

EARNINGS RELEASE

3rd QUARTER

October 29th, 2021



CONSISTENT SALES GROWTH, WITH MARKET SHARE GAINS, PROFITABILITY INCREASE AND CASH GENERATION



NET REVENUES ⁽¹⁾

R\$ 10.8 bi

+ 18% vs. 3T20

+ 56% vs. 3T19

Expansion: +12.7%
Same-Stores: +4,5%

ADJUSTED EBITDA

Ex. Tax Credits

R\$ 838M

+ 17%

Adj. EBITDA Mg: +7.8%
Operational Stability

NET INCOME ⁽²⁾

R\$ 538M

+34%

Net Mg: +5.0%; +0.6 p.p
9M21: +54% growth

Net Debt/EBITDA

-1.84x

Reduction of 0.6x EBITDA
vs. 3Q20 (-2,49x)



2021 EXPANSION PLAN

25 to 28 STORES

SALES AREA
GROWTH⁽³⁾ + **11.5%**

(1) Including tax credits regarding ICMS on PIS/COFINS calculation base in the amount of R\$ 135 million

(2) Including tax credits, net of corporate income tax, in the total amount of R\$ 187 million

(3) LTM ending in September/21

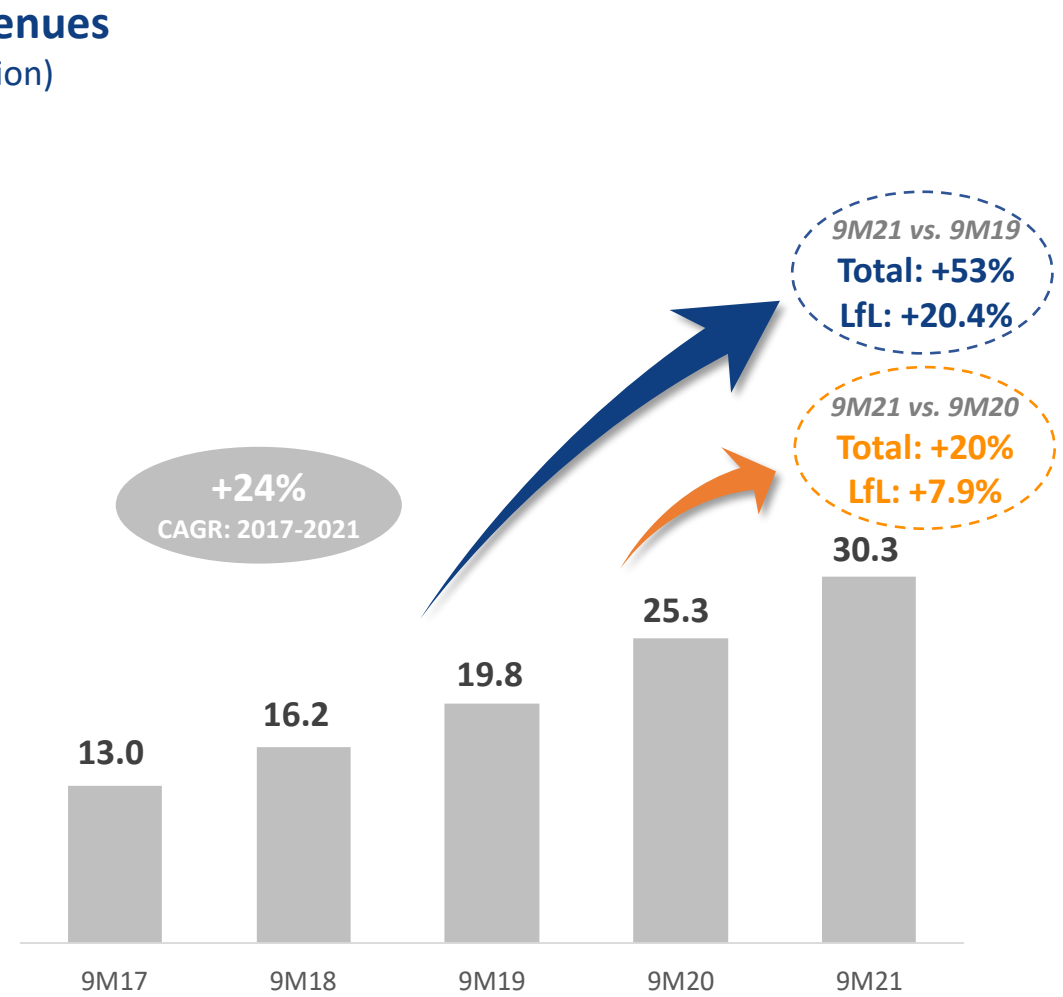
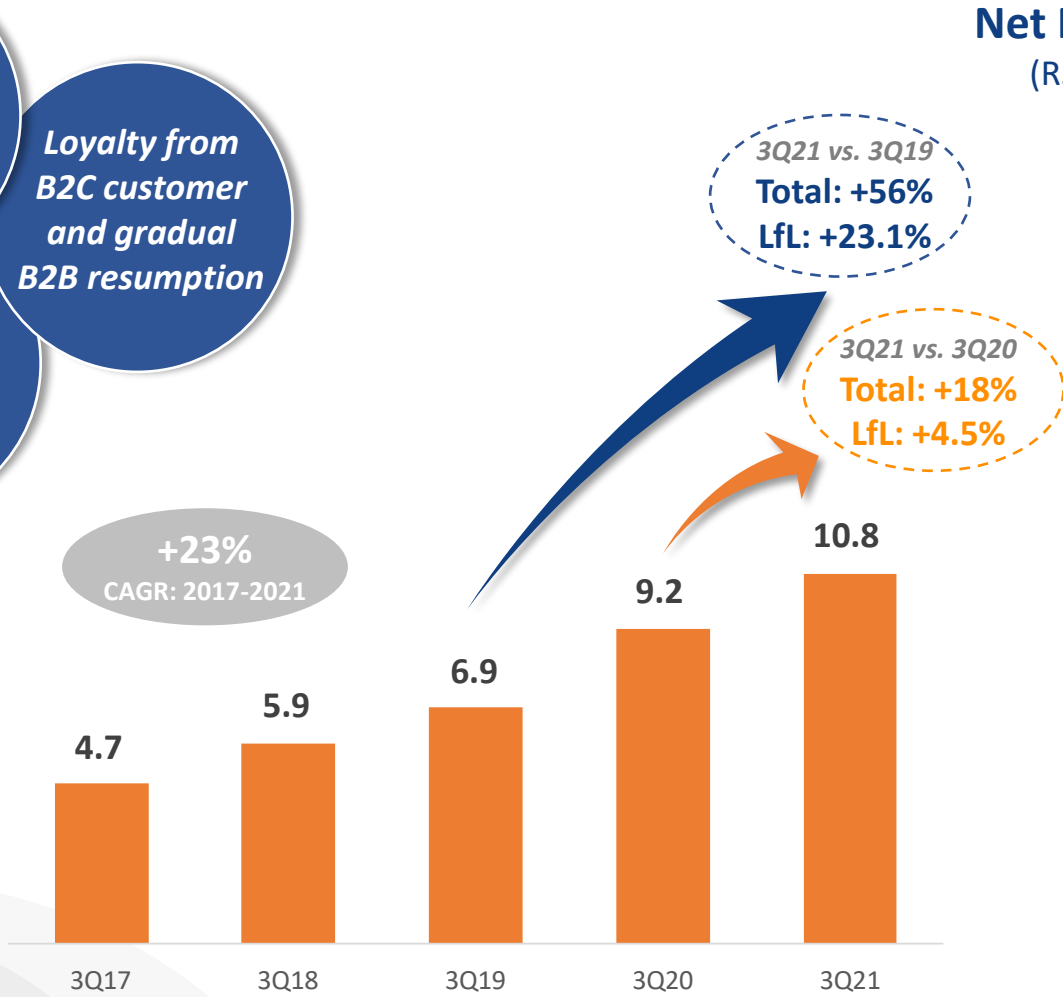
GROSS SALES REACH THE HIGHEST QUARTERLY RESULT EVER AND NET REVENUES ACCELERATES THE GROWTH PACE OVER THE LAST TWO YEARS, INCREASING MARKET SHARE



