

## ANNUAL SUSTAINABILITY REPORT 2021





# Summary

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## Message from the Chair of the Board of Directors

On behalf of the JHSF Board of Directors, I would like to share my satisfaction in submitting the 2021 Sustainability Report, which describes the advances implemented throughout our 50-year history.

For JHSF, Governance and Sustainability are pillars of value that guide our team, as it works with ethics and agility to meet our commitments, never forgetting social inclusion

and the development of a work environment that favors cultural enrichment and the wellbeing of the collective.

I hope you enjoy your reading!

**José Auriemo Neto**

Chair of the Board of Directors of JHSF Participações S.A.

## Message from the CEO GRI 102-14

JHSF's business is based on the long-term relationships it has developed over its almost 50 years, the story of our brands. Our products and services are unique, their quality, excellence, and innovation are in line with valuing nature and well-being. With this same essence, in 2021 we developed our strategic sustainability guidelines and made commitments that will guide all our businesses in the coming years.

We ratified our commitment to corporate ethics and governance by maintaining 75% of our Board of Directors' members independent. We also created advisory committees, including one dedicated to ESG.

We will make every effort to provide a safe, healthy, and diverse environment to our employees, and will extend these same criteria to our partners and suppliers.

We will maintain the high standards of our products and services, seeking to reduce our environmental impact through sustainable solutions that can also provide development around our ventures.

This progress come together with the creation and expansion of numerous developments, such as pre-launching Boa Vista Estates, new phases of Boa Vista Village, the construction of new hangars and the international expansion of the São Paulo Catarina International Executive Airport, the expansion of Shopping Cidade Jardim, and of the Catarina Fashion Outlet.

This combination of continuous effort, improvements, and dedication translated into a year of record financial results. By the end of 2021 our common shares (JHSF3) had been listed in the Ibovespa index.

Our journey to deliver Unique Businesses to Special Clients is now reinforced by our commitment to sustainability, which will remain part of JHSF's day-to-day operations going forward.

The next pages bring further information on our activities in 2021, and how we plan to build this sustainable future.


We hope you find the report informative and inspiring!

**Thiago Alonso de Oliveira**  
CEO of JHSF





# About JHSF



Unique businesses  
for special clients



JHSF is a leading player in high-end residential developments, shopping malls, retail and digital, hospitality and gastronomy, and executive airports.

GRI 102-1, 102-2, 102-5, 102-6

Over our almost 50 years we created JHSF - Unique Businesses for Special Clients. Originally a family-owned business, JHSF is a reference in the premium market, working in residential developments, shopping malls, retail and digital, hospitality and gastronomy, and executive airports.

It currently has well-known consolidated brands, such as our *holding company brand*, JHSF, Fazenda Boa Vista in Porto Feliz (SP), Shopping Cidade Jardim in São Paulo (SP), Catarina Fashion Outlet in São Roque (SP), and Fasano, with developments in several locations. We are traded on the B3 S.A. - Brasil, Bolsa, Balcão stock exchange, part of Novo Mercado and, in 2021, became one of the companies in the portfolio of Ibovespa shares, the most important stock exchange index in Brazil.

During the year we advanced in the creation of our Strategic Sustainability Guidelines, especially as regards corporate governance. Over the years we have implemented a solid institutional organization with independent board members, policies, bylaws, and advisory committees. We also have clear and direct communication with the market.

Below are the operating and financial highlights for the year. Gross revenue of R\$ 2.2 billion, 74.7% more than in 2020, adjusted Ebitda of R\$ 1.2 billion, 77% more than in the previous year and net income of R\$ 981 million, 54.4% above the previous year.

These record numbers reflect our professional approach and long-term vision, which translate into sustainable value creation



# Our growth

Our story is marked by anticipating trends, innovation, and consolidating businesses anchored on our long-term relationships. We believe that, as a result, we will be recognized for our excellence, which confers credibility on our projects and developments.

## Corporate Profile GRI 102-16



### Purpose

Surprise, inspire, transform, realize.



### Motivation

Quality and excellence above all else.



### Long-term vision

Our business is anchored on long-term relationships that created the history of our brands and encourage sustainable value creation.

We continue as a family-controlled business under professional management. This is the model that guides our business.



## WE VALUE OUR CLIENTS

We believe the client is at the center of our actions and the important link of our business.

Focusing on satisfying our clients, we ensure the sustainability of our long-term vision. The client is not always right. But the client is the reason we exist.



## WE VALUE INNOVATION AND CREATIVITY.

We work to stay ahead of the industry trends, behaviors, and technologies that affect our business.

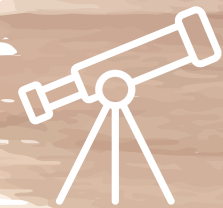
We seek to continuously improve our products in a creative and innovative way, and continue surprising and delighting our clients.



## WE VALUE TRADITION AND MODERNITY.

Tradition and modernity lie at the heart of our business.

It is this combination of 50 years' experience and a sharp eye on new trends that enable us to create products and businesses that continuously surprise and delight our clients.



## WE VALUE COMMITMENT TO RESULTS

We value a dedicated, enterprising team that leads the search for results in an ethical and agile manner.

We take on large challenges and focus our energy on tirelessly meeting commitments until they are delivered in full.



## WE VALUE DIVERSITY AND SUSTAINABLE PRACTICES

We believe a mixture of knowledge and experience broadens horizons and creates a work environment that favors cultural enrichment and the delivery of innovative solutions. We repudiate any form of bias and stimulate social inclusion in our relationships.

We also seek to contribute to the well-being of the collective, with urban development, environmental, and social responsibility activities and programs.



# Sustainability Strategy

GRI 102-43, 102-44, 103-1

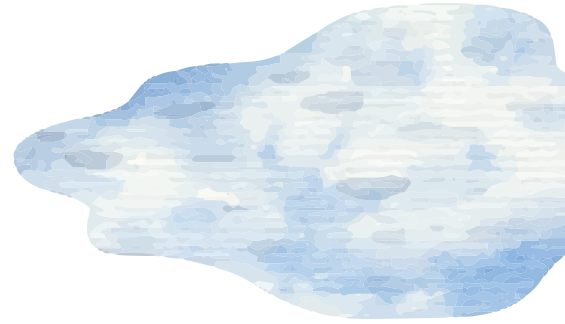
In 2021 we structured and formalized Strategic Sustainability Guidelines. During the course of the year we mapped the activities of all segments, undertook a comprehensive benchmarking process, and interviewed 30 representatives of our main stakeholders (employees, shareholders, investors, suppliers, clients, and associations).

With the 12 priorities defined, and the company diagnosis complete, we embarked on co-construction rounds with teams in all areas and sectors we operate in to define our aspiration, commitments, and targets for the coming three years.





In 2021 we structured and formalized Strategic Sustainability Guidelines.

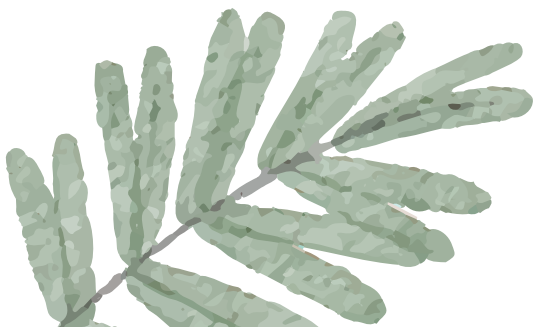


## Aspiration

Redefining the concept of excellence with an ecosystem of sustainable businesses.

## Commitments

We made six sustainability commitments, developed based on the 12 priority themes. These will constitute the references we will use across all company businesses, and the drive that will guide how we interact with stakeholders in the search for **transforming our ventures into hubs of positive impact, taking well-being to all our clients and beyond our own walls.**





# Priority themes GRI 102-42, 102-46, 102-47, 103-1

## Sustainability commitments



Maintain **ethical and transparent** relationships with all our stakeholders, and uphold best practices in **corporate governance**

Maintain high levels of product and service **quality and excellence**, **reducing our environmental impact**

Promote a **safe, healthy, diverse, and inclusive** work environment that fosters continuous **development** and attracts the best talents

Establish relationships with **partners and suppliers** who **share our practices and values**.

Contribute to creating **socioeconomic prosperity and development hubs in our geographies**

Develop and operate our portfolio of products and projects using **sustainable and innovative technological solutions**

Sustainable construction

Use of the soil and impact on biodiversity

Engagement and development of the surrounding communities

Private social investment

ESG in our relationship with partners and suppliers

Sustainable inputs and materials

Employee health, safety, well-being, and development

Diversity and inclusion

Ethics and transparency in business

Corporate governance

Water use and waste management

Energy efficiency and climate change

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The entire process to develop commitments was monitored on a monthly basis by the company's ESG Committee, comprised of the Board Chair, the CEO, the People & Management and Investor Relations Officers, and two independent board members with extensive experience in sustainability. To reinforce the addition of this agenda to the business strategy, JHSF also created a Sustainability Department.

