

IGUATEMI
INVESTOR ✓ DAY
2025

— PANEL

CONTROLLING SHAREHOLDERS



PEDRO JEREISSATI

Chairman of the
Board of Directors



CARLOS JEREISSATI

Board Member

PIONEERING AND INNOVATION



PIONEERING AND INNOVATION



Pioneering since the first shopping mall in Brazil, with continuous innovation.

Customer experience at the center of our strategy.

Innovation is part of our DNA.



GATEWAY FOR INTERNATIONAL BRANDS



Long-lasting relationships with global and national brands.



iRetail: innovation in relationship and attraction of international luxury brands.



alio

GATEWAY FOR INTERNATIONAL BRANDS



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COMME des GARÇONS*

GATEWAY FOR INTERNATIONAL BRANDS



Long-lasting relationships with global and national brands.



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PORTFOLIO QUALIFICATION



Strategic acquisitions reinforce our leadership in the premium segment.

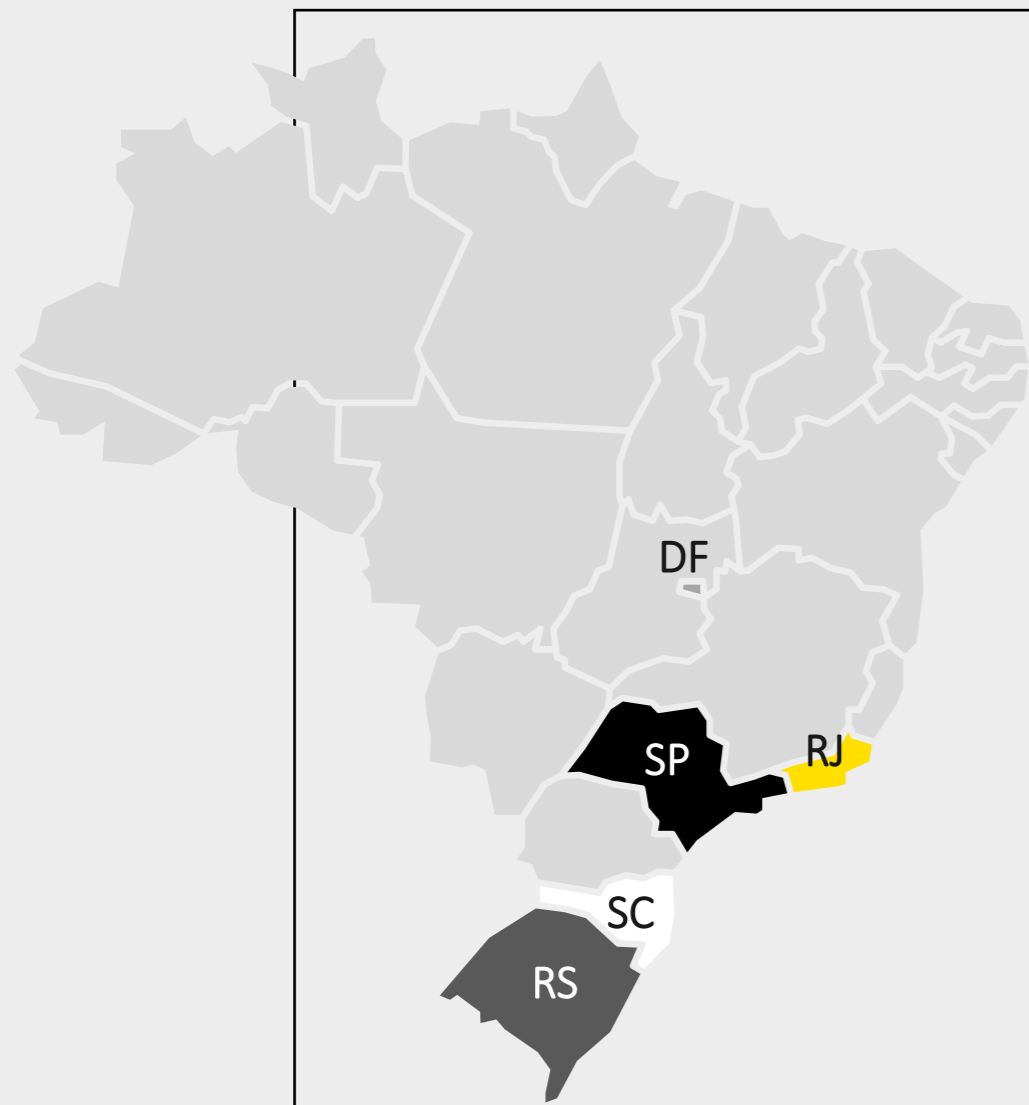


Current assets increase profitability and expand exposure to top brands.



A qualified portfolio recognized nationwide.

PREMIUM AND QUALIFIED PORTFOLIO



Distrito Federal:

- Iguatemi Brasília

São Paulo:

- Iguatemi São Paulo
- JK Iguatemi
- **Pátio Higienópolis**
- **Pátio Paulista**
- Market Place
- Iguatemi Alphaville
- Iguatemi Esplanada
- Galleria
- Power Center Campinas
- Iguatemi Ribeirão Preto
- Iguatemi Rio Preto
- Iguatemi Campinas

Rio de Janeiro:

- **RioSul**

Rio Grande do Sul:

- Iguatemi Porto Alegre
- Praia de Belas
- Fashion Outlet Atual Hamburgo

Santa Catarina:

- I Fashion Outlet Santa Catarina



Strategic acquisitions reinforce our leadership in the premium segment.



Current assets increase profitability and expand exposure to top brands.



A qualified portfolio recognized nationwide.

EXPANSION

IGUATEMI SÃO PAULO



EXPANSION

IGUATEMI SÃO PAULO



EXPANSION

RETROFIT MARKET PLACE



EXPANSION

IGUATEMI BRASÍLIA



IGUATEMI CULTURE AND GOVERNANCE

DIVERSIFIED BOARD AND ROBUST GOVERNANCE



Pedro Jereissati

Chairman

Business

Carlos Francisco R. Jereissati

Vice-chairman

Economics

Ana Karina Bortoni Dias

Independent Member

Chemical Sciences

Carlos Jereissati

Member

Business

Flávia Buarque de Almeida

Independent Member

Business

Francisco Sergio Pontes

Independent Member

Business

Pedro Santos Ripper

Independent Member

Computer Engineering

Rony Meisler

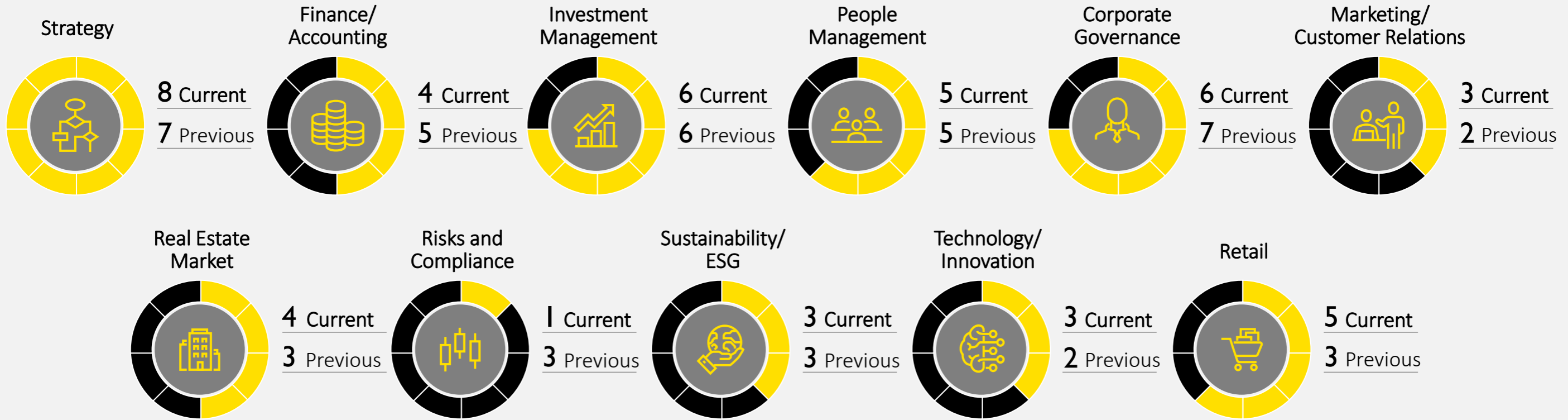
Independent Member

Production Engineering

IGUATEMI CULTURE AND GOVERNANCE

DIVERSIFIED BOARD AND ROBUST GOVERNANCE

Business Competency Mapping (2024 vs. 2023)



PORTFOLIO STRATEGY AND REPUTATION

AS MARCAS 
MAIS
VALIOSAS
DO BRASIL **2025**

IGUATEMI

Among the **50** most valuable brands in the country, the **UNIQUE** in the shopping mall sector



Each asset has a strategic role within Iguatemi



Strategic focus is to have the best assets



Reputation adds competitive advantage

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COMMERCIAL AND MIX



SATOMI NANBA

Retail, Mix and Relationship
Executive Director



ANDRÉ MORENO

Commercial
Vice-President

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MIX



SATOMI NANBA

Retail, Mix and Relationship
Executive Director

THE PILLARS THAT SUPPORT THE MIX AND RETAIL STRATEGY



INNOVATION

- Co-creation of projects
- Analysis and immersion in trend studies



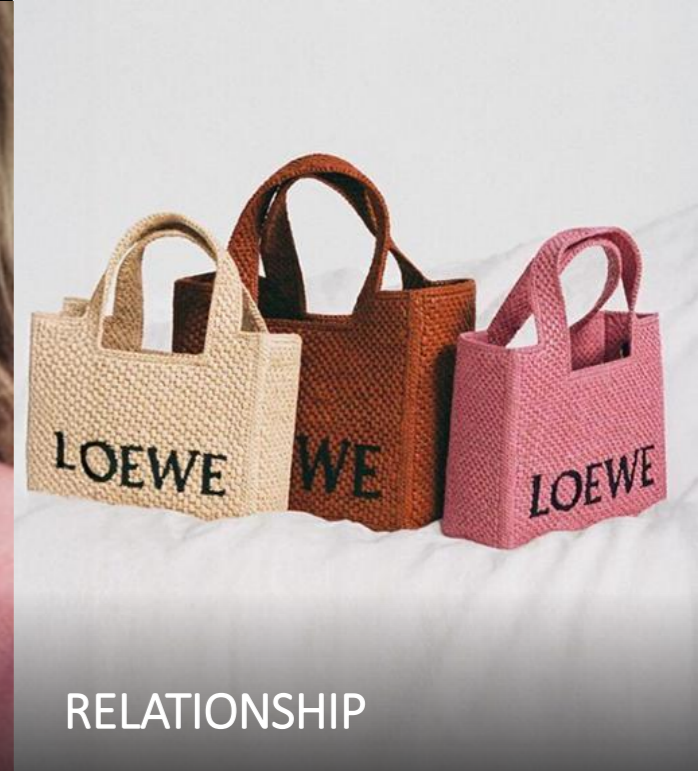
PLANNING

- Annual strategic plan for each shopping mall
- Construction of the ideal mix for each shopping mall



INTELLIGENCE

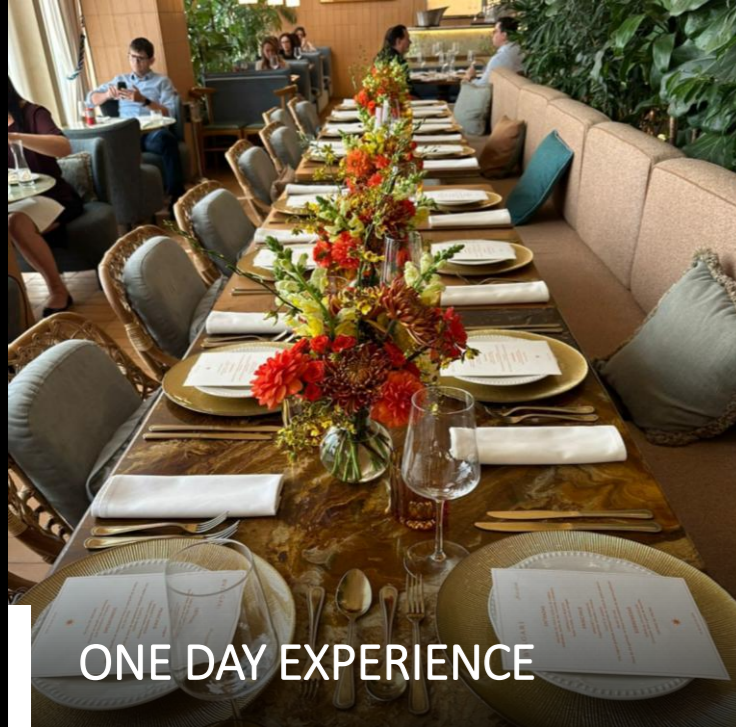
- Monitoring of sales and analytical information
- Monthly survey of competitors



RELATIONSHIP

- Warming up commercial leads
- Coverage of the main markets

RELATIONSHIP



ONE DAY EXPERIENCE

- Experiences for customers in places where we do not yet operate in partnership with Prestige brands: More than half of the Brazilian states affected.
- Objective to increase the portfolio of customers and sales.



TRUNK SHOW

- Take the Prestige brands to the group's malls that do not yet operate for 2 or 3 days.
- Objective of testing the market for future lease contracts.
- Success Story: Hermès Iguatemi Brasília.



SHOPKEEPER EVENT

- Support in Prestige brand events throughout the year.
- Success stories: Blue Box Café Tiffany and Kiosk Hermès.



INTERNATIONAL TRAVEL

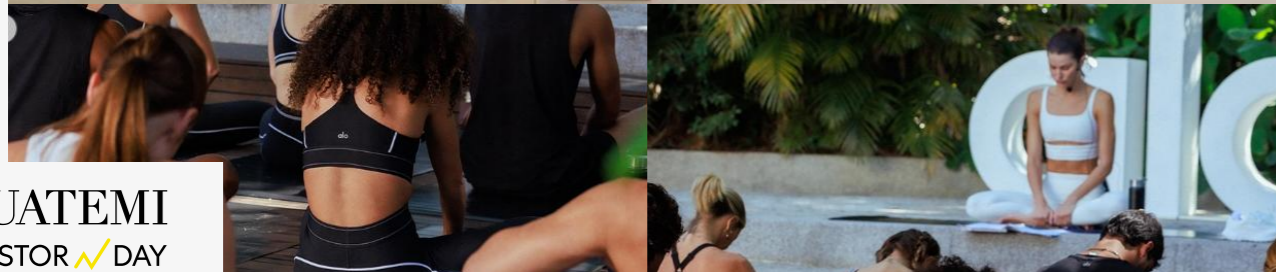
- International experiences for Iguatemi customers in partnership with Prestige brands.
- Ex.: PFW, MFW, Chanel Gstaad e Blue Book Tiffany LA.

OPERATIONS THAT ELEVATE THE CONSUMER JOURNEY

WITH DIFFERENTIATION AND EXPERIENCE, THESE OPERATIONS HAVE CONTRIBUTED TO ATTRACTING AND RETAINING OUR CUSTOMERS

alo

The Californian brand's first unit in Brazil opened 2 stores in 2025: JK Iguatemi and Iguatemi São Paulo



TIFFANY & Co.

Tiffany Opens Flagship and Temporary Blue Box Café



THE LUXURY MARKET IS ONE OF THE MAIN ATTRACTION FACTORS

AND IT PRESENTS A PACE OF GROWTH AND ACCELERATED IN BRAZIL

Expansion out of the RJ-SP axis

More attractive market

Brazil with greater international prominence



The luxury market is resilient and little affected by crises and inflation, growing

2 times

more than global GDP



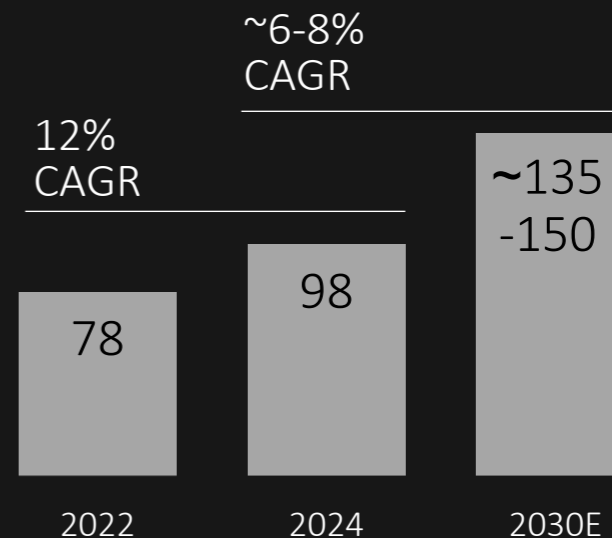
The global luxury goods market is expected to generate

\$577.75 billion

in revenue by 2029

In Brazil, the projection is ~6 and 8% (CAGR) by 2030

BRL Luxury Market Future Growth



Worldwide growth in 3% de CAGR (24 x 22)

IGUATEMI IS A PIONEER AND THE MAIN GATEWAY FOR INTERNATIONAL BRANDS IN BRAZIL

The brands below have 131 stores in Brazil, 56% of which are with Iguatemi

Long-term relationship with tenants and expansion of operations

i-Retail, an area that acts as an incubator for international brands



THE STRENGTH OF I-RETAIL AS A COMPETITIVE DIFFERENTIAL

BY BRINGING BRANDS, I-RETAIL (SINCE 2010) AND IGUATEMI 365 (SINCE 2019) STRENGTHEN THE PRESENCE OF NICHE INTERNATIONAL BRANDS IN BRAZIL, DIVERSIFYING THE OFFER AND RAISING THE VALUE PROPOSITION FOR THE CONSUMER

i-Retail

Competitive advantage for our business

10 brands and 19 physical stores

COMME des GARÇONS

RALPH LAUREN

LOEWE VILEBREQUIN

BIRKENSTOCK. MISSONI

DOMINIQUE
MAISON DE BEAUTE

Christian Louboutin

GOYARD
MALLIETIER DEPUIS 1853
PARIS

Iguatemi 365

Incubator of international brands through our marketplace

diptyque
paris

ami
alexandre mattiussi

BLAZÉ
C.D.S.
MILANO

Bonpoint



cult gaia

La DOUBLEJ.

