

# Annual Report 2021



CASASBAHIA ponto: extra.com.br bartira banQi ASAP LOG celer. DISTRITO IQXP CNT

**ni** Imagine  
new ways.



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1

# Introduction

# Message from the CEO

GRI 2-22

## The year 2021 represented the consolidation of Via's transformational strategy.

We did everything we set out to do when we designed the Company's turnaround plan. We remained focused on the consolidation of our digital transformation and acquired and partnered with new companies that will contribute to the acceleration of our business. We changed our brand, our positioning, strengthened our omnichannel proposition and digitalized our operations. In 2022, Via is reaping the fruits of the choices we made when we took over the Company. And It arrives more mature to see the results of this decision to transform the Company, which at the time was focused on retail, into an open platform solution to meet any demand of its million active customers and partners.

All the steps of our transformation were taken in a transparent manner and produced results that we are proving here in the second full year of the

new management. We are now showing that our expanded universe - our credit and logistics as a service solutions - presents numbers that ratify our strategy. As a consequence of investments in technology and the expansion of our ecosystem, we delivered a 15% increase in GMV in 2021, which totaled around R\$45 billion, 59% of which came from digital sales, a significant increase of 10.2 p.p. when compared to 2020.

## We said 2021 would be the year of the Marketplace, and it was.

3P GMV doubled compared to 2020, reaching R\$6.4 billion, an amount reached at an unprecedented speed in the sector, and accounted for 24% of digital sales (+7.2 bps vs. 2020). We built a robust marketplace and closed the year with over 130,000 sellers and a wide assortment of 41 million SKUs, in which long tail items accounted for 60% of orders placed in 4Q21. We offer sellers services that range from capacity building (Via Academy) to increased visibility of virtual stores, using

our advertising tools (Via Ads) and many other initiatives that contribute to increasing the profitability of this vertical. We have developed a platform that welcomes sellers and enables them to grow so they can help us expand our relationship with customers at all contact points. We seek to encourage purchase recurrence among active customers and attract new customers with the support of our more than 22,000 online salespeople, who jointly generated R\$7 billion in online GMV in 2021, 19% of which generated by 3P product sales.

## The long tail design reflects the Company's strategy: a customer-centric approach so that our ecosystem can meet all our customers' needs.

In 2021, we acquired 1.8 million new customers. Every quarter, we implemented different partnership initiatives linked to the purchase of products and access to free content from services such as HBOMax, Buser and Game Pass, among others, allowing us to increase customer loyalty and enhance lifetime value (LTV). In 4Q21, we launched VIP Casas Bahia, our loyalty program focused on rewarding our customers with progressive benefits according to their engagement. This is the first fully free of charge loyalty program of a

retailer that offers benefits on the website, store and app under the omnichannel approach, through discount coupons, VIP freight, exclusive customer service and benefits in partner brands.

## Logistics, a new chapter of a key pillar.

In January 2022, we completed the acquisition of logtech CNT and accelerated the fulfillment services using an agnostic, multi-platform approach. This is another milestone reached in our logistical services expansion plan. It reinforces our direction of operating Via logistics "as a service", making valuable assets of Via's logistical network (2.8 million sqm / 30 million sq ft of DCs and stores, the transportation network and the technologies embedded) available to our commercial partners, whether as 1P suppliers, sellers or "open seas" clients. In the meantime, we have kept making progress in our operational efficiency, which translates into better service levels to our clients and a more cost-efficient operation. This is taking place based on the addition of new technologies and the digitalization of our warehousing, transportation and data management processes, all of which began with the acquisition of ASAPLog in 2020 and it is being managed by a hundreds-strong logistics and technology teams.

**Financial solutions connected with the customer.**

If 2021 was the year when the marketplace began to flourish in our ecosystem, 2022 will see our financial solutions increasingly connecting with our consumer universe, how, when and where they want. We have a relationship with Brazil’s entire economically active population through online and offline installment plans. We combine all this with technology, artificial intelligence tools and data that enable us to find the right measure to attract Brazilians to try a new and uncomplicated financial journey totally free of charge. banQi was born to include Brazilians, with intuitive technology and the most appropriate offering of financial services. Our fintech tripled the number of accounts to 4.3 million at the end of 2021 and started offering personal loans, with one of the lowest acquisition costs among Brazilian fintechs. We added sub-acquirer Celer to our ecosystem and invested in financial startups such as GoPublic, PoupaCerto, byebnk and Uffa.

**We consistently make progress in our omnichannel journey.**

As defined in our strategy, we followed the expansion plan with the opening of 101 new outlets in 2021. Much more than stores, they are hubs for relationship with customers, credit origination and support to our logistics structure. The best translation is the Casas

Bahia mega store on Marginal Tietê, in São Paulo, which was opened in 2021. With a sales area of more than 18,000 m2, it is an experience lab full of innovation, with the customer at the center of all the actions. As with the mega store, all our outlets nationwide are prepared to operate as logistics and financial connections, in synergy with our ecosystem. 2022 will not be any different. We will continue to expand our omnichannel network and enter new municipalities, thus strengthening the offer of financial and installment plans, as well as increasing the growth of online sales.

In 3Q21, we informed the market about our provisions for past and present labor claims and disclosed our tax credit monetization estimate, intended to mitigate the impacts on the Company’s cash and results. In a transparent manner, we remained committed and strictly adhered to the plans and the strategy designed and presented to the market to monetize tax credits, which totaled R\$9.4 billion at the end of 2021.

**We have matured in ESG issues.**

We included ESG in the strategic goals of all our employees and approved our Action Plan with indicators, objectives and quantifiable results directly linked to the business up to 2025. More than that, 2021 was the year when we were included, for the first time, in B3’s Corporate Sustainability Index (ISE), a

concrete recognition of our environmental, social and governance practices. It was also the year when we launched in our marketplace inclusive and sustainable products, when the percentage of women in leadership positions reached 34% of the Company and when the Casas Bahia Foundation’s initiatives benefited over 190,000 people. For us, sustainability is linked to the business, to our innovation strategy and to our purpose. More than a random theme, it is a value of Via and something we will never give up.

**Our country has always been full of challenges, and 2022 should not be any different.**

We are specialists in Brazil and in retail, with over six decades in contact with the Brazilian consumer. In those tougher moments, we have learned a lot. We learned to adapt quickly, to react to unexpected situations with speed. Moreover, we continued to learn how to listen.

Listening more and more to our customers, our employees, all our stakeholders. We are now better prepared in terms of technology, commercial strategy and logistics, and the most efficient credit operation, with the best salesforce and the best knowledge of customers everywhere in the national territory, no matter how distant. We are prepared to continue to be an increasingly open relationship platform with Brazilians. Above all, we are prepared to keep learning.

I would like to end this message by thanking all our employees, our millions of customers, our thousands of marketplace sellers, our shareholders, our Board members, analysts, business partners and suppliers for their trust in us. I reiterate the importance of our partnership to continue this journey together, always with customer centric actions and decisions.



**Roberto Fulcherberguer**  
CEO

# About the Report

GRI 2-2, 2-3

## Welcome to the Via Annual Report.

Here we report on our financial, social and environmental performance over the period January 1<sup>st</sup> to December 31<sup>st</sup>, 2021. The information reported covers all our operations, brands and subsidiaries.

The Report provides information on our governance, strategy, targets and actions, as well as value creation for stakeholders in a year that saw a number of transformations and consolidations within the Company. The reported information includes Casas Bahia, Bartira, Ponto, Extra.com.br, ASAPLog, banQi, Celer and i9xp operations.

Consistent with the best sustainability practices, the Report was prepared based on the guidelines of the Global Reporting Initiative (GRI), in its GRI Standards version, the latest version used worldwide for ESG (environmental, social, and governance) reporting.

To determine the report's scope, we used our materiality matrix, which was revised during the year (learn more on page 7 and 8) in order to keep up to date with regard to the global, national, and industry scenarios, as well as our stakeholders' expectations.



Information and questions about this report should be directed to Via's sustainability area.  
Email: [sustentabilidade@via.com.br](mailto:sustentabilidade@via.com.br) and [ri@via.com.br](mailto:ri@via.com.br)



## How to read the report

The references used throughout the publication unfold in different reading options. In addition to linear reading, it is possible to browse through the contents according to the reporting guidelines adopted:

### Material topics

Serve as a basis for the whole report. At the chapters' opening, we point out which topics are addressed in their content, and in the GRI Content Index (page 114), we indicate which indicators are related to each material topic.

### GRI and SASB INDICATORS

From our material topics, we have chosen GRI and SASB indicators to be presented in the Report.

At the beginning of each subchapter we point out which indicators are being addressed, and in the GRI Content Index and SASB Index (page 118) we explain the content of each indicator and point to the page on which they are reported.

### Sustainable Development Goals (SDGs)

17 goals defined by the United Nations Organization (UN) with the purpose of engaging organizations around the world in goals such as eradicating poverty, fighting climate change, and preserving natural resources by 2030.

In the material topics table (page 8), we show the correlation between the topics and the SDGs. At the opening of each chapter we present the main SDGs impacted by the actions described in its content.

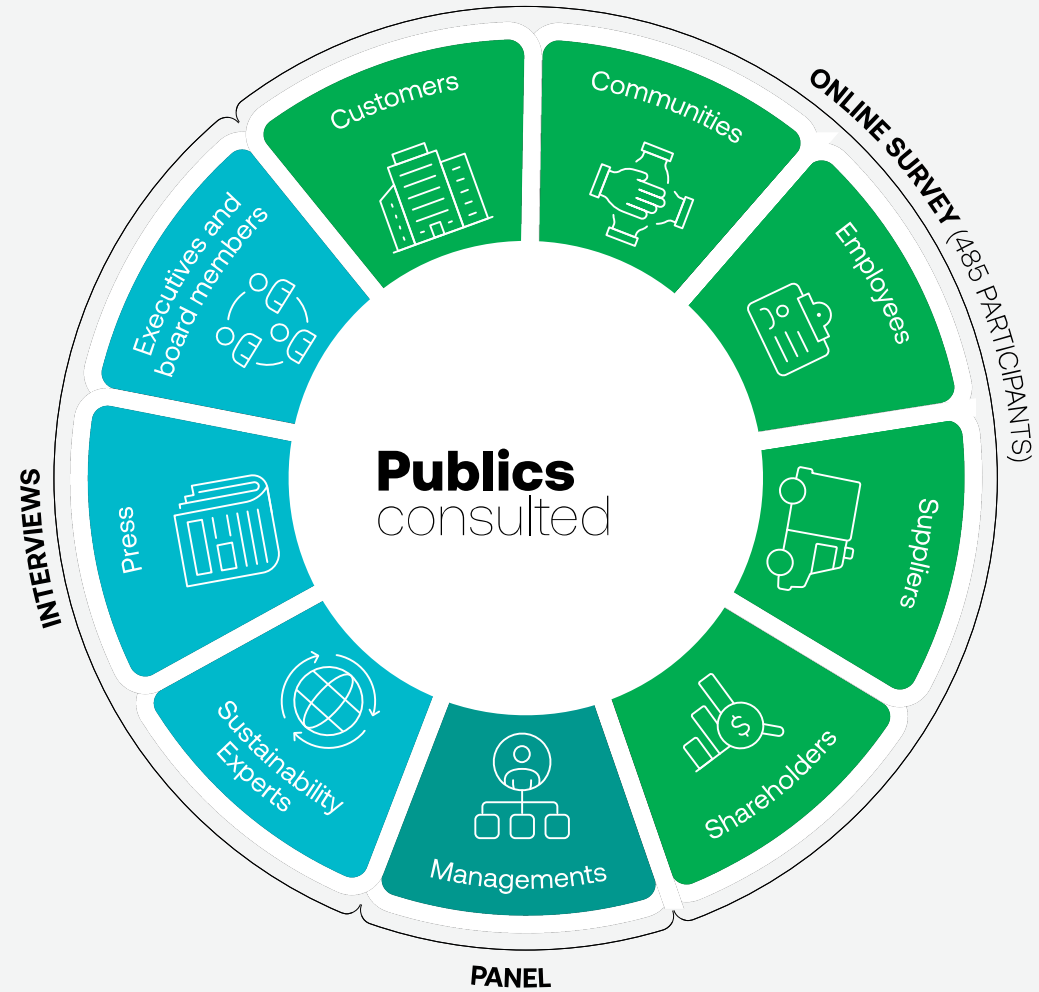
## Material Topics

GRI 2-29, 3-1, 3-2, 3-3

In 2021, we conducted a new survey to update our materiality matrix, with the aim of supporting the definition of management efforts regarding social, environmental and governance (ESG) aspects for the next two years.

In its first stage, we have identified the topics on which the Company has greatest impact by means of benchmarks, analysis of internal documents and sectorial documents.

Next, these topics were taken to the analysis by our priority stakeholders, who were consulted by means of interviews, a panel and an online survey, as shown in the picture to the right.



Based on the prioritization of these topics by the audiences, a new materiality matrix was developed, consisting of eight material topics, which served as the basis for the structuring of this Report. The actions to be taken to manage each material topic are part of the strategic plan that was approved by the senior management (more information on page 31).



**João Ricardo,**  
employee  
Hub SP

MATERIAL TOPICS	SDG	ESG PILLARS
Operational Eco-efficiency and circularity (waste and energy)	  	EG
Climate change		EG
Diversity, inclusion and well-being in the workplace	  	SG
Affordability		SG
Customer-focused innovation and technology		SG
Responsible value chain	  	ESG
Governance, ethics & transparency		SG
Data Security & Privacy		SG



# Highlights 2021



Online performance  
**1.6 x higher**  
than the market, closing  
the year with 15% share\*.

Opening of  
**25 stores**  
in the state of Pará.

**28**  
million active  
customers.



Marketplace growth, closing the  
year with more than **130,000**  
**registered sellers** and a portfolio  
of **41 million** products.

Brick and mortar store  
expansion resumed, with  
**101**  
new stores in 74 new cities.



Updating of the **Via and Ponto:»,**  
**brands**, in order to align them to the  
company's transformations.



Improvement in **key customer**  
satisfaction scores.

## CASASBAHIA

Brand with highest engagement on  
**Facebook and Twitter\*\*.**



**R\$ 5 billion**  
granted for Installment Plans.

Opening of the **Mega store**  
**Casas Bahia Marginal Tietê,**  
in São Paulo (SP), where new  
concepts will be tested.

\* Source: Compre & Confie.  
\*\*Source: Emplifi

# ESG Highlights

## E

We hit the mark of **500 electro-electronic collectors**, spread throughout the group's stores and offices all over Brazil, **contributing to the reverse logistics of this waste.**

**2 tons of electro-electronic waste** were collected and received environmentally correct disposal through the **Reviva Program.**

In partnership with the recycling cooperatives, we have destined more than **4 thousand tons** of recyclable materials, contributing to the generation of income for **over 250 families.**

**Implementation of electric vehicles** for last-mile delivery.

## S

Establishing **diversity goals** for blacks and women in leadership positions throughout the Company by 2025.

Via's first Trainee Program, with **50,084 applicants.**

**Implementation of the Lapidar Program**, focused on training blacks employees in the logistics area, in order to develop future leaders.

**60 years of the Casas Bahia Foundation**, which assisted over 190 thousand people during the year, a record in our history.

Creation of 297 startups by the **1,522 young public-school students** trained in the Casas Bahia Challenge.

## G

Approval of Via's Sustainability, Diversity and Human Rights Policies, with **objectives and responsibilities** for the entire Company.

Approval of the **Strategic Sustainability Plan** with a 2025 horizon, integrating sustainability into our business.

**Membership in the United Nations (UN) Global Compact.**

First debenture issue linked to the **achievement of ESG goals** (Sustainability-linked bond).

Membership in the **ISE and ICO2**, B3's two main sustainability indexes.

We **became part** of B3's recently launched IGPTW portfolio, which brings together 45 companies that stood out with the best practices in the labor market.



# 2

## Profile

**Via is under continuous transformation. In 2021, we went through changes that translate the new paths that we are walking, going far beyond retail.**

Get to know the Company, its ecosystem of products and services, the brands, the principles and values that govern its operations.



## About Via

GRI 2-1

**We are Via.** We offer customers a diverse, innovative and integrated ecosystem to deliver to all Brazilians the best way to shop, wherever, whenever and however they want.

With the strength of our brands Casas Bahia and Ponto, we have reached 28 million active customers throughout Brazil, whether through our brick-and-mortar stores, e-commerce, or marketplace. We are recognized by the market as the largest electronics and furniture retailer in Brazil.

We operate with 1,091 brick-and-mortar stores, spread across 515 cities, in 21 states and the Federal District. All of them are enabled to work as mini hubs, supporting the distribution and delivery of

products sold in online stores and apps. In the marketplace, we connect more than 130,000 sellers, who take advantage of our showcase and infrastructure to market their products.

**Additionally, we have the largest logistics network in Brazilian retail, which guarantees us a comprehensive network, enabling us to serve the customer no matter where he or she is.**

To meet our customers' needs and support them in making their dreams come true, we offer financial services through banQi, our digital wallet, bringing solutions such as online installment plan, personal loan, and a digital account with several services.

# Our Ecosystem

GRI 2-6



In 2021, to bolster our strategy of being recognized as the best shopping option for all Brazilians, whether on-site or digital, we updated our brand, which ceased to be Via Varejo and became Via. By doing so, we show that we are in constant transformation, going beyond retail, with an innovative ecosystem focused on meeting customer needs.



# Our Figures

GRI 2-2

**R\$ 44.6 billion**  
of total gross GMV

**Over 130,000**  
sellers in the marketplace

**28 million**  
active customers

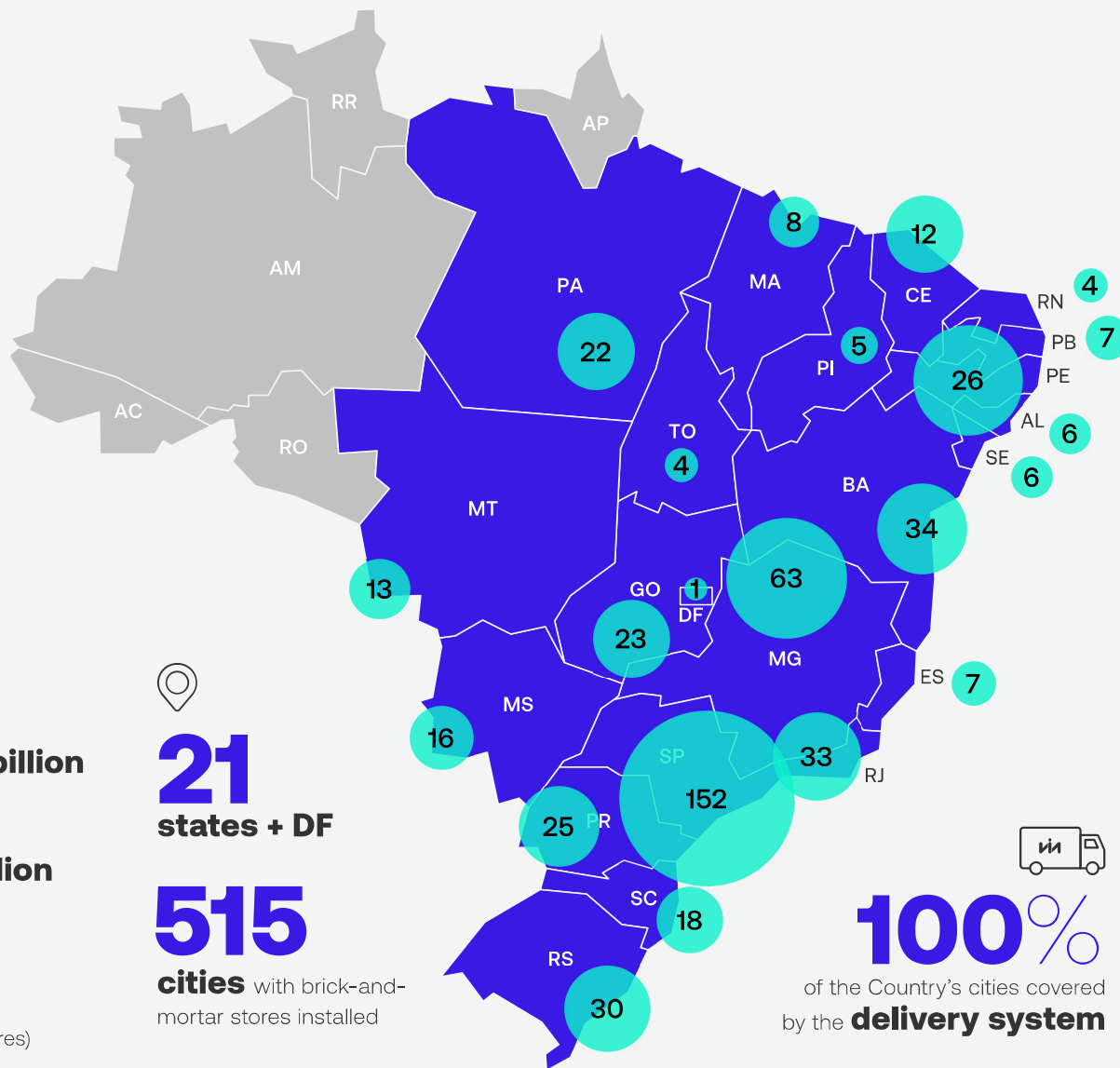
**R\$ 5 billion**  
in active credit portfolio

**28**  
Distribution Centers

**Over R\$ 36 billion**  
in gross revenue

**Over 4.3 million**  
banQi accounts

**2.8 million**  
m<sup>2</sup> of storage area  
(among DCs and stores)



**21**  
states + DF

**515**  
cities with brick-and-  
mortar stores installed

**100%**  
of the Country's cities covered  
by the **delivery system**

# Our Brands

GRI 2-2

## CASASBAHIA

For more than 60 years, it operates in 21 states, plus the Federal District, with 927 stores. It stands among the most valuable brands in Brazil according to the consulting firm Interbrand ranking, valued at around R\$800 million.

It is recognized as one of the Country's most recalled brands in the Top of Mind survey, conducted by the Folha de S. Paulo newspaper.

## ponto: >

Today, it operates 164 stores in the country's Southeast, South and Midwest, with Ponto the market leader in Rio de Janeiro. A reference in innovation, it presents new possibilities, to the consumer with a great variety of products and services.

In 2021, the brand was redesigned, changing from Ponto Frio to Ponto:>. This highlights, the innovation, simplicity and irreverence that are already part of its history.



With more than 17 years of operations in Brazil, it sells a wide assortment of products that range from automotive parts to diapers, furniture, home appliances and more. In 2013, it was the first e-commerce retailer to adopt a Marketplace platform.



The largest furniture production unit in Brazil and Latin America.

Every day, over 500 tons of wood sheets are transformed to build over 4 thousand pieces of furniture.



Launched in 2019, our 100% digital portfolio was developed to promote the economic, social and digital inclusion of customers. Through the app, users have access to our credit plan and may consult, pay and control installments, in addition to using banking services, such as loans.



Acquired by Via Varejo in 2020, ASAPLog is a technology company specializing in e-commerce solutions for last-mile logistics. Through a crowd shipping platform, we connect with independent delivery couriers to perform the last-mile delivery.



In April, we announced the acquisition of the fintech Celer, a payment solutions platform that offers Bank as a Service services package. With this acquisition, we now have access to the services of over 200 fintechs in the market.

## DISTRITO

Distrito is an open innovation hub. Its platform, underpinned by data and artificial intelligence, connects large companies, startups, investors and academics to generate new business models. Today, there are more than 13,000 monitored startups and a community of more than 450 startups, 65 large corporations, 11 corporate labs, and 3,000 innovation professionals.



Acquired in 2020, i9XP is a startup specialized in e-commerce for retail. Its acquisition is part of the Company's digital transformation acceleration strategy, focusing on the evolution of e-commerce and logistics.



CNT is a logtech company specialized in comprehensive solutions for e-commerce and multi-marketplace operations and plug & play platforms, offering fulfillment and fullcommerce (white label) services through customized solutions based on proprietary technologies.

# Our Culture



## Ambition

To be recognized for believing in people and making their dreams possible.

## Purpose

To be the relationship and consumption platform for Brazilians wherever, whenever, and however they want, incorporating socio-environmental and governance aspects in our way of acting.

## Values



### Passion for people

I am diverse, I believe in each person's potential, and I am passionate about serving employees, customers, and business partners.



### Leadership and Collaboration

I am a leader in our history, and I assume myself as a leader in collaboration with everyone.



### High Performance and Recognition

I have autonomy, challenge myself and others, and I am recognized for generating results.



### Simplicity and Objectivity

I believe that both objectivity and simplicity generate better results.



### Continuous Innovation

I always learn and evolve, creating an environment to innovate in solutions for the client, the Company, Brazil, and the planet.



# 3

## Governance

**At Via, we commit to establish an ethical and transparent management so that we can grow in a permanent and responsible way.**

With our governance structure, we pursue the sustainable conduct of our business, linking our policies and processes to socio-environmental and governance aspects.