Organic Expansion
+12.7%

Loyalty from B2C customer and gradual B2B resumption

Market Share Gains
Total and, especially, SSS



Including tax credits regarding ICMS on PIS/COFINS calculation base in the amount of R\$ 135 million in the 3Q21 and R\$ 175 million in the 9M21

LAUNCHING OF E-COMMERCE OPERATIONS AND FAST IMPLEMENTATION: AVAILABLE IN 122 STORES AND 16 BRAZILIAN STATES



Leverage to reach of new consumers



Brings more convenience to customers



Same assortment and prices as in brick-and-mortar stores



Delivers within 90 minutes



No maximum limit on purchases



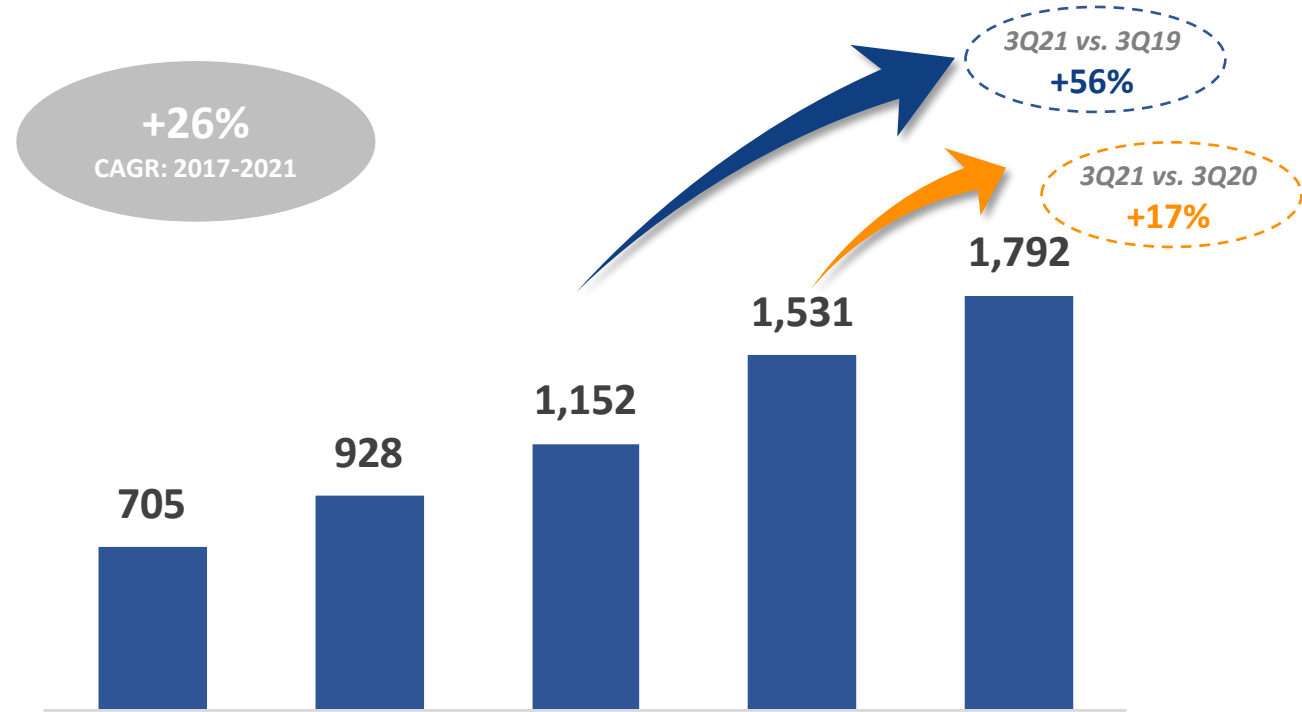
GROSS MARGIN LEVEL IN LINE WITH MARKET COMPETITIVENESS, MAINLY DRIVEN BY THE SUCCESSFUL COMMERCIAL STRATEGY, DESPITE THE STRONG ORGANIC EXPANSION



Store: Caldas Novas



Gross Profit
(R\$ Million)



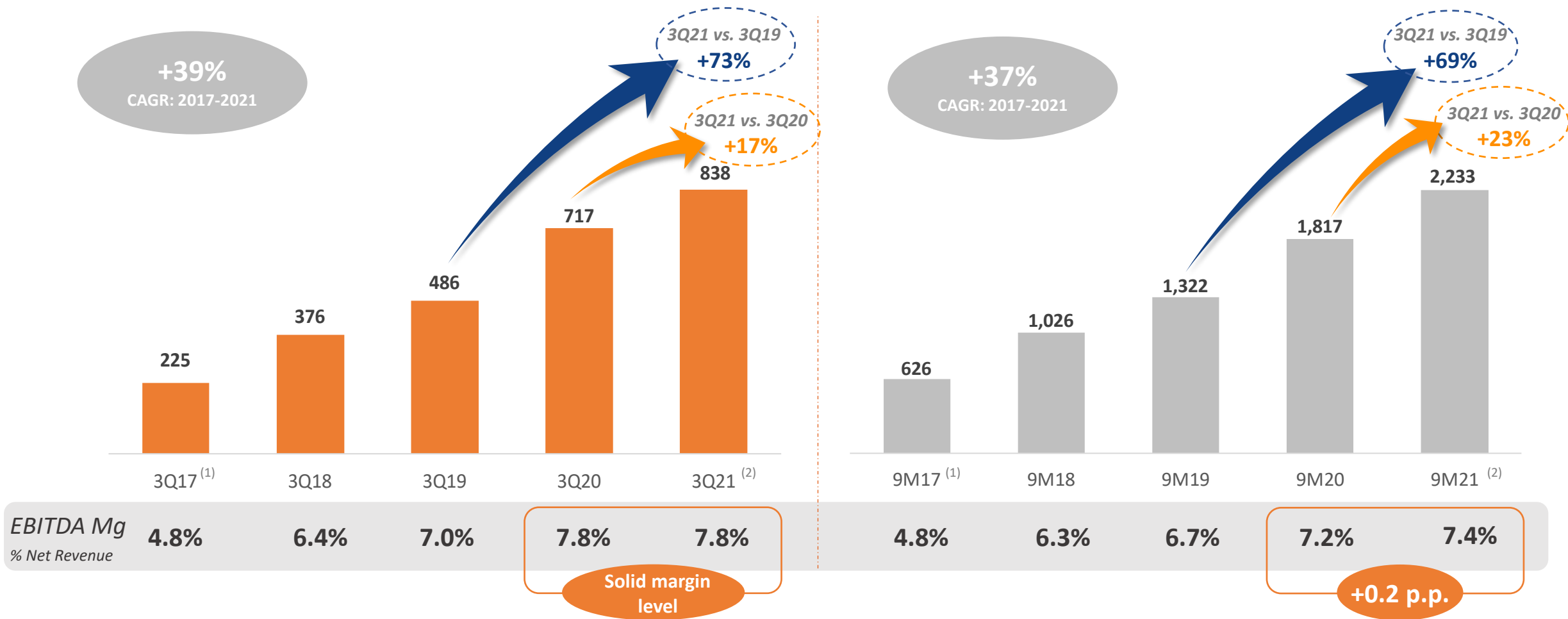
	3Q17	3Q18	3Q19	3Q20	3Q21 ⁽¹⁾
Gross Margin	15.1%	15.8%	16.6%	16.6%	16.7%
% Net Revenue					

