

INTEGRATED  
REPORT  
PLAZA S.A.

2021



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## LETTER FROM THE CHAIRMAN

In times of profound social transformations like the ones we are experiencing, companies have to respond to their social role. That role that drives them to make themselves available to the communities, their collaborators and all their stakeholders, seeking the greatest generation of shared value. In Mallplaza, we have sought to preserve that conviction in our 31 years of history and today, more than ever, we have proposed to carry it forward.

There have been many challenges. Of course, we had significant operational challenges as a result of the pandemic, which we addressed thanks to flexible and efficient management that made us quickly and safely adapt the operation of the different categories in our urban centers, allowing our business partners to quickly resume the attention of the public.

On the other hand, seeking to strengthen the connection with people and their needs, we accelerated our omnichannel strategy to respond to an experience of multiple physical and digital contact points, being part of one of the largest retail

ecosystems in the region, incorporating new categories to strengthen mixed uses, mobilizing our collaborators towards a more agile organization and adding new brands widely valued in the market. This quick reaction has had positive results reflected in sales performance, new businesses' deals and especially, in the sustained return of people to our spaces.

Nonetheless, without a doubt, the biggest challenge we took on during 2021 was deepening our commitment to sustainability, which for Mallplaza means working to create value networks and opportunities in each place where we are present and for all our stakeholders; networks that are inclusive, relevant and make a real contribution to the lives of all those who have contact with our company, since before we start building and operating our urban centers. This is in line with our adherence to the Sustainable Development Goals of the United Nations 2030 Agenda, which we have prioritized and which are: reduction of inequality, construction of sustainable cities and communities, and climate

action. Along with this, the renewal of our commitment to the Ten Principles of the United Nations Global Compact, where during 2021 we made effective progress in the four central axes that are: Human Rights, Labor Standards, Environment and Anti-corruption.

We have materialized this strategic view through sustainability management based on the ESG dimensions (environmental, social and governance), which we have been constantly reinforcing. These advances have allowed us to be for three consecutive years in the Dow Jones Sustainability Index, Chile, and Mila indices, and we will continue working to improve our performance every year.

**A prime area of our sustainability management is the social dimension.** In it, we seek to deepen our contribution to the communities through entrepreneurship, local employment, and direct relationships. In the same way, we have projected to advance with the development policies for collaborators, suppliers, and visitors.

Thus, during 2021 we have sustainably deepened our support for entrepreneurship, strategically incorporating them as permanent business partners of our value proposition and, at the same time, supporting them in their different stages of development through training on retail, market analysis, and financial education, creating networks with entrepreneurship circles and delivering digital tools to improve their businesses' management.

Today in Mallplaza entrepreneurs have new and better spaces for growth, hand in hand with alliances with public and social organizations such as Corfo , Prodemu , Fosis and Asech . In this way, we have advanced towards a collaborative and mutually beneficial work model where entrepreneurs have the opportunity to reach, with their products, the thousands of people who visit us daily, while for Mallplaza having entrepreneurs in our value proposition is a tremendous opportunity to receive a diversity of supply of local manufacturing and craft products.

"In times of profound social transformations like the ones we are experiencing, companies have to respond to their social role. That role that drives them to make themselves available to the communities, their collaborators and all their stakeholders, seeking the greatest generation of shared value".

“We have moved towards a collaborative and mutually beneficial work model where entrepreneurs have the opportunity to reach, with their products, the thousands of people who visit us daily, while for Mallplaza means a tremendous opportunity to add to our value proposition a diversity of supply of local manufacturing and craft products”.

Thanks to the Mallplaza Entrepreneurship Model, we have benefited more than 9,800 entrepreneurs in Chile, Peru and Colombia, and we have carried out more than 900 commercial activities such as fairs, permanent modules for entrepreneurship, Mercado Campesino and Plaza Emprende stores, where we have 16 openings, only in 2021. One of them is TXAFKIN in Mallplaza Los Dominicos, the first Mapuche craft store inside an urban center and which was recognized by the Chamber of Shopping Centers with the Social Innovation award.

Regarding direct relationship, during 2021 we have established 99 dialogue processes with more than 520 residents of all the communes where we have presence and this has allowed us to be connected and know their needs. Currently, 100% of our malls have listening instances and direct connection, constantly seeking feedback from our communities, raising new synergies and opportunities.

Along with the above, we made available 17 urban centers for COVID-19 and Influenza vaccination, as well as Active Case Search centers in Chile, Peru, and Colombia, with more than 840,000 inoculated against COVID-19 and 17,000 against influenza in the region.

**Secondly, I would like to highlight environmental management** and the commitment to be carbon neutral by 2030. As Mallplaza, we assume a role as a mobilizing agent for changes that seek to positively impact the environment and contribute to better collective well-being. To this end, we have committed to operating with 100% Non-Conventional Renewable Energies (NCRE) by 2022 in Chile and Peru, and by 2025, to reduce water consumption by 30% and increase waste recovery to 60%, promoting circularity.

Finally, regarding our company's governance, we have placed emphasis on strengthening our risk management in general, but also addressing emerging risks with greater anticipation and

*“It is no coincidence that Mallplaza is a city center. A social meeting space in harmony with its surroundings and where people are not alone”.*

due diligence. All this, added to our permanent management in order to have the best practices in corporate governance, transparency, and crime prevention, and with permanent training to understand the business and all stakeholders.

Our strategic commitment to sustainability goes hand in hand with the management and development of our value proposition and the growth of our business. Mallplaza has a differentiating proposal, capable of transforming our spaces into strategically located urban centers, bringing together multiple uses and visit purposes, complementary and beyond retail, leveraged in omnichannel .

At the same time, we have been able to continue incorporating new categories and attractive brands, capturing the interest of new business partners, which is reflected in the 185,000 m<sup>2</sup> of new business achieved in the period.

It is no coincidence that Mallplaza is a center of the city. A social meeting space, in harmony with its surroundings and where people are not alone. It is true that today we know more about our visitors. We know what they are looking for, the routes they take, the experiences they want to have. This allows us to enhance our value proposition and thus multiply the contact opportunities between our visitors and our more than 4,000 business partners.

We are happy with the way we have come, but certainly we still have a long way to go. It is a permanent challenge and part of what is expected of Mallplaza.

**Sergio Cardone**  
*Chairman of PLAZA S.A.*



## LETTER FROM THE CEO

2021 was a challenging year, but particularly a year of opportunity and growth for Mallplaza. It was a year marked by the significant reduction in health restrictions related to the pandemic, which allowed us to move towards a growing normality in the operation of our 25 urban centers, opening all categories to the public, boosting the level of conversion and a sustained and accelerated return of visitors to Mallplaza in Chile, Peru and Colombia, reaching 211 million visits and, therefore, exceeding the flow of the previous period.

The sustained return of people to the Mallplaza urban centers has also been a consequence of our permanent search to transform our spaces into a true city core. Places where people can, at the same time, socialize and meet others, study, work, solve needs, have fun and live, very much in line with our purpose of **“simplifying and enjoying life”**.

To do this, we promote a proposal with multiple purposes for visits and mixed uses, with permanent growth and the incorporation of attractive categories and brands, maximizing the location of our urban centers, through a robust omnichannel

strategy that allows us to offer different contact, sale, and delivery points through Click & Collect or the Pit Stop service.

At Mallplaza we offer not only a robust retail proposal, but also a differentiating proposal for health, education, services, entrepreneurship, culture, public services, offices, entertainment, and gastronomy, which together represents 36% of our total leasable area.

Along with this, **being part of one of the largest retail ecosystems in the region** gives us multiple opportunities for growth and development (malls, Marketplace, loyalty, and logistics), anchored in our role as an urban center, generator of traffic and capable of offering an experience of multiple contacts and purposes of visit, providing unique differential value to people and our business partners

This tremendous potential allows us to expand our value proposition, offering visitors and business partners all the capabilities of the ecosystem with direct and rapid access to a greater variety and volume of services and products, grouping them in a single physical and digital place.

“The sustained return of people to the urban centers of Mallplaza has also been a consequence of our permanent search to transform our spaces into a true city cores”.

This comprehensive and differentiating vision along with a strategically focused management allowed us to have a robust performance and leaves us on a very good footing for the future.

### **New businesses and brands**

During 2021, the demand from business partners to become a part of Mallplaza was activated, opening new stores. We were able to complete 185,000 m<sup>2</sup> of new business, consolidating the presence of brands valued by the markets such as Casaideas , IKEA, H&M, Tricot , The Line, Huawei, and Lego. The foregoing was also strengthened by a growing interest from

new retailers to enter Mallplaza for the first time, in search of high flow, as was the case of Doremi in Mallplaza Norte in Chile, and Dollar City in Mallplaza Comas in Peru.

In line with the leading role that retailtainment has in our value proposition, we have aimed to enhance our gastronomic offer with new concepts and districts adapted to the different styles of visitors received by our urban centers nowadays. This is how in 2020, we incorporated the Sweet Zone, adding casual gastronomic proposals in the corridors of our urban centers, and during 2021, we delved into this format, adding fast casual zones with the arrival of Buena Barra, Barra Chalaca, El Japones, Take a Work , Brunella , La Sanguchera del Barrio, and Papachos.

This renewal of our value proposition has allowed us to emphasize new categories that are relevant to people, such as home, technology, sports, and convenience stores, strengthening our connection with the habits and preferences of the new consumer. Likewise, we are opening new uses related to work and housing, taking the Mallplaza proposal to its maximum potential.

### **Higher occupancy and better performance**

The foregoing was also accompanied by high occupancy levels, around 91%, and the consolidation of a mix of diversified and high-value business partners, working together to continue with the high levels of sales and better performance.

Given these positive results, the company was also able to recover its turnover level and end the exceptional support measures associated with the pandemic.

### **Differentiating omnichannel strategy**

The year 2021 also marked the progress of Mallplaza’s differentiating omnichannel strategy, which not only generated new infrastructure and capabilities that allowed us to sustain operation in the toughest moments of the pandemic and satisfy the needs of our customers through remote channels, but it is also giving good results to the company and our commercial partners, consolidating our position as logistics hubs in the middle of the city.

As I mentioned before, Mallplaza participates in the largest retail ecosystem in the region and this great differential allows us to provide a greater number of services and products, generating new business opportunities, growth and value for all our stakeholders.



**We are not only providing square meters and high flows,** but we are also able to offer delivery services, payment, and benefits of one of the largest loyalty programs in the region, in addition to opening a physical window for digital business partners to disembark in our urban centers.

Today, the 19 Click & Collect points allow us to provide a simple and easy experience in the delivery of products purchased in different marketplaces, and the Pit Stop service has allowed us to improve the experience of end consumers, reducing delivery times in digital purchases in the 12 urban centers in Chile, Peru and Colombia that have this service.

Mallplaza 's regional vocation was also a central axis in this year 2021. First, we completed the regionalization of the company by creating a **new corporate structure** that facilitates agile decision-making and enhances business opportunities and omnichannel and commercial growth in each market through the **Division Managements of Chile, Peru, and Colombia.**

Along with this, we continue with our growth plan in the region. This is not by chance; growth is a central part of our DNA. We are a company that trusts in Latin America's potential.

Thus, while our new urban centers Mallplaza Comas in Peru, and Mallplaza NQS in Bogotá strengthened their value proposition and had a positive performance one year after their opening, in Chile we made progress with the renovation and expansion of Mallplaza Vespucio, Mallplaza Oeste, Mallplaza Norte and Mallplaza La Serena, according to projected times.

In the case of Mallplaza Vespucio, for example, we will continue incorporating new brands, enhancing gastronomic offer with the Mercado format, we will strengthen connectivity and develop new infrastructure to offer the best omnichannel experience, so that people enjoy their visit to the fullest. Along with this, expansion and remodeling of Autoplaza and the Cinemark cinema complex are considered, as well as the incorporation of an IMAX room. Meanwhile, the expansion of Mallplaza Oeste will include the largest IKEA store in the country, which will transform this urban center into the main home improvement supply point in the Metropolitan Region.

**"Mallplaza participates in the largest retail ecosystem in the region and this great differential allows us to provide a greater number of services and products as well as generate new business, growth, and value opportunities for our business partners, digital natives and visitors".**

"At Mallplaza we know that the future is built today, which is why we have advanced in a profound transformation that is already beginning to yield results. We have a vision and a strategy to tackle the multiple challenges of the future, but –particularly– to seize the opportunities".

## Results 2021

The progress and execution of our strategy were reflected in the latest delivery of financial statements. The company registered an accelerated recovery in its sales, conversion, and revenue levels, reaching visitors flow of 74 million at the regional level in the reported quarter, equivalent to 95% of the flow of 4Q2019, and an occupancy level of 91% with a mix of diversified and high-value business partners.

On the other hand, in 4Q2021 Mallplaza achieved an increase of 27% in revenues compared to 4Q2019 and 51% compared to 2020. In turn, EBITDA was 76% higher compared to the same period of the previous year, with a margin on revenues of 79%, while FFO was 111% higher compared to the fourth quarter of 2019 and grew 125% compared to the same period in 2020.

## Vision and future strategy

At Mallplaza we know that the future is built today, which is why we have advanced in a profound transformation that is already beginning to yield results. We have a vision and a strategy to address the many challenges in the future, but - particularly to seize the opportunities.

We are aware of the changes that societies are undergoing and that is why we seek to move forward always keeping people at the center of our work and from there develop our value proposition, responding to needs and seeking new growth opportunities for our business partners. That is our commitment.

**Fernando de Peña**  
*CEO of PLAZA S.A.*

# 01

WE ARE  
MALLPLAZA



MALLPLAZA PURPOSE

*Simplify and  
enjoy life more*

Mar

12

VALUES



**We are a team**



**We exceed customer expectations**



**We make things happen**



**We grow by our achievements**



**We act with sense**

## STRATEGIC PILLARS



### OMNICHANNEL

We offer our business partners and visitors a variety of services and products (urban centers, marketplace, loyalty, and logistics programs) in a single physical-digital location, managing to generate a differentiating value proposition and deliver a comprehensive experience with multiple contact points.



### BUSINESS PARTNERS

We work together to increase the visitors flow, conversion, and sales, seeking to generate shared value and maintain long-term business relationships.



### VISITORS

We provide physical and digital spaces that allow us to solve the multiple and growing needs of people, promoting socialization and meeting, allowing them to live experiences loaded with relevant, personalized, and meaningful content.



### COMMERCIAL OFFER

We have urban centers that evolve and develop permanently, becoming true centers city cores, where people can live, study, work and have fun without having to move to other places.



### GROWTH

We develop, via greenfield and brownfield, regional urban centers with a focus on new market trends and consumer behavior.



### HUMAN CAPITAL

We are an agile and committed human group, who share a common purpose "Simplify and enjoy life more", with an entrepreneurial and innovative spirit. We have focused on strengthening and reinforcing our team with the incorporation of digital talent to face new challenges.



### EXCELLENCE

We share high professional standards and a strong focus on efficiency, with a regional scale and centralized operation, protecting people's safety.



### SUSTAINABILITY

We promote a sustainable development model that generates economic, social, and environmental impact, based on the co-creation of value networks among stakeholders. We promote the construction and operation of our urban centers with respect for the environment, also generating long-term links with our stakeholders. One of our main objectives is to offer meeting places that are part of the community and support the development of entrepreneurs and business partners.

## OUR HISTORY

We are part of one of the largest retail ecosystems in the region. With presence in Chile, Peru, and Colombia, Mallplaza urban centers were born with the conviction of improving the quality of life of people in areas far from the city center. Today, 31 years later and in constant evolution, we continue providing strategically located social meeting spaces, with multiple visit purposes and the permanent incorporation of new and diverse uses.



### 1990

Mallplaza Vespuccio opened its doors in the commune of La Florida, Santiago de Chile, our first shopping center.



### 1992

We incorporated new categories to the value proposition. In Mallplaza Vespuccio opened the first multiplex cinema in the country, next to a children's play area.



### 1994

Mallplaza reached the western area of the Chilean capital with the opening of Mallplaza Oeste, in the Cerrillos district.

## OUR HISTORY



**1995**

We inaugurated the first urban center in a region of Chile, Mallplaza Trébol, which opened in the commune of Talcahuano, Biobío Region. In addition, medical centers were incorporated into Mallplaza Vespucio.



**1998**

We opened Mallplaza Tobalaba, in the Puente Alto commune, Metropolitan Region, and Mallplaza La Serena, in the Coquimbo Region.



**2000**

In Mallplaza Oeste we incorporated the first Autoplaza, an unprecedented automotive sales complex located inside a shopping center.



**2001**

Mallplaza Vespucio continues with the incorporation of new categories and formats such as entertainment, gastronomy, and culture.



## OUR HISTORY



### 2003

In the Biobío Region, Mallplaza Los Ángeles opened its doors, while in the district of Huechuraba, in Santiago de Chile, Mallplaza Norte does the same.

The DuocUC Professional Institute opened its doors in Mallplaza Vespucio incorporating the first higher education proposal in a shopping center. In addition, in Mallplaza Norte and Mallplaza Vespucio, Las Terrazas, a new concept that combines entertainment and gastronomy began operating.



### 2006

We finalized the arrival in Peru with Mallplaza Trujillo, in the city of Trujillo.

In the north of Chile, Mallplaza Antofagasta was inaugurated, in a public-private partnership.



### 2008

In the Metropolitan Region opened Mallplaza Sur in the commune of San Bernardo, and Mallplaza Alameda in Estación Central. In Lima, Peru, Mallplaza Bellavista is installed in the El Callao area.



### 2009

Mallplaza enters the Chilean capital market for the first time with a successful corporate bond issue.

## OUR HISTORY



### 2012

Mallplaza arrived in Colombia with the operation of Mallplaza El Castillo in Cartagena de Indias. In Chile, Mallplaza Mirador Biobío in the commune of Concepción, Biobío Region was inaugurated.



### 2013

Mallplaza Egaña marks a milestone for the company as it is the first sustainable shopping center in the country with LEED Gold certification, located in the commune of La Reina in the Metropolitan Region, in Santiago de Chile. Its entertainment proposal innovated with the first IMAX movie theater in the country and the new gastronomic format La Azotea, with 12 restaurants.

In the Tarapacá region, in the north of Chile, Mallplaza Iquique is added.



### 2014

Mallplaza Oeste inaugurated a lagoon open to the public of 3,500 m2, while in the north of Chile, Mallplaza Copiapó opened its doors, the first mall-type shopping center in the Atacama Region.



### 2016

In Arequipa, Peru, Mallplaza Arequipa opens its doors; the first of our urban centers in that country to obtain LEED certification.

## OUR HISTORY



### 2017

Mallplaza Los Dominicos is inaugurated in the district of Las Condes, Santiago de Chile.



### 2018

Plaza SA completed its stock market opening on the Santiago Stock Exchange.

In the region of Arica and Parinacota, Mallplaza Arica opened the first Tax Free shopping center in the country.

In Colombia, in the area of the so-called Coffee Axis, Mallplaza Manizales was inaugurated.



### 2019

In Barranquilla, Colombia, Mallplaza Buenavista opened its doors.

For the first time, Mallplaza entered the Dow Jones Sustainability Index (DJSI) of the New York Stock Exchange, in the Chile and MILA categories.



### 2020

Mallplaza finalized its arrival in Bogotá through the purchase of the Calima shopping center, which was renamed Mallplaza NQS. In the north of Lima, Peru, Mallplaza Comas was inaugurated.

## OUR HISTORY



### 2021

Mallplaza promotes omnichannel through initiatives that support and increase the value offer of its commercial partners, such as Click & Collect, Pit Stop, Pide y Lleva and the alliance with marketplaces.



The first stage of the renovation of infrastructure and commercial offer of Mallplaza Vespucio is completed, with brands such as The Line, Huawei and Antihuman, the first sustainable and non-binary fashion store. In addition, a better visiting experience is offered, with the most modern Click & Collect in South America.



The measurement of water footprint of three of our urban centers in Chile (Mallplaza Antofagasta, Mallplaza Egaña and Mallplaza Trébol) concludes.

The company announces its commitment to carbon neutrality in 2030 and adheres to the Alliance for Climate Action (ACA Chile).



17 urban centers of Mallplaza in Chile, Peru and Colombia were enabled as vaccination centers in the COVID-19 and Influenza campaigns.

## CORPORATE GOVERNANCE MODEL

### SHAREHOLDERS

The owners of the company are the ones who, among others, appoint the Board of Directors and the auditors of the Company, and approve the annual report and the dividend policy.

### BOARD OF DIRECTORS

The Board of Directors of Plaza S.A. is made up of 9 members. This is the company administrator by law: defines the objectives, strategy, and policies of the company, appoints the General Manager and delegates the execution of the strategy to him. It controls the management of the company through the sessions of the Board of Directors and the Directors' Committee.

### DIRECTORS COMMITTEE

Made up of three members of the board and chaired by the Independent Director; meets monthly. Its functions include, among others, examining the reports of the external auditors, the balance sheet, and other financial statements, analyzing the operations between related parties, reviewing the policies that will be presented to the Board of Directors for its approval and examining the remuneration systems and compensation plans for managers, main executives, and employees of the Company.

### GENERAL MANAGER

Oversees the functioning and organization of the Corporate Governance; proposes objectives, strategies, and policies to the Board. Delegates the execution of the strategy to corporate managers.

### EXECUTIVE TEAM

It is made up of the main executives of the Company and its function is the management of the areas that comprise the Mallplaza value chain.

They participate in the definition of the strategy that the General Manager presents to the Board of Directors, through the different committees.

### COMMITTEES

These are the instances in which the members of the Executive Team participate to propose the strategies and agree on the procedures for their execution. The following are currently operating: Comptrollership Committee, Risk and Compliance Committee, Integrity Committee, Diversity and Inclusion Committee, Talent and Culture Committee, and Sustainability Committee.

# BOARD OF DIRECTORS\*



**Sergio Cardone Solari**

**PRESIDENT**  
 5.082.229-K  
*Commercial Engineer*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 74 years old • 12 years seniority



**José Pablo Arellano Marín**

**DIRECTOR**  
 6.066.460-9  
*Economist*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 (Until 04/28/21)



**Paul Fürst Gwinner**

**DIRECTOR**  
 6.979.383-5  
*Commercial Engineer*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 55 years old • 12 years seniority



**Carlo Solari Donaggio**

**DIRECTOR**  
 9.585.749-3  
*Civil Engineer*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 49 years old • 12 years seniority



**Manuela Sánchez Muñoz**

**DIRECTOR**  
 9.306.718-5  
*Commercial Engineer*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 49 years old • 2 years seniority



**Alejandro Puentes Bruno**

**DIRECTOR**  
 8.860.493-8  
*Commercial Engineer*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 46 years old • 2 years seniority



**Tomás Müller Benoit**

**DIRECTOR**  
 10.994.040-2  
*Commercial Engineer*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 49 years old • 2 years seniority



**Juan Pablo Montero Schepeler**

**DIRECTOR**  
 9.357.959-3  
*Civil Engineer*  
 Ordinary Meeting of Plaza S.A. 04/17/19  
 58 years old • 7 years seniority



**Pablo Eyzaguirre Court**

**DIRECTOR**  
 8.878.318-2  
*Civil Engineer*  
 Ordinary Meeting of Plaza S.A. 12/20/17  
 49 years old • 4 years seniority



**Gonzalo Somoza García**

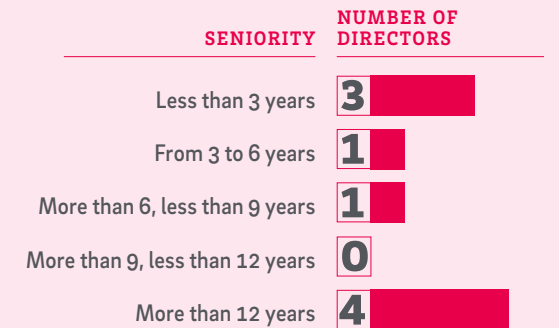
**DIRECTOR**  
 22.051.269-K  
*Civil Engineer*  
 Board meeting of Plaza S.A. 04/28/2021  
 52 years old • 1 years seniority

## DIVERSITY IN THE BOARD

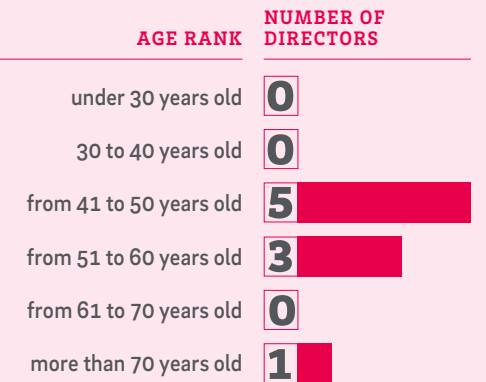


8 directors are Chilean  
 1 director is Argentine

## YEARS OF SENIORITY



## AGE COMPOSITION



(\*) Plaza S.A. does not contemplate the existence of alternate directors.

### Induction process for directors

Every new member of the Board of Directors must receive the necessary information to facilitate their process of knowing and understanding the Company. In this way, each time a new director is appointed, the procedure is as follows:

- (i) The director is invited to a meeting with the General Manager and with one or more of the main executives, where a general presentation of the company is made, in order to: a) introduce him to the strategic issues of the Company; b) inform about the most relevant businesses; c) disclose the most relevant risks of the Company; and d) answer all the doubts and concerns of the new director.
- (ii) The Attorney delivers the following information to the new director: a) the Company's bylaws; b) Integrity Code; c) Integrated Report; d) Financial Statements of recent years to learn about most relevant items, with their respective explanatory notes, in addition to the accounting criteria applied in their preparation; and e) Company policies.

- (iii) The new director receives access to the minutes of the Board of Directors of the last two years, through which he will be able to know the main agreements adopted by the Company and the considerations by virtue of which they were adopted.
- (iv) Finally, the forms that should be completed for declaration of conflict of interest and PEP (Politically Exposed Person) are given.

### Training and Performance Evaluation for the Board of Directors

Each year, training is carried out for the Board of Directors in order to deal with topics of interest that may be useful for management. During 2021, two training days were held, on May 5, and October 20, 2021, discussing the following topics: (i) "Ecosystem Strategy"; (ii) "E-Commerce"; (iii) "Free Competition Update"; (iv) "Deep Dive Technology"; and (v) "Update on Consumer Protection Legislation."

On the other hand, with a frequency no greater than two years, an evaluation of the Board of Directors is carried out through an external third party. To this end, the directors of the Company answer a survey on corporate governance practices, one of its objectives is to evaluate the effective and efficient performance of the role of the Board of Directors, in order to detect and implement possible improvements in its organization and operation.

### Attendance of the directors at the Board meetings of Plaza S.A. 2021

During 2021, attendance at Board meetings was 98%.

### Information access and management

In order to ensure that each director has all the information required for correct decision-making, prior to each session and through a digital platform with remote access –which has the appropriate security measures– material and presentations that serve as the basis for the discussion of the different topics are made available to the Board of Directors, as well as a complete report on the management of the Company, including an analysis of the most important variables of its activities.

This documentation is filed on the aforementioned platform, with a backup in the company.

### AMOUNTS DISBURSED FOR ADVISORY SERVICES TO THE BOARD

FEE (CLP) 2021	OTHER EXPENSES (CLP)	FEE (CLP) 2020	OTHER EXPENSES (CLP)
\$21,250,000	0	40,965,799	235,549

### SERVICES HIRED TO THE AUDITING FIRM OF THE FINANCIAL STATEMENTS

	(CLP) 2021	(CLP) 2020
Services from audit	213,885,932	218,289,127
Other advice	51,524,533	137,580,676

### DIRECTORS COMMITTEE REMUNERATIONS

NAME	FIXED REMUNERATION (CLP) 2021	FIXED REMUNERATION (CLP) 2020
Manuela Sánchez Muñoz	31,161,926	22,951,617
Tomás Müller Benoit	15,580,964	11,475,810
Juan Pablo Montero Schepeler	15,580,964	11,475,810
Total	<b>62,323,854</b>	45,903,237

### Directors Committee

The Directors' Committee of Plaza S.A. was constituted, in accordance with the provisions of article 50 bis of Law 18,046 and circular No. 1,956 of the Commission for the Financial Market, at the Board meeting of April 24, 2019.

The Directors' Committee is chaired by Ms. Manuela Sánchez Muñoz, independent director, and is made up of directors, Mr. Tomás Müller Benoit, and Mr. Juan Pablo Montero Schepeler.

### BOARD OF DIRECTORS REMUNERATION

NAME	FIXED DIET (CLP) 2021	OTHER STIPENDS (CLP) 2021	FIXED DIET (CLP) 2020	OTHER STIPENDS (CLP) 2020
Sergio Cardone Solari	79,011,423	-	68,854,852	-
José Pablo Arellano Marín	10,557,002	-	34,427,428	-
Paul Fürst Gwinner	39,505,713	-	34,427,428	-
Alejandro Puentes Bruno	39,505,713	-	34,427,428	-
Pablo Eyzaguirre Court	39,505,713	-	34,427,428	-
Tomás Müller Benoit	39,505,713	-	34,427,428	-
Carlo Solari Donaggio	39,505,713	-	34,427,428	-
Juan Pablo Montero Schepeler	39,505,713	-	34,427,428	-
Manuela Sanchez Muñoz	39,505,713	-	34,427,428	-
Gonzalo Somoza García	28,948,711	-	-	-
	<b>395,057,127</b>	<b>-</b>	<b>344,274,276</b>	<b>-</b>

For the twelve months finished on December 31st

	2021 (M\$)	2020 (M\$)
Remunerations received by the management	<b>7,939,059</b>	<b>4,282,379</b>
Directors' remuneration	<b>457,381</b>	<b>390,178</b>
Total of compensations for key staff	<b>8,396,440</b>	<b>4,672,557</b>



## Annual Report 2021 Plaza SA Directors Committee

This Annual Management Report has been prepared by the Directors' Committee of PLAZA SA (the "Company"), in accordance with the provisions of article 50 bis of Law No. 18,046, on Corporations.

### 1. Directors Committee.

The Directors Committee of Plaza S.A. was constituted, in accordance with the provisions of article 50 bis of Law 18,046 and circular No. 1,956 of the Commission for the Financial Market, at the Board meeting of April 24, 2019.

The Directors' Committee is chaired by Mrs. Claudia Manuela Sánchez Muñoz, independent director, and made up of directors, Mr. Tomás Müller Benoit, and Mr. Juan Pablo Montero Schepeler.

### 2. Expenses of the Directors Committee.

The Company's Shareholders' Meeting, held on April 22, 2021, established as remuneration for the members of the Committee for fiscal year 2021, a fixed monthly allowance for the equivalent in pesos of UF50 gross, and a supplementary monthly allowance of UF50 gross for its President.

During 2021, the Committee did not incur in additional expenses for the fulfillment of its functions.

### 3. Activities carried out by the Directors Committee during 2021.

During 2021, the Directors Committee met seventeen times, in ordinary monthly sessions and extraordinary work meetings. In these opportunities focus was on the knowledge of the matters within its competence. As a result of the mobility restrictions decreed by the authority and the health and prevention measures in the context of the COVID-19 pandemic, all the meetings were held remotely through the ZOOM platform.

The dates of the meetings during 2021 were as follows: January 20, February 18, March 10, March 23, April 16, May 4, May 12, June 9, July 6, July 14, August 11, August 26, September 8, November 4, November 10, November 19, and December 29.

