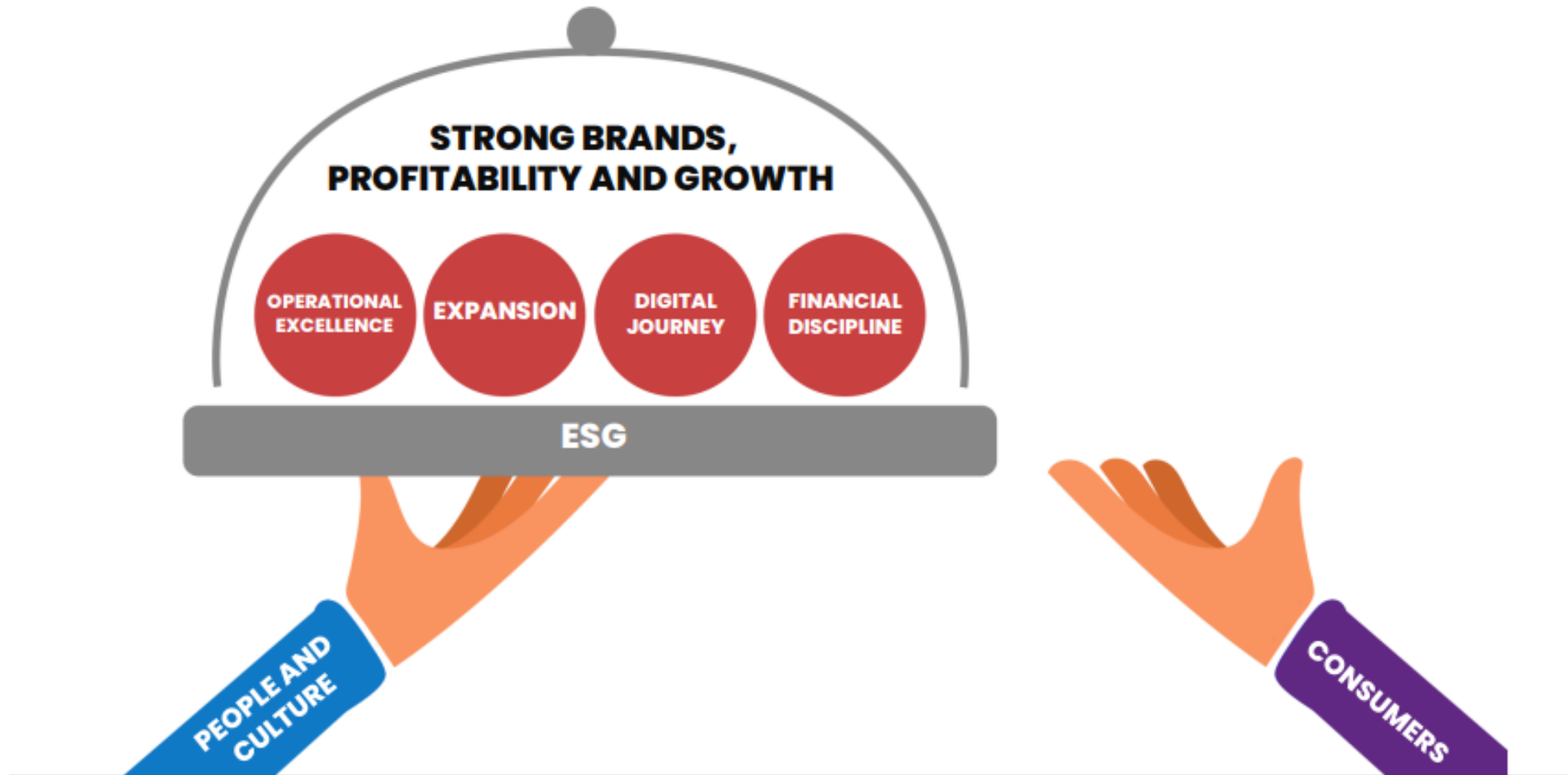


Results 3Q21



Transformation Agenda





Highlights vs. 3T20

With same-store sales 12% above pre-pandemic levels, IMC records the highest revenue in its history

