



americanas sa



3Q21 results

1

first 90 days

2

3Q21 results

3

only one Americanas

4

our strategic model

first
90 days

1



opportunities
already being
captured

completed

data analytics: unification of customer data into a single data lake

cnpj: migration of CNPJ's allowing for online inventory to be held in stores

inventory: unified inventories, optimizing resource management and allocation

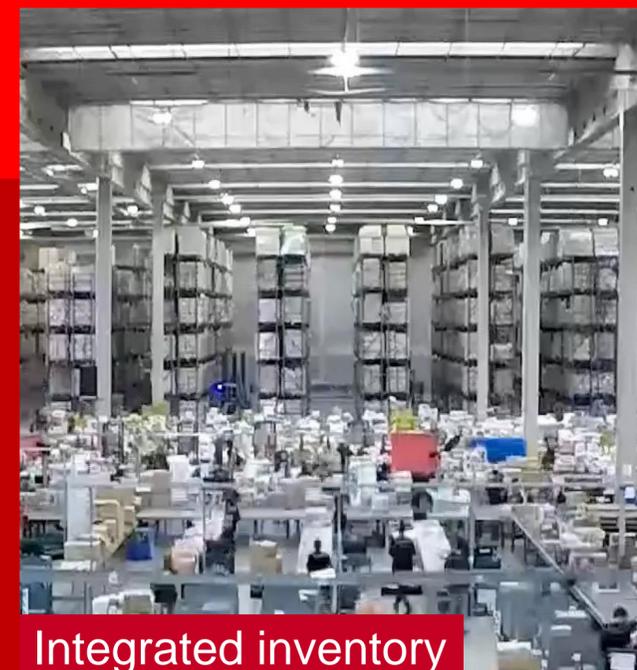
service center: shared service center catering to the entire ecosystem

logistics: integration of distribution centers into a unified network

communication: optimization of customer communication



new brand



Integrated inventory



assortment

stores to act as
shopping points,
experimentation,
distribution, service
hubs and media for
new products

in progress

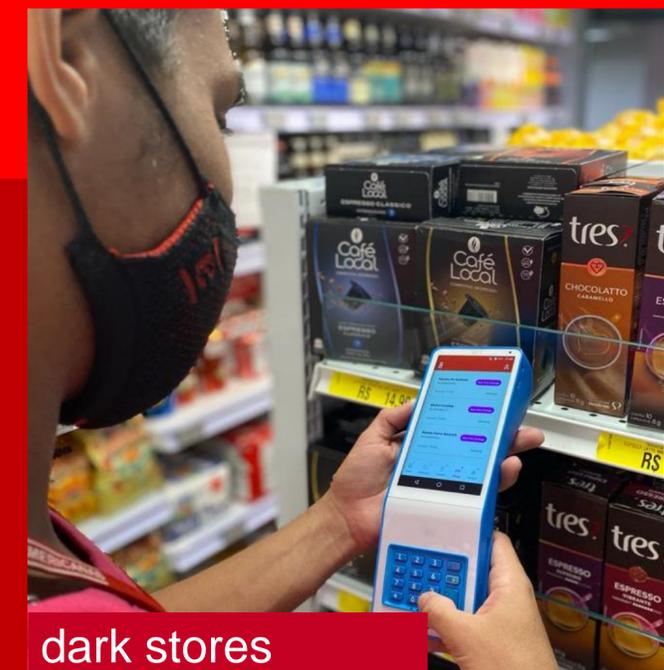
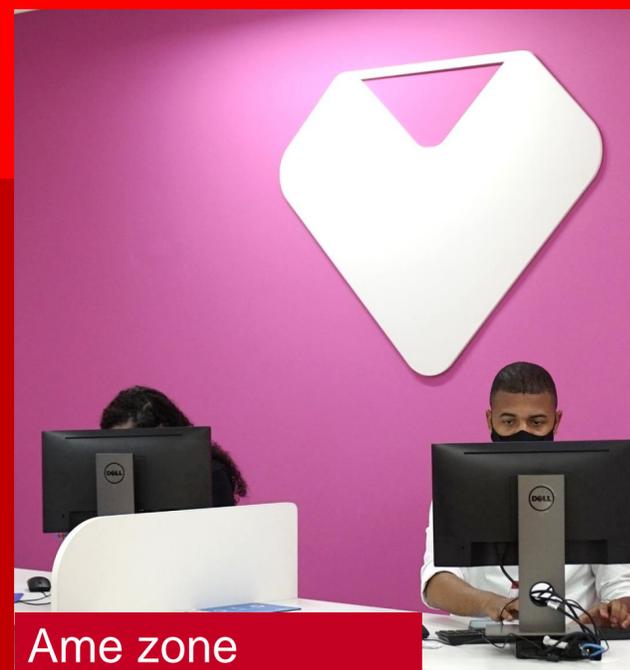
organizational structure: efficiency gains and optimization

