2024 Sustainability Report

ATLANTICA HOSPITALITY INTERNATIONAL



Commitment to evolution: our sustainable journey

The publication of the 2024 Sustainability Report marks a special moment for Atlantica Hospitality International: the consolidation of a journey that began with purpose, commitment and a vision to generate a positive impact for our employees, guests, investors and partners, as well as for society as a whole.

The 2023 edition of the Report represented a milestone in our journey, consolidating the improvements we have built over the years and making the evolution of our work even clearer. It showed the soundness of the path we have taken and the impact of our trajectory. Now, we share the achievements, challenges, and lessons learned that shaped 2024, as well as the next steps and opportunities for the company.

Over the past year, we have outlined **strategic** initiatives, expanded our ESG frontiers, and built on significant progress that reinforces our ambition for more sustainable hospitality. We eliminated single-use plastics, made sure all eligible hotels we manage run on renewable energy, and sped up the **development of people** within Atlantica by

promoting employees, ensuring more women in leadership roles, and strengthening **diversity** and **inclusion**.

This transformation has a major driving force: the Aja Program. Created voluntarily, without regulatory requirements, it has become the foundation for our **sustainable actions**, strategically integrating environmental, social, and governance initiatives.

We are in the midst of an important journey, whose story continues to be written every day. Looking ahead to 2025, we are carefully focusing on the experience of our employees, guests, partners, and investors who place their trust in Atlantica. Tailoring experiences, strengthening connections, and improving sustainable processes in each of our projects are essential steps in this ever-changing endeavor.

More than a corporate commitment, Aja Program represents our mission to be a responsible and innovative company, connected to society's expectations and the challenges of the future.

The 2024 Sustainability Report presents figures and data that reinforce our sustainable evolution thus far and also provides lessons and ambitions for the future. In the following pages, you will find a detailed overview of how we are turning commitments into reality. We invite you to learn more about the impact of our work and hope that this content inspires you to join us in making a difference and taking action for a better world. After all, we believe that sustainability is built collectively.

Enjoy your reading!



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In 2024, we began a new cycle of growth and innovation at Atlantica, with undeniable results: we **raised our revenue** by double digits above inflation and achieved the best NPS in the company's history. We sped up our **digital and tech transformation** and ended the year with solid numbers, driven by profitability and the success of the **Aja Program**—our main platform for making sure Atlantica's positive impact goes beyond our hotels.

Aja for our Values

Looking to the Future





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a destination, but a journey ng evolution. We work with king to further expand our othening our quality and ntial issues. We do so with a d effective actions that make ociety where we operate. We have always been ahead of our time when it comes to sustainability. When we think about this word in its original meaning, it represents "the ability of something to sustain itself, preserve itself, and remain throughout generations." And that is exactly what we strive for. Not only for our business, but for the ecosystem around us, for the people who are part of Atlantica, and for the society we help build.

Our commitment to ESG isn't just a business strategy, it's what we believe is right to make the world a better place. Even before regulations required changes, we viewed environmental, social, and governance responsibility as core values and cornerstones of our business. With the creation of the **Aja Program** in 2021, we organized and structured this commitment into three fundamental fronts: **Aja for the Planet**, **Aja for People, and Aja for Our Values.**

Materiality

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Aja is a call to action, an invitation for everyone at Atlantica, or anyone who is part of our ecosystem, to be part of this journey.

And the progress made in 2024 shows how this collective commitment has grown stronger. When we launched the program, 20% of our hotels embraced the proposed sustainable practices. In the 2024 Certification of Excellence, this uptake increased by 50% compared to 2023, cementing ESG as part of our culture. This growth shows that sustainability is not seen as a side project, but as a **commitment embedded in our business model**. So much so that we have included adherence to Aja in our management indices, ensuring that the program moves forward in line with our strategic objectives.

We know that individual actions have a powerful collective impact. When an employee takes home what they have learned about sorting waste, when a guest notices Atlantica's commitment to diversity, equity, and inclusion, when an investor understands the importance of enabling a more environmentally efficient operation, we are driving change that goes beyond our hotels. Good practices generate good practices—and that is how we want to continue expanding our operations.

In this scenario, diversity and inclusion are fundamental guidelines. For Atlantica, diversity is not a matter of trends or external pressures—it is a strategic pillar. We want a more diverse company because we know that it makes us more innovative, more creative, and, above all, happier.

We are proud to be the first hotel chain with 100% of its hotels operating with clean energy. In 2024, we were recognized by Veja magazine as one of the 100 most influential companies in the country, also for our solid performance in sustainability. It is a reflection of the positive impact we are generating, the dedication and commitment of each person who directly or indirectly contributes to our ESG agenda. We are proud of our commitment to acting with transparency and maintaining clear communication, which sets us apart in the market.

We are ahead of regulations, anticipating trends and challenges that impact our sector.

However, we know that there is still much to be done. We can—and must—use our position to positively impact and influence the whole tourism and hospitality chain in Brazil and, eventually, worldwide.

Even with so many positive results, we know that there is still much to build. That is why, in 2025, we want every stakeholder we work with to feel part of this sustainable development and understand that their actions make a difference. This is our call to action.

We remain steadfast in our purpose to transform Atlantica and inspire change in the sector, living up to the strength of our network. Sustainability is, above all, a collective commitment. If each of us acts with purpose, we will positively impact not only the company, but society as a whole.

The journey goes on. Shall we go together?

Eduardo Giestas

CEO of Atlantica Hospitality International



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Atlantica Hospitality International



Atlantica Hospitality International

TAKING CARE OF EVERYONE WHO TRUSTS US

What drives us

Atlantica Hospitality International is the largest multi-brand hotel management company in Latin America, with a portfolio of over 180 properties in more than 70 destinations in Brazil. We operate in four business verticals: managed hotels, franchises, timeshares (timesharing), and residential properties. Our purpose is simple and legitimate: to take care of everyone who trusts us. This commitment is the force that drives and inspires us to constantly improve. We are always seeking to provide memorable experiences and create value for guests, investors, employees, partners, and the communities where we operate.

Since our foundation more than two decades ago, our mission has been to offer hospitality of excellence. We want to be the best hospitality administrator in Brazil, recognized not only for the quality of our services, but also for the positive impact we generate in all areas of our operations. This is why we strive for innovation, efficiency, and, above all, sustainability, which are essential elements for our growth and for the trust placed in us.

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Aja for People

Aja for our Values

Looking to the Future





26 years of excellence, innovation, and commitment to creating unforgettable experiences.





Our values

Materiality

Committed

Responsible for our commitments, mistakes, and successes.

Focused

Committed to the satisfaction of our guests and the financial success of our investors.



Bold

Always ahead, anticipating trends and innovations.

Aja for People

Aja for our Values Looking to the Future







Synergistic

We believe in the power of collaboration to achieve extraordinary results.



We recognize and encourage merit and self-development.



Passionate

We work with passion and celebrate our achievements together

The history of our business

Atlantica did not get here overnight. Each stage of our history has been built with dedication and transparency, always with a keen eye on results and constant market developments.

1998

Atlantica is founded as the master franchisor for the Choice brands, scoring its first contract with Sleep Inn Varginha.

2024

Launch of Atlantica's first Sustainability Report and re-launch of the Transamerica brand, with a new positioning focused on Brazilian identity.

2023

Rebranding of Atlantica Residences to Roomo Atlantica, reflecting innovation and alignment with market trends.

2022

Launch of the ESG program, Aja, based on environmental, social, and governance pillars.

2021

Partnership with Transamerica Hospitality Group, adding 23 hotels to Atlantica's portfolio.

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Aja for People

Aja for our Values Looking to the Future





2001

Radisson brand arrives in Brazil with the signing of a preferred agreement with the Radisson Group.

2004

Launch of Go Inn, the first company-owned brand focused on the budget segment.

2005

Start of an groundbreaking partnership with Childhood Brasil to fight and prevent the sexual exploitation of children and teenagers in Brazilian tourism.

2009

Atlantica is ranked among the 100 largest hotel management companies in the world by Hotels magazine, based in Chicago (USA).

2020

Launch of Atlantica Residences, broadening its operations to include residential properties with services.

2018

Strategic alliance with Vert Hotéis, adding 22 hotels to Atlantica's portfolio.

2014

Incoming capital contribution and acquisition by Soros Fund Management and Tao Invest, reinforcing the company's strategic positioning in the global market.

2012

Exclusive agreement with Hilton to manage Hilton Garden Inn hotels in Brazil.





Materiality

With more than 180 properties in Brazil and 30,000 rooms in operation, we manage R\$2.62 billion in gross revenue under operation throughout 2024. Our team consists of approximately 6,500 employees throughout Brazil who share the mission of providing unique hospitality experiences.







Over 6,500 employees



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Over 30,000

R\$2.62 billion

in revenue under management



Our brands

The diversity of our portfolio reflects our ability to adapt and grow. From north to south, we manage renowned international and national brands and offer solutions for all kinds of guests, from leisure to business travelers.

Institutional brand

Atlantica Hospitality International Our main brand, which represents our values, virtues, and our commitment to excellence in hospitality, is driven by the strategic view of a team that is constantly alert to upcoming challenges.

