WE ARE ALERT TO THE TRANSFORMATIONS TAKING PLACE AROUND US.

FOR ALMOST THREE DECADES WE HAVE BEEN DEALING DAILY WITH STRATEGICAL ACTIONS AND WITH THE VISION OF BECOMING ONE OF THE BIGGEST ENTERTAINMENT CENTERS OF THE WORLD.

WE BELIEVE THAT ALLIANCES MAY LEVERAGE MUTUAL RESULTS AND THROUGH SUSTAINABILITY INTEGRATED WITH ALL AREAS, WE INCORPORATE LONG TERM ACTIONS.
OUR RESULTS, ACKNOWLEDGEMENTS AND ACHIEVEMENTS IN 2018 ARE A REFLEX OF AN AMAZING YEAR OF HARD WORK. WE HOPE FOR THE NEXT YEARS TO BE MORE AND MORE ATTENTIVE TO NEW OPPORTUNITIES TO CONTINUE THIS INCREASING TREND OF GROWTH.

ALONG THIS REPORT, WE SHOW THE PERFORMANCE, PROGRESS AND ACHIEVEMENTS OF A TEAM COMMITTED TO DELIVER THE BEST.

OUR GOAL IS NOT “TO BE IN EVIDENCE”, IT IS TO ENCHANT ALL THE TIME. AND IT IS REFLECTED IN THE ADMIRATION PEOPLE HAVE FOR OUR BUSINESS. WE HAVE A VERY BIG RESPONSIBILITY, TO KEEP THE PLENTIFULNESS OF LOVE, OF DIGNITY, OF JOY AND HUMBLENESS. FULFILLING DREAMS AND ENCHANTING ALL THE TIME IS A VIRTUOUS INHERITANCE WE RECEIVED FROM OUR FOUNDER, JOÃO BATISTA SERGIO MURAD.
SOME HIGHLIGHTS FROM 2018:

ALLIANCE WITH THE BIGGEST TOYS MANUFACTURER (MATTEL)

LAUNCHING OF A LIGHTER, FASTER AND MORE DYNAMIC WEBSITE

REOPENING OF BETO CARRERO INSTITUTE CIRCUS SCHOOL

15 YEARS OF BETO CARRERO INSTITUTE

MORE THAN 7 NATIONAL AND INTERNATIONAL AWARDS

BRAZTOA SUSTAINABILITY AWARD 3 MILLION SQUARE METERS OF PRESERVED

ONE THOUSAND TONS OF GARBAGE RECYCLED IN 2018

THE PROPER DESTINATION FOR THE GARBAGE WAS GENERATED

INTERNATIONAL CERTIFICATION OF MAINTENANCE AND SAFETY

NEW HOT WHEELS THEME AREA

ONE OF THE 10 COMPANIES THAT FOSTERS CULTURAL PROJECTS IN SANTA CATARINA THE MOST
Beto Carrero had hard work as a reference to achieve his dreams. He used to wake up early, go to bed late, working hard from Sunday to Sunday and yet, there were people who thought it was all about luck.

The thing is that we work with love. Even when we talk about development of our corporate management processes, here you either love what you do or you won’t be able to deliver what has to be delivered.

For the last 27 years, we have been following the essence and the optimistic and entrepreneurial view of the founder, João Batista Sérgio Murad. Our team knew how to anticipate risks at the right moment and spared no efforts to face them properly. It is hard to have synergic processes, but here we do have a lot of synergy, mainly from different positions. Everybody knows what we want to deliver and, as a result, we have a special admiration for each other, which makes us thankful and happy.

Despite being a year of political and economic transitions, which impacted towards a more conservative position of the market, we had recognition in different areas of national and international tourism, and it is a clear sign that we have been delivering the right thing to each stakeholder and visitor.

In 2018, we achieved, for the 5th consecutive time, the title of Best Theme Park in South America, through the Traveler’s Choice Award, from the highly esteemed trips website, TripAdvisor. And we were also awarded with the Braztoa Sustainability Award, for the preservation of more than 3 million square meters of Atlantic forest.

We believe in sustainability and in ethics to leverage our business in a balanced way. The foundation of our sustainability strategy relies on 7 dimensions: Environmental, Artistic, Economic, Alliances, Services, Social and Innovation. We adopt corporate governance practices to plan for the long-term future and thus, generate positive impacts in all interfaces that interact with us.

So, we proudly publish our 2018 Sustainability Report. The aim of this instrument, besides demonstrating our transparency, is to engage even more those who encourage and motivate us to always look for the best.

Enjoy your reading!

Alexandre Murad - President of the Administration Board

Rogério Siqueira - Director-President
ABOUT THE BIGGEST THEME PARK IN SOUTH AMERICA

Located in Penha, Santa Catarina’s north coast, Beto Carrero World was inaugurated in 1991 and attracts visitors from all cities and ages. With over 100 attractions, for the fifth consecutive year, it was elected the best Theme Park of South America, in TripAdvisor’s choice, a very respected trips website. A world of fantasy that enchants visitors from all regions of Brazil and from many countries in South America, such as Argentina, Chile, Uruguay and Paraguay.

There are about 2,000 direct and indirect staff that dedicate themselves to offer unforgettable moments to our visitors. The park has an international alliance with DreamWorks (one of the biggest movie production companies of the U.S.) and shows the public different areas and popular characters from the movies. In an innovative way, in 2018 it inaugurated a new Hot Wheels theme area, which has maneuvers shows, a restaurant and an exclusive giftshop with products inspired in the brand. The attraction was designed along with Mattel (U.S.A.) in Singapore, world reference in terms of innovation.
MORE THAN 2.2 MILLION VISITORS

MORE THAN 2 THOUSAND DIRECT AND INDIRECT STAFF

MORE THAN 100 ATTRACTIONS

10 THEME AREAS
### 2018 AWARDS

Sustainable tourism, focus on continuous growth and development of the touristic activity and innovative ideas on marketing and sales strategies granted **Beto Carrero World** several important awards in 2018.

<table>
<thead>
<tr>
<th>INTERNATIONAL</th>
<th>NATIONAL</th>
<th>STATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRAVELERS’ CHOICE TRIPADVISOR AWARD</strong>&lt;br&gt; BEST THEME PARK IN SOUTH AMERICA</td>
<td><strong>BEST OF TOURISM AND TRAVEL AWARD</strong>&lt;br&gt; BEST THEME PARK IN BRAZIL</td>
<td><strong>ADVB/SC 2018 TOP OF MARKETING AND SALES AWARD</strong>&lt;br&gt; CASE OF HOT WHEELS</td>
</tr>
<tr>
<td><strong>BRAZTOA SUSTAINABILITY AWARD</strong>&lt;br&gt; PRESERVATION OF MORE THAN 3 MILLION SQUARE METERS OF ATLANTIC FOREST</td>
<td><strong>BRAZILIAN NATIONAL TOURISM AWARD – TOURISM MINISTRY</strong>&lt;br&gt; ROGÉRIO SIQUEIRA AS TOURISM PROFESSIONAL IN PRIVATE INITIATIVE CATEGORY</td>
<td><strong>LIDE SC 2018 LEADERS OF SANTA CATARINA AWARD</strong>&lt;br&gt; BETO CARRERO WORLD, LEADER IN TOURISM</td>
</tr>
<tr>
<td><strong>2019 INFRAERO’S ORDER OF MERIT COMMENDATION</strong>&lt;br&gt; ROGÉRIO SIQUEIRA</td>
<td></td>
<td></td>
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</tbody>
</table>
MISSION
TO ENCHANT ALL THE TIME

VISION
TO BE THE BEST ENTERTAINMENT CENTER OF THE WORLD

VALUES
TRANSPARENCY PRIDE PERSISTENCE SAFETY COOPERATION
MANAGERS WHO ARE COMMITTED WITH THE HIGHEST LEVEL OF CORPORATE GOVERNANCE

