



SYN

SUSTAINABILITY REPORT

2024

SHOPPING CIDADE SÃO PAULO

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INTRODUCTION

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Message from Management

GRI 2-22

Profitability growth in the shopping malls, corporate buildings and service segments marked SYN's year 2024

2024 was a challenging year from an economic and political point of view, both in Brazil and abroad. Here, the scenario was marked by monetary tightening, high inflation, and fiscal uncertainties, which put pressure on yield curves. Still, our portfolio has demonstrated resilience.

Even in a complex macroeconomic environment, SYN took advantage of strategic opportunities throughout the year. In May, we concluded the Asset Swap, increasing our stake in Tietê Plaza (from 25.0% to 62.5%) and Shopping Cerrado (from 53.1% to 85.0%), with a counterpart of R\$57 million in cash and a reduction in the stake in Torres JK. The operation also reduced our debt by about R\$ 60 million.

In June, we sold stakes in six malls to XP Malls for R\$ 1.85 billion, concentrating our portfolio in the states of São Paulo and Rio de Janeiro. With this, we became the main administrator of the largest real estate fund in shopping malls in Brazil (in GLA). The transaction generated R\$1.23 billion in net cash, of which R\$1 billion was distributed to shareholders through dividends (R\$440 million in September) and capital reduction (R\$560 million in December).

In the shopping mall segment, which accounted for more than 80% of our annual rental revenue, we remained focused on increasing operational productivity. We reached a physical occupancy of 94.8% at the end of the year, while total sales grew 6% compared to 2023. Mall and Media revenue increased 4.5% year-on-year. For 2025, we will maintain our focus on the operational optimization of our assets, seeking greater efficiency and profitability. We remain committed to generating value for shareholders and to the disciplined management of our portfolio and capital.

In corporate buildings, the Class A buildings of São Paulo stood out, with 100% occupancy. Triple A buildings in São Paulo ended the year with 98.2% occupancy and a 6% increase in NOI same properties.

And CLD, our asset in the logistics warehouse sector, recorded 83.4% physical occupancy in Phase 1 at the end of the year. In January 2025, the lease of the remaining vacant area of this Phase was signed, becoming 100% leased. In December 2024, a pre-lease agreement was signed for 100% of phases 2 and 4.

In property management and operation services, revenue increased by 6.8% compared to 2023. This segment represents 13% of our revenue and includes the management of six shopping malls and ten corporate buildings, four of which are wholly owned by third parties.

SYN's financial performance throughout 2024 reflected an efficient management of the Company's capital structure. Leverage, measured by the ratio between net debt and EBITDA in the last 12 months, decreased to negative 0.86x (indicating a position of considering the receivables from the transaction with XP Malls. As a result, we enter 2025 with a comfortable debt structure. At the end of the year, total debt fell by 18.3% compared to 2023, and only 11.3% of the balance is short-term, with the next maturity scheduled for the last quarter of 2025. In 4Q24, even with the scenario of an increase in the CDI and IPCA, financial expenses decreased by 15.2%. The installments received in the transaction of the malls with FII XP Malls contributed to financial revenue in 4Q24, generating an increase of 247.2% compared to 4Q23. As a result, the financial result for the quarter was 242.2% better compared to the same period in 2023. The Company remains attentive to the market for new related movements that provide efficiency gains in its capital structure.

In the social sphere, we continue to act strongly through the SYN Institute in favor of social development in the areas close to our projects. In 2024, ISYN invested R\$ 5 million in projects based on our pillars: employability, entrepreneurship, relationship & culture and volunteering. We had very positive results, such as the entrepreneurship program "Junto & Misturado", which opens the doors of our malls for small entrepreneurs to exhibit and sell their products.

The Institute's performance in the surroundings of the malls that SYN manages was also recognized, being among the three best projects in the ESG category of the Abrasce 2024 Award (Brazilian Association of Shopping Centers). Another milestone that brought great pride was the partnership with Escola Deputado Pedro Costa, located in the North Zone of São Paulo, a region of influence of Shopping D. The institution achieved an impressive top 3 in the international contest "World's Best School Prizes", standing out for its innovation in the teaching method and positive impact on the community. Finally, our volunteer program remains an important pillar of inspiration. In the year, there were 208 participations, 10% of which were from people outside the organization, a fact that shows that we are on the right track in being a catalyst for good.

SYN's excellence in portfolio management was also recognized. We were elected Best Portfolio Manager by Brookfield, for our performance in the JK 1455 project. In the Abrasce 2024 Award, we also received Silver in the Events and Promotions category, with the "Balão do Amor" campaign, by Shopping Cidade São Paulo, and Bronze in Institutional Campaigns, with the action "It's all yours", by Tietê Plaza. These awards reinforce SYN's commitment to innovation, performance and value creation for communities and investors.

We hope you enjoy reading this report.

Hugs

Thiago Muramatsu
President of SYN



About the Report

GRI 2-3 | 2-4

With great enthusiasm, we present SYN's 2024 Sustainability Report!

In this material, we want to share with our customers, partners, shareholders and stakeholders the main results and achievements of our year. We talked about what we did in 2024 on the financial, operational, socio-environmental, and governance fronts.

The report was approved by the CEO and CFO and follows the guidelines of the Global Reporting Initiative (GRI), an internationally recognized standard. In addition, it is in line with the UN Sustainable Development Goals (SDGs), which are also part of our journey.

More than accountability, our goal is to show clearly and directly how we are putting sustainability at the center of our decisions and generating value for everyone who is part of our history.



Throughout the chapters and subchapters, we highlight the indicators with the ticker "GRI XXX-X". You can also find the complete table of contents from page 58 to 61.

Want to know more? Access: <https://www.globalreporting.org/>



In order to contribute to the achievement of the 2024 Agenda, we report on the SDGs related to the business through icons in each chapter. You can also find the full table of contents on page 62. Want to know more? Access: <https://odsbrasil.gov.br/>



Highlights 2024



Billionaire transaction

SYN sold stakes in the six malls in the portfolio to FII XP Malls, for R\$ 1.85 billion, and became the main manager of the largest real estate fund in shopping malls in Brazil.



Social commitment:

Record investment of R\$ 5 million in actions of the SYN Institute, with 208 participating volunteers, 10% of whom from people outside the organization



Recognition:

For the **5th** consecutive time among the most innovative companies in Brazil, with 3rd place in "Real Estate Services" in the TOP 100 Open Corps Ranking.



Management efficient:

Net Debt/EBITDA reduced to negative 0.86x (indicating a "net cash" position) and financial expense 16% lower, compared to 2023.



New horizons:

We expanded our operations with the inauguration of CLD, a logistics warehouse located in the city of São Paulo.



Consistent results:

Increased revenue and profit across all segments, highlighting the performance of Class A buildings (+6% in NOI), Proforma NOI in shopping malls (+8%).



Generation of value

SYN distributed R\$ 1.0 billion to shareholders in dividends and capital reduction.

SYN - Who we are

GRI 2-1 | 2-2 | 2-6



We are SYN and we understand a lot about the Brazilian commercial real estate market.

We serve different market segments: shopping malls, commercial buildings and logistics warehouses. Our practice covers the leasing, management, purchase and sale of commercial real estate.

Our team is made up of specialists in management, projects, engineering, safety, technology and business, with experience, autonomy and a lot of talent to innovate and bring the best solutions.



OUR PURPOSE:
Integrate people and spaces to generate incredible experiences.



OUR MISSION:
Offering the best spaces to make life easier for our customers.



- OUR BELIEFS:**
- Partnering with customers: Our success is customer success
 - Care for people: Our business is made of people
 - Trusts: Our word is worth a contract
 - Sustainable results: Our results reflect our attitudes
 - Citizen awareness: Our businesses are connected with the Communities



SYN - Who we are

GRI 2-1 | 2-2 | 2-6

We are one of the main Brazilian companies operating in the segments of leasing, acquisition, sale, development and operation of commercial real estate, with a trajectory of more than 18 years of experience in the sector. Our focus is on high-end assets, especially office buildings and shopping malls, with investments concentrated in the states of São Paulo and Rio de Janeiro.

In the corporate buildings segment, we have a portfolio of nine operating properties, which add up to approximately 60 thousand square meters of leasable area, considering SYN's full participation. In the shopping mall sector, we have five projects, all directly managed by the company, totaling about 29 thousand square meters of GLA (Gross Leasable Area) in operation.

Throughout our trajectory, we have presented solid and consistent results, both in terms of growth and profitability. Our experience in the market contributes to maintaining a low vacancy rate and ensuring high profitability of our assets. We are listed on the Novo Mercado segment of B3 (Brasil, Bolsa, Balcão), under the ticker SYNE3, which reinforces our commitment to transparency and the best corporate governance practices, always guided by the creation of sustainable value for all our stakeholders.

18 years of
experience

60 K meters of
Leasable area

Solid and
consistent results



BUILDINGS CORPORATE

Our portfolio includes nine corporate buildings, of which three are Triple A assets and six are Class A assets, located in the main strategic regions of the cities of São Paulo (SP) and Rio de Janeiro (RJ) and, for the most part, close to important subway and train stations. The three Triple A assets are LEED Core & Shell certified.

We also manage four other Triple A assets: JK 1455, Faria Lima Financial Center, Faria Lima Square and Miss Silvia Morizono. All are located in the Faria Lima/JK region in São Paulo.

Regarding operational performance, we closed the year 2024 with an occupancy of 93.5%* in the buildings.

** Disregarding the assets Brasília Machado, sold in October/24, and ITM.*

9 Operating
Properties

60 thousand
square meters

BUILDING	LOCATION	LEED	TOTAL AREA (M²)	SPE AREA (M²)	PRIVATE AREA SYN (M²)	ADM SYN
TRIPLE A DEVELOPMENTS			129,544	42,541	5,887	129,544 (7 ASSETS)
CEO	RJ - Barra da Tijuca	Silver - C&S ¹	14,968	10.886	2.721	✓
JK Torre D	SP – Juscelino Kubitschek	Silver - C&S ¹	12,237	12.237	1.224	✓
JK Torre E	SP – Juscelino Kubitschek	Silver - C&S ¹	19,418	19.418	1.942	✓
Faria Lima Financial Center	SP - Faria Lima	Platinum - O&M ²	26,513	0	0	✓
Faria Lima Square	SP - Faria Lima	Silver - O&M ²	17,972	0	0	✓
JK 1455	SP - Juscelino Kubitschek	Gold - O&M ²	22,148	0	0	✓
Miss Silvia Morizono	SP - Faria Lima	Gold - C&S ¹	16,289	0	0	✓
CLASS A DEVELOPMENTS			93,214	77,743	54,392	42,540 (4 ASSETS)
Nova São Paulo	SP - Chác. Sto. Antonio		11,987	11,987	7,980	✓
Verbo Divino	SP - Chác. Sto. Antonio		8,86	8,386	5,582	✓
ITM	SP - Vila Leopoldina		45,809	34,356	23,102	
Brásílio Machado	SP - Vila Olímpia		10,005	10,005	5,003	✓
Leblon Corporate	RJ - Leblon		4,66	846	563	
Birmann 10	SP – Chác. Sto. Antonio	Gold - O&M ²	12,162	12,162	12,162	✓
TOTAL			222,759	120.283	60,279	172,084 (11 ASSETS)

¹ CORE AND SHELL
² OPERATIONS AND MAINTENANCE

SHED	LOCATION	LEED	TOTAL AREA (M²)	SPE AREA (M²)	PRIVATE AREA SYN (M²)
CLD	SP - São Paulo	Silver – C&S ¹	45,425	38,679	7,736
CONSOLIDATED TOTAL			465,972	226,080	97,396

¹ CORE AND SHELL



SHOPPINGS CENTERS

We have five projects in the cities of São Paulo (SP), Santo André (SP) and Rio de Janeiro (RJ), all managed by the Company itself.

