



2021

ANNUAL
SUSTAINABILITY REPORT

ACOSTA VERDE:
A history of resilience and success

CONTENTS

Highlights	06	Acosta Verde with you	52
Message from the Chairman of the Board	08	Employees	54
Message from the Chief Executive Officer	09	Training and development	62
About Acosta Verde	10	Health and safety	73
Acosta Verde	10	Commitment to the community	76
Plaza Sendero	12	Integrity at all times	82
Geographical footprint	16	Shareholder and corporate structure	84
Shopping center portfolio	18	Board of Directors	88
Business partners	20	Committees	92
Value chain	22	Senior management	96
Sustainability	24	Risk management	100
Stakeholders	26	Ethics	110
Materiality	29	Data security	117
ESG strategy	30	About this report	120
Contribution to the Sustainable Development Goals	34	GRI content	122
Sendero Verde	36	SASB content	132
Energy	40	TCFD content	138
Emissions	42	Contact	140
Water	44		
Waste	46		
Biodiversity	50		



>> Highlights

2-6, 201-1



Financial

- **MXN 1,162.7** million in total revenues
- **MXN 943.4** million in net operating income (NOI)¹
- **MXN 701.6** million in adjusted EBITDA²
- **MXN 283** per sqm of average rent³



Operating

- **17** Plaza Sendero shopping centers with a total gross leasable area (GLA) of **442,008** sqm
- **1** new shopping center in operation (Plaza Sendero Santa Catarina)
- **4** properties managed for third parties
- **91.6%** total portfolio occupancy⁴
- **88** million visitors



Environmental

- **0.24** GJ/sqm of energy intensity
- **12,601** tCO₂e emitted into the atmosphere
- **15** tons of PET and **352** tons of cardboard recycled
- **87,696** m³ of reused water



Social

- **332** employees
- **7,459** hours of training, equivalent to **22** hours average training per employee (**40%** increase over **2020**)
- **122** social initiatives carried out in Plaza Sendero shopping centers
- **554,000** COVID-19 vaccines were administered in six Plazas Sendero



Governance

- **11** directors
- **93%** of employees received anti-corruption training
- **0** major cybersecurity incidents



¹ This information was prepared on a cash flow basis and not on an accrual basis.

The information of the following shopping centers includes minority interest where Acosta Verde has a stake: Chihuahua (56.9%), Los Mochis (56.9%), Tijuana (75.6%), Sur (75.6%), Obregón (75.6%), Culiacán (75.3%), Mexicali (100%), and Santa Catarina (40%).

² Includes 100% of the revenues and operating expenses from the joint venture between Acosta Verde with CIB 2715 Trust, which are not consolidated in Acosta Verde and are recorded by the equity method (Acosta Verde's stake is 50%).

³ Annual average rent in stabilized portfolio.

⁴ Same-shopping centers occupancy.

» Message from the Chairman of the Board of Directors

2-22

In our second Annual Sustainability Report, we outline the efforts we have made at Acosta Verde during 2021 to integrate and strengthen Environmental, Social, and Governance (ESG) aspects towards an increasingly systematic and sustainable management.

This year, in addition to the challenges we have faced as humanity in the health front, we set ourselves the task of working to strengthen and align ESG actions for our business to grow in a sustainable manner, generating positive impacts for all our stakeholders.

This was achieved with the consolidation of our ESG Strategy, which is grounded on four strategic pillars: Resilient Sendero, Acosta Verde with you, Sendero Verde and Integrity at all times. Each pillar has defined strategic goals for its execution, on the topics considered as material for the Company. This has allowed us to calibrate and follow-up our ESG performance, which we will continue to improve over the coming years.

In that regard, we are working on key aspects for our operation, such as initiatives for the efficient use of energy and water in the properties, a resilience strategy to the effects of climate change, training and continuous development of our employees, active community engagement, and strengthening of the Board of Directors to become one of the best options in our sector; a great employer for our workforce; and a good corporate neighbor for our communities.

We will continue to generate synergies to offer shopping centers that integrate ESG

criteria, safe and attractive for visitors and profitable for our partners and investors.

Thank you for taking the time to read this report where we discuss in detail our ESG actions and initiatives.

Jesús Acosta Verde

Chairman of the Board of Directors
Grupo Acosta Verde



» Message from the CEO

2-22

At Acosta Verde we work every day to be the best shopping center option in Mexico. Our vision is focused on being a profitable company that offers a sustainable business model for all our stakeholders. This is achieved by upholding an approach centered on our values and philosophy, which goes beyond the management of shopping centers, paying due attention to everything that surrounds us: people and the environment.

After two years of major challenges caused by the COVID-19 pandemic, in 2021, our Plaza Sendero shopping centers operated at occupancy and visitor traffic levels very close to those recorded before the pandemic, while prioritizing the health of our 332 employees and of more than 88 million visitors at all times, as well as the safety of tenants and suppliers, offering them a safe environment for shopping, socializing, strolling, or working. This allowed us to significantly recover our net operating income, which increased 37% when compared to 2020.

Acosta Verde's main asset is its employees, as despite the complex environment we have faced in recent years, we have been able to meet our operational objectives thanks to the extraordinary talent we have. To strengthen this talent, in 2021 we offered an average of 22 hours of training per employee, accounting for more than 7 thousand hours of knowledge, skills, and abilities, for their professional and personal growth and development.

As part of our commitment to our communities, we carried out 122 social events and initiatives in our 17 shopping centers. Additionally, in adherence to our strong sense of civic responsibility, we put the facilities of six Plaza Sendero shopping centers at the disposal of

local health authorities to serve as COVID-19 vaccination sites, where 550 thousand doses were administered during 2021.

In line with our ESG strategy, we adopted the guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD) to analyze risks and opportunities related to climate change, and for the first time we are sharing the results of this assessment, which we will continue to strengthen over the coming years. As part of our commitments, we are working to ensure that by 2026 all our properties will have a climate risk mitigation and adaptation plan.

We also continued striving for further improvement in our Governance processes, developing policies related to Human Rights, Diversity, Equal Treatment and Inclusion, and Sustainability (ESG). At the same time, we moved forward with the implementation of the ESG strategic plan to meet our short-, medium- and long-term goals.

All the pillars of our ESG strategy are at the forefront of our actions, those of our Board of Directors, and all the business relationships we engage in. Through this second Annual Sustainability Report, we reassert our commitment to all our stakeholders to improve our ESG performance.

We would like to extend our most sincere gratitude to those who make it possible for Acosta Verde to continue consolidating its commercial position in Mexico and building long-lasting relationships with tenants, investors, partners, and employees.

On behalf of all of us at Acosta Verde, thank you for your confidence in our Company.

Jesús A. Acosta Castellanos

CEO
Grupo Acosta Verde

» Acosta Verde

2-1, 2-6, 2-23

Acosta Verde is a Mexican company, a pioneer in the development of shopping centers in Mexico and with a long history in the planning, development, marketing, management and operation of quality shopping centers in the country.

As of December 31, 2021, the Company's portfolio was composed by 17 Plaza Sendero shopping centers operating in nine states of the country, with a gross leasable area (GLA) of 442,008 m² and an occupancy of 91.6%¹. Furthermore, the Company manages four shopping centers developed for third parties.

Acosta Verde's philosophy is built on having long-term relationships with all its stakeholders, offering them profitability and business sustainability, achieved thanks to the commitment, leadership, and experience of the team in the implementation of best practices and by continuous improvement and innovation in all its processes.

Mission

Develop and manage innovative shopping centers to create emotions and unique experiences for our visitors, promote the well-being of our people and maintain strong ties with our business partners, creating value to our shareholders.

Vision

To be the most profitable shopping center operator in Mexico, through our focus on:

- Delivering a sustainable business model for our stakeholders
- Consolidating the Sendero Brand as a benchmark of satisfaction and quality for visitors and business partners
- Pursuing constant innovation
- Extraordinary talent

OUR VALUES



Talent
We have the best people.



Passion
We make our work fun



Integrity
The cornerstone of our growth.



Teamwork
We are a big family



Senderismo
We build paths that lead to success.



¹ Same-property occupancy

» Plaza Sendero

2-6

Acosta Verde is the creator of the **Plaza Sendero** shopping center concept, which, since 2002, has sought to satisfy the commercial, service, and social needs of the community in which the Company operates. Both Acosta Verde and the Plaza Sendero brand have achieved a strong recognition in the Mexican market as one of the leading developers and operators of community shopping centers in the country.

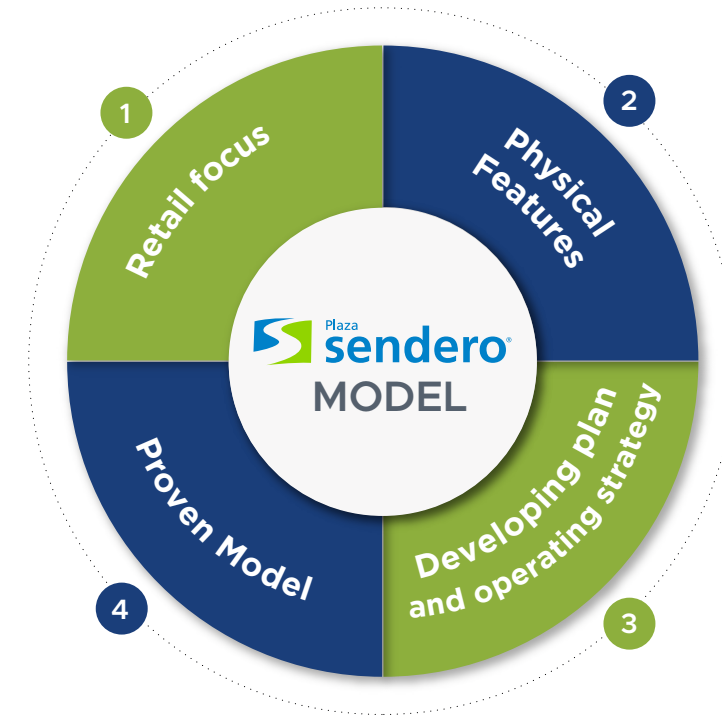
Acosta Verde constantly analyzes the market's needs and commercial habits in order to ensure that shopping centers meet the commercial expectations of visitors, while also providing them with safe, comfortable, and high-quality spaces that they can enjoy on each visit.

With the same purpose, the Company always seeks to provide a pleasant working

environment and a safe space for the tenants of the shopping centers and their collaborators.

Sendero shopping centers have achieved high occupancy levels and visitor traffic, consolidating a successful and extensive track record that keeps growing.

With the presence of Sendero shopping centers, through the design and efficient operation of the shopping centers, Acosta Verde contributes to the creation of sustainable communities, creating jobs in each location where it operates, boosting local commerce, promoting the well-being of visitors and care for the environment and the surroundings.



1 Retail Focus

- ▶ Focused primarily on meeting the core needs of consumer, convenience shopping, and services.
- ▶ Offering high quality and comfortable spaces focused on socioeconomic segments C and D+
- ▶ Located in some of the main metropolitan areas of the country, as well as in medium-sized cities with significant population growth.
- ▶ Strategic location on avenues with significant vehicular traffic, excellent visibility and accessibility.

2 Physical Features

- ▶ Average GLA of 35,000 m² on approximately 15 hectares of land.
- ▶ More than 200 tenants in each Plaza Sendero.
- ▶ Every Plaza Sendero shopping center has more than 200 tenants (supermarkets, movie theaters, department stores, shops, food court, restaurants, kiosks, and external sub-anchors).
- ▶ Efficiency in common areas.

3 Operating Strategy

- ▶ Potential growth through the acquisition of operating shopping centers with high commercial potential and profitability.
- ▶ Strong base of tenants
- ▶ Relevant focus on entertainment and leisure.
- ▶ Approximately 50% of Acosta Verde's GLA is marketed with national chains, which participate in each Plaza Sendero shopping center.
- ▶ Constant facilities maintenance, ensuring an efficient operation.

4 Proven Model

- ▶ Layout and operating model proven through the success of the shopping centers that make up the portfolio.
- ▶ High level of occupancy thanks to its strategy of focusing on satisfying the basic commercial needs of the community
- ▶ High flow of visitors.
- ▶ High lease renewal rate.
- ▶ Resilient business model, thanks to its focus on meeting essential needs.

» **Acosta Verde contributes to the creation of sustainable communities in each location where Plaza Sendero are present.**

Strengths that differentiate Acosta Verde

1

Operating strategy.

To grow in the main regions of Mexico, where economic growth is relevant and there are opportunities for the Sendero shopping center brand to reach new markets, through the development and acquisition of commercial property portfolios that are focused on the same segment as Sendero and have the commercial potential to be converted to this brand.

Strategic commercial relationships.

Acosta Verde maintains commercial relationships with major national chains that have made the Sendero concept a success in every city they have entered.

2

Creators of the Sendero concept.

The Sendero concept focuses on creating an efficient and pleasant shopping experience for customers. Plaza Sendero is characterized by four pillars: (i) Total focus on the shopping experience, (ii) Tenant mix (entertainment, services, convenience, fashion, among others), (iii) prime location, and (v) high-quality facilities.

3

4

Vertical business platform.

The Company has developed a unique business platform with a wide experience in each stage of the project.

5

Leadership team with extensive experience in the operation of shopping centers.

Acosta Verde has developed 44 shopping centers throughout Mexico, its leadership team has significant experience in the industry.

Strong brand recognition.

Tenants and visitors recognize the Plaza Sendero shopping center concept and know that they are a guarantee of quality and success. Brand recognition is one of the key factors in retaining and attracting new tenants, which is essential for the Company's sustainability and growth.

6

7

Innovation.

Pursuit of constant innovation in all processes, from the generation of design and operational efficiencies to the shopping experience of visitors through the different sales networks that the Company operates (Sendero shopping center and SenderoEnCasa.com, available in some cities).



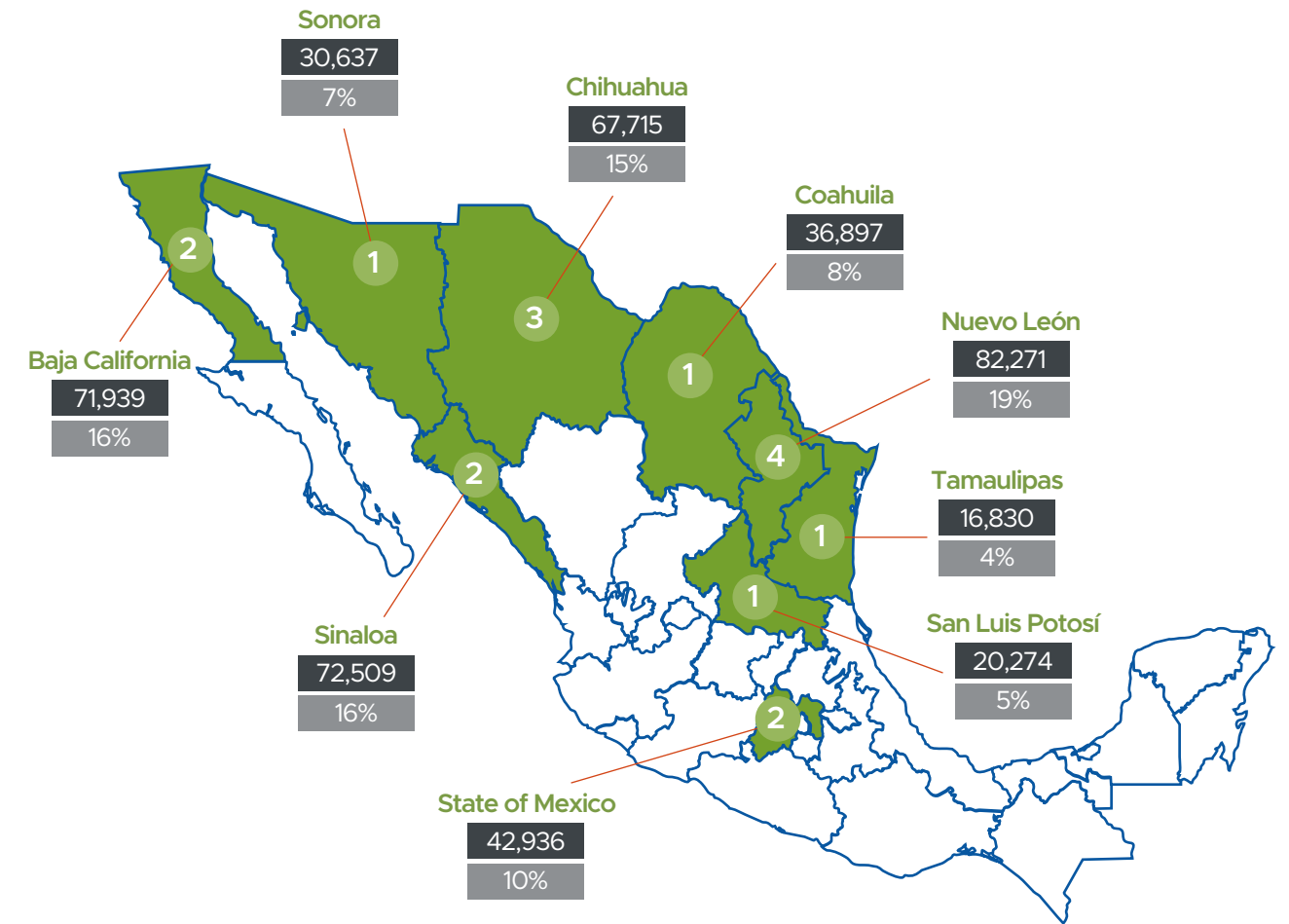
The Sendero brand and concept are synonymous with innovation, quality and experience.



» Geographical Footprint

2-6, IF-RE-000.A, IF-RE-000.B, IF-RE-000.C, IF-RE-000.D, IF-RS-000.B, IF-RS-000.C

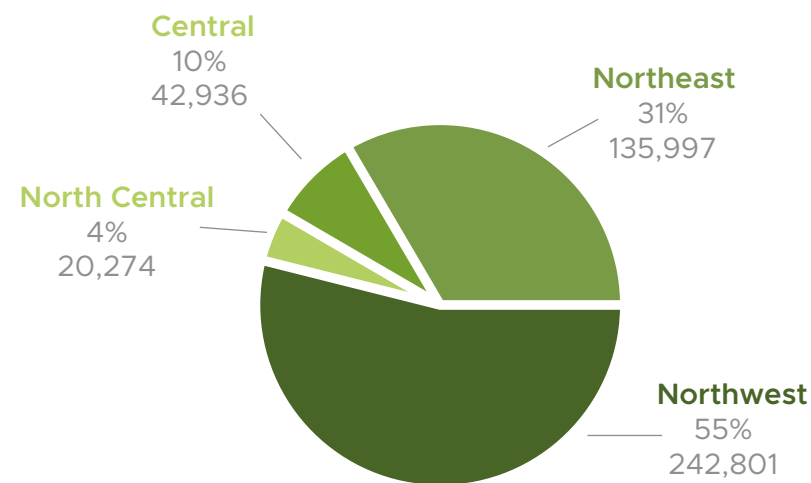
- 17 properties in operation
- Presence in 16 cities in nine Mexican states
- 442,008 m² of gross leasable area (GLA)
- 91.6% occupancy rate of the total portfolio²
- 4 third-party properties under management
- 10.32 years is the average age of the portfolio
- SenderoEnCasa.com platform (available in the metropolitan area of Monterrey, Saltillo, and Chihuahua)



Number of Plaza Sendero shopping centers ● GLA ■ % GLA ■

» On March 11, 2021, Acosta Verde opened Plaza Sendero Santa Catarina in Monterrey metropolitan area. The new shopping center serves the commercial needs of more than 90,000 households.

GLA by region



The portfolio is located mainly in the northern and central regions of the country, which are recognized by a very dynamic economy providing a strong stimulus to local commerce.

² Occupancy same Plaza Sendero shopping Centers

» Shopping center portfolio

The operating portfolio is classified into two categories:

Stabilized portfolio, consisting of shopping centers with an average age of 15.9 years, with high occupancy levels and stabilized revenues.

Portfolio in stabilization, consisting of shopping centers with an average age of 4.0 years. This category includes shopping centers that have been opened since 2016 and still have great growth potential, including Plaza Sendero Santa Catarina, which opened in March 2021.



