




ACOSTA VERDE:
A HISTORY OF
RESILIENCE AND
SUCCESS

2020 ANNUAL
SUSTAINABILITY REPORT



ACOSTAVERDE®



In our first Annual Sustainability Report, we offer an accounting of the environmental, social and governance (ESG) performance of Acosta Verde, S.A.B. de C.V., in 2020.

It is important to bear in mind that because of the COVID-pandemic and the temporary shutdown of our shopping centers, our financial and operating indicators were affected, while the environmental and social data presented here are not typical of Acosta Verde's performance under normal conditions.

Amid these challenges, we continue to work to shore up the company's solidity and adapt to the new normal with the passion we are known for.

CONTENTS

03 About this report

04 2020 Data highlights

05 Message from the Chairman of the Board

06 Message from the Chief Executive Officer

07 About Acosta Verde

We are Sendero

Our presence

Shopping center portfolio

Managed Portfolio

Our retail partners

Value chain

21 Sustainability

Our stakeholders

Materiality

ESG strategy

Contribution to the Sustainable Development Goals

26 Environmental

Energy

Emissions

Water

Materials

Waste

35 Social

Our employees

Training and development

Health and safety

Commitment to the community

48 Corporate governance

Corporate structure

Board of Directors

Committees

Senior management

Shareholder Structure

Risk management

Ethics

Data security

64 ESG content

71 Contact



sendero

ABOUT THIS REPORT

102-1, 102-5, 102-10, 102-45, 102-48, 102-49, 102-50, 102-51, 102-52, 102-54, 102-56

This year, 2020, is the first time we are publishing our Annual Sustainability Report, in which we share with our stakeholders information about the environmental, social and corporate governance performance of Acosta Verde, S.A.B. de C.V., for the period from January 1 to December 31, 2020.

This document also describes the measures we took in our Plaza Sendero shopping centers and in our corporate offices, with our employees, tenants, suppliers and visitors, in response to the COVID-19 public health crisis.

The information reported here covers the nine states of Mexico where we are present, and is limited to the operations of Acosta Verde itself. It does not include information on contractors, tenants or other entities, unless otherwise indicated.

In February 2020, Promecap subscribed and paid in a capital increase for our holding company, Valores Integrales Inmobiliarios, S.A. de C.V., after which, on September 30, 2020, the holding company changed its name and took the necessary steps to list its shares on the Mexican Stock Exchange (BMV) and register them in the National Securities Registry. With this it became a publicly-traded corporation under the name Acosta Verde, S.A.B. de C.V., with ticker symbol GAV. On the same day, September 30, 2020, Promecap merged with our holding company, Acosta Verde, S.A.B. de C.V., with the later continuing to exist as the merged entity.

Because this the first year of our report, we are not reporting any restated data or information from previous fiscal years.

In keeping with current trends in sustainability, in preparing this report we conformed to the recommended content of the Global Reporting Initiative (GRI) and the Construction and Real Estate sector supplement, as well as the recommendations of the Sustainability Accounting Standards Board (SASB) applicable to the real-estate and real-estate services industry to which we belong.

Because this was our first report, it has not been subject to external assurance.



2020 DATA HIGHLIGHTS

102-7, 201-1



FINANCIAL

MXN 1.07 billion in total revenues
MXN 687 million in net operating income (NOI)
MXN 718 million in adjusted EBITDA
MXN 274 per sqm of average rent¹



OPERATING

16 Sendero shopping centers with a total Gross Leasable Area (GLA) of 407,595 sqm
4 properties managed for third parties
92% total portfolio occupancy
65 million visitors²



ENVIRONMENTAL

0.17 GJ/sqm of energy intensity³
10,573 tCO₂e emitted into the atmosphere
19 metric tons of PET and **154 metric tons** of cardboard recycled



SOCIAL

313 employees
5,021 hours of training, equivalent to
16 hours average training per employee
MXN 305,000 pesos invested in **53 social projects**



GOVERNANCE

11 members of the Board of Directors
100% of Plaza Sendero shopping centers and corporate offices evaluated for corruption risks
0 relevant data security incidents

1. Average rent contract in stabilized portfolio.

2. In 2019, before the pandemic, we received more than 109 million visitors.

3. In 2020, due to intermittent operation of our shopping centers, electricity consumption was 40% less than the usual annual average.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

102-14

Formally integrating ESG criteria into a company is a huge step toward incorporating sustainability into its strategic agenda. At Acosta Verde, this report marks the first time we are publishing a transparent accounting of the group's ESG performance in 2020.

In today's world, it is precisely climate change, human rights, ethics, good corporate governance and fair labor practices that should be a part of our conversations on improving the world around us. In this spirit, and although this past year was one marred by massive changes and challenges generated by the COVID-19 pandemic, we took firm steps to define a sustainability strategy that will enable us to maintain our approach, actions and resources focused on priority issues for this organization.

This year has enabled us to reinvent the way we operate, keeping expenses strictly in line with our budget, evolving new ways of working and developing innovations to keep up a strong flow of visitors to our shopping centers, while applying the strictest sanitation measures for all of them.

With this, we work to preserve a balance between our financial performance, our business operations, the satisfaction of clients and visitors, and our social and environmental performance.

Our first sustainability report is the start of an exercise in transparency in which we will be communicating with our investors, clients and stakeholders every year on our most significant initiatives and targets for ESG performance.

Thank you all for your interest in Grupo Acosta Verde.



Jesús Acosta Verde

Chairman of the Board of Directors
Grupo Acosta Verde

We work to preserve a balance between our financial performance, our business operations, the satisfaction of clients and visitors, and our social and environmental performance.

MESSAGE FROM THE CEO

102-14

One thing that sets a company with long-term vision apart from its peers is having a sustainable business model. This means operating on the premise that a business's profits must also be felt in society and in the environment, and that it has a responsibility toward all its stakeholders.

With this in mind, Grupo Acosta Verde has been evaluating and reinforcing our environmental, social and corporate governance (ESG) actions to conform to best practices in our industry and our market.

This is a crucial point in Acosta Verde's history, because it proves that even under adverse circumstances we have the operating, financial, technological and human capacity to continue serving our clients and visitors.

Our mission is a reflection of what we are: a company that develops and manages innovative shopping centers to create unique emotions for our clients, generate value for our shareholders, make visitors' dreams come true, and provide well-being for our people.

We have reached this point through more than 30 years of uninterrupted effort, working with every one of our stakeholders through a variety of initiatives.

We worked closely with the 313 employees of our corporate offices and Plaza Sendero shopping shopping centers during the difficult situation caused by the COVID-19 pandemic, to guarantee the health of those who continued to work in our offices and shopping centers and those that were able to work from home. We introduced physical training and activation programs that they could follow at home or at the office, and mental wellness talks by specialists. Also in 2020, we provided more than 5,000 hours of training on issues relating to the professional and personal development of our team (approximately 16 hours on average per employee).

To connect with the communities where we are present, we carried out community development programs based on local needs. During the year, we worked on 53 social projects to promote jobs and health, among other topics. Additionally we launched the "Senderizarte" program to benefit the community of Santa Catarina, Nuevo León, through various volunteer actions in areas like safety, health and environment, education, mobility and family dynamics.

To protect the environment, we manage the resources we use in order to become increasingly efficient. During the year we recycled 19 metric tons of PET and 154 metric tons of cardboard, and for the first time conducted an inventory of our greenhouse gas (GHG) emissions to identify opportunities for improvement and address the issue of climate change. We did all of this while remaining especially attentive to our tenants, who required more attention than usual in the form of custom-tailored plans to ensure the continuity of the various businesses that operate in our Sendero shopping centers.

In this first sustainability report, we discuss our ESG performance during 2020, and the actions we took to deal with the pandemic, when our employees were key to our efforts to maintain operating continuity. We are grateful to all of them for their dedication and willingness to pitch in during this most difficult year.

To our tenants, visitors, investors, shareholders and other stakeholders, we are deeply grateful for your trust and confidence in us, and we will strive for increasing transparency with every year, and to continuously work to improve our ESG indicators.



Jesús A. Acosta Castellanos

CEO
Grupo Acosta Verde

Our mission is a reflection of what we are: a company that develops and manages innovative shopping centers to create unique emotions for our clients and generate value for our shareholders.

ABOUT ACOSTA VERDE

102-1, 102-2, 102-5, 102-16

We are a proudly Mexican company, founded in 1970 by architect Jesús Acosta Verde. We pioneered the development of shopping centers in Mexico and have built a solid track record in planning, development, sale, management and operation of shopping centers in this country.

We have developed more than 1.5 million sqm of GLA in 44 retail properties in 16 states of Mexico.

We closed 2020 with 16 Sendero shopping centers with a total Gross Leasable Area (GLA) of 407,595 sqm and an occupancy rate of 92%. We also manage other four shopping centers we developed for third parties.



Acosta Verde History

1970's

Architect Jesús Acosta Verde founded the company and began to accumulate experience in developing retail spaces.

1986-2001

We developed 2 shopping centers for various investors, among them Soriana and Grupo Garza Ponce. These shopping centers include Plaza Comercial La Fe (1993), Plaza Jacarandas (1994) and Plaza del Río (1994), all of which remain under our management today.

2002

We created the concept and brand called "Plaza Sendero"
We developed our first community center of this kind, Plaza Sendero Escobedo, which has become a reference in the market for community shopping centers in Mexico.



2005

We formed a joint venture with Prudential Real Estate Investors (PREI) to build, finance and administer community shopping centers in Mexico. Our strategic relationship with PREI brought a set of best practices for the company, for instance optimizing the financial planning of our developments, expanding internal policies, procedures and controls, and applying anti-corruption practices to comply with the US Foreign Corrupt Practices Act (FCPA). We also implemented real-estate focused operating system called MRI Software. Under this joint venture, we developed seven shopping centers between 2006 and 2011, and in 2010 we sold three properties to PREI located in Monterrey, Mérida and Los Cabos. All ten shopping centers were managed by Acosta Verde until 2015.

2013

We developed Sendero Villahermosa for Funo.

2011

We concluded the joint venture with PREI, through the sale (to PREI) of our stake in the properties developed under this agreement.

2007

We became the first Mexican company to obtain securities-market financing for retail properties with a portfolio of leasing agreements, through issuance of debt securities certificates on the Mexican Stock Exchange totaling MXN 1.13 billion, trading under ticker symbol ACOSTCB07.



Acosta Verde History

2014

We developed three shopping centers for third parties: Sendero Coatzacoalcos (today called Plaza Acaya Coatzacoalcos), Sendero Mazatlán (now Acaya Mazatlán) and Sendero La Fe, in Apodaca, Nuevo León—this last one remaining under our management.

2015

- **We returned to the Mexican Stock Exchange with our second issue of securities certificates**, the largest of its type in the history of the market up until then, for MXN 3 billion, under ticker symbol ACOSTCB15.
- **We formed a partnership with Equity International** to capitalize our holding company.

2016

We resumed growth. We developed and opened Plaza Sendero Los Mochis in Sinaloa, Plaza Sendero Chihuahua in Chihuahua and Plaza Sendero Tijuana in Baja California.

2017

- **Equity International contributes a second capital increase to Acosta Verde.**
- **We opened Plaza Sendero Sur** in Coahuila **and Plaza Sendero Obregón** in Sonora.

2018

We opened Plaza Sendero Culiacán in Sinaloa **and Plaza Sendero Mexicali** in Baja California.

2021

We completed development of Plaza Sendero Santa Catarina in Nuevo León, scheduled to open in March 2021¹.

2019-2020

Promecap Acquisition Company (PAC) carried out its initial business combination with Acosta Verde, merging its Special Purpose Acquisition Company (SPAC) with our holding company. Through this transaction, PAC acquired a stake in the capital of Acosta Verde in exchange for a capital increase equivalent to USD 200 million. Followed by the eventual merger of PAC, which ceased to exist, into Acosta Verde. This phase concluded successfully with the **company's listing on the Mexican Stock Exchange in September 2020, under the ticker symbol GAV.**



We became the first company in Mexico to list on the Mexican stock exchange under a business combination with a SPAC.



1. Opened as of the date of publication of this Sustainability Report.



MISSION

We develop and manage innovative shopping centers to create emotions in our clients, give value to our shareholders, make visitors' dreams come true, and promote well-being for our people.



VISION

To be the most profitable shopping center developers in Mexico and to position the Sendero brand as a benchmark for enjoyment and quality, through the talent that distinguishes us.

Acosta Verde's philosophy is to build long-term relationships with clients, investors and partners, which it does through a commitment to work and continuous improvement in processes and services in all areas.



OUR VALUES



Integrity

The basis of our growth



Talent

We bring together the best



Passion

We make our work fun



Teamwork

We are one great family



Senderismo

We blaze trails to success

WE ARE SENDERO

102-2, 102-6, 102-9

Plaza Sendero is a shopping center concept and a brand that we created in 2002 in an effort to meet basic dining, shopping and services needs for Mexican families, offering them safe, top-quality spaces to get together.

In developing our shopping centers we turned “going shopping” into a natural, pleasant and comfortable activity for our visitors, and we incorporated elements of entertainment and socializing that are today a fundamental part of the Plaza Sendero concept, always in keeping with market demands and the changing habits of our customers. We also try to create a pleasant environment in which our shopping center tenants and their employees can work.

Through our Plaza Sendero shopping centers we have accumulated a successful track record in terms of occupancy and visitor traffic.

Pillars of the Sendero concept

The Plaza Sendero concept is a proven shopping center model whose success is based on three constantly evolving pillars:



1. Focus on the shopping experience

Acosta Verde is constantly seeking out ways to improve shoppers' experiences. We offer visitors top-quality events, constant promotions, our well-known “Sendero Day,” new and fun activities every month, a loyalty plan, free internet and the highest-quality facilities, among many other benefits. In 2020 we launched a platform called **SenderoEnCasa.com** (Sendero at home), where we applied an omnichannel strategy to adapt to changes in the shopping habits of Sendero customers.



2. Tenant mix

Staying one step ahead of the trends, we try to host a full range of tenants to meet shoppers' needs. We are constantly analyzing changing habits in the population to fulfill their needs for entertainment, socializing and shopping.

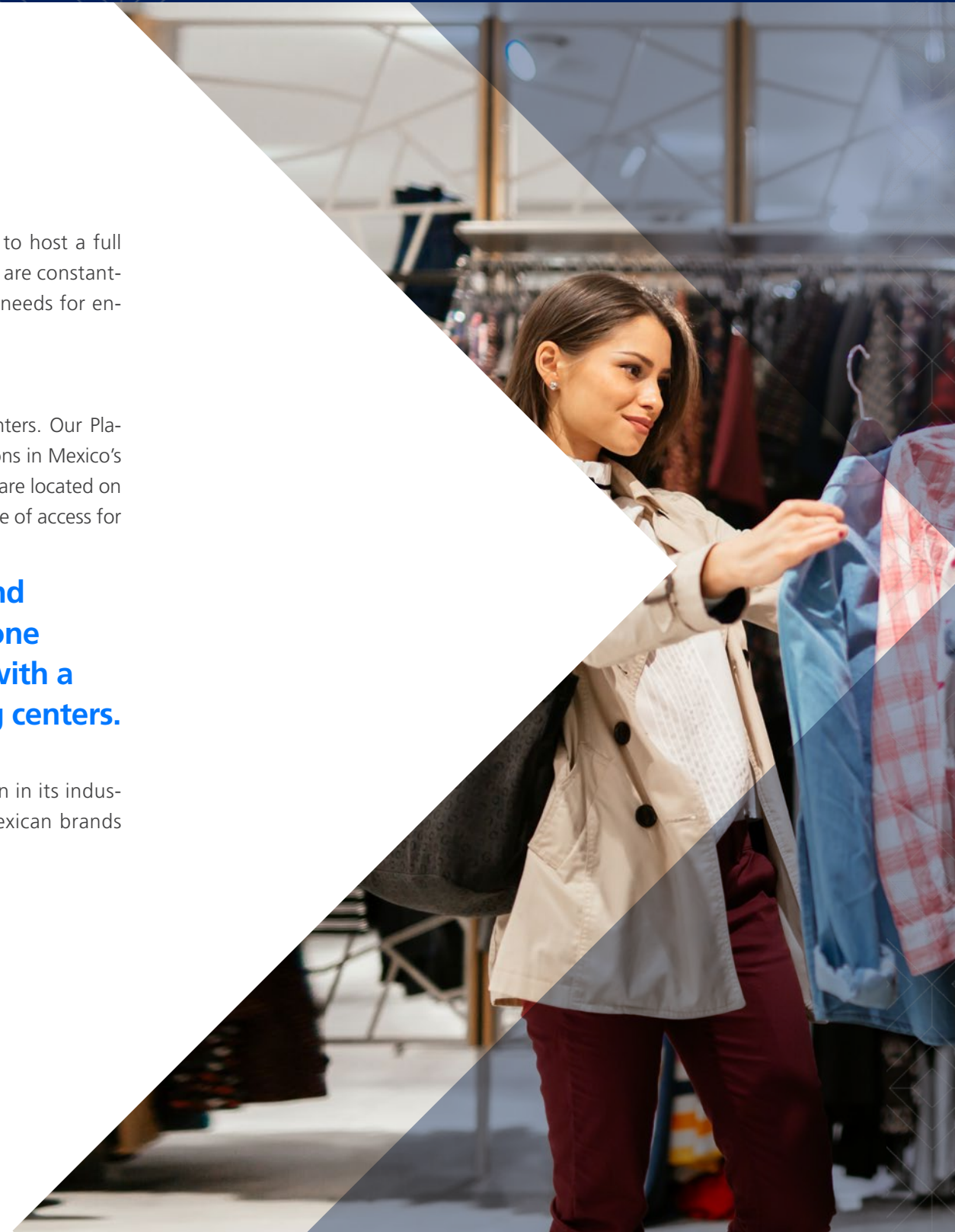


3. Privileged locations

Location is key to the success of our shopping centers. Our Plaza Sendero shopping centers enjoy premium locations in Mexico's largest and mid-sized cities, with attractive demographics. They are located on main avenues with high vehicular traffic, strong visibility and ease of access for visitors.