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Hotels: International flag chains



Choice owns 22 hotel brands, with Hilton has 24 brands and over more than 7,000 hotels and nearly 8,000 locations around the 570,000 rooms in more than 40 world. In Brazil, it operates countries and territories. In Brazil, under Atlantica with the Hilton it is represented by Atlantica Garden Inn, Motto by Hilton, with brands such as Sleep Inn, and DoubleTree by Hilton brands. Comfort, Comfort Suites, Quality, Clarion, Radisson BLU, Radisson, Radisson RED, Park Plaza, Park Inn by Radisson, and Country Inn & Suites by Radisson.

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Looking to the Future









WYNDHAM

HOTELS & RESORTS

Wyndham is present in 95 countries, with over 9,000 hotels operating under 22 different proprietary brands. In Brazil, it is represented by Atlantica through the Wyndham, Wyndham Garden, Ramada, and Ramada Encore brands.







Aja for the Planet

Hotels: National flagship brands - Own brands

Residential - Own brand

Transamerica

hotels

Atlantica owns the Transamerica Hotels portfolio of brands:

Transamerica Collection - Focus on high standards, comfort, health, and well-being. **Transamerica Cidade** - For those seeking leisure and enjoying family vacations. **Transamerica** - Hotels for travelers who blend leisure and work with quality of life. **Transamerica Executive** - Premium solutions for business travel. **Transamerica Fit** - Focus on spaces with tailor-made facilities, easy access and excellent value for money. **Esuites Transamerica** - Accommodation that brings together comfort and care for the body and mind. Go Inn Transamerica - Budget hotels with modern and functional design.

Atlantica's business venture specialized in managing serviced residential rentals, known as STR (short term rental). It was created with the concept of flexible rentals so guests can live, travel, and work wherever they want, for as long as they need.

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roomo ATLANTICA

by **ATLANTICA**

It is Atlantica's seal of quality for selected developments.







Platforms



This is the brand responsible for the whole guest experience, being the main channel for direct sales, as well as Atlantica's loyalty program. As a platform, it acts as a complete travel solution, with reservations, accommodation benefits and earning and exchanging points. It offers guests a comprehensive search tool for accommodation in all hotel and residential developments, where points can be accrued (each R\$1 spent on accommodation generates 1 point) and redeemed for daily rates, early check-in, late check-out, a catalog of rewards, and discounts at partner companies.

Provera Atlantica is the company's marketplace, a unique solution for more than 180 managed or franchised businesses. It offers economies of scale with competitive negotiations and aggressive discounts on essential everyday products for businesses, whether they are F&B (food & beverages), Capex, Services, or Supplies items. It includes products that follow trends in conscious consumption, such as alternatives to single-use plastic in dispensers or partnerships with suppliers committed to ESG programs and reducing carbon emissions.

In 2024, we reached over 1 million registered members in our Loyalty Program.

Last year, Let's Atlantica ranked first among travel and tourism websites in the Digital 100 WEB & APP Report in Brazil.

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F&B - Own brands

[∿] ⁴ Provera ATLANTICA

ORIGENS FATS



Restaurants located within some of our hotels.





Awards and recognition

Market recognition reflects Atlantica's commitment to excellence in service, innovation, and sustainability. Over the past year, we have been recognized by national and international institutions, reaffirming the quality of our management, guest satisfaction, and the positive impact we have on the industry. Check out the main awards we have received:





Choice Hotels International Convention

Six of our properties were recognized at the annual Choice Hotels International awards. The highlight was the Quality Hotel Blumenau, which received the Best of Choice award, placing it among the best hotels in the world. This distinction is granted to properties with exceptional scores and positive guest reviews.

Booking.com - Traveller Review Awards 2024

Atlantica was recognized at the Traveler Review Awards 2024, an award organized by Booking.com that highlights the bestrated hotels by guests on the platform.

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Veja LIDE Award -**The 100 Most Influential Companies in Brazil**

Our CEO, Eduardo Giestas, represented Atlantica Companies in Brazil," organized by Veja Negócios Leaders). The event awards organizations that stand out for their revenue, profitability, reputation, innovation, pioneering spirit, and ESG practices.

Booking.com







Tripadvisor - Travellers' Choice 2024

Fifty-six of our hotels were recognized by Tripadvisor in two categories of the 2024 Travellers' Choice Awards. The highlight was the Quality Hotel Manaus, which ranked 12th in the highest category, "The Best of the Best," among the select group of 1% of the best profiles on the website in Brazil. In addition, 55 other properties won the Travellers' Choice award, which awards hotels that receive consistently excellent reviews.



Adrian Awards - HSMAI

For the second year in a row, we won the Adrian Awards, granted by the Hospitality & Marketing Association International (HSMAI), one of the most respected institutions in global tourism. Our case study, "Let's Atlantica: the loyalty program that connects brands across Brazil," highlighted our focus on the guest journey, promoting greater connection and loyalty.



Troféu Fornecedor Destaque da Hotelaria - Revista Hotéis

Our team also starred at the 9th edition of the VIHP For the fourth consecutive year, we were awarded Award, promoted by Hotelier News, which awards the Outstanding Hospitality Supplier Award by Hotéis outstanding professionals in the hotel sector. Magazine. To celebrate this achievement, we held Jaqueline Gavioli, General Manager of Hilton Garden Inn São José do Rio Preto, won in the Midscale Hotel a small gathering with key members of our team. Management category. Other employees also stood out as finalists: Ricardo Luiz Apolinario, Fernanda Lanza de Paula Veloso, and Valdelino Ferreira Junior, in the categories of F&B Management and Economy Hotel Management.



Supply, implementation, and operations team at the Outstanding Hotel Supplier Award ceremony - 'Hotéis' Magazine.

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VIHP Award - Hotelier News



Aja for the Planet

Focus on sustainability

We launched **Aja**, our program dedicated to environmental, social, and governance (ESG) practices, as a commitment to transforming every action into a meaningful contribution to the future. More than just a set of guidelines, this movement was the foundation for building practices that have evolved over time. It always sets ambitious but achievable goals, focused on a more sustainable and balanced tomorrow.

Throughout 2023, we deepened the impact of Aja, setting goals and challenging our network to achieve even more impactful results. The progress was remarkable, not only in terms of goals achieved, but also in how each of us connected more deeply with the values that sustain and guide us. This was also the year we released our first **Sustainability Report**. In 2024, the program took on new dimensions, reflected in concrete and tangible actions. Today, with Act increasingly consolidated, **Atlantica** is positioned as a **benchmark in ESG practices** in the hotel and hospitality sector. The transparency and engagement of our employees, guests, investors, and partners have created real impacts, not only on our business, but also on the lives of **people** and the **environment**.

We are proud of our journey so far and continue to evolve. We want to continue making a difference for all stakeholders in our path. It is with this energy and unwavering commitment that we move forward, believing in the power of our actions, both individual and collective, to transform the world.

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RESPONSABILIDADE

ATLANTICA









ESG Performance What we've done so far

The hospitality sector has undergone a significant transformation in terms of sustainability, driven both by growing regulatory requirements and consumer demands. In addition, the challenges posed by climate change and emergencies and the need for more sustainable management have reinforced the role of companies and organizations in promoting responsible practices and creating a positive impact.

Atlantica Hospitality International understood this urgency and, in 2021, took a decisive step by launching the Aja Program, a milestone in the chain's sustainability journey, which was created to give more teeth to the initiatives already being developed by the company. More than just a set of isolated actions, the Aja Program was born as a structured

strategy to drive the company's ESG decisions and connect governance, environmental practices and **social impact**. Since then, Atlantica has improved its goals, expanded its commitments and reaped concrete results that strengthen its position as a benchmark in the hotel sector.

In the first year of the Program, the priority was to establish internal processes and clarify commitments, such as the gradual elimination of single-use plastics (starting with water bottles and amenities), the strengthening of diversity and inclusion practices of diversity and inclusion (with the creation of a Committee) as well as planning for **energy efficiency** and the use of **clean energy**.



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Between 2022 and 2023, the Aja Program evolved strategically, consolidating itself as a model of ESG governance and impact. In 2022, Atlantica strengthened its **compliance** and **transparency** structure, improving its governance, and establishing more solid foundations for impact measurement.

The Solid Waste Management Plan (PGRS) began to be rolled out, boosting **sustainable** waste disposal, whereas environmental initiatives started to focus on the transition to **renewable energy** and **reducing** the consumption of natural resources.

In 2023, the Program reached a new level of maturity, with the definition of objective goals and measurable commitments, enabling more precise monitoring of progress. Uni.Atlantica, the chain's **corporate**



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university, was established as a central pillar in employee development, expanding qualifications and strengthening the organizational culture. On the environmental front, the **energy transition** and waste reduction gained scale, with greater uptake in the use of renewable energy, with a large proportion of the chain having migrated to the Free Energy Market, and progress in **eliminating single**use plastics. In addition, governance was bolstered by increased transparency and accountability, ensuring greater solidity and credibility for the company's ESG practices.

In 2024, we reached important milestones, cementing our progress and reaffirming our responsibility in the transition to an increasingly **sustainable business model.** Among the main advances, we the following:





Aja for the Planet – Commitment to the environment

Within our environmental pillar, we have evolved with initiatives aimed at efficient waste management, energy efficiency and tackling food waste.