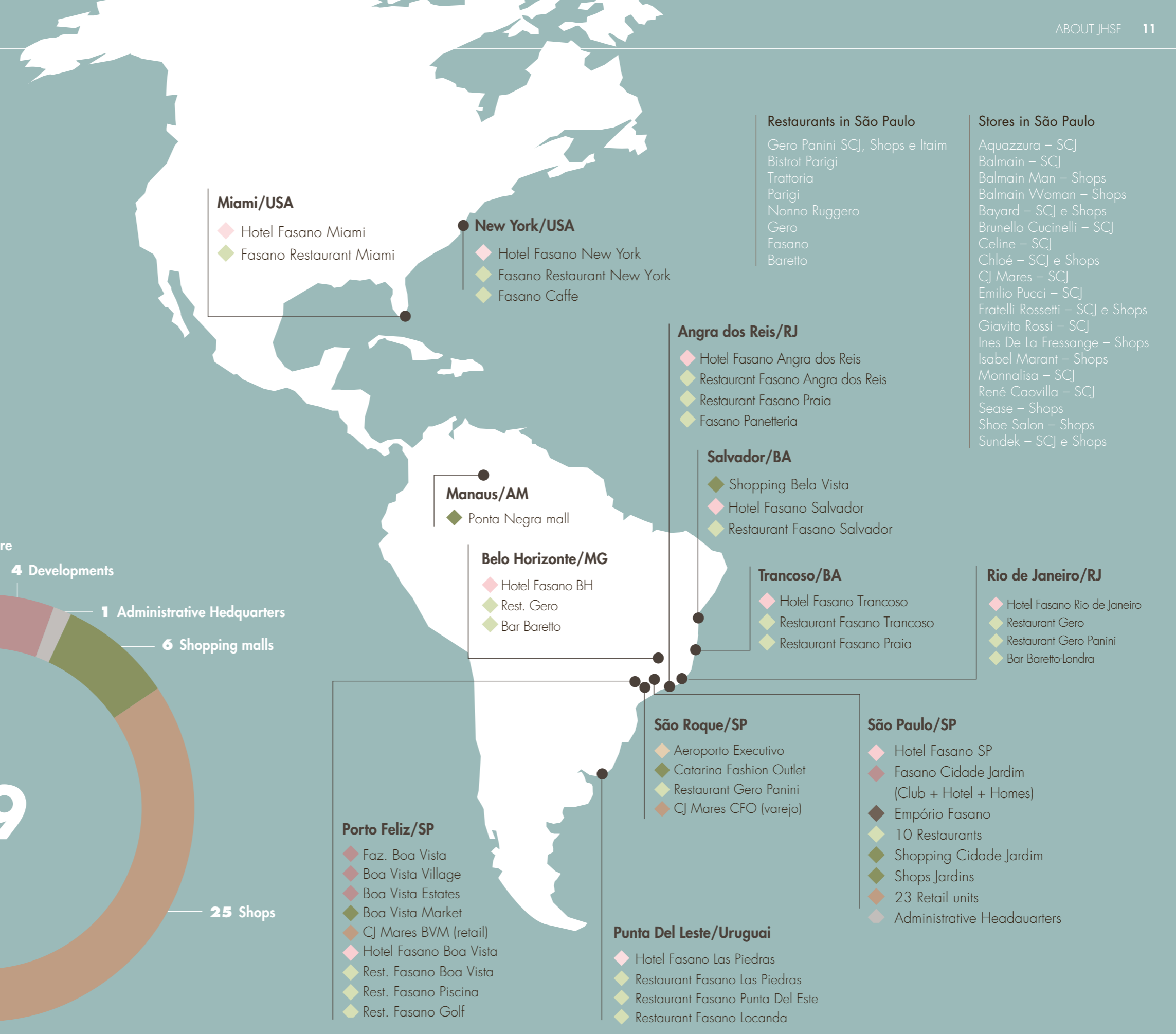
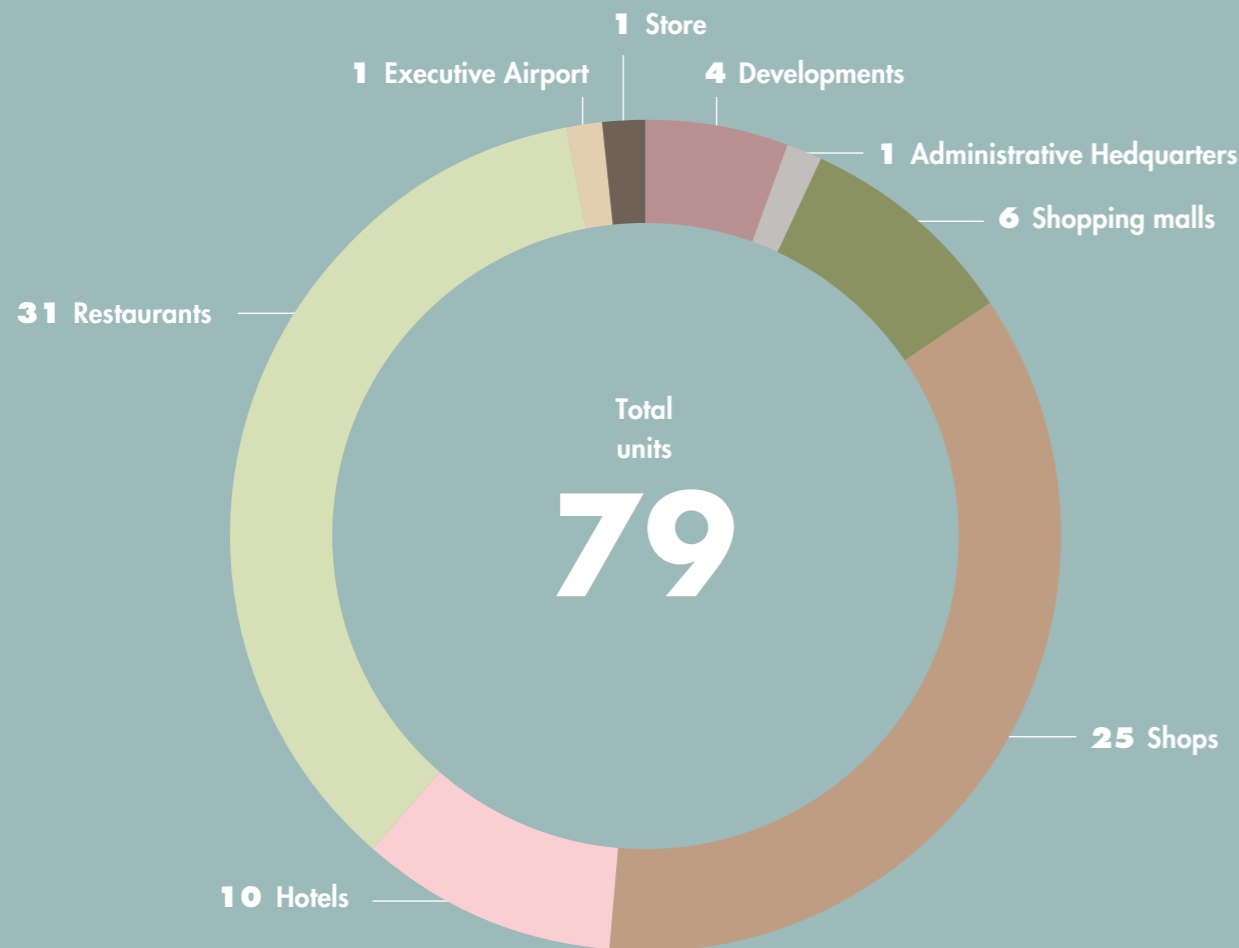
These guidelines will be implemented during the course of 2022, with the programs, policies, and processes required to meet the specificities of each segment, and the relationship between the company and the surrounding communities.

# Unique businesses

GRI 102-3, 102-4, 102-7

We work in four economic segments - residential developments, shopping malls, retail and digital, hospitality and gastronomy, and executive airports, offering our clients excellent products and services. Regardless of the type of venture - those we operate ourselves or those in which we have partners -, we create "Unique businesses for special clients", valuing long-term relationships that stimulate positive and constant results

## JHSF business units





# Residential development

“People are valuing health and quality of life. This can be combined with environmental conservation by adding sustainability to the concept and design of real estate developments.”

*Patrícia Gdikian, Residential Development Director*

We work in all stages of residential developments, from analyzing business opportunities through land purchases, engineering drawings, permits, licenses and approvals, marketing and sales, and administration.

In 2021 the company's real estate business continued to experience higher sales. This segment was positively impacted by clients seeking a second home in areas that value

nature. This started in 2020, with the Covid-19 pandemic, and continued with the realization that people can work from home with better health and more quality of life.

The financial results for the year exceeded 2020, with record sales of R\$ 1.58 billion, 28.9% higher than the previous year. Net revenue was R\$ 1.49 billion (+70.1%), and adjusted Ebitda was R\$ 1.1 billion (+67%).

## Main achievements

In 2021 we continued a number of significant real estate development to fully structure our complexes. In June we held the pre-launch of Boa Vista Estates, the third venture in the Boa Vista Complex. By December contracted sales of lots and homes totaled R\$ 588.2 million.

We also started to sell *memberships* in the surf pool that is being built at Boa Vista Village. At this same property we also launched *Family*

*Offices*, the Grand Lodge Hotel & Residences, and opened up two new areas of lots for sale.

We are also expanding our ventures in the Porto Feliz area. We purchased an additional 6.1 million m<sup>2</sup> in the Boa Vista Complex for some R\$ 140 million, which was fully paid in 2021.

## OUR PROJECTS

Most of our projects take the form of large complexes that offer clients unique, comprehensive experiences. In late 2021 we hand a fully paid, no-swap landbank valued at

around R\$ 39 million. We also had residential properties for lease equivalent to some R\$ 14 million in contracted annual revenue.

### Cidade Jardim Complex - São Paulo, SP

- Developments: **Fasano Cidade Jardim** and **Real Park**
- remaining area to be sold: **209,422 m<sup>2</sup> + additional area for future ventures**
- Potential VGV (overall sales value): **R\$ 7.5 billion**

### Boa Vista Complex – Porto Feliz and Iperó, SP

- Developments: **Fazenda Boa Vista**, **Boa Vista Village** and **Boa Vista Estates**
- Remaining area: **5,528,068 m<sup>2</sup> + additional area for future ventures**
- Potential VGV: **R\$ 14.6 billion**

### Parque Catarina Complex – São Roque, SP

- Developments: **Catarina Resort** and **Catarina Town**
- Remaining area: **797,996 m<sup>2</sup>**
- Potential VGV: **R\$ 15.9 billion**

JHSF Incorporação | Grand Lodge Hotel & Residences Boa Vista Village



# São Paulo Catarina International Executive Airport

"We are the best option in the industry, and a gateway to the nation that enchants those who arrive. Our airport has state-of-the-art equipment and infrastructure that is unique in Brazil."