DIANE VON FURSTENBERG

FROM FUTURE.

GANNI

GIUSEPPE ZANOTTI

Larroude

LONGCHAMP
PARIS

JONATHAN ADLER

MANSUR GAVRIEL

JAMES PERSE
LOS ANGELES

LOVE SHACK FANCY

MAISON KITSUNÉ
PARIS

TERRY

RE/DONE

EST 1887
SMYTHSON
OF BOND STREET

IGUATEMI BRINGS TOGETHER 12 OF THE 20 BRANDS MOST DESIRED BY CONSUMERS ACCORDING TO LYST*

GLOBAL PLATFORM THAT REVEALS FASHION'S MOST DESIRED BRANDS AND PRODUCTS ON A QUARTERLY BASIS, GUIDING MARKET TRENDS AND DECISIONS



In all, there are 51 stores of these brands in Brazil and

25 of them are spread throughout Iguatemi's malls



Hottest Brands

- | | | | |
|----|---------------------|----|--------------|
| 01 | SAINT LAURENT PARIS | 11 | MONCLER |
| 02 | MIU MIU | 12 | VERSACE |
| 03 | COS | 13 | BURBERRY |
| 04 | THE ROW | 14 | GUCCI |
| 05 | COACH NEW YORK | 15 | SKIMS |
| 06 | PRADA | 16 | BALENCIAGA |
| 07 | BOTTEGA VENETA | 17 | JACQUEMUS |
| 08 | LOEWE | 18 | ALAÏA |
| 09 | RALPH LAUREN | 19 | STONE ISLAND |
| 10 | Chloé | 20 | VALENTINO |

IGUATEMI SÃO PAULO SUCCESS STORIES

COMME des GARÇONS*

Designer Rei Kawakubo's 1st brand store in South America, arrived in May 2025 at Iguatemi Faria Lima



Operated by iRetail, the store has the brand's six clothing lines, in addition to perfumes and the footwear collaboration with Converse

IGUATEMI SÃO PAULO SUCCESS STORIES



1st store in Brazil opened
in August, at Shopping
Iguatemi São Paulo



Store with 1,000m²
is the brand's flagship
in the country
Concept project offers
an exclusive selection
of women's fashion,
accessories and underwear

SUCCESS STORIES

JK IGUATEMI



2nd unit of the brand
in the Iguatemi Group

Development of a unique
and differentiated menu

Project prioritizes reuse materials
to compose the local identity

SUCCESS STORIES

SHOPPING PÁTIO HIGIENÓPOLIS

nk

Recognized for its curatorship, the brand founded by Natalie Klein arrives at the mall to expand and elevate the mix



1st unit with an exclusive focus on selling the proprietary NK brand



IGUATEMI CAMPINAS SUCCESS STORIES

LACES

Pioneering operation in the concept of Hair Spa in Brazil, focused on hair health with natural and organic ingredients



1st unit within the Iguatemi group

370m² store signed by the TOMAZICABRAL studio

Sculpture with 10 thousand paper tubes and recycled packaging

RIBEIRÃO PRETO SUCCESS STORIES

almanara

1st unit of the
renowned restaurant
in Ribeirão Preto (SP)



A brand much
desired by customers
in the city

RIBEIRÃO PRETO SUCCESS STORIES

SEPHORA

1st store in the city
of Rio Preto (SP)
opened in 2024



Operation has a
dedicated room
for Beauty Spa



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COMMERCIAL

A professional portrait of André Moreno, a man with a beard and short dark hair, wearing a dark grey suit jacket over a white button-down shirt. He is smiling and looking directly at the camera. The background is a plain, light grey color.

ANDRÉ MORENO

Commercial
Vice-President

RECOVERING 2024...

PILLARS OF COMMERCIAL PERFORMANCE



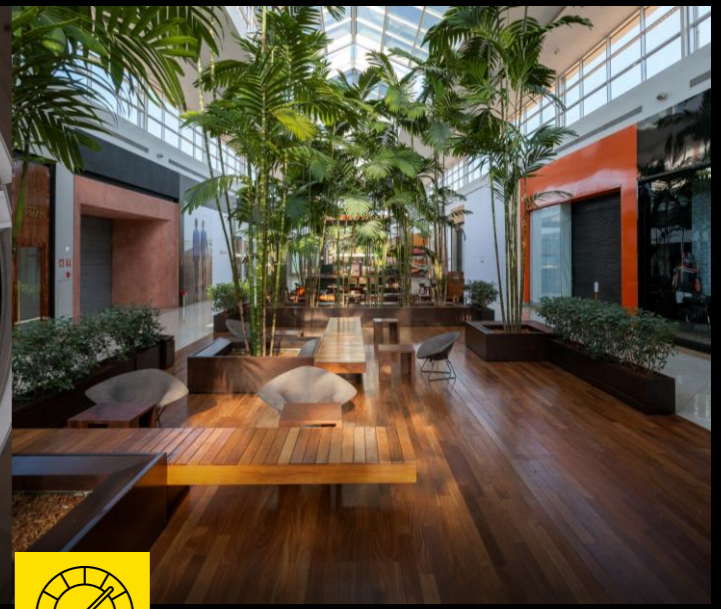
People



KPIs/Processes



Governance



Quality/Speed

RECOVERING 2024...

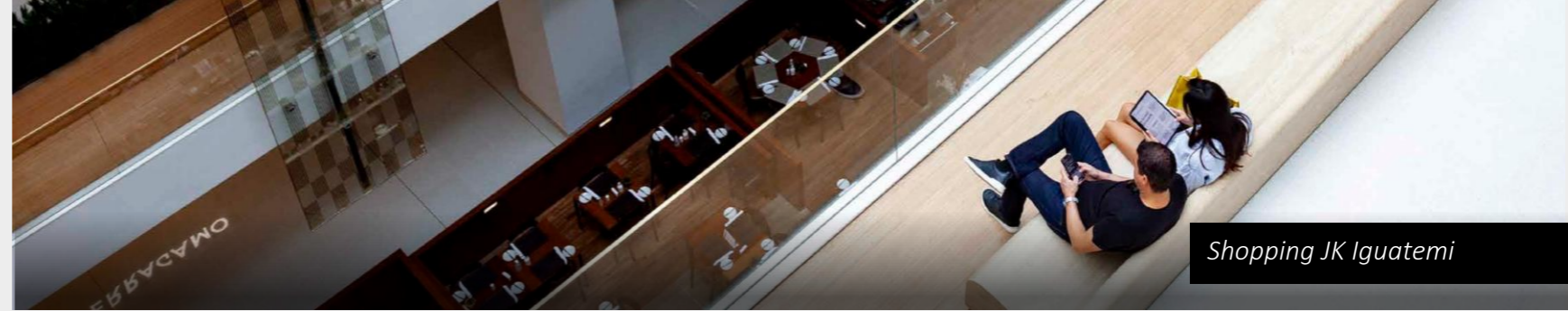
PILLARS OF COMMERCIAL PERFORMANCE

> People

KPIs/Processes

Governance

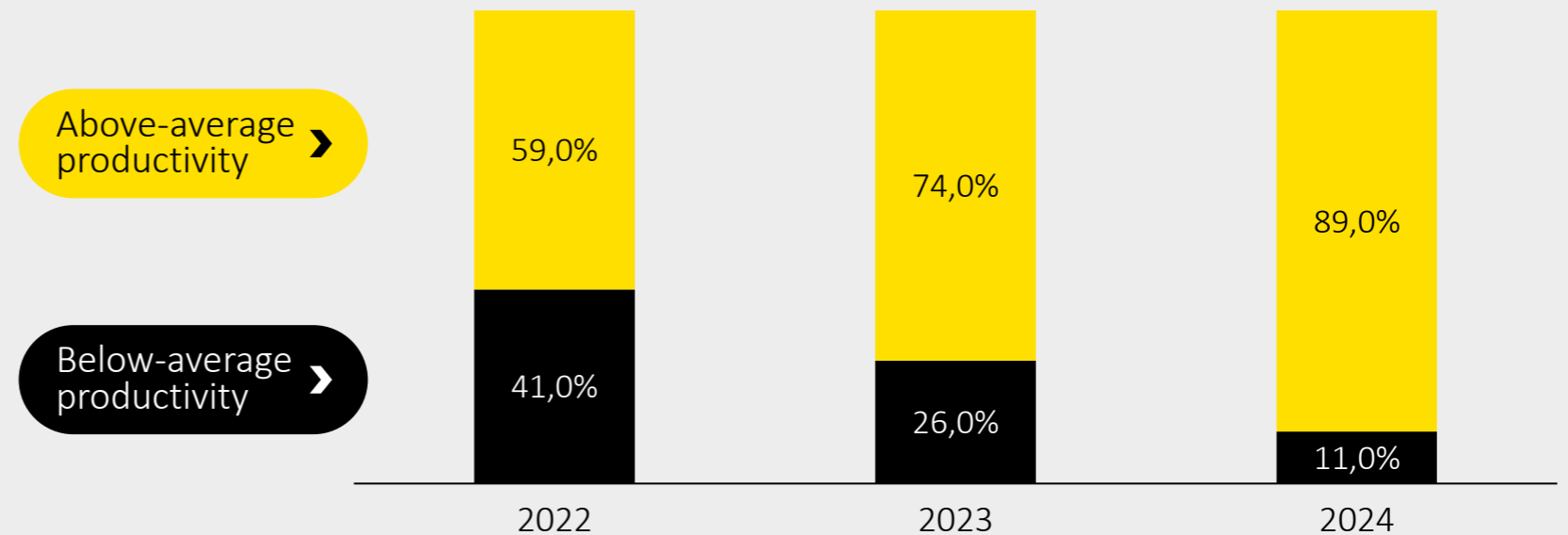
Quality/Speed



Shopping JK Iguatemi

Productivity by commercial consultants

Percentage of consultants with productivity above or below the average number of subscriptions per person



RECOVERING 2024...

PILLARS OF COMMERCIAL PERFORMANCE

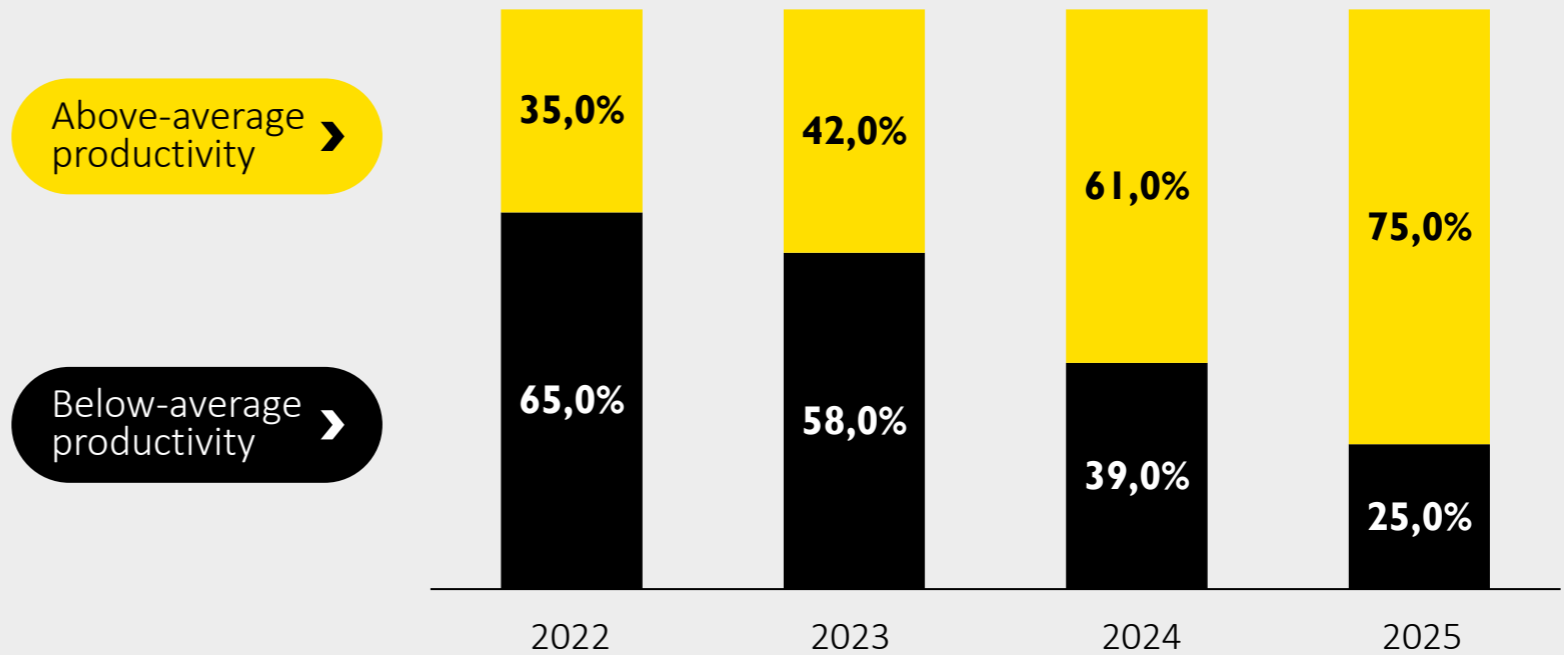
- People
- > KPIs/Processes
- Governance
- Quality/Speed



I Fashion Outlet Santa Catarina

Average time to contract signing by sales consultants

Percentage of consultants with productivity above or below the average number of days to signing



RECOVERING 2024...

PRICE LIST REVIEW PROCESS



Iguatemi Ribeirão Preto

People

KPIs/Processes

> Governance

Quality/Speed

01.



Price Direction

Analysis of potential price increase by mall based on performance indicators

02.



Price Regions Review

Definition of uplift and relief regions, aligned with Mix, Operations, and Commercial

03.



Alignment by SUC

Store-by-store review, assessing occupancy cost simulations for the installed base

04.



Revenue Check

Financial analysis of rental income and leasing spread with suggested target

05.



COMEX Validation

Rational price validation by mall with key executives

06.



System Input

Formalization of store targets in Salesforce and input for the budgeting process

RECOVERING 2024...

DIRECTIONAL PRICE ACTION PILLARS



- People
- KPIs/Processes
- > Governance
- Quality/Speed



RESGATANDO 2024...

