

The background features a vibrant red and orange color palette. On the left side, there are faint, overlapping circular patterns that resemble ripples or concentric circles. A solid white horizontal bar spans across the middle of the image, serving as a backdrop for the text.

**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

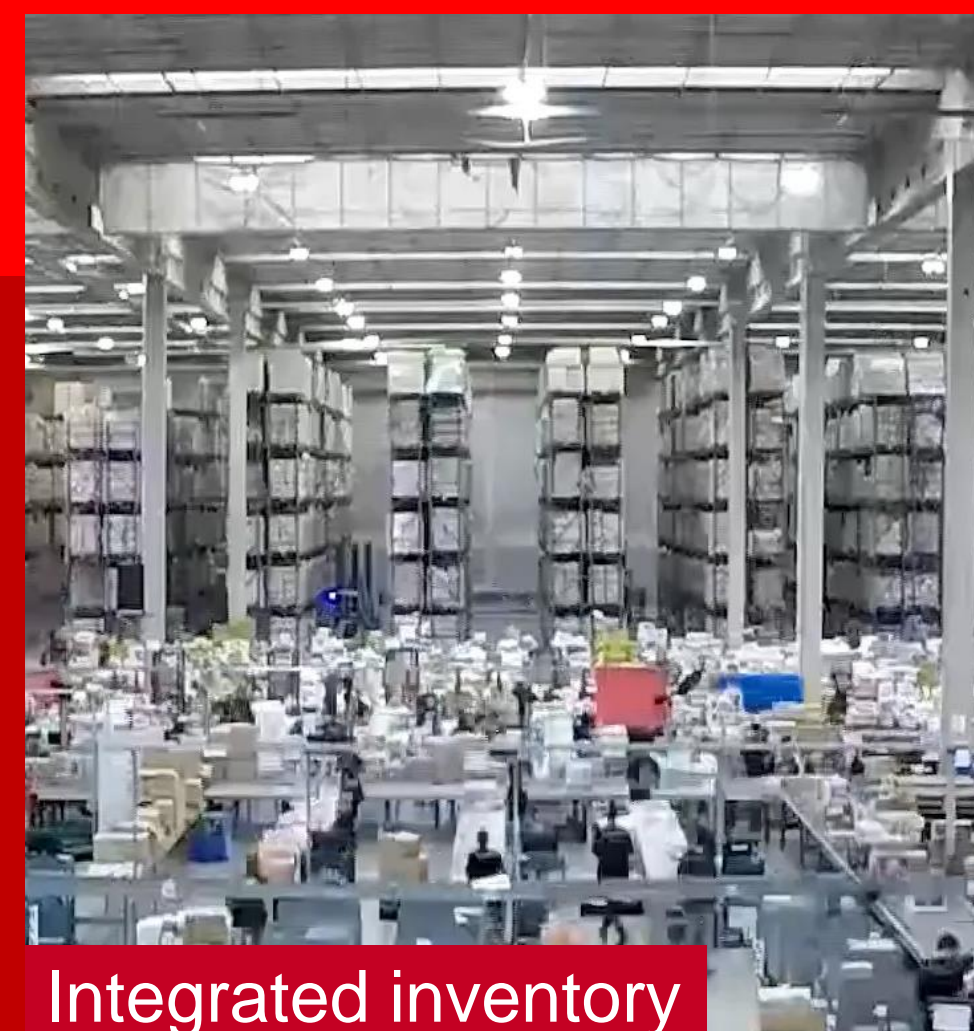
**service center:** shared service center catering to the entire ecosystem