*Ronie Guimarães, Operations and Air Taxi Director*

The São Paulo Catarina International Executive Airport was completely planned, built, and operated by JHSF. It is the first and only private airport in Brazil to operate international flights. It is located just over 60 km from the city of SP, in São Roque, on an area of 5.2 million m<sup>2</sup>. It has a 2,470 meter runway that can handle the intercontinental jets of business aviation.

This venture creates revenue in four ways: hangars, sale of services (aircraft fueling, catering, cleaning, and polishing), take-off and landing fees, and air-taxi services.

By late 2021 our five hangars were fully occupied. The success of this business is the result of the quality and exclusivity of the services provided, the location of the airport - just 35 minutes by car or 14 minutes by helicopter from the city of Sao Paulo, and the demand of a growing market in Brazil, which has the world's second-largest fleet of executive aircraft. We believe the potential market for this venture is 12.5% of the Brazilian market share, and 35% of the São Paulo share.

In 2021, even with the restrictions on flights imposed by the Covid-19 pandemic, with some locations completely shut down for short periods, especially in the first half of the year, executive aviation was not as seriously impacted as commercial aviation. Families that had the means chose to fly in their own or chartered aircraft due to the reduced risk of contagion.

Net revenue of the São Paulo Catarina International Executive Airport increased 96.5% in 2021, reaching R\$ 39.4 million. Adjusted Ebitda increased 179.3% to R\$ 8.7 million. Airport movements - take-offs and landings - increased 125.6%, with domestic flights authorized 24x7. Aircraft fueling increased 163.3% compared to the previous year.



## Main achievements

In September work started on the second airport expansion. Once this is complete, the operational area will have a further ~40 thousand m<sup>2</sup>, 20 thousand m<sup>2</sup> in new hangars, and 20 thousand m<sup>2</sup> in aprons. Once the 2022 program is complete we will have 11 hangars with capacity for up to 150 aircraft.

A new cycle of expansion is scheduled for 2023, which will take the airport's capacity to 17 hangars for 250 aircraft. New MROs (Maintenance, Repairs and Operations) will also be added. Right now we have the Pilatus MRO, managed by Synerjet.

## Authorization for international flights

June 24 2021 is an important date for the venture, as it is the date when the airport received authorization from Anac, Brazil's Civil Aviation Authority to operate international flights



JHSF Airport | São Paulo Catarina International Executive Airport



# Shopping Malls, Retail and Digital

We operate six shopping malls and are the Brazil representatives of 16 international luxury brands, two multi-brands, and 26 operations that comprise our retail operations/ We also sell online via the [CJ Fashion](#), [CJ Concierge](#), [CJ Food](#) and [JHSF Real Estate Apps](#).

Combined net revenue for all three segments in 2021 totaled R\$ 246.8 million, 74.3% higher than in 2020. Adjusted Ebitda went up 57.8% in the same period, ending at R\$ 82.6 million.

With Covid vaccinations starting in the second half of the year, social distancing requirements were lifted and people returned to B&M spaces, while continuing to purchase online. In light of this, customers value open mall spaces, which are a feature of our ventures, and the continued enforcement of health protocols.

## SHOPPING MALLS

The following malls are in operation: Shopping Cidade Jardim and Shops Jardins in São Paulo, SP, Catarina Fashion Outlet in São Roque, SP, Boa Vista Market in Porto Feliz, SP, Shopping Bela Vista in Salvador, BA, and Shopping Ponta Negra in Manaus, AM. Our gross leasable area (GLA) now totals 66,741 m<sup>2</sup>, with an average occupancy rate of 97.4%.

Results remained positive even during the pandemic restrictions of the first quarter of 2021. Sales exceeded 2020 by 56.6%, to R\$ 3.1 billion.

We embarked on a full restructuring of integrated environmental actions, focusing on initiatives to reduce water and energy use, and improve waste management via process automation.

We have also started to work on a project with local merchants and authorities to use labor in our geographies.

"We also revisited opportunities to further improve the efficient use of resources by our malls, training our eyes to use the ESG lens."

*Walter Borghi, Shopping Mall Operations Director*



JHSF Malls &amp; Retail | Shopping Cidade Jardim

## GROWTH

We have a robust portfolio that includes mall expansions and new malls, with a further seven ventures coming up. In all, 94 thousand m<sup>2</sup> of JHSF-proprietary GLA will be delivered through 2024. One new mall in Porto Feliz - Boa Vista

Village Mall, expansion of Shopping Cidade Jardim and Catarina Fashion Outlet, and two new ventures, Hotel Fasano Cidade Jardim, Usina São Paulo - Shopping Cidade Jardim II, Shops Faria Lima, and Real Park Mall.

## Main achievements

- In October we launched the first step in the expansion of Shopping Cidade Jardim, inaugurating a Parking Deck for 800 vehicles, including 15 electric cars. This parking deck is connected to the mall via an LED-lit tunnel with musical and aroma experiences. Work on the second step is already underway. This new step will be dedicated to architecture, decoration, and design, and will include a campus of the School of Fine Arts;
- During the course of the year we will start to expand the Catarina Fashion Outlet. This will add some 38 thousand m<sup>2</sup> of GLA to the venture. The first phase, some 23 thousand m<sup>2</sup> of GLA is already being marketed, and should open in the second half of 2022.
- In October we also acquired control of Usina São Paulo, with a privileged location that spans the two banks of the Pinheiros river. This area has synergy with Shopping Cidade Jardim and other JHSF ventures in the region. Our project for the location, still in the design phase, will include a deck, restaurants, and shops.





# Sustenta

This JHSF affiliate has two different areas of activity in its portfolio:

- **Sustenta Telecom:** communication solutions for corporations and shopping malls;
- **Sustenta Energia:** a pioneer in trading electricity to the real estate market. It currently also meets the demand of shopping malls in the state of São Paulo. It prioritizes the purchase of electricity with medium-to-long-term agreements that seek to balance out fluctuating prices.



JHSF Malls & Retail | Shopping Cidade Jardim



# Hospitality and Gastronomy

"We are pioneers in offering our customers the best products and services. We strengthen our guest care with all seriousness and security."

*Wilmar Rodrigues, Hospitality and Gastronomy Director*

This portfolio includes proprietary hotels, restaurants, and stores. Some assets are owned and managed by JHSF, while others are partnerships with investors.

In 2021, as Covid-19 vaccines advanced, restrictions on hotels and restaurants were gradually lifted. This had a positive impact on both segments. Net revenue in the year was R\$ 228.1 million, 91.6% more than in 2020. Adjusted Ebitda in December was R\$ 49.6 million, 432.9% higher than the previous year

In December 2021 there were seven hotels in operation in Brazil.

The average occupancy rate was 45.1%, 2.6 percentage points above 2020, and only 0.1 p.p. below the pre-pandemic period of 2019.

In January 2021 we launched Empório Fasano, a pilot project in Shops Jardins, with curated gourmet products and home goods often found in our hotels.

Our portfolio also includes 25 restaurants. With vaccination and the return of in-person activities, we were able to fully resume operations. In 2021 we sold 994,765 meals, almost 51% more than in 2020. The average ticket went from R\$ 164 to R\$ 207, a 26.3% increase in the YoY comparison.





# Covid-19

In 2021 we continued our measures to protect the life and health of all our stakeholders, following the health protocols determined by the authorities in the locations where we operate. We even went beyond, in a rigorous and serious way, offering suitable equipment for our administrative staff working remotely during the year, and encouraged and monitored vaccination, with 98% of our staff immunized. We also continued our #NãoDemita [Do not Fire] movement, and did not let go a single employee because of the pandemic.

Merchants in our shopping malls received discounts on the rent due in the months where malls were closed or otherwise impacted by Covid restrictions.

We also supported the authorities and populations during the period, helping them fight the pandemic. We donated over R\$ 200 thousand in hospital equipment, hygiene items and food/





# Highlights

## R\$ 2.2 billion

Record gross revenue  
(74.7% higher than in 2020)



## R\$ 1.2 billion

Record adjusted Ebitda  
(77% over 2020)



## R\$ 981 million

Record net income  
(54.4% higher than in 2020)



- **Our executive airport received authorization for international flights;**
- Structured and disclosed the **JHSF Strategic Sustainability Guidelines;**
- **Exame “Biggest & Best 2021” Award** in the category real estate;
- “Best Hotels in Central and South America”: **Fasano São Paulo – ranked in the World’s Best Awards 2021** (*Travel + Leisure Magazine*);
- “Best Resorts in South America”: **Hotel Fasano Boa Vista (2nd place).**



# Value-based relationships



We focus on a long-term strategy, building enduring relationships that generate continuous results for all our stakeholders.



# Clients

“We value our clients”, who are the reason for our existence and for whom we work to offer the best solutions, products, and services. Supported by this philosophy, we work to meet their needs in a structured, professional, and long-lasting

way. We are always aware of the main market trends and the desires of this public. Quality and excellence are part of how we build our portfolio across all JHSF segments.

# Suppliers GRI 102-9

We work in different sectors, each with its own economic activities and value chains. In light of this, we committed to **“Establishing relationships with partners and suppliers who share our practices and values.”**

To ensure this alignment, the agreements we sign include clauses and conditions that address compliance and anti-corruption laws, and selected companies are audited.

Our Strategic Sustainability Guidelines define and include ESG criteria in the supply chain screening, qualification, and monitoring criteria. Measures to this effect will be undertaken in 2022, seeking to make sure acquisitions abide by environmental, social, and governance criteria and best practices, subsidizing a supplier development program to roll-out transformation beyond our walls.

# Investors

“Our doors are open to our investors. And to make them feel welcome we publish full and transparent information about our activities, so they will have the most robust data and analyses about all our activities.”

