



1Q18 RESULTS

# FINANCIAL HIGHLIGHTS – 1Q18

## Same Store Sales

 **Total: 0.0%**

Brazil: -0.7% US: +0.5% Caribbean: +3.1%

## Net Revenues

 **R\$ 363 M**  
**+3.5%**

## Adjusted EBITDA

 **R\$ 21 M**  
**+24%**

## Adjusted EBITDA Margin

 **5.8%**  
**+90bps**

## Net Income/Loss

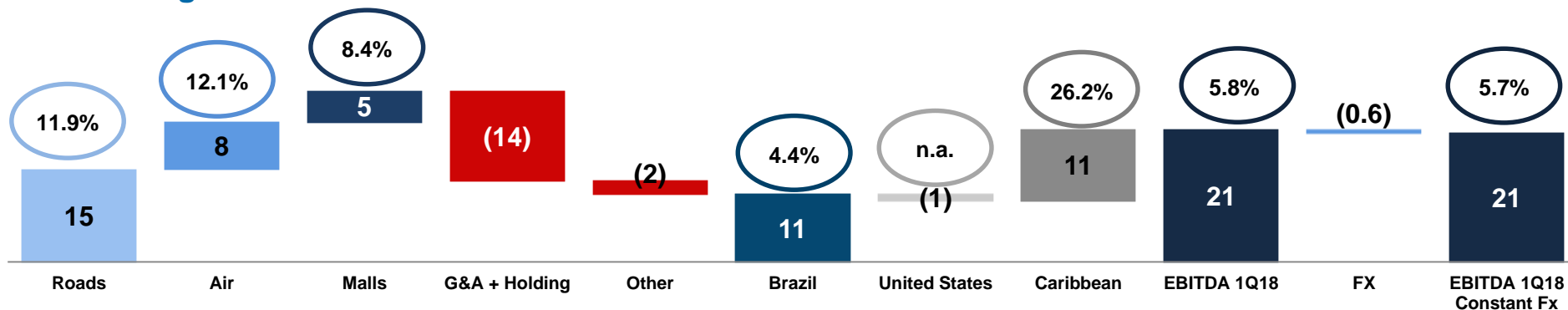
 **-R\$ 6 M**  
(from a net loss of  
R\$17M in 1Q17)

## Cash Flow<sup>1</sup>

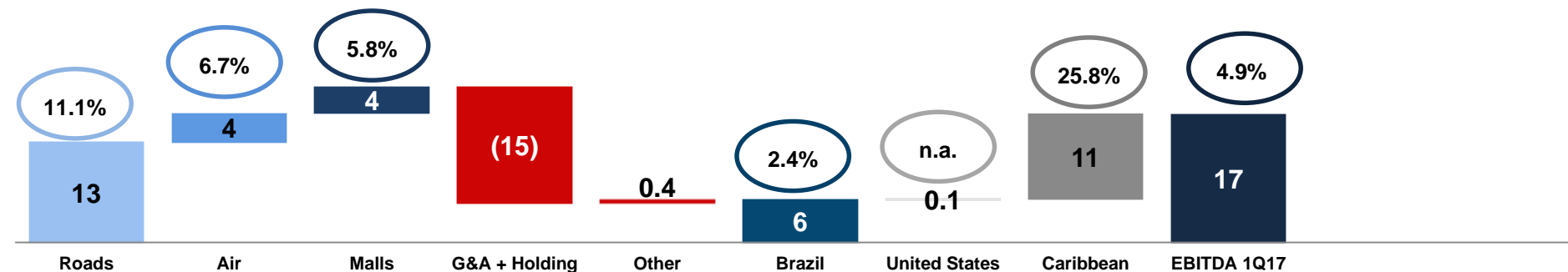
 **+R\$ 3.2 M**  
**15%** (Over Adj. EBITDA)

# EBITDA BRIDGE 1Q18 vs. 1Q17: +24% YoY – BRAZIL MAIN HIGHLIGHT

## EBITDA Bridge 1Q18



## EBITDA Bridge 1Q17



# EFFICIENCY, EXECUTION & GROWTH – 2018 OUTLOOK

## **Margin Improvement** Based on cost reduction



- ◆ Intelligent kitchens
- ◆ Manual processes automation (RPA)
- ◆ Continued efforts on the zero base budgeting process

## **Operational Leverage** Higher Margin with higher Sales



- ◆ Brazil:
  - ◆ Viena: i) team assessment + training; ii) intelligent kitchens; iii) research and focus groups
  - ◆ Frango Assado: increase publicity: +50% the number of billboards; social media and digital marketing (including Waze).
- ◆ US: i) stores' infrastructure; ii) group sales; iii) marketing

## **Expansion** Low risk with significant impact



- ◆ Brazil: Olive Garden
  - ◆ 3-4 restaurants (1 under construction)
- ◆ US: Margaritaville/Landshark
  - ◆ 2-3 restaurants (Daytona opened, 2 to be signed in 2018)

## **Team and Processes** Robust Management Tools



- ◆ Goal setting project: improved variable compensation at all levels across the organization

# NUMBER OF STORES

- ◆ Net decrease of 22 stores vs. 1Q17, of which: 21 in Brazil (-10 in Airports, -1 in Roads and -10 in Malls) and 3 in the Caribbean and 2 net openings in the USA
- ◆ Rigorous analytical process for opening new stores in order to ensure sustainable growth

NUMBER OF STORES (end of period)	1Q18	1Q17	YoY	
			Var. (%)	Var. (#)
<b>Brazil</b>	<b>170</b>	<b>191</b>	<b>-11.0%</b>	<b>-21</b>
<i>Air</i>	<i>52</i>	<i>62</i>	<i>-16.1%</i>	<i>-10</i>
<i>Roads</i>	<i>25</i>	<i>26</i>	<i>-3.8%</i>	<i>-1</i>
<i>Shopping Malls</i>	<i>93</i>	<i>103</i>	<i>-9.7%</i>	<i>-10</i>
<b>USA</b>	<b>22</b>	<b>20</b>	<b>10.0%</b>	<b>2</b>
<b>Caribbean</b>	<b>45</b>	<b>48</b>	<b>-6.3%</b>	<b>-3</b>
<b>Total Number of Stores</b>	<b>237</b>	<b>259</b>	<b>-8.5%</b>	<b>-22</b>