Our conduct is based on transparency and in the presentation of information to our stakeholders — shareholders, clients, visitors, suppliers, staff and society – within the practices of corporate governance with legal recommendations and obligations. The operation of the company is ruled by ethical commitments and guided, still, by its mission, vision, values and by its Code of Ethics, items which are highly disseminated to all those involved with the enterprise. The Balance is audited annually by competent and independent firms.
PRESENT AND FUTURE SUSTAINABILITY

Sustainable development is our commitment to all stakeholders. It is about practices that are more and more present in the routine of every staff and partner. The search for balance to supply the needs of the current generation and build a more promising future are constant. Beto Carrero World is committed to its sustainability strategy based on dimensions, pillars, indicators and goals that cover until 2021, when we will turn 30 years old.
**BASED ON THESE DIMENSIONS, THE COMPANY HAS ESTABLISHED SOCIAL AND ENVIRONMENTAL GOALS THAT MUST BE REACHED UNTIL 2021.**

<table>
<thead>
<tr>
<th>AREA</th>
<th>COMMITMENT FOR 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and Safety at Workplace</td>
<td>Have zero labor fatalities at workplace and reduce the rate of workplace illness and injuries.</td>
</tr>
<tr>
<td>Diversity</td>
<td>Increase 30% the number of women in leadership positions</td>
</tr>
<tr>
<td>Social Responsibility</td>
<td>Strengthen Beto Carrero Institute, supporting the local community</td>
</tr>
<tr>
<td>Environment</td>
<td>Evolve the Solid Waste Program</td>
</tr>
<tr>
<td>Artistic</td>
<td>Introduce new attractions according to the strategic plan – realistic version</td>
</tr>
<tr>
<td>Alliances</td>
<td>Train 100% of partners teams in terms of relationship with customers</td>
</tr>
<tr>
<td>Service</td>
<td>Train 100% of our own team in terms of relationship with customers</td>
</tr>
<tr>
<td>Economic</td>
<td>Reach the established goals in the strategic plan – realistic version</td>
</tr>
<tr>
<td>Technological</td>
<td>Have interactions with online tools for the visitors</td>
</tr>
</tbody>
</table>
We understand that all aspects of an organization are interconnected and that performance is influenced by culture, culture is influenced by the values and behaviors and behavior is influenced by people. We believe that the organization is a living organism and that people are our main asset, they are the ones that foster the necessary actions for us to reach our main goal, which is “enchant all the time”.

So, instead of treating the organization as a system of parts, it is important to understand it as a system of multidirectional relations between the individual and the collective, in its several levels. This way, for each new subject that emerges on the organization timeline, we create multidisciplinary committees to discuss the planning and ensure the directing of efforts and involvement from the staff in all topics. Each one knows what they must do and how to conduct their work.

This engagement set forth by our actions can be seen in our numbers, where roughly 45% of our functional staff have been between 1-5 years in the company, and 25% between 5 and 27 years of dedicated work to Beto Carrero World.
Another important point in our actuation is the diversity, our aim is to have a staff as diverse as the public we attend, knowing that the more diverse our workplace is, the more humanized it will be. Thus, besides delivering the best service on a daily basis, we also deliver fun, hospitality, cordiality, emotion and passion.

<table>
<thead>
<tr>
<th>VARIANCE OF % OF EMPLOYEES</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of staff</td>
<td>844</td>
<td>876</td>
<td>947</td>
</tr>
<tr>
<td>Total number of fired staff during the year</td>
<td>242</td>
<td>301</td>
<td>280</td>
</tr>
<tr>
<td>Turnover rate (%)</td>
<td>2,30%</td>
<td>2,91%</td>
<td>2,98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVERSITY IN THE WORKPLACE</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of women compared to the total staff</td>
<td>41,35%</td>
<td>44,74%</td>
<td>44,98%</td>
</tr>
<tr>
<td>% of women in leadership positions</td>
<td>39,02%</td>
<td>43,18%</td>
<td>42,86%</td>
</tr>
<tr>
<td>% of people who are over 45 years old compared to the total staff</td>
<td>11,97%</td>
<td>15,53%</td>
<td>16,47%</td>
</tr>
<tr>
<td>% of foreigners compared to the total staff</td>
<td>1,18%</td>
<td>1,71%</td>
<td>1,90%</td>
</tr>
<tr>
<td>% of young apprentices</td>
<td>3,44%</td>
<td>2,74%</td>
<td>3,27%</td>
</tr>
</tbody>
</table>

Obs.: in this chart the calculation of young apprentices was done compared to the total staff. For the Labor Ministry, the share of apprentices must be calculated only in reference to the professions listed for the calculation of the share.
### Staff Age Group - 2018

- **12.04%** - Until 19 years
- **3.37%** - Older than 60 years
- **2.64%** - 55 to 59 years
- **3.91%** - 50 to 54 years
- **6.51%** - 45 to 49 years
- **6.76%** - 40 to 44 years
- **9.71%** - 35 to 39 years
- **23.76%** - 20 to 25 years
- **15.10%** - 26 to 29 years
- **16.16%** - 30 to 35 years
- **14.04%** - 6 to 10 years
- **4.46%** - 11 to 15 years
- **2.22%** - 16 to 20 years
- **2.22%** - Over 20 years
- **3.37%** - 35 to 39 years
- **6.51%** - 40 to 44 years
- **9.71%** - 45 to 49 years
- **12.04%** - 50 to 54 years
- **16.16%** - 55 to 59 years
- **23.76%** - 60 years or older

### Time with the Company - 2018

- **44.46%** - 1 to 5 years
- **30.52%** - Less than 1 year
- **14.04%** - 6 to 10 years
- **6.12%** - 11 to 15 years
- **2.64%** - 16 to 20 years
- **2.22%** - Over 20 years
- **3.91%** - 21 to 25 years
- **15.10%** - 26 to 30 years
- **16.16%** - 31 to 35 years
- **23.76%** - 36 to 40 years
- **12.04%** - 41 to 45 years
- **9.71%** - 46 to 50 years
- **6.51%** - 51 to 55 years
- **5.26%** - 56 to 60 years
- **2.22%** - 61 to 65 years
- **1.11%** - 66 to 70 years
- **0.00%** - 71 years or older
Number of appointments: 8,983
Number of nursing procedures: 17,789

**Average Staff Wage – Minimum Wage**

- 53.43% - Between 1 and 2 minimum wages
- 25.98% - Between 2 and 3 minimum wages
- 9.61% - 3 to 5 minimum wages
- 4.65% - Below 1 minimum wage
- 0.42% - More than 20 minimum wages
- 0.95% - 10 to 20 minimum wages
- 4.96% - 5 to 10 minimum wages

Obs.: The calculation done for this graphic did not consider worked hours. Only the monthly value perceived by the employee was considered.
To celebrate the staff who demonstrate a flawless behavior within the company, since they are the role models and since we want everyone to be inspired by them, we have created a program called #Ienchanted. Any staff who notices a surprising action set forth by another staff records and honors this action which will result in a meeting with the President and the participation in a book about our BCW way of treating people in an enchanting way.

And with an overall average of 31 hours of training per person during the year.

At the end of the program, we highlight 4 staff who demonstrated outstanding participation and engagement during the year and give them the title of Service Ambassadors. As a mission, they have to reproduce all knowledge acquired in the program and keep the concepts from the training programs alive in all organizational levels and environments.

The performance assessment is in its second year of application and has practically 100% of the workers receiving formal feedback regarding their performance in required competences in the business and participating with their manager in the creating of an action plan to improve the competences that were below the expected. Always in an environment and organizational culture that inspire their talent and directs energy in the achievement of the company’s goal.

With the firm goal that if we work together, we will go further and stronger, we have professionals to take care of our staff’s health, working in the monitoring and prevention of illness resulted from stress and not recommended habits.
IN 2018, THE FOLLOWING HEALTH PROGRAMS WERE DISTRIBUTED TO ALL STAFF

**JANUARY**
CARING FOR YOUR HEALTH IN THE SUMMER
EATING / HYDRATION / SOLAR EXPOSITION

**FEBRUARY**
PREVENT YOURSELF
PREVENTION FROM STDS AND HIV - Prevention against injuries during Carnival.

**APRIL**
Lecture and promotion about prevention from H1N1 and Vaccination

**MAY**
Smoking, demonstration of harms from cigarettes and of ARES group, a partnership with UNIMED, for people who are interested in quit smoking.

