



3Q19 RESULTS

São Paulo, Nov 08th, 2019 - International Meal Company Alimentação S.A. (B3: MEAL3), one of the largest multi-brand companies in the Latin American food retail industry, announces its results for the third quarter of 2019 (3Q19). Unless otherwise indicated, the information herein is presented in a consolidated manner, in millions of Brazilian Reais (R\$), and in accordance with the International Financial Reporting Standards (IFRS) and the accounting principles adopted in Brazil.

HIGHLIGHTS

(Non-IFRS 16 Figures)

Consolidated Same Store Sales
-4.6% in 3Q19

Net Revenue
R\$425M in 3Q19
(-4.8% vs. 3Q18)

Adjusted EBITDA
R\$55M in 3Q19
(7.1% down vs. 3Q18)

Adjusted EBITDA Margin
13.0% in 3Q19
(-40bps vs. 3Q18)

Net Earnings
R\$20M in 3Q19
(vs. R\$13M in 3Q18)

Operating Cash Flow
R\$40M in 3Q19
(vs. R\$42M in 3Q18)

CONFERENCE CALL - PORTUGUESE

11/11/2019
10:00 a.m. (Brasília) / 08:00 a.m. (US ET)

Webcast: [click here](#)

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CONFERENCE CALL - ENGLISH

11/11/2019
11:00 a.m. (Brasília) / 09:00 a.m. (US ET)

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IFRS 16

The IASB published IFRS 16 Leases in January 2016 with an effective date of 1 January 2019. The new standard requires lessees to recognize nearly all leases on the balance sheet, which will reflect their right to use an asset for a period of time and the associated liability for payments. For further information, please visit https://www.ey.com/gl/en/issues/ifrs/ifrs_slider_leases.

For a better comparable analysis (as we did not adjusted our 2018 figures to reflect the new regulation), all the performance commentary related to 3Q19 will be under the regulation prior to IFRS 16. Below, we fact-in the consolidated effect in our financial statements. For additional detail on IFRS results, please refer to page 24 of this document.

Consolidated Results (mm R\$)	Audited 3Q19		Prior IFRS 16 3Q19	chg.
Net Revenue	424.8		424.8	0.0%
COGS	(275.9)	(0.1)	(275.8)	(0.1%)
Depreciation & Amortization	(12.2)	(0.6)	(11.6)	(4.8%)
Gross Profit	148.9		149.1	0.1%
<i>Gross Margin (%)</i>	35.1%		35.1%	0.0p.p.
Operating Expenses	(110.3)	+4.4	(114.7)	4.0%
Operating Expenses	(86.1)	21.1	(107.2)	
Depreciation & Amortization	(24.2)	(16.7)	(7.5)	
(-) Special Items - Others	(3.5)		(3.5)	
Amortization of investment in joint venture	(0.6)		(0.6)	
Equity Income	2.0		2.0	
EBIT	36.5		32.2	
Financial Results	(12.2)	(8.0)	(4.2)	
EBT	24.2		28.0	
Taxes	(7.5)	+0.8	(8.3)	
Net Earnings	16.8	(2.9)	19.7	
(+ D&A and Asset Sale)	37.0	+17.3	19.7	(46.7%)
EBITDA	73.5	+21.6	51.9	(29.4%)
<i>EBITDA Margin (%)</i>	17.3%		12.2%	0,6p.p.
(+ Special Items - Others)	3.5		3.5	
Adjusted EBITDA¹	77.0	+21.6	55.4	(28.0%)
<i>Adjusted EBITDA Margin (%)</i>	18.1%		13.0%	(5.1)p.p.

¹Before special items.

MESSAGE FROM MANAGEMENT

The third quarter 2019 had a challenging performance that were impacted by one-off events and also a quarter in which we concluded a transformational merger for IMC with the incorporation of Pizza Hut and KFC brands in Brazil.

The consolidated SSS for the quarter reached 4.6% negative with net revenue reaching R\$ 424.8 million (-4.8% YoY) with gross profit at R\$149.1 million (35.1% margin, -80bps YoY). Adjusted EBITDA reached R\$55.4 million (-7.1% vs 3Q18) representing a margin of 13.0%, a 40bps decrease YoY. Net profit of R\$19.7 million, 48.6% above the R\$13.3 million from 3Q18. Our operating cash flow stood at 71.8% of the adjusted EBITDA, above the 69.7% from 3Q18. The One-off events during the quarter impacted our operations in Brazil and the US by an estimate of R\$9.7 million (in the EBITDA): in Brazil we have i) extra expenses (-R\$3.9 million) with outsourced production given the construction of our Central Kitchen and ii) the impact (-R\$1.9 million) with Avianca leaving the market (other airlines should fulfill the empty slots left by Avianca.) and in the US we had iii) the Hurricane Dorian (-R\$3.9 million).

In Brazil, Same Store Sale reduced by 2.8% with EBITDA of R\$20.0 million (-5.6% YoY). The road segment was the main highlight with SSS of 1.1% and an operating income of R\$24.6 million, 56.2% above last year. Despite the lack of holidays in 2019 (holidays means more people driving to travel) compared to 3Q18, we were able to sustain a positive performance in sales, on the other hand, the outsourced production impacted in R\$2.3 million our food cost. On the Malls side, we reported a slightly negative SSS of 0.6%. During the quarter, we took the decision to close another two stores, reaching 16 in the last 6 months, in line with our strategy to focus on profitable stores. Malls operating income reached R\$2.0 million a 62.2% reduction mostly on the back of the higher costs with the outsourced production (R\$1.6 million). The construction of the Central Kitchen is done and we expect to start production late November that should alleviate the impact on food costs. Lastly, the Air business had a 12.9% SSS contraction and a 44.4% decline in its operating income, with Avianca leaving the market and lower passenger traffic at airports and terminals that we operate affecting our top-line performance (last year Avianca represented R\$3.7 million in net sales).

In the US, our Margaritaville and LandShark restaurants posted a 7.6% SSS decline with an EBITDA flat at US\$6.3 million. In Brazilian reais, the SSS reduced by 4.9% and operating income reached R\$24.7 million (+0.7% YoY). The lack of tourists in our key stores driven by the hurricane Dorian was the main reason behind SSS underperformance. On the other hand, focus on costs and expenses control helped to improve profitability by 103bps YoY to 17.0%. For the Caribbean, we continue to post healthy operating margins at 22.1% (vs. 26.8% 3Q18) with EBITDA of R\$11.0 million, despite the SSS performance that was down 5.4% in constant currency. Colombia continues to help to mitigate the negative performance in our stores at the Panama's Tocumen Airport. The airport administration took the decision to make a soft opening (without any retail) of the new terminal in June, reducing by 5.6% the passenger flow within the existing terminal.

With the incorporation of Pizza Hut and KFC in Brazil last October 31st we are:

- Accessing the fast food market, that grew on average 10% in the past years in Brazil
- Entering the second largest pizza market in the World, in terms of revenues (Brazil is only behind the US)
- Joining the Chicken market, being chicken the most consumed protein in the country (Chicken is 50% of the average protein consumed by the Brazilian).

We also count with two global iconic brands in the portfolio that bring together the know-how of the franchise business, where we can grow faster and without a cash investment (done by the franchisee).

We already started accessing the synergies opportunities, meanwhile the discussion with suppliers is ongoing, we broke the ground already for the store-in-store of Pizza Hut at 10 Frango Assados.

We will continue with Pizza Hut and KFC plan. The two business ended the 3Q19 with 259 stores, being 193 Pizza Hut and 66 KFC and 13 and 20 own stores, respectively.

The expansion planned is 40 stores per year per brand being 20 done by IMC (equity) for the **next 5 years beginning in 2020**. In addition to that, we have 31 Pizza Hut stores under construction (17 owned) and 32 KFC (20 owned).

On IMC's strategy side, we continue with the development of our four pillars strategy and, with the incorporation of Pizza Hut and KFC, we added a fifth pillar: The expansion of the two brands in Brazil.

The pillars:

- i. Frango Assado brownfield expansion in Brazil – 3 per year for 5 years beginning 2020
- ii. Margaritaville and LandShark expansion in the US – 3 per year for 5 years beginning 2020
- iii. Central Kitchen implementation
- iv. IMC Simplification
- v. **Pizza Hut and KFC expansion in Brazil – 40 per brand per year for 5 years beginning 2020**

IMC Management Team

PIZZA HUT and KFC Incorporation

Last October 31st, we announced the incorporation of Pizza Hut and KFC in Brazil. We are the holders of the Master Franchise Agreement for both brands that ended the 3Q19 with 259 stores, being 193 Pizza Hut and 66 KFC.

3Q19	Total	Owned	Franchisee
Pizza Hut	193	13	180
KFC	66	20	46
Total	259	33	226

Vast addressable market for pizza and chicken

Both pizza and chicken markets in Brazil are big and fragmented. We believe that IMC is one of the key players to expand its penetration on both segments. The pizza market in Brazil had roughly 36,000 restaurants in 2018 and Pizza Hut, one of the leading groups, had only 0.5% market share (including franchisee restaurants).

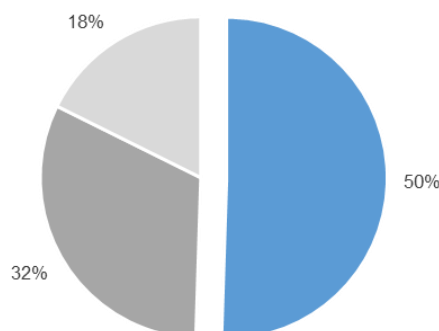
On the chicken side, it represented 50% of the average protein consumed in Brazil per capita, according to the Associação Brasileira de Proteína Animal (ABPA – Brazilian Association of Animal Protein), and without a strong store chain, being KFC the largest with only 66 restaurants nationally.

Pizza Hut Market Share is below 0.5%
(2018 - # of pizza restaurants in Brazil)



Source: Statista and IMC

50% of the protein eaten by Brazilian is Chicken
(kg/per capita in 2017)



Source: Associação Brasileira de Proteína Animal (ABPA - Brazilian Association of Animal Protein)

Franchise business is attractive in terms of ROIC and growth opportunity. Variety of stores increase even further the addressable market.

The Franchise is a key model when we look at expansion on a faster pace with lower capex. In this type of business the franchisee takes the investments and the market risk; meanwhile it pays royalties to the Master Franchisee. This should help to increase the pace in terms of expansion with no cash necessity. The variety of stores on both brands, which includes Delivery/in-store pick up, food hall and dine-in restaurants, also helps to increase the addressable market.

Synergies from suppliers, store-in-store and store conversion.

We expect synergies to come from suppliers negotiation, conversion of existing IMC's stores and also to the store-in-store of Pizza Hut at our Frango Assado locations.

On the supply side, we should increase our chicken purchase by 3.3x (without the expansion plan), double our flour necessity and have credit card transactions 70% higher. We also see opportunity with the acquisition of equipments and G&A optimization.

We are also analyzing the conversion of our Viena stores to become a Pizza Hut and/or KFC.

We will also implement a store-in-store format, in which we have a Pizza Hut corner inside Frango Assado restaurants. That should give Pizza Hut access to over 1.5 million customers that goes to Frango Assado every month and also should help to attract customers interested in Pizza Hut. Currently we have 10 Frango Assado's being adapted to receive a Pizza Hut corner.

Expansion Plan for the next 5 years

We estimate to open at least 40 stores per brand per year the next 5 years beginning in 2020. 50% of that will be IMC's own stores. On top of that, currently we have 31 Pizza Hut and 32 KFC under construction, being 17 and 20 owned stores, respectively.

Martins Family with ~13% and YUM! with ~2% of the shares

After the incorporation, the Martins family holds ~13% of IMC's shares with YUM! holding another ~2%.

