



FRANGO ASSADO

Earnings Call
4th Quarter 2023

IMC Transformation



BIG DREAM

BE THE BEST
FOOD SERVICE PLATFORM
IN BRAZIL

A New Company



Team and Governance



Management, Board, Novo Mercado



Operational Efficiency



Relevant brands, margin evolution



Digital Transformation



New Digital Channels, CRM, Experience



Expansion



KFC and Pizza Hut expansion, revamp Frango Assado



Financial Discipline



Divestments, debt issuance, leverage

IMC Highlights



SSS
(ex Gas Station)

4Q23

4.1% / 3.0%
Consolidated / Brazil

2023

5.1% / 5.6%
Consolidated / Brazil

Net Revenue
(consolidated)

+7.4%
vs. 4Q22

+6.2%
vs. 2022

Adjusted EBITDA
(recurring - consolidated)

+ 31.8%
R\$ 60,6Mi

+ 25.2%
R\$ 247,1Mi

% Adjusted EBITDA Margin
(recurring - consolidated)

10.6%
+196 bps

10.5%
+160 bps

Net Debt/EBITDA

2.0x

2.0x

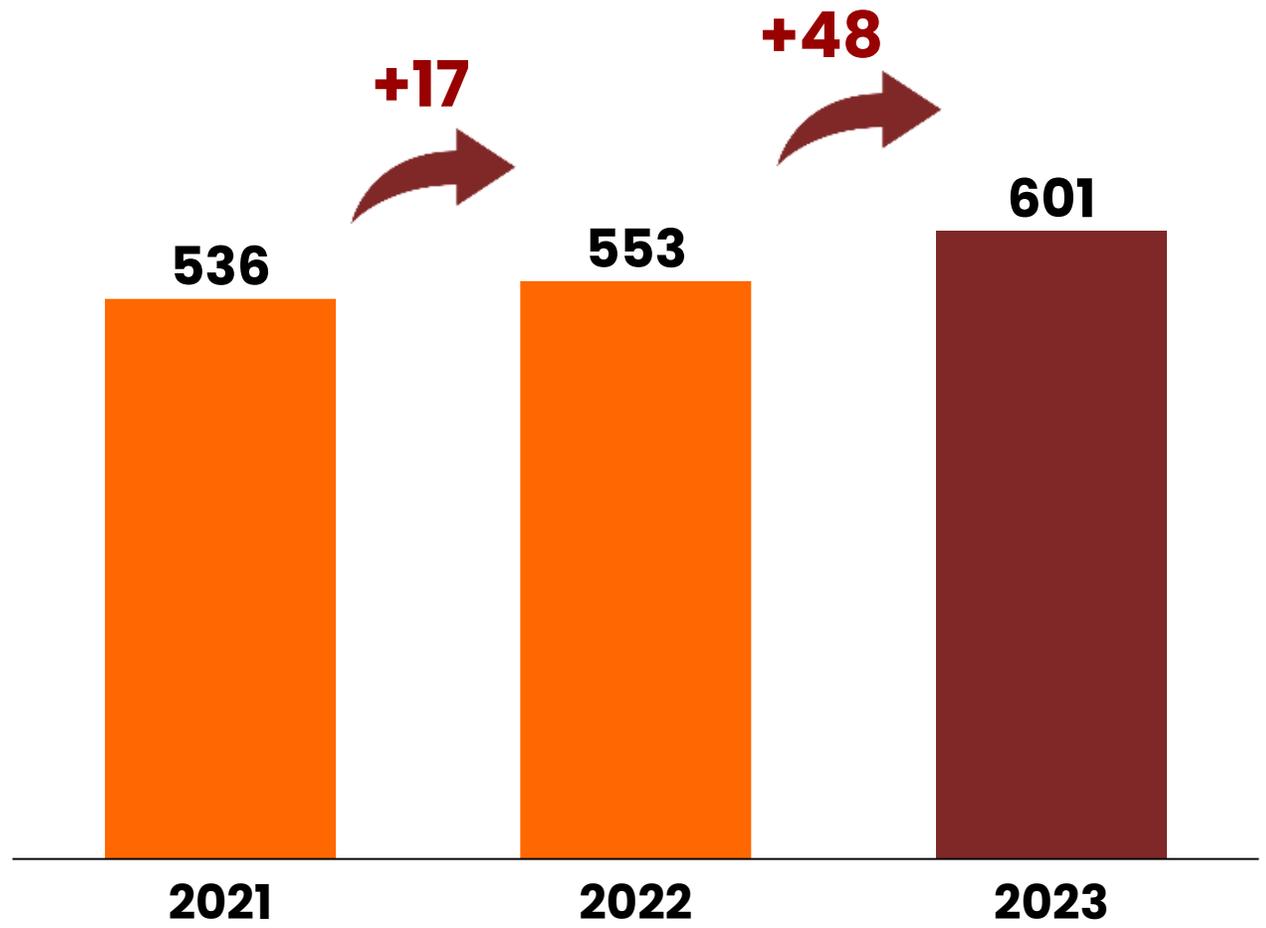
Number of stores 4Q23

Total system:

601 units

Equity stores participation: 56%

Evolution # of stores



Discontinued Operations

29

31

6

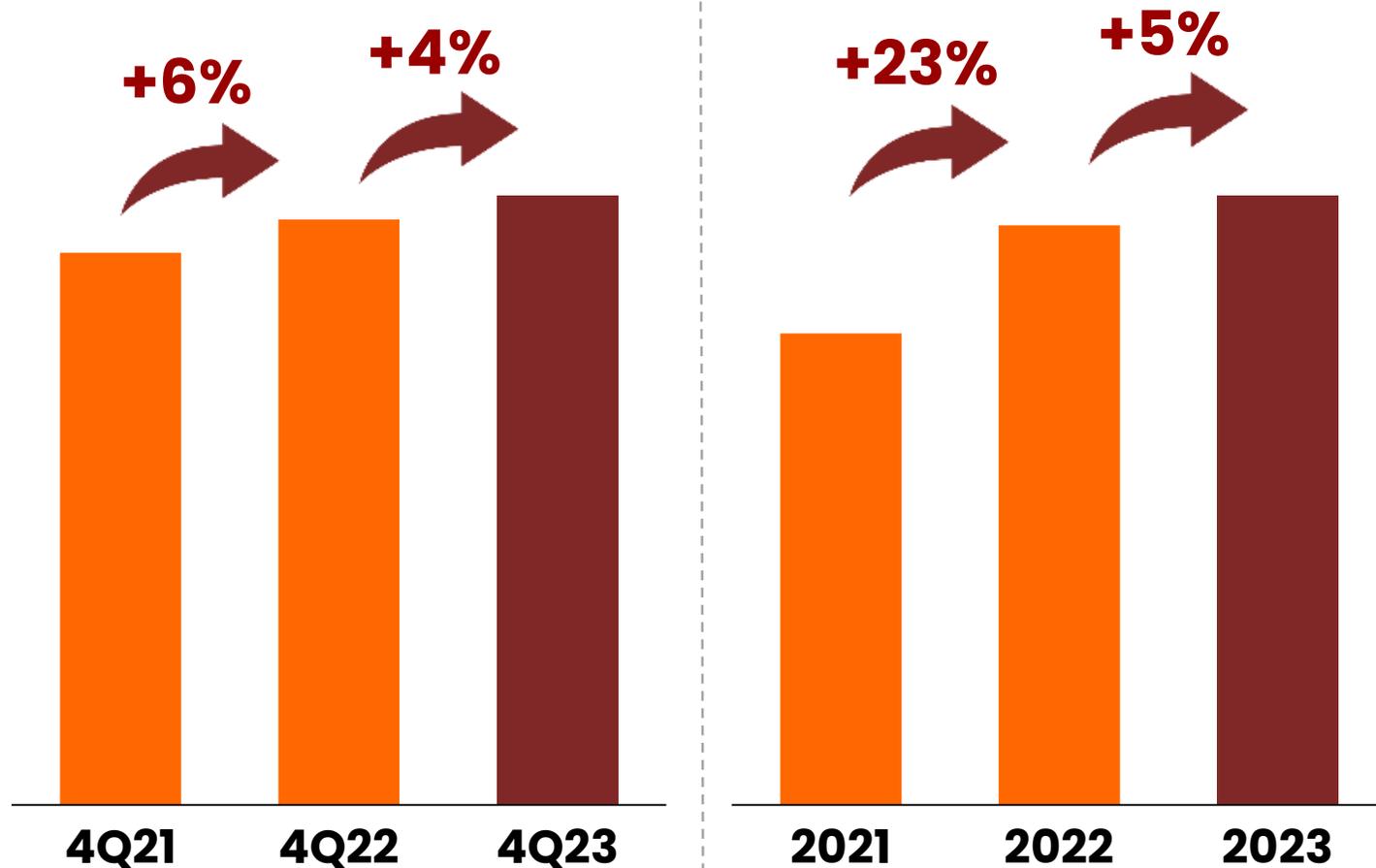
Same Store Sales*

*Ex. Gas Stations

+ 4%
vs. 4Q22

+ 5%
vs. 2022

Growth vs last year





The favorite in Brazil



28

Openings



275

Total stores



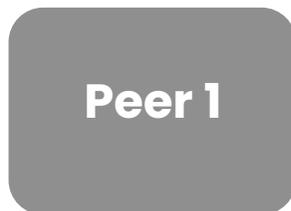
Brand Consideration

*Fonte: Yougov : Out-Dez 2023

23%



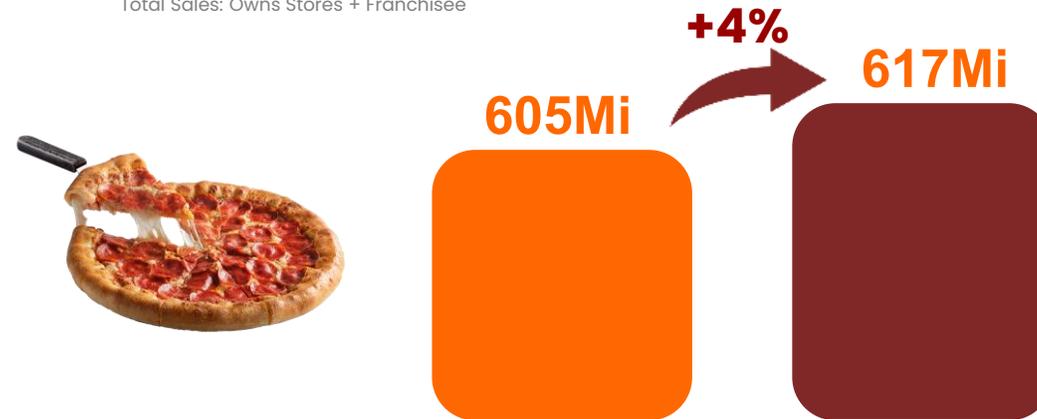
14%



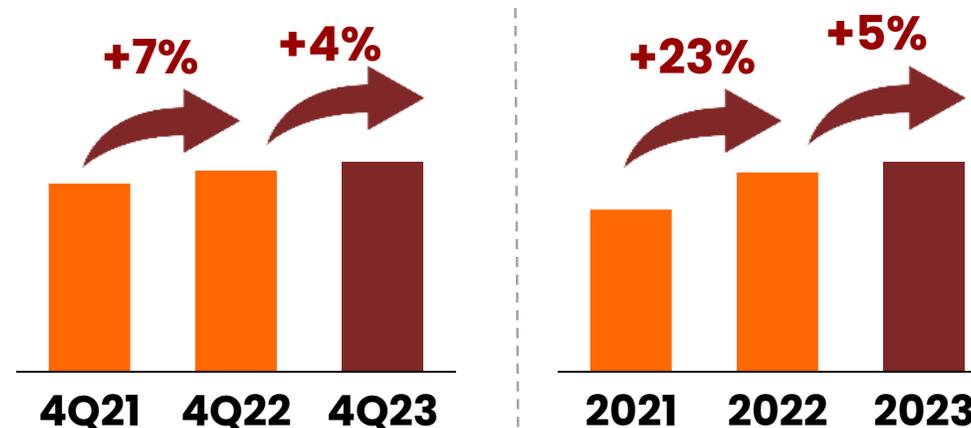
#restaurante**bomtem**dono

Total Sales PH, R\$ million

Total Sales: Owns Stores + Franchisee

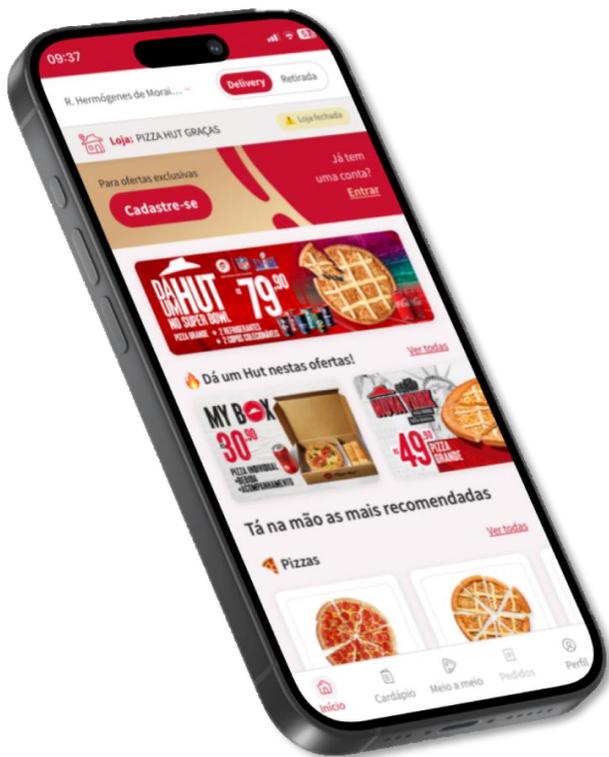


SSS, %





The favorite in Brazil



**New APP Delivery
+ 20% Sales
TOP 10 APP in Brazil**