**JUNE**
CARING FOR YOUR HEALTH IN THE WINTER

**JULY**
27 – NATIONAL WORKPLACE ACCIDENTS PREVENTION DAY.

**AUGUST**
5 – NATIONAL HEALTH DAY

**SEPTEMBER**
YELLOW SEPTEMBER: Suicide prevention month – “Life in yellow shade”, the disinformation is the biggest barrier in the support of people with risks of suicide, carried out in the company with lectures delivered by mental health professionals in order to clarify questions and transmit information.

**OCTOBER**
PINK OCTOBER – Breast Cancer Prevention – Chat about Women’s Self-esteem. “Self-esteem: loving yourself is the best prevention,” the chat will be with psychologist Juliana Campos from Unimed Litoral. Promote the prevention and early identification of the disease that affects thousands of people.

**NOVEMBER**
BLUE NOVEMBER – Meeting with the topic, healthy habits: November is the month of awareness about men’s diseases, especially the prevention and early diagnosis of prostate cancer. Having healthy habits is one of the main means of prevention for any kind of disease, so a Physical Educator from Unimed Litoral approached the topic with the staff.
STAFF

GROUPS IN PARTNERSHIP WITH UNIMED LITORAL:

- **REDUCE** - Losing weight in a healthy and lasting way, eating re-education and habit changing focused on the information about the importance of eating well, physical exercises, as well as some self-perception, self-control and commitment techniques.

- **UNIRUNNERS** - This is the running group that has, as a goal, to develop the cardiorespiratory capacity and body weight maintenance or reduction. Such indicators have a direct connection with cardiovascular pathologies.

- **ZEN** - Acknowledging stress and factors that cause it, managing stress healthily, learning how to say NO, non-violent communication and interpersonal relationships.

- **ALIGN** - Development of a better body awareness with the goal of motivating the practice of physical activities in the right way and without compensations, besides motivating a habit change related to your daily posture.
Beto Carrero World is among the 10 companies that most motivate cultural projects in Santa Catarina, investing in sociocultural projects in the region it is located, in Penha – SC.

**IN 5 YEARS, WE HAVE TRAINED MORE THAN 150 YOUNG PEOPLE FOR THE JOB MARKET.**

**WITH BETO CARRERO INSTITUTE, WE OFFER FREE SERVICES OF DAY-CARE CENTER, DENTIST, GYNECOLOGIST, ENGLISH CLASSES, ARTS AND CRAFTS AND SEVERAL OTHER COURSES.**

**THERE ARE MORE THAN 150 CHILDREN AND TEENAGERS IN THE CIRCUS SCHOOL PROJECT.**

**HAVING 350 CHILDREN VISIT US TO TEACH THEM VALUES OF RESPECT TO THE ENVIRONMENT THROUGH THE BETO CARRERO WORLD BACKSTAGE PROJECT.**

**ROUGHLY 5,000 CHILDREN PARTICIPATED IN THE DAY OF JOY.**
BETO CARRERO WORLD ENVIRONMENTAL RESPONSIBILITY EDUCATES CHILDREN IN PENHA

EDUCATION IS THE FUTURE AND IT IS THROUGH IT WE INTEND TO BE CLOSER AND CLOSER TO THE COMMUNITY.

We have a lot to teach about environmental responsibility and about all the work that is carried out for more than 2,000 people that work in the complex. The “Beto Carrero World Backstage project: a contribution to the city education” brings children from Penha to know all the company’s process of functioning.

In 2018, more than 250 children participated in the project and learned about respecting the environment, got to know the nature and animals’ preservation programs, besides visiting the areas of recycling the waste generated by the Park.
BETO CARRERO INSTITUTE

Created in July, 2003, by João Batista Sérgio Murad (in memoriam), our dearly missed Beto Carrero, the institute is a qualified Association by the Justice Ministry as a public interest non-governmental organization (OSCIP) destined to promote and execute projects and actions of Social Responsibility regarding the guarantee of the rights of the children, teenagers and their respective families. The Institute is also recognized as Public Utility Institution both in City and State levels.

Supported by Beto Carrero World, the Institute is a non-profitable organization, charitable and social assistant in character, aiming the development of formal and informal education, of art, culture, sports, health, environment, citizenship, work, income generation and thus, the improvement of quality of life of the community in Penha.

All services offered by the institution are completely free and all the community, especially children and teenagers who have less resources, are welcomed.

Along the year several actions are carried out based on the constitutional principle of human dignity, recognizing its beneficiaries as holders of rights, able to promote social transformation that change the poverty situation, inequality and social exclusion, enabling them for the full exercise of citizenship and democracy.
MAIN ACTIVITIES IN 2018

- BETINHO CARRERO DAY-CARE CENTER
- MEDICAL AND DENTAL AMBULATORY
- ARTS AND CRAFTS COURSE: BETINHO CARRERO MAKING ART
- ENGLISH CLASSES: A WINDOW TO THE WORLD
- COURSE: CIRCUS SCHOOL
- YOUNG APPRENTICE PROGRAM
- SCHOOL AND COMMUNITY VEGETABLE GARDEN
- FUND RAISING AND DONATION CAMPAIGN: CLOTHES, SHOES, TOYS, DIAPERS, FURNITURE AND DEVICES.
- RECYCLING AND REUSING MATERIALS THAT WERE CONSIDERED WASTE/JUNK.

MORE THAN 260 DAILY APPOINTMENTS.
TOTAL OF 26,310 APPOINTMENTS IN 2018.
THERE WILL BE MORE THAN 30,000 APPOINTMENTS PER YEAR UNTIL 2021.

TOTAL STAFF IN 2018 | 20
TOTAL BENEFICIARIES IN 2018 | 26,310

OUR PROPOSAL IS TO BENEFIT DEPRIVED CHILDREN AND TAKE THEM OUT FROM THE STREETS, FROM THE CONTACT WITH VIOLENCE AND WITH DRUGS AND TO BRING THEM TO A FAMILY ENVIRONMENT

BETO CARRERO
Full of joy and care, the institute offers free early childhood education for kids from 0 to 2 years old in Creche Beto Carrerinho (Day-care center). Families with low incomes from the community are benefited by the school place and educational work. The day-care center respects children and the way they think and build knowledge, prioritizing the following aspects: educate, care and play. We understand that the Educational Project guides all the educational actions and strategies to be applied by the Childhood Education Teaching Unit.

**WHOLE DEVELOPMENT**

The activities in the Day-care center consider all learning possibilities for the children: physical, cognitive, affective, esthetic, ethical, interpersonal relationship and social insertion.

- **Physical** – enable the appropriation and knowledge of body potentials, of self-knowledge, of using the body to express feelings, and to move around safely.
- **Cognitive** – develop resources to think, the use and appropriation of ways to represent and communicate involving problem solutions.
- **Affective** – build self-esteem, attitudes in social interaction, understanding yourself and others.
- **Esthetic** – enable the artistic production and appreciate the production coming from different cultures.
- **Ethical** – build values that guide the children’s actions.
- **Interpersonal Relationships** – establish conditions for the social interaction, implying in learning how to live with differences of temper, of interactions, of habits and costumes, of culture, etc.
- **Social Insertion** – enable all children to understand themselves as active members of a group, of a community and of a society.
MEDICAL AND DENTAL AMBULATORY
PREVENTING DISEASES SINCE 2005

The gynecological and dental ambulatory from Beto Carrero Institute helps significantly in the broadening and covering of the free services to care for the health of the population.

Attending the people, informing them and promoting clarifying, sensibilization and awareness campaigns is the great goal from the Institute for the prevention and fight against diseases, promoting health and improvement of the quality of life of the community we are inserted.