### Material Topics



### Related SDG



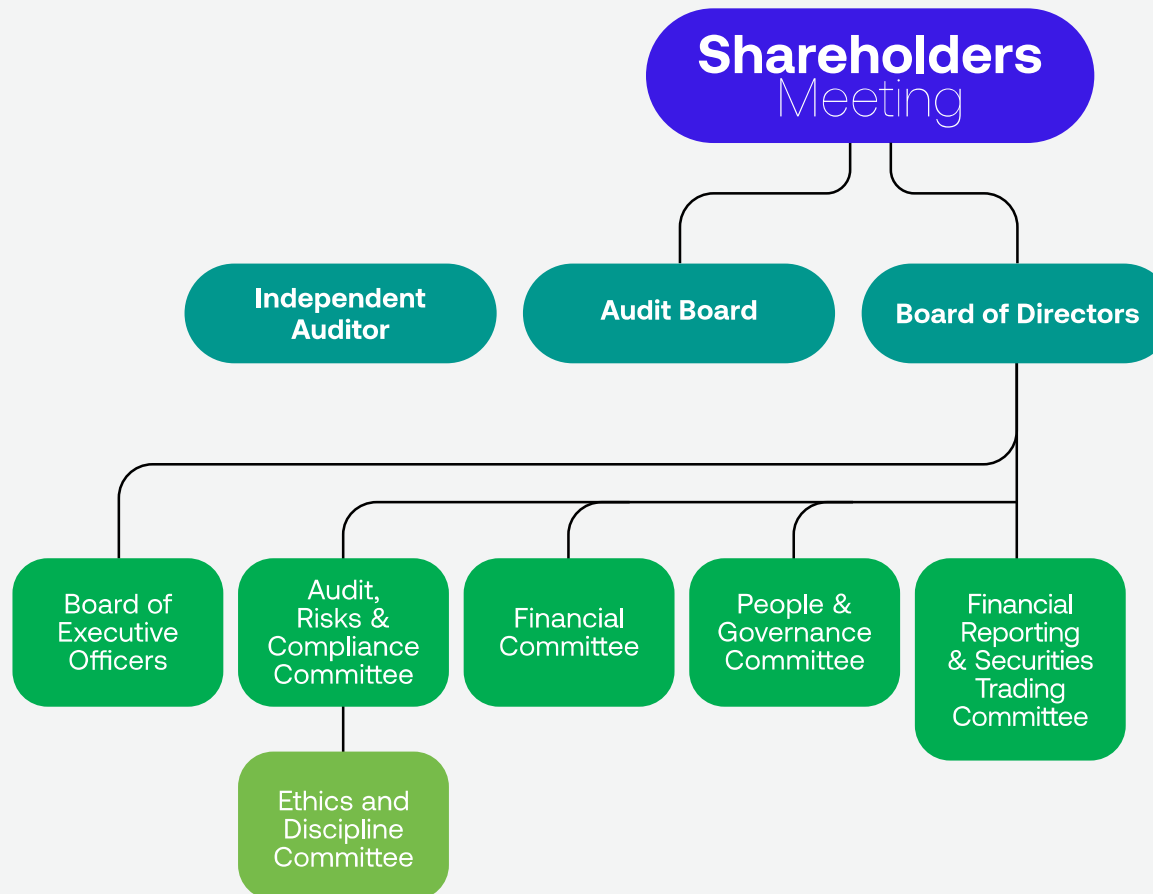
# Governance Structure

GRI 2-1, 2-9, 2-10

Via (Via S.A.) is a publicly traded company, with shares traded on the B3 Novo Mercado, under the ticker VIIA3.

**Our governance structure has the task of ensuring efficient and responsible management, which honors the commitments made by the Company with customers, investors and society as a whole.**

The Company is managed by a Board of Executive Officers and a Board of Directors, assisted by five advisory committees: the Audit, Risks & Compliance Committee; the People & Governance Committee; the Financial Committee; the Financial Reporting & Securities Trading Committee; and the Ethics and Discipline Committee. The company's Audit Board operates on a non-permanent basis.



## Board of Directors

GRI 2-9, 2-10, 2-11, 2-12, 2-18, 2-19, 2-20

The Board of Directors is a joint-decision body responsible for our business general direction, including its long-term strategy. It also is responsible, among other things, for electing the Company’s executive officers and supervising their management activities.

**The Board of Directors meets ordinarily at least six times a year.**

The Company’s Bylaws set forth that the Board of Directors may be composed of a minimum of five and a maximum of nine members, all with a unified two-year term of office, reelection being permitted. Currently, it has three independent members.

We have an Appointment and Compensation Policy for the Members of the Board of Directors, its Advisory Committees, Statutory Executive Board and Audit Board. The latest version of the document was approved by the Board of Directors in March 2021 and is available [here](#).

The Policy provides, as a general guideline, that the Board of Directors must be composed of highly qualified professionals who are committed to the Company’s values and principles, in addition to having notable and suitable professional, technical and academic experience, in order for the Company to benefit from the plurality and complementarity of opinions in the decision-making process. The People and Governance Committee is responsible for examining the candidates to be elected to the board.

The Board of Directors Internal Regulation provides that, every year, the Board of Directors must conduct a self-assessment of its

activities and identify possibilities for improvement in the way it operates. Every two years, the body must also carry out a formal evaluation of the Company’s results and of the performance of the Executive Board, the Advisory Committees and each Director, Board Member and External Member of the Company’s Committees, individually.

The Board of Directors members’ compensation consists of a fixed compensation calculated according to the members’ responsibilities, considering their positions and the duties they perform, the time dedicated to the duties and the individual’s qualification, according to market surveys conducted by consultants hired by the Company.

It may be increased by additional compensation to be defined for each circumstance, in the event that any of these members perform additional activities due to the creation of special temporary auxiliary committees by the Board of Directors.

BOARD OF DIRECTORS MEMBERS*	POSITION
Raphael Oscar Klein	Chairman
Marcel Cecchi Vieira	Vice-Chairman of the Board of Directors
Alberto Ribeiro Guth	Independent Board Member
Renato Carvalho do Nascimento	Independent Board Member
Rogério Paulo Calderón Peres	Independent Board Member

\* As of 12/31/2021

GRI 2-17

We are committed to engaging the Board of Directors members in social and environmental issues through lectures that address the importance of these issues. In 2021, we featured the lecture “Global Retail Trends”, which included sectorial themes such as digital acceleration, new sales channels and modalities, strategic IT, operational excellence, the new role of the store, marketplace, platforms and ecosystems, as well as highlighting the importance of ESG aspects and their integration into the business.

At the Annual General Meeting (AGM) on 04/26/22, there was a change in the Board of Directors composition: Alberto Ribeiro Guth left and Cláudia Woods took over as the Company’s new independent director, being the first woman to compose Via’s Board of Directors.

## Audit Board

GRI 2-9, 2-20

The Audit Board operates independently from the management and the external auditors. Via's Bylaws provide for a non-permanent Audit Board, composed of three sitting members and an equal number of alternates, all elected by the Shareholders Meeting.

Its main responsibilities include supervising the activities of the management, reviewing the Company's financial statements and reporting its findings to shareholders.

AUDIT BOARD MEMBERS	POSITION
André Coji	Sitting member
Magali Rogéria de Moura Leite	Sitting member
Olavo Fortes Campos Rodrigues Junior	Sitting member
Fábio Antônio Pereira	Alternate Member
Jorge Roberto Manoel	Alternate Member
Rafael Xavier Vianello	Alternate Member

When installed, the Audit Board members' compensation is composed of fixed monthly compensation, not linked to the actual participation in meetings.

Under the terms of article 162, paragraph 3 of Act 6,404/76, the Audit Board members' compensation is established by the General Meeting, and cannot be lower, for each member in office, than 10% of the fixed compensation that, on average, is allocated to each executive officer of the Company.

## Committees

GRI 2-9, 2-20

Currently, the company has five committees in place:



**Audit, Risks & Compliance Committee;**



**People & Governance Committee;**



**Financial Committee;**



**Financial Reporting & Securities Trading Committee; and**



**Ethics and Discipline Committee.**

Each must have at least three members, who are appointed by the Board of Directors to serve a two-year term and may be reelected. The Board of Directors also elects a President or Coordinator, who will be responsible for representing, organizing and coordinating the activities of the respective Committees.

For more information about the Boards and Committees, please visit our IR website: <https://ri.via.com.br/governanca-corporativa/diretoria-e-conselhos/>

PEOPLE & GOVERNANCE COMMITTEE MEMBERS	POSITION
Raphael Oscar Klein	President
Roberto Fulcherberguer	Committee Member
Patricia Gracindo Marques de Assis Bentes	Committee Member

FINANCIAL COMMITTEE MEMBERS	POSITION
Renato Carvalho do Nascimento	President
Rogério Paulo Calderón Peres	Committee Member
Alberto Ribeiro Guth	Committee Member

FINANCIAL COMMITTEE MEMBERS	POSITION
Marcel Cecchi Vieira	Coordinator
Rogério Paulo Calderón Peres	Committee Member
Luiz Carlos Nannini	Committee Member

<b>FINANCIAL REPORTING &amp; SECURITIES TRADING COMMITTEE MEMBERS</b>	<b>POSITION</b>
Roberto Fulcherberguer	Sitting member
Orivaldo Padilha	Sitting member
Hélio Muniz	Sitting member

<b>ETHICS AND DISCIPLINE COMMITTEE MEMBERS</b>	<b>POSITION</b>
Roberto Fulcherberguer	Sitting member
Orivaldo Padilha	Sitting member
Abel Ornelas	Sitting member
Sérgio Leme	Sitting member

The independent members and external members of the People & Governance Committee, Financial Committee and Audit, Risk and Compliance Committee, who are not members of our Board of Directors, are paid fixed monthly fees according to the market standard.

## Statutory Board

GRI 2-11, 2-19, 2-20

Elected annually, officers are our legal representatives, primarily responsible for day-to-day management and implementation of the general policies and guidelines established by the Board of Directors.

In order to encourage our professionals to pursue the Company's success, the officers' compensation is composed of the following elements:

- fixed compensation reflected in a base salary, in order to maintain the balance in relation to market practice in general;
- short-term variable compensation (corresponding to profit sharing), with annual payment linked to the results achieved during the fiscal year;
- long-term variable compensation approved under the Company's by-laws (corresponding to stock option plans, stock grant plans, and/or phantom share plans), with annual grant and payment deferred over a period of not less than 2 years and not more than 5 years;
- direct and indirect benefits, corresponding to the medical assistance plan, life insurance, check-up, meal benefit, among others; and
- post-employment benefits, corresponding to the counterpart in the private pension plan for optants.

<b>MEMBERS OF THE STATUTORY BOARD</b>	<b>POSITION</b>
Roberto Fulcherberguer	CEO
Sérgio Leme	Administrative Vice-President
Abel Ornelas Vieira	Commercial and Operations Vice-President
Orivaldo Padilha	Vice-President and IR Officer
Helisson Brigido Andrade Lemos	Innovation and Marketplace Vice President

## Executive Board/C-level

To ensure the agile implementation of its strategy, Via has expanded its Executive Board (C-level), consisting of 5 members of the Statutory Board, plus 6 other directors:



**ROBERTO FULCHERBERGUER**  
Chief Executive Officer - CEO  
CEO



**ORIVALDO PADILHA**  
Chief Financial Officer - CFO/IRO  
Finance, TAX and Investor Relations (DRI)



**ABEL ORNELAS**  
Chief Operator Officer - COO  
Commercial, E-commerce and Operations



**HELISSON LEMOS**  
Chief Innovation Officer - CINO/Marketplace  
Marketplace, Innovation and New Business



**SÉRGIO LEME**  
Chief Supply Chain Officer - CSCO  
Service, Supply Chain and Bartira



**ANDRÉ CALABRO**  
Chief Solution Financial Officer - CSFO  
Financial Solutions & Means of Payment and banQi



**EDSON TAVARES**  
Chief Technology Officer - CTO  
Technology, Data & UX



**HÉLIO MUNIZ**  
Chief Communications Officer - CCO/ESG  
Communication, ESG and Casas Bahia Foundation



**ILCA SIERRA**  
Chief Experience Marketing Officer - CXMO  
Customer Experience (CX), Marketing and Branding



**LUIZ ROSSATO**  
Chief Strategy Officer & Investor Relations - CSO&IR  
Strategy, Transformation, M&A and IR



**ROSILANE BALABRAM**  
Chief Personnel Officer - CPO  
People and Performance, Culture

As a result, the C-level now has two women on its Executive Board, which demonstrates progress in the company's diversity journey.

# Ethics & Compliance

GRI 3-3

In our everyday business, we conduct all of the Group’s relationships — whether with employees, business partners, customers, and suppliers — under three non-negotiable principles: integrity, respect, and transparency.

The Compliance Program is intended to guide, inspire, and engage our stakeholders in action and decision-making according to the highest ethical values and principles. It is structured on the basis of a set of internal integrity mechanisms and procedures focused on the prevention, detection, and response to illegal acts or non-compliance to the guidelines and principles of Via’s Code of Ethical Conduct and policies.

**The program is backed by the commitment of senior management through:**

- Permanent support from the Board of Directors, CEO and C-level;
- Periodic supervision of the Compliance Program by the Ethics Committee;
- Guidance and Supervision by the Ethics Committee regarding the full operation of the Compliance Program and the commitment of the Company’s Management in the support

actions to the program’s mechanisms; and

- Enforcement of policies, procedures, and sanctions in cases of noncompliance with laws, code of ethical conduct, and internal policies.

## Code of Ethical Conduct

GRI 2-23, 2-24

The Code of Ethical Conduct applies to all business units that make up the Via Group and its guidelines must be followed by members of the Executive Board, Board of Directors and Committees, employees, interns, business partners, service providers, or any other person acting on our behalf.

The Ethics and Discipline Committee enforces the Code, in partnership with the Compliance and Preventive Intelligence teams and the business units, which are responsible for keeping it up to date and for deciding questions concerning the correctness of the Company’s conduct.

The document prohibits the practice of fraud, bribery, and corruption, and deals with themes such as respect, diversity,

and fighting violence, discrimination, harassment and circular economy as Company priorities.

**We also apply the following policies:**

- Disclosure Policy and Use of Relevant Information and Preservation of Secrecy;
- Securities Trading Policy;
- Related Party Transaction Policy;
- Risk Management Policy;
- Anticorruption Policy;
- Policy on Donations, Contributions and Sponsorships;
- Policy on Receiving and Offering Gifts;
- Conflict of Interest Policy;
- Procedure for Third-Party Risk Analysis;
- Procedure for Relations and Agreements with Public Authorities; and
- Procedures for Meeting the Representatives of the Public Authorities and the Press.

## Conflict of Interest

GRI 2-15

We have a related-party transaction policy that provides for the main conflict scenarios, ensuring that the transactions approved by the Shareholders' Meetings and the Board of Directors take place excluding members with potentially conflicting interests.

The policy also provides that, from time to time, the transactions occurring are monitored by the Audit Committee or the Board of Directors.

The Company's Bylaws and the Internal Regulations of the Board of Directors and its Advisory Committees, also deal with the subject.

## Whistleblowing Channel

GRI 2-24, 2-26, 406-1

We have a Whistleblowing Channel with guaranteed impartiality and confidentiality, the option to be anonymous, and guaranteed secrecy, with information shared only with the team conducting the investigation.

Available 24/7, the service is handled by an independent, specialized company. To access the Whistleblowing Channel, just call the number **0800 450 4504**, go to the website [canaldedenuncia.via.com.br](https://canaldedenuncia.via.com.br) or send an e-mail to: [canaldedenuncia@via.com.br](mailto:canaldedenuncia@via.com.br).

Case investigation management is done by the Corporate Intelligence area, integrated with the Risk Management and Compliance area. If needed, the case is forwarded to the Ethics and Discipline Committee for a decision on possible penalties.

In 2021, we worked on changing the accounting methodology for these cases, in order to give more credibility to the Whistleblowing Channel and transparency in the investigation.

Throughout the year, we received 58 reports of discrimination, of which 19 remained under investigation until 2022 and 39 were finalized by the end of the year, nine of which were considered well-founded, resulting in the following consequences: three dismissals for due cause, one dismissal without due cause, two resignation request during the investigation and three orientations (verbal warning). Thirty allegations were considered unfounded or lacking sufficient elements to support the investigation.

## Impact remediation mechanisms

GRI 2-25

We strive to establish internal processes and mechanisms to receive complaints and reports, adopting measures to meet stakeholders' demands.

With the public authorities, we have established procedures for the relationship and execution of agreements, which aim

to define criteria and parameters for negotiating, concluding, and complying with transactions, including guidelines for dealing with public administration agencies, their agents, and representatives.

Together with the unions that representing the employees, we rely on the Labor Relations and Union area, with strategies that minimize labor conflicts and improve the Company's organizational climate.

For issues related to privacy and data security, we have a privacy portal (learn more on page 26), where the customer can change, delete, or request information about his/her data, as established in the General Data Protection Law.

## Critical Concerns

GRI 2-16

Shareholders may communicate their critical concerns to the Investor Relations Office, which sends a weekly report with the main issues addressed to the Board of Directors. The relevant issues may be submitted by the Executive Board to the Board of Directors during regular meetings.

Critical concerns regarding possible risks to which the Company is subject are brought to the Board of Directors through the Audit, Risks and Compliance Committee.



# Risk Management

GRI 2-24, 205-1, 205-2, 205-3

To incorporate risk management into our decision-making process, we have a Risk Management Policy approved by the Board of Directors, which sets out the principles, concepts, guidelines and responsibilities for Corporate Risk Management. The document provides guidance on how the processes of identification, analysis, assessment, treatment, monitoring and communication of the risks inherent to the business activities are carried out.

**Under the terms of the Risk Management Policy, the risks monitored refer to any event that may affect the Company's ability to achieve its objectives and business strategy, the main classifications being: Strategic, Operational, Financial and Compliance risks.**

To implement and maintain the Policy, we have the Risk Management & Compliance Area, which reports directly to the Finance Vice-Presidency. The area also fosters the integration of risk management with the management and planning cycles and implements actions to disseminate the risk culture in the company.

The Audit, Risks and Compliance Committee is the statutory body responsible for overseeing the corporate risk management activities, as well as the Company's compliance with the applicable legislation, policies, standards and internal procedures, at all levels.

The committee also evaluates the suitability of the human and financial resources allocated to the Company's risk management activities, and the risks related to corruption and misconduct inherent to the company's operations.

Throughout 2021, we carried out communications to all employees on topics such as: the Code of Ethical Conduct guidelines, the Anti-corruption Policy and Law, the conflict of interest policies, receiving and offering of gifts and presents, awareness-raising on moral and sexual harassment, and the company's whistleblowing channel.

Training on compliance with the anti-corruption law and the Code of Ethics was also carried out, as well as training to raise awareness and to counteract moral and sexual harassment.



In 2021, the anti-corruption training was redesigned, and

**27,263 employees,**

were trained out of a total of 45,207 (60% participation).

Due to all these processes, the Company was not subject to any lawsuits related to the practice of corruption in 2021. We had no employees dismissed or contracts terminated or not renewed due to the practice of corruption, nor were there any related reports registered in our whistleblowing channel.

We have also not been the target of any actions by regulatory agencies of any nature related to the theme in the last two years.

# Data Security & Privacy

GRI 2-25, 3-3, 418-1, SASB CG-MR-230a.1, CG-EC-220a.2, CG-MR-230a.2

## At Via, we build our relationships based on transparency and trust.

Therefore, we have robust data governance, aligned to legal aspects, for the safety and protection of our own and third-party data, ensuring customer trust in our brands and channels.

We have an Information Security Policy that establishes rules and guidelines based on the best Information Security practices, ensuring the confidentiality, integrity and availability of the Company's information.

The Privacy Governance Program also calls on the active participation of several areas of the company such as Information Technology, Information Security, Internal Controls, Communication, Customer Management, Compliance, People and Performance.

In 2021, we progressed with our adaptation process to the General Law on Data Protection (LGPD), advancing our governance of the topic, providing better management of technology and information security risks.

We recurrently invest in people, consulting, and tools

seeking process improvement, evolution of our defenses, and risk mitigation.

We have implemented third-party management processes aimed at analyzing the privacy maturity of our partners, as well as structured and implemented Privacy by Design processes to strengthen procedures and treatment appropriate to the General Data Protection Act.

We have improved the processes and specific tools for Incident Management and Vulnerability Management that continuously monitor and manage our environment.

We periodically conduct security tests in our environment, both using internal resources and independent consultants, who assess possible weaknesses and determine action plans, when appropriate.

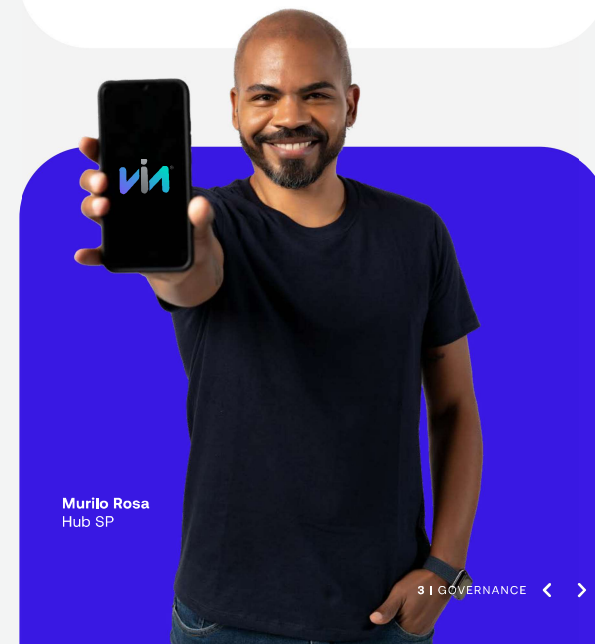
Moreover, we have several training courses, some of which are mandatory, addressing information security and privacy for all employees, as well as sharing guidelines on the subject, with the aim of educating and raising awareness about risks and ways to protect the Company. Throughout the year, we received no complaints regarding breaches of privacy and loss of customer data, neither from third parties nor from regulatory agencies.

## Privacy Portal

Aligned with the LGPD, in 2021 we launched the Via Privacy Portal. It informs customers which personal data is collected on our platforms and how it is treated by the Company.

By filling out a form, users can request information on the use of their data, update their information, delete the recorded data and even revoke consent. Moreover, those interested can read our Privacy Policy, which provides in-depth information on how the collection and treatment of data occurs.

[privacidade.via.com.br](https://privacidade.via.com.br)



Murilo Rosa  
Hub SP

# Investor Relations

Our Investor Relations team is committed to providing investors, in a transparent and straightforward fashion, with relevant information about the company's strategy, operations and performance. In the last few years, we have communicated on a recurrent basis the entire transformation and consolidation process on the different fronts of our business, in addition to deepening the communication tools used.

All earnings releases are simultaneously held in Portuguese and English. Moreover, we provide interviews with executives in our podcast on Spotify [spoti.fi/386PGD0](https://open.spotify.com/show/386PGD0)

In 2021, we started to revamp our IR website, building a more user-friendly layout that will make browsing easier, making it possible to find information about the Company's performance, learn

more about the governance structure, as well as a number of other new features. We moved our headquarters from São Caetano do Sul (SP) to São Paulo (SP), in the district of Pinheiros, which placed us closer to the city's financial center.

To serve individual investors, we have adopted a distinctive communication methodology, based on the production of accessible content about the Company and a relationship approach aimed at this audience.

With regard to ESG aspects, the IR team has intensified its communication on the subject in our quarterly results releases, which now include a summary of the socio-environmental and governance highlights, besides the business' financial and operational indicators.



## New Headquarters in São Paulo

GRI 2-1

In 2021, we opened our new headquarters in the Pinheiros district of São Paulo (SP). There are 8,000 m<sup>2</sup> distributed over four floors, in the Eldorado Business Tower.

The environment is modern and embraces a collaborative concept, with spaces for socializing and decompression, adapted to the new days in which the employee works in a hybrid format, taking turns between remote and on-site work.

The building where Via's new headquarters is located obtained the LEED® C&S - Platinum seal, the highest level of Green Building certification by the USGBC (United States Green Building Council). The certification

recognizes the sustainable solutions and technologies adopted to reduce the environmental impacts of a building, considering the building's core, all common areas, and the building's outer walls. It is the first building certified in this category in Latin America, the eighth in the world, and the third outside the United States, USGBC's country of origin.

The new headquarters' strategic location, close to the Country's financial and technological centers, allows us to be closer to our investors and attract talents in the technology area. The location also offers greater transportation to our team, which now has easy access to various public transportation options.

# 4 Strategy

**By clearly showing where we want to go and the paths we need to follow, we have defined the strategic pillars that will lead us to our goal of being the relationship and consumption platform for Brazilians.**

Take a look, in detail, at the Company's business strategy and how the ESG aspects are inserted into it.

## Material Topics



## Related SDG



# Strategic Planning

We have shifted from the transactional retail model to a relational platform model, focused on increasing the customer base, lifetime value (LTV), and continuous improvement of the customer experience.

The first results of this transformation are already showing up. We continue to advance in service level indicators (NPS), greater speed in deliveries, and a wider assortment, made possible by an increasingly comprehensive and digital offer of financial solutions.

We are “Via - Imagine Paths”. The new signature reinforces the strategy of being recognized as “the best way to shop for all Brazilians, wherever, whenever and however they want”.



## Sustainability Policy

GRI 2-23 and 2-24

**In 2021, we continue advancing further integrating ESG aspects into Via's business strategy.**

In June, we approved our Sustainability Policy, which formally establishes our commitment to be a benchmark in the topic, based on our commitment to the circular and low-carbon economy, diversity, inclusion, ethics and transparency in relation to the supply chain, customer financial education and performance in ESG aspects. The policy's implementation is the responsibility of the corporate Sustainability area, linked to the Communication and ESG Department.

Furthermore, the Policy establishes guidelines for relationships with stakeholders and on topics such as human rights, occupational health and safety, social investments and climate change.

For its guidelines to reach the Company as a whole, within the scope of our stores, distribution centers, administrative buildings, factory and subsidiaries, we have defined diffuse responsibilities that range from the senior leadership, advisory committees and network of employees to suppliers and partners.

Check the full policy on the Investor Relations website or access the link: <https://bit.ly/Via3I4>

## Sustainability Governance

GRI 2-12, 2-13, 2-14 and 2-19

The Board of Directors is responsible for overseeing the Company's policies execution, among them the Sustainability Policy. The Board addresses socio-

environmental issues in its strategic planning and operations by means of:

- Executives' variable compensation;
- Election of Board members with criteria relating to conduct and expertise in sustainability;
- Discussion of externalities; and
- Monitoring of stakeholder relationship policies.

The implementation and approval of the Sustainability Policy, as well as the activities' monitoring, is the responsibility of the Communication & ESG Department. Among the Department's main responsibilities, we highlight:

- Outline the Company's strategic sustainability guidelines;
- Provide support to C-level directors and the Board of Directors on all strategic aspects of the ESG agenda.
- Raise investments for the realization of the strategic plan, as well as report the results achieved with the implemented initiatives;
- Coordinate with the other departments so that strategic projects are given priority and that the incorporation of sustainable policies and practices is disseminated throughout the organization;
- Promote the topic with investors, partners, institutions, government, and society;
- Provide internal and external visibility to the initiatives related to the ESG agenda, aiming at generating value to society;
- Represent the organization in public engagements related to ESG.