Among other matters indicated in article 50 bis of Law No. 18,046 on Corporations and commissioned by the Board of Directors, the Committee examined the balance sheet and quarterly and annual Financial Statements of the Company, including the reports submitted by both the executives of the Company as well as by the external auditors, ruling on them; also, along with the Comptrollership area, worked on the Internal Audit plan and processes of the company and its subsidiaries, as well as on its implementation and progress monitoring;

analyzed the internal control evaluation report to the Administration presented by the Company's external auditors; monitored the Risk Management and Crime Prevention models, as well as the compliance programs for Integrity, Free Competition and Prevention of Money Laundering and Terrorism; and, finally, it analyzed the remuneration systems and compensation plans of the managers and main executives of the Company. Additionally, the Committee carried out an exhaustive selection process for the Comptroller of Plaza S.A., Ana Karina Navarrete Fuentes, who joined the company in October 2021.

It is recorded that a set of operations referred to in Title XVI of the Corporations Law was reviewed, all of which were subsequently approved by the Company's Board of Directors, mainly related to the efficiency of the operation and digital developments.

The rest of the operations with related parties informed in the Financial Statements are considered habitual or ordinary in consideration of the corporate line of business, in accordance with the general policies of habituality of the Company determined by the Board of Directors and communicated to the Commission for the Financial Market, or immaterial good according to its amount.

Santiago, March 2022.

# MALLPLAZA EXECUTIVE TEAM



**Fernando de Peña Iver**

CHIEF EXECUTIVE OFFICER  
CHILEAN 7.556.207-1  
*Civil Engineer*

Joined the Company in 1990 and has held the position since 2008.



**Ana Karina Navarrete Fuentes**

COMPTROLLER  
CHILEAN 12.497.723-1  
*Public Accountant and Auditor*

Joined the Company and has held the position since 2021.



**Cristián Somarriva Labra**

CORPORATE EXPERIENCE AND PROJECT MANAGER  
CHILEAN 7.719.111-9  
*Industrial Civil Engineer*

Joined the company in 1992 and has held the position since 2015.



**María Irene Soto Layseca**

CORPORATE AFFAIRS MANAGER  
CHILEAN 8.308.174-0  
*Journalist*

Joined the company and has held the position since 2018.



**Óscar Munizaga Delfin**

CORPORATE DEVELOPMENT AND BUSINESS MANAGER  
CHILEAN 7.036.855-2  
*Commercial Engineer*

He joined the company in 1992 and has held the position since 2008.



**Cristián Muñoz Gutiérrez**

CORPORATE COMMERCIAL MANAGER  
CHILEAN 8.688.025-3  
*Commercial Engineer*

Joined the company in 2004 and has held the position since 2009.



**Pablo Pulido Sierra**

CHILE DIVISION MANAGER  
COLOMBIAN 27.588.745-5  
*Business administrator*

Joined the company in 2015 and has held the position since 2021.



**Mauricio Mendoza Jenkin**

COLOMBIA DIVISION MANAGER  
CHILEAN 5.814.436-3  
*Engineer in Business Administration*

Joined the company in 1998 and has held the position since 2021.



**Luis Hernán Silva Villalobos**

GENERAL COUNSELOR  
CHILEAN 7.315.274-7  
*Attorney*

Joined the company in 1999 and has held the position since 2011.



**Christopher Banfield Erazo**

STRATEGIC PLANNING MANAGER  
CHILEAN 19.454.847-8  
*Commercial Engineer*

Joined the company and has held the position since 2019.



**Marina Tannenbaum Embeita**

TECHNOLOGY AND DIGITAL STRATEGY MANAGER  
CHILEAN 9.656.507-0  
*Industrial Civil Engineer*

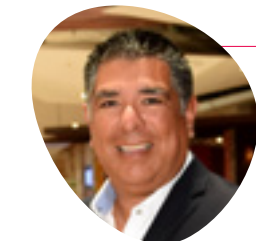
Joined the company and has held the position since 2018.



**Pablo Cortés de Solminihac**

CORPORATE FINANCE AND ADMINISTRATION MANAGER  
CHILEAN 8.552.459-3  
*Commercial Engineer*

Joined the company and has held the position since 2008.



**Luis Martín Romero Santa Cruz**

PERU DIVISION MANAGER  
PERUVIAN 09542040  
*Business Administrator*

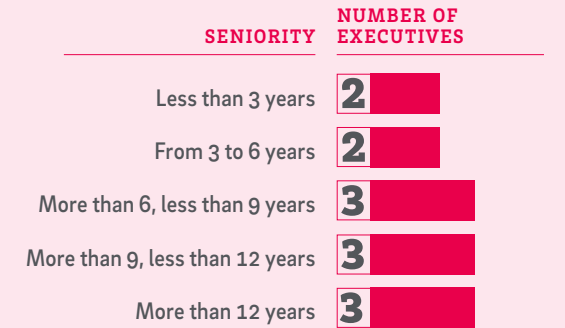
Joined the company in 2011 and has held the position since 2021.

## DIVERSITY IN THE EXECUTIVE TEAM

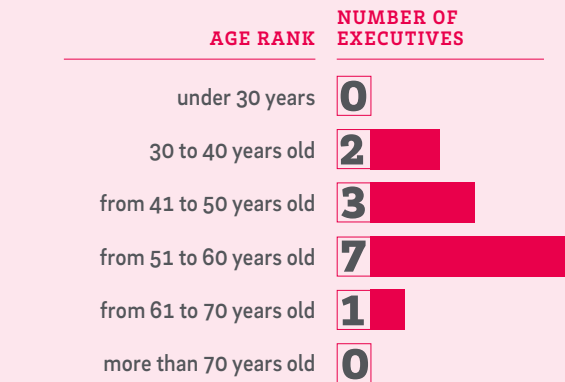


11 executives are Chilean  
1 executive is Colombian  
1 executive is Peruvian

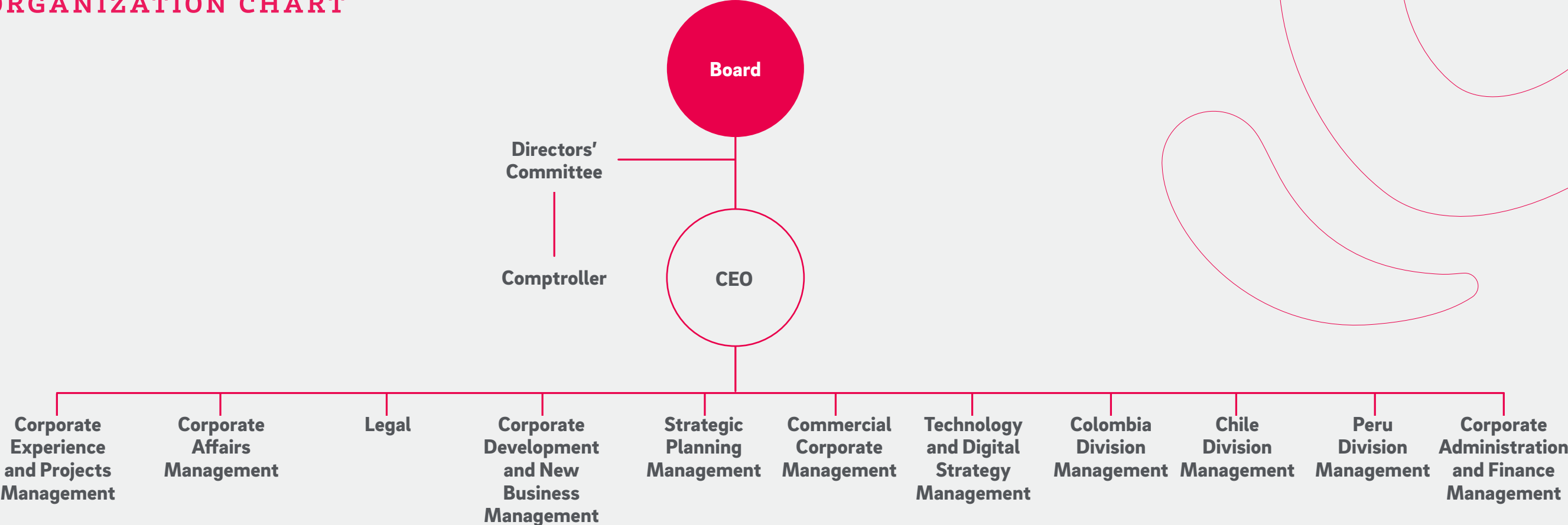
## YEARS OF SENIORITY



## AGE COMPOSITION



# ORGANIZATION CHART



## MAIN AREAS AND RESPONSIBILITIES

The main areas of Mallplaza's corporate structure are General Management, Comptrollership, Experience and Projects Corporate Management, Corporate Affairs Management, Legal Office, Business and Development Corporate Management, Strategic Planning Management, Commercial Corporate Management, Technology and Digital Strategy Management, Chile Division Management, Peru Division Management, Colombia Division Management, and Corporate Administration and Finance Management.

Each carries out joint work to achieve the required results according to the guidelines established by the Board of Directors.

The General Manager is in charge of leading Mallplaza's development and growth at a regional level. In addition, he leads the definition, development, and monitoring of the organization's short, medium, and long-term strategy.

The Comptroller, meanwhile, helps Mallplaza meet its objectives by providing a systematic and methodical approach to assess and improve the effectiveness of management, control, and direction processes. Its role is to analyze and verify compliance with the set of methods and measures adopted within the company in order to safeguard its resources, verify the accuracy and veracity of its financial and administrative information, encouraging compliance with the prescribed policy in accordance with the objectives set by the Board and the current regulations.

Responsible for the strategic initiatives related to the business to consumer (B2C) in Chile, Peru and Colombia, the Corporate Experience and Projects Management is responsible for the Marketing and Customer Experience strategy, with the aim of contributing to growth, development, and consolidation of Mallplaza, through the design and development of initiatives for our consumers, ensuring positive experiences and loyalty.

Additionally, this management leads the projects and construction area, which provides development support, as well as definition and management of engineering and architecture projects.

As a complement, the Corporate Affairs Management is responsible for the risks associated with the company's interaction with its main stakeholders in the region, ensuring Mallplaza's high position in terms of public image, as well as establishing smooth relations with the community and authorities. Likewise, leads the company's corporate communication internally and externally and is responsible for leading the strategy and implementation of Sustainability plans, ensuring relations with the communities linked to urban centers and, thus, generating shared value.

The Prosecutor is the leader of the Legal and Compliance area of Mallplaza in Chile, Peru, and Colombia, in addition to fulfilling the role of Compliance Officer in matters of Free Competition and Crime Prevention. The main task of his team is to ensure compliance with the legal framework, values, and policies of Mallplaza, guiding and supporting the different areas, both operational and strategic, as well as corporate governance, for the development of its Purpose.

The Corporate Development and Business Management defines and leads the strategic guidelines to ensure compliance with the value proposition in each of our urban centers and contribute to

the current and future development of the company in Chile, Peru, and Colombia. On the other hand, leads the strategy around the Department Stores, looking for new development opportunities for the company in the region.

Articulating the company's Strategic Planning is the task of the namesake management, which pushes the execution of the defined initiatives, giving visibility and continuous monitoring of the plans for Chile, Peru, and Colombia. This management is responsible for promoting the Omnichannel Transformation of the Company, mobilizing and promoting initiatives that simplify the lives of our visitors. It also leads and promotes the innovation and development of new service models, providing differentiating tools in the market that generate value for our business partners and final consumers, whether digital or face-to-face.

The Commercial Corporate Management (business to business, B2B) for Chile, Peru, and Colombia is responsible for defining the strategic guidelines to maximize profitability, promote growth and ensure compliance with Mallplaza's value proposition. Its purpose is consolidating the omnichannel business model among commercial partners focused on the value chain, coordinating the development of technological capabilities and facilitating commercial execution. Additionally, it works to

strengthen the Ecosystem and promote finding and opening new businesses, markets and categories for our urban centers and visitors.

The Technology and Digital Strategy Management identifies, promotes, and deploys new services based on digital technology that allow us to deliver a superior experience to business partners, customers, and the business in terms of easiness, satisfaction, and cybersecurity. Its mission is to structure governance on digital innovation issues with the other business areas, designing collaborative work processes and supporting consolidation of digital talent teams within the company.

Chile Division Management, Peru Division Management and Colombia Division Management are the ones responsible for designing and implementing strategic initiatives related to Mallplaza's B2C in each country. They ensure the commercial proposal is enhanced, optimizing spaces in our urban centers and exploring new formats in the mix of products and services. Its mission is to enrich the value proposition to tenants, business partners and visitors/customers, strengthening the brand's position and increasing flows and market share. Their focus is on leading the management of malls and Commercial Areas of the Chile, Peru, and Colombia divisions, with the aim of establishing the best value proposition for the visitor. They also lead the

strategy and implementation of operational services, providing support to the 25 urban centers in Chile as well as in Peru and Colombia.

Finally, the Corporate Administration and Finance Management is responsible in Chile, Peru, and Colombia, for the guidelines and strategy of financial structuring, relationship with investors, administration processes, talent management, and organizational development, strategic analysis of business management, control and administration of risks of the Company, and suppliers.

## MAIN EXECUTIVES REMUNERATION

For executives, there is an incentive model (management bonus) that considers qualitative and quantitative variables, both internal and external to Mallplaza, in line with the Company's strategy. The incentive system captures these efforts and alignments through the definition of individual and group KPIs (key performance indicators), their goals and scales. Depending on the performance of each executive, the compensation for the period is determined.

## CORPORATE POLICIES

### COMMITMENT TO INTEGRITY AND COMPLIANCE PROGRAMS

Given the relevance of this matter and Mallplaza's constant interest in acting as a corporate citizen, we have various compliance policies and programs and their progress and operation are reviewed by the Board of Directors and the Directors' Committee. To further strengthen this structure, in 2021 we created a Compliance Department with the aim of implementing and managing these programs in Chile, Peru and Colombia.

### INTEGRITY PROGRAM

At Mallplaza we have a structure that seeks to promote and defend integrity within the company and in the relationship with stakeholders. We have an Integrity Code, a tool that guides all employees in knowing how to act in the face of an ethical conflict, and an Integrity Committee, made up of the General manager, the People manager, the Comptroller, the Regional Administration and Finance manager and the General Counselor, besides the Chile, Peru and Colombia divisions

managers participating as guests. This committee meets quarterly, reviewing the progress of the compliance program and reviewing the cases of its competence. In addition, the Integrity Program and its progress are reviewed every six months by the Directors' Committee.

Our structure is also made up of an Integrity Channel (which receives complaints and queries, and is available to all our stakeholders on the corporate website), Integrity advisors (collaborators assigned to answer queries), and a team of Investigators (collaborators trained annually to carry out, professionally and confidentially, investigations of reported cases).

The Integrity Channel protects the privacy of those who make a query or complaint and seeks to respond within a limited period of time to those queries and complaints. The channels of communication are:

1. Email sent to the address [contacto@gerencia-deetica.com](mailto:contacto@gerencia-deetica.com)
2. Telephone +56 800 726 100
3. "Integrity Channel" tab located on the intranet and on the company website
4. Integrity Officer or any of the Integrity Counselors.

On the other hand, as part of the commitment to strengthen the culture of integrity, especially in the period of uncertainty and crisis generated by the pandemic, we have continued with the training and dialogue program – through conversations, talks and digital courses – regarding integrity issues to contain and guide all our collaborators, with emphasis on those who recently joined the company.

### POLICIES AND COMPLIANCE PROGRAMS

The Company's Board of Directors is the body in charge of approving the various policies. Thus, during 2021, the Mallplaza Board of Directors approved updates to the Conflict of Interest Policy, the Gifts and Invitations Policy, and the Crime Prevention Policy.

At the same time, compliance programs have elements of dissemination, detection, training, and prevention. In this context, during 2021 as in the previous year, training was given to the entire company on the Code of Integrity, Free Competition, Law No. 20,393 (Criminal Liability of Legal Entities), Law No. 19,913 (Prevention of Money Laundering and Terrorism) and the Law on the Protection of Consumer Rights.

## FREE COMPETITION POLICY

Since 2015, Mallplaza has had a Free Competition Policy and a set of “Compliance Guides on Free Competition” that seek strict compliance with the regulations on this matter and avoid abusive or unfair behavior.

Additionally, online training in free competition has been carried out periodically at the regional level for exposed positions, and an e-learning module was instructed to 100% of the Company’s new collaborators.

Continuing with the regional efforts, from 2020 and during 2021, the compliance programs were regionalized, being fully approved in Peru and Colombia.

## CRIME PREVENTION POLICY

In order to effectively implement a form of corporate organization that seeks to prevent or mitigate the commission of crimes contemplated in Law No. 20,393 and No. 19,913 by any member of the Company, Mallplaza has a Crime Prevention Model along with a series of Policies and Procedures that complement it, which seek to duly comply with what is established in the corresponding legal framework. It is worth mentioning that the Crime Prevention Model is permanently audited by the company BH Compliance and was recertified in Chile and Peru in 2021.

Training on crime prevention issues was carried out at the regional level via e-learning or face-to-face, and for those positions that maintain a direct relationship with public officials, a special training was carried out.

Additionally, at Mallplaza we have the “Autocompliance” tool, a registration platform that allows us to maintain adequate control of the meetings between our collaborators and public officials in order to strengthen controls on Anti-corruption.

## CODE, MANUALS, AND INTEGRITY CHANNEL

**Integrity Code:** a tool that guides all our collaborators regarding how to act in the face of an ethical conflict. Their contribution is vital not only with their ethical behavior but also by reporting on those situations that are far from the expected behavior.

**Integrity Channel:** all our employees, suppliers, business partners, the general public, and other stakeholders can make inquiries and complaints confidentially, anonymously and without reprisals.

**Crime Prevention Model** contemplated in Law No. 20,393 by the members of the company.

**Manual for the Prevention of Crimes of Money Laundering and Financing of Terrorism:** in accordance with Law No. 19,913.

## INTEGRITY POLICIES

In 2021, the Board reviewed the update of:

Conflict of Interest Policy

Gift Policy

Invitation Policy

Crime Prevention Policy

**These new guidelines are added to those that already exist in Mallplaza:**

Donations Policy

Free Competition Policy

Politically Exposed Person Policy

Environment Policy

Human Rights Policy

Diversity and Inclusion Policy

Customer Rights Protection Policy

Supplier Relationship Policy

Sustainability Policy

## Number of Collaborators Trained in 2021

**552** *Prevention of Money Laundering and Financing of Terrorism*

**544** *Crime Prevention Model*

**267** *Free Competition*

**167** *New Collaborators with Integrity Induction, Free Competition, Crime Prevention Model and Prevention of Money Laundering and Terrorist Financing.*

### Other instances

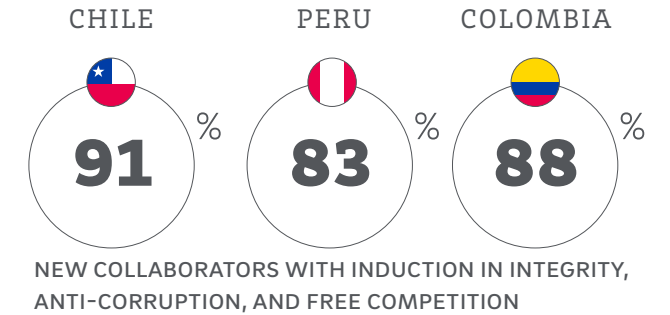
Talk on Integrity delivered by the Integrity Officer in the Expanded Committee in December. Total Collaborators 737 (Chile, 540; Peru, 91; Colombia 106).

—

Coordination and legal training meetings where all the collaborators the malls divisions were instructed on issues related to corporate integrity.




—

During 2021, all employees were informed of the different Compliance Programs through institutional mail and workplace in order to publicize their existence and reinforce the importance of complying with them.





**ANTI-CORRUPTION**




	 Chile			 Peru			 Colombia		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
% of operations assessed for risks related to corruption	100%	100%	100%	100%	100%	100%	100%	100%	100%
Confirmed cases of corruption	0	0	0	0	0	0	0	0	0
Number of pending or completed legal actions regarding anti-competitive behaviors and violations of free competition regulations in which the company has been identified as a participant	0	0	0	0	0	0	0	0	0

**Contacts (Inquiries and Complaints) Integrity Channel**  
 Of the 68 contacts received in 2021, 35 were unethical contacts and 33 were considered ethical. Of the latter, 20 corresponded to complaints that were investigated.



During 2021, 267 collaborators were trained in Free Competition matters at the regional level, which is equivalent to 100% of the positions exposed and 100% of new hires.

**COMMUNICATION AND TRAINING REGARDING ANTI-CORRUPTION POLICIES AND PROCEDURES**

	 Chile			 Peru			 Colombia		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
% of members of the governing body to whom anti-corruption policies and procedures have been communicated	100%	100%	100%	100%	100%	100%	100%	100%	100%
% of employees to whom anti-corruption policies and procedures have been communicated	100%	100%	100%	100%	100%	100%	100%	100%	100%
% of partners to whom anti-corruption policies and procedures have been communicated	100%	100%	100%	100%	100%	100%	100%	100%	100%
% of members of the government body that received anti-corruption training	100%	100%	100%	100%	100%	100%	100%	100%	100%
% of employees that received anti-corruption training	100%	100%	100%	100%	100%	100%	100%	100%	100%

## POLITICAL CONTRIBUTIONS

No contributions are made to political campaigns or lobbying organizations.

## HUMAN RIGHTS POLICY

Based on the due diligence process in Human Rights carried out in 2020, during 2021 the Human Rights Committee was created, made up of collaborators belonging to the Prosecutor's Office, the Sustainability Division, and the Risk Management Division, which meets twice a month.

This committee, reviewed the risks raised from the due diligence process, comprising seven relevant factors: Health and Safety, Employment Freedom of Association and Collective Bargaining, Non-Discrimination, Local Communities, Access to Information, and Complaint Mechanisms. These were analyzed together with their respective controls and the necessary adjustments were made. For example, the decision was made to include these Human Rights clauses in the contracts with the different interest groups, as a risk prevention and mitigation mechanism. In addition, given the regionalization context of the company, these controls were validated in Peru and Colombia.

The next steps will be: a) work on the Human Rights compliance program; b) carry out the due diligence process in Peru and Colombia in 2022; and c) carry out a control testing process of the Chilean Human Rights Risk Matrix, in order to identify opportunities for improvement in risk monitoring during 2022. It is important to note that Mallplaza adheres to the Guiding Principles on Human Rights and Companies emanated from the United Nations.

In the last three years, no confirmed complaints of human rights violations or discrimination were received.

## RISK MANAGEMENT

Plaza S.A. and its subsidiaries are exposed to risks that could adversely impact their employees, operations, assets, results, and investments. Therefore, the company has developed processes to identify, assess, respond to, and monitor risks.

Our risk management is based on international standards: the Three Lines of Defense model (which addresses how tasks related to risk and control are assigned and coordinated) and the COSO ERM Enterprise Risk Management Framework (which describes the elements necessary to effectively manage risks). This management operates

based on transversal processes in the three countries where Mallplaza participates. The first and second defense barriers, made up of those responsible for each process, senior management, and the risk management team, periodically carry out evaluations, in order to keep events that could have a negative impact updated. Additionally, the company recognizes in the Comptroller its third defense barrier, whose objective is to verify, independently from the Administration – since the Comptroller reports directly to the Directors' Committee – compliance with policies and procedures.

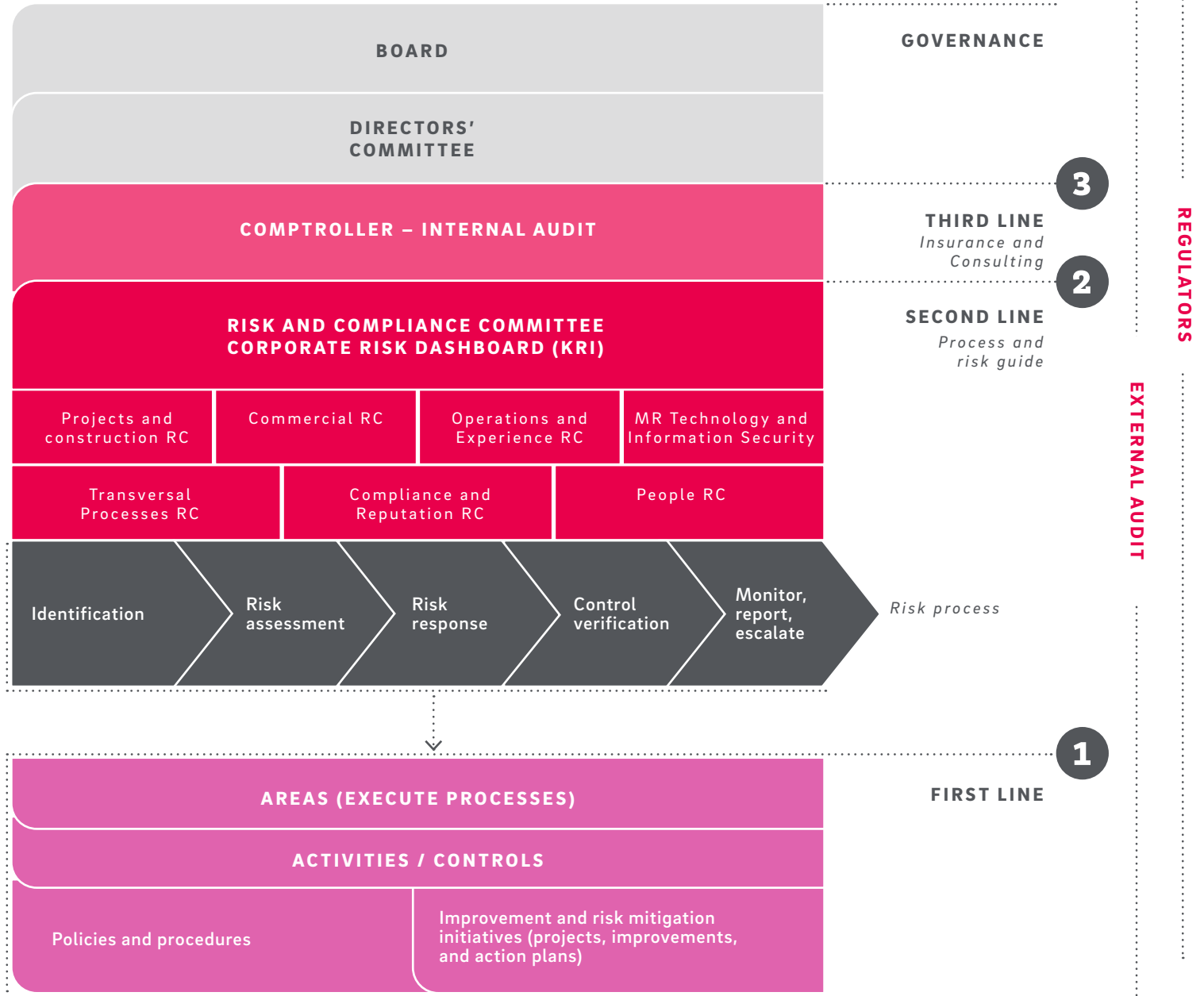
Likewise, the SS Index measurement was carried out for all the company's stakeholders in Chile, in addition to being applied to business partners and collaborators in Colombia and Peru. SS Index measures the stakeholder's perception regarding the company's sustainability management, allowing identification and anticipation of certain risks related to them, in addition to locating areas for improvement.

During 2021, progress was made in a climate change risk analysis process under the TCFD\* methodology, in order to identify and assess current and potential risks in this area which could affect operation, assets and value chain. In 2022, the process will be completed and the identified risk factors will be managed.

Additionally, a new policies and procedures portal was implemented based on a world-class tool (RSA Archer), which incorporates the flow of publication of internal regulatory documents, confirmation of adherence by collaborators, remote access, automatic update reminder and simplified search, among others. 314 collaborators were trained remotely. Additionally, an induction tool for new employees was implemented that includes compliance and risk management matters, with 83% of new employees who completed these courses during the year.

### Risk Management Model

(GRC: Governance, Risk and Compliance) – Mallplaza



\* TCFD: Task Force on Climate related Financial Disclosure. This methodology recommends the general elements that organizations must focus on for the management of financial risks in the face of climate change.

\* RC = Risk Committee

## CYBERSECURITY

Mallplaza's cybersecurity strategy is leveraged on the model implemented corporately, based on the NIST cybersecurity framework, which includes: 1. Timely Identification; 2. Protection; 3. Detection; 4. Crisis Management and Response; and 5. Recovery, against cyber incidents.

This allows us to proactively identify potential risks to the main information assets, making it possible to establish preventive controls and monitor effectiveness. This framework implementation includes a set of monitoring platforms and services and security controls, which allow preventive and corrective attention to the different harmful actions detected in the ecosystem. The risk dashboard considers cybersecurity indicators, which are reviewed quarterly by Mallplaza executives, in addition to presenting them at a meeting with the Directors' Committee for review. Along with them, the Comptroller is in charge of verifying compliance with cybersecurity standards.

Additionally, there is an awareness program on cybersecurity threats, which is carried out permanently and comprehensively for all employees.

The management of cyber and information security risks has a comprehensive governance model, which has two instances: in the first, those responsible for the Technology Information Security, Comptrollership and Business Areas participate; managing contingent and relevant issues, while the second escalation instance is the Management Committee. Likewise, there are corporate governance instances, through which best practices are shared. Lastly, the information protection and cybersecurity programs are reviewed annually by the Company's Directors' Committee.

# 02

**MANAGEMENT 2021**  
*We promote omnichannel  
and mixed uses*



## 2.1. A DIFFERENTIATING VALUE PROPOSAL

Our urban centers bring together multiple uses and complementary visiting purposes that go beyond retail. We constantly seek to incorporate new categories and attractive brands, always keeping people at the center. Today we have 36% of our value proposition dedicated to retailtainment (powerful entertainment, culture, and gastronomy proposal), mixed uses, services and automotive.

Along with this, during 2021 we made rapid progress in our omnichannel strategy, including Click & Collect and Pit Stop.

Thus, we have a differential value in the industry, generating new infrastructure and capabilities. This has allowed us to sustain the operation and satisfy the needs of customers through non-face-to-face channels, not only in the toughest moments of the pandemic, but also now, giving good results to the company and our commercial partners.

Thanks to the aforementioned, we are consolidating our position as a logistics hub, key to delivery strategies for retail, grocery stores, and food & beverage.



Mallplaza Egaña, La Reina, Chile.

**Our urban centers are constantly evolving, becoming true city cores. A social meeting space that not only allows meeting needs, but where people can live, study, work and have fun without having to move to other places.**

## 2.2. A REGIONAL ORGANIZATION ADAPTED TO MEET THE NEW CHALLENGES



During 2021, we at Mallplaza made organizational changes aimed at regional management.

At addressing this new way of relating and taking our value proposition to its maximum potential, the company has made organizational changes aimed at responding more quickly to new challenges, improving management capacity, and promoting innovation.

One of the most transcendental transformations has been the creation, during 2021, of a corporate structure oriented towards regionalization, allowing skills developments within teams and the search for new opportunities simultaneously in the three countries where we are present.

The new structure incorporated, for each country, a Division Manager who reports directly to the General Manager and is responsible for the operation of each market with regard to customers and business partners.

With the new Division managers, we seek to consolidate the execution of our strategy in an agile and efficient manner, allowing us greater focus, flexibility, and capacity to adapt, giving new significance to our urban centers and simplifying our decision-making processes. In addition, the areas of Commercial Retail and Commercial Entertainment,

Malls, and Operations began to report to these new managements in each country. The latter also provides services to Peru and Colombia, enabling regional and simultaneous management of all urban centers.