<table>
<thead>
<tr>
<th>APPOINTMENTS</th>
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</thead>
<tbody>
<tr>
<td>GYNECOLOGIST</td>
<td>329</td>
</tr>
<tr>
<td>DENTAL</td>
<td>1003</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,332</td>
</tr>
</tbody>
</table>

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CIRCUS SCHOOL
REOPENED IN OCTOBER/2018

Former students and the whole community were crying out for the return of Circus School. In October, 2018, this dream became a reality; it was reopened, with a completely new tent. It is about a project carried out by the Beto Carrero Institute, made possible by the Culture Ministry and through the Law of incentive to Culture and sponsored by Beto Carrero World.
In the year Beto Carrero Institute celebrated its 15th anniversary, the return of Circus School was celebrated by all the community in 2018.

With a social, artistic and cultural space, the project contributes with the psychological development of the students, favoring the communicative expression within the exchange of experiences and mutual collaboration, stimulating the socialization and challenging the imagination and creativity of more than 150 children and teenagers who participate in the daily classes.

Created to exercise social inclusion, the project is developed starting from the pedagogy of social circus, centralizing the teaching-learning process in the playfulness, which potentializes and challenges imagination, creativity, self-esteem, solidarity and affectivity.

Institutionalized in 2006 and with its activities interrupted in 2014, along this period, over 900 children and teenagers participated in Circus School and will never forget the good moments the project has provided them.

MISSION:

Preserve the tradition of the Circus Art through the regular and systemic teaching, creating a legitimate cultural space, opened to reflection and experimentation; contributing, thus, to the building of a better future for the community of Penha, through the development of educational and cultural actions, result of a global and meaningful work that brings collective benefits in the process of social transformation.
ENGLISH CLASSES, “A WINDOW TO THE WORLD”
TEACHING SURPASSES BORDERS

In partnership with Challenge Language School, since 2015 Beto Carrero Institute offers free English classes for children and teenagers aged from 7 to 15.

Since we understand that mastering means growth, development and, above all, better conditions to keep up with the quick changes that have been taking place in this new and technological century, like the fierce competition to start in the competitive job market. The English classes emerge as a great perspective for the adolescents, to add extra value to their resumés and to be ahead to keep up with the quick changes and social transformations.

29 STUDENTS ALONG THE YEAR
MORE THAN 2,436 CLASSES
BETINHO CARRERO MAKING ART

STUDENTS USE RECYCLABLE MATERIAL AND LEARN ABOUT ENVIRONMENTAL RESPONSIBILITY.

SINCE 2005, THE PROJECT HAS ALREADY RECYCLED MORE THAN 730 KILOGRAMS OF MATERIALS.

As an extra activity at school, the course Betinho Carrero Making Art aims to share artistic and cultural knowledge and concepts of citizenship and ethics with the children and teenagers, contributing for the construction of a better world.

Through artistic techniques, students are able to transform materials in actual masterpieces, awakening the usage and application of their creativity, abilities and potentialities, identifying the opportunity of generating income, allowing them other perspectives for the future.

IN 2018:

- 42 students, benefiting directly 37 families and by extension, all the community.
- Accounts from student’s families reveal the improvement of their behavior and discipline, concentration and organization of activities.
- Families have also shown interest by the daily activities from their own children, besides promoting and motivating the project.
- Recognition and valuing of art, the artist and the craftsperson as a profession.
- **Bigger awareness for the sustainability of the planet based on the principles of consumption reduction, reusing and recycling waste.**
- **339 kilograms of material reused/recycled in the course along 2018.**
OTHER PROJECTS FROM BETO CARRERO INSTITUTE IN 2018

- Joy, joy… Carnival that uplifts
- Easter: Time of Rebirth
- Dear mom, you are the most beautiful flower in the garden of my life
- Environment: Planting the future
- Beto Carrero Institute 15th anniversary
- Celebrative feijoada
- Plant a tree because green is good
- Children: if you love them, you care for them and educate them
- Children: Today it is your happiest day. Children’s Day Ride at Beto Carrero World
- Reopening of Circus School: the magic continues
- Special moments: Christmas decoration in Beto Carrero World
- Memories: Christmas presents
- A Christmas tale: Artistic and cultural presentation
SOCIAL ACTIONS CARRIED OUT WITH PARTNERS

With the goal of promoting social integration of people with disabilities, every year we have the People with Disabilities National Day in Theme Parks and Touristic Attractions. All guests and accompanying parties have free entrance for a day full of fantasy and enchantment.

The event is promoted by the Integrated System of Parks and Touristic Attractions (Sindepat) with the support from the Association of Entertainment Parks Companies in Brazil (Adibra). In Beto Carrero World, we had over 1,600 participants in 2018.

PEOPLE WITH DISABILITIES NATIONAL DAY
A DAY TO CELEBRATE LIFE WITH LOTS OF JOY AND FUN
On the Day of Joy, Beto Carrero opens exclusively to amuse children and teenagers from philanthropic institutions, and from public schools from Penha-SC. It happens on April 11 and in 2018, there were over 5,100 participants.

Since 2012, when it was created, Beto Carrero World has already received over 40,000 people on the Day of Joy. It is a satisfaction to fulfill dreams and provide lots of leisure and fun.

This is a unique entertainment experience and enchantment for the community and inclusion of poorer children in the amusement parks from all over Brazil. This is an initiative of SINDEPAT (Integrated System of Parks and Touristic Attractions) with the support from ADIBRA (Association of Entertainment Parks Companies in Brazil).
SUSTAINABLE PARTNERSHIPS THAT CREATE UNFORGETTABLE EXPERIENCES

Having our customers as the focus of our business, alliances are accomplished in order to have improvements in all services and products offered. Quality, safety and the good service, as well as all the strategies from Beto Carrero World, must be aligned with all internal partners, service providers and product suppliers.

Visitors’ feelings are taken into account so we can offer the best experience of fantasy and enchantment. Learn some of the actions carried out during the year that standardize internal partners with the same profile of service and quality level.

616 EMPLOYEES HIRED THROUGH OUTSOURCING

103 OUTSOURCED POINTS OF SALES
NUMBER OF OUTSOURCED COMPANIES IN BETO CARRERO WORLD

<table>
<thead>
<tr>
<th>SEGMENT</th>
<th>NUMBER OF POINTS OF SALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants</td>
<td>13</td>
</tr>
<tr>
<td>Ice cream parlor with café</td>
<td>02</td>
</tr>
<tr>
<td>Concession Stands</td>
<td>17</td>
</tr>
<tr>
<td>Ice cream</td>
<td>05</td>
</tr>
<tr>
<td>Candy counters</td>
<td>14</td>
</tr>
<tr>
<td>Shops</td>
<td>21</td>
</tr>
<tr>
<td>Pictures</td>
<td>13</td>
</tr>
<tr>
<td>Services</td>
<td>04</td>
</tr>
<tr>
<td>Attractions</td>
<td>10</td>
</tr>
<tr>
<td>Café</td>
<td>04</td>
</tr>
</tbody>
</table>

TOTAL: 103 POINTS OF SALE

OUTSOURCED COMPANIES | GOAL X PERFORMANCE 2018

<table>
<thead>
<tr>
<th>ESTIMATED</th>
<th>X</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>+5%</td>
</tr>
</tbody>
</table>

CUSTOMER SATISFACTION IN THE FIRST PLACE

Listening to the customer is extremely important for the improvement and enhancement of processes. In the assessment located in all food stands or sent by email, the visitor helps with the action plan for improvement carried out along with our partners.

REPRESENTATIVITY OF THE TOTAL REVENUE FROM OUTSOURCED POINTS OF SALE TO BETO CARRERO WORLD

- OUTSOURCED: 13%
- PARK: 87%
MORE THAN 13,000 HOURS OF TRAINING OUTSOURCED COMPANIES

The same training programs are applied to direct and indirect staff. Along the year, several qualification programs are held with topics such as: standard of service, first-aids, firefighting, integrating new staff, among others. This way we may share concepts, improve the visitor’s experience and strengthen our mission to “enchant all the time.”

