

annual  
**report** **2020**

**UNIVERSO**  
**AMERICANAS**

**AMERICANAS**



INOVAÇÃO  
& FUTURO



**LET'S**

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**local**  
AMERICANAS

**01.**

# Introduction

SANDUÍCHES  
&    
REFRIGERANTE

    
SALGADOS  
& CERVEJA

# A Message from Management

GRI 102-14

## 2020, a Year Full of Challenges, Full of Learning and Transformations

The year 2020 left a mark in history. Not only because of the Covid-19 pandemic and the resulting emotions, leading to intense, unpredictable, and sometimes dark days, but also for all the social and economic transformation that we have experienced.

In the Americanas Universe, from the first moment of the pandemic, we decided to maintain the “normal” functioning of the platforms, including physical stores, choosing as a top priority the preservation of the health of associates and customers. Such a decision was a natural way of fulfilling the greater purpose of **“to be even more relevant in the daily lives of customers”**.

The decision to keep the structure running forced us to review the entire operation in order to ensure safety. Different initiatives were applied on a daily basis. But it was still not enough, as contagion was growing throughout the country, which led us to the creation of our network for monitoring internal cases, which aimed to ensure the best medical care available to our patients.

In addition, we created the **Juntos Somos Mais Solidários Institute**, through which we participate in society’s effort to overcome this very difficult moment, in the form of donations and assistance actions, totaling, up to the present moment, more than R\$ 74 million in donations.

With the structure in place, the operations of the various platforms adjusted to the most pressing needs of their customers, reinforcing the conviction that our Universe is **“Unique, Flexible and Resilient”**.

As a result, the physical platform has become more digital, making more than five million deliveries, while the digital platform has sought to be even closer to its customers, exponentially expanding its O2O (online to offline) initiatives. Quick and necessary assortment adjustments were made on both platforms.

With the initiatives adopted, we were able to significantly increase our active customer base, approaching, with a higher speed than planned, our goal of 46 million, expected to be reached in 2022.

Likewise, the number of customers who tried out O2O initiatives reached 4.1 million in the year, an increase of 215%. The number of transactions carried out on our platforms reached an impressive 319 million in 2020 and the frequency of relationships with the active customer base has also evolved, reaching 10.1x per year. In this way, we move forward with the central commitment of our strategy to build continuous and long-term relationships with our customers.

In 2020, the Americanas Universe grew 22.5%, reaching R\$ 39.7 billion in Consolidated GMV. Consolidated EBITDA was R\$ 3.3 billion, reaching an EBITDA margin of 15.6%. Consolidated net income was R\$ 394 million in the year.

On the digital platform, we have experienced accelerated growth, especially in high frequency categories, while our physical stores, the base element of our growth genesis, have started to act as advanced distribution and experimentation centers for our customers, in addition to offering an increasingly better buying experience.

Meanwhile, Ame has found new ways, following its path of exponential growth, reaching 17 million downloads, three million connected establishments, establishing itself as a relevant mobile platform for business, services, and loyalty, helping and amusing millions of customers.

LET'S was present at all times, expanding its Supply Chain platform with the opening of five Fulfillment Centers, 22 operational bases and the installation of five sorters.

With all this, the Americanas Universe is constantly evolving, in line with the strategy presented for the 2020-2022 triennium. We ended 2020 with 68% of GMV originated on the digital platform and 74% of EBITDA generated on the physical platform.

Also, for those customers who choose to receive their purchases at home, we deliver 11% of orders within three hours, reinforcing our motto **“Everything, Anytime, Anywhere”**.

Still in this context, we took the opportunity to optimize our capital structure at an unlikely time, with a “follow-on” of Americanas – physical platform – followed by a private capital increase at B2W, in addition to the issuance of two ten-year debts in the international market, which allows us to reduce indebtedness, reinvest part of future cash generation on our growth fronts, and enter new segments.

<sup>1</sup>Find out more details at: [static.lasa.com.br/upload/noticias/00009868.pdf](https://static.lasa.com.br/upload/noticias/00009868.pdf)

Therefore, and for that reason, on February 19, 2021, we submitted and a proposal was approved by the councils to start a study on the possible operational combination of Americanas and B2W. An old idea, always present in our strategic discussions, with many nuances under different approaches.

We understand that the evolution in this period and the maturity reached by all, makes the moment especially attractive for the discussion of this initiative, as a way to guide the new growth cycle of the Americanas Universe.

Moreover, in line with the strategy of being even more relevant in customers' daily lives, we announced the partnership with BR Distribuidora to integrate the Local and BR Mania stores<sup>1</sup>.

With the combined strengths of BR Distribuidora and the Americanas Universe, the partnership will offer a superior value proposition to consumers, franchisees, resellers, and store staff.

In this challenging year, we are proud of what we have done and we know that we have to do much more, but we are convinced that we are on the right path and with the right team, which has shown tenacity and determination throughout this strange period that we are still living.

The Team once again expressed itself forcefully in our Great Place to Work (GPTW) engagement survey, where the Americanas Universe achieved the highest favorability rates in its history, with all platforms being certified by the entity.

Still in 2020, we elected Institutional Shareholder Services (ISS) as a reference to guide our Corporate Governance strategy. We formalized policies, improved disclosure, reformulated our Supervisory Board (SB), formalized the creation of six committees linked to the Board, including a 100% independent Audit Committee, increased the number of independent members, brought in external members to contribute to the committees, among other developments that led us to achieve the maximum degree of the entity.

We reiterate our commitment to sustainable growth. Since 2015, our sustainability strategy has been aligned with the 2030 **Agenda of the United Nations (UN)**, prioritizing the following Sustainable Development Goals (SDGs): **(4) Quality Education, (5) Gender Equality; (8) Decent Work and Economic Growth; (10) Reduced Inequalities; and (13) Climate Action.**

We remain confident in our long-term strategy, proud of our social role, enthusiastic about the opportunities, and aware of the challenges, but, above all, determined to meet customer

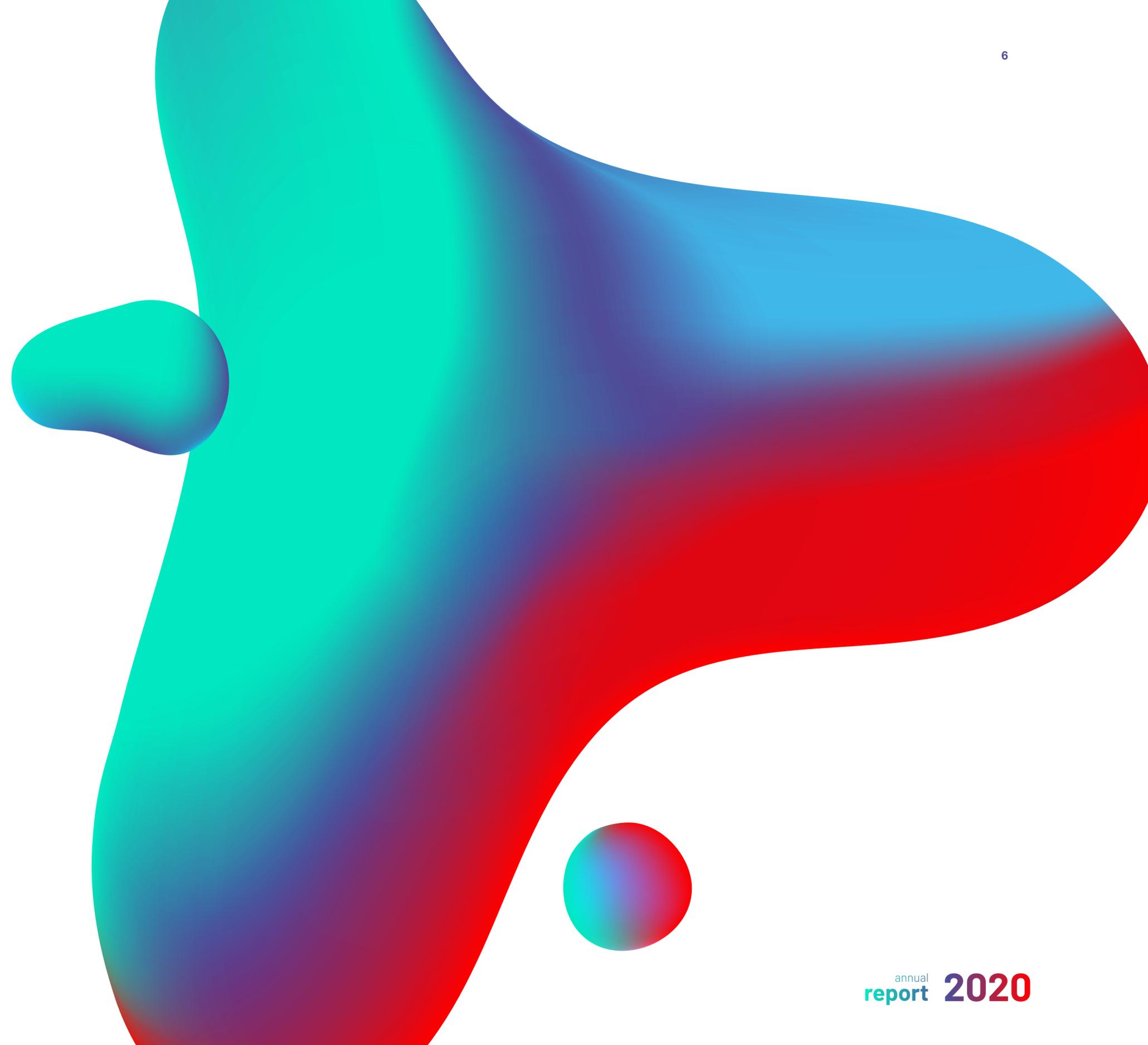
demand. We believe that together, as a society, we will emerge stronger from this crisis.

For 2021, we will pursue our strategy to the letter, with the certainty that we will make the Americanas Universe **even more relevant in the daily lives of customers**, delivering **Everything. Anytime. Anywhere.**

Finally, we would like to give a special thanks to our Team – associates and Advisers, to our shareholders, to our suppliers, to our sellers, to our customers and to society in general, who supported and inspired us during this very special year.

Best regards,

**Miguel Gutierrez**  
CEO, Americanas Universe



# About the Report

GRI 102-32 | 102-50 | 102-54

Reinforcing our commitment to a solid and transparent governance model, we present our Annual Report of the Americanas Universe to our stakeholders.

Through this document, approved by all the presidents of companies in the Americanas Universe, we share the main highlights of the operation between January 1 and December 31, 2020, bringing an integrated and strategic vision of our value generation.

This year, we developed a concept in line with the Company's business strategy and sustainability, unfolded based on our materiality study: **"Universe of Evolution"**. Learn more about the concept that structures this publication and is divided into three pillars and nine aspects on page 39.



## STAY TUNED!

- Throughout the reading, whenever we use the term **"Americanas Universe"**, we will be referring to all of the companies of the group.
- On the other hand, when we mention "Company", we will be talking about the Parent Company, Americanas – physical platform.
- To deal exclusively with the other companies in the group, we will use their names: **B2W Digital**, **Americanas** – digital platform – (website and app), **Ame**, **LET'S** and **IF**.



**Global Report Initiative (GRI), the GRI Standards, in the essential membership option**

8<sup>th</sup> YEAR IN A ROW



**Sustainability Accounting Standards Board (SASB)**

1<sup>st</sup> YEAR



**Integrated Report**

4<sup>th</sup> YEAR IN A ROW



**Sustainable Development Goals (SDGs)**

4<sup>th</sup> YEAR IN A ROW



**Independent audit**

4<sup>th</sup> YEAR IN A ROW



**Task Force on Climate-Related Financial Disclosures (TCFD)**

INTEGRATION IN PROGRESS.

# How to read this Report?

To guide this publication, we follow the best international practices of monitoring and reporting for corporate sustainability:

## Global Reporting Initiative (GRI) Standards and Sustainability Accounting Standards Board (SASB)

The GRI and SASB indicators are referenced, throughout the content, with the symbols **GRI XXX-X** and **SASB XX-XX-XXX**. It is also possible to consult the data and pages where they are mentioned in the GRI and SASB content index, located on page 102.

**LEARN MORE**  
[www.globalreporting.org/](http://www.globalreporting.org/)  
[www.sasb.org/](http://www.sasb.org/)



## Institutional content

Throughout the Report, we will use the mark below to signal that the content of this page is the same as that presented in **B2W Digital's** Annual Report.

**INSTITUTIONAL CONTENT** 

## Integrated Report

To present our generation of value in the short, medium, and long term, we approach, in an integrated manner, the different capitals that make up and sustain our business, and we use icons to show which capital is addressed in the respective chapter.

On page 114 we also present the Map of Capitals, with the information and pages where each capital is mentioned in the document.



## Sustainable Development Goals (SDGs)

We are signatories to the Global Compact and, as a means of supporting the achievement of the goals proposed by the UN Agenda 2030, throughout this document, we insert icons with the main SDGs related to the practices covered in that content. On page 114 you can see the full map.



**LEARN MORE**  
[www.agenda2030.com.br/](http://www.agenda2030.com.br/)



# 02.

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## Value Generated in 2020



# Highlights of 2020

GRI 102-15

Our business strategy is built with the intense participation of all stakeholders in the Americanas Universe, including discussions in Top Leadership. See below our highlights of the year and learn more about our sustainable management on page 30.

## ENVIRONMENTAL



**Carbon Neutral** Operation (Scopes 1 and 2);



**100% of our direct and electricity emissions** offset through forestry projects in the Amazon;



**CO<sub>2</sub> inventory** carried out since 2010 and audited since 2016 (GHG Protocol);



**1.8 million deliveries** made with the bike fleet;



Strategic **micromobility project** with eco-efficient delivery through the purchase of electric vehicles.

## SOCIAL



**Partnership with the Sustainable Amazon Foundation (FAS)** to promote digital inclusion, environmental management, entrepreneurship and literacy;



Promotion of **gender equality** with 55.65% female leadership;



**Strategic partnership with Unicef** to provide jobs for low-income youth;



Encouraging education for **+65 thousand students and +4 thousand teachers** in dozens of projects;



**Creation of Americanas Social**, the NGO marketplace where 100% of the profits go to the institutions.

## GOVERNANCE



**100% Tag Along** for all shareholders;



**43% of independent members** on the Board;



**6 specialized committees:** Financial; Audit (100% Independent); People & Compensation; Digital; Ame; Sustainability.



Agenda based on the **ISS and IBGC** recommendations;



We are on our way to achieve **Company B** certification.

On the side, also learn about the initiatives that enhanced the positive impact of the Americanas Universe, mainly to reduce the impact of the pandemic for customers and sellers.

## Prominent actions to offer

# Everything. Anytime. Anywhere!

- 1** Expansion of **sales through WhatsApp** and **digital managers**.  
Find out more on page 52.
- 2** Launch of **Ame Pro** in 100% of Americanas physical stores.  
Find out more on page 16.
- 3** **Transformation of Ame** into a complete ecosystem.  
Find out more on page 72.
- 4** Intensification of **O2O initiatives**.  
Find out more on page 76.
- 5** **Digitization of management** enabled greater control of the operation and automations, such as the tour of the virtual store by the managers.



# Fight Against Covid-19

+ R\$ 74 million in donations



## CUSTOMERS

### ASSORTMENT

- **Quick adaptation** of the assortment;
- Creation of **Americanas Mercado**.

### HEALTH

- New delivery modes;
- Dissemination of the guidelines of the World Health Organization (WHO).

### PROTECTION AND SAFETY

- Availability of hand sanitizer and masks.
- Donation of ten million masks to protect members and customers;
- Implementation of strict **security protocols** in operations.

## SOCIETY

### DONATIONS

- Creation of the **Juntos Somos Mais Solidários Institute**.

### HEALTH

- Participation in the **construction of a field hospital** in Rio de Janeiro (RJ);
- Participation in the adaptation of **the Fiocruz vaccine factory**;
- Participation in the **construction of the vaccine factory of the Butantan Institute**.

### PROTECTION AND SAFETY

- **Transport** of PPE from China;
- Donation of **300 thousand** masks and **14 tons.** of hand sanitizer for **19 thousand** families in the Amazon.
- Distribution of **1 million water** bottles to NGOs, and donation of over **100 thousand** hygiene kits for the elderly across the country.



## TEAM

### JOBS

- We preserve **all jobs**;
- We ended the year with **+ 33 thousand** direct jobs and **110 thousand** indirect jobs.

### HEALTH

- Assistance and coverage of hospitalization costs;
- More than **30 thousand** consultations;
- Testing for Covid-19, adding up to more than **15 thousand** tests in the year;
- More than **15 thousand** flu vaccines.

### PROTECTION AND SAFETY

- Adoption of strict security protocols in stores and CDs, and Home office for **80%** of office associates;
- **Temperature measurement** in stores, CDs and offices;
- Disclosure of guidelines & protective measures.

### VOLUNTEERING

- **Two thousand** associates working on assembling kits, deliveries and guidance to partner institutions, adding up to more than **4,500 hours** of activities.

Creation of the Covid plant

# 03.

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## Our Universe

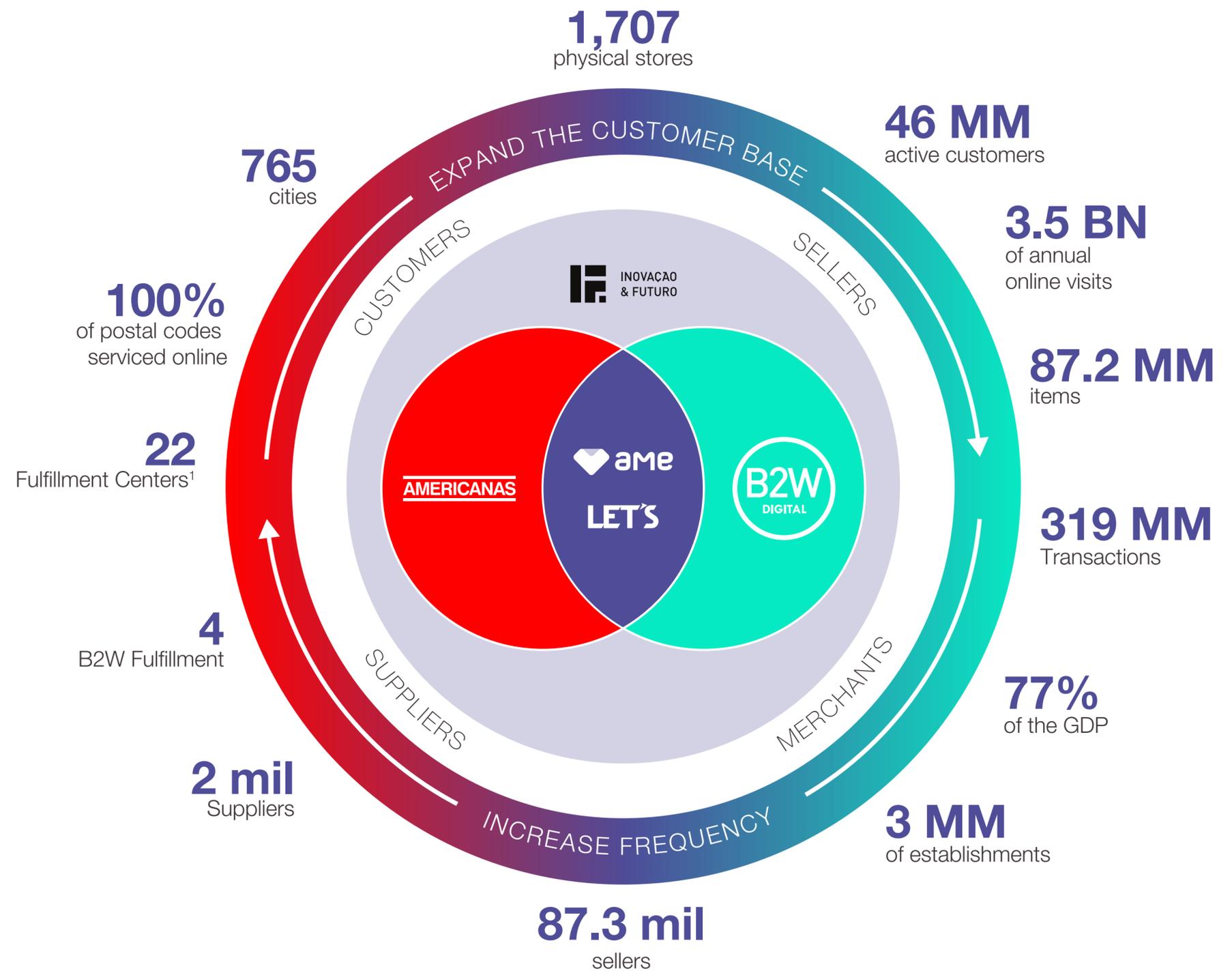


# About Us

GRI 102-1 | 102-2 | 102-4 | 102-7 | 102-9

We present to you, our reader, the 91 years of relevance of Americanas Universe in the construction of Brazilian retail to offer customers: **“Everything. Anytime. Anywhere”**. Since 1929, we have been expanding our physical platform, through 1,707 stores, distributed in a single capillarity in the national territory.

Our powerful combination of multiple business platforms also has a robust digital platform, B2W Digital, which, since 1999, has helped to write the history of e-commerce in Brazil; as well as an innovation engine, through IF – Inovação and Futuro, LET’S and Ame.



<sup>1</sup> Term used for Distribution Centers (DCs).

# Purpose, Vision and Values

GRI 102-16



## OUR PURPOSE

“Making dreams come true and meeting people’s consumption needs, saving time and money and exceeding their expectations.”



## OUR VALUES

- Having the best people;
- Being a good “**Business Owner**”;
- Seeking operational excellence;
- Focus on the customer;
- Delta – Doing more and better every day;
- Being obsessed with results.



## OUR VISION

“Being the best retail company in Brazil.”

### LEARN MORE

[ri.americanas.com/en/the-company/who-are-we](https://ri.americanas.com/en/the-company/who-are-we)



# Physical Platform

GRI 102-6

As one of the largest retailers in Brazil, according to the Ibevar Ranking – FIA 2020, Americanas – a physical platform – has stores in all states of Brazil and has five distinct store models that allow people to fulfill their dreams and meet their consumption needs, saving time and money and exceeding their expectations.

With a wide mix of products, our store formats guarantee a flexible, resilient, and increasingly relevant business model in our customers' daily lives.

## SERVICES OFFERING



Responsible for the management and promotion of Americanas services, in 2020, +AQUI started offering the Ame BB card, a partnership between Americanas, Ame, and Banco do Brasil, which enabled the resumption of the credit offer in physical stores.

The platform was consolidated at the end of the year with 1.7 million customers and presence in 827 stores.

## Performance model

1.2 million square meters of sales area to offer a unique shopping experience:

**AMERICANAS**

**947** stores

- Average sales area of 1,000 m<sup>2</sup> located in malls and shopping centers;
- Automatic replacement of inventories;
- Assortment of up to 60,000 items.

**AMERICANAS**  
*express*

**703** stores

- Average sales area of 400 m<sup>2</sup>, acting as a neighborhood business;
- Just-in-time logistics;
- Assortment of up to 15,000 items.

**AMERICANAS**  
*digital*

**2** stores

- Average sales area of 70 m<sup>2</sup> located in inland cities and urban centers;
- 70% of electronic products;
- Focus on service offerings and O2O.

**local**  
AMERICANAS

**53** stores

- Average sales area of 100 m<sup>2</sup> in high-flow locations and large capital cities;
- Daily inventory replacement;
- Assortment of up to 3,000 items (80% of grocery products).

**At the beginning of 2021, we entered into a partnership with BR Distribuidora to integrate the BR Mania and Local convenience stores by creating of a Joint Venture.**



Yet another form of customer interaction with the store, generating 25% faster customer service, **Ame Pro** is our proprietary mobile POS solution.

- 100% of stores;
- More than five thousand POS.



**2** stores

- Average sales area of 50 m<sup>2</sup>, located in commercial buildings and high flow private locations;
- Assortment for food and convenience;
- Exclusive 100% autonomous purchasing technology (learn more on page 72).

In 2020, despite the impacts of Covid-19, we continued to expand, ending the year with 1,707 stores in 765 cities in all states in the country + the Federal District. In this way, we started offering the facilities of the Americanas Universe to 77% of the population, which proves the solidity of our strategy and the resilience of our business model.

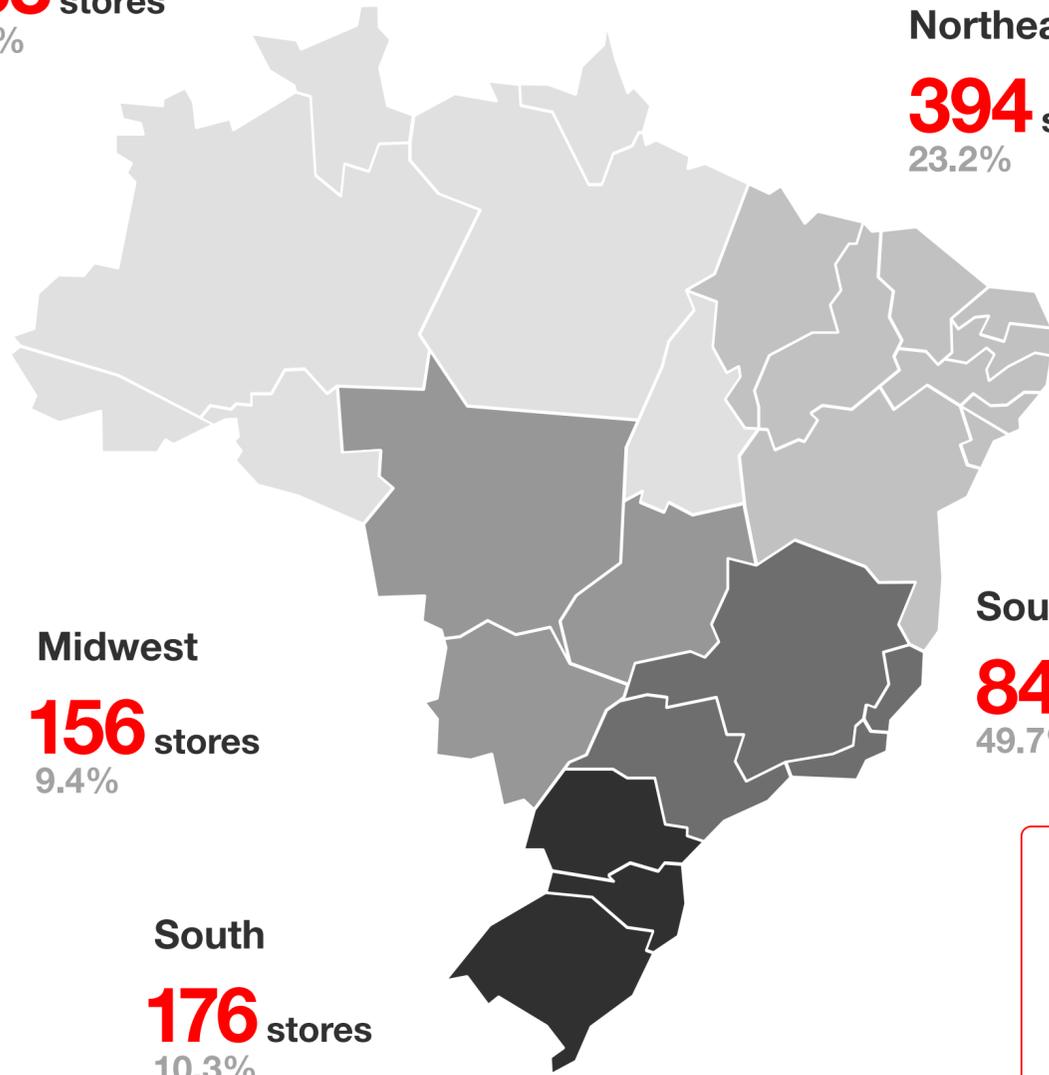
**North**  
**133** stores  
 7.4%

**Northeast**  
**394** stores  
 23.2%

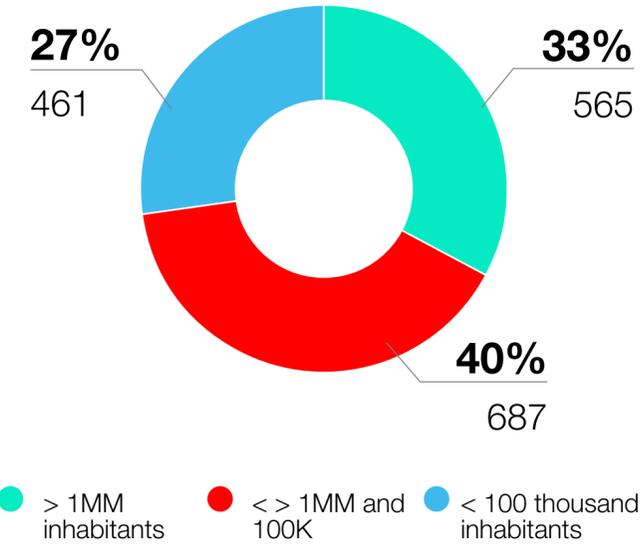
**Midwest**  
**156** stores  
 9.4%

**Southeast**  
**848** stores  
 49.7%

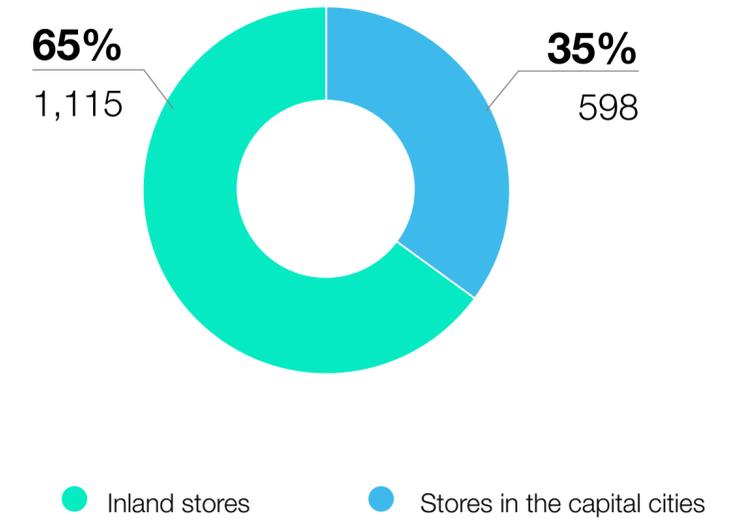
**South**  
**176** stores  
 10.3%



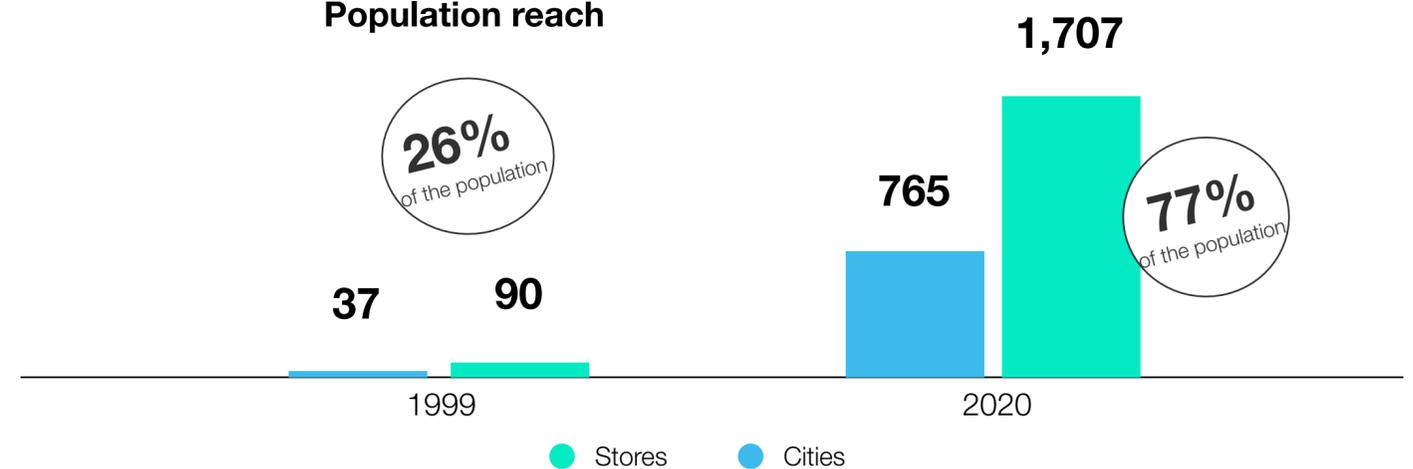
**Demographic density**



**Inland/capital**



**Population reach**



**1,707 stores** in 765 cities in Brazil, 32 of which opened in 2020. → **30MM** of active customers → **63%** women

# Digital Platform

GRI 102-6

A pioneer in Brazilian e-commerce and a leader in Latin America, B2W Digital is the extension of the Americanas Universe in the digital environment. With a complete platform that unites technology, logistics, distribution, customer service and consumer finance services, B2W goes to great lengths to offer excellence in the entire consumer experience of its customers.