As of this change, the Corporate Managements began to focus on growth, innovation, and the execution of the medium and long-term strategy in order to generate growth and promote best practices in a standard of excellence.

# ANNUAL FIGURES

LAST 12 MONTHS,  
AS OF DECEMBER 31, 2021 <sup>(1)(2)</sup>

## WE OPERATE <sup>(1)</sup>

**25**

urban centers

**16**

cities



**4**

- Mallplaza Cartagena | 2012 · 27,000 m<sup>2</sup>
- Mallplaza Manizales | 2018 · 38,000 m<sup>2</sup>
- Mallplaza Buenavista | 2019 · 57,000 m<sup>2</sup>
- Mallplaza NQS Bogotá <sup>(1)</sup> | 2020 · 68,000 m<sup>2</sup>

**4**

- Mallplaza Trujillo | 2007 · 78,000 m<sup>2</sup>
- Mallplaza Bellavista | 2008 · 90,000 m<sup>2</sup>
- Mallplaza Arequipa | 2016 · 44,000 m<sup>2</sup>
- Mallplaza Comas <sup>(2)</sup> | 2020 · 75,000 m<sup>2</sup>

**17**

- Mallplaza Arica | 2018 · 34,000 m<sup>2</sup>
- Mallplaza Iquique | 2013 · 24,000 m<sup>2</sup>
- Mallplaza Antofagasta | 2006 · 79,000 m<sup>2</sup>
- Mallplaza La Serena | 1998 · 56,000 m<sup>2</sup>
- Mallplaza Los Dominicos | 2017 · 94,000 m<sup>2</sup>
- Mallplaza Calama | 2009 · 78,000 m<sup>2</sup>
- Mallplaza Copiapó | 2014 · 46,000 m<sup>2</sup>
- Mallplaza Alameda | 2008 · 62,000 m<sup>2</sup>
- Mallplaza Vespucio | 1990 · 169,000 m<sup>2</sup>
- Mallplaza Sur | 2008 · 77,000 m<sup>2</sup>
- Mallplaza Mirador Biobío | 2012 · 45,000 m<sup>2</sup>
- Mallplaza Norte | 2003 · 130,000 m<sup>2</sup>
- Mallplaza Oeste | 1994 · 156,000 m<sup>2</sup>
- Mallplaza Egaña | 2013 · 96,000 m<sup>2</sup>
- Mallplaza Tobalaba | 1998 · 78,000 m<sup>2</sup>
- Mallplaza Trébol | 1995 · 117,000 m<sup>2</sup>
- Mallplaza Los Ángeles | 2003 · 39,000 m<sup>2</sup>

Business Partners' sales per m<sup>2</sup> <sup>(1)(2)</sup>

**2,077,000** CLP/m<sup>2</sup>

Locations

**4,190**

Gross leasable area (GLA) <sup>(1)</sup>

**1,858,000** m<sup>2</sup>

Followers on social media

**+2,980,000**

Visitors flow <sup>(1)</sup>

**210** millions / year

Business Partners' sales <sup>(1)(3)</sup>

**3,858** CLP thousands of millions

Occupancy

**91%**

<sup>(1)</sup> 12-month mobile figures as of December 31, 2021, of Visitor flow, business partner sales, leasable area and urban centers operated in Chile, Peru, and Colombia. <sup>(2)</sup> Figures for 12 moving months as of December 31, 2021. Figures are expressed in Chilean pesos (CLP). <sup>(3)</sup> Sales of business partners or tenants expressed in Chilean pesos (CLP) at the closing exchange rate of December 2021. > Plaza SA owns 33.3% of Mallplaza Perú S.A., being an unconsolidated subsidiary in its Financial Statements. > > Thousands of millions of CLP: Billions of Chilean pesos.



# ANNUAL FIGURES

## PLAZA S.A. RESULTS

Rating Plaza S.A. <sup>(3)</sup>

Feller Rate (CL)

# AA+

Humphrey's (CL)

# AA+

Last 12 months results <sup>(1) (2)</sup>

**Income**

# 276,695

Million CLP

**EBITDA <sup>(4)</sup>**

# 208,621

Million CLP

**Profit <sup>(5)</sup>**

# 46,556


Million CLP


**FFO <sup>(6)</sup>**

# 164,931


Million CLP

LTM variation / December 2020 <sup>(7)</sup>

 **48** %

 **80** %

 **280** %

 **108** %

(1) Plaza S.A. operates the Mallplaza urban centers in Chile, Peru, and Colombia. In its financial statements, Plaza S.A. consolidates operations in Chile, Colombia, and Salón Motorplaza Perú, and regarding Mallplaza Perú S.A. of which it owns 33.3% of its property, it considers its proportional result in participation in the profits of associates.

(2) Last 12 months as of December 31, 2021.

(3) Corresponds to local risk ratings of public bond issues of Plaza S.A. in Chile.

(4) EBITDA corresponds to gross profit minus administrative expenses, excluding depreciation and amortization.

(5) Profit attributable to the owners of the parent company.

(6) FFO corresponds to the cash flow of the profit of the owners of the parent company, weighted by its ownership interest in the operation. This flow excludes concepts that do not represent cash flow or that are not recurring (other income and expenses by function) from the Income Statement. Does not include minority interest.

(7) LTM: Last twelve months

**GLA**  
PLAZA S.A. RESULTS

**36% of GLA in mixed uses and retailtainment**

Distribution of leased area as of December 31, 2021

**Big stores**  
**31 %**

**Others**  
**1 %**

**Specialty retail\***  
**14 %**

**Complementary to retail**  
**36 %**

**Retailtainment**  
**15%**

- Cinemas
- Children's play zone
- Cultural venues
- Food and beverage stores (terraces, markets, impulse kiosks, food hall, food courts, coffee) with last mile delivery.

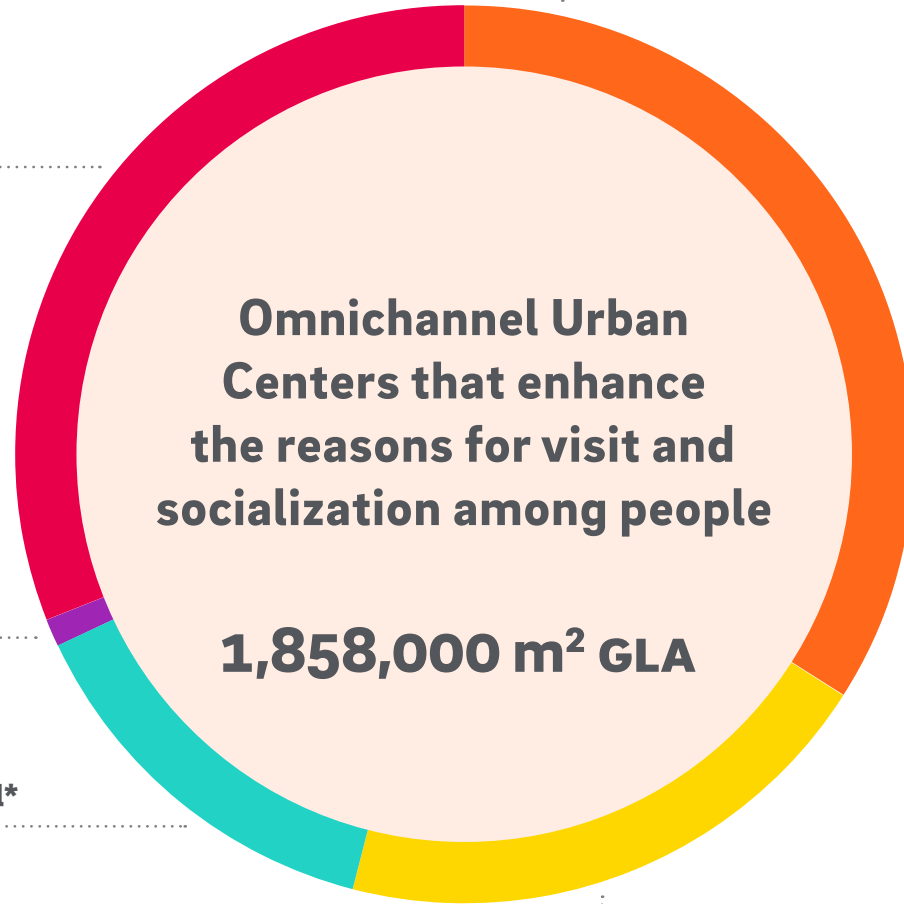
**Services and mixed uses**  
**17%**

- Medical towers with more than 2.4 million annual appointments
- Educational centers with more than 22 thousand students attending daily
- Gyms
- Offices in towers
- Stores and financial boulevard

**Automotive**  
**4%**

- Car sales centers

**Convenience retail**  
**18 %**  
Supermarkets  
Home improvement



\* Specialty retail refers to stores that carry a limited line of products with a wide variety within that line such as clothing stores, sporting goods stores, and bookstores.



Mallplaza Vespucio, La Florida, Chile.

### 2.3. WE GENERATE VALUE FOR BUSINESS PARTNERS AND VISITORS

Being part of one of the largest retail ecosystems in Latin America gives us multiple opportunities for growth and development, anchored in our role as an urban center, traffic generator and capable of offering an experience of multiple contacts and purposes for visit. In this way, we provide a unique differential

value to people and our business partners, expanding our proposal and offering direct and rapid access to a greater variety and volume of services and products (malls, marketplace, loyalty, and logistics, through Click & Collect and Pit Stop), available in a physical-digital ecosystem

### 2.3.1. WE CREATED AN OMNICHANNEL CHANNEL PROPOSAL THAT INCLUDES NEW BUSINESS FORMATS

Besides being attentive to people's new habits, during 2021 we continued with the expansion and consolidation of our omnichannel strategy through the continuous design, development and implementation of services that leverage our assets and simplify the lives of our visitors.

Currently we are able to add delivery and dispatch services to our value proposition, such as Click&Collect and Pit Stop, in addition to opening opportunities for digital business partners to physically disembark in our urban centers.

In parallel, we have worked together with our business partners to enhance their visibility and give them greater promotion through our communication channels, both physical and digital.

Omnichannel initiatives implemented in 2021 for both our visitors and business partners were: Click & Collect and Pit Stop.



Click and Collect at Mallplaza Vespucio, La Florida, Chile.

## CLICK & COLLECT (C&C)

This service, which is operating in Chile, Peru, and Colombia, allows us to offer a simple and easy experience in the delivery of products purchased online in each of our business partners' different marketplaces and/or websites. Through pick-up points, located in easily accessible areas in the parking lots of our urban centers, the customer picks up his product easily and expeditiously, either through a QR code obtained at the time of purchase or in a physical service point.

**19** pick-up points  
in Chile, Peru,  
and Colombia

**+60,000**  
packages delivered. Integration  
with marketplaces, business  
partners and logistics companies



Click and Collect warehouse at Mallplaza Vespucio, La Florida, Chile.

**PIT STOP:  
DELIVERYMAN ZONE**

Created in 2020, this initiative provides all business partners with a service to improve the experience of final consumers who buy via delivery or last-mile platforms by reducing delivery times and allowing the product to be removed under strict security protocols.

This model already reaches 12 operating points at the regional level, providing picking service to more than 240 restaurants in five urban centers in Chile, four in Peru, and four in Colombia, in alliance with last-mile platforms.

**+1,600,000**  
orders accumulated since June 2020



Pit Stop zone at Mallplaza Vespucio, La Florida.

In 2021, average delivery times decreased by 12 minutes thanks to Pit Stop. This increase in the dispatch speed and the greater acceptance of delivery people of the requested orders, gave us an 82% increase in all delivery sales in the urban centers that have the service.

Along with this, the Pit Stop service considers exclusive zones for delivery couriers, allowing them to wait for their orders with exclusive and free parking, access to Wi-Fi, chargers, vending machines, and everything they need to make their job easier.

Added to this are the spaces set up for runners, the ones in charge of transferring orders from the premises to the Pit Stop, which allows managing and ordering the flow of distributors within urban centers



Pit Stop zone at Mallplaza Los Dominicos, Las Condes, Chile.

### 2.3.2. NEW BRANDS INCORPORATED TO THE VALUE PROPOSAL



Mallplaza Norte, Huechuraba, Chile.

In Mallplaza we have become true city or community cores; a social meeting space that not only allows meeting needs, but where people can live, study, work and have fun without having to move to other places.

For this, we permanently seek to reinforce the value proposition in key categories for people, and incorporate new complementary uses to retail as well as expected brands in each

market. Thus, during 2021 we have generated new proposals, incorporating 185,000 m<sup>2</sup> of new stores and services, which reflects the interest of business partners to be in our urban centers, and the continuous search to deliver the best proposal according to the needs of our clients.

This way we have been able to maintain our urban centers appeal and bring international retailers such as Ikea, H&M and Decathlon who are

increasing their presence in Mallplaza and reaching new markets, as is the case of the aforementioned Ikea in Colombia and Chile. In the same way, we have incorporated new business partners who have migrated to our urban centers looking for high-flow spaces with an attractive value proposition.



**NEW BRANDS  
IN MALLPLAZA**

Mallplaza Oeste opened the second largest Casaideas store in the country, with a total area of 1,700 m<sup>2</sup>. Likewise, The Line opened its icon store with more than 1,000 m<sup>2</sup>.





**NEW BRANDS  
IN MALLPLAZA**

For its part, the largest Lego store in Chile was opened in November at Mallplaza Egaña, while Tricot joined the value proposition of that urban center in December.



New Lego store (top) and Tricot (bottom) at Mallplaza Egaña, La Reina, Chile.

**NEW BRANDS  
IN MALLPLAZA**

Similarly, Huawei joined the concept of "Experience Stores" in Mallplaza Norte and Mallplaza Egana. In addition, the brand has already confirmed a new opening in Mallplaza NQS, Colombia.



Huawei stores are in Mallplaza Norte, Huechuraba, and Mallplaza Egaña, La Reina, Chile.

**NEW BRANDS  
IN MALLPLAZA**

In Mallplaza Comas, the first Dollarcity in Peru, and new Xioami stores were incorporated in Mallplaza Bellavista, Mallplaza Trujillo, and Mallplaza Comas.



Dollarcity at Mallplaza Comas, Peru.

Meanwhile, with the purpose of adding new categories to our value proposition, during 2021 more than 3,700 m<sup>2</sup> were closed for cowork spaces or flexible work spaces in the urban centers of Mallplaza Egana, Mallplaza Tobalaba, Mallplaza Oeste, and Mallplaza Vespucio.



Mallplaza Egana, La Reina, Chile.



At Mallplaza Los Dominicos and Mallplaza Vespucio we have strengthened our value proposition with a focus on gathering and gastronomy, through fast casual, an area that comprises new and attractive restaurants such as Barra Chalaca, Carl's Junior, Mamut, el Japones, Emporio La Rosa and Muu Steak.

Since November, and thanks to the public-private alliance of Mallplaza with the Chilean Civil Registry, we have a new office in Mallplaza Los Dominicos, that has been very well received by the neighboring community of Las Condes.

This office was added to those that already operated in Mallplaza Sur, Mallplaza Tobalaba, Mallplaza Los Angeles, and Mallplaza Mirador de Bío Bio.



### 2.3.3. ENTREPRENEURSHIP MODEL: INCORPORATION AS BUSINESS PARTNERS IN THE VALUE PROPOSAL

At Mallplaza we are strongly committed to promoting entrepreneurs as business partners. We know closely the reality of thousands of entrepreneurs who, with resilience and effort, play a key role in the economic, social, and family development of millions of Chileans.

Mallplaza has an Entrepreneurship Model whose anchor program is Plaza Emprende. Its objective is to contribute to economic reactivation, becoming a center of opportunities for entrepreneurs.

We provide marketing spaces for their products sale, digital tools for better business management, training, and we also promote the network relationships among the members of the program.

In terms of marketing spaces, during 2021, Plaza Emprende worked in a hybrid format, resuming face-to-face activities in the different commercial spaces within Mallplaza to the extent that sanitary conditions allowed it. Thanks to this initiative,



Mallplaza Norte, Huechuraba, Chile.

Plaza Emprende in numbers:

**9,888** entrepreneurs benefited in 2021

**917** commercial activations: fairs, entrepreneurship modules and Plaza Emprende stores

	INITIATIVES	ENTREPRENEURS
Chile	382	4,705
Peru	18	357
Colombia	112	1,998
Commercial Chile	293	2,483
Commercial Peru	7	107
Commercial Colombia	105	345
<b>Total</b>	<b>917</b>	<b>9,888</b>



one of the first digital showcases managed from the private sector was created, which has made it possible to empower and make visible small entrepreneurs linked to each of the cities where we are present.

In 2021, the model was implemented in 25 urban centers, starting a new format of Plaza Emprende stores with the opening of 16 stores in the region. These permanent spaces are for manufacturing entrepreneurs and local artisans to market their products, acquire learning and enhance their ventures in a collaborative manner. Likewise, entrepreneurship fairs, Farmers Market and the entrepreneurship modules continued.

Also, the Plaza Emprende program continued providing training. During 2021, its contents, execution modality and alliances were reformulated, contributing to the reduction of the digital gap and the development of digital skills among entrepreneurs, promoting reactivation and contributing to their venture's permanence. These instances were kept in digital mode, regionalizing the program, and incorporating entrepreneurs from Peru and Colombia.

A fundamental part of the work carried out by Plaza Emprende is permanent communication with its members. To this end, three annual Plaza Emprende Meetings were held and in Chile the Plaza Emprende Portal was launched, a platform that allows managing all the information on entrepreneurs and their participation in the program. During 2022, the portal will also be operational in Peru and Colombia. It is also possible to communicate directly with the program through the email [plazaemprende@mallplaza.com](mailto:plazaemprende@mallplaza.com)



TXAFKIN store at Mallplaza Los Dominicos, Las Condes, Chile.

During 2021, TXAFKIN, the first Mapuche craft store in a shopping center was inaugurated at Mallplaza Los Dominicos.

Plaza Emprende in numbers:

	Fairs	Modules	Stores	Malls with farmers' market	Entrepreneurs	Sales
 CHILE	174	5	16	6	4,705	\$2,138,205,845
 PERU	18	—	—	3	357	S/\$279,907
 COLOMBIA	112	1	—	3	1998	COP/\$2,437,482,650

Fixed points for entrepreneurs\*

**8 2 5** entrepreneurs in the portal

**8 0** entrepreneurs

**5** malls

**\$92,765,619** Sales in 2021

**58**

\* Fixed sales spaces within the mall that are managed through an external organization. Includes former COVID-19 Points.

Other instances

Masterclass with The Entrepreneurs Club

6 financial education trainings

Retail training

Talks organized in conjunction with ASECH

Participation in the cycle of Cyber FOSIS talks, where Plaza Emprende was presented to entrepreneurs nationwide.

Trainings

**7 5** Trainings

**7 7** Average attendance per training

**5,499** Total connected

**2,363** Unique entrepreneurs

**99%**

of respondents are satisfied with the training

New themes were added based on the entrepreneurs' suggestions:



PHOTOGRAPHY



EXCEL



MARKET ANALYSIS



SOCIAL NETWORKS

## 2.4. GROWTH AS PART OF OUR DNA

We are a regional company present in 16 cities in Chile, Peru, and Colombia with 25 urban centers, and characterized by seeking different options for permanent growth, either with new developments, renovation, and adaptation of our spaces. Even during the pandemic, we kept trusting in the potential of Latin America and did not stop our projects. We opened Mallplaza Comas in Peru and acquired the Calima shopping center, today Mallplaza NQS, in Bogotá, which represent a commitment to consolidate our presence in the region, adding around 150 thousand m<sup>2</sup>.

Along with this, in Chile, we are executing the renovation and expansion of Mallplaza Vespucio, an iconic urban center for the company, with the arrival of new brands such as Decathlon, promoting gastronomic offer with El Mercado format, renewing the cultural offer, strengthening connectivity, and developing new infrastructure to offer the best omnichannel experience.

This renovation also considers the expansion and remodeling of Autoplaza and the Cinemark movie theater complex, along with





(Top) The renovated Autoplaza in Mallplaza Norte, Chile.  
 (Side) Éxito Wow will be soon at Mallplaza NQS, Colombia.  
 (Bottom) The opening of IKEA in Mallplaza Oeste, is planned for the second half of 2022

the incorporation of an IMAX room. Its opening is scheduled for the first half of 2022.

The construction of IKEA in Mallplaza Oeste, whose opening is projected for the second half of 2022, will make this urban center the main home improvement supply point in the Metropolitan Region. This urban center will also be enhanced with the addition of a Decathlon store.

In Mallplaza Norte, along with the new formats that we have incorporated –such as the Doremi oriental store– a renovated Autoplaza was inaugurated with the first Electromobility District in Chile, which will allow the entry of other brands, in order to complement and increase the offer .

In Chilean Regions, we will continue with the expansion and consolidation of the value proposition of Mallplaza La Serena, which will incorporate important fashion brands such as H&M and a services boulevard.

Meanwhile, in Colombia, Mallplaza NQS continues with the reconfiguration of the visitor experience and the renewal of its value proposition, which includes the new Sweet Zone with various gastronomic business partners, the proposal of the Éxito Supermarket with its Wow format and a forthcoming Decathlon opening.

## RECONDITION OF SPACES FOR NEW USES

Growth and innovation are also present in the spaces recondition that we have implemented during 2021, which has allowed us to change and adjust certain areas of our urban centers.

Thus, we have added uses valued by our clients, in tune with the needs of each location, as well as adding businesses that were born during the pandemic in order to transform the consumption habits and preferences of our visitors, driving flow and generating new alliances. An example of this is the incorporation of more than 15,000 m<sup>2</sup> of large-format oriental stores that make available a wide variety of products at more convenient prices, as is the case of Doremi opened in Mallplaza Norte.

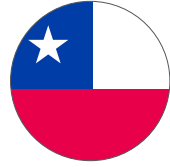
In this line of renovation, we are also projecting new uses and categories such as work, where our urban centers can host spaces for cowork or collaborative work. This is an area with good opportunities, in which we can offer satellite and flexible offices, according to current trends



Doremi store at Mallplaza Norte, Huechuraba, Chile.

## NEW PROJECTS IN OPERATION

GLA GROWTH  
OF THE LAST  
12 MONTHS



CHILE

### Mallplaza La Serena Extension

A new Tottus supermarket and a service boulevard were incorporated, plus parking lots.

Additionally, new cinemas were incorporated by Cinemark

*Opening*

**STAGE 1—4Q 2020**

**STAGE 2—2Q 2021**

*Total area*

**6,000 GLA m<sup>2</sup>**

### Mallplaza Oeste Extension

The most modern cinema in Latin America and a new gastronomic neighborhood called the Urban Zone were incorporated, with 15 new restaurants such as Carl's Junior, Buena Barra, Barra Chalaca, Brumella, El Japones, Take a Wok, and Papachom, among others. Thus, the current district of Las Terrazas, made up of restaurants, a park and a lagoon will be complemented. In addition, a new Tottus supermarket was added.

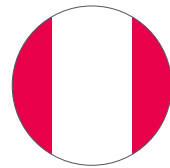
*Opening*

**STAGE 1—1Q 2020**

**STAGE 2—4Q 2020**

*Total area*

**12,000 GLA m<sup>2</sup>**



PERU

### Mallplaza Comas New Urban Center

It is located in the northern area of the city of Lima. It has a commercial offer that includes department stores such as Falabella, Ripley, Tottus hypermarket, Homecenter Sodimac, and Cinemark cinema complexes, along with more than 180 specialized stores.

*Opening*

**STAGE 2—3Q 2021**

*Total area*

**79,000 GLA m<sup>2</sup>**

## ONGOING PROJECTS<sup>1</sup>

+ 91 thousand m<sup>2</sup>  
+ 300 MM USD



### Mallplaza Oeste Extension

**STAGE 3**

IKEA, the chain's largest store in Chile is under construction. In addition, it will have a Decathlon space.

*Opening*

**STAGE 3 – 2S 2022**

*Total area*

**18,000 GLA m<sup>2</sup>**

### Mallplaza La Serena Reconversion and expansion

**STAGE 3**

Remodeling that will add new leasable area for the incorporation of an H&M store.

*Opening*

**STAGE 3 -1S 2022**

*Total area*

**Extension - 1,000 GLA m<sup>2</sup>  
Reconversion - 2,700 GLA m<sup>2</sup>**

### Mallplaza Vespucio Remodeling and extension

**STAGE 3**

We have an intense roadmap with a strong focus on spaces for fun, socialization and gathering. This is why we are strongly developing gastronomy and entertainment in order to generate a unique visit experience. In line with that, a new gastronomic district called Mercado will be incorporated, plus, the proposal for Las Terrazas and the first IMAX room in this urban center will be updated.

In addition, the development of new gastronomic areas will continue, such as Fast Casual Vespucio, which will have six restaurants: Barra Chalaca, Carl's Junior, Mamut, el Japonés, Emporio la Rosa and Muu Steak.

*Opening*

**H1 2022**

*Total area*

**Extension - 1,600 GLA m<sup>2</sup>  
Remodeling - 5,000 GLA m<sup>2</sup>**



### Mallplaza Cali New Urban Center

The Mallplaza Cali project will have more than 166,000 m<sup>2</sup> built, with 67,000 m<sup>2</sup> of GLA, anchored with the second IKEA store in Colombia, Homecenter, Cinemark, and a large proposal of fashion stores incorporating both national and international brands, also adding a complete urban rooftop that incorporates the most complete offer of gastronomic experience, including a contemplative plaza for family enjoyment and a complete family fitness. Due to the above, it would become a unique destination in the city of Cali and Valle del Cauca, and in western Colombia.

The urban center has a privileged location due to its central location and connectivity to north and south, making it the most central place in the entire city to obtain the full experience of our clients.

*Opening*

**H1 2024**

*Total area*

**67,000 GLA m<sup>2</sup>**

### Mallplaza NQS Remodeling and extension

The renewal of the value proposal of this urban center upon the arrival of Mallplaza in Bogotá continues. Following the renovation of internal flows carried out in 2021 and the opening of new districts such as the Sweet Zone and the Central Plaza, comes the incorporation of cowork spaces, the opening of new brands such as Decathlon, Adidas, and Cueros Vélez. Added to this is the remodeling of the Éxito Supermarket proposal: WOW.

*Opening*

**H2 2023**

*Total area*

**Remodeling - 26,000 GLA m<sup>2</sup>  
Extension - 9,500 GLA m<sup>2</sup>**

(1) The 91,000 m<sup>2</sup> correspond only to new leasable area, not including the remodeling of 2,700 m<sup>2</sup> of Mallplaza La Serena, the 3,000 m<sup>2</sup> of Mallplaza Vespucio, nor the 26,000 m<sup>2</sup> of Mallplaza NQS; the total amount of investments includes the investment of all projects.

## 2.5. JOINT WORK WITH OUR BUSINESS PARTNERS



Bath & Body Works store at Mallplaza Egaña, La Reina, Chile.

During 2021 we continued to strengthen the joint work with our business partners and, therefore, we began an internal transformation process to provide them with personalized attention and new communication platforms, under a service culture oriented towards empathetic solutions to their needs. Along these lines, to provide an efficient response to their queries, an exclusive service line for business partners was setup: +56 6005866000 option 1 or [contactcenter@mallplaza.com](mailto:contactcenter@mallplaza.com).

In addition, we started the trial run of the new Socios Comerciales Portal, a digital platform centralizes interaction with our business partners, making available, in a simple and quick way, all the relevant information for their management with Mallplaza: contingencies, news, tutorials, invoice details, as well as requirements, new products, and services tracking. This will allow us to be more connected, transparently, and efficiently.

This portal is already being used by a group of 20 business partners, along with them we are co-creating and adjusting functionality, thus seeking to provide the best experience in its relationship with Mallplaza; its official launch is projected for the second quarter of 2022.



Committed to long-term relationships and the sustainability of our business partners, we maintained some of the measures implemented to alleviate the consequences of the health restrictions caused by the pandemic (according to the category, brand, and geography). An example of this was the suspension of rent collection or the application of discounts when urban centers were closed by order of the authority. In addition, efforts were made to optimize resources and implement savings plans that were transferred directly to our business partners, as occurred with the Common Expenses item.

At the end of 2021 and in line with the lower restrictions and higher flows during the quarter, business partners continued with high levels of sales and better performance than in recent quarters, which made it possible for the company to eliminate the exceptional support associated with the pandemic and recover billing level.

### **Other initiatives aimed at strengthening the work with our business partners**

#### **Store service model**

As part of our interest in becoming the best partners in Latin America for our business partners, during 2021 we worked on the design and implementation of a Relationship Model whose objective is to generate a feeling of community with the stores, through of a permanent bond of trust between the management teams of the urban centers and the store collaborators.

For this, two main lines of action were defined: delivery of information and participatory activities. The first focused on strengthening permanent communication channels and formats with stores, to maintain an orderly and timely flow of information (operations, contingencies, marketing campaigns, etc. ); and the later focused on those initiatives that promote dialogue, collaboration, and a sense of community between Mallplaza and its tenants.

The Relationship Model, whose implementation began in September 2021, has performance indicators for each initiative, and has already generated positive impacts in the Net Promoter Score (NPS) measurement, which in December 2021 showed a net increase of 10 points with respect to the last measurement of the year 2019.

#### **New forms of communication with Business Partners and Visitors**

To highlight the joint work and long-term relationship that we promote with our business partners, during 2021 we implemented the communication campaign "We transform ourselves to move forward", which considered the construction of a new corporate story, a unifying concept to frame all the carried out activities, the dissemination of more than 20 testimonials from business partners of the various categories present in Mallplaza and different training workshops for employees with the purpose of promoting their knowledge and commitment to the company's service culture. We held 10 work sessions for the Operations, Malls, and Administration and Finance teams with more than 120 participants. In addition to an extended training session for 215 employees from Chile, Peru, and Colombia.

Along with this, the Administration management carried out training for business partners to facilitate their understanding regarding billing, and administration and operating expenses.

Considering our new purpose of "Simplifying and enjoying life more" and the multiple advantages and opportunities that being part of one of the largest retail ecosystems in Latin America provides us, during 2021 we implemented various massive marketing initiatives to maintain the connection with visitors in an attractive and inviting way.

Along with this, we encouraged business opportunities for our commercial partners, promoting the omnichannel strategy and our loyalty program.

Omnichannel and loyalty marketing initiatives allowed us to increase contactable customers by 27% , reaching a base of more than 2.1 million at the regional level.



With our new purpose, "Simplify and enjoy life more", we work to maintain the connection with visitors.

## VISITORS

During the last three years, 100% of our urban centers have been evaluated in matters of customer health and safety. On the other hand, we continued working on our comprehensive customer vision strategy, being attentive to their experience during their visits to urban centers and their relationship with the company's omnichannel proposal.

The customer's journey incorporates three fundamental stages: before the visit (moment in which he decides to visit), the visit (moment in which he arrives at Mallplaza ) and after (moment in which the client evaluates and recalls the experience of the visit), being this last instance the moment that allows the Mallplaza urban center to bond with the client and capture their preference.

With this objective in mind, the Experience and Projects Management promoted different initiatives to deepen the knowledge of the client, in terms of reasons for visiting, tastes, types and characteristics. The inputs come mainly from

customer knowledge, tracking of their interaction with Mallplaza (both physical and digital) and quantitative and qualitative elements of the experience through focus groups, and service quality and satisfaction indicators (NPS, in all urban centers).