Plaza Sendero has achieved strong brand recognition in the Mexican market, as one of the few shopping center operators with a common brand identifying its shopping centers.

The Plaza Sendero brand also enjoys top-of-mind recognition in its industry, which has enabled us to continue adding renowned Mexican brands to our portfolio.



Sendero Model



According to an independent study conducted in 2020, the quality of our shopping centers in terms of location, security perceptions, neighboring roads, brand diversity, access and parking, finishes and lighting, is considered high compared to other shopping centers in their areas, which makes them attractive both for tenants and visitors.

1 Retail focus

- Focused primarily on meeting the core needs for dining, convenience shopping and services.
- Offering dignified high-quality spaces focused on the C and D+ socioeconomic segments.
- Located in some of the leading metropolitan areas of the country as well as in fast-growing mid-sized cities.
- Strategically located in major avenues, guaranteeing visitors easy access and making the shopping center more visible.

2 Physical characteristics

- Average GLA of 35,000 sqm on approximately 15 hectares of land plot.
- Every Plaza Sendero shopping centers has more than 200 tenants (supermarkets, movie theaters, department stores, shops, food court, restaurants, kiosks and external sub-anchors).

3 Development plan and operating strategy

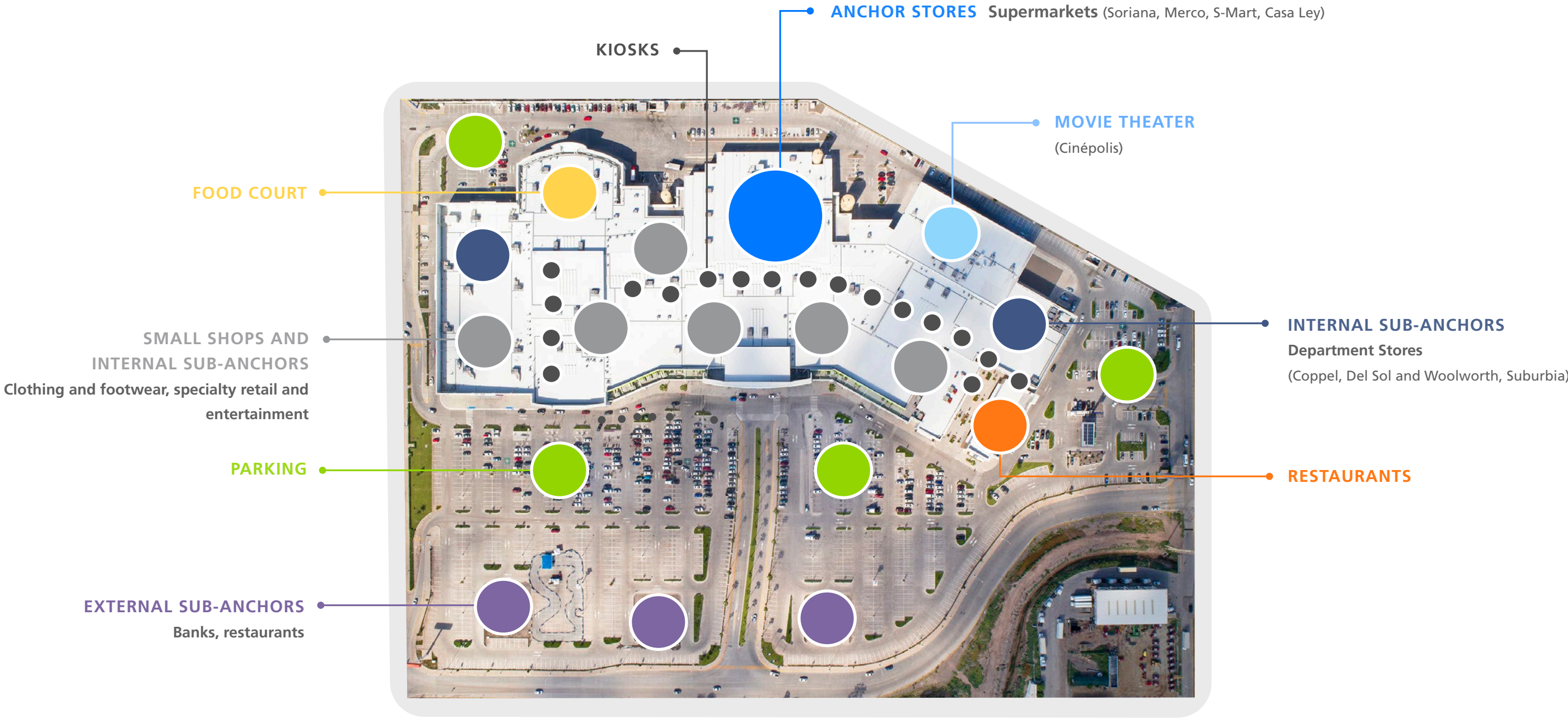
- Every Plaza Sendero shopping center is developed under a highly parameterized system that enables us to control the timeline and cost of development.
- Total development time is 10 months and investment in each shopping center is approximately MXN 800 million.
- A strong base of tenants made up of high-quality companies with strong growth prospects. Among our leading tenants are Casa Ley, Cinépolis, Coppel, Del Sol and Woolworth, Innovasport, Merco, Parisina, Promoda, S-Mart Supermarkets, SmartFit, Suburbia, and others.

- Plaza Sendero has a strong focus on entertainment and leisure.
 - Tenants with brands dedicated to children's and family entertainment are a fundamental part of our shopping center tenant mix.
 - Social events for all ages, concerts by renowned popular performers and more fitness centers.
 - Air conditioned and roofed spaces.
 - Spaces for socializing: Plaza Sendero is a gathering spot for the communities where it is located.
 - In 2020, with much of retail and social activity restricted to at-home settings, Plaza Sendero continued to innovate by streaming live events for families, which our clients could enjoy from their homes while keeping the Plaza Sendero brand present.
- Approximately 50% of GLA is leased with nationwide chains, which have accompanied us in every new Sendero, helping us to reach our target of high GLA occupancy rates from the first time doors are opened.
- Constant maintenance of facilities, which keeps the properties operating efficiently.
- Online sales platform: **SenderoEnCasa.com**

4 Proven model

- Layout and operating model proven through our track record in development of community shopping centers.
- High occupancy from the first day open.
- Generate a high visitor traffic (approximately more than 100 million per year; pre-COVID).
- High lease contract renewal rates.

This diagram shows an example of how GLA is usually distributed within Plaza Sendero shopping centers.



OUR PRESENCE

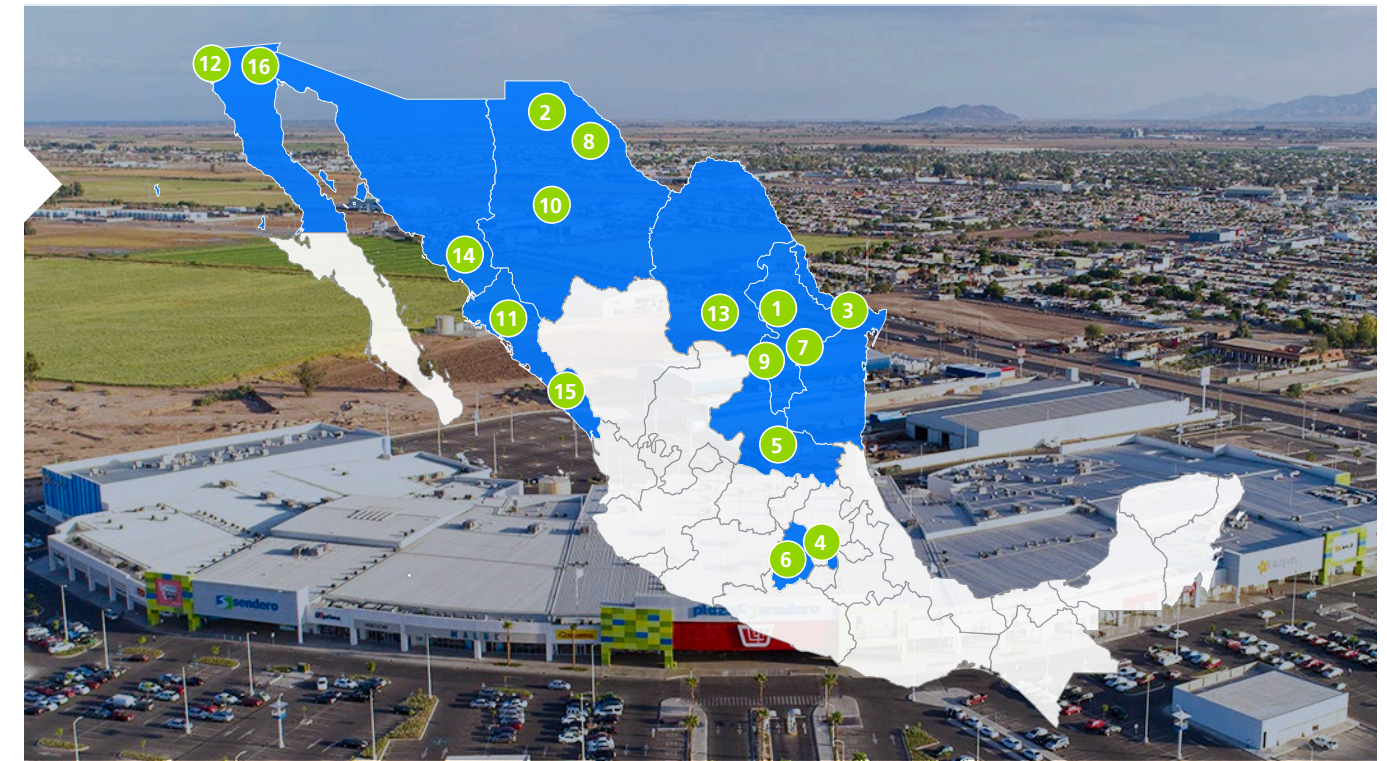
102-4, 102-7, IF-RE-000.A, IF-RE-000.B, IF-RE-000.C, IF-RE-000.D, IF-RS-000.B, IF-RS-000.C

16 shopping centers in operation, located in nine states of Mexico comprise Acosta Verde's portfolio, we also manage four shopping centers to third parties.

Property	Status	Opening	Main anchors	Number of units	Visitor Traffic (millions of visitors)		Occupancy
					2020	2019 ²	
1. Sendero Escobedo	Operating	2002	Soriana, Cinépolis	243	4.7	8.5	96.6%
2. Sendero Las Torres	Operating	2003	Soriana, Cinépolis	192	5.9	13.7	98.4%
3. Sendero Periférico	Operating	2004	Soriana, Cinépolis	222	8.2	11.7	98.4%
4. Sendero Ixtapaluca	Operating	2005	Soriana, Cinépolis	188	3.8	6.7	96.8%
5. Sendero San Luis	Operating	2006	Soriana, Cinépolis	186	4.7	8.0	96.4%
6. Sendero Toluca	Operating	2006	Soriana, Cinépolis	210	5.1	8.7	97.1%
7. Sendero San Roque	Operating	2006	Soriana, Cinépolis	123	3.8	4.7	92.2%
8. Sendero Juárez	Operating	2008	Soriana, Cinépolis	201	3.3	6.5	95.2%
9. Sendero Apodaca	Operating	2008	Soriana, Cinépolis	202	6.0	8.2	94.3%
10. Sendero Chihuahua	Operating	2016	Smart, Cinépolis	164	1.9	4.3	83.9%
11. Sendero Los Mochis	Operating	2016	Ley, Cinépolis	190	2.8	4.7	88.6%
12. Sendero Tijuana	Operating	2016	Ley, Cinépolis	207	3.8	6.2	98.4%
13. Sendero Sur	Operating	2017	Merco, Cinépolis	219	3.5	5.0	84.5%
14. Sendero Obregón	Operating	2017	Ley, Cinépolis	169	2.1	3.4	83.3%
15. Sendero Culiacán	Operating	2018	Ley, Cinépolis	209	2.9	4.6	91.0%
16. Sendero Mexicali	Operating	2018	Ley, Cinépolis	201	2.8	4.1	91.8%
17. Sendero Santa Catarina ¹	Under development	March 2021	Merco, Cinépolis	225	N.A.	N.A.	N.A.
18. Sendero Ensenada	Under development	to be defined	Ley, Cinépolis	178	N.A.	N.A.	N.A.

1. Opened by the date of publication of this sustainability report

2. Pre-pandemic levels.



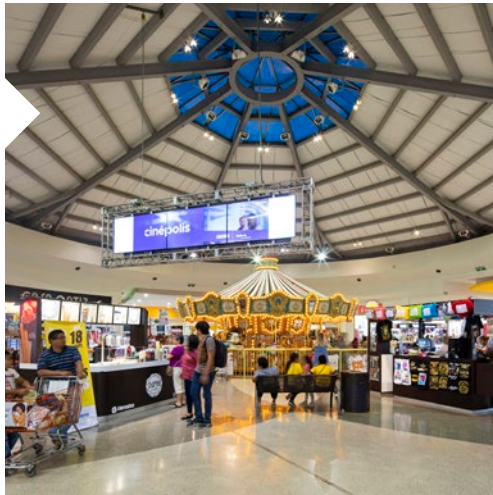
Total operating portfolio occupancy

Year	Occupancy
2016	95%
2017	94%
2018	95%
2019	96%
2020	92%

State	Number of Plaza Sendero shopping centers	GLA sqm
Sinaloa	2	72,509
Baja California	2	71,939
Chihuahua	3	67,715
Nuevo León	3	47,858
Mexico State	2	42,936
Coahuila	1	36,897
Sonora	1	30,637
San Luis Potosí	1	20,274
Tamaulipas	1	16,830
Total	16	407,595

Note: Acosta Verde has operating control of the total GLA of 16 properties it owns.

PORTFOLIO OF SHOPPING CENTERS



PLAZA SENDERO ESCOBEDO

Nuevo León

Acosta Verde owns 33.22%.

Main anchor stores: Soriana, Cinépolis, Famsa, Del Sol and Happyland.

- Opening: 2002
- Land: 147,117 sqm
- Total construction: 60,476 sqm
- GLA: 15,477 sqm
- Number of Units: 243



8.5 million
visitors a year

PLAZA SENDERO LAS TORRES

Chihuahua

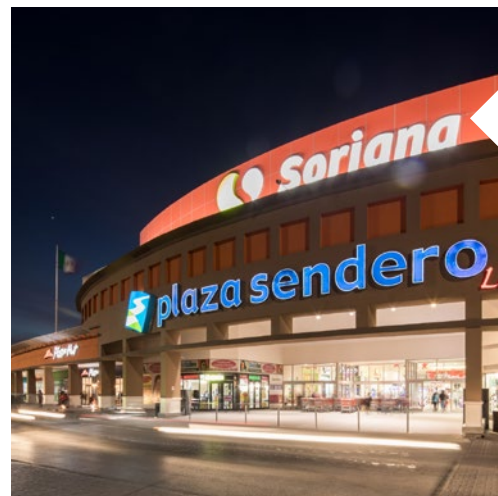
Acosta Verde owns 49.73%.

Main anchor stores: Soriana, Cinépolis, Famsa and Woolworth.

- Opening: 2003
- Land: 156,532 sqm
- Total construction: 55,595 sqm
- GLA: 19,083 sqm
- Number of Units: 192



13.7 million
visitors a year



PLAZA SENDERO IXTAPALUCA

Mexico State

Acosta Verde owns 45.49%

Main anchor stores: Soriana, Cinépolis, Famsa, C&A, Promoda and Coppel.

- Opening: 2005
- Land: 154,032 sqm
- Total construction: 58,268 sqm
- GLA: 18,702 sqm
- Number of Units: 188



6.7 million
visitors a year

PLAZA SENDERO PERIFÉRICO

Tamaulipas

Acosta Verde owns 31.75%

Main anchor stores: Soriana, Cinépolis, Coppel, Famsa, Mueblería Foly and Woolworth.

- Opening: 2004
- Land: 179,042 sqm
- Total construction: 70,186 sqm
- GLA: 13,962 sqm
- Number of Units: 222



11.7 million
visitors a year



PLAZA SENDERO SAN LUIS

San Luis Potosí

Acosta Verde owns 47.79%

Main anchor stores: Soriana, Cinépolis, Famsa, Almacenes García, Circus Park and Woolworth.

- Opening: 2006
- Land: 137,979 sqm
- Total construction: 54,614 sqm
- GLA: 17,773 sqm
- Number of Units: 186



8 million
visitors a year

Note: For all properties, GLA means total gross leasable area for Acosta Verde. Figures on visitors are from prior to the pandemic.



PLAZA SENDERO TOLUCA

Mexico State
Acosta Verde owns 48.43%

Main anchor stores: Soriana, Cinépolis, Coppel, Woolworth, Famsa, Office Max and Casino Codere.

- Opening: 2006
- Land: 152,472 sqm
- Total construction: 58,174 sqm
- GLA: 20,195 sqm
- Number of Units: 210

 **8.7 million**
visitors a year

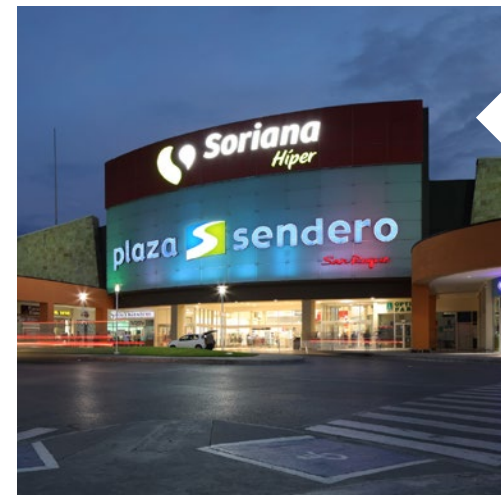
PLAZA SENDERO SAN ROQUE

Nuevo León
Acosta Verde owns 20.56%

Main anchor stores: Soriana, Cinépolis, Famsa, Hemsá and Coppel.

- Opening: 2006
- Land: 37,267 sqm
- Total construction: 37,267 sqm
- GLA: 6,026 sqm
- Number of Units: 123

 **4.7 million**
visitors a year



PLAZA SENDERO APODACA

Nuevo León
Acosta Verde owns 78.71%

Main anchor stores: Soriana, Cinépolis, Coppel and Del Sol.