financial optimization: reduction of prepayments and indebtedness

dark stores: outposts in stores, reducing delivery times

store layout: optimization of O2O customer experience

technology hubs: talent recruitment across the country



3Q21 results

2



3Q21 results

Financial highlights

total GMV

R\$ 12.9 bn

+23.8% YoY

online GMV

R\$ 9.9 bn

+30.1% YoY

partner GMV

R\$ 5.4 bn

+30.2% YoY

physical gross revenue

R\$ 2.9 bn

+6.5% YoY

SSS

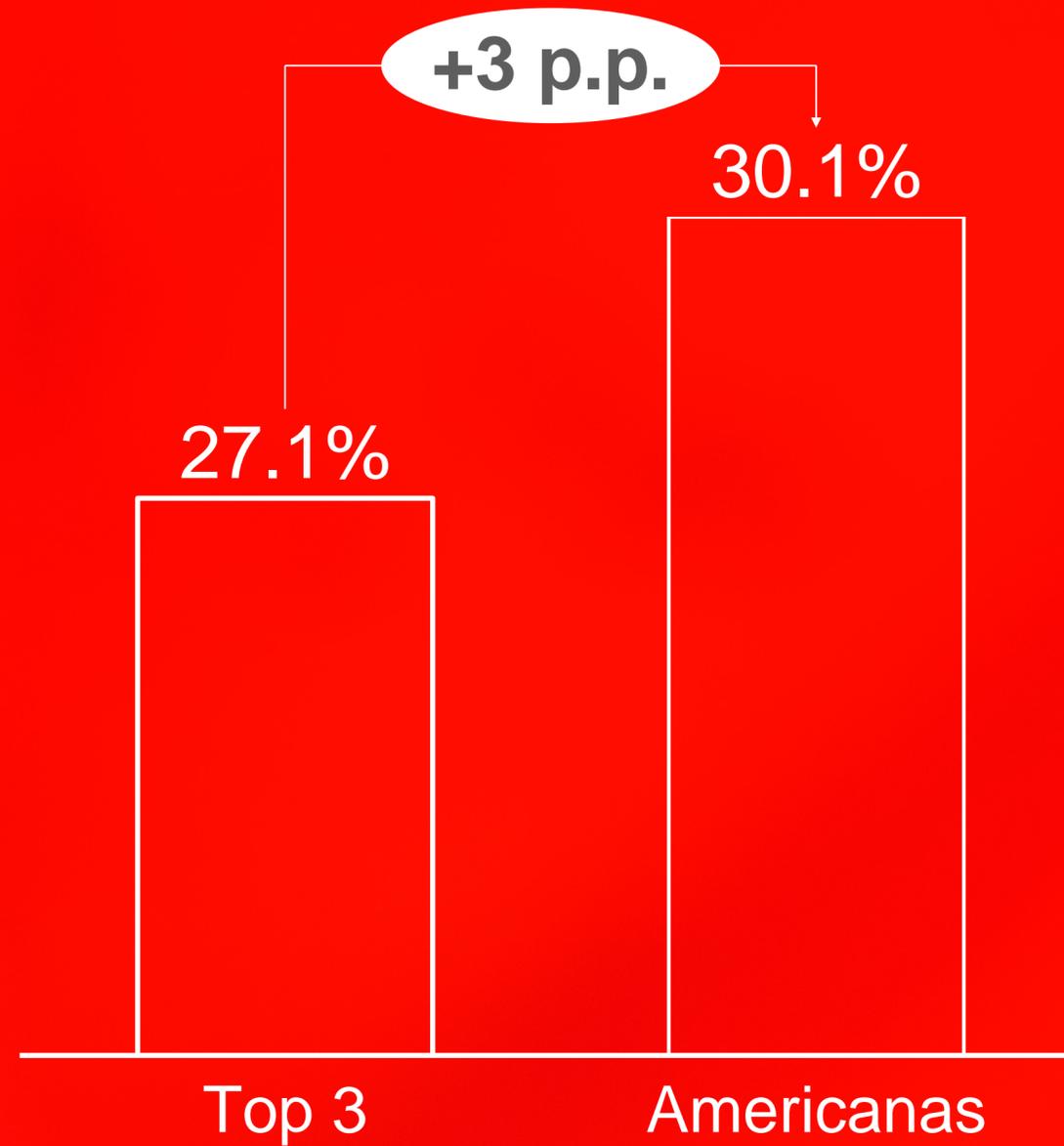
+6.0%

YoY

3Q21 results financial highlights

online GMV

gain market share,
growing above the
average of the top
three competitors



3Q21 results financial highlights

EBITDA

R\$ 743 mm
11.8% of NR

net profit

R\$ 241¹ mm
3.8% of NR

cash generation

R\$ 107.8² mm
3Q21 vs 2Q21

¹ Including the reversal of the tax on the ICMS monetary restatement in the PIS/COFINS calculation basis totaling R\$246.6 million.

² Cash generation is measured by the variation in debt, excluding extraordinary effects such as M&A and share buyback program.