To protect privacy and the correct use of information, we are working on the formulation of a Personal Data Treatment Policy, which will be implemented as of 2022. On the other hand, we have consolidated the Corporate Data Governance structure on the correct handling of data and information security of Mallplaza with the retail ecosystem.

Currently, 100% of our malls have instances of listening and direct contact, either face-to-face or digital, constantly seeking feedback from our communities, raising new synergies and opportunities.



# SOCIAL MEDIA FOLLOWERS

PLAZA SA RESULTS

Total  
Followers

2,983,110



CHILE

1,653,862



PERU

1,004,192



COLOMBIA

325,056

 68



Paw Patrol event at Mallplaza Oeste, Cerrillos, Chile.

# 03

## SUSTAINABILITY MANAGEMENT

*Creating shared value networks*



At Mallplaza we have a deep commitment to Sustainability, which for us implies creating value networks for the different interest groups in each place where we are present; networks that are inclusive and that mean a contribution to the lives of all those who have contact with us, since before we start the construction and operation of our urban centers.

We materialize this strategic view through sustainability management based on the three ESG dimensions (environmental, social, and governance), including climate change and respect for human rights, which we have been constantly reinforcing and improving.

### Sustainability Policy

This policy establishes the general principles that mark our actions and the commitments assumed to guarantee the responsible management of our activities, promoting relationships of mutual value with our stakeholders. Likewise, it considers economic, environmental and governance dimensions, as well as the relationships and participations with the interested parties, all to maintain continuity in the long term.

## Stakeholders



### VISITORS

We offer experiences, services and products that contribute to improving the quality of life of our visitors and give value to their time, building together a friendly, sustainable, and inclusive urban life.



### SUPPLIERS

We seek to establish a bond with our suppliers, based on transparency, efficiency and respect for current legal regulations, generating joint opportunities for innovation and sustainable growth.



### COMMUNITY

We seek to build relationships of trust, closeness and long-term with the communities in which we are inserted, respecting local identity and contributing to its development.



### AUTHORITIES

We are committed to complying with authorities' requirements with transparency, truthfulness, integrity, and in a timely manner.



### BUSINESS PARTNERS

We seek to build transparent and mutually beneficial relationships with our operators, being a platform for growth and value for their businesses.



### SHAREHOLDERS

We inform our shareholders and the market in a truthful, sufficient, and timely manner about our management in economic, ethical, and social matters.



### COLLABORATORS

We promote an environment of development and committed work, where the culture of respect and collaboration ensures a memorable work experience.



### ENVIRONMENT

We are committed to protecting the environment and improving energy performance through sustainable development, continuous improvement, and pollution prevention.

## Mallplaza Sustainability Policy

We seek to implement a sustainable development model recognized by our different stakeholders, for generating economic, environmental, and social impact, through the co-creation of value networks.

Mallplaza is committed to the Sustainable Development Goals of the UN 2030 agenda.



# SUSTAINABILITY STRATEGY

The construction of value for the business in collaboration with the different stakeholders is the basis of our sustainability strategy. To do so, we focus on mitigating the risks of ESG issues, the most efficient use of resources, promoting opportunities, managing corporate reputation, and encouraging collaboration between the company and all stakeholders, following the principles set forth by the United Nations 2030 Sustainable Development Goals (SDG).

During 2021, we updated our Sustainability Strategy considering, as a future goal, to implement a sustainable development model recognized by the different stakeholders for generating a positive economic, social and environmental impact, where Mallplaza has the role of articulator. To achieve this, we identified three major objectives.

<b>Vision</b>	Implement a sustainable development model recognized by our different stakeholders, for generating economic, environmental, and social impact, through the co-creation of value networks		
<b>Objectives</b>	<b>OPPORTUNITY NETWORKS</b> Facilitate the connection between actors to promote the generation of business opportunities, growth, and economic sustainability, contributing to prosperity and equity throughout the value chain	<b>CITIZEN NETWORKS</b> Build relationships of respect and value with the different stakeholders, forming a sustainable and resilient community around our urban centers.	<b>SUSTAINABLE NETWORKS</b> To be agents of change, building and operating in a sustainable manner, implementing innovative actions to protect the environment, and raising awareness among our stakeholders.
<b>Initiatives</b>	Relationship with Business Partners – Emprende Plaza – Sustainable Management of Suppliers – Investor Relations	Local Value: entrepreneurship, employment, culture – Relationship Mall-Community (community, visitors, external collaborators) – Human rights – Accessibility, Diversity, and Inclusion – Governance, Compliance, and Integrity	Waste management and circular economy – Climate change, carbon footprint, and energy efficiency – Water management – Sustainable experience

First is the Opportunity Networks that facilitate the connection between actors to promote the generation of business opportunities, growth, and economic sustainability, contributing to prosperity and equity throughout the value chain.

Second, the Citizen Networks to build relationships of respect and value with the different stakeholders, forming a sustainable and resilient community around our urban centers.

And third, the Sustainable Networks that allow us to be agents of change, building and operating in a sustainable manner, implementing innovative actions for the protection of the environment, and raising awareness among our stakeholders

## SUSTAINABILITY STRUCTURE

Sustainability is one of the strategic pillars of our company and, as such, it has an annual and five-year plan, objectives, goals, and a structure. Sustainability governance is made up of two instances: Sustainability Committee, which meets bimonthly with participation of the General Manager, the Executive Committee, the division managers, and the managers of the areas linked to sustainability. At the same time is working the Sustainability Table, which meets monthly and is made up of the areas linked to the strategy that participate in the planning and execution of the sustainability strategy.

This is how the active role of senior management is reflected in the detection, evaluation, management, and monitoring of risks on sustainability issues, especially environmental, social, and human rights, with particular emphasis on climate change. Thus, the Board of Directors also has an active role in ESG issues. The reports regarding this area are delivered to the Board of Directors twice a year, under the responsibility of the Corporate Affairs Management, which reports directly to the General Management, and of Sergio Cardone Solari, Chairman of the Board of Directors, who has been the director responsible for sustainability issues since 2014.







Mallplaza Vespuccio, La Florida, Chile.

## EVALUATIONS AND REPORTABILITY

The implementation of the sustainability strategy considers different aspects that have implications for the present and future performance of our company, as they are closely linked to its potential long-term growth. Therefore, it is essential to have an efficient reporting system that, through the

delivery of data and knowledge, allows anticipating and better managing the risks and opportunities associated with Mallplaza's growth.

The effort we make to deepen our commitment to sustainability is consistent with the results obtained. After our listing on the stock market, we were invited, in 2019, to be part of the Dow Jones Sustainability Index (DJSI) evaluation. Since then and for three consecutive years, we are present in the Chile and MILA indices. Our results reflect the

firm conviction of advancing in a robust strategy of our management in the ESG dimensions.

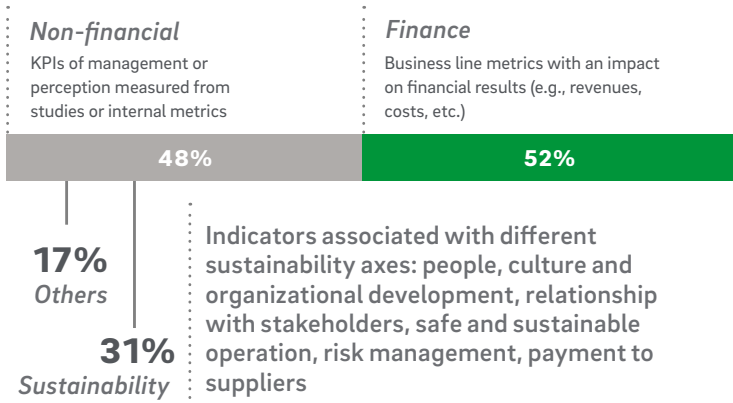
Additionally, the SS Index is a management evaluation that seeks to integrate the perspective of internal and external stakeholders, and is applied annually to customers, communities, internal and external collaborators, suppliers, business partners, and investors.

## SUSTAINABILITY INDICATORS

Our sustainability management model permanently evaluates the achieved results in order to detect the fulfillment of goals and objectives, as well as correct those aspects not progressing as planned in the different sustainability axes.

We have management KPIs on ESG issues, which are measured annually through internal metrics and external studies. These indicators are integrated into the executive incentive systems according to the relevance of each area, and represent 31% of the metrics of the company's executive team.

Average distribution KPIs system 2021 private role executives (CEO, Corporate Managers, Managers, Deputy Managers):



# 04

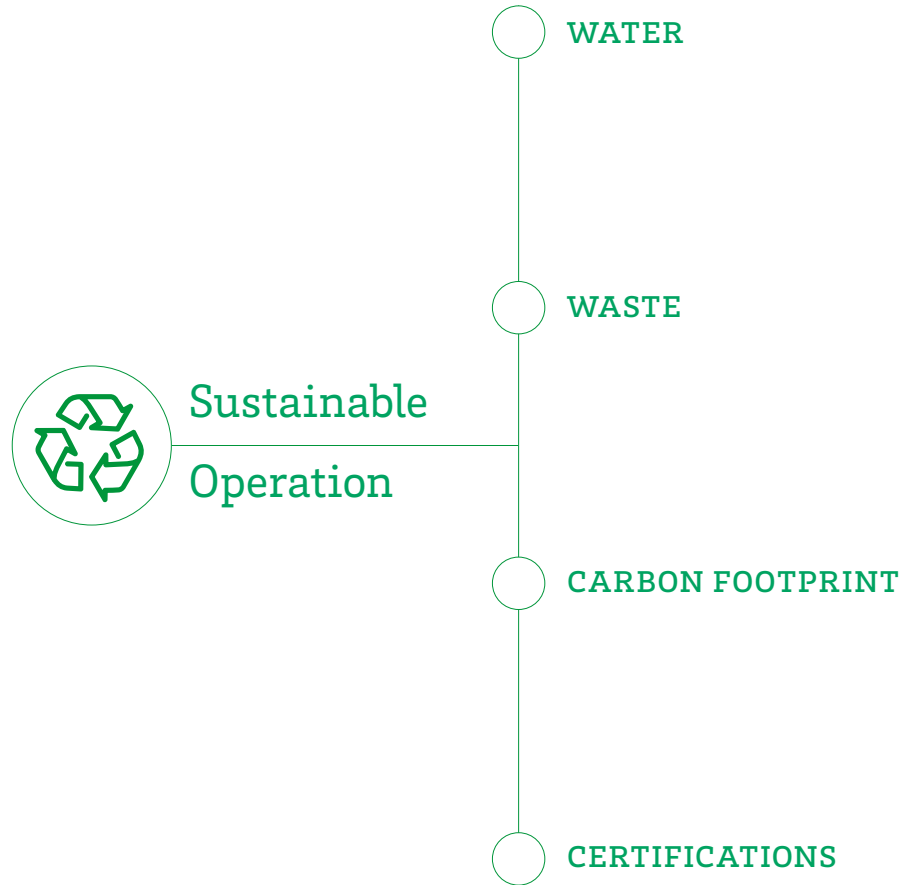
## CLIMATE MANAGEMENT

*Our commitment to carbon neutrality*



## CLIMATE MANAGEMENT

The sustainability strategic vision that we carry out is materialized in a continuous commitment to the efficient and circular management of our urban centers, the implementation of innovative actions linked to environment protection, and the promotion of a growing environmental awareness within our stakeholders.



**ENERGY**

In Chile, more than 98% of the energy consumed in our urban centers comes from Non-Conventional Renewable Energy sources (NCRE).

**WATER**

We concluded the measurement of the water footprint in three of our urban centers in the northern, central, and southern areas of Chile ( Mallplaza Antofagasta, Mallplaza Egaña and Mallplaza Trébol), which allows better levels of efficiency in its management, in different geographic and climatic scenarios.

**WASTE**

During 2021, we promoted waste recovery the incorporation of new recycling companies and Base Recyclers. In Chile, at the end of the year, we had 46.2% of our waste recovered. Likewise, we made progress in the implementation of management systems in Peru and Colombia.

**CARBON FOOTPRINT**

We are advancing in the measurement of scope 3 of the carbon footprint in Peru and Colombia, which will allow us to complement the 2020 management, which considered carbon footprint measurement (scopes 1 and 2 in the three countries, in addition to measurement and verification of scope 3 in Chile).

## SUSTAINABLE URBAN CENTERS

In line with SDG 13, "Action for the climate", we adhere to international standards of continuous improvement in environmental matters, proactively monitoring and managing objectives, goals, and indicators in strategic business areas. In this way, in addition to evidencing compliance, constant audits allow opportunities for improvement and risks to be identified in advance, and thus execute the necessary preventive control measures.

Currently, more than 98% of the energy consumed by urban centers in Chile comes from non-conventional renewable sources and, as a next step, the work on cogeneration in Peru and photovoltaic energy in Colombia will be reinforced, in order to advance in carbon neutrality goal. In addition, clean energy solutions and the measurement of scope 3 (indirect emissions from the value chain) were deepened in Peru and Colombia, thus complementing management at the regional level.

On the other hand, in Chile we have the ISO 14001 certification – Environmental Management Systems (EMS). This is an international standard that allows companies to demonstrate their commitment to protecting the environment through the management of environmental risks associated with the activity carried out.

Likewise, our company has the ISO 50001 certification in Chile, which aims to maintain and improve an energy management system in an organization, allowing continuous improvement of energy efficiency and security, as well as the management and consumption of energy with a systematic approach.

In terms of sustainable construction, at Mallplaza we have an environmental management system that allows us to care and respect the environment and surroundings from the early stages of design, construction, and remodeling of its urban centers. Among the requirements that we have imposed on ourselves is inclusiveness in accessibility, so that regardless of the means of transport used (bicycle, car, public transport or mobility aids for people with disabilities), everyone can visit our urban centers in equality of conditions. In this sense, there is 80% progress in the execution of works to comply with universal accessibility in 11 urban centers in Chile. During 2022, progress will be made with the six pending malls in Chile, in addition to the ones in Colombia and Peru.

Likewise, we have incorporated the necessary actions and technologies in terms of energy efficiency, emission reduction, waste management and recycling, and water efficiency, to achieve progressive goals in accordance with international standards such as LEED certification, granted by the US Green Building Council.

## Special Regulation for Contractor and Subcontractor Companies

To carry out these objectives we have a Special Regulation for Contractor and Subcontractors (GPYC) that establishes the minimum environmental requirements for the construction and operation of our urban centers, in order to guarantee that all works are carried with care and respect for environment.

According to this regulation, each contractor must design and implement an environmental program aimed at the prevention, mitigation, and control of pollution and community relations, according to the scope of its services, which will be approved by the Sustainability area, in line with certain minimum standards.

Every month, each contractor reports on the management carried out in the period, through a summary report covering the items defined in the approved environmental mitigation program. The Project Management carries out periodic inspections, evaluating the implementation of prevention, mitigation, and control measures of environmental impacts, leaving recommendations and deadlines.

In the case of the Operations Management, coordination meetings are held between the different services, establishing agreements and recommendations for improvement.

Meanwhile, the control of the environmental mitigation program is regulated through periodic audits of the approved environmental programs according to the scope of each contractor company.

For the Projects area, audits are carried out on a monthly basis according to the guidelines defined by the area, emphasizing those prevention, mitigation, and control measures established in projects with environmental qualification resolution (RCA) and with LEED certification.

In the case of service companies associated with the operation of urban centers, the audits will be adjusted to the environmental and energy management system plan.



Mallplaza Oeste, Cerrillos, Chile.

### GOLD LEED CERTIFIED URBAN CENTERS

- Mallplaza Egaña
- Mallplaza Copiapo

### SILVER LEED CERTIFIED URBAN CENTERS

- Mallplaza Arequipa
- Mallplaza Manizales
- Mallplaza Buenavista

### IN PROCESS OF LEED / EDGE CERTIFICATION

- Mallplaza Los Dominicos
- Mallplaza Arica
- Mallplaza Comas

## CLIMATE CHANGE AND ENERGY EFFICIENCY

At Mallplaza we seek to implement a Climate Change and energy management strategy that ensures efficiency and decreases emissions, moving towards Carbon Neutrality. Thus, in 2021 we approved the Environmental and Climate Change Policy, as well as the Environmental Compliance Program. Added to these relevant milestones is the preparation of the Environmental Risk Matrix, after a process of interviews with different areas of the company.

In addition, we are applying the TCFD climate change risk measurement methodology (Task Force on Climate related Finance Disclosures) in all our operations, with the aim of advancing in a strategy to face the risks of climate change and establish mitigation and resilience objectives.

### Carbon Neutral by 2030

During 2021, we materialized the commitment to be carbon neutral by 2030. With the agreement with the Alliance for Climate Action of Chile, we joined the global effort that seeks to address the challenges of the climate emergency, becoming a mobilizing agent for changes that positively impact the environment, along with the communities.



Mallplaza Egaña, La Reina, Chile.

In the same line, our company incorporated Chile, Peru, and Colombia in the measurement of the carbon footprint scopes 1, 2 and 3, to later establish objectives based on Science Based Target (SBTI), starting in 2022. Also, we committed to operate with 100% Non-Conventional Renewable Energies (NCRE) by 2022 in Chile and Peru and, by 2025, reduce water consumption by 30% and increase waste recovery to 60%, promoting circularity.

Thus, during 2021 we deepened the regional Energy Efficiency management program. To this end, we expanded the scope of the centralized control system for energy use in stores and

strengthened its support. With the same objective, we started the replacement of 100% of urban centers lighting in Chile with LED lights, a goal that we will meet in 2025. We also launched efficient air conditioning through evaporative technology and replaced R22 refrigerant gases.

Along with this, the Operations Center (COP) was consolidated as the instance that allows centralized optimization of energy consumption in each of our urban centers in the three countries, through the monitoring, control, and management of energy in the climate systems, power, lighting, and air circulation at the regional level.

To ensure the real contribution to energy efficiency and the reduction of the carbon footprint adjusted to compliance with internationally recognized regulations and standards, we take care of the constant technical improvement of our professionals in the area, training collaborators directly linked to the implementation and maintenance of the environmental and energy management system as internal auditors in the ISO 14001:2015, ISO 45001:2018, and ISO 5001:2018 standards.

### CLEAN ENERGIES

More than 98% of the energy consumed by the Mallplaza urban centers in Chile comes from non-conventional renewable sources (NCRE). During 2021, contracts were established with ENEL for the use of NCRE in 100% of our operations in Chile and Peru. At the end of the year, three urban centers were already generating NCRE through photovoltaic panels: Mallplaza Calama and Mallplaza Copiapo, in Chile, and Mallplaza Cartagena, in Colombia.

### Emissions (TON CO<sub>2</sub>)

	CHILE			PERU			COLOMBIA		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Scope 1 tCO <sub>2</sub> -e (location-based method)	S/I *	2,010	2,924	S/I *	22	290	S/I *	71	67
Scope 2 tCO <sub>2</sub> -e (location-based method)	S/I *	20,427	20,579	S/I *	1,173	821	S/I *	1,849	2,531
Scope 3 tCO <sub>2</sub> -e (location-based method)	S/I *	192,679	207,337	S/I *	37,410	27,641	S/I *	36,438	26,129
<b>TOTAL</b>	<b>S/I *</b>	<b>217,126</b>	<b>233,764</b>	<b>S/I *</b>	<b>38,627</b>	<b>29,042</b>	<b>S/I *</b>	<b>38,429</b>	<b>28,794</b>

\*Mallplaza has been measuring its carbon footprint in 2020. Carbon footprint calculations were performed in accordance with the WRI/WBSCD GHG Protocol.



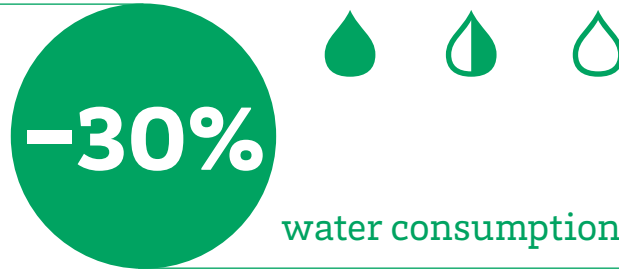
COMMITMENT 2022



**CENTRALIZED CONTROL PLATFORM (BMS)**

At Mallplaza we have an online centralized control platform (BMS) to manage the operation of all the equipment consuming energy, taking demand into consideration for the programming, in order to optimize resources. The Operations Center (COP), which monitors everything that happens in the different malls to comply with high standards of operation, is also in charge of monitoring the BMS.

COMMITMENT 2025



	CHILE			PERU			COLOMBIA		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
<b>Energy consumption from non-renewable sources (kWh)</b>									
Energy consumption from non-renewable sources (kWh)	7.25	0.55	0.83	22.80	4.21	5.35	4.29	7.05	12.72
Energy consumption from renewable sources (kWh)	239.99	52.73	53.21	0.01	0.02	0.02	1.08	1.08	1.25
Total energy consumption (kWh)	247.25	53.28	54.04	22.82	4.24	5.36	5.37	8.34	13.97
Fossil fuel consumption (kWh)	3.84	0.55	0.36	S/I	0.08	0.07	0.10	0.21	0.27

\*Non-conventional renewable energy

## WASTE RECOVERY AND CIRCULAR ECONOMY

Promoting waste management by promoting circularity is another of the focuses in the environmental strategy for the next five years, with a 2025 goal of increasing the waste recovery by 60%, as the beginning of the path to zero waste .

Among the 2021 initiatives to move forward on this path, the implementation of the Waste Management Model with retail stores began at Mallplaza Los Dominicos, with the aim of getting them to self-manage their waste separation.

Also in this line, we carry out plans to eliminate single-use plastic in food courts. This initiative, which will be implemented in Mallplaza Egaña during 2022, consists of a circular economy process in which restaurants will be mobilized to replace disposable packaging, incorporating reusable cutlery/tableware, managed by Mallplaza, thus offering an orderly, efficient and clean solution for the business partner and the visitor experience. Along with this, the strategy considers the recovery of waste generated through the recycling of containers and composting of organics in the digester.

This is also complemented by the construction of an urban garden that will use the water from the digester as fertilizer, closing the cycle of our comprehensive waste management strategy.

### Waste table

Waste	CHILE			PERU			COLOMBIA		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Hazardous (Ton)	11	10	10	0	0	0	85	0	2,2
Non-hazardous (Ton)	24,375	11,087	21,513	819	340	526	1,116	1,350	2,263
<b>Waste management</b>									
Recycling	3,366	1,656	3,481	310	167	268	173	194	452
Composting	1,062	553	591	0	0	0	0	82	313
Energy recovery	6,046	2,878	4,327	0	0	0	0	0	0
Municipal dump	13,818	6,000	13,114	509	174	258	943	1,075	1,498
Other	83	0	0	0	0	0	0	0	0

Note: This indicator represents common areas and commercial premises.

## RECYCLING OF TECHNOLOGICAL DEVICES WITH CLARO

In order to contribute to the circularity of the different types of waste, we have partnered with Claro Chile to bring its customers closer to the recycling of disused technological devices and accessories, raising awareness about the importance of environmental care. This alliance contemplates the installation of two fixed recycling points, in Mallplaza Egaña and Mallplaza Los Dominicos, plus a mobile point that runs through the other six urban centers in the Metropolitan Region.



## WATER FOOTPRINT AND EFFICIENT USE OF WATER

Committed to care and responsible use of water, at Mallplaza we are aligned with the LEED and ISO 14001 certification standards that require protocols for the use, disposal, and discharge of water in its urban centers. To do this, we are continually searching for technologies and opportunities that allow us to implement improvements in water measurement and management, as well as carry out a water footprint measurement to update the learnings regarding this resource's management. Our goal is to achieve a 30% reduction in water consumption at the regional level in 2025.

An example of this are the actions taken to maximize efficiency in the management of water resources in the green areas of urban centers, such as the use of lower-consumption plant species and plants typical of each region, and the use of liquid nutrients collected with biodigesters of organic waste in the urban centers of Chile.

### Measurement of water footprint 2021

During September, we concluded the measurement of the water footprint in three of our urban centers in Chile: Mallplaza Antofagasta, Mallplaza Egaña and Mallplaza Trébol, which makes it possible to achieve better levels of efficiency in their use, in different geographical and climatic scenarios, and to broaden learnings regarding this resource's management.

### SIMON WATER MANAGEMENT SOFTWARE

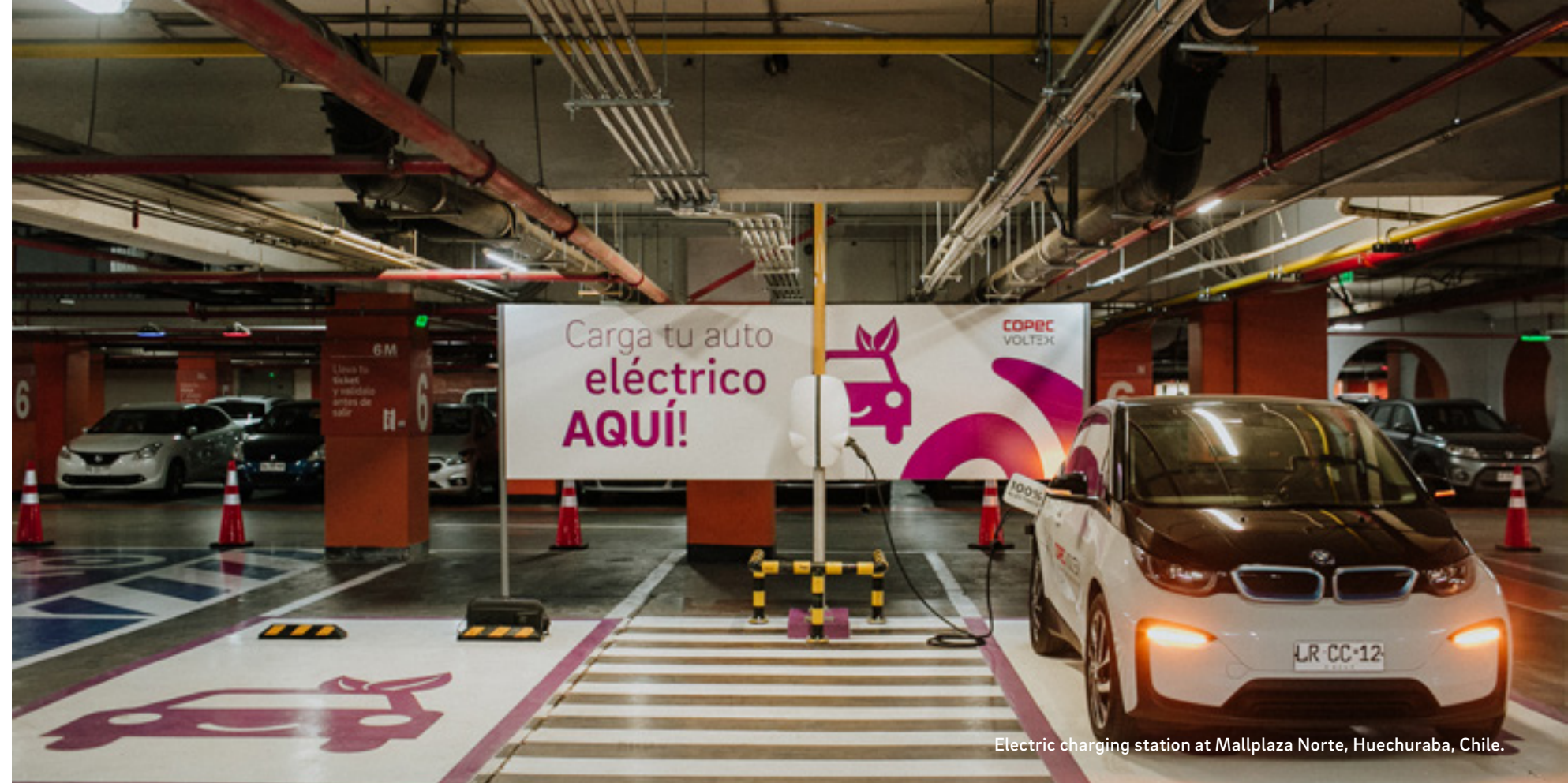
This online management platform works 24 hours a day analyzing the data of the water that enters the pond of one of our urban centers and the water that leaves to supply the mall. This information allows knowing, in real time, the consumption of water, enabling a comparison with our base line prepared in relation to the consumption of a regular year, in addition to making comparisons of consumption with the previous day, week and month. Thanks to the SIMON software it is possible to activate corrective action plans if a consumption deviation is identified. During 2021, this software was started working in two urban centers in Chile and in 2022 its regional implementation will begin.

Utilized water (m <sup>3</sup> )	CHILE			PERU			COLOMBIA		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
Municipal water	2,624,218	1,656,922	2,022,438	52,774	31,680	68,500	53,221	53,009	176,534
Fresh surface water	0	0	0	0	0	0	0	0	0
Fresh well water	199,569	93,377	20,542	264,065	145,267	169,000	0	0	12,240
Water returned to source	0	0	0	0	0	0	0	0	0
<b>Total net fresh water</b>	<b>2,823,787</b>	<b>1,750,299</b>	<b>2,042,980</b>	<b>316,839</b>	<b>176,947</b>	<b>237,500</b>	<b>53,221</b>	<b>53,009</b>	<b>188,774</b>

## COMMITMENT TO ELECTROMOBILITY

During 2021, with the purpose of bringing electromobility closer to people, we sealed an alliance with Copec to enable 38 vehicle electric charging equipment within 17 urban centers in seven regions of Chile, which will allow fast charging for different types of electric vehicles. These began to operate gradually from December.

The initiative, which will provide coverage from Arica to Los Angeles, will address, in a first stage, the urban centers of Arica, Iquique, Copiapó and Los Angeles, strengthening the country's electric charging infrastructure, promoting the use of electric vehicles, and facilitating their circulation in more cities.



Electric charging station at Mallplaza Norte, Huechuraba, Chile.

In addition to this alliance, as a company, we hope to reach 72 electric chargers by 2022, which would generate savings of 142,915 tons/year of Co2, due to the circulation of these vehicles versus conventional cars.

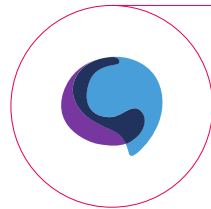
Along with the above, since December 2021, Copec Voltex has been part of the

new Mallplaza Norte AutoPlaza, with the Electromobility District, which has more than 100 m2 dedicated 100% to Copec's experience and history. In turn, this collaboration between both companies will form the largest network of electric charging points available in this type of space.

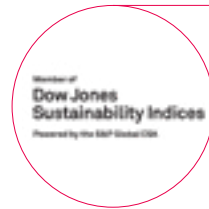
## AWARDS AND HONOURS



2021 Social Innovation Award from the Chamber of Shopping Centers, Santiago de Chile.



**1ST PLACE STUDY OF  
CITIZEN BRANDS CADEM,  
CATEGORY SHOPPING  
CENTERS**



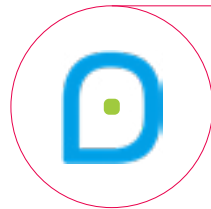
**DOW JONES SUSTAINABILITY  
INDEX**

For the third consecutive year, Mallplaza is part of the companies included in Dow Jones Sustainability Index, in the Chile and Mila indices.