R\$ 540.4 MM

+80.9%

Net Revenue

+12% vs. 3Q19

+74.8% vs. 3Q20

Same Store Sales

515

+25

Total Stores

R\$ 77.9 MM

+83,0%

Adjusted EBITDA

14.4%

+17 bps

EBITDA margin

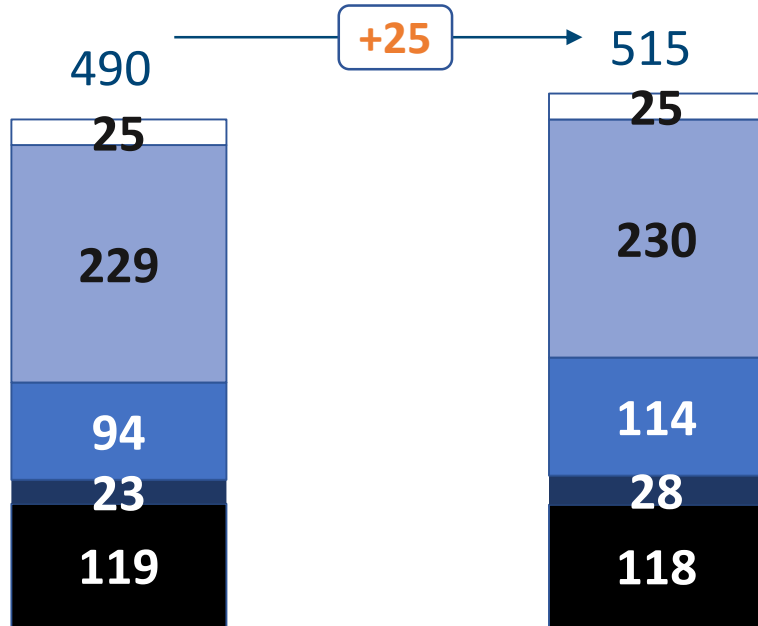
R\$ 172.4 MM

1.9x vs. 7.5x of covenants

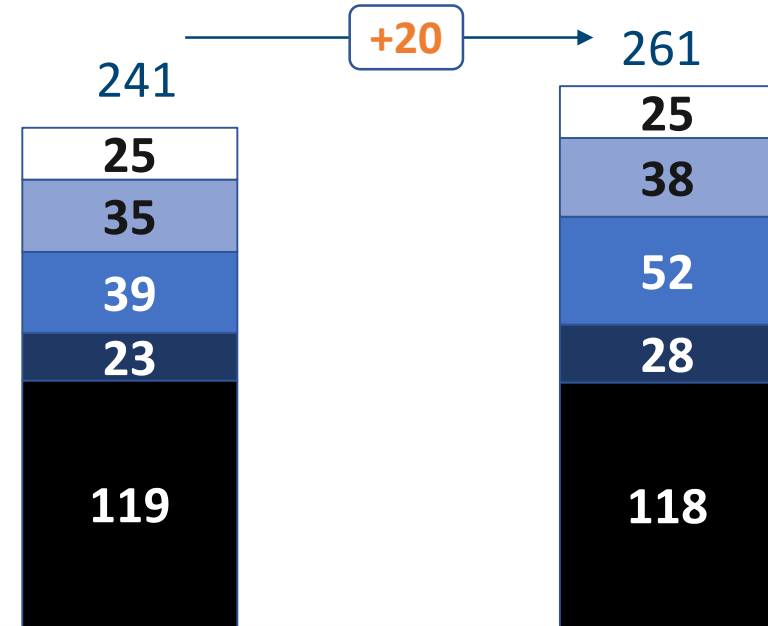
Net Debt

Stores vs. 3Q20

Total de lojas



Lojas Próprias



3T20 3T21

■ Outros ■ EUA ■ KFC ■ Pizza Hut □ Frango Assado

3T20 3T21

■ Outros ■ EUA ■ KFC ■ Pizza Hut □ Frango Assado

Participação de
lojas próprias (%)