As indispensable assets for the daily life of large urban centers, shopping malls provide products and services in an agile and centralized manner, contributing to the generation of direct and indirect jobs.

The malls had a great operational performance, reaching 94.8% physical occupancy at the end of 2024, and 3.1 billion reais in total sales during the year, an increase of 6.0% compared to 2023.

The Cidade São Paulo and Tietê Plaza malls are LEED Core & Shell Gold and LEED Core & Shell Silver certified, respectively.

5

Shopping Center
Developments

29

thousand
square meters

SHOPPINGS CENTERS	LOCATION	LEED	TOTAL AREA (M²)	SPE AREA (M²)	PRIVATE AREA SYN (m²)	ADM SYN
Shopping D	SP - São Paulo		30,056	10,781	3,868	✓
Grand Plaza Shopping	SP - Santo André		69,877	7,274	7,274	✓
Shopping Metropolitano Barra	Rj - Rio de Janeiro		44,035	35,228	4,404	✓
Tietê Plaza Shopping	SP - São Paulo	Silver - C&S ¹	36,914	3,691	3,691	✓
Shopping Cidade São Paulo	SP - São Paulo	Gold - C&S ¹	16,906	10,143	10,143	✓
TOTAL			19,789	67,118	29,381	197,789 (5 Assets)

¹ CORE AND SHELL

Industrial Warehouse

At the end of 2023, we resumed our operations in the logistics sector with the start of operations of a new warehouse, CLD, on a 233 thousand m² plot of land strategically located at the junction of the Presidente Dutra Highway and the Fernão Dias Highway, 7 km from the Marginal Tietê in Parque Novo Mundo in São Paulo.

The project consists of the construction of four distinct phases, totaling 129 thousand m².

The works of Phase 1 of the project were completed in October 2023, marking the beginning of operations for the tenants, with 45,425 m² of GLA. Phase 2, with 28,715 m² of GLA, was completed in December 2024, with the shipment of *Habite-se* in April 2025. In total, the two phases delivered add up to 74,139 m² of GLA, corresponding to 57.7% of the total project. Phases 3 and 4 are expected to be delivered by the 1st half of 2026.

SYN has a stake in the project in two ways, being a direct stake of 20% and indirectly via FIP managed by SPX (of which SYN holds 23.9% of the shares). The FIP managed by SPX owns 45% of the CLD. In addition, the project has a physical exchange. Therefore, the Company's total interest (direct and indirect) in the project is approximately 26%, corresponding to 19,415 m² already delivered (33,656 m² in total, considering the remaining phases).

At the end of 2024, the CLD registered 83.4% physical occupancy in Phase 1, and in January 2025 the lease of the remaining vacant area of this Phase was signed, becoming 100% leased.

In December 2024, a pre-lease agreement was signed for 100% of phases 2 and 4.

Summary of Phase 1(December/24):

- GLA Total: 45,425 m²
- GLA SYN*: 7,736 m²
- Physical Occupation: 83.4%

Summary of Phases 1 + 2 (March/25):

- GLA Total: 74,139 m²
- GLA SYN (directly): 12,626 m²
- GLA SYN (total): 19,415 m²
- Physical Occupation: 100%

* The project has a physical exchange of 14.85%. Therefore, the Company's effective stake is 17.03% (according to SYN's 20% stake in the company that holds the asset).

Economic and Financial Results

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In a year marked by macroeconomic and political instability, both in Brazil and on the international scene, SYN demonstrated resilience and discipline in the management of its portfolio and capital structure. In Brazil, the environment was challenging, with the intensification of monetary policy to contain inflation and the increase in fiscal uncertainties, reflected in the opening of yield curves. Even so, the Company made significant advances in its financial results.

Strategic Transactions and Cash Generation

The Company concluded two relevant transactions in 2024:

- **Asset Swap (May):** increased its stake in Tietê Plaza (from 25.0% to 62.5%) and Shopping Cerrado (from 53.1% to 85.0%), in exchange for a reduction in Torres JK (from 30% to 10%) and payment of R\$57 million. As a result, gross debt was reduced by approximately R\$ 60 million.
- **Sale of Stakes in Shopping Centers (June):** sale of shares in six assets to XP Malls for R\$ 1,85 billion. The transaction generated a net impact of R\$1,23 billion on the Company's cash, of which R\$1.00 billion was returned to shareholders via dividends (R\$440 million in September) and capital reduction (R\$560 million in December). The operation consolidated SYN as the main administrator of the largest real estate fund for shopping malls in Brazil, in GLA.

Strengthening the Financial Structure

Even with the increase in interest rates, SYN improved its financial position:

- **Leverage Reduction:** Net debt/adjusted EBITDA in the last 12 months was - 0.86x, indicating a net cash position (considering receivables from the sale to XP Malls).
- **Decrease in Total Debt:** Reduction of 18.3% compared to 2023.
- **Low Short-Term Exposure:** Only 11.3% of the debt matures by the end of 2025, with the next relevant maturity only in the last quarter of the year.



**Want to check it out
More details?
Access our:
[QUARTERLY
RESULTS](#)**

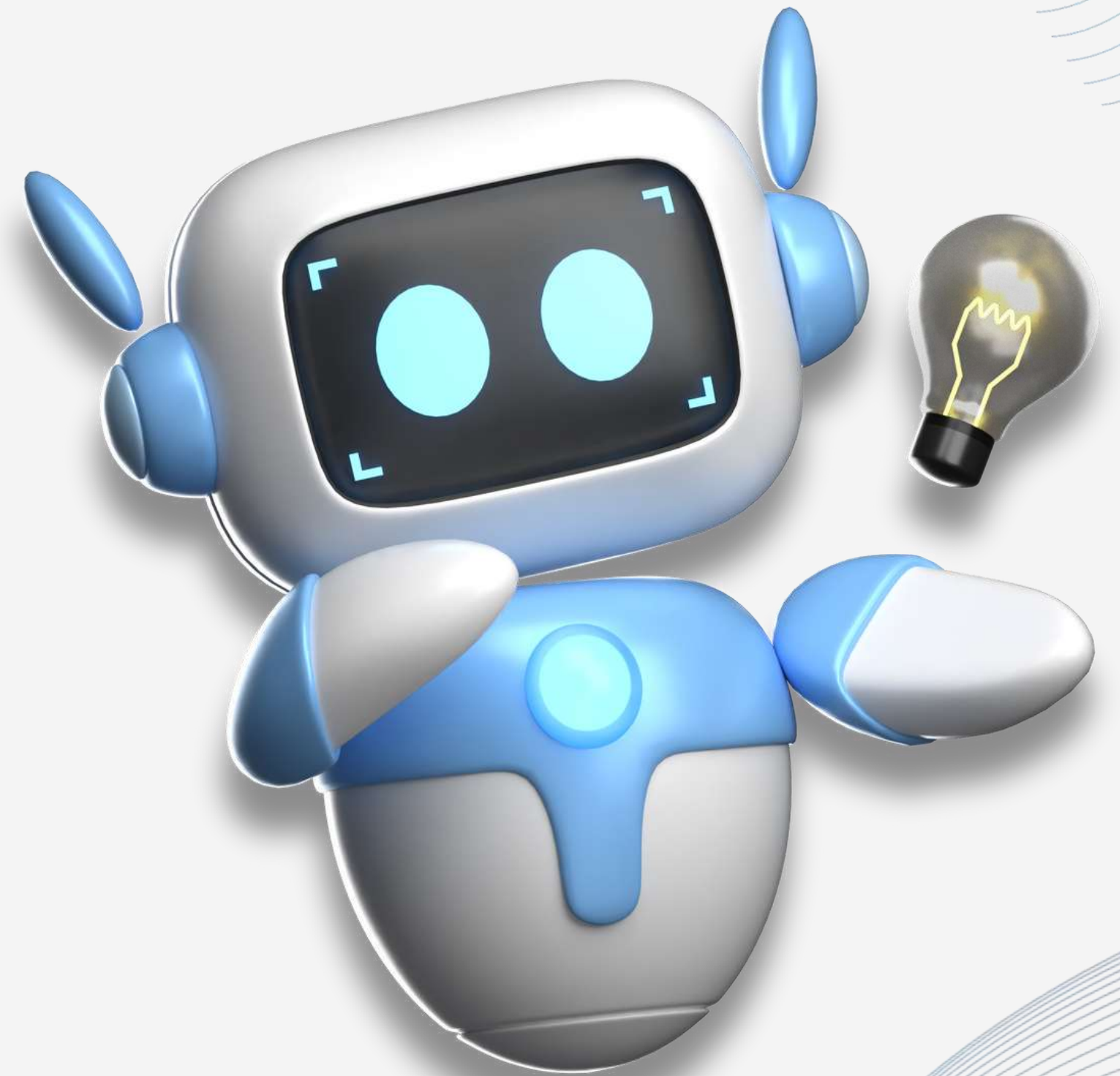


Innovation

We cultivate a humanized and innovative culture that continuously encourages the exchange of ideas among our employees, resulting in the implementation of meaningful projects and the construction of valuable strategic partnerships.

For us, the Culture of Innovation is a continuous and essential process, which we always seek to provoke and engage. More than just a goal, this culture manifests itself through a set of values, mindsets, and practices that guide the way we solve challenges and explore new opportunities.

At SYN, innovation goes beyond technology, it is rooted in our way of thinking and acting, fostering a dynamic and collaborative environment for sustainable growth.



Sustainable Strategy

GRI 2-4 | 2-22 | 2-29 | 3-1 | 3-2

At SYN, we prepare our materiality matrix with the support of an independent consultancy, using a methodology that combines market demands with our strategic planning.

We analyze relevant practices and topics based on national and international rankings, guidelines, and frameworks, and cross-reference this information with our internal priorities.

As a result, we identified 13 material topics, organized by ESG pillars and ordered according to their relevance to the company. These themes guide our sustainability actions and projects, promoting stakeholder engagement and strengthening our trajectory towards SYN's purpose.