- Opening: 2008
- Land: 132,079 sqm
- Total construction: 50,864 sqm
- GLA: 26,355 sqm
- Number of Units: 202

 **8.2 million**
visitors a year

PLAZA SENDERO JUÁREZ

Chihuahua
Acosta Verde owns 52.87%

Main anchor stores: Soriana, Cinépolis and Coppel.

- Opening: 2008
- Land: 137,646 sqm
- Total construction: 51,388 sqm
- GLA: 20,975 sqm
- Number of Units: 201

 **6.5 million**
visitors a year



PLAZA SENDERO CHIHUAHUA

Chihuahua
Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Smart, Cinépolis, Woolworth and Happyland.

- Opening: 2016
- Land: 87,414 sqm
- Total construction: 38,134 sqm
- GLA: 25,351 sqm
- Number of Units: 164

 **4.3 million**
visitors a year



PLAZA SENDERO LOS MOCHIS

Sinaloa

Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Casa Ley, Cinépolis, Suburbia and Coppel.

- Opening: 2016
- Land: 128,130 sqm
- Total construction: 45,727 sqm
- GLA: 34,464 sqm
- Number of Units: 190

 **4.7 million**
visitors a year

PLAZA SENDERO TIJUANA

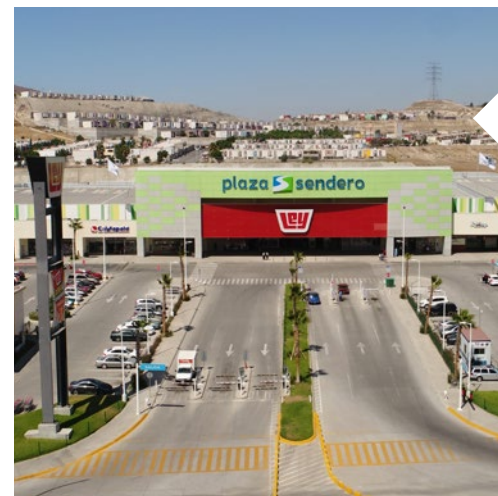
Baja California

Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Casa Ley, Cinépolis, Suburbia, Woolworth, Coppel and Happyland.

- Opening: 2016
- Land: 139,027 sqm
- Total construction: 51,256 sqm
- GLA: 39,203 sqm
- Number of Units: 207

 **6.2 million**
visitors a year



PLAZA SENDERO SUR

Cohauila

Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Merco, Cinépolis, Suburbia and Coppel.

- Opening: 2017
- Land: 130,119 sqm
- Total construction: 51,069 sqm
- GLA: 36,897 sqm
- Number of Units: 219

 **5 million**
visitors a year

PLAZA SENDERO OBREGÓN

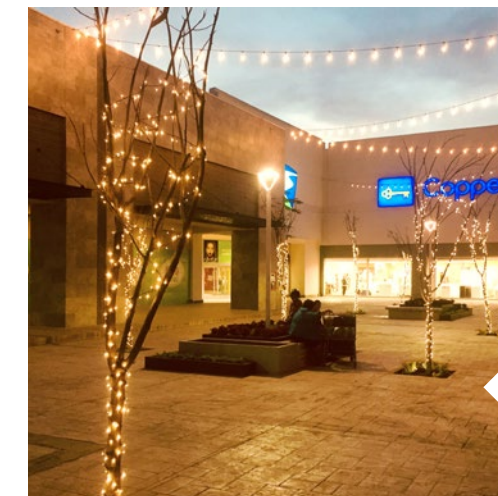
Sonora

Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Casa Ley, Cinépolis, Woolworth, Promoda and Coppel.

- Opening: 2017
- Land: 103,680 sqm
- Total construction: 39,583 sqm
- GLA: 30,637 sqm
- Number of Units: 169

 **3.4 million**
visitors a year



PLAZA SENDERO CULIACÁN

Sinaloa

Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Casa Ley, Cinépolis, Promoda, Woolworth and Coppel.

- Opening: 2018
- Land: 137,778 sqm
- Total construction: 50,291 sqm
- GLA: 38,068 sqm
- Number of Units: 209

 **4.6 million**
visitors a year



PLAZA SENDERO MEXICALI

Baja California

Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Casa Ley, Cinépolis, Woolworth, Promoda and Coppel.

- Opening: 2018
- Land: 131,765 sqm
- Total construction: 44,925 sqm
- GLA: 32,737 sqm
- Number of Units: 201



4.1 million
visitors a year

PLAZA SENDERO SANTA CATARINA

Nuevo León

Acosta Verde consolidates 100% of the results of this shopping center into its financial statements.

Main anchor stores: Merco, Cinépolis, Del Sol, Hemsá and Coppel.

- Opening: 2021*
- Land: 155,126 sqm
- Total construction: 47,802 sqm
- GLA: 34,413 sqm
- Number of Units: 225



Architect's rendering

PLAZA SENDERO ENSENADA

Baja California

Main anchor stores: Ley and Cinépolis

- Opening: To be defined
- Land: 86,420 sqm
- Total construction: 35,832 sqm
- GLA: 25,490 sqm
- Number of Units: 178

MANAGED PORTFOLIO

Owned by other companies



PLAZA LA FE

Nuevo León

Opening: 1993

Main anchor stores:

Soriana, Cinemex, Coppel.



PLAZA DEL RÍO

Tamaulipas

Opening: 1994

Main anchor stores:

Soriana, Cinépolis, Del Sol.



PLAZA JACARANDAS

Guanajuato

Opening: 1994

Main anchor stores:

Soriana, Cinemex, Coppel.



PLAZA SENDERO LA FE

Nuevo León

Opening: 2014

Main anchor stores:

Soriana, Cinépolis, Del Sol, Coppel.

Note: For all properties, GLA means total gross leasable area for Acosta Verde. Figures on visitors are from prior to the pandemic.

* Opened as of the date this sustainability report was published.

OUR RETAIL PARTNERS

102-6

Some of the chains that are present in Acosta Verde’s portfolio:



We are committed to retaining the loyalty of our retail partners and of the millions of people who visit our Sendero shopping centers. We try to meet their needs in advance and keep pace with their consumption habits, taking advantage of growth opportunities in the market and maintaining retail partnerships with leading brands in the regions where we are present.

It is important for Plaza Sendero to maintain the right mix of retailers, so we are constantly seeking out new brands that make our retail offering more robust.

Our experience in the development and operation of shopping centers, which we have built up over the years, has earned the Sendero brand a position among the leading retailers in Mexico.

We have solid commercial relationships with leading national retail chains.

We develop solid commercial relationships with leading national retail chains like Soriana, the second largest supermarket chain in the country; Cinépolis, Mexico’s leading operator of movie theaters, and Liverpool, nation’s top department store chain, whose Suburbia concept is integrated into our most recent developments, to name just a few.

Among the brands that have joined our portfolio in recent years are Casa Ley, Merco, Supermercados S-Mart, C&A, Happyland, Circus Park, SmartFit, Promoda, Miniso, Carl ‘s Jr. and Starbucks, among others.

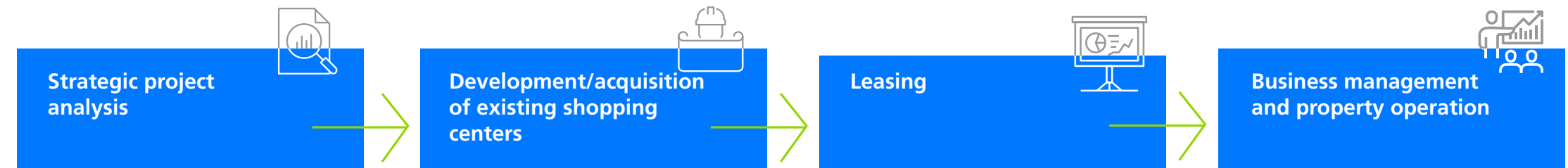


Our Top 10 Tenants by GLA

Ranked by GLA			
Tenant	Number of contracts	GLA (sqm)	% of total GLA
Cinépolis	15	64,282	17.1%
Casa Ley	5	33,686	9.0%
Suburbia	3	19,029	5.1%
Coppel	13	18,622	5.0%
Famsa	6	13,666	3.6%
Woolworth	6	11,551	3.1%
Promoda	4	7,179	1.9%
Merco	1	5,463	1.5%
Parisina	8	5,411	1.4%
S-Mart	1	4,906	1.3%
Total	62	183,795	48.9%

VALUE CHAIN

We are a socially responsible company which recognizes ESG factors as an important component of our operations and decisions, clearly reflecting our leadership and promoting an ethical attitude of environmental respect and commitment to our people, our community, our investors and shareholders.











- We have a team experienced in design, analysis, financial planning and operation, which seeks out the best returns on every project.
- We carry out a due diligence process before beginning any project.
- We conduct an environmental analysis through Phase I studies to detect environmental risks on land plot or operating properties, and to determine the necessary mitigation or remediation measures.
- We comply with all environmental requirements by municipal, state and federal authorities.
- We maintain our strong commitment to improving the communities where our shopping centers are located.

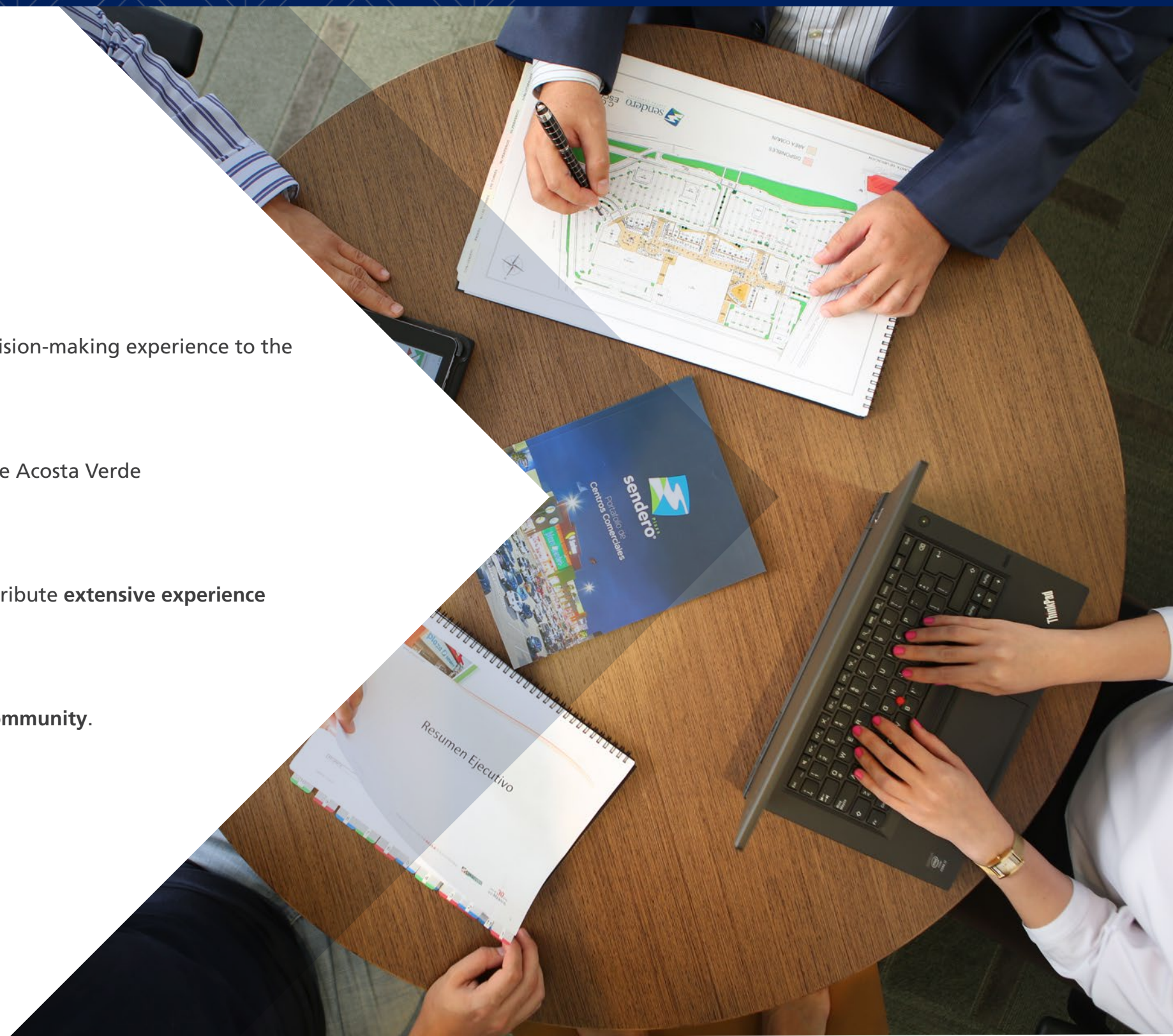
- We have an innovation and design team focused on continuous improvement of the design, analysis and physical concept of shopping centers in order to achieve operating efficiencies.
- We have a specific process and a specialized team for evaluating possible acquisitions of shopping centers owned by other companies that are already in operation, and where we can replicate the Sendero concept.
- We try to evolve the Sendero concept so that each property is respectful of the environment and the community.
- We introduce ethical practices with our suppliers.
- We maintain close and uninterrupted relations with our contractors, so that we can align the way they execute their respective disciplines of development with Acosta Verde's standards.

- We maintain solid, long-term relations with our retail partners.
- We apply ethical practices in all of our processes and business relations.

- We apply ethical practices in all of our dealings with suppliers.
- We work to generate value for our tenants and their employees through initiatives like **Revoluciona tu Sendero** (Revolutionize your Sendero).
- We reject anti-competitive practices.
- We manage risks and internal controls through documentation of all critical processes.
- We are continually looking for ways to improve our operations.
- We work on growing our portfolio.

Throughout our value chain, we maintain series of commitments and good practices.

-  1. Search for **best ESG practices**.
-  2. **Solid corporate governance**.
-  3. **Institutional partners** who can bring know-how and decision-making experience to the table and help improve business performance.
-  4. Our conduct is always aligned with and committed to the Acosta Verde **Code of Ethics**.
-  5. Specialized management team and employees who contribute **extensive experience** throughout the value chain.
-  6. Commitment to the well-being of **our people and the community**.
-  7. Proven **business model**.
-  8. **Nationwide brand recognition**.





SUSTAINABILITY

For Acosta Verde, 2020 was a year of challenges, but it also gave us an opportunity to focus on the truly important aspects of our operation, and on growing our business.



STAKEHOLDERS

102-40, 102-42, 102-43, 102-44

Committed to our vision of profitability and in keeping with Acosta Verde's mission of generating value for all our stakeholders, this year we began the process of developing our environmental, social and governance (ESG) strategy to incorporate these criteria into our management and ensure we are operating sustainably .

The first step in our ESG Strategy was to identify our stakeholders: these are the entities, organizations or individuals that most affect Acosta Verde or who are most affected by our activities, operations or services.

By involving all the key areas of the organization we identified our most important interactions, to focus our efforts and communications regarding key advances for our business as well as our sustainability progress.

The result of this exercise was the identification of 10 key stakeholder groups, with whom we remain in close, constant, two-way contact through various channels of communication to understand their needs and address their concerns.



Additionally, in the context of the COVID-19 pandemic and the new normal, we identified other key issues and concerns for our stakeholders.

➤ **The safety and health of our employees.**

We introduced a series of initiatives to protect the physical and psychological wellness of our employees.

➤ **The safety of visitors and tenants.**

We developed a robust protocol to implement measures and actions to prevent the spread of COVID-19 in Plaza Sendero shopping centers. These actions were designed and adopted according to guidelines by the local, state and federal authorities.

➤ **Operating performance of our shopping centers**

We designed strategies for tenant retention, including discounts and rent extensions.



MATERIALITY

102-46, 102-47

A materiality exercise helps an organization identify the issues where it has the greatest impact, whether positive or negative, and issues that result in some kind of operating risk or impact on itself.

In order to have an informed basis on which to focus our attention on the issues most relevant to our business, we conducted our first materiality exercise in accordance with the methodology recommended by the Global Reporting Initiative (GRI).

We conducted this exercise based on information from various interactions with our stakeholders and from other internal sources, where we identified:

- Relevant issues in our stakeholders' decisions
- Matters that have a social, environmental and economic impact on Acosta Verde.
- Top current standards and initiatives in our industry.
- Global ESG trends that should be taken into account in our business.

After that, the issues were prioritized by impact and relevance to our stakeholders or to our business. The result was a list of eight material issues, whose performance and main results we discuss throughout this report.

Acosta Verde materiality matrix

Environmental:

- 1 Energy
- 2 Emissions
- 3 Climate change
- 4 Water

Social:

- 5 Employee training development
- 6 Community engagement and development

Governance:

- 7 Risk management
- 8 Anti-corruption and bribery

◆ **The material issues of Acosta Verde are part of the axes of our ESG Strategy.**

As part of the GRI methodology, we took into account four principles to define the content of this report:



- **Stakeholder Inclusiveness:** We consulted with our most representative stakeholder groups.
- **Sustainability Context:** We took into account the issues most relevant for our industry worldwide, and recent trends, including those that go beyond what is listed in the GRI guide.
- **Materiality:** This report reflects the most important issues for our organization and Acosta Verde stakeholders.
- **Completeness:** We present the results for each material issue in this report.

ESG STRATEGY

Directing our efforts according to a strategy that represents our social, environmental and governance commitment generates tremendous value for our stakeholders.

Materiality is the starting point for designing an ESG strategy focused on what is most important to our stakeholders and our business.

For this reason, based on our materiality analysis we focused on defining our ESG strategy, which is composed of four axes, and will be in effect through 2021.

To align ourselves with global sustainability trends and complement our strategy, we will establish clear policies and achievable goals in ESG matters for the coming years.