*Mara Dias, Investor Relations Director*

We have a direct relationship with our investors, be they institutional or individuals. We strive to have clear and didactic communication to serve diverse audiences.

As a traded company we abide by the standards of the Brazilian Securities Commission (Comissão de Valores Mobiliários - CVM) for disclosing results and information. We have a dedicated department for investor relations (IR), and have direct communication with our investors by phone, online, or e-mail, as well as specific events and disclosures.

We innovated our quarterly earnings call, which has been available in Brazilian sign language (Libras) since 2Q21. In 2021 we celebrated “*Investor Day*” with a full presentation of each of our segments, including results and the outlook for coming years. This was a hybrid event attended by over one thousand persons, and remains available on the company’s YouTube channel.

JHSF Incorporação | Golf Residences Boa Vista Village





## JHSF3 and Ibovespa

JHSF common shares (JHSF3) are listed on the B3 exchange and, in 2021, became one of the shares used to calculate the Ibovespa, Brazil's most important stock market indicator, comprised of companies with the largest volume of shares traded in the past 12 months.

This increase in trade is a direct reflection of the company's dedication to submitting consistent data to investors, analysts, and securities brokers. During the course of the year the number of companies that analyze JHSF and present it to clients went from 5 to 17. As a result, the number of shareholders trading our stock on the B3 increased. Currently there are over 100 thousand shareholders, 86% of them individuals.

## Talk to IR

Our IR area has open channels for investors. They are:

**Phones:** (11) 3702-5473 or (11) 3199-0333 - Extension: 2233

**E-mail:** [ri@jhsf.com.br](mailto:ri@jhsf.com.br);

**Site:** <https://ri.jhsf.com.br/fale-com-ri/>



# Employees

“We are driven by our culture of creating unique business for special clients. We invest in people so that they be increasingly healthy and healthy, developing professionally to deliver better results.

*Karine Monteiro, People & Management Director*

Our employees are essential for the success of our business. It is they who create, develop, operate, and maintain our projects, always focusing on delivering the best results. Thus they are the guardians of one of JHSF's most valuable assets - our culture.

We form a diverse team that is strategically positioned at different locations. By late 2021 we had gone from 2,471 to 2,522 employees, and a team that is even better prepared to help the company grow.

During the pandemic we followed all health and safety protocols. Our administrative staff worked remotely the entire year.

We created awareness and monitored our employees during the Covid-19 vaccination process, and were able to fully vaccinate 98% of them. We also had a flu vaccine campaign, which we provided free of charge.

In 2021 we organized an internal climate survey to measure employee satisfaction and address actions and projects. We also set in motion the first cycle of assessments within the Performance and Targets Project, seeking to value the results delivered by our employees. The data gathered will be used to create individual development plans (IDPs) for each professional, and to direct the qualifications of each one of them.

Mental health has become an important item on our agenda, as part of the Strategic Sustainability Guidelines. We also started a salary survey.



# Employee profile GRI 102-8

## Workforce by employment contract and gender

| By type of agreement | 2020         |            |              | 2021         |            |              |
|----------------------|--------------|------------|--------------|--------------|------------|--------------|
|                      | Men          | Women      | Total        | Men          | Women      | Total        |
| CLT (Registered)     | 1,506        | 862        | 2,368        | 1,463        | 915        | 2,378        |
| PJ (contractors)     | 55           | 48         | 103          | 80           | 64         | 144          |
| <b>TOTAL</b>         | <b>1,561</b> | <b>910</b> | <b>2,471</b> | <b>1,543</b> | <b>979</b> | <b>2,522</b> |

## Total workforce by employment contract and gender

| Region       | 2020             |                  |              | 2021             |                  |              |
|--------------|------------------|------------------|--------------|------------------|------------------|--------------|
|              | CLT (Registered) | PJ (contractors) | Total        | CLT (Registered) | PJ (contractors) | Total        |
| North        | 86               | 4                | 90           | 122              | 4                | 126          |
| North-east   | 164              | 0                | 164          | 164              | 0                | 164          |
| Midwest      | 0                | 0                | 0            | 0                | 0                | 0            |
| South-east   | 2,118            | 99               | 2,217        | 2,092            | 140              | 2,232        |
| South        | 0                | 0                | 0            | 0                | 0                | 0            |
| <b>TOTAL</b> | <b>2,368</b>     | <b>103</b>       | <b>2,471</b> | <b>2,378</b>     | <b>144</b>       | <b>2,522</b> |

## Workforce by employment type

| Type of employment | 2020         |            |              | 2021         |            |              |
|--------------------|--------------|------------|--------------|--------------|------------|--------------|
|                    | Men          | Women      | Total        | Men          | Women      | Total        |
| Full-time          | 1,480        | 818        | 2,298        | 1,427        | 892        | 2,319        |
| Part-time          | 81           | 92         | 173          | 116          | 87         | 203          |
| <b>TOTAL</b>       | <b>1,561</b> | <b>910</b> | <b>2,471</b> | <b>1,543</b> | <b>979</b> | <b>2,522</b> |

## Workforce by employee category

|                             | 2020         | 2021         |
|-----------------------------|--------------|--------------|
| Board of Directors          | 8            | 8            |
| Oversight Board             | 7            | 3            |
| Board of Executive Officers | 37           | 47           |
| Board Member (Auditing)     | 1            | 3            |
| Management                  | 168          | 169          |
| Heads/Coordinators          | 112          | 88           |
| Technicians/Supervisors     | 76           | 58           |
| Administrative              | 312          | 490          |
| Operational                 | 1,750        | 1,656        |
| <b>TOTAL</b>                | <b>2,471</b> | <b>2,522</b> |

## Individuals in our governance bodies

|                                     | 2020 | 2021 |
|-------------------------------------|------|------|
| Board of Directors                  | 8    | 8    |
| Audit Committee                     | 3    | 3    |
| Related Party Transaction Committee | 3    | 3    |
| Digital Committee                   | 3    | 3    |
| Risk Management Committee           | 2    | 2    |
| Financial Committee                 | 3    | 3    |
| ESG Committee                       | 3    | 3    |
| People Management Committee         | 2    | 2    |
| Ethics and Conduct Committee        | 3    | 3    |

# Occupational Health and Safety GRI 103-2, 103-3, 403, 403-1

In 2021 we partnered with a specialized company for support in this area, and to support the activities and operations of all our ventures, enforcing the legally required regulatory standards.





# Training and education GRI 103-2, 103-3 | 404

In 2021 we focused on employee training and education in diversity, inclusion, ethics, and compliance. We have also provided training focused on service and the public.

Because of the pandemic, we continue to provide remote training. We also provided flexibility

for in-person work for the operating teams who are working in-person, respecting the necessary health protocols.

In 2022 we will create a training and qualification matrix by position, defining the priorities for each professional role within JHSF.

## Average hours of training per employee by gender GRI 404-1

|              | 2020        | 2021        |
|--------------|-------------|-------------|
| Men          | 0.04        | 0.11        |
| Women        | 0.04        | 0.21        |
| <b>TOTAL</b> | <b>0.04</b> | <b>0.15</b> |

## Average hours of training per employee by employee category GRI 404-1

|                         | 2020        | 2021        |
|-------------------------|-------------|-------------|
| Executive Board         | 0.05        | 3.64        |
| Management              | 0.04        | 0.07        |
| Heads/Coordinators      | 0.05        | 0.22        |
| Technicians/Supervisors | 0.05        | 0.79        |
| Administrative          | 0.05        | 0.14        |
| Operational             | 0.05        | 0.01        |
| <b>TOTAL</b>            | <b>0.04</b> | <b>0.15</b> |



# Governance

Seventy-five percent of our board members are independent.





JHSF Malls &amp; Retail | Shops Jardins

“We voluntarily have 75% independent members on our Board of Directors. With a clear and efficient management structure, we seek to ensure greater transparency for company stakeholders, and positive results for all.”

*João Meira, Legal Director*

Over the past two years we have created a solid governance framework. In 2021 we changed the company’s management paradigm, putting into practice important changes that started in the last quarter of 2020, with the arrival of the independent board members. We built advisory committees, restructuring the internal audit and control areas and improving our risk management process, creating an area dedicated to the topic.

These developments are in line with the Novo Mercado guidelines, and are reflected in our commitment to sustainability and to **“Maintaining ethical and transparent relationships with all our stakeholders, and upholding best practices in corporate governance”**.

We voluntarily have 75% independent members on our Board of Directors.

# Governance structure GRI 102-18

Our governance structure is comprised of:

Board of Directors, with eight members, six of whom are independent;

**Fiscal Council**, comprised of three members and their alternates;

**Statutory Board**: one CEO, one Vice-President, one Legal Officer, one People & Management Officer, and one Investor Relations Officer.

Our management is supported by the following committees:

- Statutory Audit Committee (to whom the Internal Audit Area reports)
- Related Party Transaction Committee
- Ethics and Conduct Committee
- People Management Committee
- Financial Committee
- Digital Committee
- ESG Committee
- Risk Management Committee (to whom the Risk Management area reports)




The composition of our boards, executive boards, and committees, including information on their terms and a brief resume of the members is available on our website.

Our Bylaws do not require that the Oversight Board be a permanent body. However, as proposed by management, it has been installed in each fiscal period since the Annual and Extraordinary General Meeting of the Shareholders held on April 9, 2020.

Its current term ends on the date of the Annual General Meeting, which will decide on the accounts for the period ended December 31, 2022.





A 2021 study by *SpencerStuart*, which specializes in executive surveys and leadership, showed that 44% of the members of the BoDs of Novo Mercado companies are held by independent members.