**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

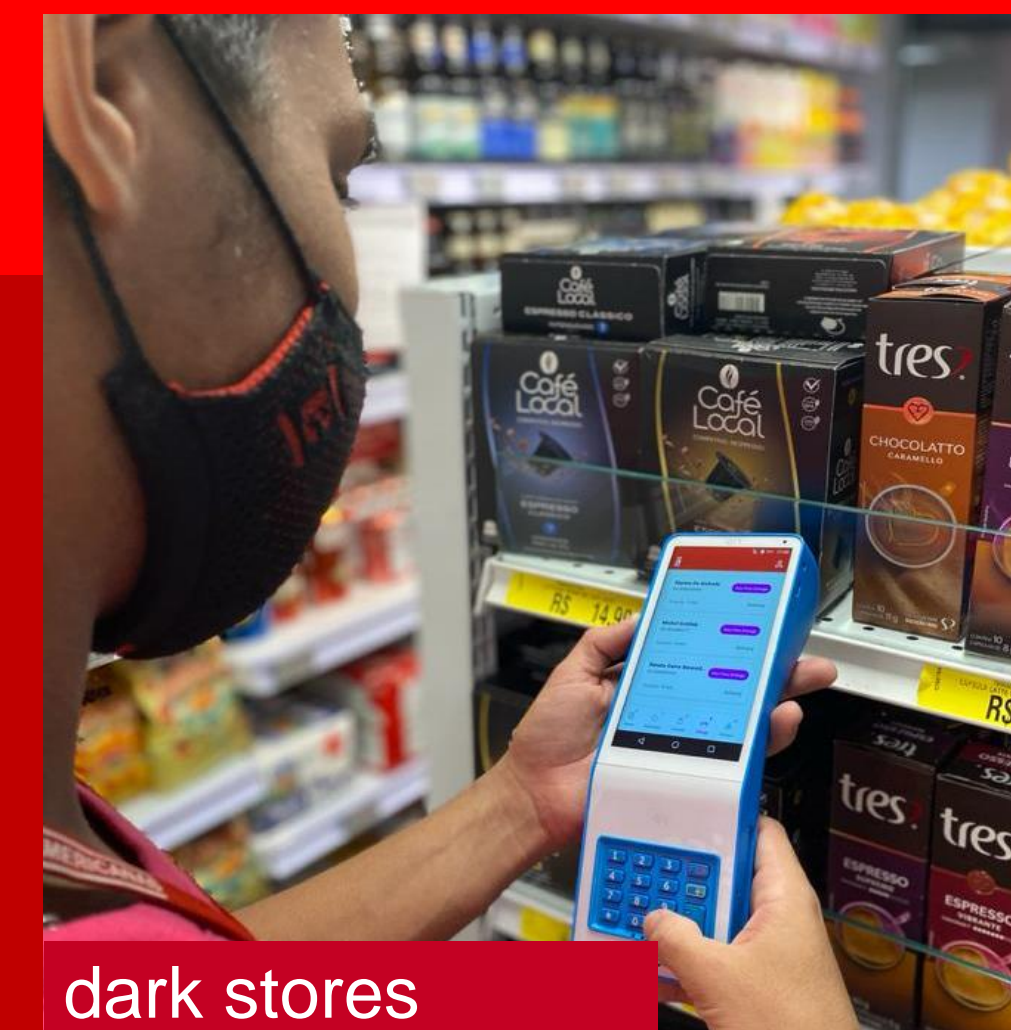