1



Resilient Sendero

- Climate risk
- Supply chain
- Environmental management during project development

2



Green Sendero

- Water
- Waste
- Energy
- Environmental management system
- Emissions

3



Acosta Verde with you

- Employee training and development
- Diversity and equal opportunity
- Occupational safety and health
- Labor rights and working conditions
- Community engagement and development

4



Integrity at all times

- Supply chain (operations)
- Anti-corruption, bribery and anti-competitive practices
- Human rights
- Risk management
- Data security



CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

102-12

Furthermore, as part of our sustainability efforts, we recognize the Sustainable Development Goals (SDG) proposed by the United Nations as the universal framework that guides our actions toward sustainable development and value generation. Although all 17 goals are important to Acosta Verde, we identified eight in particular where our impact is particularly important.

These are the actions we take in support of the SDG.

By contributing to the SDG we work to become a more sustainable company and to take concrete action toward fulfilling the 2030 Agenda.



No Poverty

We contribute to economic growth in the cities where our Plaza Sendero shopping centers are present.

We create jobs in our shopping centers and encourage formal retailing to fill consumers' primary needs.



Good Health and Well-being

We provide physical and mental wellness programs for employees.

We conduct campaigns to promote community health.



Clean Water and Sanitation

We recover water from air condition system condensates and reuse it for watering green areas.



Affordable and Clean Energy

We generate clean energy through solar panels in one of the shopping centers we manage.



Decent Work and Economic Growth

We generate more than 2,500 formal jobs in every operating shopping center.

At the corporate level, we establish annual targets for employee hiring and promotion.



Responsible Consumption and Production

We have a recycling program through which we monetize plastic waste.



Climate Action

We measure our emissions and work on initiatives to reduce them.



Peace and Justice Strong Institutions

We respect and protect the human rights of all of our stakeholders.

We communicate with and evaluate our suppliers on matters of corruption.



ENVIRONMENTAL

Preserving the environment is one of the core commitments of our ESG agenda. Acosta Verde is committed to our environment and to properly managing the resources we use.

We define lines of actions that apply to common areas and and gross leasable area in our shopping centers to reduce electricity consumption, and thus lower our greenhouse gas emissions, while optimizing water use and managing waste.

Note about reported consumption

In order to report the actual environmental impact of our Plaza Sendero shopping centers we present our main energy and water consumption, as well as emissions and waste generated in the common areas owned by Acosta Verde in the 16 shopping centers that make up our portfolio. In cases where the data include shopping centers owned by other companies, we have added an explanatory note.

ENERGY

103-1, 103-2, 103-3, 302-1, 302-2, 302-3, CRE1, 302-4, IF-RE-130a.1

The energy we measure at Acosta Verde corresponds to consumption from different sources that we use to operate the common areas of our Plaza Sendero shopping centers and corporate offices.

We use electricity supplied by the national network (CFE) for lighting, comfort and administrative activities in our facilities. In 2020 our 16 shopping centers consumed a total of 18,699,807 kWh, equivalent to 67,319 GJ^{1,2}.

The energy intensity of this consumption was 0.17 GJm² per occupied square meter owned by Acosta Verde.

1. In addition to the energy consumption of our common areas in the proportional part owned by Acosta Verde, this figure also includes the energy used to operate air conditioning of the leased spaces owned by Acosta Verde.

2. In 2020, primarily because of the intermittent operation of our shopping centers, consumption was 40% lower than the annual average.

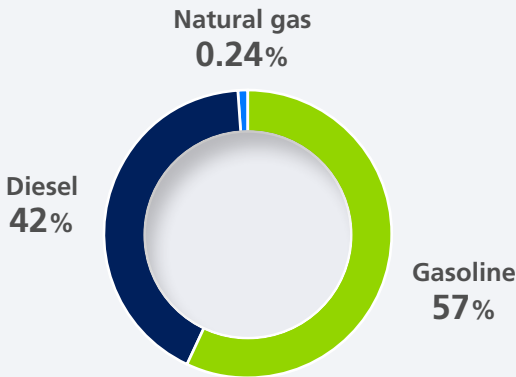
Regarding to fuel, we use gasoline, which we provide to some of our employees in the form of vouchers for their use in work trips; diesel for supplying our emergency power generators; and natural gas in closed-circuit boilers, used to keep the pipes from freezing during the winter season. During the year, this consumption totaled 557 GJ.

Energy consumption		
Type	Source	GJ
Electricity	Electricity	67,319
	Total	67,319
Fuel	Gasoline	320
	Diesel	236
	Natural gas	1
	Total	557

We developed a number of initiatives to reduce our energy consumption. All of our recent developments are equipped with LED lighting technology. Also, in 2019 we invested 23 million pesos to replace all of the lighting in our first nine Plaza Sendero shopping centers with this technology. Thanks to this strategy, in 2020 we reported a reduction of 11,606 GJ in energy for lighting, which is an 11% reduction in our annual consumption.



Fuel consumption



By using LED lighting we avoided the consumption of 11,606 GJ, equivalent to the energy consumption of 207,000 homes a year.

+ H₂O SAVED
- CO₂ CONSUMPTION

Plaza
sendero

We introduced
LED lighting
technology in
all our shopping
centers to reduce
electricity use.



In 2020 we reported
a reduction of:

11,606 GJ = **11%**
less

Equivalent to the energy consumption of
207,000 homes a year.

One of our initiatives to use more clean energy was the development of a pilot project to install solar panels on the roofs of our shopping centers.

With this we hope to supply around 65% of our energy consumption with clean energy in the medium term.

We introduced this pilot project at Plaza Sendero La Fe in 2020, and obtained excellent results. With the solar panels installed, 19% of the energy consumption in that shopping center came from a renewable source.



In our four newest developments we incorporated solar dome technology to replace the traditional acrylic domes, functioning as a sort of tubular skylight that captures, transfers and disseminates sunlight.

With this implementation, we improved our use of natural lighting, reduced our thermal load and energy consumption in air conditioning, while filtering our UV lights and giving a warmer perception of color in indoor ambiances.

We used an average of 100 solar domes, which replaced 1,300 acrylic domes.

Installation of solar domes at Plaza Sendero Santa Catarina.



Captures

Transfers

Disseminates

EMISSIONS

103-1, 103-2, 103-3, 305-1, 305-2

An essential part of goal and target-setting is measurement. To understand the environmental impact of any organization, it is necessary to measure its greenhouse gas (GHG) emissions, in order to identify areas of improvement and take direct action to manage it more efficiently.

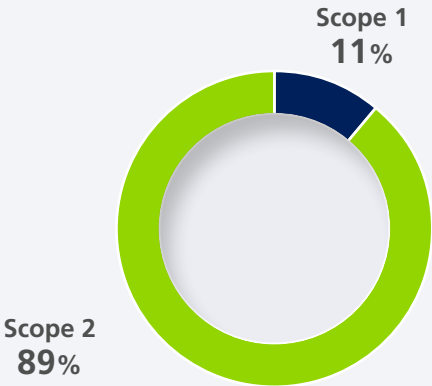
Acosta Verde conducted its first greenhouse gas and compound (GHGC) inventory for the period from January 1 to December 31, 2020, in which we found that our main source of emissions is the electricity consumed in our shopping centers.

For this inventory, we factored in our consumption of electricity, diesel fuel, natural gas and refrigerants in all the Plaza Sendero shopping centers, as well as the gasoline we supply to our employees in the form of vouchers. The result was a carbon footprint of 10,573 tCO₂e.

Our emission intensify was 0.03 tCO₂e per square meter of GLA leased owned by Acosta Verde.

GHG emissions		
Scope	Source	tCO ₂ e
Scope 1	Fixed sources	1,107
	Mobile sources	23
	Total	1,130
Scope 2	Electricity	9,443
	Total	9,443

Breakdown of carbon footprint



Scope 1: Emissions from the consumption of diesel, natural gas, gasoline and refrigerants.

Scope 2: Emissions from electrical energy consumption.

Notes on the calculation of emissions:

- Gases included in scopes 1 and 2 calculations: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, and sulfur hexafluoride.
- Emission factor used: 0.505 metric tons of CO₂/MWh from the National Electrical System for 2019.
- Source of emission factors: direct operations.
- Consolidation approach for emissions: operational control based on the guidelines defined in the Regulation of the General Law on Climate Change as regards the National Emissions Registry (RENE).



WATER

103-1, 103-2, 103-3, 303-3, 303-4, 303-5

The water we use in our offices and shopping centers is primarily for bathrooms, cleaning, tenants' use, air conditioning and water systems, and it comes from local municipal supply networks.

In 2020 we consumed 356,083 m³ of water¹, equivalent to 356 megaliters. From this consumption, we recovered 19,468 m³, and we also used 61,499m³ from the condensates of air conditioning, giving us a total of 80,967 m³ re-used for watering green areas, while 289,285m³, were discharged into the drainage system.

Our water intensity was 0.95 m³/m² of square meter of leased GLA owned by Acosta Verde.

We recovered 80,967 m³ of water consumed in the operation of our shopping centers and from air conditioning condensate, which we used for watering green areas in the shopping centers.

We are aware the water is an increasingly scarce vital resource, which is why since we began building our shopping centers we have chosen to install water-saving sinks, toilets, urinals and flow meters, and also design initiatives to use it as responsibly as possible.

In operating our shopping centers we carried out various initiatives to improve the quality of water that is emptied into drainage.

1. Acosta Verde manages total consumption in our shopping centers, except for private areas.

- ✓ Inspection to ensure that locales in the food court or in restaurants which use edible oils have grease traps that are in good working order.
- ✓ Control of grease trap cleaning.
- ✓ Checking correct handling of oils.
- ✓ Appropriate confinement of oils and contracts with specialized companies to collect it.

We conduct campaigns to raise tenant awareness about best operating practices for ensuring the quality of the waste water we generate in our shopping centers.

In 2020, our awareness-building efforts focused on three issues:

- ✓ Destination of waste water from our shopping centers
- ✓ Use of biodegradable cleaning products
- ✓ Reminders that emptying used grease and oils into the drainage is prohibited..



MATERIALS

CRE5

One of the good business practices we apply with our value chain is that before we acquire any plot land or operating property, we carry out a Phase I environmental study to detect environmental risks and take the mitigation measures necessary to correct it.

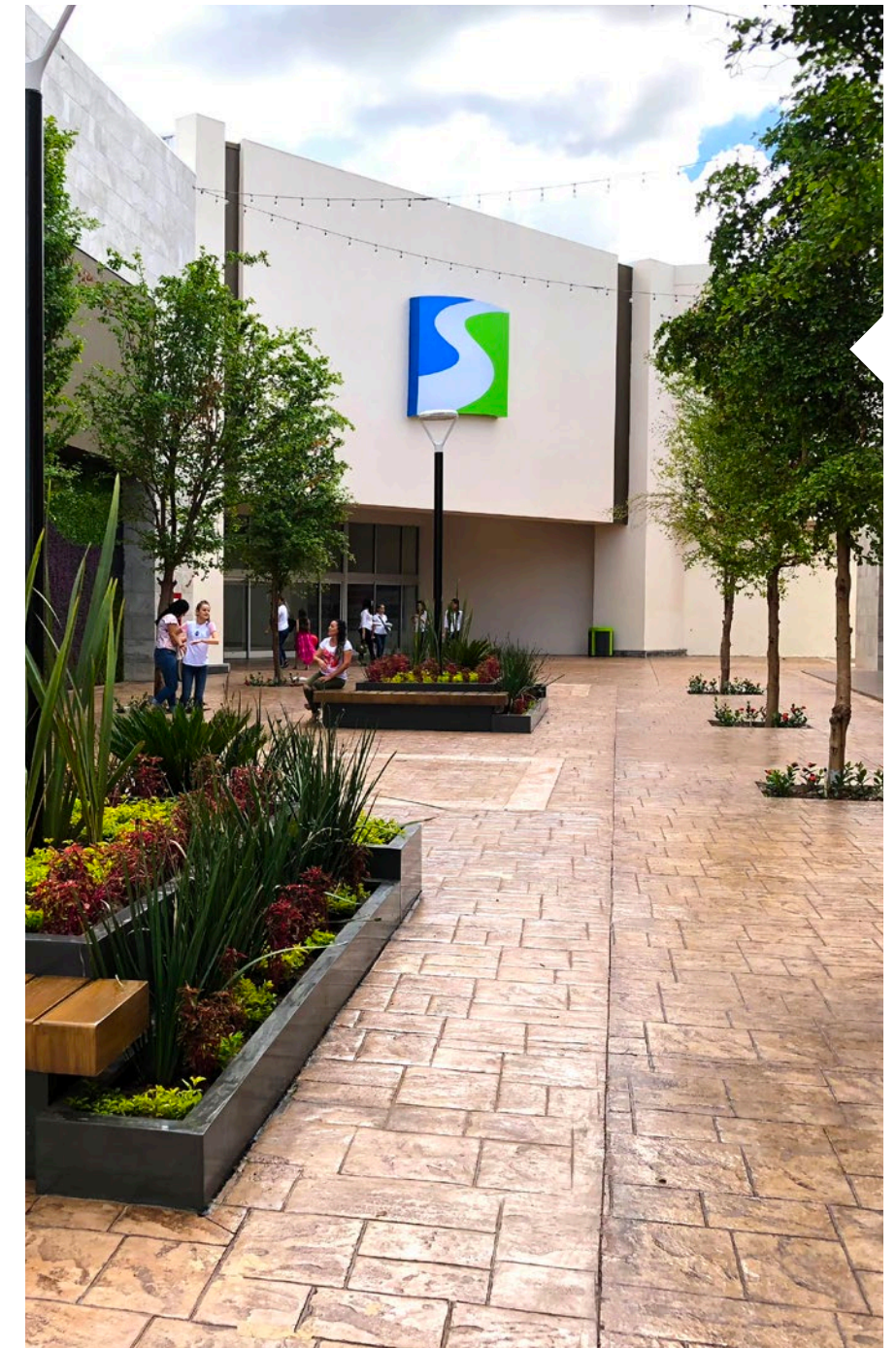
In the conceptualization of our shopping centers, vegetation is an essential element of our designs. For this reason, since our beginnings we have always taken pains to include a large number of trees and green areas in our shopping centers, using species native to each region. In our most recent projects we have also incorporated natural vegetation inside our shopping centers, to improve air quality and make our visitors more comfortable.

Although Acosta Verde does not directly build or equip our shopping shopping centers, we promote sustainable practices among the suppliers that provide these services.

In 2020 we did not have to remediate any soil as a result of the construction or refurbishment of our shopping centers.

Practices during the development of shopping centers by our contractors

- **We prohibit the emptying of waste liquids onto open ground**, for example concrete remainders, fuel and lubricants.
- **We allow them to repair machinery** only in locations assigned for that activity, where we take measures to protect the soil.
- **We do not use materials outside of Mexican standards**, like asbestos.
- **We require truckers to cover their loads** when transporting material, whether land or fill for the project, or the rubble from construction, in order to avoid dust contamination.
- Before leaving the site, **we require trucks to wash their tires** so as not to muddy the roads.

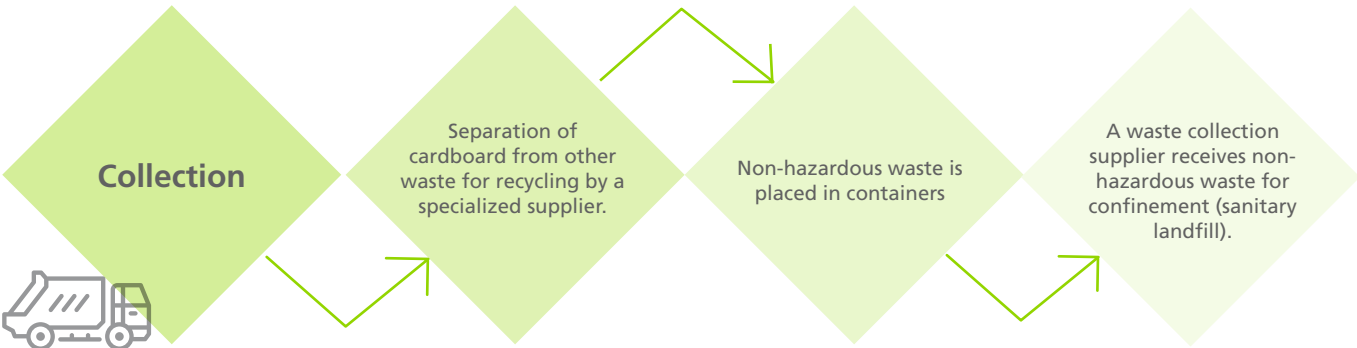


WASTE

306-1, 306-3, 306-4, 307-1

We have established processes for managing the waste we generate in our operations, as well as that of our tenants, except for anchor stores, movie theaters, restaurants and some sub-anchor stores, which directly manage their own waste, but comply with the same protocols as the shopping center.

Waste management process



In 2020 we generated 4,371 metric tons of waste in our 16 shopping centers.



In the interests of contributing to a culture of sustainability, we created the Sendero Verde (Green Sendero) initiative.

Through Sendero Verde and in an alliance with Grupo AIEn, in 2019 we launched a recycling program for the purpose of revalue plastic waste, promoting its collection for recycling and rewarding participants with cash.



We installed collection machines in the parking lots of five shopping centers in the Monterrey metropolitan area, two of which are shopping centers we manage for third parties, and another in at Acosta Verde headquarters. In these machines, visitors and employees can deposit their plastic containers and obtain electronic money that they could spend in any establishment at our shopping centers.

AIEn then collects the containers from the recycling centers and takes them to one of their two PET recycling plants, where they turn the collected plastic into bottles for their products.

“Recycle to Win” results

Sendero La Fe	Sendero Escobedo	Sendero Apodaca	Plaza La Fe	Sendero San Roque	Total
Number of bottles recycled					
166,504	102,490	106,623	153,439	86,728	615,784
Kilos					
5,203	3,203	3,332	4,795	2,710	19,243
Money deposited					
\$13,008	\$8,007	\$8,330	\$11,987	\$6,776	\$48,108
New users who joined the program during the year					
18	216	174	288	113	809

Annual figures.
For every kilo of PET collected we credited \$2.5 to the users’ digital wallet.

+ H₂O SAVED
- CO₂ CONSUMPTION



We promote
PET collection
together with

AlEn® immediately
benefiting our
customers.



In 2020 we
collected:



=

Equivalent to:

9,600
liters of
gasoline



Through this program, we encourage the recycling and revalue of plastic in communities where we are present. In 2020 we recovered more than 19 metric tons of PET.