<table>
<thead>
<tr>
<th>TRAINING PROGRAM</th>
<th>NUMBER OF HOURS</th>
<th>CLASSES GROUPS</th>
<th>SHOP PARTICIPANTS</th>
<th>TOTAL NUMBER OF HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTEGRATION</td>
<td>24</td>
<td>39</td>
<td>296</td>
<td>7104</td>
</tr>
<tr>
<td>SERVICE</td>
<td>20</td>
<td>7</td>
<td>287</td>
<td>5740</td>
</tr>
<tr>
<td>NR 07</td>
<td>4</td>
<td>3</td>
<td>44</td>
<td>176</td>
</tr>
<tr>
<td>NR 23</td>
<td>4</td>
<td>3</td>
<td>47</td>
<td>188</td>
</tr>
<tr>
<td>ADAPTED TOURISM (LECTURE)</td>
<td>4</td>
<td>1</td>
<td>130</td>
<td>520</td>
</tr>
</tbody>
</table>

TOTAL NUMBER OF TRAINING PROGRAM HOURS IN 2018 13,728

NEW BUSINESSES

The news in 2018 is about new alliances that brought completely new attractions and actions to Beto Carrero World

New menu – Pasta Restaurant

Cacau Show Shop during Easter

Coca-Cola Caravan from Beto Carrero World
LAUNCHING OF THE NEW HOT WHEELS THEME AREA

An exclusive shop in the world, a show that will leave you breathless, a restaurant to refuel the energies and a fascinating scenario. This was the result of the alliance made with the biggest toys manufacturer in the world, Mattel. The new Hot Wheels theme area takes visitors inside the universe of the No 1 toy sold in the world.

There is a total of 30,000 square meters inspired on the brand that passes through generations. The new space also has a daily presentation of the Hot Wheels Epic Show for a grandstand with the capacity of 3,000 spectators. Other two attractions that also drive the little ones crazy: Hot Wheels Extreme Kids, a miniature electric car track and Kart Racing.

AN EPIC EXPERIENCE!

WHATCH THE VIDEO
On November 28, Beto Carrero World was even more filled with excitement. The traditional FEMSA Coca-Cola trucks, with the presence of Santa Claus, the Bear Family and Betinho Carrero little gang, disembarked at the Park for a special parade.
NEW RESTAURANT CARRERO GRILL

With a country style, Carrero Grill restaurant offers noble meat cuts with a unique flavor. With a single price, your à la carte dish is served with grilled meat and sides.

A PREMIUM MENU IN THE PASTA RESTAURANT

If you thought the typical Italian menu was already good, in 2018 it got even better. The place started to offer only à la carte dishes: delicious pasta and Italian dishes with sides. With exclusivity, the restaurant offers wines, has a receptionist and waiters.
Knowing that the environment, the fauna and flora, are essential for human life, sustainability actions aiming to protect nature are constant. We plan actions and attitudes that transform the world, always with the commitment for the best of everyone.

“PRESERVING NATURE IS PRESERVING LIFE”

BETO CARRERO
THE PATH OF OUR WATER

The water in Beto Carrero World integrates a series of initiatives with the goal of regulating, controlling and protecting the water resources under the current legislation norms. The strategy relies on optimizing all uses of water in a rational and responsible way, aiming the sustainability of this natural resource, essential to our planet’s life.

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDERGROUND HARVESTING (M³)</td>
<td>144.011</td>
<td>125.285</td>
</tr>
<tr>
<td>OTHER SUPPLY SOURCES (M³)</td>
<td>10.944</td>
<td>10.579</td>
</tr>
<tr>
<td>TOTAL VOLUME OF WATER CONSUMED (M³)</td>
<td>154.955</td>
<td>135.864</td>
</tr>
<tr>
<td>RECYCLING %</td>
<td>0.38</td>
<td>0.52</td>
</tr>
<tr>
<td>TOTAL ENERGY CONSUMPTION (KW)</td>
<td>7.606.580</td>
<td>7.872.526</td>
</tr>
</tbody>
</table>
FOR A MORE SUSTAINABLE PLANET, WE SAY NO TO PLASTIC STRAWS

Always attentive to environmental causes, along with our partners, we have eliminated the usage of plastic straws from all over our enterprise. The estimates are that this action will eliminate over 1 million plastic products from the planet per year.

Our restaurants started using paper straws that won’t be a risk to the environment. An action that comprises the everyday sustainability proposals from Beto Carrero World.

WATER TREATMENT AFTER IT IS USED

EFFLUENTS TREATMENT STATION

The effluents treatment system returns the water to nature in the same or improved conditions that it was caught in the receiver spot. In 2018, ETE treated over 120,000m³ of effluents through physical, chemical and biological processes, bringing a proper quality to the final destination of the water used.
THE RIGHT DESTINATION OF ALL WASTE GENERATED IN THE ENTERPRISE
ONE THOUSAND TONS OF WASTE RECYCLED IN 2018

SOLID WASTE MANAGEMENT PLAN (PGRS)

This environmental program follows the Solid Waste National Policy, which lays out the guidelines for the management and correct destination of waste. According to the characteristic of classification from the current norms, waste is segregated according to its type. Check out the amount of waste Beto Carrero recycled in 2018:

<table>
<thead>
<tr>
<th>RECYCLABLES</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plastic</td>
<td>19,256 kg</td>
<td>29,981 kg</td>
</tr>
<tr>
<td>Tin</td>
<td>9,457 kg</td>
<td>13,828 kg</td>
</tr>
<tr>
<td>Cardboard</td>
<td>21,315 kg</td>
<td>31,546 kg</td>
</tr>
<tr>
<td>Wood</td>
<td>310,000 kg</td>
<td>470,000 kg</td>
</tr>
<tr>
<td>Junk</td>
<td>1,040,000 kg</td>
<td>1,205,000 kg</td>
</tr>
<tr>
<td>Tires</td>
<td>3,622 un</td>
<td>2,387 un</td>
</tr>
<tr>
<td>Vegetable oil</td>
<td>5,516,90 L</td>
<td>1,516,89 L</td>
</tr>
<tr>
<td>Hydraulic oil</td>
<td>1,957 L</td>
<td>3,400 L</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NON-RECYCLABLES</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic</td>
<td>1,072,170 kg</td>
<td>868,300 kg</td>
</tr>
<tr>
<td>Hazardous</td>
<td>24,110 kg</td>
<td>42,182 kg</td>
</tr>
<tr>
<td>Hospital</td>
<td>2,347 kg</td>
<td>1,212 kg</td>
</tr>
<tr>
<td>Glass</td>
<td>53 kg</td>
<td>207 kg</td>
</tr>
<tr>
<td>Batteries</td>
<td>29,65 kg</td>
<td>48,63 kg</td>
</tr>
<tr>
<td>Lamps</td>
<td>3,303 un</td>
<td>3,291 un</td>
</tr>
</tbody>
</table>

WASTE GENERATED (Tons)

THE RIGHT DESTINATION OF ALL WASTE GENERATED IN THE ENTERPRISE
ONE THOUSAND TONS OF WASTE RECYCLED IN 2018

SOLID WASTE MANAGEMENT PLAN (PGRS)

This environmental program follows the Solid Waste National Policy, which lays out the guidelines for the management and correct destination of waste. According to the characteristic of classification from the current norms, waste is segregated according to its type. Check out the amount of waste Beto Carrero recycled in 2018:
PRESERVATION OF FAUNA AND FLAURA
3 MILLION SQUARE METERS OF NATURE PRESERVATION

The fauna (terrestrial and aquatic) and flora program has the goal to obtain a qualitative and quantitative database about the preservation of species located in two areas of preservation inside the enterprise. This way we may guarantee the environmental quality according the current norms.

See the result of a studied carried out in 2018 to identify the fauna and flora species that live in the areas of forest preservation in Beto Carrero World:

**HERPETOFAUNA**

**Fifteen species of amphibious** (Anura Order) and 7 species of reptiles (Squamata Order) have been found. Both are considered Least-Concerned, according the IUCN list (Nature Conservation International Union), 2012.

