

RESULTS CONFERENCE CALL

3Q21

 Multiplan

▶ BarraShopping
celebrated its
40-year anniversary
in October

DISCLAIMER

This document may contain prospective statements, which are subject to risks and uncertainties as they are based on expectations of the Company's management and on available information. The Company is under no obligation to update these statements. The words "anticipate", "wish", "expect", "foresee", "intend", "plan", "predict", "forecast", "aim" and similar words are intended to identify these statements.

The Company clarifies that it does not disclose projections and/or estimates under the terms of article 20 of CVM Instruction 480/09 and, therefore, such forward-looking statements do not represent any guidance or promise of future performance.

Forward-looking statements refer to future events which may or may not occur. Our future financial situation, operating results, market share and competitive position may differ substantially from those expressed or suggested by these forward-looking statements. Many factors and values that may impact these results are beyond the company's ability to control. The reader/investor should not make a decision to invest in Multiplan shares based exclusively on the data disclosed on this presentation.

This document also contains information on future projects which could differ materially due to market conditions, changes in laws or government policies, changes in operational conditions and costs, changes in project schedules, operating performance, demands by tenants and consumers, commercial negotiations or other technical and

economic factors. These projects may be altered in part or totally by the company with no prior warning. External auditors have not reviewed non-accounting information. In this presentation the company has chosen to present the consolidated data from a managerial perspective, in line with the accounting practices excluding the CPC 19 (R2), and adjusting for the sale of the Diamond Tower.

For more detailed information, please check our Financial Statements, Reference Form (Formulário de Referência) and other relevant information on our investor relations website ir.multipplan.com.br.

Un-sponsored Depositary Receipt Programs

It has come to the attention of the Company that foreign banks have launched or intend to launch unsponsored depositary receipt programs, in the USA or in other countries, based on shares of the Company (the "Un-sponsored Programs"), taking advantage of the fact that the Company's reports are usually published in English.

The Company, however, (i) is not involved in the Un-sponsored Programs, (ii) ignores the terms and conditions of the Un-sponsored Programs, (iii) has no relationship with potential investors in connection with the Un-sponsored Programs, (iv) has not consented to the Un-sponsored Programs in any way and assumes no responsibility in connection therewith. Moreover, the Company alerts that its financial statements are translated and also published in English solely in order to comply with Brazilian regulations, notably the requirement

contained in item 6.2 of the Level 2 Corporate Governance Listing Rules of B3 S.A. - Brasil, Bolsa, Balcão, which is the market listing segment where the shares of the Company are listed and traded.

Although published in English, the Company's financial statements are prepared in accordance with Brazilian legislation, following Brazilian Generally Accepted Accounting Principles (BR GAAP), which may differ to the generally accepted accounting principles adopted in other countries.

Finally, the Company draws the attention of potential investors to article 51 of its bylaws, which expressly provides, in summary, that any dispute or controversy which may arise amongst the Company, its shareholders, board members, officers and members of the Fiscal Council (Conselho Fiscal) related to matters contemplated in such provision must be submitted to arbitration before the Câmara de Arbitragem do Mercado, in Brazil.

Therefore, in choosing to invest in any Un-sponsored Program, the investor does so at its own risk and will also be subject to the provisions of article 51 of the Company's bylaws.

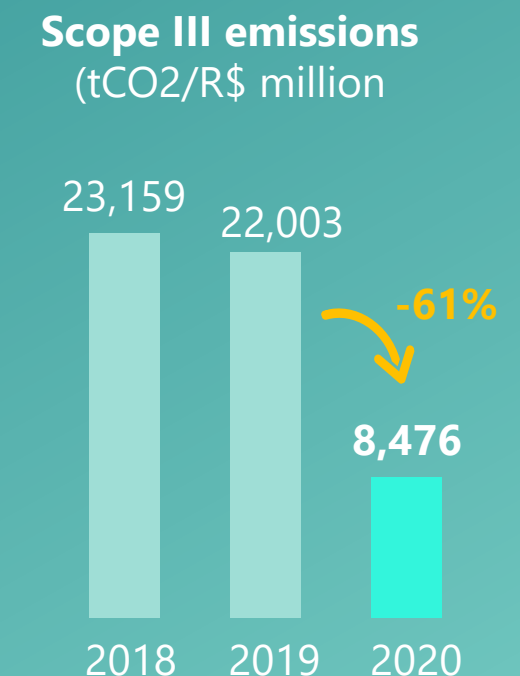
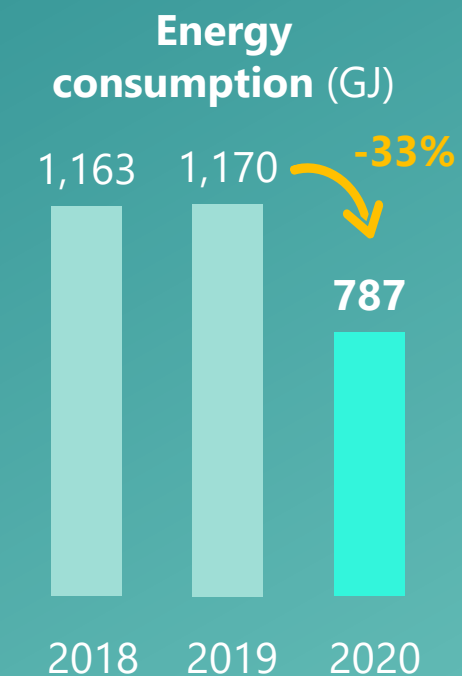
ESG

2020 Annual Report published in September

The Report was developed in accordance with the GRI¹ and SASB² methodologies and its indicators were correlated with the UN SDGs³.

- ✓ **33% reduction in energy consumption**
- ✓ **61% drop in Scope III emissions**
- ✓ **Selective waste collection implemented in all malls**
- ✓ **17 electric vehicle charging stations spread across 14 malls**
- ✓ **Effluent treatment stations implemented in 7 malls**
- ✓ **Solar panels installed in 4 malls**
- ✓ **Two photovoltaic complexes that fully supply VillageMall and the Company's headquarters**

To see Multiplan's 2020 Annual Report, [click here](#)



¹ GRI (Global Reporting Initiative) methodology indicators.

² SASB (Sustainability Accounting Standards Board) financial standards.

³ SDG refers to the Sustainable Development Goals of the United Nations (UN).

ESG

Continuity of ESG initiatives implemented in the past together with new projects

✓ **Continuing initiatives:**

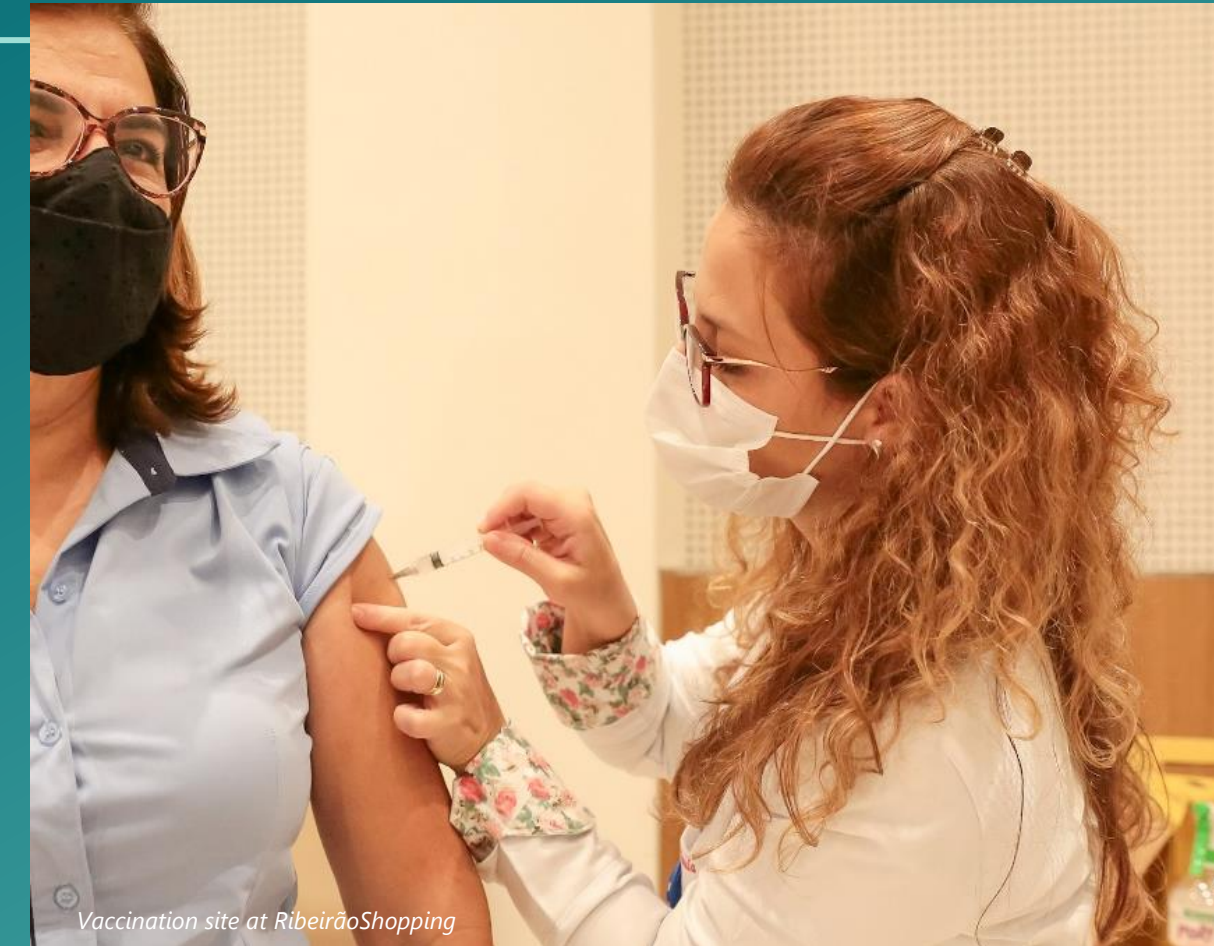
Vaccination campaigns against Covid-19 in five shopping centers and Multiplan medical centers

Blood donation campaigns in shopping centers in Rio de Janeiro

Collection of clothing donations in partnership with local entities in 14 shopping centers

✓ **Embrace a School Program:** Start of **renovation works at the Marechal Canrobert Pereira Costa Municipal School**, near ParkJacarepaguá. In addition to the works, Multiplan will promote an environmental education project, benefiting more than 160 children in the region