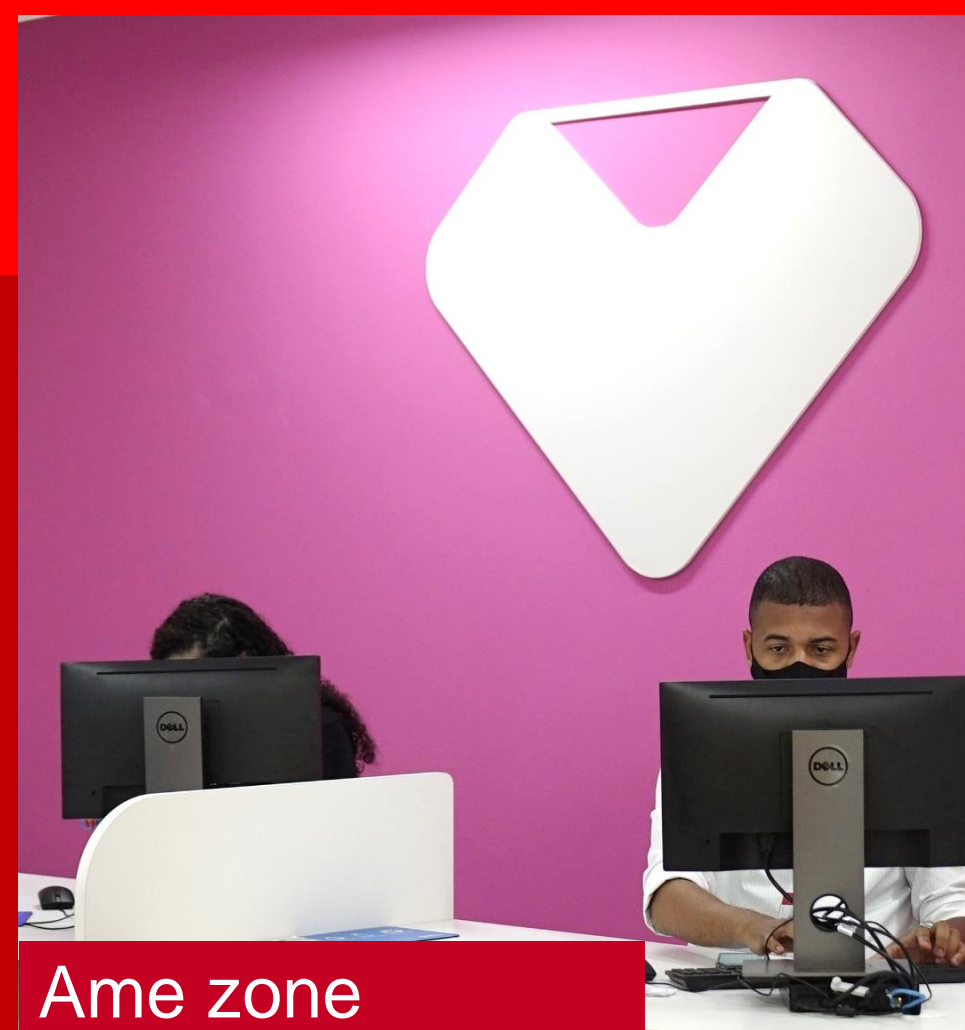
**organizational structure:** efficiency gains and optimization