Shopping center portfolio

Property	Status	Opening year	GLA	Main anchors	Occupancy 2021	Visitors 2021 (millions)	% AV's co-ownership share ⁽¹⁾	% AV ⁽²⁾
1. Plaza Sendero Escobedo	Operating	2002	15,477	Soriana, Cinépolis	96%	7.4	33.2%	100.0%
2. Plaza Sendero Las Torres	Operating	2003	19,083	Soriana, Cinépolis	100%	9.5	49.7%	100.0%
3. Plaza Sendero Periférico	Operating	2004	13,962	Soriana, Cinépolis	86%	10.5	31.8%	100.0%
4. Plaza Sendero Ixtapaluca	Operating	2005	18,702	Soriana, Cinépolis	98%	4.7	45.5%	100.0%
5. Plaza Sendero San Luis	Operating	2006	17,773	Soriana, Cinépolis	97%	6.2	47.8%	100.0%
6. Plaza Sendero Toluca	Operating	2006	20,195	Soriana, Cinépolis	97%	5.6	48.4%	100.0%
7. Plaza Sendero San Roque	Operating	2006	6,026	Soriana, Cinépolis	93%	3.6	20.6%	100.0%
8. Plaza Sendero Juárez	Operating	2008	20,975	Soriana, Cinépolis	96%	4.6	52.9%	100.0%
9. Plaza Sendero Apodaca	Operating	2008	26,355	Soriana, Cinépolis	95%	7.0	78.7%	100.0%
F/2715 Sub-anchors	Operating	-	11,713	-	66%	-	-	50.0%
Stabilized portfolio			170,261		94%	59.1	-	-
10. Plaza Sendero Chihuahua	Operating	2016	25,351	Smart, Cinépolis	86%	2.9	100.0%	56.9%
11. Plaza Sendero Los Mochis	Operating	2016	34,441	Ley, Cinépolis	89%	3.9	100.0%	56.9%
12. Plaza Sendero Tijuana	Operating	2016	39,203	Ley, Cinépolis	100%	5.3	100.0%	75.6%
13. Plaza Sendero Sur	Operating	2017	36,897	Merco, Cinépolis	87%	4.3	100.0%	75.6%
14. Plaza Sendero Obregón	Operating	2017	30,637	Ley, Cinépolis	84%	2.8	100.0%	75.6%
15. Plaza Sendero Culiacán	Operating	2018	38,068	Ley, Cinépolis	90%	3.6	100.0%	75.3%
16. Plaza Sendero Mexicali	Operating	2018	32,737	Ley, Cinépolis	90%	4.2	100.0%	100.0%
17. Plaza Sendero Santa Catarina	Operating	2021	34,413	Merco	80%	1.8	100.0%	40.0%
Portfolio stabilization			271,747	-	89%	28.9	-	-
Total Portfolio			442,008		91%	88.0		

⁽¹⁾ Acosta Verde's co-ownership share of each shopping center.

⁽²⁾ Percentage of total revenues and NOI generated by the GLA owned by Acosta Verde and is consolidated in the Company's financial statements.

Note: Acosta Verde has operational control over the GLA it owns of the 17 properties.

Occupancy of the portfolio owned by Acosta Verde

	Total Portfolio	Stabilized Portfolio	Same-property portfolio
1Q21	89.5%	96.2%	91.6%
2Q21	90.2%	95.1%	91.0%
3Q21	90.8%	95.5%	91.7%
4Q21	90.7%	93.8%	91.6%

Managed portfolio

	Property	Status	Opening year
1	Plaza La Fe	Operating	1993
2	Plaza Del Río	Operating	1994
3	Plaza Jacarandas	Operating	1994
4	Plaza Sendero La Fe	Operating	2014

» Business partners

2-6

Some of the commercial chains that are part of Acosta Verde's tenant base are the following:



Through constant market analysis, the Company identifies the needs and changing consumption patterns of visitors to offer them a wide variety of shopping, services, food, and entertainment alternatives.

The Company is committed to meeting the requirements of its commercial partners to ensure its products and services can be offered with the highest quality, while at the same time seeking to establish relationships with new brands to generate a robust and diversified commercial offer.

As a result of this strategy and the experience in the management of shopping centers, Sendero has become one of the most important retail brands in Mexico.

Acosta Verde taps into market growth opportunities and upholds commercial alliances with leading brands in the regions where it operates.

Top 10 tenants

Distribution by GLA			
Tenants	Number of leases	GLA (sqm)	% of total GLA
Cinépolis	16	67,933	17.1%
Casa Ley	5	33,686	8.5%
Coppel	15	21,899	5.5%
Suburbia	3	19,029	4.8%
Del Sol / Woolworth	9	17,497	4.4%
Merco	2	11,408	2.9%
Promoda	4	7,179	1.8%
Parisina	9	6,480	1.6%
Ultra Gym	4	4,976	1.3%
S-Mart	1	4,906	1.2%
TOTAL	68	194,993	49.2%

Note. Data as of December 31, 2021.



» Value chain

2-6

Acosta Verde upholds a set of ESG commitments and best practices throughout its value chain, which has allowed it to become a reference in the industry.

The following is a brief description of the best practices implemented by the Company in the main stages of its operations and in its engagement with its stakeholders.

Analysis of new projects and acquisition of projects in operation

Acosta Verde has a **due diligence** process for the analysis and evaluation of new developments, as well as for the acquisition of properties in operation. This process involves the review of ESG factors such as: environmental studies and assessments, compliance with all requirements of municipal, state, and federal authorities on environmental issues, land use review, road impact studies, waste management analysis, water and energy consumption, greenhouse gas emissions generated and impact on the community and value generation, among others.

Strategic and integral operation

The Company constantly seeks to adopt **best ESG practices**, in this sense, it has a robust Corporate Governance that guides its decisions. The members of the Board of Directors have extensive experience in the real estate sector in addition to the institutional partners who contribute knowledge and experience in decision making and help to improve the performance of the business. The team of managers and collaborators contributes extensive experience throughout the value chain and the life cycle of the portfolio.

The behavior of all members of Acosta Verde at all times is aligned with its **Code of Ethics**, in this regard, the entire Company receives constant training on the rules that should govern their actions. Likewise, risks and internal control are managed through the documentation of all critical business processes.

Suppliers

All suppliers are evaluated by the **Compliance area**, with each one signing an Anti-Corruption Declaration and comply with the Foreign Corrupt Practices Act (FCPA) clause included in the contract.

Tenants

In most cases, leases include a **sustainability clause**, through which tenants agree to provide the Company with data on energy consumption (lighting, air conditioning and fuels), water, and waste generation, and recycling. It also allows for the cooperation between Acosta Verde and tenants to draw up sustainability recommendations and best practices, in order to achieve operational improvements leading to a reduction in the property's carbon footprint.

Acosta Verde and its tenants work together to **implement environmental initiatives**, such as recycling and proper waste management, and encourage the use of technologies that reduce energy consumption.

Visitors and community

Day by day Acosta Verde strives to **collaborate in the creation of sustainable communities**, which is why it constantly carries out social and environmental activities and initiatives with the community. One of the most relevant actions in 2021 was putting at the disposal of local authorities the Plaza Sendero shopping center facilities to serve as COVID-19 vaccination sites in several cities.





Sustainability

Acosta Verde is committed to offering a sustainable business model that generates economic, social and environmental value, and contributes to the well-being of the community where it operates and its future generations.

» Stakeholders

2-19, 2-20, 2-29

Acosta Verde seeks to generate sustainable and long-term value for all its stakeholders: entities, organizations or individuals that generate a major impact to the organization, or those that the Company impacts through its activities, operations and services.

Through the engagement and two-way communication with its stakeholders, Acosta Verde is able to identify their main concerns, needs, and expectations to focus efforts in relevant aspects for each one and for the business.

In the Company's operation, ten main stakeholders were identified with whom it has a close relationship.

Stakeholder	Method of engagement	Main expectations
 Employees	<ul style="list-style-type: none"> • Video calls • Personal attention • E-mail • Phone • Internal social media • Workplace environment surveys • Monthly meeting with senior management • Quarterly earnings report • Annual financial report • Annual sustainability report • Monthly "Senderipia" meeting • GAV Talks • Training • AfterGav 	<ul style="list-style-type: none"> • Main operating results • Service quality • Timely response • Compliance with labor conditions • Organizational culture • Wages and benefits • Occupational well-being
 Corporate governance	<ul style="list-style-type: none"> • General Shareholders' Meeting • Phone • Video calls • Personal attention • E-mail • Quarterly earnings report • Annual financial report • Annual sustainability report • Meetings of the Board of Directors and Committees 	<ul style="list-style-type: none"> • Accountability • Operating and financial performance • Business continuity • Best practices • Performance improvement • Sustainability and ESG performance
 Investors	<ul style="list-style-type: none"> • Personal attention • Video calls • E-mail • Phone • Institutional platform • Quarterly earnings report • Annual financial report • Annual sustainability report 	<ul style="list-style-type: none"> • Timely information • Operating and financial performance • Accountability • Response to questions and concerns • Best practices • Performance improvement • Sustainability and ESG performance
 Regulatory agencies	<ul style="list-style-type: none"> • E-mail • Institutional platform • Phone <p><i>Frequency: irregular</i></p>	<ul style="list-style-type: none"> • Compliance with obligations as a publicly traded company
 Tenants	<ul style="list-style-type: none"> • Personal attention • Phone • E-mail • Institutional platform • Quarterly earnings report • Annual financial report • Annual sustainability report • Training on different ESG topics (environmental awareness, resource efficiency), as well as recommendations to improve customer service. 	<ul style="list-style-type: none"> • Solutions to their needs • Service quality • Quality and maintenance of the facilities • Leasing of new spaces • Occupancy performance of the properties • Initiatives to improve the portfolio to boost visitor traffic and sales • Marketing strategies • Profitability of the business • Profitability of the tenant's business
 Financial institutions	<ul style="list-style-type: none"> • Personal attention • Phone • E-mail • Institutional platform • Quarterly earnings report • Annual financial report • Annual sustainability report 	<ul style="list-style-type: none"> • Compliance with contractual obligations for financing and investment • Operating and financial performance of the portfolio
 Suppliers	<ul style="list-style-type: none"> • Personal attention • E-mail • Phone • Institutional platform • Annual report • Annual sustainability report 	<ul style="list-style-type: none"> • Compliance with contractual obligations • Prompt payment • Long-term relations
 Community	<ul style="list-style-type: none"> • One-on-one attention • E-mail • Phone • Social events and initiatives • Social media • Traditional media 	<ul style="list-style-type: none"> • Minimize environmental and social impact of shopping centers • Donations to improve community conditions • Social actions to benefit the community
 Visitors	<ul style="list-style-type: none"> • Personal attention • Social media • Traditional media • Satisfaction surveys 	<ul style="list-style-type: none"> • Quality of the facilities • Wide range of consumption options and services • Constant events and promotions • New brands that satisfy their needs
 Authorities	<ul style="list-style-type: none"> • Personal attention • E-mail • Phone • Institutional platform 	<ul style="list-style-type: none"> • Timely compliance with applicable regulations • Timely payment of taxes and other obligations





» Materiality

3-1, 3-2, 3-3

With the purpose of establishing a sound basis that allows the Company to have a focused approach to the issues in which it generates a greater impact – positive or negative, actual or potential, on the economy, environment, people, and human rights - or those issues that impact the business or stakeholders, Acosta Verde carried out its first materiality assessment in 2020. In addition, the Company analyzed information about interactions with stakeholders and from various alternate sources.

The materiality assessment followed the methodology recommended by the Global Reporting Initiative. The GRI methodology is used to determine the material topics of an organization and is based in four stages: (i) understanding the context of the organization, (ii) identifying actual and potential impacts, (iii) evaluating the significance of those

impacts and (iv) prioritizing the most significant impacts for reporting¹.

Furthermore, for topics relevant to the real estate industry, Acosta Verde considered international frameworks such as the Sustainability Accounting Standards Board (SASB).

The results of the assessment allowed Acosta Verde to identify 18 sustainability topics of importance for its stakeholders, 8 of which were considered **material topics**. Through this process, the Company defined a strategy that, hand in hand with a permanent communication with the stakeholders, will allow to continue managing the economic, environmental, social, occupational and corporate governance resources in a balanced way.

Throughout this report, Acosta Verde outlines the actions taken on material topics.

¹ GRI 3: Material Topics 2021. Global Reporting Initiative.



Material topics	Type of impact	Actions to manage impacts
Energy	Actual and positive in the environment	Consult ESG Strategy – Sendero Verde.
Emissions	Actual and potential positive in the environment and society	Consult ESG Strategy – Resilient Sendero.
Climate change	Actual and positive in the environment	Consult ESG Strategy – Sendero Verde.
Water	Actual and positive on people and human rights	Consult ESG Strategy – Acosta Verde with you.
Employee training and development	Actual and positive to society	Consult ESG Strategy – Resilient Sendero.
Community engagement and development	Positive or negative potential in the economy, people, environment and human rights	Consult ESG Strategy – Integrity at all times.
Risk management	Actual positive and potential negative in the economy and human rights	
Anticorruption and bribery		

» ESG Strategy

2-24, 2-25

In 2021, the Company developed the environmental, social and governance strategy (ESG), which defined 4 strategic pillars that address specific actions on 18 areas or topics of importance for its stakeholders. Additionally, Acosta Verde established strategic goals for the **8 material topics**.



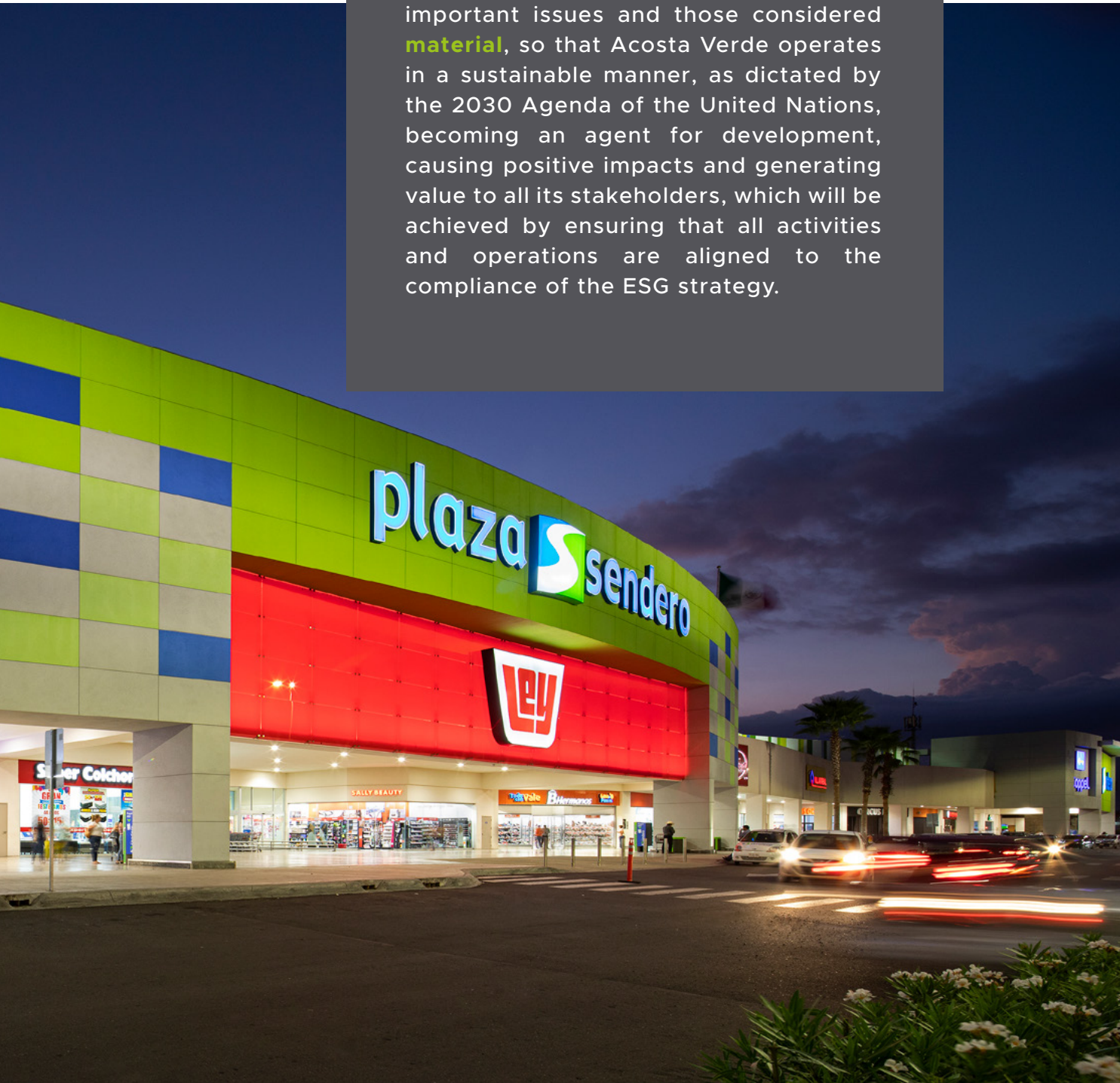
ESG strategic pillars



▶ Material topic

Progress on the strategic goals of the sustainability strategy

In 2021, the **Sustainability Policy** was established, which aims to set necessary guidelines to mature the strategy for important issues and those considered **material**, so that Acosta Verde operates in a sustainable manner, as dictated by the 2030 Agenda of the United Nations, becoming an agent for development, causing positive impacts and generating value to all its stakeholders, which will be achieved by ensuring that all activities and operations are aligned to the compliance of the ESG strategy.



Pillar	Aspects (material topic)	Strategic goal	Target year	Progress
 Resilient Sendero	Climate risks	Having a climate risk mitigation and adaptation plan for 100% of operations	2026	In 2022, the commitment is to: – Create the Environmental Policy. – Move forward in the process of adopting TCFD recommendations. – Updating the identification of risks and opportunities related to climate change and define the strategy to address the risks derived from it.
		Water	Reuse 30% of consumed water.	2026
 Sendero Verde	Energy		Reduce by 20% hydric intensity.	2030
		Emissions	Reduce by 20% energy intensity.	2030
	Emissions		Reduce by 20% GHG emissions intensity by 2030.	2030
		Emissions	Incorporate renewable energy sources for the consumption of 50% of the common areas of all shopping centers by 2050.	2050
 Acosta Verde with you	Employee training and development		Implement new Competency Program.	2022
		Increase of 10% in training hours per employee.	2022	In 2021, the average number of training hours per employee increased by 40% compared to the previous year.
	Community engagement and development	Replicate “Senderizarte” as a flagship program of community participation in all cities where Acosta Verde operates.	2026	
Align all social investment projects to the Sustainable Development Goals (SDG) of the United Nations		2022	In 2022 Acosta Verde will commit as signatory of the Global Compact to formally support the Sustainable Development Goals and Ten Principles of the United Nations	
 Integrity at all times	Anticorruption, bribery and anticompetitive practices	Communicate and ensure the compliance of the Code of Ethics and the Anticorruption Policy in all Company’s operations	2023	During 2021: – Training to 93% of employees on the Anticorruption Policy – Training to 86% of employees on the Code of Ethics – All new employees receive Code of Ethics and Anticorruption Policy training as part of their induction process.
		Risk management	Implement an ESG risk control and mitigation plan for all of Acosta Verde’s operations.	2026



» Contribution to the Sustainable Development Goals

Acosta Verde is committed to implement a management approach aligned to the Sustainable Development Goals (SDG) proposed by the United Nations; although all 17 goals are important for the Company, Acosta Verde identified the following 11 goals, on which it generates greater impact:

	<ul style="list-style-type: none"> - Contribute to the economic growth of the cities where Plaza Sendero shopping centers are located. -The Company creates jobs and encourages formal retailing to fill primary consumption needs.
	<ul style="list-style-type: none"> - In response to COVID-19, a robust security protocol was implemented to decrease the spread of the virus in shopping centers and corporate offices. - During 2021, 554,000 doses of COVID-19 vaccines were administered in six Plaza Sendero shopping centers. -Implementation of physical and mental health programs for all employees. -Campaigns to promote community health. - Encouraging physical activity and sports as a lifestyle for visitors, through different initiatives in shopping malls.
	<ul style="list-style-type: none"> - During 2021, 72% of new hires in corporate offices were women. - Equal opportunities are promoted through the Diversity, Equality, and Inclusion Policy.