✓ **Donations for children:** With Children's Day in October, DiamondMall and ParkShopping Canoas carried out toys and food **donation campaigns** for children in social vulnerability state



Vaccination site at RibeirãoShopping



Pet adoption fair slogan at Pátio Savassi



Donation for children campaign at ParkShopping Canoas

ESG

Continuously acting with a focus on the environment and best governance practices

- ✓ **Golden Lake:** Lake Victoria, Golden Lake's 1st phase, is in the process of obtaining the **EDGE¹ certification**, which focuses on water and energy management and the use of sustainable materials during the civil construction process.
- ✓ **4.0 Maintenance- Chilled water management:** pilot carried out at MorumbiShopping, to implement a 4.0 maintenance in the chilled water centers of the refrigeration system, generating 33% reductions in energy consumption, in addition to a reduction in labor costs
- ✓ **Back-to-back cryptography:** implementation of back-to-back encryption on all workstations, preventing unauthorized access to Company's data
- ✓ **Data security response plan:** creation of a protocol for quick and efficient management of possible data breaches following the guidelines of the LGPD²

Integration with nature in the Golden Lake project



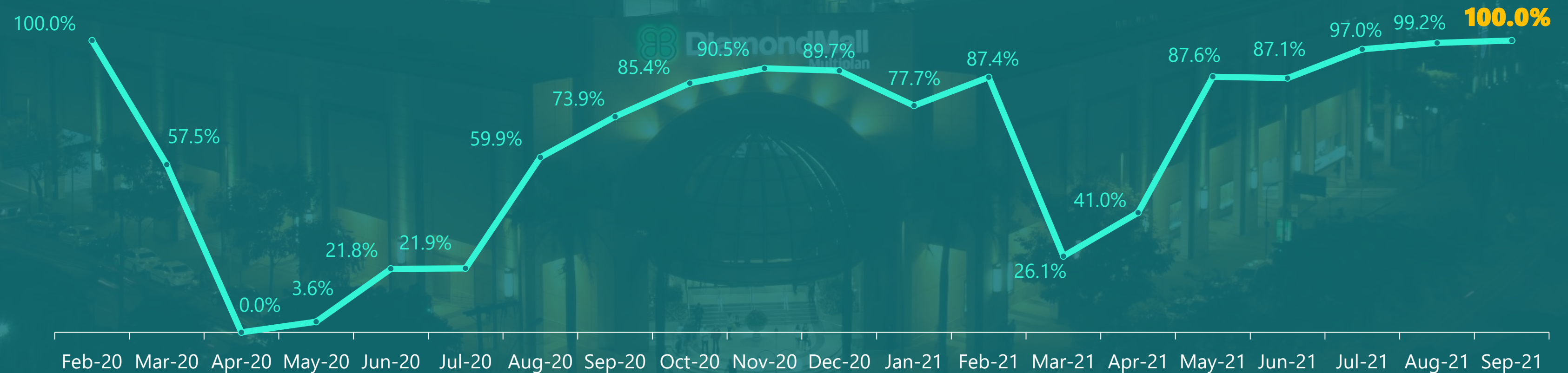
¹ EDGE certification (Excellence in Design for Greater Efficiencies) granted by the IFC (International Finance Corporation).

² Brazilian General Data Protection Law.

Operating hours back to 100% in September

Since August 21st, all malls have been operating 100% of the time until October 28th, although still operating with restrictions

Monthly operating hours¹

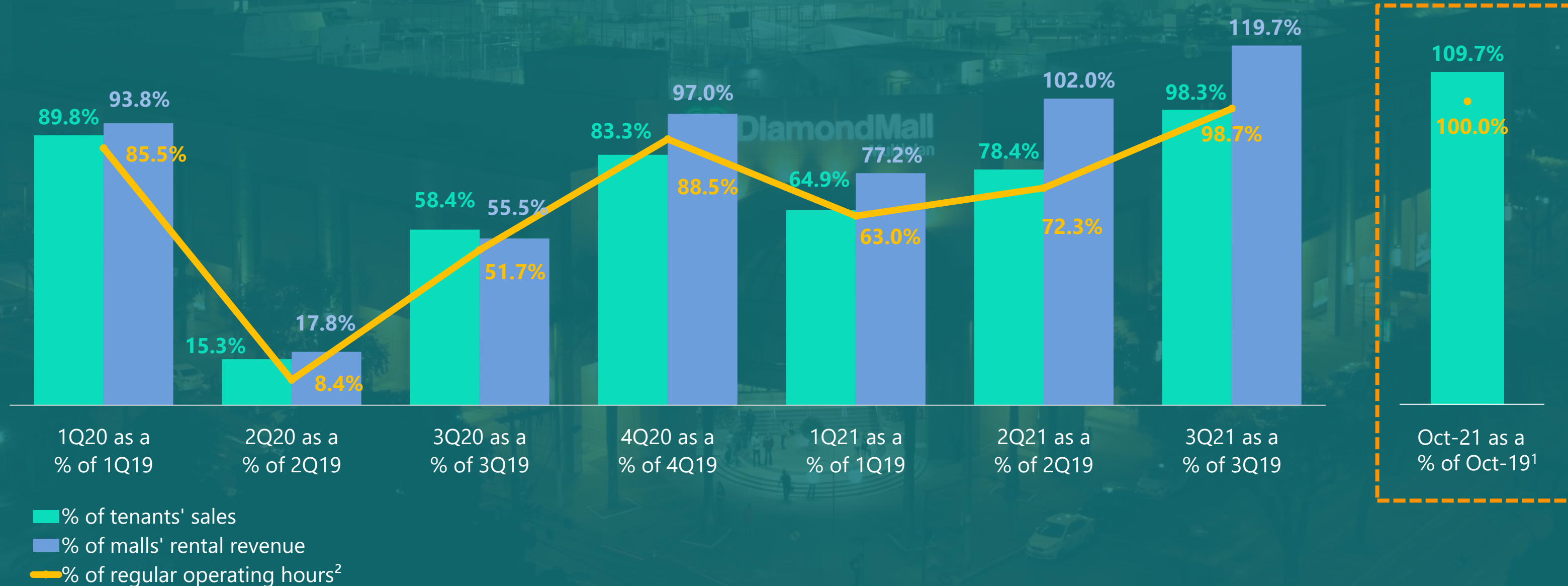


¹ Operating hours: calculated by dividing the operating hours of the shopping centers by their regular operating hours.

Malls' rental and sales revenues already surpass 2019

Rental revenue 19.7% above 2019, with sales in Oct/21 109.7%¹ vs 2019

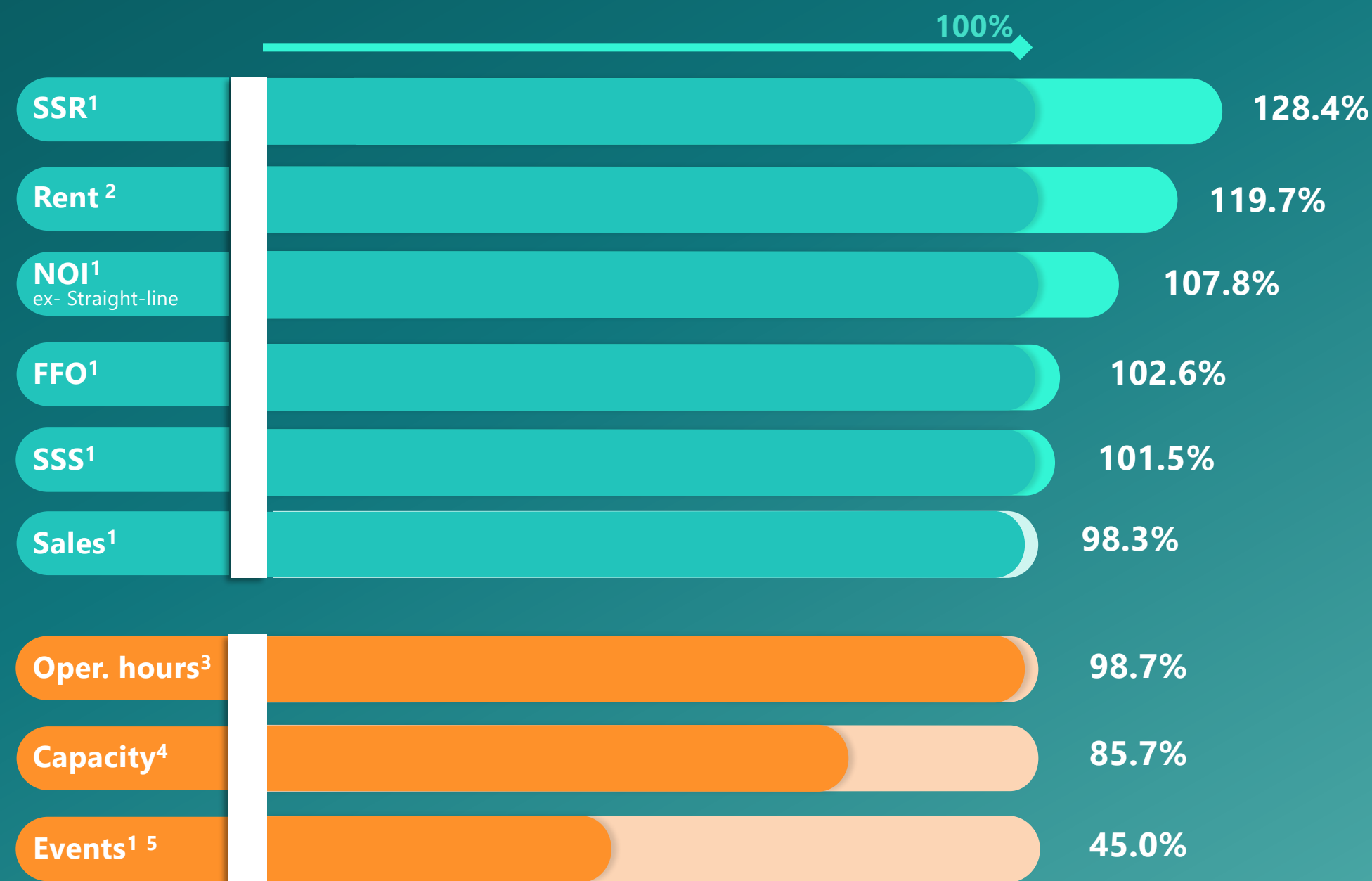
Quarterly operating hours², tenants' sales, and malls' rental revenue



¹ First 25 days of October 2021 compared to the same period in 2019.