**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%**

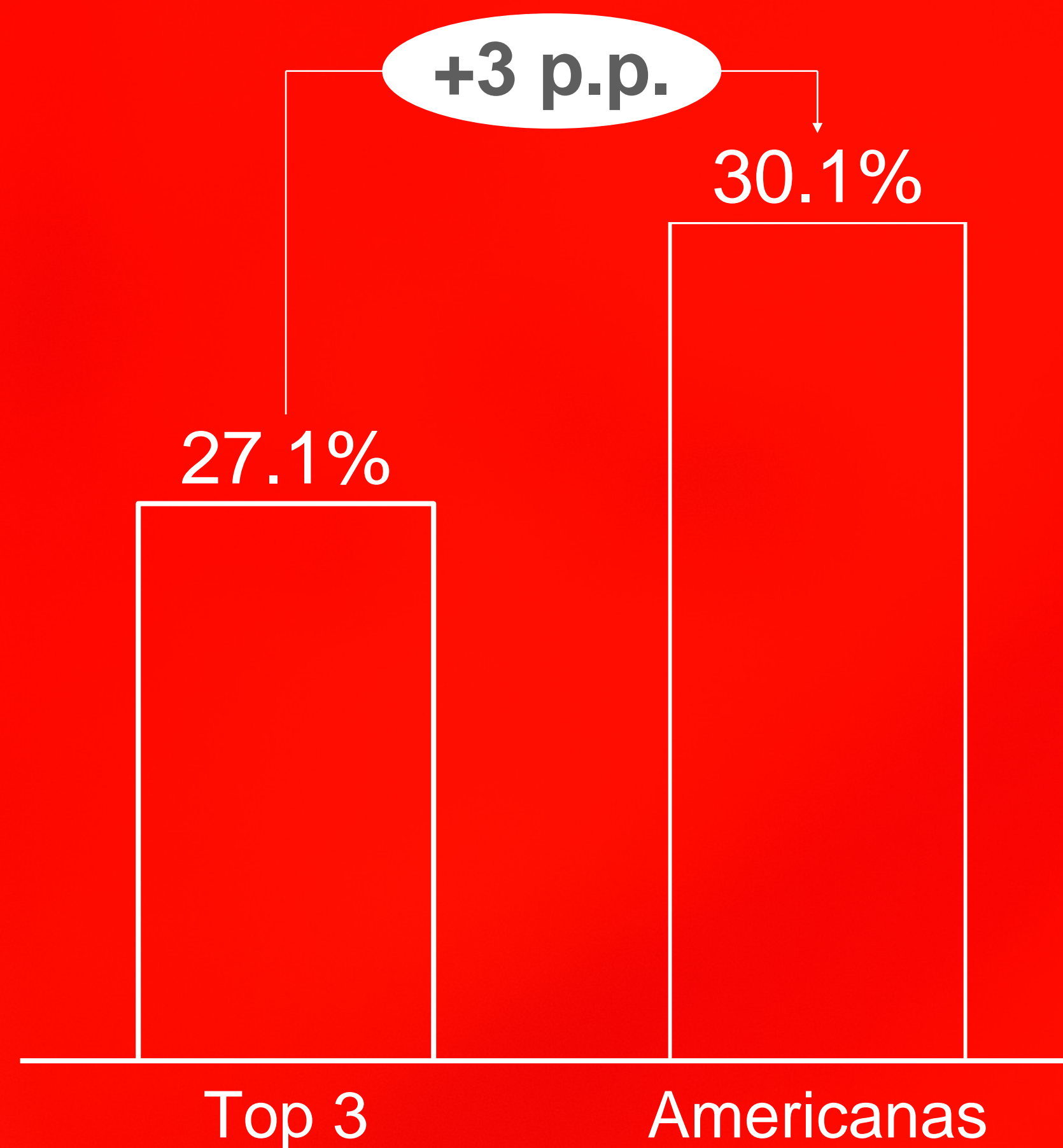
**YoY**



## 3Q21 results financial highlights

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

online GMV





## 3Q21 results financial highlights

### EBITDA

**R\$ 743 mm**  
11.8% of NR

### net profit

**R\$ 241<sup>1</sup> mm**  
3.8% of NR

### cash generation

**R\$ 107.8<sup>2</sup> mm**  
3Q21 vs 2Q21

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

<sup>2</sup> 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

TPV LTM	downloads	daily active users (DAU)
<b>R\$ 22 bn</b> 3x higher YoY	<b>+ 25 mm</b>	<b>+ 1 mm</b>
frequency	spending	Ame card
<b>2.6X higher</b>	<b>2.5X higher</b>	<b>+ 1 mm</b> cards issued <sup>1</sup>