# SAME STORE SALES – 1Q18

## Brazil



**-0.7%**

Road: +1.6%

Air: +5.6%

Malls: -14.2%

## US



**+0.5%**

(BRL)

**-3.2%**

(Constant Currency)

## Caribbean



**+3.1%**

(BRL)

**-1.2%**

(Constant Currency)

## Total



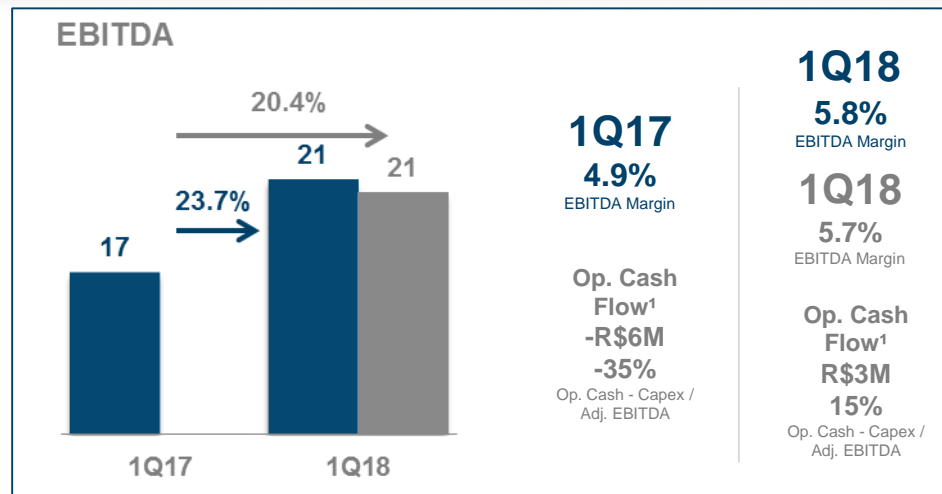
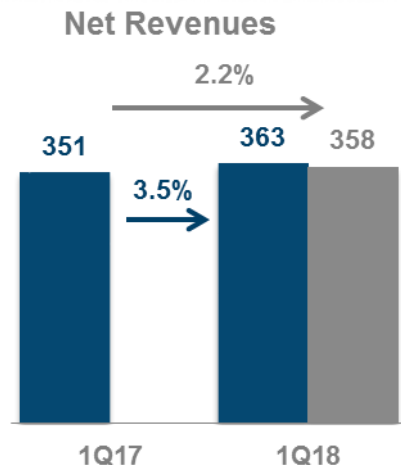
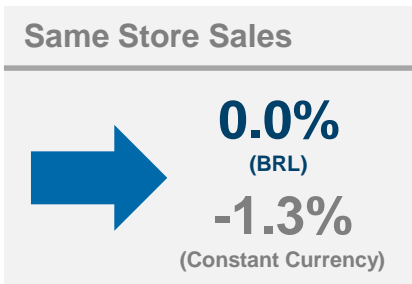
**0.0%**

(BRL)

**-1.3%**

(Constant Currency)

# CONSOLIDATED RESULTS: +24% YoY



■ Constant Currency  
■ BRL

## Same Store Sales: -1.3% YoY in constant currency in 1Q

- ◆ Brazil: down 0.7% → Roads (+1.6%), Air (+5.0 %) and Malls (-14.2%)
- ◆ US: down 3.2% in constant currency
- ◆ Caribbean: down 1.2% in constant currency

## Net Revenues in 1Q18

- ◆ Up 3.5% → new stores in the US and in Brazil offsetting the net reduction of 22 stores YoY & SSS consolidated reduction

## Adj. EBITDA: +24% in 1Q18 | +90bps in margins

- ◆ Brazil: +R\$5M → Roads (+R\$1.4M), Air (+R\$3.7M)<sup>2</sup>, Malls (+R\$1.4M)<sup>2</sup>, G&A + Holding (+R\$1.1M), "Others" (-R\$2.5M)
- ◆ US: -R\$1.1M
- ◆ Caribbean: flat

Operating Cash after Maintenance Capex / Adj. EBITDA: 15% or R\$3M in 1Q18; from a negative performance of -35%/-R\$6M, respectively



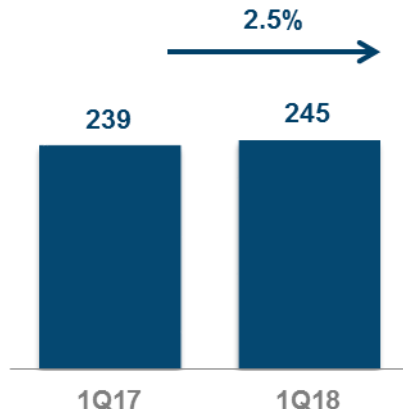
## Same Store Sales



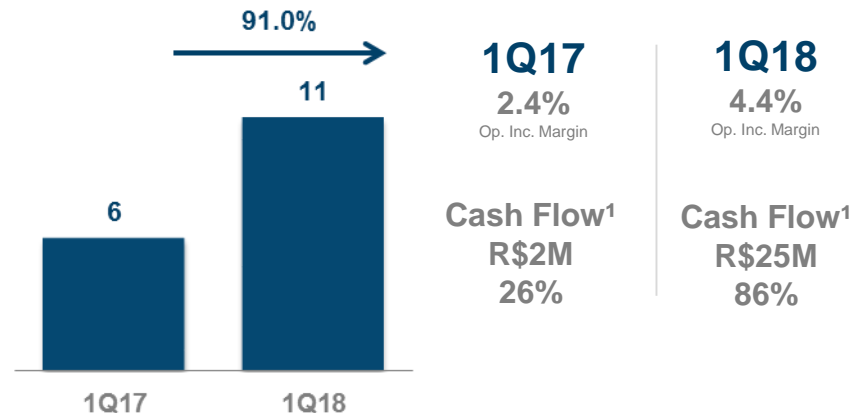
**-0.7%**

Road: +1.6%  
Air: +5.6%  
Malls: -14.2%

## Net Revenues



## Operating Income



## Same Store Sales (1Q18):

- ◆ Brazil: -0.7% → Roads (+1.6%), Air (+5.6%) and Malls (-14.2%)