See the result of our materiality study on the side:

Strategic Pillars	Material Themes	Our Purpose
Corporate Governance	Business ethics and Fight against corruption	Integrating people and spaces to Generate Amazing experiences
	Code of conduct and audience engagement	
	Structure of Governance	
Environmental Management	Diversity of Top leadership	
	Energy Usage Management	
	Waste management	
Impact Social	Usage management of water and effluents	
	Air emissions	
	Good labor practices In operation	
	Promoting diversity and inclusion	
	Human rights	
	Corporate Citizenship	
	Relationship with The customer	

Governance Corporate

ETHICS AND GOVERNANCE



At SYN, ethics and governance are essential foundations that permeate all our actions, highlighting the value of mutual trust and integrity in our relationships and operations. We see the word committed as a serious commitment, and we cultivate trust with society and our stakeholders as the basis for our work. Our governance structure goes beyond simply complying with market norms; is deeply aligned with the values that sustain the Company.

Promoting an ethical culture among our employees remains a strategic priority. In 2024, we expanded our engagement efforts through internal communication initiatives and targeted training, ensuring that all staff understand and incorporate our ethical principles. These programs are closely monitored by the bodies responsible for governance, ensuring that the content is always current, relevant and effective.

We will remain dedicated to maintaining our values and practices of governance as examples to be followed, contributing for the construction of an increasingly fair, transparent and upright.

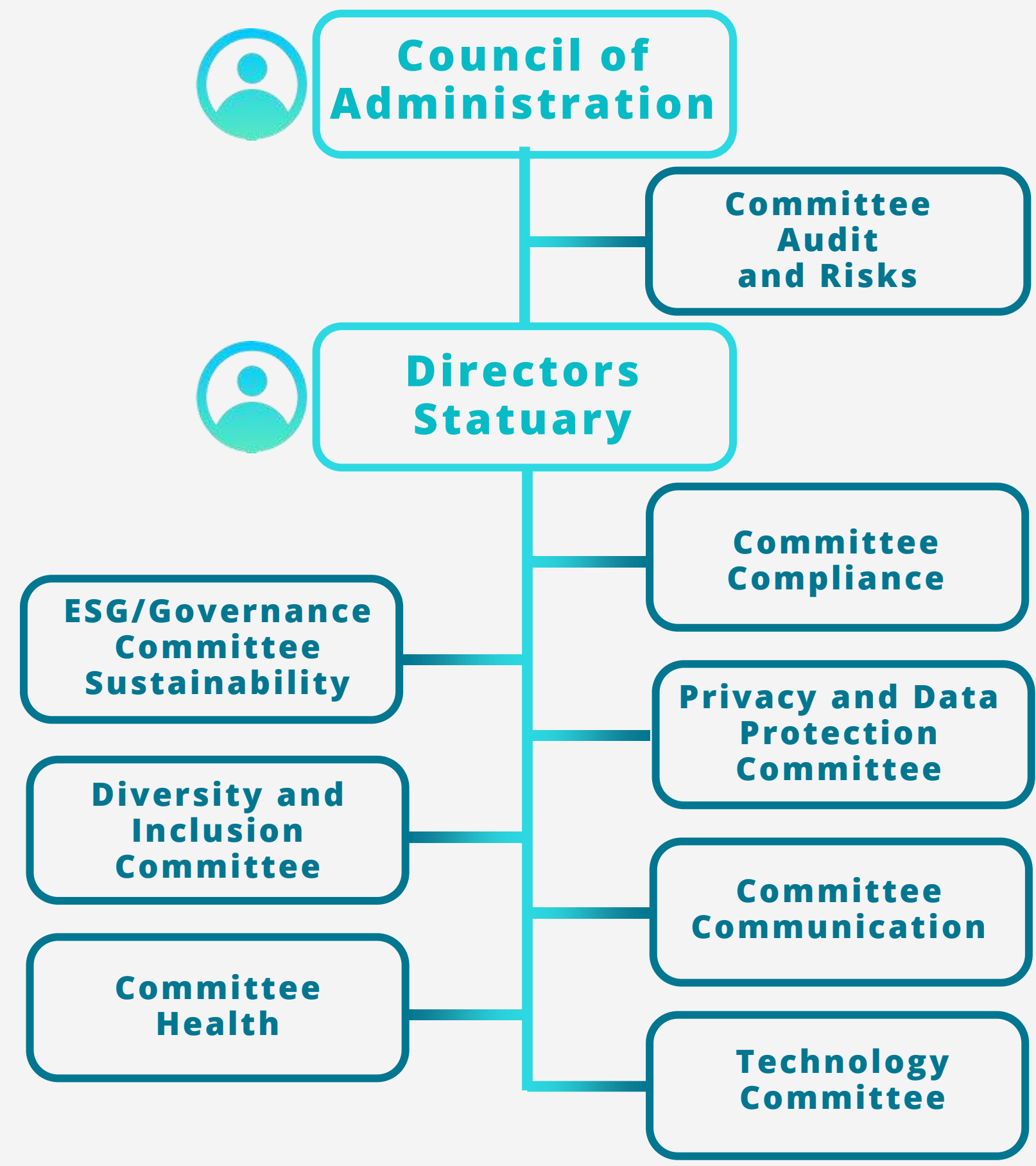


GOVERNANCE STRUCTURE

GRI 2-15 | 3-3

Our governance structure is composed of the Board of Directors, the Board of Executive Officers and seven committees.

Each committee is made up of a multidisciplinary team that holds periodic meetings to address and approve internal information, in addition to developing new action plans for the business.



BOARD OF DIRECTORS

GRI 2-9 | 2-10 | 2-11 | 2-17

SYN's Board of Directors (BoD) has five members, three of whom are independent, representing 60% of the total. According to the Bylaws, the Board of Directors must have between five and twelve members, elected by the shareholders at the Meeting, with a unified term of office of one year and the possibility of reelection.

Regular Board meetings take place quarterly, and extraordinary meetings are called by the Chairman or Vice-Chairman of the Board of SYN when necessary. The selection of directors is carried out in the Assembly, considering their experience, knowledge in SYN's areas of activity and the diversity of points of view.

The Company follows good governance practices, ensuring the independence of a significant portion of the directors and meeting the interests of shareholders. The Board is responsible for establishing general strategic and commercial policies, electing and overseeing the management of directors, and selecting and dismissing independent auditors.

With the support of the ESG and Sustainability Committee, the Board regularly discusses aspects related to ESG and its impact on the Company, providing guidance to the Executive Board to improve the internal structure in relation to these aspects.

Annually, in line with our philanthropic culture, the Board deliberates on the transfer of 1% of the net income of the previous year to the SYN Institute, which operates in several segments (learn more on page 52).



COMPOSITION OF THE BOARD OF DIRECTORS

POSITION	NAME	TIME OF MANDATE	OTHER SIGNIFICANT POSITIONS	GENDER	RACE	SKILLS RELEVANT TO SYN	COMPANY STAKEHOLDER
PRESIDENT	Elie Horn	17 years	Chief Executive Officer and founding partner of Cyrela Brazil Realty S.A.	Male	White	Extensive knowledge and experience in the real estate market	Controlling shareholder of the Company (22.49%)
VICE PRESIDENT	Leo Krakowiak	17 years	Titular partner of Krakowiak Law Firm	Male	White	Extensive knowledge and experience in the real estate market, as well as legal issues and Tax	Shareholder of the Company (22.18%)
INDEPENDENT DIRECTOR	Claudio Bruni	5 years	Director of Ulbrex Capital	Male	White	Extensive knowledge and experience in the real estate market, especially in the shopping mall segment	No
INDEPENDENT DIRECTOR	José Carlos Reis de Magalhães	4 years	Founder and member of the Board of Directors of Tarpon Investimentos	Male	White	Extensive knowledge and experience in the real estate market, capital markets and new businesses	No
INDEPENDENT DIRECTOR	Kristian Schneider Huber	4 years	Co-founder and head of finance at Loft	Male	White	Extensive knowledge and experience in the real estate market and capital markets	No ¹

¹Owens shares of the Company but does not represent a significant stake (<0.01%).

STATUTORY BOARD OF DIRECTORS

SYN's Board of Executive Officers is responsible for the day-to-day executive management of the Company, with its responsibilities defined by the [Estatuto Social](#). The directors are elected by the Board of Directors for a unified term of three years, with the possibility of reelection. The Board may remove any director prior to the end of his or her term as necessary.

According to the Bylaws, the Board of Executive Officers must be composed of at least two officers. These professionals are selected based on their experience and skills, aligning with the company's strategic needs

COMPOSITION OF THE STATUTORY BOARD OF DIRECTORS



COMMITTEES

GRI 2-9

COMPLIANCE COMMITTEE



The Compliance Committee is responsible for defining the conduct expected of managers, in addition to implementing, communicating, training and ensuring compliance with the Code of Conduct, as well as anti-corruption laws. This includes monitoring issues related to discrimination, prejudice, harassment (whether sexual or moral), physical aggression, conflicts of interest, among others.

PRIVACY AND DATA PROTECTION COMMITTEE



The purpose of the Privacy and Data Protection Committee is to ensure the engagement of the key internal partners involved in the Privacy Program. Its responsibilities include supervising, analyzing, discussing, and proposing guidelines for the General Data Protection Law (LGPD), as well as reviewing the policies, processes, and procedures adopted by the Company.

AUDIT COMMITTEE RISKS



The Company's Audit and Risk Committee assists the Board of Directors in supervising the integrity of the financial statements, internal audits and internal control systems. In partnership with the Ethics Committee, it evaluates the effectiveness of the risk management practices adopted by SYN. In addition, the Committee monitors possible violations and ensures that complaints are handled impartially, proposing appropriate sanctions that are forwarded to the higher levels for final decision.

Committed to good corporate governance practices, the Committee is coordinated by an independent member of the Board of Directors.

COMMITTEES

GRI 2-9

HEALTH COMMITTEE



The Health Committee promotes practices for the well-being of employees. In partnership with the People & Management, Health Plan and Occupational Health departments, the Committee developed the Health Management Program, which includes periodic events and workshops focused on encouraging healthier habits throughout the Company.

ESG AND SUSTAINABILITY COMMITTEE



The ESG and Sustainability Committee advises SYN's Board of Directors and Executive Board on all topics related to ESG and sustainability, proposing solutions, supporting the implementation of initiatives and monitoring the Company's social, environmental or governance projects. In addition, the committee is responsible for preparing, reviewing, and approving policies and guidelines on these principles, as well as analyzing internal demands that may impact these areas.