**FEATURED IN EMPLOYERS  
FOR YOUTH**

In Peru we were highlighted in the study created by First Job, leader in employer branding, which considers aspects such as work environment, infrastructure, diversity and culture, benefits, talent, and career development.



**1ST PLACE SOCIAL  
INNOVATION AWARD 2021,  
CHAMBER OF SHOPPING  
CENTERS**



**S&P GLOBAL SUSTAINABILITY  
YEARBOOK 2022**

As a recognition of management and commitment to ESG issues, Mallplaza was included, for the second consecutive year, in the member category of the S&P Global Sustainability Yearbook, an annual publication that is one of the most complete compilations on corporate sustainability.



**SAFE GUARD CERTIFICATION  
BY BUREAU VERITAS**

Mallplaza certifies the safe reopening of its urban centers in Chile, Peru, and Colombia. With the Safe Guard seal by Bureau Veritas, the Company certified the correct application of all its implemented safety and hygiene protocols.

# 05

## COLLABORATORS

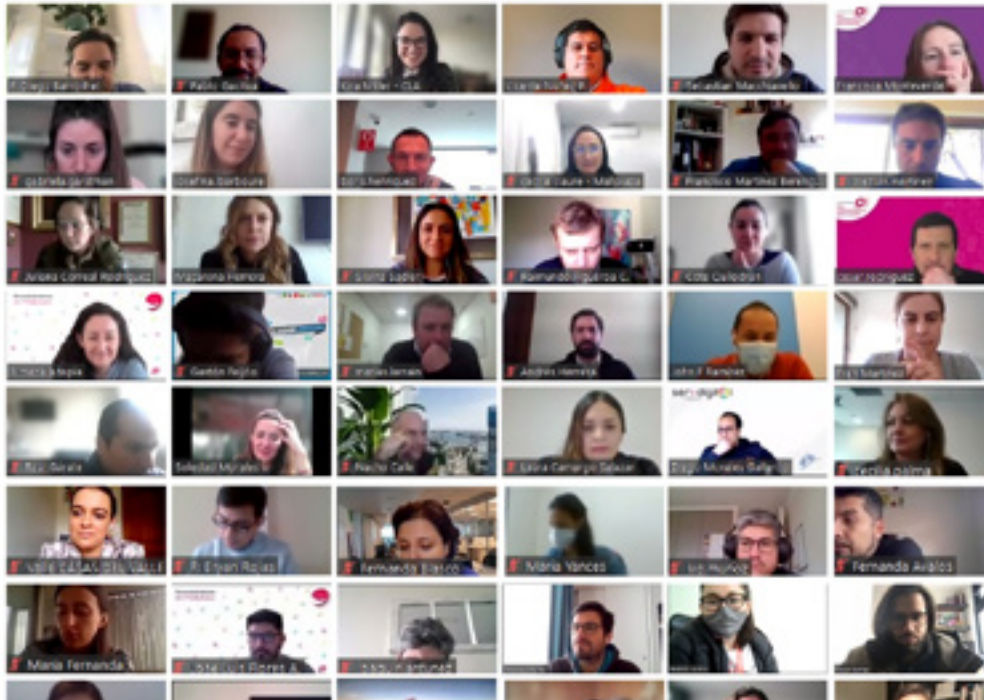
*We build the future together*



## CULTURE

The history of Mallplaza is one of permanent transformation. 31 years ago, we set out to create spaces that contribute to the quality of life of citizens, and today we seek to go further: we want to provide the city with places that have a meaning, that promote encounters, and open and enhance opportunities for growth and development for our business partners.

**Hablemos de cultura**  
ENCONTRÉMONOS EN MALLPLAZA



This is how in 2021 we launched our new purpose and the new values shared with the entire *retail* ecosystem. This process requires the best of us and our collaborators, because we build the future together and we do it from our culture.

With this in mind, during December 2021, we developed the Cascadas de Cultura activity. Facilitated by the managers, this initiative sought for the teams to fully understand that our culture remains the same and that the principles that we have been working on as a company for the last three years are evolving towards the new Mallplaza Values, which we will begin to live with the whole ecosystem.

During 2021, permanent communication mechanisms were maintained, such as extended meetings –Cascadas– by managements; the Leaders’ Meetings; Share your Talent, and Finding Us (dialogues between unlikely pairs). Likewise, they were invited to participate in Connecting Teams, a regional initiative in which 31 teams and 300 collaborators met to agree, create and better plan the challenges for the future.

In addition, between October 25 and November 9, a massive SS INDEX measurement survey was carried out to assess risks associated with the behavior of employees connected to Mallplaza’s sustainability strategy. The results show that as

Consolidated Mallplaza we maintain an upward trend: since 2017 we have increased 13 points and we have 85% of favorable levels, remaining in the top 25% of the companies measured. In this ESG (environmental, social and corporate governance) measurement 2021, there is no dimension below 50% (Unfavorable). The Community dimension stands out as the best evaluated compared to the top 25% (+14 points) and the Work-Life Balance, Safety and Training and Development dimensions show significant increases.

Meanwhile, in the breakdown by country, Chile maintained its indicators at favorable levels, rising eight points since 2017. Peru achieved its highest score in the last five years, +2 points compared to 2020, and Colombia maintains its same indicator of the last two years at 85%.

**15 culture meetings**

**51 talks**

**431 collaborators**

**37 facilitators**

**30 hours of talk**



## LABOR STAFF

CHILE				BREAKDOWN 2021							
BY JOB CATEGORY	NUMBER OF EMPLOYEES			GENDER (%)		NUMBER OF EMPLOYEES BY AGE RANK					
	2019	2020	2021	Men	Women	"X"<30	30<"X"<40	41<"X"<49	41<"X"<49	61<"X"<70	70<"X"
Managers and assistant	103	90	93	63%	37%	1	29	38	23	2	0
Professionals and technicians	419	369	411	47%	53%	102	220	68	20	1	0
Others	34	29	29	14%	86%	0	11	10	5	3	0
<b>By type of contract</b>											
Indefinite term	546	480	505	49%	51%						
Fixed term	10	8	28	36%	64%						
<b>Total</b>	<b>556</b>	<b>488</b>	<b>533</b>								

PERU				BREAKDOWN 2021							
BY JOB CATEGORY	NUMBER OF EMPLOYEES			GENDER (%)		NUMBER OF EMPLOYEES BY AGE RANK					
	2019	2020	2021	Men	Women	"X"<30	30<"X"<40	41<"X"<49	41<"X"<49	61<"X"<70	70<"X"
Managers and assistant	25	23	18	50%	50%	0	4	12	2	0	0
Professionals and technicians	77	76	78	36%	64%	23	41	10	4	0	0
Others	25	0	0	0%	0%	0	0	0	0	0	0
<b>By type of contract</b>											
Indefinite term	97	94	93	37%	63%						
Fixed term	5	5	3	100%	0%						
<b>Total</b>	<b>102</b>	<b>99</b>	<b>96</b>								

# LABOR STAFF

COLOMBIA				BREAKDOWN 2021							
BY JOB CATEGORY	NUMBER OF EMPLOYEES			GENDER (%)		NUMBER OF EMPLOYEES BY AGE RANK					
	2019	2020	2021	Men	Women	"X"<30	30<"X"<40	41<"X"<50	51<"X"<60	61<"X"<70	70<"X"
Managers and assistant	6	17	17	59%	41%	0	7	8	2	0	0
Professionals and technicians	66	61	61	36%	64%	14	35	10	2	0	0
Others	13	11	10	20%	80%	7	1	2	0	0	0
<b>By type of contract</b>											
Indefinite term	80	85	86	40%	60%						
Fixed term	5	4	2	0%	100%						
<b>Total</b>	<b>85</b>	<b>89</b>	<b>88</b>								

COMPOSITION BY NATIONALITY	2021						TOTAL
	CHILE		PERU		COLOMBIA		
	Male	Female	Male	Female	Male	Female	
Argentine	2	3	0	0	0	0	5
Bolivian	0	1	0	0	0	0	1
Chilean	244	258	2	0	2	0	506
Colombian	2	3	0	0	32	53	90
Peruvian	0	2	35	59	0	0	96
Venezuelan	6	11	0	0	0	1	18
Brazilian	1	0	0	0	0	0	1
<b>Total</b>	<b>255</b>	<b>278</b>	<b>37</b>	<b>59</b>	<b>34</b>	<b>54</b>	<b>717</b>

	2021				
	Number of employees by years in the company				
	"X"<3	3 - 6	6 - 9	9 - 12	12<"X"
<b>CHILE</b>	231	137	60	43	62
<b>PERU</b>	48	31	9	6	2
<b>COLOMBIA</b>	58	13	15	2	0

GENDER WAGE GAP BY COUNTRY	CHILE	PERU	COLOMBIA
	Female	Female	Female
MANAGERS AND ASSISTANT MANAGERS	-13%	-28%	23%
LEADERS AND PROFESSIONALS	-21%	20%	18
ADMINISTRATIVE	12%	31%	17

**Chilean workforce by contracting company and positions**

Contracting company	Administrative / Others	Professionals and technicians / leaders and professionals	Managers and assistant managers	TOTAL
Administradora Plaza Vespucio S.a	1	11	1	13
Autoplaza Spa	0	4	1	5
Inmobiliaria Mall Calama S.a.	1	4	1	6
Inmobiliaria Mall Las Americas	1	2	1	4
Nuevos Desarrollos S.a.	7	37	10	54
Plaza Antofagasta S.a.	1	7	1	9
Plaza Cordillera S.a.	0	4	0	4
PLAZA DEL TRÉBOL SPA	2	13	2	17
PLAZA LA SERENA SPA	1	5	1	7
PLAZA OESTE SPA	2	24	3	29
PLAZA S.A	12	292	70	374
PLAZA TOBALABA SPA	1	4	1	6
PLAZA VESPUCCIO SPA	0	4	1	5
Total	29	411	93	533

EMPLOYEE TURNOVER		2019	2020	2021	2021	
					By gender	
					Men	Women
CHILE	New hires (number of employees)	128	66	157	93	64
	Volunteer turnover rate	10%	6%	14%	18.6%	9.2%
	Turnover rate	21%	27%	22%	24.5%	20.6%
PERU	New hires (number of employees)	33	15	22	13	9
	Volunteer turnover rate	11%	6%	12%	18.9%	8.5%
	Turnover rate	18%	19%	24%	37.8%	15.8%
COLOMBIA	New hires (number of employees)	30	21	20	4	16
	Volunteer turnover rate	6%	6%	6%	6.5%	5.3%
	Turnover rate	20%	20%	17%	26%	12%

## EMPLOYEE CARE MANAGEMENT



At Mallplaza we have a permanent concern for the health and safety of our collaborators.

In the 2021 period, the health and safety of our collaborators continued to have a leading role in people management. In this sense, PULSO COVID-19 surveys were carried out periodically throughout the year, with the intention of having clear and first-hand information from collaborators about their reality in order to identify aspects to improve their working and personal conditions. Additionally, the strategy was aimed to support employees in cases of risk of COVID-19 contagion for them and their families.

The survey is conducted online and anonymously. The identity card number is only requested in the event that the respondent presents symptoms, has been in contact with someone infected or has a family member in a delicate state of health due to COVID-19. In response to the results, during 2021 protocols were maintained and executed to attend to and follow up on cases of contagion or close contact, in order to accompany and support people in an organized and effective manner, for example, with PCR tests sent home, daily follow-up calls and delivery of food boxes, with the intention, from the company and those who work in it, to make them feel accompanied and provide all possible support for them and their families.

Other collaborators' data	2021		
	CHILE	PERU	COLOMBIA
SS INDEX employment score	84	90	85
PULSE: perception of closeness between collaborator and MP senior management (%)	89	93	92
PULSE: perception of effective communication in crisis, through dialogues and talks with leaders (%)	95	94	94
Average rate response to Culture survey (%)	0	88	85
Number of employees with disabilities	3	1	0
Employees hired under professional services invoice	0	0	0

Regarding collaborators, Safe Operation strategy was supported by obtaining the COVID-19 Seal certification of all our urban centers in Chile. This certification, delivered by the Chilean Safety Association (ACHS) and the Mutual de Seguridad, shows that the work centers audited by the Mutual de Seguridad have 100% implementation of the preventive measures established by the health authority, as well as the recommendations and regulations indicated for the prevention of contagion and spread of COVID-19.

The accreditation of the facilities as safe spaces for employees was the result of an exhaustive work process carried out during March 2021 by teams from all urban centers.

### Mallplaza Te Cuida

Based on the information collected in the PULSO surveys, Dialogues for the Meeting and other communication instances, the Mallplaza Te Cuida initiative continued. In it, the efforts to maintain and support the health of the collaborators were integrated, along with the actions to provide support, containment and accompaniment during the pandemic.

This regional initiative incorporated teams from the Corporate Affairs, Human Resources and Operations departments.

Mallplaza Te Cuida incorporates a series of initiatives based on four pillars:

PILLAR	GOALS
Closeness	Accompany the personal and emotional state of the collaborators, through support, containment and accompaniment activities, encouraging continuous communication of the leaders with their teams.
Leadership	Strengthen the role of leaders in communication, incorporating new ways of working and promoting productivity and caring for teams.
Business knowledge	Bring employees closer to the current and future reality of the business, fostering a sense of belonging and commitment, and developing capacities that allow generating new individual and collective contributions.
Quality of life and care	Encourage self-care measures and contribute to the balance of personal and work life, and thereby promote a healthy state of mind and mutual support among collaborators.

During 2021, Mallplaza Te Cuida added other initiatives to cover more needs. Thus, kits of materials, talks on self-care in Mindfulness, time management and stress management, nutrition and mental health and active breaks, support for teleworking and voluntary return to the office were delivered. Added to these, vaccination campaigns against influenza were carried out in Chile, Peru and Colombia, so that employees could be inoculated at home or in urban centers.

In line with mental health activities, an emotional support and containment program was started, attended by specialized psychologists, which had an impact on the well-being of more than 60 employees who have consulted since the beginning of the pandemic.



## Salud y seguridad laboral

	TOTAL			BREAKDOWN 2021		REFERENCE	
	2019	2020	2021	By gender			
				Men	Women		
CHILE	Fatalities in occupational accidents	0	0	0	0	0	
	Worked hours	1,116,814	1,056,712	1,143,525	533,107	610,418	
	Occupational accidents rate	0.73	0.19	0	0	0	Number of accidents at work / number of employees * 100
	Occupational disease rate	0	0	0.39	0	0.74	Number of professional diseases / number of employees * 100
	Lost time injury frequency rate	3.58	0.95	0	0	0	Number of accidents that generate lost time / number of worked hours * 1,000,000
	Absenteeism rate	3.00	3.00	3.52	2.04	4.94	Number of absent days / total number of working days * 100
PERU	Fatalities in occupational accidents	0	0	0	0	0	
	Worked hours	269,739	300,403	274,246	111,339	162,907	
	Occupational accidents rate	0	0	0	0	0	Number of accidents at work / number of employees * 100
	Occupational disease rate	0	0	0	0	0	Number of professional diseases / number of employees * 100
	Lost time injury frequency rate	0	0	0	0	0	Number of accidents that generate lost time / number of worked hours * 1,000,000
	Absenteeism rate	1.00	1.00	1.55	1.57	1.52	Number of absent days / total number of working days * 100
COLOMBIA	Fatalities in occupational accidents	0	0	0	0	0	
	Worked hours	266,858	204,336	218,783	89,165	129,618	
	Occupational accidents rate	0	0	0	0	0	Number of accidents at work / number of employees * 100
	Occupational disease rate	0	0	0	0	0	Number of professional diseases / number of employees * 100
	Lost time injury frequency rate	0	0	0	0	0	Number of accidents that generate lost time / number of worked hours * 1,000,000
	Absenteeism rate	1.00	2.00	2.27	2.00	2.45	Number of absent days / total number of working days * 100

NOTE: Absenteeism Rate: Refers to absenteeism of any kind, not just as a result of a work-related injury or illness. This includes individual sick days due to minor illnesses (for example, common cold, fevers, and flu), as well as personal days taken for unstated reasons. This rate does not include scheduled or permitted absences, such as vacations, study time, maternity or paternity leave, etc.

## FORMATION AND DEVELOPMENT

During 2021, we continued promoting a constructive organizational culture that fosters proactive leadership and collaborative and dynamic teams. In addition, we seek to ensure employees' continuous development and increase the density of outstanding talent for the fulfillment of our strategy.

Our goal is to be an organization focused on people and with a clear purpose, promoting a culture of co-creation and innovation which allows us to attract and develop the best talent for the Mallplaza of the future. To this end, our strategic focuses are: Agile Talent, to ensure the continuous development and incorporation of outstanding people, promoting the attraction and retention of digital talent; a Constructive Culture that encourages proactive leadership and co-creative, dynamic, and collaborative teams, promoting the Digital Mindset focused on customer value working in network with the Retail Ecosystem; and a Flexible

Organization aligned with the Strategy, which enhances agility, autonomy and leadership, demonstrating that Mallplaza is an attractive company to belong to and work for.

The training initiatives developed in 2021 were the Ser Más Digital Program and the Leaders' Academy.

The Regional Management of People and the Human Resources teams of Peru and Colombia are the structure that carries out the people strategy, using various tools that facilitate fluid communication through face-to-face and digital instances in order to bring people closer and connect from cultural identity and strategic challenges.



### New Performance Evaluation Model

The new performance model for the general role seeks to strengthen the evaluation process with a more comprehensive view of each employee. To move towards this goal, during 2021, a 90° evaluation was carried out on the administrative staff and evaluations of potential, managers, and reports were carried out at 270° and 360° –for all leaders, even if they did not have people in charge–, as well as a Customer-Peers and Corporate Head or Functional Head evaluation. All of this led to the identification of low performers, in order to manage action plans, but also of outstanding talent, top talent and critical talent. The RankMi Tool was also used.

#### PARTICIPANTS

<ul style="list-style-type: none"> <li>• SECOND LINE MANAGER</li> <li>• ASSISTANT MANAGERS/ DIRECTORS</li> <li>• MALL ASSISTANT MANAGERS</li> </ul>	<b>Executive role</b>
<ul style="list-style-type: none"> <li>• LEADERSHIPS AND SUPERVISORS</li> <li>• PROFESSIONALS</li> <li>• ADMINISTRATIVE</li> </ul>	<b>Massive role</b>

Country	Leaders and supervisors w/ EDD 360° reports	Leaders and supervisors w/o EDD 270° reports	Professionals EDD 270°	Administratives EDD 90°
CHILE	52	82	203	72
PERU	3	26	34	10
COLOMBIA	3	14	35	11
<b>Total</b>	<b>60</b>	<b>122</b>	<b>272</b>	<b>93</b>
		<b>547</b>		

\*Specific cases will be reviewed due to difference in the nomenclature of the position by country

### Performance Management

After the 2020 Performance Evaluation, in 2021, an analysis of the results was carried out among executives, managers and assistant managers. Each of them was qualified in three recommendation categories: Maintain, that is, keep the current position; Move, which implies thinking of some movement for the current year (expand responsibilities or change of position); and review. This last category translates into generating with them an action plan (improvement) that allows working on the gaps detected. After six months of the annual Feedback, the progress-achievements and the performance that shown in those months are reviewed.



**2021 RESULTS****13** Review cases (18 cases in 2020):

There are no managers in Review

There are no Review cases repeated for the 2nd consecutive year

**31%** (4/13) in satisfactory compliance and**69%** (9/13) in partial compliance**38%** no longer belong to Mallplaza (4 dismissals and 1 resignation)**14** cases Move:**6** managers**8** assistant managers**71%** of the cases have already been managed as of October 2021**New hires and vacancies management**

In terms of opportunities and vacancies in executive level positions, two out of every three positions generated at the Executive level are occupied by internal people, promoting career development and mobility.

63% (22/35) of vacancies filled by internal candidates, promoting career development.

37% (13/35) of executive vacancies were filled during 2021 by external candidate.

**Outplacement**

We have an Outplacement Procedure for specific cases, which includes workshops, talks, mentoring and access to networking platforms.

**Outstanding talents**

In order to increase the density of outstanding talents, several actions were carried out during 2021. Thus, the "Intermediate Evaluation" pilot was started in GTED to be implemented in 2022 at the company level. Also, in December, the Muévete Portal was launched to promote internal mobility. Also, Talent Mapping was launched at different organizational levels.

The generation of closeness with the leaders and the sense of belonging is another focus of concern. For this reason, during 2021 a Talent Committee pilot was carried out for the general role and work was carried out on the development of an On-boarding Instance with first-line Managers for Business Induction. The pilot of this latter instance will begin in January 2022 with leadership positions

**% OF EMPLOYEES WITH PERFORMANCE EVALUATION:  
BY GENDER, POSITION, AND COUNTRY FOR THE LAST THREE**

PERFORMANCE EVALUATION				BREAKDOWN 2021					2021		
% of employees with performance evaluation	2019	2020	2021	By gender		By job category			Number of evaluated workers		
				Men	Women	Executives	Professionals and technicians	Others	Executives	Professionals and technicians	Others
CHILE	93%	78%	84%	47%	53%	18%	82%	0%	76	339	0
PERU	92%	100%	100%	39%	61%	20%	80%	0%	18	70	0
COLOMBIA	93%	87%	94%	34%	63%	21%	79%	0%	17	63	0

TRAINING				BREAKDOWN 2021(PROMEDIO HH)					2021			2021		2021
Average man hours of training per worker	2019	2020	2021	By gender		By job category			Number of trained workers			Total of man hours of training		Training costs in local currency
				Men	Women	Executives	Professionals and technicians	Others	Executives	Professionals and technicians	Others	Men	Women	
CHILE	36	2.6	3.4	2.7	4.0	1.1	3.5	0.0	30	1,272	0	599	703	CLP \$106,516,067
PERU	40	16	9.02	30%	70%	85%	15%	0	18	78	0	257	610	PEN \$66,456
COLOMBIA	29	4.5	8.68	3.63	5.05	0.9	7.3	0.5	17	11	66	320	444	COP \$4,606,519

## BENEFITS

It is essential for Mallplaza to contribute to the quality of life of all its employees and their families. For this reason, the company has a comprehensive benefits and compensation proposal that constantly seeks to maintain salary equality between men and women.

At a regional level, Mallplaza has transversal benefits in the following areas:



### Work/Personal life balance

- "I Choose" program: additional free days
- Early departure on Fridays
- Early departure on the eve of major holidays
- Family integration activities



### Healthy life

- Medical check-ups
- Talks and workshops
- Promotion of health, sports and recreational activities (inside and outside the workplace)



### Corporate benefits

- Supplemental health and dental insurance
- Performance Management Bonus
- Affiliate agreements programs and discounts (medical and dental, others)
- Christmas gifts for children under 12 years old



### Celebrations

- Mallplaza Anniversary, National Holidays, among others
- Gifts and greetings on special dates (Mother's Day, Father's Day, Christmas, Wedding, among others)

There are three categories of benefits:

### Corporate benefits

Benefits that every collaborator has for being part of Mallplaza.

### Affiliate agreements and discounts

Applied for various products and services in categories such as health, gastronomy, travel and tourism, among others.

### Flexible Benefits

Days off points redemption system applicable to categories such as family, healthy life, paperwork and free time.

During 2021, the **Telecommuting hybrid modality** was added to our benefits offer: each collaborator can choose the work modality either face-to-face, attending urban centers or from home, allowing connection from anywhere.

## DIVERSITY AND INCLUSION

Our Integrity Code and the Diversity and Inclusion Policy explicit our commitment to respect for people, equal opportunities based on skills, merit and performance of each collaborator, as well as the rejection of any type of discrimination.

In terms of diversity and inclusion, we have made progress towards building an organizational culture and a diverse and inclusive work environment, promoting insertion, participation and well-being of people. Our purpose is to ensure that all our collaborators, regardless gender, sexual orientation, religion or any fundamental characteristic of their identity and existence, achieve a sense of belonging that allows them to show the best version of themselves in their workplace. Thus, we consider four focuses of inclusion: gender, sexual diversity, people with disabilities, multiculturalism-migrants.

Regarding sexual diversity, in 2021, the Gender Transition Protocol was approved and awareness talks were held. In terms of benefits, the same bonuses and/or days off for marriage were granted to those who sign the Civil Union Agreement (AUC); the pre and postnatal benefit was delivered for homoparental adoption for

a non-legal father or mother; and complementary insurance for LGBTI+ cargo was extended.

In addition, we are participating as observers in Pride Connection and launched the LGBTI+ Community.

We can highlight, as a milestone, the formation of the Diversity and Inclusion Committee and its work committee, made up of the General Manager, the Attorney, the Corporate Affairs Manager, the People Manager and the divisional managers. This committee meets quarterly.

Regarding people with disabilities in Chile, the rule of 1% staffing is being complied with, while in Peru there has been progress in this process, seeking new incorporations to reach 3%.

In addition, we publish vacancies in support of Law No. 21,015, which encourages the inclusion of people with disabilities, and we participate in the Inclusive Labor Fair.

To improve the conditions of people with disabilities and continue promoting an inclusive culture, we carried out a study of the current status of the DE&I culture in Mallplaza, which will allow us to generate action plans according to gaps detected along with the Con Trabajo Foundation.

Throughout the region, issues related to gender equity measures or policies have been debated and have required the attention of both public

and private authorities. As Mallplaza we are not on the sidelines, launching initiatives that respond to this contingency and community need. This is how we approved the Protocol against Gender-Based Violence; we started the #YoElijoWhere to Work Labor Flexibility Plan; we implemented an Inclusive Language Manual and, in Chile, we supplemented the postnatal salary of men and women above the legal limit.

At Mallplaza we value the diversity of opinions to enrich decision-making and, in this line, there is a high percentage of women in management positions, executive committees and leadership positions. Similarly, we seek to promote growth and career development through initiatives such as Mujeres Conectadas and we recommend 30% of women in the selection funnel for the list of suitable candidates for jobs (long list and short lists), in leadership positions. In this same line, we carried out the Hiring Workshop Expert for women and we started a Mentoring Program as a pilot in Peru.

Finally, Mallplaza shares a goal with the Ecosystem to increase the number of women in Top Management and Middle Management from 36% to 40% by 2022.



## INVESTIGATION OF COMPLAINTS OF SEXUAL AND WORKPLACE HARASSMENT

As Mallplaza we are concerned that our workers feel safe in their work. This includes the prevention, investigation and reporting of sexual harassment as improper and illegal conduct, not in accordance with human dignity and contrary to coexistence within our company. The same applies to events classified as workplace harassment.

In Title III of our Internal Regulation of Order, Hygiene and Security, Chapter I, it is established that all collaborators who suffer illicit acts defined as sexual or labor harassment by the law or by our regulations have the right to report them to the Integrity Officer, to the Ethics Management through the Integrity Channel or to the competent Labor Inspection.

Unless the information is sent to the respective Labor Inspectorate within the legal term established for it, Mallplaza will follow an investigation process as established in the regulations, in the General Investigation Policy, in the General Investigation Procedure and in the Guide. of the Investigator.

Once the complaint is received, a duly trained investigator will be appointed within the company, and must investigate within a maximum period of 30 calendar days, listening to both parties and witnesses.

In the context of the investigation, Mallplaza may have some measures aimed at protecting the parties involved in the events under investigation, such as, for example, the separation of the physical work spaces of those involved, the redistribution of working hours, or the relocation of one of the parties. If during the investigation it is determined that there are indications of conduct that could lead to criminal liability for the legal person, this fact must be notified as indicated in the General Investigation Policy and Procedure, and the case will be treated as a "privileged investigation".

The investigation will end with a report prepared by the investigator that must contain: (a) A clear description of the facts investigated; (b) The enumeration of the proceedings and activities carried out; (c) The explanation of the investigation findings and the supporting evidence; (d) His analysis of the facts, indicating: (i) the occurrence or not of the facts that are the subject of the investigation; (ii) identification and participation of the

person(s) responsible for such events, if any; iii) the causal relationship between the events and the party or parties responsible for them; and, (iv) the conclusions reached by the investigator, as well as the measures and sanctions proposed for the case.

Once the investigation is completed and in the event that it is concluded that there is sexual harassment behavior, Mallplaza through the Human Resources Management, must adopt the sanctions specified in these regulations.

During 2021, only one complaint of sexual or workplace harassment was received in Chile.

# 06

## RELATIONSHIP MANAGEMENT

*New opportunities for dialogue  
and collaboration*



Mallplaza's commitment to being an inclusive, civic and sustainable company has meant incorporating sustainability as a protagonist of the business strategy. The co-construction of shared value and the promotion of long-term relationships with its business partners, communities, collaborators, suppliers, clients and investors at a regional level are fundamental pillars of its management.

**Relationship model**

Throughout our history, we seek to advance progressively towards playing an articulating role in generating value networks. To do so, we have a permanent and long-term relationship model that maintains formal listening and dialogue channels to generate positive impacts and joint value, especially with business partners, communities and the environment, as well as manage potential risks and negative impacts.

Within the framework of strategic sustainability planning, the objectives, KPIs and initiatives were defined with all stakeholders. As part of the 2021 management, we have focused our task on joint construction with our business partners and suppliers. As for the former, we want to provide

them with an omnichannel business offer, lead the incorporation of new businesses, markets and categories for urban centers and visitors, and establish and manage a long-term relationship and service model.

At the same time, we aim to build and implement a sustainable supplier management model that provides value, innovation and growth for both parties. To do this, since 2021 we have carried out a social and environmental assessment and a support sustainability plan for SMEs. In addition, we include sustainability variables in the Requests for Proposals and evaluation of suppliers participating in tenders. The purpose is to improve our indicators, credentials and performance for Investors.

Always aiming for improvement, we want to increase the application of the SS Index, since it is a tool for detecting gaps, positive and negative impacts and risks associated with each of our stakeholders, hence during 2021 progress was made in its regionalization.

**Principles of the Mallplaza Relationship Model**

**VALUE GENERATION**

Proactively carry out actions that generate shared value.

**ACCOUNTABILITY**

Have a person in charge of representing the organization and generating traceability of the agreements and commitments assumed.

**LONG-LASTING RELATIONSHIPS**

Establish long-term relationships, based on trust and mutual respect.

**TRANSPARENCY**

Establish relationships and transparent communications as a key factor of mutual trust.

**MALLPLAZA COMMUNICATION CHANNELS WITH ITS STAKEHOLDERS ARE AVAILABLE ON THE CORPORATE WEBSITE [WWW.MALLPLAZA.COM](http://WWW.MALLPLAZA.COM)**

## ASSOCIATIONS AND MEMBERSHIPS

Mallplaza adheres to and participates in different organizations as a way of promoting and collaborating with sustainable development and strengthening its strategy.

### CHILE

- Acción Empresas
- Pacto Global
- Cámara Chilena de Centros Comerciales (CCHCC)
- Cámara de Comercio de Santiago (CCS)
- Instituto Chileno de Administración de Empresas (ICARE)
- Corporación Industrial para el Desarrollo Regional del Bío Bío (CIDERE)
- Asociación Cultural de Cerrillos
- Cámara de Comercio de Antofagasta
- Corporación Cultural Municipal de Los Ángeles

### COLOMBIA

- Acecolombia (Asociación de Centros Comerciales de Colombia)
- Cámara de Comercio e Industria Colombo Chilena
- Cámara Regional de la Construcción Bogotá y Cundinamarca

### PERU

- Asociación de Centros Comerciales y de Entretenimiento del Perú (ACCEP)
- Cámara de Comercio de Lima
- Cámara de Comercio y Producción de La Libertad (Trujillo, Perú)
- Perú 2021
- Servicio de Asesoría Empresarial (SAE) de Apoyo

### INTERNACIONAL

- International Council of Shopping Centers (ICSC)



# 07

## COMMUNITIES

*We generate new capacities  
to promote local development*

Mercado Campesino invites agricultural producers to sell in Mallplaza.