+0.1 p.p., same level of the last 3 years

(1) Excluding tax credits regarding ICMS on PIS/COFINS calculation base in the amount of R\$ 135 million

CONSISTENT EBITDA MARGIN AS A RESULT OF THE HIGH-QUALITY ORGANIC EXPANSION AND A SOLID OPERATIONAL PERFORMANCE

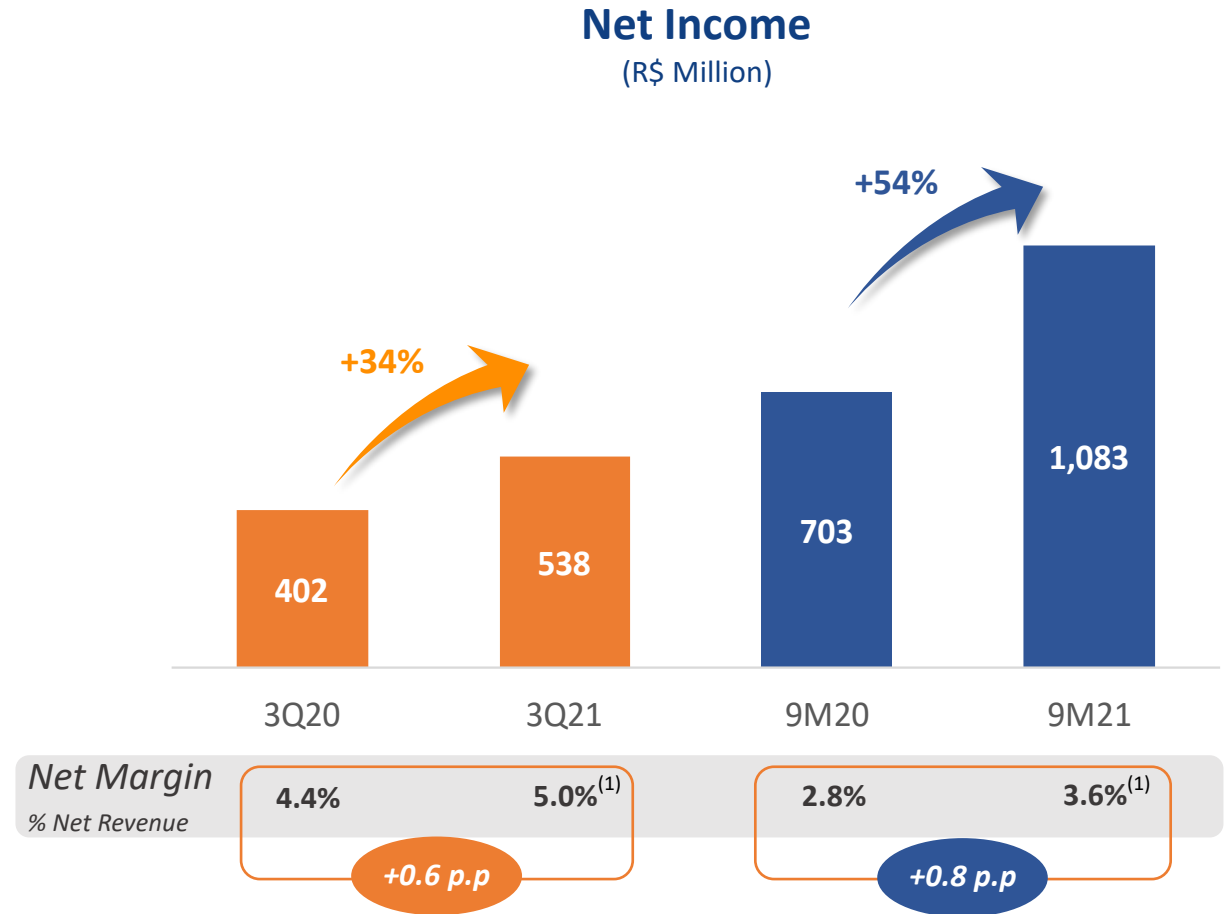
Adjusted EBITDA (R\$ Million)