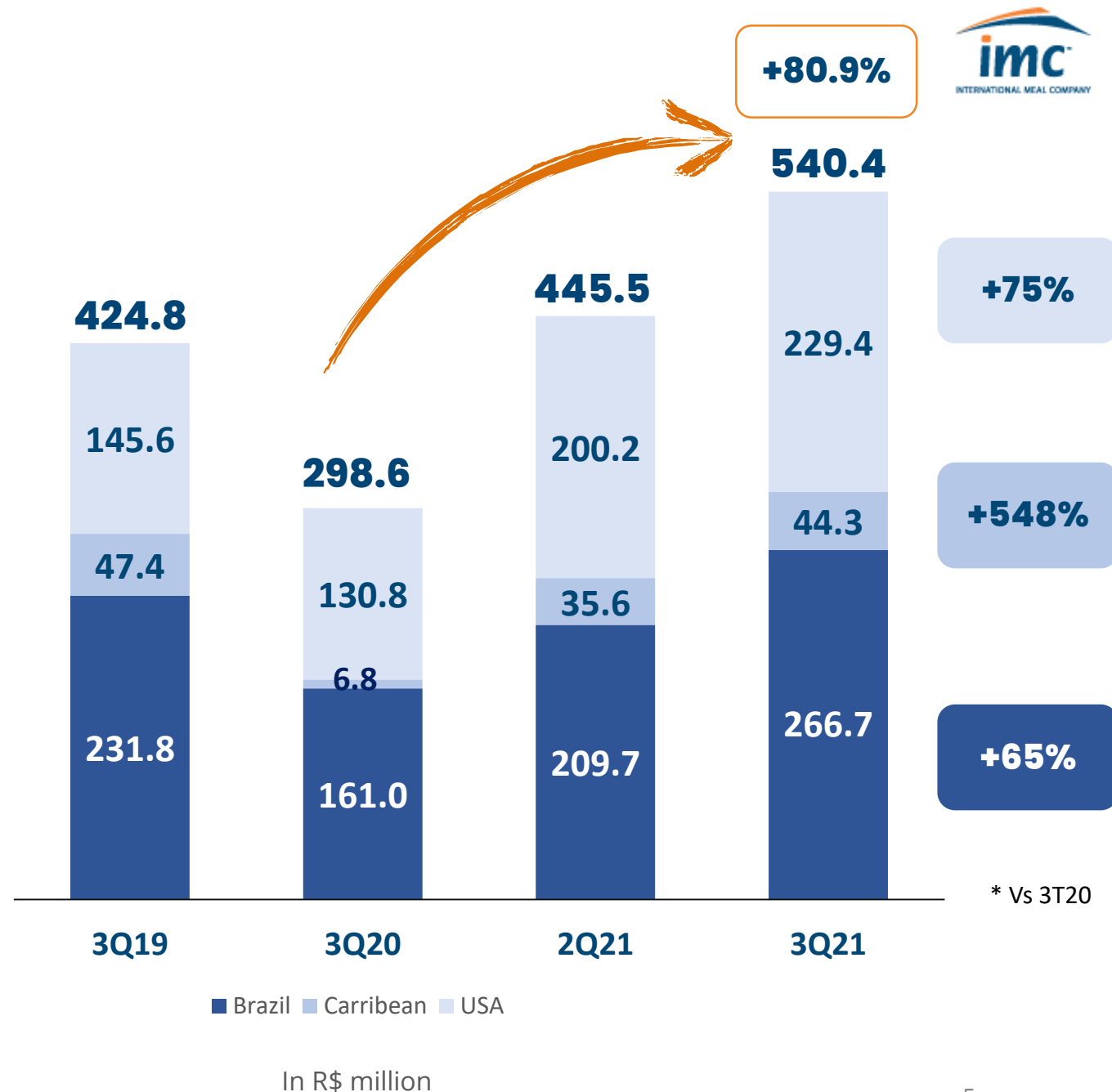
49%

51%



Global Revenue

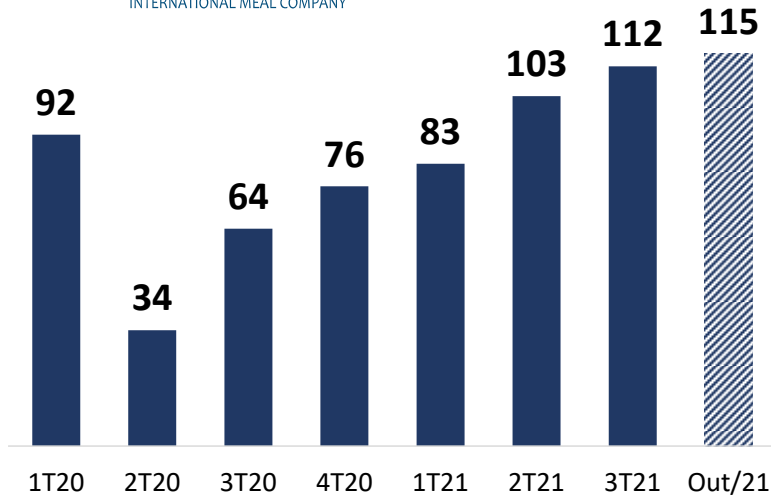
- Sales above prepandemic levels
- Advance in the normalization of the operation of stores and increased customer flow
- KFC and Frango Assado's Restaurant Operations in Brazil