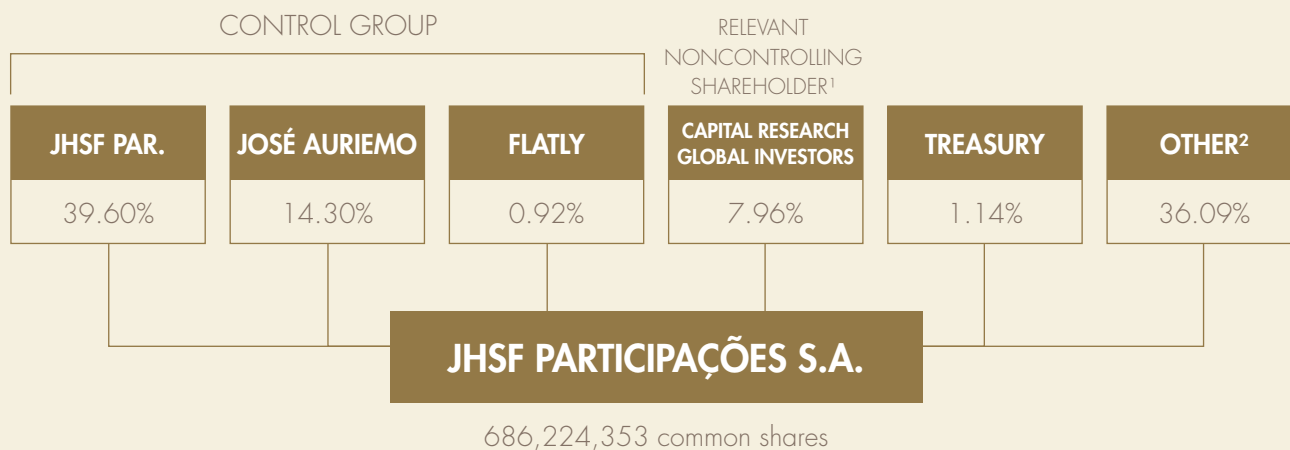
## Institutional policies

Our corporate governance includes policies that guide the activities of our employees, our relationship with other stakeholders, with the market, and the entire planet. These policies are published and available on the IR website.

JHSF Incorporação | Grand Lodge Hotel & Residences Boa Vista Village



# Capital structure GRI 102-5

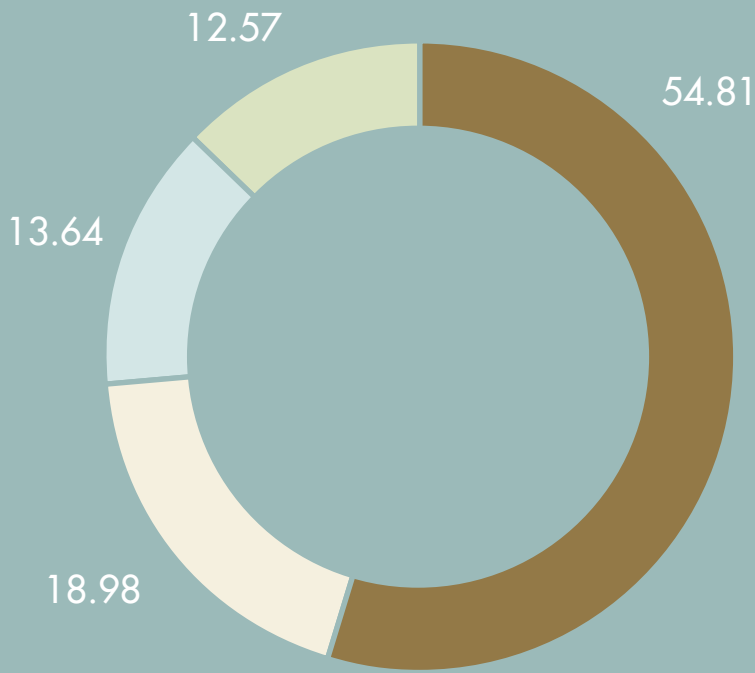


1 According to CVM Instruction 358, a material shareholder is one owning 5%, 10%, and 15% of the company's capital;  
 2 Includes officers and those affiliated with the company, and other Free Float shareholders.



JHSF Malls & Retail | Catarina Fashion Outlet

## JHSF Share Capital (%)



**54.81%**

Controlling Shareholder

**18.98%**

Individuals

**13.64%**

Foreign

**12.57%**

Local

On December 31, 2021 our Share Capital was comprised of 686,224,353 common shares. Of these, 54.81% were in the hands of the controlling shareholder, and the remaining 45.19% were in the hands of individual (18.98%), foreign (13.64%), and local (12.57%) shareholders.

Our common shares are traded on the B3 under the JHSF3 ticket, and have been part of the Novo Mercado, the segment of companies with the highest standards of corporate governance in Brazil since they were first traded.

In January 2021 JHSF shares we included in those used to calculate the Ibovespa index. In September of that same year they also became

part of the B3 Dividends Index, the IDIV (an indicator that measures the performance of the securities that stood out in terms of investor remuneration over the past 36 months).

Our shares are part of the 12 B3 indicators, which include: IBRX-100; SMLL; IMOB; IGCX; IGC-NM; ITAG; IBRA; INDX; ICON; IGCT.

In August 2021 we disclosed the cancellation of 2.8 million shares held in treasury, and a new share buy-back program.

# Risk management

GRI 102-11

“We increased the safety of our operations by improving risk management and internal controls.”

*Renato Barbosa, Control Director*

Our advances in corporate governance are also reflected in the maturing of the company's risk management. In 2021 we created a Risk Management Committee and, during the course of the year, we completely reviewed our matrix, in a listening process that involved all business areas to identify, map, prioritize, and create mechanisms to monitor, treat, and mitigate risks.

This effort allowed us to update and disclose our risk matrix within the organization. It is monitored by the Risk Management Committee and the Board of Directors.

Our risk management model uses the approach recommended by Coso 2013 (*Committee of Sponsoring Organizations of the Treadway Commission*) approach. Coso is a private sector,

non-profit US organization focused on preventing fraud in internal company procedures and processes.

During the year the GRC (governance, risk, and compliance) management system was contracted to confer efficiency to risk management, internal controls, and internal auditing. It will be implemented in 2022.

We also integrated ESG into the risk factors mapped in all segments in which the company is active.





## Privacy and data protection

To further focus the efforts in this area, in 2021 we created the Information Security, and Privacy and Data Protection areas, advancing in our full compliance with the General Personal Data Protection Law (GD PL). We also appointed our legal director to be the *Data Protection Officer* (DPO), a position required by the GDPL. During the year the DPO was responsible for implementing the measures in the GDPL.



# Ethics and transparency

In 2021 we approved and published the company's Integrity Policy, which guides our actions in ethics, transparency, compliance, and anti-corruption. The main tool of this policy is the Ethics and Conduct Code, which guides employees, partners, and our relationships.

In addition to the Code, this Policy defines the following compliance tools for JHSF, always focusing on preventing risks associated with fraud, bribery, and corruption: JHSF Ethics

Channel; Due Diligence in contracting third parties; Standards; and Trainings.

The Ethics and Conduct Committee is responsible for managing the Integrity Policy and monitoring its correct application. This committee also oversees the receiving and investigation of reports of possible Code violations, and recommends suitable measures to the Board of Directors whenever necessary.

## Ethics Channel

We also provide an Ethics Channel for society at large. This is a confidential, safe, and anonymous communication channel that can be used to report conducts that violate our Code of Ethics and Conduct, or applicable legislation.

Reports are received by ICTS, a specialized

independent company to ensure secrecy, confidentiality, and discretion.

The Ethics Channel is available on the website or by phone at 0800 377 8019 for calls from Brazil, and +55 11 2739-4449 for international calls.

## Reports received GRI 103-2

In 2021 the Ethics Channel received 16 reports of conduct deviation. Each confirmed report is the object of a preliminary report with a summary of the facts, which is sent to the Ethics and Conduct Committee for awareness. The director areas

responsible for the area subject to a report are also prompted to investigate the facts.

All complaints were assessed and solved during the period of this report.

# Disclosure to employees

All employees receive the Code of Ethics and Contact and formally state they are aware of its contents. We also provide annual recycling and qualification training on the topic, and from time to time reinforce how to address the more sensitive items.

We hold an annual Compliance Week. In 2021, 1,909 employees participated, 840 online and 1,069 in-person.

JHSF Incorporação | Cidade Jardim Corporate Center





# Environment

The company is committed to "Maintaining the high standard of quality

and excellence of, our products and services, reducing our environmental impact", which applies to all JHSF segments.



# Energy GRI 103-2, 103-3 | 302

We currently adopt important and ad-hoc measures for the conscientious and responsible use of energy in all our ventures. We seek to implement rational ways to automate equipment use, especially the air conditioning in our shopping malls. We also use architectural materials and solutions that promote energy saving.

Our Fasano hotels use heat pumps to heat the water for rooms and kitchens. Heat pumps use electricity to remove heat from one area, in this case the air, and transfer it to another area, in this water, they are energy-efficient and, unlike gas boilers, do not impact the ozone layer. All rooms and common areas use LED lighting, which uses less energy than regular light bulbs.

In our airports, aircraft tows, the carts used to transport passengers, and our Ground Power Units (GPU), which are the units that supply power to aircraft on the ground, are electrical, helping reduce the use of fossil fuels.

We also promote initiatives to renew lighting equipment and install meters to increase the energy control and efficiency of our ventures.

## Energy use within the organization GRI 302-1

| Total energy used within the organization (GJ) <sup>1</sup> | 2020                 | 2021                    |
|---|----------------------|-------------------------|
| Non-renewable fuels   | 13,462,973.47        | 1,713,394,640.03        |
| Renewable fuels   | 3.84                 | 7,328.17                |
| Energy consumed <sup>2</sup>                                | 150,765.14           | 209,620.04              |
| Energy sold   | 11,181.60            | 20,700.79               |
| <b>TOTAL<sup>3</sup></b>                                    | <b>13,602,560.85</b> | <b>1,713,590,887.45</b> |

<sup>1</sup> Conversion factor: 2021 National Energy Balance: Base year 2020 / Empresa de Pesquisa Energética [Energy Research Company] – Rio de Janeiro: EPE, 2021.