(1) Pre-IFRS16

(2) Excluding tax credits regarding ICMS on PIS/COFINS calculation base in the amount of R\$ 135 million in the 3Q21 and R\$ 175 million in the 9M21

INCREASE IN NET INCOME ENHANCES ASSAÍ'S ABILITY TO IMPROVE PROFITABILITY EVEN FACING A CHALLENGING SCENARIO

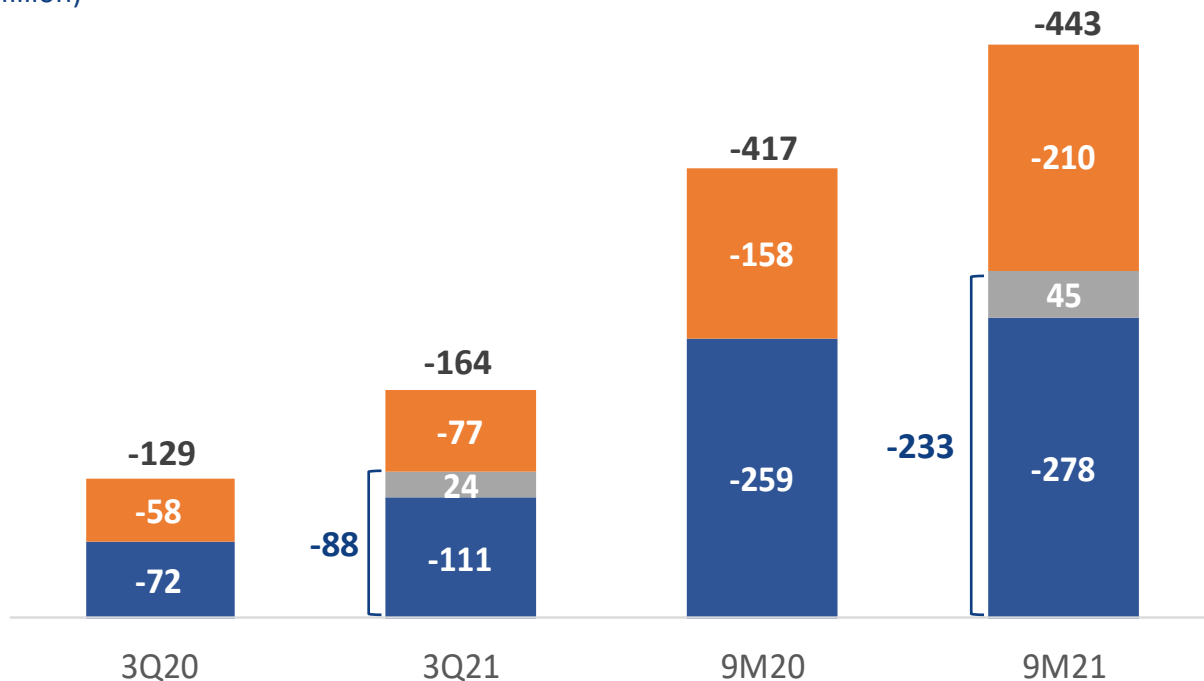


⁽¹⁾ Including tax credits, net of corporate income tax, in the amount of R\$ 187 million in 3Q21 and R\$ 228 million in 9M21

FINANCIAL RESULT AS A % OF NET REVENUES REMAINED STABLE, DESPITE THE HIGHER CDI AND A MOMENTARY INCREASE IN DEBTS VOLUME DUE TO THE ROLLOVER OF THE FIRST DEBENTURES ISSUE

Financial Result

(R\$ Million)



■ Net Financial Results - Pré-IFRS16

■ Interests on Lease Liability

Financial Result
Pré-IFRS16 ⁽¹⁾
% Net Revenue

-0.8%

-0.8%

-1.0%

-0.8%

Stability

+0.2 p.p.



Store: Cesário de Melo (SP)



Store: Petropolis (RJ)

(1) Including tax credits in the amount of R\$ 24 million in the 3Q21 and R\$ 45 million in the 9M21

NET DEBT: REDUCTION ARISES FROM HIGHER CASH GENERATION, EXTENDED MATURITY AND LOWER COSTS ON THE DEBT PROFILE



Net Debt

including credit card receivables

3Q20

R\$ 5.3 bi

3Q21

R\$ 5.2 bi

Reduction of
R\$ 149M

Net Debt/Adj.

