

3,744 SUPPLIERS CHECKED

using a *due diligence* and ESG score tool
(Linkana)

PRIORITIZING LOCAL SUPPLIERS:

74% of spending is with local suppliers

*employees with individual access to e-mail



A group of diverse people are celebrating in front of a brick wall. A large circular mirror is mounted on the wall, reflecting the scene. A woman in a red dress is on the left, and a woman in a white blazer is in the center, both with their arms raised. A person in a blue patterned shirt is in the foreground, also with their arm raised. A woman with curly hair is on the right. The scene is overlaid with a blue tint and green geometric lines.

Thank you!

ALLOS

KEY CONTACTS

DANIELLA GUANABARA
CFO and IRO

ANDRÉ COUTINHO
IR Director

DIEGO CANUTO
IR Manager

PRISCILA SOAVE
IR Specialist

JULIANA BEDANTE
IR Analyst

Phone: +55 (21) 2583-9800
E-mail: ri@allos.co ri.allos.co/en



ALLOS

APPENDIX

EXPERIENCE AND SKILLS



Rafael Sales, CEO of ALLOS, is a lawyer who graduated from Universidade Mackenzie (São Paulo, Brazil). From 2007 to 2017, he was a managing partner of Constellation Asset Management and worked at FAMA Investimentos. Rafael Sales was an associate at Mattos Filho Advogados, where he focused on banking, capital markets, and mergers and acquisitions. He was a member of the Audit Committee of nine Brazilian public companies, including ALL – América Latina Logística and Santos Brasil, and of the Board of Directors of Viver Incorporadora e Construtora S.A. Sales was also a member of the Regulatory Committee of the Brazilian Association of International Banks (ABBI) and participated in the Self-Regulatory Committee of the Brazilian Association of Investment Banks (ANBID)



Daniella Guanabara is Chief Financial and Investor Relations Officer at ALLOS. She has more than 20 years of experience in financial planning and capital markets, having worked for 10 years as a sell-side analyst (Brasil Plural and UBS Pactual). She worked for large companies such as Shell, Intelig, and Estácio. She also worked as a buy-side and private equity analyst (Brasil Plural, JGP, and Gulf Capital Partners). She graduated in Economics from Universidade Federal do Rio de Janeiro (UFRJ) and holds an MBA in Finance from Ibmecc RJ



Vicente Avellar is Chief Operating Officer at ALLOS. He graduated in Business Administration from PUC-RJ and holds an MBA degree in Marketing and executive education from London Business School. With extensive experience in the Retail and Real Estate sectors, Vicente was the Chief Business, Marketing, and Operations Officer at brMalls



Renato Floh is Chief Leasing Officer of ALLOS. He is an experienced executive with a strong background in major retail companies where he led the commercial, new business, and logistics departments, coordinating the brand's expansion process. He joined Aliansce Sonae in 2020 to lead the company's digital transformation. Floh holds a bachelor's degree in law from PUC-SP, a specialization in Business Administration from FGV-SP, and an Executive MBA from Insper. Additionally, he obtained a master's degree from Stanford University through the MSx/ Sloan Fellows Program.



Leonardo Cid is Chief Innovation and Technology Officer at ALLOS. He graduated in Business Administration from Bentley University and has been working with digital transformation since 2004. He was a founding partner and CEO of AD.Diaeto, one of Brazil's leading Digital Marketing agencies, which was acquired by Accenture (NYSE: ACN) in 2015. He also worked as Chief Strategy, Technology, and New Business Development Officer at brMalls

EXPERIENCE AND SKILLS



Mário Alves de Oliveira is ALLOS Chief Development and New Business Officer. Previously, Mário was Chief Development and M&A Officer at Sonae Sierra Brasil. Mário is Portuguese and joined the Sonae Group in 2001, having participated in the elaboration, remodeling, and expansion of several shopping centers in Portugal. In 2008, he moved to Romania, where he was responsible for the area of development in the country. Since 2010, he has lived in Brazil. He graduated in Civil Engineering from the Engineering School of Universidade do Porto and holds a postgraduate degree in Real Estate Management from Porto Business School, also from Universidade do Porto. He also holds an AMP from Harvard Business School



Mauro Junqueira is Chief Investment and M&A Officer at ALLOS and has more than 20 years of experience in the shopping mall sector. He worked at Nacional Iguatemi, where he was a member of the team that negotiated the Joint Venture that, in 2003, gave rise to Aliansce Shopping Centers. He graduated in Systems Analysis from Pontifícia Universidade Católica of Rio de Janeiro (PUC-RJ) and holds an MBA degree in Finance from IAG and a master's degree also from Pontifícia Universidade Católica of Rio de Janeiro (PUC-RJ)



Paula Guimarães Fonseca is ALLOS Chief Legal Officer. Paula formerly worked as a lawyer at the companies Monteiro Aranha and Michelin and at the law firms Castro, Barros, Sobral, e Xavier, and Nonato & Fonseca. From 2000 to 2005, she was the CEO of InVent, a Venture Capital company in the Internet sector. She graduated in Law from the Pontifícia Universidade Católica of Rio de Janeiro (PUC-RJ)



Renata Correa is the People and Performance Officer at ALLOS. She has more than 20 years of experience in strategic areas of Human Resources, focusing on Organizational Development, Remuneration, Culture, Talent Management, and Change Management. Throughout her career, she has occupied executive positions in several companies from different industries, such as Coca-Cola and GlaxoSmithKline in Brazil and Latin America. She holds an MBA from COPPEAD and has a specialization in the areas of Organizational Culture and Leadership Development