In 2020, the platform quickly adapted to keep offering Everything. Anytime. Anywhere. We highlight the launch of Americanas Mercado, which made it possible to purchase essential items, and the expansion of Americanas Mundo, which allowed products to be shipped from anywhere in the world through the B2W Marketplace.

## Strategic plan

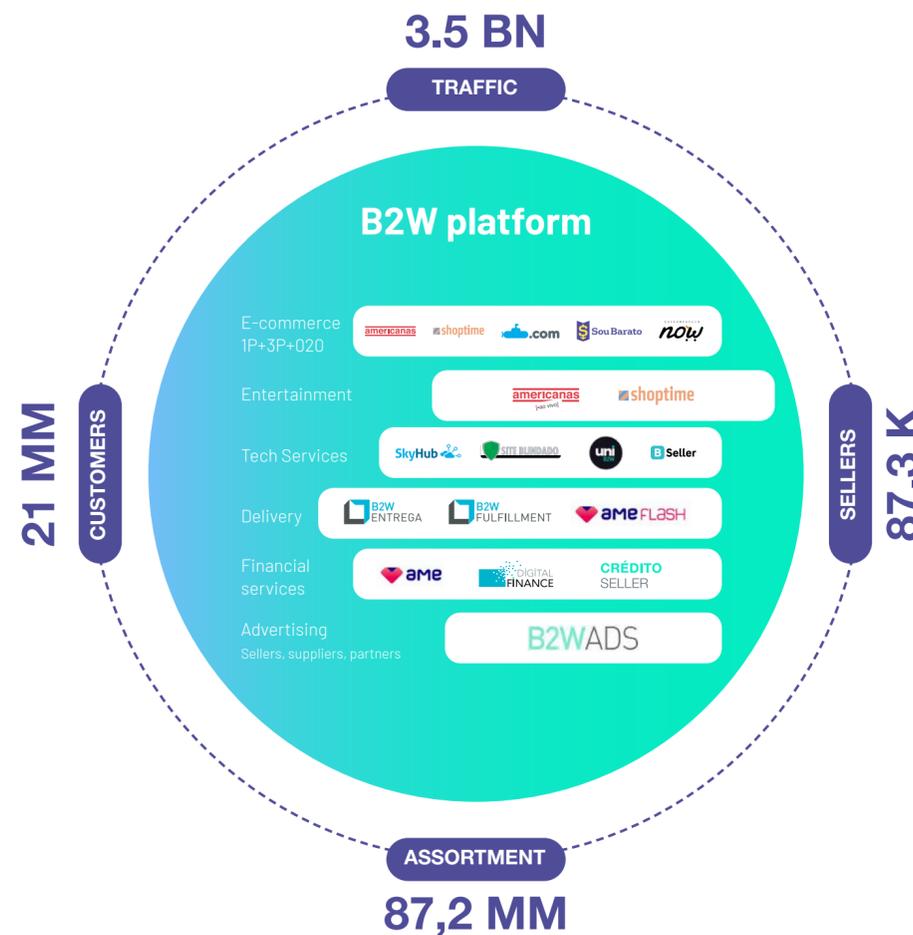
The year 2020 marked the beginning of B2W's three-year strategic plan (2020-2022). In order to be even more relevant in customers' daily lives, we intend to accelerate the Company's growth, gaining market share, in addition to continuing to generate cash in the next cycle.

**In 2020, we ended the year with 87,300 sellers; an increase of 86.54% compared to the previous year.**

With the digital platform, we enhance our reach, taking the Americanas Universe to

# 100%

of the Brazilian population.



**Find out in detail the entire B2W Digital offer in its Annual Report**

[ri.americanas.com/en/investor-information/annual-reports](https://ri.americanas.com/en/investor-information/annual-reports)



# Strategic Differentials

Our Americanas Universe is unique, flexible and resilient and brings together the best of both worlds:

## UNIQUE

### UNIQUE DREAM

Everything. Anytime. Anywhere

**91 years of history of the physical platform.**  **21 years of our powerful digital platform.**

### UNIQUE RELATIONSHIP WITH THE CUSTOMERS

Customers are our focus; our innovation is designed to make them feel **safe and satisfied** through a unique, convenient and complete experience.

### UNIQUE TECHNOLOGICAL PLATFORM

Our processes are digitized with sophisticated records and algorithms. In this way, we personalize the shopping experience in the Americanas Universe.

### UNIQUE TEAM

Our Americanas Universe is made up of more than 33 thousand associates, selected based on an integrated, connected and increasingly digital internal culture. We are also proud that **100% of our leadership** is in-house trained.

## FLEXIBLE

### MULTIPLE STORE FORMATS

For various consumption occasions.

### MULTIPLE BRANDS

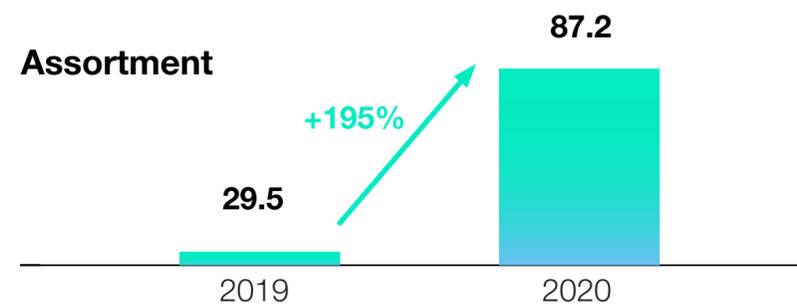
For varied customer profiles.

### MULTIPLE PURCHASE OPTIONS

A wide range of products to meet the different needs of our customers on a daily basis.

In 2020, through **Americanas Mercado** and **Supermercado Now**, we adapted our assortment and included essential items, such as food and hygiene.

As a result, we increased the number of items offered by 17x and reached the base of 1.9 million registered customers on the platforms.

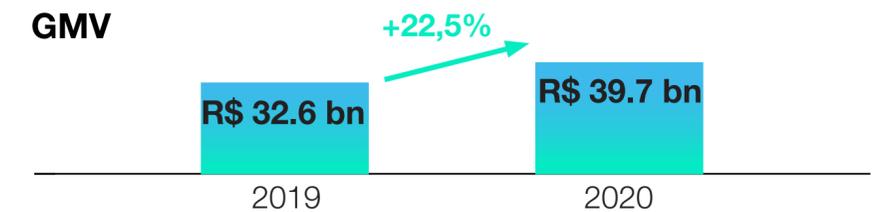


## RESILIENT

### SUCCESS IN DIFFERENT SCENARIOS

In the last decade we have grown consistently, always adapting the business and believing in Brazil, even in the face of the current Covid-19 pandemic, and other macroeconomic aspects.

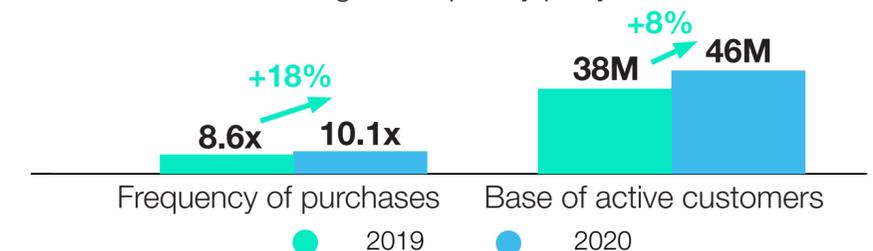
### GMV



### CONQUERING OPPORTUNITIES IN DIFFERENT CONSUMPTION OCCASIONS

In 2020, we demonstrated the flexibility of our business to adapt to the basic needs of our customers during the Covid-19 pandemic and the other moments of consumption.

In the year, we **won eight million customers**, making purchases with an 18% higher frequency per year.





## OWN BRANDS

In 2020, Americanas and B2W Digital's own brands merged, enabling new assortment options for customers.

In addition to the wide variety of products offered in Americanas' physical stores, the unification made it possible to make products, previously available only online, available at the *Pegue na Loja Hoje* (Click and Collect Today). Find out more on page 77) in all regions of Brazil.

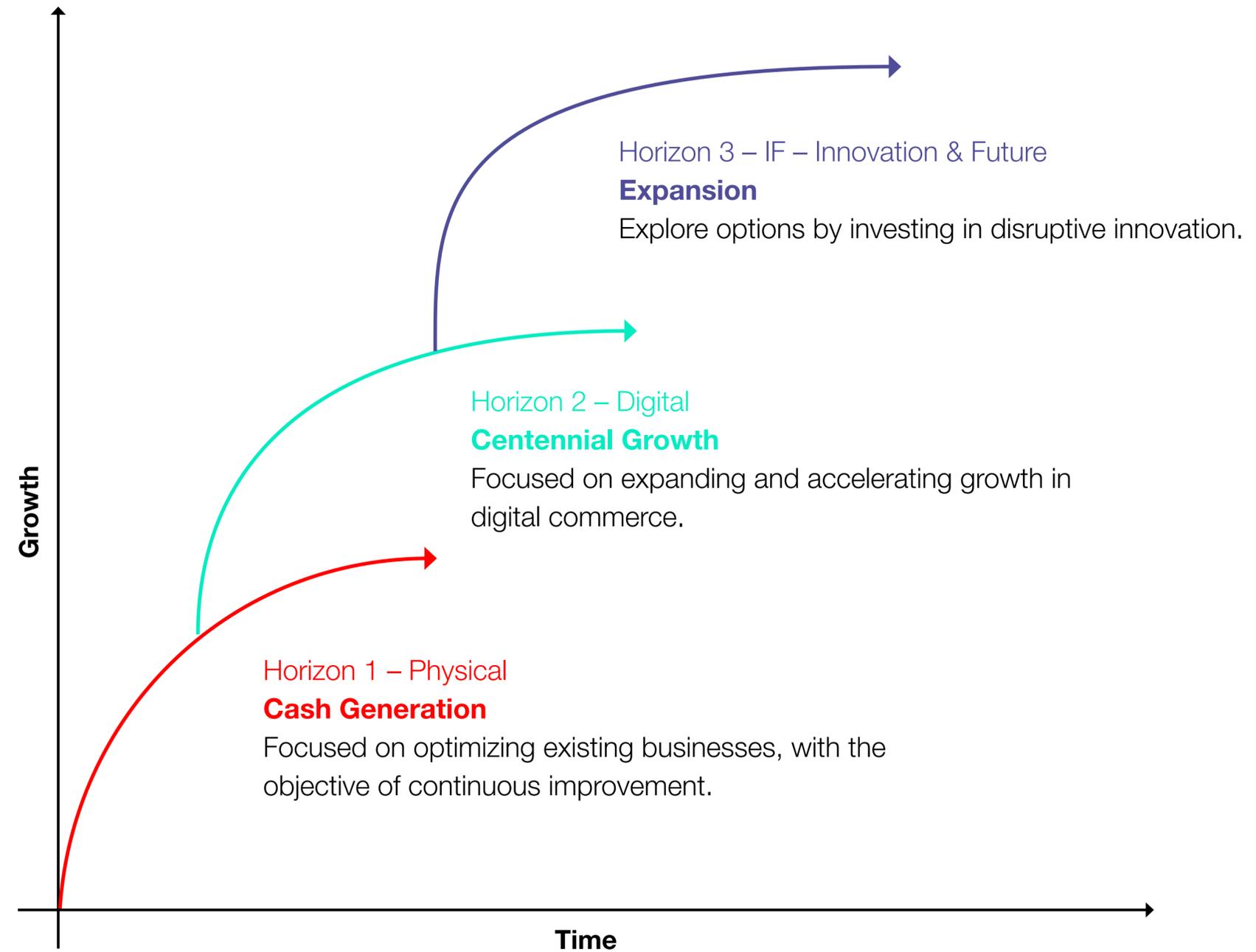
Thus, Own Brands (MPs) were unified for the entire Americanas Universe, **which now offers no more 15, but 26 MPs.**



# Growth Projections

GRI 102-6 | 102-15

In 2020, we updated the investment strategy of the Americas Universe to allow an ambitious acquisition plan, which will allow us to expand into new segments. As a result, we project a growth higher than that initially forecast for the coming years, guided by three horizons:



# Awards and Recognition

## AMERICANAS

- **1<sup>st</sup> place in the Traditional Retail** category of the Best Services Ranking by Estadão;
- **1<sup>st</sup> place in the Retail category** of the Época Negócios 360º award, by Época Negócios;
- **1<sup>st</sup> place in the Department Store category** in the Image and Turnover Ranking of IBEVAR, by IBEVAR-FIA;
- **1<sup>st</sup> place in the Appliances and Furniture Stores category** of the Top Brands Ranking of Estadão;
- **Corporate Governance Highlight** of the Melhores da Dinheiro award, by IstoÉ Dinheiro;
- **Green Seal** of the Chico Mendes Socio-Environmental Award, for the 7<sup>th</sup> year in a row, for supporting the Grael Project.



- **1<sup>st</sup> place in the category Companies with Net Turnover of up to R\$ 8 Bi** in the Transparency Trophy award of the National Association of Finance, Administration and Accounting Executives (ANEFAC);
- **Green Seal** of the Chico Mendes Socio-Environmental Award, for the 7<sup>th</sup> consecutive year, for supporting the Grafitarte Project;



- **1<sup>st</sup> place in the Digital Payment Methods category** of the Reclame Aqui Award.



- **1<sup>st</sup> place – Best experience** at the Revelo Awards 2020.

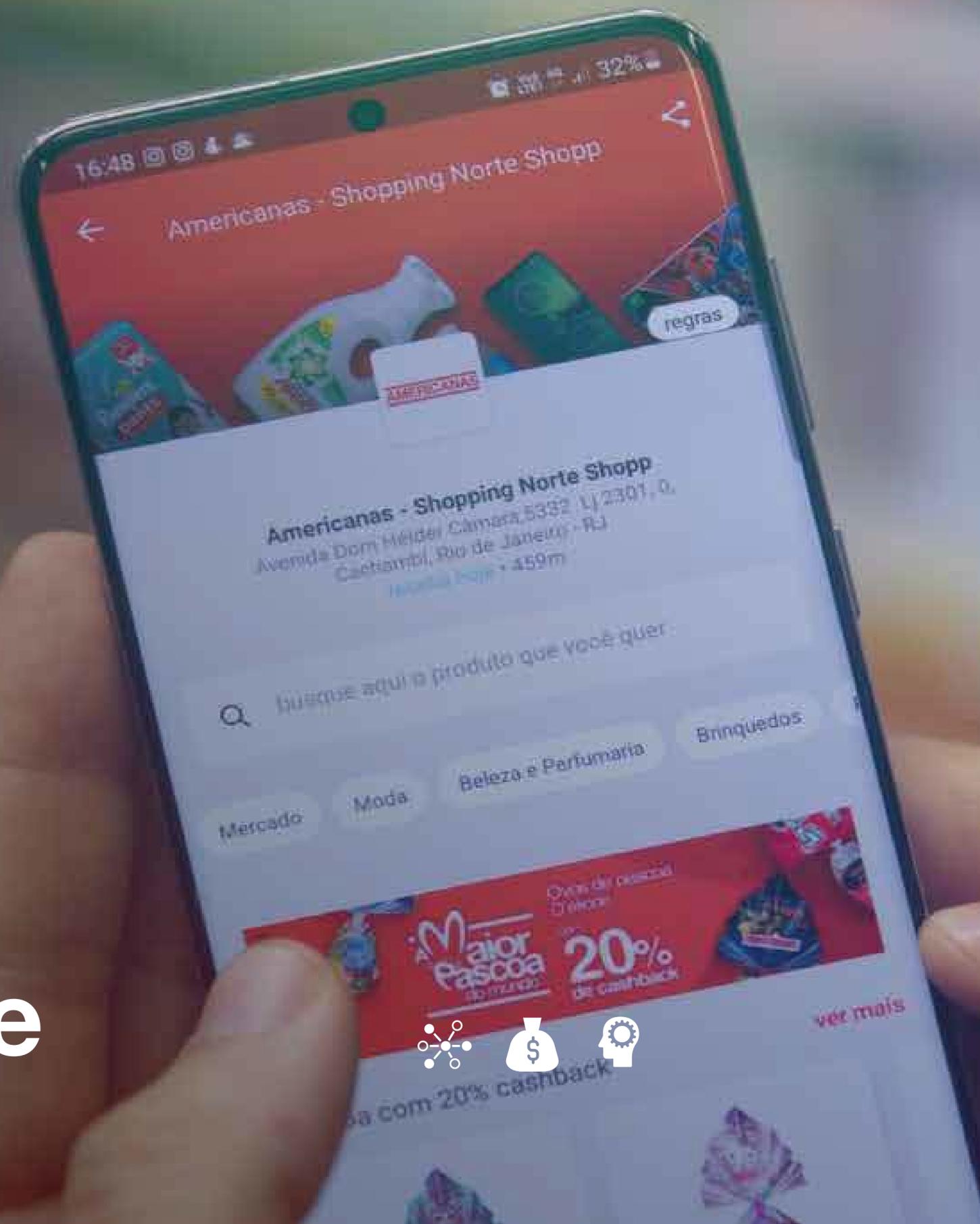
## americanas

- **1<sup>st</sup> place in the e-Commerce Store Category** of the Trusted Brands award by Seleções Magazine;
- **Loja Diamante Mais Querida and 1<sup>st</sup> place in the Home Appliances category** of the Ebit Award;
- **1<sup>st</sup> place in the Telephony; Books, Movies and Games categories; and Store That Makes the Best Black Friday in Brazil** of the Black Friday Truth award by Proxy Media;
- **1<sup>st</sup> place in the Online Sales Website category** of the Marcas Mais Ranking by Estadão;
- **1<sup>st</sup> place in the E-Commerce Marketplace and Champion Service Team** of the Reclame Aqui Award, by Reclame Aqui.

# 04.

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## Corporate Governance



# Market Value

## Overview

GRI 102-22

Our parent company, Americanas, represented by the physical retailer of Americanas Universe, holds 62.5%<sup>1</sup> of the share capital of the subsidiary, B2W Digital, which represents our digital platform.

In 2020, we updated our growth strategy (learn more on page 21) and created a new structure to enable the best results in the Americanas Universe.

Listed on the stock exchange, currently B3 – Brasil, Bolsa, Balcão – since 1940, when it was only 11 years old, Americanas ended 2020 with a share capital composed of 1,867,535,716 shares, with two classes: preferred (LAME4), with 1,214,381,060 shares, and common (LAME3), with 653,154,656 shares, both with 100% Tag Along<sup>2</sup>.

**At the end of 2020, preferred and common shares were quoted at R\$26.24 (+1.3%) and R\$ 20.45 (+3.8%), respectively, reaching a market value of R\$ 45.2 billion.**

We operate in the private sector and have no shareholding in the government, nor do we make contributions to political campaigns.

**Find details in the presentation of Investor Day 2020, available at:**

[api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/4e49e7ff-a9fc-96fd-f839-97f9ec4e128d?origin=1](https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/4e49e7ff-a9fc-96fd-f839-97f9ec4e128d?origin=1)



<sup>1</sup> Information in accordance with Reference Form 2021.

<sup>2</sup> Data refer to December 2020.

# Best Practices

GRI 102-5 | 103-1

We work daily to be the best retail company in Brazil through operational excellence and customer focus.

We offer services to facilitate the routine of consumers with fair prices and maintaining our values of ethics, reliability and transparency with all stakeholders.

We have a solid governance model based on almost eight decades of open capital. In it, we materialize our institutional commitments and our practices that align strategy and operation to the interests of shareholders, in addition to an experienced and well-structured leadership, with ethics permeating all relationships.

Since 2017, we are also part of a special segment of B3 Corporate Governance, Level 1. Learn more about the main good governance practices adopted below:

## *100% Tag Along*

We have granted Full Tag Along (100%) to Americanas' common and preferred shares since 2006. This mechanism, present in the Bylaws, guarantees equal treatment to all shareholders in cases of change of control of the Company, guaranteeing the right to sell shares under the same conditions negotiated by the controllers.

## Dividend Distribution

In line with the principles of current legislation, our bylaws guarantee the minimum amount for dividends at 25% of net income for the year, after the formation of a legal reserve of 5%.

**Ensuring the commitment to our shareholders, we proposed to distribute a profit of R\$ 400.8 million in interest on capital.**

## Experienced leadership

GRI 102-18 | 102-22 | 102-36 | 202-2

In accordance with best governance practices, we ended the year with an average term of 8.1<sup>1</sup> years for our directors.

### Presence of 100% of directors at meetings.

### Supervisory Board (SB)

GRI 102-23 | 102-24 | 102-35

In accordance with our Bylaws, we have a Supervisory Board composed of a minimum of three and a maximum of ten members, elected by the General Meeting, with a unified term of office of two years, allowing reelection. The President of the body is chosen by the elected directors and the positions of President, Chief Executive Officer, or main executive of the Company cannot be accumulated by the same person.

In 2020, the Supervisory Board of Americanas had seven members, three of whom are independent. Of these, two have terms of office in other councils.

### We have reached the 43% mark of independent members<sup>2</sup> in the SB.

<sup>1</sup> Considering the members of the Supervisory Board and the effective members of the Audit Committee. Calculation based on the year of the first election of each director, divided by the total of ten members.

<sup>2</sup> Independence Criteria: considering the criteria established by the Brazilian Code of Corporate Governance (ICVM No. 586).

#### Eduardo Saggiaro Garcia

Chairman of the Board in his first term. Chairman of the Ame Committee and member of the Finance Committee;

#### Carlos Alberto da Veiga Sicupira

Non-executive director with 13 terms of office;

#### Claudio Moniz Barreto Garcia

Non-executive director (effective with one term of office). Chairman of the People and Compensation Committee and member of the Digital Committee;

#### Paulo Alberto Lemann

Non-executive director (effective with five terms). Chairman of the Finance Committee, member of the People and Compensation Committee;

#### Paulo Veiga Ferraz Pereira

Non-executive effective member (independent with one term of office). Financial expert, chairman of the Audit Committee and member of the Ame Committee;

#### Sidney Victor da Costa Breyer

Non-executive effective member (independent with one term of office. He is currently a member of other boards in the sector, and has experience in the areas of health, education, information technology, finance and consumption). President of the Digital Committee;

#### Vanessa Claro Lopes

Non-executive effective member (independent in her first term. He is currently a member of other boards in the sector, and has experience in the areas of information technology, consumption, energy, education). Member of the Audit Committee.

### Periodic evaluation process

The evaluation of the directors is done in three stages, each member evaluates:

- The effectiveness of the Council in the previous year;
- Your own contribution (self-assessment) and that of the other members of the Board (lateral assessment);
- The President of the Council.

### Supervisory Board Compensation

In accordance with the Compensation Policy and the Reference Form, the compensation of the Supervisory Board must be aligned with the strategic objectives of the business, with a focus on its longevity and the creation of long-term value and is divided between fixed and variable.

The directors do not receive any compensation for other functions, in addition to those they occupy. We also do not provide other instruments that structure compensation or indemnity mechanisms for managers in the event of removal from office or retirement.

The fixed compensation is periodically compared to the market standard. The variable takes into account the achievement of goals and is established according to the results of the Company and Management.

## Executive Board

Elected by the Supervisory Board, the Executive Board has a one-year term, with the right to reelection. It is composed of 11 members<sup>1</sup> – all Brazilian –, one of whom was appointed superintendent and a president. See below the composition of the Executive Board:

**Miguel Gomes Pereira Sarmiento Gutierrez,**

Chief Executive Officer;

**José Timótheo de Barros,** Managing Director;

**Anna Christina Ramos Saicali,** Director;

**Carlos Eduardo Rosalba Padilha,**

Investor Relations Director;

**Celso Alves Ferreira Louro,** Director;

**João Guerra Duarte Neto,** Director;

**Marcelo Pinto,** Director;

**Marcio Cruz Meirelles,** Director;

**Maria Christina Ferreira Nascimento,** Director;

**Milena de Andrade Sacramento,** Director;

**Wellington de Almeida Souza,** Director.

<sup>1</sup> Updated June 2021.

## Executive Board Compensation

The compensation of the Executive Board is divided between fixed and variable, being an effective tool for attracting, motivating, and retaining the Executive Officers.

Variable compensation is based on goals that take into account strategic indicators, such as EBITDA, customer satisfaction, sales volume and expenses, in addition to specific and individual indicators of management members. The goal management system follows the criteria:

- Achievement of goals as a whole;
- Achievement of the goals related to the Directors individually considered;
- Meeting the minimum criteria, with no payment of variable compensation if such criteria are not met.

In the scope of variable compensation, the members of the Statutory Executive Board are entitled to long-term incentives, through the granting of stock options, which encourages the alignment of the interests of shareholders and members of the Management in the long term and the commitment to business sustainability and integrity.

The Stock Option Plan establishes periods of restriction on the transfer of acquired shares (lock-up periods), encouraging the valuation of the Company's shares in the medium and long term. In the short term, shareholders will now receive dividends and interest on equity.

For the CEO, we consider the same variable compensation metrics as the other directors. The longest performance period for his or her variable compensation is five years.

## Audit Council

Our Tax Advisory Committee acts on a non-permanent basis and is composed of a maximum of five effective members and their respective deputies. Currently, the body has three effective members and their three deputies, one appointed by the controllers, one by the preferred shareholders, and one by the ordinary shareholders.

All are elected at the General Meeting, with a one-year term and reelection permitted. Learn about its composition below:

**Márcio Luciano Mancini,**

Serving Member with nine terms (appointed by Ordinary Shareholders);

**Ricardo Scalzo,**

Serving Member with 19 terms (Appointed by Preferred Shareholders);

**Vicente Antonio de Castro Ferreira,**

Serving Member with nine terms;

**Carlos Alberto de Souza,** Deputy Member;

**Pedro Carvalho de Mello,** Deputy Member;

**André Amaral de Castro Leal,** Deputy Member.

The compensation of the members of the Tax Advisory Committee is determined by the General Meeting that elects them, in accordance with the law.

## Committees

GRI 102-19 | 102-20 | 102-26 | 102-30 | 102-31 | 102-33

Our advisory Committees are comprised of representatives of the Supervisory Board and external expert members hired. The participants guide the Board on topics relevant to the business strategy, in addition to reporting themes/situations they have examined, always guided by good governance practices.

The meetings take place at least once a quarter, or whenever there is an extraordinary call from the respective Chairman, with the exception of the Sustainability Committee, which meets weekly.

### Find out more about the Americanas Universe Committees, according to the composition of 2021:

#### PEOPLE AND COMPENSATION COMMITTEE



It informs the Supervisory Board regarding all decisions involving the Company's People and Compensation policies, with a view to:

- that members of the Board, the Board and all associates have incentives to achieve exceptional results, being rewarded accordingly;
- that the Company is able to attract, retain and develop the best professionals and leaders, ensuring the succession of its main executives.

**MEMBERS:** **Claudio Moniz Barreto Garcia** – Chairman; **Paulo Alberto Lemann**; **Cecilia Sicupira** – external non-executive member.

#### DIGITAL COMMITTEE



Assists in the digital, technological and innovation strategy of the Americanas Universe, guiding the Supervisory Board in fulfilling the responsibilities of digital supervision in the areas of technology and technology involved in commerce through the internet, television, mobile telephony, directly to the consumer, as well as the emerging channels.

**MEMBERS:** **Sidney Victor da Costa Breyer** – Chairman; **Claudio Moniz Barreto Garcia**; **Roberto Moses Thompson Motta** – external non-executive member.

#### AME COMMITTEE



It guides the Supervisory Board in fulfilling the supervisory responsibilities in relation to Ame Digital – a mobile platform for financial products and services in the Americanas Universe.

**MEMBERS:** **Eduardo Saggiore Garcia** – Chairman; **Paulo Veiga Ferraz Pereira**; **Elinton Bobrik** – external non-executive member.

#### SUSTAINABILITY COMMITTEE



Formalized by the Supervisory Board in 2010, the Sustainability Committee, known as *Companhia Verde*, is committed to defining corporate sustainability guidelines based on the environmental, social and governance (ESG) pillars.

Currently, our fronts of action are aimed at contributing to the achievement of the 2030 Agenda of the United Nations (UN), which proposes 17 Sustainable Development Goals (SDGs) to be incorporated in the strategies of countries and organizations.