DIVERSITY COMMITTEE AND INCLUSION



The Diversity Committee is responsible for establishing solid policies aligned with the pillars of diversity, promoting internal employee engagement, and ensuring equity, respect, synergy, and inclusion among the Company's teams. Composed of representatives of less represented groups with less power in society, the Committee focuses on five fronts: racial, generational, gender, LGBTQIA+ and people with disabilities (PwD). The meetings take place periodically and, since their creation, several initiatives have been implemented, reinforcing our commitment to promoting diversity and inclusion (learn more on page 46).

COMMUNICATIONS COMMITTEE



The Communication Committee works to disseminate SYN's internal communication in all areas of activity, always aiming to provide greater transparency and assertiveness in the content shared with employees.

POLICIES

REMUNERATION POLICY



GRI 2-19 | 2-20

SYN's Compensation Policy defines the guidelines for the compensation of the Company's employees and management, including the members of the Board of Directors, the statutory and non-statutory Officers and the fiscal council. The main objective is to attract, reward, retain and incentivize beneficiaries, promoting the conduct of business in a sustainable way.

The Company's compensation to its managers, including members of the Board of Directors, statutory and non-statutory officers, and the fiscal council, seeks to be in line with market practices and is directly linked to the alignment of the interests of the executives in question and the Company's shareholders.

In the case of the Statutory Officers, the existence of the variable compensation practice allows the sharing of the Company's risk and results with its main executives, characteristic of a transparent practice aimed at achieving lasting results and the perpetuity of the Company.

Those who are entitled to variable compensation are the statutory and non-statutory directors (also receiving fixed compensation (pro-labore), consisting of 12 monthly installments, plus benefits), while the Board of Directors is entitled to fixed compensation (pro-labore), consisting of 12 monthly installments, plus life insurance as a benefit.

This global compensation of the managers (statutory officers and directors) is annually approved by the Company's shareholders at the Shareholders' Meeting.

The document is available on SYN's Investor Relations website.

RISK MANAGEMENT POLICY



GRI 2-12

SYN's risk policy was revised in 2024 and establishes guidelines, principles, criteria, and responsibilities for the company's corporate risk management. This policy aims to identify, analyze, evaluate, control and monitor the risks associated with its activities. The document is available on the Investor Relations website.

ESG AND SUSTAINABILITY POLICY



GRI 2-22

In 2024, SYN consolidated its commitment to sustainable development by approving the new ESG and Sustainability Policy. This document establishes robust internal guidelines that guide our actions in accordance with ESG principles, reaffirming our commitment to responsible and conscious business practices.

This policy is applicable to all members of the Board of Directors, Officers, Employees, third parties and any person representing SYN, including our subsidiaries and controlled companies.

The implementation of this policy represents a significant milestone in our sustainable growth trajectory. It strengthens our corporate culture by promoting practices that aim for sustainability in all our operations.

Our ESG and Sustainability policy is available on SYN's Investor Relations website, offering transparency and accessibility to all stakeholders. We invite our stakeholders to learn about this essential document, which will guide our future initiatives and help consolidate SYN as a model of responsibility and innovation in the market.

POLICY FOR DISCLOSURE OF MATERIAL INFORMATION AND PRESERVATION OF CONFIDENTIALITY



GRI 2-26 | 2-29

In 2024, the Board of Directors approved the Policy for the Disclosure of Material Information and Preservation of Confidentiality, which defines the rules regarding the disclosure of Material Information and the maintenance of confidentiality about material information that has not yet been disclosed. The main objective is to ensure the transparency and compliance of our operations in the capital markets in order to maintain a healthy relationship with investors and stakeholders.

The policy is applicable to members of the Board, controlling shareholders, managers, consultants, employees, collaborators or third parties with permanent or occasional access to SYN's material information and is in line with CVM resolutions.

SECURITIES TRADING POLICY



GRI 2-26

In line with the practices of the Novo Mercado, the Securities Trading Policy establishes rules aimed at the transparent and orderly trading of the Securities issued by SYN, avoiding the inappropriate use of Relevant Information. This policy is applicable to members of the Board, controlling shareholders, managers, consultants, employees, collaborators or third parties with permanent or occasional access to SYN's relevant information.

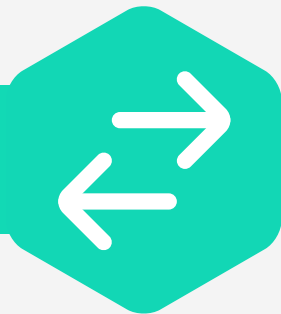
ANTI-CORRUPTION POLICY



GRI 205

The Anti-Corruption Policy was fully revised and updated in 2024 and establishes criteria and guidelines that complement the Code of Conduct, in order to avoid any type of corruption or bribery in the Company's operations.

RELATED PARTY TRANSACTIONS POLICY



GRI 2-26

SYN seeks to avoid any type of conflict of interest through the Policy on Transactions with Related Parties. This policy ensures that all decisions are made considering the interests of the Company and its shareholders, following the best corporate governance practices and maintaining due transparency.

REFERRAL POLICY



GRI 2-10

The Nomination Policy was approved by the Board of Directors and determines the criteria for the composition of the Board of Directors, the Advisory Committees and the Executive Board, in accordance with the best corporate governance practices and in the best interest of the Company, ensuring total transparency.

Business ethics

GRI 2-23 | 2-24 | 2-25 | 2-26 | 2-29 | 3-3



SYN adheres to core principles that guide our operations and decisions, reinforcing our commitment to integrity and transparency. All employees participate in an ethics and conduct training program, which not only informs them about expected behavior patterns, but also empowers them to make responsible decisions in line with the company's values.

This ongoing training ensures that everyone understands the importance of acting with honesty and respect, fostering a cohesive and responsible corporate culture. In addition, SYN implements monitoring mechanisms and confidential communication channels, allowing any ethical issues to be addressed quickly and effectively. In this way, we ensure that our principles are practiced on a daily basis, reinforcing our commitment to sustainable and fair business practices.

Fight against corruption

SYN does not tolerate any practices of bribery or corruption and all activities related to the company must be based on honest and responsible actions. We are committed to ensuring the economic development of the business with the application of strict measures, aiming to preventively combat corruption in all activities in our chain.

The specific anti-corruption policy, revised and approved in 2024, determines measures and controls to prevent situations of bribery and corruption, ensuring compliance with the Brazilian Anti-Corruption Legislation (Federal Law No. 12,846/2013) and the Foreign Corrupt Practices Act (FCPA). Both establish the objective, administrative and civil liability of legal entities for the practice of acts against the public or foreign administration. The document is available on SYN's Investor Relations website, in the "Policies" section.

Code of Conduct

GRI 205-2

The Company's Code of Conduct, available on our Investor Relations website, applies to members of the Board of Directors, Executive Officers, employees, interns, service providers and any person acting on behalf of SYN, including its subsidiary companies. This document is periodically updated by the Compliance area and approved by the Board of Directors, and is sent for training and acceptance by all employees and suppliers of the Company.

Among the chapters, we address SYN's values, our commitments, integrity in the business environment and legal compliance, and reporting for cases of violation of the Code or our Policies.

In 2024, 100% of our employees completed the Code of Ethics and Conduct training and accepted the document.

Risk Management

SYN adheres to core principles that guide our operations and decisions, reinforcing our commitment to integrity and transparency. In 2024, we revised our risk policy, establishing guidelines, principles, criteria, and responsibilities for the company's corporate risk management. This policy aims to enable the identification, analysis, evaluation, control and monitoring of risks associated with our activities.

As part of this policy, our Risk Management has an exclusive and anonymous Ethics Channel to report behavior that is inconsistent with our Code of Conduct and the Anti-Corruption Law. The Channel can be accessed by anyone, either in the last chapter of our Code of Conduct, or directly through the website or telephone.

All information received is treated confidentially by an independent, impartial and totally impartial third-party company, without any type of link with SYN. The service is carried out by psychologists-ombudsmen, who receive the reports and forward the information for analysis, investigation and resolution.

This ongoing training and our monitoring mechanisms ensure that everyone understands the importance of acting with honesty and respect, fostering a cohesive and responsible corporate culture. In this way, we ensure that our principles are practiced on a daily basis, reinforcing our commitment to sustainable and fair business practices.



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0800 601 6940

General Data Protection Law (LGPD)

GRI 418-1

Committed to the security of the data and personal information of our customers, as well as employees, SYN has an Internal Policy for the Protection of Personal Data, whose objective is to present the rules applicable to its processing in accordance with Federal Law No. 13,709/2018 (LGPD).

In this way, we promote the construction of a privacy program that ensures the Company's legal compliance, in addition to establishing a relationship of greater trust with our stakeholders.

As a result of such management and strategy, in 2024, there were no complaints regarding the violation of privacy and/or loss of data of our customers and consumers.

Customer Relationship

GRI 2-29 | 3-3

At SYN, we believe that our success is customer success. On a daily basis, we are dedicated to providing peace of mind, goal achievement and prosperity to our customers, working behind the scenes to ensure an excellent experience in SYN spaces, whether in the workplace, shopping or leisure time.

We maintain an upright, respectful and transparent relationship, always taking into account the demands of our stakeholders. We are committed to continuously seeking new solutions focused on technology and innovation, maintaining an open and active listening to meet the needs of our customers.

Our Related Party Transactions Policy, available in the Policies section of the global Investor Relations website, sets out strict guidelines to ensure that all transactions are conducted with the highest ethical and governance standards. In addition, SYN's Code of Conduct includes a specific topic on the safety and protection of our customers' fundamental rights, reinforcing our commitment to fair and responsible business practices.

ENVIRONMENTAL MANAGEMENT

» Our Agenda

Our Agenda



At SYN, we believe that sustainability is essential to the future of business and the planet. Aware of the importance of this topic, we are committed to integrating sustainable practices into all areas of our operations and to contributing positively to society and the environment. To this end, we have developed projects and programs that include the best socio-environmental practices related to our management of water use, energy, waste management and greenhouse gas (GHG) emissions.

As an example of this work, we are founding members of the Green Building Council (GBC Brazil), a global, independent, non-profit organization that is present in more than 75 countries. Its goal is to chart a path of transformation of the construction industry towards sustainability.



In order to honor our seal, we carry out several measures in our buildings so that they have less and less impact on the environment. Understand below.





CLIMATE CHANGE

GRI 2-29 | 3-3

Following our initiatives to combat climate change, we answered the questionnaire of the Carbon Disclosure Project (CDP), an international non-profit organization that mobilizes investors, companies and governments in order to build and accelerate collaborative actions, aiming at sustainable development for current and future generations.

Throughout the responses, we reinforced our short and medium-term actions, involving the pillars of corporate sustainability, in addition to our climate-related commitments for the coming years.



EMISSIONS

SYN is committed to minimizing the impacts of its operational activities on climate change. Therefore, annually, we carry out the diagnosis of the inventory of Greenhouse Gas (GHG) emissions, based on the "Specifications of the Brazilian GHG Protocol Program". The inventory included the sources of scopes 1, 2, and 3. The emissions were: 270.1 tons of CO₂e (Scope 1), 874.4 tons of CO₂e (Scope 2) and 1,055.7 tons of CO₂e (Scope 3), totaling 2,200.2 tons of CO₂e in 2024.