**ORNITHOFAUNA**

One hundred ten species have been registered, distributed in 40 families. Among them there is the rare species Phylloscartes Kronei, popularly known as “maria-da-restinga”, classified as “Concerned” in the IUCN list (2018). The Peruvian Tangara (Saira-sapucaia) and Spyzaetus tyrannus (Gavião-pegas-macaco) are considered threatened in their conservation state.

**AQUATIC FAUNA**

Eight species of planktonic algae have been registered. Their rich variety is distributed in diatomaceous, chlorophytes which are the green algae, chrysophytas, cyanophytes and euglenophytes, besides the 27 species of zooplankton.

**FLORA**

Phytosociological survey has registered 54 species distributed in 26 families. Myrtaceae family had 10 species registered, and one of them with a bigger variety of species in the area, which may suggest that the forest ins in a great state of conservation of its floristic composition.

The floristic survey has registered 165 species distributed in 70 families, among them 16 families of orchids. This group relies on the humidity and arboreal components, and may be considered an indicator of environmental quality.

**MASTOFAUNA**

Brazil has the biggest wealth of mammals in all neotropical region, so, we highlight the importance of preserving the forest for the maintenance of the population residing these places. Nine species of mammals have been registered for the area of studies.

**THE PRESERVATION OF THESE FOREST SPACES IS AN IMPORTANT MAINTENANCE FOR THE REFUGEE OF ANIMALS THAT DEPEND ON THE FOREST**
In 2018, 28 animals were born in Beto Carrero World:

- 06 noble deers
- 02 meerkats
- 01 white lion
- 04 golden lion tamarins
- 01 giant anteater
- 03 anteaters
- 03 white tigers
- 09 ball phytons

Overall, there are over 100 species among birds, reptiles and mammals.

João Batista Sérgio Murad has always had a passion for the animals. So, treating, protecting and supporting them, with the intent of assuring the well-being, health and quality of life of these little creatures is in our essence.

Projects of reproduction and research executed in Beto Carrero World in order to guarantee life and the protection of fauna in the planet. With lots of love and care, a specialist and experienced team takes daily care of over one thousand species that have shelter, through the usage of equipment, feeding and necessary supplements for the happiness and health of the animals.

CARE AND PROTECTION OF ANIMALS
A remarkable fact happened for the Brazilian fauna in 2018. For the first time in the country, white tigers were born in captivity, a history full of rare facts. White tigers, also known as real Bengal tigers, are extremely difficult to be found. The species has a genetic characteristic called leucism, giving them a white fur, however they are not albino. Besides, all of them have a small pigmentation of dark stripes. “It is very important that zoos play the role concerning reproduction, since it may be the only way for us to guarantee the conservation of species in the future,” said Katia Cassaro, coordinator of Beto Carrero World Zoo.

Besides the cubs, in Beto Carrero World also live the mother, Amal, the male tiger, Ravi, and Rahny, Amal’s sister.
In January 2018 the first male white lion in Brazil was born. Mombassa is a little warrior who fought since his first hours of life. Just born, he needed to be transferred to Beto Carrero World animals’ day-care center to get special care. “His mother didn’t give the necessary care to raise him and, during the first two months, the cub had a sucking bottle given to him every two hours, had temperature control, sanitation, among other things,” explains the coordinator Kassia Cassaro.

Nowadays, because he grew up and is stronger, Mombassa lives in a bigger space where he exercises and sunbathes.

These felines are leucitic, that is, they are totally white, but less sensitive to the sunlight, like the albinos. The birth of Mombassa is considered rare because the low genetic variability makes them more susceptible to diseases, since they are animals with a high difficulty to survive in nature.
EDUCATION, PARTNERSHIPS AND ACTIONS IN FAVOR OF ENVIRONMENTAL MANAGEMENT

By transforming plastic into t-shirts, in 2018 Beto Carrero World removed over 2,000 plastic bottles from the environment. The result is a partnership with Equilibrios Camisetas Promocionais [Promotional T-Shirts], which makes ecological products, contributing for the preservation of the environment.

PLANTING THE FUTURE: AN ACTION IN BETO CARRERO INSTITUTE

To celebrate the Environment Week, children planted trees inside the Institution and learned about the importance of urban arborization and preservation of the environment. An environmental and social action that gave the children the true awareness about the future.
PARTNERSHIP WITH BOY SCOUTS FROM PENHA

Supporting the good environmental causes, Beto Carrero World helped the Boy Scouts from Penha in a special action. A cleaning of the trail that leads to Praia Vermelha [Red Beach] was accomplished, besides de environmental awareness and installing of information signs.

Still in partnership with the group, the boy scouts members visited the backstage of Beto Carrero World. In the occasion, the learned more about sustainability and environment and also got to know the special activities the Park carries out to preserve nature.

ACTIONS WITH THE INTERNAL PUBLIC

The awareness of the staff is essential in order for the park to continue its environmental causes. This way, several communication and engagement actions happen along the year. Some of them are:

- Correct separation of waste;
- Decomposition time in nature of some types of waste;
- Activities flow reporting the environmental aspect and the environmental impact caused;
- Civil construction waste classification;
- Conscious consumption of disposable plastic cups;
- Conscious consumption and tips on how to preserve the environment;
- National Day of Workplace Accident Prevention and tips on how to watch over the lives of the staff. J.B. World Entretenimentos S/A
Being a high-performance company, Beto Carrero World has a good financial management, based on constant improvement of processes, that result in positive data in the financial economic performance.

The development of suppliers is a constant practice that has been helping us in achieving sustainable partnerships and in the developing of new technologies, products and services. All of this adds quality to our processes and impacts the structure of the company positively.

Our constant search for regional suppliers is another important aspect of this process: besides beneficiating the local economy, JB World gains in logistic costs and agility in the negotiation processes.

Some of the alliances consolidated in 2018 contributed for this indicator, such as the construction of 30,000 square meters for the new Hot Wheels theme area. There were over 300 temporary jobs and 40 effective ones. In total, Beto Carrero World alliances contributed to 616 new people hired.

**Expenses reduction:** several projects along the year contributed to the rationality of the expenses in Beto Carrero World, such as the awareness of a reduced consumption of water and energy. Moreover, the correct management of estimate budget versus actual budget carried out with a daily follow-up is essential for the expense control in the company.

IN ALL THE ACTIONS, BESIDES A HIGH-LEVEL COMMITMENT FROM ALL STAFF, WE ENDED 2018 WITH A GROSS GROWTH OF 11.7%, COMPARED TO THE PREVIOUS YEAR.
IT IS NECESSARY TO ENCHANT VISITORS DURING ALL THE TIME

In order to keep up with our mission to “Enchant all the time”, the visitor’s opinion and participation are extremely important. They are actions that improve the quality in the service and the construction of our business. With the visitor’s opinion it is possible to have a realistic action plan which will always bring the best of entertainment, fantasy and fun.

Praises, complaints, criticism, suggestions and hospital accompanies.