The aspects related to climate change and other sustainability-related matters are the responsibility of the entire company under the leadership of the Communication and ESG Department, reporting directly to the CEO.



**ISE B3**  
**ICO2 B3**

### Performance in ESG indexes

In 2021, we joined, at the very first attempt, the portfolio of two of B3's main sustainability indexes: the Corporate Sustainability Index (ISE), the main ESG index in the Brazilian capital market, and the Carbon Efficient Index (ICO2), which recognizes transparency in relation to greenhouse gas emissions.

These achievements meet the public commitment made by the Company and confirm our dedication to the sustainability of our business.

## Sustainability/ESG Strategic Plan

GRI 2-24

To implement the Sustainability Policy and materialize its guidelines in our business, we established the Sustainability/ESG Strategic Plan, which defines objectives, presents action axes, and establishes the priorities of our management with a time horizon of up to 2025.

The first step was to establish a materiality matrix, in search of the topics upon which we have the greatest impact on society and on the environment (see more details on page 8). Next, the material topics were linked to the business strategy, setting our purpose and the pillars of sustainability performance.

### OUR PURPOSE

To be the relationship and consumption platform for Brazilians wherever, whenever, and however they want, considering socio-environmental and governance aspects in our way of acting.

### MATERIAL TOPICS

Operational eco-efficiency and circularity (waste and energy)

Climate change

Diversity, inclusion and well-being in the workplace

Responsible value chain

Affordability

Customer-focused innovation and technology

Governance, ethics and transparency

Data security and privacy

### ACTION PILLARS

#### + Environmental Conservation



#### More diverse and inclusive environments



#### More permanent and responsible business



For each pillar, we established priority items and objectives, which were broken down into targets to be met from 2022 to 2025. Since 2021, the ESG has become a company-wide goal, impacting the leadership's variable compensation.



### Debenture Linked to the Achievement of Sustainability Goals

Looking to increasingly relate sustainability to the business, in 2021 we announced our first debenture issue linked to the achievement of ESG targets, known in the market as Sustainability-Linked Bond (SLB).

In total R\$1 billion in debentures were issued, with maturities ranging from three to seven years. They were divided into two series, with different terms and interest rates. The goal linked to the issuance is related to the use of renewable electric energy in our operations (learn more on page 94).



### Partnerships for Sustainability

GRI 2-24

Continuing the strategy to incorporate ESG aspects into our business, we entered into a partnership with PANGEIA, a sustainable business ecosystem that creates and embraces initiatives based on social, economic and environmental development.

The idea is that PANGEIA will be our partner in Via's ESG journey, so that we can jointly develop business solutions with a social and environmental footprint.

As a first tangible initiative, Pangeia becomes Casas Bahia's sustainable store (learn more on page 48).

**Via has also become part of Revolução ESG, a movement that unites corporations, NGOs, institutions, individuals and companies that are truly committed to the planet's transformation and co-create really social and environmental impact actions, disseminating these initiatives to multiply the movement's impact.**

To advance the projects, initiatives and programs in the area, we have nominated two diversity and sustainability ambassadors at the Company. Together, these initiatives are aimed at providing the theme with cross-cutting action and stepping up the ESG agenda at Via.



Amanda Ferreira,  
Diversity Ambassador



Vanessa Romero,  
Sustainability Ambassador



## Commitments

GRI 2-23, 2-28

We are signatories to several agreements and commitments that provide institutional parameters for our sustainability strategy, including:

### Commitments to responsible and sustainable business management

- Fecomercio SP's Sustainability Council – Fecomercio; and
- Global Compact - UN.

### Commitment to promoting equality and diversity

- Business and LGBT Rights Forum - More than 80 Brazilian companies;
- Business Coalition for Racial and Gender Equity - Ethos Institute, Center for the Study of Labor Relations and Inequalities (CEERT) and Institute for Human Rights and Business (IHRB), with support from Movimento Mulher 360 and the Inter-American Development Bank (IDB);
- Be Anti-racist Manifesto – Instituto Identidades do Brasil (ID\_BR);
- Business Coalition to Fight for the End of Violence against Women and Girls - Avon, UN Women and Dom Cabral Foundation, with over 100 companies engaged;
- MOVER movement for racial equity;
- Movimento Mulher 360 – Instituto Ethos;
- Women's Empowerment Principles -WEPs - UN Women; and
- Yes to Racial Equality Seal – Instituto Identidades do Brasil (ID\_BR).

### Commitment to environmental protection

- Green Eletron – Brazilian Electrical and Electronics Industry Association (Abinee), with more than 20 member companies.



Via employees: Mariane Soares, CB Store; Vilmar Lins, Prove; and Gabrielly Lima, Hub SP.

# 5

## Customer at the Center

**Being Brazilian's relationship and consumption platform implies developing an ecosystem of channels, products and services with the customer at the center.**

Learn about the main activities we have put into practice in the relationship with our more than 28 million active customers.

### Material Topics



### Related SDG





# The #AllForTheCustomer Movement

GRI 2-6

#AllForTheCustomer is a cultural transformation movement of the Company, centered on the customer. This movement involves all employees as an essential part of Via's strategy to be the relationship and consumption platform for Brazilians.

We want the customer to be increasingly impacted by our brands and to use the products and services of our ecosystem to the maximum, whether through our brick-and-mortar or online stores, using our financial services or selling together with us in our marketplace. All of it in an integrated manner, within an omnichannel logic.

**To make this happen, we are working on three priority fronts: increasing the customer base, building loyalty, and focusing on the experience.**

On the first of these fronts, we closed 2021 with an active base of 28 million customers, with an addition of 1.8 million compared to 2020. We also continue to expand the market share of our brands in e-commerce, presenting an online performance (1P + 3P) 1.6 times better than the market. With this, we reached 15% share, a gain of 2 p.p. in relation to 2020.

## EVOLUTION OF THE ACTIVE CUSTOMER BASE (MILLION)



The loyalty front means that, besides working with a focus on increasing sales to customers, we also aim to guarantee their return in the future, thereby making our ecosystem more appealing so that recurrence can take place.

In this context, we are increasingly betting on financial services, which bring the business closer to the customer and make us an integral part of his or her life, and on omnicanality, so that the customer is engaged with our brands in all channels. Therefore, he/she can feel comfortable migrating their purchases from the brick and mortar store to the online store - and vice versa - but always within our ecosystem.

**To this end, throughout 2021, we increased customer identification with our brands through their social network profiles. Casas Bahia and Ponto had one of the highest engagements in social networks, ranking among the best in number of engagements and huge number of followers, with leadership highlights on Facebook and Twitter.**

We have developed the VIP Casas Bahia, a loyalty program, launched in December, aimed at increasing customer loyalty by offering benefits and advantages on a 100% omnichannel basis. Among these advantages, VIP Casas Bahia offers Casas Bahia Play, progressive discount coupons on the website and in brick and mortar stores, VIP freight, exclusive and special customer service, and several partners that offer benefits in their businesses, through our loyalty platform.

VIP Casas Bahia already has millions of participating customers and, throughout 2022, will have several new and relevant partners, recommended by our customers through surveys conducted during 2020 and 2021.

Apart from focusing on growing the customer base and building loyalty, we also focus on the continuous improvement of the customer experience, which acts as a driver for the previous two strategies.

To this end, we rely on more than 30 customer experience indicators and have set goals in the topic for all the Company's areas.

Throughout 2021, we worked on data capture and analysis, to understand and improve the customer journey when using our ecosystem. Thus, we can identify opportunities to improve the platforms and act quickly, avoiding as much as possible friction in the usability.

**Using this data, we can also customize each customer's journey, according to their habits and preferences in terms of consumption and relationships.**

In our brick and mortar stores, we have Customer Committees, which operate at the regional and local levels, in the stores themselves. All managers have an app that measures their team's performance and can even put into practice specific action plans when necessary.



**Karina Dias,**  
Casas Bahia Store employee

## Relationship Channels

To provide excellent service to our customers, we have a team of approximately 170 employees and more than 4,000 outsourced employees distributed among a variety of service channels, including the call center, chat, WhatsApp, apps, banQi and teams in the stores.

**In 2021, to make the consumer's journey and experience increasingly smoother, regardless of the purchase channel, we continued to implement new communication tools, both in digital channels, such as apps and the website, and in customer service in stores.**

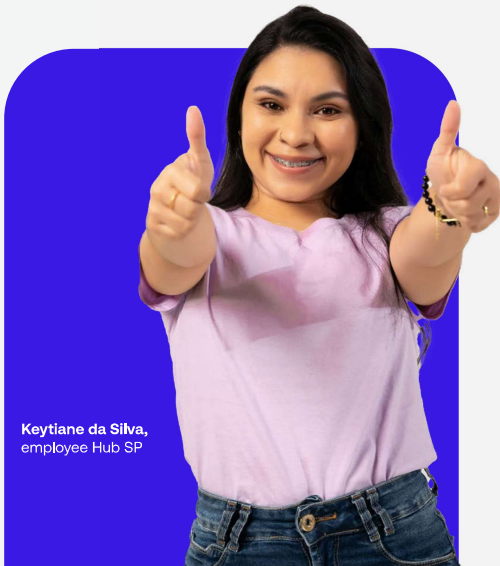
Transactional communication, for example, which usually happens in online purchases as a response to each customer action, is now also part of the purchase journey in the brick-and-mortar store. After providing an automatic welcome message and identify the customer, the tool starts to provide information about the order status or perform services, such as issuing the 2nd copy of the invoice or canceling the order - all without the need to talk to an analyst. The customer receives messages about payment status, product separation and shipping via SMS, WhatsApp or e-mail, until the product arrives at his or her home. In addition, we implemented a new Audible Response Unit (ARU) in our relationship center, which provides automatic responses to the customer, with better management visibility.

# Customer Satisfaction

GRI 102-2, 102-3, 102-4

The outcomes of our continuous improvement strategy for the customer experience can be seen in the scores of the main customer satisfaction indexes.

The NPS evolution shows that Via as a whole obtained 3 points increase between January and December 2021. In online, we obtained a 2.6-point increase in the same period, and in our brick and mortar stores, we secured a 8.3-point increase.



Keytiane da Silva, employee Hub SP

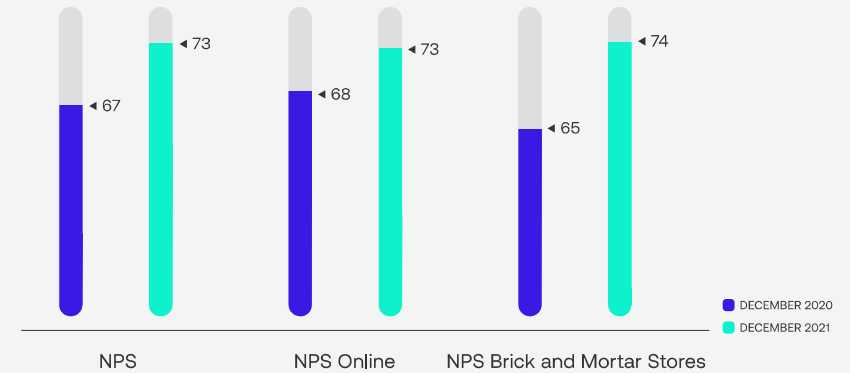
At Reclame Aqui we have obtained significant improvement in our satisfaction scores, reaching the Excellent and Good concepts both in the online 1P and 3P, and in the brick-and-mortar stores.

Ponto and Bartira already have a Reclame Aqui RA 1000 rating and we are on the right track to achieve this goal for the other brands as well, including BanQi. Overall, all Reclame Aqui scores for all brands showed an important improvement compared to 2020.

We have also improved the ratings of our apps in the main app stores. Furthermore, throughout 2021, we carried out some initiatives that led us to the best resolution index in the sector. Among these actions are: visits to Municipal and State Procons, presence at debt fairs, relationship and exclusive channel with Procons, and internalization of the analyst team that handles problems. As a result, we reached 82.4% in the resolution index, the highest in the segment in which we operate, a 3.8% growth over the previous year, as reported by the National Consumer Secretariat\*.

\*<https://bit.ly/38Vi7nQ>

## NPS EVOLUTION (NET PROMOTER SCORE)



## RECLAME AQUI

	2020 scores	2021 scores	Concept	
Casas Bahia	6.7	7.2	Good	
	Ponto	6.8	7.6	Good
Online 1P	Extra.com.br	6.9	7.5	Good
	Casas Bahia	7.1	7.7	Good
Online 3P	Ponto	7.4	7.7	Good
	Extra.com.br	7.1	7.7	Good
Brick-and-mortar stores	Casas Bahia	7.2	7.2	Good
	Ponto	8.9	8.4	RA 1000
Bartira		9	RA 1000	
banQi		8.1	Good	



## Casas Bahia Marginal Tietê

**In 2021, we opened the Casas Bahia Mega Store, located on Marginal Tiete, in São Paulo (SP), an innovative space that materializes our strategy of becoming a consumption and relationship platform focused on the best customer experience.**

With 18,000 m<sup>2</sup> of floor space, the Mega Store unites the shopping experience with entertainment for customers, serving as an open innovation lab where we test new solutions that may be replicated in other stores in the chain.

Right at the entrance, a concierge robot welcomes the customer. There, he can scan a QR code and download an App with an interactive map of the store, which works by geolocation. In this tool, the customer can type the product he or she is looking for and the app will trace a route to it.

The new store intends to be a meeting point for those who want to get to know the latest news in technology, with a Personal Tech team trained to support those who are interested in the subject.

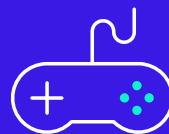
## Consumer and entertainment experiences offered at the Mega Store.



Wine tasting at the Wine Bar or a coffee at Casa Bauducco.



Track to test bikes and scooters.



Playing with friends at the **Gamer Arena**, created by DBG.



Movie screenings in the mini movie theater, created by LG.



Haircut with professionals from **Studio Soneda**.

The store also displays the products of some marketplace sellers, and works with the infinite shelf concept, in which our sellers can offer the more than 30 million items for sale on the online platform.

Also, some partners were called to create stores inside the store, with distinguished products, offering unique experiences to the customer (learn more in the box to the side).

The store offers and tests solutions that can permeate our entire ecosystem and should be implemented in the other stores, according to their success and local needs.

**In the first weekend of operation, the store registered significant footfall and sales were 30 times higher than the average for the chain. The performance was impressive both in the sale of 1P (direct sales) and 3P (marketplace) items.**





### Customer-focused Technology

**With the goal of being a Company beyond retail, Via understands that technology is an engine that drives us forward.**

Accordingly, we created ViaHub, a technology hub, structured in a management model that includes 320 squads, 83 tribes and 25 journeys directly related to the business.

Its goal is to create ways and tools so that the whole Company is constantly evolving, with an eye on centrality and the best customer experience, wherever, however, and whenever they want it.

In 2021, ViaHub was responsible for more than 4,000 projects, focusing mainly on marketplace, customers and people. Additionally, we worked on implementing the new seller onboarding, developing a new registration method that is faster and more convenient for the more than 130,000 sellers in the base. As a result, a seller can register on our marketplace platform in less than 5 minutes.



Via employees: Roberta Serafim, Joao Santos, Neto Casari and Jefferson Duarte – Hub SP.

In February 2021, we began work within ViaHub involving several performance tests and preparing the entire team, which made it possible for our platforms to remain stable throughout Black Friday.

To ensure time optimization and commitment to sustainability, we also implemented the Digital Signature Program for Services and Insurance, which not only optimized the client's time, but also significantly reduced the use of printing paper in stores.

# 6

## Operational Performance

Consistent with our growth and diversification strategy, we continue to make progress in expanding the online market, developing new business fronts, and gaining a larger share of the market.

Check out a summary of the company's main operational advances in its business fronts.

### Material Topics



### Related SDG



# Brick-And-Mortar Store Expansion: Boosting Via's Omni-Channel

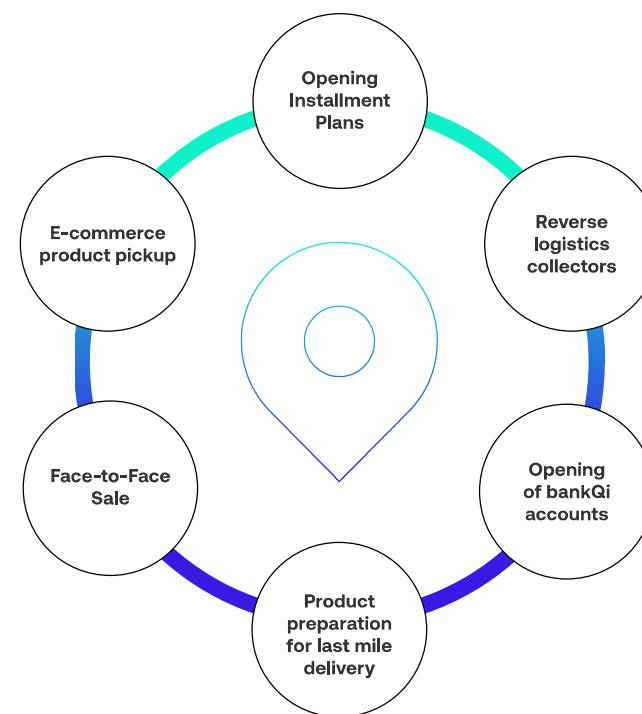
Throughout 2021, we resumed our brick-and-mortar store expansion plan, opening 101 new stores throughout Brazil. About 70% of these stores were opened in cities where we were not yet present, increasing our brands' penetration. The focus of this expansion was the North and Northeast regions - including the opening of the first store in Pará and the concept store in Recife Shopping Mall. New stores were also opened in other regions of the country.

In cities where we were not present, the new stores use our brands' strength to establish themselves and boost the local economy. This happens because, in one way or another, a large part of the population has already been impacted by our brands, either by our advertising inserts or by purchases in our e-commerce, whose growth is three-fold in the locations where we have opened new stores.

Following our omnicanality strategy, when we open a store, we don't just open a new sales front, but we implement a hub that supports our entire customer relationship ecosystem. The stores also serve as branches for our financial services, as preparation, shipping and pick-up points for e-commerce products, and complement our service offer to marketplace sellers. Therefore, we integrate the region into a large logistics network with ramifications throughout Brazil.

Moreover, in the new units, the salespeople use the Via+ Mobile system - Via's internal sales app - which allows not only the sale of existing products, but also the commercialization of direct sale (1P) and marketplace (3P) items, with a product mix totaling more than 40 million items.

## BRICK AND MORTAR STORES: DRIVING THE OMNICALITY STRATEGY



# E-commerce

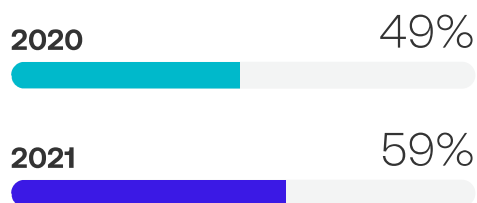
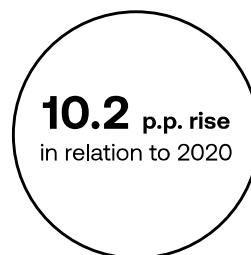
In 2021, despite the challenges posed by the economic scenario, we continued with the growth trend in online sales above the market - which is in line with our ambition of being a leading player in the Brazilian online market.

According to data from Compre & Confie, we closed 2021 with 43% growth, compared to a 27% evolution for the market. As a result, our online market share reached 15%.

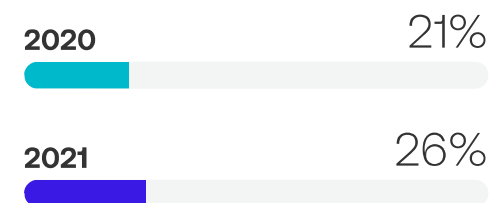
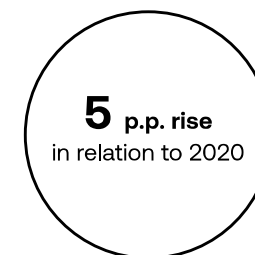
**During the year, the Company's gross revenue grew driven by digital sales. We closed the year with a GMV (Gross Merchandise Volume) of R\$ 44.6 billion.**

Another factor that has contributed to e-commerce sales growth is the online seller, who seeks to establish digital contact with the customer while they are shopping. This role, which is in line with our customer-centric strategy, was particularly important in times when brick and mortar stores had to be closed due to the Covid-19 pandemic. In the year, the online seller accounted for 26% of digital sales.

## DIGITAL SALES SHARE IN TOTAL GMV



## SHARE ONLINE SELLER - GMV DIGITAL SALES (%)



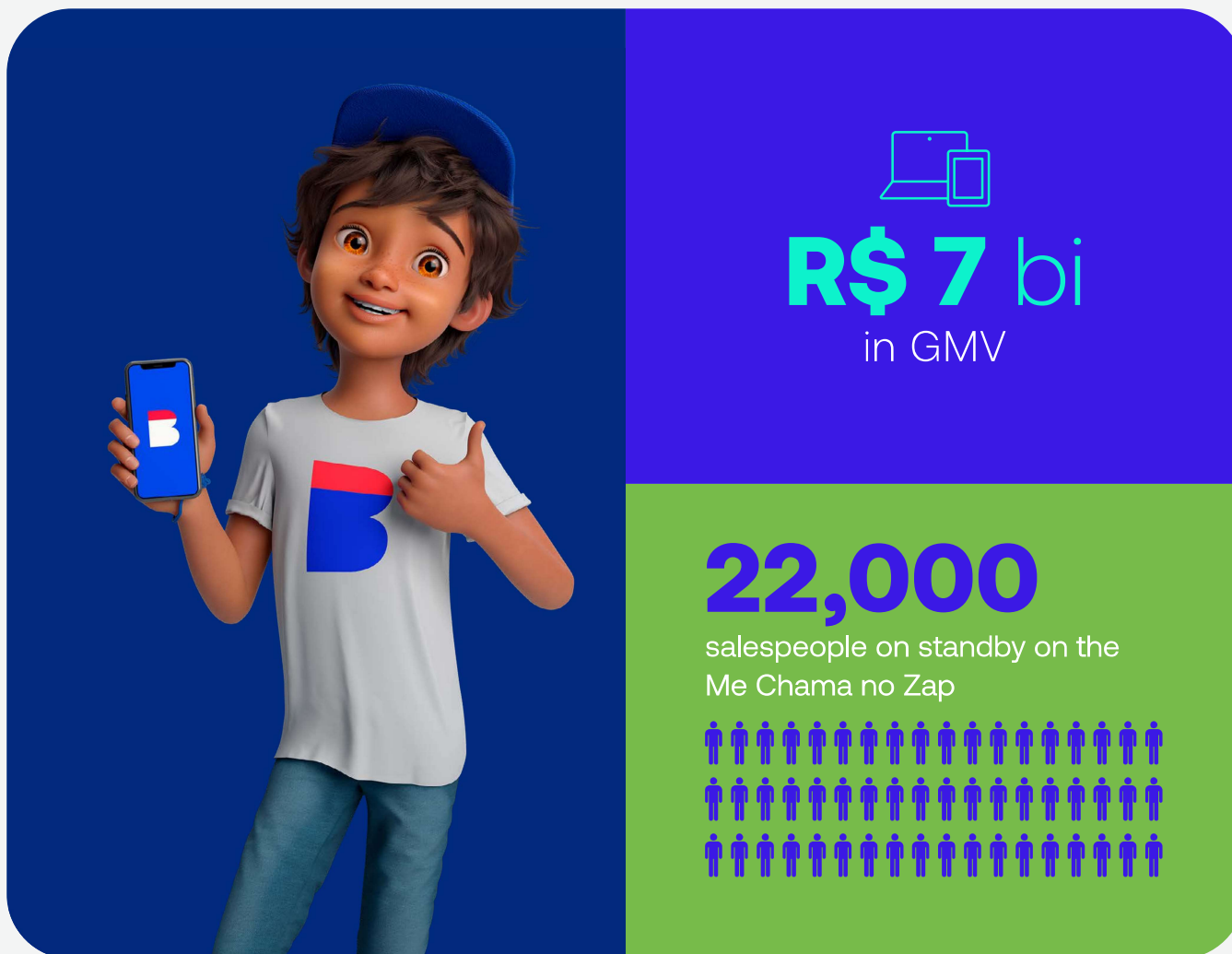
## Me Chama no Zap (Call me on WhatsApp)

In 2020, at the peak of the Covid-19 pandemic, we developed the Me Chama no Zap as an alternative to take advantage of the Company's communication channels and boost sales through WhatsApp at a time of need for social distancing.

During the closing of the brick and mortar stores, we had around 22,000 salespeople on standby to serve our customers, who were able to make purchases via the app directly from the comfort of their homes. The initiative was so successful that, even with the reopening of the stores, it was maintained and supported us in strengthening our omnichannel strategy.

Currently, the entire sales team is available to customers both in person and online at Me Chama no Zap, which also offers products from the marketplace.

In 2021, This sales modality generated about R\$ 7 billion in GMV.



## Marketplace

GRI 203-2

2021 was defined by Via as the year of the Marketplace. During this period, we seek to take advantage of our strengths, such as the large customer base, the logistics network distributed throughout the Country and the recognized brands to strengthen the ecosystem, expanding the number of sellers and products available and, consequently, boosting sales.

As part of this process, we optimized the online platform that supports the sellers. Among the improvements, we have considerably reduced the time spent on processes such as the registration of new sellers, which is now faster and uncomplicated, taking only a few minutes to be fully completed. We also started to offer a more tailored experience, based on the seller's profile, and were able to make more accurate recommendations.

Also, during the year, we started an international marketplace service, making our platform available to sellers in Asia.

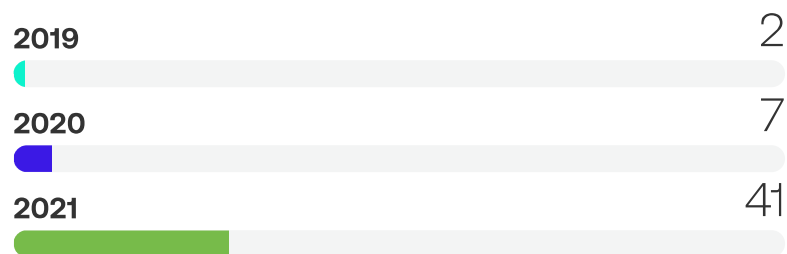
Internally, we began to have a team dedicated especially to the marketplace, with commercial planning, development, and category management, which helped us to ensure that deadlines were met, and that the platform was running smoothly. We also had a technology team that started to provide seller service and support.