New Board Members with strong background related to food and franchise businesses

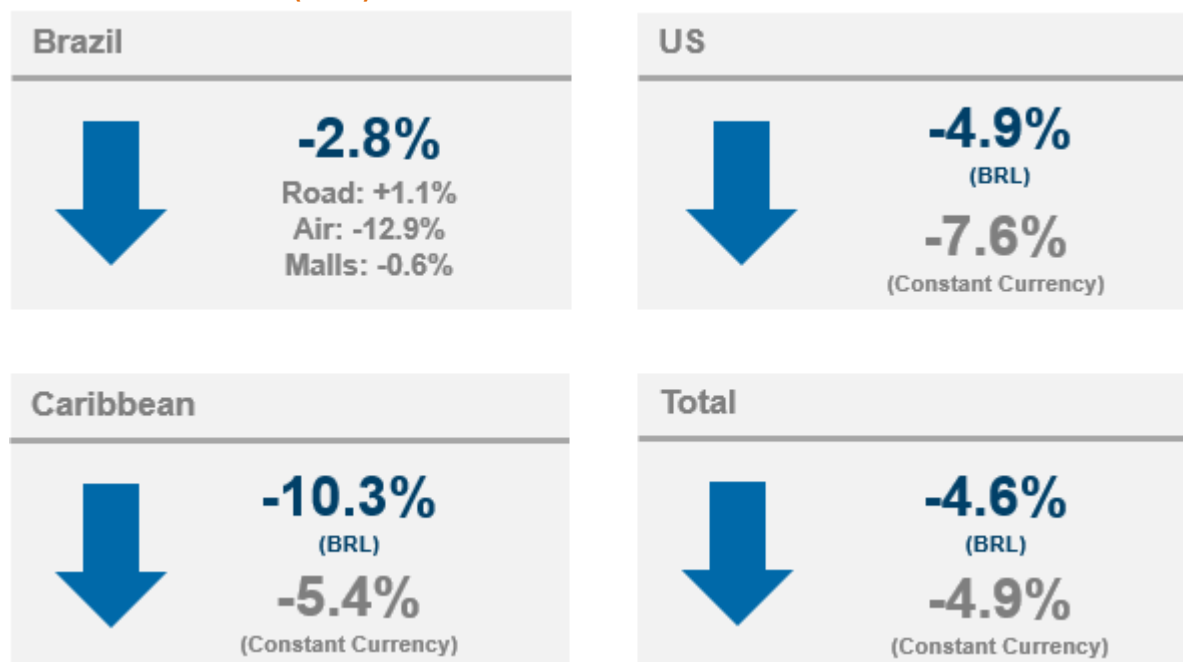
The new Board of Directors are already in place and three of them are new to IMC. Charles and Lincoln Martins, part of the Martins Family, with a strong background over the franchise business, and Joseph Call, a Pizza Hut VP of Global Development at YUM!, that brings a global knowledge from the owner of the brands.

With that we add board members with strong background related to food and franchise businesses.

Board Members	Previous Experience
Flávio Benício Jansen Chairman	locaweb submarino
Marcel Fleischmann Independent Member	McDonald's Pão de Alho
José Agote Member	Advert International Mundo Verde imc d'asa
Rodrigo Furtado Independent Member	Shareholder (Financial Investor) investimentos
Lincoln Martins Member	Pizza Hut KFC TACO BELL MULTI Educação
Charles Martins Member	Mundo Verde Pizza Hut KFC TACO BELL
Joseph Call Member	Yum! Pizza Hut KFC

COMMENTS ABOUT IMC'S 3Q19 PERFORMANCE

SAME-STORE SALES (SSS)



In 3Q19, consolidated same store sales came to a 4.6% decrease in Brazilian Reais and a 4.9% contraction in constant currency.

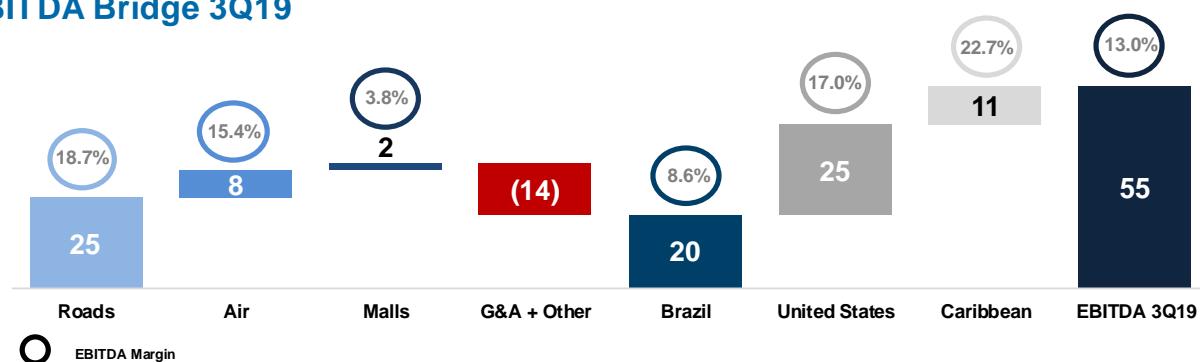
In Brazil, Roads accumulated a 1.1% increase in 3Q19 following the road traffic growth of 1.2%, although the impacted by the lack of holidays in 2019 vs 2018. The Air segment had its same store sales reduced by 12.9%, negatively impacted by Avianca leaving the market and the lower passenger flow. The Mall segment was slightly negative at 0.6%. Thus, Brazil's overall same store sales came to a 2.8% decrease.

USA's same store sales in 3Q19 was down 4.9% in Reais and 7.6% down in US\$, mostly on the back of the hurricane Dorian and the impact over the tourist flow in the cities.

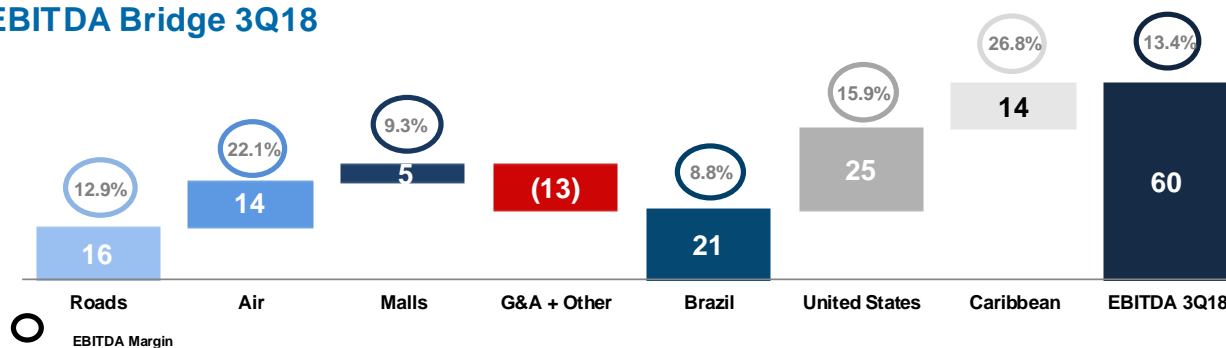
The Caribbean finished 3Q19 with a SSS of -10.3% in Reais and -5.4% in constant currency, as Colombia's positive performance was offset by lower performance in Panama airports – mostly due to the soft opening of the new terminal in the airport that affected customer flow in our restaurants.

EBITDA EVOLUTION

EBITDA Bridge 3Q19



EBITDA Bridge 3Q18



In 3Q19, IMC's Adjusted EBITDA was down by 7.1% with margins reducing by 40bps vs.3Q18, reaching R\$55M with a 13.0% margin.

In Brazil, EBITDA reached R\$20M (with an 8.6% margin), down 5.6% YoY. The Road segment was up by 56.2% YoY reaching R\$25M with an 18.7% margin (+579 bps) with tax credits offsetting the higher costs with our outsourced production, meanwhile the kitchen is being built. The Airport segment posted an R\$8M operating income a drop of 44.4%, mostly on the back of Avianca leaving the market (R\$3.7M in revenues in the 3Q18) and lower passenger traffic at the main airports. In the Malls segment operating income was reduced by 62.2% to R\$2M (3.8% margin) mainly on the back of higher food cost (R\$1.6M) with the outsourced production.

In the US, EBITDA was slightly above (+0.7%) last year and reached R\$25M (17.0% margin). Although the impacts from Hurricane Dorian on our sales performance, we were able to manage our costs and expenses.

In the Caribbean, EBITDA reached R\$11M and margin was at 22.7% compared to 26.8% in 3Q18. The soft opening of the new terminal at the Panama Airport is the main reason behind the underperformance.

RESULTS BY GEOGRAPHIC REGION

(in R\$ million)	Brazil	USA	Caribbean	Consolidated	Brazil	USA	Caribbean	Consolidated	
	3Q19	3Q19	3Q19	3Q19	3Q18	3Q18	3Q18	3Q18	YoY
Net Revenue	231.8	145.6	47.4	424.8	239.4	154.6	52.3	446.3	(4.8%)
COGS	(172.3)	(81.0)	(22.4)	(275.8)	(175.9)	(86.5)	(23.8)	(286.2)	(3.7%)
Gross Profit	59.5	64.6	25.0	149.1	63.5	68.1	28.5	160.1	(6.9%)
<i>Gross Profit</i>	25.7%	44.4%	52.7%	35.1%	26.5%	44.1%	54.5%	35.9%	-79bps
Operating Expenses ¹	(51.5)	(44.6)	(17.3)	(113.4)	(54.6)	(49.8)	(16.9)	(121.3)	(6.5%)
(+) Depreciation & Amortization	12.0	4.7	3.1	19.8	12.3	6.1	2.4	20.8	(5.2%)
Operating Income	20.0	24.7	10.7	55.4	21.2	24.5	14.0	59.7	(7.1%)
<i>Operating Margin</i>	8.6%	17.0%	22.7%	13.0%	8.8%	15.9%	26.8%	13.4%	-32bps
(-) Special Items				(3.5)				(9.1)	(61.4%)
EBITDA				51.9				50.6	2.7%
<i>Operating Margin</i>				12.2%				11.3%	+89bps
(+) Special Items				3.5				9.1	(61.4%)
Adjusted EBITDA				55.4				59.7	(7.1%)
<i>Operating Margin</i>				13.0%				13.4%	-32bps

¹Before special items.

RESULTS OF THE BRAZILIAN OPERATIONS

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenues	231.8	239.4	(3.2%)	681.7	704.7	(3.3%)
COGS	(172.3)	(175.9)	(2.1%)	(521.8)	(531.2)	(1.8%)
Gross Profit	59.5	63.5	(6.3%)	159.9	173.5	(7.8%)
<i>Gross Profit</i>	25.7%	26.5%	-85bps	23.5%	24.6%	-116bps
Operating Expenses ¹	(51.5)	(54.6)	(5.8%)	(161.9)	(172.5)	(6.1%)
EBIT	8.0	8.8	(9.3%)	(2.0)	1.0	(302.3%)
(+) Depreciation & Amortization	12.0	12.3	(2.9%)	36.2	36.8	(1.5%)
EBITDA	20.0	21.2	(5.6%)	34.2	37.8	(9.4%)
<i>EBITDA Margin</i>	8.6%	8.8%	-22bps	5.0%	5.4%	-34bps

¹Before special items.

In Brazil, EBITDA reached R\$20.0 million, 5.6% decrease YoY, with margins reaching 8.6%, -22bps compared to 3Q18.

Brazilian operation's top line in 3Q19 reached R\$231.8 million, down 3.2% vs 3Q18. Besides the positive performance of the road business, Avianca leaving the market and the downsizing of the Malls operation is the main reason behind the drop.

On the margin side, the tax credits from the Road business offset the impacts from outsourcing the production due to the Central Kitchen construction and Avianca leaving the market.