- We have eliminated 98% of single-use plastic containers in our managed hotels, and replaced miniature *amenities with dispensers*, significantly reducin waste generation.
- We made progress in the use of clean energy, reaching 100% of our managed hotels operating in the Free Energy Market and using renewable sources such as hydroelectric, wind and solar. This change brought average financial saving of over 20% for the units and reduced Scope II carbon emissions, according to the GHG Protocol methodology.
- We made progress on the decarbonization agenda by automating controls, defining baselines and structuring a *roadmap* focused on reducing, replacing and offsetting Scope I and II CO₂ emissions.
- We strengthened the connection between the environmental and social aspect by fighting food waste with the Food to Save project, allowing surplus food from our hotels to be reused and marketed. Altogether, more than 4 tons of food have been reused.

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		ple – Diversit			-	
t	it took shape t	ent to people rem hrough actions fo essional developr	ocused on diversi		•	t 2024
ng 1 gs	 With the Vamos Tod@s (Come on Everyone) Program, we broadened our view of diversity and began to act in a structured way to promote a welcomin equitable and inclusive environment. Based on a broad diagnosis of diversity and inclusion, we developed a consistent action plan, already in the implementation phase, that reinforces our commitment to having a plural environment and ensuring that everyone feels respected and belongs. 					
	• The A(s)cenc	la Program has cr Jr people. In total	reated new oppo	rtunities for pro	fessional	
cts om ave	of children a	in training on pre nd adolescents fo tives for guests, a	or 100% of our em	ployees, as well	l as awarei	







ng,

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 Revision and relaunch of the Code of Ethics and other responsible management policies and standards.

Aja for Our Values -**Governance and transparency**

Message from

the CEO

PELOS

In 2024, we worked to strengthen our corporate governance with the creation of a comprehensive Integrity Program, an important milestone in the evolution of our journey and one that has resulted in important developments:

• Setting up the Ethics Committee, responsible for ensuring

AHI





ESG

Performance



We closed a year of many deliveries and significant outcomes. Now we want to expand our impact with more ambitious goals, strengthening the engagement of all our stakeholders and developing new projects that will broaden our reach especially on the social front. For 2025, we have taken an even closer and more careful look at governance, enhancing this pillar with initiatives aimed at making our actions more transparent to our investors.

Materiality

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Flávia Buiati

Vice President of Finance and Legal Affairs and Ambassador for Aja



Engagement and sustainability

Communication and relationships with stakeholders are fundamental tools for strengthening a culture of sustainability. Aware of this importance, Atlantica has invested in a transparent dialog with its audiences, using multi-platform channels with the goal of generating continuous engagement with its stakeholders.

In 2024, we bolstered this strategy through a structured communication plan that included campaigns aimed at internal and external audiences, using different channels - such as LinkedIn, Instagram, AON (internal communication platform), email marketing and WhatsApp. The plan reinforced transparency and encouraged the active participation of employees, investors, guests and partners, broadening the dialog about our commitments and inspiring joint actions for a more sustainable future.

Social media played an important role in this communication strategy and the Aja Program had a broad digital presence within Atlantica's channels.

Social Media Main Results

In 2024, our social media channels posted a total of 75 posts related to the Aja Programme.

This content reached 25,882 views and engaged 1,871 people.

Throughout the year, we addressed topics such as diversity and inclusion, environmental actions, corporate governance, job fairs, the Food to



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Save Programme and child protection (fighting combating child exploitation) at least twice a month, focusing on our external audience, which includes investors, guests and the trade.

These results highlight the growing interest of these stakeholders in initiatives linked to social and environmental responsibility and the recognition of Atlantica's work in this field.





Aja also had a significant presence in the media: the Program was the 4th most covered topic by the press in 2024 among Atlantica's themes. The main coverage was linked to important dates from the point of view of sustainability (World Water Day and Environment Day) and social impact issues (job search and the Free Childhood project) to connect them to institutional milestones, such as targets, the release of results and the launch of new partnerships and initiatives.

Atlantica reinforced its commitment to internal communication and continuous dialog with its employees through AON, the main channel for internal interaction. There were 46 publications on the Aja Program, highlighting topics such as diversity, equity and inclusion, the environment, employability, mental health and solidarity actions. This consistent presence of content linked to the Program reinforces the role of internal communication as a strategy for expanding knowledge, inspiring responsible attitudes and strengthening the engagement of our people in building an increasingly sustainable performance, as well as contribute to employees meeting their Aja Program-related targets.

Aundience involved



Investors

Results



views



people engaged



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Customers and guests

Employees

Suppliers

Press

Strategic Partners

25.882



Aja Program featured as the



most covered in the media in 2024



Internal recognition, with an increase in interactions and

positive feedback on the AON channel above

average on both platforms













Materiality **Positive impact data**

Our **commitment** to sustainability and responsible management of the impacts of our business continues to evolve. Since we drew up our **materiality matrix** in 2023, we have made progress in implementing projects and initiatives and we have continued to monitor indicators, reinforcing the Aja Program and broadening the connection with our stakeholders.

The matrix allowed us to map **the most relevant issues** for Atlantica and our stakeholders, including employees, investors, partners and guests, as well as making it tangible to prioritize strategic actions in line with the chain's ESG agenda. At the time, topics related to sustainability in the business strategy - such as energy efficiency, plastic reduction and corporate governance - were widely recognized as essential for the organization. At the same time, opportunities for improvement were identified in initiatives aimed at waste management, employee benefits and training - issues that have already been incorporated into the Aja Program to further strengthen our performance.





Materiality

Aja for the Planet

We know that in order to keep up with the everchanging sector and the dynamic market scenario, it is essential to listen continuously. That's why the process of mapping material issues will be reviewed regularly, in line with the best sustainability practices. Therefore, we want to expand our engagement with our priority audiences and ensure that our priorities are always aligned with the socio-environmental and economic context of the country, especially in the locations where we operate. This process reinforces our commitment to transparent management, which is able to create a positive impact and ensure the longevity of our business.

The matrix review will also seek to deepen active listening, include new strategic audiences and strengthen dialogue with investors and leaders. It will ensure that the emerging challenges of the hospitality sector and the expectations of stakeholders are continually considered in the evolution of the Aja Program and Atlantica's ESG practices. We remain committed to moving forward responsibly, aligning growth and positive impact. So we keep connecting our actions and commitments to the UN 2030 Agenda, in line with the following priority SDGs:

4 (Quality education), 5 (Gender equality), 6 (Drinking water and sanitation), 7 (Clean and affordable energy), 8 (Decent work and economic growth), 10 (Reduced inequalities), 12 (Responsible consumption and production), 13 (Climate action), 16 (Peace, justice and strong institutions) and 17 (Partnerships and means of implementation).

Priority SDGs



Aja for People

Aja for our Values Looking to the Future











A Ja for the Planet

Clean energy and focus on reducing consumption





Aja for the Planet's actions directly impact the following UN SDGs



Aja for the Planet **Clean energy and** focus on reducing consumption



Atlantica's commitment to **sustainability** goes beyond isolated initiatives — it is embedded in how we operate and make decisions. Aja for the Planet reflects this mission by directing efforts toward preserving natural resources and reducing environmental impacts, ensuring that our business is increasingly balanced and conscious.

We know that our choices shape the future. That is why we constantly seek solutions to optimize the use of inputs, encourage conscious consumption, and avoid waste. This front of the Aja Program is responsible for guiding **sustainable practices** in Atlantica, with a focus on reducing water and energy consumption, efficiently managing greenhouse gas (GHG) emissions, and expanding initiatives that reinforce our environmental responsibility.

In 2024, we advanced on this journey with important investments, including the hiring of the Resource Advisor platform from Schneider Electric, a global benchmark in sustainability. This tool allows for better management of utility measurements, as well as detailed control over the items that make up the total carbon emissions of our hotels. This move reflects our belief that sustainability is an ongoing commitment, driven by the collective effort of everyone at Atlantica,

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and essential to the longevity of our business and the well-being of the planet.

Act for the Planet's actions directly impact the following UN SDGs: 6, 7, 12, 13, 17.









ESG

Performance

AHI



Message from

the CEO

CO₂nscientious Energy

The **energy** that drives Atlantica reflects our commitment to a more sustainable future. As part of the **Aja for the Planet** initiative, the **CO₂nscientious Energy** project was set up with a clear ambition: to use only **renewable and clean energy**, reducing carbon emissions tied to energy consumption.

With the implementation of the Resource Advisor platform—in partnership with Schneider Electric we were able to improve the measurement and **control of CO2 emissions** in all hotels under management.

This made it possible to create Atlantica's first complete emissions inventory. The results revealed that the largest sources of emissions were natural gas, accounting for 32% of emissions, followed by electricity consumption, accounting for 27%, and fugitive emissions from refrigerant gases (HFCs) in air conditioning processes, accounting for around 26%.

Aja for People Aja for our Values Looking to the Future





In this context, a decarbonization roadmap was drawn up, consisting of three main pillars covering Scope 1 and 2 emissions: **reducing** (implementation of measures to increase efficiency and optimize consumption of natural gas [NG], electricity, and refrigerant gases [HFCs]); **replacing** (transition to renewable energy sources); and **offsetting** (investment in strategies to neutralize residual emissions). Throughout the year, we focused on transitioning our energy matrix, with the goal of ensuring that 100% of eligible hotels managed by Atlantica use renewable energy by 2025. This goal was achieved in 2024, ahead of schedule.