<sup>2</sup> Recalculated due to refined activity

<sup>3</sup> Recalculated due to refined activity



# Climate change

GRI 103-2, 103-3 | 305

In 2021, greenhouse gases (GHG) of the 2020 operations of the São Paulo Catarina International Executive Airport were offset, including those arising from changing ground utilization during the implementation phase of the airport. The estimate was based on the Brazilian GHG Protocol Program, assured by an independent third-party.

We will keep the airport carbon-neutral regarding direct (scope 1) and indirect (scope 2) emissions, and will offer options to enable clients and partners to offset their own emissions.

In 2021, a total of 7,360.96 tCO<sub>2</sub>e in greenhouse gases were emitted as a result of energy used by the company's ventures.

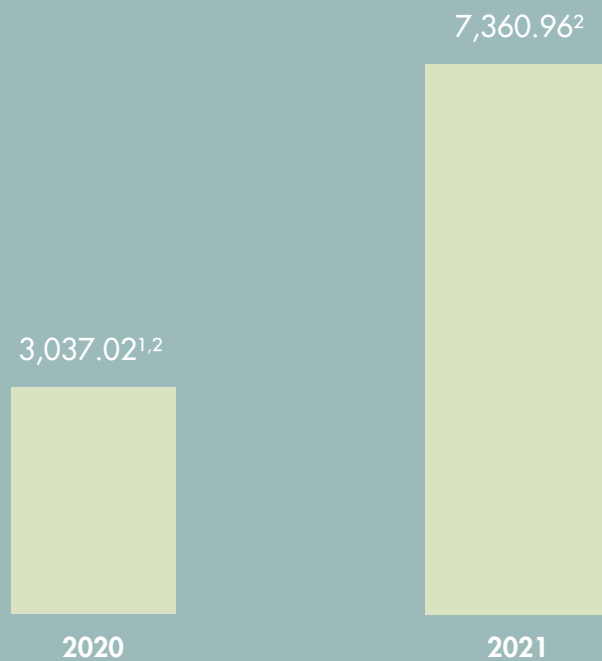
In the 2022 cycle we will advance in identifying and monitoring direct and indirect sources of emission across all segments in which the company operates. We will also analyze the risks and opportunities related to climate change in all our assets and operations in the state of São Paulo, in line with the Task Force on Climate Financial Disclosure (TCFD).



# Emissions GRI 305-2

The increase in JHSF indirect GHG emissions in 2021 is the result of two factors. First, the increase in the emission factor of the national energy grid, which doubled between 2020 and 2021, and second, an increase in energy use, especially as shopping malls, hotels, and restaurants fully reopened, having been shut down for much of 2020 due to the restrictions imposed by the pandemic.

## Indirect emissions from energy purchases (t CO<sub>2</sub> equivalents)



<sup>1</sup> Recalculated due to refined activity.

<sup>2</sup> The following gases were included in this calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O.



# Water

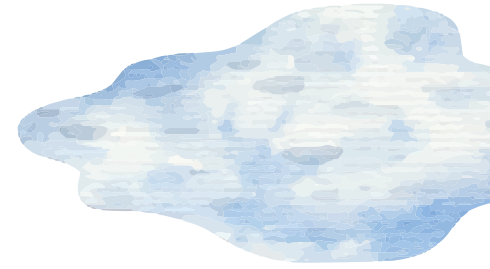
GRI 103-2, 103-3 | 303

Water management in our businesses is based on monitoring plans designed to mitigate losses and ensure conscientious use. Most ventures are supplied by public water utilities, regulated artesian wells, and tank trucks. Some locations

have sewage treatment units (STU), with aerobic treatment systems licensed by the appropriate environmental agency. JHSF also has properties located in the Paraná and Amazon river basins.



# Water for the Executive Airport GRI 303-1



The São Paulo Catarina International Executive Airport has two wells to capture underground water. The amount of water is monitored on a monthly basis to ensure it is within the volume in the permit, thus avoiding any impact on the availability of water resources. Potable water is monitored daily using the high standards of potability required by Anvisa, the National Health Surveillance Agency.

We also monitor two water bodies close to the venture from time to time, and conduct environmental oversight of different construction jobs for preventive identification and treatment of any erosion.

Airport effluents are collected in a tank and sent for treatment to a duly licensed third-party. The reservoir is inspected monthly.

All hangars and aprons have oil/water separator tanks to avoid contaminating the water bodies with chemical effluents from aircraft maintenance activities.

In addition to these tanks, all hangars and supply stations are equipped with environmental emergency kits, as well as small, medium, and large containment basins.

All employees and contractors whose work requires handling these products are trained in best practices in their use and storage.



# Waste management

GRI 103-2, 103-3 | 306, 306-1

Our ventures segregate waste for selective collection, with each type of material disposed of in a specific manner.

Most of the waste in our main office is paper. In 2021 we implemented a digital platform for signing documents, which eliminated the use of 10,301 kg of timber and 253,129 liters of water.

It also eliminated 1,674 tons of trash and avoided the emission of 24,179 kg of greenhouse gases, measured using the DocuSign tool.

Forty percent of the solid waste generated by the airport, or some 6 thousand kg, were recycled or used for fuel.





# Biodiversity

GRI 304

We recovered degraded areas as part of the environmental permitting for our ventures, and run quarterly campaigns to monitor the fauna. By late 2021 the company had completed 21 campaigns to gather samples of local biodiversity, and measure the impact of our ventures on the fauna.

Data analysis allows us to identify potential impact on animal populations and implement recovery measures, either by stabilizing the area or using environmental enrichment.

This monitoring also helps manage the risk of collisions with animals at the São Paulo Catarina International Executive Airport.

In 2021 a document entitled Identificação do Perigo da Fauna (IPF), which translates to Identifying the Dangers to the Fauna, will be the basis for the Fauna Risk Management Plan (PGRF) and the Airport Fauna Handling Plan (Plano de Manejo de Fauna Aeroportuária - PMFA).

To add value to the environment, we are committed to “Developing and operating our product and project portfolio using innovative and sustainable technological solutions”, which will guide our activities in this area as of 2022.







# Social

We have been publicly recognized by the Porto Feliz, SP city government for our contributions to fighting the pandemic.



To scale the positive impact and expand our activities in this area, we committed to **“Promoting a safe, healthy, diverse, inclusive, and continuous development work environment that attracts and retains the best talents”**,

and **“Contributing to creating socioeconomic prosperity and development hubs in the communities where we are present”**, to be broken down in 2022.

## Community relations

Throughout 2021 we were constantly in contact with government and community representatives around our ventures to help them fight the Covid-19 pandemic, sending health care and hospital equipment to handle patients with the disease, in addition to food and hygiene items. In all these donations exceeded R\$ 200 thousand in the year.

The Cidade Jardim complex in the city of São Paulo has a long-term relationship with the Jardim Panorama community, with corporate volunteering activities.

In the Catarina Complex we are involved in education, health care, and qualification by supporting local government agents structuring professional qualification programs.

We also contributed R\$ 1.25 million to institutes that support disadvantaged children and adolescents, and to fight childhood cancer. Fifty-eight percent of these funds came from social investments by BNDES (National Bank for Economic and Social Development) companies.



# Diversity and inclusion

GRI 103-2, 103-3 | 405

We have made significant progress in diversity and inclusion. Throughout 2021 we focused on sensitization and awareness of our employees, consolidating strategies and aspirations in JHSF Diversity Hubs.

We defined four affinity groups: gender equity, race, LGBTQIA+, and people with disabilities. These affinity groups are in charge of preparing and implementing actions in this regard, always within the strategy of our tactical plan.

## Internal gender diversity



**40%**

of the members of our Board of Executive Officers are women



**44%**

of our leadership positions are occupied by women (supervisors, coordinators, managers, and directors)



**58%**

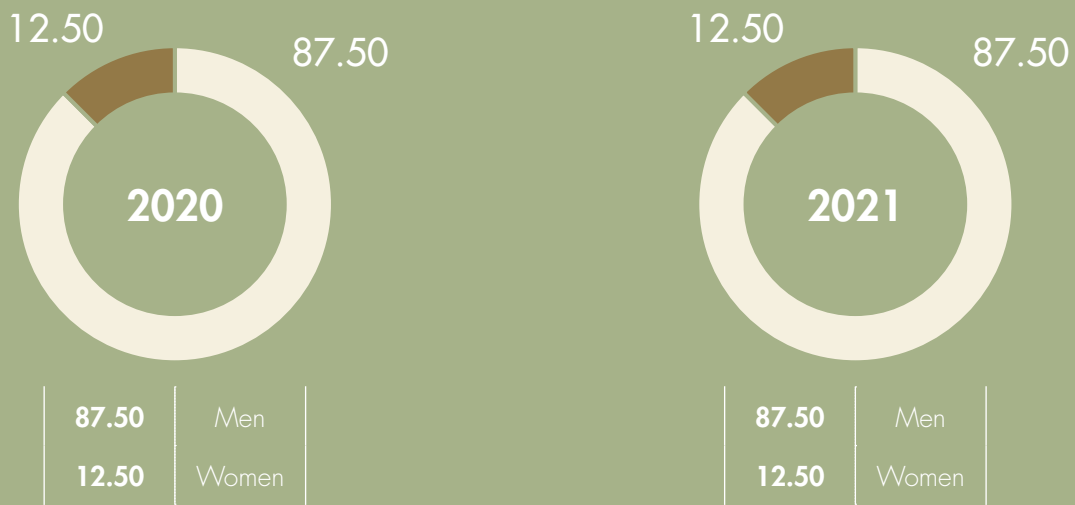
of the holding company employees are women