New Occasions



**Gen Z
Initiatives**



The fastest growing network



39

Openings

192

Total Stores



Total Sales KFC, R\$ million

Total Sales: Owns Stores + Franchisee



595Mi

+23%

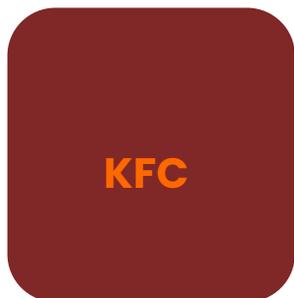
730Mi



Brand Consideration

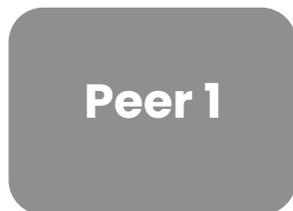
*Fonte: Yougov : Out-Dez 2023

25%



KFC

13%

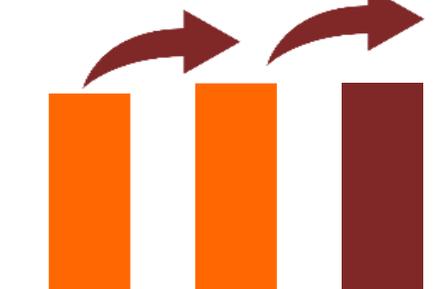


Peer 1

SSS, %

+5%

0%



4Q21 4Q22 4Q23

+15%

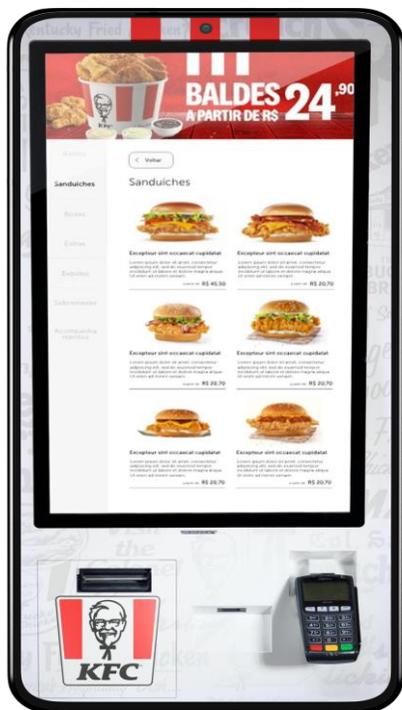
+4%



2021 2022 2023



The fastest growing network



Auto Atendimento
26% Share



New
Occasions



Gen Z
Initiatives

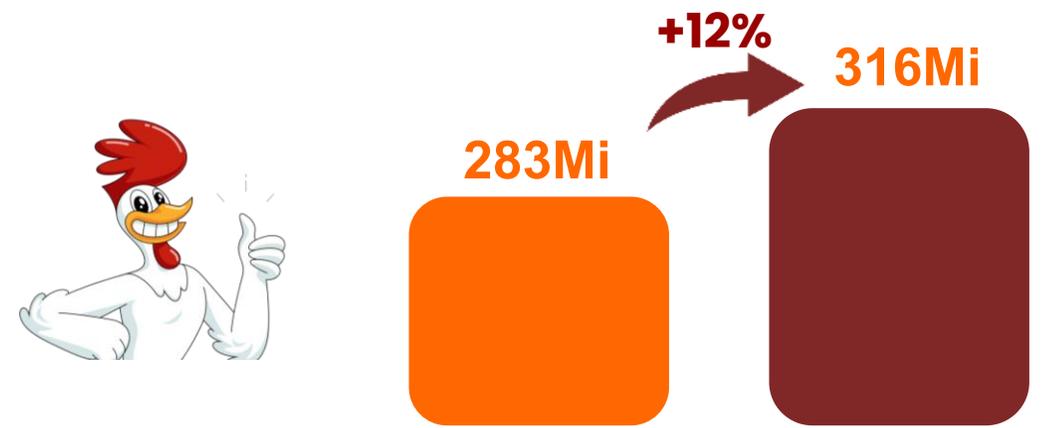
FRANGO ASSADO The best stop on the road

Renovates Stores