In 2024, SYN recorded an 8.6% reduction in emissions per ton of CO₂ compared to 2023, considering the same inventoried units. This decrease is the result of the optimization of electricity consumption, the modernization of air conditioners and generators, and the efficient management of waste disposal, prioritizing landfills that offset the emission of methane gas. These measures reflect our ongoing commitment to sustainability and environmental efficiency.



EMISSIONS IN METRIC TONS				EMISSIONS IN METRIC TONS CO2 EQUIVALENT (TCO2E)		
GEE (T)	SCOPE I	SCOPE II	SCOPE III	SCOPE I	SCOPE II	SCOPE III
CO2	32,741	874,395	158,624	32,741	874,395	158,624
CH4	13,788	0,000	31,466	0,573	0,000	881,066
N2O	0,091	0,000	0,061	24,196	0,000	16,016
HFCs	0,116	0,000	0,000	212,638	0,000	0,000
PFCs	0,000	0,000	0,000	0,000	0,000	0,000
SF6	0,000	0,000	0,000	0,000	0,000	0,000
NF3	0,000	0,000	0,000	0,000	0,000	0,000
TOTAL				270,148	874,395	1,055.706



Asset Management Natural resources

GRI 3-3



WATER AND WASTEWATER

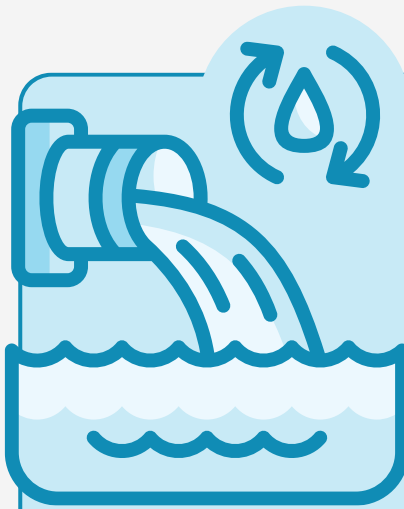
GRI 303-1 | 303-2 | 303-3 | 303-4 | 303-5

Our water management is guided by both current legislation and the principles of sustainability. We prioritize the use of alternative sources and the reuse of water to meet the non-potable demand of our projects.

All water resources raised by the Company are in full compliance with the standards established by regulatory agencies, either through local concessionaires or under authorization from entities such as the Department of Water and Electric Energy (DAEE). We monitor water consumption, physicochemical parameters and the quality of the wells used on a monthly basis.

In units supplied by concessionaires, water usually comes from rivers and reservoirs. In places with underground abstraction, we use deep tubular wells and specific filtration and chlorination systems, adapted to the geological and water characteristics.

For enterprises that operate with reused water, we invest in modern treatment systems, consisting of biodigesters, ultrafiltration and chlorination, in accordance with environmental legislation and technical standards.



- Total water withdrawn (drinkable): 336,812 m³
- WATER WITHDRAWN BY SOURCE:
 - Third-party water: 89,097 (26,5%)
 - Groundwater: 247,715 (73,5%)
- WATER DISCHARGED BY SOURCE:
 - Third-party water: 100%
 - Produced water for reuse (non-potable): 246,160

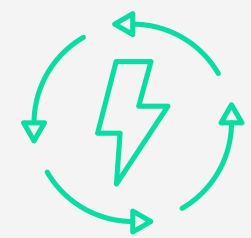
ENERGY

GRI 302-3 | 302-4

The search for greater energy efficiency is an ongoing priority at SYN. We maintain our strategy of acquiring energy in the free market, which allows us to optimize consumption, reduce operating costs and directly benefit tenants through lower condominium fees.

In the Company's malls, 39% of the energy consumed comes from incentivized sources. In corporate buildings, 100% of the energy purchased in the free market is encouraged.

This commitment to energy sustainability translates into concrete actions and measurable results. Our operations are constantly improving, with a focus on adopting more efficient and responsible practices.



ENERGY CONSUMPTION WITHIN THE ORGANIZATION IN 2024

GRI 302-1

34,520 MWh

Total energy consumption

NON-RENEWABLE

Total fuel consumption

FUEL TYPE	TOTAL CONSUMED
Diesel	1,059,455.36 MJ
Total	1,059,455.36 MJ

WASTE

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



8,623 ton.
of waste generated (non-hazardous)

In the Company's projects, most of the waste is generated by the activities of tenants and service providers, which, given the nature of our property management operations, does not represent a critical factor. Even so, we have adopted a strategic and rigorous management of this waste, with a focus on sustainability. We prioritize disposal in landfills with methane recovery, contributing to the reduction of emissions and making our operations more environmentally responsible.

Waste disposal fully follows the parameters of the National Solid Waste Policy (Law No. 12,305/2010), and all properties under our management have a Solid Waste Management Plan (PGRS), which guides the proper management of waste in all phases of operation and maintenance.

Our waste management policy also covers suppliers and partners, who are subjected to continuous approval and monitoring processes. Responsibilities related to disposal are clearly established through contractual clauses, ensuring sustainable practices and compliance with current environmental guidelines.

WASTE GENERATED[TON]	2024
Organic	7,304
Recyclable	1,320
% Recycling	15,3%
TOTAL	8,623

SOCIAL IMPACT

» Our Employees
» Social Responsibility



Our employees

The role of our teams is central to the essence and success of our business. They embody the core values that define the SYN way of being. The dedication and creativity shown by our employees are the pillars that drive our constant evolution and improvement, thus strengthening our position as one of the leading companies in our sector.

The People & Management area, aligned with the Company's senior leadership, dedicates its efforts to cultivating an environment that promotes respect, diversity and inclusion in all aspects. We strongly believe that valuing diversity, experiences, and skills is key to driving innovation and sustainable growth. Through carefully designed programs and initiatives, we seek not only to develop the individual capabilities of our employees, but also to actively support the planning and advancement of their professional trajectories, thus contributing to the personal and professional growth of each one.

Committed to strict policies and regulations, we cultivate a culture of transparency, ethics, and respect in all our business activities. Our internal ethical standards not only reflect our commitment to corporate responsibility, but also guide our actions, ensuring that we are always in compliance with laws and regulations.



Team of excellence

GRI 2-7 | 3-3



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SYN Collaborators

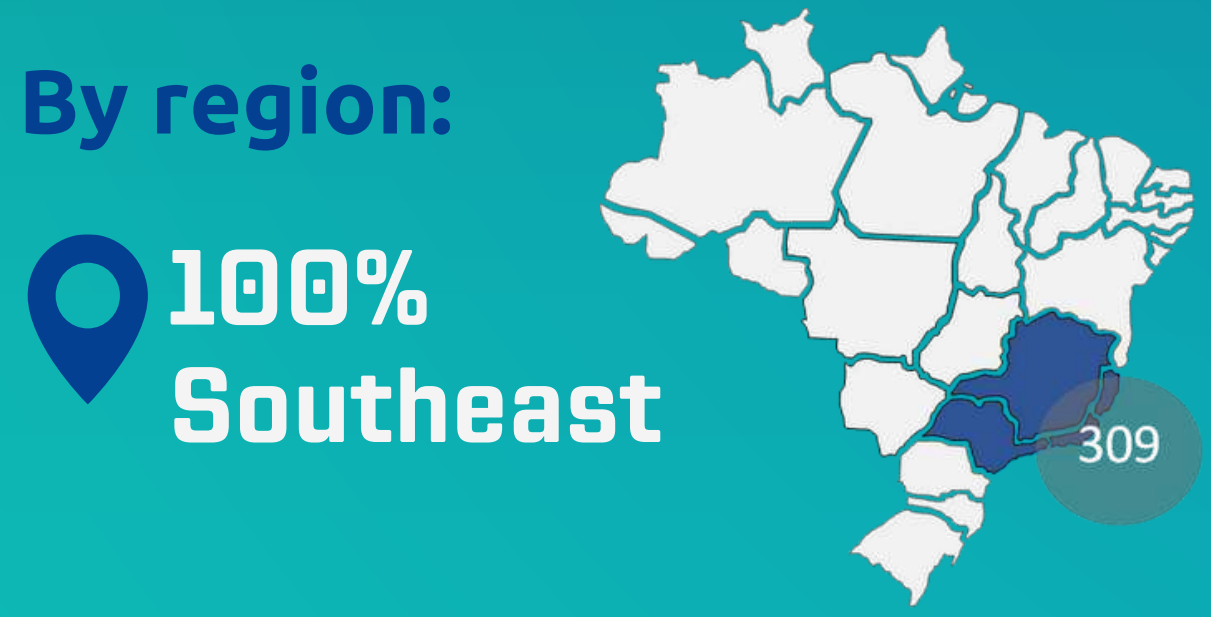
By Gender:



Permanent and full-time employees:



By region:



Temporary and part-time employees (interns):



At SYN, we believe that people are one of our main strategic differentiators to achieve consistent and sustainable results. We value each individual and continuously invest in the development of the talents that make up our team.

One of the pillars of this appreciation is our annual people management cycle, which provides a structured journey of growth and monitoring. Throughout this cycle, individual and collective goals are defined, competency and performance evaluations are carried out, as well as feedback sessions and the joint construction of an Individual Development Plan (IDP) with managers. This practice allows each employee to identify their strengths and development opportunities, promoting both personal and professional growth.

Our organizational development programs are geared toward improving the employee experience and elevating employee performance. By strengthening our internal culture, we seek to transform our team into a true ambassador of the SYN brand, contributing to the attraction and retention of talent.

The well-being of employees and their dependents is also a priority. That's why we offer the Employee Assistance Program (EAP) – an emotional support and confidential counseling program that covers several support fronts. Through the EAP, employees and their dependents have access to:

- Specialized service to deal with personal or professional issues that may impact the day-to-day at work;
- Guidance in the legal, social, psychological and financial areas;
- Resources that help overcome challenges and improve quality of life.

Through these initiatives, we reinforce our commitment to a healthy, welcoming work environment that is conducive to the integral development of people.



ATTRACTION AND RETENTION - Hiring

GRI 401-1

In 2024, SYN maintained its focus on team diversity. An example of this was the goal of presenting candidates from minority groups in the selection processes: of 100% of the candidates presented, 34% declared themselves black or brown.