Composed of members of the Executive Board and executives from different areas, in addition to having the participation of a member of the Supervisory Board throughout the meetings, the Committee brings a multidisciplinary vision to the Americanas Universe.

Learn more about our sustainability strategy on page 38.

**MEMBERS:** **Anna Christina Ramos Saicali** – Chairman; **Miguel Gomes Pereira Sarmiento Gutierrez**; **Carlos Eduardo Rosalba Padilha**.

#### AUDIT COMMITTEE



**100% independent.**

Provided for in the Bylaws at AGOE since 2019, the Committee advises the Board on the monitoring and quality control of financial statements, internal controls, risk management and compliance.

**MEMBERS:** **Paulo Veiga Ferraz Pereira** – Chairman; **Vanessa Claro Lopes**; **Maria Helena Cardoso Figueira** – external non-executive member.

#### FINANCE COMMITTEE



It informs and advises the Supervisory Board in all political and financial decisions in the Americanas Universe, thus guaranteeing the fulfillment of its financial obligations, policies and responsibilities.

**MEMBERS:** **Paulo Alberto Lemann** – Chairman; **Eduardo Saggiore Garcia**; **Roberto Moses Thompson Motta** – external non-executive member.



## Sustainable Management

GRI 102-21 | 102-27 | 102-29

We believe in growing the business based on sustainable development. Since 2007, our Sustainability Committee (Companhia Verde Committee) has supported top leadership in the management of strategic aspects based on the ESG pillars.

The management of the Companhia Verde Committee, in addition to assisting in the strategy and governance of sustainability and coordination of environmental management and social responsibility initiatives, is the responsibility of the Sustainability Department of the Americanas Universe.

Committed to the Sustainable Management, we have incorporated goals based on the ESG pillars into the variable compensation of all senior leadership positions, including the CEOs of the Americanas Universe. We also incorporated these goals into the variable compensation of coordination and management positions in the Sustainability area.

### RECOGNITION

## ISEB3

We were selected, for the 7<sup>th</sup> consecutive year, for the portfolio of the Corporate Sustainability Index (ISE), of B3 (Brazil, Bolsa, Balcão), which classifies the commitment of companies to sustainable development, in addition to recognizing those that promote the best practices.

## ICO2 B3

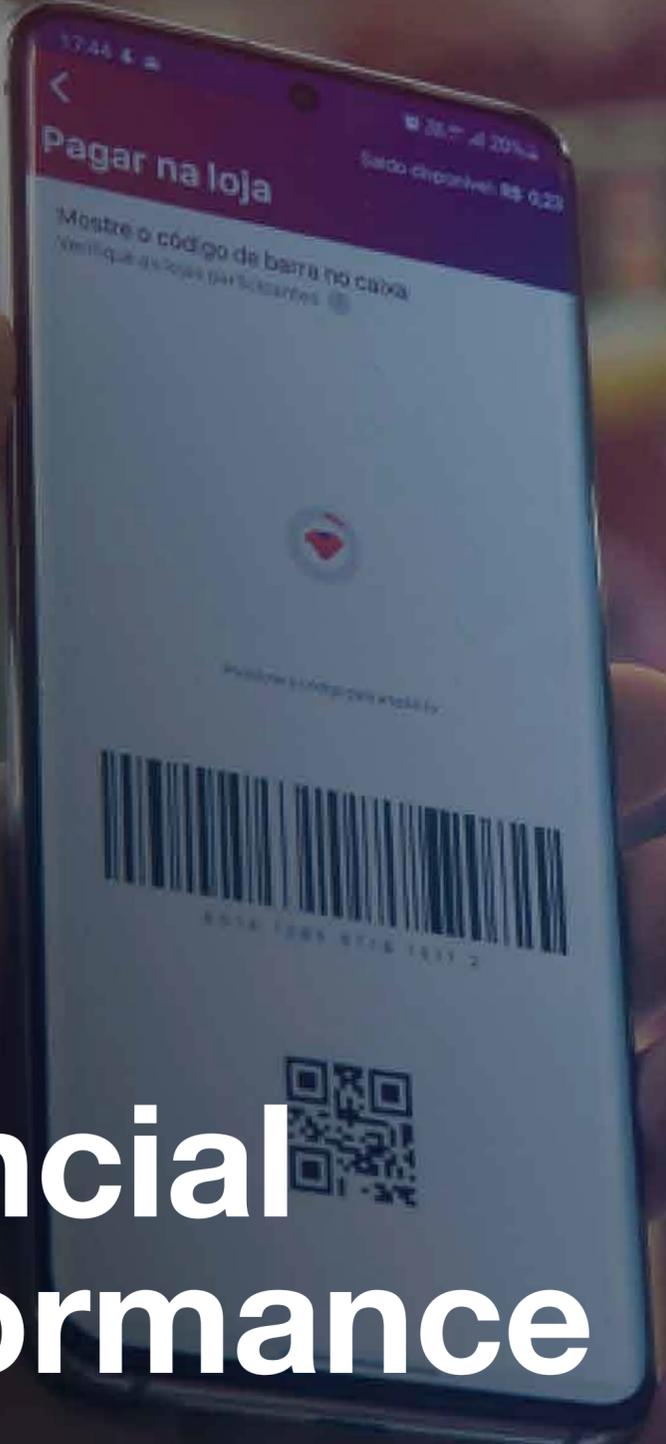
Launched in 2010, the B3 index shows the commitment of companies to the transparency of their emissions, in addition to sharing the actions of transition to a low carbon economy.

**Our parent company, Americanas, has been listed since the index was created, and B2W was again selected to compose the index portfolio in 2021.**

# 05.

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# Financial Performance



# Scenario

2020 was a period of great challenges, which reflected in the entire macroeconomic scenario due to the Covid-19 pandemic.

As a consequence, Brazilian GDP closed the year down 4.1%; inflation measured by the Broad National Consumer Price Index (IPCA) rose again, reaching 4.52%; and the basic interest rate (Selic) was 2% p.a. in December.

The unemployment rate, which also suffered a great deal from the pandemic, registered an average rate of 13.5% compared to 11.9% in 2019.

Retail trade, which had a major impact with the social isolation imposed in the first quarters of the year due to Covid-19, also went through a period of adaptation and migration to the digital environment and ended the year with a 1.2% increase in volume sales, measured by the Monthly Survey of Commerce (PMC) of the Brazilian Institute of Geography and Statistics (IBGE).

## Long-term risks

GRI 102-15

In 2020, we identified two main risks that are capable of affecting our strategy over the next three to five years and developed strategies to mitigate them:

### Continuance of the economic crisis:

The risk is considered emerging in the social and economic categories, as our business is extremely sensitive to income retraction and increased unemployment due to the Covid-19 pandemic, as well as other events of political, social and macroeconomic impact that may occur in the next six years old. As measures, we incorporated new segments and, consequently, we increased our assortment with items less sensitive to crises;

### Competition intensification:

We consider it a growing risk in the economic and technological categories due to the great potential of the e-commerce segment, which forecasts growth over the next five years through integrated logistics strategies, flexible purchases, and fast deliveries. As a result, there is a possibility of losing market share and, consequently, reducing revenues due to the decrease in consumers. Since now, we have been intensifying O2O operations, evaluating the acquisition of new businesses, and proposing improvements in the communication strategy, in addition to improving products and services to increase the frequency of customers' purchases.

# Results

GRI 102-7 | 201-1

## Overview

Consolidated			Financial highlights (R\$ MM)	Parent Company		
2020	2019 <sup>1</sup>	Var. (%)		2020	2019 <sup>1</sup>	Var. (%)
39,673.8	32,387.5	22.5%	<b>Gross Merchandise Volume (GMV) /Gross Revenue</b>	13,017.8	14,006.5	-7.1%
21,291.4	18,662.7	14.1%	<b>Net Revenue from Sales and Services</b>	11,348.7	12,169.0	-6.7%
7,129.3	6,601.1	8.0%	<b>Gross Profit</b>	4,349.6	4,736.3	-8.2%
33.5%	35.4%	1.9 p.p.	Gross Margin (% NR)	38.3%	38.9%	0.6 p.p.
3,319.7	3,456.1	-3.9%	<b>Adjusted EBITDA<sup>2</sup></b>	2,660.4	2,859.0	-6.9%
15.6%	18.5%	-2.9 p.p.	Adjusted EBITDA Margin (% NR)	23.4%	23.5%	-0.1 p.p.
394.0	505.5	-22.1%	<b>Net Result</b>	394.0	505.5	-22.1%
1.9%	2.7%	-0.8 p.p.	Net Margin (% NR)	3.5%	4.2%	-0.7 p.p.

<sup>1</sup> To maintain a comparison, the 2019 results have been adjusted to disregard the non-recurring tax credits arising from the final and unappealable decision regarding the inclusion of ICMS in the PIS/COFINS calculation basis, as per the Relevant Fact published on 12/20/2019.

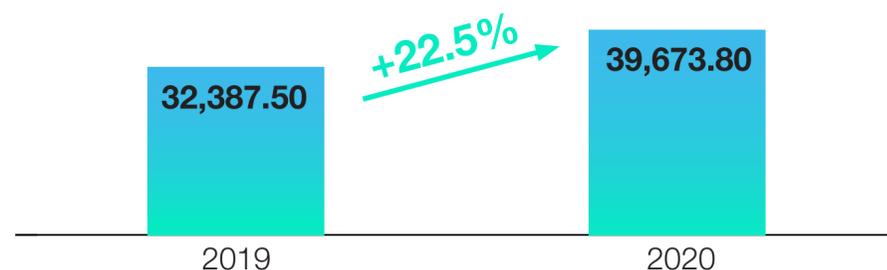
<sup>2</sup> Operating income before interest, taxes, depreciation and amortization, other operating income/expenses, equity accounting, minority interest.

## Gross Merchandise Volume (GMV)

Term used in online retail to indicate consolidated sales and services revenue, including sales made within the B2W Marketplace. The GMV of Americanas Universe continues to grow rapidly, after the completion of the 2017-2019 Strategic Plan of B2W Digital, reaching R\$39.7 billion in GMV.

### GMV Consolidated

R\$ millions



### Physical platform

2020 was a period focused on increasing our base of active customers and the frequency of purchases, integrating the various O2O initiatives to always provide the best experience, in addition to meeting the needs of our customers in a pandemic scenario.

This year, physical stores have become more digital through combined O2O initiatives, delivering more than five million residential deliveries.

### Digital platform

With the acceleration of digital consumption in 2020, driven by high frequency categories, the total GMV of our digital platform represented 68% of the total, reaching R\$ 27.7 billion. B2W Marketplace is also constantly developing, showing a growth of 45.1% in GMV compared to the previous year.

This year, we also presented the new growth route for B2W Digital, with a planned investment of **R\$ 5 billion**, of which R\$ 4 billion was from the capital increase of the previous strategy (2017-2019), and R\$ 1 billion from reinvestment of part of the Cash Generation in the coming years.

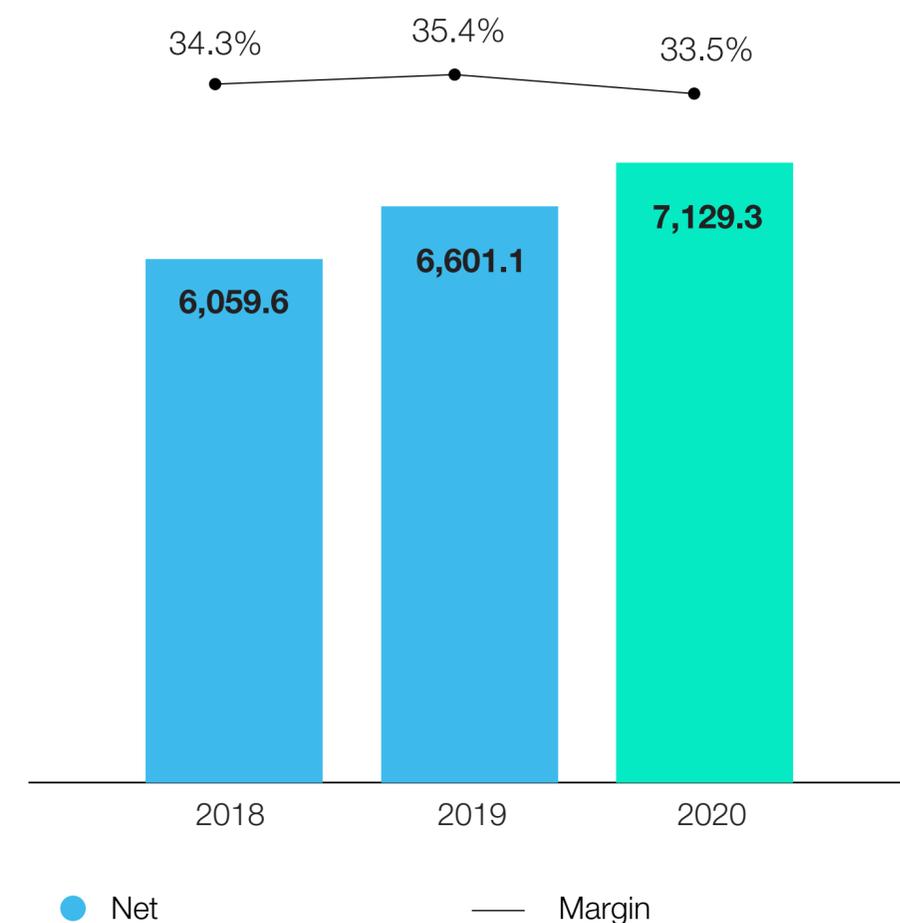
**We will do all of this while maintaining the cash generation commitment and anticipating growth above the average of the three top players in the market.**

## Gross Profit and Gross Margin

In the consolidated view, gross profit reached R\$ 7.1 billion in 2020, representing an increase of 8% with a gross margin of 33.5%, a reduction of 1.9 p.p. in relation to 2019.

### Consolidated Profit and Gross Margin

R\$ millions



### Physical platform

In 2020, gross profit decreased by 8.2%, with a gross margin of 38.3%.

### Digital platform

The marketplace continued to gain relevance with B2W Fulfillment, the integration of the 1P shopping experience into the 3P model. This solution reduced the delivery time of orders and enabled an improvement in the profitability levels of the digital platform.

We ended the year with a gross profit of R\$ 3,220.2 million, with a gross margin of 31.8%; a reduction of 0.4 p.p. compared to 2019.

## Sales, General and Administrative Expenses

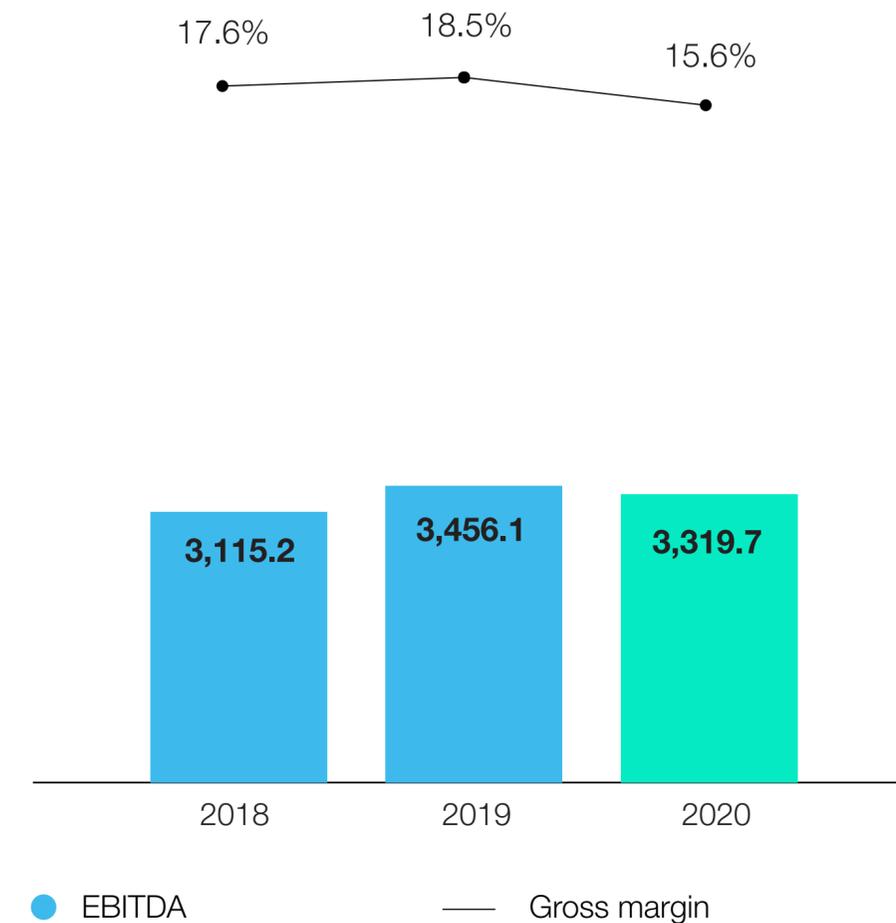
In 2020, in the consolidated view, selling, general and administrative expenses increased by 18.9%. The result is due to the increase in sales and marketing expenses of the digital platform, related to the growth of online, partially offset by the savings in the physical platform with rental renegotiations and other expense optimizations.

## Adjusted EBITDA and EBITDA Margin

Adjusted EBITDA decreased by 3.9% and 2.9 p.p. in the EBITDA margin, compared to 2019 due to the higher penetration of online sales.

### Consolidated EBITDA and EBITDA Margin

R\$ millions and %



## Working Capital Variation

In 2020, the consolidated net working capital was -15 days, representing an improvement of 18 days compared to 2019, and allowing R\$ 863.8 million in cash generation.

In the same period, the parent company's working capital was eight days, an improvement of two days, when compared to the same period of the previous year. This enabled the generation of R\$ 201.5 million in cash.

## Net Financial Result

In 2020, in the consolidated view, the Net Financial Result fell by 26.0% compared to 2019. In the controlling view, we also saw a 23.3% reduction in net financial results.

## Net Result

In 2020, consolidated Net Income was R\$ 394 million, with a margin of 1.9%, representing a reduction of 22.1% compared to the previous year.

## Debt

At the end of 2020, the Americanas Universe had a net cash position of R\$ 6.3 billion, compared to a net debt of R\$ 2.2 billion in the same period of the previous year. This represents a 2.5x improvement in EBITDA.

The reduction in consolidated net debt reflects the impacts of the operations to optimize the capital structure of Americanas – physical platform – and B2W, with the follow-on operation of Americanas, with the subsequent capital increase of B2W, and the issuance of Bonds in the international market.

In the parent company, the physical platform had a net cash position of R\$ 609.2 million compared to a net debt of R\$ 3.3 billion in the same period of 2019, a variation of +1.4x in EBITDA.

In addition, in 2020, the average consolidated debt term was 40 to 62 months and at the parent company it was 42 to 57 months, in accordance with the strategy of reducing debt and reinvesting part of future cash generation in growth fronts to enter in new segments.

## Accounts Receivable

Accounts receivable takes into account credit and debit card receivables, net of the discounted amount, which have immediate liquidity and can be considered as cash.

At the end of this year, accounts receivable totaled R\$ 1.4 billion in the parent company and R\$ 3.4 billion in the consolidated view.

## Capital Restructuring

In 2020, we carried out operations to improve the capital structure of the Americanas Universe, aiming to make it even more robust and flexible, capable of accelerating investments and reaching new levels of results.

After raising R\$ 7.9 billion in the capital market, we have substantially improved the liquidity of the balance sheet. Subsequently, we made a private capital increase of R\$ 4.0 billion in B2W Digital and accessed, for the first time, the international market with an issue of US\$ 500 million by Americanas – physical platform – and another one of US\$ 500 million by B2W.

These measures reduced the maturities of the coming years and increased the average maturity of the debt, allowing the reinvestment of future cash generation to accelerate the growth of the Americanas Universe, including eventual acquisitions, in addition to investing in technology initiatives, maintaining the financial discipline that guides our decisions.

**Find out the details of our Income and Balance Sheets and our complete Financial Statements at:**

[ri.americanas.com/en/investor-information/results-center](https://ri.americanas.com/en/investor-information/results-center)



# 06. — Evolution Universe



# Our Sustainability Strategy

GRI 102-12 | 102-13 | 102-15 | 102-40 | 102-42 | 102-43 | 102-44 | 102-46 | 102-47

We trust in the power of our positive impact in promoting sustainability in a collaborative and united way with our stakeholders. Our strategy is in line with the United Nations (UN) Global Compact and the 2030 Agenda to achieve the 17 Sustainable Development Goals (SDGs).

We developed our actions based on the Environmental, Social and Governance (ESG) pillars, described below:

**E** We encourage initiatives to reduce and offset GHG emissions and maintain our carbon neutral operation for the second consecutive year. Find out more about combating climate change on page 88.

**S** In partnership with the Sustainable Amazon Foundation (FAS), we carry out actions in the communities and encourage the Jirau da Amazônia marketplace. We also provide education incentives for more than 65,000 students and 4,000 teachers in dozens of projects. Find out more about our social relevance on page 55.

**G** We continue with the commitment to seek Company B certification.



**Pacto Global**  
Rede Brasil

## MEET OUR PRIORITY SDGS:



We contribute to the access to education of our team through qualification and training programs, and the granting of scholarships that increase the education of our members.



We recognize our great potential to contribute to gender equality by being a major employer and having careers focused on technology, where the SDG points to a challenge for equality.



As a major generator of direct and indirect jobs in its broad value chain, we have a relevant role in promoting respect for labor laws and economic development for associates.



We are one of the largest retailers in the country, with millions of customers and a unique capillarity in Brazil. For this reason, we focus our efforts on reducing social inequalities with the development of communities and local professionals.



Faced with the global challenge of climate change, we monitor the direct and indirect emissions of the business and promote a continuous reduction of Greenhouse Gases (GHG) through innovative processes.

## Construction of materiality

GRI 103-1 | 103-2 | 103-3

We maintain a continuous research process to understand which are the priority (material) themes capable of generating risks or opportunities for the realization of our strategy.

In 2020, we followed a methodology based on three stages: we identified the main stakeholders based on the mapping of the value chain. Then, a survey was carried out based on the priority themes for the main market mechanisms for sustainability: Corporate Sustainability Index (ISE), Dow Jones Sustainability Index (DJSI) and Sustainability Accounting Standards Board (SASB). Finally, we made a sectorial benchmark with the main global retail players, according to the DJSI 2020 ranking.

We cross-reference data on priority themes for the sector and the influence exerted by each audience to define the strategic pillars of the Americanas Universe for the next three years (2020-2022).

As a result of the materiality study, we developed the concept of sustainability that guides this Report: **Evolution Universe**. The concept is divided into three pillars: “+ **Development**”, “+ **Excellence**” and “+ **Eco-efficiency**” and nine aspects:

Learn more about the limits of material aspects on page 116.

### CONCEPT

## Evolution Universe 2022

### PILLARS

+ Development

+ Excellence

+ Eco-efficiency

### ASPECTS

#### Excellence team

(unites attraction and retention and diversity)

#### Social relevance

(unites private social investment and social development of communities and small businesses)

#### Responsible suppliers

(chain compliance)

#### Ethical conduct

#### Fostering innovation

#### Secure and satisfied customer

(combines satisfaction, cybersecurity and privacy)

#### Sustainable and quality offer

#### Combating climate change

#### Reduced use of materials

(packaging and recycling)

+ Development

# Excellence Team

GRI 103-1 | 103-2 | 103-3

## Profile

GRI 102-7 | 102-8 | 401-1 | SASB CG-MR-310a.2

We believe that the success of the Americanas Universe in almost a century of history is only possible thanks to the trust and continuous work of our **Excellence Team**.

In line with the UN 2030 Agenda to achieve the SDGs, we are committed to attracting and selecting the best talents, as well as developing and retaining our associates.

In 2020, we maintained our commitment to the development of professionals in the communities where we operate. Beyond the 33,170 associates, we ended the year with 1,974 third-party employees, referring to contracts with specialized cleaning, security, accounting, food, IT and companies.

This year we faced extra challenges with the arrival of the Covid-19 pandemic: we incorporated remote work for 80%

of the offices in Americanas Universe, and we implemented several security measures in the offices and Fulfillment Centers<sup>1</sup> (learn more on page 53).

In our rapid adaptation, we use technology to our advantage and accelerate the digitization of internal processes, to remain close, even if physically distant.



+ **33 thousand** associates

**32,430**

(97.77%) permanent

**740**

(2.23%) temporary

Of these, 1,620 hired in 2020, totaling a hiring rate of 14.37%<sup>2</sup>.

### Associates

Level	Men	Women
Board of Directors	14	4
Management	681	867
Coordination	358	284
Technical/Supervision	3,683	4,142
Administrative	576	1,226
Operational	11,107	9,878
Apprentice	61	207
Intern	45	37
Total by gender	16,525	16,645
<b>Total members</b>	<b>33,170<sup>3</sup></b>	

<sup>1</sup> Term used for Distribution Centers (DCs).

<sup>2</sup> Values considering the same positions used to calculate the turnover rate at Americanas – physical platform, and in accordance with the Reference Form.

<sup>3</sup> In 2020, we kept all the jobs in the Americanas Universe. The reduction of 3,988 associates, in relation to the total reported in the previous year, is due to the lower number of temporary hires at the end of the period.

- Leaders formed based on People Analytics and partnerships with the best Universities;
- 100% of store managers trained internally;
- 5.4% of our associates are in STEM (Science, Technology, Engineering, and Mathematics) positions. Of these, 23.55% are women.
- At Americanas Universe, 50.18% of members are women. They hold 56.01% of management positions and 22.22% of the statutory board;
- 73.59% of members are under 30 years old;

## Hiring<sup>1</sup>

### Associates hired by gender

	Number of hires	Hiring rate (%)
Men	865	16.28%
Women	755	13.44%

### Associates hired by region

	Number of hires	Hiring rate (%)
South	67	13.32%
Southeast	1,344	18.20%
Midwest	33	5.65%
Northeast	132	6.90%
North	44	8.01%

### Associates hired by age group

	Number of hires	Hiring rate (%)
Less than 30 years	1,003	14.95%
Between 30 and 50 years	602	15.40%
More than 50 years	15	4.84%

<sup>1</sup> Values considering the same positions used to calculate the turnover rate at Americanas – physical platform, and in accordance with the Reference Form.

## Turnover

In 2020, our voluntary turnover rate was 5.97%<sup>1</sup>.

### Gender turnover rate

	2020
Male	6.34%
Female	5.71%

### Turnover rate by region

	2020
South	12.06%
Southeast	5.95%
Midwest	10.44%
Northeast	3.04%
North	4.69%

### Turnover rate by age group

	2020
Up to 18 years	–
19 to 34 years	7.37%
35 to 60 years	1.32%
Over 60 years	3.03%

## Engagement Research

For the 3<sup>rd</sup> consecutive year, Americanas won the Great Place to Work (GPTW) Certification, with a high engagement level of members in the surveys<sup>2</sup>. Also this year, B2W Digital, LET'S and Ame achieved, for the second time, the GPTW certification.

**We are happy to say that we obtained the highest favorability indexes in the history of all companies in the Americanas Universe.**

In order to be faster and more assertive in making decisions, internally we conduct weekly engagement surveys with all members.

Called Pulses, these surveys had an average satisfaction score of 84.8 in 2020.

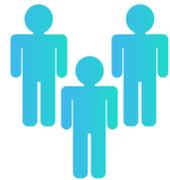
<sup>1</sup> Values according to the Reference Form, considering turnover at Americanas – physical platform.

<sup>2</sup> Survey answer options are “never true”, “most of the time it is true”, “sometimes it is true, sometimes it is not”, “most of the time it is true” and “it is always true”.



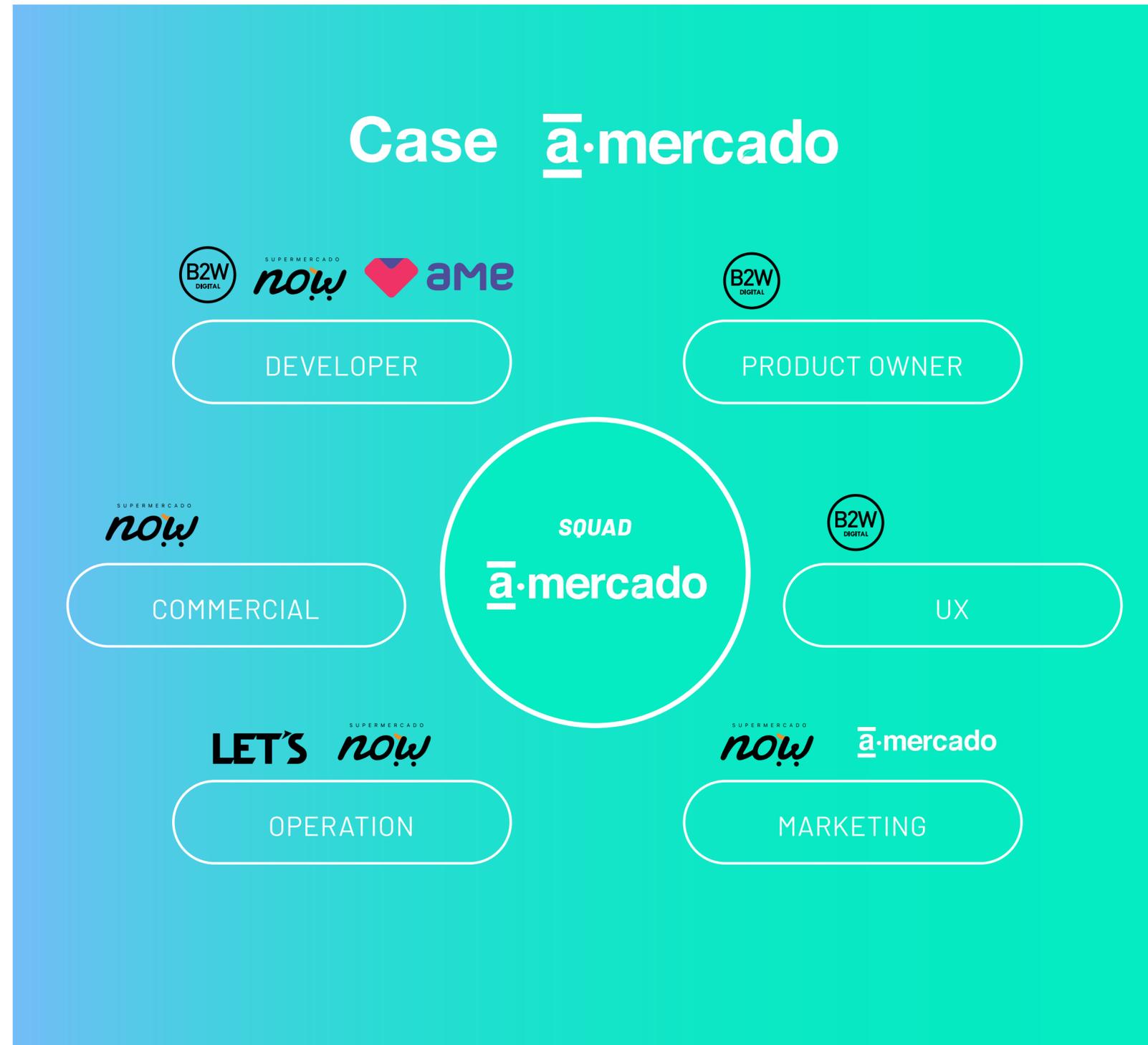
### Squad model

Another differential of our team is the work using the squad model. Characterized by multidisciplinary working groups with specialists in each project, the organization makes it possible to accelerate results and enhance the quality of deliveries. Know the details of the model on the side:



#### SQUAD MODEL

- PRODUCT OWNER
- UX
- MARKETING
- DEVELOPER
- OPERATION



### RESULTS



as a means of payment. Find out more on page 72.

