

Results 1Q22



MAY, 13 2022



Transformation

Same Store Sales

+38.6%
vs 1Q21

System Sales (R\$ MM)

R\$ 674
+51% vs 1Q21

EBITDA Margin(%)

8%
vs 3.1% 1Q21

EBITDA (R\$ MM)

R\$ 38.8
vs 9.9MM 1Q21

Net Debt

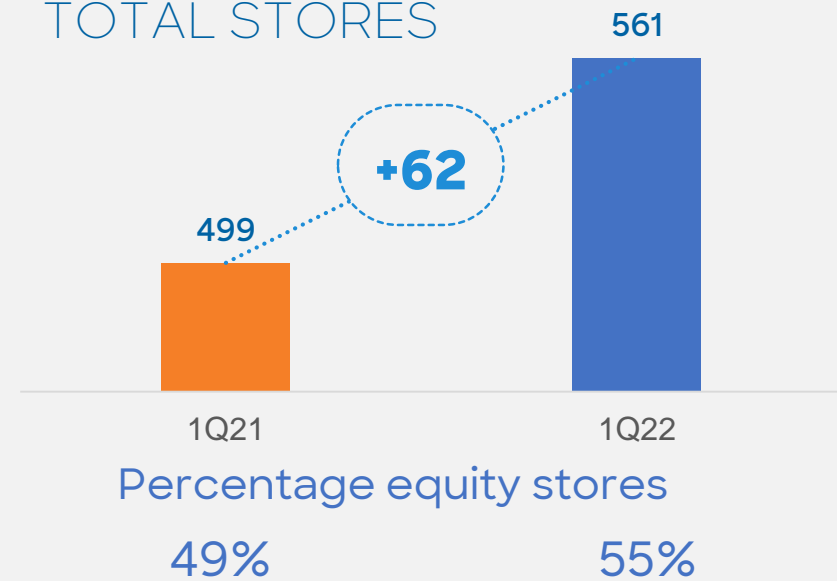
2.4 X
vs 3.0 Covenants

Total Stores 1Q22

Expansion of
62 units