3Q21 results operational highlights

be even more
relevant in the
day to day
lives of
customers

active customers LTM

50 mm
+5.1mm YoY

transactions LTM

398 mm
+30% YoY

sellers

114,000
+34,100 YoY

assortment

127 mm
+125% YoY

3Q21 results operational highlights

we continue to expand our multimodal fulfillment platform solutions to better serve customers, sellers, suppliers, and franchisees

new stores

+32 new stores
objective: 150 in 2021

fast delivery (1P + 3P)

+15% in 3h
+52% in 24h

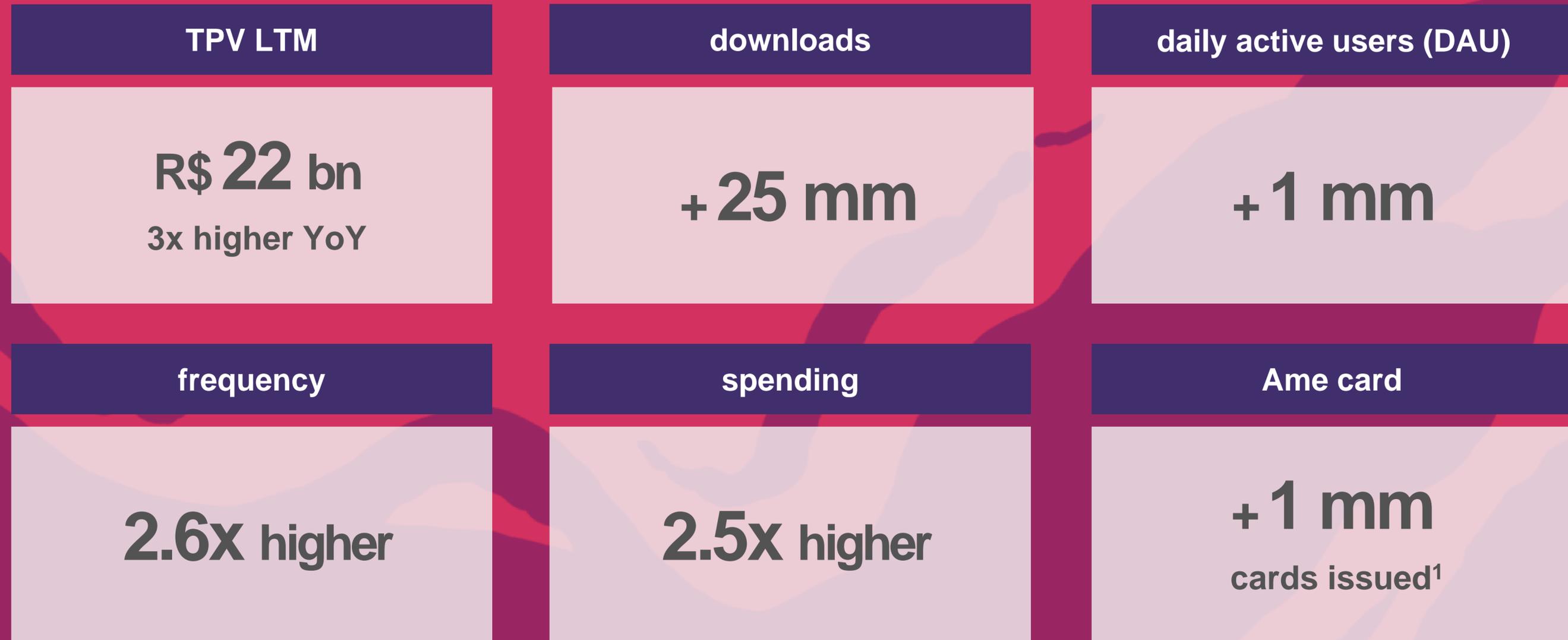
distribution centers

New DC in PR
totaling 25
in 12 States

americanas entrega agency

+800 agencies
drop-off

3Q21 results ame digital highlights



¹ Mark reached in October 2021.

Ame monetizes Americanas S.A.

americanas

- digital platform
- physical platform
- fulfillment platform
- ads platform
- innovation engine (+M&A)