² Operating hours: calculated by dividing the operating hours of the shopping centers by their regular operating hours.

Mall performance exceeds 2019 and all restrictions

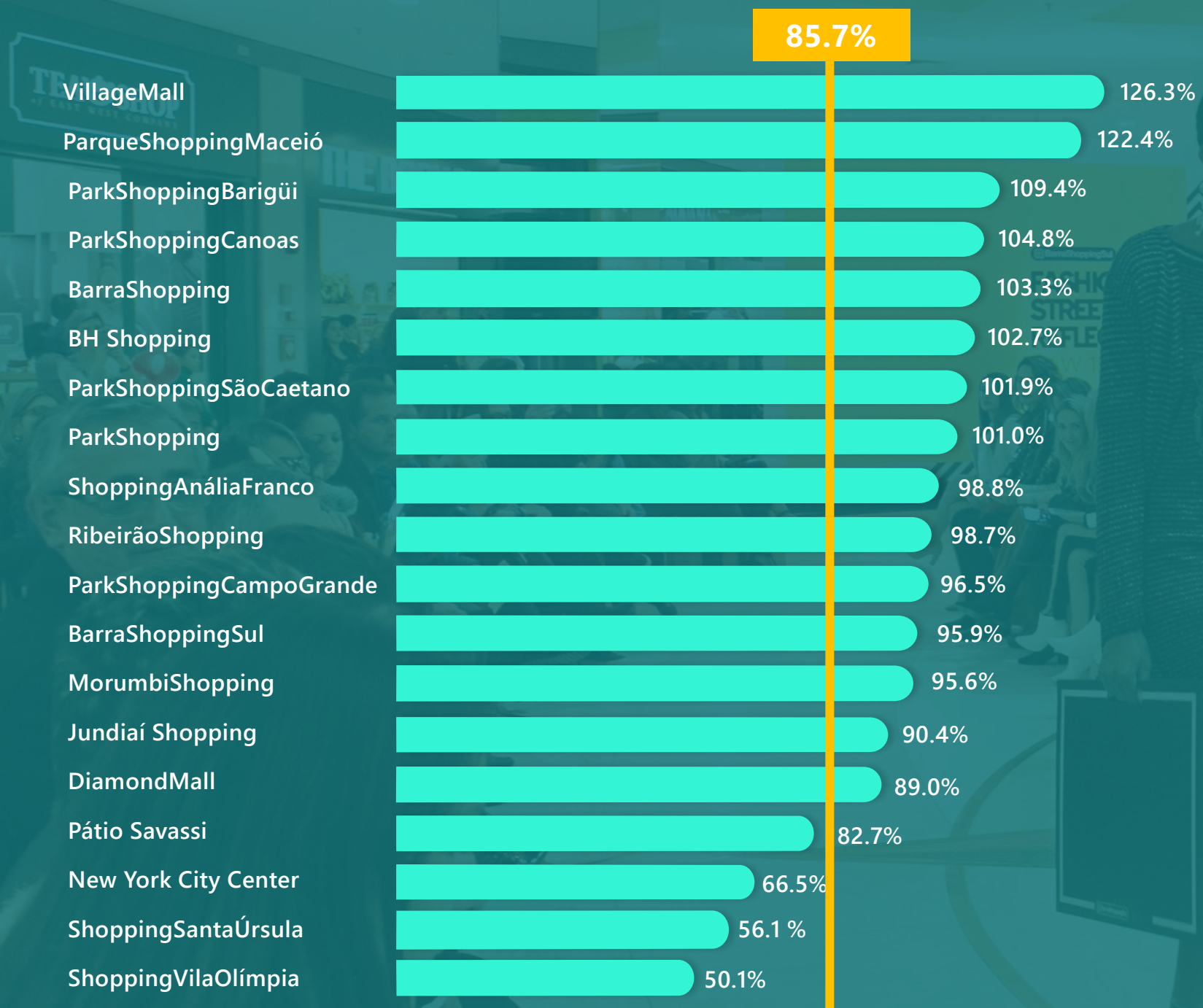


¹ 3Q21 vs. 3Q19.
² Refers to malls' rental revenue only (does not include office towers).
³ Calculated by dividing the operating hours of the shopping centers by their regular operating hours.
⁴ 85.7% is equivalent to the % of operating hours in 3Q21 limited by capacity restrictions, in each segment, weighted by GLA. .
⁵ Number of events in 3Q21 vs 3Q19.
SSR stands for Same Store Rent. NOI stands for Net Operating Income and, in the chart above, does not consider the straight-line effect. FFO stands for Funds from Operations. SSS stands for Same Store Sales.



BarraShopping – August 2021

Tenants' sales in nearly all malls exceeded capacity restrictions



85.7% is equivalent to the % of operating hours in 3Q21 limited by capacity restrictions, in each segment, weighted by GLA.

3Q21 tenants' sales over 3Q19.

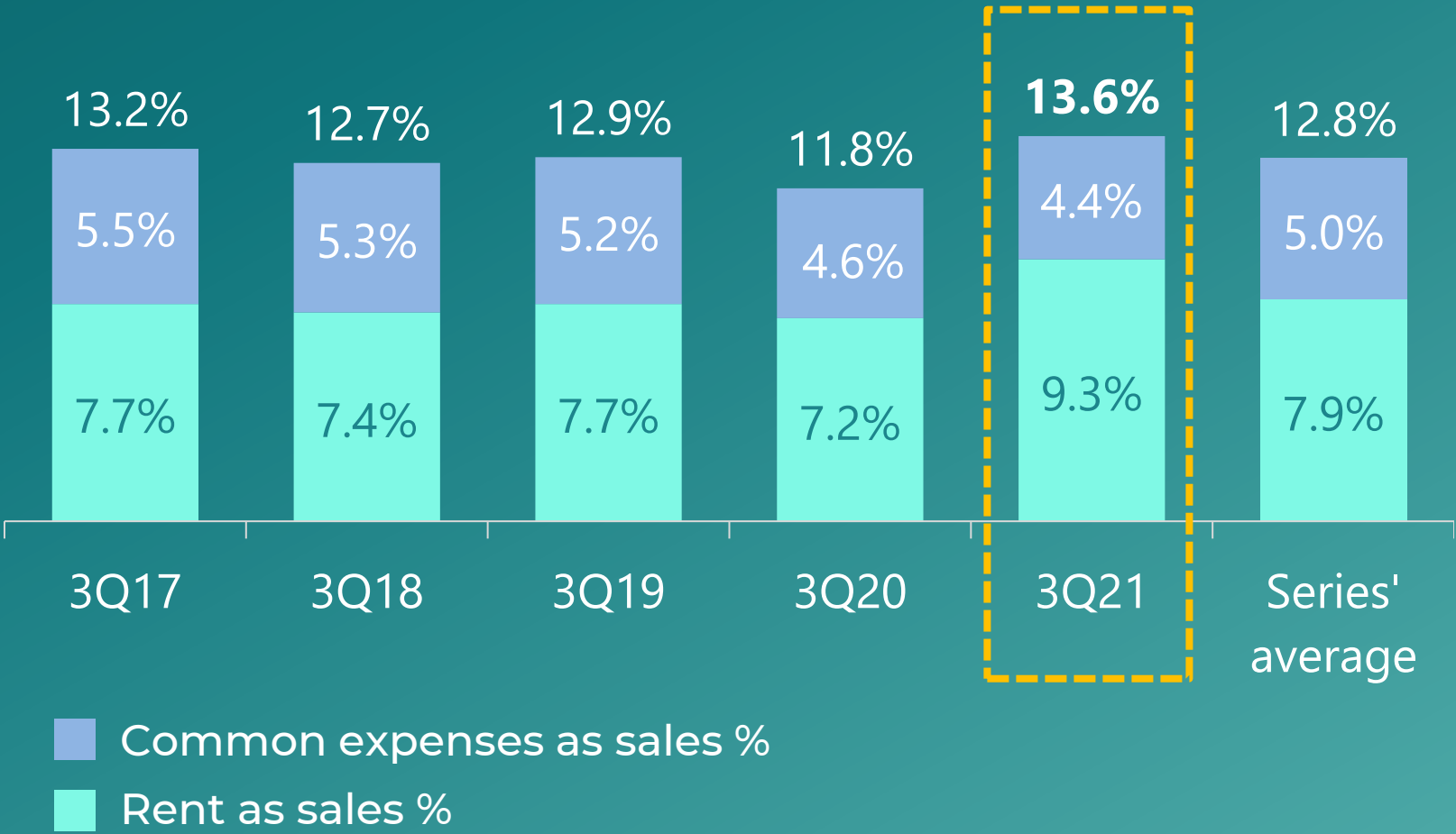
Sales drivers

- ✓ End of **operating hours** restrictions
- ✗ End of **capacity** restrictions
- ✗ End of **events** restrictions
- ✗ Resumption of consumer **confidence**
- ✓ **Omnichannel** strategy
- ✓ **Growth** vector