## Net Revenues (1Q18):

- ◆ Up 2.5% → positive SSS in Air and Roads segments, combined with new stores in malls (Olive Garden), offsetting the net reduction of 21 stores YoY

## Operating Income (1Q18): R\$11M (+91% YoY) | 4.4% Margin (+200bps)

- ◆ Brazil: +R\$5M YoY → Operating Income: +R\$7.7M & Other: -R\$2.5M
  - ◆ Road: +R\$1.4M: Higher SSS + lower labor (ZBB) and selling and operating expenses
  - ◆ Air: +R\$3.7M: Higher SSS and lower sales taxes + Lower labor, food, rent expenses and selling expenses
  - ◆ Malls: +R\$1.4M: lower SSS offset by and lower sales taxes, new stores and lower food and labor costs and rent expenses
  - ◆ G&A + Holding: +R\$1.1M: Overhead and G&A Restructuring (ZBB)

Operating income - Maintenance Capex / Op. Income: 86% in 1Q18 vs. 26% in 1Q17



# BRAZIL – ROADS: +11% YoY

## Same Store Sales



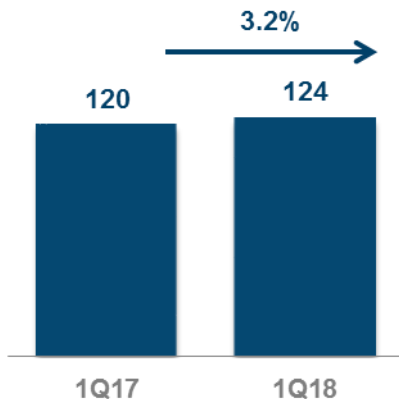
### Same Store Sales (1Q18):

- ◆ +1.6%
  - ◆ +5.0% in restaurants
  - ◆ -2.2% in gas stations

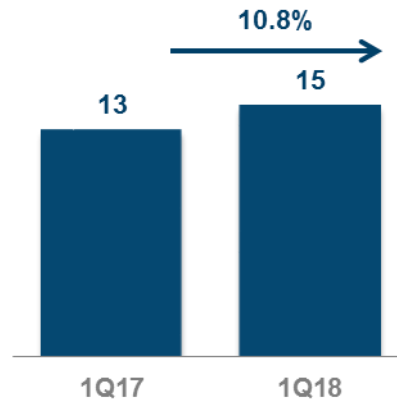
### Net Revenues (1Q18):

- ◆ Up 3.2% → positive same store sales & 1 new gas station YoY

## Net Revenues



## Operating Income



**1Q17**

**11.1%**  
Op. Inc. Margin

**Cash Flow<sup>1</sup>**  
**R\$12M**  
**87%**

**1Q18**

**11.9%**  
EBITDA Margin

**Cash Flow<sup>1</sup>**  
**R\$15M**  
**99%**

### Operating Income (1Q18): R\$15M (+11%) | 11.9% Margin (+80 bps)

- ◆ Reduction in labor cost: +60bps – ZBB, headcount reduction + operational leverage
- ◆ Reduction in selling and operating expenses: +70bps headcount reduction: indirect labor
- ◆ Reduction in other costs – mainly utilities: +30bps
- ◆ Increase in rent: -30bps
- ◆ Increase in food cost: -50bps

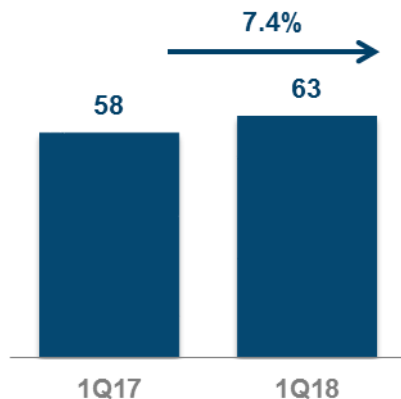
Operating income - Maintenance Capex / Op. Income: 99% in 1Q18 vs. 87% in 1Q17

# BRAZIL – AIR: +95% YoY

## Same Store Sales



## Net Revenues



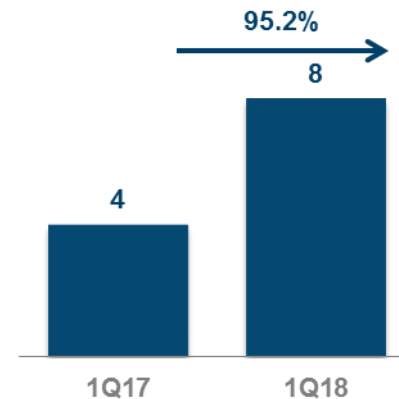
## Same Store Sales (1Q18):

- ◆ +5.6%

## Net Revenues (1Q18):

- ◆ Up 7.4% → higher same store sales (driven by catering), combined with lower sales taxes

## Operating Income



**1Q17**

**7.1%**  
Op. Inc. Margin

**Cash Flow<sup>1</sup>**  
**R\$4M**  
**86%**

**1Q18**

**12.1%**  
Op. Inc. Margin

**Cash Flow<sup>1</sup>**  
**R\$8M**  
**99%**

## Operating Income (1Q18): R\$8M (+95%) | 12.1% Margin (+500 bps)

- ◆ Reduction in labor cost: +250bps (-R\$0.1M) – ZBB
- ◆ Reduction in S&OPEX: +130bps (-R\$0.3M) – adjustments focused on indirect labor expenses
- ◆ Reduction in food cost: +80bps – higher efficiency
- ◆ Reduction in rent expenses: +80bps – expenses dilution from positive catering performance