Increasing the percentage of equity stores
from 49% to 55%

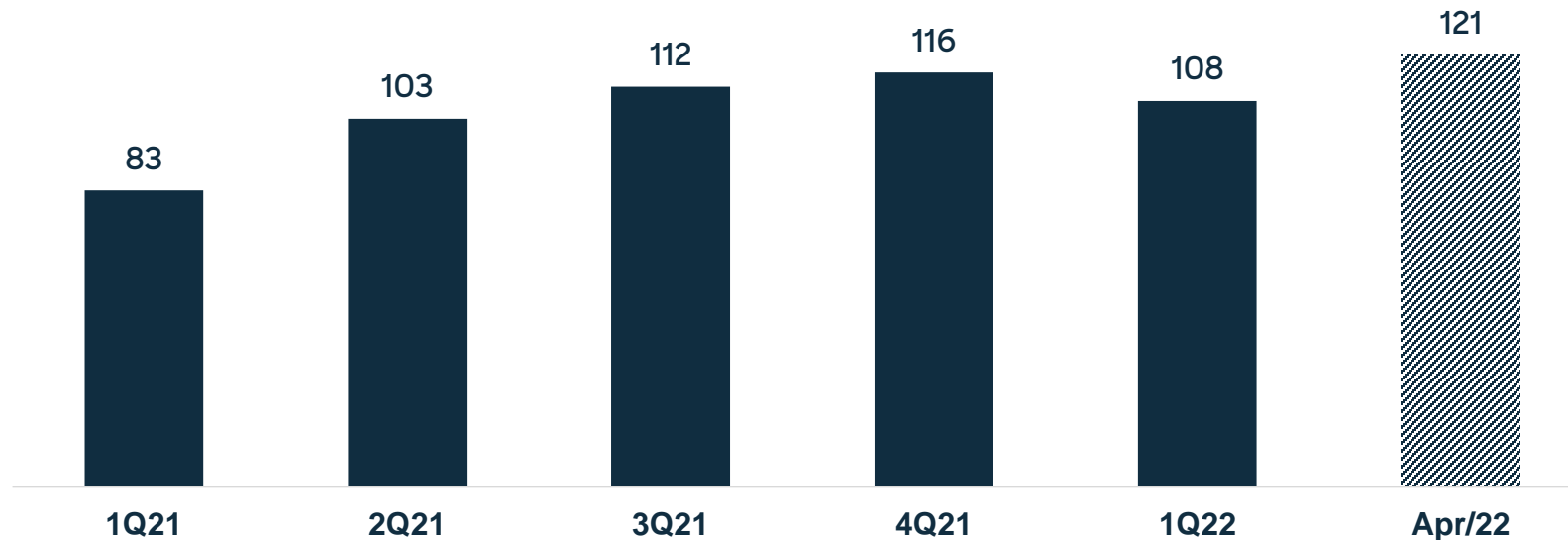
TOTAL STORES



Same Store Sales

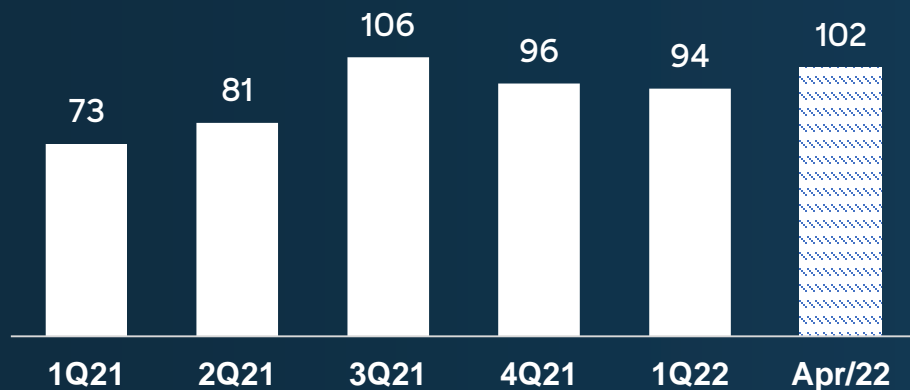
vs.2019

Base 100 index - in real

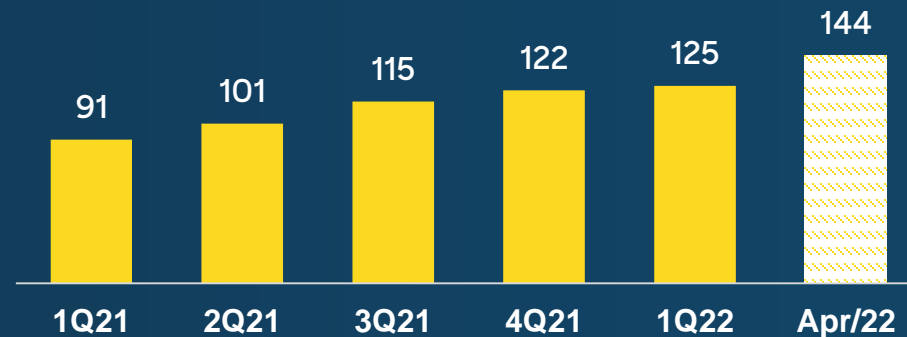




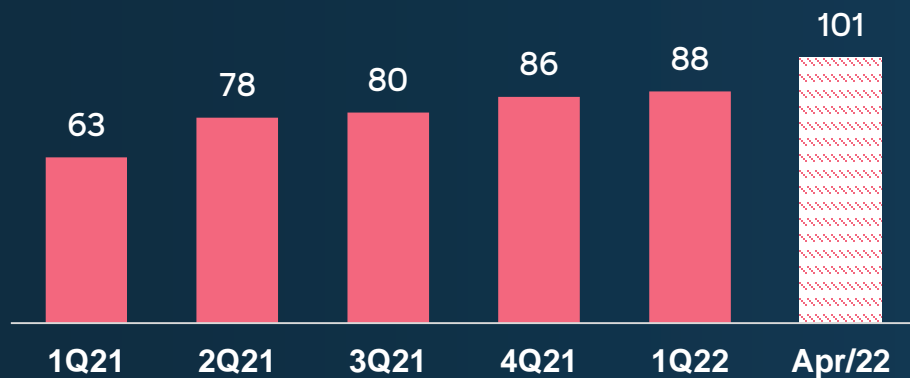
SSS index 100 vs. 2019



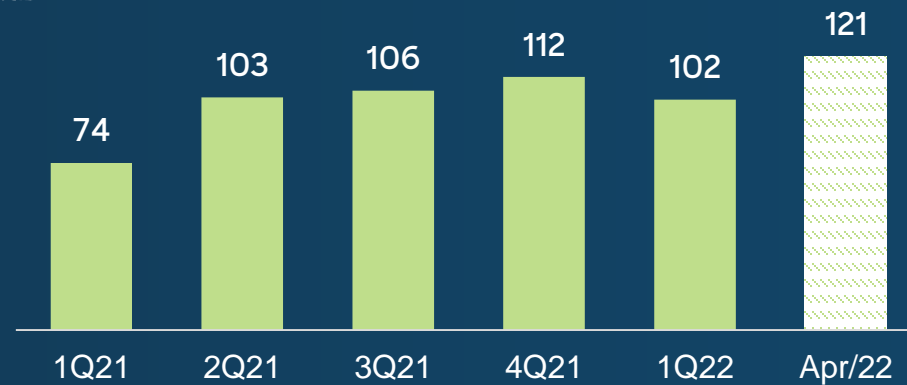