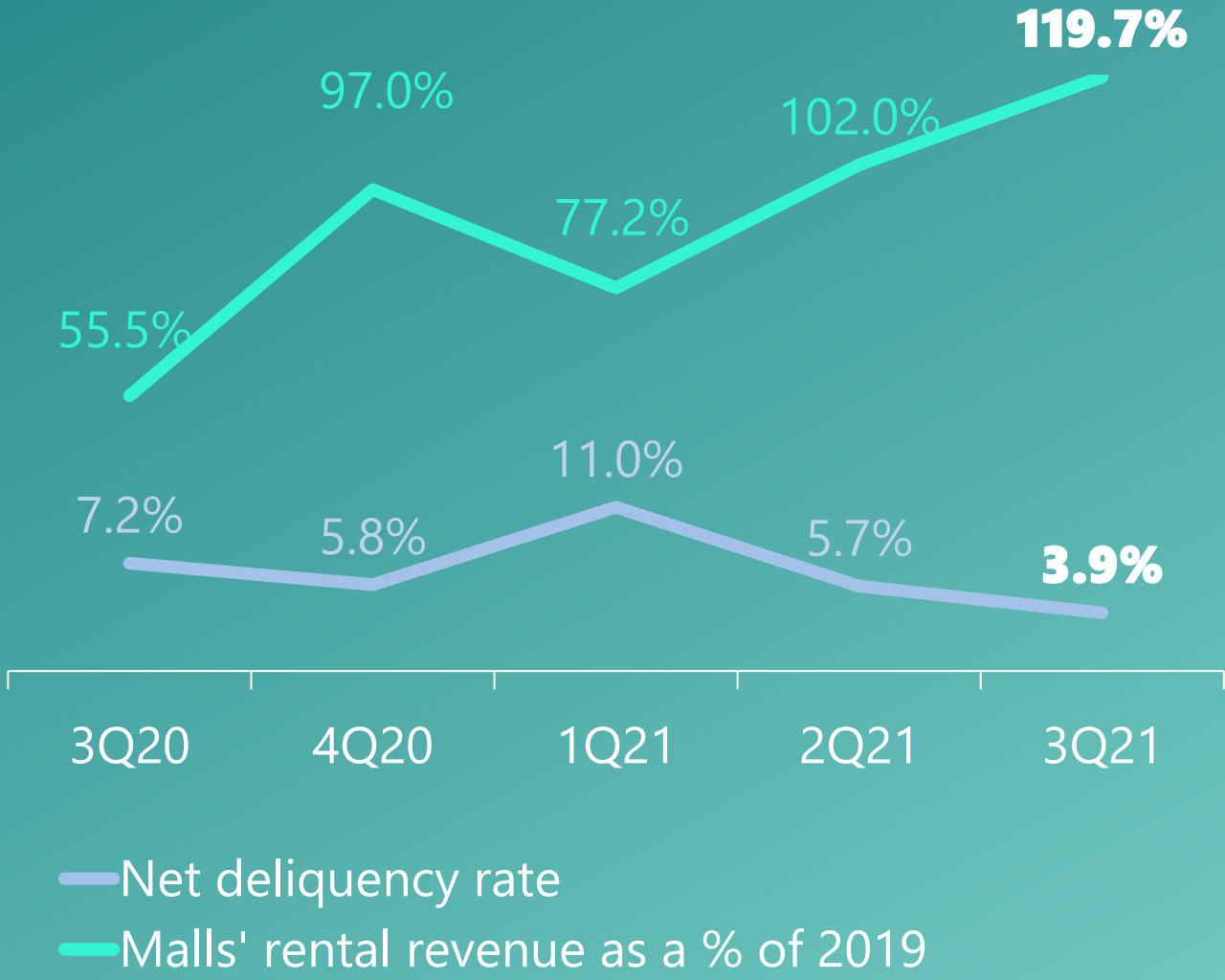
Sustainable increase in rental revenue

SSR¹ of 28.4% vs 2019, with net delinquency rate reduced to 3.9%

Occupancy cost breakdown



Net delinquency rate and rental revenue

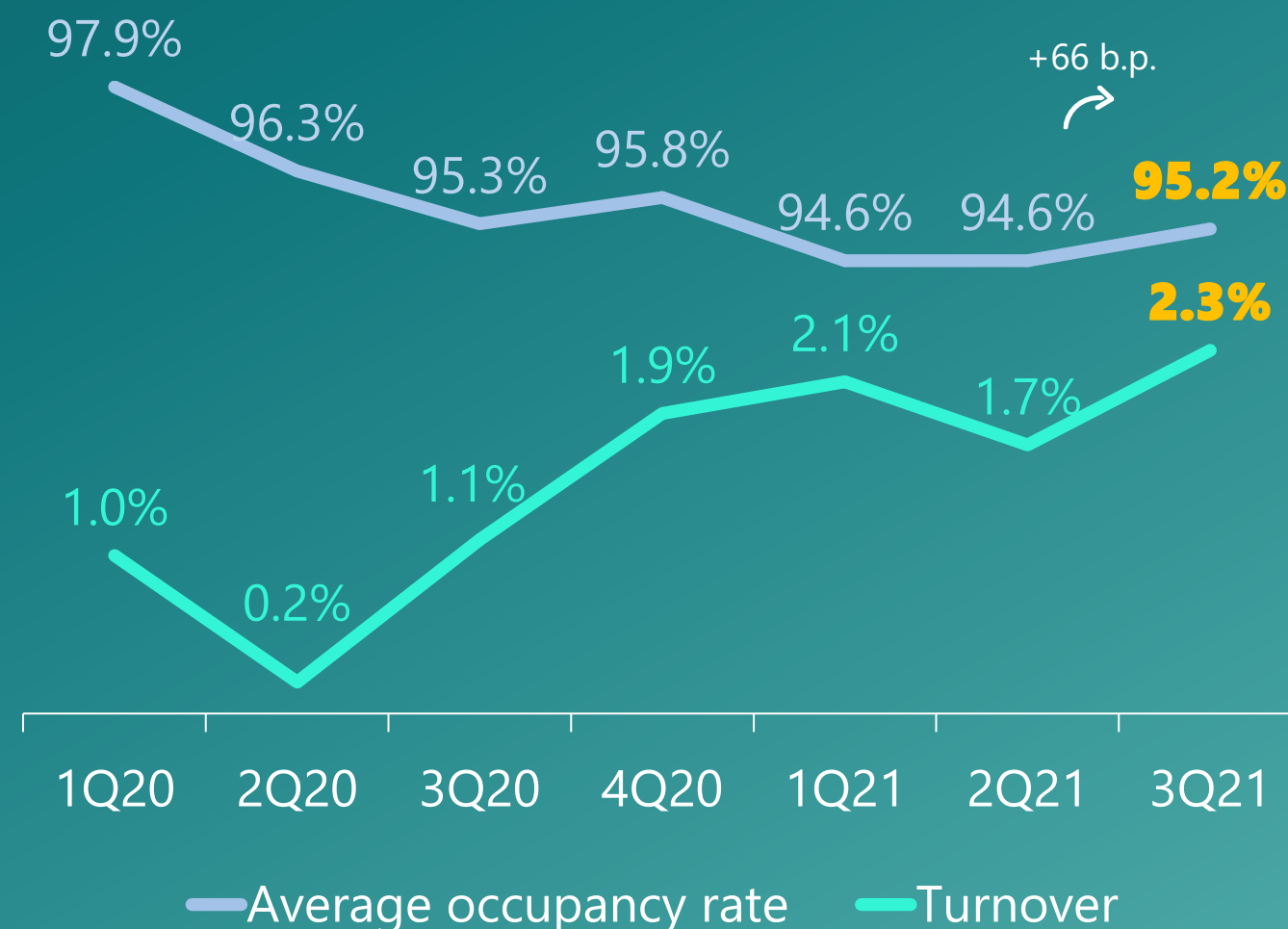


¹ SSR stands for Same Store Rent.











Flight-to-quality trend

Tenants looking for more productivity migrate to dominant assets

Highest QoQ upturn in occupancy rate (+66 b.p.) since 3Q12, leading to the highest turnover in our history with 18,171 sq.m of GLA or 132 stores, with **usual online tenants expanding** their presence:



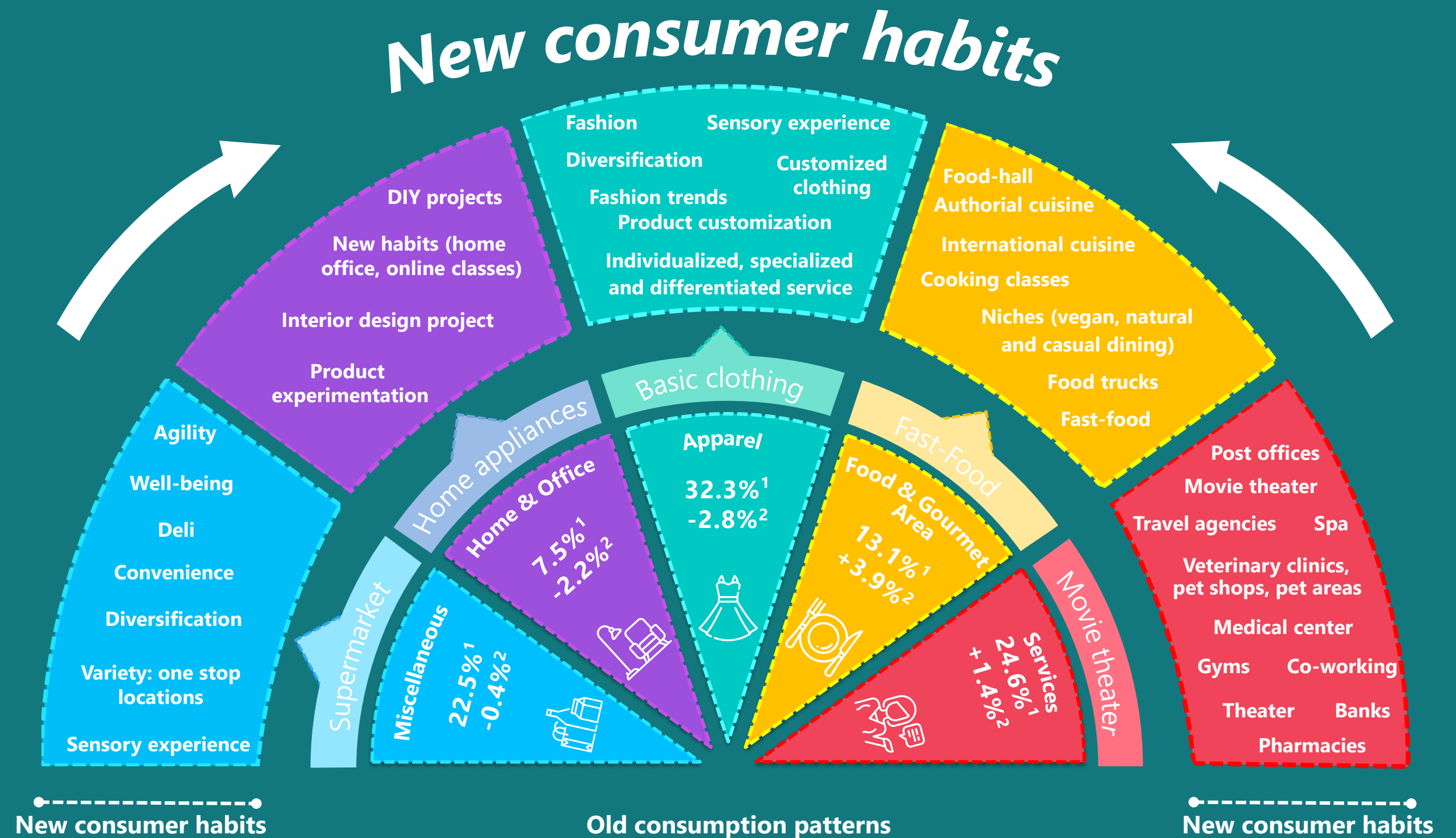
Examples of benefits of a store in Multiplan's malls:

-  **Synergy** with a **diversified mix** creating destination malls
-  **Central**, convenient and **exclusive locations**
-  **Brand exposure** to large flow of people
-  Integration with **omnichannel**
-  Massive **campaigns** and **events**
-  **Economy of scale** aligned with ESG strategy
-  Recognition and strength of **Multiplan's brand**
-  Convenient **reverse logistics** sites
-  Parks, leisure, services, **mixed-use projects** in customers daily routine
-  Safety, parking, air-conditioned environment and other **amenities**

Mix of the future

Physical stores increase brand value in several ways, not only through its sales

- **Necessity-driven** consumption habits were expanded to include **convenience, experience, exclusivity and social interaction**



¹ GLA distribution by segment – 3Q21

² Change since 3Q11.