MERCADO CAMPESINO

## COMMUNITIES

At Mallplaza, communities are at the center of our actions. We seek to build bonds of closeness, trust, support and containment based on structured and permanent relationships. For this, we maintain a direct and close relationship with the neighbors and representatives of the local community through a relationship model that we deploy from the initial stages of construction and that continues actively throughout the operation of the urban centers, including remodeling and expansion, in order to build joint value and local development.

The relationship model with communities contemplates the permanent monitoring and analysis of the surroundings of our urban centers,

managing risk matrices and generating relevant data. From this work no significant negative impacts have been identified in our communities for Chile, Peru and Colombia.

Permanent analysis and dialogue allows contributions to be better focused, such as, for example, contributing to the fight against the pandemic, training leaders and social leaders, supporting local employment and promoting entrepreneurship.

In addition, we carry out virtual meeting instances, field visits and face-to-face meetings, in order to strengthen the link between Mallplaza and the relevant actors of all the places we are inserted in.



Mallplaza Oeste, Cerrillos, Chile.

# PLAZA COMMUNITY

**99** Dialogues for meeting

**6** Academia modules

**9** New Territories

**527** Neighbors/ Participants



CHILE

**42**

Dialogues

**8**

New territories

**166**

Neighbors



PERU

**42**

Dialogues

**252**

Neighbors



COLOMBIA

**6**

Dialogues

**1**

New territory

**29**

Neighbors

## PLAZA COMMUNITY MILESTONES

**1** Plaza Community Encounter

22 participants from CL

**1** Talk For Communities

21 participants from COL and CL

**4** Sustainability Workshops

104 participants from COL and CL

**6** Academy Mentorships

207 participants from Chile



In order to identify the concerns of the community, we have held successive virtual meetings with their representatives.

**MALLPLAZA ACADEMY**

Responding to a need detected within the communities, the Mallplaza Academy started in alliance with Junto al Barrio Foundation, with actors from the 17 places where Mallplaza is located in Chile. Its main objective is to generate an e-learning training program for social leaders of organizations located the area of influence of Mallplaza, from Arica to Los Angeles. In 2021, the program held six courses on topics related to financial education, organizational structure, first aid, networking, and spokesperson's role. This with the purpose of strengthening sustainability and promoting leadership capable of facing the challenges of the new context. In total, 172 leaders and social leaders, representatives of 74 neighborhood associations and social organizations participated in the academy sessions.

**172**

Registered social leaders

**85**

Social Organizations

**6**

Mentorships

**207**

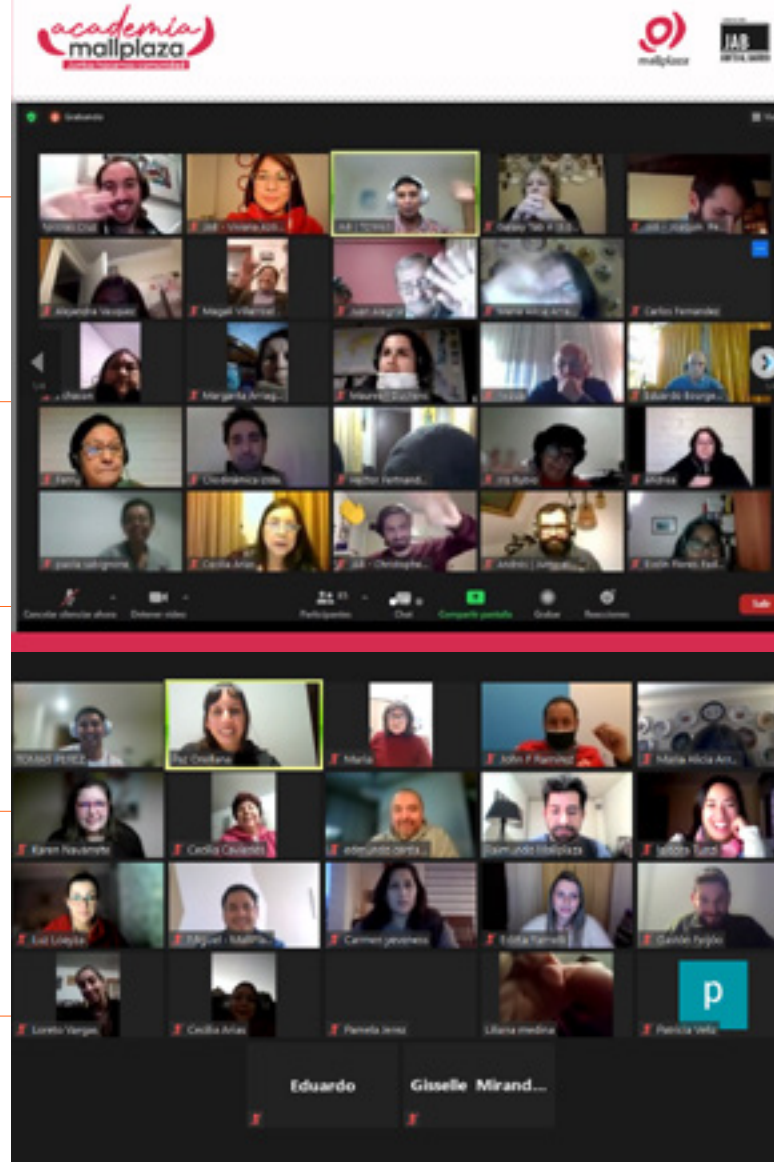
Participations

**6**

Asynchronous Modules

**349**

Participants



Mallplaza Academy Sessions.

**EMPLOYMENT PROGRAM**

With the commitment support the reactivation of the local economy, as of July 2021 we reactivate the Employment program, generating the link between our business partners' need to contract employees and the local labor supply.

**8**

Malls

**76**

Business partners

**153**

Referenced resumes

### OUR URBAN CENTERS AS VACCINATION SITES

During 2021, our urban centers were part of the vaccination network authorized by the Chilean, Colombian and Peruvian health authorities to deal with the pandemic. In total, there have been 12 urban centers in Chile, four in Colombia and one in Peru.

**+850,000**

doses against COVID-19

**+17,000**

doses against influenza in Chile



### NEWSLETTER "SOMOS COMUNIDAD"

"Somos Comunidad" is a bi-monthly newsletter made by each mall and sent through different media to neighbors, entrepreneurs, authorities, georeferenced customers and store collaborators. In this way, we reach nearby communities with timely, transversal and local information.

Between May and December 2021, 80 newsletters have been sent to 2,129 neighbors and entrepreneurs.

Our urban centers have been authorized as vaccination centers by the authorities in Chile, Peru and Colombia.

**VOLUNTEER PARTICIPATION**

In 2021, the participation in volunteering activities by our collaborators was reflected in their role as mentors of the Mallplaza Academy.

In order to have volunteers for these mentorships we carried out a call process, communicating the importance of maintaining a relationship with the social organizations that are located in our area of influence.

In total, 16 workers signed up (12 from Chile, two from Peru and two from Colombia), who were distributed as mentors according to their interest and knowledge of the issues to be discussed.

**VOLUNTEERING COSTS**

Mallplaza - Chile	874,616	CLP (Chile)
Mallplaza - Peru	0	PEN (Peru)
Mallplaza - Colombia	3,776,544	COL (Colombia)

Note: figures are expressed in local currency of each country

**TOTAL AMOUNT OF CONTRIBUTIONS: DONATIONS, COMMUNITY INVESTMENT AND IN-KIND CONTRIBUTIONS**

Type of contribution (in CLP)	2021		
	Chile	Peru	Colombia
Donations	44,675,064	0	0
Community investment	635,435,762	20,137,417	23,138,808
In-kind contributions	0	0	0

**LOCAL INVESTMENT BENEFICIARIES**

Mallplaza - Chile	246 neighbors, 382,423 vaccinated, 4,705 entrepreneurs	387,374
Mallplaza Peru S,A,	357 entrepreneurs, 252 neighbors (Dialogues), 2,902 vaccinated	3,511
Mallplaza Colombia	1,998 entrepreneurs, 29 neighbors (Dialogues), 455,678 vaccinated	457,702

**TOTAL VOLUNTEERING HOURS**



### RE-IMPULSE TO CULTURE

At Mallplaza we are convinced of the positive impact that culture has over people, improving their quality of life and socialization. For this reason, we constantly promote free and quality cultural activities. Our purpose is to make our spaces available to artists, so that culture and local expression can be lived, especially considering that many of these spaces have been restricted as a result of the pandemic.

During 2021, in Chile, along with different municipalities, such as Arica, Cerrillos, Huechuraba, Talcahuano, Concepción, La Reina, among others, actions were managed so that culture could be present in urban centers. In Peru, meanwhile, these instances were also held, such as the Fiesta de la Marinera in Trujillo, and in Colombia the Carnival of Barranquilla.

In the periods of greater restriction to face-to-face attendance, Mallplaza opted to make room for artists through its social networks. An example of this is the free online concert to celebrate Valentine's Day held with the participation of Chilean singers Javiera Mena, Pablo Herrera, Consuelo Schuster, and Juan Ayala.



Once the opening restrictions due to the pandemic were lifted, we launched a program of face-to-face artistic interventions, maintaining all security measures and the capacity allowed in the spaces. Thus, in a pop-up format, the singer Nicole performed before the public located in the Las Terrazas sector of Mallplaza Norte.



Top left, singer Nicole in Mallplaza Norte, Huechuraba, Chile. On the right, Carnival of Barranquilla, in Mallplaza Barranquilla, Colombia. Below, Fiesta de la Marinera, in Mallplaza Trujillo, Peru.

08

**RELATIONSHIP WITH SUPPLIERS**

*Value, innovation and growth*



Suppliers aiding our visitors. Mallplaza Egaña, La Reina, Chile.



## RELATIONSHIP WITH SUPPLIERS

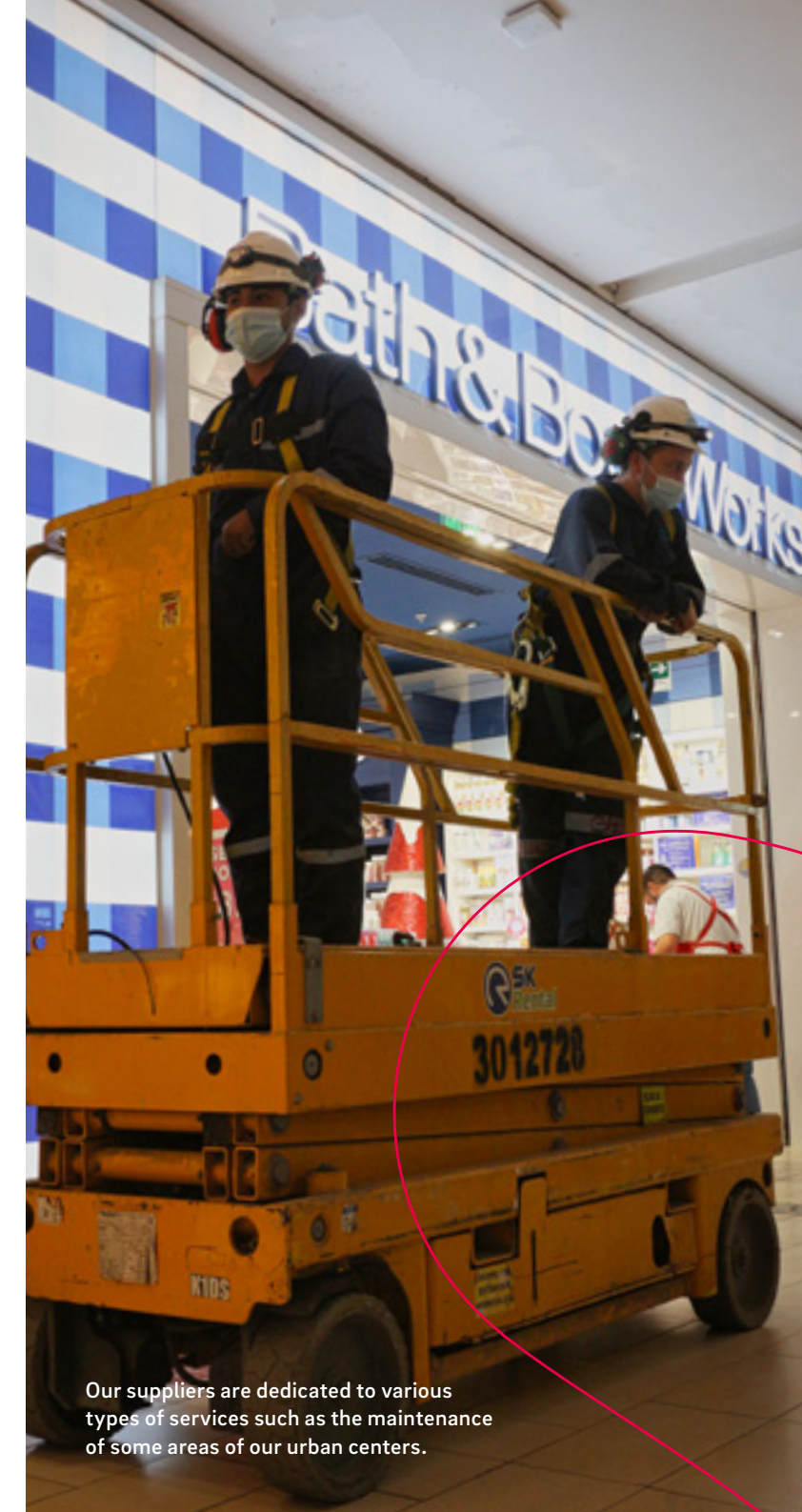
Suppliers play a fundamental role in the deployment of the company's value proposition to its stakeholders. During 2021, we maintained a close and coordinated relationship to guarantee safe operation in all areas, such as the application of health and safety protocols with workers and the adaptation to services associated with omnichannel.

In 2021, a sustainability factor was incorporated into the bidding processes, which is equivalent to 3% for all Request for Proposal processes, in Chile, Peru, and Colombia. This factor is calculated in the financial evaluation for each of the suppliers and is valid for one year. Subsequently, the technical and economic percentage is defined with the user, according to the required service.

Likewise, we incorporated CSR, Human, and Environmental Rights clauses in all contracts and purchase orders, adding topics such as gender diversity and hiring people with disabilities, among others.

Additionally, Mallplaza establishes the requirement of up-to-date payments of social security contributions. To make this obligation effective there is a control system that requires each contractor to present records proving payment of contributions for their workers. The area in charge of this supervision corresponds to Operations or Construction, depending on the user and the contract.

Regarding the contractual measures to contribute to its sustainability, the company continued to make timely payments at the regional



Our suppliers are dedicated to various types of services such as the maintenance of some areas of our urban centers.

level, for all its suppliers, including SMEs. The payment commitment establishes that this will be done within 30 days, in Chile, Peru, and Colombia. During 2021, no contract renegotiations were carried out as a special measure.

Regarding the sustainable supplier management model, our purpose is to implement one that provides value, innovation and growth for both parties. With this objective, we set ourselves the goal of carrying out a social and environmental evaluation of suppliers, and a support plan for SMEs in Sustainability.

After this evaluation, the suppliers that were detected with some negative environmental or social impact, corresponding to labor demands, high accident rate and/or accident rate and compliance alerts, were four in Chile, one in Peru, and none in Colombia.

In 2021, we worked on strengthening supplier relationship tools. We have improved the Portal Proveedores, in order to create more closeness, agility of processes, transparency and traceability with Mallplaza, and we included a link to the Integrity Channel, an instance for consultation and complaint anonymously and without retaliation. The results of this relationship model have been reflected in the SS Index survey applied to suppliers.



**SUPPLIERS WITH IMPROVEMENT AGREEMENT OR END OF BUSINESS RELATIONSHIP AGREEMENT**

Improvements for social issues: in Chile, 11 suppliers agreed on improvements. We spoke with three of them by phone to learn about their risk mitigation plan. Social security debts were detected in eight suppliers, which were resolved. End of commercial relationship: in Chile it happened with a supplier due to social issues. Improvements due to environmental issues: there were no relationship closures or improvement agreements with suppliers due to environmental issues.

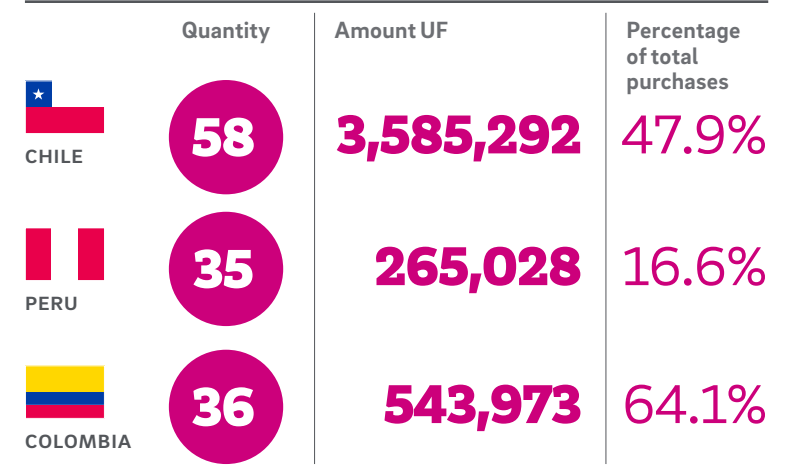
On the other hand, to detect and manage risks with suppliers of labor-intensive services, such as cleaning, security, and construction, at Mallplaza we have protocols to ensure compliance with health and safety regulations by suppliers, as well as the hiring conditions of its workers.

**CRITICAL SUPPLIERS**

Our critical suppliers are those that affect the normal operations of the company, specialized service and/or lack of alternatives:

1. **Operational providers** that do not have a replacement, such as cleaning, security and parking.
2. **Basic services** (water, electricity, gas, and telecommunications).
3. Suppliers of the **main projects and construction works** that are in progress.

**CRITICAL SUPPLIERS**



**SUPPLIERS**

	CHILE			PERU			COLOMBIA		
	2019	2020	2021	2019	2020	2021	2019	2020	2021
N° of SME suppliers	766	656	574	269	184	200	544	464	471
N° of SME with 30-day payment	99.0%	99.0%	99.5%	100.0%	95.0%	95.6%	94.0%	91.0%	92.4%
N° of new suppliers with contract	54	38	182	4	118	70	18	37	191
% of new suppliers with CSR clauses	100%	100%	100%	0%	0%	100%	0%	0%	100%
% of expense corresponding to local suppliers	99%	99%	98.8%	99%	96%	97.3%	95%	95%	98.6%

09

## INVESTORS

*Transparency and symmetry  
in public information*



# INVESTOR RELATIONS

The sustained recovery, closing new business deals, and the capacity for agile management and innovation for the future, were three characteristics that Mallplaza highlighted to its investors, with whom the company has a permanent relationship through the Administration and Finance Management and the Investor Relations specialized team.

In April 2021, a new Annual Shareholders' Meeting of Plaza SA was held, after the 2018 IPO. The instance was focused on reviewing the company's economic results in the 2020 fiscal year.

In addition, as part of the strengthening of publicly available ESG information, during 2021 the Investor Relations team, the Communications

director, the Sustainability deputy manager and expert advisors prepared the contents to be communicated, developing and disseminating the Integrated Report 2020, the contents of the Mallplaza website (permanently updated), and the press releases.

In addition to the information required by regulation to be displayed our web site, such as Essential Facts and Financial Statements, we disseminate sustainability content, risk classifications, relevant news, and press releases for investors, always with a focus on keeping our investors and analysts informed of the relevant aspects of the company.

Financial results and relevant facts are disseminated on a quarterly basis through conferences with investors both in Spanish and English. Additionally, meetings with analysts and investors are frequently held. All these instances aim to eliminate the asymmetry of public information for people interested in Plaza S. A. action.

Along with this, our sustainability team participated in different meetings with investors to

report on how the company has integrated sustainability strategy into the business, advancing in the co-construction of long-term value for Mallplaza and all its stakeholders.

Concerned about maintaining a transparent and direct relationship, we also have open communication channels between Investors and Mallplaza, such as the Integrity Channel, email and corporate phone, which are used to answer questions or make complaints.

All these communication actions are evaluated using, as an indicator, an item from the ESG Compass Survey, answered by national and foreign investors.

INSTANCES OF RELATIONSHIP WITH INVESTORS	QUANTITY
Meetings with Investors	571
Attended Conferences	8
Non Deal Road Shows	4

# 10

CORPORATE INFORMATION



## IDENTIFICATION OF THE ENTITY

Plaza S.A. is an open corporation, registered under registration number 1,028 in the Commission for the Financial Market (CMF). Its Sole Tax Roll is 76.017.019-4; address is located at Américo Vespucio No. 1737 floors 7, 8, 9 and 10, Huechuraba commune, city of Santiago, Metropolitan Region, Chile.

Plaza S.A. was incorporated by means of a public deed dated April 16, 2008, granted by the Santiago notary public Mr. Iván Torrealba Acevedo. An extract of this deed was registered on page 17,353 number 11,761 of the Santiago Commerce Registry for the year 2008, and was published in the Official Gazette on April 21 of the same year.

The last modification of its statutes was agreed at an extraordinary shareholders' meeting held on April 24, 2020, whose minutes were reduced to public deed in the notary public of Santiago of Mr. Juan Ricardo San Martín Urrejola, on May 26, 2020. An extract of such deed was registered on page 34,525 number 16,896 of the Commerce Registry of the Santiago Real Estate Registrar, and published in the Official Gazette on June 12, 2020.

Contact details of Plaza S.A.: telephone (56 2) 225857000, fax (56 2) 225857001, email address: plaza@mallplaza.com and website: <https://corporativo.mallplaza.com/>

## SOCIAL OBJECT

Plaza S.A.'s purpose is: a/ the development, construction, administration, management, operation, leasing and subleasing, in all cases with or without furniture, of mall-type urban centers, understood as a set of commercial premises built in a same physical plot of land, in which there are at least two department stores and it can exist any other type of real estate commercial development or of another type, without any limitation, both in Chile and abroad, either directly or through participant companies; b/ the development, construction, administration, management, exploitation, leasing and subleasing –in all cases with or without furniture– of property destined for the sale and commercialization of motorized vehicles and provision of related services, both in Chile and abroad, whether directly or through participating companies; and c/ the provision of services to the companies in which it participates, in terms of research and market studies, investment advice and services in financial, commercial, accounting, electronic data processing, network and database administration matters, computer

technical support, systems development and implementation, management and business administration, economic analysis and project evaluation, advertising and marketing services, both in Chile and abroad.

#### **CHANGES OF COMPANY NAME**

The company name did not undergo modifications during 2021.

#### **CHANGE OF CONTROL OF THE COMPANY**

During 2021 there were no changes in the control of the Company.

#### **FOREIGN MARKET**

Plaza S.A. does not have securities registered or listed on the foreign market.

#### **REGULATORY FRAMEWORK**

The industry is ruled by specific regulations on matters of a labor nature. First, in accordance with the provisions of article 203 of the Labor Code, the obligation to have a nursery is applied to all those urban centers administered under the same company name or legal personality, whose establishments occupy, between all, twenty or more workers. This

legal obligation is also understood to be fulfilled if the employer pays the nursery expenses directly to the establishment where the working woman takes her children. Plaza S.A. has chosen to comply with this regulation through this second option and for this purpose it has signed agreements with different kindergartens, directly paying the child care expenses.

In terms of weekly rest, in accordance with the provisions of number 7 of article 38 of the Labor Code, commercial and service establishments that directly serve the public are exempt from weekly rest. Nevertheless, in accordance with the provisions of article 2 of Law 19,973, May 1, September 18 and 19, December 25, and January 1, of each year are mandatory and inalienable holidays for all commercial workers, with the exception of those who work in clubs, restaurants, entertainment establishments, such as movie theaters, live shows, nightclubs, pubs, cabarets, gaming casinos and other legally authorized gaming venues. Additionally, article 169 of Law No. 18,700 establishes that the days of popular elections and plebiscite will be legal holidays and following the doctrine of the Labor Directorate

regarding these holidays, the exception to the weekly rest of number 7 of article 38 of the Code of Labor, is not applicable to workers in shopping centers or complexes managed under the same company name or legal personality.

In short, in compliance with this regulation, our urban centers operate every day of the year, except for mandatory and inalienable holidays when only our restaurants, cinemas, pubs and nightclubs are open, and remain totally closed on the dates of popular elections and governed plebiscites.

On the other hand, Law No. 20,967 regulates the collection of the parking service. By virtue of the foregoing, among other matters, urban centers must choose between charge per effective minute of use, or charge per expired time segment, not being able to establish an initial time segment of less than half an hour.



**SHAREHOLDING COMPOSITION OF THE 12 MAJORITY SHAREHOLDERS OF PLAZA S.A.**

NAME OR TRADE NAME	TAX ID NUMBER	ADDRESS	COMMUNE	CITY	SHARES	PERCENTAGE SHARES
Desarrollos Inmobiliarios SPA	99.593.960	Huérfanos 1011 Oficina 118	Santiago	Santiago	1,161,849,244	59.28%
Inversiones Avenida Borgono SPA	79.566.150	Gertrudis Echenique 30 Of. 172	Las Condes	Santiago	274,704,252	14.02%
Rentas Tissa Limitada	76.271.008	Presidente Errázuriz 2999 Piso 5	Las Condes	Santiago	225,485,062	11.50%
Credicorp Capital SA Corredores De Bolsa	96.489.000	Av Apoquindo 3721 Piso 16	Las Condes	Santiago	52,335,208	2.67%
BOLSA DE COMERCIO DE SANTIAGO BOLSA DE VALORES	90.249.000	Sin información	Santiago	Santiago	18,525,831	0.95%
AFP HABITAT SA FONDO PENSIÓN C	98.000.100	Sin dirección	Sin Comuna	Sin ciudad	17,890,897	0.91%
BANCO SANTANDER POR CUENTA DE INV. EXTRANJEROS	97.036.000	Matías Cousiño 167 Piso 1	Santiago	Santiago	17,541,805	0.89%
BANCO DE CHILE POR CUENTA DE TERCEROS NO RESIDENTES	97.004.000	Ahumada 251	Santiago	Santiago	15,949,391	0.81%
AFP HABITAT SA FONDO PENSIÓN B	98.000.100	Sin dirección	Sin comuna	Sin ciudad	13,872,854	0.71%
AFP PROVIDA SA FONDO PENSIÓN C	76.265.736	Agustinas 640 Piso 18	Santiago	Santiago	12,289,748	0.63%

**DIRECTORS AND MAIN EXECUTIVES' PARTICIPATION IN PLAZA S.A.**

NAME	PARTICIPATION IN PROPERTY
Sergio Cardone Solari	No direct participation 1
José Pablo Arellano Marín	No participation
Pablo Eyzaguirre Court	No participation
Manuela Sánchez Muñoz	No participation
Paul Fürst Gwinner	No direct participation 3
Juan Pablo Montero Schepeler	No direct participation 4
Tomás Müller Benoit	No direct participation 5
Alejandro Puentes Bruno	No participation
Carlo Solari Donaggio	No direct participation 6
Fernando de Peña Iver	0.0216213775510204%
Pablo Pulido Sierra	0.00753520408163265%
Oscar Munizaga Delfín	0.00881515306122449%
Hernán Silva Villalobos	0.00361897959183673%
Cristián Somarriva Labra	0.00705479591836735%
María Irene Soto Layseca	0.00265086734693878%
Pablo Cortés de Solminihac	0.00708602040816327%
Cristián Muñoz Gutiérrez	0.00743658163265306%
Marina Tannenbaum	0.00362311224489796%
Christopher Banfield Erazo	0.0020634693877551%

10 main	1,810,444,292	92.37%
Other shareholders	149,555,708	7.63%
<b>Total</b>	<b>1,960,000,000</b>	<b>100.00%</b>

Total number of shareholders as of December 31, 2021, is 450.

Plaza S.A. has  
1,960,000,000 single  
series shares

1. Has indirect participation through the controller, as indicated in page 126 of this document.
2. Additionally, has an indirect participation equivalent to 0.025% through Inversiones La Florida SpA.
3. The director and his family have indirect participation equivalent to 14.02% through Inversiones Avenida Borgono Limitada.
4. Additionally has an indirect participation equivalent to 0.00895% through shares of S.A.C.I. Falabella.
5. The director and his family have an indirect participation equivalent to 11.5% through Rentas Tissa Limitada partner companies.
6. Has indirect participation through controller, in the manner indicated on page 125 of this document.

**ACTIVITIES AND BUSINESS**

Plaza S.A. is the holding company that brings together all the owning companies of the urban centers operating under Mallplaza brand in Chile, Colombia, and the businesses that operate under the Autoplaza and Motorplaza brands, in Chile and Peru, respectively.

Plaza S.A. carries out its activity through its subsidiaries, through the leasing of premises in its urban centers, as well as the provision of services associated with them, such as the rental of advertising space and dissemination activities in its urban centers. In this way, the clients of the company are the tenants of commercial premises (commercial partners), none of them individually representing 10% or more of the income of the company. Notwithstanding, considering Grupo Falabella as a single client, it exceeds 10% but does not exceed 20%. During 2021 no new activities and businesses were incorporated. No asset sales or mergers were made.

In addition, in the course of 2021 no subsidiaries, divisions of the parent company or relevant subsidiaries were created.

## INDUSTRY SECTOR

Plaza S.A. participates in the real estate sector for commercial use, designing, building and managing urban centers that provide an offer made up of a set of stores called anchor stores plus a variety of independent stores and services in various fields (clothing, electronics, decoration, home, etc.), to which is added an entertainment offer (food court, cinemas, restaurants, cafes and libraries) and services (medical centers, educational centers, banks, post office and pharmacies).

The company's main brand is Mallplaza, which is registered with the Department of Industrial Property of the Ministry of Economy, along with other proprietary brands, in their different classes. Providing a diverse range of products, services, and entertainment is the main attribute of Mallplaza urban centers, along with accessibility, parking, security, and advertising positioning that is attractive to the public.

According to quantitative studies carried out in homes in the areas of influence of the different Mallplaza urban centers, the formats that constitute Plaza S.A.'s competition are

mall-type urban centers, power centers, outlet malls, lifestyle malls, strip centers, and the traditional commerce located in the main arteries and districts of the different communes. Thus, Mallplaza's market share in retail trade in Chile is estimated at 3.8%; To determine this participation, the total sales made within the Mallplaza urban centers are considered, excluding sales in the automotive, supermarket, home store and health sectors.

There are no suppliers that individually represent 10% of the total supplies of goods and services. There is only one client of Plaza S.A. that represents more than 10% of revenues from ordinary activities.

## PROPERTY AND CONCESSIONS

Plaza S.A., through its subsidiaries, owns almost all of its urban centers, the only concession that remains being that of the subsidiary Plaza Antofagasta S.A. On May 20, 2004, a concession contract was signed with Empresa Portuaria de Antofagasta, which empowers the company to exclusively develop, maintain and exploit the so-called Port Concession Area with an initial area of 71,020 m<sup>2</sup>, which may be increased

in the future by incorporating optional areas. In this area, Plaza Antofagasta S.A. built and currently manages the Mallplaza Antofagasta Shopping Center. The concession's term is 30 years from the date of delivery of the land. As consideration, Plaza Antofagasta S.A. must pay Empresa Portuaria de Antofagasta a monthly canon that corresponds to the greater amount between a so-called Minimum Monthly Amount, Monthly Commercial Amount and the Monthly Minimum Insured Amount plus a Payment for Contributions, which corresponds to a percentage of the Territorial Tax to be paid by the concession area.