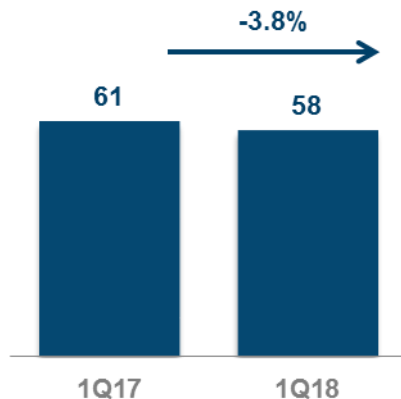
Operating income - Maintenance Capex / Op. Income: 99% in 1Q18 vs. 86% in 1Q17

# BRAZIL – MALLS: +40% YoY

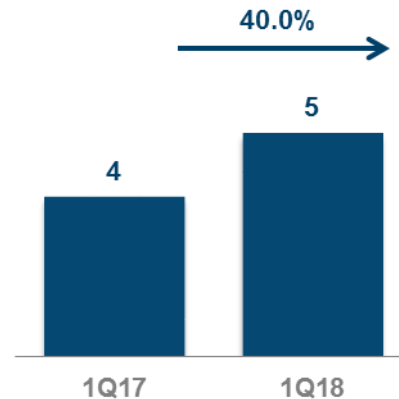
## Same Store Sales



## Net Revenues



## Operating Income



**1Q17**

**5.8%**  
Op. Inc. Margin

**Cash Flow<sup>1</sup>**  
**R\$2M**  
**47%**

**1Q18**

**8.4%**  
Op. Inc. Margin

**Cash Flow<sup>1</sup>**  
**R\$4M**  
**72%**

## Same Store Sales (1Q18):

- ◆ -14.2%

## Net Revenues (1Q18):

- ◆ Down 3.8% → negative same store sales and store closures, partially offset by the positive performance of new stores (Olive Garden and concept changes) and lower sales taxes

## Operating Income (1Q18): R\$5M (+40%) | 8.4% Margin (+260 bps)

- ◆ Improvement in labor cost: +80bps (-R\$1.1M) – ZBB
- ◆ Improvement in food cost: +180bps (-R\$1.7M)
- ◆ Improvement in other cost – utilities: +30bps (-R\$0.3M)

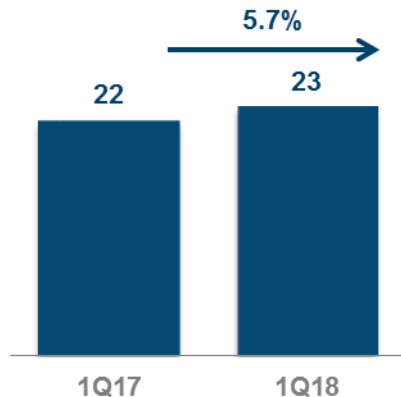
Operating income - Maintenance Capex / Op. Income: 72% in 1Q18 vs. 47% in 1Q17

## Same Store Sales



-3.3%

## Net Revenues



## Same Store Sales (1Q18):

- ◆ -3.3%

## Net Revenues (1Q18):

- ◆ Up 5.7% → new stores offsetting lower same store sales

## Operating Income



1Q17

0.3%

Op. Inc. Margin

1Q18

N.A.

Op. Inc. Margin

Cash Flow<sup>1</sup>  
US\$0M  
N.A.

Cash Flow<sup>1</sup>  
-US\$1M  
N.A.

## Operating Income/Loss (1Q18): -US\$0.3M | Margin (-180 bps)

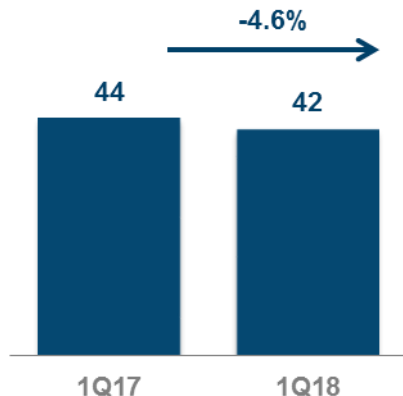
- ◆ On a seasonally weak quarter, results were impacted by the increase of store pre-opening expenses related to the launching of the new Landshark Restaurant in Daytona
- ◆ Excluding store pre-opening expenses the operating income would have been above last year

## Same Store Sales

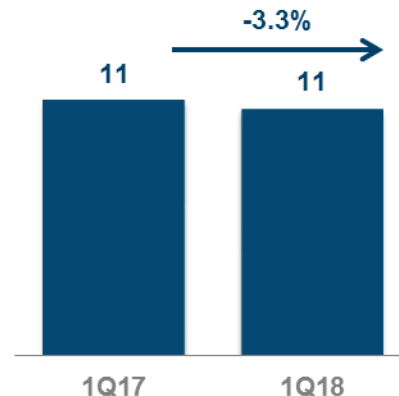


**-1.2%**

## Net Revenues



## Operating Income



**1Q17**

**25.8%**  
Op. Inc. Margin

**Cash Flow<sup>1</sup>**  
**R\$10M**  
**90%**

**1Q18**

**26.2%**  
Op. Inc. Margin

**Cash Flow<sup>1</sup>**  
**R\$11M**  
**97%**

### Same Store Sales (1Q18):

- ◆ -1.2%

### Net Revenues (1Q18):

- ◆ Down 4.6% → negative same store sales + store closures

### Operating Income (1Q18): R\$11M (-3%) | 26.2% Margin (+40bps)

- ◆ Decrease in food cost: +160bps – higher efficiency
- ◆ Decrease in S&OPEX: +90bps – higher efficiency
- ◆ Increase in Labor cost and G&A expenses: -120bps, -80bps, respectively → lower scale from reduced revenues

Operating income - Maintenance Capex / Op. Income: 97% in 1Q18 vs. 90% in 1Q17

# CASH FLOW HIGHLIGHTS

- ◆ Improved results combined with lower taxes and maintenance capex → 15% Op. Cash / EBITDA from -35% in 1Q17