PILLARS OF COMMERCIAL PERFORMANCE



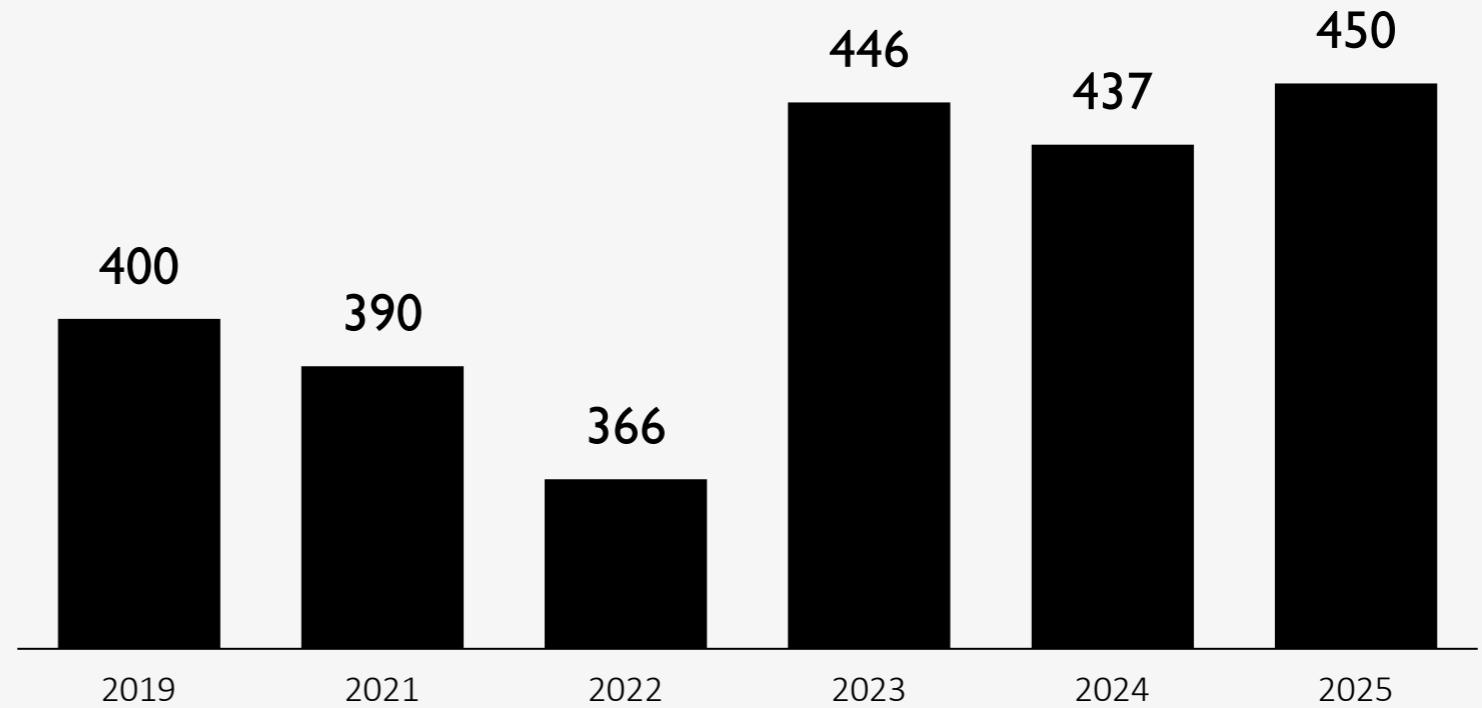
People

KPIs/Processes

Governance

> Quality/Speed

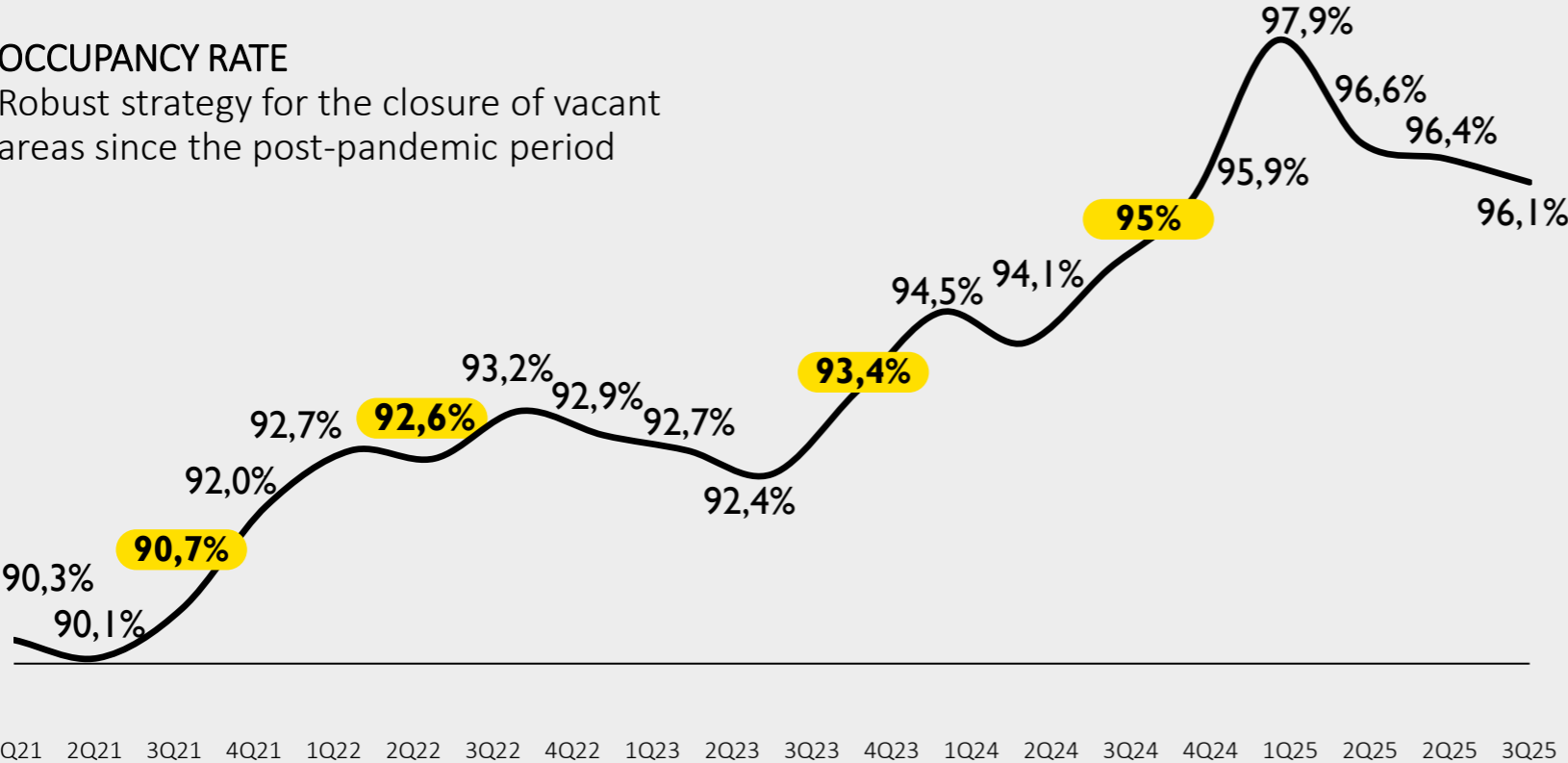
Total subscriptions per year (# spaces)



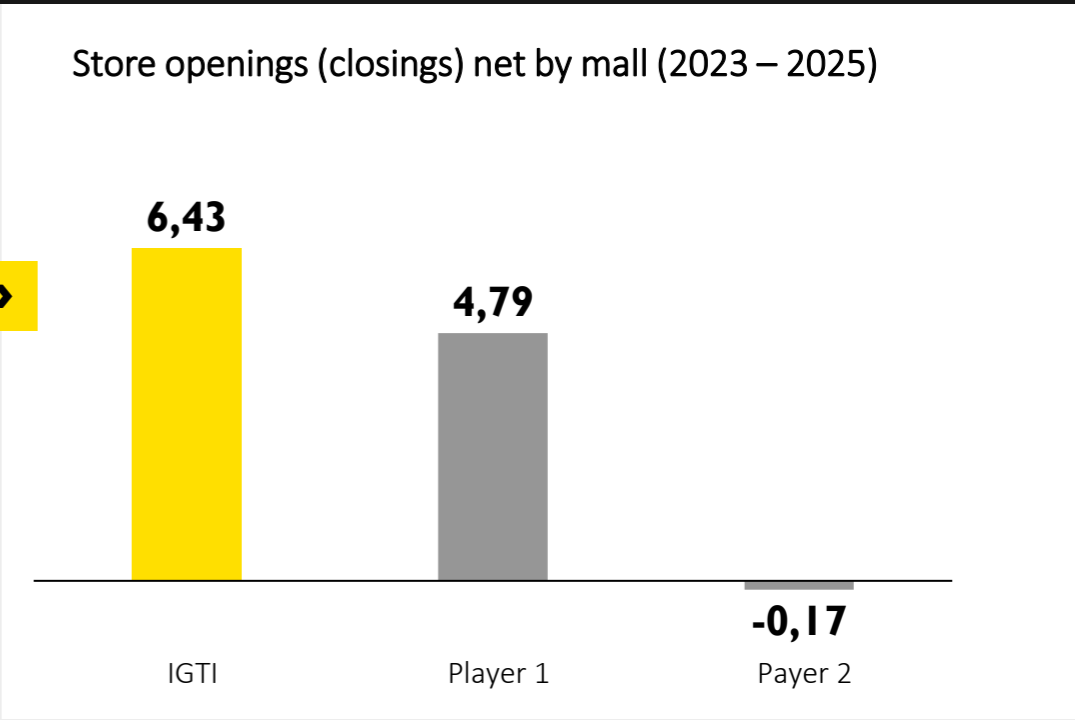
OCCUPANCY RATE KEPT PACE WITH GROWTH

REFLECTING THE INCREASE IN TENANTS' INTEREST IN IGUATEMI'S SPACES

OCCUPANCY RATE
Robust strategy for the closure of vacant areas since the post-pandemic period



... And resulting, since 2023, in the highest net opening per mall in the sector



But from **1,4 mil** spaces sold in the last **3 years**

PORTFOLIO QUALIFICATION AND STORE MIX

CONTINUOUS PROCESS OF MIX IMPROVEMENT, WITH MORE PROFITABLE AND STRATEGICALLY POSITIONED ASSETS



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INVESTOR DAY
2025



H&M anuncia quatro novas lojas no Brasil para 2026

Após estreia em agosto, varejista sueca prevê inaugurações em Sorocaba (SP), Rio de Janeiro (RJ) e Porto Alegre (RS) para próximo ano

Da CNN Brasil

25/09/25 às 18:48 | Atualizado 25/09/25 às 18:48



As unidades estarão localizadas no Iguatemi Esplanada (Sorocaba, SP), RioSul Shopping (R.J), Iguatemi Porto Alegre e Shopping Praia de Belas (ambos no RS) • Divulgação/H&M

Iguatemi concentrating the main stores of the large retail groups

01



Iguatemi as top choice for launch in Brazil – H&M's largest trading partner

Greater concentration of luxury stores in the portfolio, such as:

02

46%

(11 de 24)



37%

(11 de 30)



03



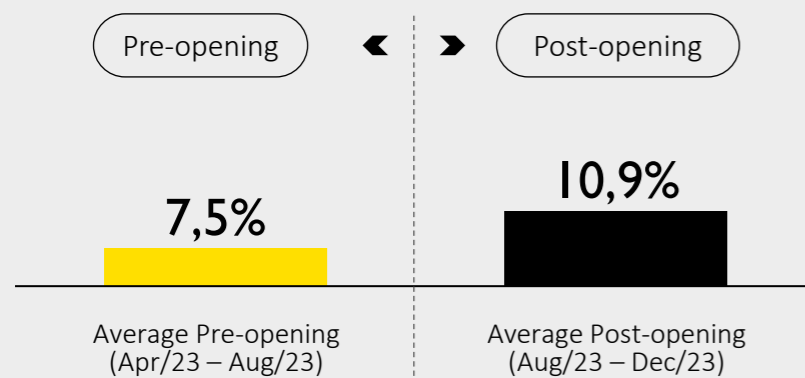
Strategic partner for national expansion:

Of the 54 operations of ZARA, 18 are in our portfolio

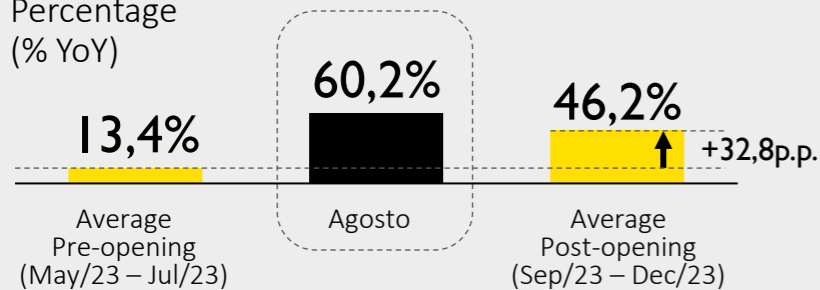
CASE I FASHION RETAILER

IMPLEMENTATION OF AN INNOVATIVE AND EXCLUSIVE CONCEPT FOR THE BRAZILIAN MARKET AT THE TIME

SSS | Sales YoY



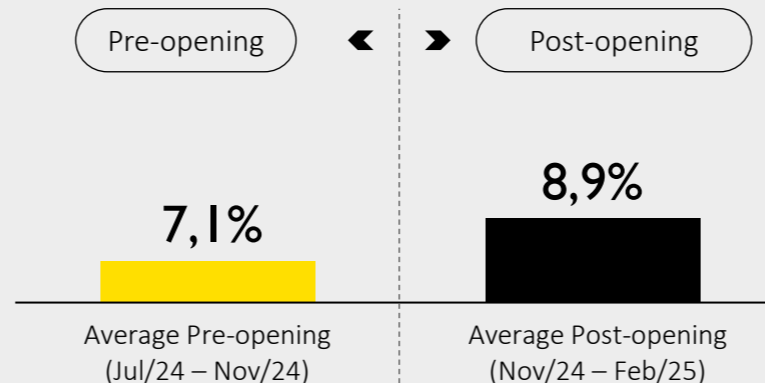
Rental Revenue Percentage (% YoY)