- Seasonality and growth of tourism in the USA
- Resumption in the flow of airports in the Caribbean



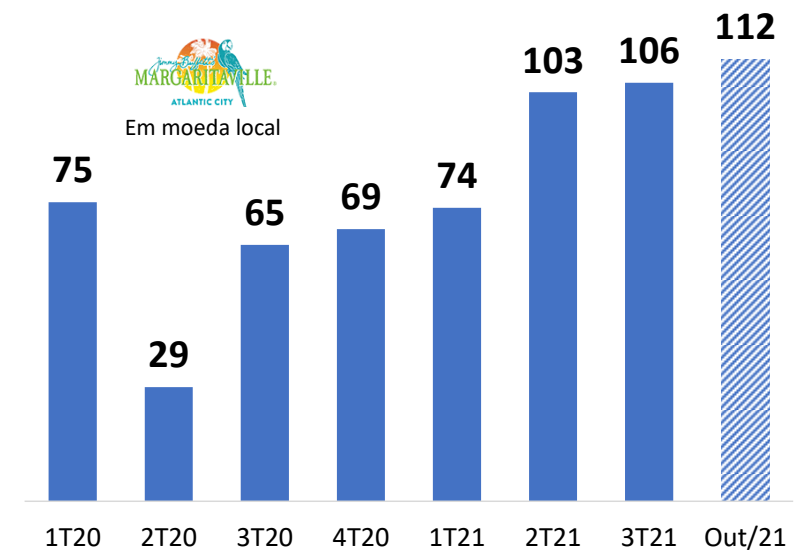
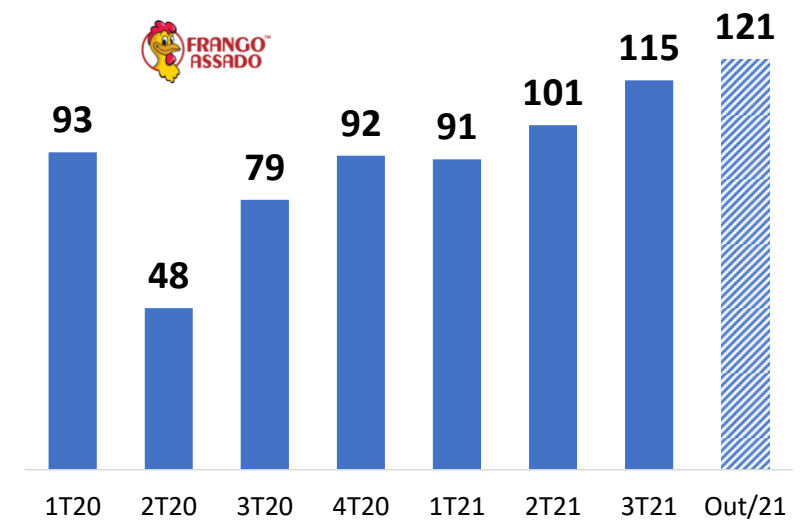
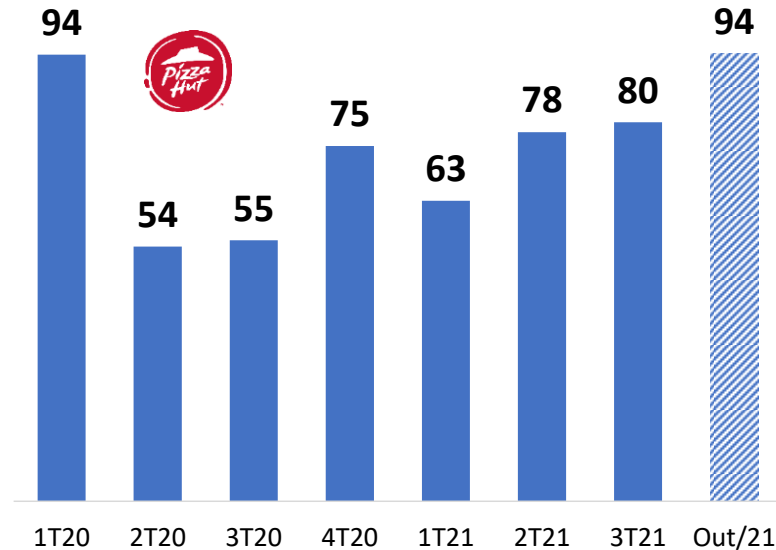
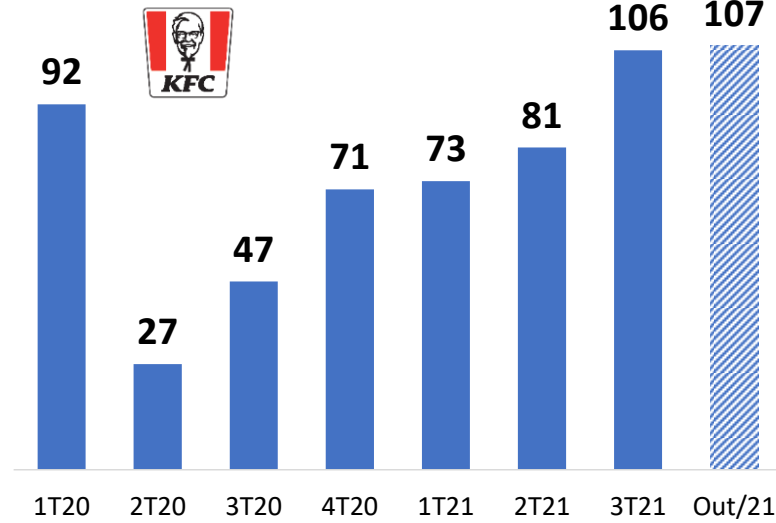