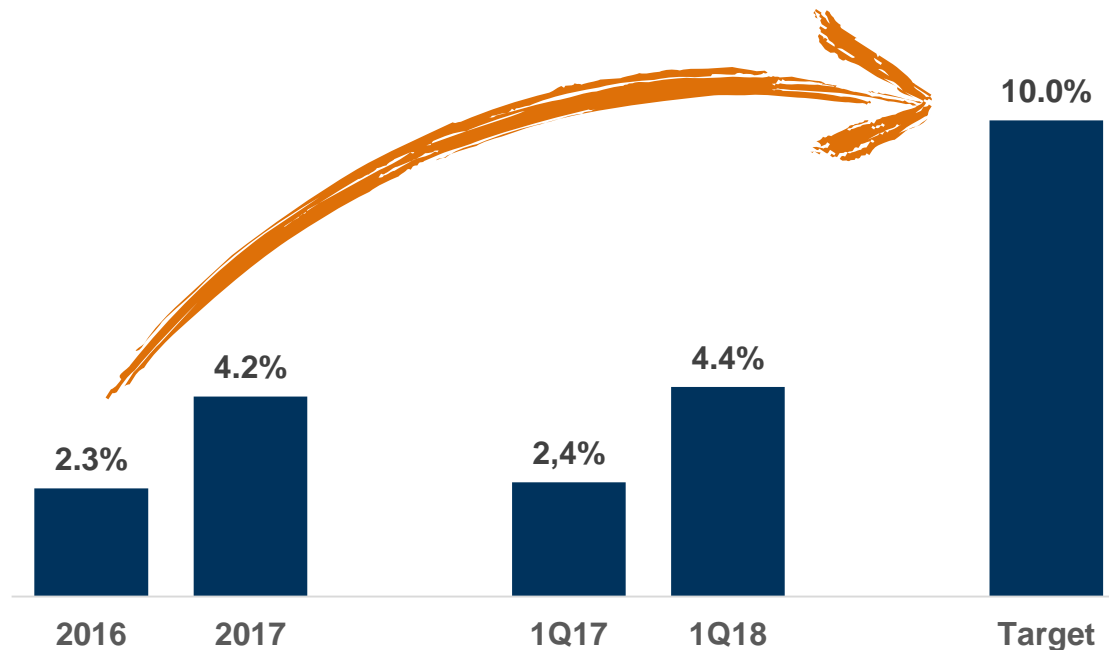
<b>EBITDA Reconciliation to Operating Cash Flow (R\$ Million)</b>	<b>1Q18</b>	<b>1Q17</b>	<b>Var. (%)</b>
<b>Adjusted EBITDA</b>	<b>21.1</b>	<b>17.1</b>	<b>23.7%</b>
Special Items	(2.6)	(1.1)	n.a.
(+/-) Other Non-Cash Impact on IS	(0.6)	13.9	
(+/-) Working Capital	(10.2)	(22.9)	
<b>Operating Cash Before Taxes and Interest</b>	<b>7.8</b>	<b>7.0</b>	<b>11.4%</b>
(-) Paid Taxes	(1.5)	(7.0)	
(-) Maintenance Capex	(3.0)	(5.9)	
<b>Net Cash Generated by Operating Activities</b>	<b>3.2</b>	<b>(5.9)</b>	<b>n.a.</b>
<b>Operating Net Cash/EBITDA</b>	<b>15.2%</b>	<b>-34.6%</b>	<b>49.8 p.p.</b>

◆ Financing activities: R\$7.2M that includes: ~R\$7M debt payment

<b>Cash Flow Summary (R\$ million)</b>	<b>1Q18</b>	<b>1Q17</b>
<b>Operating Cash Before Interest and Capex</b>	<b>6.2</b>	<b>(0.0)</b>
(-) Paid Interests	(2.1)	(0.2)
(-) Capex	(18.7)	(15.8)
<i>Fixed Assets Addition</i>	(14.5)	(15.7)
<i>Intangible Assets Addition</i>	(4.3)	(0.0)
(-) Payment from previous acquisitions	(2.0)	(0.1)
(+ / - ) Financing Activities	(7.2)	(16.4)
(+ / - ) Fx Change and Other	3.7	0.0
(+/-) Cash from discontinued operations	1.3	0.0
<b>Cash Net Change in Period</b>	<b>(18.9)</b>	<b>(32.5)</b>



## EBITDA Margin in Brazil<sup>1</sup>



Encouraging first achievements, but still far from the potential

<sup>1</sup> Including holding expenses

# SPEAKERS

## **CEO**

Newton Maia Alves

## **CFO and IR Officer**

José Agote

## **Financial Planning & IR Director**

Vítor Pini

Phone: +55 11 3041.9653  
[ri@internationalmealcompany.com](mailto:ri@internationalmealcompany.com)  
[www.internationalmealcompany.com/ir](http://www.internationalmealcompany.com/ir)