<sup>1</sup> 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

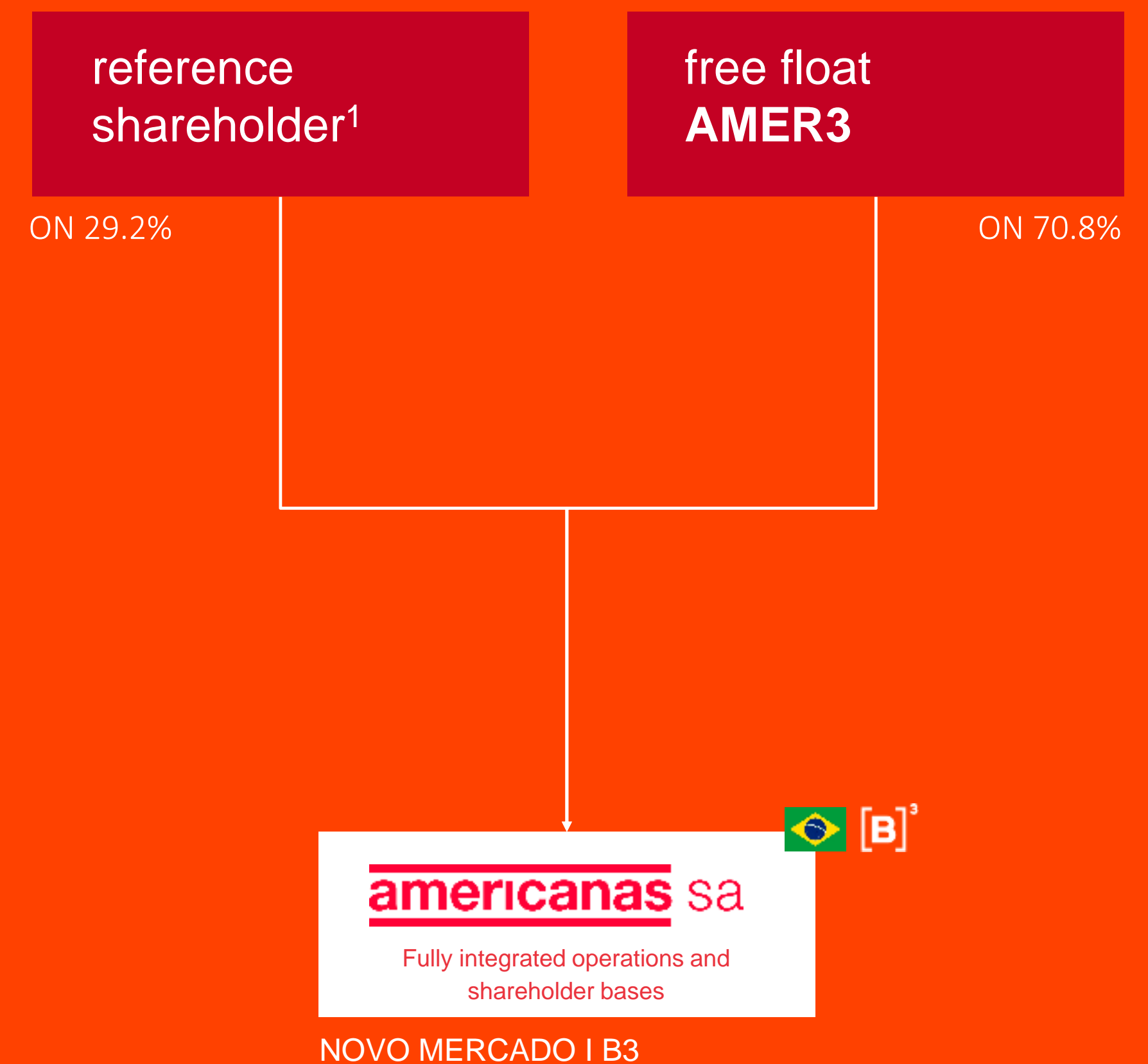
## step by step<sup>1</sup>

### 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 **0.1860<sup>2</sup> 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