Same Store Sales

% sales in the same stores compared to the same period in 2019



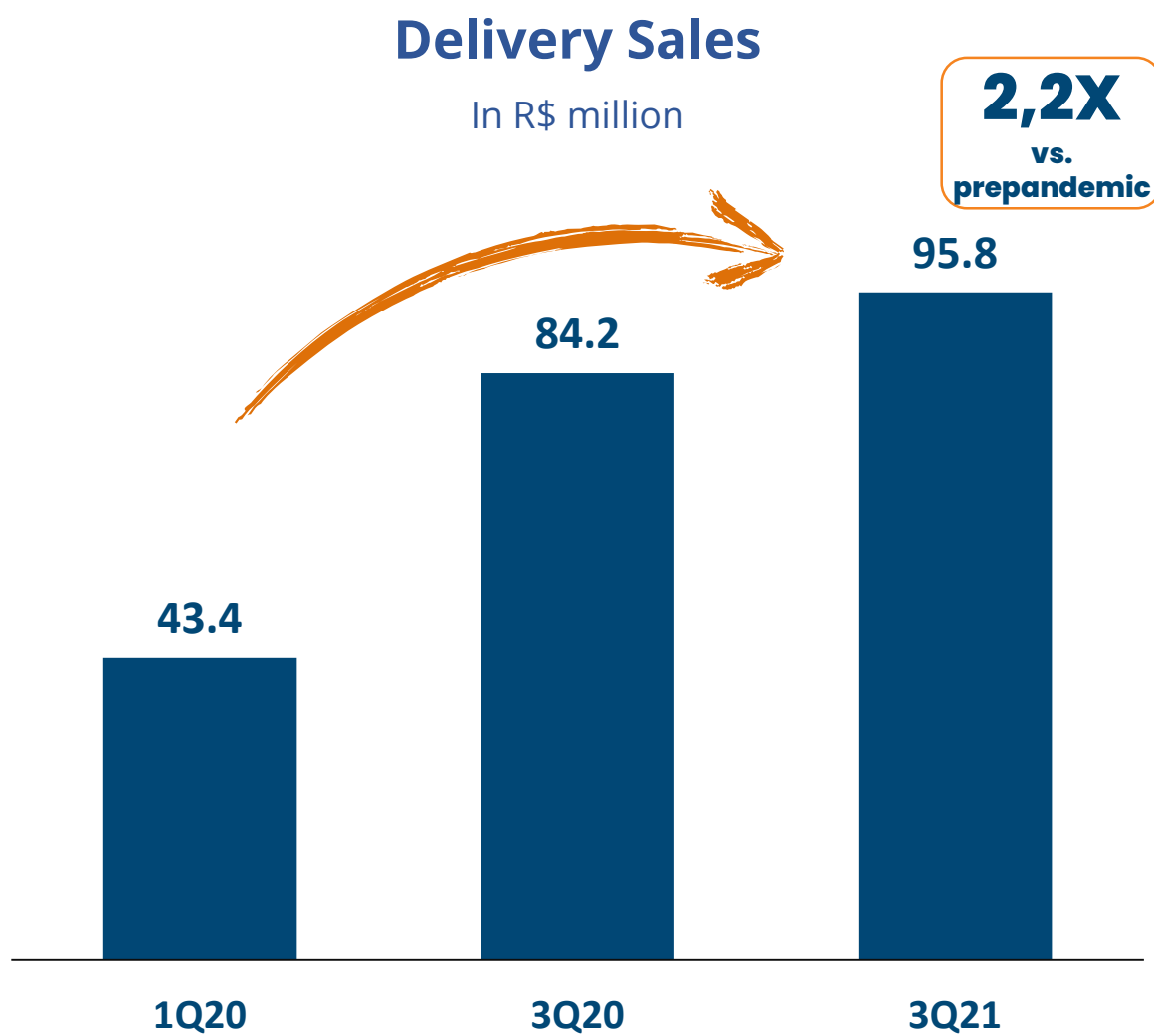
SSS in reais



Delivery Performance

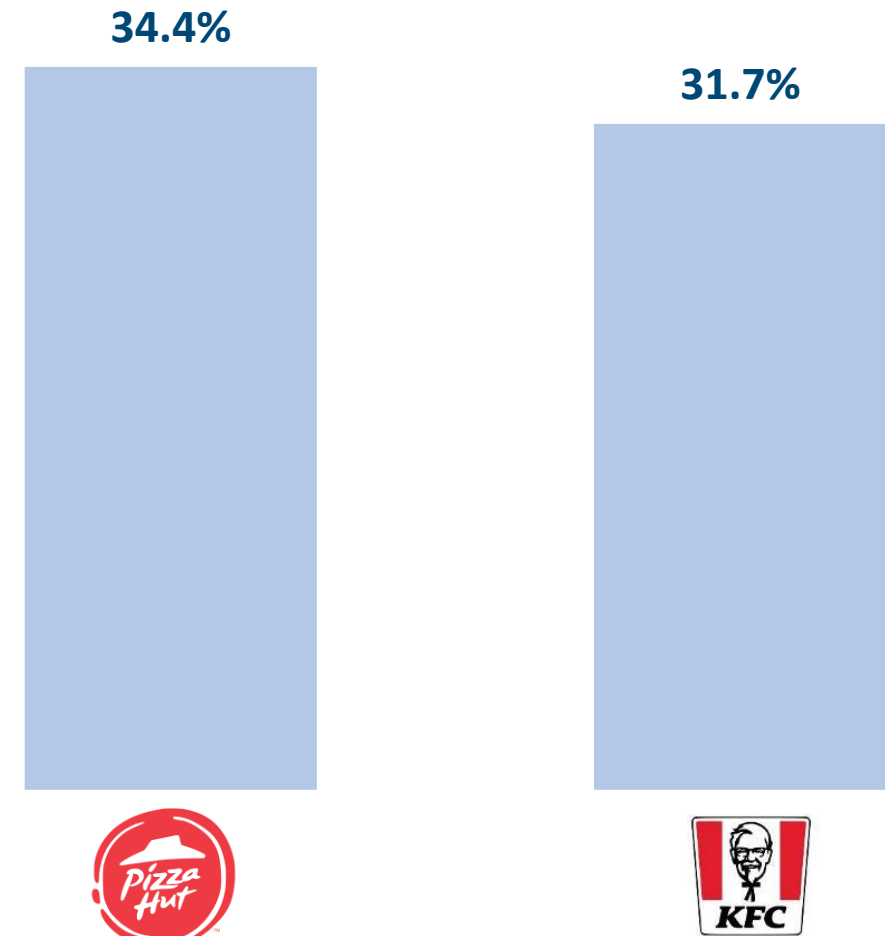
Delivery Sales

In R\$ million



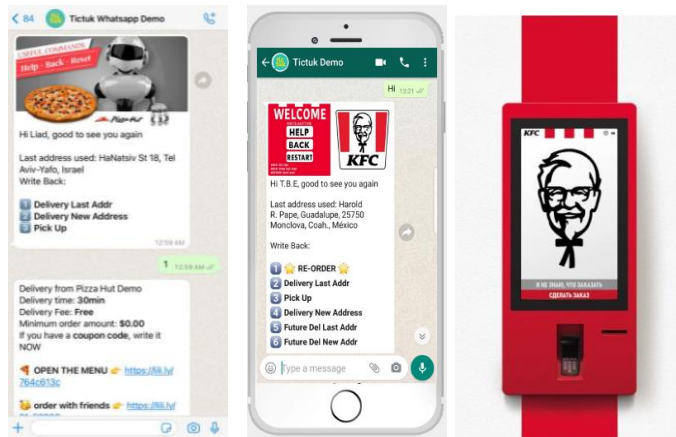
Delivery Share in 3Q21

in %



Digital Transformation

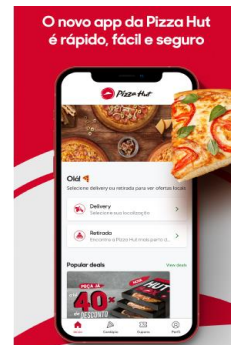
1. Digital Sales in Social Networkd (WhatsApp, Facebook, Instagram) e kiosks .