RESULTS OF THE BRAZILIAN OPERATIONS – ROADS

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenues	131.2	121.6	7.9%	375.0	350.4	7.0%
Restaurants & Others	70.1	62.6	11.9%	192.7	178.6	7.9%
Gas Stations	61.2	59.0	3.7%	182.2	171.8	6.1%
COGS	(100.1)	(98.7)	1.4%	(300.6)	(292.7)	2.7%
Gross Profit	31.1	22.9	36.0%	74.4	57.7	28.8%
<i>Gross Profit</i>	23.7%	18.8%	+490bps	19.8%	16.5%	+336bps
Operating Expenses ¹	(10.6)	(11.1)	(4.2%)	(32.9)	(32.7)	0.5%
EBIT	20.5	11.8	74.0%	41.5	25.0	65.9%
(+) Depreciation & Amortization	4.1	4.0	3.3%	12.1	11.8	2.6%
Operating Income	24.6	15.7	56.2%	53.5	36.8	45.6%
<i>Operating Margin</i>	18.7%	12.9%	+579bps	14.3%	10.5%	+379bps

¹Before special items.

	3Q19
Frango Assado 3Q19 SSS	1.1%
Weighted Average Road Traffic @ IMC's System	1.2%

The Roads segment operating income increased by 56.2% in 3Q19, reaching R\$ 24.6 million with an 18.7% margin (up 579bps). The highlights in terms of performance in 3Q19 were:

Same Store Sales was up by 1.1%, helped by the gas station business as the restaurants revenues were impacted by the lack of holidays in 2019 vs 2018. Our SSS followed the road traffic for light vehicles that grew +1.2% within IMC's system. Revenues increased by 7.9% helped by the tax credit that impacted top line by R\$9.5 million.

On the operating side, we had the impact of the outsourced production in our costs (R\$ 2.3 million) related to the construction of the Central Kitchen that was offset by the tax credit.

RESULTS OF THE BRAZILIAN OPERATIONS – AIR

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenues	49.5	62.2	(20.5%)	151.6	186.2	(18.6%)
COGS	(32.6)	(37.7)	(13.5%)	(102.2)	(120.3)	(15.0%)
Gross Profit	16.9	24.5	(31.2%)	49.4	65.9	(25.1%)
<i>Gross Profit</i>	34.1%	39.4%	-532bps	32.6%	35.4%	-282bps
Operating Expenses ¹	(14.2)	(16.2)	(12.2%)	(44.0)	(50.3)	(12.5%)
EBIT	2.6	8.3	(68.2%)	5.3	15.6	(65.8%)
(+) Depreciation & Amortization	5.0	5.4	(7.8%)	15.5	16.5	(6.3%)
Operating Income	7.6	13.7	(44.4%)	20.8	32.1	(35.2%)
<i>Operating Margin</i>	15.4%	22.1%	-664bps	13.7%	17.2%	-351bps

¹Before special items.

	3Q19
Air 3Q19 SSS	(12.9%)
Weighted Average Flights @ IMC's System	(5.3%)
Weighted Average Passenger @ IMC's System	(3.0%)

The Air segment operating income reached R\$7.6 million in 3Q19 (from R\$13.7million in 3Q18), with a 15.4% margin (down 664bps YoY).

Notwithstanding the effect by lower revenues at our catering business with Avianca leaving the market (R\$3.7M in 3Q18), the reduced number of flights is also affecting our airport retail business with the reduced number of passengers' flow (-3.0% at IMC's airport system).

On the margin side, the pressure is mostly explained by Avianca leaving the market.

RESULTS OF THE BRAZILIAN OPERATIONS – MALLS

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenues	51.1	55.6	(8.1%)	155.2	168.2	(7.7%)
COGS	(39.6)	(39.6)	0.2%	(119.0)	(118.3)	0.6%
Gross Profit	11.5	16.1	(28.5%)	36.2	49.9	(27.5%)
<i>Gross Profit</i>	22.5%	28.9%	-640bps	23.3%	29.7%	-634bps
Operating Expenses ¹	(12.4)	(13.9)	(10.3%)	(38.4)	(43.7)	(12.3%)
EBIT	(0.9)	2.2	(41.7%)	(2.2)	6.2	(35.0%)
(+) Depreciation & Amortization	2.9	3.0	(2.5%)	8.7	8.5	2.0%
Operating Income	2.0	5.2	(62.2%)	6.5	14.7	(55.6%)
<i>Operating Margin</i>	3.8%	9.3%	-547bps	4.2%	8.7%	-453bps

¹Before special items.

The Malls segment operating income reached R\$2.0 million, a 62.2% decrease compared to 3Q18, with a reduction in margins of 547bps reaching 3.8% in the quarter.

On the top line, despite the slightly decrease of 0.6% on the SSS, the store base reduction of 19 units YoY is the main reason behind the 8.1% drop.

On the margin side, the extras cost with the outsourced production (R\$ 1.6 million) and the R\$1.1 million tax credit on the 3Q18 are behind the operating reduction and margin pressure in the 3Q19.

RESULTS OF U.S. OPERATIONS

(in US\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenues	37.0	39.4	(6.1%)	94.1	98.0	(4.0%)
COGS	(20.5)	(22.0)	(6.6%)	(55.0)	(58.0)	(5.1%)
Gross Profit	16.4	17.4	(5.4%)	39.1	40.0	(2.3%)
<i>Gross Profit</i>	<i>44.5%</i>	<i>44.2%</i>	<i>+30bps</i>	<i>41.5%</i>	<i>40.8%</i>	<i>+71bps</i>
Operating Expenses ¹	(11.3)	(12.6)	(10.3%)	(30.5)	(33.7)	(9.5%)
EBIT	5.1	4.7	7.7%	8.6	6.3	36.5%
(+) Depreciation & Amortization	1.2	1.6	(23.4%)	3.7	4.5	(18.6%)
EBITDA	6.3	6.3	0.0%	12.3	10.8	13.3%
<i>EBITDA Margin (%)</i>	<i>17.0%</i>	<i>16.0%</i>	<i>+103bps</i>	<i>13.0%</i>	<i>11.0%</i>	<i>+199bps</i>

¹Before special items.

The operations in the United States consist mainly of Margaritaville and currently has 22 restaurants. The comments below (as well as the table above) are in local currency (US\$) to provide a better understanding of the region's results eliminating the impact of FX.

EBITDA was flat at US\$6.3 million 17.0% operating margin (+103bps YoY) on the back of lower sales expenses. We estimate that we lost US\$ 1 million in EBITDA due to the Hurricane Dorian.

In 3Q19, SSS was down at 7.6%, mostly on the back of the hurricane. Meanwhile the food business posted a decrease of 6.7%, the retail posted a 16.6% decrease, corroborating with a sector view of declining of stores' merchandise.

RESULTS OF THE CARIBBEAN OPERATIONS

R\$ million	3Q19	3Q18	YoY	3Q19 ²	YoY ²	9M19	9M18	YoY	9M19 ²	YoY ²
Net Revenues	47.4	52.3	(9.4%)	50.0	(4.4%)	141.0	142.4	(1.0%)	138.1	(3.0%)
COGS	(22.4)	(23.8)	(5.8%)	(24.0)	0.8%	(66.2)	(66.0)	0.3%	(65.7)	(0.5%)
Gross Profit	25.0	28.5	(12.4%)	26.0	(8.7%)	74.8	76.4	(2.0%)	72.5	(5.1%)
<i>Gross Profit</i>	52.7%	54.5%	+1bps	52.1%	+2bps	53.1%	53.7%	+2bps	52.5%	+2bps
Operating Expenses ¹	(17.3)	(16.9)	2.5%	(18.3)	8.4%	(49.1)	(46.6)	5.4%	(48.1)	3.3%
EBIT	7.7	11.6	(34.1%)	7.7	(33.5%)	25.7	29.8	(13.7%)	24.4	(18.2%)
(+) Depreciation & Amortization	3.1	2.4	27.7%	3.3	37.2%	8.4	7.1	17.0%	8.4	16.6%
EBITDA	10.7	14.0	(23.3%)	11.0	(21.2%)	34.1	36.9	(7.4%)	32.8	(11.1%)
<i>EBITDA Margin (%)</i>	22.7%	26.8%	+409bps	22.1%	-470bps	24.2%	25.9%	-168bps	23.7%	-217bps

¹Before special items; ²In constant currencies as of the prior year.

The information in the table above is presented in Reais and in constant currency (using the 3Q18 FX rate to convert the 3Q19), to eliminate the effect of exchange rate fluctuations. **The comments below also refer to 3Q19 constant currency numbers.**

EBITDA reached R\$11.0 million in 3Q19, a 21.2% decrease compared to 3Q18, with an operating margin of 22.1%, 470bps below last year on the back of slower performance in Panama.

Net revenues reached R\$50.0 million, 4.4% reduction versus 3Q18, as a result of a softer SSS performance in Panama (airports – mostly due to the soft opening of the new terminal in the airport that affected customer flow in our restaurants – and malls). The number of gates available within our reach reduced by 26% with the soft opening of the new terminal that still doesn't have any retail operations (we will have 11 restaurants within the new terminal).

CONSOLIDATED P&L

(in R\$ million)	3Q19	3Q18	YoY	3Q19 ²	YoY ²	9M19	9M18	YoY	9M19 ²	YoY ²
Net Revenues	424.8	446.3	(4.8%)	427.1	(4.3%)	1,189.1	1,205.8	(1.4%)	1,164.1	(3.5%)
COGS	(275.8)	(286.2)	(3.7%)	(277.1)	(3.2%)	(802.0)	(808.3)	(0.8%)	(787.7)	(2.5%)
Gross Profit	149.1	160.1	(6.9%)	150.0	(6.3%)	387.1	397.5	(2.6%)	376.4	(5.3%)
<i>Gross Profit</i>	35.1%	35.9%	-79bps	35.1%	-76bps	32.6%	33.0%	-41bps	32.3%	-63bps
Operating Expenses ¹	(116.9)	(130.4)	(10.4%)	(117.7)	(9.7%)	(340.3)	(356.2)	(4.5%)	(331.4)	(7.0%)
EBIT	32.2	29.7	8.2%	32.3	8.6%	46.8	41.3	13.3%	45.0	9.0%
(+) Depreciation & Amortization	(19.7)	(20.8)	(5.3%)	(19.9)	(4.4%)	(58.9)	(60.2)	(2.1%)	(57.8)	(4.0%)
EBITDA	51.9	50.6	2.7%	52.2	3.2%	105.7	101.5	4.1%	102.8	1.3%
<i>EBITDA Margin</i>	12.2%	11.3%	+89bps	12.2%	+89bps	8.9%	8.4%	+47bps	8.8%	+41bps
(+) Special Items - Other	3.5	9.1	(61.4%)	3.5	(61.4%)	10.8	14.6	(26.0%)	10.8	(26.0%)
Adjusted EBITDA	55.4	59.7	(7.1%)	55.7	(6.7%)	116.4	116.0	0.4%	113.6	(2.1%)
<i>EBITDA Margin</i>	13.0%	13.4%	-32bps	13.0%	-33bps	9.8%	9.6%	+17bps	9.8%	+13bps

¹Before special items; ²In constant currencies as of the prior year.

The information in the table above is presented in Reais and in constant currency (using the 3Q18 FX rate to convert the 3Q19), to eliminate the effect of exchange rate fluctuations. **The comments below also refer to 3Q19 constant currency numbers.**

Consolidated Adjusted EBITDA reached R\$ 55.7 million, 6.7% below YoY. The 22.1% and 5.6% drop in the Caribbean and Brazilian operations, respectively, are the main reason behind the lower consolidate figure.

Revenues were 4.3% below reaching R\$427.1 million, with a slower performance of the Air and Malls businesses in Brazil, the Hurricane impact in the US and the soft opening of the new terminal at the Panama Airport.