By collecting 19,243 kilos of PET that were sent for recycling, we avoided the consumption of 9,600 liters of gasoline a year.

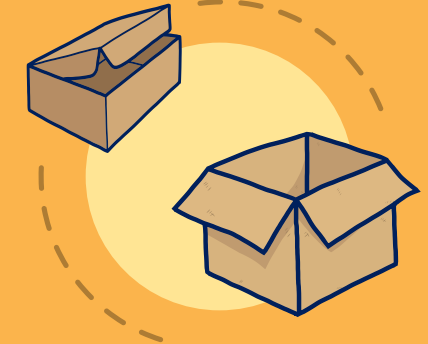
We also encouraged the collection of corrugated cardboard in our 16 Plaza Sendero shopping centers. During the year, we collected 154 metric tons which were recycled through external supplier, thus saving 2,156 trees a year.



+ H₂O SAVED
- CO₂ CONSUMPTION



We promoted the
**collection of
cardboard** in
all Plaza Sendero
shopping centers
across the nation.



In 2020 we
collected:

154
metric
tons

=

Equivalent to:

2,156
trees saved



We also have a system for collecting used oil from the food court and restaurants to make sure that it does not become a source of pollution. Through an external waste collection specialist, we installed containers for tenants to empty their used oil, which is regularly collected by that company. We also clean the grease traps of the food preparation facilities every month.

In 2020 we received two fines for non-compliance with environmental legislation. One was for exceeding the permissible limits of biological oxygen demand (BOD) and the other for exceeding the permissible limits of fats. In both cases we took the appropriate action to correct the situation; we conducted a general desilting of the drainage lines, and cleaned the grease traps.

We make sure to correctly treat used oils from our dining areas, to make sure they are not discharged into wastewater from the shopping center.





SOCIAL

Our human capital is key for remaining industry leaders. For this reason, we make sure to offer respectful workplaces that encourage a strong sense of belonging, provide our people with tools to support their personal and professional advancement, and promote the holistic well-being of our employees.



OUR EMPLOYEES

102-7, 102-8, 401-1, 401-2, 401-3, 405-1

During this complicated year we have gone through, our 313 employees demonstrated their professionalism and dedication, but above all their commitment to our tenants, visitors and the business. We are grateful to all of them for the passion they brought to their work in keeping Acosta Verde on the right track.



Employees by gender



Employees by job category, age and gender

Job category		Women			Men		
		< 30 years	Between 31-50 years	>50 years	< 30 years	Between 31-50 years	>50 years
Senior management	Director	-	-	-	-	4	2
	Manager	-	4	-	-	13	2
Middle management	Coordinator	-	-	-	1	3	-
	Head	3	20	-	2	37	4
Administrative	Specialist	-	3	-	1	2	-
	Analyst	23	42	-	9	14	-
	Assistant	4	19	-	-	-	-
	Aide	1	3	-	1	-	-
Operating	Worker	-	1	3	33	54	5
Total		31	92	3	47	127	13

Employees by workplace and state

State	Plaza Sendero shopping centers	Corporate offices
Nuevo León	53	120
Baja California	18	3
Coahuila	11	1
Sonora	8	1
Sinaloa	17	2
Chihuahua	30	3
Mexico State	22	2
San Luis Potosí	10	1
Tamaulipas	10	1
Total	179	134

Some of the activities carried out in our shopping centers are specialized security and cleaning services, which are performed by the employees of outside vendors who provide these services.

100% of our employees work full-time under permanent contracts

To attract and retain the best talent, we offer competitive salaries and benefits that exceed the requirements of the law, as well as fair, safe, respectful, cooperative and inclusive working environments, where we value different ways of seeing things. Our hiring and promotion practices make no distinction by gender, race, ethnic origin, age, ideology, sexual preference or any other condition.

New hires by workplace, gender and age

	Plaza Sendero shopping centers		Corporate offices	
	Number	Rate (%)	Number	Rate (%)
< 30 years	2	4%	3	27%
Between 31-50 years	9	17%	2	18%
>51 years	0	0%	0	0%
Total women	11	20%	5	45%
< 30 years	18	33%	1	9%
Between 31-50 years	24	44%	1	9%
>51 years	0	0%	0	0%
Total men	42	78%	2	18%
Grand total	53	98%	7	64%

Employee turnover by workplace, gender and age

	Plaza Sendero shopping centers		Corporate offices	
	Number	Rate (%)	Number	Rate (%)
< 30 years	3	1.32%	3	2.2%
Between 31-50 years	7	3.08%	2	1.5%
>51 years	0	0.00%	0	0.0%
Total women	10	4.41%	5	3.7%
< 30 years	21	9.25%	0	0.0%
Between 31-50 years	28	12.34%	1	0.7%
>51 years	5	2.20%	0	0.0%
Total men	54	23.80%	1	0.7%
Grand total	64	28.20%	6	4.5%

All of our employees receive benefits that exceed Mexican regulatory requirements. In this way we try to make them feel that their work is recognized, and that they can be proud to be a part of Acosta Verde.

Árbol Vive GAV*

The Árbol Vive GAV (GAV Living Tree) shows the opportunities and benefits that our employees enjoy as part of the Acosta Verde experience, made possible by our values, which are fundamental for their growth.

- Grocery and expense vouchers
- Extra bonus
- Savings fund
- Seniority bonus
- Performance bonus
- Social security subsidy
- Life insurance
- Major medical insurance
- More vacation time
- Subsidized cafeteria
- Workplace warm-up program for everyone
- Transforma
A program that models cultural skills, the basis for our talent development, through online and classroom courses and case studies.
- GAV Balance
A program aimed at maintaining a healthy work-life balance through benefits like parental leave and flextime for new moms & dads, health week, medical checkups, nutritional workshops, psycho-emotional talks, and others.
- GAV Events
Teambuilding and social events, like the After GAV, the annual holiday party, Family Day, and others; during the pandemic, these events were held online.
- Sendero education
Support to help employee children buy school supplies, with outstanding results.
- Educational agreements with various universities
- #ZonaViveGAV
A leisure area at corporate headquarters.
- Sendero al éxito
An annual event for all corporate and shopping center employees that promotes togetherness and connections within the whole team, strengthening the company's values and initiatives.
- YAV!
The internal social media platform for the business, using the Yammer platform.



* Currently, the Arbol Vive GAV is 100% available to employees at our corporate offices; some benefits are beginning to be extended to shopping center employees as well.

Parental leave and flextime program

Employees who will shortly become parents have right to parental leave under Mexican law.

During the year 2020, 22 employees took parental leave.

Parental leave by gender

Item	Women	Men
Employees entitled to parental leave	12	10
Employees who took parental leave	12	10
Employees who returned to work in the period covered by this report	10	10
Reinstatement rate after parental leave	83%	100%
Employees who remained with the company 12 months after returning to work	8	9
Retention rate among employees who took parental leave	80%	90%

After the children are born, we offer the additional benefit of a flextime work program so that mothers can be more closely involved in the early years of their baby's life, and fathers can spend more time with their kids.



Women employees:

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



Male employees:

- Ten days' paid paternity leave when the child is born.
- After ten days, they can work a shorter workday (8:30 a.m. to 1:30 p.m.) for one month with no reduction in pay.

TRAINING AND DEVELOPMENT

103-1, 103-2, 103-3, 404-1, 404-3

We provide employees with the tools they need to empower their professional skills and abilities, because we know that comprehensive training not only enhances their performance but makes the company more productive as a whole.

Under the new normal, we migrated our training schemes to remote media, adapting the duration, design and teaching of courses to make them more accessible for our employees.

In 2020 we invested MXN695,000 in training programs and initiatives.

During the global pandemic the company was obligated to slash spending across the board, including scaling back some investments. We were, however, able to preserve a portion the funds allocated for training because we consider it to be a priority for the business and for the advancement of our employees. The amount invested in training in 2020 was 60% less than in 2019.

Training by job category and gender

Job category	Women		Men	
	Total employees trained	Hours of training	Total employees trained	Hours of training
Senior Management	-	-	6	80
Middle Management	23	574	41	1,037
Administrative	55	1,271	27	729
Operating	4	8	89	1,322
Total	82	1,853	163	3,168

Furthermore, we organized GAV Talks and internal webinars to share the experience of other employees and experts in areas such as innovation, personal development, communication, leadership, and work teams.

In connection with the public health emergency, we introduced a mandatory online course entitled **Recommendations for a Safe Return to Work during COVID-19**, created by the Mexican Social Security Institute (IMSS).

We offered 5,021 hours of training, equivalent to an average of 16 hours per employee.

An essential element for providing quality service to our clients is having employees with the necessary skills and abilities for their jobs. With this in mind, we evaluate the performance of our team to identify strengths and address areas of opportunity, which includes preparing the necessary training, development succession plans.

Performance evaluations by job category and gender		
Job category	Women	Men
Senior Management	-	6
Middle Management	25	62
Administrative	69	19
Operating	-	89
Total	94	176

During the year we conducted an **Employee Wellness Survey** for people whose job permitted them to work from home. This survey, carried out by an independent firm, was intended to measure employee satisfaction during the pandemic, analyzing their perception of four aspects:

- **Organization.** The employee’s perception of how Acosta Verde was handling the crisis.
- **Personal.** The employee’s perception of their own situation and their confidence.
- **Work from home.** How the employee has handled remote work (communication, productivity, goals, technology and environment).
- **General.** Perception of the employee’s state of mind and motivation.

In order to support our employees in facing the challenges of this context, we worked on a model of seven skills.

Grupo Acosta Verde Skills Model



I am GAV
I know the organization in depth, I’m proud to be a part of it, and I transmit this positive feeling.

I communicate
I listen and I forcefully transmit my message, ensuring that it is understandable, clear and precise.

I lead to win
I inspire, influence and guide others, with coherence and vision, as they work to meet goals and achieve a common good.

I drive change
I manage creativity to constantly update the way we work, and think of new and valuable alternatives at all times.

I give more
I promote an atmosphere of trust and service, I explore and understand the needs of current and prospective clients, ensuring their satisfaction.

I form a team
I cooperate with others in shared processes and tasks, placing the interests of the team above my personal gain.

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



The results on perceived state of mind and motivation were positive: a total of 84 points, 9 higher than the average for other companies that applied the same survey. But we also found areas of improvement regarding work hours and meetings.

177 employees took the satisfaction survey, an 83% response rate.

Main results of our employee satisfaction survey

- 87% of our employees feel that Acosta Verde reacted appropriately, supporting their time in this time of change.
- 87% believe Acosta Verde is concerned about their health and does everything possible to ensure a risk-free working environment.
- 87% believe its communication among work teams, bosses and employees is good.
- 87% believe they were properly trained in the use of technology for remote work.

HEALTH AND SAFETY

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

COVID-19 Strategy

The health and safety of our workplaces has always been a crucial issue.

With the outbreak of the pandemic, guaranteeing that employees, tenants, suppliers and visitors to our shopping centers could proceed with all the necessary hygiene, safe distancing and safety measures was a priority.

In March, we put in place the work-from-home scheme for 134 corporate employees, while 179 employees who worked on site in our Plaza Sendero shopping centers continued to do their jobs in person. We provided the necessary personal protection equipment for these workers—face masks, anti-bacterial gel, gloves, and face shields.

At our corporate headquarters we created a **Prevention Committee**, made up of employees from various departments, responsible for preparing a protocol of contagion prevention measures, ensuring it was followed, and preparing personnel for a safe return to work.

We also installed signage to keep employees alert and aware of risks and the actions they could take to prevent COVID-19, and we installed antibacterial gel dispensers and took temperatures at the entrances.

Because our portfolio is focused on meeting basic consumption needs for the population, many of our tenants continued operating, because they are engaged in essential industries. Tenants in non-essential areas of businesses returned to work as soon as the authorities permitted it.

When the public health emergency was declared, we created a robust protocol for implementation of measures and actions to prevent the spread of COVID-19 in our shopping centers, applicable to anyone visiting our facilities, which was designed based on the guidelines of local, state and federal authorities.





PREVENTIVE MEASURES TAKEN AT PLAZA SENDERO SHOPPING CENTERS DURING THE COVID-19 PANDEMIC



Plaza Sendero entrances

- We set up entrance checkpoints where visitors had their temperatures taken, received antibacterial gel, and passed across sanitizing mats.



Food court

- We applied appropriate safe distancing measures and blocked off tables to keep our customers and employees safe.



For now, far away is better

- We stressed the concept of safe distancing as a symbol of mutual care between employees and clients.
- We shared recommendations, measures and key information on preventing COVID-19 with our employees.

We shared recommendations, measures and key information on preventing COVID-19 with our employees.



Common areas

- We maintained safe distancing.
- Mandatory mask use.
- Full information for shopping center visitors and employees on the preventive measures taken, consistent with the recommendations of health agencies and authorities on reducing the risk of contagion.
- We installed signage and information at strategic points in our shopping centers, like the entrance, corridors, dining areas and bathrooms.
- We hung large-format banners on unrented spaces to take advantage of the visual perspective and enhance the message's impact.
- Continuous cleaning and disinfection of common areas.
- We invited our tenants to comply with these protocols in their stores, sharing informational material via e-mail and print media.
- We launched a marketing campaign through traditional and social media so that visitors would be familiarized with the measures we took to guarantee their safety.

Occupational safety and health

In matters of safety and risk prevention we comply with the appropriate standards and monitor psychosocial risks according to NOM-035 guidelines, which group these into five categories:

1. Workplace environment
2. Job-specific factors
3. Organization of time on the job
4. Leadership and work relationships
5. Organizational climate



In 2020 we conducted an evaluation of psychosocial risk factors at our work centers according to NOMI-035, and found **zero risk** among corporate employees and **low risk** among shopping center employees.

As a result of this evaluation, we developed a work plan to continue strengthening our attention to psychosocial risk factors.

We also have a safety and health system and a **Safety Program** in which we carry out a number of actions aimed at encouraging safe workspaces and preventing risks.

- We provided training based on **NOM-002-STPS-2010** standards (safety conditions – fire prevention and protection) for our shopping center personnel.
- We gave a course on **Safety Conditions and Prevention** for maintenance employees.

100% of our maintenance employees participated in safety and prevention courses.

- We installed signage in our maintenance workshops to strengthen a culture of order and cleanliness.
- We launched the **Ponte Alerta/Ponte Seguro** campaigns to ensure safe conditions in the shops and common areas of our shopping centers.
- We incorporated safety criteria into the performance evaluations of maintenance employees.
- We installed automatic fire extinguishing systems (sprinters and sprinklers) as well as smoke and heat alarms in common and private areas of the newest Plaza Sendero properties. In the older shopping centers we also installed fire alarms in specific areas.
- We conducted audits and risk reviews to prevent fire in common areas and in shopping center locales.



As a result of our safety efforts, this year there were only eight recorded instances of occupational accident—a dislocated shoulder, falls, chemicals in the eye, electrical shock, bruises, fractures, blows, sprains and motor vehicle impact. There were no recorded fatalities nor any injuries with serious consequences, persistent pain or occupational illness.

We were able to reduce the number of incapacitating illnesses to less than 10 in the past year.

Safety and health indicators

Concept	Employees	Non-employee workers
Death resulting from occupational injury	0	0
Serious injury resulting from workplace accident	0	2
Injuries resulting from recordable occupational accident	8	11
Hours worked	811,196	1,512,000

DeXVida

Because we know that the health of our team must be addressed from a holistic perspective, we introduced the DeXVida program in corporate headquarters, which includes activities staffed by specialists in sports training, workplace warm-ups, personalized nutritional counseling, medical checkups, motivational talks and mental training, among others.

We began this program in 2019 for our employees in Nuevo León, but with the start of the pandemic in 2020 we moved it to an online setting, which meant we could extend it to all of our employees in 100% of our shopping centers.

◆ **The DeXVida program began in 2016 as an initiative to improve the physical and mental health of our employees.**



Revoluciona tu Sendero

We believe in the importance of working together with our tenants to improve shoppers' experiences at the Plaza Sendero shopping centers. This shows our commitment to helping them achieve their sales goals.

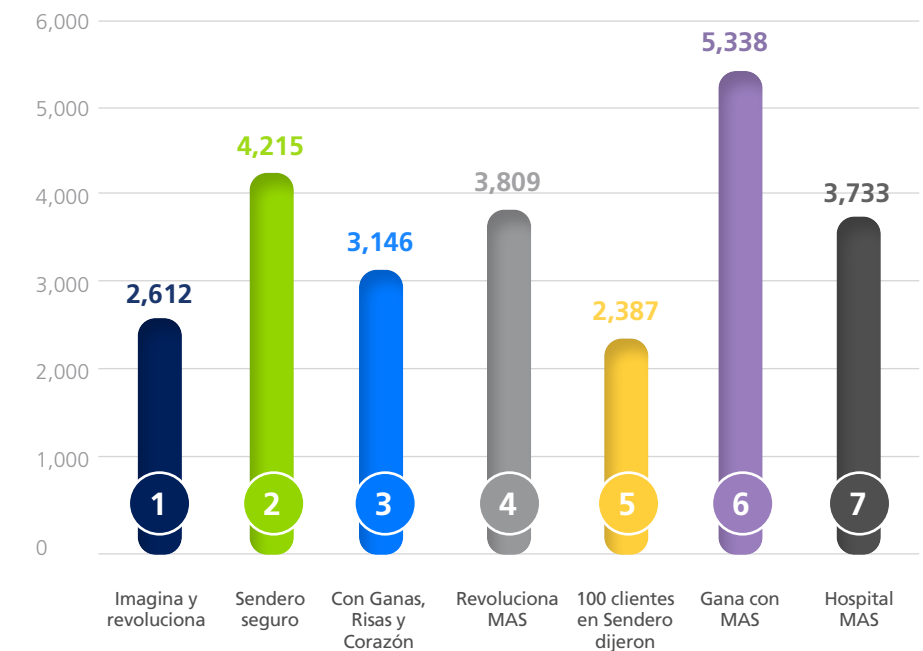
As part of our value proposition for tenants, we created a program called **Revoluciona tu Sendero** in 2008, whose purpose is to create excellent customer service that sets our shopping centers apart from the competition, through training programs focused on sales, service, attention and safety.