**APPENDIX**

(in R\$ million)	1Q18	1Q17	%HA	1Q18 <sup>3</sup>	% HA <sup>3</sup>
<b>Net Revenue</b>	<b>362.8</b>	<b>350.7</b>	<b>3.5%</b>	<b>358.3</b>	<b>2.2%</b>
<b>Cost of Sales and Services</b>	<b>(254.4)</b>	<b>(253.4)</b>	<b>0.4%</b>	<b>(251.8)</b>	<b>-0.6%</b>
Direct Labor	(94.9)	(94.4)	0.5%	(93.7)	-0.8%
Food	(80.1)	(79.2)	1.1%	(79.0)	-0.2%
Fuel and Automotive Accessories	(48.4)	(46.9)	3.1%	(48.4)	3.1%
Depreciation & Amortization	(11.9)	(14.0)	-15.0%	(11.7)	-16.0%
Others	(19.2)	(18.9)	1.7%	(19.0)	0.6%
<b>Gross Profit</b>	<b>108.4</b>	<b>97.3</b>	<b>11.4%</b>	<b>106.5</b>	<b>9.5%</b>
<b>Operating Expenses<sup>1</sup></b>	<b>(106.5)</b>	<b>(102.5)</b>	<b>3.9%</b>	<b>(104.9)</b>	<b>2.3%</b>
Selling and Operating	(41.7)	(40.7)	2.3%	(40.8)	0.2%
Rents of Stores	(34.7)	(33.8)	2.6%	(34.2)	1.2%
Store Pre-Openings	(2.5)	(1.1)	129.8%	(2.5)	127.0%
Depreciation & Amortization	(6.8)	(7.8)	-12.8%	(6.7)	-14.0%
Equity income result	2.4	2.0	20.2%	2.3	15.2%
Other revenues (expenses)	(1.6)	1.1	-254.4%	(1.7)	-255.7%
General & Administrative	(19.0)	(18.3)	3.5%	(18.7)	2.2%
Corporate (Holding) <sup>2</sup>	(2.0)	(3.2)	-38.2%	(2.0)	-38.4%
(+) D&A and Write-offs	19.2	22.3	-13.8%	19.0	-14.9%
(+) Special Items - Other	2.6	1.1	-	2.6	-
<b>Adjusted EBITDA</b>	<b>21.1</b>	<b>17.1</b>	<b>23.7%</b>	<b>20.6</b>	<b>20.4%</b>

<sup>1</sup>Before special items; <sup>2</sup>Not allocated in segments and countries; <sup>3</sup>In constant currencies as of the prior year

(in R\$ million)	2018	% VA	2017	% VA	% HA
<b>Net Revenue</b>	<b>244.6</b>	<b>100.0%</b>	<b>238.7</b>	<b>100.0%</b>	<b>2.5%</b>
Restaurants & Others	186.3	76.2%	182.3	76.4%	2.2%
Gas Stations	58.3	23.8%	56.4	23.6%	3.3%
<b>Cost of Sales and Services</b>	<b>(184.4)</b>	<b>-75.4%</b>	<b>(184.8)</b>	<b>-77.4%</b>	<b>-0.3%</b>
Direct Labor	(60.7)	-24.8%	(61.9)	-25.9%	-1.8%
Food	(53.8)	-22.0%	(53.6)	-22.5%	0.3%
Fuel and Automotive Accessories	(48.4)	-19.8%	(46.9)	-19.6%	3.1%
Depreciation & Amortization	(7.6)	-3.1%	(8.2)	-3.4%	-7.0%
Others	(13.9)	-5.7%	(14.2)	-6.0%	-2.5%
<b>Gross Profit</b>	<b>60.3</b>	<b>24.6%</b>	<b>53.9</b>	<b>22.6%</b>	<b>11.8%</b>
<b>Operating Expenses<sup>1</sup></b>	<b>(61.6)</b>	<b>-25.2%</b>	<b>(62.0)</b>	<b>-26.0%</b>	<b>-0.5%</b>
Selling and Operating	(17.8)	-7.3%	(18.6)	-7.8%	-4.3%
Rents of Stores	(21.9)	-8.9%	(21.8)	-9.1%	0.3%
Store Pre-Openings	(1.0)	-0.4%	(1.0)	-0.4%	-3.9%
Depreciation & Amortization	(4.6)	-1.9%	(5.5)	-2.3%	-16.9%
Other revenues (expenses) <sup>2</sup>	(2.1)	-0.9%	0.4	0.2%	-627.7%
General & Administrative <sup>2</sup>	(12.4)	-5.1%	(12.2)	-5.1%	0.9%
Corporate (Holding) <sup>2</sup>	(2.0)	-0.8%	(3.2)	-1.4%	-38.2%
(+) Depreciation & Amortization	12.2	5.0%	13.7	5.7%	-11.0%
<b>Operating Income</b>	<b>10.8</b>	<b>4.4%</b>	<b>5.7</b>	<b>2.4%</b>	<b>91.0%</b>
<b>Maintenance Capex</b>	<b>1.5</b>	<b>0.6%</b>	<b>4.2</b>	<b>1.7%</b>	<b>-63.3%</b>
<b>Operating Inc. - Maintenance Capex<sup>3</sup></b>	<b>9.3</b>	<b>85.9%</b>	<b>1.5</b>	<b>26.4%</b>	<b>59.4%</b>

<sup>1</sup>Before special items; <sup>2</sup>Not allocated in segments; <sup>3</sup> VA vs. Op. Inc.

(in R\$ million)	1Q18	% VA	1Q17	% VA	% HA
<b>Net Revenue</b>	<b>123.6</b>	<b>100.0%</b>	<b>119.7</b>	<b>100.0%</b>	<b>3.2%</b>
Restaurants & Others	65.3	52.9%	63.3	52.9%	3.2%
Gas Stations	58.3	47.1%	56.4	47.1%	3.3%
<b>Cost of Sales and Services</b>	<b>(101.7)</b>	<b>-82.3%</b>	<b>(99.3)</b>	<b>-82.9%</b>	<b>2.5%</b>
Direct Labor	(23.7)	-19.2%	(23.6)	-19.7%	0.3%
Food	(20.9)	-16.9%	(19.7)	-16.4%	6.1%
Fuel and Automotive Accessories	(48.4)	-39.1%	(46.9)	-39.2%	3.1%
Depreciation & Amortization	(3.1)	-2.5%	(3.2)	-2.7%	-2.9%
Others	(5.7)	-4.6%	(5.9)	-4.9%	-3.4%
<b>Gross Profit</b>	<b>21.9</b>	<b>17.7%</b>	<b>20.5</b>	<b>17.1%</b>	<b>6.9%</b>
<b>Operating Expenses<sup>1</sup></b>	<b>(11.0)</b>	<b>-8.9%</b>	<b>(11.3)</b>	<b>-9.4%</b>	<b>-2.3%</b>
Selling and Operating	(5.7)	-4.6%	(6.3)	-5.2%	-9.8%
Rents of Stores	(4.6)	-3.7%	(4.1)	-3.4%	12.4%
Store Pre-Openings	0.0	0.0%	0.0	0.0%	0.0%
Depreciation & Amortization	(0.8)	-0.6%	(0.9)	-0.8%	-16.6%
Other income (expenses)	0.0	0.0%	0.0	0.0%	0.0%
(+) Depreciation & Amortization	3.9	3.2%	4.2	3.5%	-6.0%
<b>Operating Income</b>	<b>14.8</b>	<b>11.9%</b>	<b>13.3</b>	<b>11.1%</b>	<b>10.8%</b>
<b>Maintenance Capex</b>	<b>0.1</b>	<b>0.1%</b>	<b>1.7</b>	<b>1.4%</b>	<b>-93.2%</b>
<b>Operating Inc. - Maintenance Capex<sup>2</sup></b>	<b>14.6</b>	<b>99.2%</b>	<b>11.6</b>	<b>87.2%</b>	<b>12.0%</b>