	<ul style="list-style-type: none"> - Approximately 20% of the water from air conditioning system is recovered and reused for irrigation of green areas.
	<ul style="list-style-type: none"> - Implementation of energy efficiency technologies.
	<ul style="list-style-type: none"> - Generation of more than 2,500 formal jobs in each shopping center in operation. - In each Plaza Sendero shopping center, efforts are made to hire people from the community.
	<ul style="list-style-type: none"> - Efforts are deployed for the efficient use of resources - Shopping centers adopt clean technology initiatives - Commitment to implement new efficiencies and being a sustainable Company to improve the communities where it operates.
	<ul style="list-style-type: none"> - Plastic waste is revalued through a recycling program. - Raising awareness among visitors, tenants, employees, and the community about the importance of waste valorization.
	<ul style="list-style-type: none"> - Measurement of GHG emissions and focus on generating initiatives to reduce them.
	<ul style="list-style-type: none"> - Respect and compliance of human rights of all stakeholders - Communicate and evaluate all suppliers on corruption issues.
	<ul style="list-style-type: none"> - Alliances with local governments, health institutions, charities, and non-profit associations, to carry out initiatives with Sendero shopping centers that generates a social impact in the community.



Sendero Verde

(Environmental Pillar)

Grupo Acosta Verde upholds its commitment to society through the protection of the planet and the appropriate management of resources, with environmental preservation being one of the main concerns the Company's ESG agenda.



The climate change, the threats to biodiversity, and the lack of natural resources combined with the economic and social effects of the pandemic and the different measures to tackle it, have brought about challenges that require fundamental changes in the Company to operate under the best environmental practices.

In accordance with its ESG strategy, the Company established guidelines focused on the management of common areas and leased spaces in the portfolio's shopping centers, seeking to reduce and make an efficient and sustainable use of electricity and water, reduce emissions, as well as to adopt an integral and adequate waste management approach.

In order to ensure that the Company and its tenants follow the best environmental practices, a **Sustainability Clause** has been included in lease contracts, which stipulates that Acosta Verde may provide tenants with the sustainable recommendations it deems necessary to implement in the leased space, in order to reduce the economic costs of the operation, as well as to lessen its environmental impact. In order to report the actual impact of Plaza Sendero shopping centers in the environment, Acosta Verde reports the main consumption indicators for energy and water, as well as the generation

of emissions and waste corresponding to the common areas owned by the Company in the 17 shopping centers of its portfolio. An explanatory note is added in those cases where information includes the operation of third-party owned assets under management.

During 2020, the shopping centers were operating in a limited manner due to the pandemic caused by COVID-19, for this reason, utilities consumption reported for that period is lower than this year, as these operated at levels very close to those recorded prior to the pandemic. To provide a comparable baseline, 2019 data was added to the indicators where information was available for that year in order to identify changes, areas of opportunity and other variables that could have an impact on the achievement of objectives.



» Energy

302-1, 302-2, 302-3, CRE1, IF-RE-130a.1

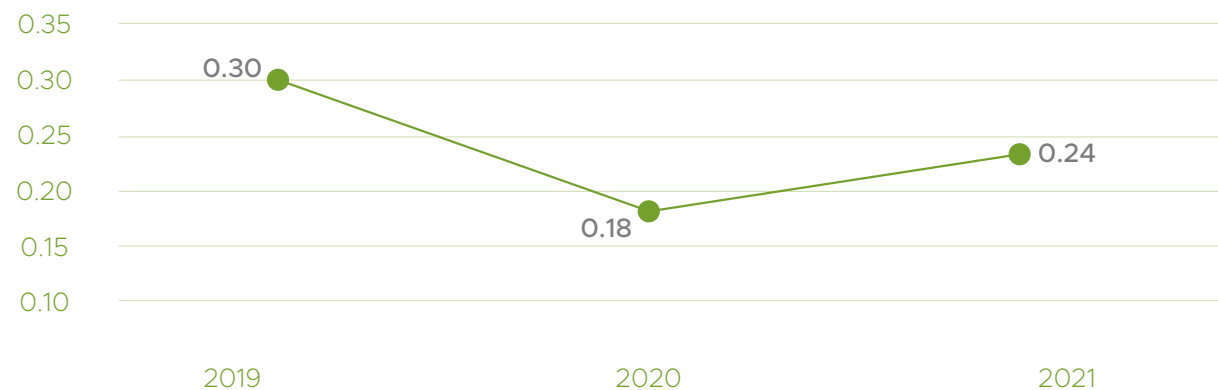
Acosta Verde is aware of the impact that the real estate sector has on global energy consumption, for this reason it is exploring different alternatives to reduce energy consumption, thus contributing to its goal of reducing the energy intensity of its portfolio of shopping centers by 20% by 2030.

The Company uses electric energy from fossil fuels to supply energy and lighting to the common areas of Sendero shopping centers and the corporate offices.

Likewise, Acosta Verde uses other types of fuel, such as diesel, which drives the emergency plants; natural gas, used in the closed-loop boilers to prevent pipes from freezing in winter and gasoline, provided to some employees through vouchers for their work use. In 2021, the energy intensity per square meter of leased space owned by Acosta Verde was 0.24 GJ/sqm.

Energy intensity¹

**Energy intensity
Es (GJ/leased sqm)**



¹ 2020 energy intensity was adjusted from 0.17 to 0.18 GJ/leased sqm, as it was recalculated by using the average leased space during that year as the denominator.

Energy consumption

Type	Source	2019	2020	2021
		GJ	GJ	GJ
Direct energy	Fixed sources			
	Natural gas	1	1	1
	Diesel	268	236	261
	Mobile sources			
	Gasoline	593	320	311
	Total direct energy	862	557	573
Indirect energy	Fixed sources			
	Electricity	111,458	67,319	91,199
Total direct and indirect energy		112,320	67,876	91,772

Some of the initiatives implemented to improve energy efficiency are the following:



All 17 shopping centers have LED lighting in their common areas.

» Emissions

305-1, 305-2, 305-4

Measuring greenhouse gas (GHG) emissions is essential to understand the environmental impact of energy consumption on the atmosphere, which helps to identify areas of opportunity in processes and implement actions for more efficient resource management.



Furthermore, given that the real estate sector has a material impact due to the amount of GHG emissions it generates, Acosta Verde has established strategic goals to reduce its emissions, such as:



Reduce energy intensity by 20% by 2030.



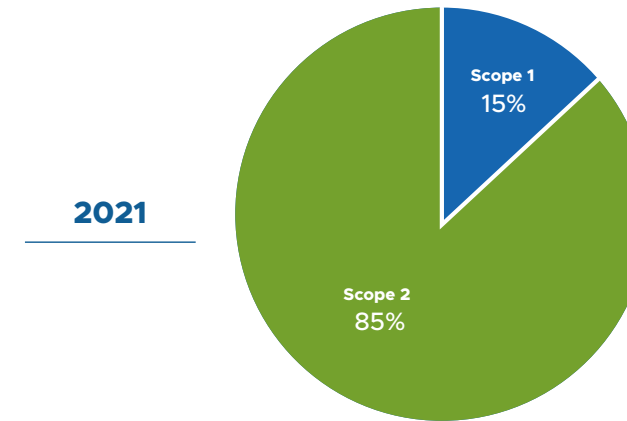
Incorporate renewable energy sources for the consumption of 50% of the common areas of all shopping centers by 2050.

GHG emissions

GHG Emissions	Source	2019	2020	2021
		tco ₂ e	tco ₂ e	tco ₂ e
Scope 1	Stationary sources	1,225	1,107	1,865
	Mobile sources	37	23	21
	Total	1,262	1,130	1,886
Scope 2	Electricity	15,635	9,238	10,715
	Total	15,635	9,238²	10,715
Grand Total		16,897	10,368	12,601

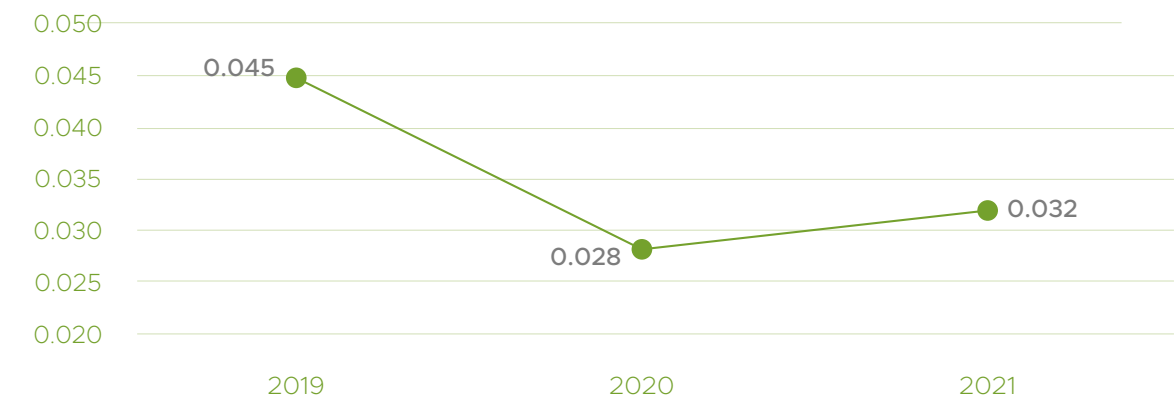
Scope 3 emissions that include the gross value of other indirect GHG emissions are not considered as these are not accounted for in any operation.

Carbon Footprint distribution



Emissions intensity per leased square meter owned by Acosta Verde in 2021 was 0.032 tCO₂e.

Emissions intensity (tCO₂e / leased sqm)



Notes on emissions calculation

- ⊙ Gases included in Scope 1 and 2 calculations: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride.
- ⊙ Emission factor used: 0.423 tons of CO₂/MWh of the National Electric System (Sistema Eléctrico Nacional, SEN for its Spanish acronym) for 2021.
- ⊙ Source of emission factors: direct operations.
- ⊙ Consolidation approach for emissions: operational control based on the guidelines defined in the Regulations of the General Law on Climate Change regarding the National Emissions Registry (Reglamento de la Ley General de Cambio Climático en materia del Registro Nacional de Emisiones).

² 2020 information was restated due to the modification of the electricity emission factor, published by the Ministry of the Environment and Natural Resources (SEMARNAT, for its Spanish acronym) in April 2020.

³ In the 2020 Annual and Sustainability Report, 2020 intensity was reported to two decimal places (0.03 tCO₂e), as opposed to how it is being reported this year to three decimal places.

» Water

303-1, 303-2, 303-3, 303-4, 303-5

100% of the water consumed in the operation of the portfolio comes from **third parties** and is used mainly for restrooms, cleaning, private use of tenants, air conditioning systems and irrigation.

The commitment to responsible water use includes investments in infrastructure to reduce consumption, minimize waste in operations and increase the use of reused water for irrigation of green areas.

In 2021, the Company's water consumption was 434,558 m³, equivalent to 434 megaliters. From this consumption, 87,696 m³ were recovered and reused to irrigate green areas and the remaining 346,862 m³ were discharged to the municipal sewer in accordance with applicable regulations.

Water Consumption

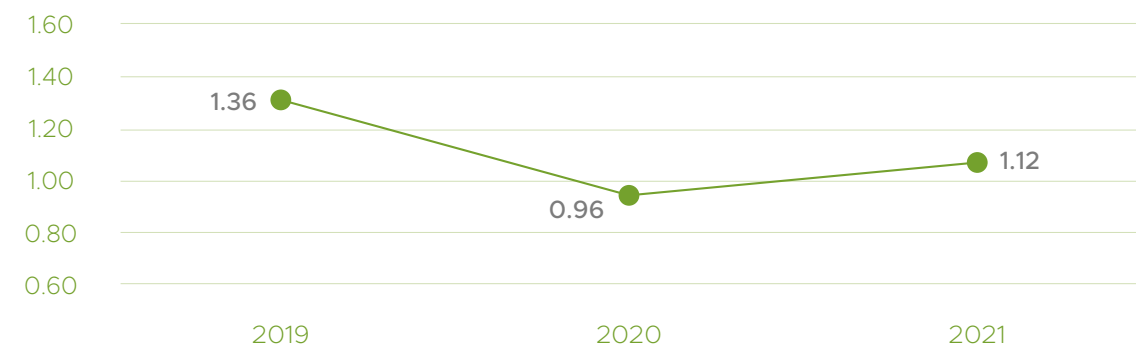
	2019	2020	2021
Water sent to landfill (m ³)	418,501	275,116	346,862
Reused water (m ³)	95,508	80,967	87,696
Total water consumption (m³)	514,009	356,083	434,558



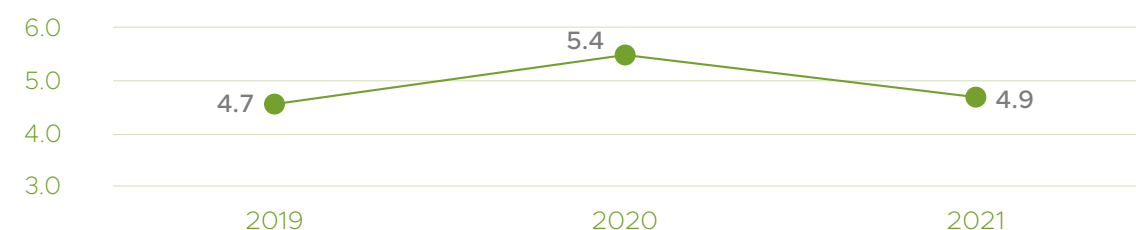
El 20% of the water consumed was reused, mainly for irrigation of green areas.

In 2021, the hydro intensity per leased square meter owned by Acosta Verde was 1.12 m³ and per visitor was 4.9 liters. The water intensity increased on an annual basis since shopping center operations resumed almost at a pre-pandemic level in 2021, and with it the consumption of this resource. However, water consumption per visitor decreased due to the higher visitor traffic in comparison to 2020.

Hydro intensity (m³ water / leased sqm)



Water consumption per visitor (Liters / Visitor)



The vision of hydric resources as a key resource that must be used efficiently is at the core of the shopping centers from their construction to their operation, through the installation of water-saving furniture and devices such as sinks, toilets and flushometers. The Company seeks to contribute proactively in the protection and responsible use of water resources, as well as in the prevention and mitigation of any negative impacts associated with the use of water for the environment, the business, and stakeholders.

On the other hand, different initiatives are undertaken regarding the management of wastewater generated by the operation of shopping centers. One of them is related to the use of biodegradable cleaning products.

In addition, tenants are constantly being made aware of the use of wastewater discharges, with the intention of encouraging them to reduce the contamination of the water used in their premises and discharged into the sewage system. Furthermore, inspections are continually carried out at fast food establishments to ensure the integral and adequate management of oils, as well as the maintenance of grease traps, to reduce contamination in waste water.

» Waste

306-1, 306-2, 306-3, 306-4, 306-5

The Company is committed to the integral and proper management of waste and has implemented internal protocols to reduce waste generation, optimize waste separation and increase waste recovery, therefore minimizing the amount of waste sent to final disposal.

These protocols are applied to the waste generated in common areas and to most of the tenants at the Company's shopping centers. The anchor stores, movie theaters, restaurants and some sub-anchor stores manage their own waste, although this does not prevent them from following the established procedures.

Waste by disposal

Waste generated broken down according to its composition	2019			2020			2021		
	Waste generated (Tons)	Send to landfill	Send to recycling	Waste generated (Tons)	Send to landfill	Send to recycling	Waste generated (Tons)	Send to landfill	Send to recycling
PET ⁴	15	n.a	15	19	n.a	19	15	n.a	15
Screw caps	n.a	n.a	n.a	n.a	n.a	n.a	4	n.a	4
Cardboard	396	n.a	396	154	n.a	154	352	n.a	352
Non-hazardous waste	8,008	8,008	0	4,371	4,371	0	6,199	6,199	0
Total	8,419	8,008	411	4,544	4,371	173	6,570	6,199	371

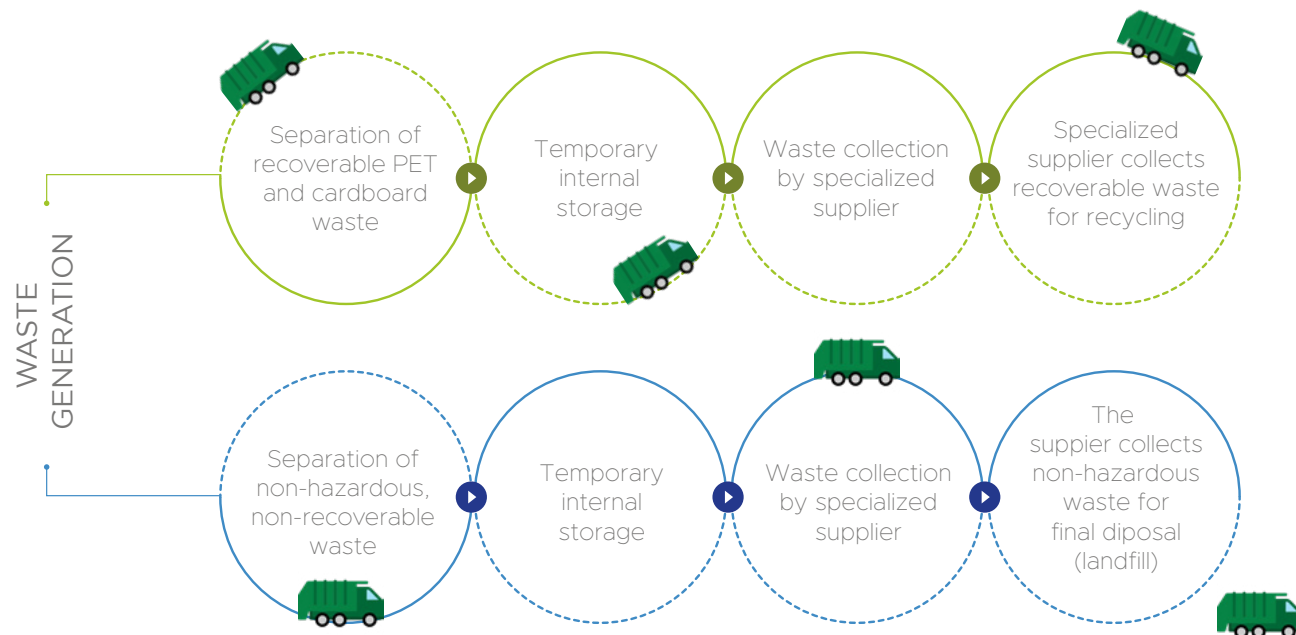
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In 2021, Acosta Verde's 17 shopping centers generated 6,570 tons of non-hazardous waste, of which 352 tons of cardboard were recycled.



Acosta Verde separates recoverable waste such as cardboard and PET, which are sent for recycling to a specialized supplier.

Integral waste management process



» *Thanks to the 352 tons of cardboard recycled at Plaza Sendero shopping centers, the felling of approximately 4,928 trees were avoided.*

⁴ The figures for PET and bottle caps recycled also consider the amount collected by 2 managed plazas.

To promote the integral management of waste with employees, tenants and visitors, since 2019, in alliance with Grupo AIEn, Acosta Verde launched the **Reciclar para Ganar (Recycle to Win)** program in six shopping centers (four owned by Acosta Verde and two managed by the Company). The goal of this initiative is to recover and revalue plastic waste and at the same time provide an economic benefit to participants. By depositing their PET bottles, participants receive e-cash that they can redeem at any of the shopping centers' premises. Grupo AIEn is responsible of collecting the PET bottles from the containers to take them to one of its two PET recycling plants, where these are

turned into bottles for the packaging of its products.

As part of this initiative, collection machines were initially installed in the parking lots of five Plaza Sendero shopping centers in the Monterrey metropolitan area and a machine was installed in Sendero Sur in Saltillo during 2021.

Thanks to this program, with the support of visitors and tenants, 15.5 tons of PET were recycled. In addition, 4 tons of bottle caps were recycled (2 tons in shopping centers in alliance with AIEn and the remaining 2 in Chihuahua, Saltillo and Culiacán).

15,469 kilograms of PET were collected during 2021, equivalent to 495,020 recycled plastic bottles, and 27 tons of CO₂ were no longer released into the environment.