EBITDA Pré-IFRS16

-2.49x

-1.84x

Improvement of
0.6x EBITDA

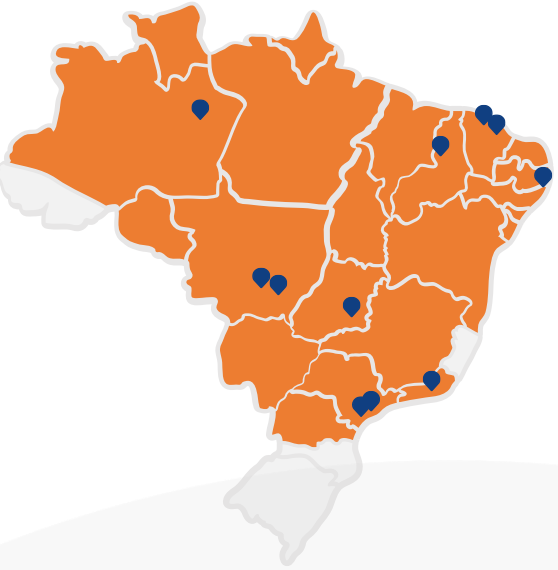
Refinancing Plan¹

Debt Issue			Destination
Date	(R\$ bi)	Cost	
Jun-21	1.8	CDI +1.8%	Payment of 2 nd series ⁽¹⁾ (R\$ 1.8 bi) due in Aug/21
Sep-21	2.5	CDI +1.5%	Pre-Payment of 4 th series ⁽¹⁾ (R\$ 2 bi) due in Sep/21
Oct-21	1.5	CDI +0.86%	Pre-Payment of 3 rd series ⁽¹⁾ (R\$ 2 bi) in 4Q21

- Reduction of debt cost around **-1 p.p**
- **Lengthening the average term maturity** from 2 years to 4.5 years

⁽¹⁾ From the first issue of debentures

195 STORES IN OPERATION: 11 OPENINGS IN 8 STATES, STRENGTHENING THE NATIONAL FOOTPRINT



In Oct 29th:

868 sqm
sales area



Tancredo Neves (SP)



Cuiabá (MT)



Caldas Novas (GO)



Manaus (AM)



São João do Meriti (RJ)



Cabedelo (PB)



Teresina (PI)



Tapioqueiras (CE)



Santo André (SP)