Financial results – 3Q21 vs. 3Q19

FFO in the quarter exceeds 2019

NOI
(Net Operating Income)

287 R\$ M

88.0 MARGIN %

-3.5% vs. 3Q19

EBITDA

216 R\$ M

67.1 MARGIN %

-8.1% vs. 3Q19

FFO
(Funds From Operations)

177 R\$ M

54.8 MARGIN %

+2.6% vs. 3Q19

NET INCOME

99 R\$ M

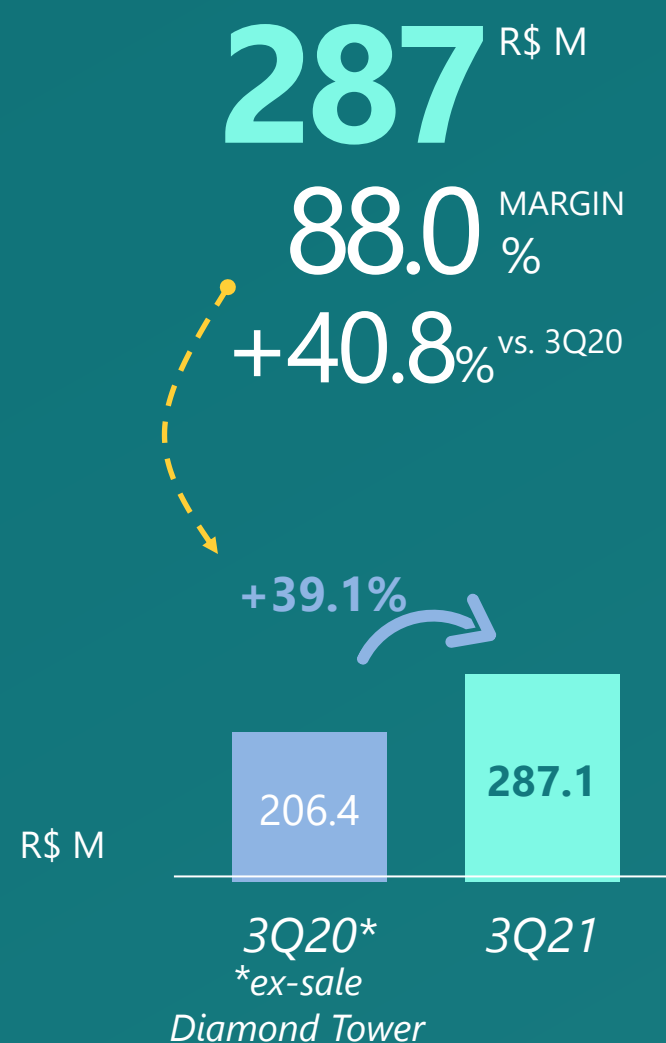
30.8 MARGIN %

-18.2% vs. 3Q19

Financial results – 3Q21 vs. 3Q20

Strong results recovery, excluding the sale of Diamond Tower

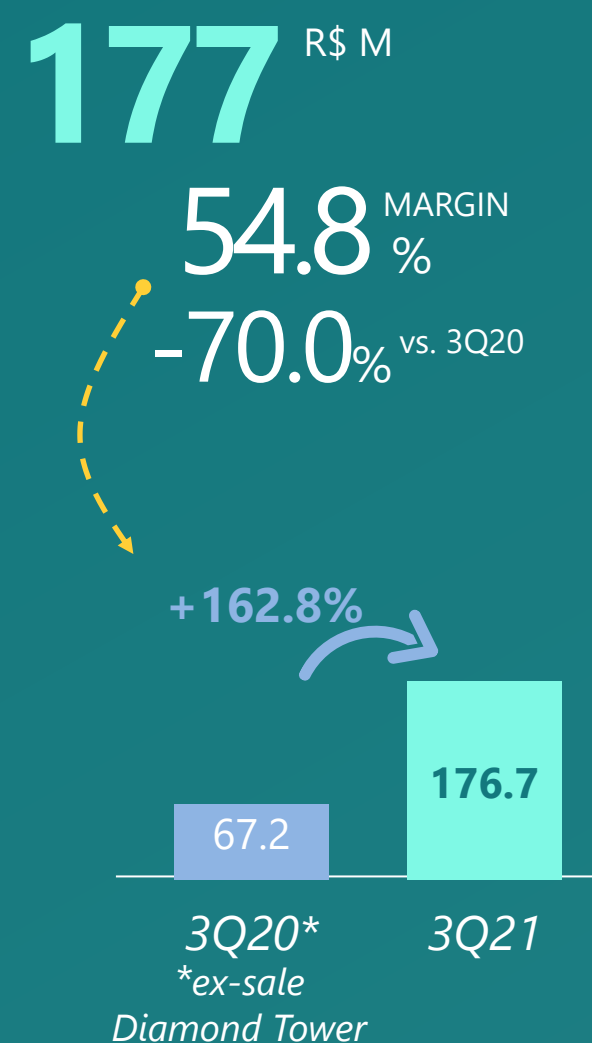
NOI (Net Operating Income)



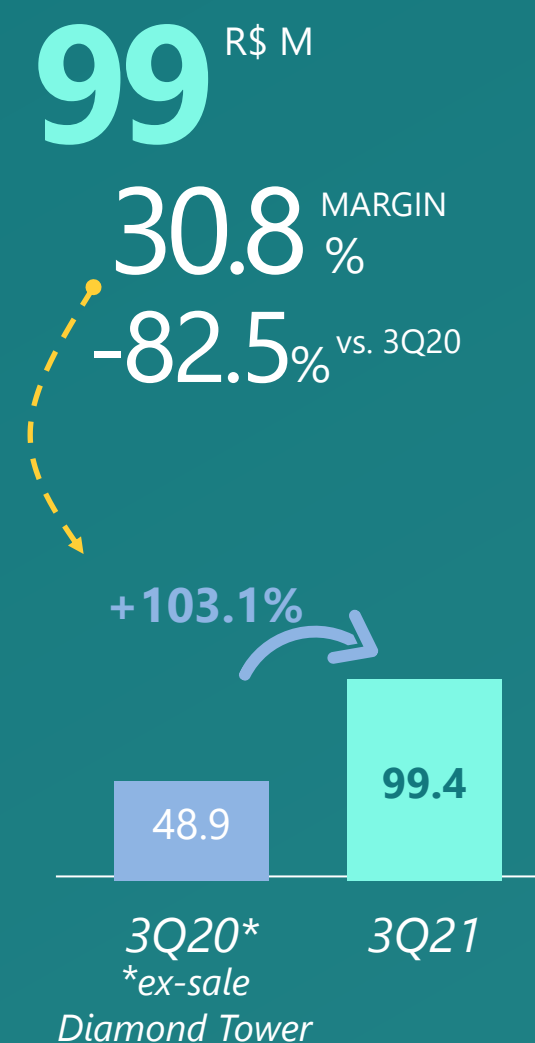
EBITDA



FFO (Funds From Operations)



NET INCOME



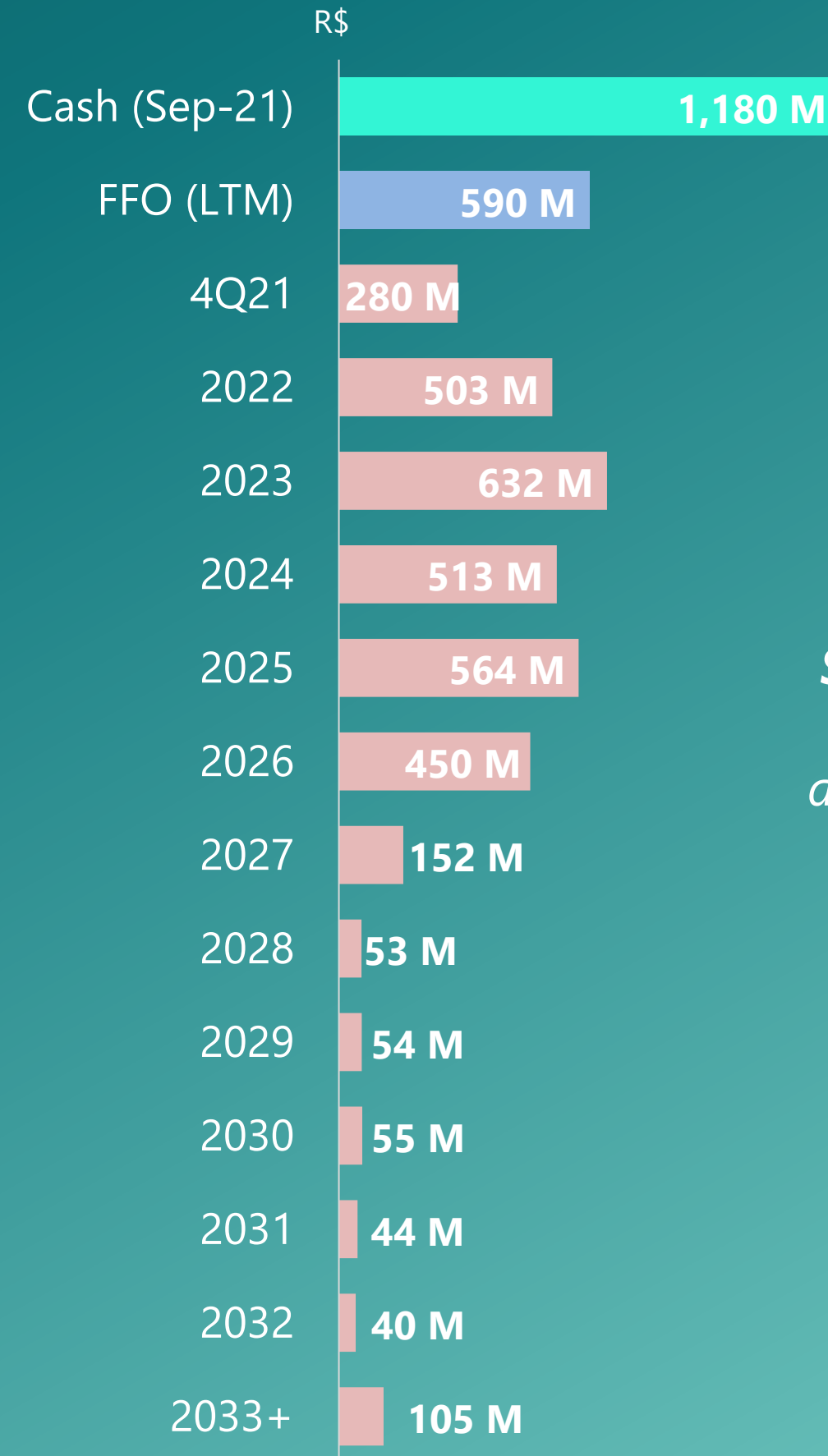
Capital structure

Reduction of net debt with strong FFO generation (Sep-21)