Launch of **a-mercado**

Find out more on page 19.

More autonomy for the team.

**8x**

growth

in GMV

Find out more on page 34.

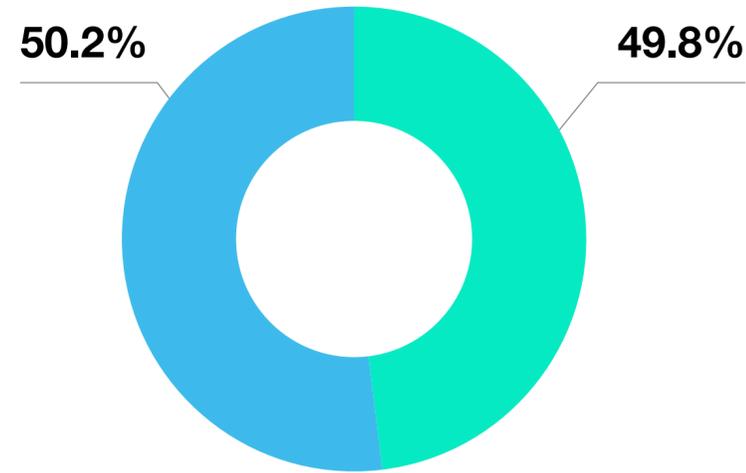
## Diversity

GRI 405-1 | SASB CG-MR-330a.1

We offer our team a welcoming work environment, valuing diversity as one of the main triumphs of our business. For this reason, we reject any type of discrimination based on gender, race, social class, place of origin and culture in our offer of opportunities and in the definition of compensation.

**Women occupy 55.62% of leadership positions<sup>1</sup> and 52.27% of junior leadership positions<sup>2</sup>.**

### Gender diversity

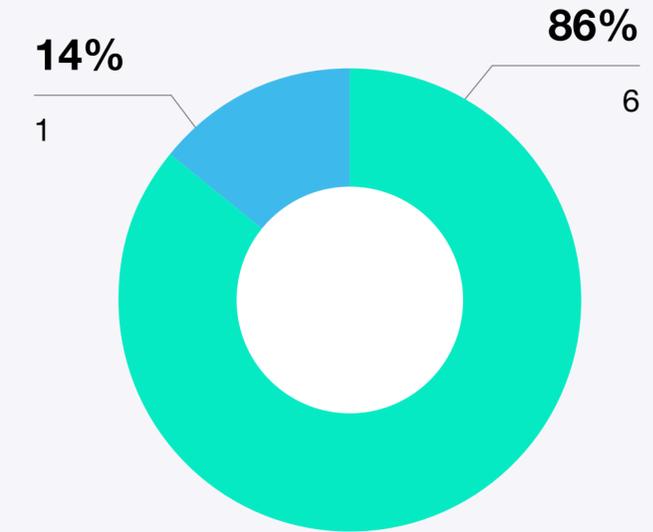


### Members by region of Brazil

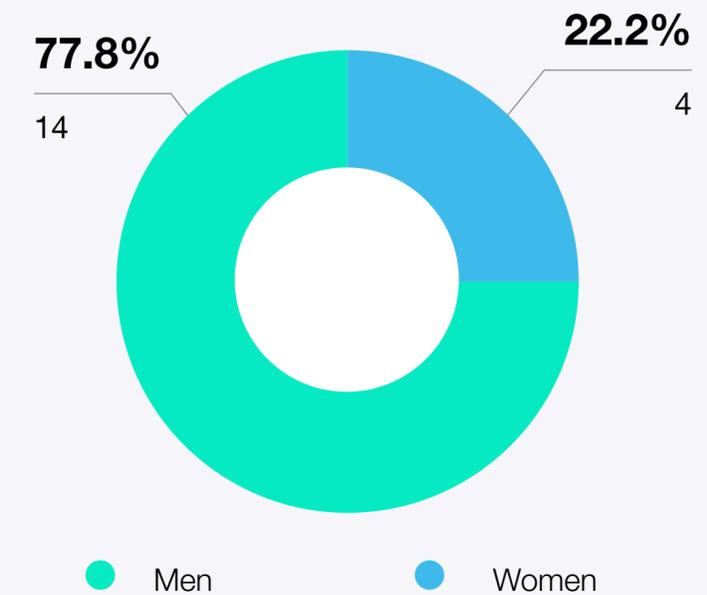
State Region	Male		Female	
	Permanent	Seasonal	Permanent	Seasonal
South	937	6	1,204	9
Southeast	9,876	422	10,208	295
Midwest	893	0	996	0
Northeast	3,482	5	2,968	3
North	904	0	962	0
Total by contract type	16,092	433	16,338	307
Total by gender	16,525		16,645	

### Diversity in senior leadership

Diversity in Americanas Supervisory Board



Diversity in Americanas Universe Executive Board<sup>3</sup>



<sup>1</sup> Considering board and management positions.

<sup>2</sup> Considering technical/supervisory and coordination positions.

<sup>3</sup> Updated June 2021.

**PRÊMIO QUALIDADE AMAZONAS**  
Programa Primeira Infância Ribeirinha (PIR) Melhor práticas do terceiro setor

**1.470**  
crianças atendidas pelo programa Primeira Infância Ribeirinha (PIR) entre 2016 e 2017

**30 MIL**  
pessoas envolvidas na virada sustentável desde 2015

**602**  
empreendedores capacitados pela FAS em 2017

LIBERDADE  
Empoderamento é LIBERDADE  
ESSEN-VIDADE  
Empoderamento é

### Diversity by age<sup>1</sup>

Less than 30 years	73.59%
30 to 50 years	24.18%
Over 50 years	2.23%

### Diversity by color/ethnicity<sup>2</sup> (self-declared)

Asian	3%
White	33%
Indigenous	1%
Brown	41%
Black	16%
Not declared	6%

### Diversity by other groups (self-declared)

PwD <sup>1</sup>	1.53%
Other genders <sup>3</sup>	2.6%
Non-binary gender <sup>2</sup>	0.3%

<sup>1</sup> Considering 100% of members.

<sup>2</sup> Considering the total of 20,925 respondents to the GPTW survey, which represents 63.08% of the total members.

<sup>3</sup> Gender fluid between the female and male spectrum. The data considers the total number of respondents to the GPTW survey, which represents 63.08% of the total number of members.

## Communication

We want to encourage diversity in the daily lives of our associates. We aim to be an excellent place for everyone to work and, therefore, we adapt our internal communications, aiming at inclusion and collective participation. Our calendar of actions addresses various themes and communication formats, worked on throughout the year.

### Initiatives

#### PwD inclusion



In 2020, we continued our programs for attracting and selecting people with disabilities (PwD). Altogether, 159 PwDs joined our excellence team, totaling 508 members, which represents 1.53% of our total staff.



During the year, we carried out all events with hand sign translation, and developed awareness and engagement actions with other associates to ensure an increasingly inclusive work environment.

Through the **Somar Program**, we participate in Egalitê, a digital fair focused on PwD inclusion. For the next year, we intend to continue evolving in the theme.

#### Women in technology



Developed to increasingly diminish the traditional gender gap in the technological environment, **Women in Technology is 100% made by women and for women.**

Throughout the year, we held several events and Meetups, and addressed topics on “What is it like to be a woman within technology?”. In parallel, we have groups in the Workplace and we offer exclusive places for women.

In the name of Ame, we realize Meetups to encourage more and more women to enter the IT area. We sponsor the Cloud Girls group, totaling eight events in partnership, and we held another Meetup with TheFemTech group.

Through Ame Fast Forward Mentoring Tech, we provide study materials, as well as the time of our tech Amers answering questions in an exclusive Slack channel. The mentoring, available for all associates, had intense participation of women.

## Attraction and Selection

Our expansion cycle, which has been quite intense in recent years, was accelerated in 2020 with the attraction of talents with different skills to enable the adaptation of our business model.

As a result of the Covid-19 pandemic, we have digitally restructured our talent attraction programs. This change proved to be very profitable, since we achieved greater numbers of diversity, opening doors for professionals from all parts of the country, in recruitment processes with the help of algorithms and games, in addition to the constant participation of leaders.

### Talents hired in 2020<sup>1</sup>:

**673**  
new talents

**31**  
Trainees<sup>2</sup>

**100**  
Interns

**39**  
Summer Job  
participants

<sup>1</sup> Considering all companies in the Americanas Universe.

<sup>2</sup> Process carried out in 2020 with administration in Jan/21.

## Young Apprentice and Starting Together

### 100% digital Selection Process.

The programs insert young people into the job market through the development of technical and human experiences in different areas and cities in the country. Participants experience job rotation, experience different areas and receive training for personal and professional development.

### Internship Program

#### 100% digital Selection Process.

The number of applicants in our programs increased, reaching 73 thousand students from all over Brazil, of which 100 were hired throughout the year.

On the physical platform, we have the In-Store Internship Program, with a national scope and intense job rotation through the operation areas; and the Americanas Internship Program – 100% online – for other business areas. On the digital platform, we have the B2W Tech Internship, which is for university students with a focus on technology, and the Business Internship – 100% online – for young people with degrees in all undergraduate courses.

Our internship programs provide students with hands-on experience in the daily challenges of the Americanas Universe, in which they have access to projects and routines of high complexity and impact on our customers' lives, always with the mentoring of the manager and monitoring of the People & Management.

### Master Internship

The initiative, carried out in partnership with the UFSCar Computing Department, aims to encourage research and the exchange of knowledge between the academic and corporate environments.

This is the first research project focused on the evolution of the Apache Marvin platform and, in 2020, it included professors and master students of the educational institution.

## Trainee Program

### 100% digital Selection Process.

Already widely recognized, in 2020 our Trainee Program also featured a new model, the In-Store Trainee program. We had more than 20 thousand subscribers and 13 hired from all over Brazil for this modality.

The process, carried out entirely online, included an internal recruitment stage and the active participation of leaders. With this, we achieved a fluid and fun process for everyone, and increased the program's scope of action to several cities in the country.

The successful candidates went through job rotation and received several method and management trainings, including Green Belt training, which aims at developing improvement projects for the Americanas Universe.

**In order to be an even more inclusive gateway, we accept applications for all undergraduate courses and we do not require English as a prerequisite for the Trainee Program.**

In all, 31 trainees were hired throughout the Americanas Universe.

## AME TRAINEE

In 2020, Ame launched its first Trainee program, Traineeja. The goal is to attract new talent with user experience (UX), data, technology and innovation skills.

## New Talent Program

### 100% digital Selection Process.

Unlike the Trainee program, the New Talents Program seeks recently graduated professionals with skills to work in specific areas. In this way, we accelerate the training so that they become future leaders. In 2020, 673 were approved in several areas of the Americanas Universe.



### New Talents Master's Program 100% digital Selection Process.

The Master's Talents Program is the gateway for high-potential professionals who want to grow and develop. For this program, we are looking for professionals with a solid academic background, who have already completed their master's degree. Since 2018, the program has already recruited several professionals for the most diverse areas, who today handle highly relevant and complex businesses. In 2020, four were selected to work in logistics.

### Summer Job 100% digital Selection Process.

**National:** With the selection process conducted entirely online in 2020, the program lasted from four to eight weeks, during the summer vacation of students from renowned national colleges. The selected candidates worked with our associates in different areas and received soft and hard skills training to work on relevant projects on various fronts of our business.

**International:** The program intends to attract Brazilian students who are taking undergraduate or graduate courses at universities abroad. In 2020, the young talents took a six-week immersion in our business in areas such as O2O and finance. The objective is to promote solutions with a view to innovation, technology and to promote the exchange of knowledge.

### MBA Program 100% digital Selection Process.

Held since 2012, the program is monitored by the board and recruits professionals from the best business schools in the world to work as managers in the development of projects in the Americanas Universe.

### Partnerships with education institutions

We believe that partnerships with educational institutions are an important channel for attracting new talent, in addition to reinforcing the Employer Brand of Companies in the Americanas Universe, at universities and in the market.

In 2020, we expanded our operations with online participation in more than 160 university events, in addition to classes and training provided by our associates. We were also present at the main recruitment fairs and academic weeks at universities across the country. Thus, we increased the exchange of experiences and established ourselves as an excellent place to start a career with opportunities in different areas.



In September we participated in AfroPresença, an event focused on the **empowerment** and **inclusion** of young black women and black university students in the job market.

We also participated in the "Human Resources" panel, which discussed the role of HR in promoting inclusion and diversity within companies.





## Digital LABs

Since 2014, we have had Digital LABs, collaborative spaces created in partnership with renowned educational institutions, such as the Massachusetts Institute of Technology (MIT) and Harvard University, which aim to develop disruptive projects, bringing us closer to the greatest centers of excellence in digital technology in the world.

As a result, we create solutions to make customers' shopping experience even more convenient, whether in physical stores, in digital stores, or in the integration between the two platforms.

We also have offices called BITs (B2W Innovation and Technology), where more than 1,500 software engineers are constantly experimenting with new approaches and tools that provided the creation of solutions for the Americanas Universe, described below:

- **Ame Go** – Americanas autonomous store;
- **Ame Scan & Go** – a payment method in which the customer buys the product in physical stores by scanning the barcode;
- **Self-Checkout** – installation of autonomous checkout equipment in physical stores;
- **Store Mode** – offers from physical stores in the app;
- **Sales via WhatsApp** – sale of products from physical stores via WhatsApp with delivery to the customers' homes or pick-up at the store.

Throughout the year, we developed and encouraged several projects related to innovation and research. The highlights are described below:

- **Massachusetts Institute of Technology (MIT):**

**MIT Horizon:** The Americanas Universe has access, exclusively in Latin America, to the MIT digital library. Emerging technology content, including articles, videos, podcasts, online events, and recommended courses, all frequently updated by the institution, help executives, students and professionals of large corporations.

**MIT Scale-up:** participation in an exclusive event for members of the Industrial Liaison Program (ILP), a partnership program between MIT and corporations around the world, which aims to bring companies closer to the startups incubated at the Institute. We identify business opportunities that are being developed internally.

- **PUC-RIO:** Webinar and Workshop with our statistical analysis laboratory Dlab. More than 250 people signed up. Participation in the Brazilian Capital Markets Congress with the panel “The Impact of Artificial Intelligence on the Economy”.

- **Projects carried out with students from USP, UFRJ, CEFET, San Diego University, University of Illinois, University of Indiana**, among others, supporting business areas in developing opportunities.
- **Case competition with 46 students from eight universities, from Brazil and abroad**, to promote the development of solutions to real challenges for the Americanas Universe.

### Discover all the gateway to the Americanas Universe at:

- [lasa.gupy.io/](https://lasa.gupy.io/)
- [carreiras.b2w.io/](https://carreiras.b2w.io/)
- [boards.greenhouse.io/amedigital?gh\\_src=27927b6d2](https://boards.greenhouse.io/amedigital?gh_src=27927b6d2)



## Associates Development

GRI 404-1 | 404-2

We believe that the growth of the Americanas Universe is the result of constant evolution through the training and development of our associates.

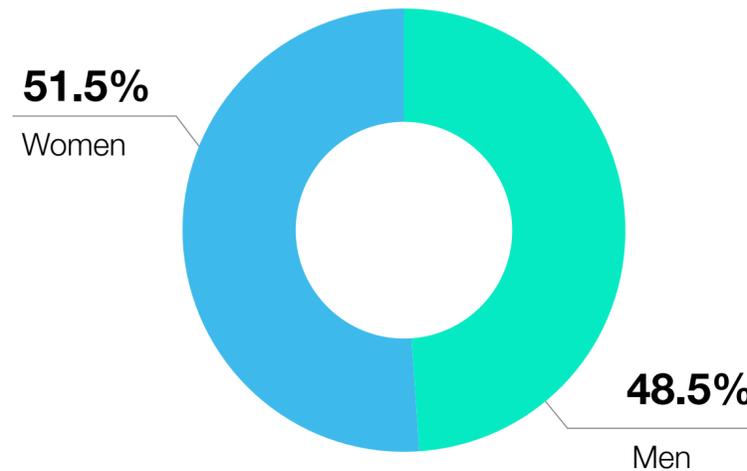
Annually, we carry out performance evaluations (AVD), which seek to evaluate Associates regarding the Achievement of Results, Value Sharing, and Leadership Characteristics (when applicable). AVD's objective is to identify opportunities that help in the development of professionals and ensure that we continue to train the best talents internally.

We have a culture of constant feedback and we believe that these periodic informal conversations are very valuable as they indicate behavior and attitude corrections to be adopted and are fundamental in People Management.

The AVD is Annual for all associates and takes place according to the Performance Evaluation Schedules, prepared in the month of January and where associates are evaluated in relation to the previous year.



### Promotions in Americanas Universe



### UnA – Americanas Universities

In line with our culture of continuous and innovative training, in 2020 we launched the Americanas University mobile platform, UnA. All the main Training and Development actions were migrated, allowing members to access content wherever they want. The platform has several more dynamic

and interactive content and learning formats. In addition to UnA, we also have the Americanas Development Center (CDA) – 43 centers across the country equipped to facilitate access to digital training for members.

This year, we replaced our in-person training with live classes and online content. Thus, we were able to expand the reach and frequency of training. In all, there were more than 380,000 hours of training, which represents an average of around 10.5 hours of training per member.

We move towards an even more modern future, where learning can happen anytime, anywhere!

### Data Science Training

Aiming to increasingly foster the data driven culture, in 2020 we started a new Data Science training program for executives. So far, 25 associates – including directors and the CEO – are studying the Data Science for Business specialization at the Coppead Administration Institute, an internationally renowned institution that has a body of experts in information systems applied to the organizational context.

With a practical and problem-solving approach, the course provides mastery of two main programming languages – R Language and Python – and the application of analytical models that help in decision making. The program receives academic supervision from the COPPEAD Institute.

### DNA Leadership Program

It has the challenge of training store managers more quickly, so that we can sustain our expansion strategy.

Based on a methodology developed together with professors and researchers from Harvard and West Point, we identified 20 attributes that differentiate professionals “out of the curve” and created a five-module training program for our store managers to develop the necessary competencies to achieve spectacular results, seeking to perpetuate these characteristics and promote the development of everyone.

**We are proud to say that 100% of our store leadership is internally trained!**

### DIGITAL MANAGERS

In 2020, we also encouraged the development of digital managers in **more than 1,200 physical stores**, as a way of digitally approaching those associated with the neighborhood in which the stores are located, meeting customer demand in a close and humane manner and increasing online engagement.

### Data Academy

Considered a major milestone for a Digital Company like B2W, the initiative trains associates in data language and had its first pilot class in 2020.

In all, there were 27 participants – 15 associates from non-technological areas and three directors, totaling 36 hours of training, in addition to a data webinar at its launch, attended by 291 people.

The intention is to expand the offer of vacancies for associates in all areas in the coming years.

### LBA (Leadership and Business Academy) Program

Held since 2013 in partnership with HBS (Harvard Business School), the program is geared towards the development of

our leaders and taught by Professor at Harvard University, Boris Groysberg.

### Continuous Improvement Program.

In 2020, we trained 600 associates of Americanas Universe in the Lean & Six Sigma methodology, our Belts training (Yellow, Green, Black, and Master Black Belt), in addition to other topics such as process management, project development and problem solving, totaling more than 16 thousand hours of training.

### Retail College

The Program encourages professional development for associates who are outstanding in their roles and who have been with us for more than two years. Through the Program, we pay 80% of the tuition fees for graduate, MBA, and Masters courses, in addition to offering discounts on tuition fees from partner educational institutions.

### Giro 360

Giro 360 aims to exhibit, every week, the many areas of the Company to members through live broadcasts. In this way, teams understand how other areas work and share their knowledge. In 2020, there were 1,800 participants.



## Associates' Health and Well-Being

GRI 102-15

The year 2020 was marked by many challenges, lessons learned, and transformations. One of them was the rapid adaptation of a portion of the office team to the remote model and physical distance during their day-to-day activities. To soften the impact and bring people together, we have adapted several of our engagement actions to the digital environment.

Whether it was big celebrations like Black Friday – which had thousands of members connected via zoom at the same time – or our virtual workplace exercise, the watchwords were inclusion and connection.

We also take some of the work environment to the associates' homes – including sending onboarding kits, equipment, and office chairs; and the use of Workplace as an official communication tool, which was enhanced and updated with constant news and live streaming.

Guided by our Health, Safety, and Environment Policy, we expanded the actions to guarantee the safety of the work environment, whether in person or remote, and we provide all the support for associates who are away due to the virus, or any other fatality.



### 1 Prevention

- Since the beginning of the pandemic, we have intensified internal communication – through posts in the Workplace, Guidance Booklets, and Videos – to prevent Covid-19;
- Incorporation of home office for 80% of office associates.
- Weekly training of associates in stores to create **health agents** capable of providing information to the team and ensuring a safe and healthy work environment;
- Constant and large-scale testing for associates at the facilities of Americanas Universe, whether in offices, or in support points of physical stores;
- 100% of the associates from the risk group, including pregnant women, are away since the beginning of the pandemic.
- 100% of the extra staff of store associates hired for the end of the year were tested before the work started, totaling more than seven thousand people;
- Adaptation of facilities to ensure the safety of members, such as: mandatory use of a mask, temperature measurement at the entrance, marking the floor with minimum distance between members, partitions installed in the cafeteria and separation of tables. We also intensified hygiene actions, such as disinfection of common areas, distribution of hand sanitizer and intensified cleaning.

Through the Juntos Somos Mais Saúde, launched in 2019, we created a new support network with more than 120 professionals who provide assistance to suspected and confirmed associates by Covid-19. The work is done in two pillars:



## 2 Treatment

- Creation of emergency assistance: free provision of a health plan for 60 days for members associated with Covid-19;
- Daily monitoring by the medical team to follow the evolution of the condition;
- Monitoring of hospitalized associates with specialists;
- Deliveries of breakfast hampers to members' homes in isolation as a form of care and humanization.



**To monitor the effectiveness of our positive impact in combating the pandemic, we incorporated questions about Central Covid's performance into the weekly engagement survey and achieved results above the internal average.**

In addition to working to combat the pandemic, we have also developed other initiatives to ensure the health and well-being of members. Find out below:

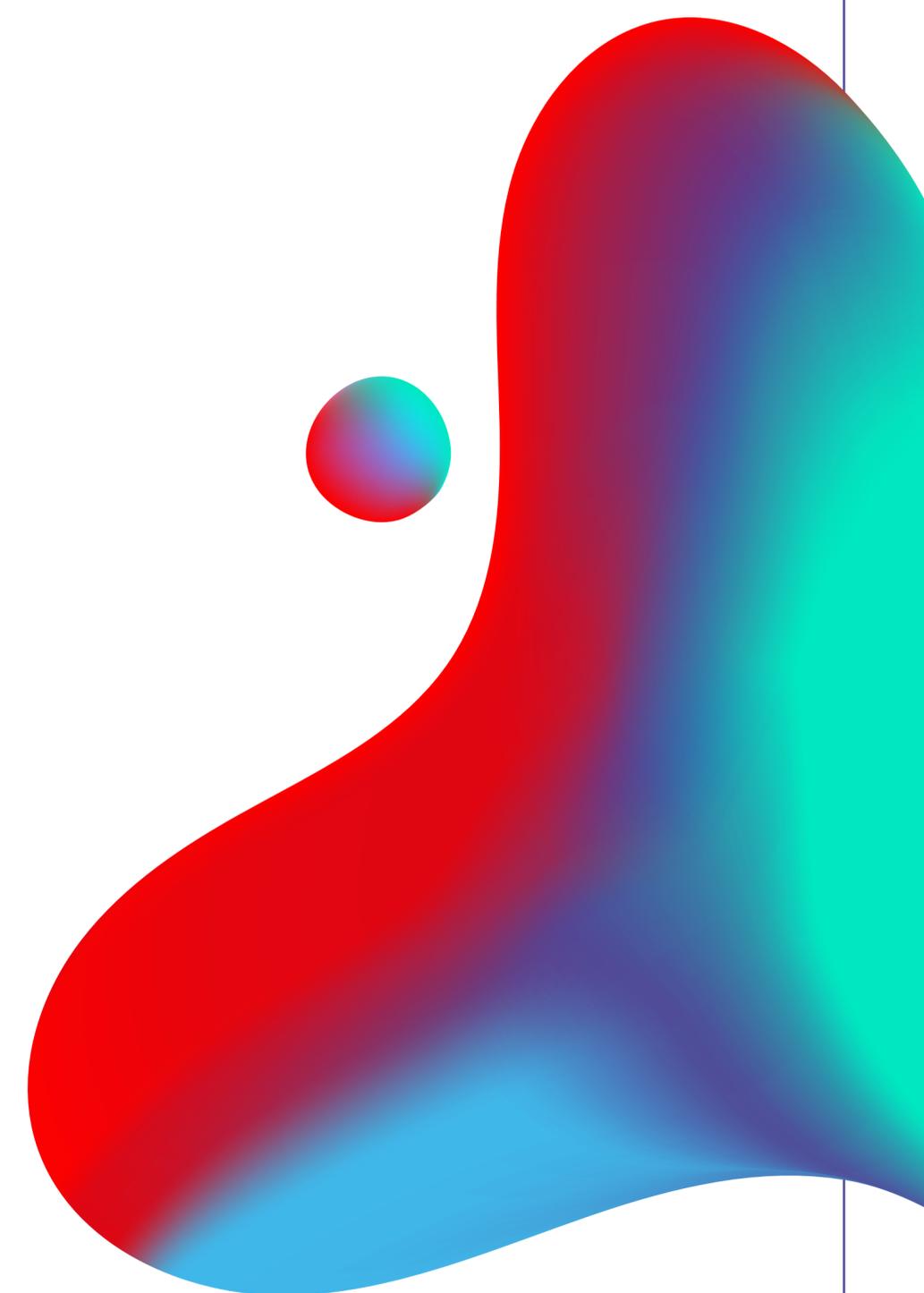
### World Health Day

Celebrated on April 7, we carried out an internal engagement campaign in the Workplace addressing issues related to physical, nutritional and mental health.

### Health and wellness programs

We develop initiatives thinking about the well-being of our associates and their loved ones. With that in mind, we maintain high rates of return after maternity and paternity leave (learn more on page 108).

We provide daycare aid to 100% of female associates with children, in accordance with applicable legislation in 2020.





# Social Relevance

GRI 103-1 | 103-2 | 103-3



**juntos somos mais solidários**



In line with the Global Compact Principles and the UN Agenda 2030 SDGs, in 2020 we created the **Juntos Somos Mais Solidários Institute (JSMS)**, a voluntary and non-profit participation network.



With intense participation of top leadership and great engagement of associates, suppliers, and partners of the Americas Universe in the actions carried out – whether individuals or companies that are interested in contributing –, the Institute invested more than

R\$ 74 million in donations, in order to collaborate and to develop an increasingly sustainable and balanced society.

During the year, our associates participated voluntarily in the actions. As a result, the Institute was careful to act in a personalized way to meet the specific needs of each region of the country and, with this, to maximize the impact of donations made in the fight against the pandemic.





## Private Social Investment

GRI 203-1 | 413-1



### Donations

We are aware of our impact on society and we work tirelessly with donations to several partner institutions. In 2020, we invested R\$ 74,326,160.48 in initiatives described below:

To promote a special Easter for children of partner NGOs, we donated three million Easter eggs, benefiting more than 190 thousand children in more than 1,400 institutions, communities and hospitals in 540 cities in the country; and 12 thousand boxes of chocolate for World Vision, in Espírito Santo (ES).

During the winter, we collected more than R\$ 13,000 from associates to carry out a Warm Clothing Campaign, benefiting more than 450 people; and we impacted more than 1,900 people with blankets donated in the Winter Solidarity Campaign.

In August, we supported the celebration of Dream Day, held by the NGO Sonhar Acordado. For the “Festa na Caixa” event, we sent 2,400 units of treats and activities to the home of the children served by the project so that they could enjoy the live produced by the NGO. Members were also invited to contribute with donations to the NGO through the Ame app.

On Children’s Day, we donated 460 toys to the Livro nas Praças project, helping to make the date even more special for the children served by the initiative.





**ACTION IN THE FIGHT AGAINST THE PANDEMIC**

**Vaccine factory**

Through a partnership with other private companies, we invested in adapting the structure of a vaccine factory at Covid-19 in Bio-Manguinhos, donated to the Oswaldo Cruz Foundation (Fiocruz) in Rio de Janeiro (RJ). We also invest in the acquisition of equipment and other infrastructure.

**ACTIONS IN 2021**

We donated **R\$ 5 million** for the construction of the vaccine factory of the Butantan Institute, in São Paulo, which will have the capacity to produce up to **100 million doses** per year, not only of the vaccine against Covid-19, but also of other immunizing manufactured by Institute.

The works, which started in November 2020, are expected **to be delivered in the second half of 2021.**

**Field Hospital**

Construction of the Lagoa-Barra Campaign Hospital to serve patients from the Unified Health System (SUS) in Rio de Janeiro. In all, the partner companies invested R\$ 45 million in 200 beds – 100 in the ICU – in addition to generating more than one thousand direct and indirect jobs.



**Pacote do Bem**

Through the Pacote do Bem campaign, by União BR, we made donations to the following states: two tons of hand sanitizer to Pará; a ton of hand sanitizer and 30,000 surgical masks for Amazonas; 40 thousand N95 masks for Pernambuco; and 40 thousand N95 masks for Alagoas.