ADJUSTED EBITDA AND ADJUSTED MARGIN

(R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
NET INCOME (LOSS)	19.7	13.3	48.6%	18.4	9.4	95.6%
(+) Income Taxes	8.3	12.5	-33.7%	11.4	24.5	-53.4%
(+) Net Financial Result	4.2	4.0	5.2%	16.9	7.3	131.2%
(+) D&A and Write-offs	19.1	20.2	-5.4%	57.1	58.5	-2.4%
(+) Amortization of Investments in Joint Venture	0.6	0.6	0.3%	1.8	1.7	7.9%
EBITDA	51.9	50.6	2.7%	105.7	101.5	4.1%
(+) Special Items	3.5	9.1	-61.4%	10.8	14.6	-26.0%
Adjusted EBITDA	55.4	59.7	-7.1%	116.5	116.0	0.4%
<i>EBITDA / Net Revenues</i>	12.2%	11.3%		8.9%	8.4%	
<i>Adjusted EBITDA / Net Revenues</i>	13.0%	13.4%		9.8%	9.6%	

The Adjusted EBITDA in 3Q19 reached R\$55.4 million, down 7.1% compared to 3Q18, with a margin of 13.0%, compared to 13.4% in 3Q18. The special items refer to the stock option plan provisioning and M&A expenses.

FINANCIAL RESULT, INCOME TAX AND NET INCOME

IMC had a net financial expense of R\$4.2 million in the 3Q19, vs. R\$4.0 million in 3Q18.

Income taxes (current and deferred) totaled R\$8.3 million, compared to R\$12.5 million in 3Q18.

Consequently we had a net income of R\$19.7 million, compared to R\$13.3 million in 3Q18.

SELECTED CASH FLOW INFORMATION

R\$ million	3Q19	3Q18	YoY	9M19	9M18	YoY
Adjusted EBITDA	55.4	59.7	(7.1%)	116.4	116.0	0.4%
Special Items	(1.1)	(3.3)	-67.7%	(3.2)	(3.3)	-1.5%
(+/-) Working Capital and Other Non-Cash Items	(8.7)	(10.1)	-14.7%	(35.8)	(41.3)	-13.4%
Operating Cash Flow	45.7	46.3	(1.2%)	77.5	71.5	8.4%
(-) Paid Taxes	(0.3)	(0.5)	-33.3%	(5.0)	(2.9)	74.0%
(-) Maintenance Capex	(5.6)	(4.1)	34.8%	(16.7)	(10.8)	54.3%
Net Operating Cash Flow	39.8	41.6	(4.4%)	55.7	57.7	-3.5%
Operating Net Cash/EBITDA	71.8%	69.7%	2.1 p.p.	47.8%	49.8%	-1.9 p.p.

Operating cash flow in the 3Q19 reached R\$45.7 million (versus R\$46.3 million in 3Q18) impacted by lower special items vs. last year (last year we had the renegotiation of GRU contract and M&A expenses for a merger that did not happened).

INVESTMENT ACTIVITIES

(R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Property and Equipment	(38.1)	(15.3)	149.5%	(74.6)	(50.8)	46.9%
Additions to Intangible Assets	(5.0)	(2.2)	127.8%	(7.0)	(6.9)	1.3%
(=) Total Invested (CAPEX)	(43.1)	(17.4)	146.8%	(81.6)	(57.7)	41.4%
Payment of Acquisitions	(1.5)	(1.7)	-10.3%	(4.5)	(5.3)	-13.5%
Dividends Received	4.1	4.4	-6.7%	9.8	9.4	3.7%
Other*	0.0	0.0		3.7	1.3	179.4%
Total Investments	(40.4)	(14.7)	175.3%	(72.7)	(52.2)	39.2%

*Others related to the cash received from the sale of Puerto Rico, Mexico and Dominican Republic operations.

CAPEX (in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Expansion						
Brazilian Operations	25.6	9.9	158.8%	45.0	33.5	34.5%
<i>Brazil - Air</i>	2.8	0.2	1056.9%	5.6	1.8	211.8%
<i>Brazil - Roads</i>	18.6	3.0	523.5%	22.3	15.0	48.8%
<i>Brazil - Malls</i>	4.2	6.7	-36.4%	17.1	16.7	2.6%
USA Operations	7.6	1.6	368.0%	12.5	5.9	110.0%
Caribbean Operations	0.4	0.2	140.0%	0.6	4.8	-86.9%
Holding	3.9	1.6	144.3%	6.8	2.7	151.3%
Total Expansion Investments	37.5	13.3	182.4%	64.9	46.9	38.4%
Maintenance						
Brazilian Operations	2.2	2.0	5.7%	9.3	4.9	92.0%
<i>Brazil - Air</i>	0.8	0.7	17.3%	2.2	0.8	160.8%
<i>Brazil - Roads</i>	0.8	0.9	-14.1%	4.6	1.3	261.5%
<i>Brazil - Malls</i>	0.5	0.4	32.4%	2.5	2.7	-7.8%
USA Operations	2.2	0.7	220.2%	4.2	1.9	121.5%
Caribbean Operations	1.2	0.4	173.0%	3.0	1.2	155.2%
Holding	0.0	1.0	-100.0%	0.1	2.9	-96.8%
Total Maintenance Investments	5.6	4.1	34.8%	16.7	10.8	54.3%
Total CAPEX Investments	43.1	17.4	147.3%	81.6	57.7	41.4%

CAPEX in 3Q19 was mainly impacted by the Road segment with the Central Kitchen construction.

(Operating Results - Maintenance Capex)/Op. Results	3Q19	3Q18	YoY	9M19	9M18	YoY
Brazilian Operations	89.2%	90.3%	-1.2p.p.	72.8%	87.1%	-14.4p.p.
<i>Brazil - Air</i>	88.9%	94.7%	-5.8p.p.	89.4%	97.4%	-7.9p.p.
<i>Brazil - Roads</i>	96.7%	94.0%	+2.7p.p.	91.4%	96.5%	-5.1p.p.
<i>Brazil - Malls</i>	73.8%	92.5%	-18.7p.p.	61.2%	81.3%	-20.1p.p.
USA Operations	91.2%	97.2%	-6.1p.p.	91.2%	95.4%	-4.2p.p.
Caribbean Operations	88.6%	96.8%	-8.2p.p.	91.1%	96.8%	-5.7p.p.
IMC Consolidated	89.3%	91.8%	-2.6p.p.	84.2%	89.3%	-5.1p.p.

IMC continues to delivery good returns on operating results with 89.3% in the 3Q19 even with softer figures in the regions.

NET DEBT

R\$ million	3Q19	3Q18
Debt	517.6	166.7
Financing of past acquisitions	34.5	39.4
Total Debt	552.1	206.1
(-) Cash	(367.2)	(153.7)
Net Debt	184.9	52.4

Net debt position at the end of 3Q19 was of R\$184.9 million, including cash, cash equivalents and short-term investments. During the 3Q19, we raised R\$150 million in a 6-year debenture at CDI+1.3% cost.

NUMBER OF STORES EVOLUTION

(end of period)	3Q19	3Q18	YoY	Var. (#)
Brazil	128	149	-14.1%	-21
<i>Air</i>	30	32	-6.3%	-2
<i>Roads</i>	25	25	0.0%	0
<i>Shopping Malls</i>	73	92	-20.7%	-19
USA	22	22	0.0%	0
Caribbean	44	42	4.8%	2
Total Number of Stores	194	213	-8.9%	-19

At the end of 3Q19, the Company had 194 stores, a net reduction of 19 stores vs 3Q18, due to the closure of non-performing units at our Malls business and contract renegotiation with Guarulhos Airport at our Air business.

(end of period)	1Q17	2Q17	3Q17	4Q17	1Q18	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19
Brazil	184	177	175	167	162	157	149	147	145	129	128
<i>Air</i>	57	52	51	47	47	43	32	31	31	29	30
<i>Roads</i>	26	25	25	25	25	25	25	25	25	25	25
<i>Shopping Malls</i>	101	100	99	95	90	89	92	91	89	75	73
USA	20	19	20	20	22	22	22	22	22	22	22
Caribbean	48	46	46	44	43	43	42	43	43	44	44
Total Number of Stores	252	242	241	231	227	222	213	212	210	195	194

CONSOLIDATED INCOME STATEMENT

(R\$ thousand)	3Q19	3Q18	9M19	9M18
NET REVENUE	424,821	446,346	1,189,113	1,205,840
COST OF SALES AND SERVICES	(275,756)	(286,213)	(802,012)	(808,337)
GROSS PROFIT	149,065	160,133	387,101	397,503
OPERATING INCOME (EXPENSES)				
Commercial and operating expenses	(86,206)	(94,309)	(246,577)	(255,795)
General and administrative expenses	(26,617)	(29,240)	(80,223)	(82,461)
Depreciation and amortization	(7,501)	(7,073)	(21,710)	(20,860)
Other income (expenses)	2,056	(768)	781	(2,919)
Equity income result	1,364	977	7,384	5,789
Net financial expenses	(4,176)	(3,969)	(16,913)	(7,316)
EARNINGS BEFORE TAXES	27,985	25,751	29,843	33,941
Income Taxes	(8,284)	(12,494)	(11,430)	(24,528)
NET PROFIT (LOSS)	19,701	13,257	18,413	9,413

CONSOLIDATED BALANCE SHEET

(R\$ thousand)	3Q19	3Q18
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	367,203	153,684
Accounts receivable	72,356	84,802
Inventories	40,595	33,161
Derivatives	321	172
Other current assets	92,159	83,235
Total current assets	572,634	355,054
NONCURRENT ASSETS		
Deferred income taxes	4,987	118
Derivatives	0	171
Other noncurrent assets	55,988	56,844
Property and equipment	300,788	266,642
Intangible assets	859,008	871,765
Total noncurrent assets	1,220,771	1,195,540
TOTAL ASSETS	1,793,405	1,550,594
LIABILITIES AND EQUITY		
CURRENT LIABILITIES		
Trade accounts payable	67,271	72,737
Loans, financing and acquisitions' payables	50,362	49,387
Salaries and payroll charges	53,227	60,833
Other current liabilities	44,525	46,401
Total current liabilities	215,385	229,358
NONCURRENT LIABILITIES		
Loans, financing and acquisitions' payables	502,050	157,053
Provision for labor, civil and tax disputes	11,308	9,486
Deferred income tax liability	73,071	91,184
Other noncurrent liabilities	28,062	24,366
Total noncurrent liabilities	614,491	282,089
EQUITY		
Capital and reserves	892,958	992,424
Accumulated losses	27,227	12,208
Other comprehensive income	43,344	34,515
Total equity	963,529	1,039,147
TOTAL LIABILITIES AND EQUITY	1,793,405	1,550,594

CASH FLOW STATEMENT

(R\$ thousand)	3Q19	3Q18	9M19	9M18
CASH FLOW FROM OPERATING ACTIVITIES				
Loss for the quarter	19,701	13,257	18,413	9,413
Depreciation and amortization	19,127	20,226	57,097	58,524
Impairment of intangible assets (using)	(785)	(972)	(2,662)	(4,498)
Investment amortization	620	618	1,820	1,687
Equity income result	(1,984)	(1,595)	(9,204)	(7,476)
Provision for labor, civil and tax disputes	1,165	1,807	5,083	5,777
Income taxes	8,287	12,494	11,431	24,528
Interest expenses	8,046	3,345	22,787	9,594
Effect of exchange rate changes	5	440	(265)	2,420
Disposal of property and equipment	854	3,862	3,990	6,905
Deferred Revenue, Rebates	(2,336)	(3,121)	(4,506)	(3,121)
Expenses in payments to employees based in stock plan	1,382	2,345	3,386	7,340
Others	(10,787)	(18,052)	(10,445)	(30,022)
Changes in operating assets and liabilities	2,432	11,623	(19,471)	(9,606)
Cash generated from operations	45,727	46,277	77,454	71,465
Income tax paid	(339)	(508)	(5,037)	(2,894)
Interest paid	(11,987)	(2,591)	(21,777)	(7,713)
Net cash generated by (used in) operating activities	33,401	43,178	50,640	60,858
CASH FLOW FROM INVESTING ACTIVITIES				
Payment of business acquisitions made in prior years	(1,482)	(1,653)	(4,542)	(5,250)
Dividends received	4,122	4,418	9,771	9,420
Sale of controlling interest in discontinued operations, net of cash	-	-	3,694	1,322
Additions to intangible assets	(4,967)	(2,180)	(7,033)	(6,946)
Additions to property and equipment	(38,092)	(15,269)	(74,598)	(50,773)
Net cash used in investing activities	(40,419)	(15,260)	(72,708)	(52,803)
CASH FLOW FROM FINANCING ACTIVITIES				
Dividend Payments	-	-	(1,875)	(871)
Capital contributions from minority interest	-	-	(100,000)	-
Shares in Treasury	821	(21,421)	6,390	(20,972)
New loans	147,667	-	386,377	-
Payment of loans	(9,308)	(9,210)	(177,930)	(33,400)
Net cash used in financing activities	139,180	(30,631)	112,962	(55,243)
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	8,945	4,975	7,748	17,284
NET INCREASE (DECREASE) FOR THE PERIOD	141,107	2,262	98,642	(29,904)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF PERIOD	226,096	151,422	268,561	183,588
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	367,203	153,684	367,203	153,684