New Formats

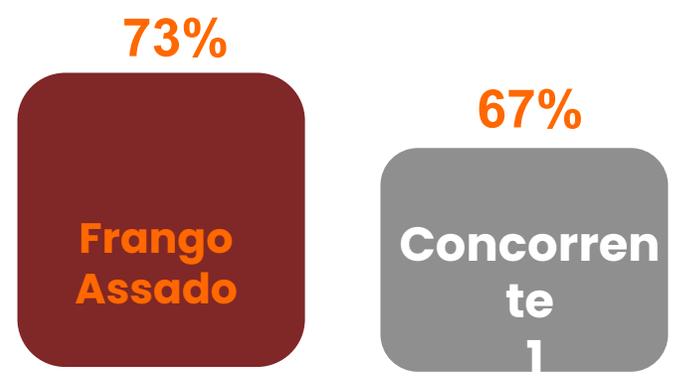


Restaurant Sales, R\$ million

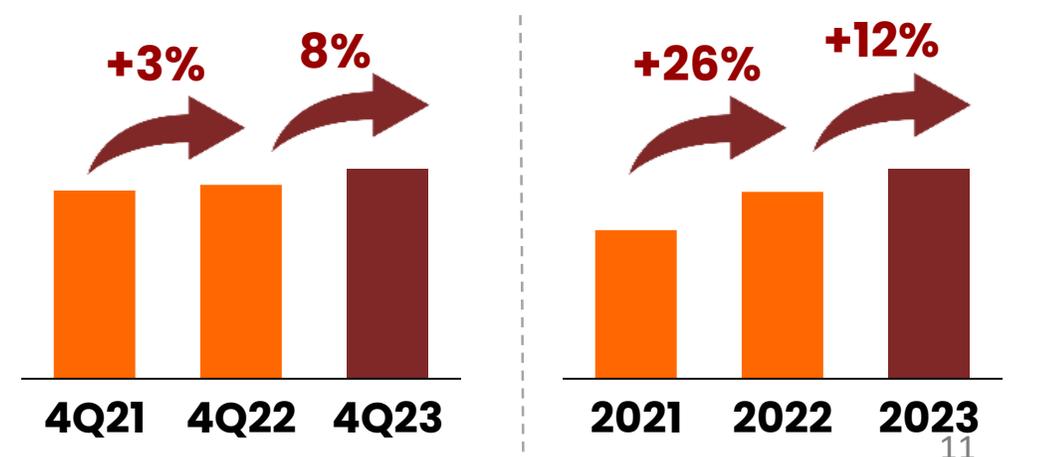


Brand Consideration

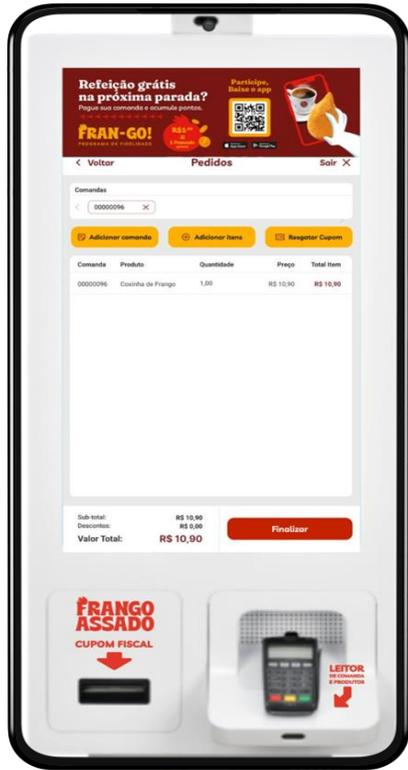
*Fonte: Yougov : Out-Dez 2023



SSS, %



FRANGO ASSADO The best stop on the road



Auto Atendimento
36% Share



FranGO
+250K Clients
R\$ 18 Million in Sales



New Experience

Iconic Brand: *Casual Dining*

2

Openings



32

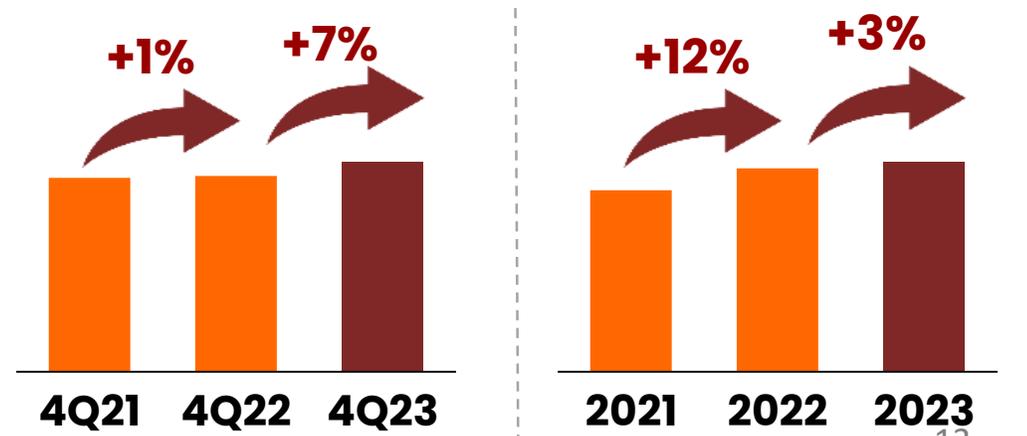
Total Stores



Restaurant Sales, US\$ million

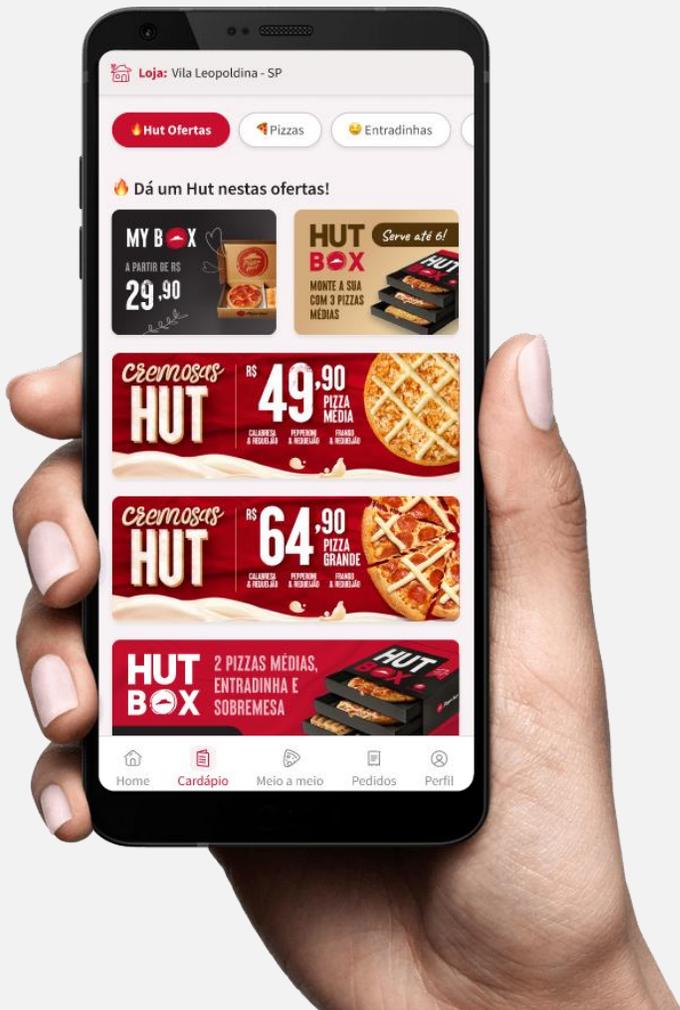


SSS, %

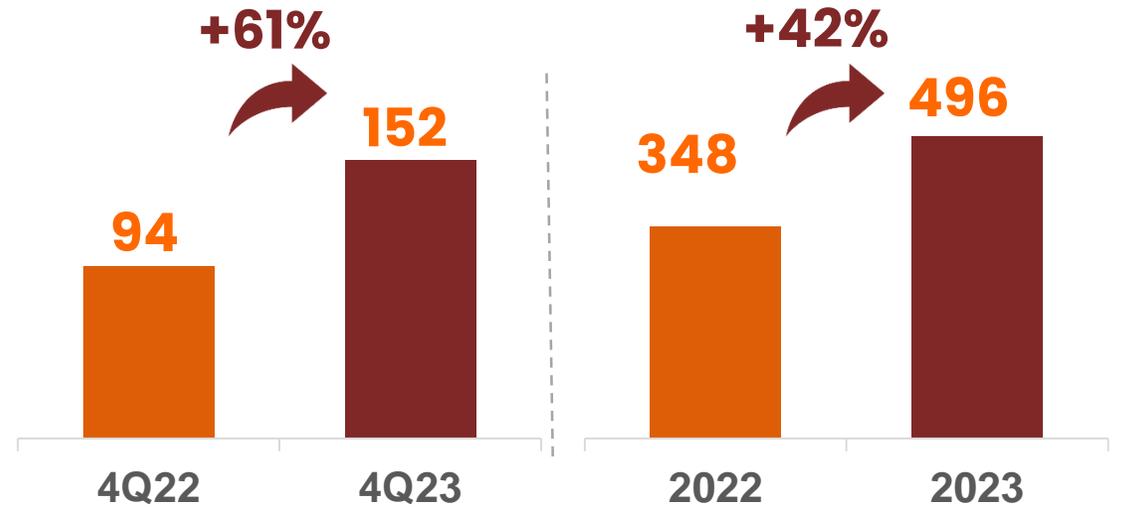


- **New Stores:** Boston and Dustin, FL
- **Menu Architecture vs Inflation**
- **Events and Sports Activation**