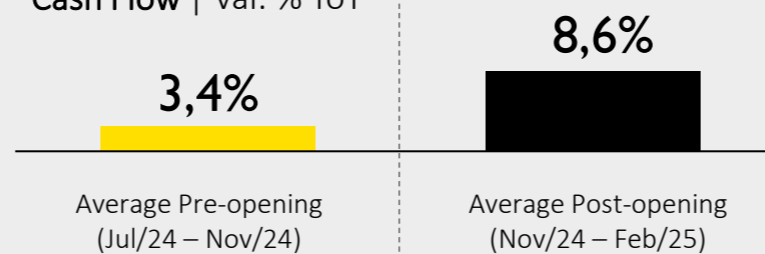
CASE II RESTAURANT

COMPLEMENTING THE MALL'S GASTRONOMIC POOL AS A LEVER FOR ATTRACTING CUSTOMERS AND GENERATING REVENUE

SSS Sales | Var. % YoY

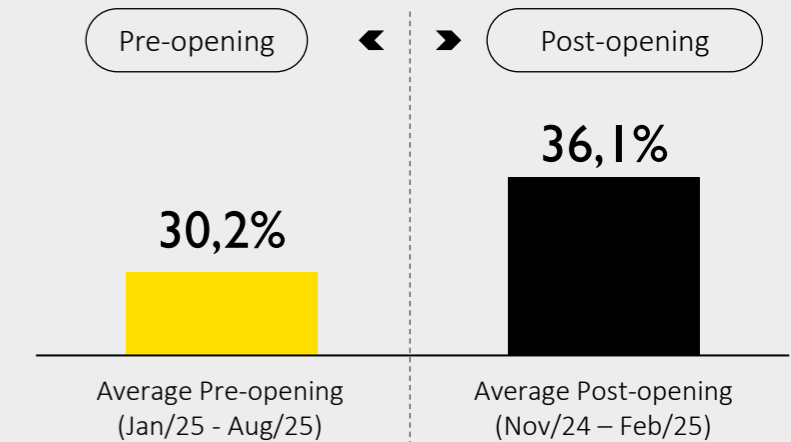


Cash Flow | Var. % YoY



CASE III WOMEN'S CLOTHING

Revenue OV Same Stores | YoY

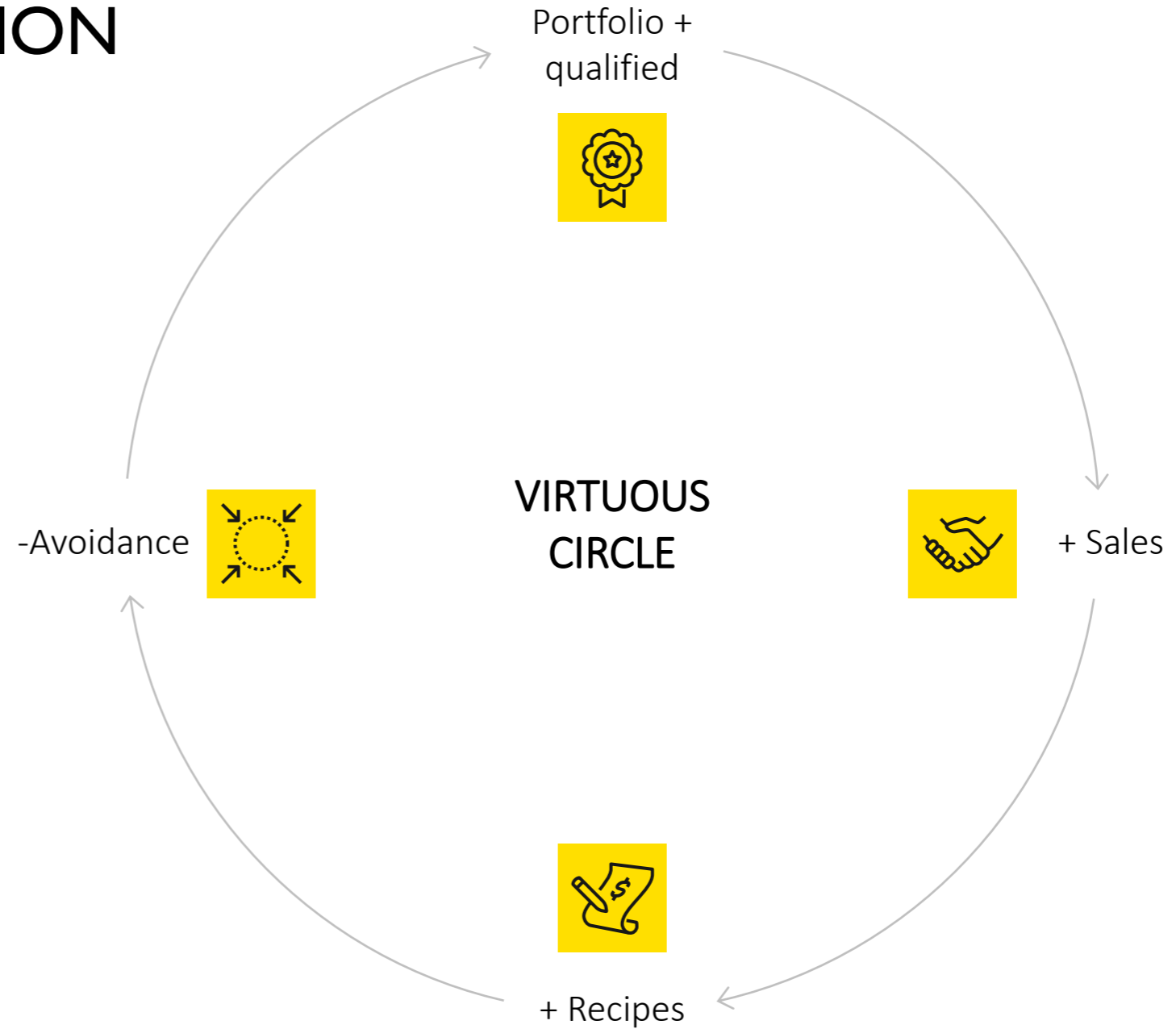


Cash Flow | YoY



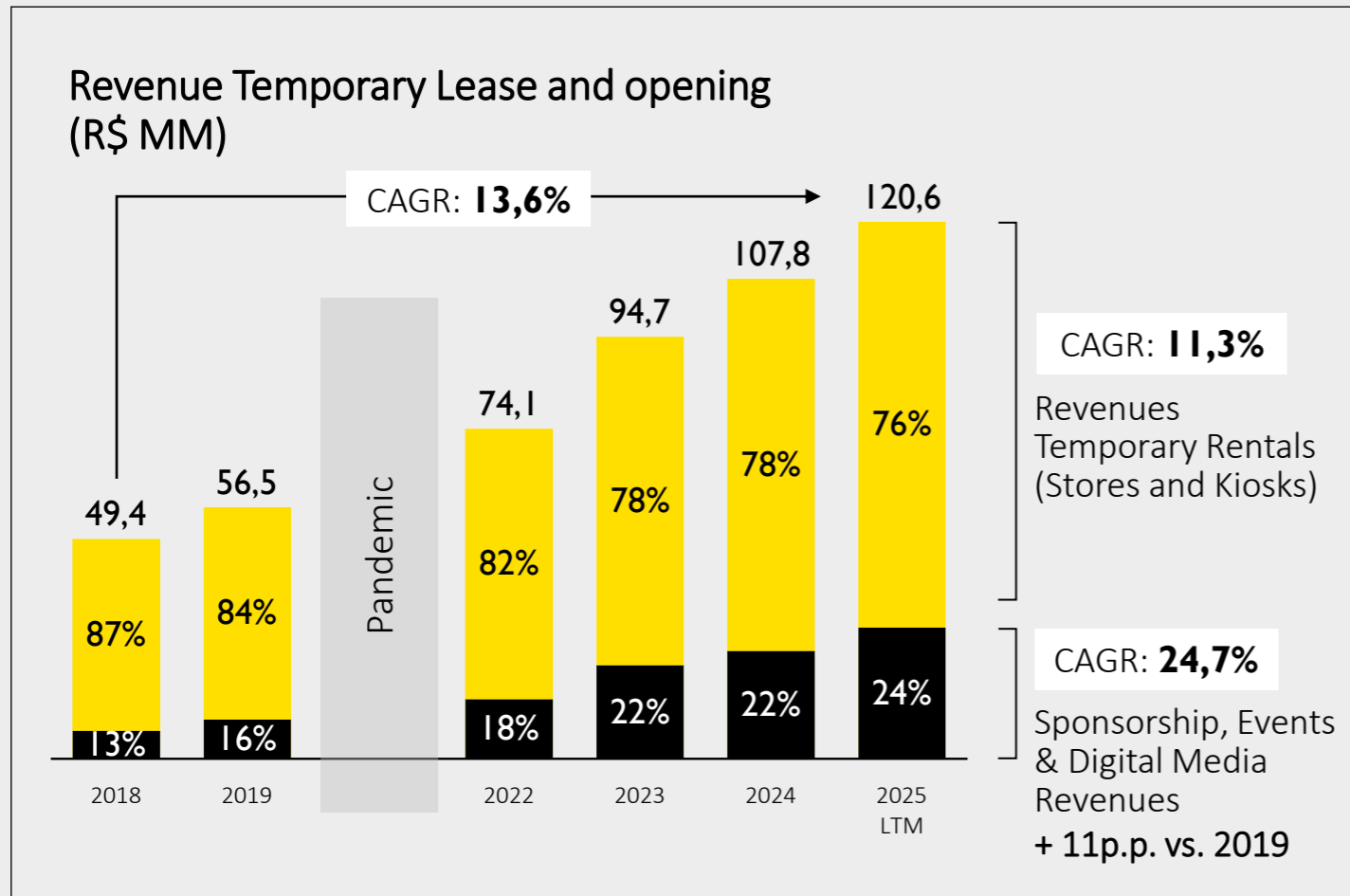
GENERATING VALUE THROUGH QUALIFICATION

BUILDING THROUGH A PROVEN METHODOLOGY



FAR BEYOND THE MINIMUM RENT: MEDIA REVENUES DRIVE GROWTH AND DIVERSIFICATION

STRATEGIC PRICING BASED ON BRAND VALUE, WITH MEDIA BECOMING A KEY DRIVER OF PROFITABILITY AND POSITIONING



IN ADDITION TO EXPANDING EVENT SPACES

LEVERAGING REVENUE THROUGH QUALIFIED MERCHANTS

6.1 thousand m²

Exclusive event spaces



Casa Jereissati

Capacity for
100 people



Apartamento JK

Capacity for
150 people



JK Eventos

Capacity for
750 people



Cubo JK

Capacity for
250 people



Casa Higienópolis

Capacity for
250 people

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REAL ESTATE DEVELOPMENT AND EXPANSION PROJECTS



CAIO TELES

Director of Real Estate
Development and Management



CLÁUDIO SOARES

Director of
Engineering

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2025

REAL ESTATE DEVELOPMENT



CAIO TELES

Director of Real Estate
Development and Management

REAL ESTATE DEVELOPMENT




STRATEGIC DRIVER FOR DENSIFICATION,
QUALIFICATION OF SURROUNDINGS,
AND APPRECIATION OF THE DEVELOPMENT

IMMEDIATE VALUE

Sale or exchange of land



OPERATIONAL VALUE

People flow  Sales  Occupancy rate  Increase in rent



BRAND VALUE

Guarantee of development quality



CREATION OF CENTRALITIES

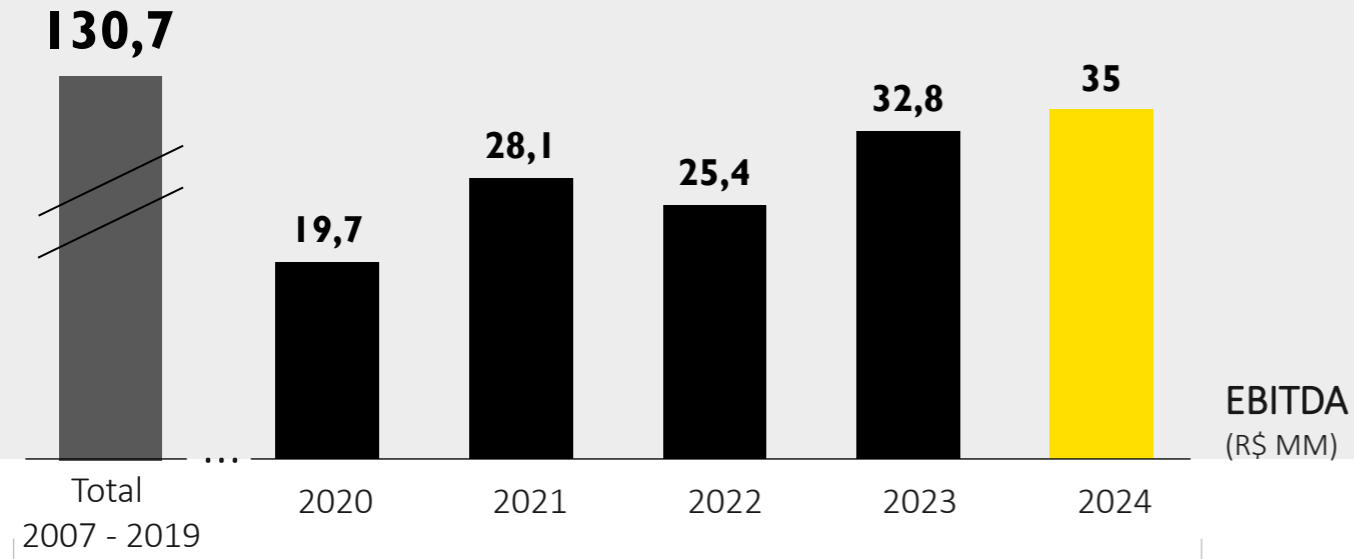
Leisure, service, and cultural offerings



Iguatemi Esplanada

CREATION OF RECURRING VALUE

IGUATEMI HAS BEEN DEDICATED TO MAXIMIZING THE RETURN ON ITS LAND AND IMPROVING ITS SPACES



Monetization of land

84,000 sqm of land sold

R\$ 281 million generated in PSV

Densification of surroundings

335,500 sqm of private area

29 commercial and residential towers within the complexes

Increased flow in the surroundings

Approx. 25 thousand people in daily circulation

R\$ 120 thousand of qualified income generated in the shopping surroundings



Iguatemi Campinas

LAND BANK MONETIZATION

HISTORICAL MONETIZATION AND CAPITALIZATION OF RECENT YEARS

2019

2020

2021

2022

2023

2024



Hugo Iguatemi Rio Preto

J&K Iguatemi Esplanada

Hugo Iguatemi Ribeirão Preto

Tarraf Iguatemi SJ do Rio Preto

Patriani Iguatemi Esplanada

Buiding Torre A Igua. Campinas

Patriani Iguatemi Esplanada

Habiarte Iguatemi RP.

JFL Market Place

Profile:
Residential

Profile:
Corporative

Profile:
Residential

Profile:
Res./Comm.

Profile:
Residential

Profile:
Corporative

Profile:
Residential

Profile:
Corporative

Profile:
Multifamily

Area:
12.232 m²

Area:
15.487 m²

Area:
8.769 m²

Area:
29.680 m²

Area:
12.376 m²

Area:
16.762 m²

Area:
24.263m²

Area:
16.309m²

Area:
11.000 m²

Status:
Delivered

Status:
Under Construction (70%)

Status:
Project Approved

Status:
Under Construction (28%)

Status:
In Commercial-ization

Status:
Project under approval

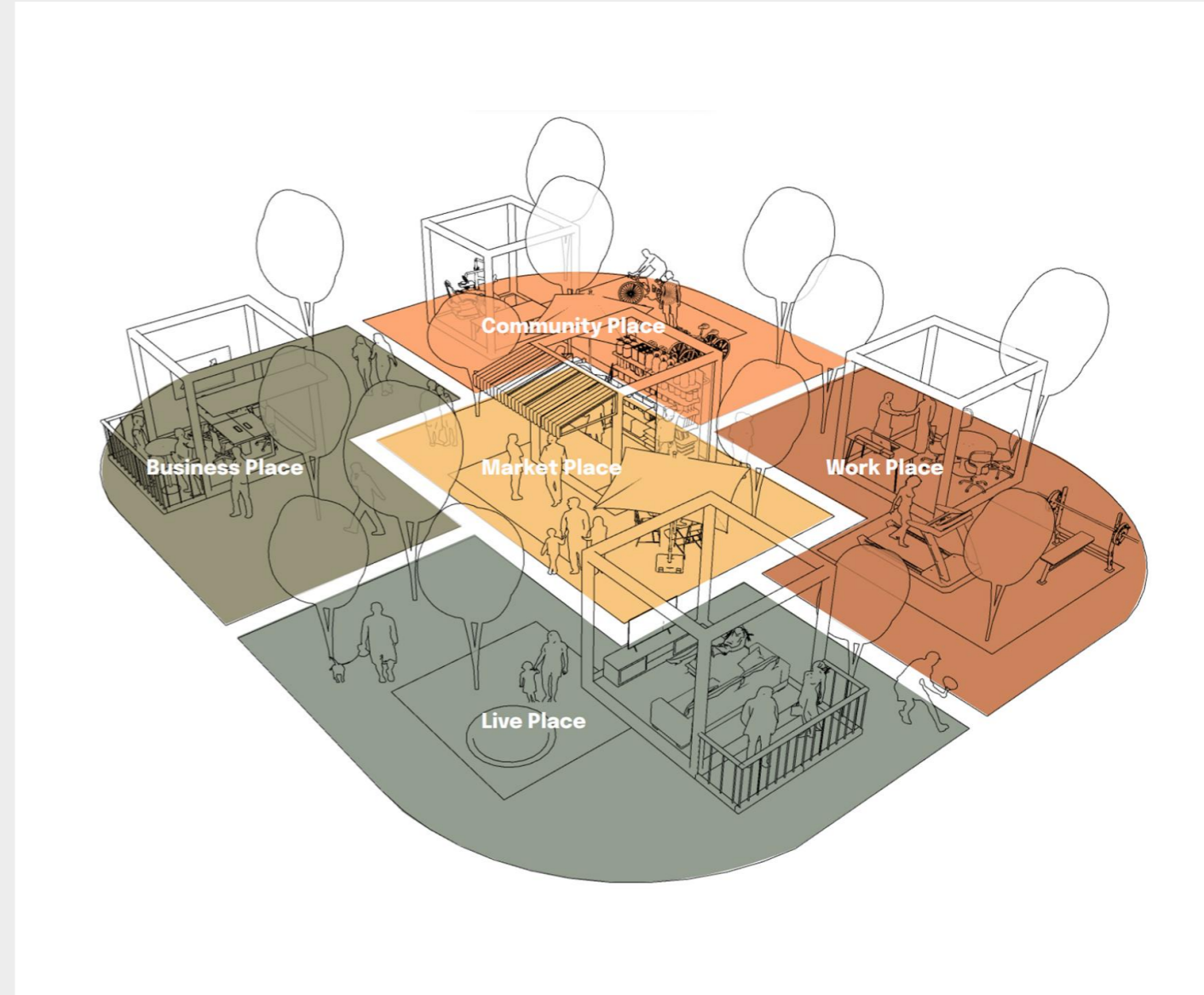
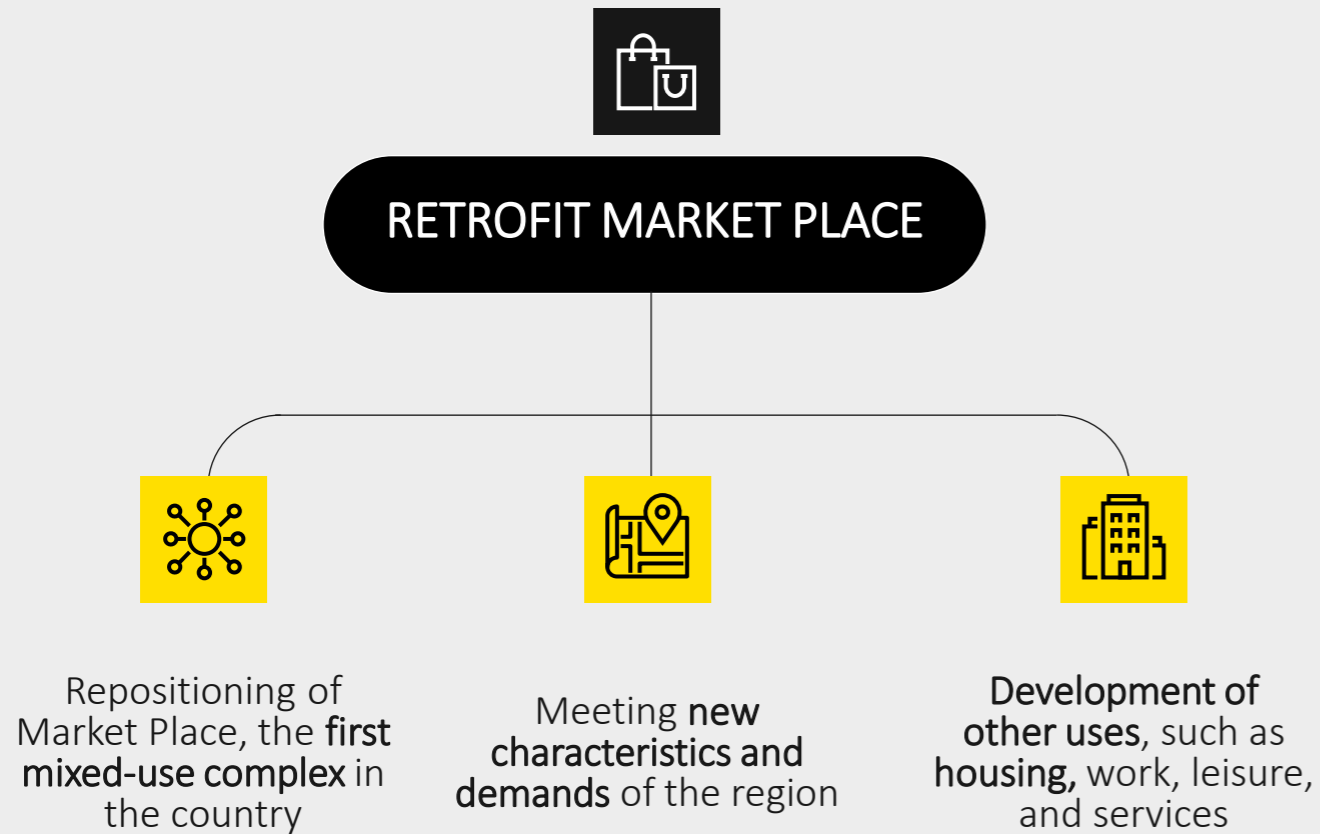
Status:
Project Approved

Status:
Project in development

Status:
Project in development

MARKET PLACE REPOSITIONING PROJECT

STIMULATING NEW DYNAMICS AND FLOWS



MARKET PLACE RETROFIT STAGES

NEW ARCHITECTURAL LANGUAGE AND
NEW FUNCTIONS FOR THE COMPLEX

Reforma interna

- Expected delivery:
2nd Half of 2030

Office e Open Mall

- Area: 5.6k sqm
- Expected delivery:
2nd Half of 2027



Tower facade retrofit

- Expected delivery:
2nd Half of 2030

Residential Tower

- Multifamily format
- Area: 11k sqm
- Expected delivery:
1st Half of 2027

Mall facade retrofit

- Expected delivery:
2nd Half of 2027

INTERVENTION PROPOSALS AND PHASING

1st PHASE



OFFICE AND
OPEN MALL



MALL FACADE
RETROFIT

2nd PHASE



MULTIFAMILY
RESIDENTIAL

3rd PHASE



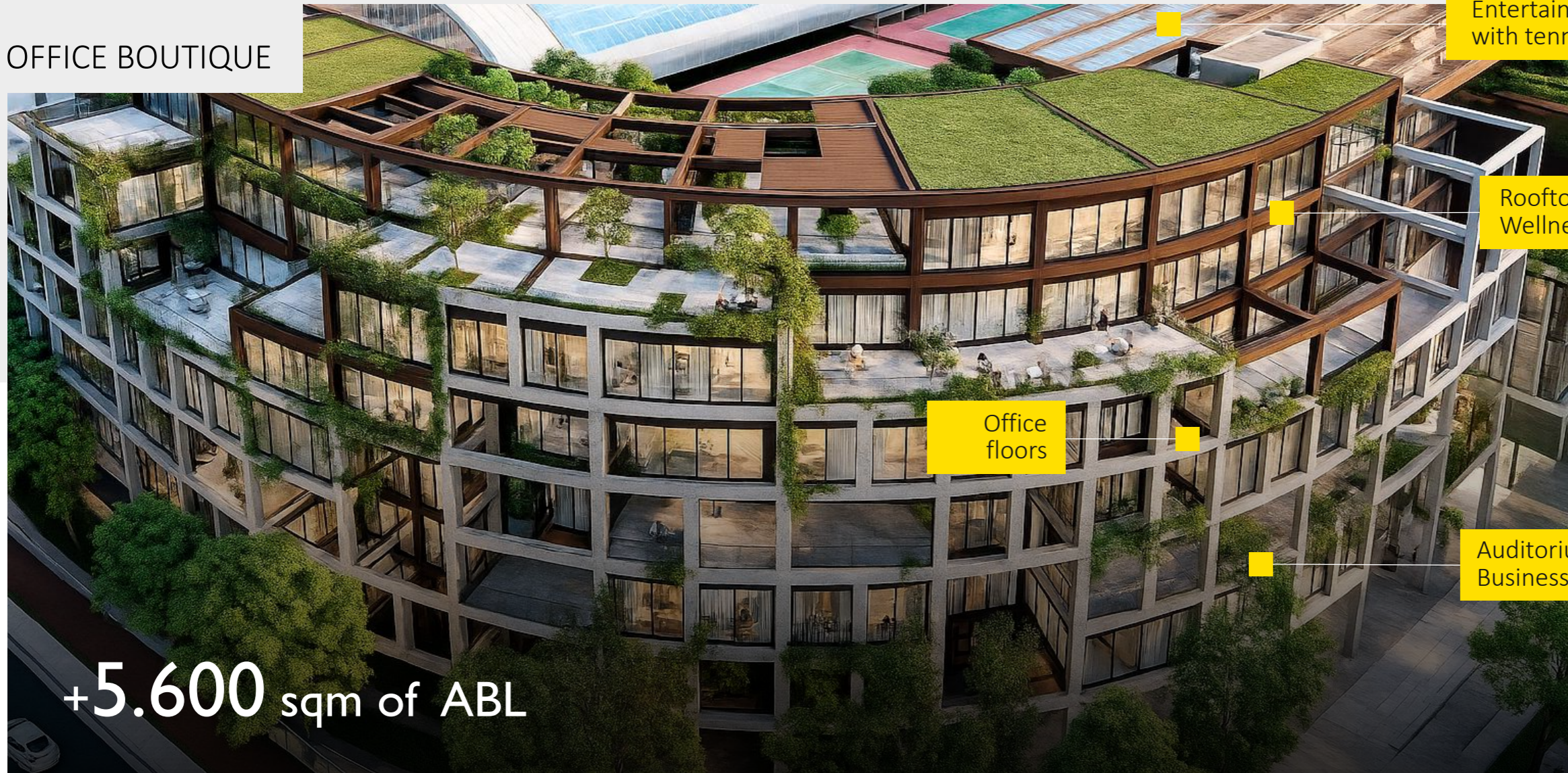
PLAZA
RENOVATION



TOWER FACADE
RETROFIT

RETROFIT MARKET PLACE

OFFICE BOUTIQUE



Entertainment space with tennis courts

Rooftop with Wellness Center

Office floors

Auditorium and Business Center

+5.600 sqm of ABL

RETROFIT MARKET PLACE

OPEN MALL



- Decompression for employees
- Access to Club One
- Exclusive access to rooftop Wellness Center