Shopping center	Number of bottles recycled	Kilograms	Money deposited	New users who joined the program during the year
Sendero La Fe	90,652	2,833	\$7,082	41
Sendero Escobedo	93,750	2,930	\$7,324	47
Sendero Apodaca	99,827	3,120	\$7,799	71
Plaza La Fe	138,140	4,317	\$10,792	48
Sendero Sur Saltillo	36,025	1,126	\$2,814	136
Sendero San Roque	36,626	1,145	\$2,861	29
Total	495,020	15,469	\$38,673	372





>> Biodiversity

304-1, CRE5

Mexico is a country endowed with a very rich biodiversity as it has almost 70% of the world's diversity of species (considering animals and plants). Acosta Verde respects the biodiversity and from the moment a new project is analyzed, an Environmental Impact Study is carried out, which has the objective of preventing, mitigating, and restoring environmental damage that could be caused by the development and operations of the shopping center.

In each project, the Company strives to ensure that the flora to be planted in the shopping center is preferably native and that it has low water requirements. Similarly, Acosta Verde ensures that the operation of

the shopping center does not pose a risk to native flora and fauna, avoiding deforestation and compensating for it as necessary in those cases where it may occur.

The Company has identified that six properties of its portfolio are located near (within 15 km) a Protected Natural Area. To locate these areas, Acosta Verde consulted the List of Protected Natural Areas of Mexico (LISTANP, for its Spanish acronym). 🌿

State	Shopping Center	Name of Natural Protected Area	Approximate distance (km)
Chihuahua	Sendero Juarez Sendero Las Torres	Río Bravo del Norte	2.3 7.7
Tamaulipas	Sendero Periférico		8.0
Estado de México	Sendero Toluca	Ciénegas del Lerma	8.0
Nuevo León	Sendero San Roque	Cerro de La Silla	4.0
San Luis Potosí	Sendero San Luis Potosí	Sierra de San Miguelito (declared a protected natural area in December 2021).	8.5

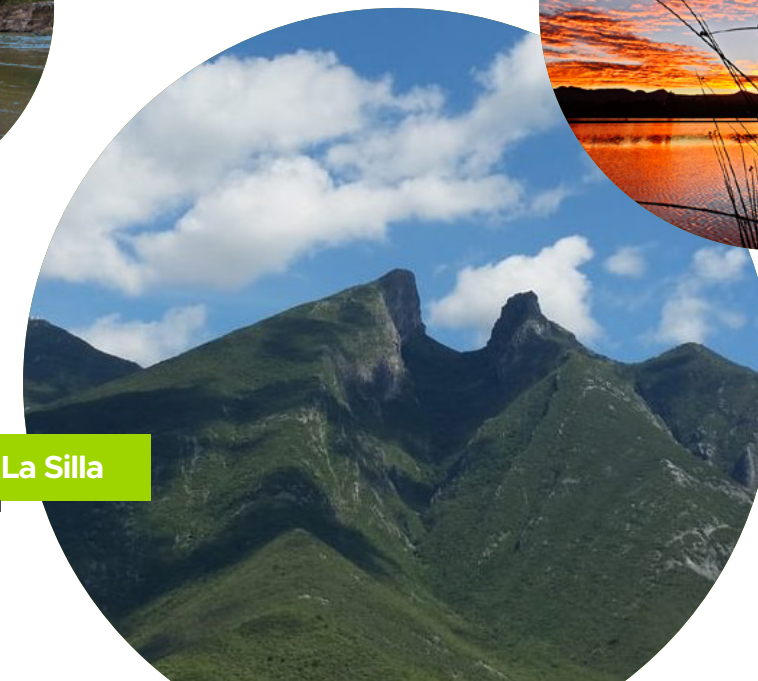
The Company's objectives regarding the most efficient operation of its real estate portfolio include a commitment to avoid damaging the biodiversity of these protected areas.



Río Bravo del Norte



Ciénegas del Lerma



Cerro de La Silla



Sierra de San Miguelito



Acosta Verde with you (Social Pillar)

Acosta Verde is strongly committed to the development, safety, and well-being of its talent. It also reaffirms its interest in generating a positive impact in the communities where it operates.

» Employees

2-7, 2-8, 401-1, 401-2, 401-3, 405-1

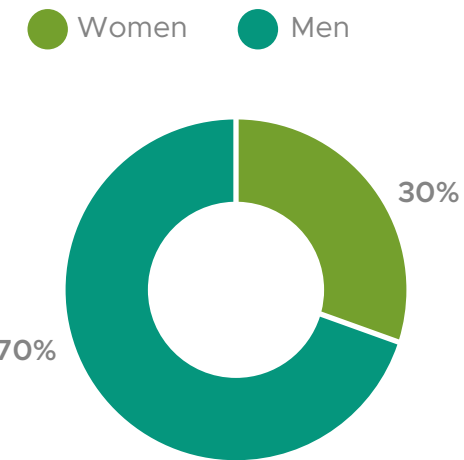
The extraordinary talent of our employees is the most important asset to Acosta Verde's success, it is what supports and balances the Company's operation.

A diverse environment is the key to success, for this reason the Company seeks to have a workforce which reflects this, thus ensuring that all employees contribute every day with their talent, professionalism, dedication, and diversity of opinion, leading Acosta Verde to become a benchmark in the industry.

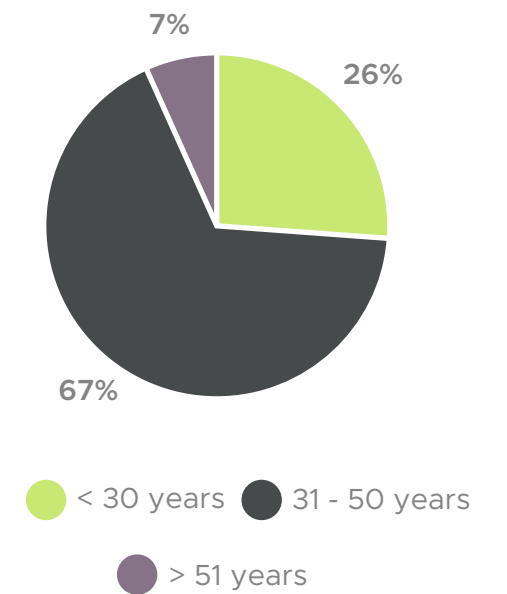
In view of the great value that employees bring to the Company, **talent management** has become a fundamental aspect, through which the Company seeks to develop not only professional skills, but also to promote well-being and development in their personal lives.

At the end of 2021, the Company's workforce was composed of 332 employees, of which 134 were women and 198 men, with 30% of the management positions being covered by women.

Middle management



Employees by age



» **100% of the Company's employees work on a permanent full-time basis**

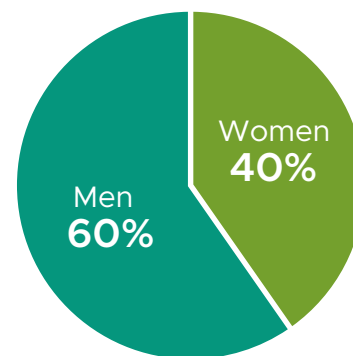
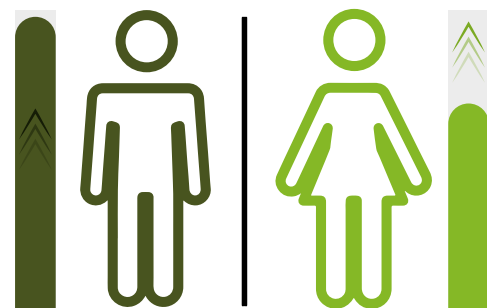
Employees by job category, age group, and gender

Job category	Women			Men		
	< 30 years	31-50 years	> 51 years	< 30 years	31-50 years	> 51 years
Senior management						
Executive manager	-	-	-	-	4	1
Middle management						
	Manager ¹	-	4	-	11	3
Coordinator	-	-	-	-	4	-
Head	3	16	3	2	37	5
Administrative						
	Specialist	2	5	-	1	3
	Analyst	25	48	-	14	12
	Assistant	3	17	-	-	-
Auxiliary	-	4	-	-	-	-
Operating						
Worker	-	-	4	38	57	6
Total	33	94	7	55	128	15
%	10%	28%	2%	16%	39%	5%

¹ As of the date of this report, two more female employees have covered management positions in the Company.

Employees by gender

134 women
198 men
Total 332



Committed to supporting the development of all team members, Acosta Verde fosters a respectful and inclusive work culture where everyone can perform their duties and grow under equal opportunities.

The Company does not make distinctions based on gender, cultural perspectives, beliefs, race, ethnicity, nationality, age, ideology, sexual orientation, sexual preference, gender identity, health, social status, skills, and other specific personal traits during the hiring, promotion, or evaluation processes, nor during the course of its day-to-day operations.

Acosta Verde's bolstered commitment and stance on diversity, equality, and the recognition and protection of fundamental human rights is reflected in its **Human Rights and Diversity, Equality and Inclusion policies.**

In addition, the Company seeks to attract and retain the best talent through attractive salaries and employee benefits, the promotion of professional development, continuous improvement, and adherence to the Senderismo value.

In September 2021, through an external consultant, the Company conducted a **compensation study** to ensure that all employees are fairly and competitively compensated. Also, during this year, 90% of the organization's **job descriptions** were reviewed and updated.

During 2021, 82 new hires were made in Plaza Sendero shopping centers and 18 in corporate offices. It is worth noting that 72% of the positions in corporate offices were covered by women.

New hires by workplace, gender, and age group

	Plaza Sendero shopping centers		Corporate offices	
	Number	Rate (%)	Number	Rate (%)
< 30 years	7	8%	9	41%
31-50 years	3	3%	4	18%
> 51 years	-	-	-	-
Total women	10	11%	13	59%
< 30 years	34	37%	3	14%
31-50 years	31	33%	2	9%
> 51 years	7	8%	-	-
Total men	72	77%	5	23%
Grand total	82	88%	18	82%

New hire rate = new hires / total job vacancies covered.

» During 2021, 50% of job vacancies in corporate offices and 26% in Plaza Sendero shopping centers were covered through internal promotions.

Employee turnover by workplace, gender, and age group

	Plaza Sendero shopping centers		Corporate offices	
	Number	Rate (%)	Number	Rate (%)
< 30 years	3	2%	2	1%
31-50 years	4	2%	2	1%
> 51 years	0	0%	0	0%
Total women	7	4%	4	2%
< 30 years	19	12%	2	1%
31-50 years	30	19%	4	3%
> 51 years	5	3%	0	0%
Total men	54	34%	6	4%
Grand total	61	38%	10	6%

Turnover rate = total turnover (voluntary/involuntary) accumulated in the year.

Turnover = number of employees who left / headcount

For various reasons, 71 employees left the Company.



Employee benefits

The Company always seeks to offer attractive working conditions, such as a competitive salary, benefits exceeding Mexican regulatory requirements, and a good working environment where employees can learn, grow, and develop personally and professionally, with the goal of making Acosta Verde the best place to work for everyone. These benefits are carved on **Árbol Vive GAV**².



- Food vouchers
- Christmas bonus
- Savings fund
- Seniority bonus
- Performance bonus
- Social security subsidy
- Life insurance
- Major medical insurance
- Additional vacation days
- **DeXVida complete**. Internal initiative aimed at improving employees' physical and mental health.
- **Transforma (Transform)**. A program aimed at shaping cultural aptitudes, which is the foundation of the Company's talent development, through online and classroom courses and case studies.
- **Balance GAV (GAV Balance)**. A program aimed at maintaining a healthy work-life balance through benefits like parental leave and flextime for new parents, health week, medical check-ups, nutritional workshops, psycho-emotional talks, among others.
- **GAV Events**. Teambuilding and social events, like the Sendero al éxito, After GAV, Christmas party, posada con valor (special Christmas party), Family Day, and others; these events were held online during the pandemic.
- **Sendero Educativo (Sendero Education)**. Support to help children of the Company's employees buy school supplies.
- Educational agreements with several schools and universities.
- **#ZonaViveGAV**. A leisure area at corporate headquarters
- **Sendero al éxito**. An annual event for all corporate and shopping center employees designed to foster a sense of unity and bonding among the entire team, strengthening the Company's values and initiatives.
- **YAV!** Acosta Verde's internal social network, using the Yammer platform.
- Lactation rooms set up in corporate offices.



² Currently, the benefits defined in Árbol Vive GAV apply to 100% of corporate employees, with some benefits beginning to be extended to shopping center employees.

"Mamá y Papá con valor" parental benefits

Women employees:



At the end of their parental leave, and up to six months after the baby's birth, women employees can work reduced hours (8:30 a.m. to 1:30 p.m.) with no reduction in salary.

From six months until the child is six years old, women employees can work from 7:30 a.m. to 4:00 p.m.

Men employees:



Ten days' paid paternity leave when the child is born.

After ten days, men employees can work reduced hours (8:30 a.m. to 1:30 p.m.) for one month with no reduction in salary.

»» During 2021, 15 employees used the parental leave program.

Parental leave by gender

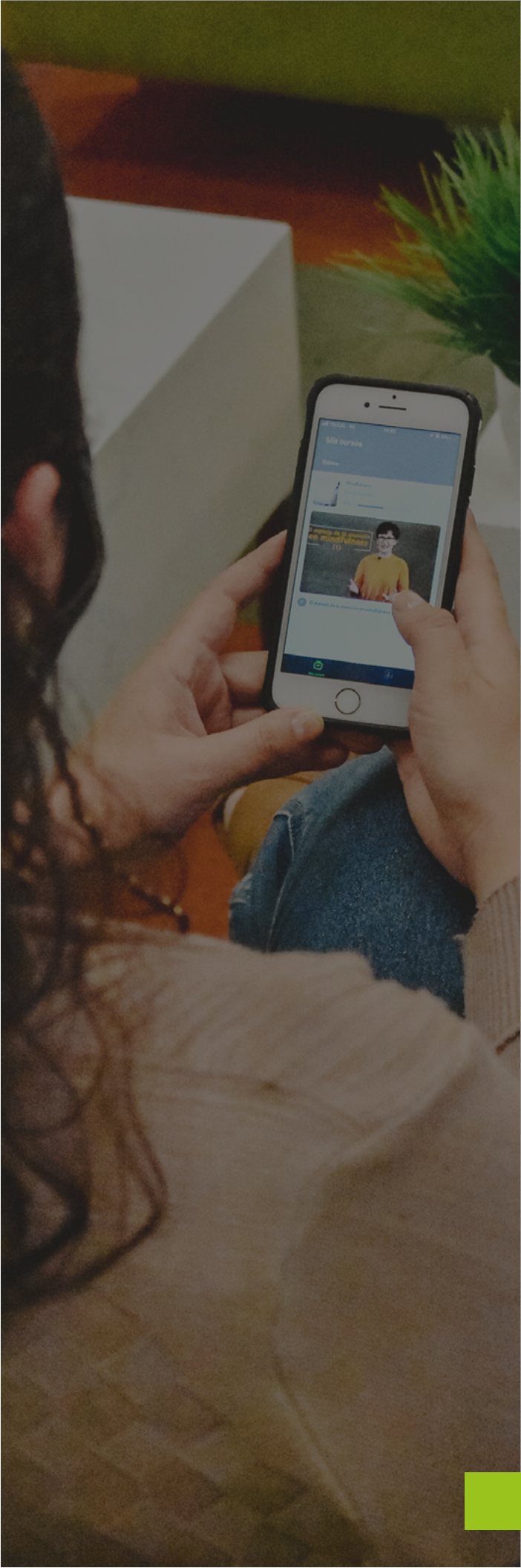
Concept	Women	Men
Employees entitled to parental leave	100%	100%
Employees who took parental leave	10	5
Employees who returned to work in the period covered by this report	9	5
Reinstatement rate after parental leave	90%	100%
Employees who remained with the company 12 months after returning to work	9	3
Retention rate among employees who used parental leave	100%	60%

Labor flexibility



From 2020 and throughout 2021, corporate employees worked remotely to protect their health, given the health contingency by COVID-19. Their duties were managed and carried out from home thanks to the use of technology, empathetic leadership, and the commitment and responsibility of everyone.





» Training and development

404-1, 404-2, 404-3

In Acosta Verde, training is not only for updating but also for the Company's productivity and employees' development, which determines the success of the organization. In this sense, we constantly provide tools, courses, and training to our employees, which allow them to develop their abilities and skills.

During 2021, employees received training and education through **master's degrees, professional careers, seminars, and courses**, carrying out an investment of MXN 2,843,536.

As Acosta Verde embraces new ways of working, it continued to innovate by launching **Lernit** in 2021, a digital platform designed to move forward in the annual training plan in a remote manner, as well as providing different new options where each employee can select topics that add value to their professional and personal development.

Lernit's catalog includes 52 courses on topics such as mindfulness, storytelling, design thinking, stress management, leadership, time management, positive discipline, Excel, and agile methodology, among others. It is also possible to create training courses on specific topics of the organization.

» To introduce Lernit, employees had access to the **Code of Ethics course** during the launching month.

» In 2021, Acosta Verde invested **MXN 3,240,358** in employee training and development programs and initiatives

Training by job category and gender

Job category	Women		Men	
	Total employees trained	Hours of training	Total employees trained	Hours of training
Senior Management	-	-	5	177
Middle Management	29	896	67	1,998
Administrative	113	2,554	32	1,432
Operating	-	-	110	402
Total	142	3,450	214	4,009

» In 2021, the Company provided **7,459 hours of training**, equivalent to an average of **22 hours per employee**, **40%³** more than the previous year.

³ Indicator: Total hours of training / total number of employees.

In 2021, GAV Well-being Talks continued to be held, which is a tool created in 2020 with the objective of sharing with employees a digital space for dialogue and useful information for their personal development.

Topics covered by GAV Well-being Talks in 2021

- 1 Finding life's sense today.
- 2 Sleep as part of well-being.
- 3 Digestive health habits.
- 4 How to strengthen the immune system to prevent diseases.
- 5 Anxiety is the sign, not the permanent state.
- 6 Dear stress, it is not you, it is me.
- 7 Positive emotions and well-being.

In 2021, Acosta Verde implemented the **Life Program, a leadership and training initiative for leaders in corporate and shopping centers**, which seeks to provide leaders with the skills to become better managers while raising their awareness of the importance of good leadership practices for increasing productivity levels and improving the work environment.

»» *In 2021, 139 leaders and employees in corporate offices and shopping centers participated in the Life Program.*



Through training and different educational tools, the Company seeks to develop and strengthen **seven key skills** to become a leading player in the real estate industry and in Mexico.

Acosta Verde Skills Model

I am GAV
 I know the organization very well, I am proud to be a part of it, and I transmit this positive feeling.

I communicate
 I listen and communicate effectively, ensuring the message is delivered in a clear, accurate and understandable fashion.

I lead to win.
 I inspire, influence and guide others, with coherence and vision, to achieve goals and pursue a common purpose.

I drive change
 I manage creativity to constantly improve the ways the Company works and devise new and valuable alternatives on a regular basis.

I go the extra mile.
 I foster an environment of trust and service, I listen and understand the needs of current and prospective clients, ensuring their satisfaction.

I am a team player
 I work hand in hand with others to perform shared processes and complete tasks, placing the interests of the team above my personal gain.

I decide then act.
 I obtain information, analyze, and make timely decisions to achieve results.



This model is constantly reviewed and updated, therefore it will undergo changes in line with the transformation of the post-pandemic work environment and the flexibility and innovation that the Company demands from its employees, with the aim of complying with business strategies while ensuring employees' well-being and a healthy work-like balance.

Assessments

Employees' performance assessments are conducted quarterly to identify areas of opportunity in their training and development and to follow up on the achievement of individual and collective goals and objectives. Employee compensation has a variable component, which is directly linked to the results of their annual assessment.

Acosta Verde's key employees are granted with a long-term compensation package based on the Company's shares, which seeks to incentivize their performance and tenure in the organization.

Performance assessments by job category and gender

Job category	Women	Men
Senior Management	-	4
Middle Management	25	61
Administrative	80	23
Operating	4	118
Total	109	206

» During 2021, the Company evaluated the performance of 315 employees.

On the other hand, Acosta Verde applied the **Encuesta Pulso Vive GAV (Pulso Vive GAV Survey)** to find out how employees feel about working at the Company and their opinions on different topics, with the purpose of drafting strategies to ensure constant improvement.



This year's surveys focused on four topics: empathy, productivity, innovation and work teams. Some of the most relevant findings are as follows:

- **86%** of corporate office and Plaza Sendero shopping center employees feel that their work team is more united.
- **79%** believe that there is more union (than in previous years) between departments and shopping center teams.
- **72%** mentioned that communication is very important to improve as work teams.
- **48%** are challenged to innovate in their duties and work area.

The survey also identified other challenges that employees consider relevant for their personal and professional growth.