In our brick and mortar stores, sellers began to offer Marketplace products through their cell phones, expanding the platform's sales possibilities, using the infinite shelf concept. Furthermore, with a focus on increasing their exposure and sales, we implemented Via Ads, an advertising program aimed at sellers.

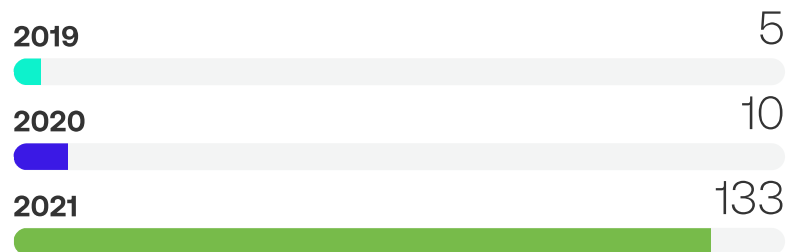
**The result of these initiatives is that during the year we grew from 10,000 sales partners to 133,000.**

The variety of products available also grew considerably, from 7 million to 40 million.

### EVOLUTION # OF SKUS (MILLION)



### EVOLUTION # OF SELLERS (THOUSAND)





### Marketplace University

In 2021 we launched our educational platform aimed at training our partner sellers, whether they are starting their small business or wish to acquire more knowledge about retail. Made available through Via Academy, it offers a series of free contents aimed at training focused on sales management, catalog management and customer service.

The University brings courses in different formats, such as live broadcasts or video classes, and the salesperson may choose how they want to proceed in their training journey. In live trainings, he or she can ask questions in real time with our expert sales team. Additionally, we have complementary courses available with tips and market trends.

## FEIRA PRETA

### Feira Preta

In 2021, we used the marketplace to support Feira Preta, an event that promotes black microentrepreneurs, which won an exclusive page on our platform. The initiative, developed by Via in partnership with Feira Preta and the Casas Bahia Foundation, was created to give entrepreneurs access to our entire ecosystem of services, including preparatory courses, logistics, and visibility campaigns.

Feira Preta is 20 years old and is the largest Black culture event in Latin America. Every year, it brings together Black entrepreneurs from areas such as

fashion, music, audiovisual, arts, technology, among others, to build a fairer and more balanced ecosystem. This edition, the event had more than 70 activities and 20 days of programs, among concerts, workshops, shows, artistic interventions, and panels, and has gotten more than 65 million views and 35 million accounts reached.

By supporting the project, we grant visibility to these Black entrepreneurs and support them in the digital transformation process. Learn more about the project, the entrepreneurs supported, and the products sold at: <https://bit.ly/3iv9tjq>



### Sustainable Marketplace

Consistent with our business sustainability integration strategy, we worked throughout 2021 on the development of the sustainable marketplace. The platform was developed in partnership with Pangeia, startup focused on creating a sustainable business ecosystem, which creates and embraces initiatives based on social, economic and environmental development, and which became part of our ecosystem through Distrito, our innovation hub (learn more on page 15).

The selected products are sold in the Casas Bahia marketplace, with an assortment that covers categories such as food, housewares, accessories and personal care, all produced with sustainable practices by Indigenous Amazonian communities, rural and forestry cooperatives, artisans and local communities. Pangeia also curates several products that generate positive impact, in addition to some in-store initiatives such as “1% for the planet”, which converts sales into practical ESG actions. All deliveries are zero carbon, with automatic compensation ensured by Moss.Earth.

**Casas Bahia’s website and app started to have Pangeia as the official sustainable store as of January 2022.**

## Relationship with Partner Sellers

GRI 203-2

In our relationship with the seller, we always strive to establish clear and transparent communication that creates value for both our business and that of the entrepreneur. For this reason, we maintain a fee collection strategy that varies according to the product category.

We make available our logistics network, the largest in Brazilian retail, so that the sellers’ products are delivered quickly throughout the Country, with lower shipping costs. And our own stores operate as a logistical hub, making last-mile delivery.

**We started to offer sellers our post-sales services, such as reverse logistics, furniture installation, and extended warranty. This allowed them to provide more security and convenience to their own customers.**

During the year, we also initiated control over sellers’ origin and compliance. We have a department dedicated to establishing policies and rules related to the governance related to the acceptance of products listed in our marketplace, always aiming at operational compliance, mitigating risks for the Company while providing greater security and quality assurance to our customers.

### Fostering training and employment

Via became a Talent Booster Program partner, an initiative of Visa and the Rede de Cidades Resilientes, through which companies sponsor the education of new talents and employ candidates who stand out during the courses. Through our Marketplace we supported one of the training modalities with the Marketplace Agent course. The goal was to train consultants to foster local commerce, using technologies that boost business, enabling online sales and acceptance of electronic payments. In all, there were 30 hours of training, divided into: 12 hours of soft skills, 12 hours of hard skills, and 6 hours of project.





# Black Friday

**Black Friday is an important moment in our year, when we focus our efforts on and offering products and discounts that meet our customers' expectations, besides intensifying revenue generation.** In 2021, we are betting on omni-channel shopping and on the reach and speed of our logistics network to offer consumers a wide assortment of channels where to shop and ways to deliver or pick up their products.

Focused on reducing the incidence of errors, we are preparing our network to meet the delivery flow with greater assertiveness and safety, by automating internal processes, defining continuous and fast flows of sorting and shipping of goods from the distribution centers.

Consistent with our strategy of becoming a relationship platform, we invested in the customer experience. A

highlight in this regard was the offer of advantages to app customers, such as discounts at partners such as Movida, Habib's, and Rappi, and free access to streaming platforms such as Paramount+ and HBO Max, among others.

**We also worked to make our brands the most remembered by customers, investing in advertising with a diverse cast of artists and influencers, who communicate with different audiences. We mainly focused on interactions on the social networks, especially TikTok, targeting young audiences.**

As a result, we presented record engagement in Casas Bahia and Ponto's social networks, with numbers that rank us among the main Brazilian retail players, according to data from Emplifi.



## Logistics

To fulfill our goal of being the relationship and consumption platform for Brazilians, we need to have presence and capillarity throughout the national territory, so that we can, in fact, reach people's homes regardless of where they are.

Currently, we have the Brazilian retail market's largest logistics network, with 28 distribution centers spread across 21 states, plus the Federal District, totaling an area of over 1.287 million m<sup>2</sup>. In 2021, we reinforced our distribution structure with a new Distribution Center in Extrema, Minas Gerais.

Additionally, 100% of the brick-and-mortar stores are enabled to function as mini-hubs and quick pickups, and more than 100 are enabled to function as locations for order pickup and postage from our marketplace sellers.

That way, up to 15% of our deliveries are made on the same day, more than 40% within 24 hours, and 65% within 48 hours.

In 2021, we delivered to 99.9% of the Brazilian cities, and we are prepared to deliver to all 5,570 Brazilian cities, including places like Jutai, a municipality with less than 14,000 inhabitants, in the Amazon rainforest, where access is only by air or river.

**At Via, we pursue an omnichannel logistics model, integrating brick-and-mortar and digital inventories and physical sales deliveries. Currently, we estimate that 50% of sales from the online platform go through brick and mortar stores, which are used for customer pickup or as logistics hubs for last-mile delivery.**

Our acquisition of the CNT logtech, in January 2022, placed us definitively in fulfillment and fullcommerce.

Thanks to the acquisition, Via's logistics operator model gains a larger scale in a fast and efficient way, consolidating the company as one of the largest logistics ecosystems in Brazil.



### ASAPLog

In 2020, we acquired ASAPLog, a logistics platform that operates last-mile delivery. Through an online platform, it connects us to more than 300,000 delivery partners to bring our products to the customer's home.

Today, ASAPLog is present in 100% of our hubs and is our main last mile operator, allowing savings of up to 50% in deliveries. Over 90% of our deliveries are made within 24 hours, which has enabled the rapid growth of our same-day delivery solution.

ASAPLog can also serve third parties in several categories, such as clothing, cosmetics, consumer goods, auto parts and footwear, with national coverage, becoming an independent freight optimizer.



In 2021, we used AI and machine learning solutions to advance our stock replenishment algorithms in distribution centers and stores, taking into account both digital and in-store demand.

Our logistics are available to our marketplace partner sellers through the Envias Platform, which manages and operates deliveries. This ensures convenience and safety for sellers, while also providing more competitive freight and better deadlines for the end customer.

As a result of our logistics network, we have expanded the number of cities covered by our express delivery services. Currently, we deliver orders on the same day to 65 cities in 14 states, including the Country’s main capitals. The 24-hour delivery service is available in more than 2,400 cities nationwide.

In parallel, following the Company’s strategy of increasingly integrating the ESG pillars into the business, we have sought to implement ways to reduce Greenhouse Gas (GHG) emissions through

greater efficiency in the logistics network, delivering as many products as possible by covering the lowest possible mileage.

To this end, we have aimed to reduce the dependence on heavy diesel-powered trucks, which emit more polluting gases into the atmosphere. Instead, we have opted for lighter vehicles that consume less fuel.

**The acquisition of ASAPLog contributed to this direction, as last-mile deliveries are now made by independent delivery partners who use their own lighter and more economical vehicles, as well as motorcycles and bicycles.**

Moreover, we have operationalized 10 electric vehicles for last-mile deliveries to our customers (learn more on page 96).

In the coming years we should grow the use of these vehicles, in line with our low-carbon strategy.

# Via Logistics Network

has national coverage and capacity

- ✓ Distribution Centers
- ✓ Stores
- ✓ Direct Delivery
- ✓ Connections with DCs
- ✓ Connections with stores

# Key Logistics Highlights



**28** Distribution Centers



**21** States + the Federal District



**45** routes connecting the distribution centers



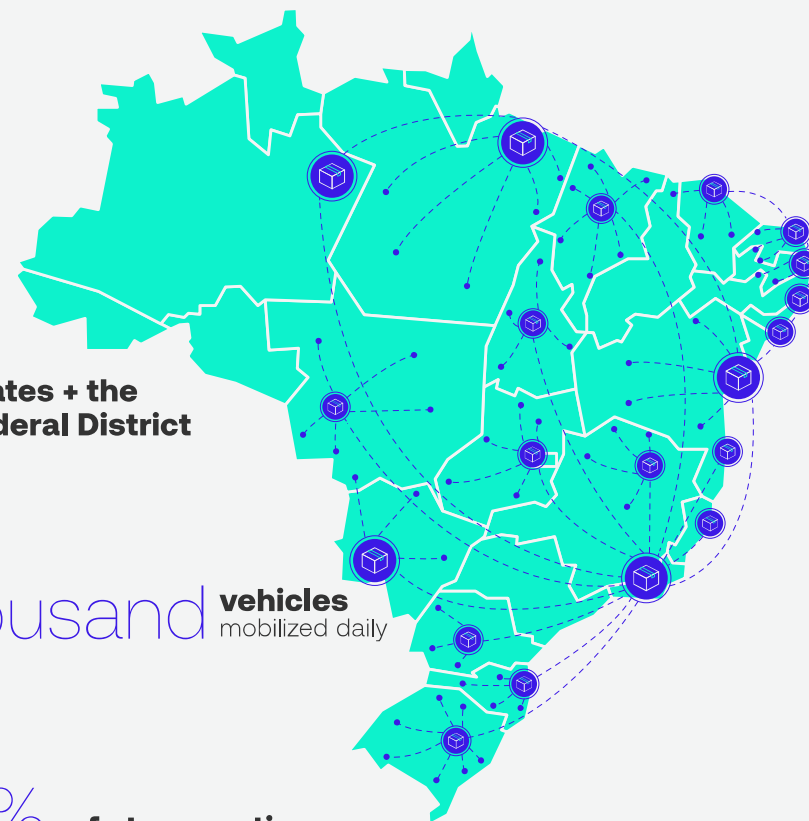
**4 thousand** vehicles mobilized daily



**+1,600** Cross-docking stations (exc. Post Office)



**100%** of stores acting as hubs for fulfillment, last mile and Retira Rápido



Note: Operation in Manaus 2022E.



Casas Bahia store - Paraisópolis



## Speeding Up Community Deliveries

We entered into a partnership with the logistics startup Favela Brasil Xpress and G10 Favelas organization, aiming to make fast deliveries of products purchased on the website and app for over 100,000 residents of Paraisópolis, as well as adjacent neighborhoods, such as Morumbi, in São Paulo's South Zone.

We made the parking lot of the Casas Bahia store located in the community available to be used as a logistics Minihub, with all the necessary infrastructure to operationalize deliveries to customers in the region.

**In addition to bringing the deliveries to the doors of the community's residents, the initiative has also resulted in job creation for the deliverers, all of whom live in the region.**

At the end of the year, we were making about 250 e-commerce deliveries a day, with the goal of also advancing with marketplace deliveries by 2022.

# 7

## Financial Performance

To further achieve our ambitions, we rely on responsible financial management, which is committed to the longevity of the Company's business.

See the main financial indicators and management highlights for 2021.

### Material Topics



### Related SDG





# Financial Highlights

GRI 201-1

**Throughout 2021, we consolidated the Company's transformation and growth strategy.**

Our financial performance in the year reflects the results of this strategy anchored on business diversification, digital transformation, and customer centricity.

For more financial information about Via, access the results at: <https://ri.via.com.br/informacoes-financeiras/central-de-resultados/>

## VALUE ADDED STATEMENT (IN MILLIONS OF REAIS)

	Consolidated 2020	Consolidated 2021
Revenues	33,665	35,558
Inputs acquired from third parties	(25,958)	(29,359)
Gross value added	7,707	6,199
Net value added produced by the Company	6,795	5,206
Value added received in transfer	475	348
Total value added to be distributed	7,270	5,554
Distribution of the added value	7,270	5,554
Personnel	3,219	4,849
Taxes, fees and contributions	1,907	(596)
Remuneration of third party capital	1,140	1,598
Return on own capital	1,004	(297)

# Summarized Accounting and Operating Income Statement

## ACCOUNTING R\$MM

	2019	2020	2021
<b>GROSS GMV</b>	<b>32,078</b>	<b>38,827</b>	<b>44,604</b>
Gross Revenue	29,848	34,458	36,375
Net Revenue	25,655	28,901	30,899
<b>Gross Profit</b>	<b>7,342</b>	<b>9,466</b>	<b>9,327</b>
Sales & Admin. Expenses	(6,495)	(6,783)	(8,198)
<b>Adjusted EBITDA</b>	<b>1,076</b>	<b>2,917</b>	<b>1,368</b>
Financial Results	(962)	(696)	(1,217)
<b>LAIR</b>	<b>(2,004)</b>	<b>923</b>	<b>(1,560)</b>
IR & CS	571	81	1,263
Net Profit	(1,432)	1,004	(297)

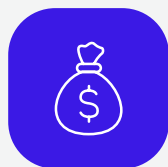
## OPERATING R\$MM

	2019	2020	2021
<b>GROSS GMV</b>	<b>32,078</b>	<b>38,827</b>	<b>44,604</b>
Gross Revenue	29,848	34,458	36,375
Net Revenue	25,642	28,901	30,899
<b>Gross Profit</b>	<b>7,421</b>	<b>8,646</b>	<b>9,451</b>
Sales & Admin. Expenses	(5,913)	(6,630)	(7,219)
<b>Adjusted EBITDA</b>	<b>1,736</b>	<b>2,251</b>	<b>2,471</b>
Financial Results	(984)	(1,134)	(1,221)
<b>LAIR</b>	<b>(635)</b>	<b>119</b>	<b>91</b>
IR & CS	155	288	447
Net Profit	(479)	407	538



## Gross Revenue

In 2021, consolidated gross revenue grew 5.6% compared to 2020, reaching R\$ 36.4 billion.



**5.6%**

of gross revenue growth, with an advance in online revenue of 20.9% in the year.

### GROSS REVENUE (R\$ BILLION)



## Operating Adjusted EBITDA

Operating Adjusted EBITDA was R\$ 2.5 billion in the period, 9.8% higher than in 2020.

The Adjusted EBITDA Margin was 8%, 0.2 p.p. higher than the previous year.

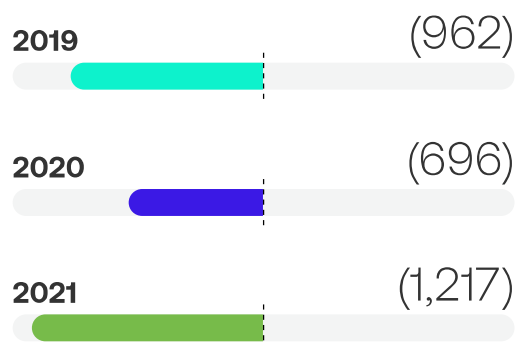
### EBITDA (IN R\$ MILLIONS) AND EBITDA MARGIN (%)



## Financial Results

The net financial result presented an increase of 74.9% in relation to the previous year, reaching R\$ (1.2 billion) in the period. The result was impacted, mainly, by the increase in the Selic rate and the anticipation of credit card receivables.

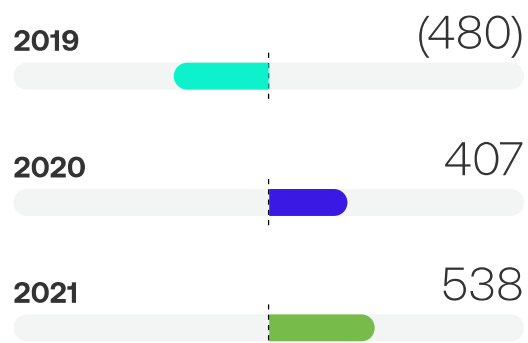
### FINANCIAL RESULT (R\$ MILLION)



## Operating Net income

We recorded a operating net income of R\$ 538 million, 32.2% higher than in 2020.

### NET INCOME (R\$ MILLION)



## Investments

We made record investments in 2021, which totaled R\$1.0 billion. About 60% of the total was directed to technology and logistics-related projects to support the Company's growth and digitalization. Investment in technology doubled when compared to 2020.

(R\$ MILLION)	2020	2021	%
Logistics	49	87	79%
Store renovation	47	154	227%
New stores	55	223	308%
Technology	259	514	99%
Other	26	62	145%
<b>Total</b>	<b>434</b>	<b>1,040</b>	<b>139%</b>

# Labor Provisions

During 2021, we performed an update on our legal claims. In this process, we have identified two relevant events that impact the best expectation regarding the Company's labor litigation risk management:

- **change in the conviction profile, which generated more expensive lawsuits arising from old claims resulting from structuring layoffs. The event caused a 32% increase in the average ticket compared to the 2020-2019 period; and**
- **acceleration in the pace of new lawsuits.**

To deal with these issues, we hired a specialized consulting firm that made a complete diagnosis and drew up an action plan focused on three fronts:

- Improvement of the structure and way of conducting the Company's processes;
- Structuring of a Committee to monitor labor cases on a weekly basis, with the active participation of the CEO,

members of the C-level and legal director; and

- Corporate Governance reinforcement, including a number of measures that tackle the root causes of legal claims.

The action plan established allowed for the elimination of weaknesses and operational gaps mapped with solutions implemented by the end of the year. It also made it possible, through the improvement in the management process of legal claims, to reinforce the legal team with the hiring of external law firms and to increase the defense capacity with the preparation of more efficient theses. Finally, it favored the definition of a new accounting policy to improve risk estimation.

While dealing with labor issues, Via is developing other fronts that identify opportunities to minimize these effects on its results. Therefore, still in 2021, the Company recognized IR/CS (Corporate Income Tax and Social Contribution on Net Profit, respectively) tax credits on taxable income in the amount of R\$254 million, contributing to neutralize the impact on the Company's cash over the next few years.

This projection depends on the monetization of the tax credits, which, in turn, waive the fulfillment of a number of requirements of a tax and bureaucratic nature. This is a groundwork that is systematically carried out in order to make the amounts available in the shortest time possible.

**In this sense, we structured our internal intelligence to enable the monetization of all credits, creating an action plan periodically monitored by the Company and reviewed by its Auditors.**

As a result, we identified that, in the most recent quarters, the amounts disbursed with labor lawsuits are practically equivalent to the amounts monetized for tax credits, with a ratio that is practically 1:1.

For 2022, the perspective is that this ratio will be maintained, and in 2023 it will become even more favorable, with every R\$1 spent on labor lawsuits being offset by R\$3.50 of monetized tax credits.

# 8

## Financial Solutions

With services such as Installment Plans and BanQi, we increase the accessibility of the products we sell and support the financial inclusion of the Brazilian population.

Learn in detail about the main highlights of Via's financial solutions in 2021.

### Material Topics



### Related SDG



# Our Financial Solutions

GRI 3-3, 203-2

Our work to increase the financial accessibility of products is long-standing. Sixty years ago, we offered the Casas Bahia Installment Plan, which became popular for taking credit to portions of the population that often did not have access to the banking system.

Today, we are consolidated as a major player in financial products and solutions in the retail market, with a digital wallet, banQi, that offers a wide range of solutions, from the Installment Plan and personal credit to digital accounts, credit cards, and means of payment. Casas Bahia stores also function as service points, where the customer can make deposits and withdrawals with extended service hours, including on weekends.

We have thus expanded our capacity to generate value, contributing to digital and financial inclusion by providing integration to segments of the population that are still unbanked or underbanked. In these cases, our financial solutions work as citizenship tools, for market access and purchasing power. This is especially significant in a country like Brazil, in which a relevant part of the low-income population does not have a bank account and gets paid in cash.

Currently, we have 11 million financial solutions customers, a figure that is 36% higher than the previous year.



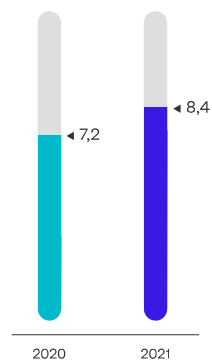
This migration has resulted in a considerable growth of digital bank payment slips year by year. In 2021, we issued

**1,1 million digital payment slips,**

while in 2020 the amount was 920,000, and in 2019 it was 53,000.

The option of having the digitalized payment book in the app brings advantages such as speed and convenience when it comes to monitoring and paying the installments.

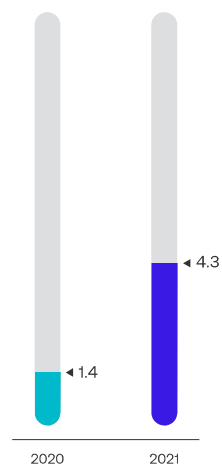
## ACTIVE CUSTOMERS - FINANCIAL SERVICES (#MILLION)



**+16%**  
vs. 2020

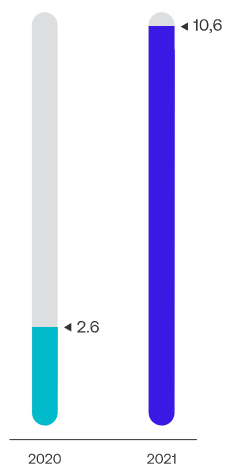
## BanQi's Main Highlights in 2021

**BANKQI ACCOUNT  
OPENING (#MILLION)**



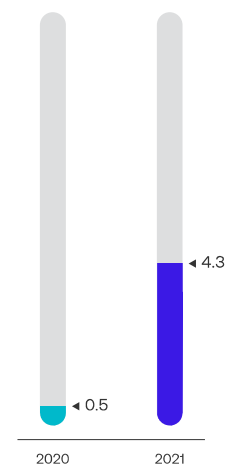
**+211%**  
vs. 2020

**BANQI APP  
DOWNLOADS (#MILLION)**



**+303%**  
vs. 2020

**BANQI TOTAL  
TRANSACTIONS (R\$ BILLION)**



**+780%**  
vs. 2020

In 2021, we launched banQi's personal loan offer, which, for this purpose, became a SCD (Direct Credit Society). The values for the personal loan go up to R\$ 15 thousand and are available in the client's account in the App, where he or she can simulate the value and number of installments and finish the hiring with just one click. By the end of the year R\$ 159,177,241.41 million in credits had been granted to 93.2 thousand customers.

**In addition, we offer R\$ 5.5 billion to 2.5 million clients in co-branded credit cards, developed in partnership with the main credit cards networks in the market.**

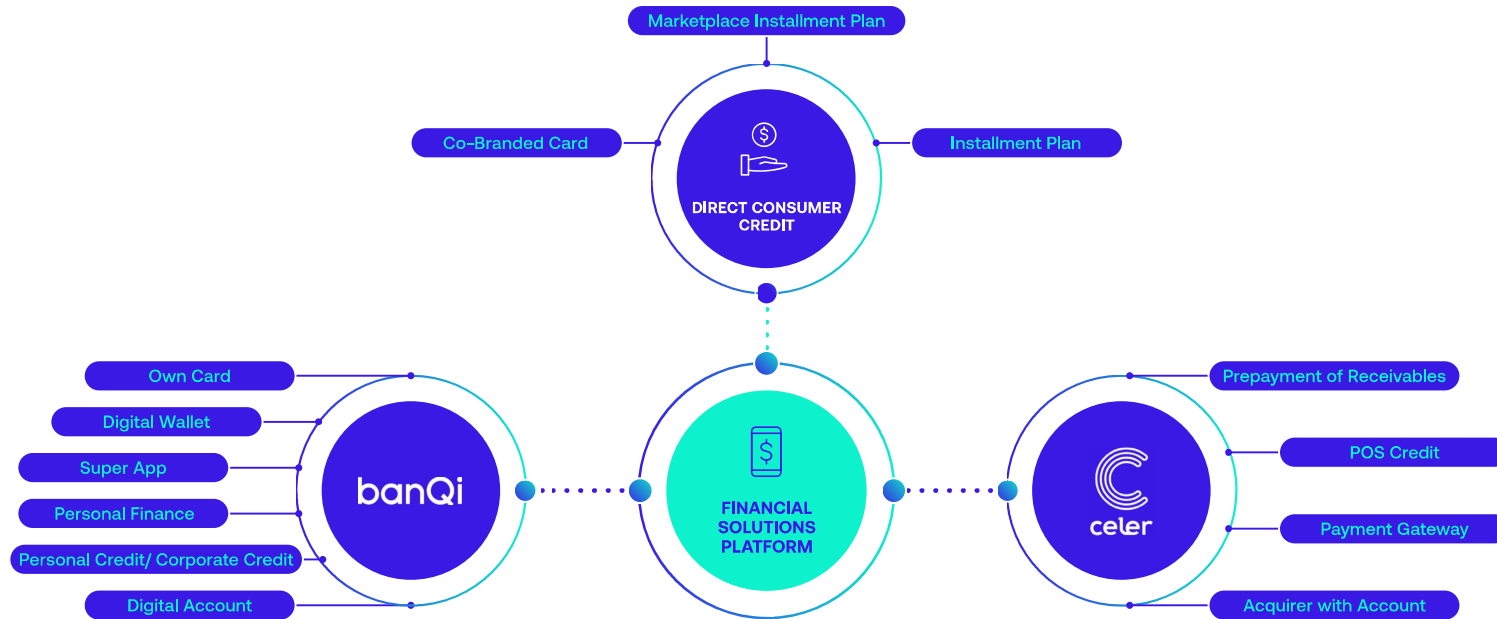
The expansion of our financial services is part of our omnichannel strategy, contributing to the diversification and integration of our ecosystem, in addition to building customer loyalty.