The program consists of courses and talks that are given directly at shopping centers to our tenants' employees, at no cost to them, and has increased their motivation and their sense of belonging to the shopping center.

◆ **We know that the success of our shopping centers is measured by the preference of shoppers and satisfaction of our tenants.**



The following shows the number of participants in number in the last seven **Revoluciona tu Sendero** programs:



◆ **Our goal is to provide organized overall training to everyone who works in our shopping centers.**

COMMITMENT TO THE COMMUNITY

103-1, 103-2, 103-3, CRE7, 413-1

At Acosta Verde, we promote a culture of service to the communities where we are present. In 2020, we continued to work together with various organizations to support and address specific issues, promoting initiatives in our shopping centers and providing spaces for collection of emergency aid supplies, workshops and awareness-raising and environmental care activities.

- Starting at the time we acquire the land for building a Plaza Sendero shopping center, we carry out due diligence to ensure we are not moving into areas where communities will be displaced.
- In our most recently opened shopping center, Plaza Sendero Santa Catarina, we carried out a diagnosis using participative urban planning to discover how we could have a positive long-term impact on the local community.



We carried out various social responsibility initiatives at our corporate offices and Plaza Sendero shopping centers, consistent with the needs of the community in question.

Corporate offices	Plaza Sendero shopping centers
DAR Program	Senderizarte
Share Party	Alliances with associations like DIF, Instituto de la Mujer, Dirección de la Juventud, Fundación Cinépolis, Ciudad de los Niños, Un Kilo de Ayuda, Save the Children, Anvidn, A.C. and pet adoption associations
"Posada con Valor" Holiday party	

In 2020, we carried out 53 different social projects in communities where we are present, promoting social well-being through initiatives like *Senderizarte*, job fairs, delivery of basic supply packages to communities in need, activities with municipal family services departments, group wedding ceremonies, breast cancer awareness-raising campaigns, workshops and talks for women on preventing family violence, and delivery of sanitation supplies to our visitors, among others.

100% of our Plaza Sendero shopping centers and our corporate offices carry out community development programs based on the needs of the local community.



SENDERIZARTE

In 2020, together with the nonprofit organization Tierra de Artistas®, we developed Senderizarte, a program to connect with the community through art and practical tools for human development, education for peace, and participative design.

The program involved a group of children from the community in the municipality of Santa Catarina, Nuevo León, where the Plaza Sendero Santa Catarina shopping center was built, accompanied by volunteers from Acosta Verde.



With the help of analog cameras, we taught budding artists to connect with their world, deciphering their emotions and visually expressing their ideas to be simply understood through documentary photography that explored a simple question:

What do you want to tell the world about your community?



The response was an impressive work of introspection and a community diagnosis that enabled us to focus the social initiatives for this shopping center on five identified action lines:

1. Safety
2. Health and environment
3. Mobility
4. Education
5. Family dynamics

The project began as an on-site effort in 2020, but with the public health emergency we migrated to a remote system, which we brought to a successful conclusion with an exhibit of photographs by participating children.



Fallen Leaves

"And if one day you fall down, you can be sure you'll get back up again." (Participant)

SENDERIZARTE IN NUMBERS 2020



Participants

- 23** adults
- 22** children
- 34** Acosta Verde volunteers
- 3** coordinators from Tierra de Artistas



Allies

- 1** educational institution:
Eduardo Aguirre Pequeño
Primary School
- 1** public entity: civic participation



Visits and sessions

- 3** visits to get to know the community
- 11** in-person work sessions with kids
- 6** work sessions with adults
- 1** session with the educational institution



"Senderizarte connects us with a more empathetic and innovative way of being, getting to know clients better not just to build shopping centers but toward a higher purpose."

Acosta Verde Volunteer



Together with our efforts to adapt the program to a remote format, we launched a national contest, in an alliance with Comex paints, called Senderizarte: Digital Art Space.

With this initiative in social media we wanted to create a space for expression by children, youth and adults through art, along with visibility for Acosta Verde, through the hashtag #JuntosPintemosEsperanza (Let's paint hope together). The goal was to share a positive message of hope to get through the COVID-19 pandemic through artistic expressions like drawing, photography and painting.

Contestants could participate in three categories:

Children	Youth	Adults
0-9 years	10-15 years	18 years and up
Painting and photography	Painting and photography	Digital art, drawing and painting
24 finalists	50 finalists	36 participants



The contest was held twice, once in July and once in November 2020, both times with the participation of a jury composed of renowned artists and designers.



Name: Roberto Daniel Cid Ibarra
Age: 32 años
Positive message of hope for Mexico:
"Children with values are the hope of Mexico, and together we will overcome everything."

Plaza: Sendero Sur



Name: Abigail Moreno Reyes
Age: 19 años
Positive message of hope for Mexico:
"We will heal, we will survive, because we are brave, because we have done it before. Like our ancestors have taught us, proudly and with our heads held high, in a not very distant future, we will have put an end to these obstacles."

Plaza: Sendero Obregón



Name: José Sebastián Bautista Vázquez
Age: 20 años

Positive message of hope for Mexico:
"It's been hard for us to understand. We've lost loved ones, faced anxiety and frustration, we fight every day to move on despite adversity. We still have goals to achieve, birthdays to celebrate, people to see and dreams to fulfill. Together we are stronger, I have faith in myself, my family, my friends and my country, Mexico!"

I created this digital illustration of myself when the pandemic started, and how these values have been so important for all of us. I want everyone to identify with this, that it isn't just putting the mask on, it's having faith, hope, taking care of your family and having the strength to endure."

Plaza: Sendero las Torres



CORPORATE GOVERNANCE

A solid corporate governance structure is essential for a company to succeed and generate sustainable, long-term value for its stakeholders.

CORPORATE STRUCTURE

In late November 2019, the market was notified of a transaction through which Acosta Verde formed a strategic alliance and merger with the company Promecap Acquisition Company, S.A.B. de C.V. (PAC).

The alliance was completed successfully in three phases:

- On February 7, 2020, Promecap subscribed and paid in a capital increase for our holding company, Valores Integrales Inmobiliarios, S.A. de C.V.
- Subsequently, on September 30, 2020, our holding company changed its name and completed the necessary proceedings to list on the Mexican Stock Exchange (BMV), registering its shares in the National Securities Registry and becoming a publicly-traded corporation under the name Acosta Verde, S.A.B. de C.V., with the ticker symbol GAV.
- On September 30, 2020, Promecap was merged into our holding company, Acosta Verde, S.A.B. de C.V., and ceased to exist.

With this, we succeeded in raising the liquid resources needed for Acosta Verde to continue promoting the Sendero® brand throughout the country, through both organic and inorganic growth, and taking advantage of investment opportunities.

Acosta Verde's capital structure is now made up of float stock in the hands of the investing public, Promecap, Equity International and the Acosta family.

BOARD OF DIRECTORS

102-18, 102-19, 102-20, 102-22, 102-23, 102-24, 102-26, 102-27, 102-33, 102-34

Since we began operations more than 40 years ago we have become known for operating in keeping with best corporate governance practices, grounded in integrity and transparency, and in the comprehensive vision of the company's founder, architect Jesús Acosta Verde.

The highest corporate governance body at Acosta Verde is our General Shareholders' Meeting, which has the authority to appoint members of the Board of Directors.

The Board of Directors, together with the Chief Executive Officer and the Shareholders' Meeting, are responsible for authorizing the business strategy, along with goals relating to economic, social and environmental issues. The Board of Directors is headed by Jesús Acosta Verde, who holds no other position within the organization; and it has 11 members, five of whom are independent, and who are renowned globally for their leadership of corporations in various industries.

Our board members are professionals and leaders with extensive international business experience, a thorough knowledge of our industry, strong moral character and proven capacity to contribute a strategic vision for managing the business. With their participation in our Board of Directors, we can assure all of our stakeholders that our operating processes, internal controls and decision-making are conducted strictly in alignment with the mission and vision of Acosta Verde.

Board members are nominated and appointed according to articles 24 and 26 of the Securities Market Act and best national and international market practices. The process is carried out in the Shareholders' Meeting and based on the following criteria:



In our partners Equity International and Promecap (headed by Sam Zell and Fernando Chico Pardo, respectively), we have world-renowned allies with extensive experience in publicly-traded companies, which supports our institutional processes.

Members of the Board may or may not be shareholders of the company, and must be legally eligible to hold that position. Every regular board member must have his or her respective alternate; the alternates for independent board members must also be independent.

◆ **The Chairman and Secretary of the Board are appointed by the General Shareholders' meeting, or otherwise by other members of the Board.**



Board of Directors				
Name	Years as member	Age	Position	Alternate
Jesús Acosta Verde	5	75	Chairman	Jesús Acosta Castellanos
José María Garza Treviño	5	64	Regular member	Diego Acosta Castellanos
Mariano Menkes	5	32	Regular member	Clifford Payne
Brian Finerty	5	45	Regular member	James Gilligan
Fernando Gerardo Chico Pardo	1	69	Regular member	Fernando Antonio Pacheco Lippert
Federico Chavez Peón Mijares	1	54	Regular member	Juan Ignacio Enrich Liñero
Carlos Salazar Lomelin	5	69	Regular independent member	N/A
Paulino José Rodríguez Mendivil	5	69	Regular independent member	N/A
Javier Astaburuaga Sanjinés	5	61	Regular independent member	N/A
David Contis	4	62	Regular independent member	N/A
Francisco Javier Garza Zambrano	1	65	Regular independent member	N/A
Hernán Treviño De Vega	5	44	Non-member secretary	---

The current Board Members were appointed in the Shareholders' Meeting held February 7, 2020 and ratified in the Annual Shareholders' Meeting of April 26, 2021, for a period of one year.

Members of the Board of Directors

◆ Jesús Acosta Verde

Jesús Acosta Verde has been Chairman of the Board of Directors since 2015. From 1985 to 2015 he was Chief Executive Officer of Acosta Verde. Mr. Acosta Verde is considered one of Mexico's leading shopping center developers, creator of the widely recognized and prestigious "Sendero" shopping center concept. He has a degree in architecture from the Universidad Autónoma de Nuevo León.

◆ José María Garza Treviño

A regular member of the Board of Acosta Verde since 2015. More than 40 years of experience in real-estate construction and development. Currently serves as President of the Construction and Development Division of Grupo GP, once of the largest and most successful real-estate builders and developers in northeast Mexico. Since 1986 he has been responsible for the day-to-day direction and execution of more than 10 million square meters of industrial and retail facilities and residential towers, as well as mergers, acquisitions, and real-estate property development.

◆ Mariano Menkes

Regular Board Member of Acosta Verde since 2015. Currently Vice President in the Equity International investments group, primarily responsible for Latin American investment origination and execution, and portfolio management of three Equity International portfolio companies. He has an MBA from the University of Chicago Booth School of Business and an undergraduate degree in economics from the University of San Andrés.

◆ Brian Finerty

Regular member of the Board of Acosta Verde since 2015. He currently leads Equity International's investments group, overseeing all investment activity and portfolio company management, and is a member of Equity International's Management Committee. He sits on the board of five companies in the El portfolio: ARG Realty, Decameron Hotels & Resorts, Estapar Estacionamientos, GuardeAqui and SAMHI Hotels. He earned his MBA from the University of Chicago Booth School of Business and a BBA from the University of Michigan.

◆ Fernando Gerardo Chico Pardo

Regular Board Member of Acosta Verde since 2019. Mr. Chico Pardo is recognized as one of Mexico's leading investors. He is Chairman of the Board of the investment fund Promecap as well as Grupo Aeroportuario del Sureste, S.A.B. de C.V. (Asur). He has more than 42 years of experience in investment.

Mr. Chico Pardo is a member of the boards of various leading companies, including Carrix, BBVA Bancomer, S.A., Institución de Banca Múltiple, Grupo Financiero BBVA Bancomer, Organización Cultiva, S.A.B. de C.V., Proactiva, Bombardier Transportation México, S.A. de C.V., and Grupo Industrial Saltillo, S.A.B. de C.V.

◆ Federico Chavez Peón Mijares

Regular Board Member of Acosta Verde since 2019. Partner and CEO of Promecap. To date he has accrued more than 32 years of experience, mainly in venture capital investment, corporate banking, securities-market finance and investment banking. He has extensive experience in the structuring and execution of private capital transactions with direct investment in corporations, as well as in investments throughout the capital structure with a wide range of preferred and common debt and equity instruments.

◆ Carlos Salazar Lomelin

Regular independent member of the Board of Acosta Verde since 2015, Mr. Salazar Lomelín has been chairman of Mexico's influential Business Coordinating Council since February 2019. He has more than 45 years of professional experience in the private sector, academe and social organizations.

He is particularly well known for years at Fomento Económico Mexicano, S.A.B. de C.V. (FEMSA) from 1973 to 2019. He held various senior management positions in FEMSA affiliates, including CEO of Cervercería Cuauhtémoc-Moctezuma and CEO of Coca-Cola FEMSA. He was also CEO of FEMSA from January 2014 to December 2017.

He has a degree in economics and post-graduate studies in business administration from the Tecnológico de Monterrey. He also pursued postgraduate studies in economic development in Italy and an administrative management program at the Instituto para la Alta Dirección de Empresas (IPADE) in Mexico, along with other studies in various countries.

◆ Paulino José Rodríguez MENDÍVIL

Regular independent member of the Board of Acosta Verde since 2015. Currently General Director of Human Capital and Services at ALFA, S.A.B. de C.V., a position he has held since 2016. Before that he held positions with various other of that group's companies, like Sigma Alimentos, S.A. de C.V., including Director of Human Capital, Director of Key Account Sales and Director of Institutional Sales. Before he came to ALFA he had been CEO of a number of companies, among them Spirax Sarco, S.A. de C.V. and Prosider, S.A. de C.V.

He studied industrial and systems engineering at the Universidad del País Vasco in Spain, and holds a Master's degree in energy technology from the same institution.

◆ Javier Astaburuaga Sanjinés

Regular independent member of the Board of Acosta Verde since 2015. Since April 2015 he has been Director of Corporate Development at FEMSA. Among other positions in that company, he has been Co-Chief Executive Officer of FEMSA Cerveza, Director of Sales for Northern Mexico, Director of Finance and Strategic Development for FEMSA Cerveza, and Corporate and Finance Director of FEMSA.

He also been a board member of Coca Cola FEMSA since 2006, of Heineken since 2010, a member of the Investment and Finance Committee of ITESM since July 2016, Board Member of FEMSA since 2017 and Board Member of Grupo Acosta Verde since 2019. He has a degree in public accountancy from the Tecnológico de Monterrey.

◆ David Contis

Regular independent member of the Board of Acosta Verde since 2016. Founder and CEO of Agora Advisors, a company that provides consulting services to Mexican and international real-estate and retail companies. He has more than 40 years of experience in retail real estate in this country and abroad, in operations and capital markets, as well as operations, financing, leasing and re-urbanization of regional shopping centers in North and South America.

He has served as Executive Vice President and COO of The Macerich Company (NYSE: MAC), and President of Real Estate, COO and CFO of the Shopping center Division for Simon Property Group (NYSE: SPG). During his time at SGP he managed a portfolio of 180 shopping centers with annual revenues of USD 5 billion.

He holds an undergraduate degree in finance from DePaul University and a JD from the DePaul Law School in Chicago, Illinois.

◆ Francisco Javier Garza Zambrano

Regular independent member of the Board of Acosta Verde since 2019. Has been President of Cementos Mexicanos de Norteamérica y Trading, President of Cementos Mexicanos de México, President of Cementos Mexicanos de Panamá, President of Cementos Mexicanos, Venezuela, and President of Cementos Mexicanos, U.S.A.

He is also sits on the boards of Autlán, S.A.B. de C.V., CYDSA, S.A.B. de C.V., Gerentes y Coordinadores S.C (ESCALA), Fomento Empresarial Inmobiliario S.A. de C.V., Grupo Aeroportuario del Sureste, S.A.B. de C.V., Internacional de Inversiones, S.A.P.I. de C.V. (IDEI), Metallorum México, MFM OPM S.A.P.I. de C.V. SOFOM ENR, Grupo Valoran S.A. de C.V., Grupo Velatia SL, Grupo Xignux, S.A. de C.V., the Universidad de Monterrey, the board of Centro Roberto Garza Sada de Arte, Arquitectura y Diseño, Nacional Financiera, Banco de México, Centro de Estudios del Noreste and the Consejo Ciudadano de Nuevo León.

He has a professional degree from the Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM) and an MBA from the Johnson Graduate School of Management at Cornell University.



Meetings of the Board of Directors

- ✓ February 7
- ✓ July 22
- ✓ October 26
- ✓ December 17, adoption of unanimous resolutions

In 2020, the Board of Directors was not notified of any critical concerns in environmental or social issues.

Among the primary responsibilities of the Board of Directors are the following:

- **Appoint and dismiss the CEO** and other key executives.
- **Grant and revoke** general and special powers.
- **Establish and close branches**, agencies and offices of the Company.
- **Execute the agreements** passed in General Shareholders' Meetings.
- **Represent the Company** in its concerns or positions in other companies or entities, and purchase or subscribe shares or ownership positions in these, at the time of their founding or at any time after that.
- **Represent the Company** in all manner of legal proceedings.
- **Authorize the company or its subsidiaries to create real and personal property collateral**, or any other type of escrow or trust account to guarantee its own obligations or those of other parties, and to act as co-signer, backer, guarantor, and in general as obligor with respect to the compliance of third-party obligations, and to establish the necessary guarantees to assure that compliance.
- **Approve information and communication policies** for shareholders and the market, among others.
- **Call General Ordinary** and Extraordinary Shareholders' Meetings.
- **Create the committees it deems appropriate** and appoint members of the Board to sit on those committees, except for the appointment and ratification of individuals who will serve as Chairperson of the committee(s) whose duties include audit and corporate practices matters; these are appointed by the General Shareholders' Meeting.
- **Establish business strategies** for the Company.
- **Approve terms and conditions for the public offering and sale of treasury stock** issued in accordance with article 53 of the Securities.
- **Appoint provisional board members** as provided for and permitted by the Securities Market Act.
- **Approve the terms and conditions of any legal agreement** for the purpose of concluding a lawsuit regarding liability for breach of due diligence or breach of loyalty by any Board Member.
- **Enter into any legal act deemed necessary** or appropriate for achieving the corporate purpose.