- **22%** get a promotion within the organization.
- **18%** to learn, develop or specialize in a specific job-related area.
- **10%** to collaborate more with teammates, inside and outside work areas.

In order to know and measure the perception of employees with respect to aspects related to its organizational climate, the Company conducted the **Organizational Climate Surveys ("ECO" for its Spanish acronym)** with the participation of all employees across the organization.

The main findings were:



- Employees are proud to belong to Acosta Verde.
- There is good communication from the General Management, messages are clear about the direction of the Company.
- The leadership team is competent.
- Employees are given the opportunity to propose new ideas to improve the performance of their duties and team.
- The Company provides security and resources to protect employees from the pandemic.
- Employees feel that their work is meaningful and valuable.
- A good environment and understanding prevails in work teams.
- Within the organization, employees feel they have the opportunity to express personal opinions and preferences.
- Employees feel that they have the freedom to think, act and make decisions.

Team buildings

Interdepartmental team buildings are held periodically to foster a cooperative work environment, where camaraderie exists and the sense of belonging to the Company is strengthened.

effort to maintain this important initiative, Acosta Verde carried out **Team Building AVengers** a series of online events intended to develop employees' "powers" inside and outside the organization, with the idea that new talents can also be learned from others.

In 2021, this activity could not be carried out on-site to avoid exposing employees to risks arising from the health contingency by COVID-19. However, thanks to the innovation that characterizes the Company and a great



In 2021, seven AVengers Team Building events were held with the participation of 152 employees.

Life Beyond Work (LBW)

Leaders' skills are a defining factor in the quality of their work and the disposition of the people they lead. Since the onset of the pandemic, the Company's leaders have been challenged to drive factors such as innovation, productivity, retention, inclusion, engagement, and a healthy work-life balance.

To enable them to develop the necessary skills to face the challenges of these

changing times, Acosta Verde launched **Life Beyond Work** (LBW) in 2021, a program that certifies leaders and employees in soft and management skills, allowing them to develop the knowledge to work in a remote and flexible culture.

LBW benefits:



- Leaders and employees trained under the same culture remote and flexible work culture.
- Creation of a stronger relationship between employees and leaders.
- Improved work-life balance.
- Provides a tool for effective measurement of team performance, ensuring productivity.
- Knowledge of the personal reality and productivity of work teams.

➤➤ **143 employees were LBW certified.**

As part of the LBW certification, employees carried out a self-assessment on balance and well-being in different areas of life and their main priorities. The results were positive, showing that Acosta Verde promotes a healthy and balanced work environment and that the team's priorities are in line with those of the organization.

As a result of this self-assessment, the Company identified the priorities of its employees, which will allow it to focus its efforts on providing a better work environment and implementing initiatives to improve their quality of work life.

Top priorities of employees:



- 1 Work-life balance
- 2 Economic growth
- 3 Fulfillment of objectives / achievement of goals
- 4 Professional development
- 5 Work environment



Innovation

For Acosta Verde, innovation is a fundamental aspect that must be developed at the core of the organization and it is also a critical component of the Company's vision. To promote this process, **GAVLab** was created in 2021, an initiative aimed at encouraging all employees to propose innovative ideas to improve current processes, with the purpose of finding new business opportunities, creating revenue sources or transform services into a more meaningful experience for customers.

As part of the implementation of GAVLab, a digital platform was designed to register and follow-up on all the ideas submitted.



» Health and safety

403-1, 403-2, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

The well-being of employees has always been a priority for the Company, which has become even more important due to the current pandemic. In 2021, Acosta Verde carried out the **Emotional Well-being Month**, an initiative focused on mental health and habits necessary to manage stress and issues that may have arisen due to the pandemic where, through several webinars, specialists provided information on the following topics:

- 1 Mental health and its relationship with COVID-19
- 2 Psychosocial impact of COVID-19
- 3 When COVID-19 knocks on your door

The growth and resilience acquired in the last two years have allowed the Company to identify, implement and replicate through an ongoing improvement process, actions that guarantee employees, tenants, suppliers, and visitors the proper adoption of health, distancing and safety measures.

Throughout the year, shopping center employees worked on-site, while corporate employees continued to work remotely for most of the year as their duties allowed them to do so.



As epidemiologic conditions improved, Acosta Verde launched the **Safe Return Phase I** program, an initiative in which 60 corporate employees resumed their on-site work on a voluntary and alternating basis, on a flexible schedule and following the health protocols established by the authorities.

This first phase allowed the Company to test labor flexibility and the use of technology to work in a hybrid scheme, while maintaining employee productivity levels.

Acosta Verde is aware that the workplace must be a safe environment where employees can perform their duties without fear of injury or incident. To achieve this, the Company has a health and safety system, as well as a **Safety Program** that are aligned with regulatory safety requirements.

The Company also complies with NOM-035 for identifying, analyzing, and preventing psychosocial risk factors, as well as promoting a positive organizational environment in the workplace.



In the first year of GAVLab, 32 ideas were registered on the platform, which will go through a process of evaluation, solution development, pilot testing and/or implementation by 2022.



Actions to promote safe spaces and prevent risks

Having safe workspaces for both Acosta Verde's employees and tenants' employees is a priority for the Company, which is why risk prevention activities are carried out. Some of the main recurring activities are as follows:



- Training based on NOM-002-STPS-2010 (safety-prevention and fire protection conditions) was provided to shopping center employees.
- All maintenance workshops have signage to strengthen the culture of order and cleanliness.
- Continued promotion of the **Ponte Alerta / Ponte Seguro** campaign to strengthen compliance with safe operating conditions in the premises and common areas of shopping centers.
- The recently opened Plaza Sendero shopping centers have automatic fire extinguishing systems, as well as fire alarms in common and private areas. The shopping centers developed between 2002 and 2008 have fire alarm detection systems in specific areas.
- Audits and risk assessments are carried out to prevent fires both in common areas and inside commercial premises.

In 2021, the Company continued to promote the guidelines established by local, state and federal authorities, such as the use of antibacterial gel, the installation of body temperature checkpoints, and the use of signposting, as well as the implementation of the robust internal protocol to prevent COVID-19 contagions.



In March, Plaza Sendero Culiacán received the Protocol for Health Care and Sanitation in Businesses (PASE, for its Spanish acronym) recognition, awarded by the government of Sinaloa, as the first shopping center in the city to have achieved 100 percent of its tenants with the same recognition.

Safety and health indicators

This year, Acosta Verde recorded eight occupational injuries to employees and nine occupational injuries to contractors, mainly due to falls, bumps, motor vehicle impact, injuries, and fractures. No work-related fatalities nor major injuries, illnesses or diseases were recorded.

Concept	Employees	Workers in shopping centers who are not part of Acosta Verde's ²
Work-related fatalities	0	0
Major occupational injuries	0	0
Occupational injuries	8	9
Hours worked	742,536	1,598,400

DeXVida Complete Well-being Program

Since 2016, the Company has been promoting the integral well-being of its employees through **DeXVida**, an internal initiative that seeks to improve their physical and mental health through physical training programs, physical activity breaks, personalized

nutrition, medical check-ups, motivational talks, and mental training, among other activities, which are given by specialists. During 2021 remote sessions were being held.



100% of the Company's employees benefited from DeXVida in 2021.

² In shopping centers, security and cleaning activities are handled to contractors.

» Commitment to the community

413-1, 413-2

Acosta Verde is committed to creating value in the communities where it operates, promoting a culture of service, commitment and engagement with the community. During 2021, the Company implemented an active management following a swift, participative and consultative approach, while promoting alliances with different organizations, to support and address initiatives of high social impact.

This year, Acosta Verde carried out 122 events and initiatives related to commitment to the community at Plaza Sendero shopping centers with a focus on social inclusion, support for vulnerable groups, health promotion, development of opportunities, guidance to prevent gender violence, promotion of culture, care for the environment, and social communication.



More than 390,000 direct beneficiaries.



Alliance with more than 80 institutions, nonprofit organizations, and different local and state authorities for the execution of social initiatives



SDG involved:

 <p>1 NO POVERTY</p>	 <p>2 ZERO HUNGER</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>4 QUALITY EDUCATION</p>
 <p>5 GENDER EQUALITY</p>	 <p>6 CLEAN WATER AND SANITATION</p>	 <p>10 REDUCING INEQUALITIES</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>
 <p>13 CLIMATE ACTION</p>	 <p>15 LIFE OF TERRESTRIAL ECOSYSTEMS</p>	 <p>16 PEACE, JUSTICE, AND STRONG INSTITUTIONS</p>	 <p>17 PARTNERSHIP TO ACHIEVE THE GOALS</p>

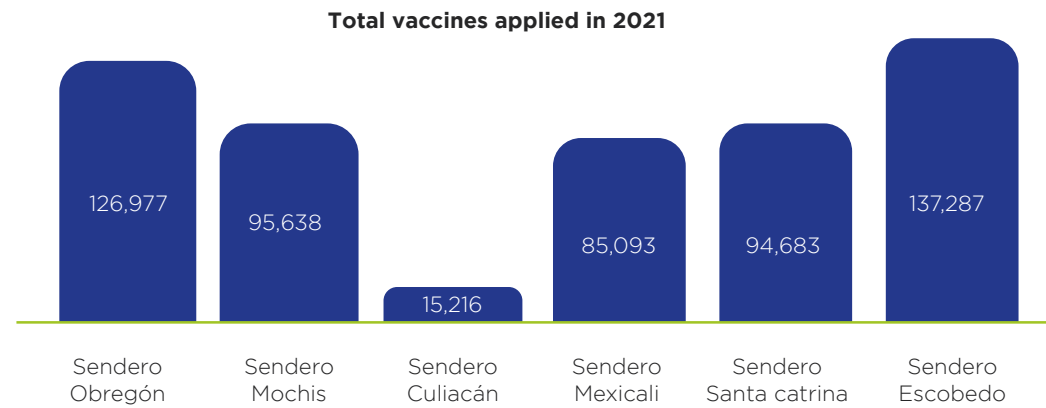
Relevant community engagement initiatives



COVID-19 vaccination campaign

Providing ongoing support to its communities is a fundamental component of Acosta Verde's social commitment. In this sense, six Plaza Sendero shopping centers were put at the disposal of the health authorities to serve as COVID-19 vaccination sites.

➤ This effort allowed the application of 554,000 doses of vaccines in Plaza Sendero shopping centers during 2021.



Vaccination campaigns for children and vulnerable people

During 2021, in alliance with the Ministry of Health and the Mexican Social Security Institute (IMSS, for its Spanish acronym), Acosta Verde carried out permanent campaigns to fully vaccinate the population, mainly children and vulnerable groups.

➤ More than 22,000 people came to Plaza Sendero shopping center to complete their vaccination schedule.



Reforestation and public space cleanup campaigns

In collaboration with the community, Acosta Verde restored green areas and cleaned parks and other public spaces near Plaza Sendero Ixtapaluca and Plaza Sendero Tijuana.

➤ More than 10,000 people benefited from clean public spaces and better green areas.



Campaign against breast cancer

In alliance with the Mexican Social Security Institute (IMSS, for its Spanish acronym) and the Ministry of Health, the women of the community were made aware of the timely detection of breast cancer. In addition, they were invited to have free mammograms at the health centers.

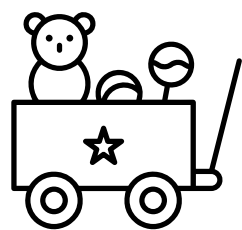
➤ 260 women benefited from this initiative.



Events to encourage physical activity

During the year, physical activities were constantly carried out, Free zumba, yoga and dance therapy classes were given in order to encourage a healthy lifestyle among Plaza Sendero shopping centers' visitors.

➤ Participation of more than 1,000 visitors



Collection of food, clothes and toys

Through multiple initiatives in Plaza Sendero shopping centers carried out in alliance with several institutions and with the valuable participation of visitors, the Company collected food, clothes, and toys for donation to vulnerable groups in the community.

More than 50,000 people benefited



In December, Acosta Verde held **Posada con Valor**, a special nationwide Christmas event in which more than 2,300 people from different charities and orphanages in the community were invited to enjoy healthy social gatherings at Plaza Sendero, where they were given breakfast, gifts, entertainment and movie screenings, but above all sharing Sendero with those most in need.

- 17 Sendero and 2 managed shopping centers participated
- 2,383 beneficiaries from 25 associations
- More than MXN312,000 invested



Main alliances



In alliance with ALEn, a new PET collection machine was installed in Plaza Sendero Sur. Additionally, multiple activities were carried out in Nuevo Leon's shopping centers, where ecological exchanges were carried out with our visitors, handing out free cleaning products in exchange for PET.



Through this alliance, in which Un Kilo de Ayuda is granted the use of spaces within the shopping center for the installation of collection stands where visitors can deposit money, we seek to contribute to the optimal growth of children, improving their cognitive and socioemotional development. Un Kilo de Ayuda seeks to create a safe, productive, and thriving Mexico by eradicating child malnutrition.



The Company granted the use of spaces within its shopping centers to promote this foundation, which seeks to restore the right to live in a family for children who for varying reasons have lost the care of their families or are at risk of losing it, as well as inviting them to join their cause as an SOS friend and support them with a monthly donation.



Acosta Verde granted the use of spaces in its shopping centers for the sale of tickets for the Ciudad de los Niños raffle, a private nonprofit organization engaged in the social development of low-income children and young people, as well as their families.



Together with the Banco de Alimentos de México, the Company carried out several initiatives to collect food for donation to vulnerable communities in Culiacán.



Integrity at all times

(Corporate Governance Pillar)

Acosta Verde's solid governance structure is the fundamental pillar for identifying, planning, directing and controlling the Company's processes to achieve its objectives, always ensuring the creation of sustainable value for all stakeholders.

» Shareholder and Corporate Structure

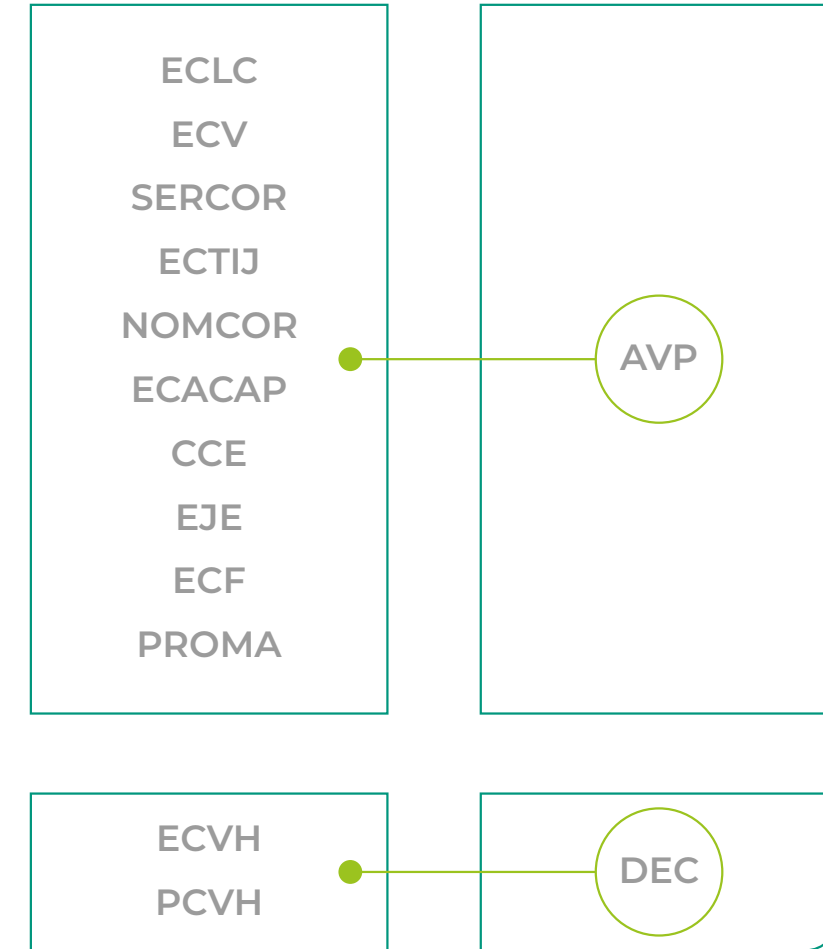
2-2

Acosta Verde's current shareholder structure is comprised by the investing public, Equity International and the Acosta Verde family.

SHAREHOLDER	SERIES A	SERIES B	TOTAL	%
	VARIABLE STOCK	FIXED STOCK	FIXED AND VARIABLE STOCK	
Acosta Verde Family	16,558,346	718	16,559,064	27.58%
Investor Public	22,899,183	-	22,899,183	38.14%
Equity International	20,575,803	887	20,576,690	34.27%
Total	60,033,332	1,605	60,034,937	100%

In 2021, Acosta Verde carried out a corporate restructure that allowed it to streamline its operations. The restructuring consisted of (i) merging ten companies with no assets into AV Promotora, S. de R.L. de C.V. ("AVP") and (ii) merging two other companies with no assets into Desarrolladora de Espacios Comerciales, S. de R.L. de C.V. ("DEC").

They merge into



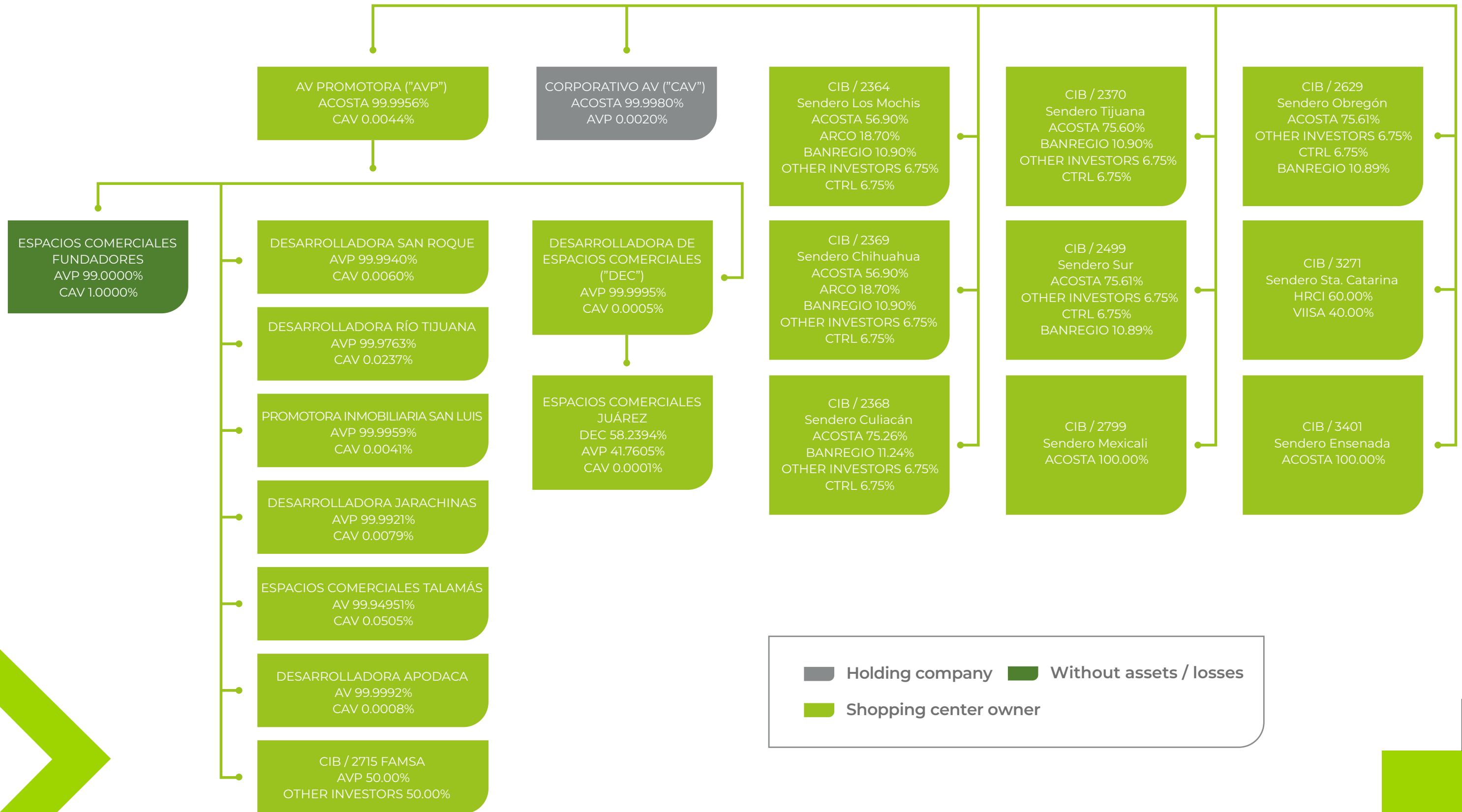
- ECLC: Espacios Comerciales Los cabos
- ECV: Espacios Comerciales Veracruz
- SERCOR: Servicios Corporativos AV
- ECTIJ: Espacios Comerciales Tijuana
- ECACAP: Espacios Comerciales Acapulco
- CCE: Centros Comerciales Eficientes
- EJE: Eje Empresarial
- ECF: Espacios Comerciales Fundadores
- PROMA: Promavace
- AVP: AV Promotora (Sendero Escobedo)
- ECVH: Espacios Comerciales Villahermosa
- PCVH: Plaza Comercial Villahermosa
- DEC: Desarrolladora de Espacios Comerciales



Post-merger corporate structure

ACOSTA VERDE

ACOSTA VERDE FAMILY 27.58% GPI 38.14% EI 34.27%



Holding company
 Without assets / losses

Shopping center owner

» Board of Directors

2-9, 2-10, 2-11, 2-12, 2-13, 2-17, 2-19, 2-20

Acosta Verde's supreme corporate governance body is the **General Shareholders' Meeting**, which is empowered to appoint the Board of Directors. **The Board of Directors** of Acosta Verde is comprised of 11 members, five of whom qualify as independent in accordance with Mexican regulation, and is chaired by Jesús Acosta Verde, who does not hold any position within the Company.