We donated R\$ 64 thousand in tests for detection of the Covid-19 virus and R\$ 100 thousand in supplies and logistics for the Resex Residents Association in Rio Iriri (AMORERI).

**SOS Acre**

We carried out the SOS Acre campaign in which we donated R\$ 200 thousand to the State of Acre with the Public Ministry.

**We encourage donations to the SOS Acre and Respira Xingu campaigns through the superapp Ame, in which each real donated by customers is doubled by the Americanas Universe.**



**Personal Protective Equipment (PPE)**

Investment of R\$ 5.7 million to transport PPE to the Federal Government on two flights from China.

**Logistics**

We made R\$ 20 million available in logistical services to help the Government of São Paulo in the distribution of supplies: masks, thermometers, and adult diapers for public hospitals and communities in situations of social vulnerability.



**Ajuda Manaus**

We assisted air and land transportation of 63 oxygen concentrators, a mini plant, and 590 oxygen cylinders to the city of Manaus (AM) in partnership with the Sustainable Amazon Foundation (FAS) and Rede Brasil. In addition, we distributed more than 36 thousand triple non-woven fabric masks, hand sanitizer, PPE, and BPAPS.

Together with a coalition of companies, we donated six more oxygen plants through the Juntos pelo Amazonas initiative, which seeks to raise funds to fight the pandemic in the city.



**Donations of essential items to NGOs**

During the pandemic, we intensified our donations to NGOs through committed partners. For *Ação Cidadania*, we provided 50,000 basic food basket. We also donated one million units of water under our own brand Leven to the NGOs *Ação Cidadania*, *Visão Mundial*, and Unicef.

We contributed 1,800 diaper packs in Rio de Janeiro to Unicef and Retiro dos Artistas, and donated 35,000 baby clothes to União dos Moradores do Comércio de Paraisópolis. In this way, we ensured aid to the most distant and needy populations, guaranteeing investment traceability.



**BUSINESS ADVISORY COUNCIL OF UNICEF**

In 2020, we joined the board formed by Brazilian leaders in order to seek independent recommendations to help the United Nations Children's Fund (Unicef) to build a better future for children and adolescents.



## Supported projects

GRI 203-2 | 413-1

We are committed to generating business value based on collaborative actions. For this reason, as part of the internal culture, our associates are constantly engaged in the causes of sustainable development.

In 2020, we increased our investment in social projects, donations and cultural sponsorships that aim to develop society in different regions of the country, balancing the ESG pillars and reaffirming our commitment to the UN 2030 Agenda. Find out more details below:

### Livro nas Praças



In order to make literature increasingly accessible, the project provides free books to residents of Rio de Janeiro and São Paulo to borrow.



In 2020, the initiative made e-books and audiobooks available on social networks, and implemented Book Delivery, a new loan model that took 1,567 copies to the readers' homes.

We also performed face-to-face activities for 15 weeks of itinerancy, totaling 3,636 visitors, and participated in the Tiradentes Literary Fair (FLITI), providing 203 free loans.

### Gastromotiva



On behalf of Shoptime, we fostered a partnership with the NGO Gastromotiva to minimize the impacts of the Covid-19 pandemic, in addition to promoting the inclusion of people in situations of socioeconomic vulnerability through social gastronomy. We donated 977 household and kitchen items to the project and sponsored the creation of a Solidary Kitchen, providing 1,250 meals for about 100 families and drug addicts from Rio de Janeiro communities.

### Partnership with the NGO Humaniti



B2W Digital's partnership with the NGO Humaniti and the National Bank for Economic and Social Development (BNDES), promoted digital culture in 56 municipal schools in Osasco (SP) through the Connected Education Innovation Program, launched by MEC in 2020.



With the project, B2W Digital, which, since 2014, has maintained investments in technological inclusion initiatives, provides opportunities and autonomy to students and education professionals from the public school system in the country.

In all, 37,700 elementary school students and 1,700 education professionals were impacted in the distance learning process.

### Project Grael



A partnership between Americanas – a digital platform – with the Rumo Náutico Institute since 2016, the project aims to democratize access to sports practices, such as sailing, for young people in a situation of social vulnerability.



### Todo Mundo Vai Virtual Circuit



In 2020, the project became the Todo Mundo Vai Virtual Circuit to encourage athletes to create new habits and maintain physical fitness, even in the current pandemic context.

Participants signed up on a platform and made the routes using an application or GPS watch to generate proof. In all, 441 people participated in the challenge.

To increase the impact of the initiative and continue to benefit institutions that work with people with disabilities, in 2020, we allocated part of the registration fees to the Association for Assistance to Disabled Children (AACD).

### Digital Reading Club



In 2020, Americanas – a physical platform – sponsored the Digital Reading Club, an initiative of the Book Observatory that aims to provide greater physical and emotional well-being to the elderly population for active aging and quality of life.

To discuss the works, weekly online meetings are held, in which participants read e-books and talk about reading on video calls.

**In 2020, 102 digital reading clubs were established in 26 cities in São Paulo, and 950 people between 60 and 100 years old read at least one book per month.**

### Museu do Amanhã



Sponsored by Americanas, the Museu do Amanhã seeks to promote innovation, publicizing the advances in science and publishing the vital signs of the planet, with the aim of expanding public knowledge and transforming the way of thinking and acting.

In partnership with the Laboratório de Atividades do Amanhã (LAA), we developed an exclusive innovation project. In addition, mediated visits are offered to students in public schools, also adapted to the virtual environment, due to the pandemic. During the last year, a total of 224,081 visitors were received.

## Social development of communities and small businesses

GRI 102-9 | 202-2 | 204-1 | 413-1

### Impact on communities



We generate a positive impact in all the communities in which we operate by offering fair and affordable prices, in addition to enabling the training of professionals and generating the development of the local economy through our physical stores, 65% of which are located in interior cities.



**At Americanas – physical platform – we encourage the development of the country with 100% of the Brazilian board and 99% of spending on purchases with local suppliers.**

In 2020, the expansion of the Fulfillment Centers of the Americanas Universe represented a positive impact on the generation of direct jobs in seven locations in Brazil.

We also positively impact the development of small businesses through our marketplace. With this, we enable small entrepreneurs – who represent 40% of total sellers – a highly

qualified customer traffic to leverage their sales, in addition to an experienced commercial team, the convenience of B2W Delivery, which controls and operates deliveries, and all other B2W Marketplace services.

### Seller Credit

We offer other facilities for our more than 87,300 sellers through Credit Seller, a new source of financing more advantageous than traditional options in the market.

In this way, we leverage the growth of your business by providing fast loans and 100% online, with an option to pay up to 24 times with a grace period of up to 75 days, or full payment (single installment).

The Seller Credit can also be used as a payment method when contracting our advertising services on the B2WAds platform, and on Americanas Empresas, our B2B relationship platform. In this way, sellers can make greater investment in media, and better purchase negotiations to replenish stocks, respectively.

During 2020, we launched three products:

- At the beginning of the year, we launched the **Crédito Flex**, allowing the seller to define a fixed percentage to be directed from his future sales with total flexibility and adaptation;

- In August, we launched the **Crédito Flex Mais**, expanding the contracting of the service for online and offline sales made outside the B2W Marketplace platform, with the transfer made through credit and debit card machines;
- At the end of the year, we make available the **Crédito Parcelado Quinzenal**. The modality, like Crédito Flex, has amortizations every two weeks.

With these resources, sellers are able to increase sales in our marketplace and foster the local economy.

### SELLER CREDIT IN THE PANDEMIC

To reduce the impacts of the Covid-19 pandemic, we expanded the base of sellers eligible for credit, and made it possible to renegotiate contracts, offering longer terms, reducing the value of the installment and treating, on a case-by-case basis, the best financing conditions.

In partnership with fintech Money Plus, we also provide small retailers with resources from the Emergency Credit Access Program (Peac), launched by BNDES.



## UNIVERSITY

# B2W MARKETPLACE



B2W Marketplace University is our platform for training marketplace tenants. With more than 300 courses in different formats, the materials allow different profiles to enjoy the benefits of selling in three of the largest Brazilian e-commerce.

More than eight thousand national and international sellers – approximately 29% individual microentrepreneurs (MEI) – were trained in 2020. This value represents a 34% growth in the number of trained sellers. Of the total, more than 1,200 were specifically trained to sell during Black Friday, totaling 23 hours of content.

### COURSE FORMATS

- **Video classes** divided into modules to boost sales potential;
- **UNI chat** offers audio training, to teach in a practical and quick way.
- ***Hora com Especialista*** guarantees the sharing of tips from experts in retail, as well as the solution of doubts in live conversations with students.

### PARTNERSHIPS

We also develop trainings with several partners, such as Sebrae, Mondial de La Bierre, Tiny, Nodis, Ideris, SGPWeb among others.

### COMMUNICATION

Telegram is our new communication channel launched at the end of the year. There are three formats of daily content (audio, video and text) about online sales.



### Sustainable Amazon Foundation (FAS)

In partnership with FAS, we foster the development of small riverside and indigenous communities in the Amazon on four fronts:



**Environmental Education and Waste Management:** we work to reduce the disposal of waste in the environment through Environmental Education for the residents of the 11 Indigenous and Riverside Communities in the lower Rio Negro region. More than two tons of solid waste have already been collected, being 900kg in the last year alone;



**Digital Inclusion and Technological Qualification:** The Digital Connectivity project brings internet to riverside and indigenous communities in the interior of Amazonas. Benefiting more than 1,470 people in eight of the foundation's nine centers across the state, the project also enabled the use of telemedicine in the pandemic period;



**Promotion of Entrepreneurship:** In addition to the courses aimed at local entrepreneurship, this year, we started the women's empowerment course, aimed at women living in the Rio Negro Sustainable Development Reserve enrolled in one of the 15 partnership courses, including the



artisans who are part of the Jirau da Amazon. In the discussions, topics such as: rigid and traditional views of the role of men and women in society, and women's health and sexuality were addressed. In all, more than 115 people were trained;

**Literacy Improvement:** In partnership with FAS and the municipal departments of Education, we promote the literacy of residents of local communities through the continuous training of more than 50 elementary school teachers and school managers. We also carried out diagnoses with more than 610 students aged between four and 12 years for a constant improvement in learning, which resulted in the Interdisciplinary Intervention Plan, an instrument used by teachers contemplating students, parents and communities.

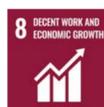
In 2020, under the coordination of FAS, we entered into a partnership with the Alliance of Indigenous Peoples and Traditional Populations and Partner Organizations in Amazonas to prevent the Covid-19 pandemic from advancing in the state of Amazonas.

We benefit more than 1,450 people in eight of the nine centers of the Foundation, with the distribution of 300,000 masks and 14 tons of hand sanitizer to help clean up and prevent 19,000 families from traditional populations.



## americanas · social

GRI 203-2 | 413-1



Through **Americanas Social**, we provide specialized assistance to partner institutions with specialists closely monitoring the development of these tenants, providing the commercial and operational support needed on a daily basis; in addition to developing campaigns to generate visibility and increase sales of participating and sustainable products on Americanas' digital platform, with 100% of the profit reversed.

The project, which started last year with the Jirau da Amazonia, increased the number of partners in 2020, with the participation of the NGOs Orientavida, Costurando Sonhos, Ampara Animal, and Vocação.

In 2021, the expectation is to increase the product portfolio to expand the platform. Find out below:

### Jirau da Amazônia

In partnership with FAS, we provide Americanas' e-commerce platform so that artisans and entrepreneurs from traditional and indigenous populations can sell their products throughout



To celebrate Indian Day in April, all Jirau products from the Amazon had 50% cashback paying with Ame. As a result, we doubled sales compared to March, contributing to income generation in the communities.

In December we did the 1<sup>st</sup> live commerce of social projects with free shipping and sales success. As a result, we doubled sales compared to previous months.

Brazil with 100% of the sale reverted to Jirau.

### Costurando Sonhos

The project trains women in situations of social vulnerability and domestic violence. 180 community professionals started selling their products on Americanas – digital platform – with 100% of the profit destined for the project.

### Orientavida

This year, we started selling handmade decoration and clothing pieces, made by women from the Vale do Paraíba region, in São Paulo.

### Vocação

An organization that seeks to awaken and strengthen vocations in children, teenagers, and young people through learning and citizenship practices, professional training, and insertion into the World of Work.

### AMPARA Animal

AMPARA Animal helps around 450 independent shelters and protectors with various actions such as donation of feed, medicines and vaccines, which benefit more than 100 thousand animals per year, in addition to creating awareness initiatives about the animal abandonment scenario.

Learn more and know the products at:

[www.americanas.com.br/hotsite/americanas-social](http://www.americanas.com.br/hotsite/americanas-social)



# Responsible Suppliers

GRI 103-1 | 103-2 | 103-3

## Compliance in the Supply Chain

GRI 102-9 | 102-10 | 102-15 | 204-1 | 308-1 | 308-2 | 408-1 | 409-1 | 412-1 | 414-1 | 414-2

We have more than two thousand national and international suppliers to enable the constant growth of the Americanas Universe with a unique and diversified assortment. In 2020, R\$ 7,093.8 million was paid to our national partners.

We also disseminate our ethical principles to our chain and guarantee the protection of human rights with clauses present in 100% of contracts, which guarantee the fight against forced labor and child labor, as well as the other principles of human dignity in the production chain.

- **100% of suppliers are selected based on strict quality and labeling standards, in accordance with the Code of Ethics and Conduct;**
- **100% of suppliers are selected based on human rights principles, including topics on child labor and forced labor;**
- **100% of critical national suppliers (textiles and private labels) are selected based on environmental criteria;**
- **100% of suppliers are selected based on ethical principles, such as anti-corruption and anti-competitive practices;**
- **100% of suppliers are in accordance with our Supplier Policy.**

In 2020, 25% of the total products and services purchased from suppliers under their own brands were national and 75% imported. In 2020, due to the Covid-19 pandemic, we conducted on-site and remote supplier audits. Subsequently, we classified and monitored according to possible environmental, social and reputational risks for the business.

Before signing the contracts, we also performed a document analysis, when assessing issues related to the regularity of the CNPJ, taxation, permits, tax, and labor debts, in addition to civil and criminal actions of the company and its partners at the state and federal levels.

In the case of non-compliance with contractual criteria, such as current legislation, working conditions and human rights, social responsibility and the quality of the final product, we are emphatic in the application of fines and the immediate disqualification of the supplier.

45 Textile Suppliers



**ABVTEX Certification  
(Brazilian Textile Retail  
Association)**

19 Suppliers of Food Products



- Consolidation of Labor Laws (CLT);
- International Labor Organization Convention;
- Apprenticeship Law;
- National Solid Waste Policy;
- Resolutions National Environment Council (Conama) 357 and 430 on water and effluents;
- Regulatory Norms (NRs) 04, 05, 06, 07, 09, 10, 17, 23 and 24.

19 Suppliers of Non-food Products



+ISO 9001:2015  
(quality management)

+ISO 22000

+IFS Global Markets Food  
(food safety)

**As a reflection of the commitment we assumed in partnership with the supply chain, we did not have any cases of non-conformity in the chain in 2020.**

**Find out more about our Supplier Policy at:**

[api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/25db3dec-9751-cae1-57d6-5ceed66a0524?origin=1](https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/25db3dec-9751-cae1-57d6-5ceed66a0524?origin=1)



## Suppliers evaluation

In 2020, we assessed the risks to sustainability in the chain, including Quality, Health and Safety, Environment and Social Responsibility. In this sense, we identified 90 critical **textile** and **Own Brand** suppliers throughout the Americanas Universe, 83 from Americanas – physical platform – and ten from B2W Digital. Of these, three serve both companies.

All of our critical suppliers were evaluated in terms of risks to Sustainability, including the environment and human rights. Of these:

- 100% of textile suppliers were evaluated by ABVTEX. Of these, 50% received certification, which guarantees adherence to good ethical and socio-environmental responsibility practices, with a focus on good labor practices;
- 38 food and non-food suppliers were assessed by DNV GL, 20 of which were audited in loco and 18 were remotely audited for safety measures due to the Covid-19 pandemic. Of these, 18.42% were approved.

Critical linens suppliers were also identified as under risk of child labor and slave labor. As a way to incorporate ESG criteria into the supply chain, in addition to mitigating possible risks, we analyze contracts – of which, 100% have clauses on ethical

conduct, standards, and legal requirements related to the environment, human rights, discrimination, and anti-corruption laws – to ensure compliance with the Supplier Policy.

In addition, we require the ABVTEX seal for critical suppliers. After the audit, the supplier must submit an improvement action plan within 60 days.

### THREE KPIS FOR 2021

1. 100% of clothing suppliers are linked to the ABVTEX program.
2. Carry out a review of the audit checklist for 100% of non-textile suppliers.
3. 100% of suppliers in accordance with the Company's Code of Ethics and Conduct.

# Ethical Conduct

GRI 102-17 | 103-1 | 103-2 | 103-3 | 412-1 | 412-3

## OUR HUMAN RIGHTS EFFORTS IN 2020:

We monitor 100% of operations – fixed and new business – for potential impacts, and we do not identify vulnerable groups or significant risks in the analysis of risks on the topic. For this reason, no mitigation plans were necessary in the year;

100% of our investment contracts for the supply of goods included human rights clauses.

We act in accordance with our principles of respect for individual differences and the promotion of an increasingly responsible and value-generating business, in addition to ensuring the alignment of all associates with respect to the expected conduct.

We foster this culture through actions based on ethical and behavioral principles, and we have a series of policies guiding the conduct expected in relationships with our audiences and the environment.

We periodically carry out risk analyzes for human rights throughout the entire value chain. Weaknesses are reported and forwarded to an independent area for evaluation and treatment.

In addition to policies, Americanas Universe also endorses relevant commitments that corroborate an ethical, value-creating and responsible business. Find out more in the Sustainable and Quality Offer chapter, on page 83.

## Code of Ethics and Conduct

GRI 102-16 | 205-1

It is the guideline that guides the values, principles and behaviors that should guide our associates.

In 2020, we evaluated 100% of new business operations in relation to potential corruption risks. We constantly advise the teams on the topic and, as a result, we have not had any cases of corruption involving the Americanas Universe.

Regarding the cases that do not comply with our Code of Conduct, we registered 750 cases of a behavioral or operational nature, which were 100% treated internally.

**Access the complete Code on our website:**

[api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/aca6691c-21fa-20b7-e633-5519b34f030f?origin=1](https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/aca6691c-21fa-20b7-e633-5519b34f030f?origin=1)



## Ethics in Practice

GRI 102-16 | 102-27 | 205-2 | 205-3 | 206-1

We believe that the secret of our success is to have a team engaged and committed to our ethical culture. For this reason, all associates receive training on the Code of Ethics and Conduct since their entry and are constantly updated through our **Ethics in Practice** program, which shares information on the communication platform among all associates.

**In 2020, 100% of the associates and members of the Board of Directors and Board of Executive Officers were communicated on the subject through meetings and posters in stores, Fulfillment Centers and offices. Via Workplace, approximately five thousand associates received communication on ethics and anti-corruption issues, including 100% of Cia's leaders who are responsible for the deployment to operational positions that do not have access to the tool.**

We also conducted training on ethics for 100% of the Board members and members of the Committees, in addition to the new associates and all UnA participants, totaling 4,863 people.

Of the associates trained by UnA, we highlight topics that go beyond the scope of corporate culture. Aspects of compliance, integrity, sustainability and human rights are

addressed, such as access to education and development activities, safety and health, valuing diversity and **socio-environmental responsibility**.

### UnA Ethics Training

	Total subscribers	Concluding	In progress
New members <sup>1</sup>	1,729	1,047	682
Total members	3,116	1,495	1,621

<sup>1</sup> Associates with admission date after the opening of the course at UnA, on 09/02/2020.

### Compliance and Corporate Risks

In order to establish rules to mitigate the risks of corruption and promote continuous monitoring, we have a Corporate Risks area within the Audit and Risks structure.

This area follows a structured risk mapping methodology, where those responsible are periodically called upon to report the processes under their responsibility, thus enabling continuous improvements in our risk management.

We also performed internal and external audits of our main processes and implemented an Audit Committee for the entire Americanas Universe.

In 2020, there were no fines or lawsuits for **un-fair competition** and no **cases of corruption recorded**.

Also, as a reflection of our integrity and transparency, over the past four years, we have not made financial contributions to any political campaigns; lobby, representations of interest or the like; tax-exempt trade associations or groups; and other contributions, such as expenses related to electoral measures or referenda.

## Other policies and guidelines

GRI 102-15 | 102-25 | 205-2

### Risk management policy

We have a robust Risk Management Policy that aims to establish principles, guidelines and responsibilities to be observed internally, in addition to identifying business opportunities, including issues such as: corruption, environment and social.

Both Americanas and its subsidiaries, as well as all associates, managers, statutory and non-statutory directors, board members, members of committees, members of the Tax Advisory Committee, when installed, representatives and third parties, directly or indirectly related to the Company and its controlled companies must follow the guidelines of the Policy.

In total, we have 14 policies and regulations that promote the fight against corruption – available [here](#) –, transparency and equity in access to information, ethics in donations and sponsorships – available [here](#) –, the mitigation of conflicts of interest, independence auditors, among other topics.



## Contact channels

GRI 102-17

Committed to the transparency of the business, we offer an independent Reporting Channel, Disk Alerta, managed by a specialized third party.

Available 24 hours a day, seven days a week, online or by phone, the contact serves so that any associate or citizen who relates to us can report cases that contravene ethical principles of the Americanas Universe.

We encourage the use of the Channel through posters in stores, Fulfillment Centers and offices, as well as publications in the corporate communication tool, Workplace. In order to guarantee the confidentiality and preservation of the parties involved, in addition to avoiding possible retaliation, we do not require any identification at the time of the complaint.

Reported cases are 100% investigated and have the conclusions and negotiations defined by an impartial and independent Investigations area. Communication between the anonymous whistleblower and the investigator takes place through the protocol number on the website related to the report.

### DISK ALERTA CONTACTS:

#### Website

[canaldedenuncias.com.br/lasaeb2w](https://canaldedenuncias.com.br/lasaeb2w)



#### Phone number:

0800 282 2550

### Find out more about our policies and bylaws at:

[ri.americanas.com/en/corporate-governance/bylaws-codes-and-policies/](https://ri.americanas.com/en/corporate-governance/bylaws-codes-and-policies/)





+ Excellence

# Fostering Innovation

GRI 103-1 | 103-2 | 103-3



Responsible for fostering innovation in the Americas Universe in a disruptive and independent way, **Inovação & Futuro – IF**, enhances our ability to capture opportunities by integrating the physical and digital world.

The performance is guided by investment in startups (venture capital), exploration of new opportunities, including M&A operations, in addition to integrating the group’s O2O (online to offline) strategy.

Ame Digital, B2W’s fintech and mobile business platform is IF’s first successful initiative, as described below:





Ame was born in 2018 as the digital account of the Americanas Universe, a smart way to give discounts and cashback.

In 2020, we registered three times more Spending for Ame customers compared to other customers<sup>1</sup>. This rapid growth was due to some competitive advantages:

## 2018

### CREDIBILITY

of the most beloved brands in Brazil

**We were born PIX native.**



**+ 46 MM** → **+ 4.6 bn**

**total active customers**

of total base of +80 MM Brazilians

**of visits**

per year in stores and websites.

<sup>1</sup> Data from November 2020. Source: Investor Day;

[api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b-3f3/4e49e7ff-a9fc-96fd-f839-97f9ec4e128d?origin=1](https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b-3f3/4e49e7ff-a9fc-96fd-f839-97f9ec4e128d?origin=1)

### DIGITAL TEAM

highly qualified with a successful track record:

- **703** Amers;
- **48** Love Talks Streaming;
- **+30** Squads;
- **23** virtual technology and data Meetups;
- **10** Summer Jobs participants.

### FUTURE VISION

**70 features**

- Payment method;
- Loyalty;
- Marketplace Products and services;
- Banking.

### TECHNOLOGY,

owner Open APIs and Mini Apps platform.

### RAPID TRANSFORMATION AND GROWTH

Transformation into a complete ecosystem:



The Super App.



The Super App for those who want to sell.



Computer vision, machine learning and AI technology for autonomous stores.



Retail operating system to manage your business.



Shopping on the go technology.



A platform for delivery up to 60 min.

# 2020

## RESULTS

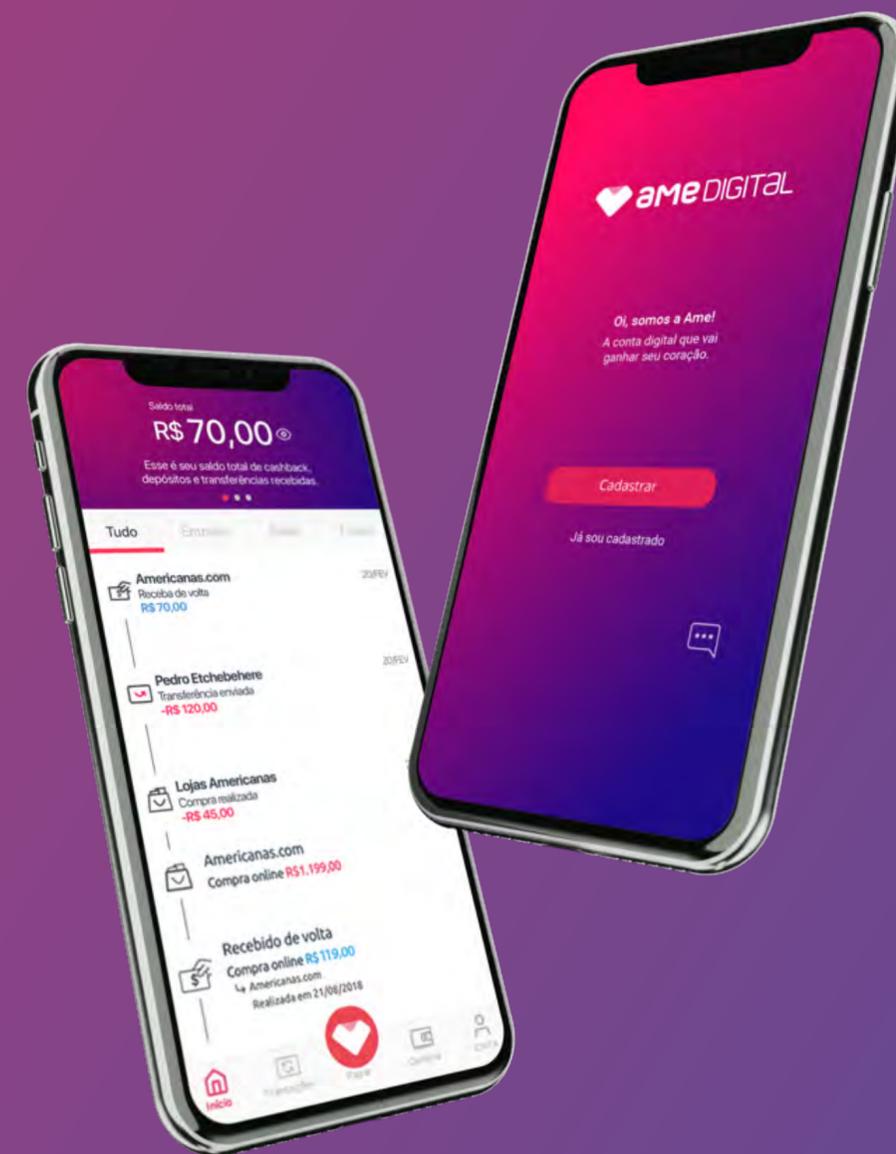
- **17 million downloads and three million connected establishments;**
- Cashback brings 11x more sales to the Americanas Universe and 68% of new Off-us customers (buying outside our companies) started to buy at On-us (inside our companies);
- 3x more 90-day purchase frequency;
- Incorporation of the “Donations” function in lives in a pioneering way;
- Great results on Black Friday paying with Ame;
- Launch of the prepaid Love card as another way to use the platform balance.

**We acquired Bit Capital, a Core Banking platform, based on blockchain, and Parati (Bank as a Service & RegTech), which works by integrating fintechs into the banking system.**

## SOCIAL RELEVANCE

In 2020, the platform quickly and assertively became a facilitator for making emergency donations to combat the pandemic with a focus on vulnerable communities.

In all, more than 100 NGOs working on 11 different causes have registered for the Ame app.



# LET'S

Shared management platform for the Americanas Universe **logistics and distribution** assets, LET'S integrates our physical and digital platforms with a flexible model, acting from the receipt of the order to the final delivery to ensure the best shopping experience for the customer.

An important tool to enable our O2O strategy (connection between online and offline) in which the customer chooses where and how he wants to buy and receive his orders, LET'S continues to expand.

**+200**

hubs to assist in distribution

**11%**

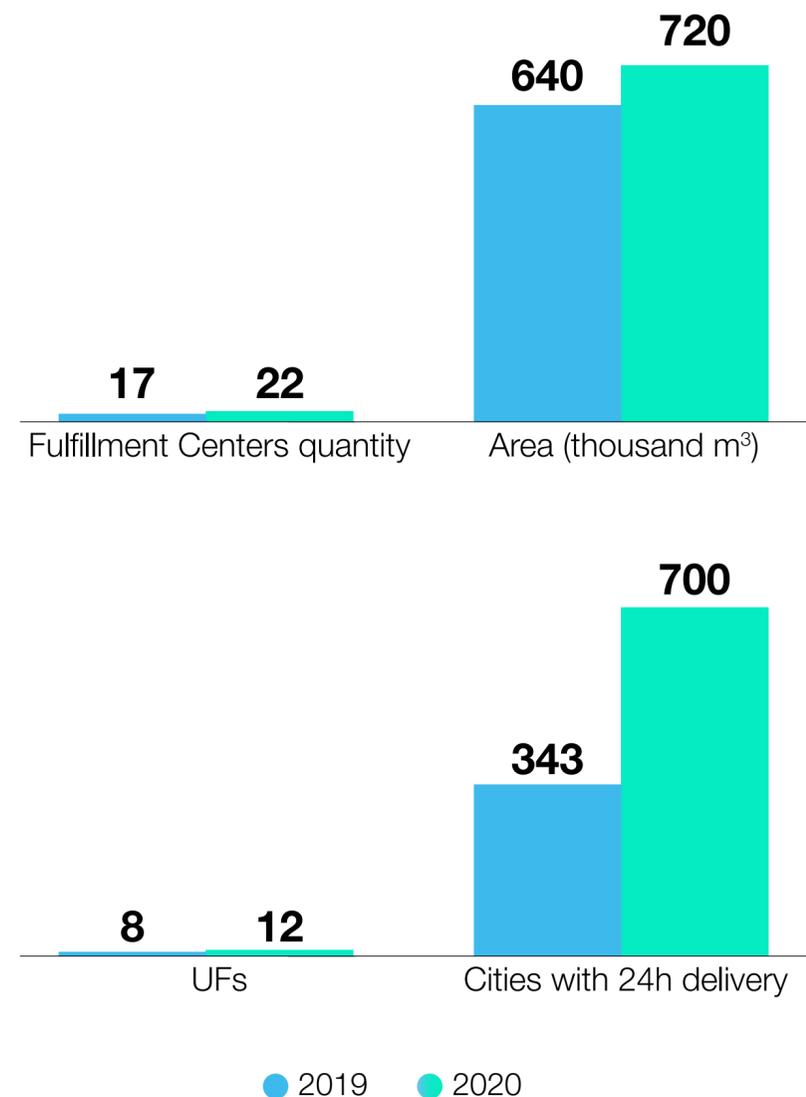
of deliveries were made within three hours

**22**

Fulfillment Centers, with five new in 2020:

Fortaleza (CE), Salvador (BA), Ananindeua (PA), Brasília (DF), Vitória (ES).