Accordingly, in 2021, with the acquisition of Celer (learn more on page 64), we started offering customized financial services to marketplace sellers, including a Corporate Account, payment machines and anticipation of receivables.

### HOW OUR FINANCIAL SOLUTIONS STRENGTHEN THE VIA ECOSYSTEM

Our financial solution offers feed back into the Via ecosystem, open new channels to connect with our customers, reduce transaction costs, and increase recurrence, loyalty, and LTV.

Direct financing of high street, online and marketplace retail products for individuals, small businesses and sellers



Offering Financial and Non-financial Services for Individuals, Entrepreneurs and Sellers

Payment processing for online / offline platforms and individual service providers

## Fintechs: Technology Serving Financial Solutions

Throughout 2021, we continued to get closer to the fintech ecosystem, technology companies focused on developing innovative financial solutions. Our aim is to improve our financial products and services, generating more value for customers, in line with the cutting edge technology in the industry.

In April, we announced the acquisition of fintech Celer, a payment solutions platform offering Bank as a Service package. With this acquisition, we now have access to the services of more than 200 fintechs in the market. This allowed us to expand the financial services available to the sellers in our marketplace, with payment solutions via pix, anticipation of receivables, acquiring and gateway aiming both at online and in-person sales, among other advantages.

**Furthermore, four other share acquisitions made during the year may lead to the development of new businesses or financial solutions in the future.**

Uffa is a marketplace that provides a positive journey for customers to solve financial problems, whether negotiating a debt or applying for credit. The fintech has developed a cashback platform that encourages users' financial education and launched Uffaencer,

a portal for digital influencers, which offers new monetization opportunities to their channel, helping their followers to overcome the financial debt. In addition, the platform accepts various payment methods and offers credit for debt repayment or the purchase of consumer goods by users.

GoPublic offers a solution ecosystem to facilitate the customers' credit and payment journey. With proprietary technology applied to innovative risk analysis models, GoPublic focuses on customer behavior and credit flow. It has a fully integrated monitoring and collections environment combined with a wide range of payment solutions that are an integral part of the complete journey from credit to collections.

Through a fully digital experience, Poupa Certo is a financial education and management platform that offers customized financial education journeys, using a gamification strategy. With operations in several Latin American countries such as Peru, Chile, Guatemala and Mexico, Poupa Certo is aligned with our purpose of financial inclusion.

Finally, byebnk is a cryptocurrency investment management platform that is expanding its operations to allow its clients to make investments in traditional assets through tokenization (transformation of financial assets into cryptocurrency). In addition to investment management, byebnk also has the purpose of offering financial education services to Brazilians.

## Other banQi News in 2021



### We launched Shopping banQi

The customer can shop at Casas Bahia stores with exclusive benefits and cash back by simply going to the "Shopping" tab in the banQi app and accessing the "Buy at Casas Bahia here" banner. Immediately, clients can browse the products and buy using their virtual banQi card.



### Easy payments

Currently, banQi offers a variety of digital payment options, such as payments and deposits via Pix, plastic and virtual prepaid cards (for online purchases), contactless and QR code payments. In 2021, we expanded existing points of sale partners for QR code payments.



### Corporate Account + Maquininha (Card reader)

We launched the corporate account, targeting micro-entrepreneurs and the self-employed, providing credit solutions directly on the card readers allied to the Celer network. As a result, we make available anticipated receivables for connected merchants, who will be able to invest in their business while offering direct credit to their customers.



### Benefits

BanQi and Mastercard have entered into a partnership of benefits for customers, including discount coupons and a photobook. To be eligible, the client must make purchases through the partner brands Dafiti, Olimpikus, Dr. Consulta, CNA Idiomas or Merqueo hotspots.



# 9

## People & Culture

We have an engaged and diverse team that contributes daily to achieve our purpose.

Check in detail the main advances of Culture and People in 2021.

### Material Topics



### Related SDG





Tereza Silva, Hub SP; Isabella Ferreira, Hub SP; and Leonardo Costa, DC.

# Employee Profile

GRI 2-7, 2-8, 401-1, 401-2

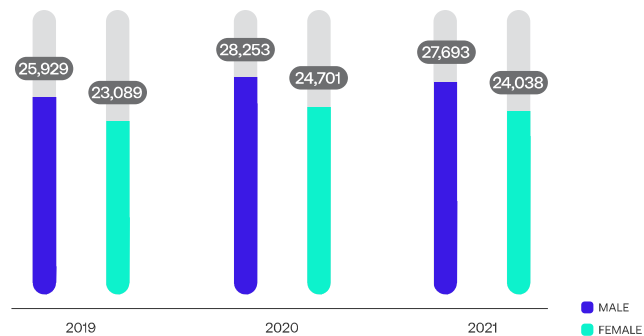
At Via, we know that, to carry out our strategy, the greatest capital we have are the people who make up our team. They are the ones who establish and nurture the relationship with all stakeholders, putting the customer at the center of the business, and drive the Company to the required transformations.

**For this reason, we consider it essential to make the work environment a welcoming, prosperous, and challenging place, with a focus on diversity, inclusion, and talent appreciation.**

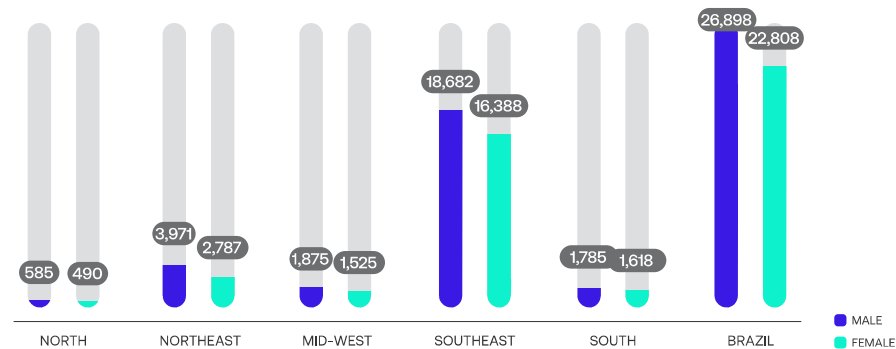
By the end of 2021, we had 51,731<sup>1</sup> employees on our permanent workforce.

<sup>1</sup> Active and non-active employees.

### EVOLUTION IN THE NUMBER OF EMPLOYEES BY GENDER

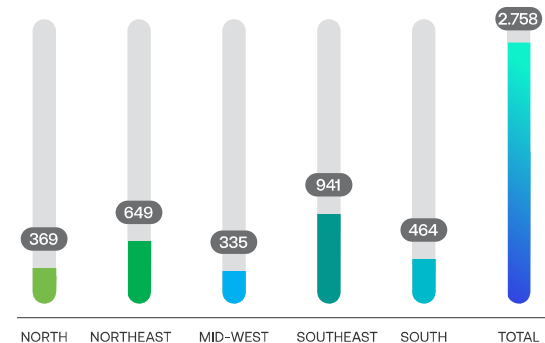


### PERMANENT EMPLOYEES BY REGION

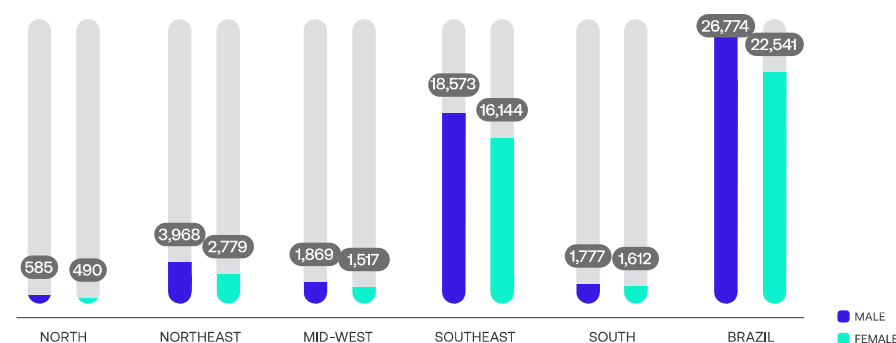


Note 1: Active + non-active employees and does not include young apprentices.

### TEMPORARY EMPLOYEES



### FULL-TIME EMPLOYEES



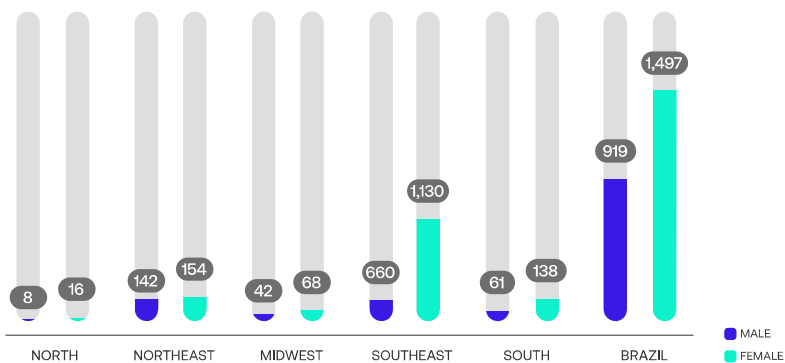
Note 1: Active workers on 12/31/2021.

Note 2: The Company has no information about employees' gender.



Namar Pinto Horacio, employee, Rio de Janeiro

### PART-TIME EMPLOYEES



Among the outsourced employees who work in our operation, we have around 388 suppliers who have hired 14,877 people to provide services for Via. Most of them work in the logistics and transportation areas and in call center and customer service.

### OUTSOURCED EMPLOYEES

CATEGORY	SUPPLIERS	EMPLOYEES	SHARE (%)
Logistics, transportation, logistical support, loading and unloading, intermediation and technical support	187	6,448	43%
Call center/customer service	8	3,420	23%
IT	119	2,313	16%
Security	15	1,101	7%
Cleaning	10	711	5%
Other	49	884	6%
<b>Total</b>	<b>388</b>	<b>14,877</b>	<b>100%</b>

## New Hires

GRI 401-1 / 401-2 / SASB CG-MR-310a.2

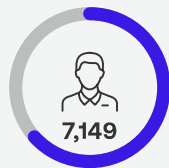
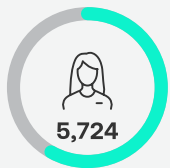
To further reinforce our work in attraction and employer brand, we have increased our presence in events with universities, social networks, and also entered into partnerships with institutions that work with diversity.

In 2021, 12,873 people joined our team of employees, while 14,065 left the Company. See below the classification of these employees by gender, region and age group.

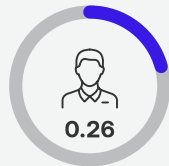
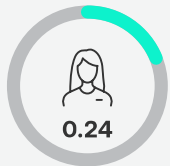
## New Hires 2021

By Gender

### TOTAL NEW HIRES



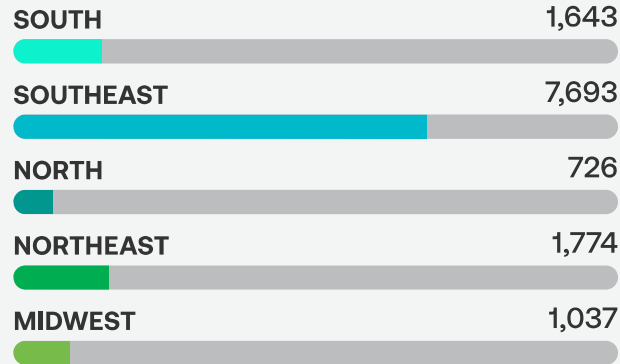
### HIRING RATE\*



Note: for each category, the admission rate was calculated by considering the ratio between the number of admissions in a category and the total number of employees in the category.

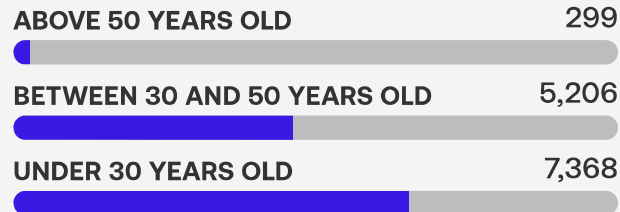
By Region

### TOTAL NEW HIRES

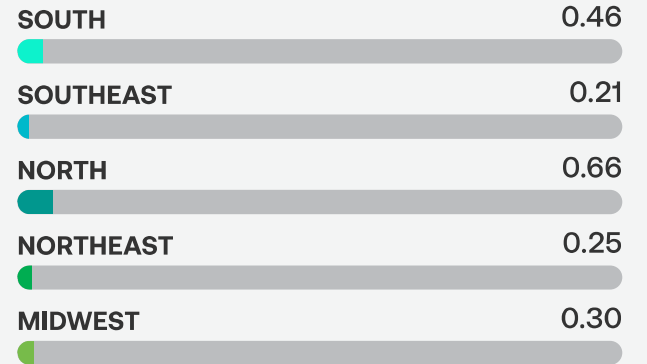


By Age Group

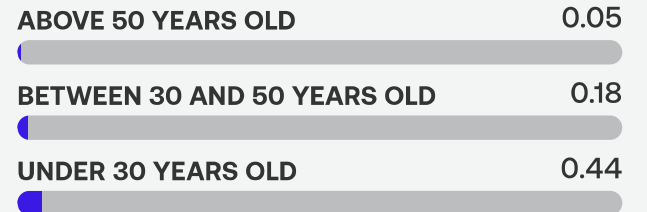
### TOTAL NEW HIRES



### HIRING RATE



### HIRING RATE



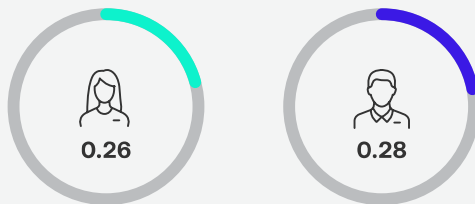
# Terminations 2021

## By Gender

### TOTAL DISMISSALS



### DISMISSAL RATE



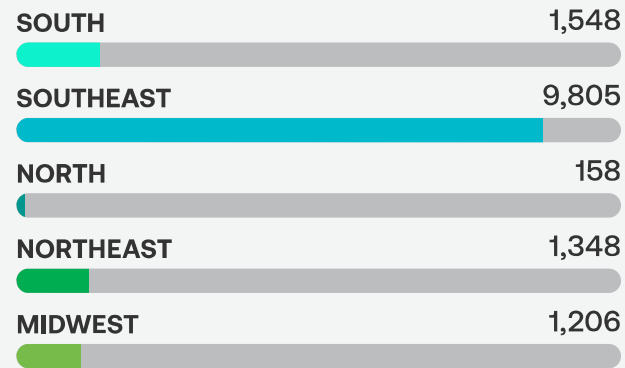
### VOLUNTARY AND INVOLUNTARY TURNOVER RATE\*

	VOLUNTARY***	INVOLUNTARY**	TOTAL
Company	12.1%	14.8%	26.9%
Stores	11.9%	14.7%	26.6%
Logistic	10.4%	17.9%	28.3%

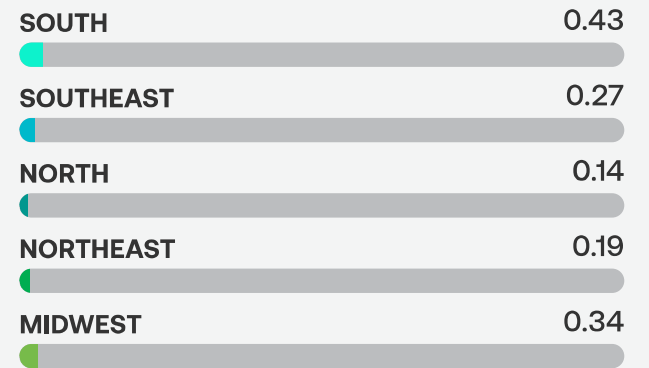
\*Rate calculated on the basis of the total terminations / number of employees.  
 \*\*Involuntary turnover considers layoffs, demotions, non-renewed contracts.  
 \*\*\*Voluntary turnover considers retirements.

## By Region

### TOTAL DISMISSALS

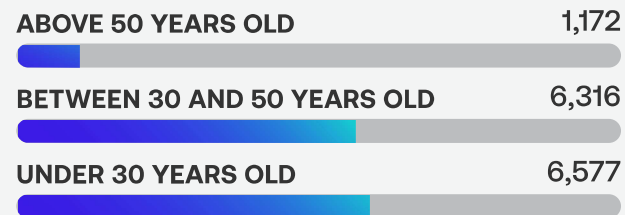


### DISMISSAL RATE

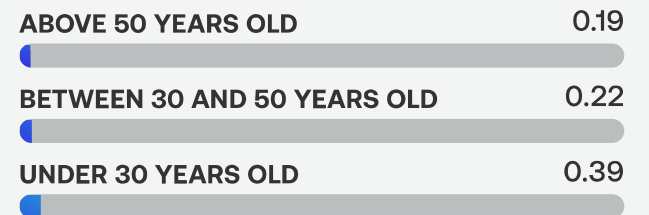


## By Age Group

### TOTAL DISMISSALS



### DISMISSAL RATE



# Benefits

GRI 401-2, 403-6

**In order to value and engage our employees, in addition to salaries in line with the market, we offer a benefits package structured on four pillars:**

**Via Saúde:** includes medical and dental assistance, partnership Gympass and Totalpass, program for pregnant women, baby layette, management program for musculoskeletal diseases, Via Saúde Space (in the corporate hubs, Jundiaí DC, Duque de Caxias DC and Bartira furniture factory), partnership with SESC/SESI/SEST/SENAT and Dr. Via Saúde, in which employees and their legal dependents have an exclusive medical care, available 24 hours a day, by video or telephone.

**Via com Você:** offers free, confidential, 24-hour-a-day service for employees and their families in psychology, social support, crisis management, and pension consulting. The service is provided by a multidisciplinary team of social workers, psychologists, lawyers, financial advisors, and pension consultants.



Natália Martins de Moraes,  
Hub SP employee

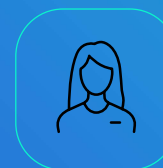
**Food and Transportation:** includes food and meal vouchers, kits of food staples, transportation vouchers, and chartered buses and restaurants with subsidized meals at the distribution centers and the plant.

**Financial security:** we offer funeral assistance, life insurance, payroll loans, maternity and paternity leave extensions, private pension, Via de Descontos, a platform that offers discounts at more than 3 thousand partners, and the Mamãe Card, which helps with the purchase of basic items for children.



## 24 hours

Via Saúde telemedicine care and Via com Você program.



## 60 days

Extension of maternity leave for additional 60 days and paternity leave for additional 15 days, besides the days provided by law.



**Railton Sampaio,**  
employee at Casas Bahia, Belém - PA

# Corporate Culture

We believe that employees who are engaged and aligned toward the same goal perform better and contribute to overcoming the challenges we face on a daily basis.

Therefore, in 2021, in line with our strategy of becoming the relationship and consumption platform for Brazilians, we redesigned our corporate culture, with a clear ambition of being recognized because we value people and what is simple, enchanting, and innovative to overcome challenges and celebrate results.

## Vectors in Our Culture



### Welcoming

People help and welcome each other.



### Learning

Innovative and open-minded work environment.



### Results

Results-oriented and merit-based.

## Our Ambition for Culture

**We value people and what is simple, charming and innovative to overcome challenges and celebrate results.**



## Our Values



### Passion For People

I am diverse, believe in everyone's potential, and have a passion for serving employees, customers, and business partners.

#### Beliefs

I believe in people and value the best in each one.

#### Behaviors

I genuinely care and put myself in the other person's shoes in any situation. I know that every interaction is a unique opportunity to learn, delight, and serve others.



### Leadership and Collaboration

I am a leader in our history, and I assume myself as a leader in collaboration with everyone.

#### Beliefs

I am responsible for my results and contribute to the whole.

#### Behaviors

Regardless of my position, I have autonomy, with clear direction to find solutions and overcome results. I collaborate and connect people to face and overcome challenges.



### High Performance And Recognition

I have autonomy, I challenge myself and others, and I am recognized for generating results.

#### Beliefs

I believe that my contribution is important and this makes me proud to belong and to accomplish.

#### Behaviors

I take a stand, I am not afraid to speak and act because I know that what I do is important for everyone. I am sure of my goals, I plan and empower myself to be recognized for my results.



### Simplicity And Objectivity

I believe that objectivity and simplicity generate better results.

#### Beliefs

I believe that being objective and simple is always the best way.

#### Behaviors

I always practice transparent, constructive, and straightforward dialog. I am an agent for cutting red tape, I unwind, simplify, and solve.



### Continuous Innovation

I always learn and evolve, creating an environment to innovate in solutions for the client, the Company, Brazil, and the planet.

#### Beliefs

I believe that courage, daring, diversity, and learning generate innovation and make tomorrow better than today.

#### Behaviors

I seek new paths, best practices, and adapt to go the extra mile. I have the courage to challenge, make, happen, make mistakes, and correct quickly.

To disseminate these values, we developed several culture workshops throughout the year, which were attended by more than 6,800 people, both in person and remotely.

The events focused on the leadership role and on our development pillars with the aim of making the participants culture activators among the other employees, encouraging them to engage the team.



### A CUP OF COFFEE AND A STORY

Focused on integration, communication and engagement among the leadership, we developed the A Cup of Coffee and a Story initiative, which brings together all leaders of the ecosystem, our C-level and external guests in an informal chat about topics of Via's daily life and the role of the leader. By doing so, we create a space to share experiences, which cultivates a sense of belonging and continuous development.

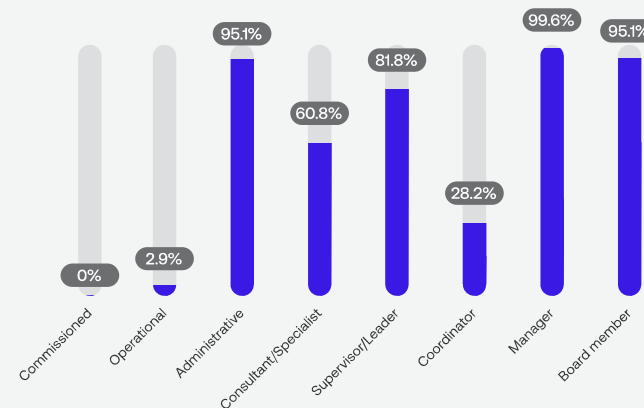
## Skills Assessment

GRI 404-3

Aiming to spread Via's culture both among the leadership and other employees, we relate the new behavioral guidelines to the skills assessment process, identifying behaviors consistent with the expected values and principles.

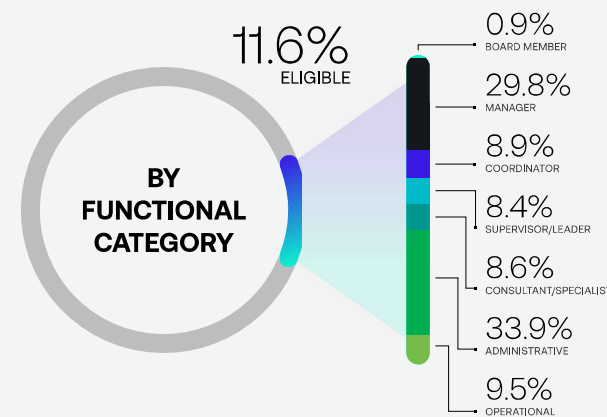
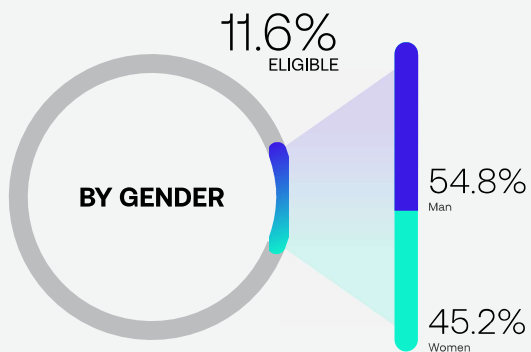
In 2021, 11.6% of our employees were eligible to participate in the skills assessment of which 45.2% were women and 54.8% men. Among the functional categories, we note the high participation among directors, managers and administrative staff considered eligible, which reached 95.1%, 99.6% and 95.1%, respectively.

### EMPLOYEES ELIGIBLE\* FOR SKILLS ASSESSMENT IN EACH FUNCTIONAL CATEGORY



\*All employees hired until Sept/20 are eligible for the skills assessment, except: technical, commissioned, operational positions and apprentices allocated in Bartira and distribution centers; and positions below management in store operations and back office.

### % COMPARED TO THOSE ELIGIBLE



# Employee's Journey

GRI 3-3

At Via, we value people and encourage learning at all stages of their journey within the Company, from the employee's first day, through development, until dismissal, always in a welcoming and humanized way.

As far as employee onboarding is concerned, in 2021 we revamped our onboarding process, with a focus on digitalization and simplification. As part of a humanized onboarding process, all new employees joining our team are now welcomed by an attraction team until they can be properly integrated into their working area.