In reais



Restaurants and gas stations



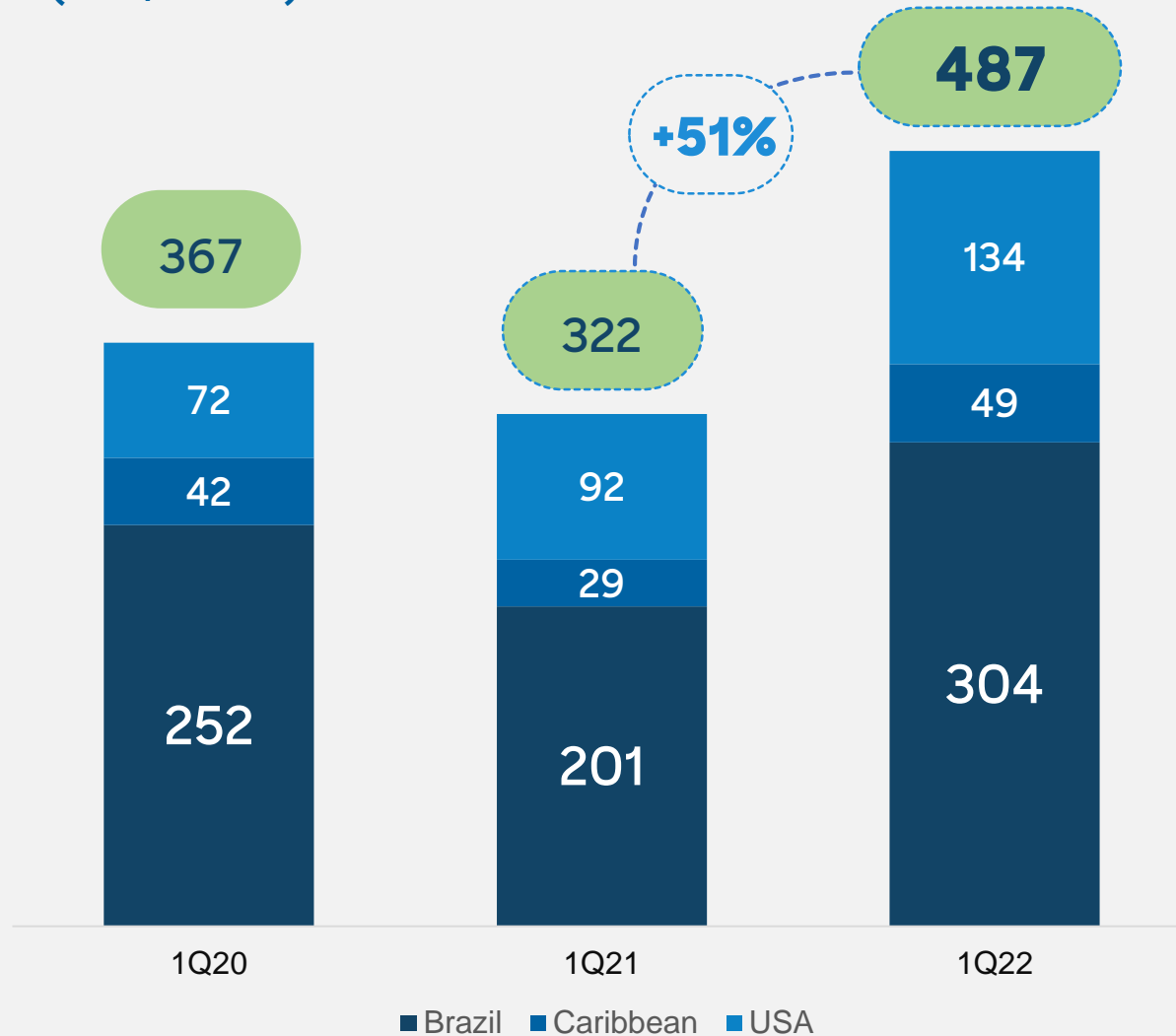
In reais



Loca currency (USD)

Global Revenue

(in R\$million)



Focus on the transformation agenda
with a positive trajectory for all units



51% over 1Q21

highlights for KFC, Pizza Hut
and Frango Assado



57% over 1Q21 (USD)