## Fulfillment Centers Growth



## Sorters

Logistics system for autonomous product classification, Sorters expand our product sorting capacity, reaching 90% in 2020, with seven active Sorters – five opened this year alone. For 2022, the expectation is to reach 22.



The Americanas Universe transport platform created in 2019 to accelerate O2O initiatives, Ame Flash was one of the great highlights of 2020 by connecting physical Stores to customers' homes through a cloud of more than 25,000 delivery partners from 700 cities, integrated to B2W Digital's logistics platform.

Initially with the possibility of delivery on motorbikes and bicycles, this year we included other modes, such as cars, electric tuk-tuks and on foot, which further increased the assortment of products available for deliveries within two hours to customers' homes.

We offset historic emissions and will continue to offset – including deliveries made on Black Friday – to maintain the **Carbon Neutral crowdshipping platform**. The action was carried out in partnership with Bioflica. Find out more about our initiatives to combat climate change on page 88.



### Americanas Lockers

100% autonomous and digital order picking option, Lockers are lockers located in environments with a high circulation of people, such as subway and bus stations, and guarantee more sustainable deliveries by concentrating orders in a single location, thus reducing the number of orders. greenhouse gas emissions.

To collect the order, the customer only needs to present the QR Code made available at the time of purchase to automatically unlock the Locker.

**With great scalability, we ended the year with 81 Lockers in 12 cities, representing an 80% growth compared to the previous year.**

### Bike Delivery

Aiming at the lower logistical impact of the operation, in 2018, we started the bicycle delivery model in the cities of Rio de Janeiro and São Paulo. In this way, we reduced GHG emissions, contributed to urban mobility and reduced the delivery time of our orders and the cost of the operation.

In this line, in 2019, our deliveries by bike were reinforced with the acquisition of startups Pedala and Courri, specialized in fast and sustainable logistics. In 2020, we intensified the modality and delivered more than 1.8 million orders in Rio de Janeiro and São Paulo, avoiding the emission of more than 153 tons of CO<sub>2</sub>.

### B2W Delivery

Created in 2017, B2W Delivery is our solution for controlling the delivery operations of 92% of sellers in the Americanas Universe.

### B2W Fulfillment

Our B2W Fulfillment is a logistical solution developed so that the seller can focus on the business strategy, leaving not only the distribution (available on B2W Delivery) but also the responsibility for inventory management by the Americanas Universe.

With this solution, we reduced the delivery time from the marketplace (3P) to own delivery (1P), increasing the assortment available for faster deliveries – with economical freight – and thus guaranteeing the best experience for the customer. At the end of 2020, 2,000 sellers adopted the solution, and we already had four B2W Fulfillment.

### B2W Delivery

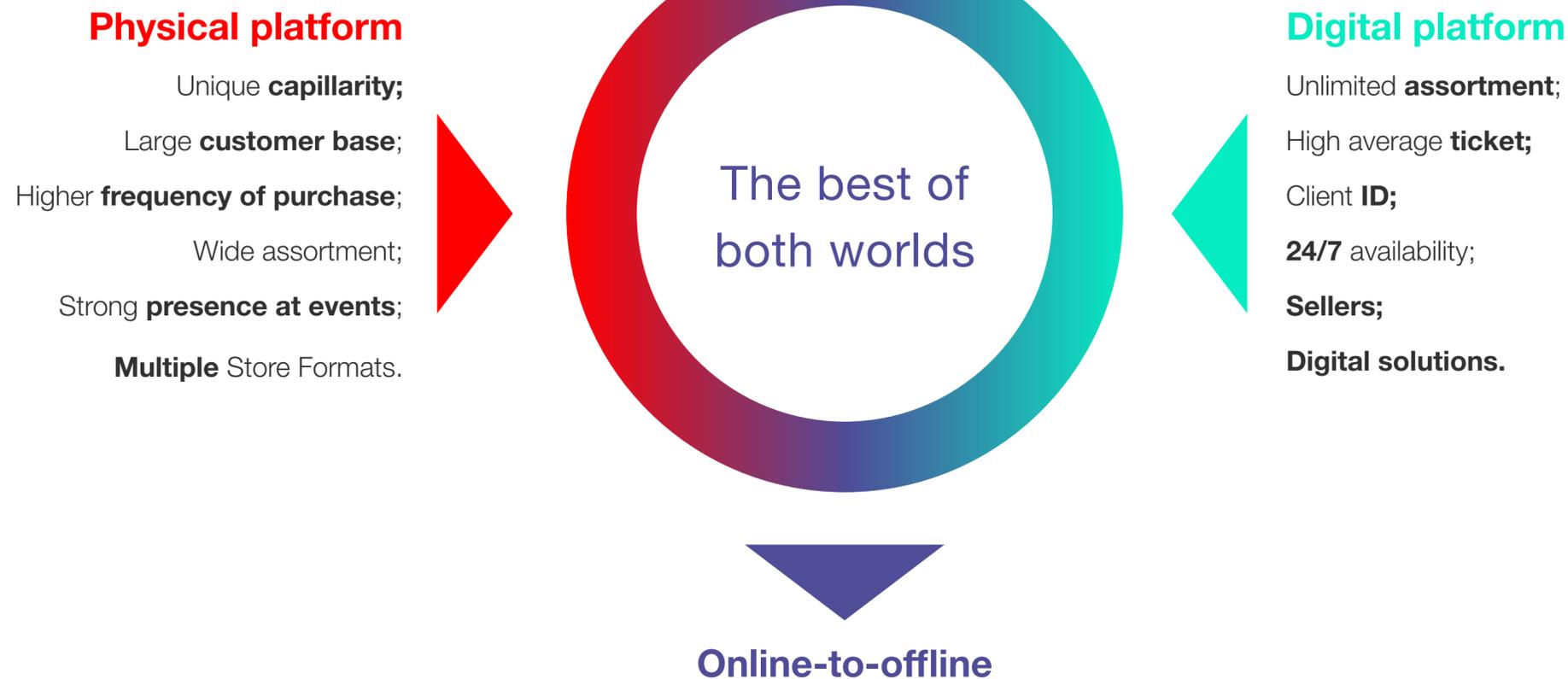
Logistics model for the international deliveries of Americanas Universe, B2W Delivery brings our customers closer to sellers who are outside the country, guaranteeing the traceability of orders and our already characteristic service standard. With rapid expansion in 2020, we reduced the delivery time from 41 to 20 days.



## Our O2O Solutions

Guided by the concept of providing **Everything. Anytime. Anywhere**, we focus even more on our O2O initiatives (online to offline), giving our customers the autonomy to choose the best purchasing platform and the most convenient delivery model in the Americanas Universe.

Available in 5,000 Americanas stores and sellers, O2O was one of the highlights of 2020. With 4.1 million active customers, we reached R\$ 3.7 billion in Gross Merchandise Volume (GMV) – 95% growth compared to 2019 –, reflecting our agile adaptation to the consumption changes experienced with the Covid-19 pandemic, since March this year.





### LASA Seller

Incorporation of Americanas physical stores to the assortment of our marketplace, focusing on recurring categories, quickly adapted in 2020 for essential items, such as food and hygiene. The modality presented sales 2.1% higher in relation to the previous year.



### Pegue na Loja Hoje (Click and Collect Today)

Available in all 1,707 Americanas physical stores, the modality allows the customer to buy the store's stock, picking up the product within one hour without paying the freight. We reached the mark of 1.2 million orders in 2020.



### Pegue na Loja (Click and Collect)

Possibility to buy online and withdraw at a physical point, which can be an Americanas store, sellers or partner points. In 2020, we surpassed 11 thousand points of withdrawal, in more than 5.3 thousand municipalities, serving 99% of the Brazilian population.

### WhatsApp "At your home"

Launched in March this year on the physical platform, the channel placed 4.4 million orders.



### Ship from Store

Option to purchase products online from 1,707 Americanas physical stores or from the nearest partner with delivery within three hours to the desired address. Available in five thousand stores in 700 cities in all states of the country, the option delivered 721 thousand orders in 2020, offering the possibility of eco-efficient bike deliveries.

**This year, we delivered more than 140,000 orders on Black Friday with Ship from Store.**

In addition to the convenience of purchase, the delivery method was important for the development of small businesses, which suffered a great impact with the advance of the pandemic. Through the **Buy Local Commerce** campaign, we expanded our positive impact by developing the economy locally. Find out more about our actions on page 61.



### Prateleira Infinita

Omnichannel experience of assisted purchase of e-commerce products in Americanas physical store. In 2020, this modality grew by 26% in relation to the previous year.

SUPERMERCADO



Acquired in 2020, Supermercado Now is an innovative e-commerce platform that represented a large share of our presence in the routine of consumers in 2020, enabling us to quickly adapt the assortment to essential items.

With the growth in the number of items offered, we found the challenge of giving visibility to the assortment available on our websites to customers. One of the solutions for this was the use of **Local SEO**, an integrated approach of the Americanas Universe, which counts on the assortment of each store, and brings greater relevance to products within search engines.

Local SEO is used for all stores, including sellers, and ensures that the customer has easy access to products.



## Digital services

### **americanas** · mais

Americanas' loyalty program (free shipping and other benefits) started a new expansion phase and became free for the entire customer base.

With the change, all customers of the brand can enjoy free shipping on millions of products (identified by the "Amais" seal), in addition to fast delivery within 24 hours to different locations.

The program also began to cover the entire national territory – until then, it was focused on the Southeast and South regions of the country. In addition to free shipping and fast delivery, Americanas Mais will offer more benefits in a gamified way (streaming, content, and more), stimulating the frequency of purchases and loyalty.

### B2WADS

B2WADS is B2W Digital's advertising platform, which delivers branding, performance, content and special projects media to sellers, suppliers, industries and agencies.

With several solutions, B2WADS helps customers to position their brands and expand their sales, throughout the end consumer's buying journey, scaling their businesses and extracting insights into consumer habits, something that e-commerce players are able to offer in the digital marketing universe with prominence.

In 2020, we integrated the O2O shopping experience, with activations in physical stores and websites, to B2WADS and the result for the year was extraordinary. Our sponsored products solution, which also received new features and display showcases, showed a 2.5 times higher GMV growth compared to the previous year.

# Secure and Satisfied Customer

GRI 103-1 | 103-2 | 103-3

With the mark of 46 million active customers in 2020, we have further strengthened our security processes to offer “Everything. Anytime. Anywhere.” through humanized and close assistance. Below, we present the main advances of the year to guarantee the excellence of purchases in the Americas Universe:

## Data Intelligence and Information Security

SASB CG-EC-220a.1 | CG-EC-220a.2

Guided by the privacy policy of Americas Universe, available [here](#) – and in accordance with the new Federal Law 13.709/ 2018 (LGPD), we undertake to use users’ personal data only for specific and stated purposes, as well as store only during the periods permitted by Law and, after the period, eliminate them.

The processes of information security are verified by an external audit.

Among the security practices adopted, we do not use user information for secondary purposes such as selling targeted

advertisements, improving the Company’s products, or offering services and transferring data or information to third parties through sale, rental or sharing.

As a way to attest to the safety of our customers and the business, throughout the year we evaluated over 4.3 million<sup>1</sup> transactions per month in Ame to ensure accuracy in identifying suspicious behavior and legitimate standards. We also have an Anti-Fraud Artificial Intelligence model with more than 200 variables that generates an increase in the approval rate, in addition to reducing the chargeback.

### Trainings

Throughout the year, we conducted training and awareness raising on information security and cybersecurity issues, totaling 63 trained members. We also held the 2<sup>nd</sup> B2W Information Security Week, with ten lectures and 5,416 total views.

At UnA, we also provide training on Information Security and best practices in Cybersecurity. In 2021, new courses with a focus on data protection will be made available!

### Internal awareness

In 2020, members of our digital platform were engaged through Hacker Hangers, a gamified platform, which offered training and awareness on information security and cybersecurity issues. In addition to acquiring knowledge in a light and pleasant way, the participants competed for Ame prizes and cashback.

#### B2W Digital’s associates were also informed about our Information Security Policy (PSI).

The document is a set of guidelines to be followed to maintain confidentiality and the mapping of information, when necessary.

We highlight the Championship of Good Practices in Information Security, which offered courses and quizzes weekly with relevant content, meeting the requirements of the LGPD, in addition to raising awareness and engaging the team for cybercrimes.

<sup>1</sup> Data from November 2020. Source: Investor Day: [api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/4e49e7ff-a9fc-96fd-f839-97f9ec4e128d?origin=1](https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/4e49e7ff-a9fc-96fd-f839-97f9ec4e128d?origin=1)

## Monitoring of data breaches

GRI 418-1 | SASB CG-MR-230a.1 | CG-MR-230a.2

The possible risks of breaches of customer data are continuously mapped through our Risk Management process.

The Information Security area is responsible for identifying the risk factors and their consequences, in order to subsequently categorize and treat them according to priority levels.

On the digital platform, we carry out actions to combat digital fraud internally through the engagement and training of members and, externally, through campaigns on social networks, to guide and give tips on the topics of brand protection and security (Brand Protection).

In all of the sites in the Americanas Universe we have a Safety Guide, used as an instrument to let the customer know that he is interacting with the brand in several channels and can make a safe purchase.

### SAFETY GUIDELINES:

[www.americanas.com.br/hotsite/guia-de-seguranca?chave=brd\\_hm\\_bt\\_0\\_footer\\_quiaseguranca](http://www.americanas.com.br/hotsite/guia-de-seguranca?chave=brd_hm_bt_0_footer_quiaseguranca)

[www.submarino.com.br/landingpage/guia-de-seguranca?chave=prf\\_hm\\_ft\\_0\\_1\\_guia-de-seguranca](http://www.submarino.com.br/landingpage/guia-de-seguranca?chave=prf_hm_ft_0_1_guia-de-seguranca)

[www.shoptime.com.br/landingpage/guia-de-seguranca?chave=brd\\_hm\\_ft\\_0\\_1\\_guia-de-seguranca](http://www.shoptime.com.br/landingpage/guia-de-seguranca?chave=brd_hm_ft_0_1_guia-de-seguranca)

[www.soubarato.com.br/hotsite/guia-de-seguranca](http://www.soubarato.com.br/hotsite/guia-de-seguranca)

[info.b2wmarketplace.com.br/guia-de-seguranca?utm\\_source=site\\_b2wmarketplace&utm\\_medium=footer&utm\\_campaign=guia-de-seguranca](http://info.b2wmarketplace.com.br/guia-de-seguranca?utm_source=site_b2wmarketplace&utm_medium=footer&utm_campaign=guia-de-seguranca)

As a result of the technologies developed to ensure the safety of our customers, **we did not record** cases of privacy violations, data loss and complaints from regulatory agencies during the year 2020.

## Marketplace Compliance

We carry out actions to combat marketplace fraud to ensure that our sellers offer a safe shopping experience to customers, ensuring respect for companies' intellectual property.

To strengthen the relationship between sellers and our brands, we have developed an **Intellectual Property and Offense Dealer – Whistle Assistant**, accessible to users of B2W websites or not. Our goal is to further improve the consumer experience on our digital platforms.

In the Risk and Compliance area, we provide a Reporting Bot for associates to report possible false, illegal links, or even CNPJs of sellers that may be violating our policies and guidelines.

### Learn more about the privacy policies of Americanas Universe at:

[www.americanas.com.br/hotsite/politica-de-privacidade](http://www.americanas.com.br/hotsite/politica-de-privacidade)

[www.shoptime.com.br/landingpage/politica-de-privacidade](http://www.shoptime.com.br/landingpage/politica-de-privacidade)

[www.submarino.com.br/landingpage/politica-de-privacidade](http://www.submarino.com.br/landingpage/politica-de-privacidade)

[www.soubarato.com.br/hotsite/politica-de-privacidade](http://www.soubarato.com.br/hotsite/politica-de-privacidade)

[www.b2wmarketplace.com.br/v3/home/internacional](http://www.b2wmarketplace.com.br/v3/home/internacional)



## Proximity to Our Clients

In order to keep getting closer to our customers, we conducted several satisfaction surveys throughout the year. We are considered Top of Mind in the online store category of the Ilumeo survey in Brazil.

On the Reclame Aqui website, our Satisfaction Index reaches 83.1% of customers who would return to make business with us after a positive solution to the reported problem.

In physical stores, we measure satisfaction using the Net Promoter Score (NPS) methodology, with surveys carried out via e-mail, in person, and in-store totems.

**In 2020, we carried out more than 992 thousand surveys in our physical stores, with more than 80% of evaluation greater than 90 points and NPS at the end of the period of 85 points.**

### Reclame Aqui solution index

	% of satisfied customers <sup>1</sup>	% of customers who answered the survey (out of the total number of customers)
2017	89.0%	0.002%
2018	88.3%	0.002%
2019	83.0%	0.003%
2020	92.0%	0.003%

<sup>1</sup> Score of the "solution index" on the website.

### Satisfaction survey

	% of satisfied customers – customer service survey	% of satisfied customers – NPS survey
2017	60%	45%
2018	66%	40%
2019	84%	80%
2020	87%	85%

### Communication

In order to remain close to our customers, even in the period of social isolation imposed by the pandemic, we have created several innovative online engagement actions.

On social media, we asked “#OQueVocêPrecisaAgora?” and we invested in **Americanas Ao Vivo**, a pioneer format in Brazil for Live Commerces, with the presentation of Americanas’ app products and the possibility of instant purchase.

In 2020, we improved our social media service tools and developed our regional communication channel through WhatsApp. The social network, which has been used since 2019 for order tracking, has become a strong point of contact between stores and their customers locally.

Through digital managers (learn more on page 52) news and promotions are now shared with customers, who request home delivery in a few hours.

**The 55 lives made possible ten times more searches in the app and seven times more conversion of the products presented. With that, we reached 46MM of revenue, delivered 75 thousand orders, and impacted more than 700 thousand people.**

## Advances in the service

Through UniverSAC (University of Service) we trained the service team to solve problems in the Americanas Universe in a humane and close way.

This year we also started to use a new platform called Microsoft Dynamics, which brought contributions to improve control and efficiency in dealing with cases.

As a result of our advances in ensuring the satisfaction of our customers, we reduced our average SAC<sup>1</sup> solution time from 2.1 days in 2019 to 1.3 in 2020, representing an increase of 38%, and significantly improving the service experience.

- We answered 100% of the requests in Reclame Aqui and ended the year with 92.2% of the Solution index;
- We were recognized with the first place in service with Americanas' e-commerce, and first place in service professional with Ame in the Reclame Aqui Award;
- We ended the year with a rate of 88.98% at Procon RJ and 86.94% at Procon SP.

In the future, we intend to continue innovating to provide the best customer service, combining technology with sustainability and integrating channels in search of a more agile and human experience.

**For 2021, the goal is to further decrease the indicator, reaching around 0.98 days of solution.**

<sup>1</sup> This year, we went through a change in the metric of the indicator, which started to be calculated from the first contact with the SAC. Before, we only considered time with customer service specialists.



# Sustainable and Quality Offer

GRI 103-1 | 103-2 | 103-3

We constantly work to offer innovative products that provide safety and quality to our sellers, as well as to final consumers, and other business partners.

As a result, we do not create negative socio-environmental impacts with the process of production and consumption of products and/or services offered by the Americanas Universe.

In this context, we created strategies to expand our sustainable and quality offer in two ways: internally, we reaffirm our commitment to achieving environmental goals (described on page 87) and monitoring the entire value chain through Responsible Suppliers. Externally, we are also publicly committed to pacts and commitments that enable the achievement of our five Sustainable Development Goals (SDGs), described below:

## Compacts and Commitments

GRI 102-12 | 102-13

We guarantee the promotion of business sustainability through continuous dialogue with our stakeholders and associations related to the theme, in addition to maintaining public commitments.



Since 2018, we have been members of the Ethos Institute of Business and Social Responsibility, an organization focused on mobilizing and sensitizing companies in managing their businesses in a socially responsible manner.

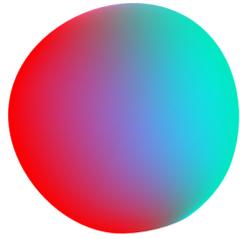


**Pacto Global**  
Rede Brasil

We have been signatories, since 2013, to the UN Global Compact, together with several companies that seek to align their strategies and operations with universal principles in the areas of Human Rights, Labor, Environment and Anti-Corruption.

In 2020, we reaffirm our commitment to the Global Compact through this Report and an approach to the sustainable development of the Americanas Universe based on the ESG pillars.

In line with our Sustainability Strategy (learn more on page 38), we have entered into public commitments, described below:



### Business Coalition of Racial and Gender Equity

An initiative of the Ethos Institute signed in 2019 by Americanas Universe, the pact aims to reduce Brazilian social inequalities, focusing on racial and gender issues in the corporate world.

#### Actions taken

- Participation of Afropresença, an event focused on the empowerment and inclusion of young black men and women in the job market;
- Adoption of internal measures to achieve the best balance on the topic. In this sense, we highlight the “Ame Talks” that, throughout the year, addressed the themes in participatory discussions with members.



### Business Charter for Human Rights and the Promotion of Decent Work

Also promoted by the Ethos Institute and signed by us in 2019, the letter aims to promote decent work, reinforcing equity and inclusion of people with disabilities (PwD).

#### Actions taken

- We encourage the hiring and development of PwDs through the Somar Program;
- Maintenance of the ABVTEX seal for 100% of critical suppliers.



### Women's Empowerment Principles, by UN Women

The seven principles developed by UN Women, seek to establish corporate leadership and gender equality in the Companies. In this sense, we joined the initiative in 2019 to enhance our actions aiming at fair work, and professionally training and developing women.

#### Actions taken

- Women's empowerment course in partnership with the Sustainable Amazon Foundation (FAS). Find out more on page 63.
- Live in celebration of the Female Entrepreneurship Day held by B2W Marketplace, in partnership with women sellers.



### Business Pact for Integrity and Anti-Corruption

Signed in 2018 by Americanas Universe, the pact is promoted by the Ethos Institute and aims to promote a more honest and ethical market.

#### Actions taken

- We maintain an Ethics Committee, which ensures engagement throughout the value chain for this topic.

## Quality of Product Offering

GRI 416-1 | SASB CG-MR-410a.1

Committed to offering safe and sustainable products in the Americanas Universe, we carry out evaluations in 100% of the categories of food and hygiene and beauty products in our own brands for impacts on health and safety.

### Development of new products

Our Corporate Risks area actively participates in new projects and initiatives, helping to develop new products, considering the following criteria:

We work continuously to increase our private label products certified by environmental and social sustainability standards. In 2020, we had revenue of R\$ 2,829,127.91 from products of our own brands with the Vegan label and R\$ 11,271,350.57 with the Eureciclo seal.



#### CRITERIA FOR NEW PRODUCT DEVELOPMENT

- ✓ Society's perception of the product;
- ✓ Formalization of controls of appropriate levels for financial operations;
- ✓ Compliance with internal rules and policies;
- ✓ Controls in the due diligence process when partners are involved in the product chain;
- ✓ Socio-environmental impacts of the product;
- ✓ Indicators developed for monitoring;
- ✓ Possibility of human error or misconduct in the processes.

## + Eco-efficiency

We are committed to sustainable development through environmental management guided by eco-efficiency and the constant reduction of impacts on climate change and the generation of waste for the environment.

Our Sustainability area is responsible for managing and monitoring our environmental indicators, as well as creating strategies to mitigate impacts, following the guidelines of our Sustainability Policy.

### MEET OUR ENVIRONMENTAL GOALS

Our goal is to be Carbon Neutral by 2025, offsetting 100% of emissions.



We aim to use 100% renewable energy in our stores by 2030.



We will increase the use of recyclable packaging to reduce our solid waste by 30%.

## Sustainability Policy

As a way of formalizing the commitment of Americanas Universe to sustainability, our Sustainability Policy presents guidelines to be observed internally, as well as in the relationship with other stakeholders, whether customers, shareholders/investors, associates, suppliers and society.

The document presents our management for the topics of distribution and logistics, products and services, commercial operations and facilities and waste management, as well as for human rights issues, including associates, suppliers and business partners.

Find out below the main initiatives and performance in the environmental management of the Americanas Universe in 2020:

#### Learn more about our Sustainability Policy at:

[api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/397cb84b-4727-6c03-827e-8e38430e8ab8?origin=1](https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/397cb84b-4727-6c03-827e-8e38430e8ab8?origin=1)

#### Or find out about the other policies that guide our

**operations at:** [ri.americanas.com/en/corporate-governance/bylaws-codes-and-policies](https://ri.americanas.com/en/corporate-governance/bylaws-codes-and-policies)



# Combating Climate Change

GRI 103-1 | 103-2 | 103-3 | 201-2

We work to minimize the intensity of greenhouse gas emissions from the Americanas Universe. Ahead of this process, the Sustainability Directorate is responsible for measuring the data, reporting the indicators and making associates aware of the risks and opportunities of the theme, acting in a multidisciplinary way.

**To reaffirm our commitment to combating climate change, we have carried out, for the eleventh consecutive year, an inventory of greenhouse gas emissions, in line with the guidelines of the Brazilian GHG Protocol Program. Since 2016 the inventory is also externally audited.**

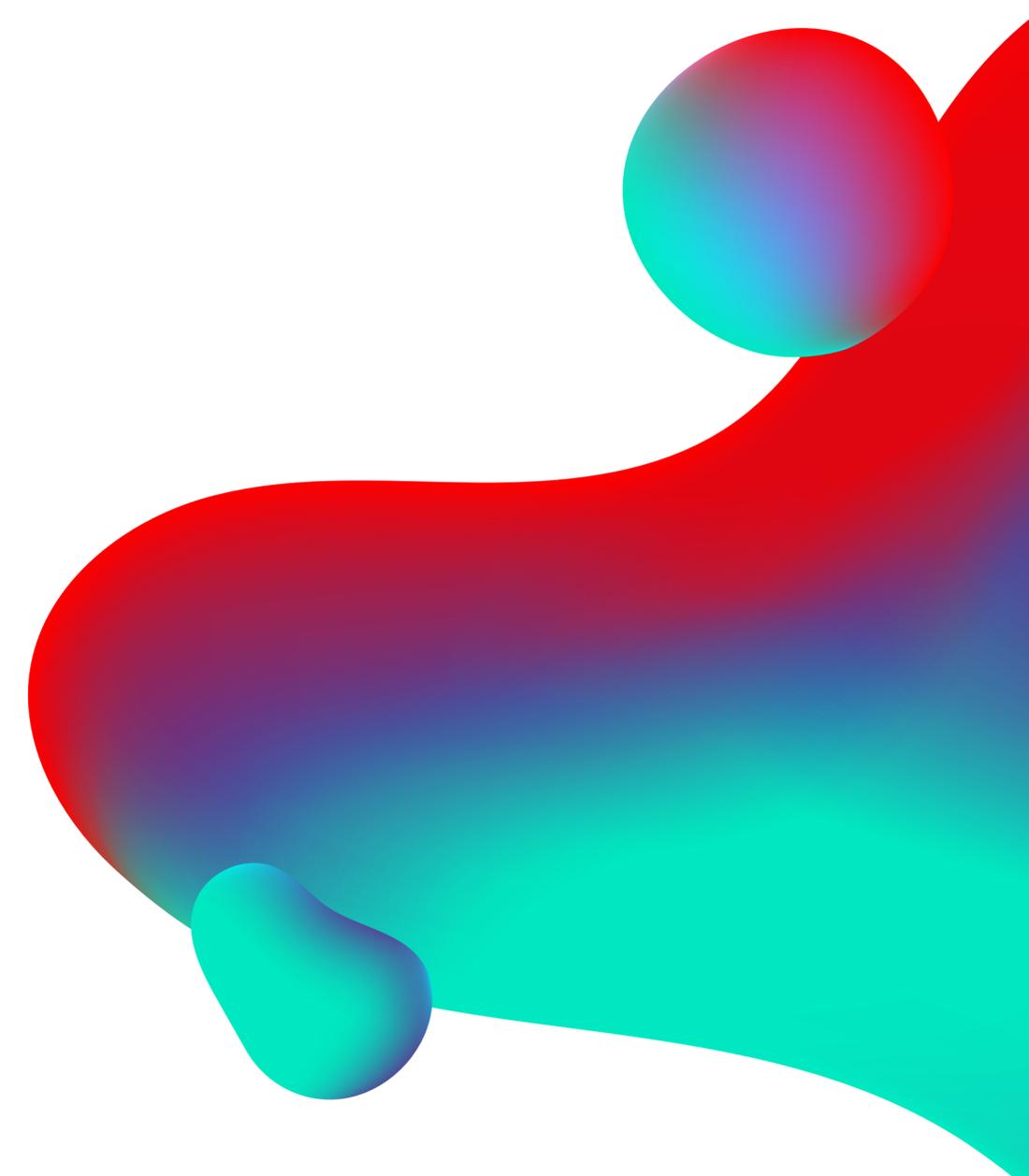
Our emissions indicators are monitored monthly and, annually, we discuss the actions already implemented and propose new action plans for the following year.

In this sense, the variable compensation of positions from the coordination to the CEO takes into account efforts to combat climate change.

In 2020, we started the process of integrating the Framework Task Force on Climate-Related Financial Disclosures (TCFD) for monitoring the operation's climate change risks and opportunities. We expect to complete the incorporation to our risk management in two years (2023). Find out more on page 112.

Through B2W Digital, we were the first Brazilian e-commerce company to be certified with the LEED seal – Leadership in Energy and Environmental Design, in the Portuguese translation, in the “Silver” category, after the construction of the B2W Innovation and Technology (BIT) building.