Throughout their development journey, we offer a variety of training programs aimed at supporting their growth within the company, investing in improving skills and developing the competencies needed to perform their functions.



**Leandro Manoel**  
Hub SP employee

At the moment when employees end their journey with us, the approach continues to be focused on welcoming and humanizing, in order to reduce as much as possible any possible friction that may arise. By means of an exit interview, we intend to understand the employee's side, solving open questions and settling disagreements.



## GREAT PLACE TO WORK

For the second year in a row, we were certified by Great Place to Work as one of the best companies to work for in Brazil. Besides the certification, in 2020 we entered the ranking of the best companies to work for in Retail, being among the top 20, and in 2021 we were among the top 10 Brazilian retailers in the giant segment (over 10,000 employees). We also became part of the first portfolio of the recently launched IGPTW B3 index, which brings together the shares of 45 companies that invest in their work environment, favoring interpersonal relations and employee development.

## Training

GRI 404-1 / 404-2

In 2021, we increased the number of programs carried out aimed at training our employee teams. We invested more than R\$ 7 million in training, which led to a 68% increase in the total training hours carried out, as well as in the total number of employees trained, which in 2020 corresponded to 90% and, in 2021, rose to 96%.

**Among the initiatives, we highlight the DNA Program, focused in implementing training according to the diagnosis of the development needs of the administrative staff and Distribution Centers.**

For new employees joining the sales team in our stores, we offer a package of content called “Welcome, Good Sales”, which includes face-to-face content, passed on by coordinators in the training room, and the online track, with content required for their roles.

In addition, we maintained in 2021 initiatives such as the Leadership School (more on page 77), Via University, which is an e-learning platform, and the Young Apprentice Program. For the first year we implemented the Trainee Program (read more on page 77) and the Lapidar Program (read more on page 78). In 2022, the Lapidar will no longer be an exclusive initiative of the Logistics Department, to become a broader program that encompasses other company areas.

To support employability and generate outplacement opportunities in the market, we have the Outplacement Program aimed at the outplacement of managers and above.

We also have the option of financing external courses for “talented” employees.

### TRAINING\*

#### BY CATEGORY

Average hours for leaders (coordinators and above)	22.4
Average hours for non-leaders	18.5

#### BY GENDER

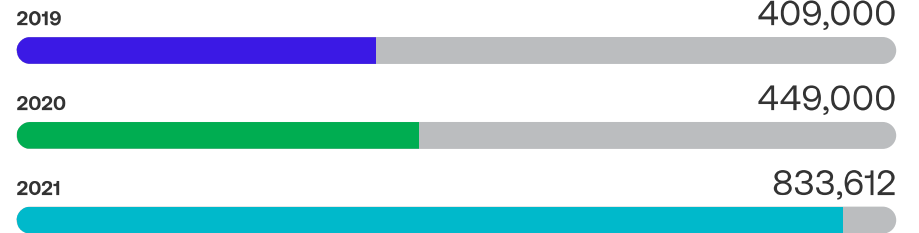
Average hours for women	19.1
Average hours for men	18.7

#### GENERAL

General average hours	19
Total hours	833,612
Total employees trained	44,203

\* Data considers active and inactive employees on 12/31/2021.

### TRAINING HOURS



## Leaders of Tomorrow

The Leaders of Tomorrow Program is focused on developing employees who want to reach the managerial level, identifying the talents to take on leadership positions in the stores. By doing so, we recognize and encourage dedicated work and we do not need to search the market for new leaders.

The program consists of on-site and online training and internships at the stores, to experience what it means to be a leader in practice. Through experience-focused training, we enhance the people and performance management culture and stimulate leadership skills, in addition to reinforcing content such as the environment, diversity and inclusion, care for people, and governance.

## Leadership School

Focused on the development of all our leaders, it is divided into four pillars: Culture, People, Performance and Innovation. The Program offers educational solutions for employees who are being prepared to take on leadership positions, such as senior analysts and consultants, and also for leaders already established in the position who wish to develop, such as managers, executive managers and directors.

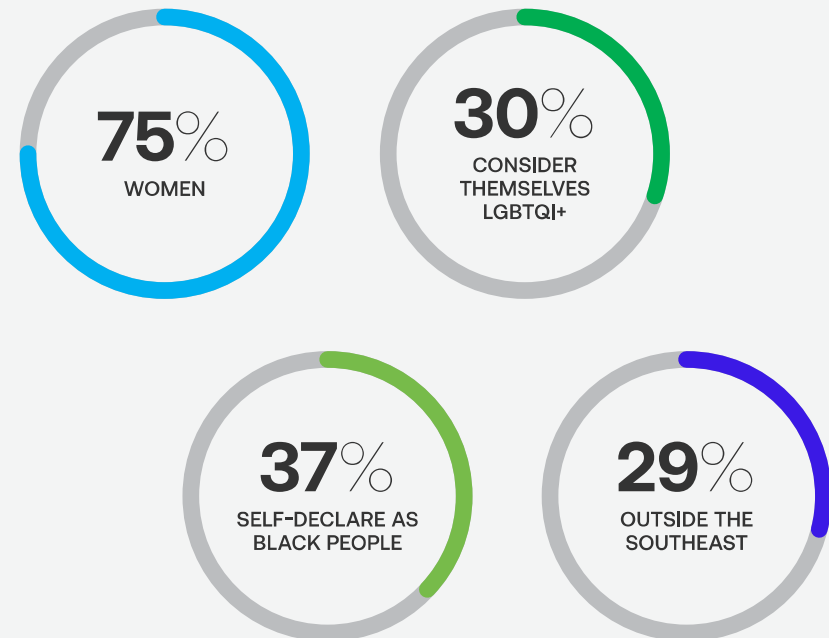
**Launched in 2021, it has already reached directly and indirectly more than 1,200 leaders and future leaders at Via.**



## Trainee Program

In 2021, we launched our first Trainee Program, whose premise was to select talents as diverse as the Brazilian population. During the selection process, which lasted three months and was 100% online, we were careful not to search for a certain candidate profile, but instead focusing on getting to know the candidate's life story, and how it could support the Company's transformation process.

At the end, we came up with 24 trainees, with the following profile:



## Lapidar Program

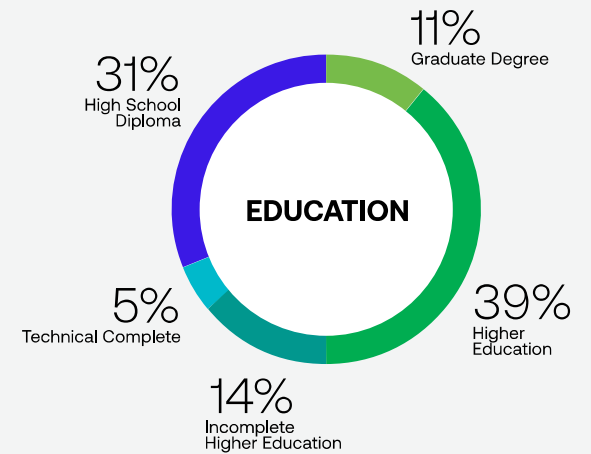
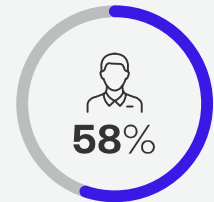
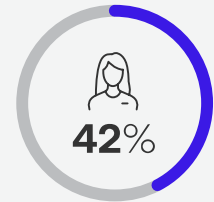
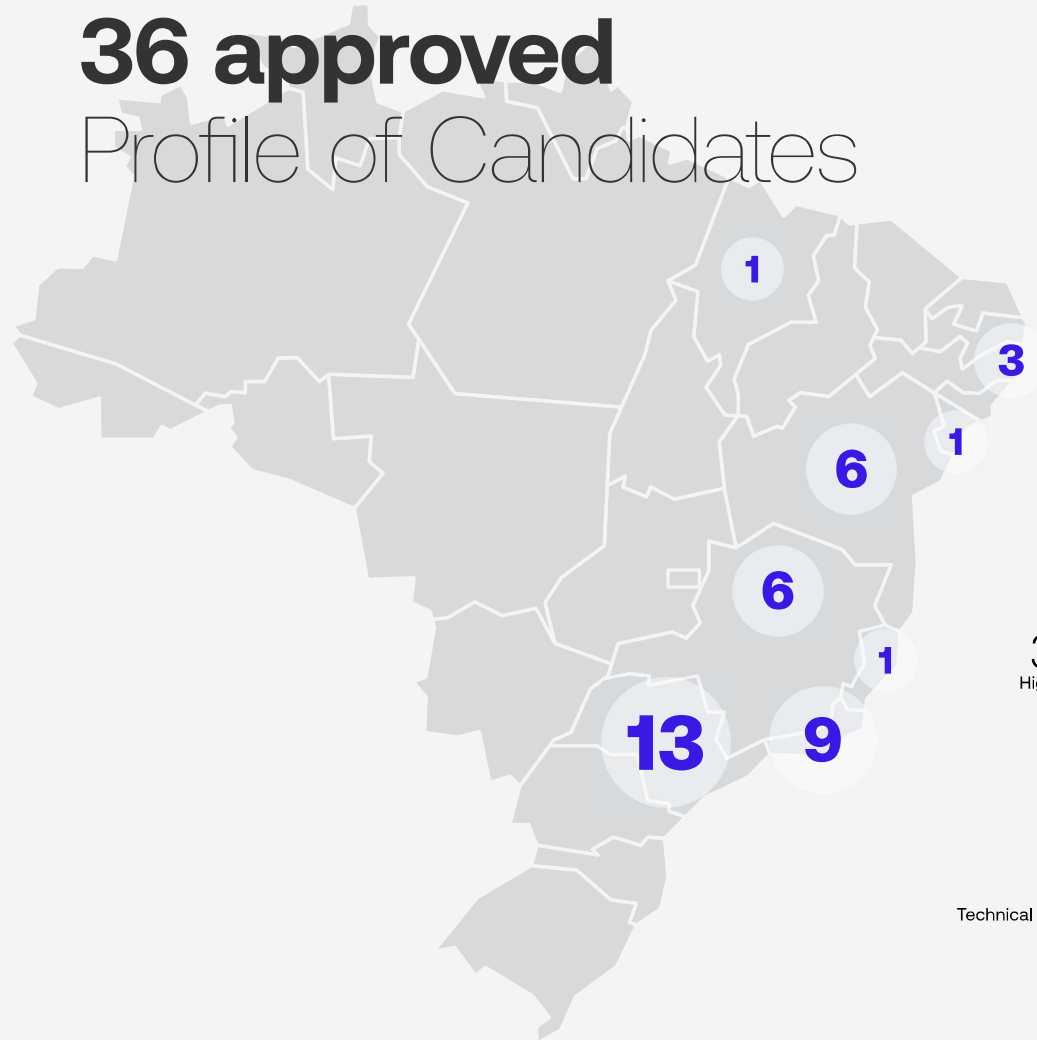
To develop future leaders while at the same time reinforcing the company's diversity, in 2021 we launched the Lapidar. The program is aimed at employees in the logistics area who declare themselves as black people, and its objective is to train these professionals for future leadership positions in the area, increasing Black people's representation at this functional level.

In this first year, the Program included 36 employees who attended a development journey that lasted four months, with content in a distance learning and online format. The selection process focused on three development pillars: **behavioral skills, technical skills, and self-knowledge.**

As of 2022, the Program will cease to be an exclusive initiative of the Logistics Department, to become a broader program, also encompassing other areas of the Company.

# 36 approved

## Profile of Candidates



# Diversity & Inclusion

GRI 2-23, 3-3, 405-2, 2-23, SASB CG-MR-330a.1

**Diversity, equity and inclusion are core values at Via. Together, they make up our culture and guide the way we develop our teams, permeating not only the ecosystem in which the Company is inserted, but also society in general.**

We have more than 28 million clients spread throughout the Country, and we believe that the Company should be a portrait of the society in which it operates. This is why we strive to have the whole of Brazil represented within our company. We want to have multiple cultures, thoughts, expressions, and different backgrounds in order to multiply ideas, stimulate innovation, and grow with the differences.

In 2021, we published the Diversity, Inclusion and Human Rights Policy, aimed at making formal the Company's commitment to promoting diversity and ensuring inclusion in all its forms. Its guidelines extend to all stores, distribution centers, administrative buildings, the plant and subsidiaries, as well as in the relationship with stakeholders.

The Policy can be accessed on the IR website: <https://bit.ly/Via364y>

The document, approved by the Company's CEO, brings topics such as respect, equal treatment, diversity in the selection process, affirmative action, and the fight against discrimination, prejudice, racism, violence against women, and homophobia, among others, in accordance with the commitments assumed by the Company with regard to Human Rights, casting a different look at groups overlooked by society.

The Policy defines responsibilities for the leadership, People management, the Legal and Compliance area and other employees, establishing penalties in the event of non-compliance with its guidelines.

Also, as part of our efforts to reaffirm representation as a value intrinsic to the Company's performance, we have undertaken public goals regarding our leadership diversity. By 2025, we must have 42% women and 45% self-declared Black people in management positions and above.

Currently, 54% of our employees are male and 46% are female. We have 37.2% self-declared as Black employees, and 4.3% are People with Disabilities (PwD).



**Isabella Ferreira,**  
Hub SP employee

## Engagement

In 2021, we released our Diversity Manifesto in an institutional video, which explains our position in a clear and objective manner, highlighting that building diverse and inclusive environments depends on joint efforts.

By means of an invitation to the interlocutor, we try to break prejudices and deconstruct old ideas in a welcoming way, focusing on dialogue and understanding.

We also launched a Diversity podcast, as part of the strategy to raise awareness about the theme in the corporate world. Furthermore, in partnership with the Trace Trends channel, we boosted the theme with the movie 'It's not enough not to be racist, you have to be anti-racist'.

## EMPLOYEE DIVERSITY GRI 405-1

BY GENDER	2019		2020		2021	
Female	25,929	53%	28,253	53%	27,693	54%
Male	23,089	47%	24,701	47%	24,038	46%
<b>Total</b>	<b>49,018</b>	<b>100%</b>	<b>52,701</b>	<b>100%</b>	<b>51,731</b>	<b>100%</b>

Data from the Fogap internal database and considers the total of active and non-active employees on 12/31/21.

AGE GROUP	2019				2020				2021			
	MALE		FEMALE		MALE		FEMALE		MALE		FEMALE	
Under 30 years old	9,002	35%	7,400	32%	9,893	35%	7,823	32%	8,581	31%	6,696	28%
Between 30 and 50 years old	13,606	52%	13,372	58%	14,760	52%	14,296	58%	15,091	54%	14,490	60%
Over 50 years old	3,321	13%	2,317	10%	3,600	13%	2,582	10%	4,021	15%	2,852	12%

OTHER CATEGORIES	2019				2020				2021			
	MALE		FEMALE		MALE		FEMALE		MALE		FEMALE	
Employees with disabilities	1,381	5.3%	854	3.7%	1,364	4.8%	846	3.4%	1,320	4.8%	795	3.3%
Black people	7,631	29.4%	6,491	28.1%	9,627	34.1%	7,783	31.8%	10,571	38.2%	8,666	36.1%

The race/color data is not mandatory, and we have about 20% of employees who did not answer the information, but we have constant campaigns to encourage them to fill out the information.



Jordan Reis dos Santos,  
employee



## EMPLOYEE PROFILE, BY RACE AND GENDER

### DIRECTOR AND MANAGER/STORE MANAGER

Male	66%
Female	34%
<b>Blacks as % of total</b>	27%
Male	69%
Female	31%

### TECHNICAL POSITIONS (TECHNOLOGY AND INNOVATION)

Male	65%
Female	35%
<b>Blacks as % of total</b>	25%
Male	67%
Female	33%

### ALL OTHER EMPLOYEES

Male	54%
Female	46%
<b>Blacks as % of total</b>	38%
Male	55%
Female	45%

## MATERNITY/PATERNITY LEAVE GRI 401-3

Employees took maternity leave in the year	1,145
Maternity leave return rate in the year	66%
Retention rate twelve months after return from maternity leave	56%
Employees took paternity leave in the year	706
Paternity leave return rate in the year	84%
Retention rate twelve months after return from paternity leave	67%



João Santos, Amanda Ferreira and Neto Cerasi, Hub SP

## Diversity-focused Training

**We believe that diversity and inclusion are drivers for the Company's growth and innovation and, therefore, should be addressed through corporate culture at all functional levels.**

Along 2021, we held training sessions on the theme for 100% of the store departments, totaling more than 900 participants. Topics related to leadership focused on diversity, discrimination, racism, inclusion of people with disabilities, homophobia, LGBTQIA+ inclusion and moral and sexual harassment were addressed in live broadcasts held remotely.

Among employees, we held online training, "Knots from All of Us and How to Untie Them," which was attended by more than 27,000 people at Via University. The participants had

contact with the concept of unconscious bias and learned about cases based on ethnicity, gender, LGBTQIA+, People with Disabilities, religious diversity, and aesthetic diversity, among others.

We held training for 100% of the executive directors and 10 spokespersons, emphasizing the importance of literacy and leadership behavior on a daily basis.

Aimed at the People and Performance, Communication and ESG, Marketing and Marketplace areas, we held, in partnership with the Identities of Brazil Institute, the training "ABC of Race". Over 100 employees attended, who discussed ways to be more effective and systemic in the racial equity agenda and the importance of respect and representativeness for the Company's brands.

In partnership with Kairós Management, Transpor and ID\_Br, we trained the attraction and selection focal team for a prejudice-free hiring process. The professionals had the opportunity to talk about topics such as unconscious bias, racial equity, LGBTQIA+ inclusion, PwD, laws and policies.

Targeting inclusion and improvement in the service to deaf and mute people, we launched the initial course in Libras ("Brazilian sign language") in partnership with Inilibras, with more than 100 employees trained.

Furthermore, we held the training sessions of the Lapidar program (learn more on page 78) and the Trainee Program (page 77), which were focused on increasing the Company's diversity.

## Other Initiatives Focused on Diversity and Inclusion

### LGBTQIA+

#### **Proud of My ID Project**

Created in partnership with the organization Bicha da Justiça, it aims to promote the opportunity to register the social name of transgender people. The project reached 16 people, being 8 employees and 8 people indicated by the Bicha da Justiça organization.

### ETHNICITY

#### **Gente que Transforma - Social Marketplace**

The Gente que Transforma is Via's Social Marketplace, in partnership with Feira Preta, with the purpose of contributing to the digital productive inclusion of Black microentrepreneurs (learn more on page 47).

### ACCESSIBILITY

#### **No Limits Talent Track**

Training program by Via University, aimed at employees with disabilities. It had more than 1,200 participants, totaling 4,921 hours of training. The course started with a live broadcast on authenticity and self-esteem and continued in distance learning format with the other topics, such as English, agile methodology, and Excel.

#### **Digital Accessibility Squad (Casas Bahia, Ponto and Extra.com websites)**

Focusing on updating and adapting websites, in 2021 we started the work of the Accessibility Squad, which works on mapping and implementing usability improvements, with a view to implementing assistive tools in 2022.

#### **Accessible Marketplace**

In partnership with EqualWeb, we launched the Accessible Marketplace, accessibility tool with more than 30 solutions dedicated to people who need visual or hearing adaptation, allowing the shopping experience to be the best for all customers.

#### **Black Challenge with Libras**

The Black Challenge with Libras aimed to make our salespeople aware of the importance of inclusive service. The challenge included videos recorded by sellers informing the customer about Black Friday opportunities.

### GENDER

#### **Women in Technology**

It has the specific objective of attracting, retaining, and empowering female employees in the technology area. The program was sponsored by Programaria Summit 2021 and brought company executives to share knowledge in three workshops for ViaHub women, addressing the topics of empowerment and self-confidence.

A quick mentoring session was also held, aimed at women in technology, with four collective agendas with women leaders to talk about technical and non-technical topics.

#### **Positive Women**

Program in partnership with Tim, focuses on career acceleration for women, based on three pillars: Employability, Training and Mentoring. Via had the participation of nine mentorees, five mentors, and several shared intercompany positions.

## Affinity Group

We provide spaces to speak and work on the joint solution of problems related to the diversity topic through our affinity groups, which are groups formed by employees, volunteers and allies from different areas. At weekly meetings, the participants share experiences and discuss the topics brought up, always seeking to broaden the understanding of the topic and contribute to the construction of an increasingly diverse and inclusive company.

Today, we have four active groups:



All employees can be part of these groups, upon registration.

The meetings take place during working hours, lasting one hour, according to each group's agenda. In order for everyone to feel at ease in participating, it is necessary that there is a prior alignment between leader and employee to take part in the meetings.

**In 2021, over 90 meetings were held, with the participation of 1,500 employees.**

In order to highlight the senior leadership's engagement with the topic, throughout the year, Via's CEO participated in meetings of the four affinity groups.

Apart from the biweekly meetings of each group, we developed an annual agenda of meetings in the stores, through the Via Líder initiative, a monthly space where the groups take to the store relevant diversity and inclusion themes that are part of re-tail's daily life.

## Themed Months to Celebrate Diversity

Every year we take advantage of external campaigns and commemorative dates to expand the dialogue on the various topics of the diversity, equity and inclusion agenda.

**In 2021, we worked with four thematic months:**



### March: Gender Equity

"We are the Owners of our History", with training actions for female entrepreneurs, launching of a gender equity affinity group, videos with stories of women from the Company, and a podcast about fighting violence against women.

### June: LGBTQIA+ Pride

"New Paths for All of Us", with training and engagement of employees and interactions in social networks on the theme.

### September: People with Disabilities

"#CapacitismoNo". with employee training and engagement and participation in a recruitment fair for people with disabilities.

### November: Black Awareness

"Respect has no color, it has conscience", with the Feira Preta marketplace in Casas Bahia's e-commerce and support to accelerate startups founded by black entrepreneurs.

# Health & safety

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8

With the goal of promoting a healthier and safer work environment, mitigating occupational risks, Via maintains the SESMT (Specialized Service in Safety Engineering and Occupational Medicine) with its own professionals, able to serve our team in major operations such as distribution centers, furniture factory, stores and offices. Besides the typical Health and Safety at Work (HST) processes, the company has a health and welfare program called Via Saúde, which extends the lines of care, prevention and health programs, covering different aspects of physical and mental health of employees and their families.

**We also have a management system to robustly manage all the routines and documentation related to the theme.**

To ensure this system is effective, we rely on a few key factors:

- **Leadership, commitment and responsibility;**
- **Recurrent communication and disclosures about culture and safety;**
- **Employee consultation and participation through active Accident Prevention Commissions (CIPAs);**
- **Occupational Health and Safety (OHS) policies disclosed in Via's internal channels;**
- **Processes to identify hazards, OHS risk control;**
- **Integration of OHS systems in the organization's business processes; and**

- **Compliance with OSH legal requirements.**

In cases where incidents occur, all investigations are recorded in the system and we use market-recognized processes for investigation. The CIPAs investigations are also taken into account, according to specific procedures, which are disclosed in the company's internal channels and in training sessions available at Via University for all employees.

In order to protect employees from risk situations, we provide initial guidance at the time of admission, about the risks and how they should proceed when faced with situations that involve risk in their work routine.

In general, the Via's health and safety processes are included in the Environmental Risk Prevention Program (PPRA), Risk Management Program (PGR), Occupational Risk Management (GRO) and Safety Inspection Report (RIS). These processes support management governance with analysis of indicators, action plans for risk mitigation and continuous improvement. At the Bartira plant, we put additional controls in place, through quantitative and qualitative studies such as noise dosimetry, ergonomic work analysis (AET) and quantitative assessment of air and water quality.

The unsafe behaviors pre-established in the studies are monitored by the managers through the Safety Observer Program, in addition to a number of OHS indicators.



Michelle Vilela,  
Bartira employee

**To make employees aware of the risks, we rely on audiovisual information broadcasted on TVs in the Bartira's cafeterias and corridors, monthly campaign with various health and safety topics by distributing posters at points where there is a large circulation of people and on bulletin boards.**

Moreover, Via has implemented medical clinics called Espaços Via Saúde (Via Health Spaces), with on-site and telemedicine services in primary care (family health), physiotherapy, psychology, and ergonomics at the Bartira factory, in the distribution centers of Jundiaí/SP and Duque de Caxias/RJ, and in downtown São Paulo, for corporate office and store employees.

## Health and Safety Engagement

GRI 403-4/403-5

Besides the health and welfare programs carried out throughout the year by Via Saúde, employees have the opportunity to actively participate in the OHS processes, through the Internal Work Accident Prevention Commissions (CIPA), during the Internal Work Accident Prevention Week or Month (SIPAT or MIPAT), and in the Weekly Safety Dialogues (DSS) held by managers and members of CIPAs in the factory and distribution centers.

In our Distribution Centers (DCs) we have developed the Via Segura (Safe Way) Program, aimed at communicating deviations or near-accidents and reporting dangerous situations at work. Furthermore, we also hold bimonthly meetings with DC leadership to address critical issues of Workplace Safety.

In the stores, we hold biweekly meetings with the leaders to discuss the topic.

We also make available our Ethics Channel, where all employees can report non-compliance situations, ensuring confidentiality.

Our employees undergo several occupational health and safety trainings, from admission to the framework of norms and guidelines related to the subject, such as:

- **NR 01 - Risks, control measures and accident flow**
- **NR 05 - CIPA**
- **NR 06 - PPE management**
- **NR 10 - Safety when working with electricity**
- **NR 11 - Safety in goods storage and transportation, safety when using self-propelled equipment**
- **NR 12 - Safety and protection with machinery and equipment**
- **NR 23 - Fire brigade**
- **NR 17 - Ergonomics**
- **NR 35 - Safety when working at height**

## How Does the Risk Assessment and Identification of Danger Occur at Via?

GRI 403-2 / 403-7

### PREVIOUS / ANTICIPATED



By Labor Safety specialists from on-site visits to the branches to survey the environmental conditions, as well as with the application of checklists.



By leaders, by applying logbooks at the workplaces.



By Accident Prevention Commissions (CIPAs), through patrols and control checklists.



By the identification in the deviation forms and near misses in the distribution centers.

### LATE / AFTER OCCURRENCES



Action plans due to materialized occurrences of accidents in the operation, through the Work Accidents Investigation Report (RIAI).