REGISTERED SUPPORT TICKETS IN THE VISITOR SERVICE

<table>
<thead>
<tr>
<th>MONTH</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>218</td>
<td>86</td>
<td>70</td>
<td>248</td>
<td>161</td>
<td>68</td>
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<table>
<thead>
<tr>
<th>MÊS</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
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<tbody>
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<td></td>
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<td>45</td>
<td>297</td>
<td>129</td>
<td>177</td>
<td>182</td>
</tr>
</tbody>
</table>

COMPLAIN HERE SERVICE

<table>
<thead>
<tr>
<th>MONTH</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
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<td>18</td>
<td>19</td>
<td>27</td>
<td>19</td>
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<table>
<thead>
<tr>
<th>MÊS</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
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<td></td>
<td>35</td>
<td>18</td>
<td>363</td>
<td>99</td>
<td>67</td>
<td>30</td>
</tr>
</tbody>
</table>

GREAT 8.9/10

01/01/2018 - 31/12/2018

UNDERSTAND THE REPUTATION

- COMPLAINTS ANSWERED 100%
- WOULD HIRE THE SERVICE AGAIN 86.3%
- SOLUTION RATE 88.5%
- CONSUMER’S GRADE 8.29%
VISITOR’S PROFILE AND SATISFACTION

AGE GROUP
- 18 to 29 year: 31%
- 30 to 34 years: 53%
- 9% - 45 to 59 years
- 1% - Over 60 years
- 6% - Less than 18 years

HOW MANY TIMES VISITED THE PARK
- First time: 41%
- More than three times: 25%
- Two times: 21%
- Three times: 12%
- Annual Passport: 1%

GENDER
- Male: 43%
- Female: 57%

ZOO – BIOLOGY + CLEANING
- Great: 48%
- Good: 42%
- 8% - Regular
- 1% - Poor
- 1% - Terrible
- 90% Good and Great
MAINTENANCE OF THEME AREAS

- 93% Good and Great
- 49% Great
- 44% Good
- 6% Regular
- 1% Poor
- 1% Terrible

GARDENS AND LANDSCAPE

- 96% Good and Great
- 66% Great
- 30% Good
- 4% Regular
- 0% Poor
- 0% Terrible

SIGNAGE

- 32% Great
- 38% Good
- 20% Regular
- 6% Poor
- 3% Terrible

COULD FIND ALL THE ATTRACTIONS

- 81% Yes
- 19% No
VISITOR’S PROFILE AND SATISFACTION

WHAT MOTIVATED YOU TO VISIT BCW

- Indication from Family and Friends: 23%
- Promotion of the month - 31%
- 11% - Birthday of the month
- 7% - Website, Social Media
- 5% - Newspapers, Magazines TV
- 1% - Other promotions
- 23% - Other

PARK CLEANLINESS

- Great: 66%
- Good: 29%
- 3% - Regular
- 1% - Poor
- 0% - Terrible

RESTROOMS CLEANLINESS

- Great: 48%
- Good and Great: 84%
- 12% - Regular
- 3% - Poor
- 2% - Terrible

FOOD COURT CLEANLINESS

- Great: 45%
- Good and Great: 87%
- 10% - Regular
- 2% - Poor
- 1% - Terrible
VISITOR’S PROFILE AND SATISFACTION

WAIT IN LINES

- Regular: 25%
- Great: 8%
- Good: 18%
- Terrible: 38%
- Poor: 15%

SHOWS GRADE

- Madagascar Circus Show: 9.51
- Excalibur: 9.23
- The Cowboy’s Dream: 9.03
- Hot Wheels Epic Show: 9.67
- Acqua: 8.74
- Darkness Portal: 8.21
- Monga: 7.78

MONITORS SERVICE

- Great: 53%
- Regular: 8%
- Good: 35%
- Terrible: 2%
- Poor: 2%

YEAR OF LAST VISIT

- Between 1992 and 2000: 7%
- Between 2001 and 2010: 16%
- Between 2011 and 2016: 43%
- Between 2017 and 2018: 17%
- In 2019: 17%
ATTR ACTIONS YOU LIKED THE MOST

EXTREME

- FIREWHIP: 50%
- MADAGASCAR CRAZY RIVER: 20%
- BIGTOWER: 14%
- TCHIBUM: 11%
- STAR MOUNTAIN: 4%
- PYRATE BOAT: 2%
ARTISTIC DIMENSION

Our artistic productions seek to thrill, entertain and take spectators into fantasy, dream and make them believe the impossible can indeed become reality. All shows are made by actors, singers, producers and a team that is completely passionate by what they do. Having the essence of the founder João Batista Sêrgio Murad is an inspiration to enchant the public during each moment of the presentation.
CONSTANTLY SEEKING TO ENCHANT

OUR SHOWS WERE ASSESSED BY THE PUBLIC ALONG 2018, GETTING AN AVERAGE GRADE OF 8.9

Several special actions are carried out with visitors. In total, there were 6 actions in 2018 that involved visits in day-care centers and Christmas action.
INNOVATIONS IN 2018

INAUGURATION – HOT WHEELS EPIC SHOW

ARTISTIC INTERACTION IN HIGH SEASON

CONSTANT IMPROVEMENTS

Year after year our shows are revitalized or receive something new so the public always feels attracted by it. Internal renovations and more modern equipment are acquired to offer more comfort and safety to the staff and the public.
INNOVATION AND TECHNOLOGY ARE PRESENT IN ALL DEPARTMENTS FROM BETO CARRERO WORLD, SEEKING TO BRING CONSTANT IMPROVEMENTS IN COMMUNICATION WITH CLIENTS, IN SAFETY AND COMFORT FOR THE EXTERNAL PUBLIC AS WELL AS FOR THE INTERNAL.

WITH A MORE GLOBALIZED WORLD EACH DAY, IT IS ESSENTIAL THAT WE WORK CONSTANTLY WITH THE CULTURE OF INNOVATION.
**STAR MOUNTAIN SUPERVISORY**

Through the software it is possible to control, in real time, all possible flaws, increasing customers’ satisfaction and the attraction availability. All components of the ride are monitored in real time, such as the traction system, electric and pneumatic compressors, besides the number of people by hour and general diagnosis.

**WATER SUPPLY SYSTEM SUPERVISORY**

Knowing water is an essential resource to human life, through the software it is possible to facilitate the flaws diagnosis and optimize the use of water. The system components are monitored in real time, such as pumps and the reservoir levels.

**LAUNCH OF THE NEW WEBSITE**

With a new online sales platform, Beto Carrero World website got improvements focused on the customer’s experience, which make navigation and the purchase process much easier. Some innovations were: faster loading, layout totally adaptable to smartphones and tablets, personalization of travel packages, besides many images, videos and details from each attraction.

It is also possible to activate other languages (English and Spanish) and make international payments, focusing the public in Mercosul.

**ONLINE PASSPORT PORTAL**

A tool that was developed to service/sell to clients from travel agencies and hotels that are our partners. With this project, the partners make the sales under demand to the customers and may have the same conditions the park offers, in an easier and more controlled way.

**CHECKROOMS**

Automatization of checkrooms, with self-service and smart lockers using biometry, improve the service. The project focus on servicing the customers in a faster and safer way, having the opening of the lockers linked to biometry.

**NEW SELF-SERVICE STANDS**

The most modern models and with new technology improved the fast service in totems. The equipment has touch sensible monitors, making the use easier. We also started using high-quantity printers, making the delivery of the passports faster and more dependable, besides reducing the number of problems during the printing process.
### SUSTAINABILITY INDICATORS

#### DIMENSION

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>SOCIAL</td>
<td>SOCIAL RESPONSIBILITY</td>
<td>300,000.00</td>
<td>330,000.00</td>
<td>363,000.00</td>
<td>400,000.00</td>
<td>440,000.00</td>
<td>484,000.00</td>
</tr>
<tr>
<td>RESULTS</td>
<td>R$</td>
<td>883,000.00</td>
<td>600,623.00</td>
<td>550,000.00</td>
<td>638,047.32</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of projects per year</td>
<td></td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>RESULTS</td>
<td></td>
<td>11*</td>
<td>12*</td>
<td>12*</td>
<td>7</td>
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#### BETO CARRERO INSTITUTE

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>SOCIAL</td>
<td># of people served</td>
<td>2.500</td>
<td>2.600</td>
<td>2.700</td>
<td>2.800</td>
<td>2.900</td>
<td>3.000</td>
</tr>
<tr>
<td>RESULTS</td>
<td></td>
<td>2.066</td>
<td>2.397</td>
<td>1.300</td>
<td>1332</td>
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#### DIVERSITY

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>SOCIAL</td>
<td>Women in leadership positions</td>
<td>30%</td>
<td>32%</td>
<td>34%</td>
<td>36%</td>
<td>38%</td>
<td>40%</td>
</tr>
<tr>
<td>RESULTS</td>
<td></td>
<td>44,12%</td>
<td>39,02%</td>
<td>43,18%</td>
<td>42,86%</td>
<td></td>
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</tr>
</tbody>
</table>