# Diversity in governance bodies

GRI 405-1

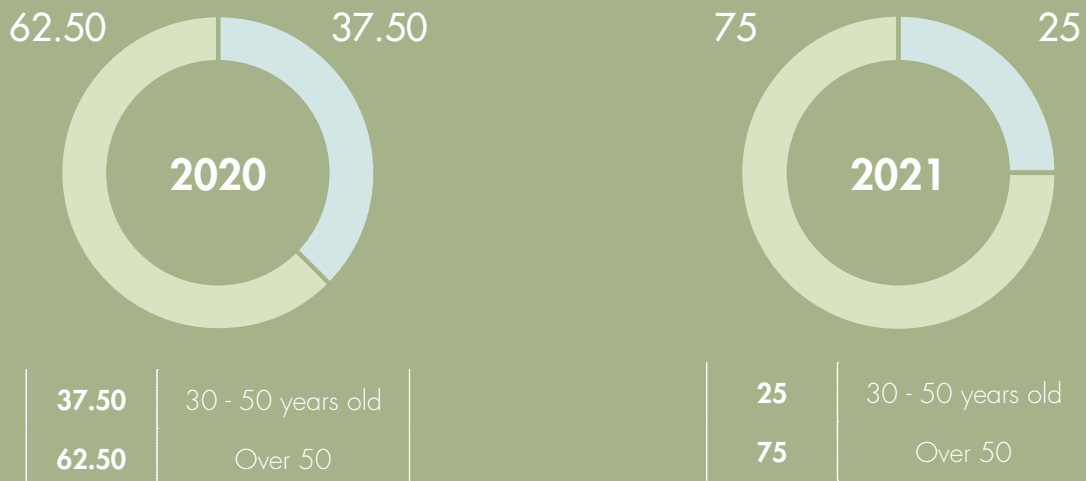
## Individuals within the organization's governance bodies, by gender (%)

Board of Directors



## Individuals within the organization's governance bodies, by age group (%)

Board of Directors





## Workforce by employee category and gender (%)

|                         | 2020         |              | 2021         |              |
|-------------------------|--------------|--------------|--------------|--------------|
|                         | Men          | Women        | Men          | Women        |
| Board of Directors      | 87.50        | 12.50        | 87.50        | 12.50        |
| Oversight Board         | 100          | 0            | 100          | 0            |
| Board Member (Auditing) | 100          | 0            | 100          | 0            |
| Executive Board         | 67.57        | 32.43        | 65.96        | 34.04        |
| Management              | 48.21        | 51.79        | 44.38        | 55.62        |
| Heads/coordinators      | 57.14        | 42.86        | 44.32        | 55.68        |
| Technical/supervisor    | 72.37        | 27.63        | 75.86        | 24.14        |
| Administrative          | 31.41        | 68.59        | 34.49        | 65.51        |
| Operational             | 69.89        | 30.11        | 70.77        | 29.23        |
| <b>TOTAL</b>            | <b>63.17</b> | <b>36.83</b> | <b>61.18</b> | <b>38.82</b> |

## Employees in minority groups, by functional category (%)

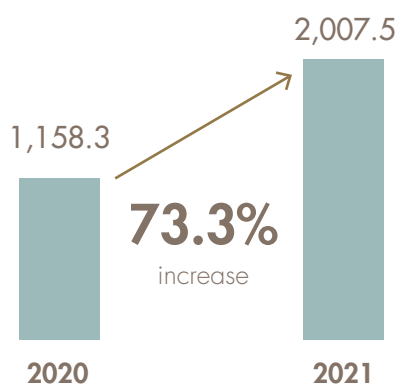
|                         | 2020         |             |             |                          | 2021         |             |             |                          |
|-------------------------|--------------|-------------|-------------|--------------------------|--------------|-------------|-------------|--------------------------|
|                         | Black        | Asian       | Indigenous  | People with disabilities | Black        | Asian       | Indigenous  | People with disabilities |
| Board of Directors      | 8.11         | 0           | 0           | 0                        | 0            | 0           | 0           | 0                        |
| Oversight Board         | 0            | 0           | 0           | 0                        | 0            | 0           | 0           | 0                        |
| Board Member (Auditing) | 0            | 0           | 0           | 0                        | 0            | 0           | 0           | 0                        |
| Executive Board         | 2.70         | 0           | 0           | 0                        | 8.11         | 0           | 0           | 0                        |
| Management              | 17.86        | 0           | 0           | 0                        | 11.31        | 0           | 0           | 0                        |
| Heads/coordinators      | 26.79        | 0           | 0           | 0                        | 16.07        | 0           | 0           | 0.89                     |
| Technical/supervisor    | 53.95        | 0           | 0           | 0                        | 43.42        | 0           | 0           | 0                        |
| Administrative          | 26.92        | 0.64        | 0.64        | 0                        | 58.65        | 0.64        | 0.32        | 0.64                     |
| Operational             | 51.83        | 0.34        | 0           | 0.34                     | 53.20        | 0.63        | 0.06        | 0.40                     |
| <b>TOTAL</b>            | <b>44.35</b> | <b>0.32</b> | <b>0.08</b> | <b>0.24</b>              | <b>48.04</b> | <b>0.53</b> | <b>0.08</b> | <b>0.40</b>              |

# Financial and economic results

In 2021 our financial results beat records, especially our gross and net revenue, gross and net income, and Ebitda. This performance is summarized below and detailed on [page 60](#) of the attachment to this report, and is the fruit of a focused, long-term effort.

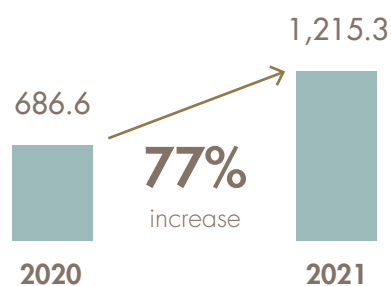
## Net revenue

(R\$ million)



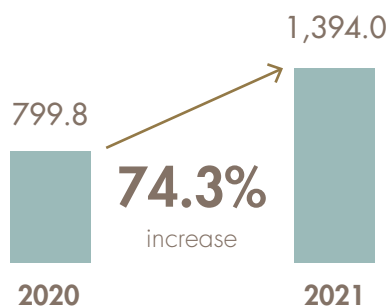
## Adjusted Ebitda

(R\$ million)



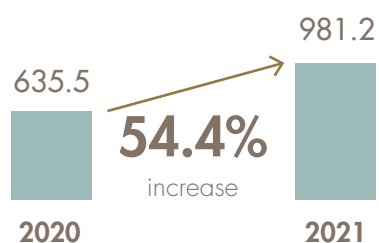
## Gross profit

(R\$ million)



## Net income

(R\$ million)





JHSF Airport | São Paulo Catarina International Executive Airport

# About this report

This Annual Sustainability Report presents the main results of JHSF Participações S/A in the period from January 1 to December 31, 2021. The information herein was calculated, systematized, and submitted according to global best practices in the management and reporting of corporate sustainability. GRI 102-40, 102-50, 102-48, 102-51

This is the second consecutive year JHSF has issued a Sustainability Report. Both the 2020 report, published as a summary only, and the present report are based on transparency,

gaining the organizational maturity and robustness required to, in future, include all content in an essential version of the standards of the Global Reporting Initiative (GRI). In this case we opted to use the Referenced GRI approach.

The goal is to keep all JHSF stakeholders informed of our activities in the economic, social, environmental, and governance areas.



# Summary GRI content

## *(Global Reporting Initiative)*

| General disclosures               |   |          |          |       |
|-----------------------------------|---|----------|----------|-------|
| GRI 101: 2016 Fundamentals        |   |          |          |       |
| GRI 101 contains no disclosures   |   |          |          |       |
| Organizational profile            |   |          |          |       |
| GRI Standards                     | Disclosure  | Page/URL | Omission | SDG   |
| GRI 102: General disclosures 2016 | 102-1 Name of the organization                                      | 5        |          |       |
|                                   | 102-2 Activities, brands, products, and services                    | 5        |          |       |
|                                   | 102-3 Location of headquarters                                      | 11       |          |       |
|                                   | 102-4 Location of operations  | 11       |          |       |
|                                   | 102-5 Ownership and legal form                                      | 5, 35    |          |       |
|                                   | 102-6 Markets served  | 5        |          |       |
|                                   | 102-7 Scale of the organization                                     | 5, 11    |          |       |
|                                   | 102-8 Information on employees and other workers                    | 28       |          | 8, 10 |
|                                   | 102-9 Supply chain  | 24       |          |       |
|                                   | 102-10 Significant changes to the organization and its supply chain | N.A.     |          |       |
|                                   | 102-11 Precautionary principle or approach                          | 37       |          |       |
| Strategy                          |   |          |          |       |
| GRI 102: General disclosures 2016 | 102-14 Statement from senior executive                              | 3        |          |       |
| Ethics and integrity              |   |          |          |       |
| GRI 102: General disclosures 2016 | 102-16 Values, principles, standards, and behavior codes            | 6        |          | 16    |
| Governance                        |   |          |          |       |
| GRI 102: General disclosures 2016 | 102-18 Governance structure   | 33       |          |       |