- customers
- sellers
- merchants
- suppliers
- franchisees

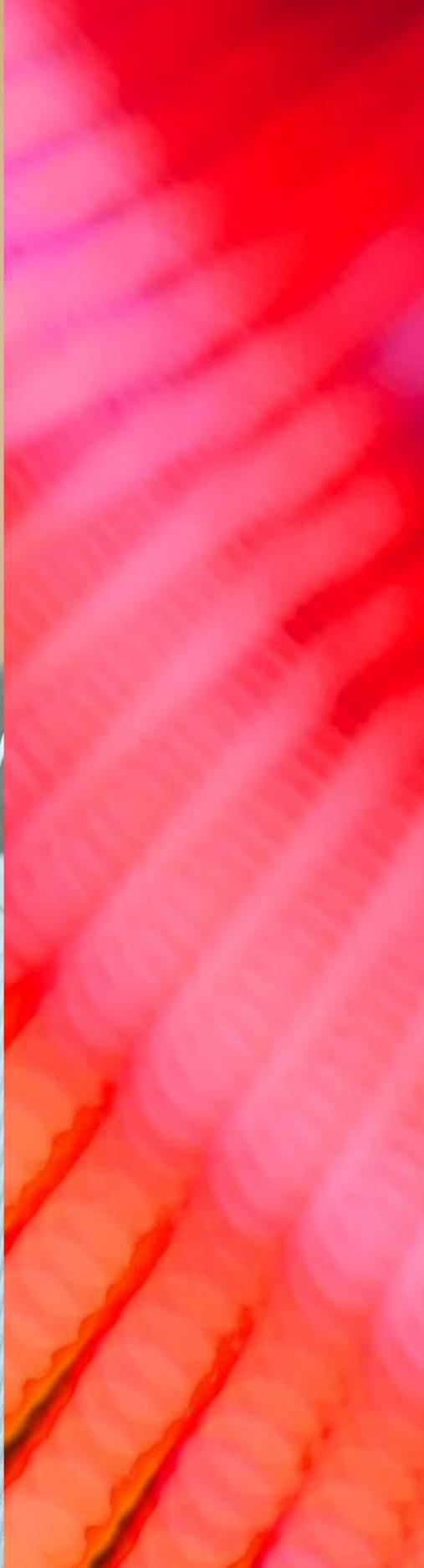
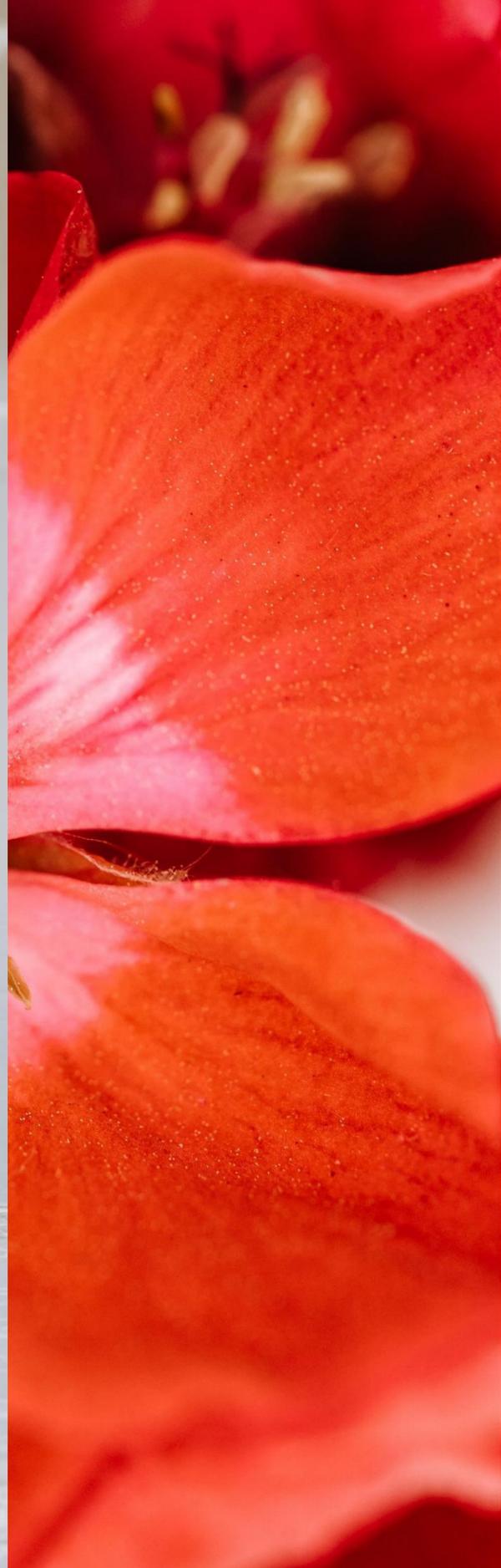


ame

financial
platform

only one Americanas

3



opportunity: consolidation of shareholder bases simplifying the corporate structure