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100%

of eligible managed hotels operate with renewable energy

25%

savings in electricity costs

100%

of the managed hotels have completed the carbon inventory for the year 2023 (Scopes 1 and 2) This achievement became the main highlight of the Aja Program in 2024 and was made possible thanks to the migration to the Free Energy Market, in addition to the adoption, in some cases, of the **DG** (Distributed Generation) **model.** Both types allowed hotels to purchase electricity from renewable sources, including **hydroelectric, wind, and photovoltaic plants.**

Once this goal was achieved, we moved on to the next phase: carrying out our strategic plans to reduce consumption, while ensuring even greater efficiency and positive impact.

For this stage, in addition to using Resource Advisor, Schneider Electric's platform, we also hired automatic reading software for energy bills, an essential step in creating a new vision and monitoring within the company, which helped us to draw up a consumption baseline for the years 2023 and 2024.

Also last year, after defining the baseline, we set a target of **reducing electricity consumption by 10**% per occupied room (kWh/RNE) by 2029. The assessments carried out point to solid paths and strengthen our confidence in exceeding this target.

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The main opportunities for reducing electricity presented in the studies are in air-conditioning systems, lighting and equipment automation. The whole process has been essential in ensuring that energy efficiency efforts are targeted realistically and effectively.

By 2025, **CO**₂**nscientious Energy's** goals will be focused on **maintaining 100%** of eligible units migrated to renewable energy sources and moving forward with reducing kWh/RNE **consumption to achieve 10% savings** by 2029.



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Message from

the CEO

Using Just Enough Water

Since 2023, the company has been enhancing its Water is an essential resource for life and for the water **consumption control s**tructure, ensuring that, operation of any hotel business. However, its by the end of that year, **100% of the hotels** availability is finite, and responsible management of it manages had a comprehensive water reduction plan this resource is a fundamental commitment to ensuring in place. This solid foundation allowed for sustainability in the sector. Aware of its responsibility, the expansion of actions in 2024 and their alignment Atlantica has structured the Using Just Enough with long-term strategic goals, ensuring the Water project to promote efficient water use in its maintenance of a **sustainable management** hotels, reducing waste and implementing **conscious** standard over the years. consumption measures. The initiative reflects our commitment to environmental preservation and In 2025, the goal is to further reduce consumption operational efficiency, aligning our practices with per capita by at least 2%, until the target of 10% the global need to protect water resources. is achieved in 2029.

The central ambition of the project in 2024 was to reinforce the culture that every liter of water saved makes a difference. Our hotels consume more than 1.6 billion liters annually, making any reduction in this volume a significant impact. Throughout the year, we automated controls and established a baseline for the metric. As a result, the company set a goal of reducing water consumption per occupied room

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 (m^3/RNE) by 10% by 2029. This process was essential to determine realistic and measurable reduction strategies such as the implementation of flow reducers in taps and showers, maintenance of pressure reducing valves, and system automation.

100%

of managed hotels have a comprehensive water consumption reduction plan.













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#Deplastify

Plastic plays an essential role in modern life due to its convenience, but its excessive use and improper disposal, especially in the form of throwaway items, has led to growing environmental concerns. Produced from fossil fuels, the material takes an extremely long time to decompose. Therefore, its single use poses a significant challenge to environmental preservation.

Given this scenario, Atlantica designed the #deplastify project with the goal of cutting out all single-use plastic items from its operations and swapping them out for recyclable and reusable options.

Throughout 2024, the project's main ambition was to ensure that all managed units adopted disposable plastic-free solutions without compromising the guest experience. Among the priority initiatives was the replacement of individual amenity packaging with fixed dispensers. There is no disadvantage for guests. Items such as shampoo and conditioner continue to be available for use in rooms, but in large, reusable, fixed packaging with pump valves. This change, which represents more than **two million fewer bottles per**

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year, was planned to be implemented in 100% of hotels by the end of 2024. The result achieved was 98% compliance.

Another goal set for 2024 was the total elimination of plastic water bottles in managed hotels. Across the entire network, the replacement rate reached 74%, a significant step toward the 100% target. Some units with outsourced restaurants still face challenges in negotiations with partners, which explains the difference in percentages. Even so, the transition movement gained momentum throughout the year and paves the way for new goals in 2025.





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One of the main changes already underway is **the** supply of water in aluminum cans for guests, an alternative adopted by several units since 2023. Aluminum has one of the highest recycling rates in Brazil (100% in 2022), making it a more environmentally responsible material when compared to disposable plastic. In addition, for beverages that do not yet have canned options, Atlantica has implemented **solutions** such as cardboard, glass, and porcelain packaging, ensuring that all alternatives prioritize sustainability without compromising the quality and safety offered to guests. In 2025, we will continue to work hard to eliminate the use of plastic bottles in 100% of the hotels we manage. The #deplastify project represents an important step forward in building up a more conscious hospitality model, where every choice from product packaging to the guest experiencereflects a real commitment to preserving the planet.

*Data from Associação Recicla Lata (Can Recycling Association).



74%

Available here.







of hotels have replaced amenities with dispensers



of businesses have replaced plastic bottles with aluminum, glass, or cardboard packaging





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Useful Waste

The improper disposal of **waste** is one of the major global environmental challenges, impacting ecosystems, natural resources, and people's quality of life. In the hotel sector, where daily operations generate a significant amount of waste, responsible management becomes even more essential. Ready to face this challenge, Atlantica has put together the Useful Waste project, aiming to make sure that none of the waste from its projects ends up in landfills in the long run. To make it happen, the company has been working on efficient solutions for sorting, reusing, and properly disposing of discarded materials.

The first fundamental step toward achieving this goal was accurate waste monitoring. With the launch of the Resource Advisor system, which enables the tracking and recording of discarded volumes, we ensured that 70% of the managed hotels would be implementing the waste weighing program by the end of 2024. The rollout of the tool was a big step forward in making waste **management data** more organized and robust, and the challenge for the next few years will be to spread its use to all our hotels.

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The impact of Useful Waste reinforces the culture of circular economy within hotels, encouraging recycling and **the reuse of materials** that would otherwise be discarded. The project is also an opportunity to engage employees and guests, making them an active part of this **sustainable transformation**. In addition, pilot projects were launched in 2024 with the set up of biodigesters on farms.

With the progress made in 2024, we remain firmly committed and more confident in our goal of having 100% of the hotels we manage running the waste weighing program.

70%

of our hotels carry out a waste weighing program

Atlantica goes on pushing forward with initiatives that minimize environmental impacts, including reducing waste generation and fighting improper disposal. Among the actions aimed at this goal is the project to fight food waste, which turns surplus from the production process into new consumption opportunities.



Less waste, more **positive impact**

Initiatives that reduce waste generation also include fighting food waste. Set up in February 2024, this project enables hotels to sell food that is safe to eat but would otherwise be thrown away through the Food to Save app.

Throughout the year, 24 of the 69 eligible hotels (all those with their own Food and Beverage operations) have already joined the project, showing the company's commitment to reducing waste and promoting a more circular economy.

The early results of the project show a significant positive impact. By the end of 2024, more than **4,000** food bags were sold and consumed, preventing the waste of approximately 4.3 tons of food. In addition, the initiative helped reduce the carbon footprint, avoiding the emission of more than 8,000 kg of CO, into the atmosphere (Scope 3, indirect emissions).

The partnership with Food to Save will remain active in 2025. We will continue to encourage more units to join and improve their practices so that the positive impact will be even greater in the coming years.

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Responsibility for animal well-being

Our commitment to sustainability goes beyond waste management and reducing our environmental impact. Atlantica has also made progress in adopting practices that respect animal well-being, recognizing the importance of a more ethical and responsible food system. In this regard, we have chosen to use only eggs from chickens raised 100% cage-free. This initiative requires that, by 2026, all operations use only processed and fresh eggs from this farming system.

To bolster this commitment, Atlantica has joined forces with Animal Equality, an international NGO dedicated to defending animal rights and promoting improvements in the food industry, whose traditional farming model significantly limits the space and freedom of movement of birds, potentially compromising their health. This collaboration allows the company to access expert guidance and closely monitor best practices in the industry, ensuring a smooth transition in line with the highest **animal** well-being standards.

More than just an institutional goal, the initiative reinforces Atlantica's commitment to a more sustainable and conscious operating model that takes into account the impact of its choices throughout the entire supply chain. By taking this stance, we want to encourage suppliers and partners to move in the same direction.



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Ajafor People

Diversity and care are our foundations

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QUALITY Education 4



B DECENT WORK AND ECONOMIC GROWTH















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Aja for People **Diversity and** care are our foundations





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In the hospitality industry, excellence in customer experience is a direct reflection of the **care** we take with **people**. That is why, at Atlantica, we believe that investing in our employees and the society around us is essential to building a **sustainable future**. More than a commitment, this close attention to people is part of our purpose and is woven into the company's business model.

Through **Aja for People**, one of the three fronts of our sustainability program, we work to promote an increasingly safe, healthy, and thriving work environment. We value and encourage the development of our talent, because we know that well-cared-for and engaged employees raise the quality of the services we offer, positively impacting the experience of each guest.

Our commitment goes beyond our hotels. We believe that **sustainable tourism** is only strengthened when it generates prosperity for the communities where we operate. Therefore, we work to promote **local development** and ensure that the positive impact of our operations is felt by society as a whole.



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Among the initiatives of Aja for People, we highlight our commitment to equity, diversity, and inclusion, ensuring that every employee has real opportunities for growth. In addition, we reinforce the importance of fighting sexual exploitation of children and teenagers, rallying our team and partners to act responsibly and ethically.

This dedication and relentless effort have been recognized for six years in a row by the Great Place to Work seal, which reassures our commitment to a welcoming, respectful, and professional growth-friendly work environment.