# 10

## Operational Eco-Efficiency

In our quest for growth aligned with the best environmental practices, we strive to implement ways to act circularly and reduce our impacts.

Discover in detail the main advances implemented in Via's environmental area.

### Material Topics



### Related SDG



## Commitments

GRI 3-3

Over the year 2021, we established important commitments regarding eco-efficiency in our operations. In our Sustainability Policy, we recognize that many of the activities inherent to our business can have negative impacts on the environment and we are committed to adopting the principles of the circular and low carbon economy (learn more on page 30).

Accordingly, we identified that the management of the most critical environmental aspects in our operations is linked to the reduction of energy consumption, vehicle fleet emission management, packaging recycling, and reverse logistics for post-consumption products.

Consequently, we implemented our Sustainability / ESG Strategic Plan, in which we laid down targets related to environment management, circular economy, energy management and CO2 emissions (learn more on page 31). These targets extend until 2025 and influence the leadership's variable remuneration.

## Circular Economy

GRI 301-2, 306-1, 306-2, 306-3, 306-4, 306-5, SASB CG-MR-410a.3

We have started a journey to strategically insert the circular economy concept in our operations. It proposes reduced waste production to the point where it is completely reintroduced into the production and consumption cycle.

Circular economy is based on three pillars:

- 1 **Eliminate waste and pollution from the beginning.**
- 2 **Keep products and materials in use.**
- 3 **Regenerate natural systems.**



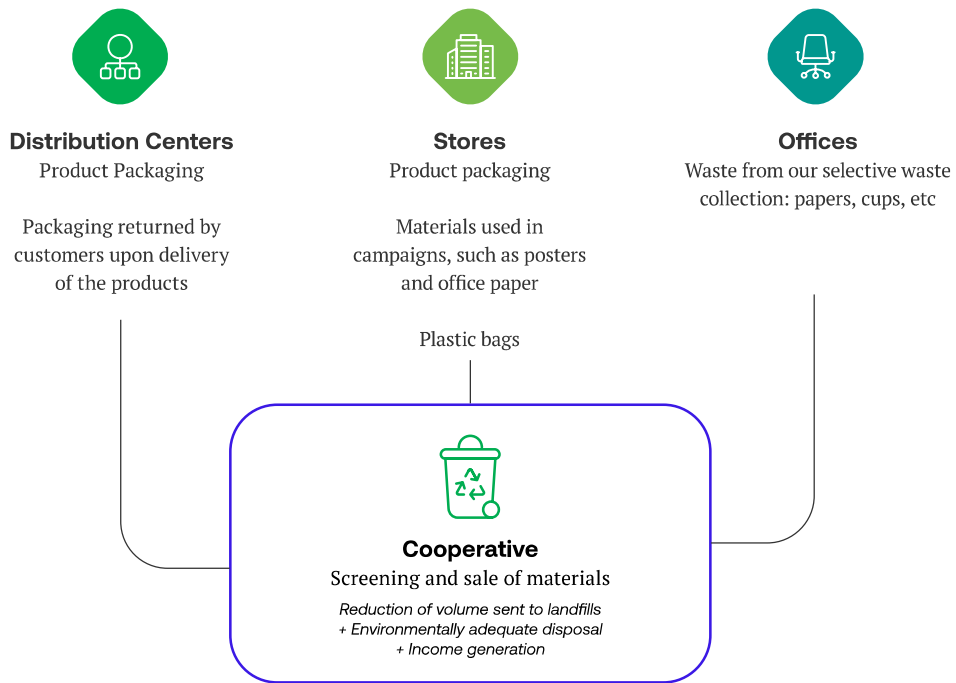
Since 2008, we have developed Reviva, the Country's largest retail recycling program. By means of it, we properly dispose of waste from our offices, distribution centers and stores, recycling and reusing materials and reducing the volume sent to landfills. In 2021, the total waste collected by the program was 4,747.7 tons. In addition, we helped generate income for 250 families associated with the 12 partner cooperatives.

**Since 2015, the Reviva Program has collected more than 50,000 tons of recyclable materials.**



## Reviva Program

### SOURCES OF RECYCLABLE WASTE GENERATION AT THE COMPANY



Under the program, we offer the customer the possibility of disposing of the packaging of products that have been delivered through our logistics. This collection is made upon voluntary delivery. After that, the material returns to the DCs and is then directed to the partner cooperatives.

**Currently, 100% of our operations are served by the program, which worked to collect 4.7 thousand tons of recyclable waste, which was somehow reintroduced in the production process.**

### REVIVA PROGRAM: TONS OF WASTE SENT FOR RECYCLING



**Among the initiatives executed to reduce the waste generation in our operational processes, we can highlight:**

- The replacement of the plastic for cushioning/protection of products inside the boxes by paper, reduces plastic usage for a product that is less harmful to the environment;
- Transformation project called “Fora da Caixa” (Out of the Box), with the objective of reviewing packaging specifications, seeking to reduce costs as well as socio-environmental impacts. The challenge was launched for suppliers to offer alternatives and innovations for the specifications and composition of the materials (weight, size, type, raw material), with possibility of substitution (products/suppliers);
- Project “Digitalization of Store Posters” aimed at replacing printed posters by digital posters, thus optimizing paper and ink usage.

**WASTE GENERATED (TON)**

CLASS I - HAZARDOUS		FINAL DESTINATION
Contaminated liquid	1.8	Effluent Treatment
Contaminated solids	5.1	Landfill
Grease box	25	Effluent Treatment
Other	2.4	Landfill
<b>Subtotal</b>	<b>34.2</b>	
CLASS II – NON HAZARDOUS		
Common	2,743.9	Landfill
Organic	255.6	Landfill
Battery rinsing water	101.6	Effluent Treatment
Rubble	83.7	Landfill
Other	72.6	Landfill
<b>Subtotal</b>	<b>3,257.4</b>	
CLASS II – RECYCLABLE		
Cardboard	1,451	Recycling
Wood	1,274.1	Recycling
Scrap metal	1,024.2	Recycling
Paper	403.3	Recycling
Plastic	342.1	Recycling
Other	242.9	
<b>Subtotal</b>	<b>4,737.6</b>	
<b>TOTAL</b>	<b>8,029.2</b>	



**Everton Ferreira,**  
Reviva partner cooperative

In 2021, we identified a rise in the collection of contaminating waste, resulting from process consolidation. To this end, we pursue active contact with the subsidiaries to map and raise awareness about the treatment of this type of waste. Moreover, we increased the destination of organic waste for composting, in places where we were able to involve partners who perform this type of work, maintaining our commitment minimizing the destination to landfills.

**In our operations, we strive to intensify the use of products made from recycled materials. In 2021, two items stood out in terms of total orders and quantities consumed: sustainable boxes and bags.**

	QUANTITY USED	% OF TOTAL
Sustainable bag	11,150	0.2%
Sustainable box	1,922,000	69%

At our furniture factory Bartira, the waste generated during operations is mostly destined for recycling. Only the class I waste from the painting process is incinerated and the class II waste is sent to landfills. In both cases, management occurs in such a way as to meet all the guidelines of the Solid Waste Management Plan, thereby eliminating the chances of impacts resulting from inadequate disposal.

**WASTE – BARTIRA (TON)**

RECOVERED NON-HAZARDOUS WASTE		RECOVERY TYPE
Biomass (Wood)	19,725	Biomass
Metals	221	Recycling
Non-metallic Minerals	134	Recycling
Cardboard	192	Recycling
RECOVERED HAZARDOUS WASTE		RECOVERY TYPE
Ink dregs	90	Recycling for low-quality ink production
NON-HAZARDOUS WASTE DESTINED FOR FINAL DISPOSAL		DISPOSAL TYPE
Class II Waste (regular waste)	111	Landfill
HAZARDOUS WASTE DESTINED FOR FINAL DISPOSAL		DISPOSAL TYPE
Class 1	54.45	Incineration

At the plant, throughout 2021, we implemented a number of initiatives to optimize the use of raw materials in the production process and throughout the production chain, reducing the volume of waste disposed at the end.

**Among the packaging used, we managed to recycle almost 90% of the total volume, contributing, consequently, with the final price of the product to the customer.**

In Bartira's operational processes, 100% of the cardboard consumed came from recycled materials or raw materials. In all, more than 6 million cardboard units were used as product wrapping and 887,597 meters of cardboard reel.



## Reverse electronics logistics

GRI 301-3, 306-2

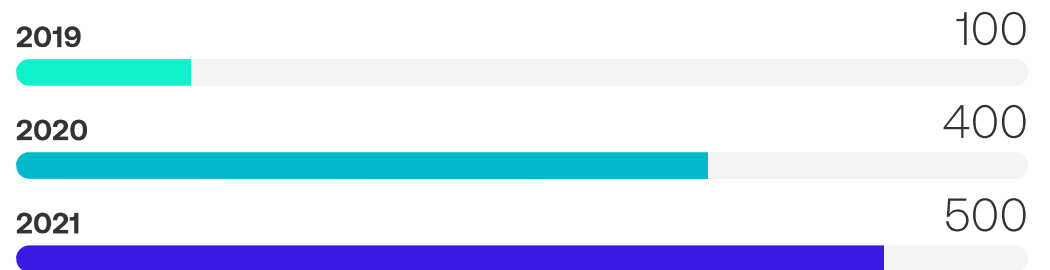
Through the Reviva Program, we use collectors available in our stores to collect old electro-electronic equipment and batteries discarded by our customers and send them to the appropriate destination for this type of material.

In all, we have 500 collectors spread throughout our stores, Distribution Centers and Hubs in Brazil. The initiative is part of a partnership with Green Eletron, the company responsible for managing and disposing of the collected equipment.

**In 2021, we collected and provided environmentally friendly disposal to over 2.7 tons of electro-electronic waste from customers through the Reviva Program.**

Apart from Reviva's electro-electronic waste collection and disposal initiatives, we also have an initiative carried out by the Technical Assistance Department (DAT) which generated about R\$ 713 million with the recovery (resale) of more than 1.1 million parts, helping to increase the useful life of the products, and more than R\$ 4 million by sending over 17 thousand parts for recycling and scrap.

### TOTAL COLLECTORS



# Energy

GRI 302-1, 302-2, 302-3, 302-4, SASB CG-MR-130a.1

Energy consumption represents one of the main environmental impacts of our operation.

For this reason, we have a range of initiatives to increase the energy efficiency in our stores and distribution centers, as well as using clean sources of energy to supply them.

### ENERGY CONSUMPTION WITHIN THE ORGANIZATION (GJ)

Non-renewable sources	28,462.3
Electrical Energy	689,371.2
<b>TOTAL</b>	<b>717,833.5</b>

### ENERGY CONSUMPTION OUTSIDE THE ORGANIZATION (GJ)

LOGISTICS – DCs, Bartira, stores, and last mile.	
Diesel	719,487.5
Gasoline	91,621.7
<b>TOTAL</b>	<b>811,109.2</b>

### ENERGY INTENSITY

Via	0.207 GJ/m <sup>2</sup>
Bartira	44.47 MJ/SKU

Note: Source of conversion factors: National Energy Balance (BEN).

## 2021 ENERGY CONSUMPTION



**161,378** MWh  
Hubs, Stores and Distribution Centers



**28,929** MWh  
Bartira

## 2020 ENERGY CONSUMPTION



**137,519** MWh  
Hubs, Stores and Distribution Centers



**23,590** MWh  
Bartira



## Renewable Energy

**In 2021, we began supplying 50 branches in Rio de Janeiro with energy from two solar power plants, besides the 82 branches in Minas Gerais already supplied by a solar plant in operation since 2018. In 2022, we will conclude the contracting of 14 more plants that will supply approximately 300 branches in 10 states.**

Also, we have another 63 units that purchase energy in the Free Energy Market, which encourages the use of low impact renewables sources, such as wind, biomass, solar, and small hydroelectric plants (SHPs). Along 2022, the expectation is to migrate another 300 branches, expanding the renewable energy portfolio and consolidating the Company's commitment.

During the year, we made a public commitment to progressively increase the use of renewable energy in our operations. We currently buy 29% of energy from renewable sources and 71% from non-renewable sources, disregarding the Bartira furniture factory. Our goal is to have, by 2025, 90% of energy acquired from clean and renewable sources. The achievement is tied to the first debenture issue that takes Sustainability-Linked Bond targets into account, applied to the entire company (learn more on page 32).

In 2021, facing one of the most severe water crises in recent years, we disclosed information to all stores about water and energy conscious use, and we prepared a manual of best practices in order to engage all employees to reduce energy consumption in Via's operations.



# Emissions

GRI 3-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5

At Via, the management of atmospheric emissions is carried out in order to monitor and mitigate the Greenhouse Gas (GHG) emissions of the group's operations, considering the opportunities and risks of each business against any potential climate change impacts. In this direction, since 2019, we have been preparing the GHG inventory of our entire operation in the Country.

**The objective of the inventory is to quantify our impact regarding climate change and support the preparation of strategies to mitigate this adverse impact.**

The inventory is prepared in accordance with the GHG Protocol Brazilian Program, which adopts an internationally recognized methodology to quantify companies' emissions. For the first time, we received the GHG Protocol gold seal, which establishes as conditions the completion of a complete emissions inventory and the assurance by an independent third party.

## EMISSION INTENSITY

	2020	2021
Direct and indirect emissions (Scopes, 1, 2 and 3)	2.16 tonCO <sub>2</sub> eq/MM in Net Revenue	3.095 TonCO <sub>2</sub> eq/MM in Net Revenue

## GREENHOUSE GAS EMISSIONS IN TONS OF CO2EQ

	2020	2021
Direct emissions (Scope 1)	2,199.6	6,341.8
Indirect emissions (Scope 2)	10,388.3	24,069.5
Other indirect emissions (Scope 3)	50,100.5	65,232.0
<b>TOTAL</b>	<b>62,688.4</b>	<b>95,643.4</b>

Note 1: The 2021 water crisis led to an increase in the use of thermal energy from the National Grid, causing an increase in the Scope 2 emission factor in this year. Furthermore, we had improvements in the accounting process of the Company's emission sources and the inclusion of additional sources, which also contributed to the increase of emissions in this cycle.

Through the inventory, we participated again and reported our information to the Carbon Disclosure Project (CDP), an organization that supports companies in the fight against climate change, by mapping and surveying climate risks. We obtained a grade C in the questionnaire, which places us in the general average of the companies in South America that report to the CDP. In relation to 2019<sup>2</sup>, we evolved in terms of the targets, scope 3 emissions, risk disclosures, governance and business strategies.

Note 2: We did not report to CDP in 2020.



## Delivery with Electric Vehicles

SASB CG-EC-410a.2

During the second quarter of 2021, we begin operating 10 electric vehicles to provide last-mile deliveries to our customers. The vehicles are powered by batteries with up to 300 kilometers of driving range and are capable of carrying up to 720 kilograms in goods.

These vehicles traveled 196 thousand kilometers, which is equivalent to a reduction in our emissions of 92 tCO<sub>2</sub> equivalent.

In the coming years we will expand the use of electric vehicles, in line with our low-carbon strategy.

\* Value calculated using the 2020 version of the GHG Protocol tool.



The disclosure of emissions information to CDP contributed to our entry in B3's Corporate Sustainability Index (ISE) portfolio (learn more on page 30).

Over the past few years, the transformation in our logistics process supported the reduction of emissions from our operation. By decentralizing deliveries from DCs to hubs and using ASAPLog for last-mile delivery, we have reduced the use of heavy trucks, replaced by lighter vehicles which consume less fuel and emit less CO<sub>2</sub>. We also started using bicycles for this type of delivery. With this, we estimate that 107.75 tons of CO<sub>2</sub>eq were no longer emitted by the company.

**We also offer Retira Rápido in 100% of Casas Bahia and Ponto brick and mortar stores, so customers can pick up their online purchases free of charge at the nearest store.**

In our furniture factory Bartira, we also implemented initiatives to reduce emissions in the production processes, including the acquisition of a gas generator that will start operating in January 2022 and actions to increase the energy efficiency of the operation.

Among them we highlight the replacement of 44 vacuum pumps by the installation of a single vacuum generation center, which enabled a significant reduction in energy consumption - before, 105 KWh with the individual pumps, now, with the vacuum generation center, 34 KWh spent to serve the same amount of production equipment.

With adaptations in the plant's operation shifts, we also increased the efficiency of the operation, reducing the annual energy consumption of approximately 368 MWh.



# 11

## Supplier Relations

**Spreading a responsible, ethical and transparent culture also involves responsible supply chain management, in line with the best environmental, social and governance practices.**

Check out the main advances of Via in 2021 concerning the relationship with its suppliers.

### Material Topics



### Related SDG





GRI 2-8, 3-3, 204-1, 308-1, 409-1, 410-1, 414-1

In order to increase business value generation, we strive to establish relationships with responsible suppliers that are in line with the Company's purpose and values. To this end, we carry out supply chain management with the objective of establishing and monitoring processes to approve suppliers and service providers, increasing visibility on the origin of inputs and products.

In 2021, we counted with a total of

**3,033 suppliers,**



distributed across Brazil.

Our chain is made up of suppliers of products, such as furniture and appliances, which supply our brick and mortar and online stores; carriers; and also suppliers of other products and services that are not intended for sale, such as IT equipment to be used by our teams or consulting support.

In our relations with the supply and services chain, we continually strive to maintain a sustainable relationship, not having suppliers with a high level of financial dependence on the company, while keeping it as diverse as possible.



# Responsible Chain

GRI 2-24, 308-1, 408-1, 409-1, 410-1 and 414-1

To ensure supplier compliance, prior to contracting, all companies and their respective partners are submitted to compliance assessment of good standing and reputational risks. This evaluation is done through a public source survey and verifies convictions for non-compliance with various laws, including those related to child labor, forced labor and the incidence on national and international sanctioned lists.

In 2021, 1,535 suppliers and service providers underwent this type of analysis, and in three cases reputational alerts were identified for environmental crimes, which is equivalent to 0.2% of the total number of cases, resulting in their disqualification before registration and contracting.

Furthermore, all suppliers and service providers must agree, at the time of contracting, to the terms of the Company's Code of Conduct, which include socio-environmental and human rights guidelines.

To reinforce the conduct of the 133,000 sellers who work with the marketplace, it is necessary to sign the General Terms and Conditions for Trading in an Electronic Environment, whereby the seller commits to comply with a number of requirements regarding the origin and taxation of the products sold on our platform. We routinely conduct verification among sellers to identify compliance with the agreement terms, and if we identify non-compliance, the seller is penalized and may even be banned from the platform.

Throughout 2022, we plan to continue evolving our relationship with suppliers by implementing a new continuous value chain assessment process. The initiative will allow us to identify socio-environmental and human rights risks throughout the entire contract period, enabling the proposition and monitoring of impact mitigation measures. As a result, we expect to provide greater security to the business, in addition to disseminating a socio-environmental responsibility culture in the value chain.



## Bartira's Supply Chain

GRI 2-6

At our furniture factory, Bartira, we have 56 direct suppliers that provide our production demands with wood, accessories, chemicals and packaging. Most of them are located in São Paulo (59%), Paraná (29%), Rio Grande do Sul (6%), China (4%), and Santa Catarina (2%).

In Bartira's operations, the wood that is used to make furniture is fully certified by the FSC (Forest Stewardship Council), which certifies compliance with the responsible forest management principles, including respect for the rights of Indigenous people and biological diversity.

**Apart from FSC, our main wood suppliers also implement Management Systems focused on Occupational Health and Safety and Quality, meeting international standards such as ISO 45001 and ISO 9001.**

Every year Bartira has a survey conducted through its annual supplier self-assessment report, which determines the Process Quality Index.

The evaluation is done by means of a questionnaire filled out by the supplier itself, which includes questions about processes and practices. The performance helps to compose the Supplier Quality Index. The information provided must be backed up by evidence sent with the form, and may also go through an audit process that will attest to its veracity.

## Security Professionals

GRI 410-1

To improve our security teams' understanding of how to relate to the population, 100% of the 779 professionals attended training and refresher courses in 2021 that addressed, among other topics, human rights. Other topics covered in the training were: private security concepts and legislation, the role of companies and class representatives, the rights, duties and responsibilities of the security personnel, law (constitutional and criminal), combating racism, human relations, and adequate and priority assistance to people with disabilities.

Additionally, 61% of the outsourced security professionals took complementary courses, at the company's request.

# 12

## Community Impact

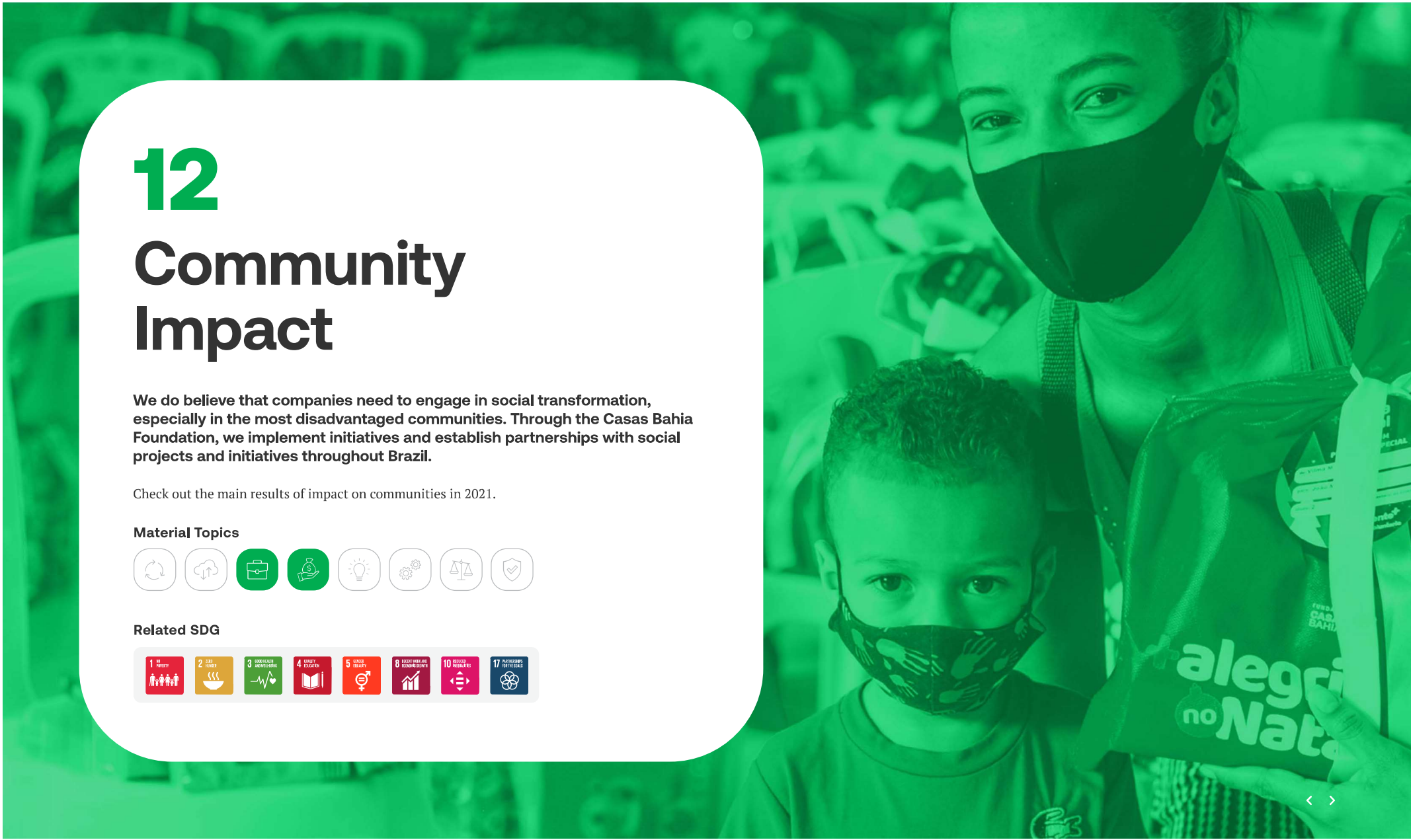
We do believe that companies need to engage in social transformation, especially in the most disadvantaged communities. Through the Casas Bahia Foundation, we implement initiatives and establish partnerships with social projects and initiatives throughout Brazil.

Check out the main results of impact on communities in 2021.

### Material Topics



### Related SDG





Livia Freitas, founder of Teen Cash Startup and winner of the Casas Bahia Foundation Challenge.

GRI 203-2

At Via, we are committed to social transformation. For this reason, in our Sustainability Policy, approved in 2021, we put on record our commitment to developing and supporting initiatives that stimulate transformation in the communities where we are present.

To this end, for 60 years we have maintained the Fundação Casas Bahia, our social wing, responsible for allocating the Company's social investment. Its purpose is to strengthen communities, supporting what is best in them, especially their ideas and initiatives for professional training, job and income generation for young people and micro-entrepreneurs.

Throughout its sixty years of existence, more than R\$ 44 million have been invested in donations, partnerships, and projects that have benefited more than 1 million people. In 2021, we will invest R\$9 million in 26 projects, divided into three strategic pillars: Youth Prominence, Entrepreneurship, and Social Engagement. On the following pages, learn more about the projects we supported throughout the year, which benefited more than 190,000 people.

## Youth Prominence

**The initiatives supported on the Youth Prominence front are designed to promote the personal and professional development of young people in the communities where we operate.**

By means of entrepreneurial projects, professional training and mentorship, the Casas Bahia Foundation aspires to value young people as leaders, in addition to qualifying them to have access to dignified work and fair compensation.



## Casas Bahia Foundation Challenge

In celebration of the Foundation's 60th anniversary, we held the Casas Bahia Foundation Challenge, in partnership with Junior Achievement Rio de Janeiro, which trained young people from all over Brazil in an innovation track and encouraged them to create startups to transform the communities where they live.

In all, we benefited 1,522 young people, students from public schools in 558 municipalities in 26 Brazilian states. They were responsible for the creation of 297 startups, with solutions in the segments of health, education, diversity, environment, services, marketplace, design and digital marketing, clothing, and relationship.

To develop the startups, the young people went through a hands-on learning program, where they could experience concepts and tools and develop skills to transform their ideas into solutions. In addition, they had the support of volunteer mentors and jurors.