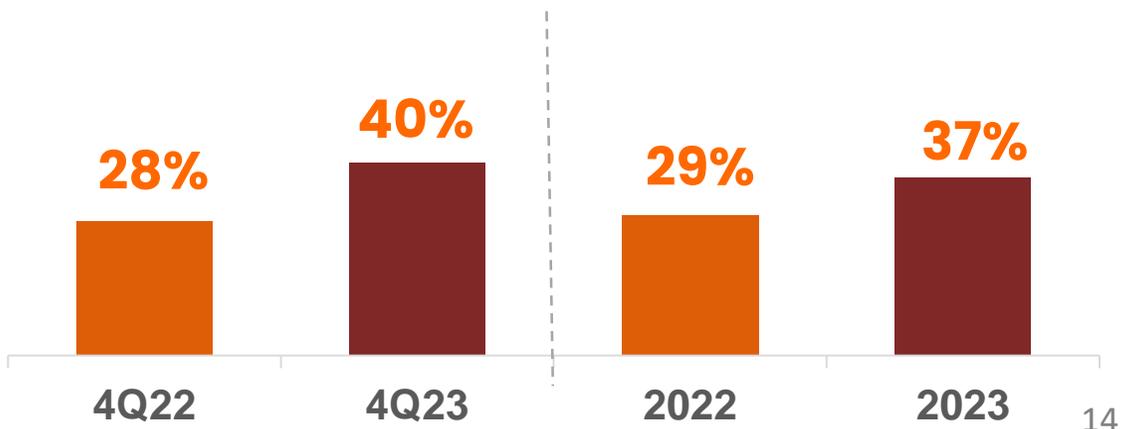
Digital Sales PH and KFC



Digital Sales
in R\$ Million

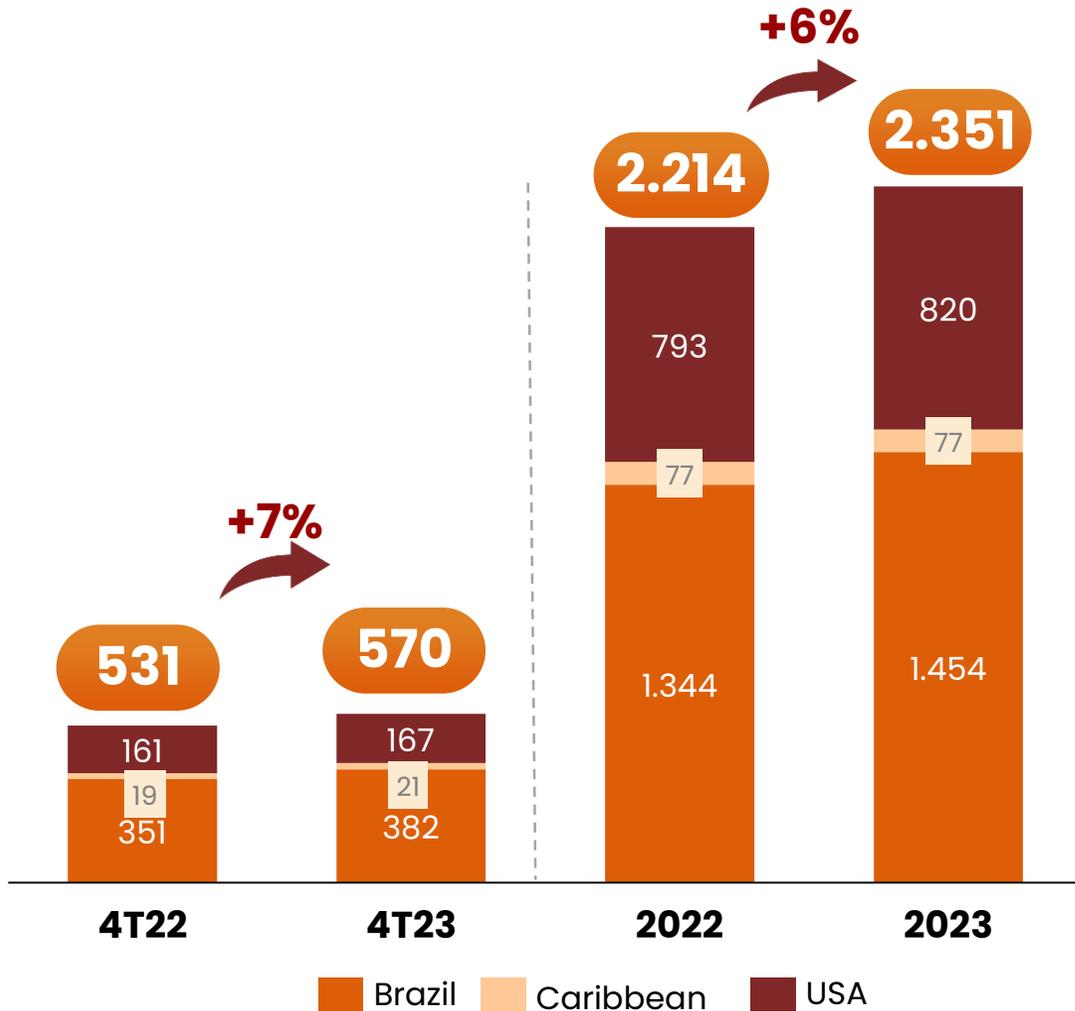


% Share



Net Revenue (Global)

(in R\$ million)



Growth of **+10%** in
restaurants (ex-gas stations)



+8.9% vs. 4Q22 / **+8.2%** vs. 2022
Evolution of all brands



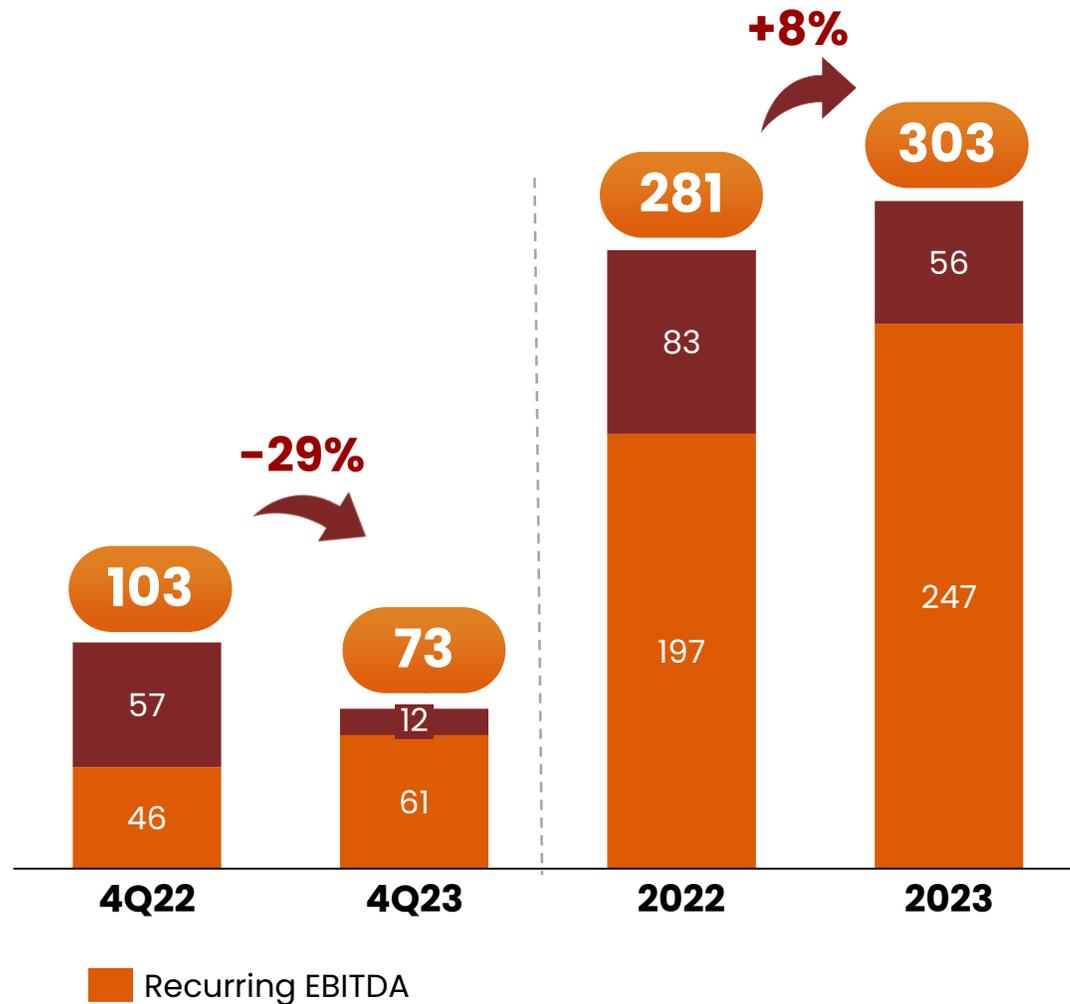
+9.9% vs. 4Q22 / **+6.9%** vs. 2022 (USD)
SSS evolution, price management