Moving forward, we continue to evolve to ensure that everyone who trusts Atlantica-whether they are **employees**, guests, investors, partners, or suppliers—feels part of this journey. Because for us, caring for people is not just a value, it is the essence of what we do.

Aja for People's actions directly impact the following UN SDGs: 4, 5, 8, 10, 16, and 17.



Aja for People

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Vamos Tod@s (Come on everyone)

In a world increasingly aware of the importance of diversity, equity, and inclusion, ensuring that organizations reflect the society in which they operate is not only an ethical need but also a competitive advantage. Atlantica, aware of this commitment, has set up the Vamos Tod@s project, with the aim of promoting diversity, inclusion, and equity, reflecting the society in which we live. In 2024, this commitment was backed up by clear goals and strategic initiatives that have made the company a place of **representation** and **acceptance**.

Atlantica employees and Brazilian population, by gender (2024):



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The main objective set for the year was to make the internal demographic even more diverse and inclusive, beating the national average in several areas. The results demonstrate significant progress in this journey: **61**% of the workforce is made up of women, **57% of black people**, and **14% of the** LGBTQIAPN+ population, while data from the Brazilian Institute of Geography and Statistics (IBGE) indicate that Brazilian society is composed of 51.5% women, 55.5% black people, and 12% LGBTQIA+ individuals. These figures demonstrate the success of the strategy adopted and reinforce the importance of well-structured policies for attracting and developing professionals in line with the principles of diversity and inclusion.



Atlantica employees and Brazilian population by race, according to IBGE (2022)



Atlantica employees, by sexual orientation





plays a crucial role in spreading educational content In addition to educational initiatives, the company undertook an in-depth assessment of diversity, and encouraging participation, especially among considering aspects such as gender, disability, sexual leaders, who play an essential role in building a truly orientation and religion. The survey, conducted with inclusive environment. the support of a specialized consulting firm, made it possible to map challenges and propose a targeted We believe that by promoting **respect for others** action plan, addressing the issues identified. It is worth and their differences, we will be able to build an noting that the assessment refers to the year 2024, increasingly diverse team, enriching our culture in a providing an accurate overview of the company's fair, safe, and healthy environment where everyone feels comfortable being who they really are. The progress on this agenda.

Another fundamental pillar of the Vamos Tod@s strategy is **inclusive communication**. The company prioritizes representation by highlighting real employees in its campaigns and internal materials, using its own image bank. Active communication also

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To achieve these results, Atlantica enhanced its recruiting and selection processes with a keen eye on **representation** and invested in **training** its employees. In 2024, five lectures were held across the company, lead by a specialized consulting firm, addressing essential topics such as gender; **fighting** LGBTQIAPN+phobia; combating racial discrimination; inclusion of people with disabilities and privilege; and empathy for allies. These actions were very well received, with an average **satisfaction rating of 9.7/10**, evidence of the engagement and importance of diversity literacy for the entire organization.

> **diversity** that exists in society is celebrated within Atlantica, because we know that innovation and creativity are enhanced when there are different perspectives within the same space. The more inclusion, the more equality and respect.

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Diversity & Inclusion Committee

Created as an understanding and diagnostic group in 2021, the Diversity & Inclusion Committee has evolved into a strategic space for decision-making and implementing concrete actions. It is currently composed of employees representing different fronts of diversity and working in various departments and hierarchical levels. The group gathers monthly to discuss progress, challenges, and priorities, with a dedicated budget to enable projects and initiatives. In addition, the Committee reports directly to the Vice President of Finance and Legal, whose leadership, which is also an Aja ambassador, reinforces the company's commitment to this agenda.

Atlantica's journey toward diversity, equity, and inclusion keeps evolving. In an industry with a historically diverse workforce, the company not only participates in this context but also aims to lead it by setting ambitious goals and promoting an increasingly welcoming environment.





61%



of our leadership is female

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of our workforce is made up of women



57% of our talent self-identify as Black



of Atlantica's population identifies as LGBTQIAPN+

Message from AHI the CEO

ESG Performance





A(s)cenda (A(s)cend)

At Atlantica, we believe that people make business happen. That is why investing in the **development of** our employees is essential to building an environment of sustainable growth that benefits individuals, their families, and their communities. The A(s)cenda project was born from this vision, and in 2024, its ambition remained clear: to be an agent of social and professional mobility, providing a path for everyone to develop and thrive.

Since entering the **job market**, we have sought to create real opportunities for growth. In our managed hotels, many roles serve as a gateway for **new** talent. There are countless examples of employees who started their careers in operational positions, such as porters or receptionists, and have risen to management and supervision roles. This career path reflects our commitment to professional training and the creation of opportunities.

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In 2024, the A(s)cenda project enabled the promotion of 17% of the company's employees, equivalent to more than 1,000 employees achieving this result. This progress was driven by **structured performance** management cycles and continuous feedback, which strengthened talent development and enabled career advancement. In addition, the social mobility provided by formal employment had a direct impact on the income and quality of life of numerous families, reinforcing the role of tourism as a driver of socioeconomic transformation.

Another key objective of the project was to ensure that the internal audience completed the training program for their role, covering both technical and cultural aspects. The result achieved was 66%. In 2024, this initiative generated more than 83,000 hours of training for our talent.











Onboarding Learning Path

The **development journey** at Atlantica begins on the employee's first day. To ensure that everyone is aligned with the company's values and virtues, the onboarding learning path has been designed as an essential step for the cultural adaptation and integration of new professionals. Regardless of the position they will occupy, all employees go through a structured learning process that presents Atlantica's purpose, aspirations, Ethics Code and values.

One of the main differences of this track is the immersion in the concept of **hospitality**. Being a hospitality professional goes beyond the service team or housekeeping: it involves all areas of the company, including hotels, residential properties, and corporate sectors. In addition to promoting onboarding into our **company culture**, the goal is to emphasize that each **employee plays a key role** in the customer experience and, more than just performing technical functions, they are guardians of the well-being of guests and customers.

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Uni.Atlantica

Professional qualification is a strategic pillar at Atlantica, and Uni.Atlantica, our corporate university, plays a central role in this process. The platform, accessible to all employees, represents a concrete commitment to promoting learning and creating real opportunities for growth within the company.

Uni.Atlantica's training model is set up in a comprehensive way, making sure employees have access to learning paths that fit their roles and skill levels. Training takes place on two fronts: the first is geared toward the department and the role performed, covering areas such as Business, Operations, Culture, Brand Specialization, **Management, and Hospitality**, always with mandatory and supplementary modules on technical, behavioral, and cultural knowledge. The second approach takes into account the **level of responsibility** of the position held by the professional, ranging from hotel operation and back-office area employees to operational leaders and general managers.







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Business Partner (BP) Training Program

In 2024, Atlantica began the second cycle of its Business Partner development program, focused on training talented individuals to take on this strategic position. The role is key to the company due to its close relationship with senior management and direct contribution to people management and unit results.



Main results



workshops focused on training and development held



active professionals by 2024/25

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of participants were female

Trainee Program for General Manager

A(s)cenda has also broadened its reach through specific programs focused on leadership development. The General Manager Trainee Program was designed to train operational leaders from different roles, preparing them to take on the role of general manager at a hotel. In 2023, 17 professionals began this journey, undergoing a **formal learning and** development process.

With an approach focused on improving the technical and behavioural skills essential for hotel **management**, the programme provided participants with a complete immersion experience in operations, human resources and strategic decision-making. As a result of this investment in talent development, 92% of trainees were hired as general managers, demonstrating the initiative's effectiveness in creating a solid next generation of leaders. In addition, the programme reinforces Atlantica's commitment to equal opportunities, reflected in the gender distribution among those hired, with **50% men** and 50% women.

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Management Excellence Program

Developed in partnership with the São Paulo Business School (BSP), the **Management Excellence Program** seeks to enhance the skills of **general managers and corporate leaders**, which are essential for the effective implementation of sustainability and innovation strategies in our hotels.

The idea behind the initiative is to **empower leaders** by providing these professionals with the knowledge they need to not only manage effectively, but also lead responsibly. The hospitality industry, as one of the largest in the world, requires **nimble and adaptable management** with a strong focus on **sustainability, customer experience,** and **operational efficiency**. To this end, the program offers tools aligned with global best practices, with an emphasis on fundamental topics such as **Problem Analysis and Resolution, Strategic Revenue Management, and Sales Force Structure and Management**. In 2024, the Management Excellence Programme trained 40 leaders, reflecting Atlantica's confidence in investing in the ongoing development of its leadership team, which includes general managers, directors and corporate managers.



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Participants underwent a **robust and comprehensive 180-hour course** focused on improving the skills essential for success in the competitive hospitality market. The programme achieved a 91% satisfaction rating among participants, demonstrating its effectiveness in delivering relevant content and developing crucial **leadership** skills for the sector.



ESG Performance

Leadership Development Program

The Leadership Development Program (PDL) is one of the most strategic initiatives within the A(s)cenda project, aiming at the continuous improvement of leadership skills, aligned with sustainability principles and organizational goals. In 2024, the program reached an important milestone by expanding its reach, ensuring that **100% of the company's leadership** took part in the training. This progress reflects Atlantica's commitment to developing leaders who can face up to the challenges of the hotel and tourism industry, promoting innovation and excellence in management.