## PATENTS

Plaza S.A. and its subsidiaries do not have property patents registered in their name.

## INVESTMENT PLAN

In addition to the investment projects described on page 40, the company has land in Chile, in the Valparaíso Region and in the Libertador Bernardo O'Higgins Region, totaling approximately 28 hectares.

## OWNERSHIP, SHAREHOLDERS, AND CONTROL

Plaza S.A. is controlled by the company Desarrollos Inmobiliarios SpA , owner of 59.28% of the shares, which is a subsidiary of Falabella S.A. During 2021 there have been no changes in the control of the Company. The shares of Plaza S.A. correspond to a single series.

### INFORMATION ON THE CONTROLLING GROUP

The Company is controlled by the groups of shareholders detailed below. As of December 31, 2021, the controlling group owns 70.00% of the shares into which the capital stock is divided. The controllers have a joint action agreement in accordance with the definitive and consolidated text of the Shareholders' Agreement signed on September 24, 2013. Such agreement contains limitations on the free availability of shares.

GRUPO AUGURI	TAX ID	SHARES	%
<b>Maria Cecilia Karlezi Solari</b>	7.005.097-8	14,000,000	0.56%
<b>Inversiones Auguri Limitada</b> This company is controlled by the natural persons listed below:	78.907.330-9	37,533,331	1.50%
Maria Cecilia Karlezi Solari Sebastian Arispe Karlezi	7.005.097-8 15.636.728-1		
<b>Lucec Tres S.A.</b> This company is controlled by the natural persons listed below:	99.556.440-8	267,803,642	10.67%
Maria Cecilia Karlezi Solari Sebastian Arispe Karlezi	7.005.097-8 15.636.728-1		

BETHIA	TAX ID	SHARES	%
<b>Bethia S.A.</b> This company is controlled by the natural persons listed below:	78.591.370-1	225,532,394	8.99%
Liliana Solari Falabella Carlos Alberto Heller Solari Andrea Heller Solari Pedro Heller Ancarola Alberto Heller Ancarola Paola Barrera Heller Felipe Rossi Heller	4.284.210-9 8.717.000-4 8.717.078-0 17.082.751-1 18.637.628-5 15.960.799-2 18.637.490-8		

GAu

Be

BETHIA	TAX ID	SHARES	%
<b>Inbet S.A.</b> This company is controlled by the natural persons listed below:	85.487.000-9	2,678,697	0.11%
Liliana Solari Falabella	4.284.210-9		
Carlos Alberto Heller Solari	8.717.000-4		
Andrea Heller Solari	8.717.078-0		
Pedro Heller Ancarola	17.082.751-1		
Alberto Heller Ancarola	18.637.628-5		
Paola Barrera Heller	15.960.799-2		
Felipe Rossi Heller	18.637.490-8		

GRUPO CORSO	TAX ID	SHARES	%
<b>Inversiones Quitafal Limitada</b> This company is controlled by the natural persons listed below:	76.038.402-K	18,300,200	0.73%
Teresa Matilde Solari Falabella	4.661.725-8		
Juan Carlos Cortes Solari	7.017.522-3		
Maria Francisca Cortes Solari	7.017.523-1		

<b>Inversiones Don Alberto Cuatro SpA</b> This company is controlled by the natural persons listed below:	99.552.470-8	151,079,494	6.02%
Teresa Matilde Solari Falabella	4.661.725-8		
Juan Carlos Cortes Solari	7.017.522-3		
Maria Francisca Cortes Solari	7.017.523-1		

<b>Mapcor Cuatro SpA</b> This company is controlled by the natural persons listed below:	99.556.480-7	45,000,000	1.79%
Teresa Matilde Solari Falabella	4.661.725-8		
Juan Carlos Cortes Solari	7.017.522-3		
Maria Francisca Cortes Solari	7.017.523-1		

<b>Mapcor Cuatro Alfa SpA</b> This company is controlled by the natural persons listed below:	77.112.738-K.	63,247,346	2.52%
Teresa Matilde Solari Falabella	4.661.725-8		
Juan Carlos Cortes Solari	7.017.522-3		
Maria Francisca Cortes Solari	7.017.523-1		



GRUPO CORSO	TAX ID	SHARES	%
<b>Juan Carlos Cortes Solari</b>	7.017.522-3	2,081,442	0.08%
<b>Teresa Matilde Solari Falabella</b>	4.661.725-8	2,229,487	0.09%
<b>María Francisca Cortes Solari</b>	7.017.523-1	2,082,186	0.08%
<b>Inversiones Mapter Dos Limitada</b> This company is controlled by the natural persons listed below:	76.839.460-1	6,180,193	0.25%
Teresa Matilde Solari Falabella	4.661.725-8		
Juan Carlos Cortes Solari	7.017.522-3		
Maria Francisca Cortes Solari	7.017.523-1		



GRUPO SAN VITTO	TAX ID	SHARES	%
<b>Inversiones San Vitto Limitada</b> This company is controlled by the natural persons listed below:	77.945.970-5	243,698,146	9.71%
Piero Solari Donaggio	9.585.725-6		
Sandro Solari Donaggio	9.585.729-9		
Carlo Solari Donaggio	9.585.749-3		
<b>Asesorías e Inversiones Brunello Limitada</b> This company is controlled by the natural persons listed below:	78.907.380-5	8,542,268	0.34%
Piero Solari Donaggio	9.585.725-6		
Sandro Solari Donaggio	9.585.729-9		
Carlo Solari Donaggio	9.585.749-3		
<b>Inversiones Brunello Dos Limitada</b> This company is controlled by the natural persons listed below:	76.265.839-9	310,000	0.01%
Piero Solari Donaggio	9.585.725-6		
Sandro Solari Donaggio	9.585.729-9		
Carlo Solari Donaggio	9.585.749-3		
<b>Asesorías e Inversiones Barolo Limitada</b> This company is controlled by the natural persons listed below:	78.907.350-3	8,852,288	0.35%
Piero Solari Donaggio	9.585.725-6		
Sandro Solari Donaggio	9.585.729-9		
Carlo Solari Donaggio	9.585.749-3		

<b>Asesorías e Inversiones Sangiovese Limitada</b> This company is controlled by the natural persons listed below:	78.907.390-2	8,852,248	0.35%
Piero Solari Donaggio	9.585.725-6		
Sandro Solari Donaggio	9.585.729-9		
Carlo Solari Donaggio	9.585.749-3		
<b>Sandro Solari Donaggio</b>	9.585.729-9	360,000	0.01%

GRUPO LIGURIA	TAX ID	SHARES	%
<b>Inversiones Los Olivos SpA</b> This company is controlled by the natural persons listed below:	76.360.576-0	196,328,581	7.83%
Juan Cuneo Solari	3.066.418-3		
Paola Cuneo Queirolo	8.506.868-7		
Giorgianna Cuneo Queirolo	9.667.948-3		
<b>Inversiones San Lorenzo SpA</b> This company is controlled by the natural persons listed below:	77.486.835-6	9,000,000	0.36%
Juan Cuneo Solari	3.066.418-3		
Paola Cuneo Queirolo	8.506.868-7		
Giorgianna Cuneo Queirolo	9.667.948-3		
<b>Inversiones Santa Margarita SpA</b> This company is controlled by the natural persons listed below:	77.486.834-8	9,000,000	0.36%
Juan Cuneo Solari	3.066.418-3		
Paola Cuneo Queirolo	8.506.868-7		
Giorgianna Cuneo Queirolo	9.667.948-3		





GRUPO AMALFI	TAX ID	SHARES	%
<b>Importadora y Comercializadora Amalfi SpA</b> This company is controlled by the natural persons listed below:	87.743.700-0	45,542,102	1.82%
Sergio Cardone Solari	5.082.229-K		
Ines Fantuzzi	6.066.811-6		
Macarena Cardone	10.091.903-6		
Matias Cardone	10.091.901-K		
Valentina Cardone	15.642.572-9		
Josefina Cardone	17.406.681-7		
Francisco de Pablo	12.265.592-K		
Cristian de Pablo	12.585.617-9		
Nicolas de Pablo	13.550.768-7		
<b>Inversiones Vietri S.A.</b> This company is controlled by the natural persons listed below:	76.182.636-0	10,899,037	0.43%
Sergio Cardone Solari	5.082.229-K		
Ines Fantuzzi	6.066.811-6		
Macarena Cardone	10.091.903-6		
Matias Cardone	10.091.901-K		
Valentina Cardone	15.642.572-9		
Josefina Cardone	17.406.681-7		
Francisco de Pablo	12.265.592-K		
Cristian de Pablo	12.585.617-9		
Nicolas de Pablo	13.550.768-7		



GRUPO DERSA	TAX ID	SHARES	%
<b>Dersa S.A.</b> This company is controlled by the natural persons listed below:	95.999.000-K	136,444,501	5.44%
Jose Luis del Rio Goudie	4.773.832-6		
Barbara del Rio Goudie	4.778.798-K		
Juan Pablo del Rio Goudie	5.898.685-2		
Felipe del Rio Goudie	5.851.869-7		
Ignacio del Rio Goudie	6.921.717-6		
Sebastian del Rio Goudie	6.921.716-8		
Carolina del Rio Goudie	6.888.500-0		
<b>DT Carrera SpA</b> This company is controlled by the natural persons listed below:	76.338.127-7	35,877,447	1.43%
Felipe del Rio Goudie	5.851.869-7		
Mariana de Jesus Arteaga Vial	6.695.852-3		
Luis Felipe del Rio Arteaga	13.234.925-8		
Andres Antonio del Rio Arteaga	14.118.360-5		
Martin del Rio Arteaga	15.642.668-7		
Javier del Rio Arteaga	16.605.546-6		
Jose Pablo del Rio Arteaga	17.703.172-0		
Mariana Teresita Carmen del Rio Arteaga	18.641.820-4		
<b>Quilicura S.A.</b> This company is controlled by the natural persons listed below:	76.338.077-7	22,415,828	0.89%
Jose Luis del Rio Goudie	4.773.832-6		
Barbara del Rio Goudie	4.778.798-K		
Juan Pablo del Rio Goudie	5.898.685-2		
Felipe del Rio Goudie	5.851.869-7		
Ignacio del Rio Goudie	6.921.717-6		
Sebastian del Rio Goudie	6.921.716-8		
Carolina del Rio Goudie	6.888.500-0		

GRUPO DERSA	TAX ID	SHARES	%
<b>El Roquerio S.A.</b> This company is controlled by the natural persons listed below:	76.338.125-0	22,415,828	0.89%
Jose Luis del Rio Goudie	4.773.832-6		
Barbara del Rio Goudie	4.778.798-K		
Juan Pablo del Rio Goudie	5.898.685-2		
Felipe del Rio Goudie	5.851.869-7		
Ignacio del Rio Goudie	6.921.717-6		
Sebastian del Rio Goudie	6.921.716-8		
Carolina del Rio Goudie	6.888.500-0		
<b>DT D y D SpA</b> This company is controlled by the natural persons listed below:	76.338.126-9	34,105,996	1.36%
Juan Pablo del Rio Goudie	5.898.685-2		
Patricia Edwards Braun	5.711.271-9		
Elisa del Rio Edwards	12.628.617-1		
Diego del Rio Edwards	13.234.004-8		
Ana del Rio Edwards	13.435.488-7		
Pedro del Rio Edwards	15.382.612-9		
Sara del Rio Edwards	15.641.769-6		
Paula del Rio Edwards	16.371.405-1		
<b>BFD S.A</b> This company is controlled by the natural persons listed below:	76.338.129-3	22,415,828	0.89%
Jose Luis del Rio Goudie	4.773.832-6		
Barbara del Rio Goudie	4.778.798-K		
Juan Pablo del Rio Goudie	5.898.685-2		
Felipe del Rio Goudie	5.851.869-7		
Ignacio del Rio Goudie	6.921.717-6		
Sebastian del Rio Goudie	6.921.716-8		
Carolina del Rio Goudie	6.888.500-0		

GRUPO DERSA	TAX ID	SHARES	%
<b>DT Peñuelas SpA</b> This company is controlled by the natural persons listed below:	76.338.177-3	33,784,036	1.35%
Carolina del Rio Goudie	6.888.500-0		
Victor Pucci Labatut	6.474.224-8		
Victor Pucci del Rio	15.643.671-2		
Pablo Pucci del Rio	15.637.474-1		
Rodrigo Pucci del Rio	16.371.133-8		
Felipe Pucci del Rio	18.392.648-9		
<b>Inversiones Torca Limitada</b> This company is controlled by the natural persons listed below:	79.875.040-2	723,797	0.03%
Ignacio del Rio Goudie	6.921.717-6		
<b>Inversiones Vitacura S.A.</b> This company is controlled by the natural persons listed below:	88.494.700-6	5,376,695	0.21%
Jose Luis del Rio Goudie	4.773.832-6		
Barbara del Rio Goudie	4.778.798-K		
Juan Pablo del Rio Goudie	5.898.685-2		
Felipe del Rio Goudie	5.851.869-7		
Ignacio del Rio Goudie	6.921.717-6		
Sebastian del Rio Goudie	6.921.716-8		
Carolina del Rio Goudie	6.888.500-0		

GRUPO DERSA	TAX ID	SHARES	%
<b>Inversiones Austral Limitada</b> This company is controlled by the natural persons listed below:	94.309.000-9	14,255,119	0.57%
Jose Luis del Rio Goudie	4.773.832-6		
Barbara del Rio Goudie	4.778.798-K		
Juan Pablo del Rio Goudie	5.898.685-2		
Felipe del Rio Goudie	5.851.869-7		
Ignacio del Rio Goudie	6.921.717-6		
Sebastian del Rio Goudie	6.921.716-8		
Carolina del Rio Goudie	6.888.500-0		
<b>Inpesca S.A.</b> This company is controlled by the natural persons listed below:	79.933.960-9	49,343,681	1.97%
Jose Luis del Rio Goudie	4.773.832-6		
Barbara del Rio Goudie	4.778.798-K		
Juan Pablo del Rio Goudie	5.898.685-2		
Felipe del Rio Goudie	5.851.869-7		
Ignacio del Rio Goudie	6.921.717-6		
Sebastian del Rio Goudie	6.921.716-8		
Carolina del Rio Goudie	6.888.500-0		
<b>TOTAL CONTROLLERS</b>		<b>1,756,291,838</b>	<b>70.00%</b>

## EQUITY

As of December 31, 2021, the Company's equity was divided into 2,508,844,629 shares subscribed and paid at that date of equal value belonging to a single series, with 2,326 registered shareholders.

### 12 MAIN SHAREHOLDERS

NAME OR TRADE NAME	TAX ID	SHARES	%
LUCEC TRES SpA	99.556.440-8	267,803,642	10.67%
INVERSIONES SAN VITTO LTDA	77.945.970-5	243,698,146	9.71%
BETHIA S A	78.591.370-1	225,532,394	8.99%
INVERSIONES LOS OLIVOS SpA	76.360.576-0	196,328,581	7.83%
BANCO DE CHILE POR CUENTA DE TERCEROS NO RESIDENTES	97.004.000-5	157,597,914	6.28%
INVERSIONES DON ALBERTO CUATRO SpA	99.552.470-8	151,079,494	6.02%
BANCO DE CHILE POR CUENTA DE STATE STREET	97.004.000-5	139,551,119	5.56%
DERSA SA	95.999.000-K	136,444,501	5.44%
BANCO SANTANDER POR CUENTA DE INV EXTRANJEROS	97.036.000-K	99,842,325	3.98%
MAPCOR CUATRO ALFA SpA	77.112.738-K.	63,247,346	2.52%
BANCO DE CHILE POR CUENTA DE CITI NA NEW YORK CLIENTS	97.004.000-5	52,093,317	2.08%
INPESCA S A	79.933.960-9	49,343,681	1.97%



**CHANGES IN OWNERSHIP**

During the year there were no changes that represented more than 1% of the ownership of the company.

**DIVIDEND POLICY**

In session of April 22, 2021, the ordinary shareholders' meeting established, as a dividend policy for fiscal year 2021, to distribute during the course of each fiscal year at least 40% of the distributable net profits to the extent that the situation of the social businesses so permits, and taking into account the projects and development plans of the Company.

The dividends distributed during the years 2018, 2019, and 2020 are detailed below:

**Traded shares on the Santiago stock exchange**

PERIOD	CLOSING PRICE	STOCK MARKET PRESENCE	SHARES (NUMBER OF SHARES)	VOLUME (TRADED AMOUNT)
Quarter 1	1,495	97.22%	36,212,417	45,202,153,940
Quarter 2	1,145	97.78%	61,155,774	73,206,694,480
Quarter 3	870	98.89%	70,764,910	73,804,779,790
Quarter 4	939	100.00%	75,342,666	61,427,274,870
Total 2021	939		243,475,767	253,640,903,080

**DIVIDENDS PAID PER SHARE**

YEAR	\$
2021	1.97 (provisional dividend. october)
2021	2.5 (May 13)
2020	15.45
2019	24
2018	21.65

One single series

## ESSENTIAL FACTS

Santiago, March 31, 2021

### **Essential facts N°1/2021 Plaza S.A.**

#### **REGISTRATION IN THE SECURITIES REGISTRY NUMBER 1028**

#### *Messrs. Commission for the Financial Market* **Present**

Of our consideration:

In compliance with the provisions of article 9 and second paragraph of article 10 of Law No. 18,045 on the Securities Market and General Rule No. 30 of the Commission for the Financial Market (hereinafter, the "CMF"), duly empowered for this purpose, I hereby inform the market in general and the Commission of the following as an ESSENTIAL FACT regarding Plaza S.A. (hereinafter, the "Company"),

in order to disclose truthfully, sufficiently and timely the facts and essential information related to the Company, its businesses and the securities issued that are subject to public offering, at the time the event has occurred or has become known: In a meeting of the Company's Board of Directors, held on March 31, 2021, the following was agreed: Call for the Ordinary Shareholders' Meeting. Call the Ordinary Shareholders' Meeting of the Company (hereinafter, the "Meeting") for April 22, 2021, at 11:00 a.m., which will be held remotely from the Company's offices located on Américo Vespucio, 1737, 9th floor, Huechuraba commune, city of Santiago. Shareholders may participate via videoconference and electronic voting through the remote registration and voting system of DCV Registros S.A., a subsidiary of the Depósito Central de Valores S.A. (hereinafter, the "DCV"), having previously registered until 2:00 p.m. hours on April 21, 2021, in accordance with the instructions that will be published as of April 5, 2021, on the Company's website [www.mall-plaza.com](http://www.mall-plaza.com) It will correspond to the Board to know all the matters that according to the law are of its competence. Board Matters. The matters of the Board are the following: i.

Statement on the annual report, balance sheet, and consolidated and audited income statement for the year ended December 31, 2020. ii. Pronouncement on the opinion of external auditors corresponding to the year ended December 31, 2020. iii. Payment of dividends and distribution of profits for the year 2020. iv. Dividend policy for the year 2021. v. Determination of directors' remuneration. vi. Appointment of external audit company for the year 2021. vii. Appointment of risk rating agencies for the year 2021. viii. Designation of the newspaper where the Company's publications will be made. ix. Account of operations with related parties referred to in article 147 of Law No. 18,046, held during 2020. x. Account of Directors' Committee management during the year 2020. xi. Determination of the remuneration of the members of the Directors' Committee. xii. Determination of the budget of expenses of the Directors' Committee. Dividend Proposal. It will be proposed to the Board that i) of the distributable net profits for the year 2020 (hereinafter, the

"2020 Profits"), the sum of \$4,900,000,000, equivalent to 40.01%, be allocated to the payment of a dividend definitive and final of \$2.50 per share; and, ii) that such dividend is paid on May 5, 2021, to shareholders registered in the Shareholders Registry on April 28, 2021, at Avenida Los Conquistadores No. 1730, 24th floor, Providencia, and also through the various usual payment methods, which include: bank deposits, certified dispatches, and direct withdrawal at branches of Banco de Crédito Inversiones, BCI. Participation in the Board. The holders of shares that are registered in the Shareholders' Registry of the Company by midnight on the fifth business day prior to the day set for the Meeting shall have the right to participate in the Meeting, that is, until midnight on the day April 16, 2021. If unable to attend, shareholders may be represented at the Meeting by another person, whether or not a shareholder. The qualification of powers for the Meeting, if applicable, will be made on the same day that the shareholders' meeting will be held, at the time it should start. Notices of summons to the Board. The first summons notice to the Board will be published in the

digital newspaper <http://www.latercera.com> and in the newspaper El Mercurio on April 5, 2021. Background on board matters. Shareholders may obtain a copy of the documents that explain, substantiate and detail the different matters that are submitted to the knowledge and approval of the Meeting at the corporate domicile, located at Américo Vespucio, 1737, 9th Floor, Huechuraba commune, Santiago, from the date of publication of the first citation notice. Likewise, they can also be found, as of that same date, on the website [www.mallplaza.com](http://www.mallplaza.com) Without another particular, yours sincerely,

April 22, 2021

**Essential facts N°2/2021 Plaza S.A.**

**REGISTRATION IN THE SECURITIES REGISTRY NUMBER 1028**

*Messrs. Commission for the Financial Market*  
**Present**

Of our consideration:

In compliance with the provisions of article 9 and second paragraph of article 10 of Law No. 18,045 on the Securities Market and General Rule No. 30 of the Commission for the Financial Market (hereinafter, the "Commission"), duly empowered for this purpose, I hereby inform the market in general and the Commission of the following as an ESSENTIAL FACT regarding Plaza S.A. (hereinafter, the "Company"), in order to disclose truthfully, sufficiently and timely the facts and essential information related to the Company, its businesses and the securities issued that are subject to public offering, at the time the event has occurred or has become known: 1. At the Ordinary Shareholders' Meeting of Plaza S.A., held on April 22, 2021, the following agreements were adopted: a) Approve the

Annual Report, Balance Sheet and Income Statement for the 2020 Fiscal Year, as well as the report issued by the external auditors of the society. b) That of the distributable net profits for fiscal year 2020, which amounted to the sum of \$12,247,610,142, the amount of \$4,900,000,000 be allocated to the payment of a definitive and final dividend of \$2.5 per share, which will be paid on May 5, 2021, to shareholders registered in the Shareholders Registry on the fifth business day prior to that date. To this effect, this Form No. 1 of Circular 660 of the Commission for the Financial Market is attached. The remaining balance, amounting to \$7,347,610,142, will be used to increase the Company's retained earnings fund. c) As a dividend policy, distribute during the course of each fiscal year at least 40% of the distributable net profits of each fiscal year, to the extent that the situation of the social businesses so allows, and taking into consideration the projects and plans development of the Society. d) Approve, as remuneration of the Board of Directors from this date and until the next Ordinary Shareholders' Meeting, a fixed monthly fee for the equivalent in pesos

of UF120 gross for each month or fraction of a month during the time the position is in office; and, in the case of the Chairman of the Board of Directors, his fixed monthly allowance will be the equivalent in pesos to UF240 for each month or fraction of a month during the time he holds office as of this Meeting. f) Appoint the firm EY Servicios Profesionales de Auditoría y Asesorías SpA as external auditors. g) Appoint as Risk Ratings the companies Risk Rating Humphreys Limitada and Feller Rate Limited Risk Rating Agency. h) Approve that the summons notices for future Shareholders' Meetings be published in the digital newspaper La Tercera On line and in the newspaper El Mercurio. i) Approve as remuneration of the members of the Directors' Committee a fixed monthly allowance for the equivalent in pesos to UF50 gross and a supplementary monthly allowance of UF50 gross for its president. j) Approve as budget of the Directors' Committee, an amount equivalent to the sum of annual remunerations of its members. k) Finally, the other matters typical of this type of assemblies were discussed. Without any other particular regards,

Santiago, April 28, 2021

**Essential facts N°3/2021PLAZA S.A.**

**REGISTRATION IN THE SECURITIES REGISTRY  
NUMBER 1028**

*Messrs. Commission for the Financial Market*  
**Present**

Of our consideration:

In compliance with the provisions of article 9 and second paragraph of article 10 of Law No. 18,045 on the Securities Market and General Rule No. 30 of the Commission for the Financial Market (hereinafter, the "Commission"), duly empowered for this purpose, I hereby inform the market in general and the Commission of the following as an ESSENTIAL FACT regarding Plaza S.A. (hereinafter, the "Company"), in order to disclose truthfully, sufficiently and timely the facts and essential information related to the Company, its businesses and the securities issued that are subject to public offering, at the time the event has occurred or has become known: In a session of the Board of Directors held today, April 28, 2021, Mr. José Pablo Arellano Marín submitted his resignation to the Board of Directors for personal reasons.

In the same session, the Board of Directors agreed to appoint Mr. Gonzalo Somoza García as director in his place from this date and until the next Ordinary Shareholders' Meeting, in accordance with the provisions of article 32 of Law 18,046. Without another particular, yours faithfully, Fernando de Peña Iver General Manager, Plaza S.A.

Santiago, October 27, 2021

**Essential facts N°4/2021 Plaza S.A.**

**REGISTRATION IN THE SECURITIES REGISTRY NUMBER 1028**

In compliance with the provisions of article 9 and second paragraph of article 10 of Law No. 18,045 on the Securities Market and General Rule No. 30 of the Commission for the Financial Market (hereinafter, the "Commission"), duly empowered for this purpose, I hereby inform the market in general and the Commission of the following as an ESSENTIAL FACT regarding Plaza S.A. (hereinafter, the "Company"), in order to disclose truthfully, sufficiently and timely the facts and essential information related to the Company, its businesses and the securities issued that are subject to public offering, at the time the event has occurred or has become known: In a meeting of the Company's Board of Directors held on October 27, 2021, it was agreed to distribute the interim dividend No. 1, of \$3,861,200,000, equivalent to \$1.97 per share, charged to profits for the year 2021. The payment of the aforementioned interim dividend will be made as of November

8, 2021, to the shareholders registered at the Shareholders Registry at the close of November 2, 2021. Attached, Form No. 1, with the information requested in Circular No. 660. Without another particular, yours faithfully, Fernando de Peña Iver, General Manager Plaza S.A.

Santiago, October 28, 2021

**Rectification of essential facts N°4/2021 Plaza S.A.**

**REGISTRATION IN THE SECURITIES REGISTRY NUMBER 1028**

In compliance with the provisions of article 9 and second paragraph of article 10 of Law No. 18,045 on the Securities Market and General Rule No. 30 of the Commission for the Financial Market (hereinafter, the "CMF"), duly empowered for this purpose, I hereby inform the market in general and the Commission of the following as an ESSENTIAL FACT regarding Plaza S.A. (hereinafter, the "Company"), in order to disclose truthfully, sufficiently and timely the facts and essential information related to the Company, its businesses and the securities issued that are subject

to public offering, at the time the event has occurred or has become known: Information communicated as an Essential Fact dated October 27, 2021, which accounts for the agreement adopted by the Company's Board of Directors in a session held on October 27, 2021, to distribute interim dividend No. 1 of 2021, of \$3,861,200,000, equivalent to \$1.97 per share, charged to the profits for the 2021 fiscal year, in the sense that the payment of the aforementioned dividend will be made on November 18, 2021 and to the holders of shares registered in the Shareholders Registry at the close of November 12, 2021. Attached is Form No. 1 of Circular No. 660, rectified as indicated.

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No prior essential facts were identified that had an effect on the business or its financial statements.

## MAIN RISKS

Plaza S.A. companies are exposed to certain risks that could impact, to a greater or lesser extent, the fulfillment of their objectives. Given this, a Risk Management Model is applied that allows risk identification, evaluation, response and supervision.

Social, environmental and governance risks are part of the management of our Board of Directors.

### OPERATIONAL RISKS:

#### WE ARE EXPOSED TO THE RISK OF DAMAGE TO PEOPLE AND PHYSICAL ASSETS

The Company operates a significant number of facilities necessary for conducting business, which are exposed to the occurrence of internal or external events that could cause eventual harm to people and/or impair

its operations, such as: fires, disasters natural (floods, earthquakes, excessive rains), assaults, looting, and violent demonstrations, among others. The people who may be affected are those who attend the Company's facilities, such as: clients, internal collaborators, suppliers, contractors or others.

These risks are largely mitigated through compliance with construction and physical security standards, such as: anti-seismic systems, fire protection, crisis management guide, guard rounds, and security cameras, among others. In addition, the risk of harm to people is mitigated through the timely identification of risks and the elimination of hazards in the operation of urban centers, which are based on an occupational health and safety program; and by the equipment maintenance plan, whose compliance and results are continuously monitored in order to ensure optimal operation. On the other hand, the impact on the assets is externalized through the contracting of insurance policies that cover the operational risks of the investment properties (urban centers in operation and construction) and the income flows associated with them, through top-tier insurance companies.

#### WE DEPEND ON THE TIMELY MANAGEMENT OF CLIMATE CHANGE AND ENVIRONMENTAL RISKS

Climate change represents a relevant environmental threat that we face as humanity, with implications in the short, medium and long term. Mallplaza has an Environment and Climate Change Policy that aims to: i) demand and promote compliance with Environmental Regulations; ii) detect and measure all the Environmental Impact agents of its activity, and manage them in a timely manner to mitigate or reduce the adverse effects and enhance the positive ones; iii) promote efficient use of the natural, energy and water resources; iv) promote circular economy criteria in waste management; and v) promote the incorporation of methodologies and certifications that verify the commitments acquired in environmental objectives.

#### WE FACE RETAIL SALES THROUGH THE INTERNET

In recent years, retail sales through electronic commerce via the Internet have increased, even more so as a result of the pandemic, which could eventually affect the flow of visitors to urban centers. Plaza S.A. and Subsidiaries manages this

risk by strengthening a high diversification in its proposal, concentrating a relevant mix of non-retail uses in its urban centers, such as: restaurants, playgrounds, cinemas, clinical buildings, education centers, services, offices, and car sales. In turn, the remaining space associated with retail is distributed in department stores, supermarkets, home improvement stores and specialized retail stores. This high diversification enables the Mallplaza urban centers to generate multiple reasons for visits, where citizens have the possibility of carrying out multiple interactions. In a complementary manner, Mallplaza has been incorporating new logistics capabilities into its business model as well as its relationship with business partners, along with developing digital initiatives and omnichannel services that enhance value proposition for partners and visitors, which are expected to be strengthened in the future.

#### **THE REAL ESTATE SECTOR IS SENSITIVE TO THE ECONOMIC CYCLE**

In general, the sales of our commercial partners are directly correlated with the

evolution of the gross domestic product and consumption. The drop in people's disposable income, caused by a possible economic contraction, could affect the occupancy rate and sales in urban centers. However, the commercial policy of Plaza S.A. and Subsidiaries is mainly focused on fixed charges, not associated with the sales of its tenants, so the income of Plaza S.A. and Subsidiaries is less sensitive to the economic cycle of the income obtained by the tenants' income generated by their sales. Additionally, we have an established collection process with indicators and goals that are continuously monitored. In addition, the Company's rental income comes from different types of operators, among whose business cycles, in some cases, there is an inverse correlation, such as: supermarkets, home improvement, service stores, specialized stores, medical and health buildings, offices, education and entertainment centers (cinemas and restaurants), among others.