-0.4% vs. 4T22 / **+4.1%** vs. 2022 (COP)
Airline bankruptcy, airport flow

Adjusted EBITDA (Global)

(in R\$ million)



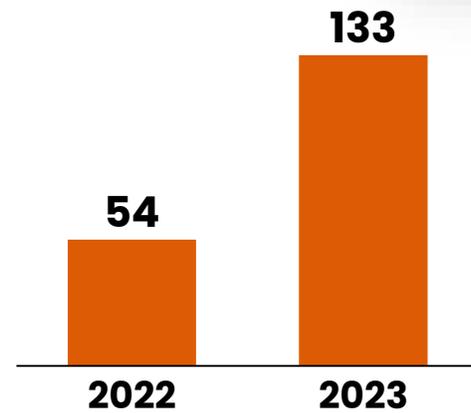
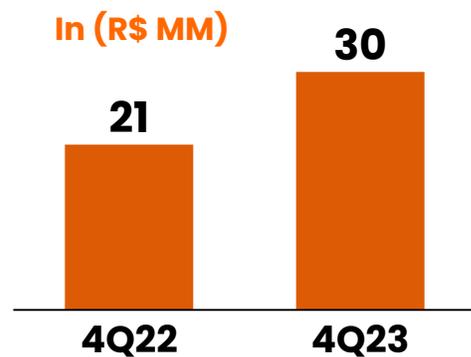
Growth of **+25%**
Adjusted Recurring EBITDA

-  Recurrent EBITDA Evolution, in all operations
-  Field execution, central kitchen, operating leverage
-  EBITDA margin 10.6% 4Q23 / 10.5% 2023 (Recurring - Consolidated)

Adjusted EBITDA (by region)



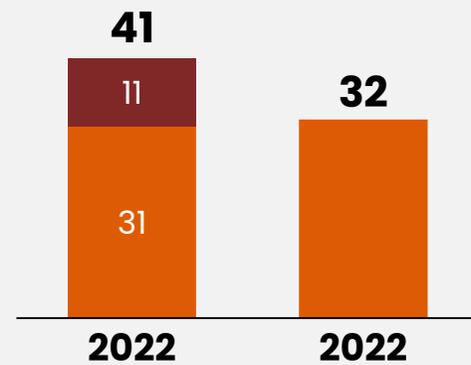
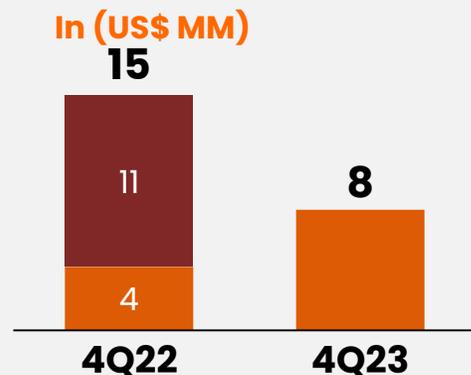
- EBITDA Brazil grew 2.5x
- Growth with profitability
- Sinergies



Brazil



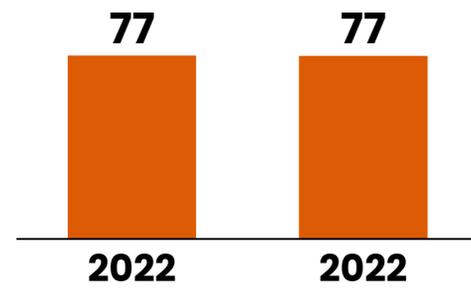
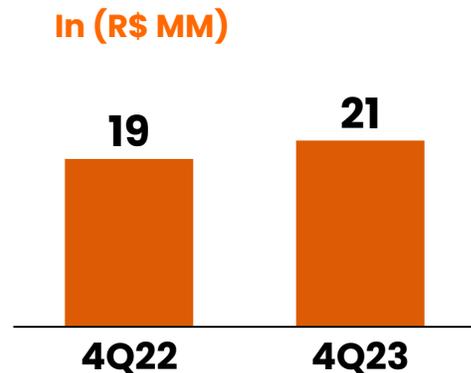
- EBITDA 2022 impacted by ERTC
- Maturation curve of new s
- Price inflation