◆ **Because of pandemic-related restrictions, in 2020 our Board of Directors met virtually on three different occasions and adopted unanimous resolutions in one out-of-session meeting on December 17.**



COMMITTEES

102-18, 102-22, 102-36

To support the Board of Directors in its duties, we have four committees, whose members are nominated and selected as established in the Securities Market Act.

All of Board of Directors’ support committees include independent board members.

Audit and Corporate Practices Committee

Members (100% Independent)

- Paulino Rodríguez Mendivil
- Javier Astaburuaga Sanjinés
- Francisco Javier Garza Zambrano – Committee Chairman
- Hernán Treviño De Vega: Non-member Secretary



- Meetings in 2020
- June 15
 - July 21
 - July 30
 - October 23

Main responsibilities:

- > **To meet regularly**, at least once every six months, **with Acosta Verde’s independent auditors**, in executive meetings without company management present. Among the points to be discussed in these meetings are an evaluation of the financial, accounting and internal auditors, and the cooperation the auditors received during the course of their audit.
- > **Approve all auditing 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.
- > **Present reports as provided for in the Securities Market Act**, and as stipulated in the General Commercial Corporations Law, Article 172.
- > **Provide an opinion on the internal mechanisms for verification and balance**, and the internal audit systems.
- > **Evaluate mechanisms for identifying, analyzing, managing and controlling risk.**
- > **Investigate any violations** of the policies, regulations, internal control points and audit systems.
- > **Report any irregularity** to the Steering Committee and propose corrective action.
- > **Ascertain** that the professional who performs **asset appraisal for the company fulfills all Board of Directors’ mandates.**
- > **Review significant tax matters** with the company’s fiscal advisors and management, as well as any 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 the subject of such transactions.

Compensation Committee

Members (25% independent)

Alternate

Jesús Acosta Verde	Jesús Adrián Acosta Castellanos
Mariano Menkes	Brian Finerty
Federico Chávez Peón Mijares	Juan Ignacio Enrich Liñero
Paulino Rodríguez Mendivil	N/A
Hernán Treviño De Vega: Non-member Secretary	



Meetings in 2020

✓ November 18

Main responsibilities:

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

Investment Committee

Members (25% independent)

Alternate

José María Garza Treviño	Diego Acosta Castellanos
Mariano Menkes	Brian Finerty
Federico Chávez Peón Mijares	Juan Ignacio Enrich Liñero
David Contis	N/A
Hernán Treviño De Vega: Non-member Secretary	



Meetings in 2020

✓ November 6

Main responsibilities:

- **Review and approve all proposed investments**, use of funds and financing of more than USD 5 million.
- **Discuss and recommend to the Board a set of investment policies** and guidelines for Acosta Verde.
- **Supervise and regularly review the return on all approved investments.**

Management team

◆ Jesús Acosta Castellanos

Career with Acosta Verde. Twenty years of experience with Acosta Verde, as Chief Commercial and Operating Officer (2001 to 2015) and CEO (since 2015). Education. Undergraduate degree in business administration from ITESM, with specialization courses at Harvard and Boston University.

Education. Undergraduate degree in business administration from ITESM, with specialization courses at Harvard and Boston University.

Other professional experience. Financial analyst with Violy, Byorum y Asociados (2000); Chairman of the Board of Museo Papalote Monterrey (2014-2018); currently regional board member for Grupo Financiero Banorte (since 2016).

◆ Hernán Treviño De Vega

Career with Acosta Verde. Eleven years of experience as Chief Legal and Operating Officer. Responsible for the Legal, Collections, Human Development, Market Intelligence and Sustainability, and Internal Control Departments.

Education. Undergraduate law degree from the Universidad de Monterrey, and a variety of postgraduate studies in the areas of law, business administration and finance at prestigious international universities like Northwestern, Pennsylvania, Chicago and Stanford.

Other professional experience. Director of Legal Affairs and Government Relations for Latin America at the multinational firm Owens Corning; before that served as senior counsel and trade counsel for the same company.

◆ Edgar Maldonado de los Reyes

Career with Acosta Verde. Seven years' experience as Chief Finance and Administrative Officer. Responsible for all financial and administrative matters and closely involved in strategic planning.

Education. Degree in Systems Administration Engineering from the Universidad Autónoma de Nuevo León; certificates in Administration and High-Level Management from Harvard Extension School and IPADE, degree from the Graduate School of Banking of Louisiana State University.

Other professional experience. Worked at Grupo Financiero Banorte from 1995 to 2013, where among other positions he served as CFO of Inter National Bank (after participating in its acquisition) and Executive Director of Business Development in the United States. He also served on the board of directors of certain companies within the group.

◆ Miguel Angel Reyes Vidales

Career with Acosta Verde. Thirty-three years of experience as Director of Construction and New Projects for Plaza Sendero shopping centers. Responsible for planning, direction and execution of all construction projects and activities.

Education. Architecture degree from the Universidad Autónoma de Nuevo León, with specialization courses in Project Administration and in Strategy and Transformation from the EGADE Business School of the Tecnológico de Monterrey.

Other professional experience. Was Project Administrator for Constructora Veredalta Grupo Gentor (1985-1987) and Contrusol (1982-1983). Also worked for E. Siller Valuadores Asociados (1983-1985).

◆ Carlos Ruiz Santos

Career with Acosta Verde. Has been with the company for 14 years. Served as Chief Commercial Officer from 2006 to March 2021. In April 2021 he was appointed Chief Business Relations Officer. He is currently responsible for the marketing and operation of the Plaza Sendero shopping center portfolio, renewing leasing contracts, generating new retail relations and synergies with nationwide brands, verifying and authorizing design proposals for all of the shopping center spaces, and the company's maintenance and marketing area.

Education. Undergraduate degree in business administration from the Tecnológico de Monterrey and from the Graduate School of Banking of Louisiana State University. Also completed specialization courses in Negotiation and Decision-Making at the Harvard Business School.

Other professional experience. Headed the United States in-bond manufacturing area for GE Commercial Finance; responsible for Business Banking and Financial Credit Analysis in charge of branches at Grupo Financiero Banorte.

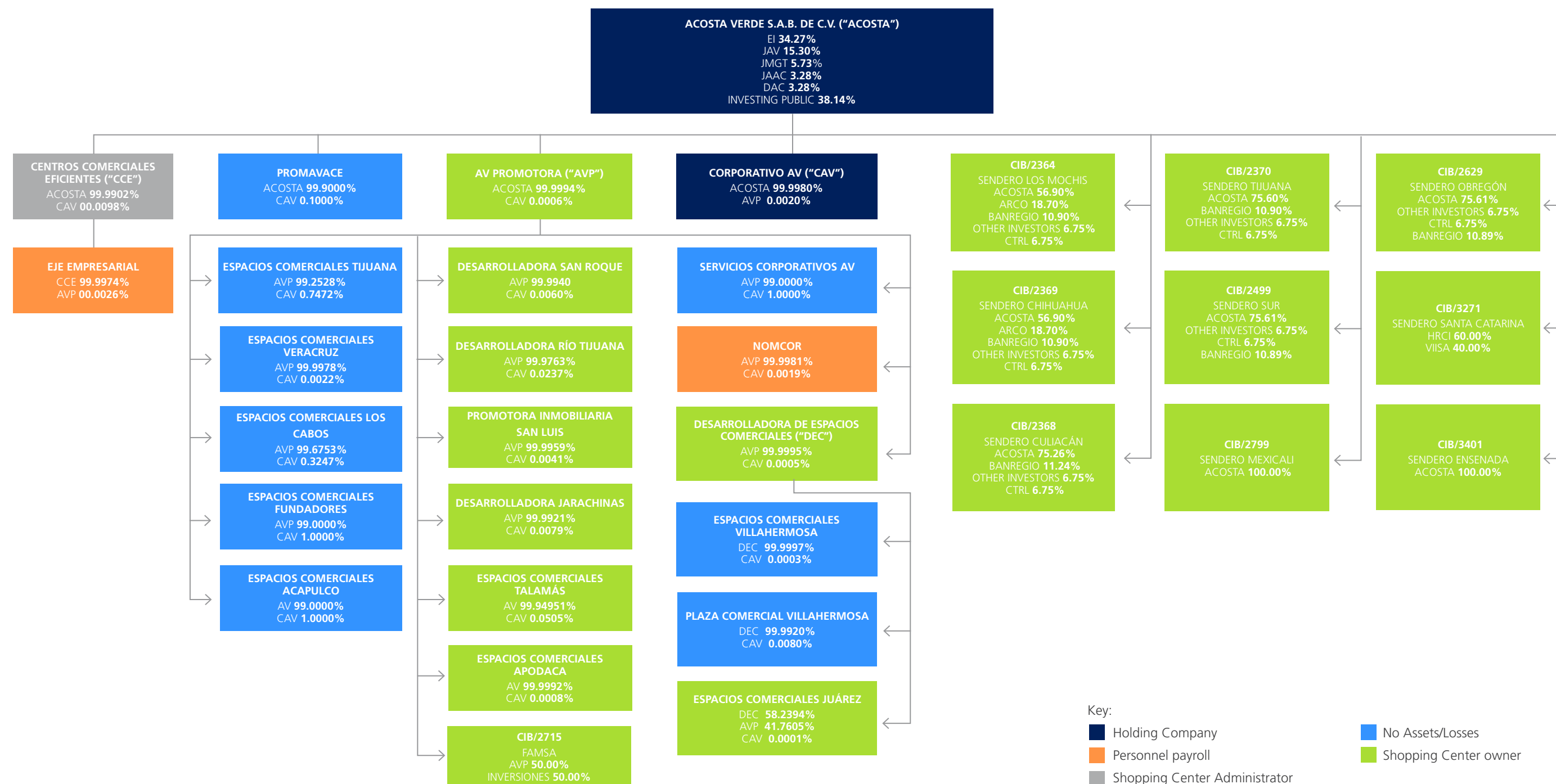
STOCK STRUCTURE

Shareholder	Series A	Series B	Total	%
	Variable Capital	Fixed Capital	Total Fixed and Variable	
Jesús Acosta Verde	9,184,536	398	9,184,934	15.30%
Jesús Adrián Acosta Castellanos	1,968,099	85	1,968,184	3.28%
Diego Acosta Castellanos	1,968,099	85	1,968,184	3.28%
José María Garza Treviño	3,437,615	150	3,437,765	5.73%
El AV Fund, L.P.	20,575,803	887	20,576,690	34.27%
Investing Public	22,899,180	-	22,899,180	38.14%
Total	60,033,332	1,605	60,034,937	100.00%

◆ The current capital structure of Acosta Verde is made up of the investing public, Promecap, Equity International and the Acosta Verde family.



CORPORATE STRUCTURE



RISK MANAGEMENT

102-11, 102-15, 102-29, 102-30, 103-1, 103-2, 103-3

Internal Control

Like every company, Acosta Verde is exposed to risks and opportunities in a wide variety of economic, financial, regulatory, social and environmental spheres, including those relating to climate change.

To identify, mitigate or capitalize on these elements, and to promptly address them, we are convinced that resilient decision-making is essential, focused on our operating goals and generating value for all our stakeholders. For this reason, identifying risk is the responsibility of all of us at Acosta Verde.

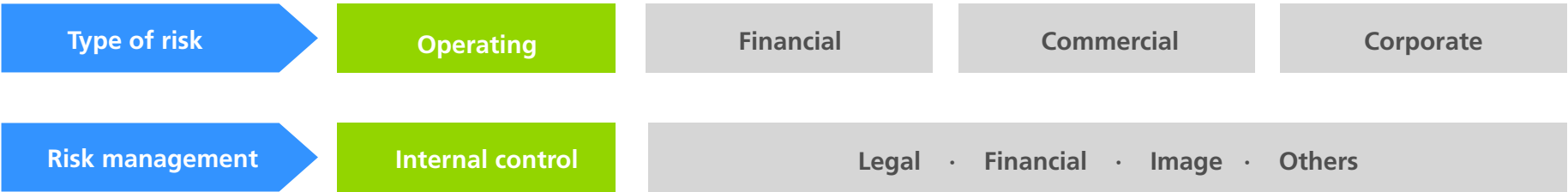
With this in mind, we have a robust internal control process based on the framework established by the Committee of Sponsoring Organizations (COSO), through which we identify and manage risks, apply controls, optimize processes and monitor control activities.

Every year we conduct a self-evaluation of all of our controls, identifying those that require updating and those that need closer attention.

These activities are documented in our policies, operational risk matrixes, flow charts, and DOY+ Internal Control System.

We adopt a broad and continuous approach to the identification, measurement, evaluation and management of business risks that may exist at Acosta Verde, encouraging employees to participate in all aspects of the process. The result is the creation of strategies to properly manage them.

Properly identifying business risks is a competitive advantage, because it enables us to adopt measures to promptly control them.



To better manage risk, in 2020 we introduced the IDEA and iAuditor systems, with as complementary technological tools for conducting audits remotely, while helping us to:

- Optimize risk review times
- Analyze data
- Collect evidence in real time
- Appropriately monitor observations made
- Create prompt and easy-to-interpret reports

Business risks and opportunities

As part of our effort to manage our operations sustainably, we report on the main impacts, risks and opportunities to which we were exposed in 2020.

Risks related to climate change

We are also aware that climate change is a reality, and it is our responsibility as a company to design processes, mechanisms and measures to ensure that our shopping centers are resilient to its impact. In this regard, we are working on integrating climate change risks into our internal control process.

Risks related to operations

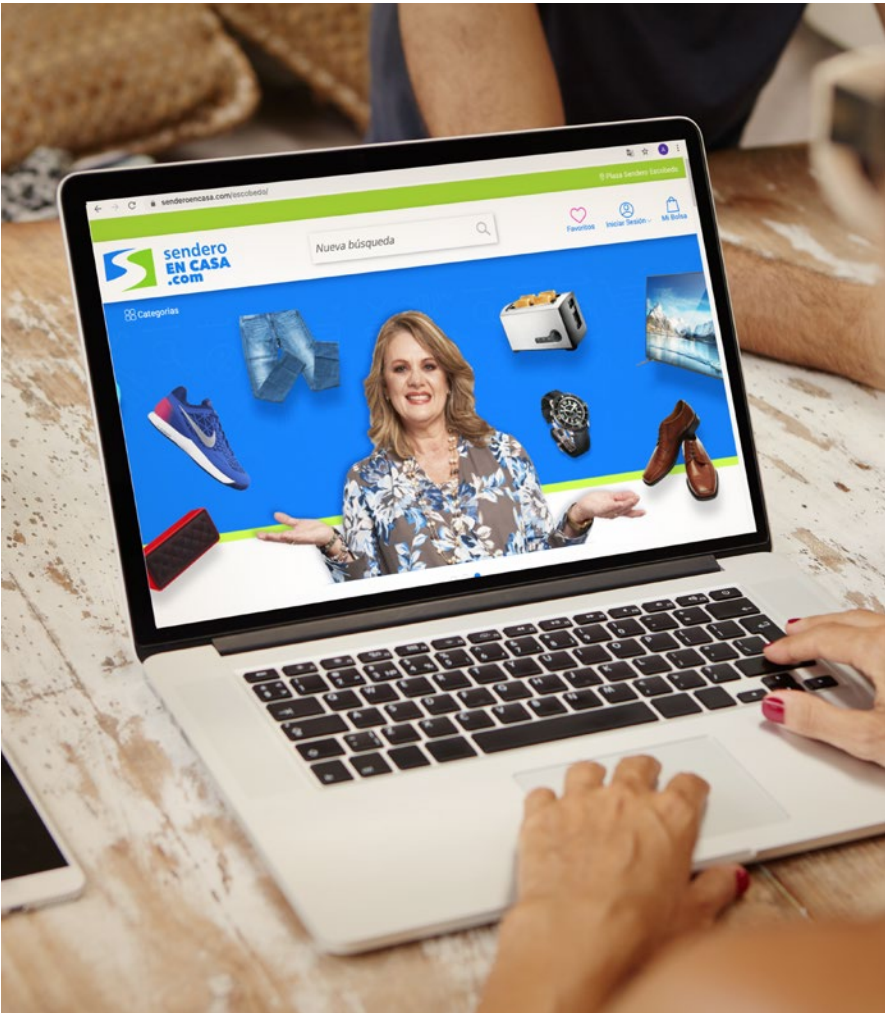
In 2014 we created a Safety and Risk Prevention Area, responsible for guaranteeing safety and preventing risks in our shopping centers through employee and tenant training initiatives, the updating and implementation of contingency plans, and staying abreast of regulatory changes.

The **Sendero Seguro** program is in effect in all of our shopping centers, providing a set of practices with tenants to avoid accidents and respond to emergencies.

We also have Local Mutual Aid Committees that share best practices and help tenants with preparedness before, during and after an emergency.



Main impacts	Main risks	Main opportunities
<ul style="list-style-type: none">• COVID-19 pandemic• Fewer visitors to our shopping centers• Definitive closure of shops• Change in purchasing habits• Impact on company results from having to offer discounts, and from the increase in past-due accounts.	<ul style="list-style-type: none">• A more prolonged pandemic than expected• Intermittent closure of shopping centers• Definitive closure of shops• Complex macroeconomic climate	<ul style="list-style-type: none">• Purchase of existing properties for creating the Acosta Verde experience• Launch of SenderoEnCasa.com as a new sales channel for tenants and visitors• Redesign of spaces in existing shopping centers• Incorporation of new retail brands



ETHICS

102-16, 102-17, 102-25, 103-1, 103-2, 103-3, 205-1, 205-2, 205-3, 206-1, 406-1

We are committed to the highest standards of ethics, transparency and integrity, which are reflected in every decision we make and every action we take.

This work philosophy is summed up in our **Code of Ethics**¹, which defines the conduct we expect of our employees in their interpersonal relationships, with people outside the company, with company resources and the environment, and on issues like corruption, money-laundering, conflicts of interest, gifts and hospitality, data security and personal data protection.