traffic growth, pricing management and
strategic location

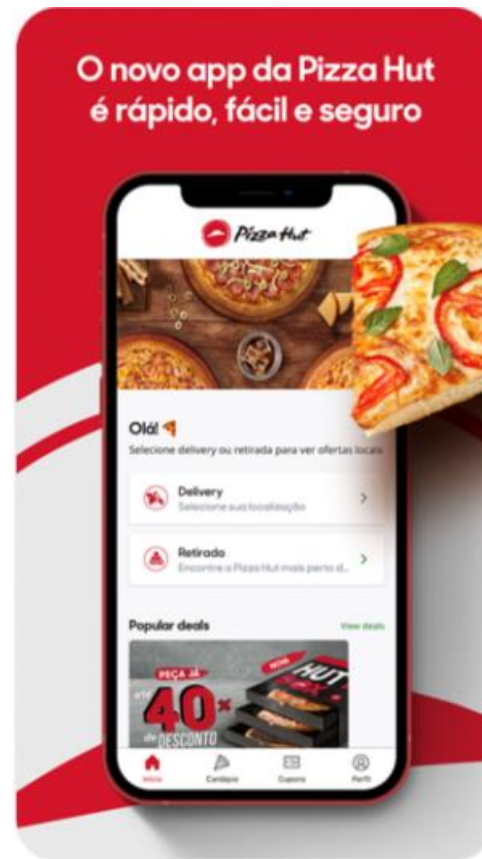


68% over 1Q21

flow recovery at airports and catering

Digital Transformation

Digital Sales



Launch

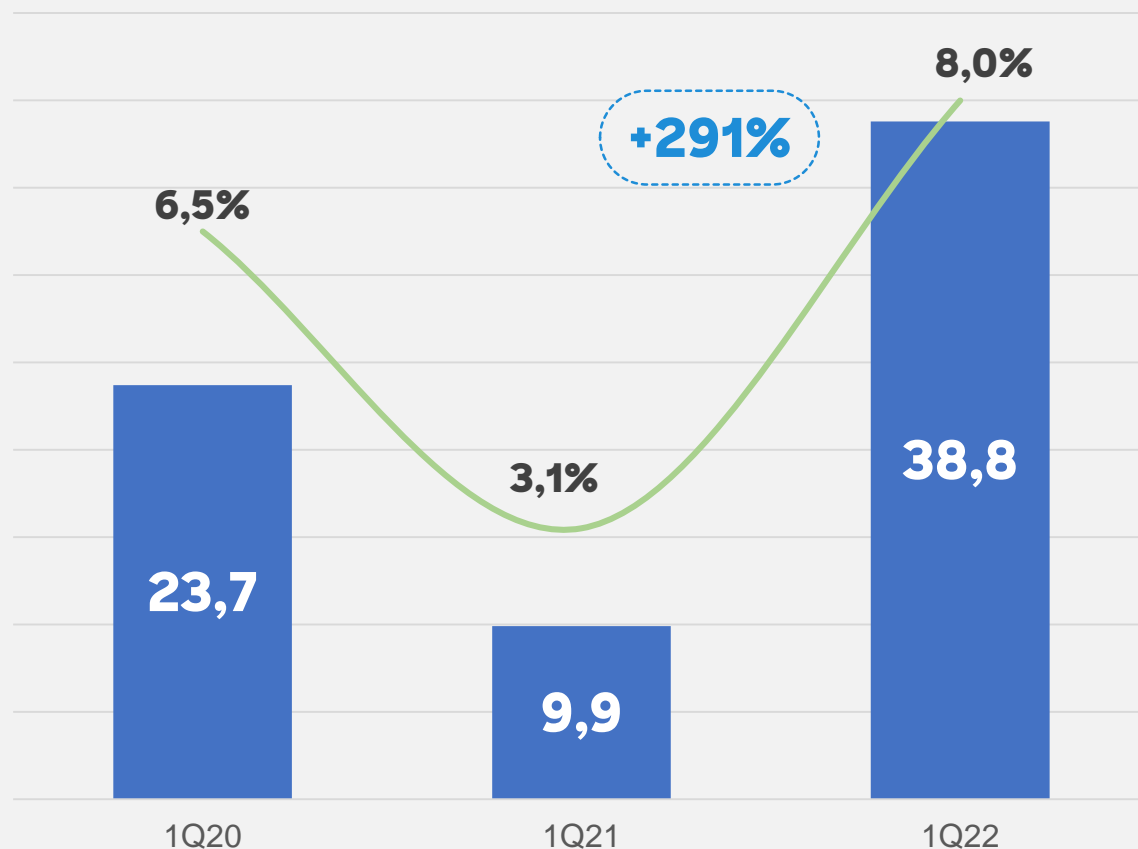


Digital Transformation journey



Adjusted EBITDA

(in R\$million)



XX% - EBITDA Margin

EBITDA

R\$ **38.8** million vs. R\$ **9.9** million in 1Q21

EBITDA growth by almost 4X

Higher revenue, cost and expense management and operational leverage

4.9 p.p. expansion in the EBITDA margin, reaching 8.0% in the quarter

EBITDA by region

(in R\$million)

Operational improvement across all brands and segments

○ Brazil:

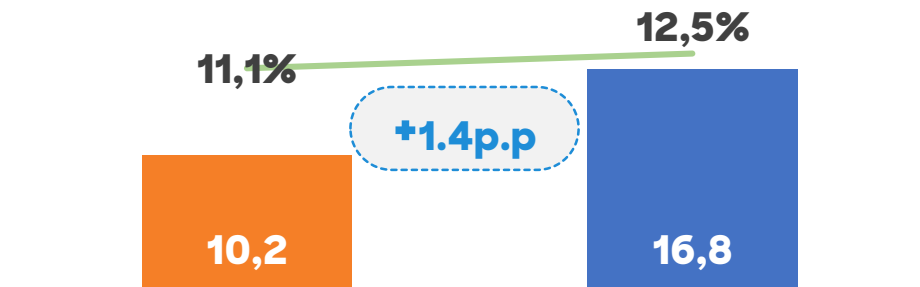
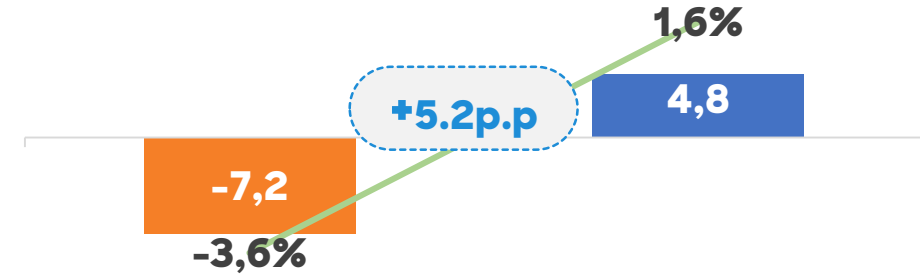
Operating Result
R\$12 million better than 1Q21

○ G&A:

Control of general expenses and
extraordinary events

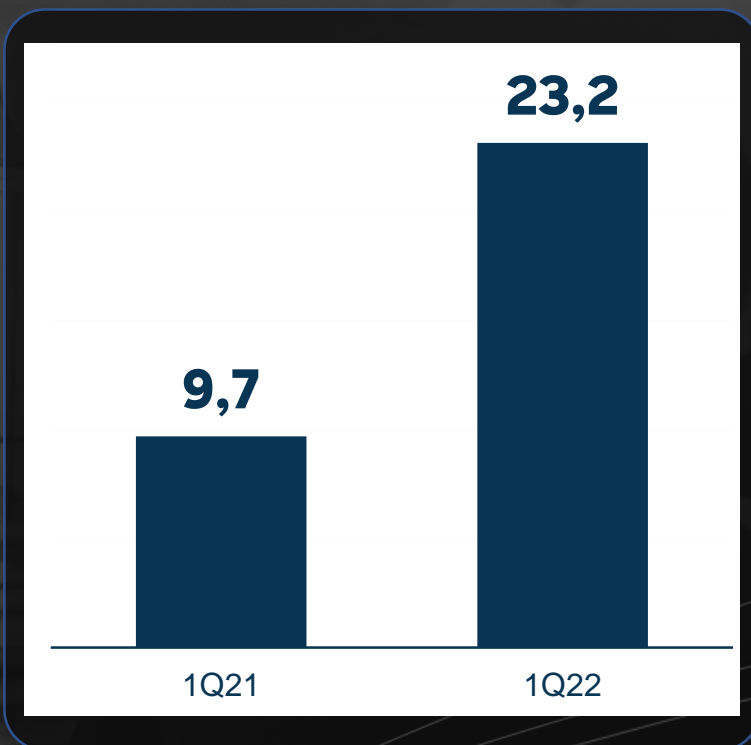
○ Caribbean and USA:

Sales growth and efficient management of costs
and expenses with operating leverage