The Board of Directors, directly or through its Committees, together and in coordination with the Chief Executive Officer, has the responsibility

The Board of Directors is briefed at each meeting on the achievement of the goals defined in Acosta Verde's sustainability strategy.

to authorize the business strategy. In 2021, the Board of Directors, with the approval of the Corporate Practices Committee, authorized the Company's sustainability strategy, which address environmental, social, and governance (ESG) matters that are relevant to Acosta Verde's stakeholders, to the real estate sector, but above all to humanity.

All members of the Board of Directors have outstanding industry knowledge, extensive business and professional experience, high moral standards, and proven capacity to contribute with a strategic vision for the management of Acosta Verde. Their participation in the Board of Directors helps to provide assurance to all stakeholders regarding the strict alignment of strategic topics and decision making in accordance with the Company's mission and vision.

Articles 24 and 26 of the Stock Market Law ("LMV", for its Spanish acronym), the best national and international market practices and the criteria of the Shareholders' Meeting define the process to nominate and appoint members, considering also the following points:

- » *The members of the Board of Directors may or may not be shareholders of the Company and must be legally capable of performing their duties.*
- » *Each director may have his or her respective alternate; the alternates for independent directors must also qualify as independent in accordance with Mexican regulation.*
- » *At least 25% of the directors must be independent.*

- » *Both the Chairman and Secretary of the Board of Directors are appointed by the General Shareholders' Meeting.*



Complete information on the powers of the Board of Directors can be found in the Company's bylaws.*



Board of Directors*

NAME	YEARS AS DIRECTOR	AGE	POSITION	ALTERNATE
Jesús Acosta Verde	6	76	Chairman	Jesús Acosta Castellanos
José María Garza Treviño	6	65	Director	Diego Acosta Castellanos
Mariano Menkes ¹	6	33	Director	Lisa Rae Reichenbach
Brian Finerty	6	47	Director	Thomas P. Heneghan
Fernando Gerardo Chico Pardo	2	70	Director	Fernando Antonio Pacheco Lippert
Federico Chavez Peón Mijares	2	55	Director	Juan Ignacio Enrich Liñero
Carlos Salazar Lomelin	6	71	Independent Director	Not applicable
Paulino José Rodríguez Mendivil	6	71	Independent Director	Not applicable
Javier Astaburuaga Sanjinés	6	62	Independent Director	Not applicable
David Contis	5	63	Independent Director	Not applicable
Francisco Javier Garza Zambrano	2	66	Independent Director	Not applicable
Hernán Treviño De Vega	6	45	Corporate secretary (non-member)	-

The current members of the Board were appointed in the Shareholders' Meeting held on February 7th, 2020 and ratified at the Ordinary Shareholders' Meeting on April 26th, 2021 for a period of one year.

The search, analysis, evaluation, and nomination of independent directors is responsibility of the Company's Nominating Committee.

The compensation of the Chief Executive Officer is approved by the Board of Directors; in turn, the emoluments

corresponding to the members of the Board are authorized at the Annual Shareholders' Meeting. Regarding other compensation matters of the Company, they are discussed and strategically outlined in the Compensation Committee; typically, the compensation of employees is composed of a fixed and variable portion. In addition, the variable compensation of the Chief Legal and Operations Officer is aligned to the fulfillment of certain objectives, including ESG objectives.

Board of Directors Meetings



As part its organizational commitment to an adequate and comprehensive management of ESG issues within the organization, Acosta Verde drafted developed the following policies* in 2021, which in turn were duly approved by the Board of Directors and are already in effect.



Sustainability Policy (ESG);



Human Rights Policy; and,



Diversity, Equity and Inclusion Policy.

» The members of the Board have an average of 4.8 years in that position.

¹ As of February 2022, he is no longer part of Equity International and its replacement will be submitted to the Shareholders' Meeting for consideration.

» Committees

Acosta Verde has four committees, whose members are nominated and appointed in accordance with the provisions of the Mexican Stock Market Law and are responsible for supporting the Board of Directors in executing its duties. All committees include independent directors.



Audit and Corporate Practices Committee

100% independent

Committee

Francisco Javier Garza Zambrano – Chairman

Paulino Rodríguez Mendívil

Javier Astaburuaga Sanjinés

Hernán Treviño De Vega
(Corporate Secretary, Non-Member)

Meetings during 2021

- February 18, 2021
- April 7, 2021
- April 26, 2021
- June 23, 2021
- July 22, 2021
- October 22, 2021

Main responsibilities

- Evaluation of the Company's financial, accounting and internal auditors and the cooperation the auditors received during the course of the audit.
- Approve all audit services, including professional fees and terms, rendered by the independent auditors, and adopt policies and procedures for approval of any specific services that will be rendered.
- Provide an opinion on the internal mechanisms for verification and balance, as well as internal audit systems.
- Evaluate mechanisms for identifying, analyzing, managing and controlling risks.
- Investigate any violations of policies, regulations, internal control points and audit systems.
- Report any irregularity to the Board of Directors and propose corrective actions.
- Verify that the party performing the Company's asset appraisals comply with all the mandates of the Board of Directors.
- Review with the Company's tax and management advisors material tax issues and potential disputes.
- To the extent applicable, review the duties of the Company's internal audit department, its budget, organization, activities, independence and authority, and its reporting obligations.
- Verify related party transactions and review the Company's policy on such transactions.



Compensation Committee

25% independent

Members

Jesús Acosta Verde

Mariano Menkes²

Federico Chávez Peón Mijares

Paulino Rodríguez Mendívil

Hernán Treviño De Vega
(Corporate Secretary,
Non-Member)

Meetings during 2021

- April 30, 2021
- May 12, 2021

Alternate

Jesús Adrián Acosta Castellanos

Brian Finerty

Juan Ignacio Enrich Liñero

N/A

Main responsibilities

- Review and approve the corporate targets and goals relevant to the CEO's compensation.
- Evaluate the CEO's performance every year against these targets and goals and determine compensation for the CEO based on this assessment.
- Authorize compensation of key executives based on the CEO's recommendation and approved by the committee as part of the annual budget.

² As of February 2022, he is no longer part of Equity International and its replacement will be submitted to the Shareholders' Meeting for consideration.



Investment Committee

25% independent

Members

José María Garza Treviño

Mariano Menkes³

Federico Chávez Peón Mijares

David Contis

Alternate

Diego Acosta Castellanos

Brian Finerty

Juan Ignacio Enrich Liñero

N/A

Hernán Treviño De Vega
(Corporate Secretary,
Non-Member)

Meetings during 2021

- April 23, 2021
- June 10, 2021
- July 15, 2021
- August 18, 2021
- October 13, 2021
- November 30, 2021

Main responsibilities

- Review all proposed investments, use of funds and financing of more than US \$5 million.
- Discuss and recommend to the Board of Directors the investment policies and guidelines for Acosta Verde.
- Track and regularly review the return of all approved investments.



Nominating Committee

25% independent

Members

Jesús Acosta Verde

Brian Finerty

Federico Chávez Peón Mijares

Francisco Javier Garza Zambrano

Alternate

Jesús Adrián Acosta Castellanos

Mariano Menkes

Juan Ignacio Enrich Liñero

N/A

Hernán Treviño De Vega
(Corporate Secretary,
Non-Member)

Meetings during 2021

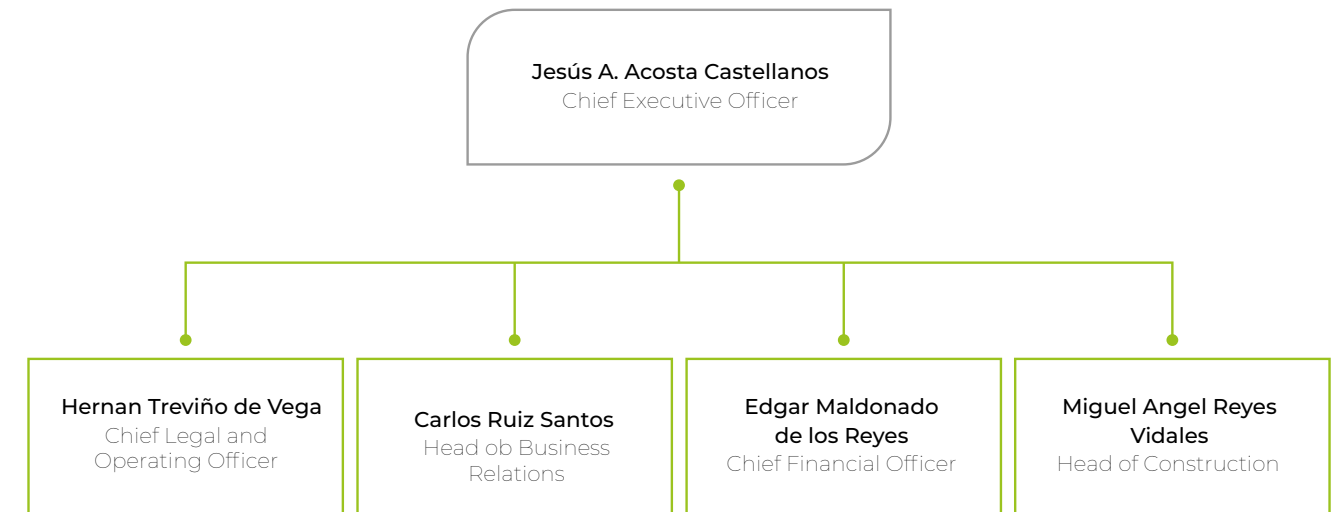
- This committee did not meet in 2021

Main responsibilities

- Seek out, examine, and evaluate independent candidates for the Board of Directors.
- Propose to the Steering Committee the list of the members of the Board of Directors that will be eligible for election prior to the Shareholders' Meeting.
- Recommend to the Board of Directors independent candidates for each board committee.
- Evaluate annually the appropriate level of compensation for independent board and committee members and make whatever recommendations the Committee deems appropriate on these matters.
- Oversee all matters related to possible conflicts of interest among independent members.

² As of February 2022, he is no longer part of Equity International and its replacement will be submitted to the Shareholders' Meeting for consideration.

»» *The Board of Directors is responsible for making decisions on ESG matters, considering the Audit and Corporate Practices Committee opinion.*



»» **Management team**

Th senior management is responsible for designing, executing and ensuring the correct implementation of the business strategy, as well as the recommendations of the Board of Directors or any of its committees.



EXECUTIVE	POSITION	GENDER	AGE	SENIORITY
Jesús Acosta Castellanos	Chief Executive Officer	Male	45	21
Hernán Treviño De Vega	Chief Legal and Operating Officer	Male	45	12
Edgar Maldonado de los Reyes	Chief Financial Officer	Male	46	8
Miguel Reyes Vidales	Director of Construction	Male	66	34
Carlos Ruiz Santos	Commercial Director	Male	47	15



Jesús Acosta Castellanos



Career at Acosta Verde.

21 years of experience at Acosta Verde serving as Commercial and Operations Director from 2001 to 2015, and CEO since 2015.



Education.

Bachelor's Degree in Business Administration from Monterrey Institute of Technology and Higher Education (Instituto Tecnológico y de Estudios Superiores de Monterrey, ITESM), with certifications from Harvard and a Entrepreneurship Development degree from Boston University.



External professional experience.

Financial Analyst at Violy, Byorum y Asociados (2000); Chairman of the Board of Museo Papalote Monterrey (2014-2018); and current regional advisor of Grupo Financiero Banorte (since 2016).



Hernán Treviño De Vega



Career at Acosta Verde.

12 years of experience as Chief Operating and Legal Officer. Responsible for the Legal, Collections, Human Development, Market Intelligence and Sustainability, and Internal Control departments.



Education.

Law degree from the University of Monterrey (Universidad de Monterrey, UdeM) and a master's degree in Law and Business Administration from *Northwestern University School of Law and Kellogg School of Management*, Chicago, Illinois. He also holds a diploma in Alternative Dispute Resolution from New York University (NYU), a diploma in Finance from the University of Pennsylvania (*The Wharton School*), a postgraduate degree in *Advanced Management Program from the University of Chicago (Booth School of Business)*, successfully completed the Executive Program for *Growing Companies at Stanford Business School* and is currently attending the Postgraduate *Advanced Management Program at Harvard Business School*.



External professional experience.

Director of Legal and Government Relations for Latin America at the transnational company *Owens Corning*; and previously worked as Senior Attorney at Jáuregui, Navarrete y Nader S.C., in Mexico City. In addition, he served as commercial attorney in the New York offices of Banco Nacional de Comercio Exterior (Bancomext).



Edgar Maldonado de los Reyes



Career at Acosta Verde.

Eight years of experience as Chief Financial Officer. Responsible for all financial and administrative matters of the Company, he is also involved in strategic planning matters.



Education.

He holds a degree in Systems Engineering from the Autonomous University of Nuevo León (Universidad Autónoma de Nuevo León, UANL). He also holds certificates in Administration and Senior Management from Harvard Extension School and the PanAmerican Institute for High Business Management (Instituto Panamericano de Alta Dirección de Empresa, IPADE), and is a graduate of the Graduate School of Banking at Louisiana State University.



External professional experience.

He worked at Grupo Financiero Banorte (1995 to 2013), holding positions as CFO of *Inter National Bank* (after participating in its acquisition) and as Executive Director of Business Development in the United States. Mr. Maldonado also served as Chairman of *Solida USA Corporation*, Grupo Financiero Banorte's asset recovery division in Texas, U.S.A. and as a proprietary director of Uniteller and as an advisory director of *Inter National Bank*.



Carlos Ruiz Santos



Career at Acosta Verde.

He has 15 years of experience in the Company. He served as Commercial Director from 2006 to March 2021. In April 2021, he was appointed Director of Commercial Relations. Responsible for the marketing and operation of the shopping center portfolio, the renewal of leases, building new commercial relationships and synergies with national brands. He is also responsible for the evaluation and authorization of the design projects for all shopping center spaces, as well as the maintenance and marketing areas.



Education.

He holds a bachelor's degree in Business Administration from ITESM and the Graduate School of Banking at Louisiana State University. He also holds certificates in the fields of Negotiation and Decision Making from Harvard Business School.



External professional experience.

Head of the U.S. maquila sector at *GE Commercial Finance*; Head of Corporate Banking and Credit Analyst of several branches at Grupo Financiero Banorte.



Miguel Angel Reyes Vidales



Career at Acosta Verde.

34 years of experience as Director of Construction and New Projects of the Plaza Sendero shopping centers. Responsible for the planning, direction and execution of all construction projects and activities.



Education.

Architect by the Universidad Autónoma de Nuevo León, UANL with a certification in Project Management and Strategy and Transformation by EGADE Business School.



External professional experience.

Project Manager at Constructora Veredalta Grupo Genter (1985-1987) and at Contrusol (1982-1983). Also worked for E. Siller Valuadores Asociados (1983-1985)..

>> Risk Management

2-12, 2-13

Internal Control

The Company is aware that is exposed to risks and opportunities in a wide variety of fronts: economic, financial, regulatory, social and environmental, including those associated to climate change.

Likewise, the Company considers that any risk identified must be analyzed to know which processes could be impacted. Action plans to mitigate these risks are drawn up and executed, and then followed up through control mechanisms that are added

to the risk matrixes, ensuring that there is an adequate monitoring.

Acosta Verde has a solid internal control process, based on the framework established by the Committee of Sponsoring Organizations (COSO), which helps to identify and manage risks, as well as to implement controls, optimize processes and monitor control activities.



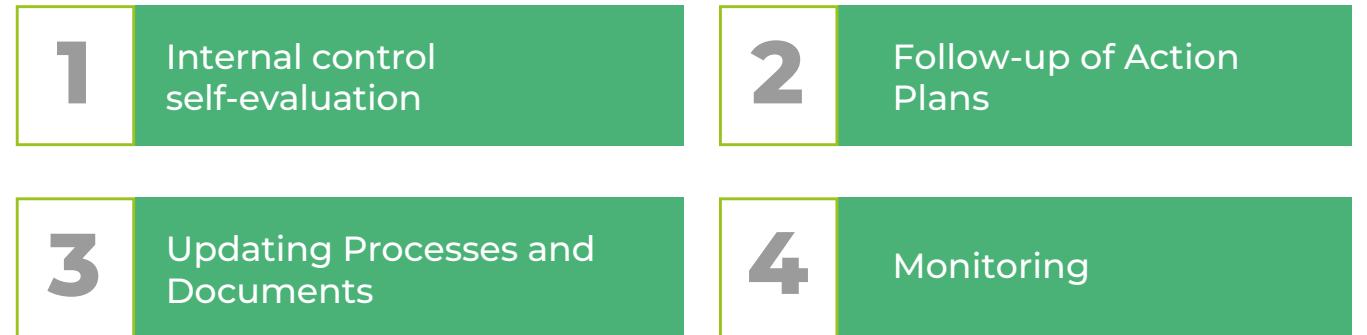
Risk monitoring

Every year the Company conducts a self-assessment of all of its controls, identifying those that require updating and those that need special monitoring.

These activities are documented in the Company's policies, operational risk matrixes, flow charts, as well as in the Internal Control System.

The Company has a broad and permanent approach to the identification, measurement, assessment and management of business risks that may affect Acosta Verde, encouraging the participation of employees from all areas in the process. This process leads to the development of strategies to properly manage them.