The PDL is geared to align our leaders' development with our corporate strategy. It offers personalized development, meeting both individual needs and company goals. In 2024, it comprised four modules: innovation, management, stimulating creativity, and inspirational leadership. These themes were selected to develop the fundamental skills for effective leadership in the current scenario, stimulating transformation and efficiency in team performance.

The results of the program, carried out in partnership with Great Place to Work (GPTW) in 2024, were highly positive, with 94% participant satisfaction. This index reflects the value perceived by leaders, who considered the modules relevant and essential for their development. The PDL not only trained leaders in key competencies, but also contributed directly to strengthening leadership within Atlantica, promoting management that is closer to the demands of the sector.

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Developing talent in hospitality

In 2024, Atlantica launched a strategic partnership with the São Paulo State Department of Education (SEDUC) to support the training of students in hospitality courses. It is an initiative that aims to expand professional development opportunities for young people in the state capital and metropolitan areas, including Jacareí, and therefore, contribute to the training of future qualified professionals in the hospitality sector.

The project began in 2024, with the first **class of hospitality** students carrying out their internships at nine Atlantica units located in Greater São Paulo and the interior of the state. Nearly 300 students from 20 schools took part in the program, which offers **technical classes** coupled with **practical internship experience** at nine of our hotel units. The program has a directly positive impact on **the training of qualified professionals**, as well as contributing to broader career prospects for young people in the community.

The partnership with SEDUC-SP is a perfect example of how Atlantica brings social responsibility into its sustainability strategy. By getting Greater São Paulo schools involved in helping these students, the company is creating a network that supports local growth while investing in a new generation of leaders and experts in the hospitality industry.

Employment Fairs

Strengthening its commitment to promoting employability and expanding access to the job market, Atlantica participated in events and fairs organized by the São Paulo state government and trade unions. The initiative resulted in the registration of more than 300 people who were interviewed and added to the talent bank, expanding access to different professional profiles.



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Care Path

In the corporate environment, employees' **health** and **well-being** are key to sustainable and balanced performance. Promoting a psychologically safe space means not only preventing illness, but also fostering a positive and productive organizational climate. Within the A(s)cenda project, the **Care Trail** was structured to meet these demands, ensuring effective and continuous support for Atlantica professionals.

The initiative seeks to promote a healthier work environment by offering **preventive** and **supportive measures** for all employees. To this end, a partnership has been signed with a specialized team to monitor cases of mental illness-related leave, ensuring adequate follow-up and a phased return to work whenever possible. The program also includes a **schedule** of lectures focused on **physical** and **mental health**, widening access to relevant information and promoting greater awareness of the topic.

With a focus on leadership, the Care Track holds **focus groups** on emotional health, allowing managers to develop a more empathetic and effective approach to leading their teams. This space for dialogue strengthens the organizational culture and creates an environment in which leaders can act as facilitators of collective well-being.

Another relevant aspect of the initiative is the use of exit interviews as a diagnostic tool. These conversations allow us to identify trends and challenges faced by employees and that provides valuable input for building strategies for continuous improvement in the workplace.

The Care Trail is aimed at 100% of Atlantica's employees, highlighting the importance of mental health as an essential part of the professional experience.



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83,000

was the total number of hours of training provided to our employees



17%

of our talent was promoted



254

new content items were made available on Uni.Atlantica Materiality

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Atlantica's commitment to social responsibility translates into concrete actions that positively impact the community. Within the Aja for People realm, the **Free Childhood project aims to tackle violence and sexual exploitation of children and adolescents**, rallying people and spreading awareness of this cause through our channels.

Sexual exploitation differs from sexual abuse in that it involves a commercial relationship in which an adult takes advantage of the vulnerability of a child or adolescent in exchange for money or benefits. In Brazil, the main risk factors for this practice include the home itself, highways and gas stations, and the tourism sector, which ranges from bars and restaurants to hotels and bed and breakfasts.

In 2024, the Free Childhood project consolidated its activities on three fronts: **employee training**, **guest engagement campaigns**, and fundraising to **spread awareness of the cause**. Learn more about each one below.

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Free Childhood





Message from the CEO

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1) Employee training

In partnership with **Childhood Brasil**, an organization that has been working for 25 years to defend the rights of children and adolescents, we provide educational materials, courses, and training for professionals in the network. All our employees are trained to identify signs of risk, recognize behavior patterns, and act correctly in suspicious situations.

This specific training is also carried out during the onboarding process for new employees. Every year, the content is reviewed and updated with Childhood, ensuring that the information remains in line with best practices.

2) Awareness campaigns

To inform and raise awareness among guests and employees, various communication campaigns are carried out on the importance of Free Childhood to promote the issue.

Engagement actions with priority audiences are intensified on two dates each year: May 18, which is National Day to Combat Sexual Abuse and **Exploitation of Children and Adolescents**, and October 12, Children's Day.

3) Fundraising

To increase the impact of the initiative, Atlantica launched the Solidarity Challenge campaign, aimed at its internal audience. This gamified action encouraged hotels to collect donations for Childhood. The campaign focused on approaching guests and partners during check-in and check-out, suggesting that they round up the amount of their stay and donate the difference to the charity. The initiative was warmly received, and the top-fundraising hotels were awarded the Koda bear, the project's mascot, which represents a commitment to protecting children.

The goal set for 2024 was to raise R\$ 250,000 for Childhood Brasil. With the network's mobilization, we achieved 70% of this goal, totaling R\$ 170,000. This outcome shows how engaged our employees are, as they played a key role in raising awareness among guests and spreading the word about the cause. In addition, the impact of the project went beyond the hotel chain: by broadening the debate on child sexual exploitation, many employees reported identifying vulnerabilities in their own communities and sought guidance on how to act.

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ATLANTICA HOSPITALITY INTERNATIONAL



With a model based on knowledge, engagement, and conscious action, Atlantica reinforces its commitment to ensuring a childhood free for all children and adolescents. The project remains committed and, in 2025, will keep its pledge to raise R\$ 250,000, further train its employees, and raise awareness about this urgent issue. **Together, we continue to support** a Free Childhood for thousands of children and adolescents.

> CHILDHOOD PELA PROTEÇÃO DA INFÂNCIA

R\$ 170,000

was raised for Childhood Brazil through the Solidarity Challenge campaign.



Aja for our values

Fransparency and automation driving governance







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Aja for our Values' actions directly impact the following UN SDGs





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Aja for our Values **Transparency** and automation driving governance



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At Atlantica, **ethics and transparency** are not just principles, but non-negotiable commitments that guide our actions. We know that **corporate** sustainability depends on solid governance, capable of ensuring trusting relationships with our employees, guests, investors, shareholders, and partners.

That is why we continuously seek to improve our actions, ensuring that integrity and corporate responsibility are in line with our business model. Through **Aja for our Values** we promote a safe and transparent business environment aligned with best market practices, reinforcing our dedication to ethics and excellence.

The initiatives of Aja for our Values directly impact the following UN SDG: 8, 16 and 17





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ESG Performance

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In a dynamic sector such as **hospitality**, we seek to establish policies, processes, and **governance** structures that ensure our business is in line with high standards of **compliance** and **integrity**.

Corporate governance

Clarity is a fundamental value that underpins our **governance model**, which is essential for the credibility and sustainability of the business. Our structure and the way we communicate our performance have been developed to facilitate monitoring by our leadership and investors. This allows us to ensure the **responsible management** of our resources and assets.

Through these forums, we reaffirm our commitment to good governance. We are convinced that acting with integrity is the only way to strengthen our reputation and ensure a positive and lasting impact.













Learn about our governance bodies:

	Forum	Audience	Objetive
ł	Hotel Portal	Hotel and residential staff	Providing communication and bro and residential properties on a w
E	Boarding Meeting	Shareholders	Monthly update on business invol
C	Disclosure of Results	Investors	Monthly meeting with investors, c and controllers
E	Business Review	Atlantica Leadership	Quarterly meeting of senior mand and forecasts
/	Atlantica Panel	All employees	Quarterly event in which the CEC the financial results for the last p
	General Managers (GGs) Forum	Atlantica Leadership	Monthly meeting that brings toge strengthen the connection betwee and identify challenges
/	Atlantica Convention	Atlantica Leadership	Yearly meeting between hotel lea speakers, to discuss business tren learned from the previous year.
l	_eadership Meeting	Atlantica Leadership	Yearly event for senior leadership up the year and line up guidelines
	Regional Support Centers (NARs) Meeting	Atlantica Leadership	Annual meeting held in each of Ander discuss processes and guidelines
	Atlantica On	All employees	Corporate social network where e documents (such as policies and and have direct access to the Eth themselves anonymously

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randing materials, various documents, and guidelines for hotels wide range of issues related to the operation

olving the CEO and CFO

attended by Regional Support Centers (NAR), general managers,

agement (Comex) with other Atlantica corporate leaders to disclose results

O and senior management (Comex) share with all employees period, the main events at Atlantica and upcoming challenges.

gether general managers representing each NAR, aiming to een the corporate team and the businesses, test ideas, initiate projects,

aders, corporate leadership, and Comex, with both internal and external ends, talk about annual planning, and discuss the results and lessons

p (Comex) with other corporate leaders from Atlantica to wrap es for the next year

Atlantica's four regions to present projects and their results, s, and kick off the next annual budget cycle

employees can share their own content, find news, events, internal standard procedures) and institutional documents (such as brand manuals), thics Channel (Canal de Ética), where they can express











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Ethical behavior

At Atlantica, all activities are guided by our **Ethics Code**, which drives the behavior and actions of our employees, ensuring that the **integrity** and values of the company are upheld at all levels. This code is available to everyone on the internal network, **Atlantica On**, and is a central document that shapes how we interact with our partners, guests, investors, and each other.