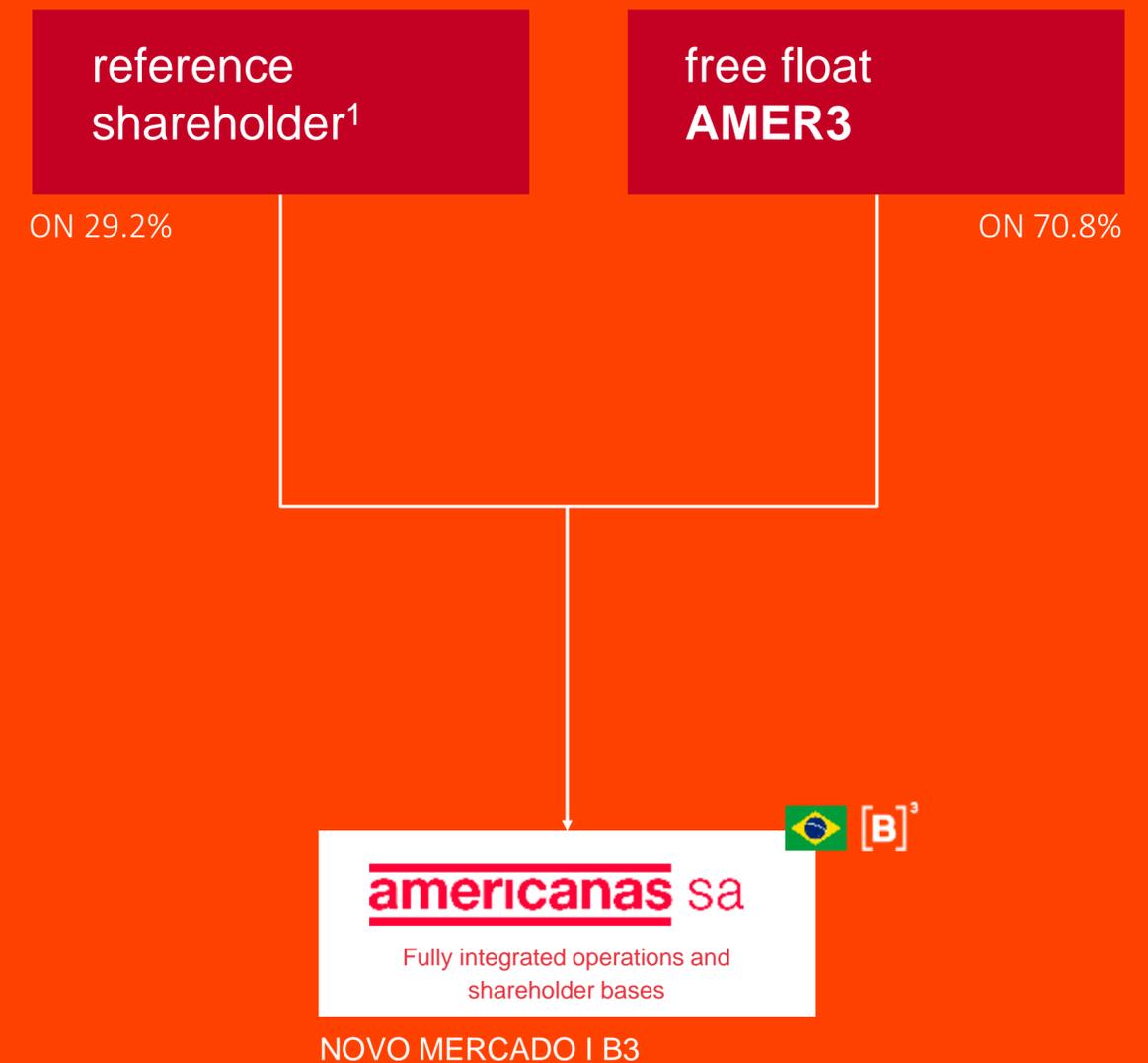
step by step¹

Incorporation of Lojas Americanas by Americanas S.A.

- Controlling shareholder becomes a **reference shareholder with 29.2%** of AMER3 shares
- **The AMER3 shares owned by Lojas Americanas will be distributed** to the shareholders of LAME3 and LAME4 in equal proportion
- Each share of Lojas Americanas (ON or PN) will be converted into **0.1860² AMER3 share**
- Adaptation of the Americanas S.A. bylaws and inclusion of **a *poison pill with a trigger of 15%*, as a way to protect the entire shareholder base**

Notes: (1) For more information and knowledge of the formal process, see material fact
 (2) 350,206,073 AMER3 shares held by Lojas Americanas / 1,883,007,012 shares of Lojas Americanas (LAME3 and LAME4)
 (3) Numbers subject to change until EGMs are held. Base date used 10/27/2021