RETROFIT MARKET PLACE

SHOPPING FACADE



- Full retrofit
- Unique architectural language

Market Place

NEW PROJECTS

DENSIFICATION OF THE IGUATEMI CAMPINAS SHOPPING MALL AREA:
DEVELOPMENT WITH QUALITY



**A PROJECT THAT CREATES
A NEW CENTRALITY
IN CAMPINAS**

**Iguatemi Campinas Shopping Center
will serve as the anchor for the
Casa Figueira neighborhood**

CASA FIGUEIRA

MASTERPLAN

A neighborhood ready for the future,
integrated with Iguatemi Campinas Shopping

1 million sqm of urban area

240,000 sqm of green area

66 lots

100 towers

**50
thousands**

new users and residents
in the immediate
surroundings



CASA FIGUEIRA

COMMERCIALIZATION FLOW

DEVELOPMENT STRATEGY

Real estate development will be phased in groups, prioritizing lots closest to the shopping center at the start of commercialization

- Group 1
- Group 2
- Group 3



CASA FIGUEIRA

SALES STRATEGY RESULT

64 roadshows held

12 lots available for sale in the 1st stage

7 lots in advanced negotiation

REPRESENTING

- 34,000 sqm of land
- 115,000 sqm of private area
- 9 Towers (7 residential, 1 office, 1 corporate)

RFP FIRST

First RFP for lots AP3/AP4, finalized with Building chosen



FIRST LAUNCH AND RECEIPT OF PROPOSALS FOR OFFERED LOTS

First launch of the neighborhood: AP3/AP4

Receipt of proposals for offered lots



ROADSHOWS AND LOT OFFERINGS

Roadshows begin in two stages (São Paulo and Campinas)



CASA FIGUEIRA

CASA FIGUEIRA



CASA FIGUEIRA

CASA FIGUEIRA



CASA FIGUEIRA

PROTOTYPE



CASA FIGUEIRA

CONSTRUCTION
PROGRESS



IGUATEMI
INVESTOR ✓ DAY
2025

EXPANSION PROJECTS



CLÁUDIO SOARES

Director of
Engineering

NEW PROJECTS

IMPROVING CONSUMER EXPERIENCE



IGUATEMI BRASÍLIA EXPANSION

+15,50
sqm of GLA



50,200
total GLA

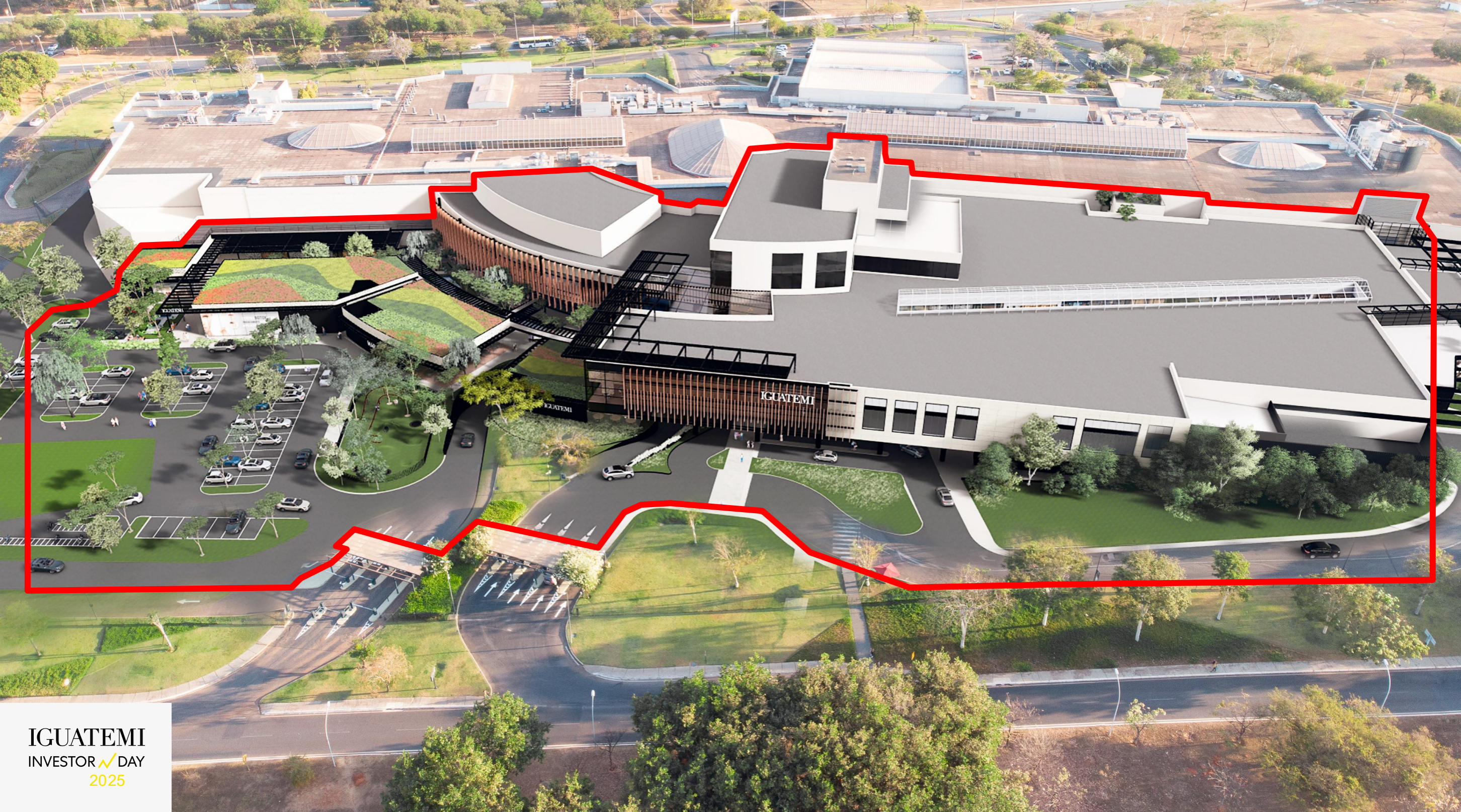
90
stores

60% of
GLA leased

2Q27
expected
delivery

VIP Cinema
Open Mall
Internacional Wing
Wellness Wing

Cubo
Exclusive
event spaces



IGUATEMI BRASÍLIA EXPANSION

NEW FACADE AND SKYLIGHT

Children's area for customer interaction



IGUATEMI BRASÍLIA EXPANSION

OPEN MALL

VIP Cinema access

Dense vegetation and presence of water

Brightness and visibility



IGUATEMI BRASÍLIA EXPANSION

NEW DROP-OFF INTERNATIONAL WING - CONVENIENT ACCESS TO THE MALL



NEW DROP-OFF
INTERNATIONAL
WING

IGUATEMI BRASÍLIA EXPANSION

CUBO EVENT SPACE - MODERN FACADES AND REFINED ARCHITECTURE



NEW PROJECTS

ENHANCEMENT OF THE CONSUMER EXPERIENCE



IGUATEMI EXPANSION SÃO PAULO

+ 4,900
sqm of
ABL



53,000
sqm total
GLA

5
restaurants

2
bars

1
coffee
shop

8
square

2
exclusive
event spaces

Landscape design
by Isabel Duprat

Enhance and further differentiate the shopping center, incorporating new elements of **modernity and sophistication**

EXPANSION | IGUATEMI SÃO PAULO

ENHANCEMENT OF THE CONSUMER EXPERIENCE



EXPANSION | IGUATEMI SÃO PAULO

ESPLANADE - LANDSCAPING PLANNED TO ENRICH AND HARMONIZE OUTDOOR LIVING



EXPANSION | IGUATEMI SÃO PAULO

VIEW OF THE EXPANSION - SETTING TO HARMONIZE OUTDOOR LIVING



EXPANSION | IGUATEMI SÃO PAULO

VIEW OF THE EXPANSION



EXPANSION | IGUATEMI SÃO PAULO

AERIAL VIEW OF THE ESPLANADE



IGUATEMI
INVESTOR ✓ DAY
2025

— PANEL

CORPORATE
GOVERNANCE
AND CAPITAL
ALLOCATION



DILENE TEIXEIRA
Legal VP



GUIDO OLIVEIRA
Finance VP

IGUATEMI
INVESTOR ✓ DAY
2025

CORPORATE GOVERNANCE

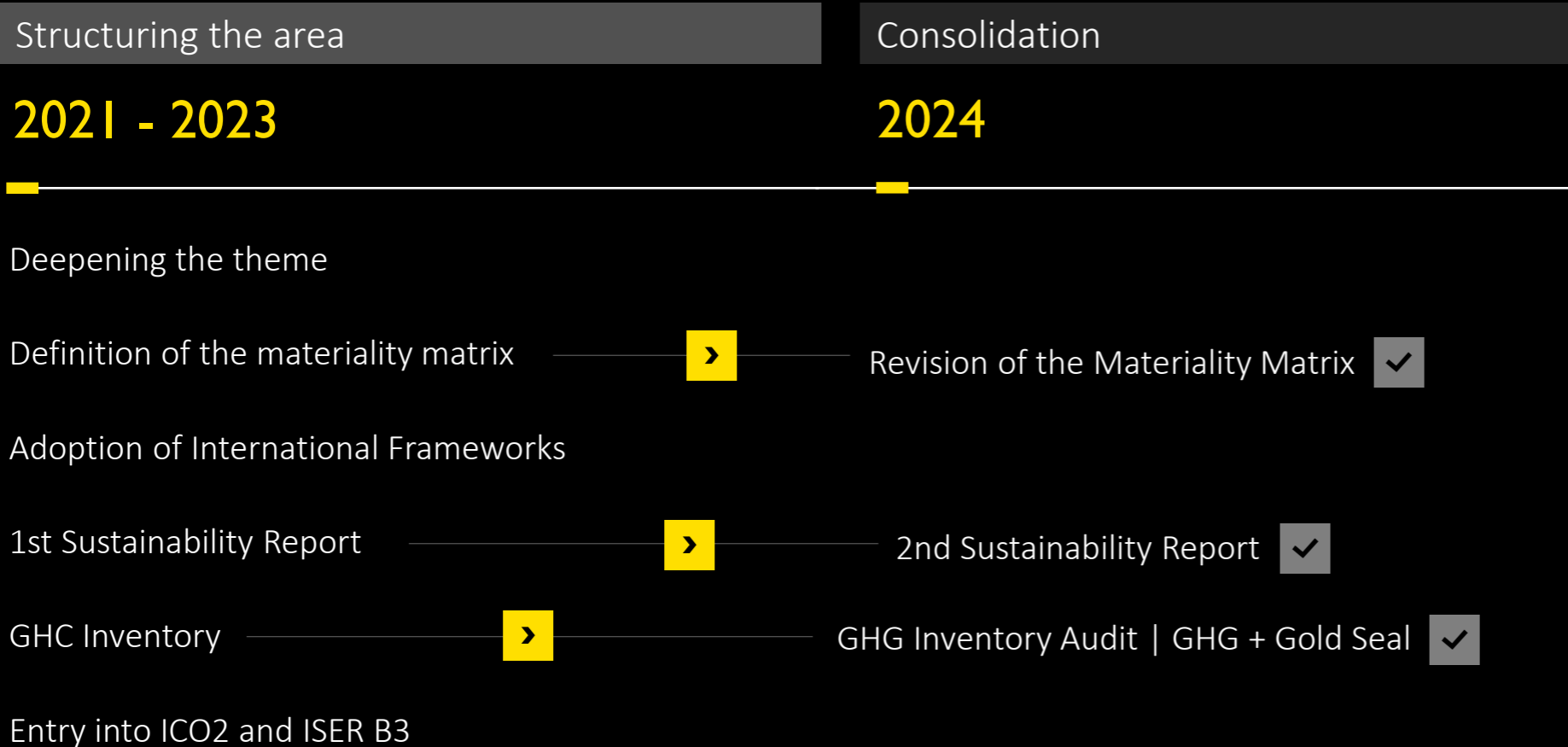


DILENETEIXEIRA

Legal VP

CLEAR AND CONSISTENT ESG STRATEGY

CONTINUOUS EVOLUTION AND ADOPTION OF BEST PRACTICES IN THE MARKET



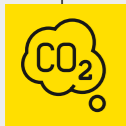
Result:
The best ESG performer in the industry

ISE B3
From 65.8 to 71.2
(+25 positions in the ranking)

CDP
Note **C for B**

AXIS I: ENVIRONMENTAL MANAGEMENT

➤ **Objective** Minimize impacts on resource use and the environment



Carbon

- 62% Tons
(vs. 2019)

- 100% of energy from renewable sources



Waste

94%
Waste reuse (vs. 80% in 2020)

- +2.000 garbage trucks not sent to public landfills
- Zero landfill in all shopping malls in São Paulo



Water

27.6%
reuse
(vs. 23,4% in 2023)

- New ETE Ribeirão Preto (SP) treatment of 2 Olympic swimming pools per month



Energy

- 8,1%
in consumption
(vs 2019)



Sustainable buildings

LEED Gold
e AQUA-HQE



Biodiversity

+ 2MM m²
of surroundings assisted, 6
thousand trees monitored



Iguatemi Porto Alegre

AXIS 2: DIVERSE, HAPPY AND PROSPEROUS PEOPLE



Objective

Diverse, engaged and innovative community



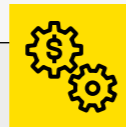
Education

Collaborators

- Foundation Project
- Corporate Academy Relaunch

Public Schools Support

- + 350 children impacted (2024)



Financial Health

Iguatemi Credit

- Financing more affordable
- +1,3 mil loans granted
- R\$ 4 million borrowed



Health and well-being

Iguatemi Health

- 4th year certified by **Top Employers**
- 2nd year of **Mental Health certification** (GPTW)



Cities

Urban Development

- ArqFuturo Seminar (2024)
- Community Support



Citizenship

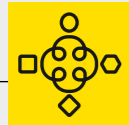
Social Causes

- **Support for:** Childhood Brasil, Artesol and Américas Amigas

AXIS 3: CORPORATE INTEGRITY

PILLARS OF ACTION

➤ Maintain a commitment to ethical behavior, which seeks transparency, integrity and an organizational culture adhering to the values preached



Strengthening the Corporate Structure

- Consolidation of statutory committees, promoting greater transparency and assertiveness in strategic decisions



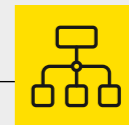
Compliance Maturity

- Training and workshops on ethics and corporate responsibility
- Engagement campaigns and educational games About Compliance



Monitoring and Indicators

- Compliance Program maturity indicators (reporting channels, adherence to the Code of Ethics, conflict of interest terms)