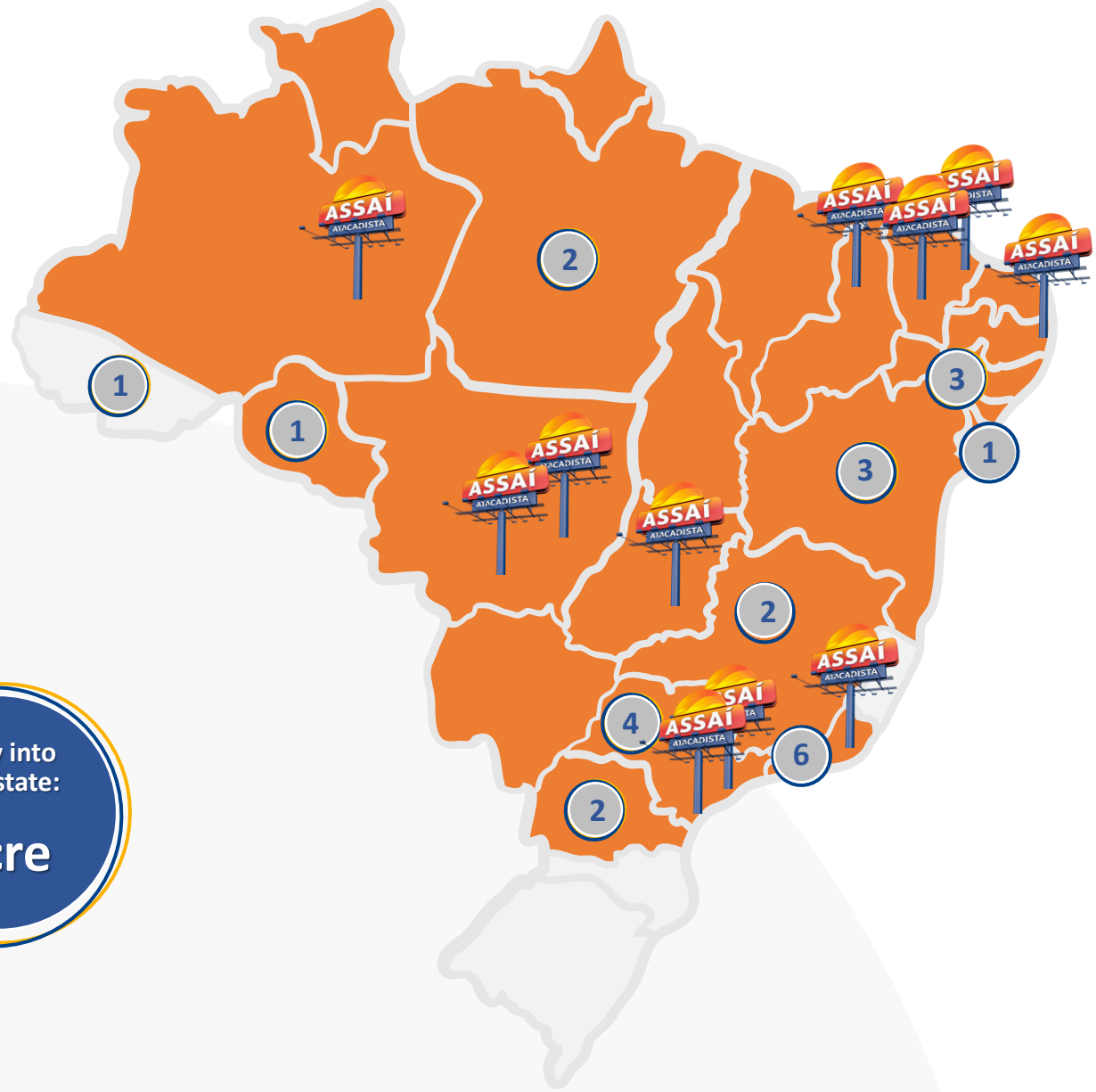


Rondonópolis (MT)



Fortaleza (CE)