- > Gross debt: **R\$3,440 M**
- > Average cost p.a.: **7.28%**
- > Net debt: **R\$2,265 M**
- > Net debt / EBITDA: **3.36x**
- > Fair Value of Properties¹: **R\$21,975 M**
- > Net debt / Fair Value: **10.3%**

NET DEBT/
EBITDA

*Lowest
covenant: 4.0x*



**DEBT
AMORTIZATION
SCHEDULE**
on September 30, 2021

- Subsequent events² – Oct-21:**
- > The Company paid IoC, approved in Dec/20, in the total gross amount of R\$270 M
 - > Settlement of the 10th issuance of debentures, in the amount of R\$450 M, with a cost of CDI+ 1.3% p.a., term of 7 years and amortization in 3 annual and equal installments (2026 to 2028)

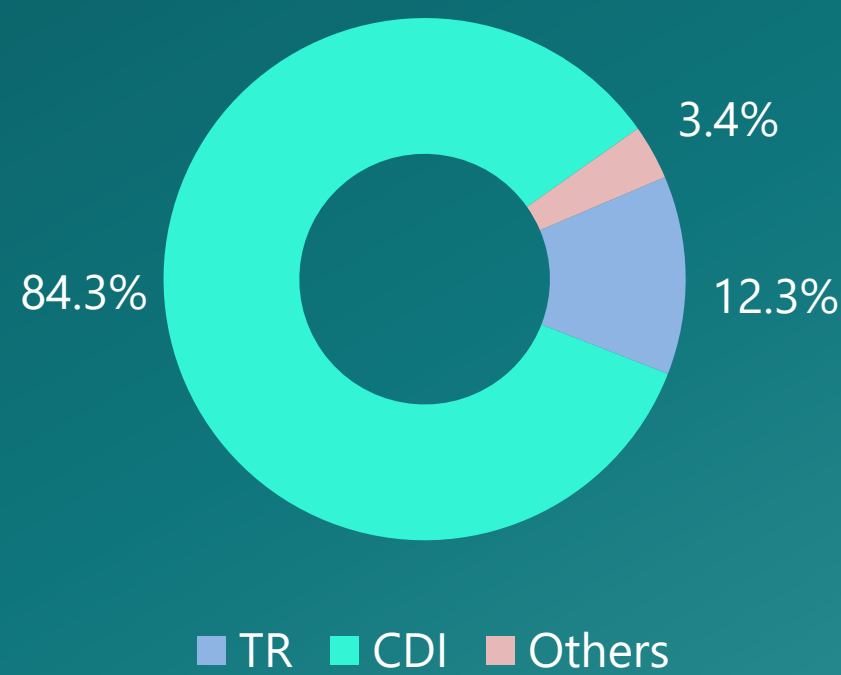
¹ Fair Value of properties calculated according to the methodology detailed in the Financial Statements of September 30, 2021.

² Subsequent events are not reflected in the gross debt amortization schedule or cash position.

Capital structure

Despite the 150 b.p. increase in the interest rate (Selic), cost of debt rose by only 146 b.p.

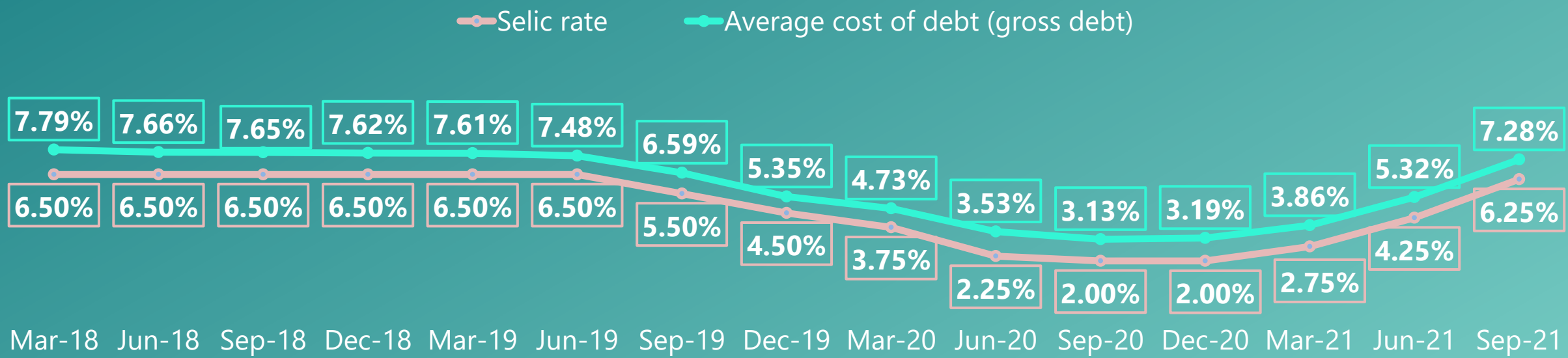
DEBT INDEXES



Average cost of debt per index (p.a.)

Sep-21	Index Performace	Average Index Rate ¹	Cost of Debt	Gross Debt (R\$)
TR	0.00%	7.50%	7.50%	424.0 M
CDI	6.25%	85.00%	7.13%	2.905 M
Others ²	10.25%	0.00%	10.25%	115.3 M
Total	5.61%	1.66%	7.28%	3,444.3 M

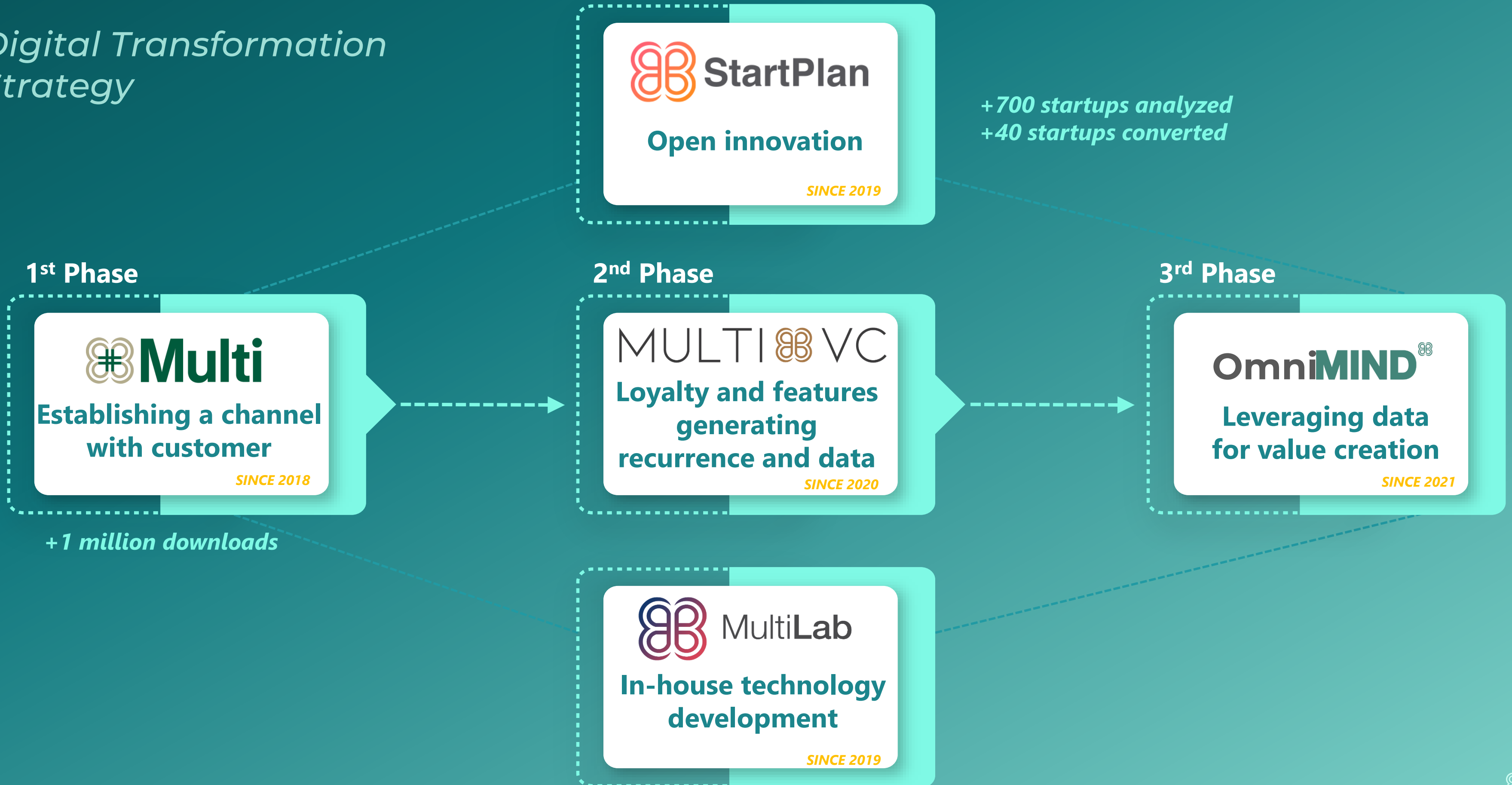
Average cost of debt (p.a.)



¹ Weighted average annual interest rate.
² 'Others' include IPCA and other indexes.

MIND

Digital Transformation Strategy



Omnichannel

Multi: integration of physical and digital experiences

Watch the last video of the Multi campaign

[Click here!](#)



"Are there any exhibits at VillageMall? What's playing at the movie theaters?"



"Let me get the passcode to unlock the locker"



"My booking is coming up. Cool, they have drink coupons!"