#### OCCUPATIONAL HEALTH & SAFETY

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<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>SOCIAL</td>
<td># of accident leave cases</td>
<td>20</td>
<td>16</td>
<td>12</td>
<td>8</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>RESULTS</td>
<td></td>
<td>28</td>
<td>19</td>
<td>25</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOCIAL</td>
<td># of occupational diseases</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>RESULTS</td>
<td></td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Temporary and permanent social-wise projects carried out in partnership with Beto Carrero Institute and other institutions. These projects may be viewed in this report (Social Dimension, pages 11 to 38) and in Beto Carrero’s blog, available on the institutional webpage [www.betocarrero.com.br](http://www.betocarrero.com.br).
### Dimension Indicators

<table>
<thead>
<tr>
<th>Alliances</th>
<th>Relationship with Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>RESULTS</td>
<td>100%</td>
</tr>
<tr>
<td>Satisfaction with Food Survey</td>
<td>8.2</td>
</tr>
<tr>
<td>RESULTS</td>
<td>7.9</td>
</tr>
<tr>
<td># visits from our characters to Clients</td>
<td>25</td>
</tr>
<tr>
<td>RESULTS</td>
<td>25*</td>
</tr>
</tbody>
</table>

### Profitability

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<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>% over Revenue</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>RESULTS</td>
<td>13%</td>
<td>12.7%</td>
<td>13%</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Training programs include NR23, NR35, NR07, lectures, courses and integration.

**Visits from Betinho Carrero Gang characters and from DreamWorks Animation to cities, clubs, fairs, malls, special events and tourism meetings.
### Environmental Climate Changes

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Effluents treatment</td>
<td>Reduction of 60%</td>
<td>75%</td>
<td>71%</td>
<td>75%</td>
<td>78%</td>
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</tbody>
</table>

### Natural Resources

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Effluents treatment</td>
<td>Absent, Pollution &amp; Contaminators in Underground Water Resources (subjects to natural origin)</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
</tr>
<tr>
<td>Effluents treatment</td>
<td>Absent, Pollution &amp; Contaminators in Underground Water Resources (subjects to anthropic origin)</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
<td>Absent</td>
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</table>

### Water Reuse

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Effluents treatment</td>
<td>N/A, Water Reuse</td>
<td>-</td>
<td>0%</td>
<td>12%</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effluents treatment</td>
<td>Self-sufficiency</td>
<td>95%</td>
<td>96%</td>
<td>97%</td>
<td>98%</td>
<td>99%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Self-sufficiency

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Effluents treatment</td>
<td>N/A, Self-sufficiency</td>
<td>98%</td>
<td>98.8%</td>
<td>92.5%</td>
<td>92%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIMENSION</td>
<td>ENVIRONMENTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>-----------</td>
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</tr>
<tr>
<td>PILLAR</td>
<td>ENERGETIC MATRIX</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free market of Renewable Source Electric energy</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>RESULTS</td>
<td>-</td>
<td>98%</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce (# of actions)</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>25</td>
<td></td>
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<tr>
<td>RESULTS</td>
<td>2</td>
<td>2</td>
<td>2*</td>
<td>3*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reuse (# of actions)</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>RESULTS</td>
<td>2</td>
<td>2</td>
<td>2**</td>
<td>5**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycle (# of actions)</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>RESULTS</td>
<td>3</td>
<td>3</td>
<td>3***</td>
<td>6***</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>BIODIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reproduction of Animals - # of births</td>
</tr>
<tr>
<td>RESULTS</td>
</tr>
<tr>
<td>Recovery of Riparian Vegetation</td>
</tr>
<tr>
<td>RESULTS</td>
</tr>
</tbody>
</table>
### Dimension

#### Innovation

<table>
<thead>
<tr>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Energetic Inputs Reduction (consumption demand)</td>
<td>7.23%</td>
<td>5%</td>
<td>2.50%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Sustainable Materials in Construction Sites</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

**Results**: 7.23% **8%** **5%** **2%** **2%** **1%**

#### Pioneersim

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td># of Projects</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Results**: 0 0 0 0 0 0

#### Engineering

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<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication / sound / Image</td>
<td>50%</td>
<td>60%</td>
<td>70%</td>
<td>80%</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

**Results**: 80% 82% 85% 85% 85% 85%

### Pillar

#### Creativity

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Technological interaction with Visitors</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Communication / sound / Image</td>
<td>50%</td>
<td>60%</td>
<td>70%</td>
<td>80%</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

**Results**: 1*** 2 0 4

---

*Integration of commercial, administrative, financial and operational systems. Totem stand to distribute passwords and service control in the Commercial sector.*

**Using more durable and sustainable materials instead of wood in scenography structures and elements.**

*** Desenvolvimento e disponibilização do aplicativo Beto Carrero para celulares smartphones.
**DIMENSION**

**PILLAR**

**RISK AND OPPORTUNITIES MANAGEMENT**

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</thead>
<tbody>
<tr>
<td>Currency hedge</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**RESULTS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>96,5%</th>
<th>98,9%</th>
<th>102,2%</th>
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</thead>
<tbody>
<tr>
<td>New BCW Products</td>
<td>N/A</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
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</table>

**RESULTS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>12*</th>
<th>5</th>
<th>2</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>New Shop Owners Products</td>
<td>N/A</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
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**ECONOMIC**

**LONG TERM VISION**

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</thead>
<tbody>
<tr>
<td>Sliding Strategic Plan 10 Years</td>
<td>31/dec</td>
<td>30/oc</td>
<td>30/oc</td>
<td>30/oc</td>
<td>30/oc</td>
<td>30/oc</td>
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</table>

**RESULTS**

<table>
<thead>
<tr>
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<th>31/dec</th>
<th>30/oc</th>
<th>30/oc</th>
<th>30/oc</th>
<th>30/oc</th>
<th>30/oc</th>
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</thead>
<tbody>
<tr>
<td><strong>COSTS MANAGEMENT</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>INDICATOR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of projects from Continuous Improvement Teams (EMC)</td>
<td>N/A</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

**RESULTS**

|                         |           |           |           |           |           |           |

*Guaranteed Access, cultural/student program, Beto Carrero + Transportation from Blumenau, Villa Mix Festival, Beto Carrero Experience, Univali Oceanographic Museum, Pirate Boat Ride, Cascanéia Water Park, BC by bus, BCW passport + Transportation, Adventure Kids and Terror Make-up.*
### DIMENSION

#### PILLAR

#### INDICATOR

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td># of complaints</td>
<td>2%</td>
<td>1,90%</td>
<td>1,80%</td>
<td>1,70%</td>
<td>1,60%</td>
<td>1,50%</td>
</tr>
<tr>
<td>by # of visitors</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**RESULTS**
- 0,57%
- 0,09%
- 0,06%
- 0,80%

**Reduce in Reclame Aqui**
- Regular
- Good
- Great
- RA 1000

**RESULTS**
- Regular
- Regular
- Great
- Great

### SERVICE QUALITY

#### CUSTOMERS’ SATISFACTION

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Customers’ Satisfaction Survey</td>
<td>8,4</td>
<td>8,6</td>
<td>8,8</td>
<td>9</td>
<td>9,2</td>
<td>9,4</td>
</tr>
</tbody>
</table>

**RESULTS**
- 8,5
- 8,7
- 8,5
- 8,4

### IT IS WORTH THE INVESTMENT

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Availability of rides</td>
<td>99%</td>
<td>99,20%</td>
<td>99,40%</td>
<td>99,60%</td>
<td>99,80%</td>
<td>100%</td>
</tr>
<tr>
<td>RESULTS</td>
<td>99%</td>
<td>99,38%</td>
<td>99,48%</td>
<td>99,63%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Availability of shows | N/A | 99,20% | 99,40% | 99,60% | 99,80% | 100% |
| RESULTS              | N/A | 99,10% | 99%    | 99,63% |        |      |
**Training of 100% of new staff based on the essence and values of the founder of the company, with the goal of motivating teamwork and promoting attitudes of kindness that result in a good service and customers’ enchantment.