WhatsApp

Kiosk

2. Proprietary Delivery Platforms



Promotions
Exclusive



Program
Launch

3. Loyalty Program and coupons



Coupon



EBITDA



Recurring Adjusted EBITDA +539%,
from R\$12.2 MM to R\$77.9MM



Global revenue growth

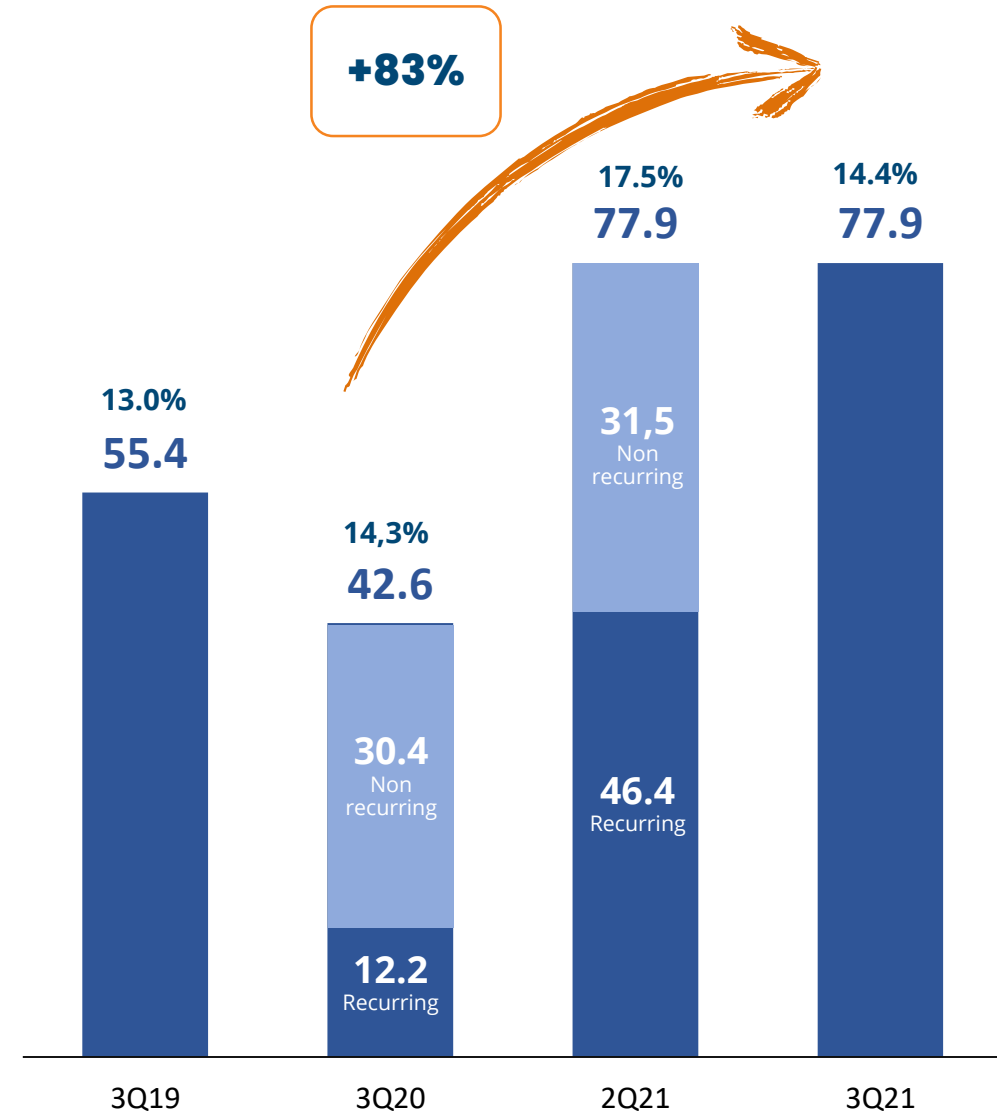


Operational leverage of brands and segments



Cost and expense management

in R\$ million

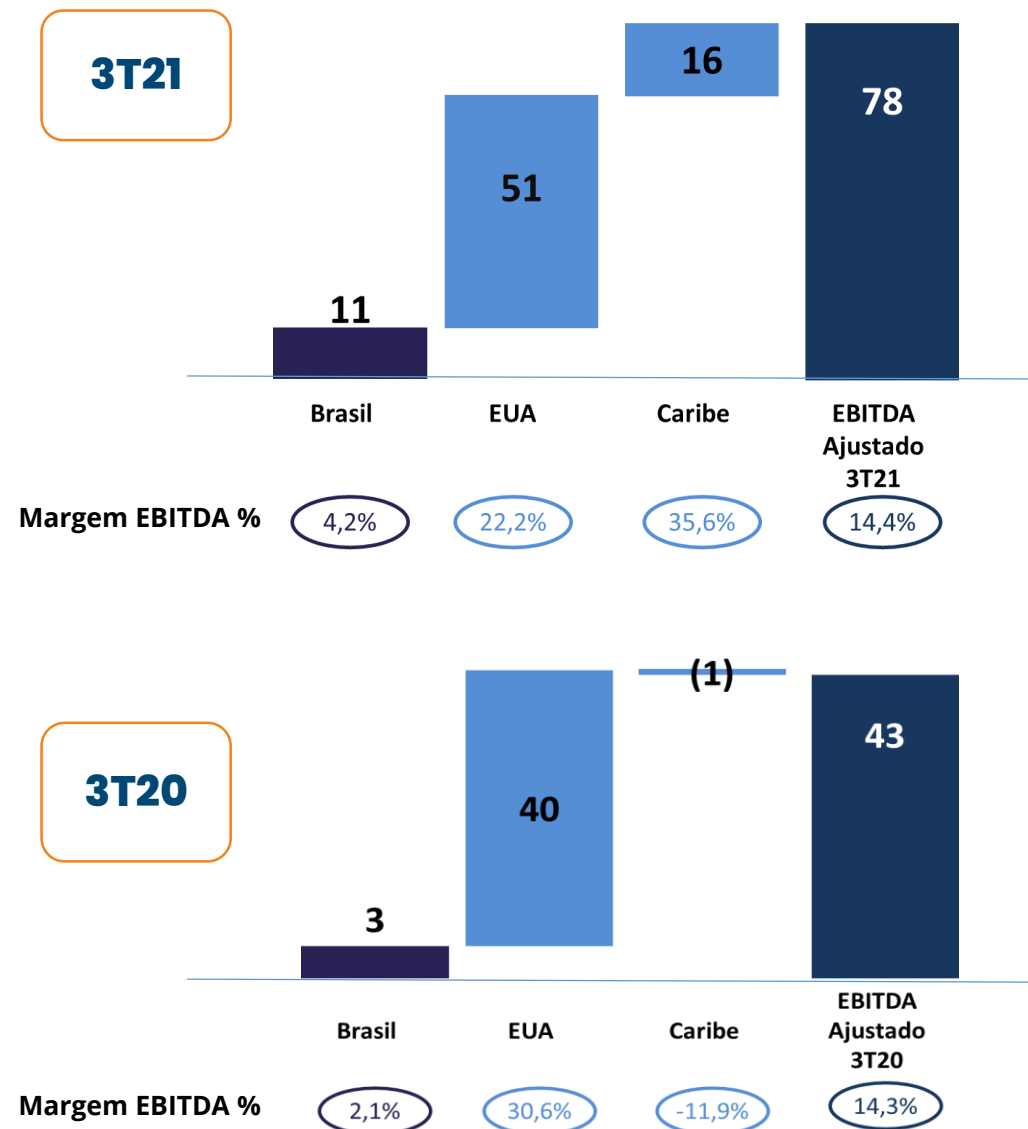


EBITDA margin %

EBITDA by Region

- Improvement in operating margin Pizza Hut, KFC and Airports
- Unfavorable Mix in Frango Assado
- U.S. results without non-recurring items
- Strong operational leverage in Panama operations