"Let's go to the dogs park, Bob! Then, we can go to the petshop"



"I'm tired, I'll pay the parking ticket from the car"



"I will exchange my gift and buy new sneakers"



"Where is the exam room? I need a stroller for the baby!"

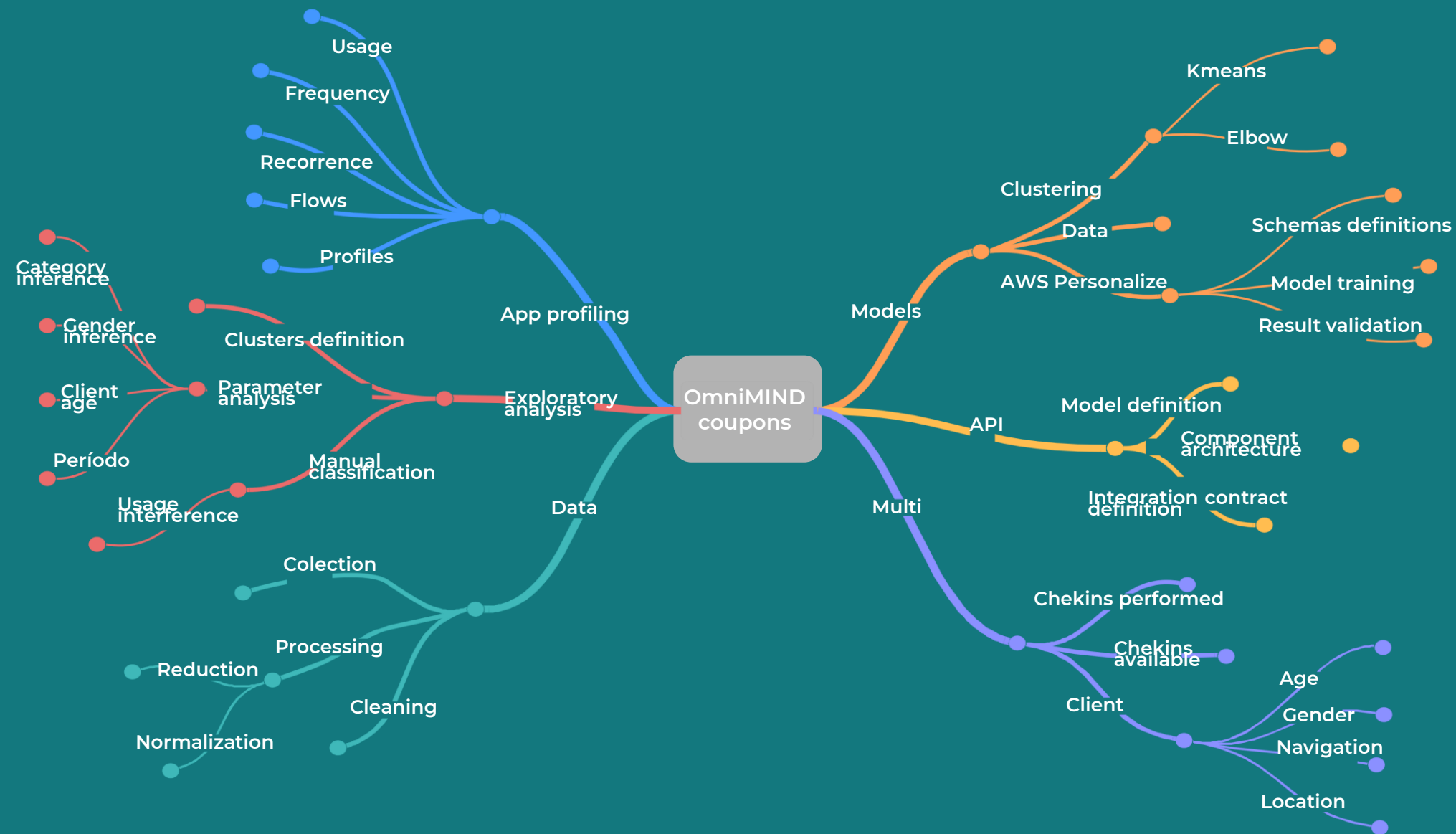


"My dress has already been delivered! I'll upload the receipt to Multi!"

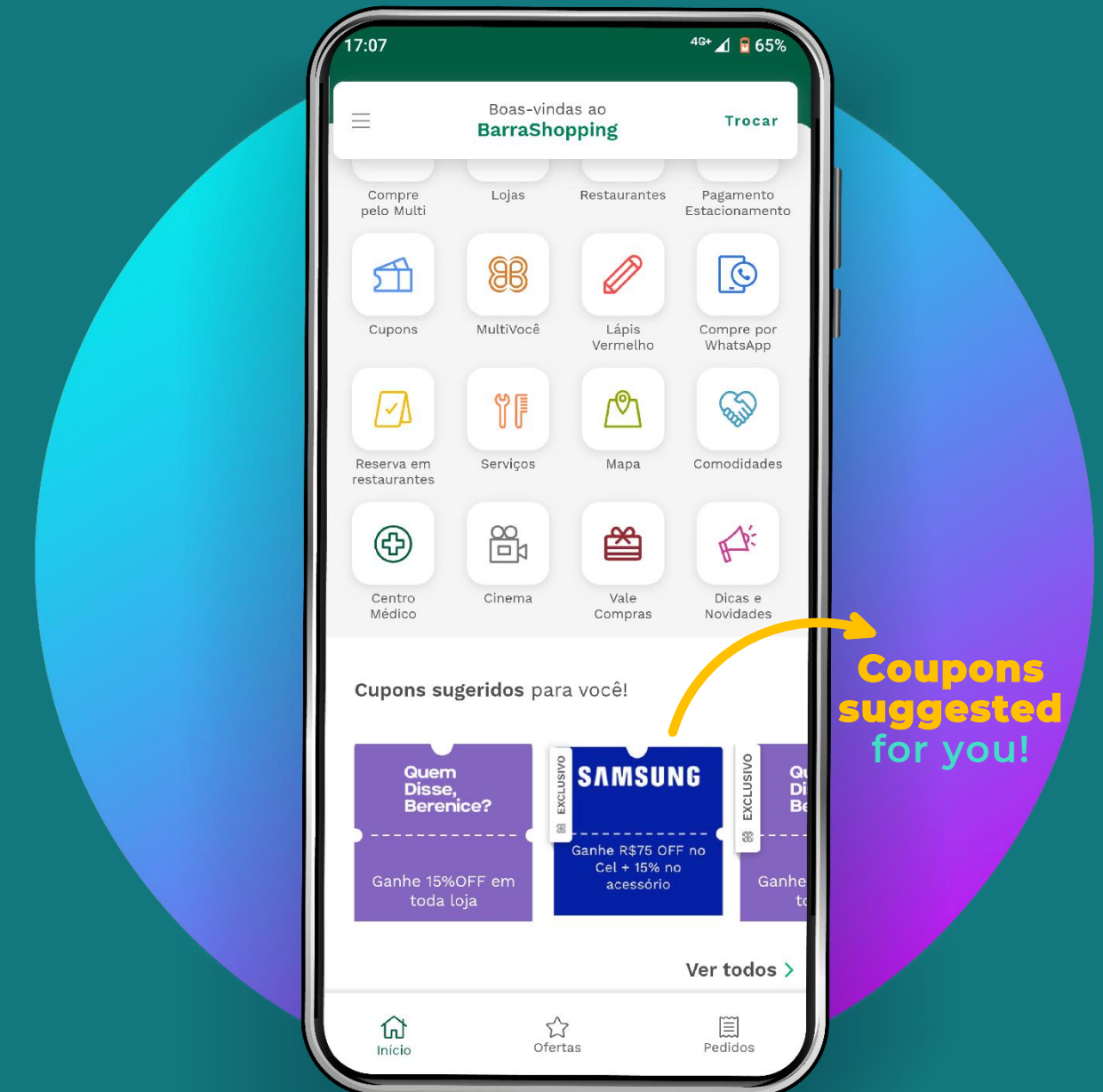


OmniMIND

Integrating information from the physical and digital worlds, creating a unique and personalized experience



Data collection flow for OmniMIND coupon recommendation




Customized window display with personalized coupon recommendation



Park Jacarepaguá

95% leased
Opening on Nov 18th

 Park Jacarepaguá
Multiplan

39,000 sq.m of GLA
236 operations

Source: Multiplan. Artist's rendering for illustrative purposes only, subject to changes without previous notice – please refer to the disclaimer on slide 2.



Park Jacarepaguá

October 2021



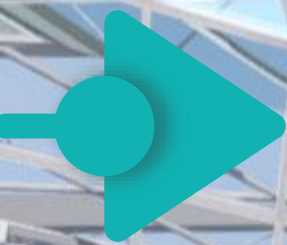
*Indoor and outdoor parks | Ice skating rink
6 stadium movie theaters | Exclusive restaurants | Supermarket*



ParkShoppingBarigüi – Expansion V

15,000 sq.m of GLA
93 operations
Medical Center

Source: Multiplan. Artist's rendering for illustrative purposes only, subject to changes without previous notice – please refer to the disclaimer on slide 2.



DiamondMall – Expansion II



4,400 sq.m of GLA
49 operations
New restaurants

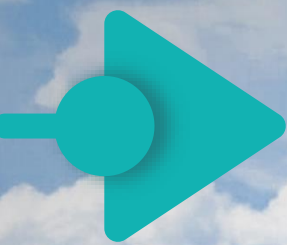
Source: Multiplan. Artist's rendering for illustrative purposes only, subject to changes without previous notice – please refer to the disclaimer on slide 2.



Golden Lake – Residential project

250,000 sq.m of private area
Developed in phases - **18 towers**
Total PSV R\$4.0 bn
Total capex R\$2.5 bn

Source: Multiplan. Artist's rendering for illustrative purposes only, subject to changes without previous notice – please refer to the disclaimer on slide 2.



Golden Lake Complex

Corporate and
residential towers

BarraShoppingSul

Golden Lake project

Source: Multiplan. Artist's rendering for illustrative purposes only, subject to changes without previous notice – please refer to the disclaimer on slide 2.



Golden Lake

*PSV of R\$500 M
R\$162 M already sold
equivalent to 34%¹
of private area*

1st phase with 34,000 sq.m



Golden Lake



For more information, click below
www.bairrogoldenlake.com.br



Source: Multiplan. Artist's rendering for illustrative purposes only, subject to changes without previous notice – please refer to the disclaimer on slide 2.