COMMERCIAL RELEVANCE

ALLOS

SALES LEVEL



R\$46 billion

TOTAL SALES/ YEAR
3Q24 LTM PORTFOLIO

#16 malls

+ R\$1 BILLION
3Q24 LTM TOTAL SALES

#2 malls

+ R\$2 BILLION
3Q24 LTM TOTAL SALES

ALLOS

NUMBER OF STORES

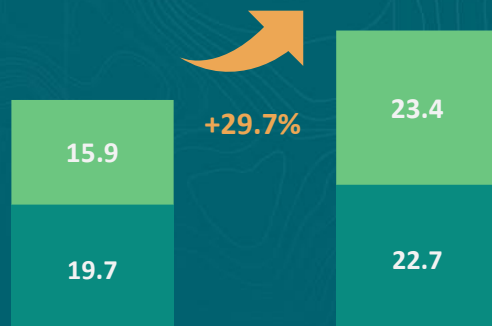
GROUP	ALLOS	PEER A	PEER B
 AREZZO & CO	287	133	132
 TRACK & FIELD	34	16	16
 VIVARA	77	34	23
 RENNER	113	43	25
 COPENHAGEN	87	24	20
 CENTAURO	40	16	15

Ref. Date: September 2024 – number of stores

3Q24 RESULTS

helloo,

Media Gross Revenue
(R\$ MN)

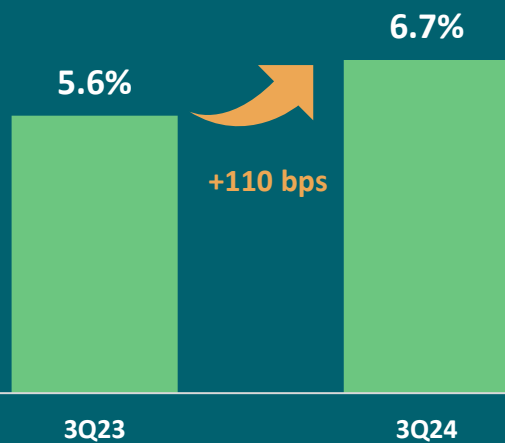


3Q23

3Q24

Media | Rent Media | Service

Media as a % of Gross Revenue



3Q23

3Q24

R\$46.1 MM

Revenues in 3Q24

29.7%

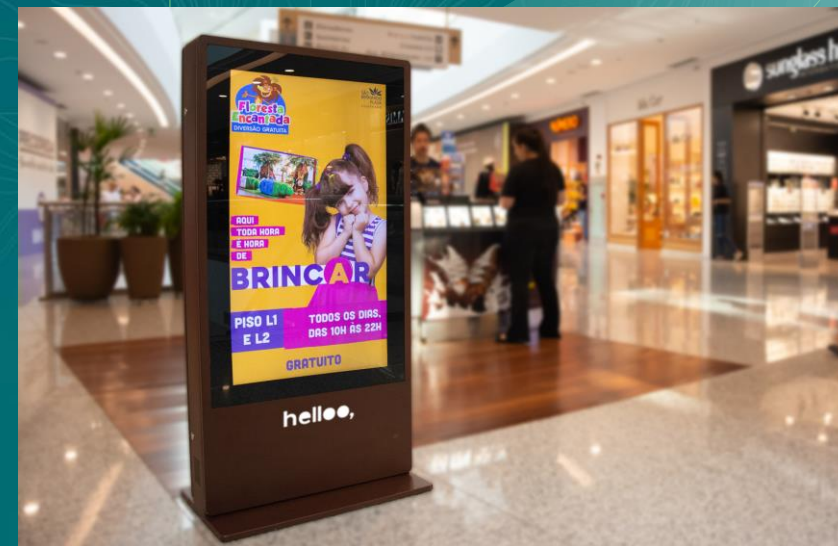
Of growth 3Q24x3Q23

6.7%

Of the Company's
gross revenue

+110 bps

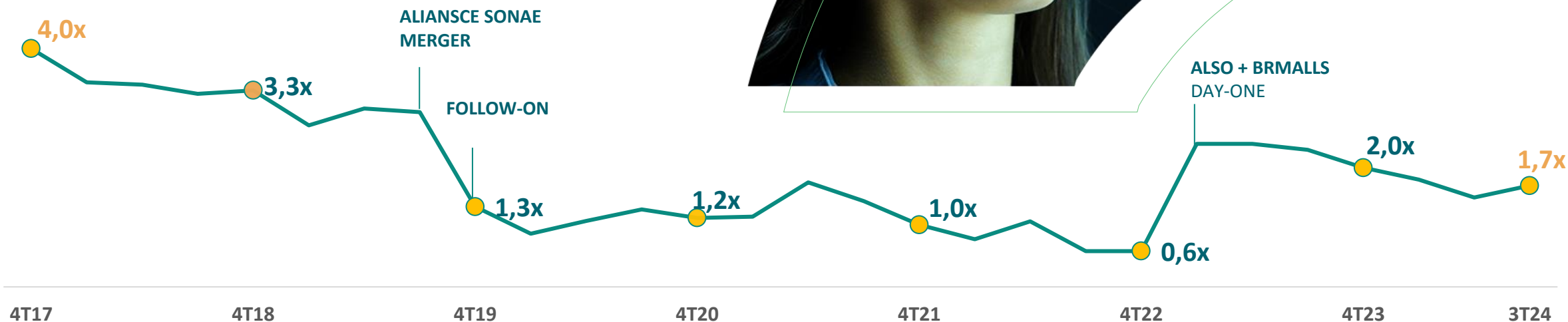
Growth as a percentage
of gross revenue



BALANCE SHEET

Management

Leverage



ALLOS Rating

AAA (BRA)
FitchRatings

Average Cost Reduction

2022		2024 (3T24)
CDI + 0.7%	CDI + 2.0%	CDI + 0.8%
ALIANSCE SONAE	brMalls	ALLOS