CATEGORY	TYPE	CONTRACTING NUMBERS	Hiring rate
GENDER	Women	42	14%
	Men	31	10%
AGE	Under 30 years old	36	12%
	Between 30 and 50 years old	33	11%
	More than 50 years	4	1%
REGION	Midwest	2	1%
	Southeast	71	23%
	North	0	0%
	Northeast	0	0%
	South	0	0%
RACE	White	48	16%
	Blacks and browns	25	8%
	Indigenous	0	0%
	Yellow	0	0%
	Not Informed	0	0%
TOTAL		73	24%



Turnover

GRI 401-1

CATEGORY	TYPE	CONTRACTING NUMBER	HIRING RATE
GENDER	Women	42	14%
	Men	35	11%
AGE	Under 30 years old	33	11%
	Between 30 and 50 years old	38	12%
	More than 50 years	6	2%
REGION	Midwest	5	2%
	Southeast	72	23%
	North	0	0%
	Northeast	0	0%
	South	0	0%
TOTAL		77	25%

Benefits

GRI 401-2

In addition to development programs, SYN provides several benefits to its employees and their families, aiming to ensure greater comfort and safety in their daily lives. Check it out on the side:

Parental leave

GRI 401-3

BY CATEGORY	WOMEN	MEN
Employees who were entitled to take the leave	167	137
Employees who have actually taken leave	4	3
Employees who were expected to return to work after the end of their leave in 2024	5	3
Employees who returned to work after the end of their leave in 2024	5	3
Rate of return	100%	100%
Employees who completed 12 months after returning from leave in 2024	10	1
Retention rate	30%	100%

- Health care
 - Dental care
 - Transportation voucher
 - Variable Compensation linked to performance*
 - Food voucher
- Meal voucher
 - Life insurance
 - Discount on gyms
 - Financial Guidance
 - Psychological guidance
 - Legal guidance
 - Social orientation

**All benefits are available to all employees, except for variable compensation linked to performance, which is intended exclusively for CLT employees and directors (bonus payment).*



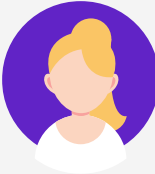
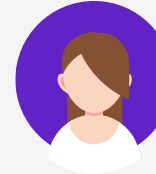
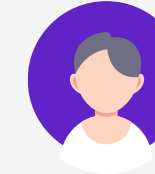

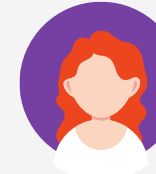
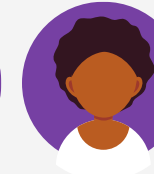
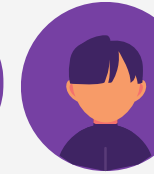


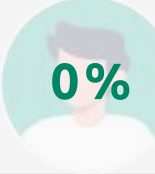
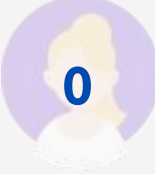

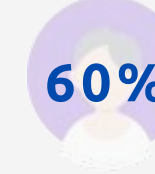
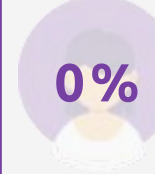
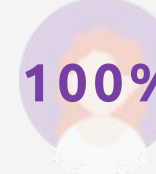
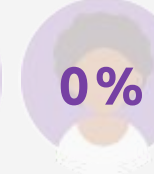
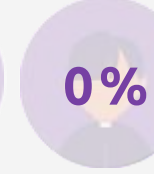
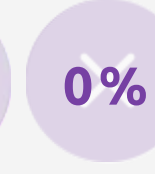
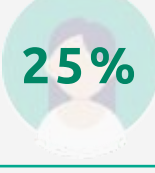
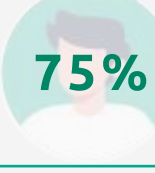

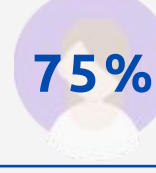
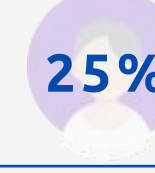
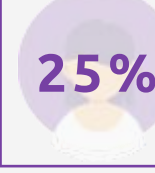
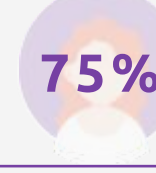
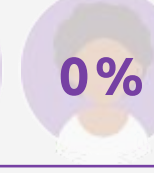
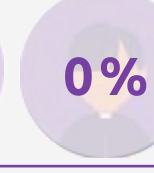
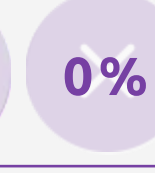
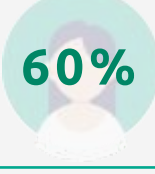
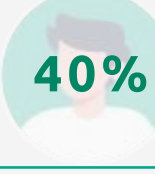
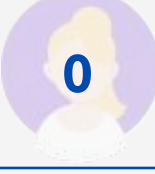
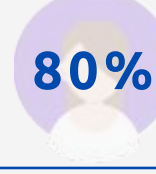
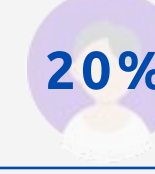
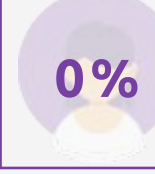
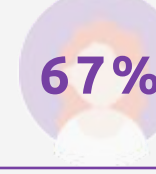
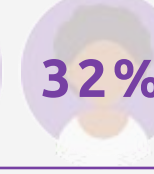
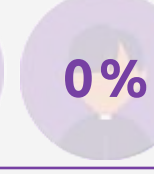
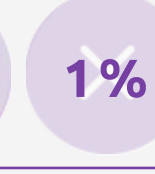
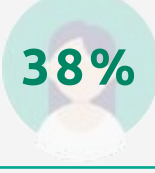
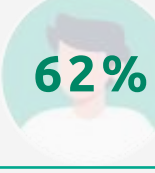
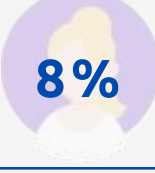
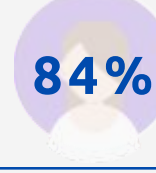
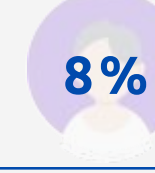
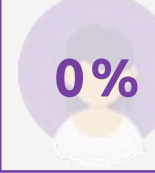
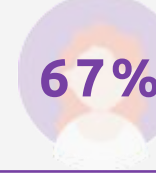
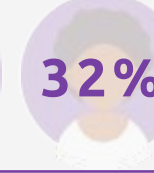
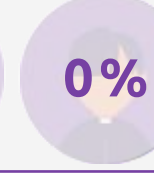
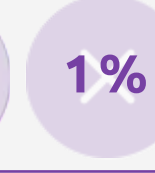
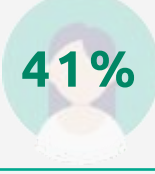
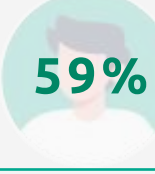
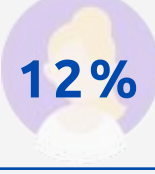
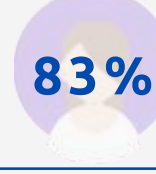
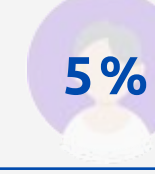
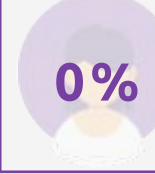
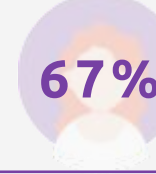
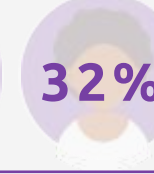
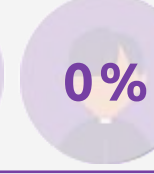
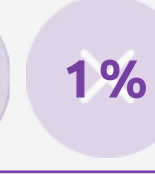
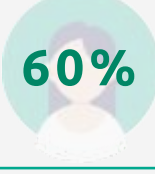
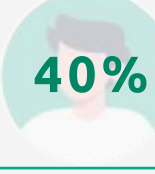
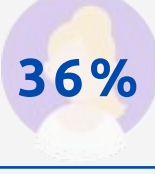
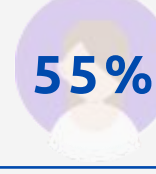
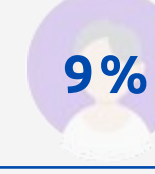
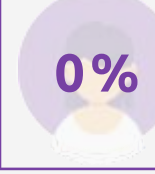
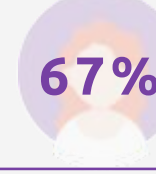
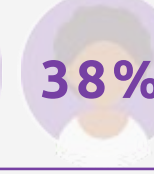
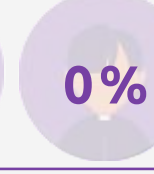
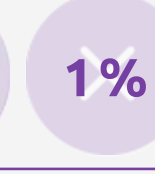
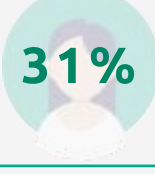
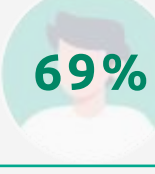
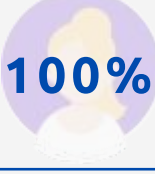
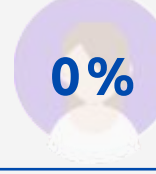
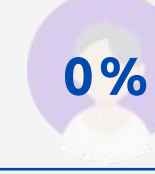
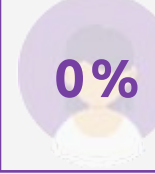
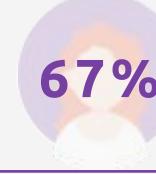
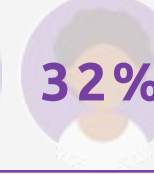
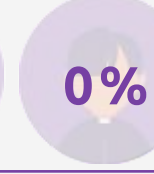
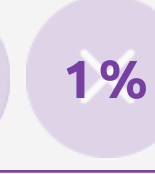
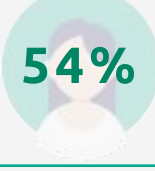
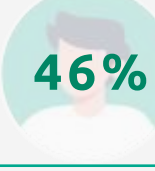
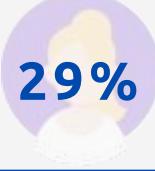
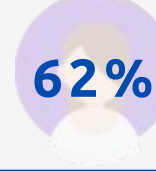
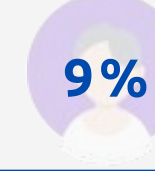
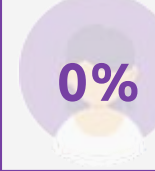
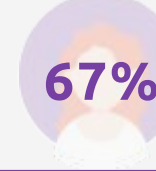
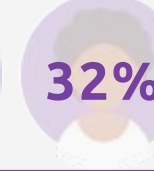
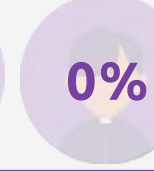
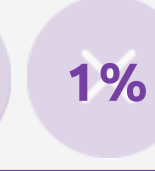


DIVERSITY AND INCLUSION

GRI 3-3 | 405-1


Reaffirming our commitment to building a more diverse and representative organizational culture, we seek to promote inclusion at all levels of the company — with special attention to expanding the presence in leadership positions. We know that this transformation requires constant dedication and is in line with the vision of the future that we want to build for SYN.