USA

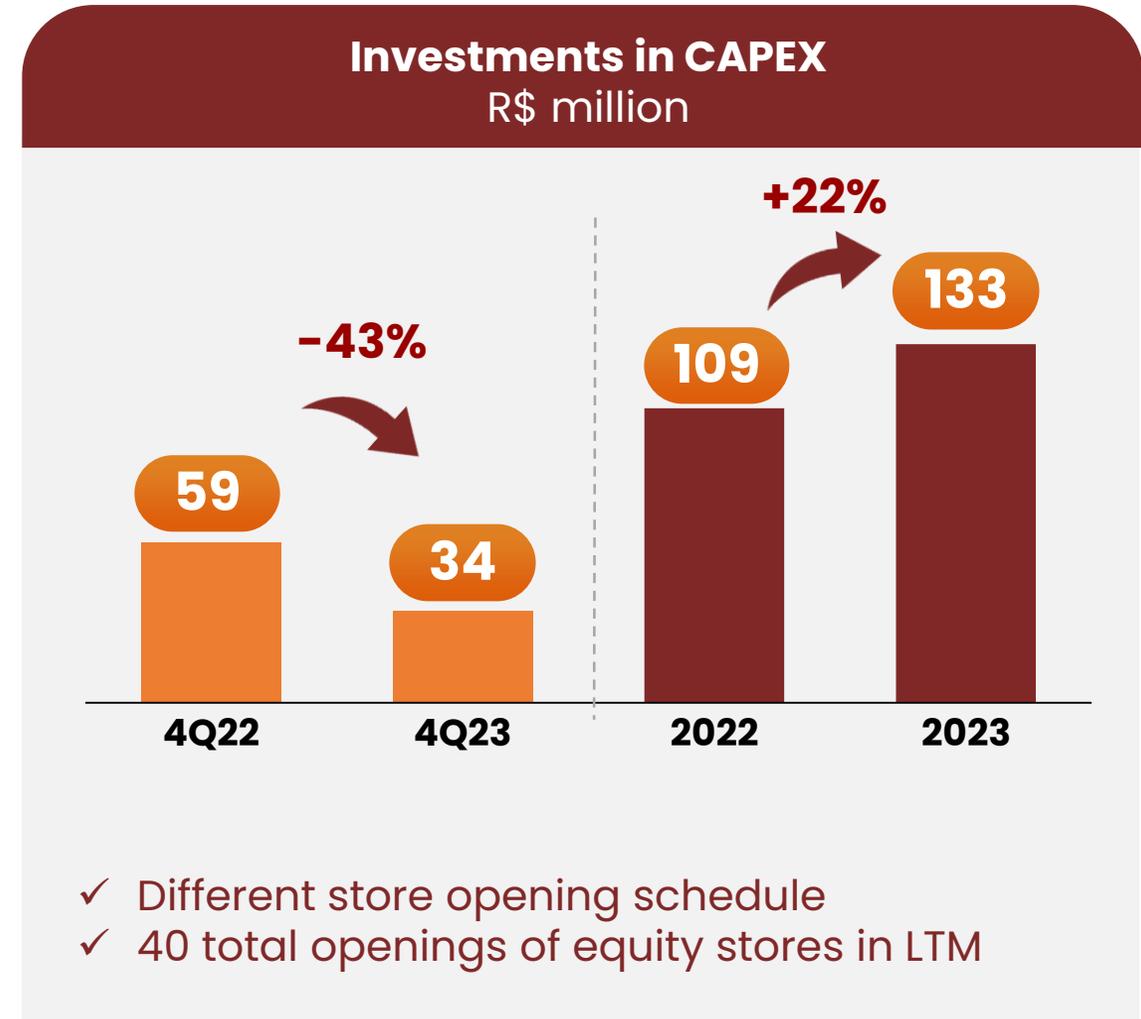
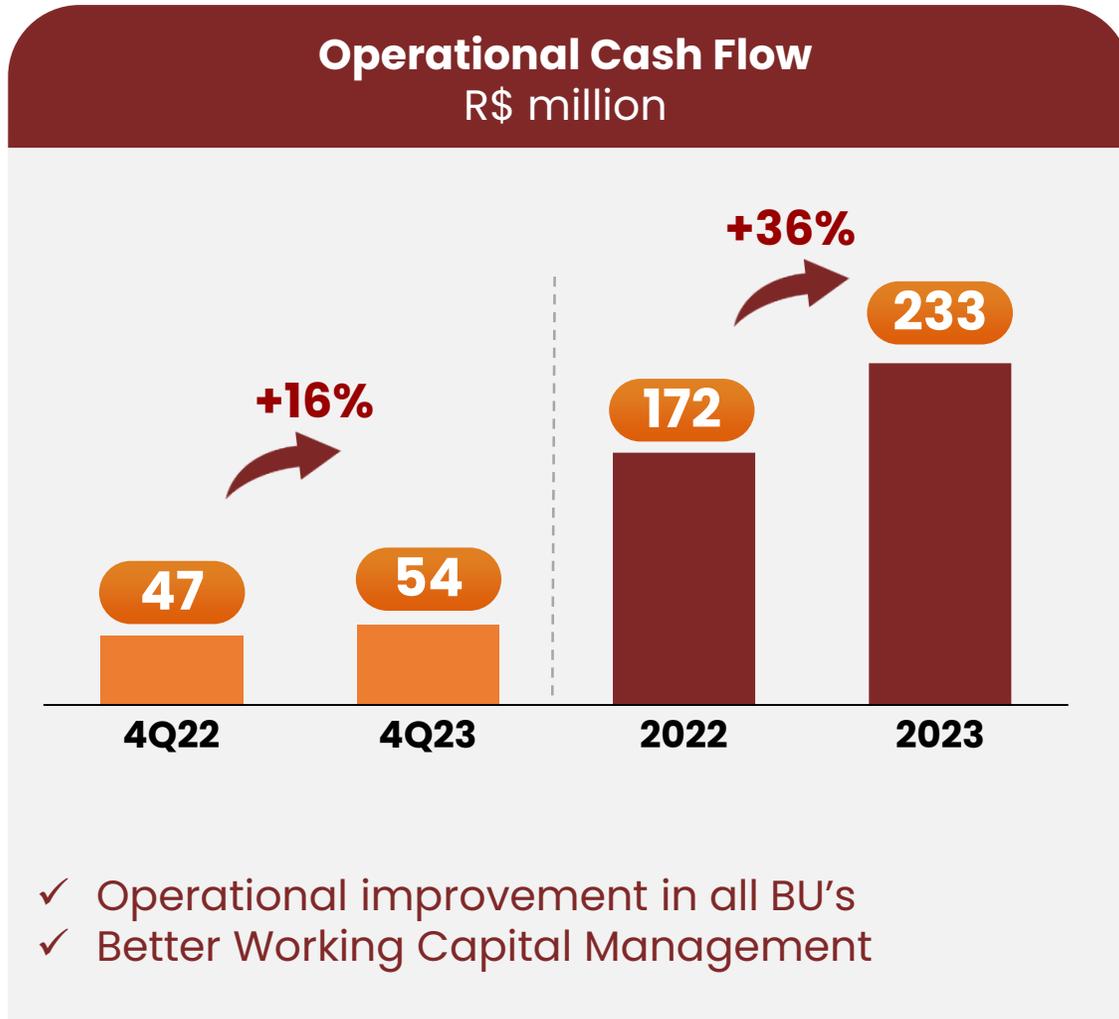