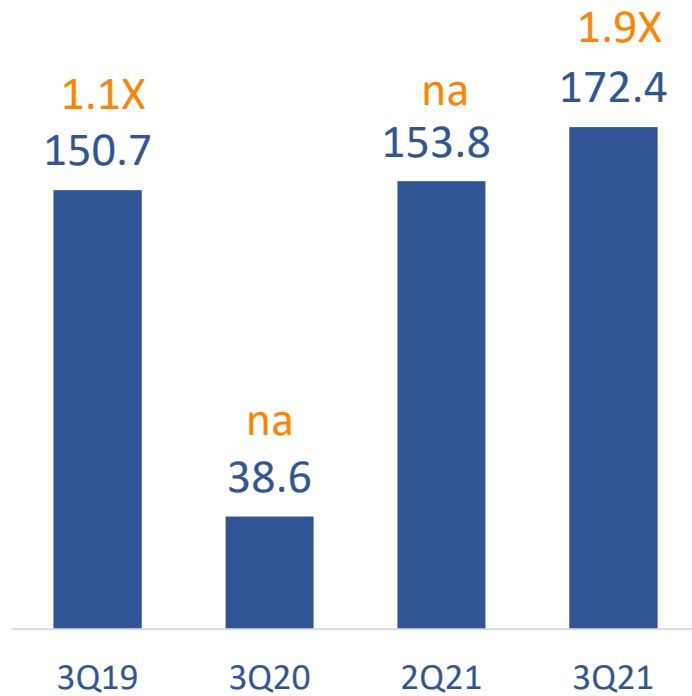
in R\$ million



Debt, Cash and Capex

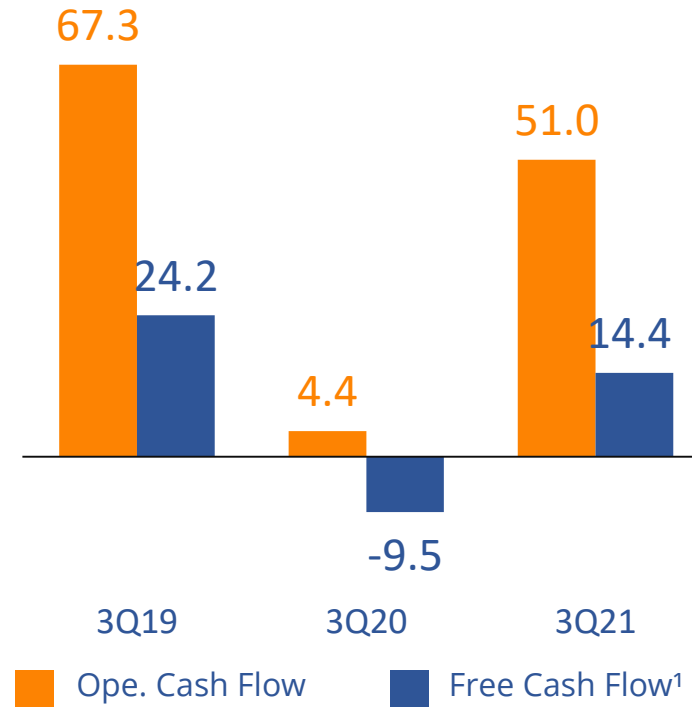
In R\$ million

Net Debt

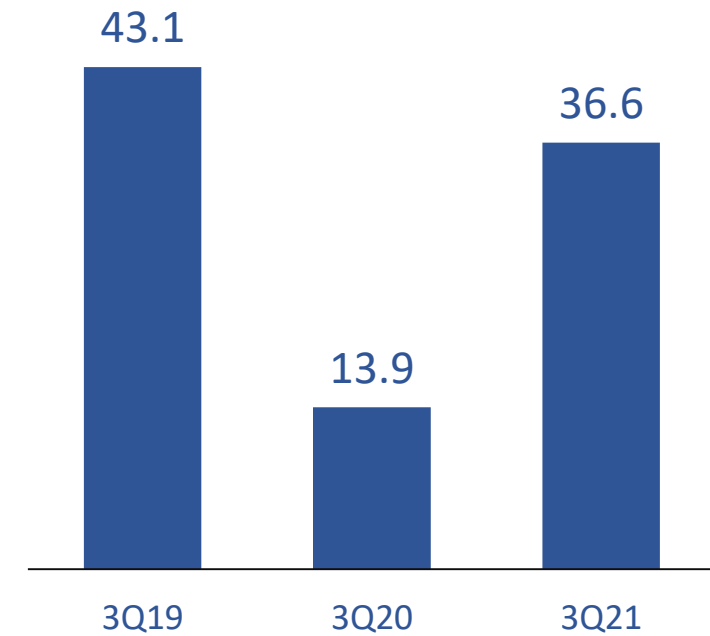