To ensure that all employees are aligned with the tenets of the Ethics Code, we provide mandatory training for new hires as part of the onboarding process. The Ethics Code was last reviewed in December 2024 and widely publicized through specific meetings on the topic with **COMEX.** It was also made available on Atlantica's communication channels. This initiative ensures that it remains up to date and relevant to the company's practices.

In order to reinforce our commitment to transparency, we have improved our **Whistleblower Channel**, a secure and confidential platform where anyone connected to Atlantica can report behavior that is not in compliance with the principles set forth in our **Ethics Code**. This channel provides a means for anonymous reporting, ensuring the integrity of the information. All reports are investigated and monitored



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by the **Ethics Committee**, which works to ensure confidentiality. If the reports are upheld, we take the appropriate measures to solve each and every issue.

In 2024, the Whistleblowing Channel recorded 24 incidents. All were investigated and resolved.

With its 2025 goal, Atlantica intends to expand the reach of the Whistleblower Channel and review **contracts with suppliers, partners, and hotels** to ensure that the principles of our Code of Ethics are reflected in their **practices** and **conduct**. This move is part of our ongoing evolution toward an increasingly robust **organizational culture** that is aligned with the values we uphold.



Compliance

The bedrock of ethical and responsible business behavior is ensuring that all actions are consistent with anti-corruption laws and regulations applicable to the hospitality industry. To achieve this, it is essential to have a **qualified team** committed to turning the principles of **transparency** and **integrity** into daily practices, building solid and healthy relationships with all stakeholders.

At Atlantica, we have embraced a robust compliance framework that enables us to mitigate tax, legal, and reputational risks, avoiding negative exposure and ensuring greater administrative security. Our goal is to ensure that all of the company's operations are in line with both national and international norms and standards.

In 2024, Atlantica took a significant step forward in strengthening its governance by implementing a single document that covers all of the company's rules, manuals, and policies. This was made possible thanks to the launch of the Integrity Program, which began with the revision and updating of our Code of Ethics and the review of all related policies.

Shaped up in the same year, the **Compliance Committee** plays a key role, watching over, recommending, and putting into action compliance practices throughout the organization. It makes sure Atlantica's operations are **ethical** and follow the rules, promoting a **culture of integrity** that runs through every part of the company.

This move reflects our ongoing commitment to operating with responsibility and excellence, ensuring that all our processes are up to the best compliance standards, and building the trust and security needed for Atlantica's sustainable growth.



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Financial Excellence

Financial management is one of the pillars that support Atlantica's successful strategy. With over **26 years of experience** in the Brazilian hospitality market, the company has built a solid reputation and become a **benchmark** in asset management for its investors. The **Financial Excellence project** was structured with a view to providing accurate, timely, and accessible financial reporting.

Having a qualified and experienced team is essential to the success of operations and to building a relationship of trust with our investors.

At many times, these investors are not active in the hospitality industry and rely on our expertise to access the information necessary to track the performance of their assets.

Looking to the Future





Atlantica's project management seeks to optimize results and ensure the best return for investors. This potential is harnessed through strategies such as more efficient negotiations, process reviews to increase productivity, and management tools. Here are some examples.







Accountability

Ensuring **financial security and clarity** for more than 28,000 investors is a fundamental premise that guides Atlantica's daily operations. Accountability is therefore an essential pillar of our business model, ensuring that all actions and results are communicated accurately and accessibly.

To enable this commitment, we have the **Investor Portal**, a platform that allows detailed monitoring of asset performance and supports strategic financial decisions. The tool also complies with accounting standards, providing reports such as **Income Statements (IS)** and recording the minutes of each hotel's Shareholders' Meetings, enhancing governance and the reliability of operations.

In 2024, we developed an **exclusive app** designed to improve investor relations and make communication even more practical and efficient, providing an innovative and robust way to track their returns. The project got off to a successful start and is already 50% implemented, having undergone several testing phases to ensure stability, accuracy of information, and intuitive navigation.

with our partners.

APP **Investidor Atlantica**





	Message from the CEO	AHI	ESG Performance	Materiality	



Shared Solutions Center (CSC, Centro de Soluções Compartilhadas)

Atlantica's Shared Solutions Center (CSC) was created to centralize and optimize processes in several areas, providing hotels with more efficient management and improved results through economies of scale. Implemented in 2020, the CSC covers the areas of Finance, Human Resources and Culture (GP&C), Revenue Management (RM), and Reservations. The main goal is to strengthen the competitiveness of hotels and ensure consistent returns for investors by offering high-quality standardized services and securing compliance across all operations. In 2024, the CSC achieved significant expansion, serving 97 hotels, representing 76% of the total managed by Atlantica. In addition, there was an evolution in the concept of the service, which is no longer just a Shared **Services** Center but has become a Shared **Solutions** Center. This change reflects our commitment to becoming increasingly integrated with our developments, offering not only efficiency in processes but also speed and adaptability in operations.

In the area of Revenue Management (RM), CSC achieved remarkable performance, reaching a 14% increase in RevPar when compared to hotels that are not served by this structure. This growth reflects more assertive and strategic management, with a strong focus on maximizing revenues. In addition, we were able to reduce the cost per transaction by 21% compared to the same period last year, as a result of continuous improvements in processes and task automation.

Another important milestone achieved in 2024 was the advance in the Reservations area, where the call answer rate reached **98**%, signaling an improvement in efficiency and customer service. The CSC **Recruitment and Selection area** also presented

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remarkable results during the year, filling **1,594 positions**. In addition, it achieved a high satisfaction rate, **scoring 96.1% in the NPS survey**.

These indicators reinforce the strategic role of CSC in hotel operations, contributing to the formation of more **qualified teams**, **excellence in service**, and the strengthening of the business as a whole. By integrating processes and raising standards, CSC solidifies its position as a driver of efficiency and continuous value creation for investors and partners in the chain.



vacancies filled



Provera

Provera is an exclusive marketplace set up to serve the network's more than **180 businesses**. Launched in **2023**, this innovative platform provides an efficient and valuable solution for our hotels' purchasing needs, focusing on **essential items** for daily operations, including both Capex and Opex products.

The main objective is to offer **competitive trading conditions**, securing significant discounts—ranging from 5% to 27%, depending on the category— and attractive prices on a wide range of products. This allows companies to streamline their purchasing, increase their trading margin, and achieve more sustainable financial results. These competitive conditions are possible because negotiations are based on the volume of the entire **Atlantica network**, rather than a single company.

What sets Provera apart goes far beyond price. The platform stands out for its **streamlined** and **fast** service, both in its interactions with hotels and in its **direct support** to suppliers, offering a structured channel for **pre- and post-sales follow-up.** This seamless integration enhances the user experience and ensures greater security throughout the entire purchasing cycle. Another major added value of the tool is the **transparency** of the process. All bids are automated and involve the main market players, with a complete record of the approval chain at each level involved. This makes the purchasing process much simpler, more practical, auditable, and reliable—fundamental elements for reinforcing our culture of **integrity** and **efficiency**.

In 2024, the initiative showed impressive results: **10,500 orders** were placed on the platform, with a portfolio of **16,000 items** available. Of this total, **15,305** were sold, highlighting the high acceptance and effectiveness of the platform. The participation of suppliers was also quite significant, with **300 registered**, expanding the variety and competitiveness of the offers. In addition, 100% of the hotels under our management made at least one purchase through Provera during the year, evidencing the total integration of the platform into the purchasing process of the companies.

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the CEO

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Value Management

The management of our investors' assets is a central pillar of Atlantica's operations. To ensure maximum value and minimize risks, we follow a strategy focused on both strategic and operational excellence. In 2024, responsible and transparent management continued to be closely monitored by the company's leadership. They recognize the impact of efficient management and the mitigation of both strategic and operational risks. These are fundamental elements for the longevity of our business and the maintenance of our **reputation**.

Through the Value Management project, our goal is to ensure that all managed assets are treated strategically, with a focus on optimization and risk mitigation. Atlantica is fully aware of the importance of managing the highvalue assets under our responsibility, ensuring compliance with legal regulations and the specific requirements of the **hospitality sector**. In 2024, we will continue to work to ensure that our strategy is always aligned with operational excellence, respecting best market practices and meeting the expectations of our investors.













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Governance Committees

Atlantica's governance structure is supported by **five key committees**, each with a specific and strategic role, which aim to ensure efficient management in line with the company's values and objectives. These committees act as forums for discussion and decisionmaking, allowing different areas of the organization to contribute their knowledge and expertise to the company's success.



Executive Committee (Comex): This is Atlantica's main forum for strategic discussion. Meeting weekly, a multidisciplinary team of vice presidents and directors, led by the CEO, addresses corporate issues that are crucial to the business strategy. The decisions made in this forum have a direct impact on the company's operations and provide a means of monitoring performance indicators and changing initiatives that shape the future of the organization.

Quality Committee: Responsible for ensuring standards of excellence in guest service and satisfaction. Meeting monthly, the committee reviews satisfaction indicators and requires operations executives to implement improvement plans, with a steady focus on service quality and the guest experience.