Responsible Value Chain

- Due Diligence of 100% of suppliers

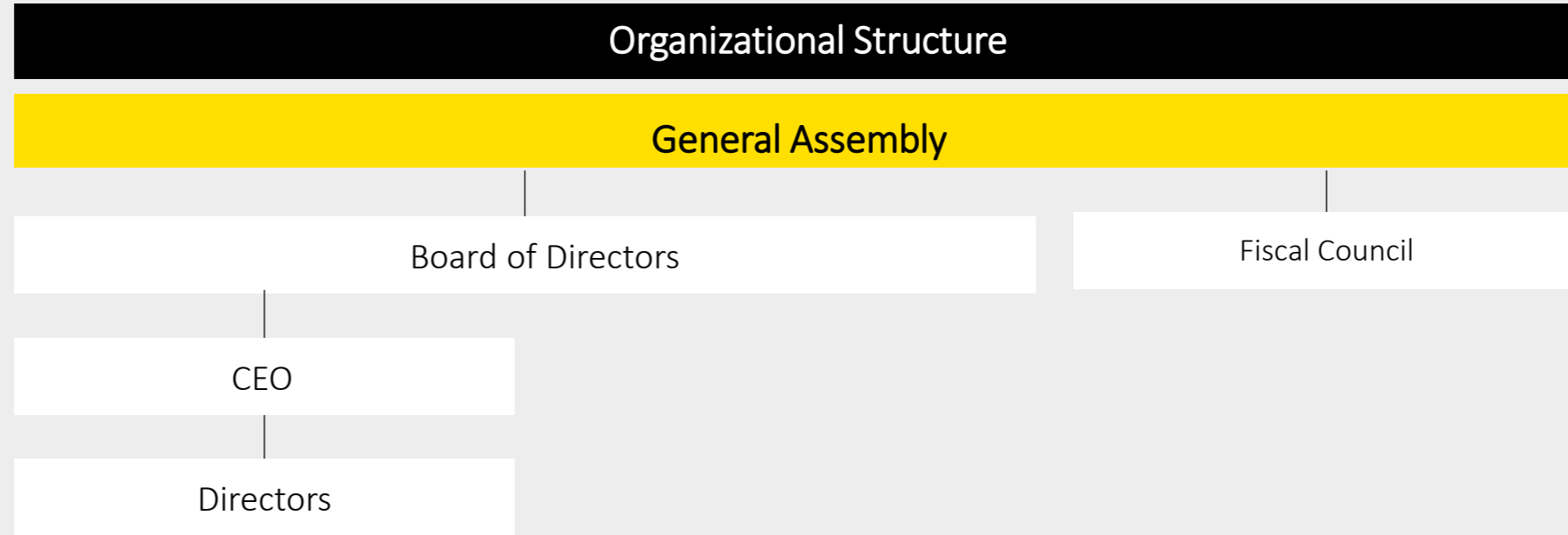
IGUATEMI IS COMMITTED TO BEST GOVERNANCE AND TRANSPARENCY PRACTICES

Until
2021
(pre-corporate reorganization)

29%
independent
members

External
Audit

Internal
Audit

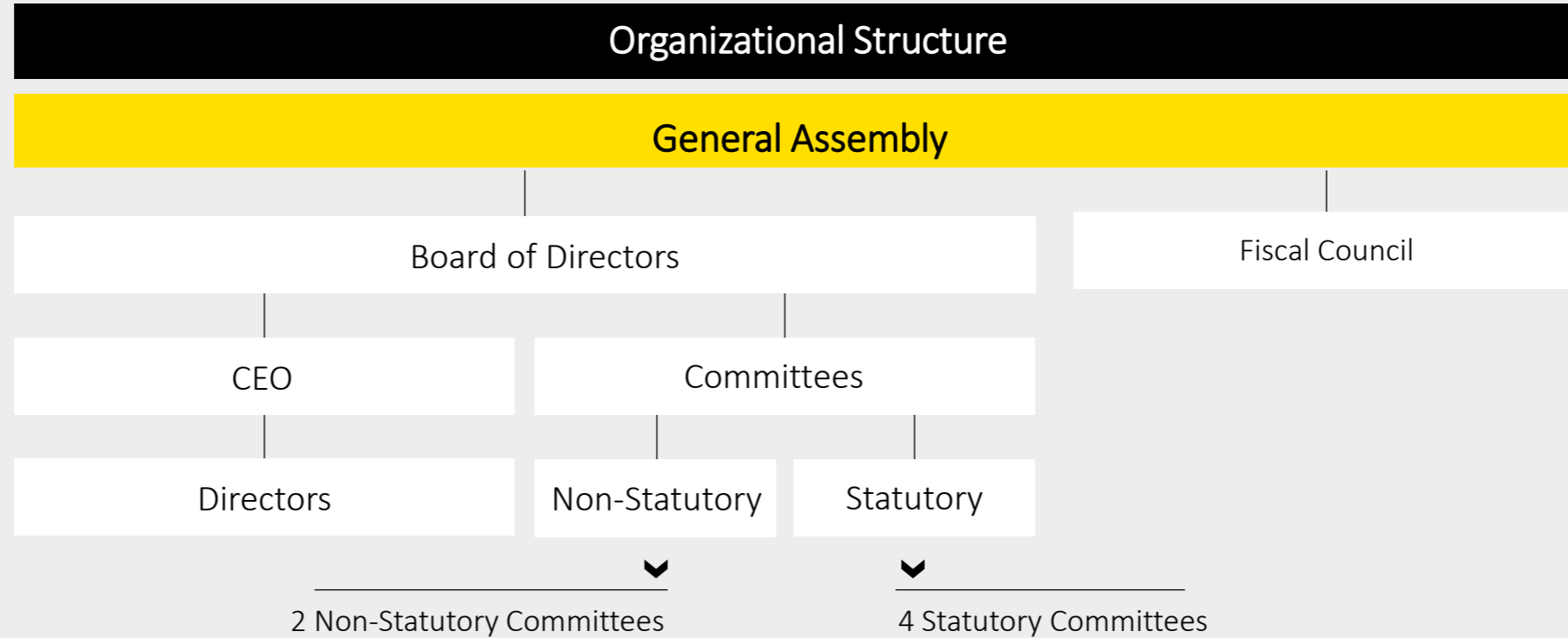


IGUATEMI IS COMMITTED TO BEST GOVERNANCE AND TRANSPARENCY PRACTICES

Until
2021
(pre-corporate reorganization)

2022

External Audit
Internal Audit

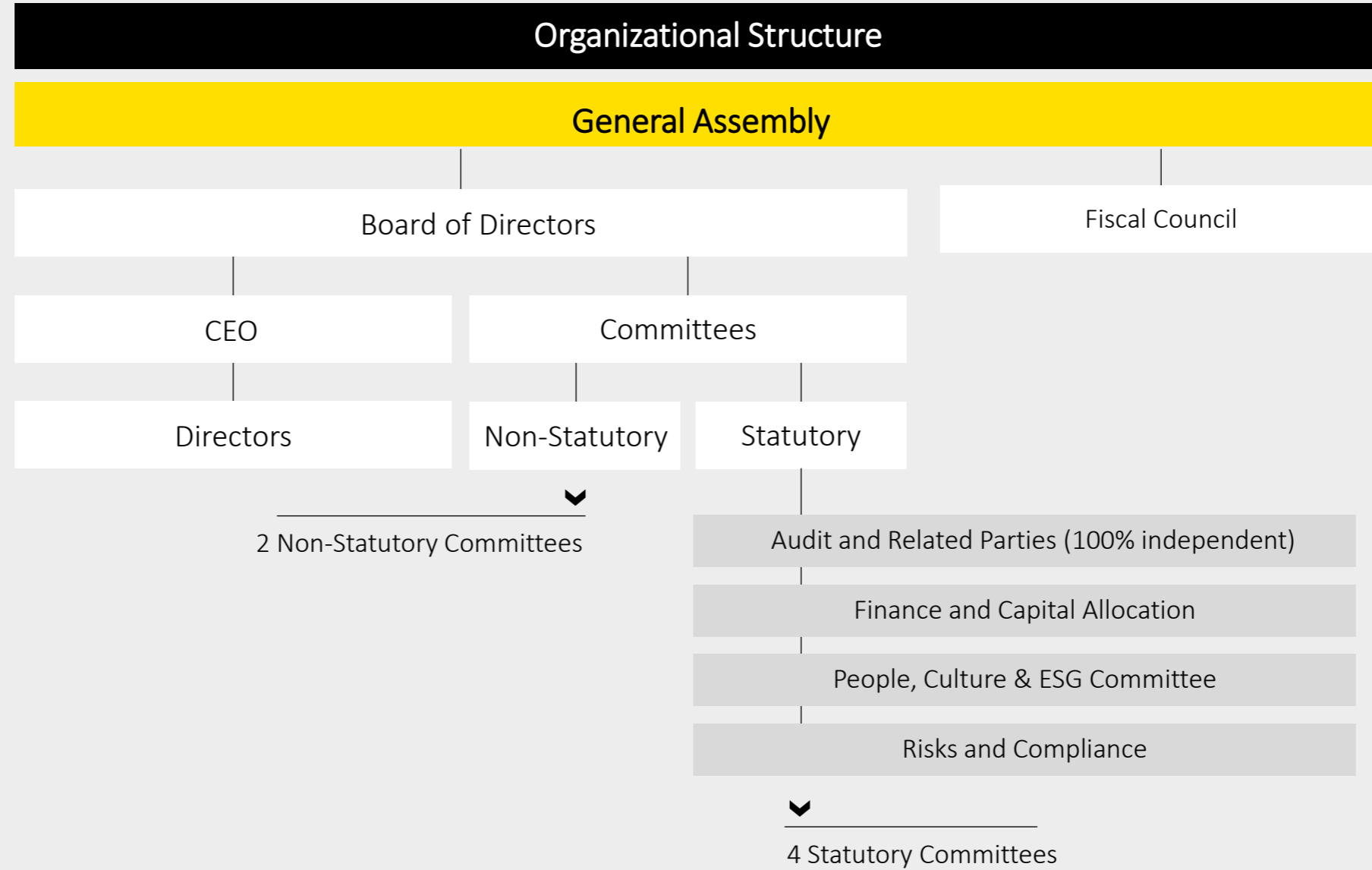


IGUATEMI IS COMMITTED TO BEST GOVERNANCE AND TRANSPARENCY PRACTICES

Until 2021
(pre-corporate reorganization)

2022

External Audit
Internal Audit



STATUTORY COMMITTEES

Controlling shareholder Independent members

100% independent

Audit & Related Parties Committee

ESTELA VIEIRA
Coordinator

Adriana Caetano Sergio Pontes

Recurrence: Every Two Months

Finance & Capital Allocation Committee

PEDRO JEREISSATI
Coordinator

Carlos Jereissati Sergio Pontes

Recurrence: Quarterly

People, Culture & ESG Committee

CARLOS JEREISSATI
Coordinator

Pedro Jereissati Ana Karina

Recurrence: Every Two Months

Risk & Compliance Committee

ESTELA VIEIRA
Coordinator

Carlos Jereissati Pedro Jereissati

Recurrence: Quarterly

IGUATEMI IS COMMITTED TO BEST GOVERNANCE AND TRANSPARENCY PRACTICES

Until
2021
(pre-corporate
reorganization)

2022



NON - STATUTORY COMMITTEES

Controlling shareholder Independent members

Development & Institutional Committee

CARLOS JEREISSATI
Coordinator

Erika
Jereissati Zullo

Pedro
Jereissati

Recurrence: Monthly

Strategy Committee

CARLOS JEREISSATI
Coordinator

Erika
Jereissati Zullo

Pedro
Jereissati

Pedro
Ripper

Recurrence: Quarterly

IGUATEMI IS COMMITTED TO BEST GOVERNANCE AND TRANSPARENCY PRACTICES

Until 2021
(pre-corporate reorganization)

In 2025 election
62.5% independent members
91.4% in 2024 evaluation

2022

2025



ALIGNMENT WITH NOVO MERCADO STANDARDS

EXCEPT FOR PREFERRED SHARES



Advantages of Preferred Shares at Iguatemi S.A

MAIN REQUIREMENTS OF LISTING SEGMENTS	New Market	Adherence by New Iguatemi
Share capital (Single class of common shares)	●	○ #1
<i>100% Tag Along</i>	●	●
Minimum free float percentage	●	●
Mandatory tender offer and Board recommendation	●	●
Composition of the Board of Directors	●	●
Prohibition on accumulation of roles	●	●
Prohibition on statutory provisions	●	●
Committees and Audit (Internal Audit, Compliance, and Audit Committee)	●	●
Earnings release (Results, results Conference Call, Material Facts in portuguese and english, and etc)	●	●
Exit from the listing segment / Public Tender Offer (PTO)	●	●
Adherence to the Market Arbitration Chamber	●	●

Effective participation in strategic decisions (Veto rights) in matters such as:

- Significant amendments to the bylaws
- Spin-offs, merges and acquisitions
- Related-party transactions
- Asset valuation and selection of appraisers

Lower quorum requirements to

- Call a shareholders' meeting
- Elect a board member separately
- File a lawsuit Against a diretor or officer
- Request material information

#1 Existence of preferred shares with veto rights over specific matters

CONTINUOUS EVOLUTION OF RISK MANAGEMENT

INTERNAL AUDIT | RISKS AND INTERNAL CONTROLS



Until
2024

Internal Audit accumulating functions

Audit subordinated to Legal Department

From
2025

Creation of Risk and Internal Controls Management

Independent Internal Audit (reporting to Audit & Related Parties Committee)

Update of new Risk Matrix

Expansion of Risk Culture

Review of Risk Management Policy

Creation of Internal Controls Policy.

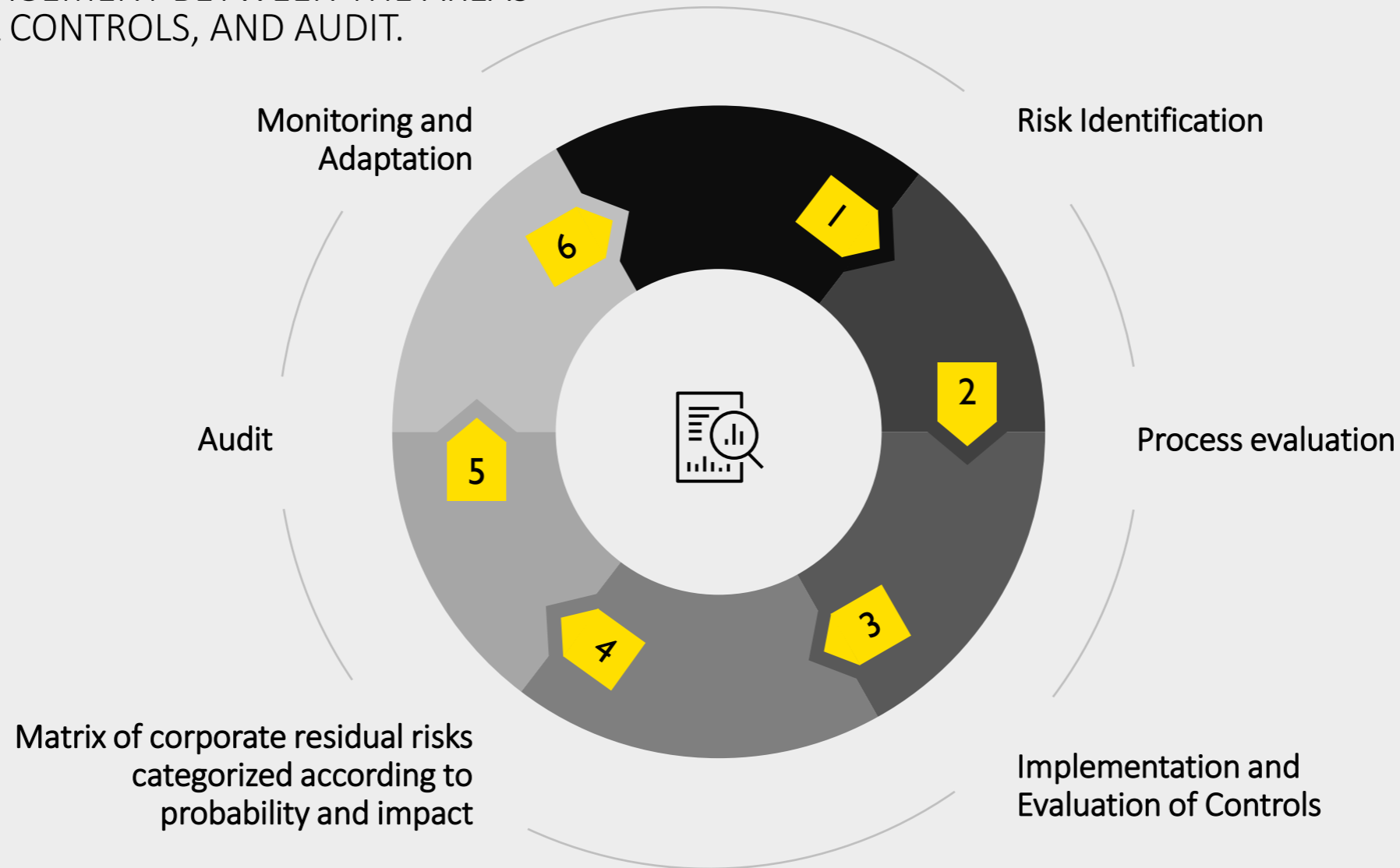
For
2026

Creation of Executive Risk Committees

Implementation of Integrated System (Risks and Internal Controls – including normative document management and Internal Audit)

CONTINUOUS EVOLUTION OF RISK MANAGEMENT

A VIRTUOUS SYSTEM FOR CONTINUOUS AND INTEGRATED MANAGEMENT BETWEEN THE AREAS OF RISK, INTERNAL CONTROLS, AND AUDIT.