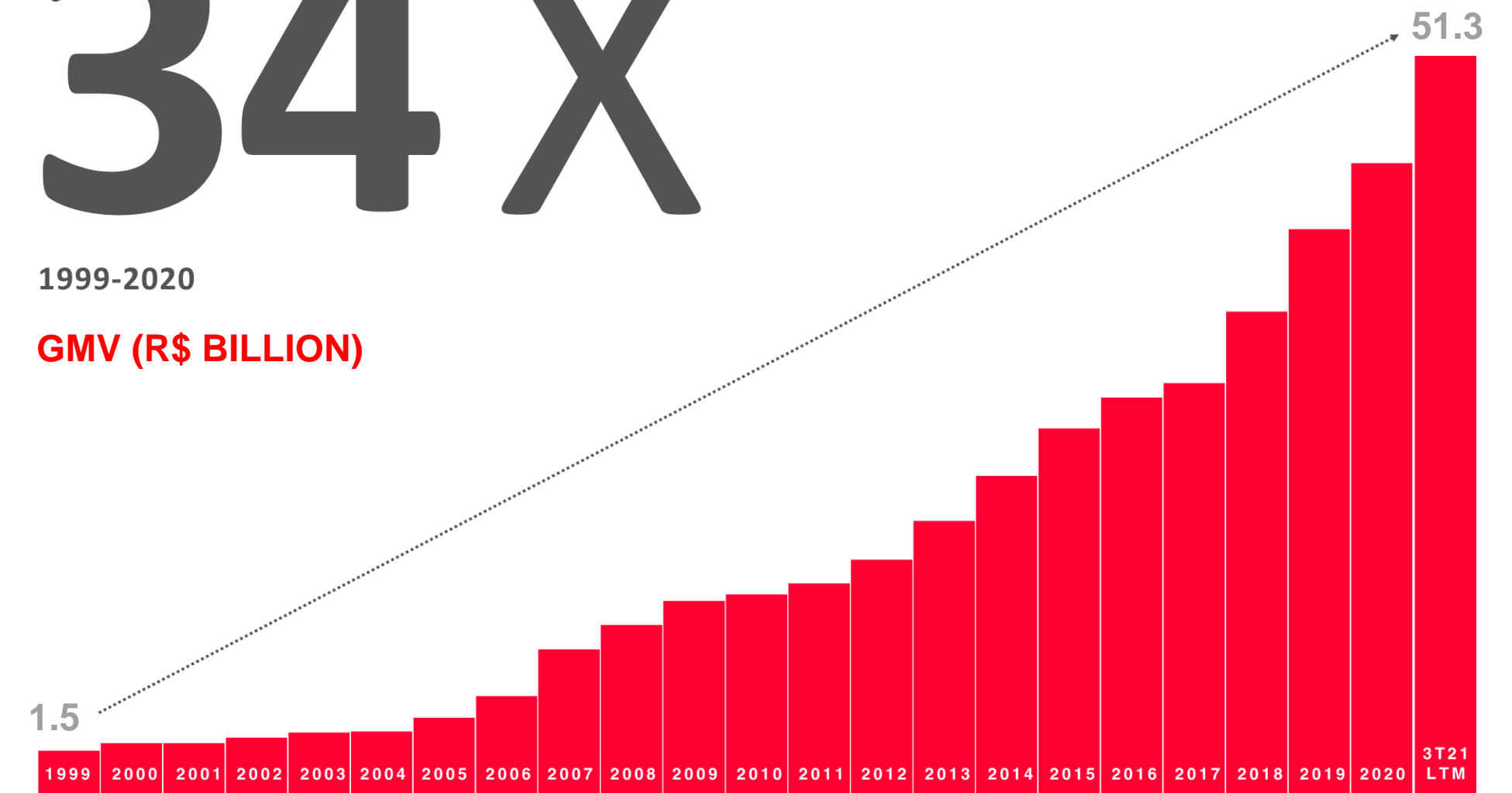
To make this new step possible, the **current controlling shareholder of Lojas Americanas will become a reference shareholder** with 29.2% of Americanas S.A., **giving up control with no premium in return.**

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.