We are also aware of our responsibility for promoting and protecting human rights not just in our operations but throughout the value chain, and we therefore reject any kind of discrimination, child labor, forced labor, abuse, coercion, limitation on freedom of association and/or collective bargaining, or threats.

To report any conduct that goes against the Code of Ethics or any of our policies, stakeholders are encouraged to contact us by means of various speedy and confidential reporting channels.

- Ethics Action Line: 800 04 38422
- Webpage: www.accionetica.ethicsglobal.com

The Ethics Action Line is operated by Ethics Global, an independent company that guarantees that all complaints received are addressed in an orderly, impartial and confidential manner.

Process for addressing whistleblowers' reports



Reports received through the Ethics Action Line

Report received	10
Reports closed	9
Reports still open	1
Reports in process of closure	1
Unfounded reports	4

Reports received by topic

Type of report	Number	Percentage
Abuse or incorrect use of authority	5	50%
Improper treatment	2	20%
Inappropriate conduct	1	10%
Poor practices, misuse of material and equipment	1	10%
Violation of policies	1	10%
Total	10	100%

In 2020 we received 10 complaints, 9 of which were closed during the period.

1. See the **Grupo Acosta Verde Code of Ethics** here [\[link\]](#)

As part of our business philosophy, we also strive to ensure our operations are free of conflicts of interest, and our strategy for avoiding and managing this is based on the provisions of the Mexican Securities Market Act

Duty of care

This means acting in good faith and in the best interests of Acosta Verde. To this end, Board Members may request information from company officers as considered appropriate; require the presence of key directors and other persons for making decisions in board meetings; postpone board meetings when a board member has not been notified of them; and deliberate and vote.

Duty of loyalty

Board members are obligated to hold the information and matters of which they are informed in connection with their position at Acosta Verde in strictest confidence. They must inform the audit committee and external auditor of any irregularities of which they become aware in the performance of their duties and which relate to Acosta Verde.

We define conflict of interest to mean any situation in which the judgment of a director, board member or employee may be influenced by a personal economic interest or benefit.

Transactions with related parties, which are defined as any transfer of resources, services or obligations between Acosta Verde and a party that is related to it, are reviewed on a quarterly basis by the Audit Committee.

Anti-corruption

Acosta Verde complies fully with the U.S. Foreign Corrupt Practices Act (FCPA) which prohibits companies originating in the United States or any of its subsidiaries, regardless of where their operations are located, from directly or indirectly giving a bribe to public officials in other countries in order to obtain a benefit.

Our anti-corruption commitment also extends to our value chain. Through our internal Compliance area, in 2020 we communicated and evaluated the anti-corruption policies and procedures of 877 suppliers, equivalent to 97% of our supply chain. Furthermore, all our suppliers are aware of Acosta Verde's stance against corruption, because clauses on this topic are included in every contract it signs with its suppliers.

We also conduct an annual certification in anti-corruption topics to all employees of the 16 Plaza Sendero shopping centers and corporate offices.

Competition

Our Code of Ethics governs our conduct in the matter of competition. No party belonging to or affiliated with Acosta Verde should ever obtain confidential or proprietary information on the competition by improper means or by bribing their employees.

Another channel by which information might reach us on the competition is participation in forums or meetings of retailing associations or other such gatherings. In these cases, Acosta Verde employees must not engage in conversations with the competition that might generate a risk or possible contingency for the company in terms of compliance with laws and regulations.

During the year we recorded no confirmed cases of corruption, nor were any lawsuits brought against us for unfair competition or discrimination.



DATA SECURITY

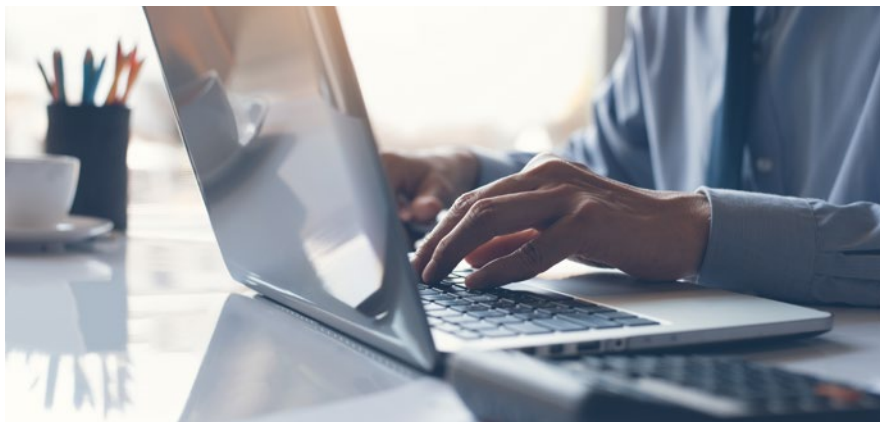
418-1

We know that there is a growing range of cybersecurity risks facing businesses around the world, so we devote considerable effort to safeguarding the confidentiality, integrity, availability and security of the company's data.

We have a Data Security Policy whose goal is to minimize the possible risk of incidents relating to data security, or the impact that any such incident might have on our operations.

We invest a portion of our annual budget in cybersecurity projects, like securing the network of our corporate offices and shopping center offices, as well as infrastructure to strengthen security in computer equipment assigned to our employees, including a data security suite that protects laptops even outside of our offices.

We invested MXN2.1 million pesos in data security in 2021.



During the year we conducted a range of data security projects and analysis:



1. Analysis of vulnerabilities



2. Social engineering tests, to identify areas of opportunity in the behaviors of our employees regarding data security and to build awareness about steps to take in the event of a risky situation.



3. A strategy of backing up information and technological infrastructure of core business systems.



4. Continuous training of our employees, in which we communicate some of the key indicators obtained from the vulnerability analysis. Training is conducted in person as well as by e-mail and internal social media.



There were no relevant data security incidents in 2020.

Data privacy

We know how important it is to safely manage the information of our tenants, suppliers, visitors and other stakeholders, and we make available to them a set of privacy notices that comply with the Federal Law on Protection of Personal Data in the Possession of Private Parties.

We respect the right to privacy and we protect the personal data of our stakeholders by taking administrative, technical, and physical security measures to prevent any damage, loss, alteration or unauthorized access.

In 2020 we did not receive any complaints regarding client privacy.

GRI CONTENT INDEX

102-55

GRI Standard or SASB Indicator		Page	Description	Response
GRI 101: Fundamentals				
1. Organizational profile 2016				
GRI 102: General disclosures 2016	102-1	3, 7	Name of the organization	–
	102-2	7, 10	Activities, brands, products, and services	–
	102-3	71	Location of headquarters	–
	102-4	13	Location of operations	–
	102-5	3, 7	Ownership and legal form	–
	102-6	10, 18	Markets served	–
	102-7	4, 13, 36	Scale of the organization	–
	102-8	36	Information on employees and other workers	–
	102-9	10	Supply chain	–
	102-10	3	Significant changes to the organization and its supply chain	–
	102-11	59	Precautionary Principle or approach	–
	102-12	25	External initiatives	Acosta Verde does not participate in any external initiative.
	102-13	–	Membership in associations	Acosta Verde is not a member of any association.
2. Strategy 2016				
GRI 102: General disclosures 2016	102-14	5, 6	Statement from senior decision-makers	–
	102-15	59	Key impacts, risks, and opportunities	–
3. Ethics and integrity 2016				
GRI 102: General disclosures 2016	102-16	7, 61	Values, principles, standards and norms of behavior	–
	102-17	61	Mechanisms for advice and concerns about ethics	–

GRI Standard or SASB Indicator	Page	Description	Response
4. Governance 2016			
GRI 102: General disclosures 2016	102-18	Governance structure	–
	102-19	Delegating authority	–
	102-20	Executive-level responsibility for economic, environmental, and social topics	–
	102-22	Composition of the highest governance body and its committees	–
	102-23	Chair of the highest governance body	–
	102-24	Nominating and selecting the highest governance body	–
	102-25	Conflicts of interest	–
	102-26	Role of highest governance body in setting purpose, values, and strategy	–
	102-27	Collective knowledge of highest governance body	–
	102-29	Evaluating the highest governance body's performance	–
	102-30	Effectiveness of risk management processes	–
	102-32	Highest governance body's role in sustainability reporting	The CEO is responsible for evaluating and approving this report.
	102-33	Communicating critical concerns	–
	102-34	Nature and total number of critical concerns	–
	102-36	Process for determining remuneration	–
5. Stakeholder engagement 2016			
GRI 102: General disclosures 2016	102-40	List of stakeholder groups	–
	102-41	Collective bargaining agreements	None of Acosta Verde's employees are union members.
	102-42	Identifying and selecting stakeholders	–
	102-43	Approach to stakeholder engagement	–
	102-44	Key topics and concerns raised	–

GRI Standard or SASB Indicator		Page	Description	Response
6. Reporting practices 2016				
GRI 102: General disclosures 2016	102-45	3	Entities included in the consolidated financial statements	–
	102-46	23	Defining report content and topic boundaries	–
	102-47	23	List of material topics	–
	102-48	3	Restatements of information	–
	102-49	3	Changes in reporting	–
	102-50	3	Reporting period	–
	102-51	3	Date of most recent report	–
	102-52	3	Reporting cycle	–
	102-53	71	Contact point for questions regarding the report	–
	102-54	3	Claims of reporting in accordance with the GRI Standards	–
	102-55	64	GRI content index	–
	102-56	3	External assurance	–
SASB Real Estate: Activity Metrics	IF-RE-000.A	13	Number of assets	–
	IF-RE-000.B	13	Leasable floor area	–
	IF-RE-000.C	13	Percentage of indirectly managed assets	–
	IF-RE-000.D	13	Average occupancy rate	–
SASB Real Estate Services: Activity Metrics	IF-RS-000.B	13	Floor area under management with owner operational control	–
	IF-RS-000.C	13	Number of buildings under management with owner operational control	–
	IF-RS-000.D	–	Number of leases transacted, categorized by tenants and real estate owners	Acosta Verde has 1,614 lease agreements for properties in its total portfolio, and around 280 lease agreements for spaces in common areas.
Material issue. Climate Change				
GRI 103: Management approach 2016	103-1	59	Explanation of the material topic and its boundaries	–
	103-2	59	The management approach and its components	–
	103-3	59	Evaluation of the management approach	–
Material issue. Risk management				
GRI 103: Management approach 2016	103-1	59	Explanation of the material topic and its boundaries	–
	103-2	59	The management approach and its components	–
	103-3	59	Evaluation of the management approach	–

GRI Standard or SASB Indicator		Page	Description	Response
GRI 200: Economic standards				
GRI 201 Economic performance 2016	201-1	4	Direct economic value generated and distributed	–
	103-1	61	Explanation of the material topic and its boundaries	–
GRI 205 Anti-Corruption 2016	103-2	61	The management approach and its components	–
	103-3	61	Evaluation of the management approach	–
	205-1	61	Operations assessed for risks related to corruption	–
	205-2	61	Communication and training about anti-corruption policies and procedures	–
	205-3	61	Confirmed incidents of corruption and actions taken	–
GRI 206: Anti-Competitive Behavior 2016	206-1	61	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.	–
GRI 300: Environmental Standards				
GRI 302 Energy 2016	103-1	27	Explanation of the material topic and its boundaries	–
	103-2	27	The management approach and its components	–
	103-3	27	Evaluation of the management approach	–
	302-1	27	Energy consumption within the organization	–
	302-2	27	Energy intensity	–
	CRE1	27	Building energy intensity	–
	302-4	27	Reduction of energy requirements of products and services	–
SASB Real Estate: Energy management	IF-RE-130a.1	27	Energy consumption data coverage as a percentage of total floor area, by property subsector	–
	IF-RE-130a.2		Total energy consumed by portfolio area with data coverage, percentage grid electricity, and percentage renewable, by property subsector	–
GRI 303 Water and effluents 2018	103-1	30	Explanation of the material topic and its boundaries	–
	103-2	30	The management approach and its components	–
	103-3	30	Evaluation of the management approach	–
	303-3	30	Water withdrawal	–
	303-4	30	Water sources significantly affected by withdrawal of water	–
	303-5	30	Total volume of water recycled and reused	–

GRI Standard or SASB Indicator		Page	Description	Response
GRI 305 Emissions 2016	103-1	29	Explanation of the material topic and its boundaries	–
	103-2	29	The management approach and its components	–
	103-3	29	Evaluation of the management approach	–
	305-1	29	Direct (Scope 1) GHG emissions	–
	305-2	29	Energy indirect (Scope 2) GHG emissions	–
GRI 306: Waste 2020	CRE5	31	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations	–
	306-1	32	Waste generation and significant impacts relating to waste	–
	306-3	32	Waste generated	–
	306-4	32	Transport of hazardous waste	–
GRI 307 Environmental compliance 2016	307-1	32	Non-compliance with environmental laws and regulations	–
SASB 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	Shopping center regulations mention that tenants must cover any extraordinary expenses, which include improvements to the shopping center. This regulation covers 100% of signed lease agreements.
	IF-RE-410a.2	–	Percentage of tenants that are separately metered or submetered for grid electricity consumption and water withdrawals	For energy, 100% of tenants must open a contract directly with the Federal Electricity Commission for their own consumption; for consumption of energy in common areas, Acosta Verde passes on the cost to the tenant on a prorated basis. For water, anchor stores (supermarkets and movie theaters) and some sub-anchors have independent water meters.
	IF-RE-410a.3	–	Discussion of approach to measuring, incentivizing, and improving sustainability impacts of tenants	Acosta Verde does not participate in any initiative regarding sustainable leases.
SASB Real Estate: Climate Change Adaptation	IF-RE-450a.1	–	Area of properties located in 100-year flood zones	96,352 sqm of our total leased surface area is located in flood zones (Las Torres - 21,389, Juárez - 20,975, Chihuahua - 23,351 and Obregón - 30,637)
	IF-RE-450a.2	–	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Acosta Verde is aware that climate change can have an impact on our operations. Among the main risks are increased consumption of energy and/or water, which in both cases are considered the main operating indicator so our shopping centers that could have an increased impact on the environment and on our operating costs.
SASB Real Estate Services: Sustainability Services	IF-RS-410a.1	–	Revenue from energy and sustainability services	Acosta Verde does not provide any type of energy or sustainability services.
	IF-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 service.
	IF-RS-410a.3	–	Floor area and number of buildings under management that obtained an energy rating	Acosta Verde properties did not receive any energy ratings in 2020.
SASB Real Estate Services: Transparent Information & Management of Conflict of Interest	IF-RS-510a.1	–	Brokerage revenue from dual agency transactions	Acosta Verde does not provide this type of service.
	IF-RS-510a.2	–	Revenue from transactions associated with appraisal services	Acosta Verde does not provide this type of service.
	IF-RS-510a.3	–	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	We did not report any such losses in 2020.

GRI Standard or SASB Indicator		Page	Description	Response
GRI 400: Social Standards				
GRI 401 Employment 2016	401-1	36	New employee hires and employee turnover	–
	401-2	36	Benefits provided to full-time employees that are not provided to temporary or part-time employees	–
	401-3	36	Parental leave	–
GRI 403 Occupational Health and Safety 2017	403-1	40	Workers representation in formal joint management worker health and safety committees	–
	403-2	40	Types of injury and rates of accidents, occupational diseases, lost days, absenteeism, and number of work-related fatalities	–
	403-5	40	Worker training on occupational health and safety	–
	403-6	40	Promotion of worker health	–
	403-7	40	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	–
	403-9	40	Occupational injuries	–
	403-10	40	Work-related ill health	–
GRI 404 Training and Education 2016	103-1	38	Explanation of the material topic and its boundaries	–
	103-2	38	The management approach and its components	–
	103-3	38	Evaluation of the management approach	–
	404-1	38	Average hours of training per year per employee	–
	404-3	38	Percentage of employees receiving regular performance and career development reviews	–
GRI 405 Diversity and equal opportunity 2016	405-1	36	Diversity of governance bodies and employees	–
GRI 406 Non discrimination 2016	406-1	61	Incidents of discrimination and corrective actions taken	–
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	None of Acosta Verde's employees are union members.
GRI 408: Child labor 2016	408-1	–	Operations and suppliers at significant risk for incidents of child labor	Acosta Verde has a policy of not hiring minors.
GRI 409: Forced or compulsory labor 2016	409-1	–	Operations and suppliers at significant risk for incidents of forced or compulsory labor	We identified no operations with a significant risk of forced or compulsory labor.
GRI 410 Security practices 2016	410-1	–	Security personnel trained in human rights policies or procedures	In 2020 we provided no training of this type to our security personnel.

GRI Standard or SASB Indicator		Page	Description	Response
GRI 412: Human Rights Assessment 2016	412-1	–	Operations that have been subject to human rights reviews or impact assessments	None of our operations were subject to human rights evaluations.
	412-2	–	Employee training on human rights policies or procedures	In 2020 we provided no training of this type to our employees.
	412-3	–	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	We have no investment agreements or contracts that include such clauses.
GRI 413 Local communities 2016	103-1	44	Explanation of the material topic and its boundaries	–
	103-2	44	The management approach and its components	–
	103-3	44	Evaluation of the management approach	–
	CRE7	44	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project	–
	413-1	44	Operations with local community engagement, impact assessments, and development programs	–
GRI 415: Public policy 2016	415-1	–	Contributions to political parties and/or representatives	Acosta Verde makes no contributions to political parties.
GRI 416: Customer health and safety 206	416-2	–	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2020 we did not detect any non-compliance of this type.
GRI 418: Customer privacy 2016	418-1	63	Substantiated complaints concerning breaches of customer privacy and losses of customer data	–
GRI 419 Socioeconomic compliance 2016	419-1	–	Non-compliance with laws and regulations in the social and economic area	In 2020 we did not detect any non-compliance of this type.

CONTACT

102-3, 102-53

Hernán Treviño De Vega
Chief Legal and Operating Officer
htrevino@grupoav.com

Corporate Headquarters

Pedro Ramírez Vázquez 200,
Colonia Valle Oriente
Parque Corporativo Valle Oriente
San Pedro Garza García, N.L.
México C.P. 66269

contacto@grupoav.com

www.grupoav.com