BY CONTINUOUSLY IMPROVING AND
EVOLVING, WE WILL BE

**MORE EFFICIENT,
SOLID, AND
PROFITABLE** —

Iguatemi Ribeirão Preto

IGUATEMI
INVESTOR  DAY
2025

IGUATEMI
INVESTOR ✓ DAY
2025

CAPITAL _ ALLOCATION








GUIDO OLIVEIRA

Finance VP

IGUATEMI HAS MULTIPLE AVENUES OF GROWTH

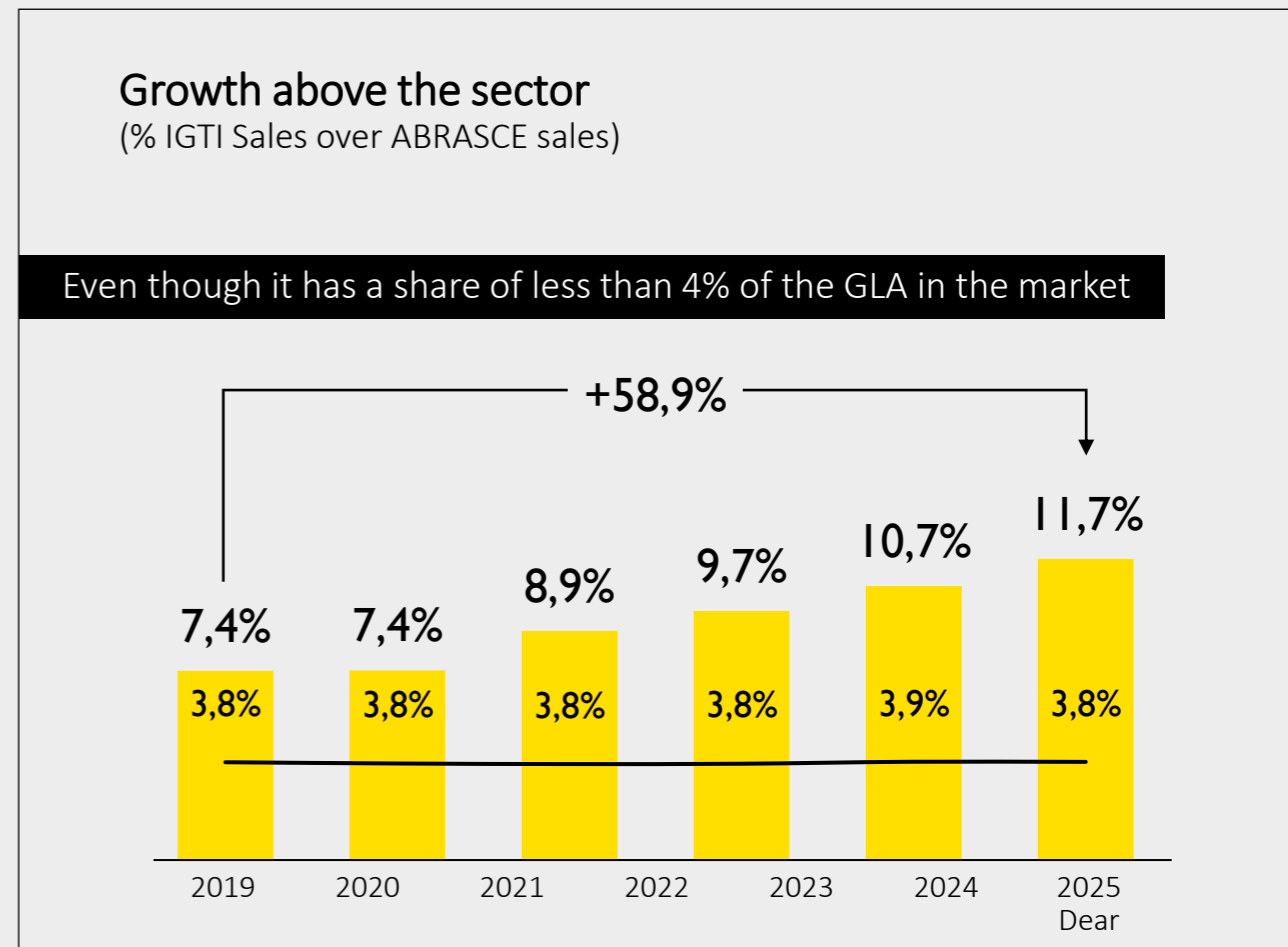
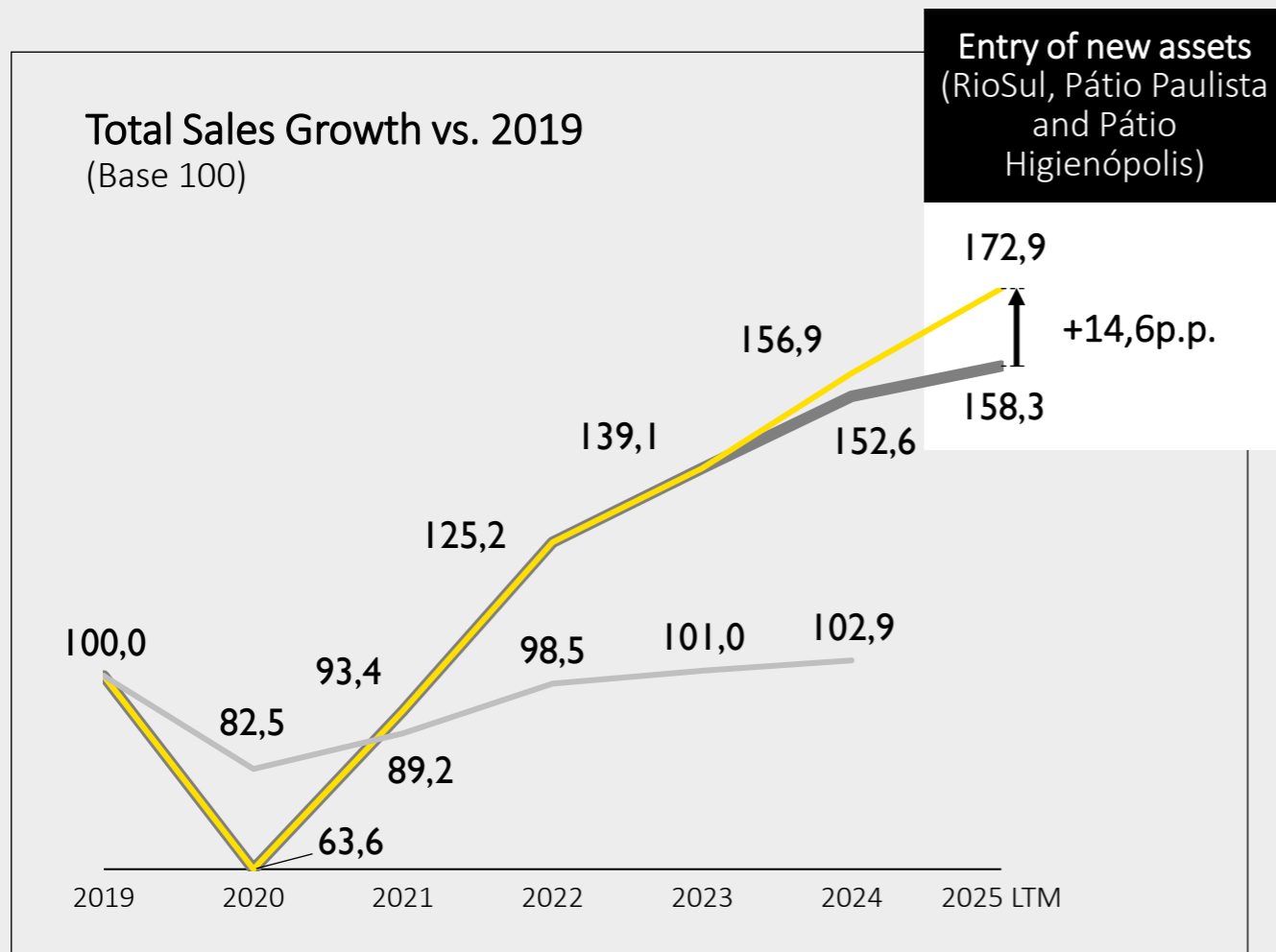
FOCUS ON STRATEGIC CAPITAL ALLOCATION, ENHANCING RETURN ON INVESTMENTS

AVENUES		FRONTS			TIMING			
Capital Allocation	 Current operations				<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	 Greenfields *No market space						<input type="checkbox"/>	
	 Expansions	Shopping Center		Outlets		<input type="checkbox"/>	<input type="checkbox"/>	
	 M&A		Own	Third party	Adjacencies	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	 Environment		Tower		Urban development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

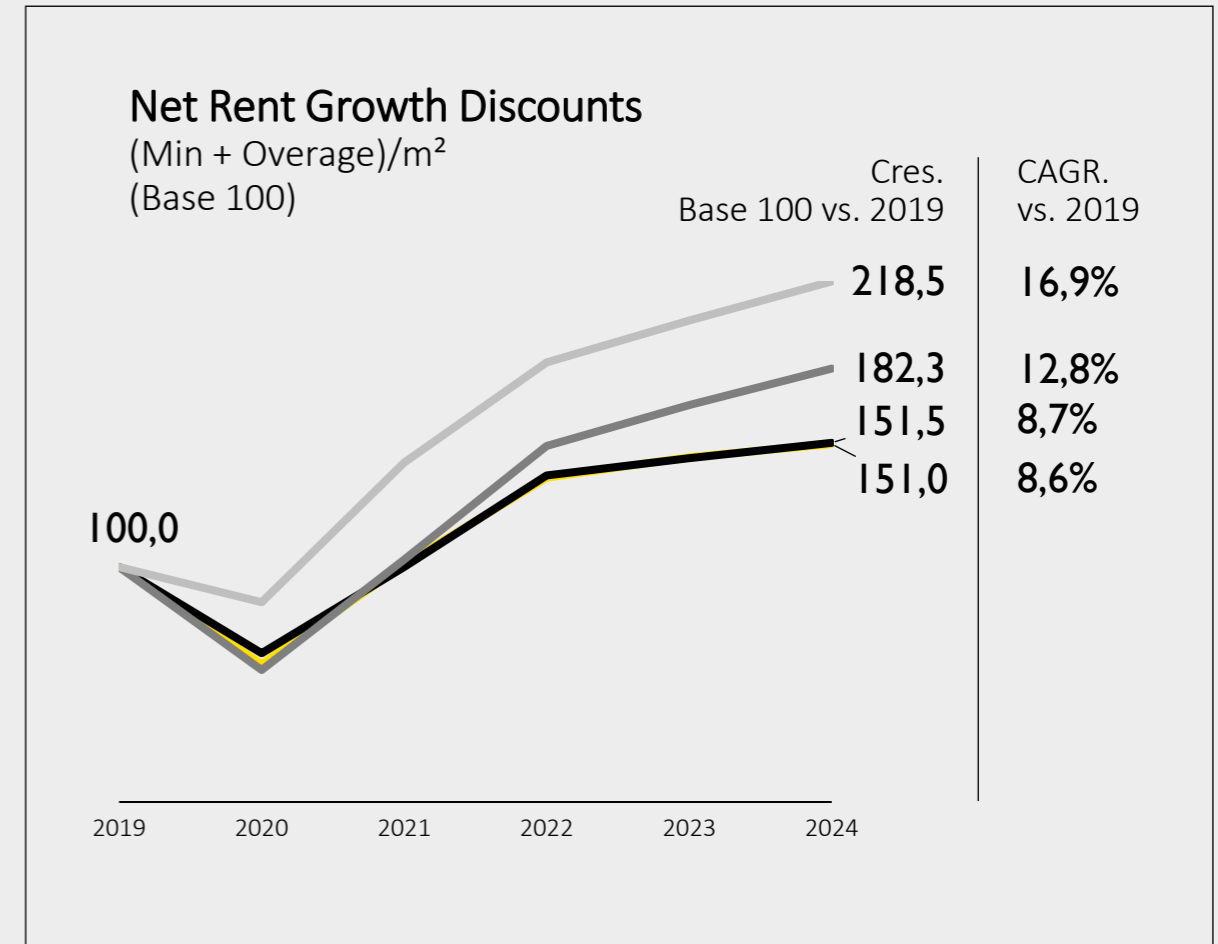
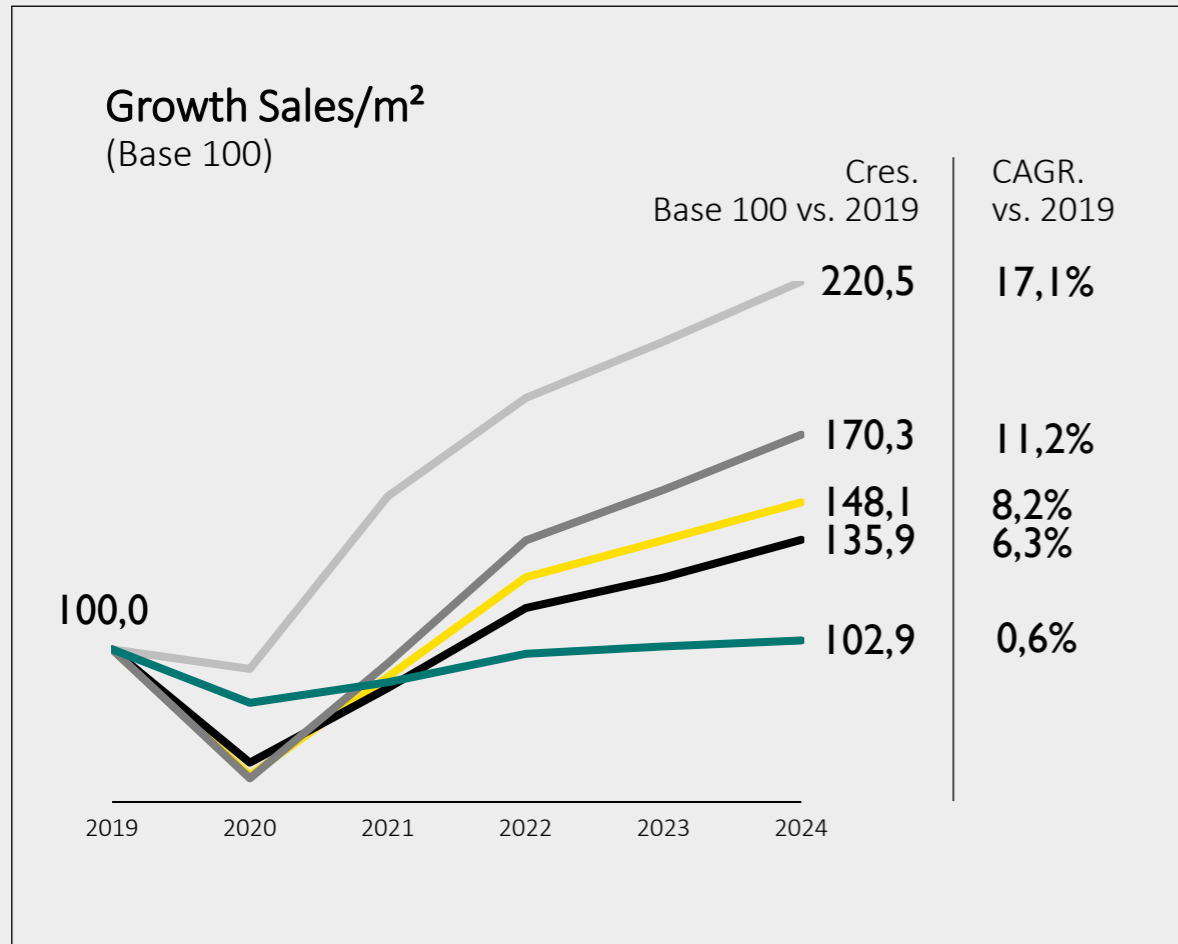
Short
 Medium
 Long

SALES GROWTH IN A PERIOD OF STAGNATION

IN RECENT YEARS, IGUATEMI HAS PERFORMED BETTER THAN THE SECTOR, WITH AN INCREASE IN MARKET SHARE WITHOUT AN INCREASE IN GLA








MORE QUALIFIED SEGMENTS SHOW THE HIGHEST GROWTH



IGUATEMI HAS MULTIPLE AVENUES OF GROWTH

FOCUS ON STRATEGIC CAPITAL ALLOCATION, ENHANCING RETURN ON INVESTMENTS

AVENUES		FRONTS			TIMING			
Capital Allocation	 Current operations				<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	 Greenfields *No market space				<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	 Expansions	Shopping Center		Outlets		<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	 M&A	Own	Third party	Adjacencies		<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	 Environment	Tower	Urban development			<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

CONSISTENT M&A HISTORY

PORTFOLIO QUALIFICATION WITH DOMINANT ASSETS AND GROWTH PERSPECTIVE

Transaction Value (R\$ million)

Acquisitions

32

transactions

R\$ **3,5**
billion
em
in investiments



CONSISTENT M&A HISTORY

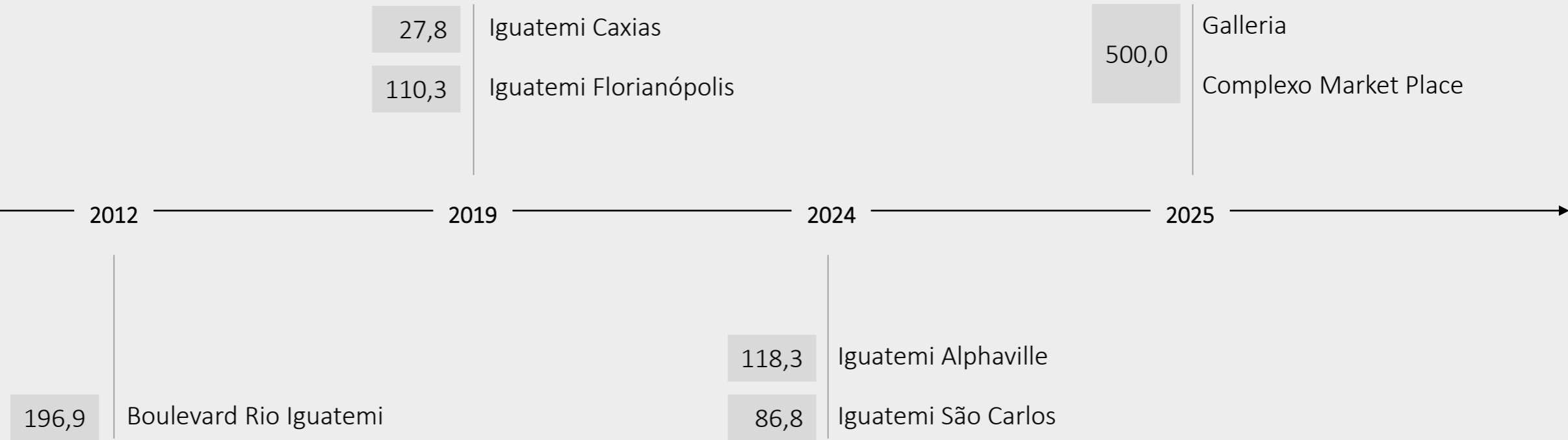
ASSET SALES FOR CAPITAL RECYCLING INTO MORE PROFITABLE INVESTMENTS

Transaction Value (R\$ million)