The entire team also remains strongly integrated to act to reduce the impacts of the operation, optimizing logistical processes and energy efficiency through technological innovation.



## Identifying risks and opportunities

GRI 102-15

We conducted a study<sup>1</sup> to provide information on the interference of climate change in the operations of the Americanas Universe. We developed a vulnerability analysis, mapped risks and opportunities and, subsequently, developed adaptation measures that are being discussed in a multidisciplinary way to be incorporated into our Risk Management, in line with the TCFD guidelines. The most relevant climatic threats were:

- Extreme precipitation events that can cause an acute risk of flooding, affecting physical stores and Fulfillment Centers, and could damage our logistics. As measures, we have incorporated the management of the theme into the Company's strategic planning;
- Temperature changes that can cause risks related to heat waves. As a result, the well-being of associates can be affected, in addition to the need for more energy to store products. On the other hand, we identified the opportunity for new consumption patterns, which could create new sales opportunities.

<sup>1</sup> The analysis consists of a comparison between the risk intensity values (also interpreted as a proxy for the probability of the event occurring) between the reference scenario (1961-1990 – baseline) and optimistic (RCP 4.5) and pessimistic (RCP) scenarios 8.5 climate change projected for the short term (2011-2040), according to the technical recommendations of the World Meteorological Organization (WMO) and GHG concentration and emissions data developed by the Intergovernmental Panel on Climate Change (IPCC).

## Alignment with the Paris Agreement

In line with the Paris Agreement, whose measures and goals became valid this year, our environmental management develops three main actions that seek, first, to reduce emissions and, later, to offset for what has not yet been possible to decrease.

### OUR EXPERTISE



#### Mitigation

- More eco-efficient logistics investment. Find out more on page 91.
- Investment in renewable energy through distributed generation and the Free Energy Market. Find out more on page 92.

#### Compensation

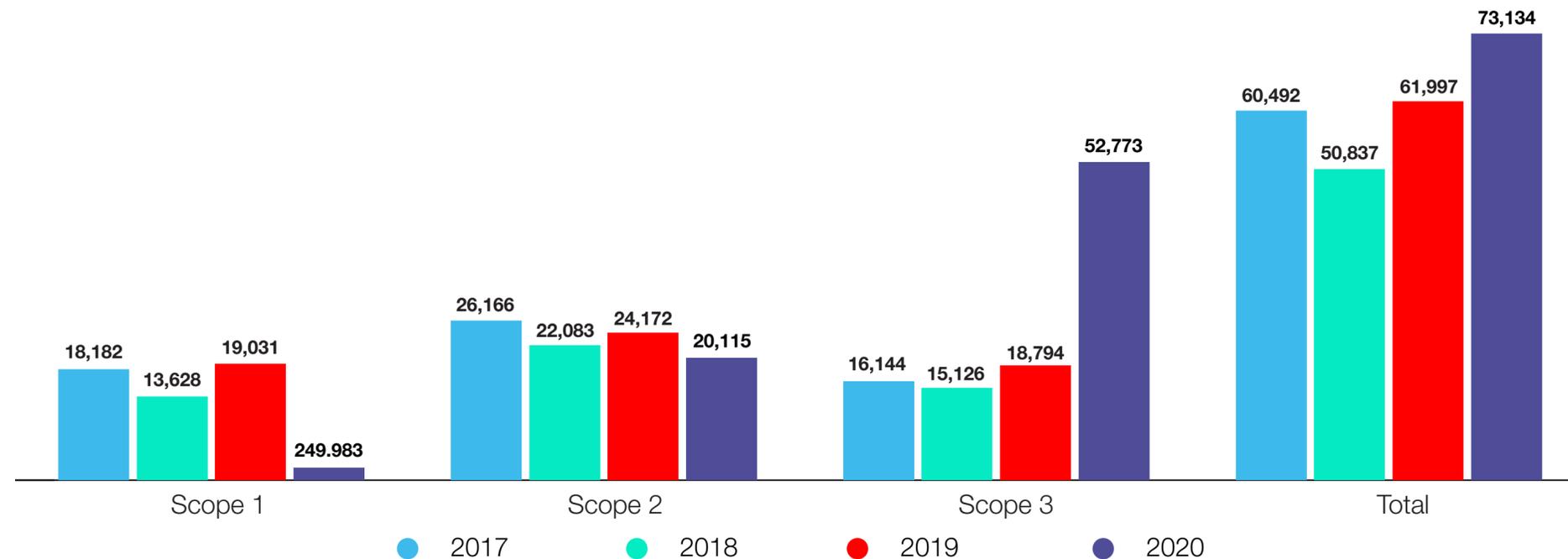
Offset of emissions related to our operation (Scope 1 + Scope 2) for the year 2019. Find out more on page 93.

## Emissions

GRI 302-1 | 302-4 | 305-1 | 305-2 | 305-3 | 305-4 | 305-5

Our main source of direct emissions (Scope 1) is related to the consumption of fossil fuels in the Direct fleet, responsible for deliveries from the Americanas Universe. In comparison with the previous year, in 2020, we had a reduction of more than 90% in Scope, due to the readjustment of our logistics fleet, which now has outsourced operation, the decrease in the use of diesel for forklifts and generators, and the reduction fuel consumption in own vehicles.

### Total emissions (tCO<sub>2</sub>e)



Indirect emissions (Scope 2), from energy consumption in the 1,707 physical stores, showed a decrease of 17%, compared to 2019. The result was a consequence of the increased use of energy from renewable sources and also due to the impacts of the Covid-19 pandemic on the operation.

We emphasize that the reduction in Scope 2 is the result of energy efficiency initiatives in stores and Fulfillment Centers, in addition to the increase in the number of stores that use renewable energy. Considered “Green Stores”, we intend

to transform operations into more sustainable businesses, through the use of materials and technologies with low environmental impact.

Finally, our Scope 3 emissions, related to the outsourced logistics fleet, responsible for supplying stores and business trips – trips made by our plane and car associates –, showed considerable growth, for four main reasons:

- Scope Readjustment: Direct emissions, which were part of Scope 1 until 2019, were outsourced;
- Inclusion of items in the Scope: in order to be increasingly transparent, we include two more sources of emissions in this Scope: first mile fleet and Ame Flash;
- Increase in the number of trips: following our strategic focus of aggressive reduction of delivery times, the number of trips made, both in terms of Transfers and Last Mile, increased considerably;

- High vehicle movement in Last Mile: we migrated from smaller vehicles, powered by gasoline, to larger vehicles, powered by diesel, in order to improve the consolidation of loads, for deliveries with better routes.

In order to mitigate emissions related to the outsourced fleet, which has been increasing its deliveries every year, we are expanding investments in projects to reduce the environmental impact on logistics, such as the electric fleet, especially in the Last Mile. Find out more on page 94.

Our inventory underwent external verification for the 5<sup>th</sup> consecutive year, proving the veracity and accuracy of the data, and, for the tenth consecutive year, we answered the Carbon Disclosure Project (CDP) questionnaire.

We were also again selected to compose B3's ICO2 (Carbon Efficient Index) portfolio, reinforcing our commitment to transparency and the quality of information in managing emissions.

Our emissions history since 2010, can be found in the Public Registry of emissions, available at: [registropubliccodeemissoes.com.br/participantes](http://registropubliccodeemissoes.com.br/participantes)

### Energy efficiency

GRI 302-3 | 305-4

Since our first emissions inventory, in 2013, we have evolved 61% in Scope 1 and 2 emissions.

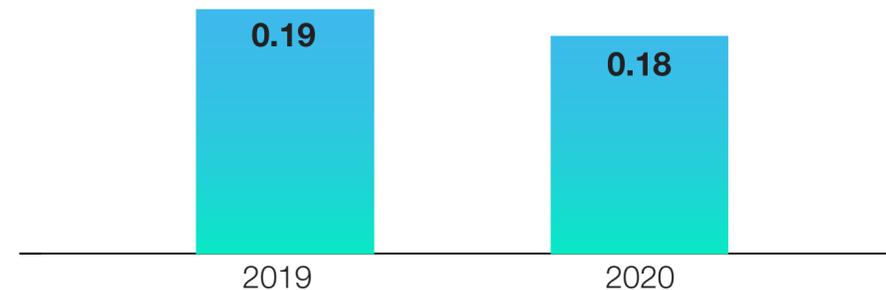
In addition to monitoring Scope 1, 2 and 3 absolute values, we also monitor the total amount of tCO<sub>2</sub> emissions and net revenue. In 2020, this amount reached 3.43 tCO<sub>2</sub> and/million in revenue.

For all calculations, considering the gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O.

We also monitor energy intensity by calculating the total energy consumed in kWh/total stores, since, for the physical platform, most emissions are from electricity consumed in stores. In 2020, the value decreased by 5.3% compared to 2019.

### Energy intensity

Total energy consumed in kWh/total stores



### Logistic efficiency

SASB CG-EC-410a.2

One of the biggest developments in B2W logistics in 2020 is related to the acceleration of our deliveries, reaching three hours (leaving O2O integration) and 24 hours (leaving Fulfillment Centers).

This change was possible thanks to the increase in the distribution network (Fulfillment Centers and B2W Fulfillment), which provided us with a reduction in freight costs and made the operation more eco-efficient by reducing distances and, consequently, GHG emissions, resulting from the transportation of products.

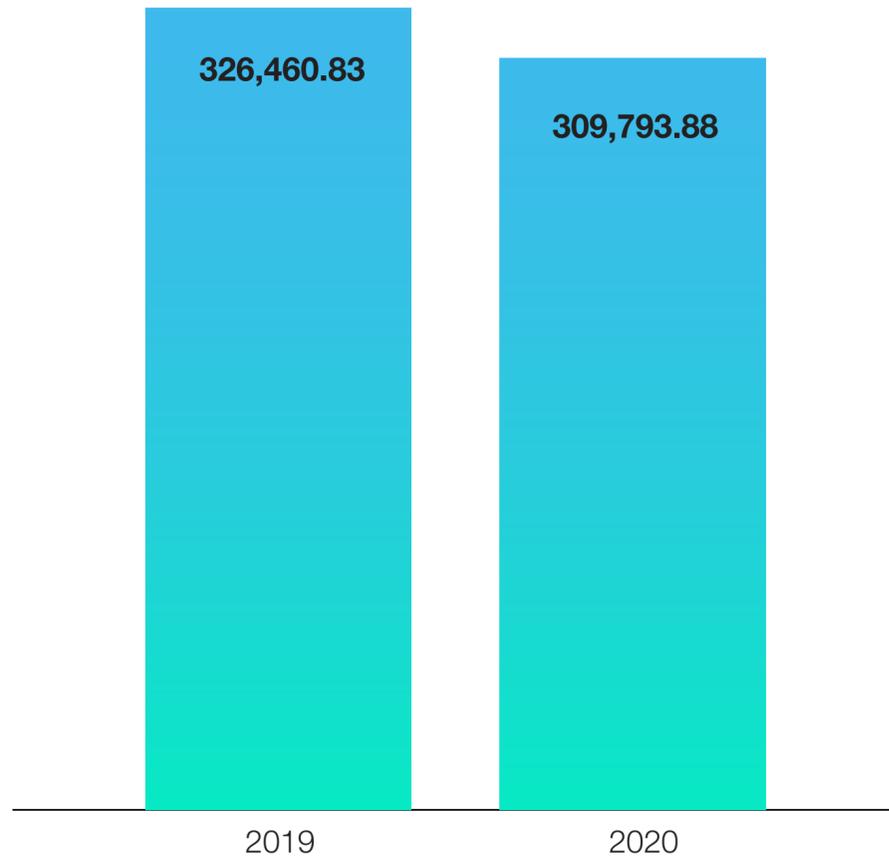
As a result, we increased the conversion of customers and reduced delivery times. Find out more about our logistics platform, LET'S, on page 74.

## Energy

GRI 302-1 | 302-4 | 302-5 | SASB CG-MR-130a.1

As a result of the eco-efficiency initiatives, we had a 5.1% reduction in energy consumption compared to 2019.

### Energy consumption (MWh)



### Clean Energies

Since 2016 we have operated in the free energy market as special customers. This ensures that our energy comes exclusively from natural resources with low social and environmental impact, such as wind, solar, thermal, and biomass and small hydros.

In 2020, we continued our expansion project of free market operations and distributed generation, increasing the proportion of renewable energy in the supply of 9% of our stores and reducing emissions of Greenhouse Gases.

Since 2017, we are committed to power generation, which will be offset in physical stores participating in the distributed generation project.

In total, we have three hydroelectric power plants and one for biogas, which can reach 20GW per year. In 2020, we launched two solar generation plants that will supply 70 physical stores located in Pernambuco and the Federal District.

Since 2016, we have saved more than

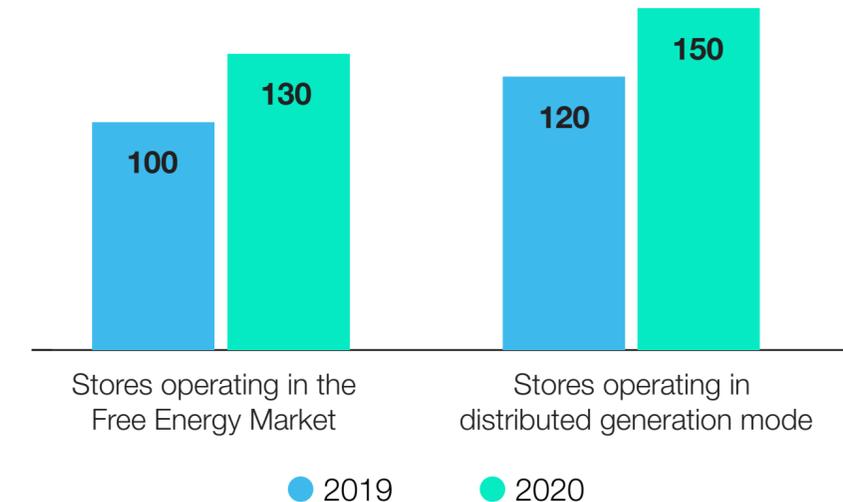


**23%**  
on the energy bill  
in our operations.



**280**  
stores

supplied with renewable sources,  
corresponding to 25% of the total. Of these:





## Compensation

For the second consecutive year, we offset our Greenhouse Gas emissions, referring to Scopes 1 and 2 for the year 2019, making our operations “carbon neutral”.

This measure aims to complement our emissions mitigation initiatives, described above, in addition to contributing to SDG 13, which is a priority for the sustainability strategy of the Americanas Universe.

In all, we avoided the emission of 732.132 tCO<sub>2</sub>e, in addition to contributing to the preservation of 28.739 hectares of the Amazon Forest. The result was possible thanks to the partnership with Biofilica, a company specialized in forest conservation, through two projects:

- Acquisition of carbon credits from the **REDD + project (Reducing Emissions from Deforestation and Degradation)** Maísa, located in the state of Pará. Altogether, there were 67,458 tCO<sub>2</sub>e of reduced emissions in 2020;

**Learn more about the REDD + Maísa project:**  
[www.biofilica.com.br/en/maisa-redd-project/](http://www.biofilica.com.br/en/maisa-redd-project/)

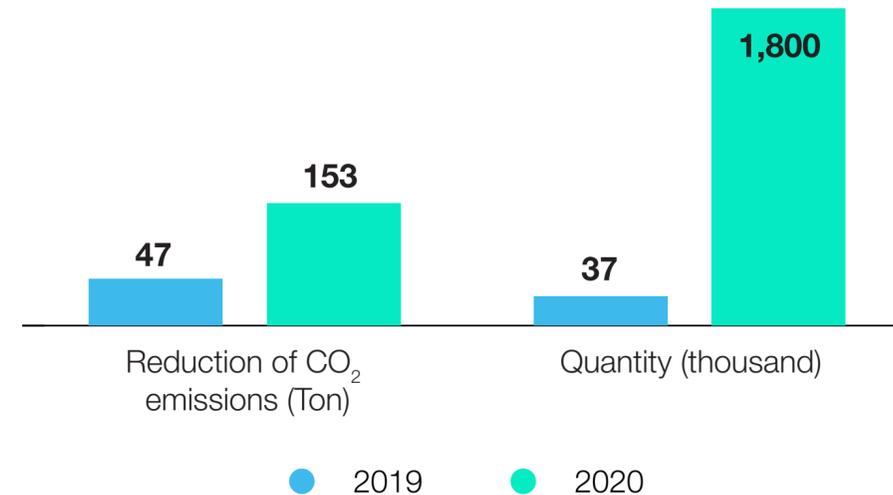


- **Gas Management Project for the Salvador da Bahia Landfill**, a Biofilica project that has a biogas-powered power plant from the landfill. It allows the generation of electric energy by the responsible destination of solid urban waste and generates enough energy for 200 thousand inhabitants, serving the metropolitan region of Salvador (BA).

### Bike deliveries

This year, we also made 1.8 million bicycle deliveries, avoiding the emission of 153 tons of CO<sub>2</sub>, and we offset 100% of the historic emissions from deliveries made with Ame Flash.

### Deliveries by bike



### Fórum Clima

The Americanas Universe participates in the Climate Forum, an initiative of the Ethos Institute, endorsed by companies committed to achieving the transition to a low carbon economy, fostering business opportunities and significantly reducing the negative impacts of climate change.

In this context, we adhere to the 2015 Open Letter to Brazil on Climate Change.



# Reduced Use of Materials

GRI 103-1 | 103-2 | 103-3

Our environmental management is guided by the commitment to reducing impacts on the environment with a focus on efficiency in the consumption of natural resources, waste management and expanding the range of possible products for recycling.

We constantly monitor indicators to mitigate impacts and propose efficient solutions, following the guidelines of our Sustainability and Health, Safety and Environment Policy.



## Eco-efficient deliveries

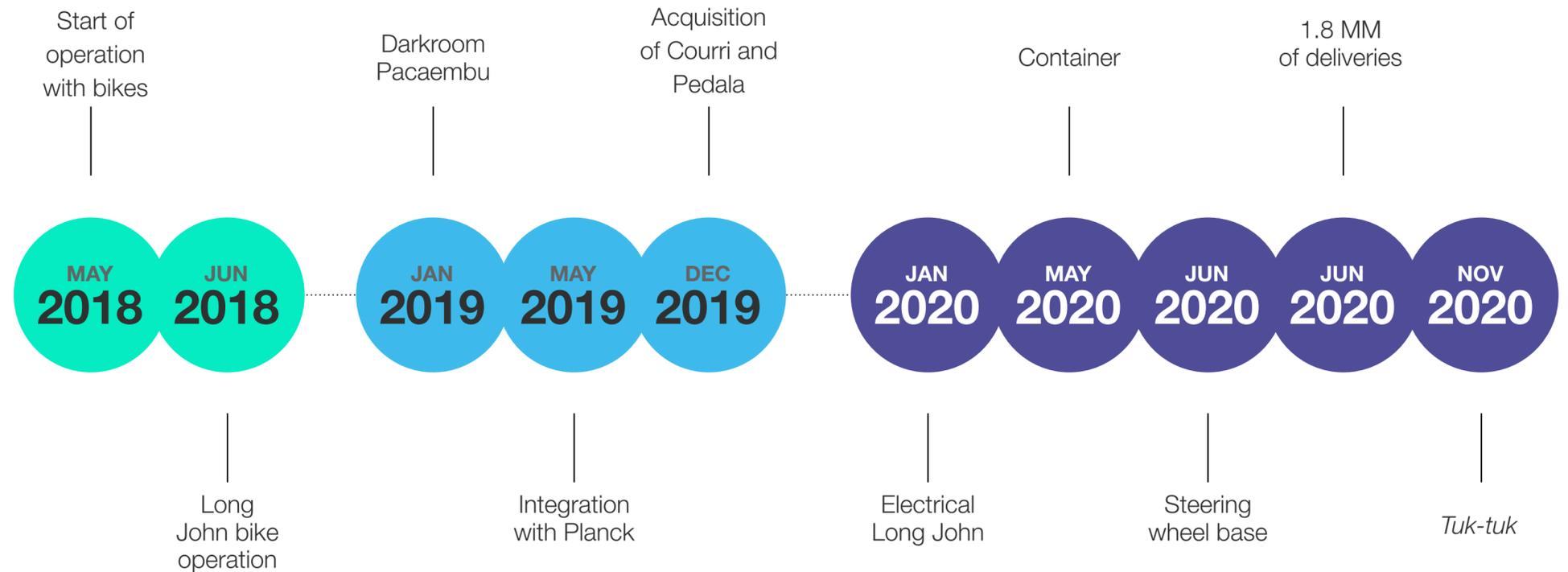
SASB CG-EC-410a.2

Throughout the year, we developed several initiatives to reduce our impact related to the logistics of the operation, despite the growth in the number of active customers and the number of orders placed.

Our O2O solutions, in addition to providing convenience to customers, make the logistics of the Americanas Universe more sustainable, unifying deliveries at specific points, such as Lockers and Click and Collect.

## Micromobility projects

During the year, the logistics department went through constant transformation and adaptation which allowed us to sustain the business growth.





We also invested in 50 electric bicycles and ten electric tuk-tuks to assist in the operation of São Paulo and Rio de Janeiro, and we are migrating our last mile fleet to electric vehicles.

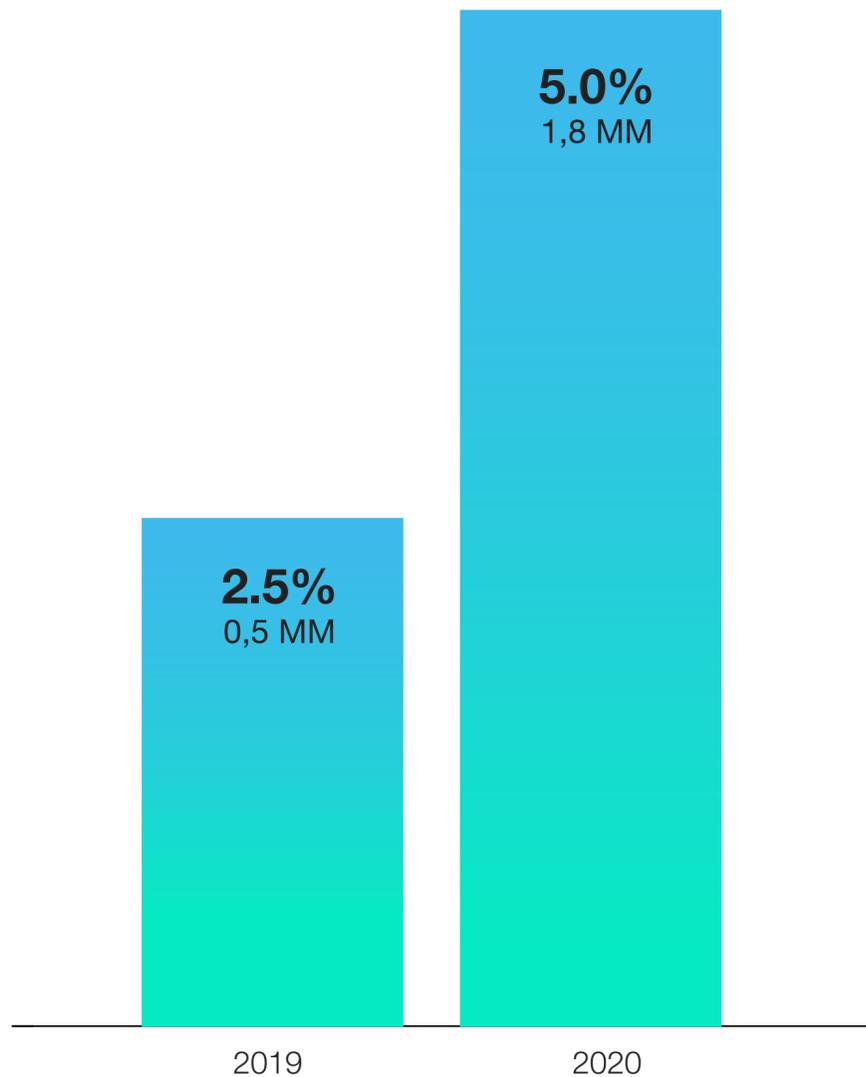
These initiatives, in addition to being in line with our commitment to fight climate change, reduce the delivery time of products due to the better penetration in highly bottled urban centers.

As a result, in 2020, we avoided the emission of approximately 153 tons of CO<sub>2</sub>e, a growth of 225% compared to last year.

**Where we are in numbers**

<b>13</b> Bike Base	<b>2</b> Steering wheel base	<b>31</b> Electrical Long Johns
<b>4</b> Darkroom	<b>300</b> Bikers	<b>10</b> Electrical Tuk-Tuks
<b>2</b> Container	<b>20</b> Long Johns	

**Evolution of eco-efficient deliveries**



The **largest** eco-efficient delivery e-commerce company and the largest bicycle operation in the country.

 **-100 ton.**  
CO<sub>2</sub> emissions

In 2021, we will further expand the initiative, acquiring more electric vehicles and increasing our plurality of modes.

**Our goal for next year is to reach the milestone of 10% of last mile eco-efficient deliveries.**



### Expansion Plan



## Materials and Waste

GRI 306-2 | 306-3 | SASB CG-MR-410a.3

We recognize our responsibility in the search for less polluting solutions in the generation of transport and packaging waste from the operation.

In 2020, we evolved our waste management, in line with the Company's Sustainability Policy, with several initiatives:

**1,891,842.45 kg of recycled waste.**  
**This represents 68.44% of the total generated in the year.**

Waste control is carried out by the facilities area of each Fulfillment Center and then the data are compiled by the Sustainability area, which compares these indicators annually. Final disposal is carried out by third-party companies that send waste recycling reports.

In order to reach our goal of 30% reduction in solid waste by 2030, we will increase the use of recyclable packaging and reuse of materials that would otherwise be discarded.

### Waste Generated<sup>1</sup> (Kg)

	2019	2020
Cardboard	777,426.00	1,123,922.04
Plastic	370,402.00	228,229.62
Wood	664,115.00	459,223.80
Iron	65,866.00	75,679.99
Glass	3,723.00	4,033.00
Electronics	15,460.00	37.50
Batteries	–	303.50
Light bulb	–	413.00
Common garbage	885,767.00	800,148.12
Scrap	5,820.00	–
Rubble	10,770.00	70,490.00
Various recyclables	991.00	1,760.00
<b>Total Recycled<sup>2</sup></b>	<b>1,896,992.00</b>	<b>1,891,842.45</b>
<b>Total</b>	<b>2,800,340.00</b>	<b>2,764,240.57</b>

<sup>1</sup> Data coverage of our active Fulfillment Centers. We are not considering administrative headquarters.

<sup>2</sup> Considering waste cardboard, paper, plastic, wood, iron, glass, electronics, batteries, and light bulbs.



### Sustainable Amazon Foundation (FAS)

Through the partnership with FAS, we collected more than 900 kilograms of solid waste in the Amazon, representing a 20% decrease compared to 2019. Find out more about the other areas of activity on page 63.

### Inova 2030

We participated in **Inova 2030**, an initiative of the Global Compact, in partnership with the Dom Cabral Foundation and the League of Intrapreneurs, which accelerated innovation and sustainability initiatives.

The chosen project created a plan to raise awareness and replace the use of plastic bags in stores, which will continue to be developed internally through partnerships between various internal areas.

### Papelão Zero Project

We understand that our Fulfillment Centers represent the stage of the operation that generates the largest number of waste, especially cardboard. To achieve greater operational efficiency and reduce environmental impacts, we developed the **Papelão Zero** project, with the replacement of traditional cardboard containers with polypropylene containers, a polymer free from BPA, a chemical that has harmful effects on health.

Sturdy, durable and easy to move goods, each container replaces about 1.8 kg of cardboard boxes.

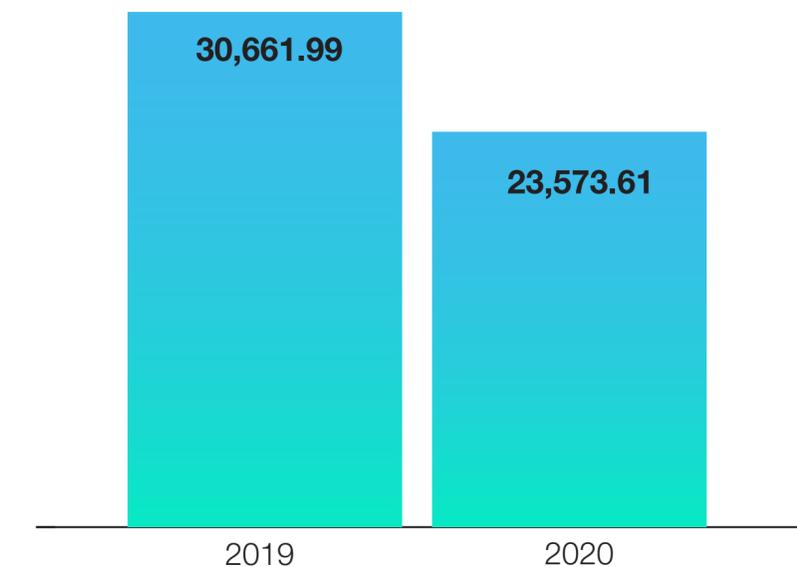
In 2020, the project distributed 21,546 containers, representing a replacement of 38,783 kg of cardboard in all Fulfillment Centers in Rio de Janeiro.

We also carry out selective collection at all of our administrative headquarters at Fulfillment Centers, in addition to the correct destination of the waste generated.

### WATER MANAGEMENT

Even though our business does not have a great impact on the management of natural resources, we use technologies to avoid waste such as flushing with lower flow activation options, and taps with flow reducers and automatic closing, both at the headquarters and at the Fulfillment Centers. We also engage our associates constantly through actions and campaigns to avoid waste.

### Municipal water consumption<sup>1</sup> (m<sup>3</sup>)



<sup>1</sup> Considering all active Fulfillment Centers. We are not considering stores nor administrative headquarters.

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# americanas

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07.