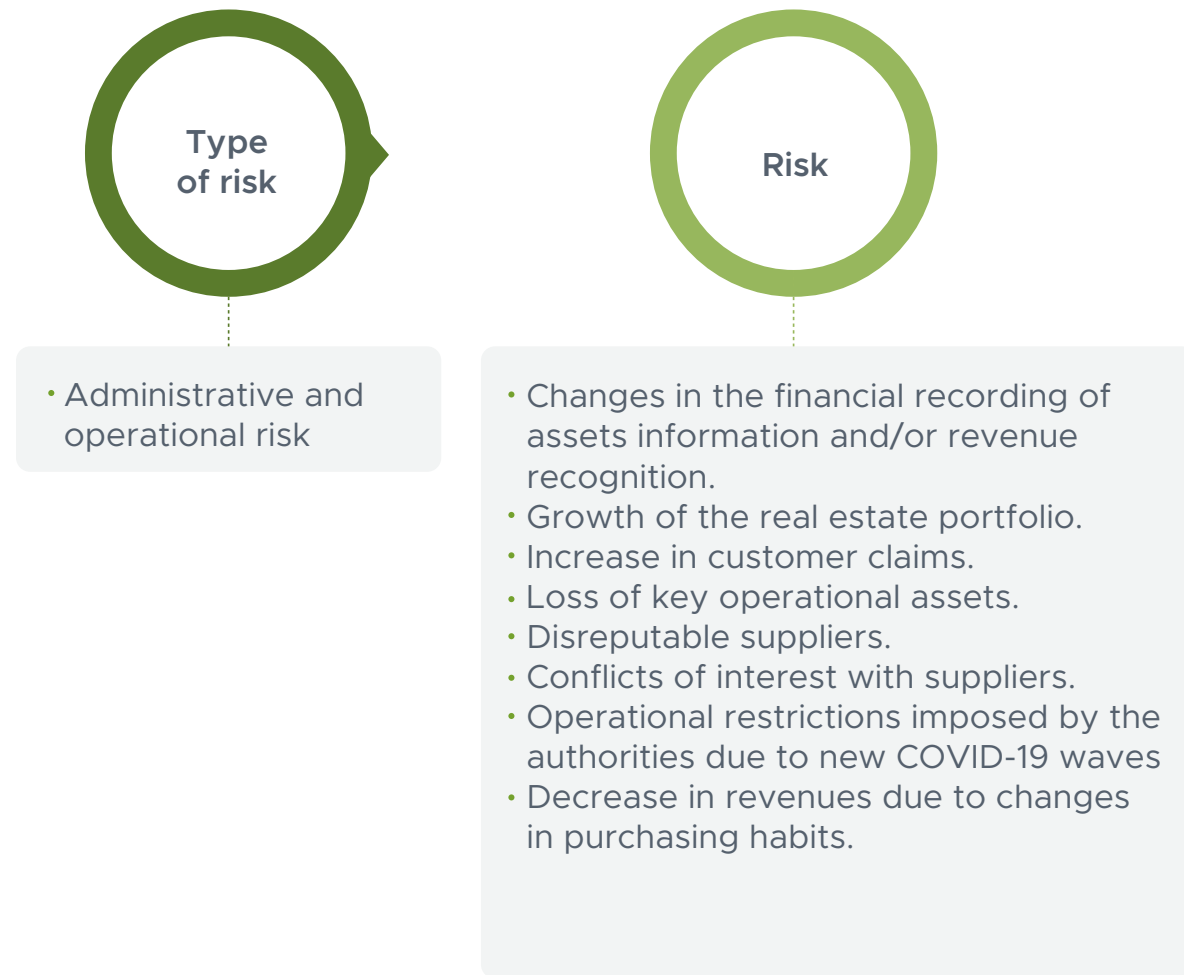
Risk monitoring



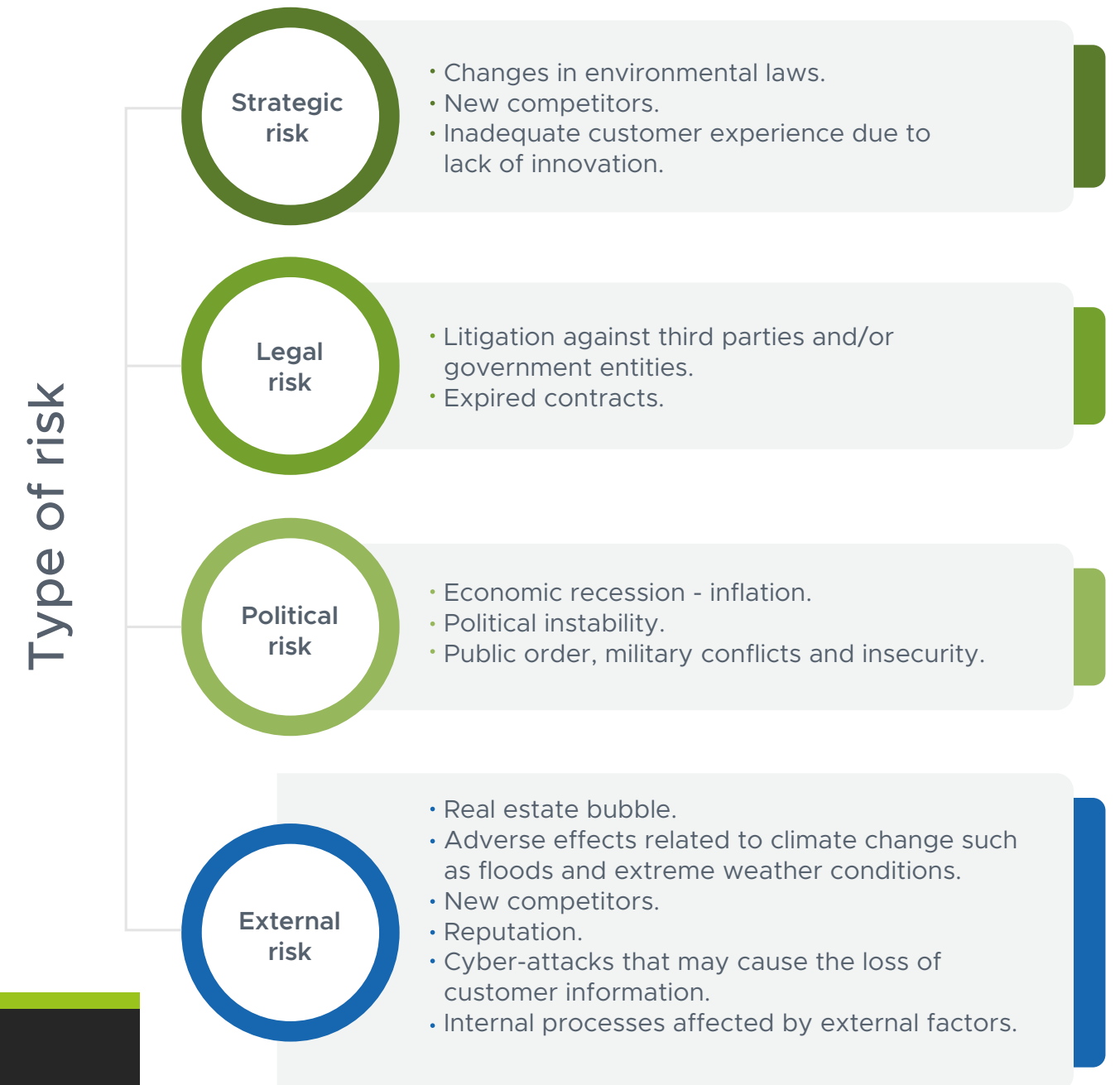
>> *The Risk Management methodology has been presented to and agreed with the Internal Audit and Corporate Practices Committee.*

Risk management

Under this methodology, the Company has identified several operational and administrative risks to which it is exposed, which are monitored and assessed for their control. A follow-up report on these risks is submitted quarterly to the Audit and Corporate Practices Committee.



In addition, the organization is exposed to other types of risks that have been preliminarily identified, such as strategic, legal, political and external risks, including climate risks.



» Properly identifying business risks is a competitive advantage as it provides the possibility of adopting measures for their timely control.

Climate risk management

201-2, IF-RE-450a.2

In 2021, the Company carried out its first gap analysis following the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), with the objective of integrating climate risks into its internal control process, in order to define a strategy and action plans in this regard.

As part of this process, Acosta Verde conducted an initial study to identify material risks and opportunities that could affect not only its operations, but also its tenants.










Potential climate risks

Type of Risk	Subcategory	Material climate risk identified	Expected time frame of occurrence	Main affected parties		Actions implemented to address and mitigate the risk	Risk	
				AV	Tenants		Physical	Financial
Transition	Political and legal	Changes in regulations, which impact on: emissions reporting or taxes on emissions.		✓	✓	- Constant review of legislation - Measurement of GHG emissions		✓
Transition	Political and legal	Change in legislation requesting the consumption of renewable energies or preventing their transition.		✓	✓	- Constant review of applicable legislation.		✓
Transition	Technology	Renewable energy transition costs		✓	✓	- Analysis of the best strategy for the implementation of solar photovoltaic systems.		✓
Transition	Reputation	Reputational impact of the Company's failure to implement low carbon economy initiatives		✓		- Commitment to adopt TCFD recommendations. - Strategic goal to reduce GHG emissions intensity by 20% by 2030.		✓
Transition	Reputation	Investors and partners requesting greater disclosure on actions to combat climate change		✓		- Commitment to adopt TCFD recommendations		✓
Physical	Chronic	Water scarcity		✓	✓	- Water consumption awareness - Implementation of technologies for efficient water consumption. - Risk analysis of shopping centers that are susceptible to water scarcity.	✓	✓
Physical	Chronic	Physical damage to properties resulting from extreme weather events		✓	✓	- * Damage insurance coverage including hydrometeorological events	✓	

Short-term Medium-term

Opportunities arising from climate change

Type	Material climate change opportunity identified	Expected time frame of occurrence	Potential affected parties		Actions implemented to address and take advantage of the opportunity	Opportunity	
			AV	Tenants		Financial	Physical
Energy source	Implementation of new technologies and low-emission energy sources		✓	✓	<ul style="list-style-type: none"> - Analysis for the installation of water treatment plants, constant search for efficient lighting technologies, strategy analysis for the installation of solar photovoltaic systems. - Implementation of technology to identify and prevent risks related to property maintenance. - Analysis for the implementation of photovoltaic systems in shopping centers. 	✓	✓
Resource efficiency	Reduction in water and energy consumption		✓	✓	<ul style="list-style-type: none"> - Implementation of energy and water efficient technologies. - 2030 targets for reducing water consumption & intensity and GHG emissions 	✓	✓
Resilience	Obtain ratings / certifications for efficient assets		✓	✓	To be defined	✓	✓
Resilience	Greater disclosure on climate change for compliance requirements by financial institutions and other stakeholders		✓		Commitment to adopt TCFD recommendations	✓	
Markets	To obtain incentives that the Government may create for companies with efficiency certifications or with emission reduction initiatives and targets.	 	✓		Legislation monitoring	✓	
Markets	Access to labeled or thematic financing (green, linked to sustainability)		✓		Implementation of best environmental practices	✓	



Short-term



Medium-term



Long-term

Risk management related to the operation of shopping centers

On the other hand, since 2014 we have had the **Safety and Risk Prevention Area**, responsible for guaranteeing safety and preventing risks in the shopping centers through training initiatives for employees and tenants, the updating and implementing contingency plans and staying abreast of regulatory changes.

Acosta Verde also has implemented the **Sendero Seguro** program in all its shopping centers, which consists of a set of practices involving tenants to prevent accidents and respond to contingencies.

In addition, we have **Local Mutual Aid Committees (CLAM for its Spanish acronym)**, which share best practices and are prepared to support tenants before, during and after an emergency.



During 2021, the following risk management actions were implemented:

- **Risk audit**, which assessed the operation and general risks of the properties, as well as compliance with obligations and documentation before government institutions, and the proper operation of facilities.
- As **risk census** was implemented for commercial premises where the operating conditions of the tenants were assessed to identify potential risks inside the premises, inform them of the findings, and request corrections. Acosta Verde's internal **safety and risk prevention** area follows up with tenants to solve the problems detected department follows up with tenants to solve the problems detected.
- Annual training for the emergency brigades to update the Contingency Plan for each PlazaSendero shopping center.
- Analysis of different measures, such as thermographs in shopping centers and commercial premises to identify possible risks.
- Maintenance of firefighting equipment and testing of electric transformers in shopping centers and commercial premises to ensure their proper operation.

In addition, this year the Company implemented **the Binnacle Management System**, a platform designed to manage and control processes in real time, which is focused on streamlining capture time, consolidating information and managing preventive and corrective maintenance tasks through technology. This software has geolocation to make a checklist with precise

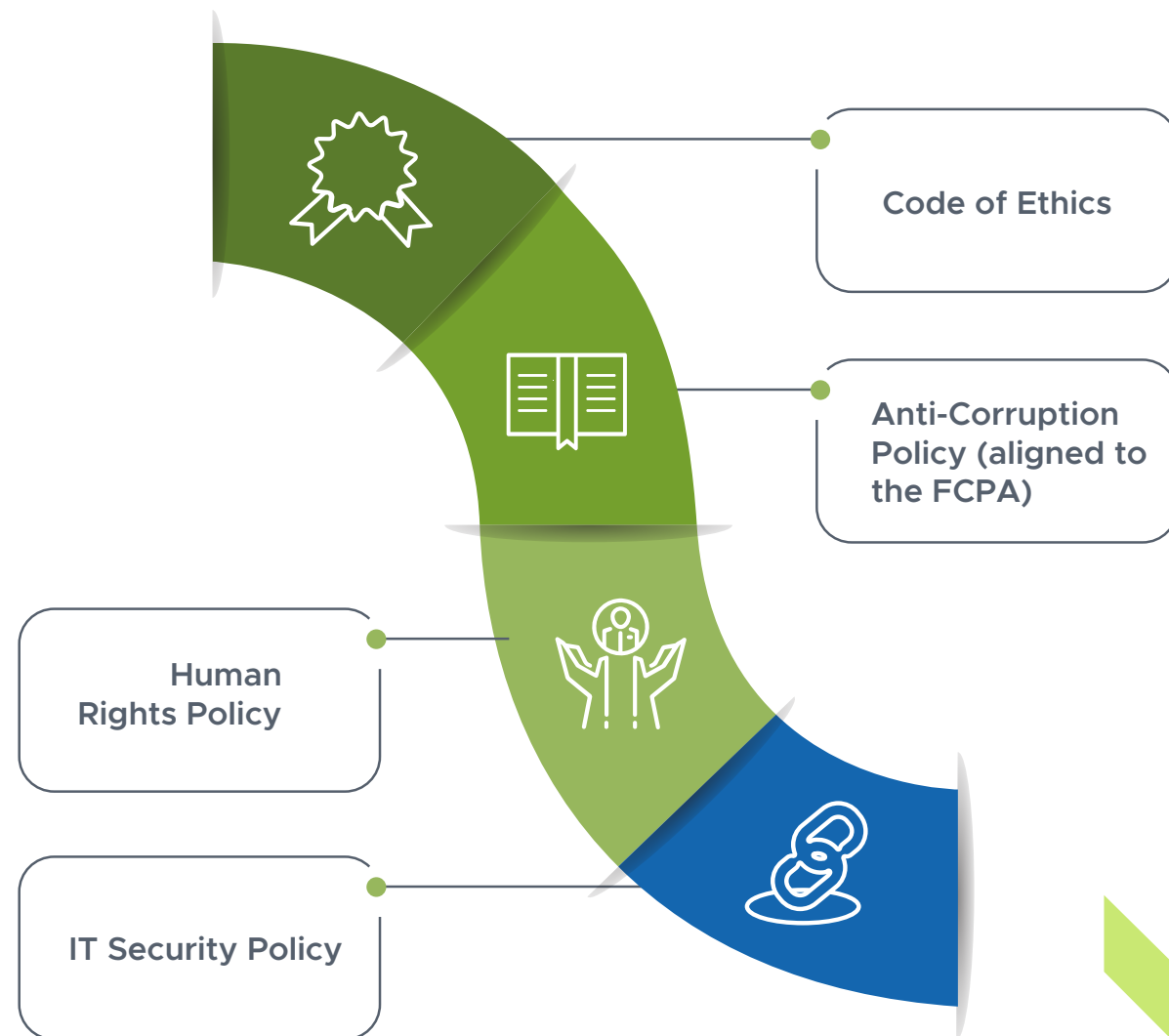
location, delegate tasks with photographic evidence, assign responsibilities and monitor them, automatically calculate the percentage of compliance and generate reports and metrics in real time, improving decision making.

>> Ethics

2-15, 2-16, 2-23, 2-26, 406-1, 407-1, 408-1, 409-1

Ethics, transparency, and integrity are the foundation for the Company's decision making and actions it takes.

Acosta Verde has mechanisms to ensure that its operations are always conducted in an ethical and transparent manner:



The **Code of Ethics** encompasses this work philosophy and sets the guidelines to be followed by all members of Acosta Verde.

This code defines the behaviors and conduct expected from employees when interacting with all stakeholders, as well as the actions to be taken on issues such as anti-corruption, prevention of money laundering, conflict of interest, gifts and hospitality, information security and personal data protection.

Likewise, Acosta Verde encourages respect for the **human rights** of all people with whom it interacts. **The Human Rights Policy** defines the Company's stance on discrimination, child labor, forced labor, human trafficking and harassment, as

well as actions to promote gender equity, freedom of association, participation in collective agreements, occupational health and safety, and community relations.

In the case of non-compliance of the Code of Ethics, any of the Company's policies or human rights violations, various expedited and confidential reporting channels are available to all stakeholders so that they can report or denounce.



Línea de Acción Ética (Whistleblowing hotline):

01 800 04 38422



Website: www.accionetica.ethicsglobal.com



Immediate superior



Human Development Department



Internal Control Area



Ethics Committee



Division Managers and Chief Executive Officer



The Whistleblowing Hotline is operated by **Ethics Global**, an independent company that ensures all complaints received are handled in an orderly, impartial, and confidential manner.

COMPLAINT HANDLING PROCESS



Complaints received in the Whistleblowing Hotline	#
Complaints received during 2021	5
Complaints closed during 2021	5
Complaints still open during 2021	0
Complaints in the process of being closed during 2021	0
Unfounded Complaints	1



In 2021, no complaints were received regarding cases of discrimination, freedom of association, forced labor, child labor or human rights violations. There were also no critical concerns to report to the Board of Directors.

Compliance with laws and regulations

2-27

During 2021, no relevant penalties or claims of any kind were received for non-compliance with laws and regulations applicable to the Company.

Anticorruption

205-1, 205-2, 205-3, IF-RS-510a.3

Across all its operations, Acosta Verde has a zero-tolerance stance on corruption and complies with applicable anti-corruption regulations. The Company operates in strict compliance with the U.S. Foreign Corrupt Practices Act (FCPA), which prohibits any direct or indirect bribery of government officials abroad in order to gain a benefit.

In this sense, Acosta Verde's anti-corruption policies and procedures are communicated to all its collaborators and suppliers, and, during 2021, 93% of the staff was trained in these guidelines.







As part of the induction process, all new employees receive training on anticorruption guidelines.

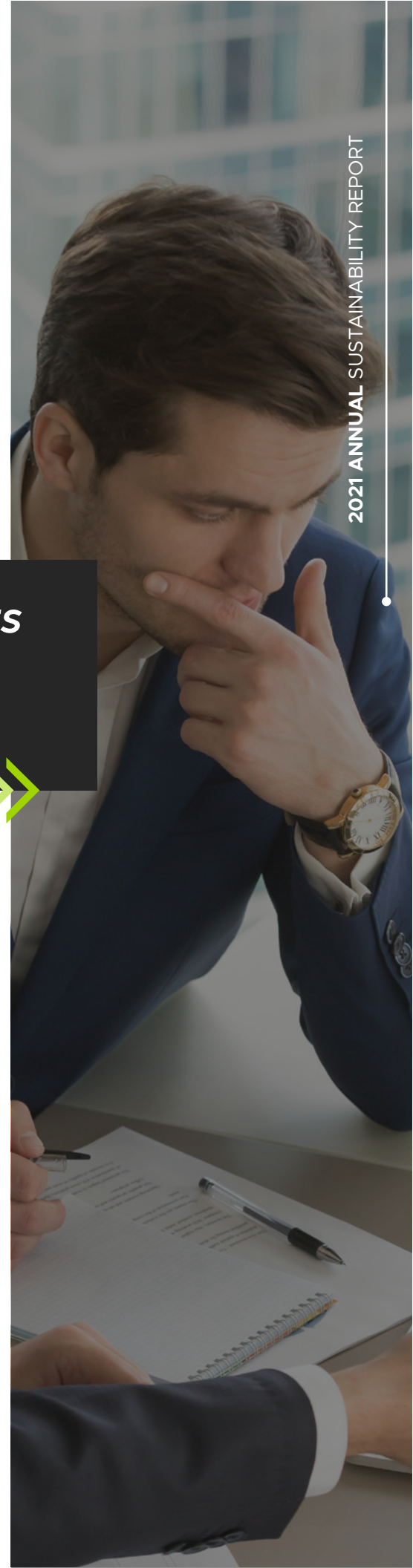
It is relevant to mention that 100% of contracts with suppliers include an anti-corruption clause. Throughout 2021, in compliance with the FCPA, the Company evaluated corruption-related risks of 1,087 suppliers representing 99% of its supply chain. The remaining 1% were foreign suppliers who, although they are not subject of this assessment process, are evaluated in accordance with other international guidelines.

100% of contracts with suppliers include an anticorruption clause.



On the other hand, an anticorruption certification is implemented each year for all corporate and shopping center employees. The specific topics addressed in the 2021 certification were:

-  Context and current anticorruption landscape.
-  Understanding of FCPA and Mexican anticorruption regulations.
-  Impact of regulations on each employee's job responsibilities.
-  Internal anticorruption processes.