- Loss of a catering (Viva Colombia)
- Operation sold in Dec/23



Caribbean

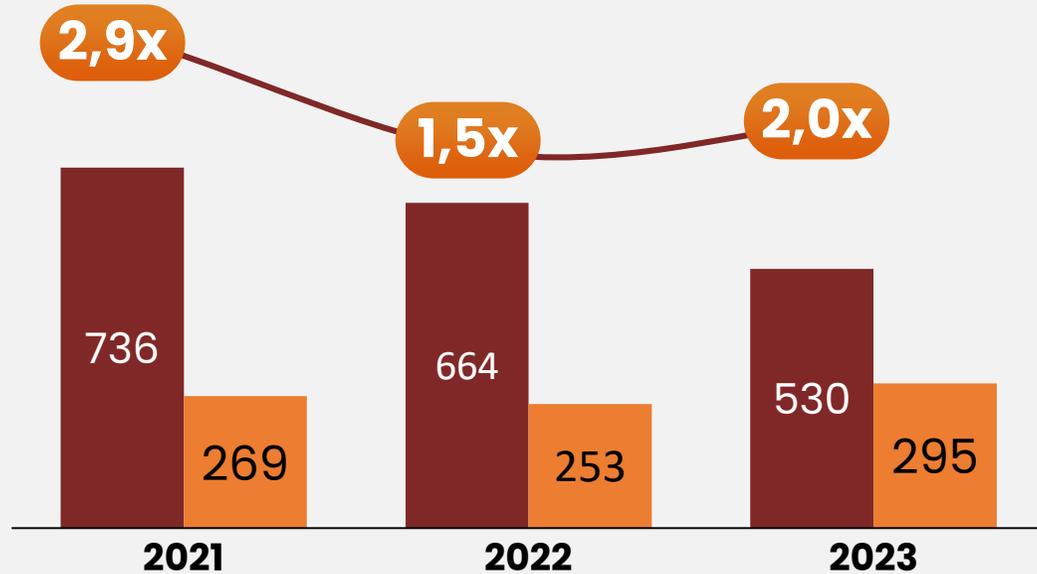
Cash Flow and Investments



Capital Structure



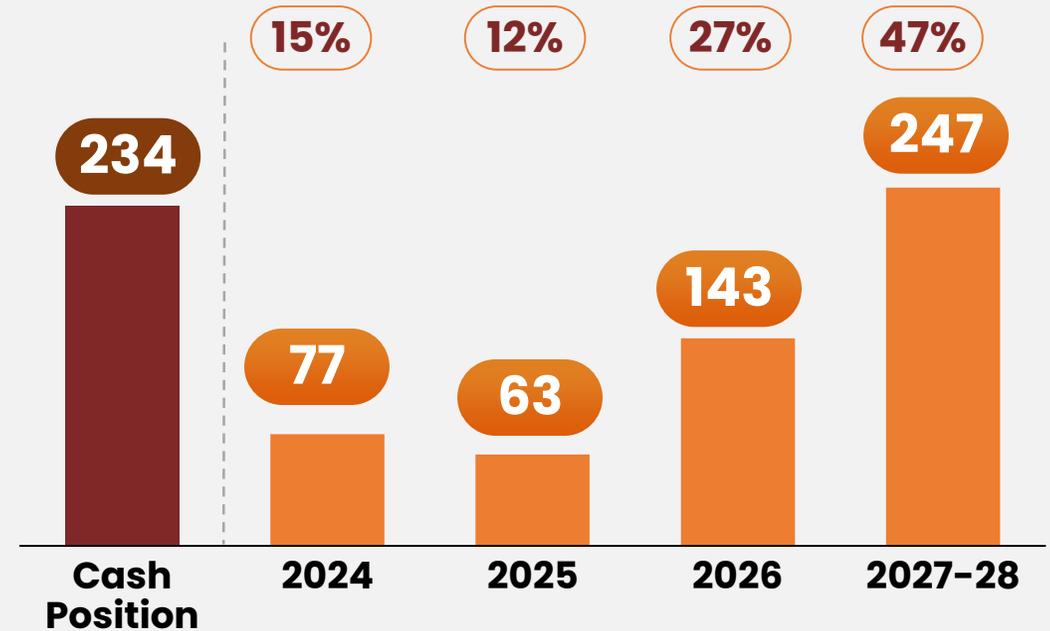
Debt Metrics



■ Total Debt ■ Net Debt — Net Debt/EBITDA**

Debt Structure

R\$ million and % total debt



- ✓ Debt re-profiling
- ✓ Term extension and cost reduction
- ✓ Sustainable growth

**Net/EBITDA calculated with EBITDA LTM in IFRS.

2024 FOCUS



Team and Culture



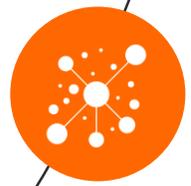
Profitability



Data and Technology

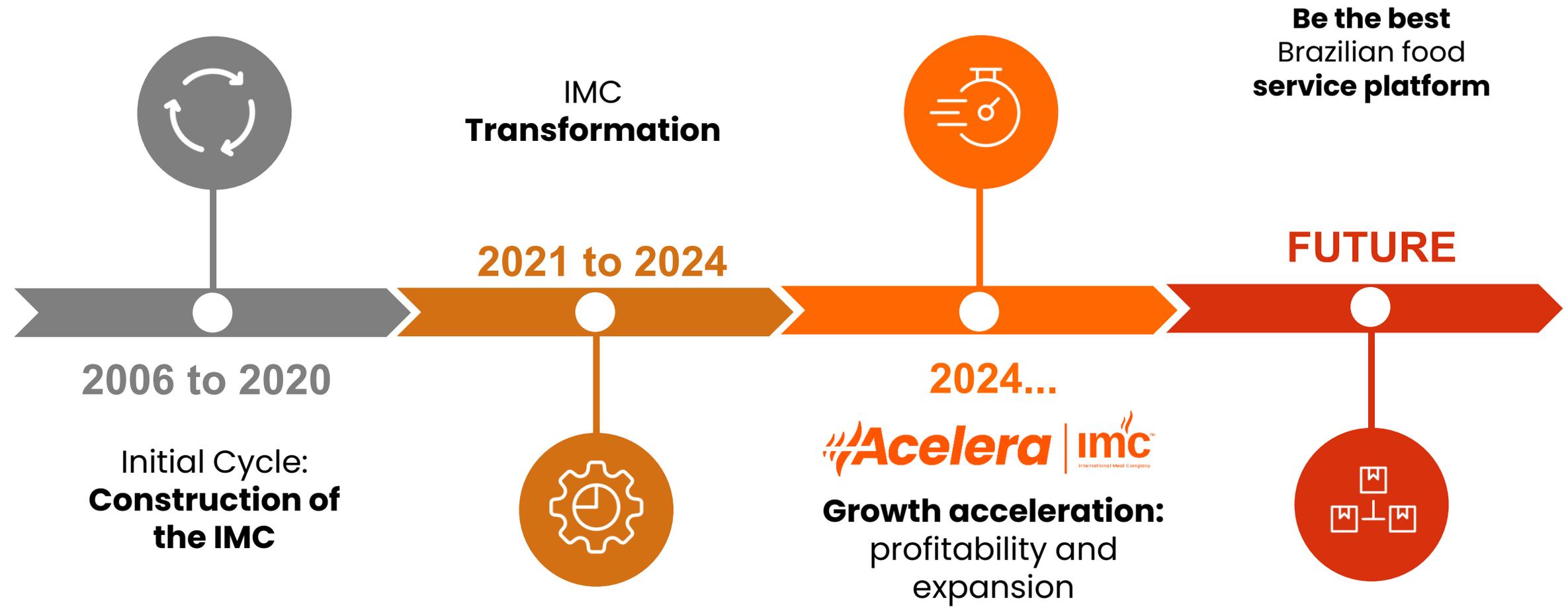


Financial Discipline



KFC, PH, Frango Assado Expansion

IMC Journey



Thank you!



Redeem your coupon at KFC now