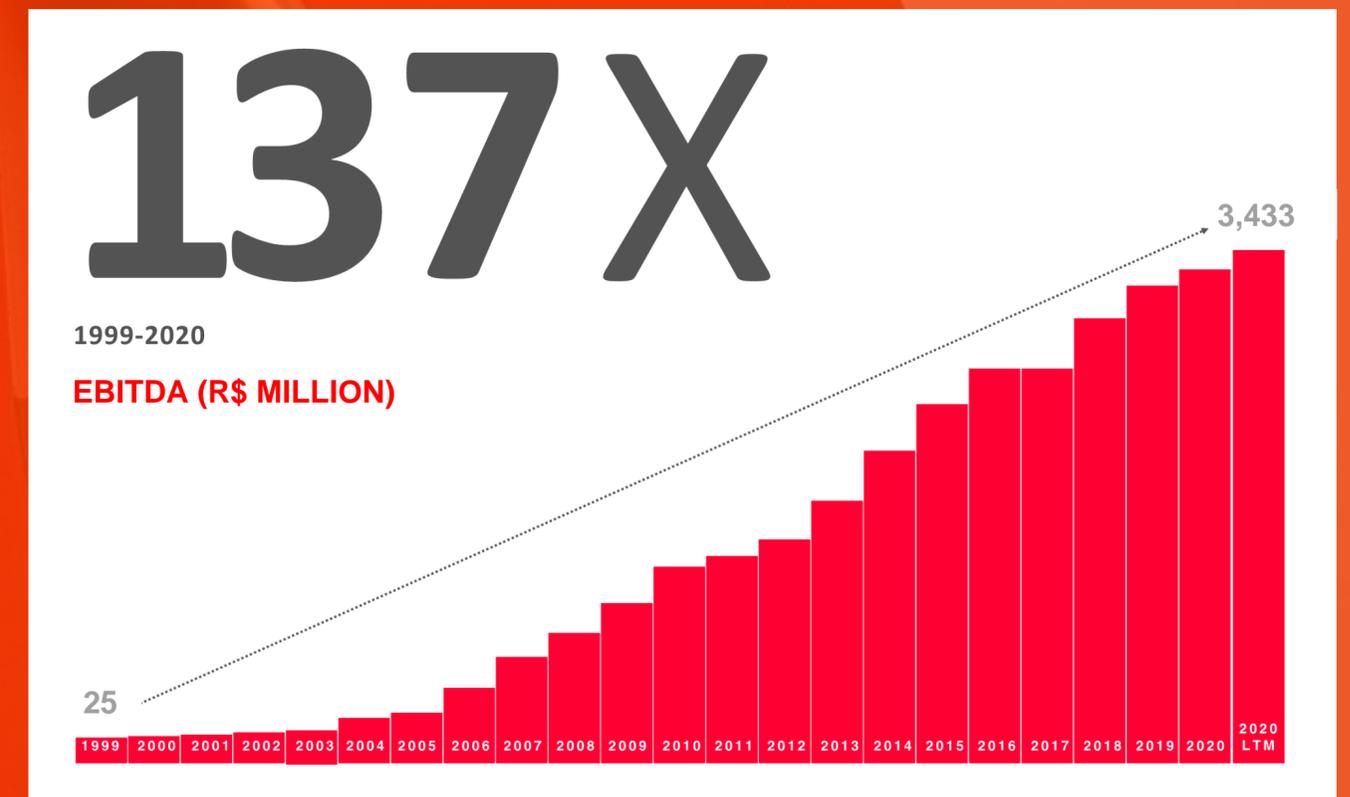
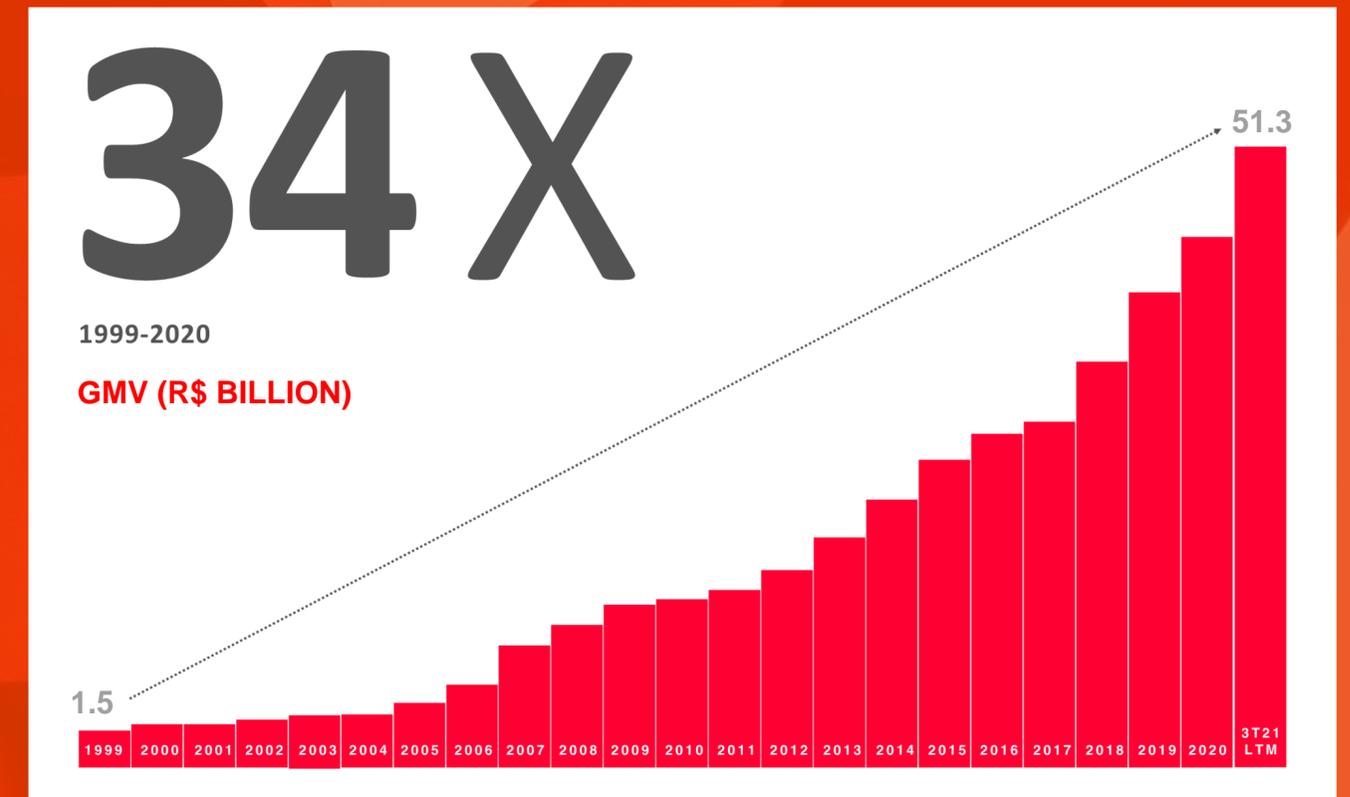
proposed structure