APPENDIX I – Detailed 3Q19 Results (non-IFRS 16)

CONSOLIDATED P&L

(in R\$ million)	3Q19	3Q18	YoY	3Q19 ²	YoY ²	9M19	9M18	YoY	9M19 ²	YoY ²
Net Revenue	424.8	446.3	-4.8%	427.1	-4.3%	1,189.1	1,205.8	-1.4%	1,164.1	-3.5%
Brazil	231.8	239.4	-3.2%	231.8	-3.2%	681.7	704.7	-3.3%	681.7	-3.3%
US	145.6	154.6	-5.8%	145.3	-6.1%	366.4	358.7	2.1%	344.3	-4.0%
Caribbean	47.4	52.3	-9.4%	50.0	-4.4%	141.0	142.4	-1.0%	138.1	-3.0%
Cost of Sales and Services	(275.8)	(286.2)	-3.7%	(277.1)	-3.2%	(802.0)	(808.3)	-0.8%	(787.7)	-2.5%
Direct Labor	(102.0)	(108.3)	-5.8%	(102.6)	-5.3%	(303.3)	(306.9)	-1.2%	(295.9)	-3.6%
Food	(90.3)	(92.5)	-2.4%	(91.1)	-1.5%	(251.7)	(257.1)	-2.1%	(246.9)	-3.9%
Others	(21.5)	(23.5)	-8.6%	(21.5)	-8.4%	(62.9)	(64.7)	-2.7%	(61.7)	-4.6%
Fuel and Automotive Accessories	(50.3)	(48.7)	3.2%	(50.3)	3.2%	(148.7)	(142.0)	4.7%	(148.7)	4.7%
Depreciation & Amortization	(11.6)	(13.2)	-11.6%	(11.7)	-11.4%	(35.4)	(37.7)	-6.0%	(34.5)	-8.4%
Gross Profit	149.1	160.1	-6.9%	150.0	-6.3%	387.1	397.5	-2.6%	376.4	-5.3%
Operating Expenses	(113.4)	(121.3)	-6.5%	(114.2)	-5.9%	(329.6)	(341.7)	-3.5%	(320.6)	-6.2%
Selling and Operating	(45.4)	(51.3)	-11.5%	(45.7)	-10.8%	(129.6)	(138.6)	-6.5%	(124.8)	-9.9%
Rents of Stores	(40.8)	(43.0)	-5.2%	(40.9)	-4.9%	(117.0)	(117.2)	-0.2%	(113.7)	-3.0%
Store Pre-Openings	0.0	(1.2)	-100.0%	0.0	-100.0%	0.0	(4.7)	-100.0%	0.0	-100.0%
Depreciation & Amortization	(7.5)	(7.1)	6.0%	(7.7)	8.9%	(21.7)	(20.9)	4.1%	(21.6)	3.7%
J.V. Investment Amortization	(0.6)	(0.6)	0.3%	(0.6)	-8.9%	(1.8)	(1.7)	7.9%	(1.7)	0.0%
Equity income result	2.0	1.6	24.4%	2.0	24.3%	9.2	7.5	23.1%	8.4	13.0%
General & Administrative and Others	(21.0)	(19.6)	7.2%	(21.2)	8.2%	(68.7)	(66.1)	3.8%	(67.2)	1.7%
Special Items - Other	(3.5)	(9.1)	-61.4%	(3.5)	-61.4%	(10.8)	(14.6)	-26.0%	(10.8)	-26.0%
EBIT	32.2	29.7	8.2%	32.3	8.6%	46.8	41.3	na	45.0	na
(+) D&A and Write-offs	19.7	20.8	-5.3%	19.9	-4.4%	58.9	60.2	-2.1%	57.8	-4.0%
EBITDA	51.9	50.6	2.7%	52.2	3.2%	105.7	101.5	4.1%	102.8	1.3%
<i>EBITDA Margin (%)</i>	<i>12.2%</i>	<i>11.3%</i>	<i>0.9p.p.</i>	<i>12.2%</i>	<i>0.9p.p.</i>	<i>8.9%</i>	<i>8.4%</i>	<i>0.5p.p.</i>	<i>8.8%</i>	<i>0.4p.p.</i>
(+) Special Items - Other	3.5	9.1	-	3.5	-	10.8	14.6	-26.0%	10.8	-26.0%
Adjusted EBITDA¹	55.4	59.7	-7.1%	55.7	-6.7%	116.4	116.0	0.4%	113.6	-2.1%
<i>Adjusted EBITDA Margin (%)</i>	<i>13.0%</i>	<i>13.4%</i>	<i>-0.3p.p.</i>	<i>13.0%</i>	<i>-0.3p.p.</i>	<i>9.8%</i>	<i>9.6%</i>	<i>0.2p.p.</i>	<i>9.8%</i>	<i>0.1p.p.</i>

¹Before special items; ²In constant currencies as of the prior year.

RESULTS BY GEOGRAPHIC REGION

(in R\$ million)	Brazil	USA	Caribbean	Consolidated	Brazil	USA	Caribbean	Consolidated	YoY
	3Q19	3Q19	3Q19	3Q19	3Q18	3Q18	3Q18	3Q18	
Net Revenue	231.8	145.6	47.4	424.8	239.4	154.6	52.3	446.3	-4.8%
Restaurants & Others	170.6	145.6	47.4	363.6	180.4	154.6	52.3	387.4	-6.1%
Gas Stations	61.2	0.0	0.0	61.2	59.0	0.0	0.0	59.0	3.7%
Cost of Sales and Services	(172.3)	(81.0)	(22.4)	(275.8)	(175.9)	(86.5)	(23.8)	(286.2)	-3.7%
Direct Labor	(53.5)	(40.1)	(8.4)	(102.0)	(57.1)	(41.8)	(9.5)	(108.3)	-5.8%
Food	(48.6)	(28.8)	(13.0)	(90.3)	(48.9)	(30.2)	(13.4)	(92.5)	-2.4%
Others	(12.6)	(8.3)	(0.6)	(21.5)	(13.6)	(9.3)	(0.6)	(23.5)	-8.6%
Fuel and Automotive Accessories	(50.3)	0.0	0.0	(50.3)	(48.7)	0.0	0.0	(48.7)	3.2%
Depreciation & Amortization	(7.3)	(3.8)	(0.5)	(11.6)	(7.7)	(5.2)	(0.3)	(13.2)	-11.6%
Gross Profit	59.5	64.6	25.0	149.1	63.5	68.1	28.5	160.1	-6.9%
Operating Expenses¹	(51.5)	(44.6)	(17.3)	(113.4)	(54.6)	(49.8)	(16.9)	(121.3)	-6.5%
Selling and Operating	(13.1)	(25.6)	(6.6)	(45.4)	(14.2)	(30.4)	(6.7)	(51.3)	-11.5%
Rents of Stores	(19.5)	(15.8)	(5.5)	(40.8)	(21.2)	(16.3)	(5.6)	(43.0)	-5.2%
Store Pre-Openings	0.0	0.0	0.0	0.0	(1.2)	(0.0)	(0.1)	(1.2)	-100.0%
Depreciation & Amortization	(4.6)	(0.3)	(2.6)	(7.5)	(4.7)	(0.4)	(2.0)	(7.1)	6.2%
J.V. Investment Amortization	0.0	(0.6)	0.0	(0.6)	0.0	(0.6)	0.0	(0.6)	0.3%
Equity income result	0.0	2.0	0.0	2.0	0.0	1.6	0.0	1.6	24.4%
General & Administrative	(14.2)	(4.2)	(2.6)	(21.0)	(13.5)	(3.7)	(2.5)	(19.6)	7.2%
(+) Depreciation & Amortization	12.0	4.7	3.1	19.8	12.3	6.1	2.4	20.8	-5.2%
Operating Income	20.0	24.7	10.7	55.4	21.2	24.5	14.0	59.7	-7.1%
Special Items - Other				(3.5)				(9.1)	-61.4%
EBIT	8.0	20.0	7.7	32.2	8.8	18.4	11.6	29.7	
(+) D&A and Write-offs				19.8				20.8	-5.2%
EBITDA				51.9				50.6	2.7%
(+) Special Items				3.5				9.1	-61.4%
Adjusted EBITDA				55.4				59.7	-7.1%

¹Before special items.

RESULTS OF THE BRAZILIAN OPERATIONS

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenue	231.8	239.4	-3.2%	681.7	704.7	-3.3%
Restaurants & Others	170.6	180.4	-5.4%	499.5	533.0	-6.3%
Gas Stations	61.2	59.0	3.7%	182.2	171.8	6.1%
Cost of Sales and Services	(172.3)	(175.9)	-2.1%	(521.8)	(531.2)	-1.8%
Direct Labor	(53.5)	(57.1)	-6.2%	(168.2)	(175.4)	-4.1%
Food	(48.6)	(48.9)	-0.7%	(142.2)	(149.9)	-5.1%
Others	(12.6)	(13.6)	-7.4%	(40.4)	(41.0)	-1.6%
Fuel and Automotive Accessories	(50.3)	(48.7)	3.2%	(148.7)	(142.0)	4.7%
Depreciation & Amortization	(7.3)	(7.7)	-4.3%	(22.3)	(22.8)	-2.4%
Gross Profit	59.5	63.5	-6.3%	159.9	173.5	-7.8%
Operating Expenses¹	(51.5)	(54.6)	-5.8%	(161.9)	(172.5)	-6.1%
Selling and Operating	(13.1)	(14.2)	-7.4%	(40.9)	(45.4)	-9.9%
Rents of Stores	(19.5)	(21.2)	-7.6%	(60.5)	(64.1)	-5.7%
Store Pre-Openings	0.0	(1.2)	-100.0%	0.0	(3.4)	-100.0%
Depreciation & Amortization	(4.6)	(4.7)	-0.7%	(13.9)	(13.9)	0.3%
General & Administrative Others ²	(14.2)	(13.5)	5.4%	(46.6)	(45.8)	1.9%
(+) Depreciation & Amortization	12.0	12.3	-2.9%	36.2	36.8	-1.5%
Operating Income	20.0	21.2	-5.6%	34.2	37.8	-9.4%
Expansion Capex	25.6	9.9	158.8%	45.0	33.5	34.5%
Maintenance Capex	2.2	2.0	5.7%	9.3	4.9	92.0%
Total Capex	27.8	11.9	132.5%	54.3	38.3	41.8%
Operating Inc. - Maintenance Capex³	17.8	19.1	-1.2%	24.9	32.9	-14.4%

¹Before special items; ²Not allocated in segments; ³Maint. Capex vs Op. Inc.