We are committed to strengthening a more inclusive and equitable work environment, in which each employee is able to fully develop and contribute to the collective success of the organization.

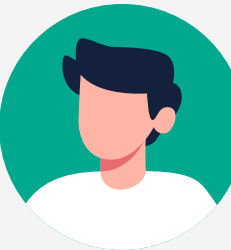
	GENDER	AGE GROUP	ETHNICITY ¹
CHARGE FUNCTIONAL	 	  	    
ADVICE OF ADMINISTRATION	100%  	0   	0%     
BOARD OF DIRECTORS EXECUTIVE	25%  	0   	25%     
SUPERINTENDENTS	60%  	0   	0%     
MANAGERS	38%  	8%   	0%     
COORDINATORS/ EXPERTS	41%  	12%   	0%     
ANALYSTS/ ASSISTANTS/ OPERATING	60%  	36%   	0%     
INTERNS	31%  	100%   	0%     
TOTAL ²	54%  	29%   	0%     

DESCRIPTION:

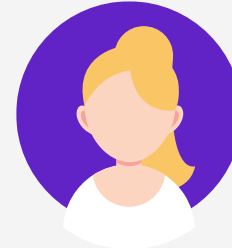
FEMALE



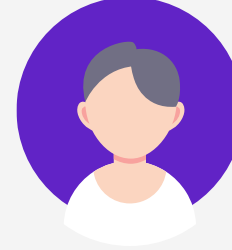
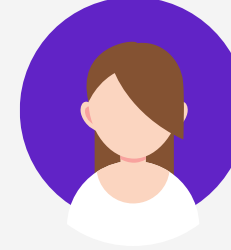
MALE



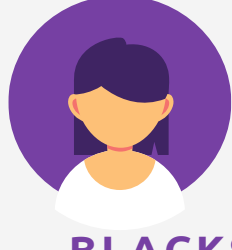
-30 YEARS




30>=Age<=50 +50 YEARS




YELLOW



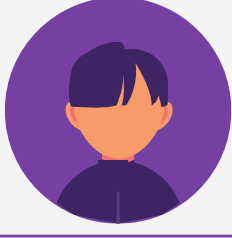
WHITE




BLACKS & BROWNS



INDIGENOUS



NOT INFORMED



¹The information on the ethnicity of employees (excluding the Board of Directors and the Board of Directors) was extracted in a general way, that is, without divisions, through our Internal Census.
²Disregarding the CA.

RATIO BETWEEN BASE SALARY AND THE AVERAGE REMUNERATION RECEIVED BY WOMEN AND THOSE RECEIVED BY MEN IN 2024:

GRI 405-2

GROUP FUNCTIONAL	WAGE BASE	REMUNERATION AVERAGE
Board of directors	95%	83%
Superintendents	77%	63%
Managers	100%	100%
Coordinators / Specialists	94%	97%
Analysts / Assistants / Operational	100%	103%



HUMAN RIGHTS

GRI 3-3 | 406-1 | 408-1 | 409-1 | 412-2

SYN is deeply committed to international human rights principles and maintains an uncompromising position against child exploitation, forced labor or situations similar to slavery, as well as any form of discrimination.

Within our Code of Ethics and Conduct, we have a section dedicated to addressing these concerns, providing clear guidance on the position taken by the Company. This policy extends to all parties involved with us, including employees, suppliers, and partners.

In addition, our Code encourages interested parties to use our Ethics Channel to report any issues of non-compliance. All reports are handled confidentially by an independent external company and result in appropriate corrective action (learn more on page 29).

To further strengthen our commitment, we regularly provide training on these topics and conduct strict surveillance throughout our supply chain to ensure that they also comply with human rights principles.

In 2024, we did not find any suppliers with significant potential to link to child labor, forced labor, or slavery-like situations. In addition, there were no recorded incidents of discrimination, either inside or outside the company.

As for training programs, all members of the Company's team participated in training on Human Rights throughout the year, totaling an average of ten hours per employee annually.

GRI 410-1

Since 2019, the company has dedicated significant efforts to training and qualification **programs focused on the "Promotion of Racial Equity" approach.** We believe that awareness is crucial to promote fairer and more respectful human relationships, with no room for any type of discrimination or prejudice. These actions are carried out in **collaboration with the Zumbi dos Palmares University,** whose support has been essential throughout the development of this process.

In addition to the initiatives already mentioned, we have **implemented conversation** circles with shopping center security guards, as part of our continuous efforts to promote an environment of proximity and mutual understanding. These sessions aim not only to strengthen bonds, but also to **provide awareness and knowledge about conscious approaches** in their daily activities.



SOCIAL RESPONSIBILITY

We are committed to acting as a vector of socioeconomic development.



Social responsibility is a fundamental pillar for our value creation, as we recognize that the Company's operations transcend business and contribute to the socioeconomic development of local communities. We strive to make a positive impact on people's lives, reaching them through institutional and ongoing projects.

This action is based on our volunteer initiatives, encouraged projects and, mainly, on the direct action of the SYN Institute.

INSTITUTE

GRI 2-29 | 3-3 | 203-1 | 203-2 | 413-1



The SYN Institute (ISYN) represents SYN's social action, with a focus on socio-environmental responsibility. Its initiatives are based on four pillars: Entrepreneurship, Employability, Relationship & Culture and Volunteering. Through ISYN, SYN reaffirms its commitment to the development of the communities surrounding its projects, allocating 1% of its annual net profit to projects that contribute to a fairer and more sustainable future.

In 2024, ISYN made the largest investment in its history, with R\$ 5,1 million invested in 30 projects. Throughout the year, 208 volunteers participated in the actions, which directly and indirectly impacted 846 thousand people, evidencing the reach and effectiveness of the initiatives.

NEW PILLARS OF ACTION:



Income Generation



Education



Culture



Volunteering

Purpose:

Contribute to a fairer and more supportive society through our pillars.

Mission:

Boost the socio-economic growth of the communities surrounding the SYN projects, focusing our efforts on reducing social vulnerabilities.

Pillars of action:

- Income generation
- Education
- Culture
- Volunteering

Beliefs:

- Partnerships
- Justice
- Individual and collective citizenship
- Social and sustainable development



Education

5 projects

1030 Beneficiaries

R\$ 662,083.00
Invested

ISYN's commitment in this line of action is to ensure professional training opportunities for inclusion in the labor market.



Income Generation

5 projects

1616 Beneficiaries

R\$ 586,222.42
Invested

ISYN's commitment in this area of action is to guarantee, for those who have this vocation, the opportunity to become microentrepreneurs.



Culture

5 projects

7.281 Beneficiaries

R\$350,323.15
Invested

ISYN's commitment in this area of action is to bring people together and interact with them, promoting dynamics of good living and full citizenship.



Volunteering

4 projects

320 Beneficiaries

R\$191,528.67
Invested

Our volunteers are present where ISYN is, working both at the administrative headquarters and on various fronts in shopping malls.



Volunteering

Each year, the number of employees who engage in volunteer actions grows, experiencing human exchanges that strengthen our culture and consolidate SYN's identity.

For us, learning and teaching through volunteerism is the foundation of a prosperous and socially responsible future. Challenges arise, but they generate excellent results, especially in innovation projects. All SYN employees have the goal of developing at least one innovative project; once approved, these projects are implemented as ISYN social actions in the communities surrounding our malls.

We believe that volunteering improves essential skills — empathy, communication, leadership — and, above all, reveals that doing good also benefits those who contribute. Engaging in social causes with a genuine desire to help reinforces our citizenship values, unites our team, and inspires us to build a more just and equitable future.

Total for the year:

- 846,294 Beneficiaries
- R\$ 5,148,685.87 Invested



Want to know more about SYN Institute projects?

 institutosyn.org.br



ATTACHMENTS

GRI CONTENT INDEX

GENERAL CONTENTS

GRI 102: GENERAL CONTENTS

- 2-1 Organization Details
- 2-2 Entities included in the organization's sustainability reports
- 2-3 Reporting period, frequency, and point of contact
- 2-4 Information restatements
- 2-5 External check: There was none.
- 2-6 ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS: LEARN MORE ABOUT OUR ACTIVITIES AND OTHER RELATIONSHIPS
- 2-7 EMPLOYEES
- 2-8 WORKERS WHO ARE NOT EMPLOYEES: SYN HAS ABOUT 1,320 OUTSOURCED WORKERS, DISTRIBUTED IN ALL ITS PROJECTS.
- 2-9 GOVERNANCE STRUCTURE AND COMPOSITION
- 2-10 APPOINTMENT AND SELECTION OF THE HIGHEST GOVERNANCE BODY
- 2-11 CHAIR OF THE HIGHEST GOVERNANCE BODY
- 2-12 ROLE OF THE HIGHEST GOVERNANCE BODY IN SUPERVISING IMPACT MANAGEMENT: THE DEVELOPMENT, APPROVAL AND UPDATING OF THE COMPANY'S PURPOSE, MISSION, STRATEGIES, POLICIES AND OBJECTIVES RELATED TO SUSTAINABLE DEVELOPMENT ARE CARRIED OUT BY SEVERAL EMPLOYEES INDIRECTLY IN THE COMPANY, ALWAYS UNDER THE SUPERVISION OF THE BOARD OF DIRECTORS AND, ULTIMATELY, THE BOARD.

- 2-13 Delegation of responsibility for impact management: The delegation of responsibility for impact management is done by the ESG and Sustainability Committee, with oversight from the Board of Directors and, ultimately, the Board.
- 2-14 ROLE PLAYED BY THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING: THE SUSTAINABILITY REPORT WAS APPROVED BY THE COMPANY'S CEO AND CFO. FOR THE NEXT CYCLES, WE WILL SEEK TO ENSURE THAT THE BOARD OF DIRECTORS PARTICIPATES IN THIS PROCESS.
- 2-15 CONFLICTS OF INTEREST
- 2-16 REPORTING CRITICAL CONCERNS: DUE TO THE INTERNAL FLOW OF GOVERNANCE BODY MEETINGS, IT IS NOT POSSIBLE TO MEASURE THE NUMBER OF CRITICAL CONCERNS REPORTED IN 2024. HOWEVER, FOR THE NEXT CYCLES, WE WILL ADOPT MEASURES CAPABLE OF ADJUSTING THIS POINT.
- 2-17 COLLECTIVE KNOWLEDGE OF THE HIGHEST GOVERNANCE BODY
- 2-18 EVALUATION OF THE PERFORMANCE OF THE HIGHEST GOVERNANCE BODY: ACCORDING TO THE INTERNAL REGULATIONS OF THE COMPANY'S BOARD OF DIRECTORS, THE BOARD OF DIRECTORS ANNUALLY CONDUCTS A FORMAL EVALUATION OF THE PERFORMANCE OF THE BOARD ITSELF, AS A COLLEGIATE BODY, OF EACH OF ITS MEMBERS, INDIVIDUALLY, OF THE COMMITTEES, OF THE CHAIRMAN OF THE BOARD AND OF THE COMPANY'S EXECUTIVE OFFICERS. THE ACHIEVEMENT OF PREVIOUSLY DETERMINED GOALS, INDIVIDUAL PERFORMANCE, THE COMPANY'S RESULTS, ITS REVENUE, THE PERFORMANCE OF THE PROJECTS OWNED BY THE COMPANY, AMONG OTHERS, ARE USED AS EVALUATION MECHANISMS FOR EACH BODY OR COMMITTEE.