Notes: (1) Group of long term professional investors
 (2) Numbers subject to change until the EGMs are held. Base date used 10/27/2021

To make this new step possible, the **current controlling shareholder of Lojas Americanas will become a reference shareholder with 29.2% of Americanas S.A., giving up control with no premium in return.**

This group, within the Company since the 80's, always had, as a guiding element, the **long-term value creation strategy**, which ensured the operation's **growth with profitability**. Once again, the reference shareholder reinforced its **commitment with the long-term vision** as a guide for the future value creation.



our strategic model

4



organic growth

driven by the development and expansion of our platforms

dream of growth

digital platform

- gain market share with 3P acceleration
- achieve leadership in NPS
- continue generating cash

physical platform

- sss growth above inflation and with profitability
- expand the sales area with different store formats
- improve the experience with new technologies and new layouts

fulfillment platform

- expand the fast delivery (delivery in minutes)
- accelerate the operation of dark stores in all regions of Brazil
- enlarge air cargo, reducing the lead time of cross border

fintech platform

- democratize access to the financial system
- develop Credit as a Service: corporate and individual solutions
- implement the Loyalty program

ads platform

- evolve AI / ML to increase ads efficiency
- expand solutions for sellers
- design integrated offers across more than one platform

innovation engine (IF)

- drive entry into new verticals and businesses (M&A engine)
- incubate, invest, accelerate new businesses (corporate venture capital)
- promote the use of new technologies in all platforms

inorganic growth

driven by the use of our unique assets to expand new businesses and brands through our strategic M&A engine

M&A strategy

new businesses

that complement the consumer journey and can be leveraged by our assets

high potential

digital operation

presence in a **relevant addressable markets**

good **business models**

talented teams with **new skills**

enablers

strengthening of infrastructure and platform capabilities

technology

innovative business models

talented teams with **new skills**

inorganic growth

driven by the use of our unique assets to expand new businesses and brands through our strategic M&A engine

29 acquisitions

| | | | |
|--|--|--|---|
| <ul style="list-style-type: none"> ▪ Shoptime 2005 e-commerce | <ul style="list-style-type: none"> ▪ Direct 2014 delivery | <ul style="list-style-type: none"> ▪ Shopgram 2015 tech | <ul style="list-style-type: none"> ▪ Shipp 2021 delivery |
| <ul style="list-style-type: none"> ▪ Submarino 2006 e-commerce | <ul style="list-style-type: none"> ▪ E-smart 2015 tech | <ul style="list-style-type: none"> ▪ Vialog 2016 delivery | <ul style="list-style-type: none"> ▪ OOOOO (JV) 2021 live commerce |
| <ul style="list-style-type: none"> ▪ Blockbuster 2007 retail | <ul style="list-style-type: none"> ▪ Skyhub 2015 tech | <ul style="list-style-type: none"> ▪ Boolabs 2016 tech | <ul style="list-style-type: none"> ▪ Uni.co 2021 franchising |
| <ul style="list-style-type: none"> ▪ Uniconsult 2013 tech | <ul style="list-style-type: none"> ▪ Site Blindado 2015 tech | <ul style="list-style-type: none"> ▪ Pedala 2019 delivery | <ul style="list-style-type: none"> ▪ BR Mania (JV) 2021 franchising |
| <ul style="list-style-type: none"> ▪ Click-Rodo 2013 delivery | <ul style="list-style-type: none"> ▪ Infoprice 2015 tech | <ul style="list-style-type: none"> ▪ Courri 2019 delivery | <ul style="list-style-type: none"> ▪ Nexoos 2021 fintech |
| <ul style="list-style-type: none"> ▪ Tarkena 2013 tech | <ul style="list-style-type: none"> ▪ Sieve 2015 tech | <ul style="list-style-type: none"> ▪ Supermercado Now 2020 grocery | <ul style="list-style-type: none"> ▪ Hortifruti 2021 grocery |
| <ul style="list-style-type: none"> ▪ Ideais 2013 tech | <ul style="list-style-type: none"> ▪ Admatic 2015 ads | <ul style="list-style-type: none"> ▪ Parati 2020 fintech | <ul style="list-style-type: none"> ▪ Skoob 2021 content |
| | | <ul style="list-style-type: none"> ▪ Bit Capital 2020 fintech | |

...supported by our
ESG strategy

since 2015, our business
strategy has been aligned
with the United Nations'
2030 Agenda for
Sustainable Development