Village Mall project illustration



Jundiaí Shopping expansion project illustration



Barra Shopping Sul project illustration



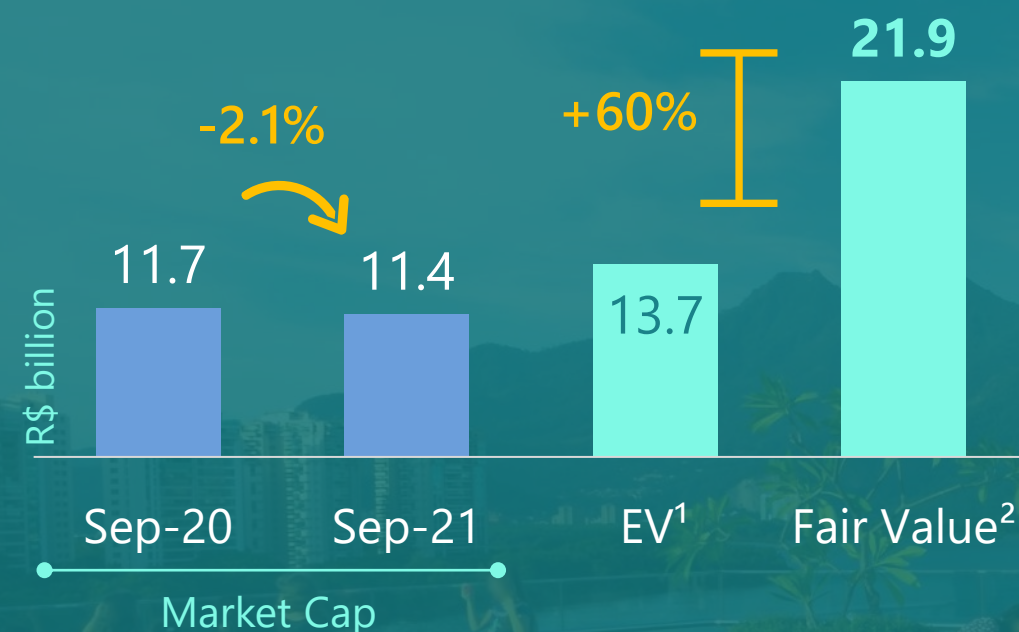
Morumbi Shopping expansion project illustration

More than 750,000 sq.m of landbank, approximately 830,000 sq.m in potential area for sale and around 200,000 sq.m in potential shopping center expansions

MULT3

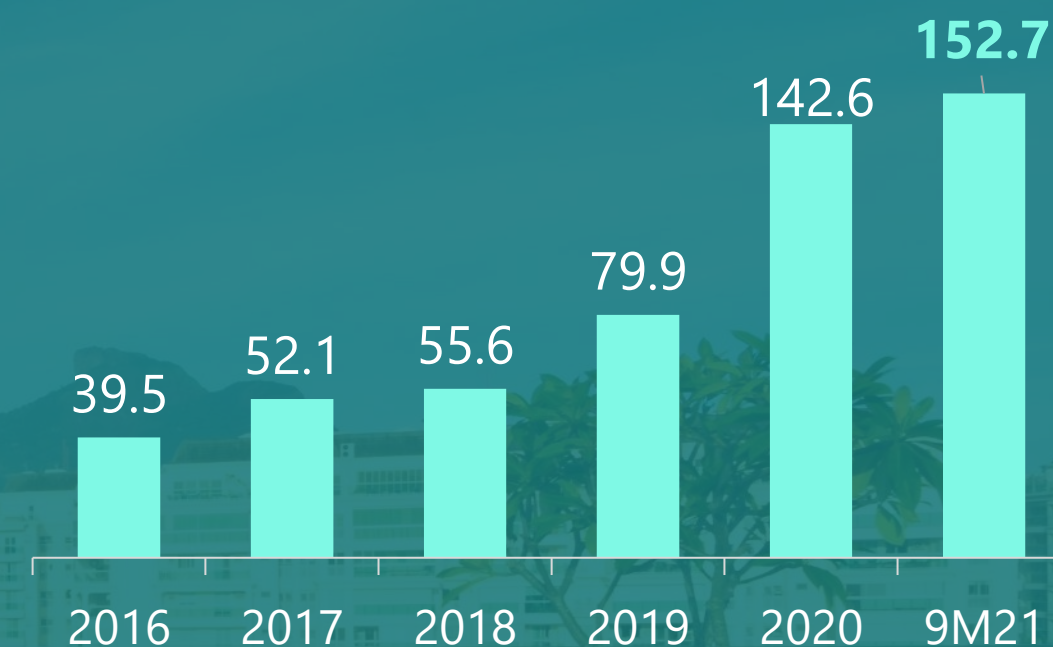
Number of individual investors continues to increase, becoming the largest investor of the free float since October

MULTIPLAN'S
VALUE
Fair Value²
60% above
Enterprise Value
(EV)¹



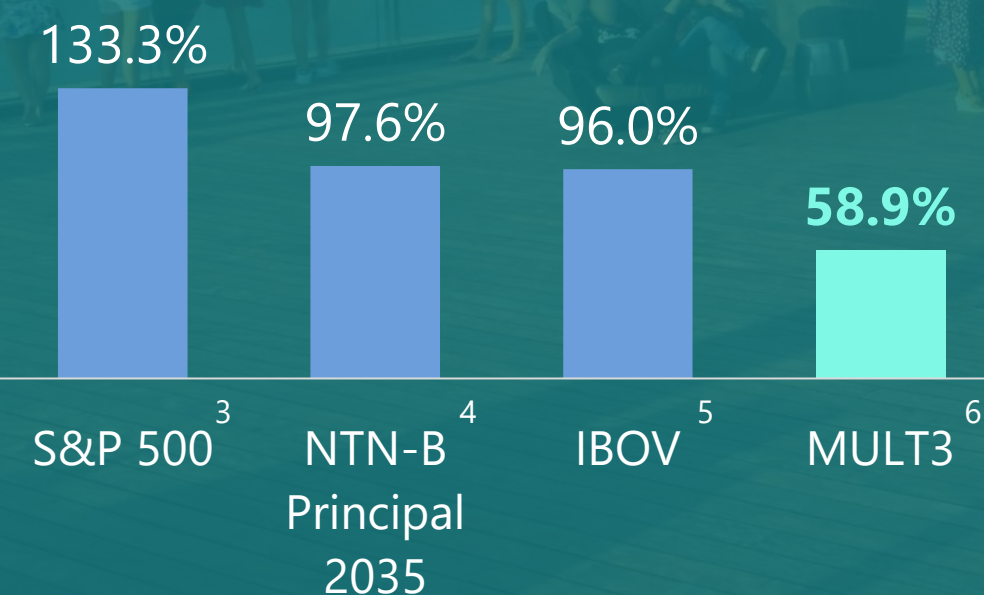
AVERAGE DAILY
TRADED VOLUME (R\$M)

In the last five years, the average daily number of trades has increased by more than 300%



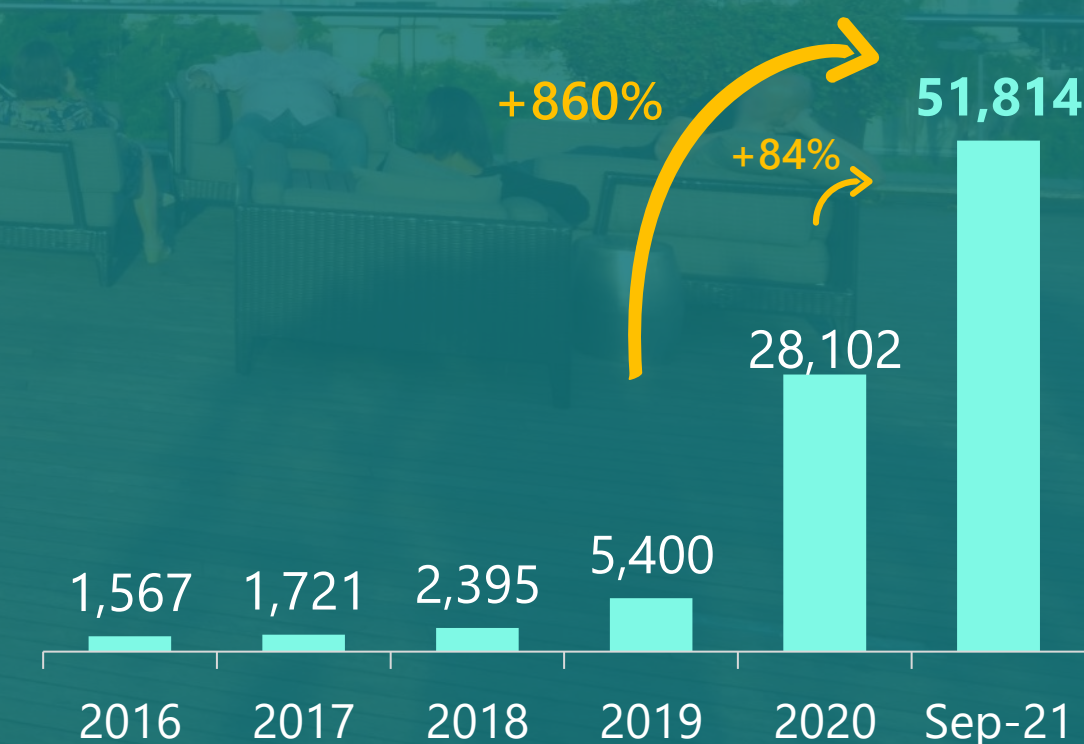
MARKET
PERFORMANCE

Prices on
30-Sep-21
vs
31-Dec-19



NUMBER OF INDIVIDUAL
INVESTORS

Number of individual investors increased more than nine times since 2019



¹ Enterprise Value (EV): Market Cap + Net debt.

² Fair Value of properties calculated according to the methodology detailed in the Financial Statements of September 30, 2021..

³ Standard & Poor's 500 Index: 4,308 points on Sep 30, 2021 vs 3,231 points on Dec 31, 2019.

⁴ NTN-B Principal 2035 refers to the Brazilian National Treasury Notes Series B: R\$1,888.4 on Sep 30, 2021 vs R\$1,935.5 on Dec 31, 2019.

⁵ Bovespa Index: 110,979 points on Sep 30, 2021 vs 115,645 points on Dec 31, 2019.

⁶ Multiplan's share price: R\$19.03 on Sep 30, 2021 vs R\$32.33 on Dec 31, 2019.



Multiplan - Investor Relations



+55 21 3031-5400



ri@multiplan.com.br