RESULTS OF THE BRAZILIAN OPERATIONS – ROADS

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenue	131.2	121.6	7.9%	375.0	350.4	7.0%
Restaurants & Others	70.1	62.6	11.9%	192.7	178.6	7.9%
Gas Stations	61.2	59.0	3.7%	182.2	171.8	6.1%
Cost of Sales and Services	(100.1)	(98.7)	1.4%	(300.6)	(292.7)	2.7%
Direct Labor	(21.5)	(22.2)	-3.3%	(67.8)	(67.8)	0.0%
Food	(20.1)	(19.0)	5.9%	(57.7)	(56.6)	2.0%
Others	(4.9)	(5.6)	-13.0%	(16.7)	(16.8)	-1.1%
Fuel and Automotive Accessories	(50.3)	(48.7)	3.2%	(148.7)	(142.0)	4.7%
Depreciation & Amortization	(3.3)	(3.2)	4.7%	(9.7)	(9.4)	3.4%
Gross Profit	31.1	22.9	36.0%	74.4	57.7	28.8%
Operating Expenses¹	(10.6)	(11.1)	-4.2%	(32.9)	(32.7)	0.5%
Selling and Operating	(4.8)	(5.2)	-9.3%	(15.1)	(16.4)	-7.9%
Rents of Stores	(5.1)	(4.9)	5.5%	(15.5)	(13.8)	12.3%
Store Pre-Openings	0.0	(0.2)	na	0.0	(0.2)	na
Depreciation & Amortization	(0.8)	(0.8)	-2.4%	(2.3)	(2.4)	-0.5%
(+) Depreciation & Amortization	4.1	4.0	3.3%	12.1	11.8	2.6%
Operating Income	24.6	15.7	56.2%	53.5	36.8	45.6%
Expansion Capex	18.6	3.0	523.5%	22.3	15.0	48.8%
Maintenance Capex	0.8	0.9	-14.1%	4.6	1.3	261.5%
Total Capex	19.4	3.9	394.2%	26.9	16.2	65.5%
Operating Inc. - Maintenance Capex²	23.8	14.8	2.7%	48.9	35.5	-5.1%

¹Before special items; ²Maint. Capex vs Op. Inc.

RESULTS OF THE BRAZILIAN OPERATIONS – AIR

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenue	49.5	62.2	-20.5%	151.6	186.2	-18.6%
Restaurants & Others	49.5	62.2	-20.5%	151.6	186.2	-18.6%
Cost of Sales and Services	(32.6)	(37.7)	-13.5%	(102.2)	(120.3)	-15.0%
Direct Labor	(16.4)	(18.0)	-9.0%	(50.7)	(57.2)	-11.3%
Food	(11.5)	(14.1)	-18.9%	(36.5)	(46.0)	-20.7%
Others	(3.2)	(3.5)	-7.9%	(9.9)	(10.9)	-8.6%
Depreciation & Amortization	(1.5)	(2.0)	-25.4%	(5.0)	(6.2)	-18.4%
Gross Profit	16.9	24.5	-31.2%	49.4	65.9	-25.1%
Operating Expenses¹	(14.2)	(16.2)	-12.2%	(44.0)	(50.3)	-12.5%
Selling and Operating	(4.0)	(4.6)	-12.3%	(12.6)	(13.9)	-9.5%
Rents of Stores	(6.7)	(8.2)	-18.2%	(21.0)	(26.1)	-19.5%
Depreciation & Amortization	(3.5)	(3.4)	2.2%	(10.4)	(10.3)	1.4%
(+) Depreciation & Amortization	5.0	5.4	-7.8%	15.5	16.5	-6.3%
Operating Income¹	7.6	13.7	-44.4%	20.8	32.1	-35.2%
Expansion Capex	2.8	0.2	1056.9%	5.6	1.8	211.8%
Maintenance Capex	0.8	0.7	17.3%	2.2	0.8	160.8%
Total Capex	3.7	1.0	279.4%	7.8	2.6	195.5%
Operating Inc. - Maintenance Capex²	6.8	13.0	-5.8%	18.6	31.3	-7.9%

¹Before special items; ²Maint. Capex vs Op. Inc.

RESULTS OF THE BRAZILIAN OPERATIONS – MALLS

(in R\$ million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenue	51.1	55.6	-8.1%	155.2	168.2	-7.7%
Restaurants & Others	51.1	55.6	-8.1%	155.2	168.2	-7.7%
Cost of Sales and Services	(39.6)	(39.6)	0.2%	(119.0)	(118.3)	0.6%
Direct Labor	(15.6)	(16.8)	-7.0%	(49.7)	(50.4)	-1.4%
Food	(17.0)	(15.8)	7.7%	(47.9)	(47.2)	1.5%
Others	(4.4)	(4.4)	0.1%	(13.8)	(13.3)	3.5%
Depreciation & Amortization	(2.5)	(2.5)	0.7%	(7.5)	(7.3)	3.6%
Gross Profit	11.5	16.1	-28.5%	36.2	49.9	-27.5%
Operating Expenses¹	(12.4)	(13.9)	-10.3%	(38.4)	(43.7)	-12.3%
Selling and Operating	(4.4)	(4.4)	-0.1%	(13.2)	(15.1)	-12.4%
Rents of Stores	(7.7)	(8.1)	-4.9%	(24.0)	(24.2)	-1.0%
Store Pre-Openings	0.0	(0.9)	-100.0%	0.0	(3.2)	-100.0%
Depreciation & Amortization	(0.3)	(0.4)	-20.7%	(1.2)	(1.3)	-7.2%
(+) Depreciation & Amortization	2.9	3.0	-2.5%	8.7	8.5	2.0%
Operating Income	2.0	5.2	-62.2%	6.5	14.7	-55.6%
Expansion Capex	4.2	6.7	-36.4%	17.1	16.7	2.6%
Maintenance Capex	0.5	0.4	32.4%	2.5	2.7	-7.8%
Total Capex	4.8	7.1	-32.6%	19.7	19.4	1.1%
Operating Inc. - Maintenance Capex²	1.4	4.8	-18.7%	4.0	11.9	-20.1%

¹Before special items; ²Maint. Capex vs Op. Inc.

RESULTS OF U.S. OPERATIONS

(in US\$ Million)	3Q19	3Q18	YoY	9M19	9M18	YoY
Net Revenue	37.0	39.4	-6.1%	94.1	98.0	-4.0%
Restaurants & Others	37.0	39.4	-6.1%	94.1	98.0	-4.0%
Cost of Sales and Services	(20.5)	(22.0)	-6.6%	(55.0)	(58.0)	-5.1%
Direct Labor	(10.2)	(10.6)	-4.2%	(28.2)	(28.8)	-2.1%
Food	(7.3)	(7.7)	-5.1%	(18.4)	(19.3)	-4.7%
Others	(2.1)	(2.4)	-11.4%	(5.4)	(6.1)	-11.4%
Depreciation & Amortization	(1.0)	(1.3)	-26.1%	(3.0)	(3.8)	-20.7%
Gross Profit	16.4	17.4	-5.4%	39.1	40.0	-2.3%
Operating Expenses¹	(11.3)	(12.6)	-10.3%	(30.5)	(33.7)	-9.5%
Selling and Operating	(6.5)	(7.7)	-15.8%	(17.8)	(20.5)	-13.2%
Rents of Stores	(4.0)	(4.1)	-2.8%	(10.4)	(10.3)	0.6%
Store Pre-Openings	0.0	(0.0)	-100%	0.0	(0.3)	-100.0%
Depreciation & Amortization	(0.1)	(0.1)	-25.5%	(0.2)	(0.3)	-21.1%
J.V. Investment Amortization	(0.2)	(0.2)	0.0%	(0.5)	(0.5)	0.0%
Equity income result	0.5	0.4	23.7%	2.4	2.1	12.6%
General & Administrative and Others	(1.1)	(0.9)	16.2%	(4.0)	(3.9)	2.1%
(+) Depreciation & Amortization	1.2	1.6	-23.4%	3.7	4.5	-18.6%
Operating Income	6.3	6.3	0.0%	12.3	10.8	13.3%
Expansion Capex	1.9	0.4	366.9%	3.2	1.6	97.4%
Maintenance Capex	0.6	0.2	219.4%	1.1	0.5	108.2%
Total Capex	2.5	0.6	323.3%	4.3	2.1	100.0%
Operating Inc. - Maintenance Capex²	5.7	6.1	-6.2%	11.2	10.3	8.5%

¹Before special items; ²Maint. Capex vs Op. Inc.

RESULTS OF THE CARIBBEAN OPERATIONS

(in R\$ million)	3Q19	3Q18	YoY	3Q19 ²	YoY ²	9M19	9M18	YoY	9M19 ²	YoY ²
Net Revenue	47.4	52.3	-9.4%	50.0	-4.4%	141.0	142.4	-1.0%	138.1	-3.0%
Restaurants & Others	47.4	52.3	-9.4%	50.0	-4.4%	141.0	142.4	-1.0%	138.1	-3.0%
Cost of Sales and Services	(22.4)	(23.8)	-5.8%	(24.0)	0.8%	(66.2)	(66.0)	0.3%	(65.7)	-0.5%
Direct Labor	(8.4)	(9.5)	-11.9%	(9.0)	-5.4%	(25.1)	(26.6)	-5.6%	(25.0)	-6.0%
Food	(13.0)	(13.4)	-2.9%	(13.8)	3.3%	(38.0)	(36.7)	3.3%	(37.5)	2.0%
Others	(0.6)	(0.6)	0.8%	(0.6)	13.5%	(1.7)	(1.5)	7.9%	(1.7)	12.3%
Depreciation & Amortization	(0.5)	(0.3)	44.6%	(0.5)	55.9%	(1.4)	(1.1)	31.4%	(1.4)	31.5%
Gross Profit	25.0	28.5	-12.4%	26.0	-8.7%	74.8	76.4	-2.0%	72.5	-5.1%
Operating Expenses¹	(17.3)	(16.9)	2.5%	(18.3)	8.4%	(49.1)	(46.6)	5.4%	(48.1)	3.3%
Selling and Operating	(6.6)	(6.7)	-1.0%	(7.0)	5.3%	(19.4)	(18.5)	4.7%	(19.2)	3.4%
Rents of Stores	(5.5)	(5.6)	-3.1%	(5.6)	-0.4%	(16.1)	(15.4)	4.3%	(15.4)	-0.5%
Store Pre-Openings	0.0	(0.1)	-100.0%	0.0	-100.0%	0.0	(0.2)	-100.0%	0.0	-100.0%
Depreciation & Amortization	(2.6)	(2.0)	27.7%	(2.8)	37.2%	(7.0)	(6.0)	17.0%	(7.0)	16.6%
General & Administrative and Others	(2.6)	(2.5)	7.0%	(2.9)	16.5%	(6.6)	(6.4)	3.2%	(6.6)	3.2%
(+) Depreciation & Amortization	3.1	2.4	30.0%	3.3	39.7%	8.4	7.1	19.2%	8.4	18.8%
EBITDA	10.7	14.0	-23.3%	11.0	-21.2%	34.1	36.9	-7.4%	32.8	-11.1%
<i>Margin EBITDA (%)</i>	<i>22.7%</i>	<i>26.8%</i>	<i>-4.1p.p.</i>	<i>22.1%</i>	<i>-4.7p.p.</i>	<i>24.2%</i>	<i>25.9%</i>	<i>-1.7p.p.</i>	<i>23.7%</i>	<i>-2.2p.p.</i>
Operating Income	10.7	14.0	-23.3%	11.0	-21.2%	34.1	36.9	-7.4%	32.8	-11.1%
Expansion Capex	0.4	0.2	140.0%	0.4	153.3%	0.6	4.8	-86.9%	0.6	-87.2%
Maintenance Capex	1.2	0.4	173.0%	1.3	188.2%	3.0	1.2	155.2%	3.0	150.0%
Total Capex	1.6	0.6	164.6%	1.7	179.3%	3.7	6.0	-38.5%	3.6	-39.8%
Operating Inc. - Maintenance Capex³	9.5	13.5	-29.8%	9.7	-28.1%	31.1	35.7	-12.8%	29.8	-16.5%

¹Before special items; ²In constant currencies as of the prior year; ³Maint. Capex vs Op. Inc.