# 34X

1999-2020

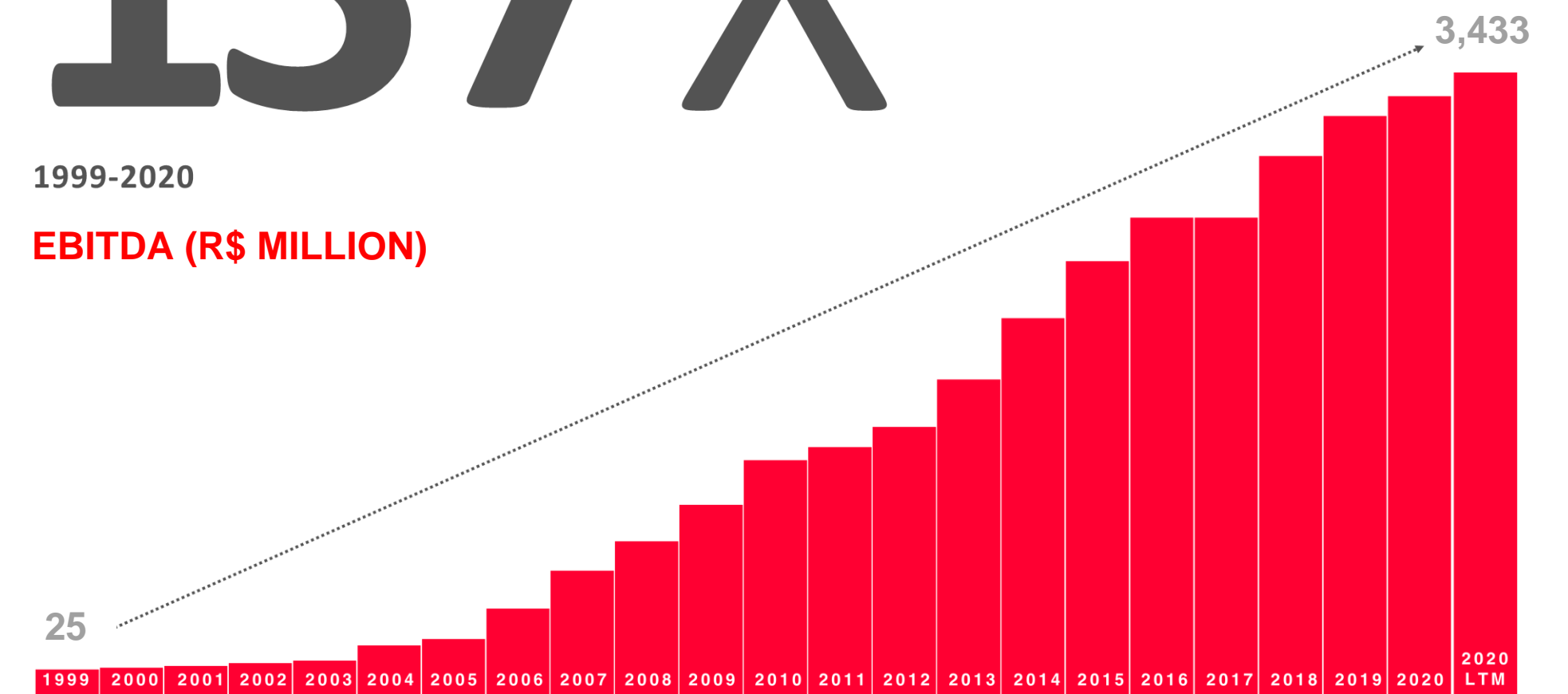
GMV (R\$ BILLION)



# 137X

1999-2020

EBITDA (R\$ MILLION)







# 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

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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

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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

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**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"><li>▪ <b>Shoptime</b> 2005   e-commerce</li><li>▪ <b>Submarino</b> 2006   e-commerce</li><li>▪ <b>Blockbuster</b> 2007   retail</li><li>▪ <b>Uniconsult</b> 2013   tech</li><li>▪ <b>Click-Rodo</b> 2013   delivery</li><li>▪ <b>Tarkena</b> 2013   tech</li><li>▪ <b>Ideais</b> 2013   tech</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Direct</b> 2014   delivery</li><li>▪ <b>E-smart</b> 2015   tech</li><li>▪ <b>Skyhub</b> 2015   tech</li><li>▪ <b>Site Blindado</b> 2015   tech</li><li>▪ <b>Infoprice</b> 2015   tech</li><li>▪ <b>Sieve</b> 2015   tech</li><li>▪ <b>Admatic</b> 2015   ads</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Shopgram</b> 2015   tech</li><li>▪ <b>Vialog</b> 2016   delivery</li><li>▪ <b>Boolabs</b> 2016   tech</li><li>▪ <b>Pedala</b> 2019   delivery</li><li>▪ <b>Courri</b> 2019   delivery</li><li>▪ <b>Supermercado Now</b> 2020   grocery</li><li>▪ <b>Parati</b> 2020   fintech</li><li>▪ <b>Bit Capital</b> 2020   fintech</li></ul>	<ul style="list-style-type: none"><li>▪ <b>Shipp</b> 2021   delivery</li><li>▪ <b>OOOOO (JV)</b> 2021   live commerce</li><li>▪ <b>Uni.co</b> 2021   franchising</li><li>▪ <b>BR Mania (JV)</b> 2021   franchising</li><li>▪ <b>Nexoos</b> 2021   fintech</li><li>▪ <b>Hortifruti</b> 2021   grocery</li><li>▪ <b>Skoob</b> 2021   content</li></ul>
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# ...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 CO<sub>2</sub> 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