<sup>1</sup>Before special items; <sup>2</sup>VA vs. Op. Inc.



(in R\$ million)	1Q18	% VA	1Q17	% VA	% HA
<b>Net Revenue</b>	<b>62.6</b>	<b>100.0%</b>	<b>58.3</b>	<b>100.0%</b>	<b>7.4%</b>
<b>Cost of Sales and Services</b>	<b>(42.0)</b>	<b>-67.1%</b>	<b>(41.4)</b>	<b>-71.1%</b>	<b>1.4%</b>
Direct Labor	(19.8)	-31.5%	(19.8)	-34.0%	-0.4%
Food	(16.5)	-26.4%	(15.8)	-27.2%	4.2%
Depreciation & Amortization	(2.1)	-3.4%	(2.3)	-4.0%	-9.8%
Others	(3.6)	-5.8%	(3.4)	-5.9%	6.0%
<b>Gross Profit</b>	<b>20.6</b>	<b>32.9%</b>	<b>16.9</b>	<b>28.9%</b>	<b>22.2%</b>
<b>Operating Expenses<sup>1</sup></b>	<b>(18.5)</b>	<b>-29.6%</b>	<b>(19.3)</b>	<b>-33.1%</b>	<b>-4.1%</b>
Selling and Operating	(6.1)	-9.7%	(6.4)	-11.0%	-5.2%
Rents of Stores	(9.1)	-14.5%	(8.9)	-15.2%	2.0%
Store Pre-Openings	0.0	0.0%	(0.0)	-0.1%	-100.0%
Depreciation & Amortization	(3.4)	-5.4%	(4.0)	-6.8%	-14.9%
Other income (expenses)	0.0	0.0%	0.0	0.0%	0.0%
(+) Depreciation & Amortization	5.5	8.8%	6.6	11.3%	-16.6%
<b>Operating Income</b>	<b>7.6</b>	<b>12.1%</b>	<b>4.2</b>	<b>7.1%</b>	<b>82.5%</b>
<b>Maintenance Capex</b>	<b>0.0</b>	<b>0.0%</b>	<b>0.6</b>	<b>1.0%</b>	<b>-95.7%</b>
<b>Operating Inc. - Maintenance Capex<sup>2</sup></b>	<b>7.6</b>	<b>99.7%</b>	<b>3.6</b>	<b>86.3%</b>	<b>13.4%</b>

<sup>1</sup>Before special items; <sup>2</sup>VA vs. Op. Inc.



(in R\$ million)	1Q18	% VA	1Q17	% VA	% HA
<b>Net Revenue</b>	<b>58.4</b>	<b>100.0%</b>	<b>60.7</b>	<b>100.0%</b>	<b>-3.8%</b>
<b>Cost of Sales and Services</b>	<b>(40.6)</b>	<b>-69.6%</b>	<b>(44.1)</b>	<b>-72.7%</b>	<b>-7.9%</b>
Direct Labor	(17.3)	-29.6%	(18.4)	-30.3%	-6.2%
Food	(16.4)	-28.1%	(18.1)	-29.9%	-9.5%
Depreciation & Amortization	(2.4)	-4.1%	(2.6)	-4.3%	-9.7%
Others	(4.6)	-7.8%	(4.9)	-8.1%	-7.4%
<b>Gross Profit</b>	<b>17.8</b>	<b>30.4%</b>	<b>16.6</b>	<b>27.3%</b>	<b>7.1%</b>
<b>Operating Expenses<sup>1</sup></b>	<b>(15.6)</b>	<b>-26.8%</b>	<b>(16.3)</b>	<b>-26.9%</b>	<b>-4.1%</b>
Selling and Operating	(6.1)	-10.4%	(5.9)	-9.7%	2.4%
Rents of Stores	(8.2)	-14.1%	(8.8)	-14.6%	-7.0%
Store Pre-Openings	(1.0)	-1.6%	(1.0)	-1.6%	0.4%
Depreciation & Amortization	(0.4)	-0.7%	(0.6)	-1.0%	-31.1%
Other revenues (expenses) <sup>2</sup>	0.0	0.0%	0.0	0.0%	0.0%
(+) Depreciation & Amortization	2.8	4.8%	3.2	5.3%	-13.6%
<b>Operating Income</b>	<b>4.9</b>	<b>8.4%</b>	<b>3.5</b>	<b>5.8%</b>	<b>40.0%</b>
<b>Maintenance Capex</b>	<b>1.4</b>	<b>2.4%</b>	<b>1.9</b>	<b>3.1%</b>	<b>-26.5%</b>
<b>Operating Inc. - Maintenance Capex<sup>3</sup></b>	<b>3.5</b>	<b>71.9%</b>	<b>1.6</b>	<b>46.5%</b>	<b>25.4%</b>

<sup>1</sup>Before special items; <sup>2</sup>VA vs. Op. Inc.