Sales

07
transactions

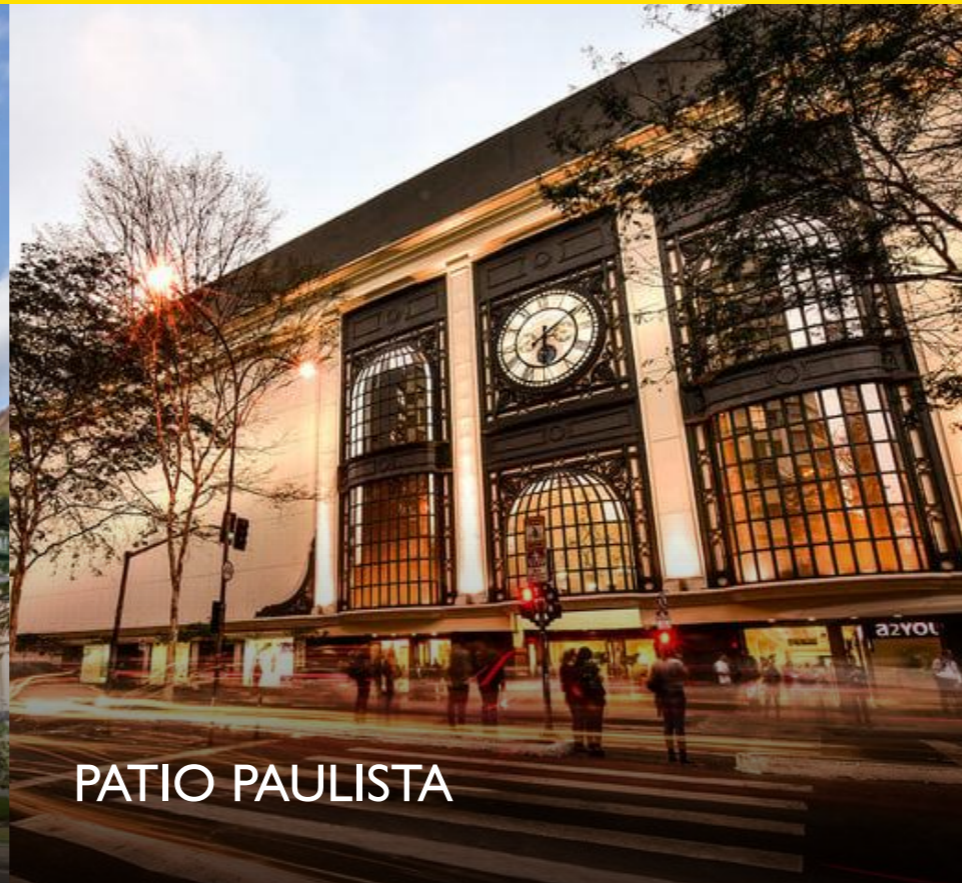
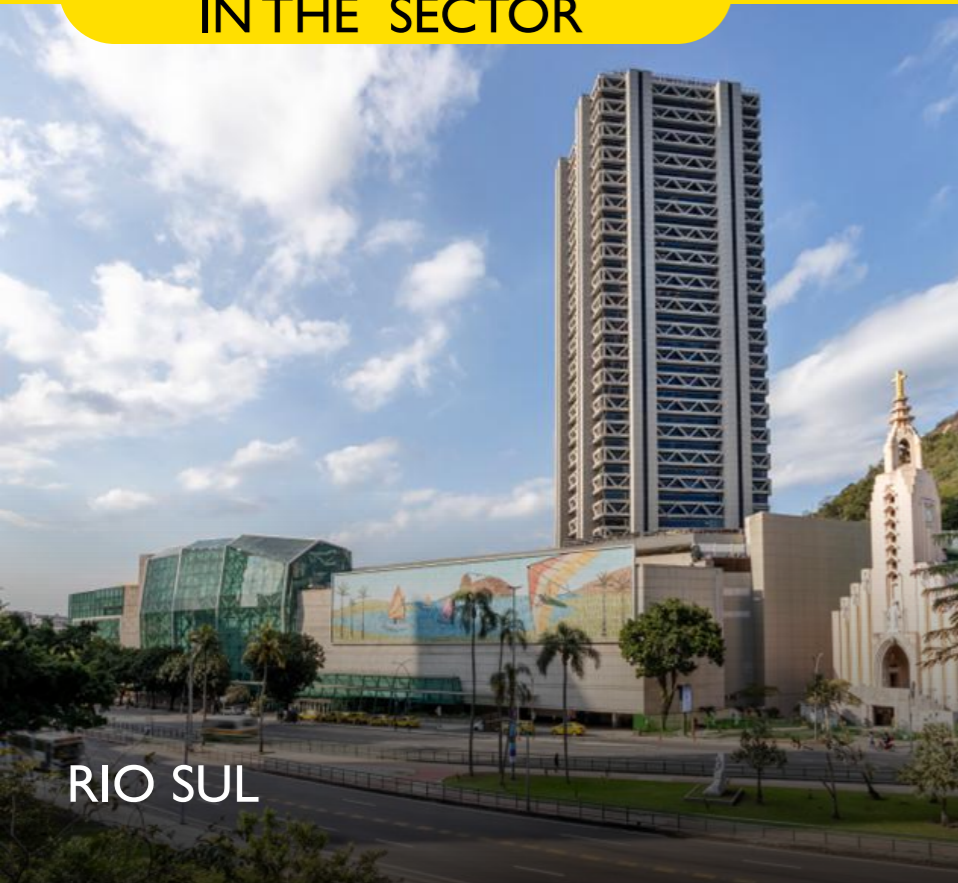
R\$
1 billion
divested



LARGEST M&A IN THE SECTOR: R\$ 3.7 BILLION

IGUATEMI ACQUIRED THREE OF THE BEST ASSETS IN BRAZIL, CONSOLIDATING ITS POSITION IN A STRATEGIC, EMBLEMATIC MOVE

LARGEST M&A
IN THE SECTOR



ACQUISITIONS WITHOUT LEVERAGE

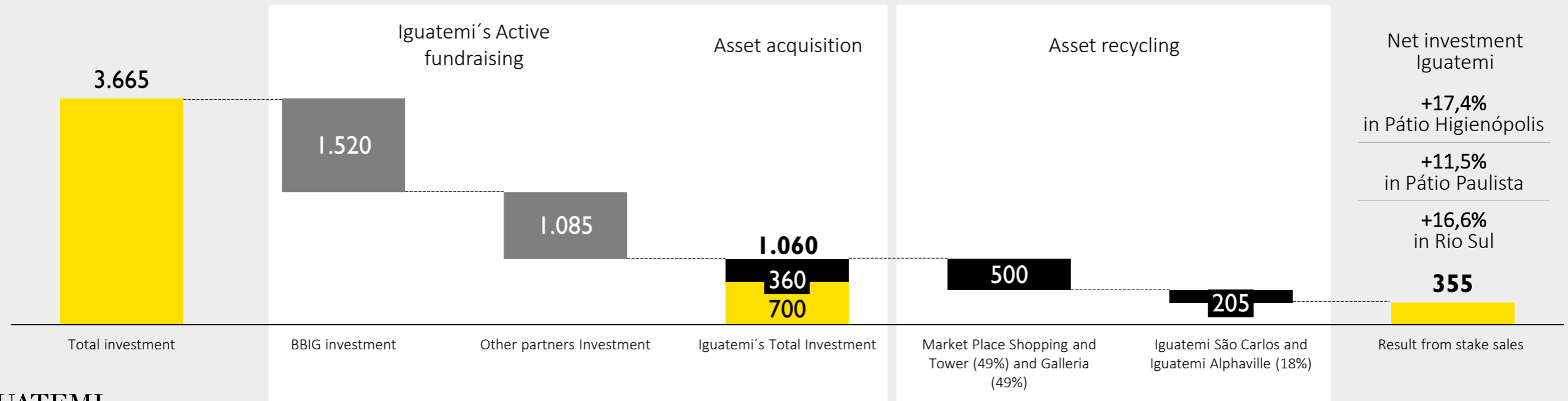
FINANCIAL CREATIVITY TO USE DIFFERENT FUNDING RESOURCES:
CAPITAL RAISING THROUGH PARTNERSHIPS, ASSET RECYCLING,
AND LIMITING EFFICIENT NET INVESTMENT



R\$ 3.7 billion in transactions

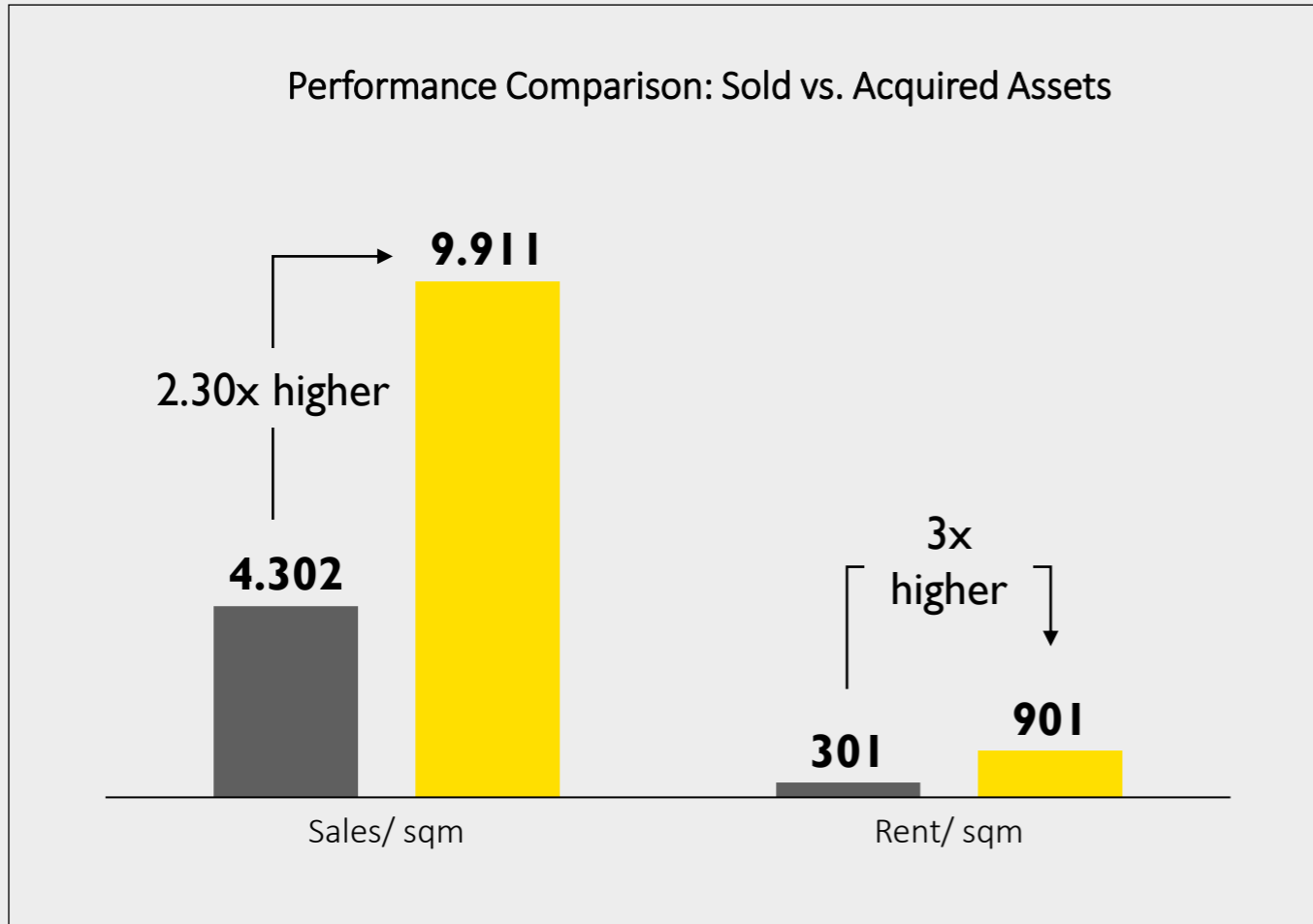
Net investment of R\$ 355 million

Capital Movements and Portfolio Strategy – Iguatemi



WITH IGUATEMI PORTFOLIO QUALIFICATION

ACQUIRED ASSETS BOOSTED SALES AND RENT/sqm PERFORMANCE



Iguatemi Esplanada

STRATEGIC LOCATION IN THE COUNTRY'S LARGEST ECONOMY

PRESENCE IN THE HIGHEST-INCOME REGIONS OF SÃO PAULO CITY ENHANCES BARGAINING POWER AND OPENS UP A RANGE OF POSSIBILITIES



Dominance in the highest-income geographic axis of the city

71,4% A/B population (vs. 43% in the city)

**10min influence area data*



ACCESS TO A NEW PREMIUM MARKET IN RIO DE JANEIRO

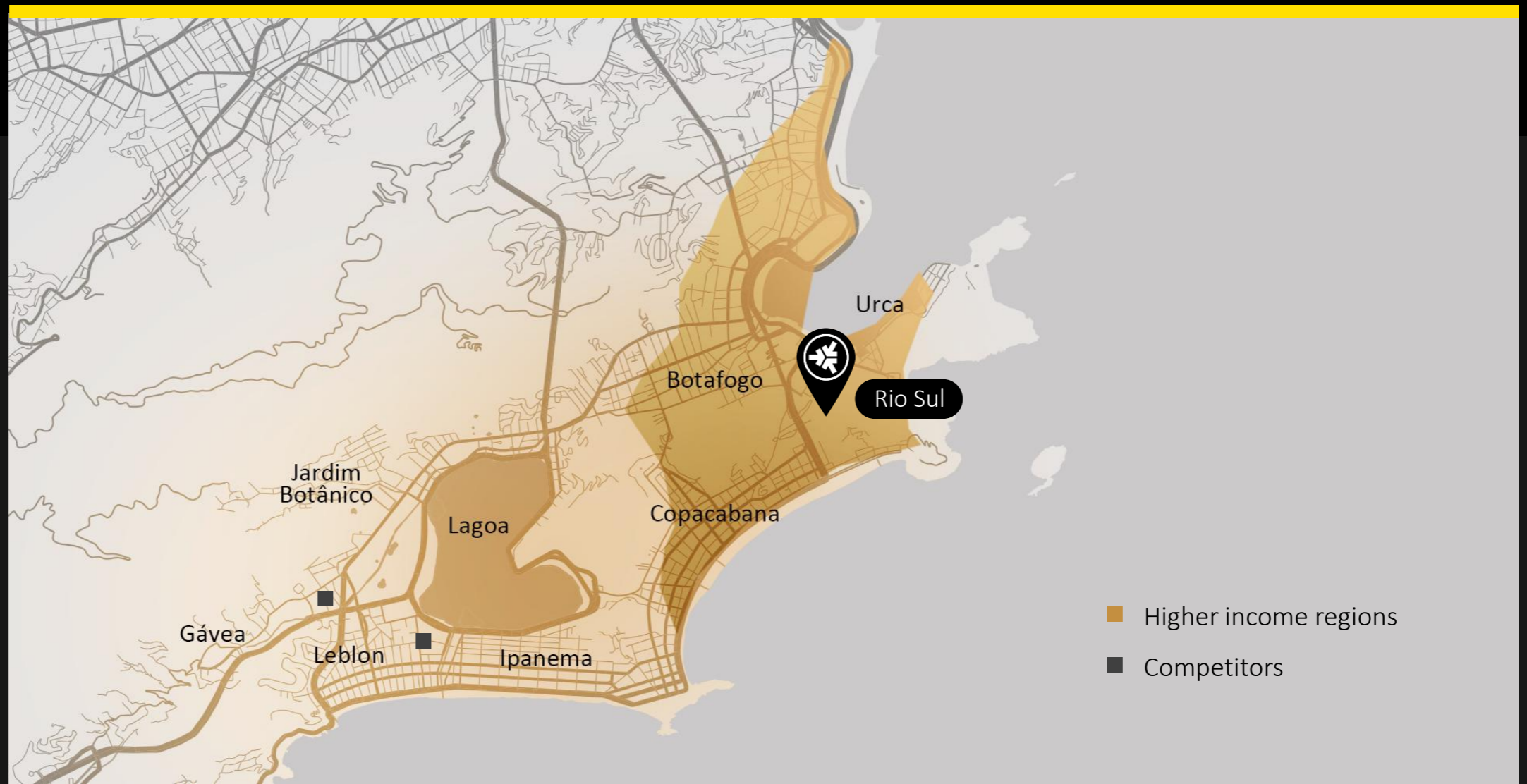
HIGH-INCOME AND HIGH-DENSITY REGION, SIMILAR TO THE MAIN IGUATEMI ASSETS AND COUNTLESS POSSIBILITIES TO EXTRACT VALUE



Strategically located mall with strong appeal to **high-income consumers**

83,7% A/B population

**10min catchment area data*



PROJECTS TIMELINE

ROBUST PLANNING, WITH PROJECTS AND DELIVERABLES THAT SUSTAIN OUR GROWTH OVER THE YEARS

Project schedule:

● Beginning ● End

Project	Face Value (R\$MM) % Iguatemi	2024				2025				2026				2027				2028															
		1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T												
Iguatemi São Paulo Expansion	133							●		●																							
Iguatemi Brasília Expansion	201											●		●																			
Casa Figueira Project	75																																
Retrofit Market Place	117																																
Tower A – Campinas	121																																
Total	647																																

PROJECTS PORTFOLIO

SUMMARY TABLE

	 Iguatemi São Paulo Expansion	 Iguatemi Brasília Expansion	 Retrofit do Market Place	 Tower A – Campinas
ABL 100%:	4,9 mil m ²	15,5 mil m ²	7 mil m ² (mall + office)	16,7 mil m ²
Stabilized NOI:	R\$ 31,3 MM	R\$ 40,9 MM	R\$ 14,1 MM	R\$ 26,7 MM
Real and unleveraged IRR ¹ :	12,0%	11,1%	10,2%	10,4%
CAPEX Total 100% (% IGTI):	R\$ 222,2 MM	R\$ 314,4 MM	R\$ 117,7 MM ²	R\$ 232,4 MM
% Iguatemi	60%	64%	100% ²	52%
Inauguration Expectation:	March 2027	June 2027	October 2027	June 2028
% Marketed:	61%	60%	0%	0%