Communication Committee: Composed of leaders from corporate areas who meet every two weeks. Its main objective is to raise relevant issues and plan the disclosure of information to the company's various stakeholders. This committee ensures that internal and external communication is strategic, clear, and aligned with corporate objectives.

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Professional Development Committee: Formed by the Human and Organizational Development (DHO) team and regional operations managers. The committee aims to enhance Uni.Atlantica by offering development programs that meet the needs of the internal audience and business demands, promoting a culture .

Diversity and Inclusion Committee: Formed by employees from different areas of the company who share an affinity for the topic. Their mission is to drive diversity initiatives, promoting a more inclusive environment and enabling concrete actions within the organization.

GDPL Committee: Responsible for ensuring compliance with the General Data Protection Law. The committee is responsible for implementing privacy policies, identifying risks related to personal data protection, and coordinating responses to incidents. Raising awareness about the importance of data protection is also part of its responsibilities, ensuring that the company complies with legal requirements and protects the privacy of information.





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Investor: Communication with investors is streamlined through the "Contact Us" section and chatbot on the Investor Portal, enabling transparent and accessible accountability. These channels help us listen to investors' needs and feedback.

Guest: Guest satisfaction is monitored through a survey form sent after their stay, which explains the NPS (Net Promoter Score) methodology. Each hotel tracks its NPS individually, and those with outstanding results are recognized as benchmarks, encouraging the constant pursuit of excellence in service.

Market: To maintain its leadership in the sector, Atlantica is active in market forums and associations, such as the Brazilian Hotel Operators Forum (FOHB) and the Latin American Association of Event and Corporate Travel Management (Alagev). Being present in these spaces enables the sharing of best practices, the defense of the sector's interests, and access to market references that contribute to the improvement of operations and strategies.

Employees: Atlantica's internal reputation is monitored yearly through the Great Place to Work (GPTW) ranking, which measures employee satisfaction and engagement levels.

Suppliers: Relationships with suppliers are also carefully managed, with contracts requiring Atlantica's partners to follow good business practices in line with the company's values and principles. This ensures that our reputation is consistently maintained throughout the supply chain.



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These listening tools are essential for Atlantica not only to monitor its reputation, but also to proactively address potential challenges, promoting efficient management of the company's image, both internally and externally and that allows us to remain a benchmark in the sector in which we operate.





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Reputation management and risk mitigations

Reputation management is a fundamental process for reducing business risks, as it directly influences external perceptions of the company. Building a solid image is a gradual process that is strengthened over time through **consistent actions aligned with the** organization's values.

In 2024, Atlantica stepped up its efforts to strengthen its **credibility** and improve **operational safety** through a preventive plan adopted across all its projects. The goal was to implement this initiative in 100% of units by the end of the year, and we achieved 80% coverage. This result reflects the Group's efforts to map vulnerabilities, develop effective processes, and establish clear communication with units, which in turn ensures that strategic measures are applied to minimize exposure. Although we have not yet reached the total percentage, the significant progress shows our commitment to **ongoing improvement in risk** management. In 2025, we will keep working toward the goal of 100% adherence.

To ensure the sustainability of our reputation, it is essential to closely monitor Atlantica's stakeholders, using strategic tools that provide valuable data and insights, enabling proactive and corrective actions when necessary. To this end, we have adopted a range of listening and monitoring tools, ensuring that we are always attentive to the needs and perceptions of our stakeholders



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ATLANTICA HOSPITALITY INTERNATIONAL





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The Aja Program made significant progress in 2024, strengthening its governance and expanding its impact on sustainability, diversity, and transparency. We can say that the year was shaped by the strengthening of our environmental goals, the expansion of diversity and inclusion and professional development initiatives, and the improvement of management and governance practices.

In 2025, **sustainability** will remain at the **center** of Atlantica's agenda. Following the completion of the clean energy initiative in 100% of the hotels we manage, our main focus will be on reducing electricity and water consumption per occupied room. We are optimistic about the prospects identified in the assessments carried out at each property

This initiative is directly tied to our decarbonization roadmap, which is the result of the first carbon inventory conducted in 2024.

From a waste reduction perspective, we are excited about the prospect of completing the cycle for managed hotels by weighing their waste and taking steps to reduce the volume sent to landfills. In addition, we remain committed to eliminating single-use plastics in our managed hotels, a goal we are very close to achieve.

In the **social dimension**, our commitment to **diversity** will be reinforced with an even more **representative** work environment, while the **A(s)cenda** project will continue to promote **professional** mobility within and outside the company. In addition, fighting child exploitation will remain a priority, with training expanded to our employees and a goal of raising R\$ 250,000 for Childhood Brasil.

With regard to **governance**, 2025 will mark the implementation of new practices to ensure transparency and responsible management. With the launch of the **Integrity Program** and the review of supplier and partner contracts in light of this new document, we will strengthen our culture of integrity. At the same time, the creation of the **Investor Atlantica App** will enable more responsive monitoring of financial data and accountability.

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The new platform, already 50% implemented, reinforces our commitment to excellence and transparency as it offers a more practical and safer experience for investors. Operational excellence will also be enhanced with the **adoption of a risk** mitigation plan in 100% of the chain's hotels.

We look to the future with the confidence that every step forward strengthens our impactful journey. We remain committed to building sustainable, responsible, and innovative hospitality, where every choice reflects our commitment to people, the planet, and business ethics.

To this end, we want to engage more and more employees, guests, investors, and partners in this quest. Act for a better world.

Join Atlantica to promote transformation.

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PROJECT	CO , nscientious energy	Using Just Enough Water	#deplastify	کی Useful Waste	Vamos Tod@s (Come on Everyone)	A(s)cenda	Free Childhood	J Transparent management	Financial Excellence	Value Manageme
OBECTIVE2024	Achieve a 10% reduction in kWh/RNE (kilowatt-hour/ occupied room) by 2028 Achieve 100% of the hotels managed using renewable energy by 2025	Get a 15% reductionin m3 /RNE (cubic meters/occupied room) until 2028	Replace miniature amenity packaging with dispensers in 100% of managed hotels by the end of 2024 Water bottles - 100% of managed hotels must eliminate single-use plastic containers by the end of 2024	Ensure that 100% of managed hotels are implementing the waste weighing program by the end of 2024	Having a more diverse and inclusive internal demographic than the society in which we operate	Ensure that 85% of the internal audience – corporate, leadership, and operations – complete the training track for their role, whether cultural or technical	Raise \$ 250,000 in donations in 2024	Implementation of a single document in 2024 that covers all Atlantica's standards, manuals, and policies	Implementation of the Investidor Atlantica App in 2024	Implementation of a risk mitigat plan in 100% of hotels by 202
<section-header><section-header></section-header></section-header>	The baseline for this project was calculated throughout 2024, and the targets were adjusted for 2029.	The baseline for this project was calculated throughout 2024, and the targets were adjusted for 2029	98% of businesses carried out distribution 74% of hotels eliminated water bottles	70% of businesses have joined the program	Atlantic demographics: 61% women; 57% black people, 14% LGBTQIA+ Brazilian population, according to IBGE: 51.5% women; 55.5% black people, 12% LGBTQIA+	66% of our employees have completed training tracks related to their roles	Fundraising reached 70% of the target for the year	The objective was 100% achieved	The result was 50%, since the application was implemented in its Beta version	80% of the goal has been achieved























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PROJECT	CO , nscientious energy	T Using Just Enough Water	#deplastify	Useful Waste	Vamos Tod@s (Come on Everyone)	A(s)cenda	VVVFreeChildhood	J Transparent management	Financial Excellence	Value Managem
	Only use renewable and clean energy, without any carbon emissions	the awareness	Eliminate any and all consumption of single-use plastic items and replace them with recyclable and/or reusable items	Give a productive use to all and any waste generated by us. By doing so, nothing goes to landfills	Promote diversity, inclusion, and equity, reflecting the society in which we live	To be an agent of social and professional mobility, through which everyone develops and prospers	Fighting violence and sexual exploitation of children and adolescents in our hotels, engaging people and spreading awareness through our channels	Be transparent in our relationships with shareholders, investors, employees, guests, and partners, ensuring compliance by adopting good management practices	Generate accurate, timely, and accessible financial statements for our investors to enable the best decision- making	Manage our investors' asse with strategic and operation excellence in a to reduce and mitigate risks
	50% of hotels achieving the minimum target for reducing electricity consumption (KWH/RNE) 100% of hotels managed with a carbon emissions reduction plan	50% of hotels achieving the minimum target for reducing water consumption (liters/RNE)	85% of hotels managed with refillable water dispensers and water in cans.	85% of managed hotels implementing the waste weighing program at the unit 75% of eligible hotels implementing the "Food to Save" waste reduction solution	Having a more diverse and inclusive internal demographic (per hotel) than society at large	Ensure that 85% of the internal audience— corporate, leadership, and operations— complete the training track for their role 17% of employees promoted to higher positions	 85% of employees have completed training on fighting sexual exploitation of children and teenagers. R\$ 250,000 in annual fund raising 90% favorable rating on GPTW statement 	Launch of Integrity Program Review of supplier, partner, and hotel contracts to reflect our Ethics Code	Launch of the Investidor Atlantica App	Implementation of a risk mitigor plan in 100% of hotels 80% of hotels with a score a 90 in the Finan and Internal Controls Audit















Sustainability Report AHI 2024

ATLANTICA HOSPITALITY INTERNATIONAL



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