#### **IMPACT OF THE PANDEMIC – COVID-19**

COVID-19 generated a global health crisis, and the countries where Mallplaza is located were no exception. The impact has been transversal

to a large number of risks, and the actions taken have been focused on each of them. In a transversal way, a regional heat map of the risks associated with Covid-19 was created and updated during 2021, evaluating the inherent risks, identifying the main controls/mitigation actions, and determining the residual risk, in order to confirm whether the measures were sufficient or if additional measures were needed.

## **TECHNOLOGY AND INFORMATION SECURITY RISKS:**

### **WE MAY SUFFER DAMAGE TO OUR TECHNOLOGY NETWORK, LOSS OR ALTERATION OF INFORMATION, OR SECURITY BREACHES**

There are potential risks associated with digital security breaches, whether through cyberattacks, malware, computer viruses, and email attachments, among others. In addition, such breaches can affect our clients and visitors' data confidentiality. In this regard, Plaza S.A. and Subsidiaries manage the security and integrity



of its technological networks and related systems to minimize the effect of a possible interruption in the continuity of the systems, relying on specialized companies. To his end, security and vulnerability assessments are carried out periodically, in order to adapt the capabilities for alert management, preventive actions and control of access to information, including technological platforms and services exposed to the Internet.

Additionally, the protection and continuous updating of information security in computer equipment is managed.

## COMPLIANCE RISKS:

### CHANGES IN THE LEGAL REGULATION

A possible change in the current regulatory framework, or a change in the interpretation of the regulatory authorities and/or courts, in labor matters, free competition, urban regulation, consumer protection, among others, could affect the income or costs of Plaza S.A. and Subsidiaries. This type of normative or

regulatory changes, as well as all the bills that impact us, are followed and analyzed by different areas of the Company, in order to anticipate and ensure compliance in the most efficient way possible.

### WE ARE EXPOSED TO CONTINGENCIES IN MATTERS OF COMPLIANCE WITH FREE COMPETITION, PERSONAL DATA, AND CRIME PREVENTION, AMONG OTHERS

Our operations could face legal and regulatory contingencies of various kinds, among others, in matters of free competition, personal data and crime prevention, as well as potential investigations by regulators in matters in which they have jurisdiction. The results of such contingencies are not predictable and could have a negative impact on our results, as well as generate higher costs than estimated due to its management. For this reason, the Company

develops a compliance process with a focus on preventive due diligence, through training, indicators, and control tests, to ensure regulatory compliance.

## PEOPLE RISKS:

### OUR GROWTH DEPENDS ON ATTRACTING, DEVELOPING AND RETAINING THE BEST TALENT

The Company depends on the experience and knowledge of its executives and collaborators for its daily operations and also to execute investment plans. To attract and retain talent, the Company has established a continuously evaluated talent development and retention processes.

## CREDIT/COLLECTION RISKS:

### OUR BUSINESS MAY BE AFFECTED BY A DETERIORATION IN THE CREDIT QUALITY OF BUSINESS PARTNERS

Credit risk is the risk of loss for Plaza S.A. and Subsidiaries in the event that a client, or another counterparty, does not comply with its contractual obligations. Plaza S.A. and Subsidiaries have a diversified client portfolio along with guarantees to cover risks of uncollectible. Debtors are presented at net value, that is, discounted by the estimates of bad debts. These estimates are given by a centralized process, through a model that associates the client by term and type of delinquency of their accounts receivable and the guarantees constituted in favor of the Company.

The Corporate Administration and Finance Management, through its Collections and Commercial Risk area, is responsible for minimizing the risk of accounts receivable, through the risk assessment of tenants and the management of accounts receivable. Plaza S.A. and Subsidiaries has a centralized process for evaluating the risk of its clients, determining a

classification for each of them, which is governed by the commercial risk policies and the risk analysis procedure. In this process, the client's financial situation is analyzed in order to determine the level of associated risk, thus establishing the constitution of guarantees if necessary.

## FINANCIAL RISKS:

The main risks of this type to which Plaza S.A. and Subsidiaries are exposed are: (i) liquidity risk, (ii) credit risk (included in the previous section), and (iii) market risk. Plaza S.A.'s Board of Directors has approved policies and procedures to manage and minimize exposure to these risks. Likewise, monitoring activities have been established for the evolution of such risks, so that the internal standards are continually reviewed to adapt to the changing scenario of the businesses and markets where the Company operates.

### LIQUIDITY RISK

The Company manages liquidity risk by maintaining the cash and cash equivalents necessary to meet the disbursements of its normal operations.

Additionally, Plaza S.A. and Subsidiaries have financing alternatives available, such as lines for bank loans, corporate bonds and commercial paper.

Plaza S.A. and Subsidiaries monitor their liquidity risk with adequate planning of their future cash flows, considering their main commitments such as operating flows, debt amortizations, interest payments, dividend payments, tax payments, among others, which, if necessary, are financed with due anticipation and taking into account potential volatility in the financial markets.

Likewise, the Company manages its exposure to liquidity risk by investing exclusively in products with a liquidity of less than 90 days and equal to or greater than a credit rating level AA, having policies that limit the type of investment instruments and the credit quality of their counterparts.

Finally, Plaza SA and Subsidiaries manages a capital structure necessary to provide continuity and stability to its business, continuously monitoring its capital structure and those of its subsidiaries, in order to maintain an optimal structure that allows it reducing the cost of capital and

maximize the economic value of the Company. Plaza S.A. and Subsidiaries monitors capital using a ratio of consolidated net financial debt over equity

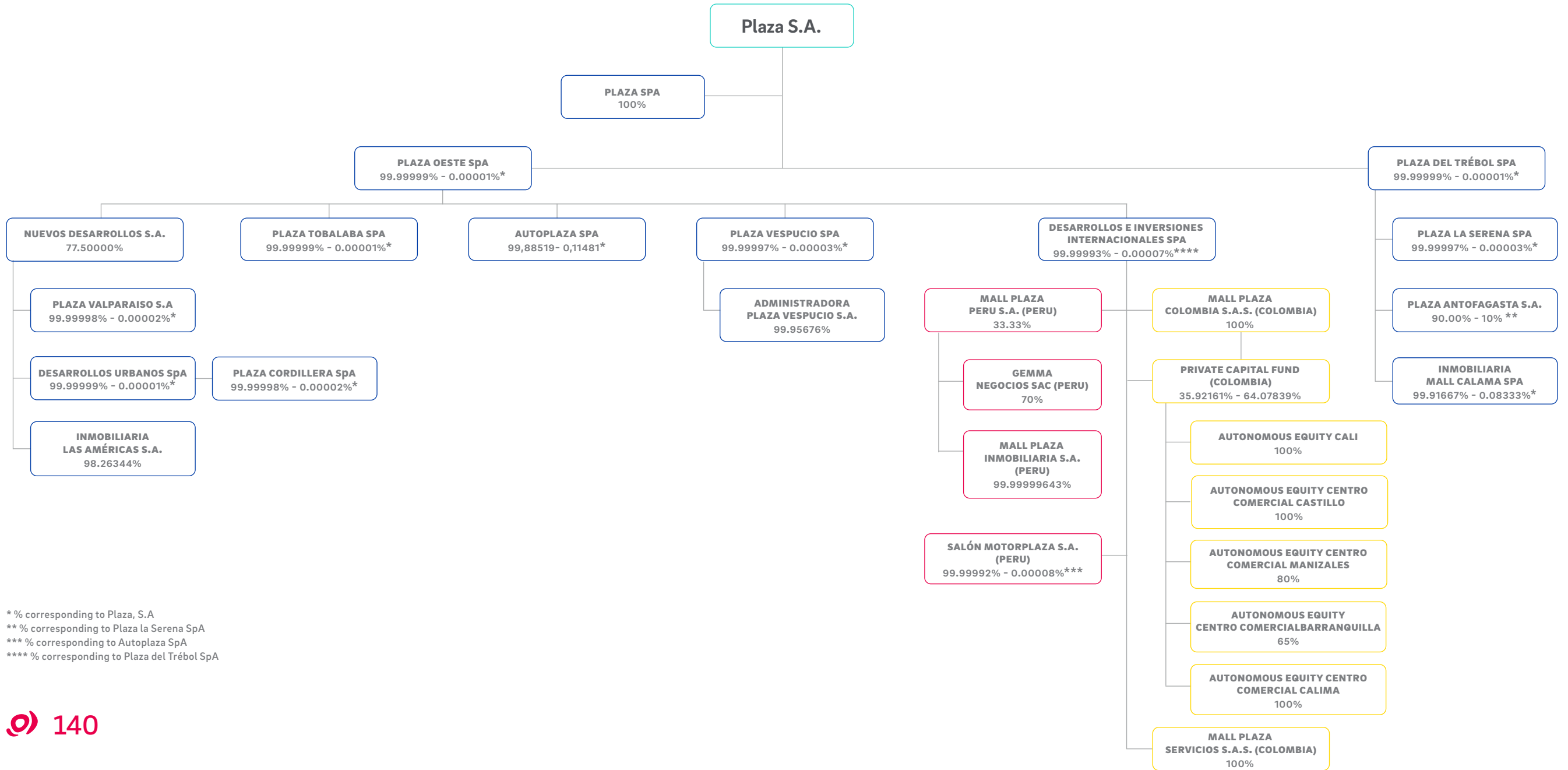
#### **MARKET RISK**

The main market risks to which Plaza S.A. is exposed are the exchange rate, interest rates and inflation.

Exchange rate risk. The Company is exposed to two sources of risk of adverse movements in the price of currencies. The first corresponds to financial debt issued in currencies other than the functional currency of the business, while the second corresponds to investments abroad. Given the foregoing, the Company establishes its financing only in the currencies of the business in each country, and if this is not possible, hedging derivatives are used. Interest rate risk. Plaza S.A. has most of its financial debt after currency hedges, at a fixed and long-term interest rate, in order to avoid exposure to fluctuations that may occur in variable interest rates and that may increase financial expenses.

Inflation risk. Most of the Company's revenues are adjusted for the respective inflation in Chile, Peru, and Colombia. In the case of Chile, the main source of income, these are denominated in Unidades de Fomento, and considering that most of the consolidated financial debt after hedging is indexed to the same readjustment unit, it is possible to establish that the Company maintains a natural economic hedge that protects it from the risk of inflation present in the consolidated debt after hedging (income indexed to the UF in Chile or IPC in Peru and Colombia). The Company uses derivative financial instruments such as forward contracts, swaps, and cross currency swaps in order to manage the risk generated in financing due to the volatility of currencies and rates other than Unidades de Fomento in Chile or indexed to the CPI in Peru and Colombia.

**OWNERSHIP STRUCTURE**



\* % corresponding to Plaza, S.A  
 \*\* % corresponding to Plaza la Serena SpA  
 \*\*\* % corresponding to Autoplaza SpA  
 \*\*\*\* % corresponding to Plaza del Trébol SpA

**INFORMATION ABOUT BRANCHES AND SUBSIDIARIES**

Name and Legal Nature	Currency	Subscribed capital	Paid-up capital	Percentage of parent company's total participation in the subsidiary or associate's capital 12/31/2021	Percentage of parent company's total participation in the subsidiary or associate's capital 12/31/2020	Percentage of investment over parent's total assets	Corporate purpose and main activities	Directors and administrators	General Manager	Plaza S.A.'s executives working for the subsidiary	Commercial relationship with Plaza S.A.	Significant contracts with Plaza S.A.
Plaza SpA	Chilean peso	129,078	129,078	100	100	0.00	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A.	Oscar Munizaga Delfin	Fernando de Peña Iver, General Manager Plaza S.A.; Pablo Cortés de Solminihaç, Corporate Finance and Administration Manager Plaza S.A.; Cristian Somarriva Labra, Corporate Projects and Experience Manager Plaza S.A., Oscar Munizaga Delfin, Corporate Business Development and Operations Manager Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
Plaza Oeste SpA	Chilean peso	546,560,754,388	546,560,754,388	100	100	26.04	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A.	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
Plaza del Trébol SpA	Chilean peso	22,619,567,875	22,619,567,875	100	100	14.81	The Company does not have a Board of Directors, it is managed by Plaza S.A.	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

Name and Legal Nature	Currency	Subscribed capital	Paid-up capital	Percentage of parent company's total participation in the subsidiary or associate's capital 12/31/2021	Percentage of parent company's total participation in the subsidiary or associate's capital 12/31/2020	Percentage of investment over parent's total assets	Corporate purpose and main activities	Directors and administrators	General Manager	Plaza S.A.'s executives working for the subsidiary	Commercial relationship with Plaza S.A.	Significant contracts with Plaza S.A.
<b>Nuevos Desarrollos S. A.</b>	<b>Chilean peso</b>	268,690,754,733	268,690,754,733	77.5	77.5	11.42%	Shopping Centers Development and Administration	Fernando De Peña Iver, Nicolás Lewin Muñoz, Octavio Bofill Genzsch, Pablo Cortés De Solminihac	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager Plaza S.A.; Fernando de Peña Iver, General Manager Plaza S.A.; Pablo Cortés De Solminihac, Corporate Finance and Administration Mananager, and Cristián Somarriva Labra, Project and Experience Corporate Manager Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Plaza Tobalaba SpA</b>	<b>Chilean peso</b>	5,224,152,133	5,224,152,133	100	100	2.01%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A.	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Plaza Vespucio SpA</b>	<b>Chilean peso</b>	3,725,583,546	3,725,583,546	100	100	8.60%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A.	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

Name and Legal Nature	Currency	Subscribed capital	Paid-up capital	Percentage of parent company's total participation in the subsidiary or associate's capital 12/31/2021	Percentage of parent company's total participation in the subsidiary or associate's capital 12/31/2020	Percentage of investment over parent's total assets	Corporate purpose and main activities	Directors and administrators	General Manager	Plaza S.A.'s executives working for the subsidiary	Commercial relationship with Plaza S.A.	Significant contracts with Plaza S.A.
<b>Plaza Antofagasta S. A.</b>	<b>Chilean peso</b>	5,229,502,223	5,229,502,223	100	100	2.40%	Shopping Centers Development and Administration	Fernando de Peña Iver Cristián Somarriva Labra Pablo Cortés de Solminihac	Oscar Munizaga D.	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager Plaza S.A.; Fernando de Peña Iver, General Manager Plaza S.A.; Pablo Cortés De Solminihac, Corporate Finance and Administration Mananager, Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Desarrollos e Inversiones Internacionales SpA</b>	<b>Chilean peso</b>	213,067,257,664	213,067,257,664	100	100	6.72%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A..	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Plaza La Serena SpA</b>	<b>Chilean peso</b>	4,291,200,056	4,291,200,056	100	100	3.09%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A..	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Gerente Corporativo de Desarrollo y centros urbanos Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

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<b>Plaza Valparaíso S. A.</b>	<b>Chilean peso</b>	26,541,678,618	26,541,678,618	77.5	77.5	0.43%	Shopping Centers Development and Administration	Fernando de Peña Iver, Oscar Munizaga Delfin Pablo Cortés de Solminihac	Oscar Munizaga Delfin	"Oscar Munizaga Delfin, Gerente Corporativo de Desarrollo de Negocios y Operaciones Plaza S.A. Fernando de Peña Iver, General Manager de Plaza S.A.; Pablo Cortés De Solminihac, Gerente Corporativo de Administración y Finanzas Plaza S.A."	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Inmobiliaria Mall Calama SpA.</b>	<b>Chilean peso</b>	3,782,211,889	3,782,211,889	100	100	1.82%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A..	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Administradora Plaza Vespucio S. A.</b>	<b>Chilean peso</b>	416,808,502	416,808,502	99.95676	99.95676	2.68%	Shopping Centers Development and Administration	Fernando de Peña Iver, Oscar Munizaga Delfin Pablo Cortés de Solminihac	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager Plaza S.A.; Fernando de Peña Iver, General Manager Plaza S.A.; Pablo Cortés De Solminihac, Corporate Finance and Administration Mananager, Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.



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<b>Desarrollos Urbanos SpA.</b>	<b>Chilean peso</b>	272,380,899,742	272,380,899,742	77.5	77.5	6.43%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A.	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Plaza Cordillera SpA.</b>	<b>Chilean peso</b>	449,377,082	449,377,082	77.5	77.5	0.02%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A.	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Autoplaza SpA.</b>	<b>Chilean peso</b>	990,137	990,137	100	100	0.07%	Shopping Centers Development and Administration	The Company does not have a Board of Directors, it is managed by Plaza S.A..	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

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<b>Inmobiliaria Mall Las Américas S. A.</b>	<b>Chilean peso</b>	5,824,837,241	5,824,837,241	76.15	76.15	0.51%	Shopping Centers Development and Administration	Fernando de Peña Iver, Oscar Munizaga Delfin, Pablo Cortés de Solminihac	Oscar Munizaga Delfin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.; Fernando de Peña Iver, General Manager de Plaza S.A.; Pablo Cortés De Solminihac, Gerente Corporativo de Administración y Finanzas Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Mall Plaza Servicios S. A.S</b>	<b>Colombian peso</b>	5,000,000,000,00	2,447,474,000,00	100	100	0.04%	Shopping Centers Development and Administration.	Fernando de Peña Iver, Oscar Munizaga Delfin, Pablo Cortés de Solminihac.	Mauricio Mendoza Jenkin	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager at Plaza S.A.; Fernando de Peña Iver, General Manager de Plaza S.A.; Pablo Cortés De Solminihac, Gerente Corporativo de Administración y Finanzas Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Mall Plaza Peru S. A.</b>	<b>New Peruvian Sol</b>	838,605,176,00	838,605,176,00	33.33	33.33	1.57%	Shopping Centers Development and Administration	Fernando de Peña Iver, Juan Pablo Montero Schepeler, Juan Xavier Roca Mendenhall, Juan Fernando Correa Malachowski	Martín Romero Santa Cruz	Fernando de Peña Iver, General Manager Mallplaza S.A., Juan Pablo Montero Schepeler, Director Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

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<b>Salón Motor Plaza Peru S. A.</b>	<b>New Peruvian Sol</b>	3,619,397,26	3,619,397,26	100	100	0.04%	Shopping Centers Development and Administration	Oscar Munizaga Delfin, Cristián Muñoz Gutiérrez, Hernán Silva Villalobos,	Martín Romero Santa Cruz	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager Plaza S.A. Cristián Muñoz Gutiérrez, Corporate Commercial Manager Plaza S.A. Hernán Silva Villalobos, General Counsel Plaza, S.A. Paulina Etcheverry Álvarez, Manager of Advertising Spaces Autoplaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Mall Plaza Inmobiliaria S. A.</b>	<b>New Peruvian Sol</b>	205,066,293,00	205,066,293,00	33.33	33.33	0.06%	Shopping Centers Development and Administration	"Fernando de Peña Iver, Oscar Munizaga Delfin, Cristián Somarriva Labra"	Martín Romero Santa Cruz	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager Plaza S.A, Fernando de Peña Iver, General Manager Mallplaza S.A. and Cristián Somarriva Labra, Project and Experience Corporate Manager Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

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<b>Gemma Negocios S. A.C</b>	<b>New Peruvian Sol</b>	14,822,450,00	14,822,450,00	23.33	23.33	0.02%	Shopping Centers Development and Administration	"Fernando de Peña Iver, Oscar Munizaga Delfin, Cristián Somarriva Labra, Hernán Silva Villalobos, Pablo Cortés de Solminihac, Juan Carlos Córdova del Carpio."	Martín Romero Santa Cruz	Oscar Munizaga Delfin, Corporate Business Development and Operations Manager Plaza S.A, Fernando de Peña Iver, General Manager Mallplaza S.A. and Cristián Somarriva Labra, Project and Experience Corporate Manager Plaza S.A.; Hernán Silva Villalobos, Fiscal de Plaza S.A., Pablo Cortés De Solminihac, Gerente Corporativo de Administración y Finanzas Plaza S.A.	Plaza S.A. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Patrimonio Autónomo Mallplaza Cali.</b>	<b>Colombian peso</b>	191,403,268,864,00	191,403,268,864,00	100	100	1.11%	Development and administration of the shopping center in Cali	Managed by Itau Asset Management Colombia S.A., Trust Company	N/A	N/A	Mallplaza Servicios S.A.S. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

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<b>Patrimonio Autónomo Centro Comercial Cartagena.</b>	<b>Colombian peso</b>	65,299,533,782,00	65,299,533,782,00	100	100	0.48%	Development and administration of the shopping center in Cartagena	Managed by Itau Asset Management Colombia S.A., Trust Company	N/A	N/A	Mallplaza Servicios S.A.S. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Patrimonio Autónomo Centro Comercial Manizales Dos.</b>	<b>Colombian peso</b>	115,831,180,310,00	115,831,180,310,00	80	80	0.45%	Development and administration of the shopping center in Manizales	Managed by Itau Asset Management Colombia S.A., Trust Company	N/A	N/A	Mallplaza Servicios S.A.S. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Patrimonio Autónomo Centro Comercial Barranquilla.</b>	<b>Colombian peso</b>	350,115,613,438,00	350,115,613,438,00	65	65	1.33%	Development and administration of the shopping center in Barranquilla	Managed by Itau Asset Management Colombia S.A., Trust Company	N/A	N/A	Mallplaza Servicios S.A.S. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.
<b>Patrimonio Autónomo Holding NQS</b>	<b>Colombian peso</b>	354,718,775,193,00	354,718,775,193,00	100	100	2.14%	Development and administration of the shopping center in NQS - Boogotá	Managed by Itau Asset Management Colombia S.A., Trust Company	N/A	N/A	Mallplaza Servicios S.A.S. provides comprehensive advisory services in construction, operation, administration, marketing and development of urban centers.	No acts or contracts with subsidiaries have significantly influenced the operation and results of the parent Company.

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There are no entities that represent more than 20% of the Company assets, without being subsidiaries or associates.

# 12

GRI TABLES



## About this report

With the objective of communicating in a single document the financial and non-financial information that is significant for our stakeholders, Mallplaza this year publishes its second Integrated Report, prepared in accordance with the requirements of NCG No. 30 of the Commission for the Market (CMF), in addition to the recommendations and principles of the International Integrated Reporting Council (IIRC) and the GRI Standards Guide, of Global Reporting Initiative (\*). The scope of the ESG contents of this report is Regional, considering the Urban Centers operated by Mallplaza in Chile, Peru, and Colombia.

The Mallplaza materiality study to define the contents of this report considers identification of important topics as well as prioritization and identification of material issues and their subsequent validation. The process detail is as follows:

### 1. Identification of important issues:

Para el proceso de identificar los contenidos, se consideró como base el estudio de temas materiales realizado en profundidad en el periodo anterior, estudios de escucha de stakeholders, entrevistas con ejecutivos y colaboradores internos de Mallplaza en Chile, Perú y Colombia realizados entre marzo 2021 y enero 2022. Las expectativas del DJSI de información ESG para Real Estate. Además se realizó un estudio exhaustivo de la nueva Norma 461 de la CMF publicada en noviembre de 2021, que incorpora exigencias de información sobre sostenibilidad y gobierno corporativo en las Memorias Anuales y que serán exigibles a partir del próximo periodo en Chile para empresas enlistadas en la Bolsa. Junto con ello, se consideró, por primera vez, los temas señalados por el standard SASB para el sector Real Estate.

### 2. Prioritization and Validation:

Next, the importance of the topics was evaluated and prioritized based on the impact for the business and the stakeholders. For this point, it was decided to maintain all the issues determined in the previous materiality exercise reported, adding voluntarily and in advance some of the issues indicated by the new rule 461 of the Financial Market Commission (CMF) and those that correspond to the SASB Standard for the Real Estate sector. This exercise was presented, analyzed and validated with the Mallplaza Sustainability, Corporate Affairs and Prosecutor's Offices. As a result, this year's report maintains the material topics of the previous period but increases the depth and detail of the information presented, especially in matters related to Corporate Governance, ESG Risks, Supplier Evaluation, Cybersecurity, Climate Change, Human Rights and Business Partners (tenants). Meanwhile, for those that are SASB numerical data indicators of the Real Estate sector, during 2022 they will be processed by the corresponding areas in order to be reported in the following period.

(\*) For more information on the external verification of our social and environmental indicators, please visit [www.mallplaza.com](http://www.mallplaza.com)

**THE MATERIAL TOPICS IDENTIFIED BY MALLPLAZA ARE:**

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**GOVERNANCE**

- Corporate governance
- Economic performance
- ESG risk management
- Fight against corruption
- Unfair competition
- Cybersecurity
- Indirect economic impacts

**SOCIAL**

- Employment
- Diversity and equal opportunities
- Nondiscrimination
- Health and Safety at Work
- Local communities
- Customer health and safety
- Training and development
- Acquisition practices
- Social evaluation of suppliers
- Human Rights Assessment

**ENVIRONMENTAL**

- Energy
  - Water
  - Effluents and waste
  - Emissions
  - Climate change
  - Sustainable constructions
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General standards	Code	Disclosure	Pages
Organization Profile	102-1	Name of the Organization	1
	102-2	Activities, brands, products and services	40
	102-3	Headquarters location	119
	102-4	Location of operations	40
	102-5	Ownership and legal form	122
	102-6	Markets served	40
	102-7	Scale of the organization	40
	102-8	Information about employees and other workers	89, 90
	102-9	Supply chain	92, 113
	102-10	Significant changes to the organization and its supply chain	No significant changes
	102-11	Precautionary principle or approach	34, 244
	102-12	External initiatives	104
	102-13	Membership of associations	104
Strategy	102-14	Statement from Senior Decision-Maker	3
Ethics and integrity	102-16	Values, principles, and standards of conduct	13
	102-17	Mechanisms for advice and ethical concerns	30
Governance	102-18	Governance structure	22, 26
	102-20	Executive-level responsibility for economic, environmental and social issues	72
	102-22	Composition of the highest governance body and its committees	21
	102-23	Chair of the highest governing body	22
	102-32	Highest governance body's role in sustainability reporting	The Board approves the integrated memory

General standards	Code	Disclosure	Pages
Participation of interest groups	102-40	List of stakeholders' groups	70
	102-41	Collective bargaining agreements	To date, the company does not have unions
	102-42	Identification and selection of stakeholders	103
	102-43	Approach to stakeholders' engagement	70, 103, 107
	102-44	Key issues and concerns raised	65, 67, 93, 96, 259
	102-45	Entities included in the consolidated financial statements	162
	102-46	Defining report content and topic boundaries	259
	102-47	List of material topics	260
	102-48	Restatement of information	There are no changes
	102-49	Changes in reporting	There are no changes
Reporting Practices	102-50	Reporting period	2021
	102-51	Date of most recent report	2020
	102-52	Reporting cycle	annual
	102-53	Contact point for questions regarding the report	119
	102-54	Claims of reporting in accordance with the GRI Standards	Essential
	102-55	GRI content index	261
	102-56	External assurance	Yes, see verification letter at <a href="http://www.mallplaza.com">www.mallplaza.com</a>

Economic standards	Code	Disclosure	Pages
Economic performance	103-1	Explanation of the material topic and its Limit	70, 71, 150, 259
	103-2	The management approach and its components	150
	103-3	Evaluation of the management approach	41, 73
	201-1	Direct economic value generated and distributed	156, 157
Indirect economic impacts	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	71
	103-3	Evaluation of the management approach	58, 73, 74
	203-2	Significant indirect economic impacts	56, 58
Procurement Practices	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	113
	103-3	Evaluation of the management approach	73
	204-1	Proportion of spending on local suppliers	115
Anti-corruption	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	30
	103-3	Evaluation of the management approach	73
	205-1	Operations assessed for risks related to corruption	33
	205-2	Communication and training about anti-corruption policies and procedures	33
205-3	Confirmed cases of corruption and measures taken	33	
Anti-competitive behavior	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	31
	103-3	Evaluation of the management approach	73
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.	33

Social standards	Code	Disclosure	Pages
Employment	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	88
	103-3	Evaluation of the management approach	73, 92
	401-1	New employee hires and employee turnover	91
	401-2	Benefits provided	99
	Health and Safety at Work	103-1	Explanation of the material topic and its Boundary
103-2		The management approach and its components	92
103-3		Evaluation of the management approach	73, 92
403-2		Tasa de accidentes laborales	94
Training and education		103-1	Explanation of the material topic and its Boundary
	103-2	The management approach and its components	88, 95, 96
	103-3	Evaluation of the management approach	73
	404-1	Average hours of training per year per employee	98
	404-3	Percentage of employees receiving regular performance and career development reviews	96, 98
Diversity	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	100
	103-3	Evaluation of the management approach	73
	405-1	Diversity of governing bodies and employees	22, 26, 88, 89, 92
	405-2	Ratio of basic salary and remuneration of women to men	99
	Non-discrimination	103-1	Explanation of the material topic and its Boundary
103-2		The management approach and its components	100
103-3		Evaluation of the management approach	73
406-1		Cases of discrimination and corrective actions taken	34

Social standards	Code	Disclosure	Pages
Local communities	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	106
	103-3	Evaluation of the management approach	73
	413-1	Percentage of centers where development programs, impact assessments, and local community participation have been implemented	100%
Social evaluation of suppliers	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	113
	103-3	Evaluation of the management approach	73
	414-1	New suppliers that were scanned using social criteria	113
Customer health and safety	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	67
	103-3	Evaluation of the management approach	73
	416-1	Assessment of the health and safety impacts of product or service categories	67

Environmental standards	Code	Disclosure	Pages
Energy	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	77
	103-3	Evaluation of the management approach	73
	302-1	Energy consumption within the organization	81
Water	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	84
	103-3	Evaluation of the management approach	73
	303-1	Total volume of water extracted	84
Emissions	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	77
	103-3	Evaluation of the management approach	73
	305-1	Scope 1 emissions	80
	305-2	Scope 2 emissions	80
	305-3	Scope 3 emissions	80
Effluents and waste	103-1	Explanation of the material topic and its Boundary	70, 71, 259
	103-2	The management approach and its components	82
	103-3	Evaluation of the management approach	73
	306-2	Management of significant waste-related impacts	82
Certified Constructions	CRE8	Construction by type	78



**DECLARACIÓN DE RESPONSABILIDAD**

**RUT: 76.017.019-4**  
**Razón Social: PLAZA S.A.**

En sesión de Directorio celebrada el 30 de marzo de 2022, los Directores y el Gerente General de PLAZA S.A. indicados a continuación, declaran que han tomado conocimiento de la Memoria de la sociedad, y se hacen responsables respecto de la veracidad de toda la información incorporada en ella.

Nombre	RUT	Cargo	Firma
Sergio Cardone Solari	5.082.229-K	Presidente	
Juan Pablo Montero Schepeler	9.357.959-3	Director	
Carlo Solari Donaggio	9.585.749-3	Director	
Pablo Eyzaguirre Court	8.878.318-2	Director	
Claudia Manuela Sánchez Muñoz	9.306.718-5	Directora Independiente	
Paul Fürst Gwinner	6.979.383-5	Director	
Alejandro Puentes Bruno	8.860.493-8	Director	
Gonzalo Somoza García	22.051.269-K	Director	
Tomás Müller Benoit	10.994.040-2	Director	
Fernando de Peña Yver	7.556.207-1	Gerente General	

Esta declaración es efectuada en cumplimiento de la Circular N°1924, emitida por la Comisión para el Mercado Financiero.

Santiago, 31 de marzo de 2022