APPENDIX II – 3Q19 and 9M19 Results under IFRS 16

Geographic Region – 3Q19

(in R\$ million)	Brazil		USA		Caribbean		Consolidated	
	3Q19	% VA	3Q19	% VA	3Q19	% VA	3Q19	% VA
Net Revenue	231.8	100.0%	145.6	100.0%	47.4	100.0%	424.8	100.0%
Restaurants & Others	170.6	73.6%	145.6	100.0%	47.4	100.0%	363.6	85.6%
Gas Stations	61.2	26.4%	0.0	0.0%	0.0	0.0%	61.2	14.4%
Cost of Sales and Services	(172.5)	-74.4%	(81.0)	-55.6%	(22.4)	-47.2%	(275.9)	-64.9%
Direct Labor	(53.5)	-23.1%	(40.1)	-27.6%	(8.4)	-17.7%	(102.1)	-24.0%
Food	(48.6)	-21.0%	(28.8)	-19.8%	(13.0)	-27.4%	(90.3)	-21.3%
Others	(12.4)	-5.4%	(8.3)	-5.7%	(0.3)	-0.6%	(21.0)	-4.9%
Fuel and Automotive Accessories	(50.3)	-21.7%	0.0	0.0%	0.0	0.0%	(50.3)	-11.8%
Depreciation & Amortization	(7.7)	-3.3%	(3.8)	-2.6%	(0.7)	-1.6%	(12.2)	-2.9%
Gross Profit	59.3	25.6%	64.6	44.4%	25.0	52.8%	148.9	35.1%
Operating Expenses¹	(47.7)	-20.6%	(44.5)	-30.6%	(16.7)	-35.3%	(108.9)	-25.6%
Selling and Operating	(13.1)	-5.7%	(25.6)	-17.6%	(6.6)	-14.0%	(45.4)	-10.7%
Rents of Stores	(8.2)	-3.5%	(11.5)	-7.9%	(1.5)	-3.2%	(21.2)	-5.0%
Depreciation & Amortization	(13.9)	-6.0%	(4.4)	-3.0%	(6.0)	-12.6%	(24.2)	-5.7%
J.V. Investment Amortization	0.0	0.0%	(0.6)	-0.4%	0.0	0.0%	(0.6)	-0.1%
Equity income result	0.0	0.0%	2.0	1.4%	0.0	0.0%	2.0	0.5%
Other revenues (expenses)	2.8	1.2%	0.1	0.1%	0.2	0.5%	3.1	0.7%
General & Administrative	(15.3)	-6.6%	(4.5)	-3.1%	(2.9)	-6.1%	(22.7)	-5.3%
(+) Depreciation & Amortization	21.5	9.3%	8.8	6.0%	6.7	14.1%	37.0	8.7%
Operating Income	33.1	14.3%	28.9	19.8%	15.0	31.6%	77.0	18.1%
Special Items - Other							(3.5)	-0.8%
EBIT	8.1	-0.9%	20.1	-3.7%	8.3	18.3%	36.5	8.6%
(+) D&A and Write-offs							37.0	8.7%
EBITDA							73.5	17.3%
(+) Special Items							3.5	0.8%
Adjusted EBITDA							77.0	18.1%

¹Before special items; ²Not allocated in segments.

Geographic Region – 9M19

(in R\$ million)	Brazil		USA		Caribbean		Consolidated	
	9M19	% VA	9M19	% VA	9M19	% VA	9M19	% VA
Net Revenue	681.7	100.0%	366.4	100.0%	141.0	100.0%	1,189.1	100.0%
Restaurants & Others	681.7	294.1%	366.4	251.6%	141.0	297.6%	1,189.1	279.9%
Cost of Sales and Services	(521.7)	-225.1%	(214.0)	-146.9%	(66.1)	-139.4%	(801.7)	-188.7%
Direct Labor	(168.2)	-72.6%	(109.9)	-75.5%	(25.2)	-53.1%	(303.3)	-71.4%
Food	(142.2)	-61.3%	(71.6)	-49.1%	(38.0)	-80.1%	(251.7)	-59.2%
Others	(39.4)	-17.0%	(20.8)	-14.3%	(0.8)	-1.6%	(60.9)	-14.3%
Fuel and Automotive Accessories	(148.7)	-64.1%	0.0	0.0%	0.0	0.0%	(148.7)	-35.0%
Depreciation & Amortization	(23.2)	-10.0%	(11.7)	-8.0%	(2.2)	-4.6%	(37.1)	-8.7%
Gross Profit	160.0	69.0%	152.5	104.7%	75.0	158.2%	387.4	91.2%
Operating Expenses¹	(150.9)	-65.1%	(117.8)	-80.9%	(47.6)	-100.4%	(316.3)	-74.4%
Selling and Operating	(40.9)	-17.6%	(69.3)	-47.6%	(19.4)	-40.9%	(129.6)	-30.5%
Rents of Stores	(25.1)	-10.8%	(27.8)	-19.1%	(4.6)	-9.6%	(57.5)	-13.5%
Depreciation & Amortization	(42.4)	-18.3%	(12.7)	-8.7%	(16.9)	-35.6%	(72.0)	-16.9%
J.V. Investment Amortization	0.0	0.0%	(1.8)	-1.2%	0.0	0.0%	(1.8)	-0.4%
Equity income result	0.0	0.0%	9.2	6.3%	0.0	0.0%	9.2	2.2%
Other revenues (expenses)	3.1	1.3%	0.1	0.1%	0.9	1.9%	4.1	1.0%
General & Administrative	(45.6)	-19.6%	(15.5)	-10.7%	(7.6)	-16.1%	(68.7)	-16.2%
(+) Depreciation & Amortization	65.6	28.3%	26.2	18.0%	19.1	40.3%	110.9	26.1%
Operating Income	74.7	32.2%	60.9	41.8%	46.5	98.0%	182.1	42.9%
Special Items - Other							(10.8)	-2.5%
EBIT	(1.7)	-0.9%	34.7	-3.7%	27.4	18.3%	60.4	14.2%
(+) D&A and Write-offs							110.9	26.1%
EBITDA							171.3	40.3%
(+) Special Items							10.8	2.5%
Adjusted EBITDA							182.1	42.9%

¹Before special items; ²Not allocated in segments

Brazil – 3Q19

(in R\$ million)	Air	% VA	Road	% VA	Malls	% VA	3Q19	% VA
Net Revenue	49.5	100.0%	131.2	100.0%	51.1	100.0%	231.8	100.0%
Restaurants & Others	49.5	100.0%	70.0	53.4%	51.1	100.0%	170.6	100.0%
Gas Stations	0.0	0.0%	61.2	46.6%	0.0	0.0%	61.2	35.9%
Cost of Sales and Services	(32.6)	-65.9%	(100.3)	-76.4%	(39.6)	-77.5%	(172.5)	-101.1%
Direct Labor	(16.4)	-33.2%	(21.5)	-16.4%	(15.6)	-30.6%	(53.5)	-31.4%
Food	(11.5)	-23.2%	(20.1)	-15.3%	(17.0)	-33.3%	(48.6)	-28.5%
Others	(3.1)	-6.3%	(4.9)	-3.7%	(4.4)	-8.7%	(12.4)	-7.3%
Fuel and Automotive Accessories	0.0	0.0%	(50.3)	-38.3%	0.0	0.0%	(50.3)	-29.5%
Depreciation & Amortization	(1.6)	-3.2%	(3.5)	-2.7%	(2.5)	-5.0%	(7.7)	-4.5%
Gross Profit	16.9	34.1%	30.9	23.6%	11.5	22.5%	59.3	34.8%
Operating Expenses¹	(15.0)	-30.2%	(11.1)	-8.4%	(7.7)	-15.0%	(47.7)	-28.0%
Selling and Operating	(4.0)	-8.1%	(4.8)	-3.6%	(4.4)	-8.6%	(13.1)	-7.7%
Rents of Stores	(1.4)	-2.9%	(2.4)	-1.8%	(4.3)	-8.5%	(8.2)	-4.8%
Depreciation & Amortization	(8.2)	-16.6%	(2.5)	-1.9%	(3.1)	-6.1%	(13.9)	-8.1%
Other revenues (expenses) ²	(1.3)	-2.6%	(1.4)	-1.0%	4.2	8.1%	1.5	0.9%
General & Administrative ²							(12.3)	-7.2%
Corporate (Holding) ²							(1.8)	-1.0%
(+) Depreciation & Amortization	9.8	19.8%	6.1	4.6%	5.7	11.1%	21.5	12.6%
Operating Income	11.7	14.6%	26.0	19.8%	9.5	2.6%	33.2	19.4%
Expansion Capex							25.6	15.0%
Maintenance Capex							2.2	1.3%
Total Capex							27.8	16.3%
Operating Inc. - Maintenance Capex³							31.0	18.2%

¹Before special items; ²Not allocated in segments; ³Maint. Capex vs. Op. Inc.

Brazil – 9M19

(in R\$ million)	Air	% VA	Road	% VA	Malls	% VA	9M19	% VA
Net Revenue	151.6	100.0%	375.0	100.0%	155.2	100.0%	681.7	100.0%
Restaurants & Others	151.6	306.4%	375.0	285.7%	155.2	303.6%	681.7	399.5%
Cost of Sales and Services	(102.2)	-206.6%	(300.5)	-229.0%	(119.0)	-232.8%	(521.7)	-305.8%
Direct Labor	(50.7)	-102.6%	(67.8)	-51.7%	(49.7)	-97.3%	(168.3)	-98.6%
Food	(36.5)	-73.8%	(57.7)	-44.0%	(48.0)	-93.8%	(142.2)	-83.3%
Others	(9.5)	-19.3%	(16.0)	-12.2%	(13.8)	-27.0%	(39.4)	-23.1%
Fuel and Automotive Accessories	0.0	0.0%	(148.7)	-113.3%	0.0	0.0%	(148.7)	-87.1%
Depreciation & Amortization	(5.4)	-10.9%	(10.3)	-7.8%	(7.5)	-14.7%	(23.2)	-13.6%
Gross Profit	49.4	99.8%	74.4	56.7%	36.2	70.8%	160.0	93.8%
Operating Expenses¹	(42.1)	-85.2%	(31.7)	-24.2%	(31.5)	-61.6%	(150.9)	-88.4%
Selling and Operating	(12.6)	-25.4%	(15.1)	-11.5%	(13.2)	-25.9%	(40.9)	-24.0%
Rents of Stores	(4.9)	-9.9%	(7.1)	-5.4%	(13.1)	-25.6%	(25.1)	-14.7%
Depreciation & Amortization	(24.1)	-48.8%	(8.0)	-6.1%	(10.3)	-20.1%	(42.4)	-24.9%
Other revenues (expenses) ²	(0.5)	-1.0%	(1.5)	-1.1%	5.1	9.9%	3.1	1.8%
General & Administrative ²							(39.8)	-23.3%
Corporate (Holding) ²							(5.8)	-3.4%
(+) Depreciation & Amortization	29.5	59.7%	18.3	14.0%	17.8	34.7%	65.6	38.5%
Operating Income	36.8	14.6%	61.0	46.5%	22.5	2.6%	74.7	43.8%
Expansion Capex							29.5	17.3%
Maintenance Capex							2.2	1.3%
Total Capex							31.7	18.6%
Operating Inc. - Maintenance Capex³							72.6	42.5%

¹Before special items; ²Not allocated in segments; ³Maint. Capex vs. Op. Inc.