(in US\$ Million)	1Q18	% VA	1Q17	% VA	% HA
<b>Net Revenue</b>	<b>22.9</b>	<b>100.0%</b>	<b>21.7</b>	<b>100.0%</b>	<b>5.7%</b>
<b>Cost of Sales and Services</b>	<b>(15.3)</b>	<b>-66.8%</b>	<b>(15.3)</b>	<b>-70.6%</b>	<b>-0.1%</b>
Direct Labor	(8.0)	-34.8%	(7.9)	-36.4%	1.0%
Food	(4.6)	-20.1%	(4.3)	-19.8%	7.2%
Depreciation & Amortization	(1.2)	-5.3%	(1.7)	-8.0%	-30.7%
Others	(1.5)	-6.6%	(1.4)	-6.4%	9.7%
<b>Gross Profit</b>	<b>7.6</b>	<b>33.2%</b>	<b>6.4</b>	<b>29.4%</b>	<b>19.5%</b>
<b>Operating Expenses<sup>1</sup></b>	<b>(9.4)</b>	<b>-41.1%</b>	<b>(8.3)</b>	<b>-38.3%</b>	<b>13.2%</b>
Selling and Operating	(5.6)	-24.6%	(5.1)	-23.7%	9.7%
Rents of Stores	(2.5)	-10.9%	(2.3)	-10.7%	7.5%
Store Pre-Openings	(0.5)	-2.1%	(0.0)	-0.2%	1382.9%
Depreciation & Amortization	(0.1)	-0.4%	(0.1)	-0.4%	-10.9%
J.V. Investment Amortization	(0.2)	-0.7%	(0.2)	-0.7%	0.0%
Equity income result	0.7	3.2%	0.6	2.9%	15.1%
Other revenues (expenses)	0.1	0.2%	0.1	0.5%	-50.7%
General & Administrative	(1.3)	-5.8%	(1.3)	-6.0%	1.8%
(+ ) Depreciation & Amortization	1.4	6.3%	2.0	9.2%	-27.4%
<b>Operating Income</b>	<b>(0.3)</b>	<b>-1.5%</b>	<b>0.1</b>	<b>0.3%</b>	<b>-734.4%</b>
<b>Maintenance Capex</b>	<b>0.1</b>	<b>0.5%</b>	<b>0.1</b>	<b>0.4%</b>	<b>19.3%</b>
<b>Operating Inc. - Maintenance Capex<sup>2</sup></b>	<b>(0.5)</b>	<b>131.3%</b>	<b>(0.0)</b>	<b>-66.5%</b>	<b>197.8%</b>

<sup>1</sup>Before special items; <sup>2</sup>VA vs. Op. Inc.

(in R\$ million)	1Q18	% VA	1Q17	% VA	% HA	1Q18 <sup>2</sup>	% VA <sup>2</sup>	% HA <sup>2</sup>
<b>Net Revenue</b>	<b>43.6</b>	<b>100.0%</b>	<b>43.9</b>	<b>100.0%</b>	<b>-0.6%</b>	<b>41.8</b>	<b>100.0%</b>	<b>-4.6%</b>
<b>Cost of Sales and Services</b>	<b>(20.3)</b>	<b>-46.7%</b>	<b>(20.5)</b>	<b>-46.7%</b>	<b>-0.7%</b>	<b>(19.5)</b>	<b>-46.5%</b>	<b>-4.9%</b>
Direct Labor	(8.3)	-18.9%	(7.7)	-17.7%	6.7%	(7.9)	-18.9%	2.0%
Food	(11.3)	-25.9%	(12.1)	-27.5%	-6.4%	(10.8)	-25.8%	-10.3%
Depreciation & Amortization	(0.4)	-0.8%	(0.3)	-0.7%	12.8%	(0.3)	-0.8%	8.0%
Others	(0.4)	-1.0%	(0.4)	-0.8%	22.0%	(0.4)	-1.0%	15.6%
<b>Gross Profit</b>	<b>23.3</b>	<b>53.3%</b>	<b>23.4</b>	<b>53.3%</b>	<b>-0.5%</b>	<b>22.4</b>	<b>53.5%</b>	<b>-4.3%</b>
<b>Operating Expenses<sup>1</sup></b>	<b>(14.2)</b>	<b>-32.7%</b>	<b>(14.4)</b>	<b>-32.9%</b>	<b>-1.2%</b>	<b>(13.7)</b>	<b>-32.7%</b>	<b>-5.2%</b>
Selling and Operating	(5.5)	-12.7%	(6.0)	-13.6%	-7.3%	(5.3)	-12.7%	-11.2%
Rents of Stores	(4.7)	-10.8%	(4.7)	-10.8%	-0.6%	(4.5)	-10.8%	-4.2%
Store Pre-Openings	0.0	0.0%	0.0	0.0%	0.0%	0.0	0.0%	0.0%
Depreciation & Amortization	(2.0)	-4.6%	(2.0)	-4.6%	-2.2%	(1.9)	-4.5%	-6.4%
Other revenues (expenses)	0.3	0.7%	0.3	0.7%	-5.5%	0.3	0.7%	-8.3%
General & Administrative	(2.3)	-5.3%	(2.0)	-4.6%	16.0%	(2.2)	-5.3%	11.2%
(+) Depreciation & Amortization	2.3	5.4%	2.4	5.4%	-0.1%	2.2	5.4%	-4.4%
<b>Operating Income</b>	<b>11.4</b>	<b>26.1%</b>	<b>11.3</b>	<b>25.8%</b>	<b>0.4%</b>	<b>10.9</b>	<b>26.2%</b>	<b>-3.3%</b>
<b>Maintenance Capex</b>	<b>0.4</b>	<b>11.0%</b>	<b>1.2</b>	<b>3.6%</b>	<b>-66.8%</b>	<b>0.4</b>	<b>11.0%</b>	<b>-68.2%</b>
<b>Operating Inc. - Maintenance Capex<sup>3</sup></b>	<b>11.0</b>	<b>96.6%</b>	<b>10.2</b>	<b>89.8%</b>	<b>8.0%</b>	<b>10.6</b>	<b>96.6%</b>	<b>4.1%</b>

<sup>1</sup>Before special items; <sup>2</sup>Not allocated in segments; <sup>3</sup> VA vs. Op. Inc.