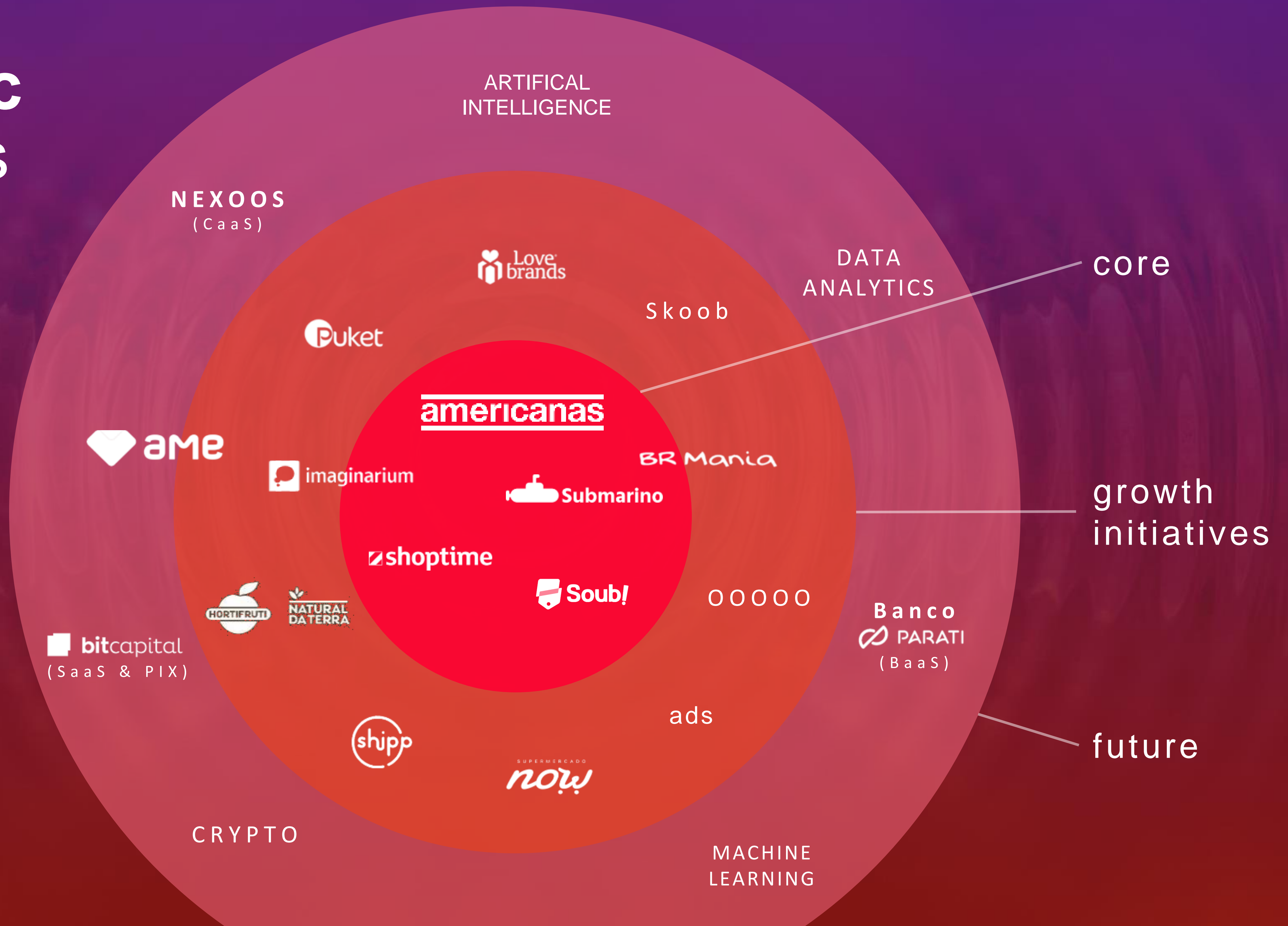
SP – DIADEMA

RJ – ROCINHA

RJ – VILA CRUZEIRO



# strategic business vision





americanas sa

it's time to combine