leverage according to covenant

Cash Generation

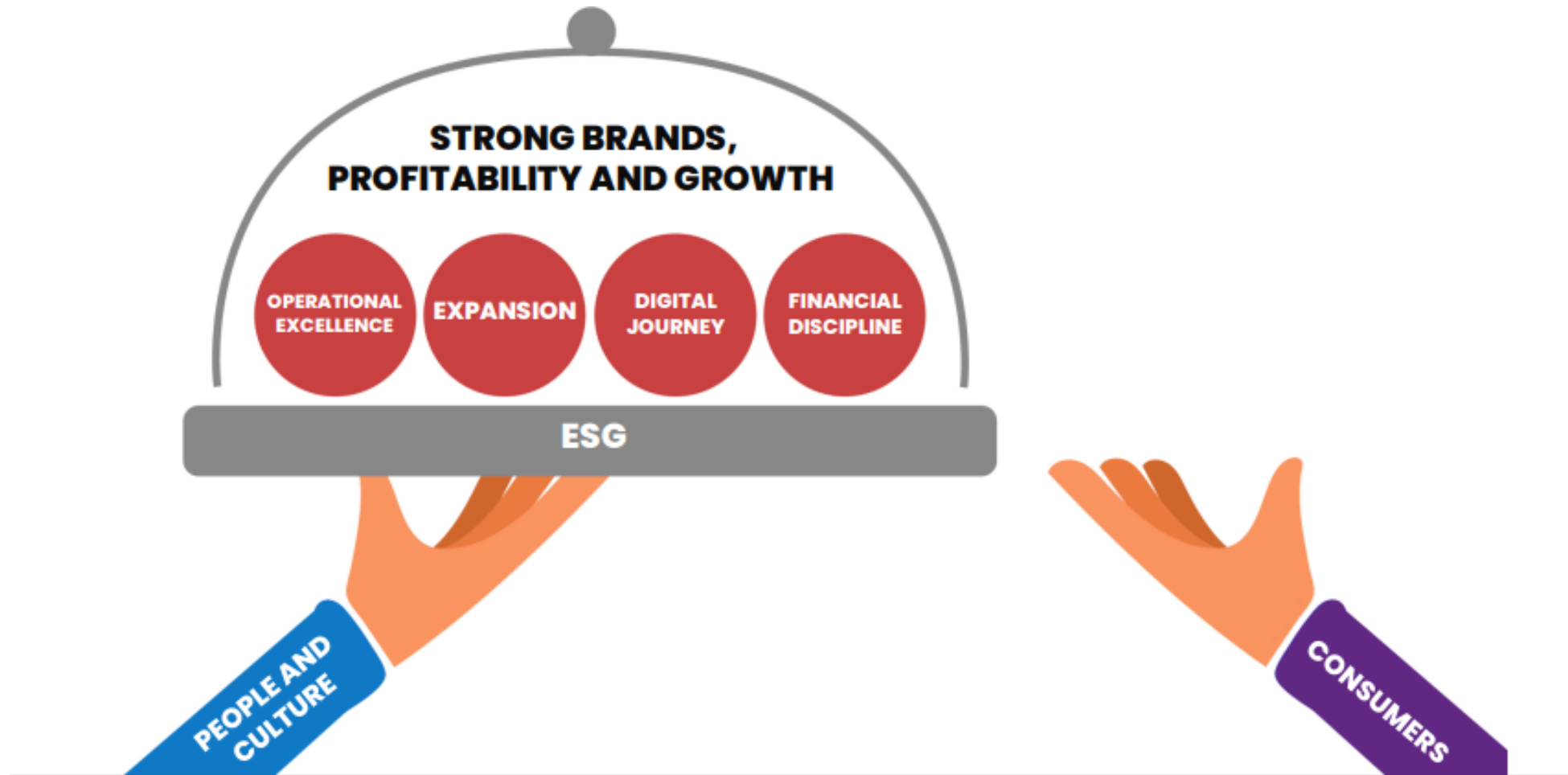


Capex



1- Operational Cash Flow - Capex

Priorities





Thank you!