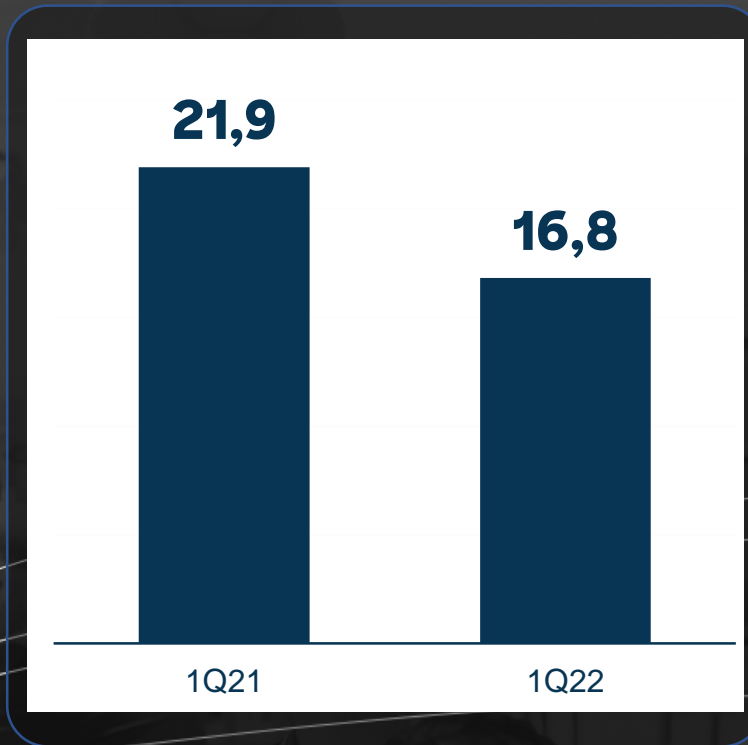


Financial Metrics

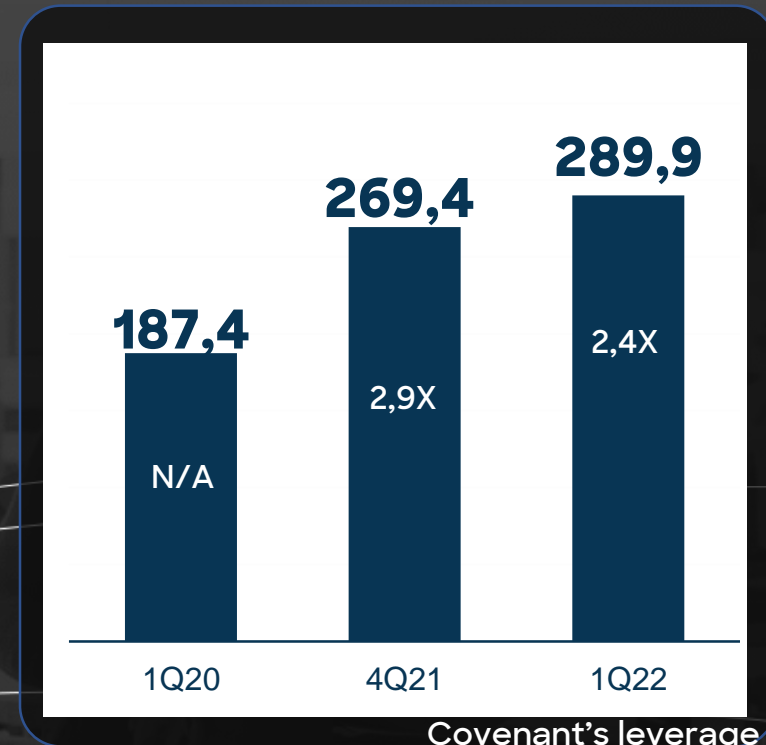
Operating Cash Flow



CAPEX



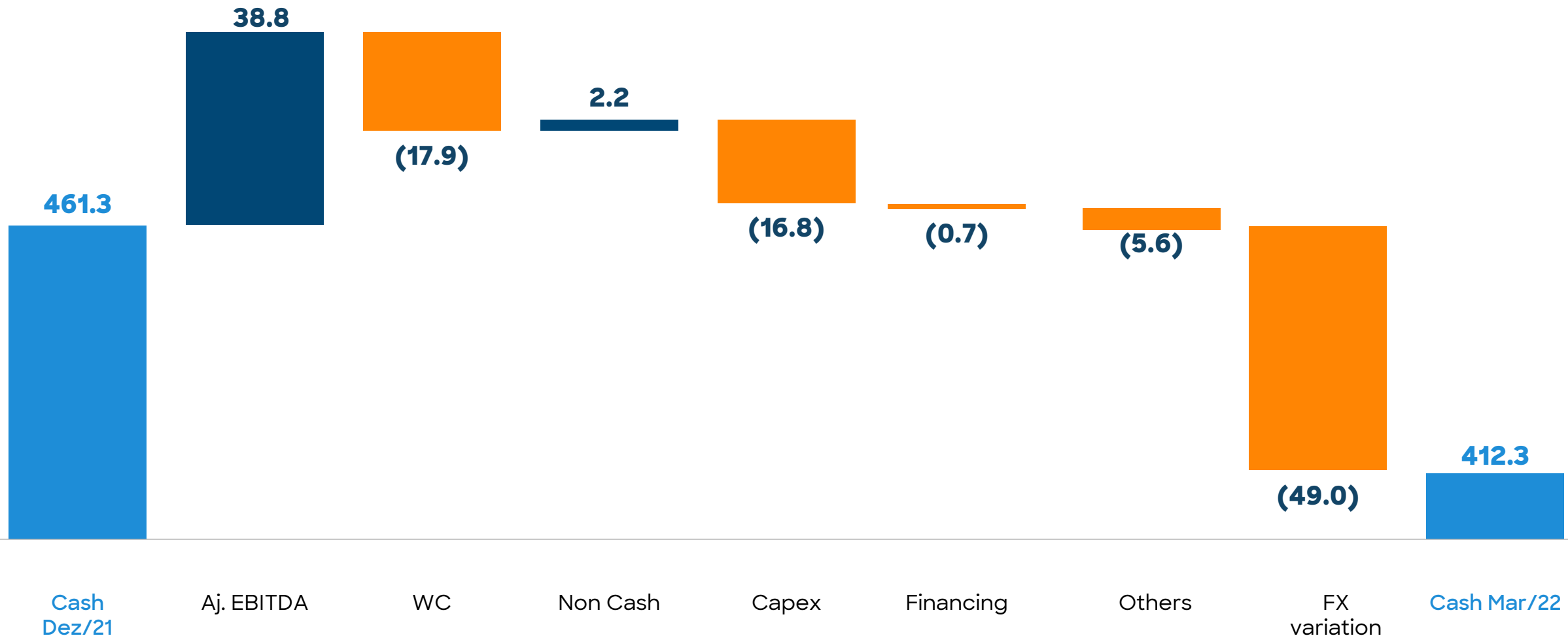
Net Debt



Covenant's leverage

Cash Position

(in R\$million)



Priorities

Profitability Improvement

Business Simplification

Capital Ztructure

Discipline in Expansion

People and Culture





Thank you!