Of all the startup projects created, 60 were classified as semifinalists, and 185 young members of these teams received financial recognition ranging from R\$300 to R\$1,500.

At the end of the process, 10 startup projects presented their ideas, and we selected five standouts to receive acceleration from Distrito, our innovation platform (learn more on page 15).





### Main results in 2021:

 **1,522**  
young people trained

 **297**  
startups created

 **337**  
volunteer mentors engaged

 **5,055**  
hours donated by volunteers

 **1**  
young person hired by Via as a marketing assistant



Proa students,  
partners of the Casas Bahia Foundation



Since 2015, we have supported the PROA Institute, whose mission is to train and include young people in the labor market. Currently, we are institutional supporters of the organization and partners in the PROPROFISSION 4.0 project, which focuses on creating opportunities for young people to enter the technology market.

To this end, PROA offers professional training with an emphasis on technology and programming language, training 300 young people a year, in addition to referring them to their first job vacancy and monitoring them over the course of three years.

We also support the PROA Platform, which offers content and activities to develop professional skills in young people so that they can join the job market. As part of the platform, we developed in partnership with PROA the training track “My Career in Sales”, with the objective of training young professionals for the sales area.

#### Main results in 2021:



**285**

young people trained as junior java programmers



**1,504**

young people trained at PROA platform



**11**

young people hired by Via, being eight young people in Via's Young Apprentice Program, one young person hired as a marketing assistant, one hired as a customer service assistant, and one hired as a marketplace assistant



Instituto Criar, located in the district of Bom Retiro in São Paulo (SP), has as its mission to promote the professional, socio-cultural and personal development of young people through technical training in audiovisual. Every year, 120 young people aged between 17 and 20 are trained, with the objective of providing learning and work opportunities as a way to achieve independence and personal fulfillment.

The young people participating in the Audiovisual and Technology Training Program choose to specialize in one of the 6 technical nuclei: Art, Photography, Production, Post-Production, Sound, and Technology.

**The Foundation supported the technology nucleus, which aims to train young people for the programming, games, and design market.**

We also launched a Creative Call for the more than 2,500 young people in the Instituto Criar network to reveal their different views on diversity. The proposal was to create an image bank of the Casas Bahia Foundation based on the young people's view of their daily life and the reality of their territory. The Creative Call counted more than 400 photos enrolled and 40 participants. In total, 30 young people won, and 50 photos were selected. Each chosen image was paid R\$150.

#### Main results in 2021:



**120**

young people trained





## GERANDO FALCÕES

Generating Falcons is a network organization with the goal of bringing sports, culture, education, and professional training to the slums of Brazil. Through our partnership, we support the Young Falcons Program, which is geared to the socio-emotional development and professional qualification of young people for the labor market, benefiting 1,596 young people from the Gerando Falcões network's owned and accelerated units.

The program lasts 12 months, six months of which are socio-emotional training and six months of technical tracks, chosen by the young people themselves, which involve courses in: Office Suite, Programming (with English), Digital Marketing, Product Management and Developer, Entrepreneurship, Bazaar School (sales), Vocational Orientation/Employability.

**The program allows young people to learn, hands-on, some competencies that will be part of their professional future such as social and emotional training, teamwork, entrepreneurship, assertiveness, among other essential topics in the contemporary world.**

The contents developed in the course are designed to promote well-being, besides offering tools to start positive transformations in the world of young people and those around them, working as an effective mechanism to reduce social inequality locally and nationally.

Furthermore, they develop thinking and doing, so that young people become the main players and do not give up on achieving their goals, as well as developing interpersonal skills and teamwork.

We also donated over 7 thousand items, including diapers, appliances, and kitchenware, to boost income generation at the Gerando Falcões bazaar, which provides access to consumer goods for low-income populations and reverts its sales results into transformation programs in the low-income neighborhoods and slums.

### Main results in 2021:



**1,596**  
young people trained



Support to the  
**Corona no Paredão**  
campaign



**Over 7 thousand**  
items donated to the Bazaar



Vinicius S.,  
Gerando Falcões Program student

# TRILHA + EMPREENDEDORA

A program conducted by Junior Achievement Rio de Janeiro and supported by our Foundation since 2020, the Entrepreneurial Track develops young people for the job market. To this end, it applies, within the high school curriculum of public schools in the Rio de Janeiro state network, a sequence of programs structured in three areas: entrepreneurship, financial education and preparation for the labor market.

With a three-year cycle, the Entrepreneurial Track follows the student from the first to the third year of high school. The programs are applied by teachers with the support of Via volunteers and partner companies. Since 2017, the project has already benefited more than 10,000 students.

In 2021, the Entrepreneurial Track won a special partnership with the State Education Department, which guaranteed that the project will be part of the curriculum in more than 79 schools in Rio de Janeiro for the next five years.

### Main results in 2021:



**6,448**  
student participants



**32**  
Via volunteers engaged



**2,639**  
young people mentored

# Incentive to Entrepreneurship

We believe in the business potential created by entrepreneurs from low-income neighborhoods to solve the social problems of their own territories, and for this reason, on the Entrepreneurship Incentive front, we support collaborative and networked projects with local collectives and NGOs that promote the training and acceleration of micro-entrepreneurs from the neighborhoods in communities in various parts of the Country.

## INSTITUTO #DONADESI


In 2021 we began supporting the Jornada Dona de Si, which trains women microentrepreneurs in Rio de Janeiro. The participants went through an online training program in entrepreneurship based on themes such as personal development, business, rights, empathy, self-care, and emotional intelligence.


The initiative's goal is to support women in the development of their own business, but also in their personal development, with a focus on strengthening their self-confidence, leading role, and mental health.

### Main results in 2021:

 **75**  
women entrepreneurs trained

 **20**  
women entrepreneurs recognized as outstanding

 **60**  
class hours

 **15%**  
profit increase for the participants' businesses after the training



Since 2017, we have supported the Low-Income Neighborhoods Impact Business Articulator (ANIP), a partnership between Associação A Banca, Artemísia, and FGVcenn.

The organization is intended to understand, articulate, and mobilize strategic actors for the consolidation of an ecosystem of impact businesses in the outskirts, by supporting a new generation of entrepreneurs from the Brazilian outskirts, in different stages of development.

To this end, the organizer carries out a number of initiatives for training, knowledge generation, mobilization, and inspiration. One of the initiatives is the LAB NIP, an acceleration lab where participants have access to content and exchange experiences with experts in entrepreneurship to support business development and maximize the positive impact of their initiatives.

In 2021, 60 businesses participated in the training, 11 of which were accelerated, receiving seed capital and six months of mentoring to improve their activities.

### Main results in 2021:

 **60**  
impact businesses trained



### Enterprising Women

The Casas Bahia Foundation has also teamed up with Junior Achievement Rio de Janeiro to support the “Enterprising Women” project. With 12 hours duration, the course has the proposal of sharing content about self-knowledge, tools for business structuring, budgeting, communication, sales, marketing and pitch and shooting techniques for women who wish to create, structure or improve their own business.

Through an active methodology, based on online classes and activities that foster the practical development of skills, the course benefited cis or trans women from Rio de Janeiro, the North, Northeast, and South regions of the Country. The classes took place through mentoring by Via professionals, who acted as volunteers.

#### Main results in 2021:

**206**  
women entrepreneurs trained

**27**  
voluntary participations

**18**  
entrepreneurs recognized as outstanding



The EMPREENdi Program - Empowerment of families with people with disabilities, developed by the Jô Clemente Institute, is geared towards contributing to the inclusion of the families of people with intellectual disabilities who are in a socially vulnerable situation through entrepreneurship, supporting the opening of their own businesses and while expanding their family income.

In a challenging socioeconomic scenario, EMPREENdi has enabled financial autonomy for families through an entrepreneurial training track and personalized mentoring.

#### Main results in 2021:

**124**  
entrepreneurs trained

**19**  
mentored entrepreneurs

**19**  
business ventures created



Josenilda Da Silva Mesquita, participant in the EMPREENdi Program



Backed by the Casas Bahia Foundation, Revolusolar created the first solar energy cooperative in slums in Brazil. With a social and environmental focus, 34 families in the communities of Babilônia and Chapéu Mangueira, in Rio de Janeiro, have benefited from clean energy.

The project aims to engage the community itself in the activities from trainings held for the qualification of electricians and solar installers, with electrical installations starting to be carried out and maintained by the professionals trained in the community.

The project also has an educational character, as it aims to promote awareness among young people and children about renewable energy and sustainability. In all, 85 environmental education workshops were organized for this purpose.

**Main results in 2021:**

 Over **200 people benefited**

 **85 environmental** education workshops for children and teenagers

 **Over R\$ 6 thousand** in savings in energy costs

 **Over 24 thousand kWh** of clean energy generated in the community

 **Over 1 ton** of CO<sub>2</sub> emissions avoided

 **16 local residents** in the Professional Training Program



Characters of our history:  
Casas Bahia Foundation beneficiaries



### Já É Program: Support Journey for Entrepreneurs

Organized by Artemisia, with support from the Casas Bahia Foundation, the project aims to train entrepreneurs in the Greater São Paulo area, from various segments and sectors, in the digitization process of their businesses and in increasing their productivity. To this end, content on entrepreneurship, management, and online sales is sent free of charge via WhatsApp.

The program focuses on nano, micro and small urban and rural entrepreneurs in socially and economically vulnerable situations, especially those who work in areas of low social mobility, overlooked groups, minorities and afro-entrepreneurs - all of whom have the potential to consolidate their businesses in the digital environment.

The program was designed to bring fast and effective results, using a hands-on format adapted to the entrepreneurs' reality, who will be able to follow the content journey at the time, place, and pace that best fits their routine. Among the modules that are part of the training are: Value Proposition, Customer, Profitability, Online Sales Channels, Innovation in Key Activities, Financial Management, Planning and Goals, and Access to Credit.

# Social Engagement

Through the social engagement front, the Casas Bahia Foundation encourages people and companies to participate in volunteer actions, promoting a collaborative culture and humanitarian aid. This front becomes even more important in emergency cases, such as those caused by the Covid-19 pandemic.



Agente +, a Casas Bahia Foundation platform aimed at engaging Via employees in volunteer actions, allows them to create their own social initiatives and enroll in other initiatives supported by the Foundation. In 2021, 41 social actions were carried out, most of them focused on mentoring, lectures, round table discussions, and training for young people and entrepreneurs. There were also solidarity activities, such as the Warm Clothing Drive and the Christmas Campaign.

As part of the 60th anniversary celebration of the Casas Bahia Foundation, we launched our Volunteer Action Guide on the platform, with 60 tips to inspire employees to engage in volunteer work.

### Main results in 2021:

- 
**41** volunteer actions performed
- 
**713** voluntary participations
- 
**3,537** toys donated
- 
**14,281** pieces of coats, clothes and blankets donated



**Ivani Costa,**  
Elizabeth Bruyere Association



Cufa partners,  
Casas Bahia Foundation

## Humanitarian aid to Fight Covid-19

Through a partnership with Central Única de Favelas (CUFA) and Red Cross, the Foundation donated the purchase of personal protective equipment, infrared thermometers, and rubbing alcohol gel in the context of the fight against Covid-19 in Manaus (AM), in addition to the purchase of staple food kits.

Also in Amazonas, we integrated the second phase of the national movement Juntos pelo Amazonas, led by the União BR organization, supported by a number of companies and entities to buy six oxygen plants for public hospitals. Each plant has the capacity to supply a hospital unit with 15 intensive care beds.

**In Pará, in partnership with UNICEF, we donate supplies to local families and associations, including hygiene products, personal protection equipment, and rubbing alcohol gel.**

Moreover, we made donations to 11 social organizations, the equivalent of 38,641 kits or 614 tons of food, for actions to fight hunger. The donations benefited over 150,000 people in 26 cities. Among the supported organizations are: Amigos do Bem, União Rio, CUFA, Gerando Falcões, G10 Favelas, besides the Casas Bahia in the Communities project: Paraisópolis, Heliópolis, Jardim São Luís, Brasilândia, Grajaú, and Pimentas.

Our support to social organizations also aims to better equip them to fully carry out their activities or to support their beneficiaries. This year, we donated 23,689 products, including appliances, household appliances, furniture, and diapers to nine social organizations.

Actions of this type occurred on an emergency basis, to assist families living in a socially vulnerable situation, due to the socioeconomic context that the Country started to experience as a result of the Covid-19 pandemic.

### Main results in 2021:



**614** tons of food



**23 thousand**  
donated products



**60 thousand**  
hygiene, health, and  
protection items



**6**  
oxygen plants

## New Vaccine Factory at the Butantan Institute

The Casas Bahia Foundation made a donation to the São Paulo State Government, earmarked for the construction of a new factory at the Butantan Institute, dedicated to producing the Coronavac vaccine. The donations were coordinated by the social organization Comunitas, with the support of Invest-SP.

The plant will have a production capacity of 100 million doses per year, and will be responsible for the national production of the covid-19 vaccine - CoronaVac - and of four other vaccines, among them rabies, zika and hepatitis, increasing the national vaccine production capacity.



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# Attachments

# GRI Content Index

GRI 102-55

GRI ASPECT	GRI DISCLOSURE	DESCRIPTION	REFERENCE / DIRECT ANSWER
<b>GRI - GENERAL DISCLOSURES 2021</b>			
The organization and its reporting practices	2-1	Organizational details	Pages 12, 18 and 27
	2-2	Entities included in the organization's sustainability reporting	Information available in item 4, page 33 of the Financial Statement: <a href="https://bit.ly/36imLLY">https://bit.ly/36imLLY</a> . The materiality and indicators in this report consider all subsidiaries, except when explicitly stated otherwise throughout the content.
	2-3	Reporting period, frequency and contact point	Page 6
	2-4	Restatements of information	In last year's annual report (2020) on page 37 - Emissions Theme - Scope 2, Indirect Emissions sub-theme, the value in the table was adjusted based on the methodology of the Brazilian GHG Protocol Program: 2019 - 15,258 TonCO <sub>2</sub> eq 2020 - 10,388 TonCO <sub>2</sub> eq
	2-5	External assurance	Page 114
Activities and workers	2-6	Activities, value chain and other business relationships	Pages 13, 35, 98 and 100
	2-7	Employees	Page 66
	2-8	Workers who are not employees	Page 66
Governance	2-9	Governance structure and composition	Pages 18, 19 and 20
	2-10	Nomination and selection of the highest governance body	Pages 18 and 19. As of April 2022 the Board of Directors includes a woman in its composition.
	2-11	Chair of the highest governance body	Pages 19 and 21
	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 19 and 30
	2-13	Delegation of responsibility for managing impacts	Page 30
	2-14	Role of the highest governance body in sustainability reporting	Page 30. The Board of Directors does not review the Materiality Report, but is informed about the document's aspects by the Company's Board.
	2-15	Conflicts of interest	Page 24
	2-16	Communication of critical concerns	Page 24. In 2021, there was no change in the Board's composition, due to the self-assessment.
	2-17	Collective knowledge of the highest governance body	Page 19
	2-18	Evaluation of the performance of the highest governance body	Page 19. In 2021, there was no change in the Board's composition, due to the self-assessment.
	2-19	Remuneration policies	Pages 19, 21 and 30
	2-20	Process to determine remuneration	Pages 19, 20 and 21



GRI ASPECT	GRI DISCLOSURE	DESCRIPTION	REFERENCE / DIRECT ANSWER
Governance	2-21	Annual total compensation ratio	The compensation growth percentage for the individual with the highest compensation between January and December 2021 was 29.41%. The average growth in the same period for all the other individuals in the company was 10.5%. The ratio of increase of the individual with the highest compensation to the average of the others, excluding himself/herself, is 2.8 times. For the calculation we considered: percentage of the annual fixed compensation of the highest paid individual (% change Jan-Dec) / percentage increase of the annual fixed compensation for all the Company's employees (excluding the highest paid individual).
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Page 4
	2-23	Policy commitments	Pages 30, 33 and 79
	2-24	Embedding policy commitments	Pages 23-25, 30-32 and 99
	2-25	Processes to remediate negative impacts	Page 24 and 26
	2-26	Mechanisms for seeking advice and raising concerns	Page 24
	2-27	Compliance with laws and regulations	In 2021, there were no fines in an amount equal to or exceeding R\$100 million, individually or in aggregate, in the reporting period or in previous periods. Relevance and significance in line with the same criteria adopted by the Company in Reports and Forms.
	2-28	Membership associations	Page 33
Stakeholder engagement	2-29	Approach to stakeholder engagement	Page 7
	2-30	Collective bargaining agreements	All company branches/employees have a binding collective bargaining agreement.
Disclosures on material topics	3-1	Process to determine material topics	Page 7
	3-2	List of material topics	Page 7
	3-3	Management of material topics	Pages 7, 23, 26, 61, 75, 79, 85, 88, 95 and 98
<b>GRI – SPECIFIC DISCLOSURES</b>			
<b>ECONOMIC CONTENTS</b>			
Economic Performance	201-1	Direct economic value generated and distributed	Page 54
Indirect economic impacts	203-2	Significant indirect economic impacts	Pages 47, 49, 61 and 102
Procurement Practices	204-1	Proportion of spending on local suppliers	Page 98
	205-1	Operations assessed for risks related to corruption	Page 25. 100% of the operations were assessed.
	205-2	Communication and training on anti-corruption policies and procedures	Page 25. In 2021, no Board of Directors member received anti-corruption training. However, all were informed of the existing policies and internal rules related to the topic.
Anti-Corruption	205-3	Confirmed incidents of corruption and actions taken	Page 25

GRI ASPECT	GRI DISCLOSURE	DESCRIPTION	REFERENCE / DIRECT ANSWER
<b>ENVIRONMENTAL CONTENT</b>			
Materials	301-2	Recycled input materials used	Page 88
	301-3	Reclaimed products and their packaging materials	Page 92
Energy	302-1	Energy consumption within the organization	Page 93. Source of conversion factors: Balanco Energetico Nacional (BEN)
	302-2	Energy consumption outside of the organization	Page 93
	302-3	Energy intensity	Page 93
	302-4	Reduction in energy consumption	There was no reduction in total consumption, but we point out the initiatives for greater efficiency on page 93 to 95.
Emissions	305-1	Direct (Scope 1) GHG emissions	Page 95
	305-2	Energy indirect (Scope 2) GHG emissions	Page 95
	305-3	Other indirect (Scope 3) GHG emissions	Page 95
	305-4	GHG emissions intensity	Page 95
	305-5	Reduction of GHG emissions	Page 95
Waste	306-1	Waste generation and significant waste-related impacts	Page 88
	306-2	Management of significant waste-related impacts	Pages 88 and 92. We have not implemented processes to monitor third-party waste management quality. We occasionally call them to make collections when we identify flow deviation.
	306-3	Waste generated	Pages 88-90
	306-4	Waste diverted from disposal	Page 88
	306-5	Waste directed to disposal	Page 88
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Pages 98 and 99
<b>SOCIAL CONTENT</b>			
Employment	401-1	New employee hires and employee turnover	Pages 69 and 70
	401-2	Benefits provided to full-time employees that are not provided to	Page 71
	401-3	temporary or part-time employees	Page 81

GRI ASPECT	GRI DISCLOSURE	DESCRIPTION	REFERENCE / DIRECT ANSWER
Occupational Health and Safety	403-1	Occupational health and safety management system	Page 85
	403-2	Hazard identification, risk assessment, and incident investigation	Pages 85 and 86
	403-3	Occupational health services	Page 85
	403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 85 and 86
	403-5	Worker training on occupational health and safety	Pages 85 and 86
	403-6	Promotion of worker health	Pages 71 and 85
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 85 and 86
	403-8	Workers covered by an occupational health and safety management system	Page 85
Training and Education	404-1	Average hours of training per year per employee	Page 76
	404-2	Programs for upgrading employee skills and transition assistance programs	Page 76
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 74
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Page 79 and 80. The Statutory Board is made up 100% of male members.
Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Page 24
Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	Page 99
Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 98 and 99
Security Practices	410-1	Security personnel trained in human rights policies or procedures	Pages 98-100
Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Pgs 98 and 99
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer data	Page 26

# SASB index

SASB ASPECT	SASB INDICATOR	DESCRIPTION	REFERENCE / DIRECT ANSWER
Energy Management in Retail & Distribution	CG-MR-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Page 93
Data Security	CG-MR-230a.1	Description of approach to identifying and addressing data security risks	Page 26
	CG-MR-230a.2	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Page 26
Labor Practices	CG-MR-310a.1	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	Information about average hourly wage and percentage of employees earning minimum wage is considered strategic and is not reported by the Company.
	CG-MR-310a.2	(1) Voluntary and (2) involuntary turnover rate for in-store employees	Page 69
	CG-MR-310a.3	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Information on labor expenses is available in the Q4/2021 release on the Company's IR website: <a href="https://ri.via.com.br/">https://ri.via.com.br/</a>
Workforce Diversity & Inclusion	CG-MR-330a.1	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	Page 79
Product Sourcing, Packaging & Marketing	CG-MR-410a.1	Revenue from products third-party certified to environmental and/or social sustainability standards	The Bartira factory uses only FSC certified wood in its furniture production line. The information about the factory's revenue is confidential.
	CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of product delivery	Page 88
	CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of packaging	Page 96
Data Privacy & Advertising Standards	CG-EC-220a.1	Number of users whose information is used for secondary purposes	Applicable to the entire customer base
	CG-EC-220a.2	Description of policies and practices relating to behavioral advertising and user privacy	Page 26
Activity Metrics	CG-MR-000.A	Number of: (1) retail locations and (2) distribution centers	1,091 stores and 28 distribution centers
	CG-MR-000.B	Total area of: (1) retail space and (2) distribution centers	Commercial space: 1,514 (mil/m <sup>2</sup> ); Distribution centers: 1,287 (mil/m <sup>2</sup> )

# Limited Assurance Report Issued by Independent Auditors

GRI 2-5



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## Limited assurance report issued by independent auditors

To the Board of Directors and Shareholders of  
**Via S.A.**  
 São Paulo - SP

### Introduction

We were engaged by VIA S.A. ("VIA" or "Company") to apply limited assurance procedures on the sustainability information disclosed in the Annual Report 2021 ("Report"), in the accompanying information to this report related to the period ended December 31, 2021.

### Responsibilities of Via's Management

The Management of Via is responsible for adequately preparing and presenting the sustainability information in the Annual Report 2021 in accordance with both the Standards for Sustainability Report of Global Reporting Initiative – GRI and the internal controls determined necessary to ensure this information is free from material misstatement, resulting from fraud or error.

### Independent auditors' responsibility

Our responsibility is to express a conclusion about the information in the Report based on a limited assurance engagement conducted in accordance with Technical Communication (TC) 07/2012, which was prepared based on NBC TO 3000 (Assurance Engagements Other Than Audits and Reviews), both issued by the Brazilian Federal Accounting Council - CFC equivalent to international standard ISAE 3000, issued by the International Federation of Accountants and applicable to Non-Financial Historical Information. These standards require compliance with ethical requirements, including independence ones, and the engagement is also conducted to provide limited assurance that the information disclosed in the Report, taken as a whole, is free from material misstatement.

KPMG Auditores Independentes Ltda. ("KPMG") applies Brazilian and international standards on quality control, and consequently maintains a comprehensive quality control system including documented policies and procedures related to compliance with ethical and professional standards, in addition to the legal and regulatory applicable requirements. We comply with the comprehensive code of ethics including detailed independence requirements, established based on the ethical principles of integrity, objectivity, competence and professional care, confidentiality and professional behavior.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of questions and interviews with the Management of Via and other

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professionals of the Company involved in the preparation of the information disclosed in the Report and use of analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion about the sustainability information taken as a whole. A limited assurance engagement also requires additional procedures when the independent auditor acknowledges issues which may lead them to believe that the information disclosed in the Report taken as a whole could present material misstatement.

The selected procedures were based on our understanding of the issues related to the compilation, materiality and presentation of the information disclosed in the Report, on other engagement circumstances and also on our considerations regarding areas and processes associated with material sustainability information disclosed where relevant misstatement could exist. The procedures consisted of:

- a. engagement planning: considering the material aspects for Via's activities, the relevance of the information disclosed, the amount of quantitative and qualitative information and the operational systems and internal controls that served as a basis for preparation of the information in the Via's Report. This analysis defined the indicators to be checked in details;
- b. understanding and analysis of disclosed information related to material aspects management;
- c. analysis of preparation processes of the Report and its structure and content, based on the Principles of Content and Quality of the *Standards* for sustainability report of the Global Reporting Initiative - GRI (GRI - Standards);
- d. evaluation of non-financial indicators:
  - understanding of the calculation methodology and procedures for the compilation of indicators through interviews with management responsible for data preparation;
  - application of analytical procedures regarding data and interviews for qualitative information and their correlation with indicators disclosed in the Report;
  - analysis of evidence supporting the disclosed information;
- e. analysis of whether the performance indicators omission and justification are reasonable to be accepted associated to aspects and topics defined as material in the materiality analysis of the Company.

We believe that the information, evidence and results we have obtained are sufficient and appropriate to provide a basis for our limited assurance conclusion.

**Scope and limitations**

The procedures applied to a limited assurance engagement are substantially less extensive than those applied to a reasonable assurance engagement. Therefore, we cannot provide reasonable assurance that we are aware of all the issues that would have been identified in a reasonable assurance engagement, which aims to issue an opinion. If we had conducted a reasonable assurance engagement, we may have identified other issues and possible misstatements within the information presented in the Report.

Nonfinancial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretation of the data's materiality, relevance and accuracy are subject to

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individual assumptions and judgments. Additionally, we have not examined data related to prior periods, to evaluate the adequacy of policies, practices and sustainability performance, nor future projections.

**Conclusion**

Based on the procedures performed, described in this report, we have not identified any relevant information that leads us to believe that the information in the Annual Report 2021 is not fairly stated in all material aspects in accordance with the Standards for Sustainability Report of Global Reporting Initiative - GRI (GRI- Standards) and with the records and files that served as the basis for its preparation.

São Paulo, May 02<sup>nd</sup>, 2022

KPMG Assurance Services Ltda.  
CRC 2SP-023228/O-4



Sebastian Yoshizato Soares  
Accountant CRC 1SP257710/O-4

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