- 2-19 Compensation Policies
- 2-20 PROCESS FOR DETERMINING REMUNERATION
- 2-21 PROPORTION OF TOTAL ANNUAL COMPENSATION: IN 2024, THE PROPORTION OF ANNUAL COMPENSATION OF THE HIGHEST-PAID INDIVIDUAL IN RELATION TO THE AVERAGE OF OTHER EMPLOYEES, CONSIDERING ONLY THE CLT REGIME, WAS 734%.
- 2-22 DECLARATION ON THE SUSTAINABLE DEVELOPMENT STRATEGY
- 2-23 ENGAGEMENT POLICIES
- 2-24 INCORPORATING THE ENGAGEMENT POLICIES
- 2-25 PROCESSES TO REMEDIATE NEGATIVE IMPACTS
- 2-26 MECHANISMS FOR SEEKING GUIDANCE AND RAISING CONCERNS
- 2-27 COMPLIANCE WITH LAWS AND REGULATIONS: WE DEFINE SIGNIFICANT CASES OF NON-COMPLIANCE AS JUDICIAL AND ADMINISTRATIVE LITIGATION PROCEEDINGS OF THE COMPANY AND/OR ITS SUBSIDIARIES THAT, IN FINANCIAL ASPECTS, INVOLVE SUBSTANTIAL AMOUNTS OR ADDRESS MATTERS THAT, IF DECIDED UNFAVORABLY TO THE COMPANY, MAY IMPACT ITS OPERATIONS OR IMAGE. IN THIS REGARD, WE DECLARE THAT THERE ARE CURRENTLY EIGHT CASES IN PROGRESS, REFERRING TO NON-COMPLIANCE WITH LAWS AND REGULATIONS, IN WHICH FINES MAY BE INCURRED FOR SYN. LEARN MORE IN ITEM 4.4 OF OUR REFERENCE FORM.
- 2-28 PARTICIPATION IN ASSOCIATIONS: SYN IS PART OF THE BRAZILIAN ASSOCIATION OF SHOPPING CENTERS (ABRASCE) AND THE SYN INSTITUTE, TO WHICH WE ALLOCATE, UPON APPROVAL OF THE BOARD OF DIRECTORS, 1% OF THE COMPANY'S NET INCOME ANNUALLY.
- 2-29 APPROACH TO STAKEHOLDER ENGAGEMENT
- 2-30 COLLECTIVE BARGAINING AGREEMENTS

GRI 103: FORM OF MANAGEMENT

- 3-1 PROCESS FOR DETERMINING MATERIAL TOPICS
- 3-2 LIST OF MATERIAL TOPICS
- 3-3 MATERIAL TOPIC MANAGEMENT

GENERAL CONTENTS

GRI 203: INDIRECT ECONOMIC IMPACTS

- 203-1 Investments in infrastructure and support for services
- 203-2 Significant indirect economic impacts

GRI 205: FIGHT AGAINST CORRUPTION

- 205-1 Transactions assessed for corruption-related risks: In 2024, 532 transactions involving suppliers were assessed for corruption risks: we did not identify any significant cases.
- 205-2 Communication and training in anti-corruption policies and procedures
- 205-3 Confirmed cases of corruption and measures taken: We had no confirmed cases of corruption in 2024.

ENVIRONMENTAL CONTENT

GRI 302: ENERGY

- 302-1 Energy consumption within the organization
- 302-3 Energy intensity
- 302-4 Reducing energy consumption

GRI 303: WATER AND EFFLUENTS

- 303-1 INTERACTIONS WITH WATER AS A SHARED RESOURCE
- 303-2 MANAGEMENT OF IMPACTS RELATED TO WATER DISCHARGE
- 303-3 WATER ABSTRACTION
- 303-4 WATER DISPOSAL
- 303-5 WATER CONSUMPTION

GRI 305: EMISSIONS

305-1 Direct (Scope 1) greenhouse gas (GHG) emissions: SYN conducts an inventory of emissions from its operations annually and publishes it on the Company's Investor Relations website.

305-2 Indirect (Scope 2) greenhouse gas (GHG) emissions from the acquisition of energy: SYN conducts an inventory of emissions from its operations annually and publishes it on the Company's Investor Relations website.

305-3 Other indirect (Scope 3) greenhouse gas (GHG) emissions: SYN conducts an inventory of emissions from its operations annually and publishes it on the Company's Investor Relations website.

305-4 Greenhouse gas (GHG) emissions intensity: SYN conducts an inventory of emissions from its operations annually and publishes it on the Company's Investor Relations website.

GRI 306: WASTE

- 306-1 Waste Generation and Significant Waste-Related Impacts
- 306-2 Managing Significant Waste-Related Impacts
- 306-3 Waste generated
- 306-4 Waste not destined for final disposal
- 306-5 Waste destined for final disposal

SOCIAL CONTENT

GRI 401: EMPLOYMENT

- 401-1 NEW HIRES AND EMPLOYEE TURNOVER
- 401-2 BENEFITS OFFERED TO FULL-TIME EMPLOYEES THAT ARE NOT OFFERED TO TEMPORARY OR PART-TIME EMPLOYEES
- 401-3 MATERNITY/PATERNITY LEAVE

GRI 405: DIVERSITY AND EQUALITY OF OPPORTUNITIES

- 405-1 DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES.
- 405-2 RATIO OF BASE SALARY TO REMUNERATION RECEIVED BY WOMEN TO THAT RECEIVED BY MEN.

GRI 406: NON-DISCRIMINATION

- 406-1 CASES OF DISCRIMINATION AND CORRECTIVE MEASURES TAKEN.

GRI 408-1: CHILD LABOR

- 408-1 OPERATIONS AND SUPPLIERS WITH SIGNIFICANT RISK OF CHILD LABOR CASES.

GRI 409-1: FORCED OR SLAVE LABOR

- 409-1 OPERATIONS AND SUPPLIERS WITH SIGNIFICANT RISK OF CASES OF FORCED OR COMPULSORY LABOR.

GRI 410-1: SECURITY POLICIES

- 410-1 SECURITY PERSONNEL TRAINED IN HUMAN RIGHTS POLICIES OR PROCEDURES.

GRI 412: HUMAN RIGHTS ASSESSMENT

412-1 OPERATIONS SUBJECT TO HUMAN RIGHTS OR HUMAN RIGHTS IMPACT ASSESSMENTS: IN 2024, 532 OPERATIONS (100%) WERE SUBMITTED TO HUMAN RIGHTS ASSESSMENTS INVOLVING OUR SUPPLIERS.

412-2 TRAINING OF EMPLOYEES IN HUMAN RIGHTS POLICIES OR PROCEDURES.

412-3 SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS THAT INCLUDE HUMAN RIGHTS CLAUSES OR THAT HAVE UNDERGONE HUMAN RIGHTS ASSESSMENT: IN 2024, 100% OF THE COMPANY'S SIGNIFICANT INVESTMENT CONTRACTS INCLUDED HUMAN RIGHTS CLAUSES.

GRI 413: LOCAL COMMUNITIES

413-1 OPERATIONS WITH ENGAGEMENT, IMPACT ASSESSMENTS AND DEVELOPMENT PROGRAMS AIMED AT THE LOCAL COMMUNITY.

413-2 OPERATIONS WITH SIGNIFICANT NEGATIVE IMPACTS – ACTUAL AND POTENTIAL – ON LOCAL COMMUNITIES: THE CONSTRUCTION OF THE CLD LOGISTICS WAREHOUSE, WHICH BEGAN IN 2021 IN SÃO PAULO (SP) HAD THE EXPECTED (POSITIVE) IMPACT ON THE NEIGHBORHOOD, WITHOUT CAUSING ANY NEGATIVE FACTORS TO RESIDENTS, THE ENVIRONMENT AND THE COMMUNITY AS A WHOLE. THE COMPANY'S OTHER WORKS, ALREADY COMPLETED, ALSO OPERATE WITHIN NORMALITY AND WITHOUT DAMAGE TO THEIR SURROUNDINGS.

GRI 416: CONSUMER HEALTH AND SAFETY

416-1 ASSESSMENT OF HEALTH AND SAFETY IMPACTS CAUSED BY PRODUCT AND SERVICE CATEGORIES: BASED ON SYN'S CONTEXT OF OPERATION AND SECTOR, WE PROVIDE ALL THE NECESSARY PROPERTY SECURITY SERVICES IN OUR PROJECTS IN ORDER TO ENSURE THAT THE PROPERTIES DO NOT CAUSE ANY NEGATIVE IMPACTS ON THE HEALTH AND SAFETY OF CUSTOMERS (RISKS OF COLLAPSE, FIRES, SHOCKS, AMONG OTHERS). TO THIS END,

WE HIRE A THIRD-PARTY PROVIDER, COMPLY WITH ALL LEGAL REQUIREMENTS RELATED TO THE BUSINESS AND HAVE THE NECESSARY LICENSES AND PERMITS.

416-2 CASES OF NON-COMPLIANCE IN RELATION TO THE IMPACTS ON HEALTH AND SAFETY CAUSED BY PRODUCTS AND SERVICES: NONE.

GRI 418: CUSTOMER PRIVACY

418-1 SUBSTANTIATED COMPLAINTS REGARDING VIOLATION OF PRIVACY AND LOSS OF CUSTOMER DATA: NONE.



ODS

SDG MAP

<div><div>1NO POVERTY</div><div></div></div> <div>OUR COLLABORATORS, PAGE 41 Social Responsibility, p. 51</div>	<div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div></div></div> <div>SYN, P. 08 Ethics and Governance, p. 20 Our Collaborators, p. 41 Social Responsibility, p. 51</div>	<div><div>13CLIMATE ACTION</div><div></div></div> <div>OUR AGENDA, P. 33</div>
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REPORT BY SUSTAINABILITY 2024

SYN

Av. Brigadeiro Faria Lima, 3600 – 14º Floor,
Itaim Bibi – São Paulo (SP) – Brazil

CONTACTS

+55 11 5412-7601

www.syn.com.br

RI@SYN.COM.BR

CREDITS

COORDINATION
SYN

EDITORIAL PROJECT AND WRITING
SYN

GRAPHIC DESIGN AND LAYOUT
ACCIO COMUNICAÇÃO

PHOTOGRAPHY
SYN