| GRI Standards                     | Disclosure  | Page/URL  | Omission | SDG |
|-----------------------------------|---|---|----------|-----|
| <b>Stakeholder engagement</b>     |   |   |          |     |
| GRI 102: General disclosures 2016 | 102-40 List of stakeholder groups                               | 55  |          | 8   |
|                                   | 102-41 Collective bargaining agreements                         | 91.28% of JHSF Group employees are covered by collective bargaining agreements for their category and region where they work. All CLT employees are covered by such agreements. |          |     |
|                                   | 102-42 Identifying and selecting stakeholders                   | 10  |          |     |
|                                   | 102-43 Approach to stakeholder engagement                       | 8   |          |     |
|                                   | 102-44 Key topics and concerns raised                           | 8   |          |     |
| <b>Reporting practices</b>        |   |   |          |     |
|                                   | 102-46 Defining report content and topic boundaries             | 10  |          |     |
|                                   | 102-47 List of material topics                                  | 10  |          |     |
|                                   | 102-48 Restatements of information                              | 55  |          |     |
|                                   | 102-49 Changes in reporting                                     | N.A.  |          |     |
|                                   | 102-50 Reporting period   | 55  |          |     |
|                                   | 102-51 Date of most recent report                               | 55  |          |     |
|                                   | 102-52 Reporting cycle  | Annual  |          |     |
|                                   | 102-53 Contact point for questions regarding the report         | 62  |          |     |
|                                   | 102-54 Claims of reporting in accordance with the GRI Standards | This report is inspired on GRI methodology.   |          |     |
|                                   | 102-55 Summary GRI content                                      | 56  |          |     |
|                                   | 102-56 External assurance                                       | N.A.  |          |     |

| MATERIAL TOPICS                     |  |  |          |              |
|-------------------------------------|--|--|----------|--------------|
| Economic performance                |  |  |          |              |
| GRI Standard                        | Disclosure   | Page/URL   | Omission | SDG          |
| GRI 103: Management approach 2016   | 103-1 Explanation of the material topic and its boundaries | 60   |          |              |
|                                     | 103-2 The management approach and its components           | 60   |          |              |
|                                     | 103-3 Evaluation of the management approach                | 60   |          |              |
| GRI 201: Financial performance 2016 | 201-1 Direct economic value generated and distributed      | 60   |          | 8, 9         |
| Electricity                         |  |  |          |              |
| GRI 103: Management approach 2016   | 103-1 Explanation of the material topic and its boundaries | 42   |          |              |
|                                     | 103-2 The management approach and its components           | 42   |          |              |
|                                     | 103-3 Evaluation of the management approach                | 42   |          |              |
| GRI 302: Energy 2016                | 302-1 Energy consumption within the organization           | 42   |          | 7, 8, 12, 13 |
| Water & Effluents                   |  |  |          |              |
| GRI 103: Management approach 2016   | 103-1 Explanation of the material topic and its boundaries | 45   |          |              |
|                                     | 103-2 The management approach and its components           | 45   |          |              |
|                                     | 103-3 Evaluation of the management approach                | 45   |          |              |
| GRI 303: Water and effluents 2018   | 303-1 Interactions with water as a shared resource         | The São Paulo Catarina International Executive Airport is located within UGRHI 10 - Tietê Sorocaba, in the Tietê River Sub-basin. UGRHI stands for Water Resource Management Unit. For this venture we measured daily lows of 24 and 36 cubic meters daily, or 720 and 1,080 cubic meters monthly respectively. On average, we consume 390 m <sup>3</sup> /month from the first well, and 44 m <sup>3</sup> /month from the second. In no month did we consume more water than the volume in our permits. Water meters were installed and started operating in March 2021. |          | 6, 12        |

| GRI Standard                                    | Disclosure   | Page/URL | Omission | SDG               |
|---|--|----------|----------|-------------------|
| <b>Emissions</b>                                |  |          |          |                   |
| GRI 103:<br>Management approach 2016            | 103-1 Explanation of the material topic and its boundaries   | 43       |          |                   |
|   | 103-2 The management approach and its components             | 43       |          |                   |
|   | 103-3 Evaluation of the management approach                  | 43       |          |                   |
|   | 305-2 indirect (Scope 2) GHG emissions                       | 43       |          | 3, 12, 13, 14, 15 |
| <b>Effluents and waste</b>                      |  |          |          |                   |
| GRI 103:<br>Management approach 2016            | 103-1 Explanation of the material topic and its Boundaries   | 47       |          |                   |
|   | 103-2 The management approach and its components             | 47       |          |                   |
|   | 103-3 Evaluation of the management approach                  | 47       |          |                   |
| GRI 306:<br>Waste 2020                          | 306-1 Waste generation and significant waste-related impacts | 47       |          | 3, 6, 11, 12      |
| <b>Occupational health and safety</b>           |  |          |          |                   |
| GRI 103:<br>Management approach 2016            | 103-1 Explanation of the material topic and its boundaries   | 29       |          |                   |
|   | 103-2 The management approach and its components             | 29       |          |                   |
|   | 103-3 Evaluation of the management approach                  | 29       |          |                   |
| GRI 403:<br>Occupational health and safety 2018 | 403-1 Occupational health and safety management system       | 29       |          | 8                 |
| <b>Training and education</b>                   |  |          |          |                   |
| GRI 103:<br>Management approach 2016            | 103-1 Explanation of the material topic and its boundaries   | 30       |          |                   |
|   | 103-2 The management approach and its components             | 30       |          |                   |
|   | 103-3 Evaluation of the management approach                  | 30       |          |                   |
| GRI 404: Training and education 2016            | 404-1 Average hours of training per year per employee        | 30       |          | 4, 5, 8, 10       |
| <b>Diversity and equal opportunity</b>          |  |          |          |                   |
| GRI 103:<br>Management approach 2016            | 103-1 Explanation of the material topic and its boundaries   | 51       |          |                   |
|   | 103-2 The management approach and its components             | 51       |          |                   |
|   | 103-3 Evaluation of the management approach                  | 51       |          |                   |
| GRI 405: Diversity and equal opportunity 2016   | 405-1 Diversity of governance bodies and employees           | 52       |          | 5, 8              |



# Attachment – Economic and financial performance

GRI 201-1

| Economic and financial performance (R\$ thousand)                 | 2020                | 2021                |
|---|---------------------|---------------------|
| <b>1- Revenue</b>   | <b>1,447,491.63</b> | <b>2,196,566.00</b> |
| 1.1 Revenue from the sale of real estate                          | 910,860.12          | 1,552,013           |
| 1.2 - Revenue from shopping malls and commercial leases           | 183,897.54          | 309,799             |
| 1.3 - Revenue from hotels and restaurants                         | 135,414.54          | 255,351             |
| 1.4 - Revenue from airport operations                             | 22,277.32           | 43,974              |
| 1.5 - Other revenue   | 764.88              | 8,049               |
| 1.6 - Variation in the fair value of investment properties        | 195,595.68          | 26,244              |
| 1.7 - Estimated variation in doubtful credit                      | - 1,318.45          | 1,136               |
| <b>2 - Inputs acquired from third parties</b>                     | <b>- 518,705.01</b> | <b>768,689</b>      |
| 2.1 - Costs from the sale of real estate                          | - 181,860.07        | 332,699             |
| 2.2 - Costs from shopping malls and commercial leases             | - 32,033.28         | 86,703              |
| 2.3 - Costs with hotels and restaurants                           | - 63,609.79         | 97,588              |
| 2.4 - Costs from airport operations                               | - 6,848.79          | 12,430              |
| 2.5 - Materials, outsourced services and other operating expenses | - 234,353.08        | 239,268             |
| <b>3 - Gross value added (1-2)</b>                                | <b>928,786.62</b>   | <b>1,427,877</b>    |
| <b>4- Depreciation, amortization and depletion</b>                | <b>- 25,523.00</b>  | <b>57,175</b>       |

| Economic and financial performance (R\$ thousand)       | 2020                | 2021             |
|---|---------------------|------------------|
| <b>5- Net added value produced by the company (3-4)</b> | <b>903,263.62</b>   | <b>1,370,702</b> |
| <b>6- Transferred added value</b>                       | <b>178,397.81</b>   | <b>164,106</b>   |
| 6.1 - Finance income                                    | 177,355.46          | 160,745          |
| 6.2 - Equity income in affiliates                       | 1,042.35            | 3,360            |
| <b>7 - Total vale added to be distributed (5+6)</b>     | <b>1,081,661.43</b> | <b>1,534,808</b> |
| <b>8 - Distribution of added value</b>                  | 1,081,661.43        | 1,534,808        |
| 8.1.1 - Direct compensation                             | 120,282.91          | 155,903          |
| 8.1.2 - Benefits  | 11,470.67           | 19,355           |
| 8.1.3 - FGTS  | 4,846.41            | 8,295            |
| 8.2.1 - Federal   | 173,216.38          | 105,155          |
| 8.2.2 - State   | 16,157.42           | 30,901           |
| 8.2.3 - Municipal                                       | 6,027.63            | 13,700           |
| 8.3.1 - Interest  | 92,300.75           | 192,220          |
| 8.3.2 - Rent  | 18,504.99           | 28,059           |
| 8.4.1 - Dividends distributed                           | 144,361.00          | 233,992          |
| 8.4.2 - Retained earnings                               | 499,348.00          | 769,472          |

# Credits

## JHSF

**Address:**

Cidade Jardim Corporate Center – Continental Tower  
Avenida Magalhães de Castro, 4.800 Cidade  
Jardim, São Paulo (SP)

**Our institutional website:** [www.jhsf.com.br](http://www.jhsf.com.br)

**Site – Investor relations:** [ri.jhsf.com.br](http://ri.jhsf.com.br)

**LinkedIn:** <https://www.linkedin.com/company/jhsf/>

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**YouTube:** <https://www.youtube.com/c/JHSFParticipa%C3%A7%C3%B5esJHSF3>

## Coordination

### Sustainability and Investor Relations

**Contact** Messages regarding this report may be sent to [sustentabilidade@jhsf.com.br](mailto:sustentabilidade@jhsf.com.br) or [ri@jhsf.com.br](mailto:ri@jhsf.com.br).

## group report – rpt.sustentabilidade

**Writing & editing**

Alisson Coutinho and Tita Berton

**GRI consultancy**

Renata Castellini and Leslie Diorio

**Graphic design**

Diego Ribeiro

**Layout**

Rubem Hojo

**Project and relationship management**

Ana Souza and Taynah Capecci

**Review**

Alicia Toffani

**Photos**

JHSF archives