United States

(in R\$ million)	3Q19	% VA	9M19	% VA
Net Revenue	145.6	100.0%	366.4	251.6%
Restaurants & Others	145.6	100.0%	366.4	251.6%
Cost of Sales and Services	(81.0)	-55.6%	(214.0)	-146.9%
Direct Labor	(40.1)	-27.6%	(109.9)	-75.5%
Food	(28.8)	-19.8%	(71.6)	-49.1%
Others	(8.3)	-5.7%	(20.8)	-14.3%
Depreciation & Amortization	(3.8)	-2.6%	(11.7)	-8.0%
Gross Profit	64.6	44.4%	152.5	104.7%
Operating Expenses¹	(44.5)	-30.6%	(44.2)	-30.4%
Selling and Operating	(25.6)	-17.6%	(69.3)	-47.6%
Rents of Stores	(11.5)	-7.9%	(27.8)	-19.1%
Depreciation & Amortization	(4.4)	-3.0%	60.9	41.8%
J.V. Investment Amortization	(0.6)	-0.4%	(1.8)	-1.2%
Equity income result	2.0	1.4%	9.2	6.3%
Other revenues (expenses)	0.1	0.1%	0.1	0.1%
General & Administrative	(4.5)	-3.1%	(15.5)	-10.7%
(+) Depreciation & Amortization	8.8	6.0%	(47.4)	-32.5%
EBITDA	28.9	19.8%	60.9	41.8%
<i>Margin EBITDA (%)</i>	<i>19.8%</i>		<i>16.6%</i>	
Operating Income	28.9	19.8%	60.9	41.8%
Expansion Capex	7.6	5.2%	1.6	1.1%
Maintenance Capex	2.2	1.5%	0.7	0.5%
Total Capex	9.8	6.7%	2.3	1.6%
Operating Inc. - Maintenance Capex³	26.7	18.3%	60.2	41.3%

¹Before special items; ²In constant currencies as of the prior year; ³Maint. Capex vs. Op. Inc.

Caribbean

(in R\$ million)	3Q19	% VA	9M19	% VA
Net Revenue	47.4	32.5%	141.0	96.8%
Restaurants & Others	47.4	32.5%	141.0	96.8%
Cost of Sales and Services	(22.4)	-15.4%	(66.1)	-45.4%
Direct Labor	(8.4)	-5.8%	(25.2)	-17.3%
Food	(13.0)	-8.9%	(38.0)	-26.1%
Others	(0.3)	-0.2%	(0.8)	-0.5%
Depreciation & Amortization	(0.7)	-0.5%	(2.2)	-1.5%
Gross Profit	25.0	17.2%	75.0	51.5%
Operating Expenses¹	(16.7)	-11.5%	15.8	10.8%
Selling and Operating	(6.6)	-4.5%	(19.4)	-13.3%
Rents of Stores	(1.5)	-1.1%	(4.6)	-3.1%
Store Pre-Openings	0.0	0.0%	0.0	0.0%
Depreciation & Amortization	(6.0)	-4.1%	46.5	31.9%
Other revenues (expenses)	0.2	0.2%	0.9	0.6%
General & Administrative	(2.9)	-2.0%	(7.6)	-5.2%
(+) Depreciation & Amortization	6.7	4.6%	(44.3)	-30.4%
EBITDA	15.0	10.3%	46.5	31.9%
<i>Margin EBITDA (%)</i>	31.6%		32.9%	
Operating Income	15.0	10.3%	46.5	31.9%
Expansion Capex	0.4	0.3%	0.2	0.1%
Maintenance Capex	1.2	0.8%	0.4	0.3%
Total Capex	1.6	1.1%	0.6	0.4%
Operating Inc. - Maintenance Capex³	13.4	9.2%	46.0	31.6%

¹Before special items; ²In constant currencies as of the prior year; ³Maint. Capex vs. Op. Inc.

Balance Sheet

(R\$ thousand)	3Q19
ASSETS	
CURRENT ASSETS	
Cash and cash equivalents	367,203
Accounts receivable	72,356
Inventories	40,595
Derivatives	321
Other current assets	92,159
Total current assets	572,634
NONCURRENT ASSETS	
Deferred income taxes	4,987
Other noncurrent assets	55,988
Property and equipment	300,788
Intangible assets	859,008
Right of use	356,328
Total noncurrent assets	1,577,099
TOTAL ASSETS	2,149,733
LIABILITIES AND EQUITY	
CURRENT LIABILITIES	
Trade accounts payable	67,271
Loans, financing and acquisitions' payables	50,362
Salaries and payroll charges	53,227
Other current liabilities	44,525
Liabilities from Right of use	84,419
Total current liabilities	299,804
NONCURRENT LIABILITIES	
Loans, financing and acquisitions' payables	502,050
Provision for labor, civil and tax disputes	11,308
Deferred income tax liability	70,194
Other noncurrent liabilities	27,776
Liabilities from Right of use	283,955
Total noncurrent liabilities	895,283
EQUITY	
Capital and reserves	892,958
Accumulated losses	18,344
Other comprehensive income	43,344
Total equity	954,646
TOTAL LIABILITIES AND EQUITY	2,149,733

Cash Flow

(R\$ thousand)	3Q19
CASH FLOW FROM OPERATING ACTIVITIES	
Loss for the quarter	9,530
Depreciation and amortization	57,097
Depreciation of right of use	52,026
Impairment of intangible assets (using)	(2,662)
Investment amortization	1,820
Equity income result	(9,204)
Provision for labor, civil and tax disputes	5,083
Income taxes	8,554
Interest expenses	22,787
Effect of exchange rate changes	(265)
Interest on lease	25,369
Disposal of property and equipment	3,990
Deferred Revenue, Rebates	(4,506)
Expenses in payments to employees based in stock plan	3,386
Others	(10,445)
Changes in operating assets and liabilities	(19,471)
Cash generated from operations	143,089
Income tax paid	(5,037)
Interest on lease paid	(9,461)
Interest paid	(21,777)
Net cash generated by (used in) operating activities	106,814
CASH FLOW FROM INVESTING ACTIVITIES	
Additions to investments in subsidiaries	(4,542)
Dividends received	9,771
Sale of controlling interest in discontinued operations, net of cash	3,694
Additions to intangible assets	(7,033)
Additions to property and equipment	(74,598)
Net cash used in investing activities	(72,708)
CASH FLOW FROM FINANCING ACTIVITIES	
Capital Increase (Reduction)	(100,000)
Shares in Treasury	6,390
Dividends Paid	(1,875)
Right of use ("lease")	(58,473)
New loans	386,377
Payment of loans	(177,930)
Net cash used in financing activities	54,489
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	10,047
NET INCREASE (DECREASE) FOR THE PERIOD	98,642
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF PERIOD	268,561
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	367,203

APPENDIX - CURRENCY CONVERSION TABLE

	US\$		COP	
	EoP	Average	EoP	Average
1Q16	3.559	3.857	0.001183	0.001201
2Q16	3.210	3.501	0.001149	0.001174
3Q16	3.246	3.246	0.001115	0.001102
4Q16	3.298	3.939	0.001116	0.001093
1Q17	3.168	3.145	0.001099	0.001078
2Q17	3.308	3.215	0.001086	0.001101
3Q17	3.168	3.190	0.001079	0.001082
4Q17	3.308	3.249	0.001109	0.001088
1Q18	3.324	3.247	0.001190	0.001137
2Q18	3.856	3.604	0.001320	0.001269
3Q18	4.004	3.954	0.001353	0.001337
4Q18	3.875	3.805	0.001194	0.001202
1Q19	3.897	3.772	0.001224	0.001204
2Q19	3.832	3.921	0.001195	0.001203
3Q19	4.164	3.968	0.001197	0.001188

MANAGEMENT NOTE

There may be some minor differences between the financial information presented in the charts and graphs in this release and that in the Audited Consolidated Financial Statements due to rounding.

Any and all non-accounting information or information arising from non-accounting figures, in addition to comparable historical information, has not been reviewed by the independent auditors.

GLOSSARY

Net store openings: References to “net store openings”, “net store closures” or similar expressions correspond to the sum of stores opened or reopened in a given period less the sum of the stores closed in the same period.

Company: International Meal Company Alimentação S.A. or IMCASA.

EBITDA and Adjusted EBITDA: The Company calculates EBITDA as net income, before income tax and social contribution tax, financial income (expenses) and depreciation and amortization.

Adjusted EBITDA reflects EBITDA, adjusted to exclude the effects of transactions deemed by management as being unrepresentative of the normal course of business and/or do not impact cash generation, such as provisions for store closures, corporate restructuring expenses, consulting expenses related to projects’ implementation.

According to the accounting practices adopted in IFRS, EBITDA and the Adjusted EBITDA is not a measure of financial performance and should not be considered as an alternative to net income as an indicator of operating performance, as an alternative to operating cash flow, or as an indicator of liquidity.

Due to the fact that the calculation of EBITDA does not consider the income tax and social contribution tax, financial income (expense), depreciation and amortization, EBITDA is an indicator of the Company’s overall financial performance, which is unaffected by changes in income tax and social contribution tax rates, fluctuations in interest rates or levels of depreciation and amortization.

Therefore, the Company believes that Adjusted EBITDA serves as a significant comparative tool to measure, periodically, its operating performance and to base certain decisions of an administrative nature. The Company believes that Adjusted EBITDA provides a better understanding of not only of its financial performance, but also its ability to pay interest and principal on its debt and to incur more debt to finance its capital expenditures and working capital.

However, because Adjusted EBITDA does not consider certain costs inherent in its business, which could, in turn, significantly affect earnings, such as interest, taxes, depreciation, capital expenditures and other related charges, EBITDA has limitations that affect its use as an indicator of the Company’s profitability.

Master Franchise: an arrangement where a company allows one person or business the right to sell its products or services in a particular area or country. A master franchise typically involves control of the franchise rights for an entire geographical region.

Same-store sales (SSS): corresponds to the sales of stores that have been opened for more than eighteen months and have maintained operations in comparable periods, excluding stores that were temporarily closed. If a store is included in the calculation of comparable store sales for only a part of one of the periods compared, then this store will be included in the calculation of the corresponding portion of another period. Some of the reasons for the temporary closure of the Company’s stores include renovation or remodeling, rebuilding, road construction and natural disasters. When there is a variation in the area of a store included in comparable store sales, said store is excluded from the comparable store sales. The variations in same-store sales is a measure used in the retail market as an indicator of the performance of the implemented business strategies

and initiatives, and also represent the trends of the local economy and consumers. The Company's sales are recorded and analyzed based on the functional currency of each country where the Company operates. Therefore, as the Company's financial information is converted and demonstrated in reais (R\$), Brazilian currency, using average exchange rates of the periods compared, the values of same-store sales may present gains or losses resulting from the exchange rate of the currency of the country where that same store is located. Same-store sales are not a measure of financial performance according to the accounting practices adopted in Brazil (BR GAAP) or IFRS. Same-store sales do not have a standardized meaning in the market, and the Company's definition may not be the same definition of same-store sales in used by other companies.

DISCLAIMER

This report contains forward-looking information. Such information does not refer to historical facts only, but reflect IMC's management's wishes and expectations. The words "anticipates", "wants", "expects", "forecasts", "intends", "plans", "predicts", "projects", "aims" and the like are intended to identify statements that necessarily involve known and unknown risks. Known risks include uncertainties not limited to the impact of price and product competitiveness, acceptance of products on the market, product transitions from the Company and its competitors, regulatory approval, currency, currency fluctuations, supply and production hurdles and changes in product sales, among other risks. This report also contains information prepared by the Company only for information and reference purposes; therefore, it has not been audited. This report is up-to-date, and IMC has no obligation to update it with new information and/or future events. There may some minor differences between the financial information presented in the charts and graphs in this release and that in the Audited Financial Statements due to rounding. Any and all non-accounting information or information arising from non-accounting figures, in addition to comparable historical information, has not been reviewed by the independent auditors.