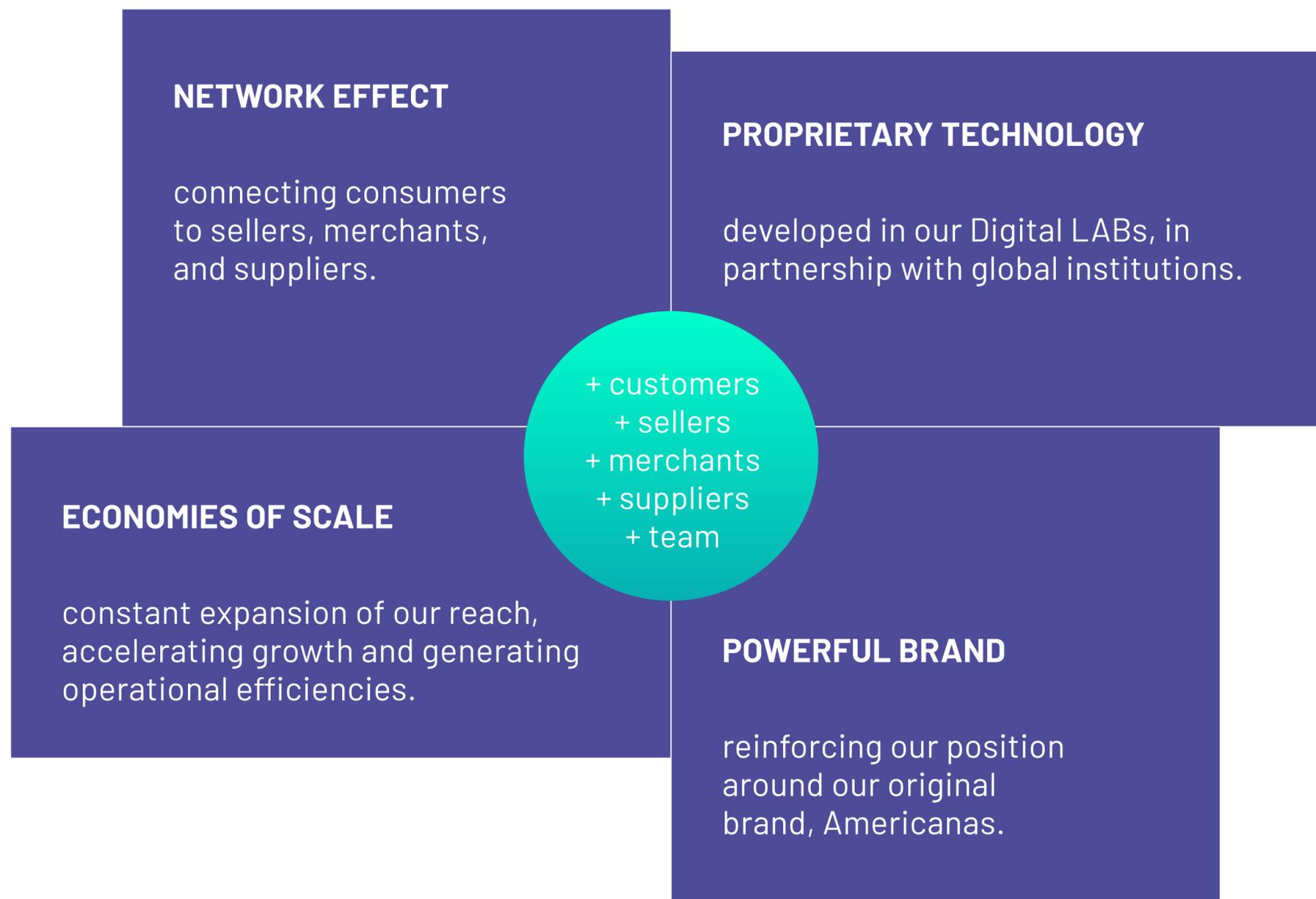
**New Company**





# New company

...expanding to a more powerful ecosystem



## It's time to add...

- + customers
- + sellers
- + merchants
- + suppliers
- + team

## To deliver

the **best experience** faster  
with **less friction**  
and **more engagement**.

**08.**  
**Appendices**



# GRI Standards Index

GRI 102-55

## General Disclosures

## Reference (page) / Direct response

### GRI 102: General Disclosures 2016

#### Organizational Profile

102-1	Name of the organization	Page 14.
102-2	Activities, brands, products and services	Page 14.
102-3	Location of headquarters	Rua Sacadura Cabral, 102 – Saúde. CEP: 20081-902. Rio de Janeiro – RJ.
102-4	Location of operations	The operations of the Americanas Universe are centered on a national level. Learn more on page 14.
102-5	Ownership and legal form	Page 25.
102-6	Markets served	Pages 16, 18 and 21.
102-7	Scale of the organization	Pages 14, 33 and 40.
102-8	Information on employees and other workers	Page 40.
102-9	Supply chain	Pages 14, 61 and 65.
102-10	Significant changes to the organization and its supply chain	There were no significant changes in size, structure, ownership, and supply chain.
102-11	Precautionary Principle or approach	We do not formally adopt, but we have a robust system of risk management. Learn more on page 70.
102-12	External initiatives	Pages 38 and 83.
102-13	Membership of associations	Pages 38 and 83.
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Page 04.

General Disclosures		Reference (page) / Direct response
102-15	Key impacts, risks, and opportunities	Pages 10, 21, 32, 38, 53, 65, 70 and 89.
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behavior	Pages 15, 68 and 69.
102-17	Mechanisms for advice and concerns about ethics	Pages 68 and 70.
<b>Governance</b>		
102-18	Governance structure	Page 26.
102-19	Delegating authority	Page 29.
102-20	Executive-level responsibility for economic, environmental and social topics	Page 29.
102-21	Consulting stakeholders on economic, environmental, and social topics	Page 30.
102-22	Composition of the highest governance body and its committees	Pages 24 and 26.
102-23	Chair of the highest governance body	Page 26.
102-24	Nominating and selecting the highest governance body	Page 26.
102-25	Conflicts of interest	Page 70.
102-26	Role of highest governance body in setting purpose, values, and strategy	Pages 29.
102-27	Collective knowledge of highest governance body	Pages 30 and 69.
102-29	Identifying and managing economic, environmental, and social impacts	Page 30.
102-30	Effectiveness of risk management processes	Page 29.
102-31	Review of economic, environmental, and social topics	Page 29.
102-32	Highest governance body's role in sustainability reporting	Page 07.
102-33	Communicating critical concerns	Page 29.
102-35	Remuneration policies	Page 26. Check the detailed table on page 115.
102-36	Process for determining remuneration	Page 26.

## General Disclosures

## Reference (page) / Direct response

### Stakeholder Engagement

102-40	List of stakeholder groups	Customers, associates, investors, suppliers, sellers, governments, civil society, community, and NGOs (interactions with Sustainability).
102-41	Collective bargaining agreements	100%.
102-42	Identifying and selecting stakeholders	Page 38.
102-43	Approach to stakeholder engagement	The engagement, which takes place every two years, was carried out in 2019. We carry out consultations with clients, suppliers, associates, investors, among other stakeholders, as well as in-depth interviews with executives and specialists from Instituto Akatu, São Paulo Association of Supermarkets (Apas) and FGV's Center of Excellence in Retail (GVcev).
102-44	Key topics and concerns raised	Page 38.

### Reporting practice

102-45	Entities included in the consolidated financial statements	<a href="https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/22a09bde-538e-4dad-b77c-53980b428a8a?origin=1">api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/22a09bde-538e-4dad-b77c-53980b428a8a?origin=1</a>
102-46	Defining report content and topic Boundaries	Pages 38 and 116.
102-47	List of material topics	Page 38.
102-48	Restatements of information	In 2020, there were no significant restatements.
102-49	Changes in reporting	In 2020, we revised our materiality study, resulting in a strategic materiality that guides the construction of this document and the sustainability strategy of Americanas Universe until 2022. The new materiality is guided by a core concept, three pillars, and nine aspects, described in detail on Page 39.
102-50	Reporting period	Page 07.
102-51	Date of most recent report	2019.

General Disclosures		Reference (page) / Direct response
102-52	Reporting cycle	Annual.
102-53	Contact point for questions regarding the report	<a href="mailto:sustentabilidade@lasa.com.br">sustentabilidade@lasa.com.br</a>
102-54	Claims of reporting in accordance with the GRI Standards	Page 07.
102-55	GRI content index	Page 102.
102-56	External assurance	This reporting cycle, based on the Integrated Reporting and GRI models, has an external audit by SGS ICS Certificadora LTDA. Financial information is audited by PricewaterhouseCoopers Auditores Independentes and Atmospheric Emissions information is verified by SGS ICS Certificadora LTDA. Find out more in the Letter of Assurance on page 118.
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its Boundary	Excellence Team – Page 40; Social Relevance – Page 55; Responsible Suppliers – Page 65; Ethical Conduct – Page 68; Fostering Innovation – Page 71; Safe and Satisfied Customer – Page 79; Sustainable and Quality Offer – Page 83; Combating Climate Change – Page 88; Reduced Use of Materials – Page 94.
103-2	The management approach and its components	Pages 39, 40, 55, 65, 68, 71, 79, 83, 88 and 94
103-3	Evaluation of the management approach	Pages 39, 40, 55, 65, 68, 71, 79, 83, 88 and 94

**Economic Disclosures****Reference (page) / Direct response****GRI 201: Economic Performance 2016**

201-1	Direct economic value generated and distributed	Page 33.
201-2	Financial implications and other risks and opportunities due to climate change	Page 88.

**GRI 202: Market Presence 2016**

202-2	Proportion of senior management hired from the local community	100% of the members of the Executive Board are Brazilian.
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**GRI 203: Indirect Economic Impacts 2016**

203-1	Infrastructure investments and services supported	Page 56.
203-2	Significant indirect economic impacts	Pages 59 and 64.

**GRI 204: Procurement Practices 2016**

204-1	Proportion of spending on local suppliers	Pages 61 and 65.
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**GRI 205: Anti-Corruption 2016**

205-1	Operations assessed for risks related to corruption	Page 68.
205-2	Communication and training about anti-corruption policies and procedures	Pages 69 and 70.
205-3	Confirmed incidents of corruption and actions taken	Page 69.

**GRI 206: Anti-Competitive Behavior 2016**

206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 69.
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**Environmental Disclosures****Reference (page) / Direct response****GRI 302: Energy 2016**

302-1	Energy consumption within the organization	Pages 90 and 92.
302-3	Energy intensity	Page 91.
302-4	Reduction of energy consumption	Pages 90 and 92.
302-5	Reductions in energy requirements of products and services	Page 91.

**GRI 305: Emissions 2016**

305-1	Direct (Scope 1) GHG emissions	Page 90.
305-2	Energy indirect (Scope 2) GHG emissions	Page 90.
305-3	Other indirect (Scope 3) GHG emissions	Page 90.
305-4	GHG emissions intensity	Page 91.
305-5	Reduction of GHG emissions	Page 90.
305-6	Emissions of ozone-depleting substances (ODS)	Doesn't have.
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Doesn't have.

**GRI 306: Waste 2020**

306-2	Management of significant waste-related impacts	Page 97.
306-3	Waste generated	Page 97.

**GRI 308: Supplier Environmental Assessment 2016**

308-1	New suppliers that were screened using environmental criteria	Page 65.
308-2	Negative environmental impacts in the supply chain and actions taken	Page 65.

## Social Disclosures

## Reference (page) / Direct response

### GRI 401: Employment 2016

401-1	New employee hires and rate of employee turnover	Page 40.
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	All our associates are governed by the CLT, having the right to the practices provided for by law, in addition to a wide range of benefits, regardless of the positions they hold at the Americanas Universe, with the exception of temporary employees. Benefits include: transportation vouchers, life insurance, health plan, dental care, meal vouchers or workplace meals, discounts on purchases of products at Americanas and the Americanas, Submarino, and Shoptime websites, and discounts at gyms, language schools, and universities.
401-3	Parental leave	We have a special program focused on our future mothers offering full follow-up and access to all essential information for a safe pregnancy. As a result, our return rate to work after maternity leave is 95% and after paternity leave is 100%.

### GRI 402: Labor/Management Relations 2016

402-1	Minimum notice periods regarding operational changes	We act in accordance with the CLT and follow the guidelines of the unions.
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### GRI 404: Training and Education 2016

404-1	Average hours of training per year per employee	Page 51.
404-2	Programs for upgrading employee skills and transition assistance programs	Page 51.
404-3	Percentage of employees receiving regular performance and career development reviews	The percentage was not disclosed in 2020, due to the restructuring of the model.

### GRI 405: Diversity and Equal Opportunity 2016

405-1	Diversity of governance bodies and employees	We do not have members located in the US. Learn more about the diversity of the excellence team on page 44.
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**Social Disclosures****Reference (page) / Direct response****GRI 408: Child Labor 2016**

408-1	Operations and suppliers at significant risk for incidents of child labor	Page 65.
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**GRI 409: Forced or Compulsory Labor 2016**

409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 65.
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**GRI 412: Human Rights Assessment 2016**

412-1	Operations that have been subject to human rights reviews or impact assessments	Pages 65 and 68.
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412-2	Employee training on human rights policies or procedures	3,116 associates were trained in human rights policies and procedures, totaling 8.65% of the associates and 997.3 hours. The training started in 2020. From 2021, we intend to expand the number of members trained and training hours.
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412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 68.
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**GRI 413: Local Communities 2016**

413-1	Operations with local community engagement, impact assessments, and development programs	Pages 56, 59, 61 and 64.
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**GRI 414: Supplier Social Assessment 2016**

414-1	New suppliers that were screened using social criteria	Page 65.
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414-2	Negative social impacts in the supply chain and actions taken	Page 65.
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**GRI 415: Public Policy 2016**

415-1	Political contributions	No contributions were made.
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**GRI 416: Customer Health and Safety**

416-1	Assessment of customer health and safety impacts of product and service categories	Page 86.
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**Social Disclosures****Reference (page) / Direct response**

416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	We identified 295 cases of non-compliance in the Americanas Universe, including regulation of the National Institute of Metrology, Quality and Technology (Inmetro) and expired products. Know more details about the subject on page 83.
<b>GRI 418: Customer Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 80.
<b>GRI 419: Socioeconomic Compliance 2016</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	We did not identify anything significant and eventual cases were identified and resolved in accordance with the legal requirements and values of the Company.

# SASB Index

GRI 102-55

Indicator		Reference (page) / Direct response
<b>Retail &amp; Distribution Energy Management</b>		
CG-MR-130a.1	(1) Total energy consumed, (2) percentage of electricity from the free market, (3) percentage of renewable energy.	Page 92.
<b>Data security</b>		
CG-MR-230a.1	Description of the approach to identify and deal with data security risks.	Page 80.
CG-MR-230a.2	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of affected customers.	Page 80.
<b>Work practices</b>		
CG-MR-310a.2	(1) Voluntary and (2) involuntary turnover rate for store employees and all employees.	We report the voluntary and involuntary turnover rate for all members on page 40.
<b>Diversity and inclusion of employees</b>		
CG-MR-330a.1	Percentage of representation of gender and ethnic/racial group for (1) management, (2) technical positions (technology and innovation) and (3) all other employees.	Page 44.
<b>Supply of products, packaging and marketing</b>		
CG-MR-410a.1	Revenue from third-party products certified by environmental and/or social sustainability standards.	Page 86.
CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging.	Page 97.
CG-EC-410a.2	Discussion of strategies to reduce the environmental impact of product deliveries.	Pages 91 and 94.
<b>Data privacy and advertising</b>		
CG-EC-220a.1	Number of users whose information is used for secondary purposes.	Page 79.
CG-EC-220a.2	Policies and practices related to behavioral advertising and user privacy.	Page 79.

# Task Force on Climate-Related Financial Disclosures (TCFD) Framework

Topics	TCFD Recommendations	Reference (page) / Direct response
Governance 1	Describe how the Board oversees the risks and opportunities related to climate change.	The management of the risks and opportunities of climate change is the responsibility of the Sustainability Department, reporting directly to the Board of Directors. Find details on page 88.
Governance 2	Describe the role of the Board in assessing and managing risks and opportunities related to climate change.	The Board actively participates in the assessment and management of the risks and opportunities of climate change, in accordance with the monitoring and reporting carried out by the Sustainability Department. Find details on page 88.
Strategy 1	Risks and opportunities related to climate change that the organization has identified in the short, medium and long terms	We identified two main risks: Extreme precipitation events and Temperature changes that can cause risks related to heat waves, both described on page 89.
Strategy 2	"Impacts of risks and opportunities related to climate change on the organization's business, strategy and financial planning.	In the process of integration with the strategy of Americanas Universe.
Strategy 3	Resilience of the organization's strategy, considering different scenarios of climate change, including a scenario of 2°C or less.	In line with the Paris Agreement, our strategy is divided into mitigation actions and, finally, compensation, which has not yet been possible to decrease. As a result, for the second consecutive year, we are a Carbon Neutral business for Scope 1 and 2 emissions. Find out more on page 89.
Risk management 1	Processes used by the organization to identify and assess risks related to climate change.	We conducted a study with an external consultancy to assess the physical risks to climate change by 2040. Two scenarios were considered: optimistic (RCP 4.5) and pessimistic (RCP 8.5). Find out more on page 89.

Topics	TCFD Recommendations	Reference (page) / Direct response
Risk management 2	Processes used by the organization to manage risks related to climate change.	The themes are discussed in the ESG Committee of Americanas Universe, which has members from the Risks area. In this way, it is possible to evolve in the management of themes to integrate them in the risk management of the Americanas Universe.
Risk management 3	How the processes used by the organization to identify, assess, and manage risks related to climate change are integrated into the organization's overall risk management.	The risks and opportunities are in the process of integration with the general risk management of the Americanas Universe.
Metrics and goals 1	Metrics used by the organization to assess risks and opportunities related to climate change according to its strategy and risk management process.	The metrics are being studied in partnership with the risk area of the Americanas Universe.
Metrics and goals 2	Greenhouse Gas Emissions of Scope 1, Scope 2 and, if applicable, Scope 3, and the risks related to them.	Page 90.
Metrics and goals 3	Goals used to manage risks and opportunities related to climate change, and performance against targets.	Our environmental goals are described on page 87.

# Capitals Map



## Financial

### CAPITAL

Page 09, 23, 31 and 37.



## Human

### CAPITAL

Page 09 and 37.



## Natural

### CAPITAL

Page 09 and 37.



## Intellectual

### CAPITAL

Page 09, 13, 23, 37 and 99.



## Manufactured

### CAPITAL

Page 09, 13, 37 and 99.



## Social and Relationship

### CAPITAL

Page 09, 13, 23 and 37.

# Priority SDGs



## SDG 4

### Quality Education

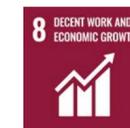
Pages 38, 46, 55, 59, 60, 61, 62, 63 and 64.



## SDG 5

### Gender Equality

Pages 38, 46, 49, 63, 64, 84 and 85.



## SDG 8

### Decent Work and Economic Growth

Pages 38, 46, 55, 61, 64, 84, 85, 89 and 94.



## SDG 10

### Reduced Inequalities

Pages 38, 46, 49, 59, 60, 61, 62, 63, 64, 84 and 85.



## SDG 13

### Climate Action

Pages 38, 61, 89 and 94.

# Other indicators

Get to know the other indicators of the Americanas Universe, in 2020:

## Frequency rate of accidents with lost time<sup>1</sup>

Year	Number of hours worked	Absent/restricted or transferred days rate (DART)	Lost work days rate
2017	83,453,436	4.21	2.61
2018	86,881,828	3.4	1.89
2019	89,287,352	3.15	2.63
2020	92,397,580	4.54	2.41

<sup>1</sup> 100% coverage of own operations and Americanas Universe associates.

## Senior leadership compensation (GRI 102-35)

	2017			2018			2019			2020		
	Supervisory Board	Statutory Board	Audit Council	Supervisory Board	Statutory Board	Audit Council	Supervisory Board	Statutory Board	Audit Council	Supervisory Board	Statutory Board	Audit Council
Number of members <sup>2</sup>	7	11	3.67	7.67	10.83	3.33	8	12	3.67	7	12	4
Number of paid members	7	8	3.67	7.67	8.42	3.33	8	10	3.67	7	10	4
<b>Fixed compensation (R\$)</b>												
Salary or compensation	3,057,623.00	21,215,529.00	670,763.00	2,707,855.00	22,985,404.00	669,019.00	2,165,832.00	22,520,995.00	780,926.00	4,289,273.00	24,824,425.00	893,703.00
INSS	21,904.00	60,900.00	21,904.00	19,398.00	65,980.00	21,847.00	15,515.00	64,648.00	25,501.00	30,727.00	71,259.00	29,184.00

<sup>2</sup> The number of members of each body corresponds to the annual average of the number of members of each body calculated monthly.

### Senior leadership compensation (GRI 102-35)

	2017			2018			2019			2020		
	Supervisory Board	Statutory Board	Audit Council	Supervisory Board	Statutory Board	Audit Council	Supervisory Board	Statutory Board	Audit Council	Supervisory Board	Statutory Board	Audit Council
Variable compensation (R\$)												
Share-based (including options)	0	18,074,995.00	0.00	469,250.00	34,451,565.00	0.00	879,844.00	20,930,887.00	0.00	879,844.00	20,432,216.00	0
Bonus	0	14,100,000.00	0.00	0.00	0.00	0.00	0.00	15,843,375.00	0.00	0.00	17,000,000.00	0
<b>Total</b>	<b>3,079,527.00</b>	<b>53,451,424.00</b>	<b>692,667.00</b>	<b>3,196,503.00</b>	<b>57,502,949.00</b>	<b>690,866.00</b>	<b>3,061,191.00</b>	<b>59,359,905.00</b>	<b>806,427.00</b>	<b>5,199,844.00</b>	<b>63,327,900.00</b>	<b>922,887.00</b>

Of the total shares of our parent company, Americanas, at the end of 2020, 60.8% were directly or indirectly owned by members of the families that acquired the Company in 1982, being: Sicupira: 15.2%; Lemann: 32.8%; Telles: 12.8%.

To learn more about the Company's shareholdings in other companies, access section 15 of our Reference Form (in Portuguese only):

[api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/3b3661a0-02a8-4925-5616-d934bf0246b0?origin=1](https://api.mziq.com/mzfilemanager/v2/d/941b74a9-5cce-4537-ba90-97973226b3f3/3b3661a0-02a8-4925-5616-d934bf0246b0?origin=1)

### Impacted stakeholders (GRI 102-46)

	Internal	External
<b>Excellence Team</b>	HR; Training/development; Health and safety; Diversity; Internal communication.	Universities; Benefit suppliers.
<b>Social Relevance</b>	Social responsibility; Team of relationship with sellers; HR – development;	Sellers; Subsidiary companies that provide services for sellers; Social projects of development in technology; Social projects of development in retail and sales; Social projects to support innovation; Commercial associations of the municipalities of small size where it operates.

Responsible Suppliers	Team responsible for the international assortment; Own brands; Audit/compliance; Team responsible for selecting assortment; Sustainability.	Sellers; Product suppliers for resale; Associations of industry compliance monitoring.
Ethical Conduct	Audit/compliance/ethics; HR	Investors; Financial institutions; Governments; Society.
Fostering Innovation	IF; Technology; Innovation; HR; Customer experience; Ame.	Universities; Innovation Labs; Governments/regulatory bodies.
Secure and Satisfied Customer	Information security; IT; Relationship with customers; Marketing/communication.	Acquirers; card banners; Platforms of technology.
Sustainable and Quality Offer	Communication; responsible team for product information on the websites; Teams that negotiate with reseller suppliers; Sustainability.	Sellers; Product suppliers for resale.
Combating Climate Change	Logistics; Engineering and architecture; Store management; Sustainability.	Energy suppliers (free market); Logistics suppliers; Fuel suppliers; Equipment, refrigeration and lighting suppliers; Automation suppliers; Center of Data processing suppliers.
Reduced Use of Materials	Logistics; Store management; Design; Teams that negotiate with reseller suppliers; Sustainability.	Packaging suppliers for FCs; Suppliers of products for resale; Packaging suppliers for stores; Reverse logistics companies; Recycling companies; Sellers.



## ASSURANCE STATEMENT

GRI 102-55

### STATEMENT BY SGS ICS CERTIFICADORA LTDA. (SGS) REGARDING THE SUSTAINABILITY ACTIVITIES PROVIDED IN “SUSTAINABILITY REPORT 2020” GIVEN TO LOJAS AMERICANAS S.A.

#### NATURE AND SCOPE OF ASSURANCE

The SGS was hired by LOJAS AMERICANAS S.A. to carry out the third-party assurance of their Sustainability Report 2020. The assurance scope, based on assurance methodology of sustainability reports of SGS, comprises the disclosure verification under GRI standards in 2020.

The information provided in “SUSTAINABILITY REPORT 2020” and its presentation is a sole responsibility of LOJAS AMERICANAS S.A. management structure. The SGS is not involved in the preparation of any material, including the in the said report, such as risk analysis, materiality tests and other critical issues that may affect severally the LOJAS AMERICANAS S.A. business. We are liable for giving our opinion of the GRI disclosures and their texting, data, charts, and statement within the assurance scope in order to keep the LOJAS AMERICANAS S.A. stakeholders informed.

The SGS Group has developed a set of assurance protocols for Sustainability Communication based on the best practices provided in GRI Sustainability Reporting Standards and the assurance standard - ISAE3000. Such protocols offer different assurance levels depending on context and capacity of organization, in this case LOJAS AMERICANAS S.A.

This report was assured considering our protocols to assess the content authenticity and its alignment with the requirements of GRI Sustainability Reporting Standards, (Universal Standards 101, 102 and 103) and the requirements of Topic-specific Standards (GRI 200, GRI 300 and GRI 400) according to the material issues identified by LOJAS AMERICANAS S.A. through our process detailed herein. Based on this context, the “SUSTAINABILITY REPORT 2020” is considered as “Core option”.

The assurance process comprised (i) the disclosure review, information and data provided in sustainability draft (ii) interviews with strategic employees, both to understand the report data and to understand the management process connected with the material issues and (iii) desktop review of the documents forwarded by LOJAS AMERICANAS S.A. to SGS. The LOJAS AMERICANAS S.A. accounting information and or detailed in reference list of “SUSTAINABILITY REPORT 2020” were not assessed in this assurance process.

The team of SGS and LOJAS AMERICANAS S.A., due to external conditions and precautionary health and safety of employees, following the World Health Organization recommendations and respecting the quarantine period due to the Covid-19 pandemic, conducted the remote assurance process.

#### IMPARTIALITY AND COMPETENCE STATEMENT

The SGS Group is global lead in inspection, analysis and verifications services, operating in more than 140 countries and rendering services that includes management system certification, audits and trainings on quality, environmental, social and ethic segments, sustainability assurance reports and greenhouse gases verification. The SGS attests your independence against LOJAS AMERICANAS S.A., stating that is exempt from interest conflict with the organization, their subsidiary and stakeholders.

The assurance team was composed according to members’ expertise, experience and competence for this activity, the team is composed of:

- An Audit Lead on Assurance of Sustainability Report, a Lead auditor on Socioenvironmental programs, a Lead Assessor of Greenhouse Gases (GHG), Lead auditor on Renovabio program.
- An Audit Lead on Assurance of Sustainability Report, a Lead auditor on Socioenvironmental programs, a Lead Assessor of Greenhouse Gases (GHG) and climate changes, Lead auditor on Renovabio



## ASSURANCE STATEMENT

program.

### ASSURANCE OPINION

A broad assurance was ordered, and the work performed was sufficient and adequate for a solid assurance. Regarding the verification performed on methodology, process and data provided by LOJAS AMERICANAS S.A., we attest the information and data provided on disclosures of "SUSTAINABILITY REPORT 2020" are reliable and a true and accurate representation of the sustainability activities performed by LOJAS AMERICANAS S.A. in reference year 2020. The assurance team thinks the report can be used by company's stakeholders as part of their processes of company evaluation. The organization selected the Core Option, which meets their needs.

In our opinion, based on what was found in company units and on documents provided by LOJAS AMERICANAS S.A., the report content meets fully the GRI standard requirements.

### RECOMMENDATIONS, FINDINGS AND CONCLUSIONS OF ASSURANCE

The disclosures of LOJAS AMERICANAS S.A. Report, "SUSTAINABILITY REPORT 2020", is aligned with GRI Sustainability Reporting Standards, (Universal Standards 101, 102 and 103) and with the requirements of Topic-specific Standards (GRI 200, GRI 300 and GRI 400), Core Option.

LOJAS AMERICANAS S.A. presents its Report based on 03 pillars (Development, Excellence and Eco-efficiency) with 09 material topics raised in a materiality study carried out in 2020. In our opinion, the themes resulting from the study reflect the impacts of Lojas Americanas's activities in a balanced way and the report covers information on all the topics considered as material for the sector and the interested parties. However, disclosures reported in a partial manner were evidenced, namely: 308-1, 401-1, 401-3, 404-1 and 404-2.

LOJAS AMERICANAS S.A. adequately reported disclosure 103-1 - Explanation of the material topic and its boundary and has as an opportunity for improvement a greater detail on the management approach of each material topic (disclosure 103-2 - Form of management and its components), as well as the structuring of disclosure 103-3 - Evaluation of the management approach, in the next sustainability report, especially in relation to the material topics "Sustainable and quality supply", "Reduction of material use (packaging and recycling)", and "Social relevance", we suggest that these be better explored in future publications, with more information about the form of management and its components (disclosure 103-2), including goals and objectives, as well as structuring disclosure 103-3 - Evaluation of the form of management.

As for the contribution to the improvement in the preparation of future sustainability report and greater efficiency in the assurance process, we recommend LOJAS AMERICANAS S.A. to

1. Develop an ongoing process of stakeholder and materiality mapping. Best practice indicates that material topics should be drawn from the organization's ongoing stakeholder interaction processes that occur throughout the year.
2. Develop a better dissemination and internal use of the learnings from the new materiality process, aiming at maturing the contact points with the areas that respond to the disclosures. This practice will allow an increasingly complete, accurate and transparent report.



## ASSURANCE STATEMENT

3. Regarding disclosure 401-1 - New hirings and employee turnover, we suggest that in the next report the turnover information be presented for 100% of the employees, including the operational staff.
4. Try to detail, as requested by the GRI Standards, the disclosures 103-2 - Management approach and its components and 103-3 - Management approach assessment, for each material topic.

We recognized LOJAS AMERICANAS S.A.'s commitment and efforts in releasing the Sustainability Report in accordance with the GRI Sustainability Reporting Standards, (Universal Standards 101, 102 and 103) and with the requirements of the Topic-specific Standards (GRI 200, GRI 300 and GRI 400).

Finally, SGS congratulates LOJAS AMERICANAS S.A. for the initiative of carrying out the assurance of their report, for the historical commitment to sustainability and hopes that the significant advances in the issue that the company has been achieving in recent years will continue.

**June 14th, 2021**

**Executed by and on behalf of SGS.**

**Fabian Peres Gonçalves**  
Business Manager - Sustainability

**Caio César Ferreira de Faria**  
Lead Auditor for Sustainability Report

# Credits

## Coordination

Communication and Sustainability Board  
Investor Relations Board

## Writing, GRI Consulting, Graphic Project and Diagramming

Ricca Sustentabilidade

## Contact

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