Our 5 Priorities within Sustainable Development Goals (SDGs)



environmental 13

- we compensate 70% of our greenhouse gas emissions
 - target: **100% by 2025**
- largest bike operation in BR with 1.8 mm deliveries in 2020
- renewable energy being used in 25% of the company
 - target: **100% by 2030**
- recyclable packaging reducing solid waste by 30%

social 4 8 10

- people development, fostering employment to +65,000 people
- positive social impact in the Amazon Rainforest to +1,500 families
- gender equality, 51% of the leadership is female

governance 5 8

- company listed in Novo Mercado
- 43% of independent board members
- 5 specialized committees

ame
audit (100% independent)
digital & client

financial
people & sustainability

eco-efficient fleet the largest and most complete in the market

149

bikes and tuc tuc's
in operation



82

electric charging posts
installed in our bases

+40 by year end



500ton

of CO₂ emissions avoided
in 2021 (projected)



92

vehicles in operation
(80 utility vehicles and 12 trucks)

+100 utility vehicles
in nationalization



Favela Brasil Xpress

we are present in 7 large favelas in the country



146K
deliveries
conducted

+0.7MM
residents
benefited

SP - PARAISÓPOLIS

SP - HELIÓPOLIS

SP - CIDADE JÚLIA

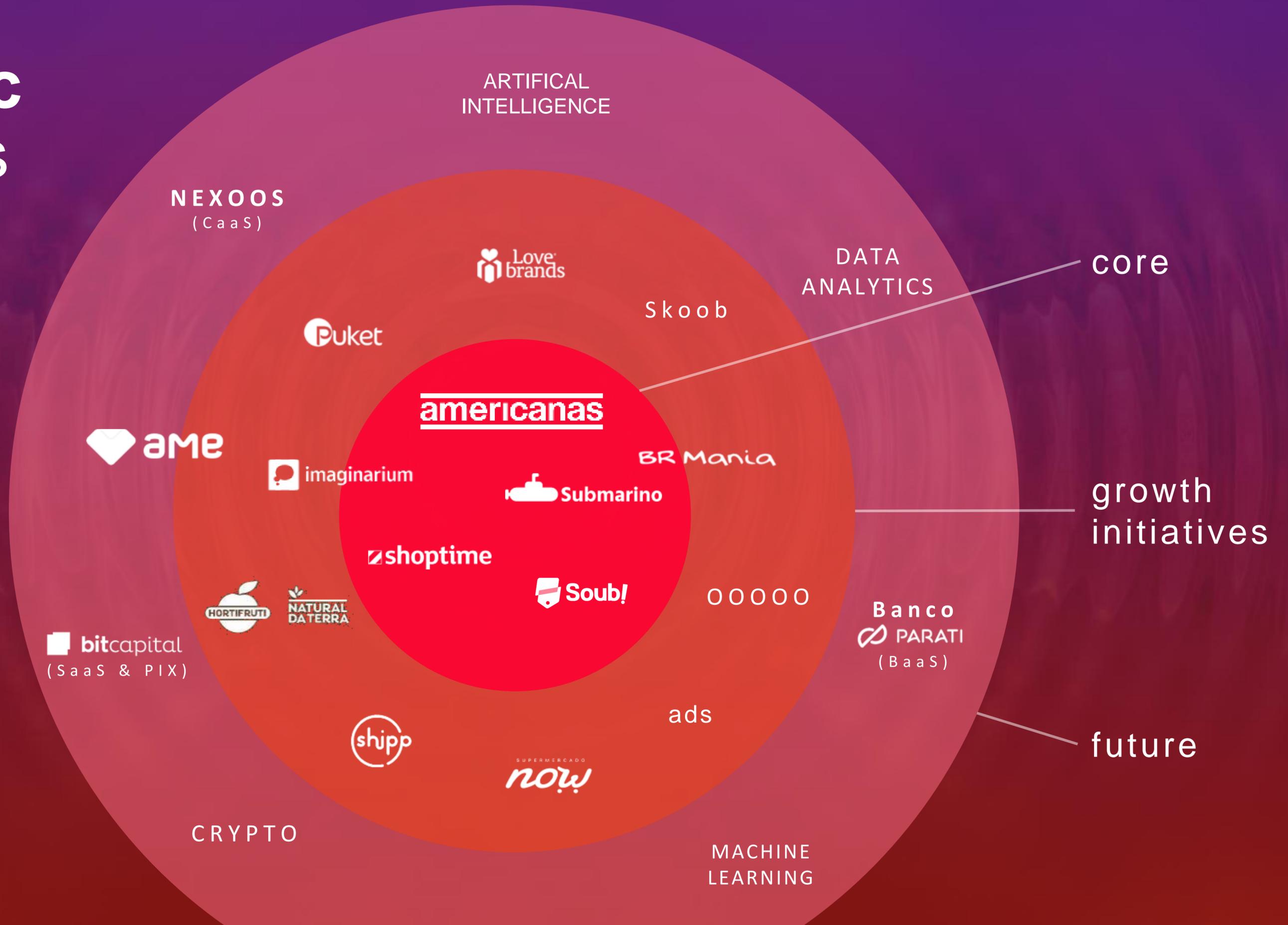
SP - CAPÃO REDONDO

SP - DIADEMA

RJ - ROCINHA

RJ - VILA CRUZEIRO

strategic business vision



americanas sa

it's time to combine