25 STORES UNDER CONSTRUCTION, MOST OF THEM IN WELL-ADVANCED STAGE, CONTINUING THE STRONG EXPANSION PLAN



10 States

11 stores in the North and Northeast regions

15 to 17 stores expected for 2021

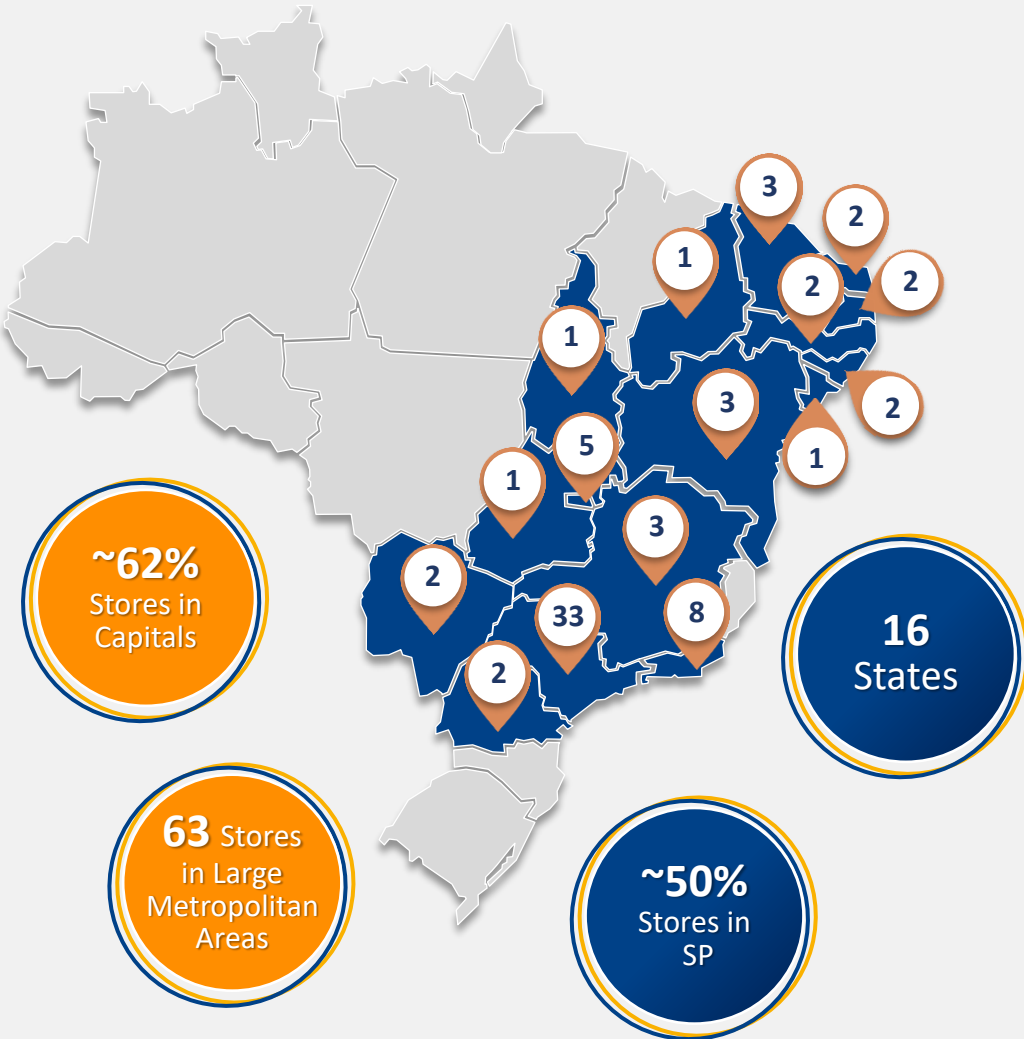
Entry into new state:
Acre

- Openings until oct, 29th
- Stores under construction
- States with Assaí stores

CONVERSIONS OF "EXTRA HIPER" STORES AND ORGANIC OPENINGS ACCELERATE THE EXPANSION AND STRENGTHEN THE NATIONAL PRESENCE, WITH MORE THAN 300 ASSAÍ STORES EXPECTED IN 2023



IRREPLICABLE STORES IN PRIME LOCATIONS



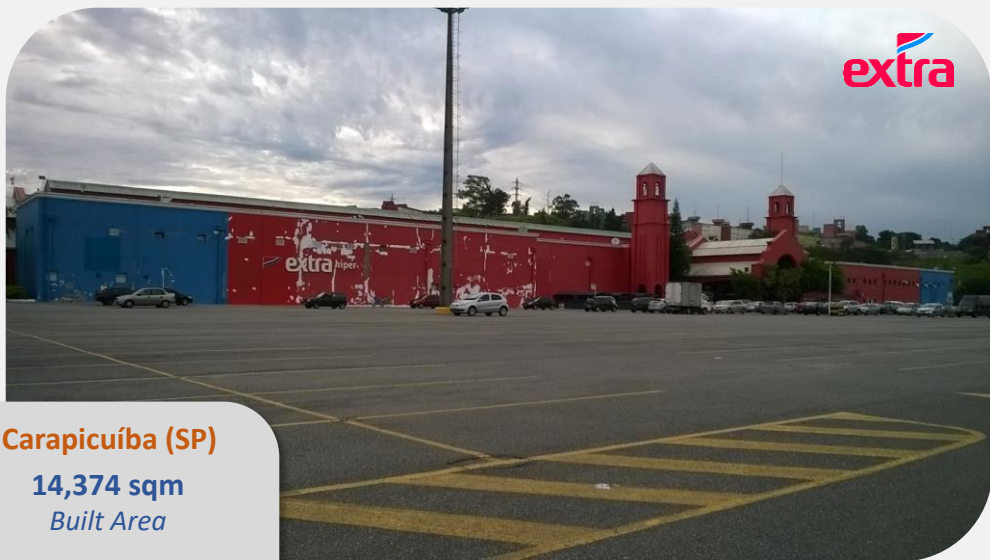
Store: Campinas (SP)



Store: Salvador (BA)

- Well-known commercial points in exceptional locations
- Closer to B2B and B2C customers
- Rapid maturation
- Low cannibalization with Assaí current stores
- +420k sqm added to the sales area (+49.8% of the current area)

SUCCESSFUL HISTORIC OF CONVERSION OF EXTRA HIPER STORES, WITH FAST MATURATION AND HIGH PROFITABILITY



extra

Carapicuíba (SP)

14,374 sqm
Built Area

8,033 sqm
Sales Area

831
Parking Spaces



ASSAÍ
ATACADISTA

Conversion
Gross
Revenues
+3x ⁽²⁾

6 months
To achieve full
potential of
sales

EBITDA
margin
+150bps ⁽¹⁾

R\$ 100 bi
Assai Total
Sales in 2024

Breakeven
Conversions
1st year

Total
Maturation
2nd year

NEXT STEPS



(1) Based on historical stores conversion performance;
(2) Compared to the Company average

COMMITMENT TO BUILDING A MORE RESPONSIBLE AND INCLUSIVE SOCIETY



Combating **CLIMATE CHANGES**

Migration of **174** stores to the free energy market by August/21 (**93%** of total energy consumption)

By the end of 2021, **100%** of 2020 store network will be operating in this model



Engagement **WITH SOCIETY**

Prêmio Academia Assaí Bons Negócios:

16,000 registrations (+28% vs. 2020) - of the total number of people selected, **79%** are women and **80%** self-declared as black or brown

1,500 selected entrepreneurs



Valuing **OUR PEOPLE**

25.3% women in leadership position (+4.5p.p. vs. 3Q20)

45% of our employees in the leadership position declare themselves black or brown

5.1% of people with disabilities in the total workforce



Thank You

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