During 2021, no confirmed cases of corruption were recorded, nor were any monetary losses as a result of legal procedures associated with professional integrity or duty of care, including those related to negligence, malpractice, data security or loss, fraud, corruption and bribery.

Conflicts of interest

2-15

A conflict of interest is the situation in which the judgment of an executive, director or collaborator is influenced by an economic or personal interest, and it is in the Company's interest that its operations are free of such conflicts, for this reason a strategy has been developed to avoid and manage them based on the provisions of the Mexican Stock Market Law.

On the other hand, in order to avoid conflicts of interest between related parties, the Audit and Corporate Practices Committee reviews on a quarterly basis the transactions in which there has been a transfer of resources, services or obligations between Acosta Verde and third parties.

Duty of diligence.

Act in good faith and in the best interest of Acosta Verde. For this purpose, Board Members may request information from the Company's officers as they deem appropriate, require the presence of key directors and other persons for making decisions at board meetings, postpone board meetings when a director has not been notified of them, as well as deliberate and vote.

Duty of loyalty.

To keep confidential information and matters related to their position in Acosta Verde. Members of the Board must inform the Audit and Corporate Practices Committee, as well as the external auditor, of any irregularities that may come to their attention while performing their duties and are related to Acosta Verde.

Competition

206-1

According to the Code of Ethics, as well as the Manuals and Guidelines on competition issues prepared by the Company in compliance with the Mexican Stock Market and the Anti-trust regulations, Acosta Verde must never obtain insider information about competitors by improper means, including bribery of their employees.

It is permissible to attend forums or meetings of business associations or other types of meetings with competitors, as long as Acosta Verde's employees do not engage in conversations with competitors that could generate risks or possible contingencies for the Company in terms of compliance with laws and regulations.

In 2021, there were no legal actions or infringements for monopoly practices or anti-competitive behavior.

» Data Security

Acosta Verde is aware that cybersecurity is one of the main threats faced by humanity in the short term.⁴ The Company understands that it is exposed to this risk, for this reason it is focused on drafting and implementing strategies to reduce the risk of cybercrimes. The Company's priority is to safeguard the confidentiality, integrity, availability, and security of data.

As a best practice, Acosta Verde invests annually in cybersecurity projects and actions, as well as in infrastructure to improve the security of computer equipment assigned to employees.

During 2021, Acosta Verde carried out the following information security projects:

- A SIEM (**Security Information and Event Management**) service was acquired and implemented, which includes a team of cybersecurity specialists who maintain 7x24x365 monitoring of the technological infrastructure. This solution uses **Machine Learning technology** to preventively identify anomalies that could be classified as threats.
- The **Business Impact Analysis (BIA)** was updated, identifying the critical business processes, their relationship with the systems and determining the maximum interruption time for each system acceptable to the business, in order to subsequently update the **Disaster Recovery Plan (DRP)**.

The **Information Security Policy** establishes the guidelines for minimizing the possible risks derived from data security incidents, including their impact on the Company's operations. Additionally, there is an information and technological infrastructure backup strategy for the core business systems.

⁴ According to the World Economic Forum's The Global Risks Report 2022, cybersecurity failure is one of the risks that has intensified since COVID-19. <https://www.weforum.org/reports/global-risks-report-2022>

- The annual vulnerability analysis study was carried out, in which penetration and social engineering tests were conducted to identify areas of opportunity in the behaviors of the employees regarding data security.
- Employees were constantly made aware of cybersecurity issues through the different internal communication media.

During 2021, Acosta Verde started to adopt the **best practices** of the **National Institute of Standards and Technology (NIST)**, *cybersecurity framework*, which will help to understand, manage, and reduce the risks to which it is exposed. The current status of the Company on this front is being assessed as of the date of this report through a *cybersecurity gap analysis*.

Likewise, in 2021, a **Cybersecurity Specialist** joined Acosta Verde's Information Technology team to strengthen the strategy and focus on this

issue. Among the main responsibilities of this specialist are to provide timely follow-up and remediation of the findings of vulnerability analysis, monitor the security of firewall, antivirus, antispam and server platforms, identify needs, problems, and weaknesses of the systems that compromise the security of the information and the network; as well as manage compliance with standards and policies outlined in the IT department's cybersecurity strategy .



Data Privacy

418-1

The protection of information of tenants, suppliers, visitors, and other stakeholders is essential to maintain operations, for this reason, through the privacy notices, Acosta Verde ensures compliance with Mexican data privacy laws.

Furthermore, the Company has also implemented administrative, technical and physical security measures to prevent any damage, loss, alteration, or unauthorized access, in order to protect the personal information of its stakeholders.



During 2021, no complaints related to information privacy were received.



No relevant cybersecurity incidents were recorded during 2021.

» About this report

2-1, 2-2, 2-3, 2-4, 2-5, 2-6

For the second consecutive year, through the 2021 Annual Sustainability Report Acosta Verde, S.A.B. de C.V. (referred herein as “Acosta Verde” or “Company”) outlines its environmental, social, and corporate governance performance to its stakeholders.

During 2021, the Company opened Sendero Santa Catarina, which extends the scope of this report, including information for 17 commercial properties vs. 16 in 2020. There were no significant changes regarding the previous period in the coverage or valuation methods applied in the preparation of the reports. Regarding the estimation of greenhouse gas emissions, the 2020 data was restated due to the modification of the electricity emission factor, published by the Ministry of the Environment and Natural Resources (SEMARNAT, for its Spanish acronym) in April 2020.

The information reported considers the nine Mexican states where Acosta Verde has presence and is limited to its operations, therefore, it does not include information from contractors, tenants, or other organizations, except where noted.

Acosta Verde has prepared this report in accordance with the GRI Standards for the

period from January 1 to December 31, 2021. It also complies with the **Construction and Real Estate Sector Supplement of the Global Reporting Initiative** (GRI) and considers the **Sustainability Accounting Standards Board** (SASB) indicators applicable to the real estate and real estate services industry.

This year, for the first time, a gap analysis was carried out to determine the Company's readiness to manage climate-related risks and opportunities, following the Task Force on Climate-related Financial Disclosures (TCFD) recommendations. In this report, the most relevant findings regarding the thematic areas of governance, strategy, risk management, metrics, and goals are disclosed.



» GRI content index



GRI Standard		Content	Page / Response	Omissions
GRI 1 Fundamentals 2021				
GRI 2 General disclosures 2021				
1. The organization and its reporting practices				
GRI 2 General disclosures 2021	2-1	Organizational details.	10, 120, Back Cover	-
	2-2	Entities included in the organization's sustainability reporting.	84, 120	-
	2-3	Reporting period, frequency and contact point.	120, Back Cover	-
	2-4	Restatements of information.	120	-
	2-5	External assurance.	No external verification was performed for the indicators reported	-
2. Activities and workers				
GRI 2 General disclosures 2021	2-6	Activities, value chain and other business relationships.	6, 10, 12, 16, 20, 21, 120	-
	2-7	Employees.	54	-
	2-8	Workers who are not employees.	54	-
3. Governance				
GRI 2 General disclosures 2021	2-9	Governance structure and composition.	88	-
	2-10	Nomination and selection of the highest governance body.	88	-
	2-11	Chairman of the highest governance body.	88	-
	2-12	Role of the highest governance body in overseeing the management of impacts.	88, 100	-
	2-13	Delegation of responsibility for managing impacts.	88, 100	-
	2-14	Role of the highest governance body in sustainability reporting.	The General Management is responsible for authorizing sustainability reports.	-
	2-15	Conflicts of interest.	110, 116	-
	2-16	Communication of critical concerns.	110	-
	2-17	Collective knowledge of the highest governance body.	88	-
	2-18	Evaluation of the performance of the highest governance body.	The performance of Acosta Verde's Board of Directors is not currently evaluated.	-
	2-19	Remuneration policies.	26, 88	-
2-20	Process to determine remuneration.	26, 88	-	
2-21	Annual total compensation ratio.	-	Confidential information	
4. Strategy, policies and practices				
GRI 2 General disclosures 2021	2-22	Statement on sustainable development strategy.	8, 9	-
	2-23	Policy commitments.	10, 110	-
	2-24	Embedding policy commitments.	30	-
	2-25	Processes to remediate negative impacts.	30	-
	2-26	Mechanisms for seeking advice and raising concerns.	110	-
	2-27	Compliance with laws and regulations.	114	-
	2-28	Membership associations.	Acosta Verde is not affiliated with any association..	-



GRI Standard	Content	Page / Response	Omissions
5. Stakeholder engagement			
GRI 2 General disclosures 2021	2-29 2-30 Approach to stakeholder engagement. Collective bargaining agreements.	26 All of Acosta Verde's collaborators are employees, none are unionized.	- -
GRI 3 Material Topics 2021			
GRI 3 Material Topics 2021	3-1 3-2 3-3 Process to determine material topics. List of material topics. Management of material topics.	29 29 29	- - -





GRI Standard		Content	Page / Response	Omissions
GRI 200: Economic standards				
GRI 201 Economic Performance 2016	201-1	Direct economic value generated and distributed.	6	-
	201-2	Financial implications and other risks and opportunities due to climate change.	104	Partially reported.
GRI 205 Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption.	114	-
	205-2	Communication and training about anti-corruption policies and procedures.	114	-
	205-3	Confirmed incidents of corruption and actions taken.	114	-
GRI 206 Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.	116	-
GRI 207 Tax 2019	207-1	Approach to tax.	<p>"The Company is committed to responsible compliance with tax obligations, which includes internal procedures under principles of ethics and good corporate governance.</p> <p>The focus of the tax practice reviewed by the Finance Department and endorsed by the Audit and Corporate Practices Committee is to comply in a timely manner with the tax regulations in strict compliance with the guidelines and regulations established by the authority."</p>	-
	207-2	Tax governance, control, and risk management.	<p>Tax compliance is assessed on a monthly basis and additionally the Company files tax opinions for each year reviewed by external auditors. Details and reconciliations of Acosta Verde's taxes are disclosed in the notes to the annual financial statements.</p>	-
	207-3	Stakeholder engagement and management of concerns related to tax.	<p>The management of tax responsibilities is carried out in compliance with the current laws, standards and regulations, maintaining communication with the tax authority, which is part of our stakeholders, implementing the applicable changes in the legislation and meeting their requirements.</p>	-
GRI 300: Environmental standards				
GRI 302 Energy 2016	302-1	Energy consumption within the organization.	40	-
	302-2	Energy consumption outside of the organization.	40	-
	302-3	Energy intensity.	40	-
	CRE1		40	-
	302-4	Reduction of energy consumption.	The implementation of led lights since 2019 has allowed the reduction of 3,223,932 kWh in the Company's operation.	-
GRI 303 Water and effluents 2018	303-1	Interactions with water as a shared resource.	44	-
	303-2	Management of water discharge related impacts.	44	-
	303-3	Water withdrawal.	44	-
	303-4	Water discharge.	44	-
	303-5	Water consumption.	44	-
GRI 304 Biodiversity 2016	304-1	Operational sites owned, leased or managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	50	-
	CRE5	Need for remediation and remediation of the land for its current and potential use, in accordance with the corresponding legal framework.	50	-





GRI Standard		Content	Page / Response	Omissions
GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions.	42	-
	305-2	Energy indirect (Scope 2) GHG emissions.	42	-
	305-4	GHG emissions intensity.	42	-
GRI 306 Waste 2020	306-1	Waste generation and significant impacts related to waste.	46	-
	306-2	Management of significant waste-related impacts.	46	-
	306-3	Waste generated.	46	-
	306-4	Waste not destined for disposal.	46	-
	306-5	Waste for disposal.	46	-
GRI 400: Social standards				
GRI 401 Employment 2016	401-1	New employee hires and employee turnover.	54	-
	401-2	Benefits provide to full-time employees that are not provided to temporary or part-time employees.	54	-
	401-3	Parental leave.	54	-
GRI 403 Occupational health and safety 2018	403-1	Occupational health and safety management system.	73	-
	403-2	Hazard identification, risk assessment, and incident investigation.	73	-
	403-5	Worker training on occupational health and safety.	73	-
	403-6	Promotion of worker health.	73	-
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.	73	-
	403-8	Workers covered by an occupational health and safety management system.	73	-
	403-9	Work-relate injuries.	73	-
GRI 404 Training and education 2016	404-1	Average hours of training per year per employee.	62	-
	404-2	Programs for upgrading employee skills and transition assistance programs.	62	-
	404-3	Percentage of employees receiving regular performance and career development reviews.	62	-
GRI 405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees.	54	-
GRI 406 Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken.	110	-
GRI 407 Freedom of association and collective bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	110	-



GRI Standard		Content	Page / Response	Omissions
GRI 408 Child labor 2016	408-1	Operations and suppliers with significant risk for incidents of child labor.	Acosta Verde has a policy of not hiring minors, 110.	-
GRI 409 Forced or compulsory labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor.	No operations with a significant risk of forced labor were identified, 110.	-
GRI 410 Security practices 2016	410-1	Security personnel trained in human rights policies or procedures.	No training on this subject was provided to security personnel during 2021.	-
GRI 413 Local communities 2016	413-1	Operations with local community engagement, impact assessments and development programs.	76	-
	413-2	Operations with significant actual and potential negative impacts on local communities.	76	-
GRI 415 Public Policy 2016	415-1	Political contributions	Acosta Verde does not make contributions to political parties.	-
GRI 416 Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	During 2021 we did not detect any non-compliance of this type.	-
GRI 418 Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	119	-





SASB Standard	Code	Description	Coverage	Metrics	Page / Response
Real Estate: Energy Management	IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property subsector.	100% of the common areas owned by Acosta Verde	Percentage (%) by floor area	40
	IF-RE-130a.2	Total energy consumed by portfolio area with data coverage, percentage grid electricity and percentage renewables, by property subsector.	Direct energy: 573 Indirect energy: 91,199 Total energy: 91,722 All energy comes from fossil fuel sources	Gigajoules (GJ)	40
	IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property subsector.	Acosta Verde only has a commercial subsector. Energy consumption (GJ) 2020: 67,876 2021: 91,772 Variation: 35.2%.	Percentage (%)	40
	IF-RE-130a.4	Percentage of eligible portfolio that has an energy rating and is certified to ENERGY STAR, by property subsector.	Acosta Verde does not have energy ratings.	-	n/a
	IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy.	Partially reported.	n/a	40
Real Estate: Water management	IF-RE-140a.1	Water withdrawal data coverage as a percentage of total floor area and floor area in regions with High or Extremely High Baseline Water Stress, by property subsector.	100% of the common areas owned by Acosta Verde.	Percentage (%) by floor area	44
	IF-RE-140a.2	Total water withdrawn by portfolio area with data coverage and percentage in regions with High or Extremely High Baseline Water Stress, by property subsector.	Total water consumption: 434,558 m3 from third parties. Percentage of each in regions with high or extremely high baseline water stress is not available.	One thousand cubic meters (m ³)	44
	IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector.	Acosta Verde has only a commercial subsector. Water withdrawn 2020: 356,083 2021: 434,558 Variation: 22%	Percentage (%)	44
	IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks.	Partially reported.	-	106



SASB Standard	Code	Description	Coverage	Metrics	Page / Response
Real Estate: Management of Tenant Sustainability Impacts	IF-RE-410a.1	Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and associated leased floor area, by property subsector	~ 95% of the leases signed during 2021 have this clause (included in the shopping center regulations as an annex to each lease contract).	-	n/a
	IF-RE-410a.2	Percentage of tenants that are separately metered or submetered for grid electricity consumption and water withdrawals, by property subsector.	100% of the GLA leased has its own metering of electricity consumption. 37% of the GLA leased has its own independent metering of water consumption.	Percentage (%)	n/a
	IF-RE-410a.3	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants.	The lease contract includes a Sustainability Clause, which stipulates that Acosta Verde may provide tenants with the sustainable recommendations it deems necessary to implement in the leased space, with the objective of reducing the economic costs of the operation, as well as reducing its environmental impact.	n/a	n/a
Real Estate: Climate change adaptation	IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector.	Las Torres - 21,389 m2 (230,229 ft ²) Juárez - 20,975 m2 (225,773 ft ²) Chihuahua - 23,351 m2 (251,348 ft ²) Oregón - 30,637 m2 (329,773 ft ²)	Square meters (m ²)	n/a
	IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks.	Partially reported.	-	104
Real Estate: Activity metrics	IF-RE-000.A	Number of assets, by property subsector.	17 commercial properties.	Number	16
	IF-RE-000.B	Leasable floor area, by property subsector.	Commercial 442,008 m ² (4,757,735 ft ²).	Square meters (m ²)	16
	IF-RE-000.C	Percentage of indirectly managed assets, by property subsector.	34% of the total sales floor of the shopping centers, equivalent to 227,133 m ² .	Percentage (%) of total floor area	16
	IF-RE-000.D	Average occupancy rate, by property subsector.	Total commercial portfolio occupancy rate: 90.7%.	Percentage (%)	16
Real Estate Services: Sustainability Services	IF-RS-410a.1	Revenues from energy and sustainability services.	Acosta Verde does not provide any type of energy and sustainability services.	\$	n/a
	F-RS-410a.2	Floor area and number of buildings under management provided with energy and sustainability services.	Acosta Verde properties do not have this type of services.	Floor area (m ²) and number	n/a
	IF-RS-410a.3	Floor area and number of buildings under management that obtained an energy rating.	Acosta Verde properties received no energy ratings during 2021.	Floor area (m ²) and number	n/a

SASB Standard	Code	Description	Coverage	Metrics	Page / Response
Real Estate Services: Transparent information and management of conflict of interest	IF-RS-510a.1	Brokerage revenue from dual agency transactions.	Acosta Verde does not provide this type of services.	\$	n/a
	IF-RS-510a.2	Revenue from transactions associated with appraisal services.	Acosta Verde does not provide this type of services.	\$	n/a
	IF-RS-510a.3	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care.	0	\$	114
SASB Real Estate Services: Activity metrics	IF-RS-000.A	Number of property management clients, categorized by: tenants and real estate owners.	Tenants: 1,690 Real estate owners: ~ 600	Number	n/a
	IF-RS-000.B	Floor area under management with owner operational control.	442,008 m ²	Floor area (m ²)	16
	IF-RS-000.C	Number of buildings under management with owner operational control.	17 (there is only operational control over the GLA owned by Acosta Verde).	Number	16
	IF-RS-000.D	Number of leases transacted, categorized by: tenants and real estate owners.	Tenants: 1,690.	Number	n/a
	IF-RS-000.E	Number of appraisals provided.	Not applicable.	Number	n/a



TCFD Category		Recommendation	Direct response
TCFD - Governance	a)	Management's role in assessing and managing climate-related risks and opportunities.	The Board of Directors is responsible for making decisions on ESG topics, taking into account the prior consideration by the Audit and Corporate Practices Committee. (page 97)
	b)	Board control over climate-related risks and opportunities.	
TCFD - Strategy	a)	Climate-related risks and opportunities identified over the short, medium and long term.	See section: Risk management related to climate change. (page 104)
	b)	Impact of climate-related risks and opportunities on the organization's business, strategy and financial planning.	Within its ESG Strategic Plan, Acosta Verde has the following objectives: a) To have a climate risk mitigation and adaptation plan in 100% of operations by 2026. b) 100% of new constructions must have efficient technologies.
	c)	Resilience of the organization's strategy, taking into consideration different scenarios, including a 2°C or lower scenario.	Acosta Verde is committed to adopting the recommendations of the TCFD, including the assessment to develop a climate scenario analysis. (page 33)
TCFD - Risk management	a)	Organization's processes for identifying and assessing climate-related risks.	Climate-related risks are integrated as part of the management process carried out by the Internal Control area coupled with the Sustainability area. The Internal Control area uses the COSO methodology for risk identification and management. (page 100)
	b)	Organization's processes for managing climate-related risks.	
	c)	How processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	
TCFD - Metrics and targets	a)	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management processes.	* Percentage of shopping centers located in water-stressed areas. * Reduction in energy intensity in shopping centers.
	b)	Scopes 1 and 2, and, if appropriate, Scope 3 of greenhouse gas (GHG) emissions, and the related risks.	Acosta Verde conducts its greenhouse gas inventory each year. See section: Emissions. (page 42)
	c)	Targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See the section: Progress on the strategic goals of the sustainability strategy. (page 32) Reduce energy intensity by 20%. Reduce GHG emissions intensity by 20% by 2030. Incorporate renewable energy sources for consumption of 50% of the common areas of all shopping centers by 2050.



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