

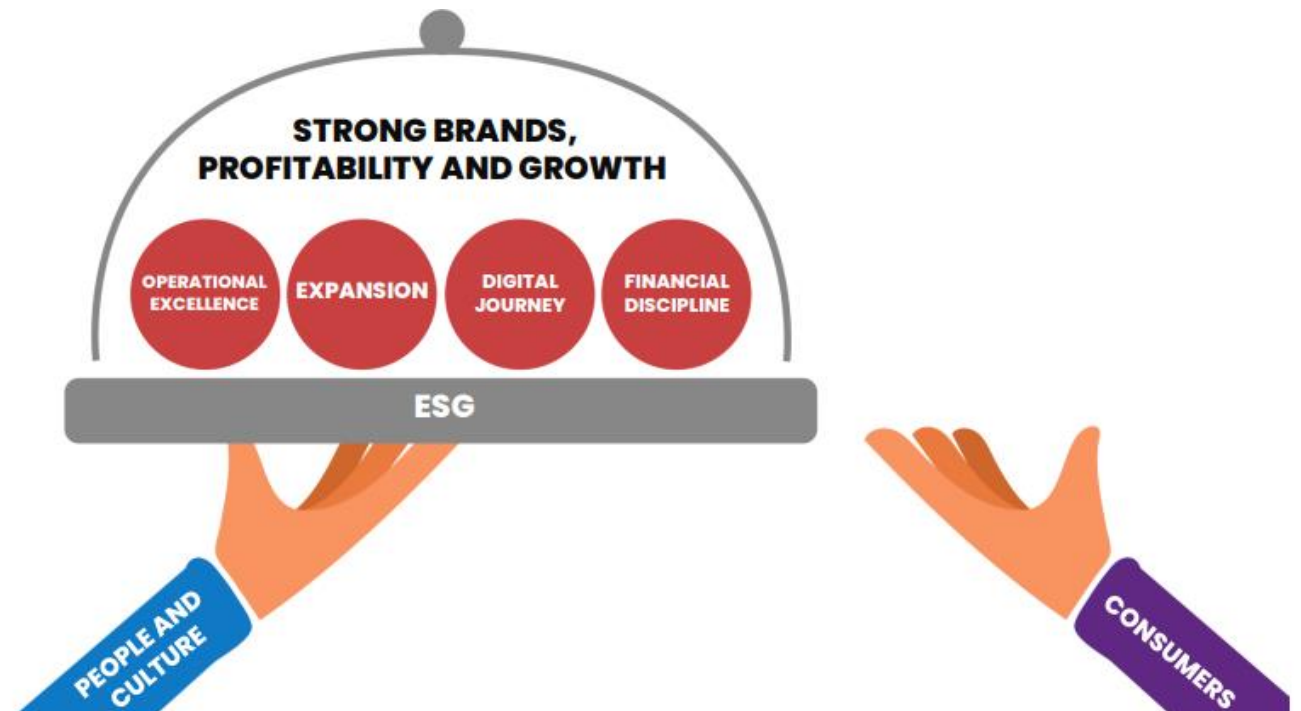
# 2021 Results



03/31/2022

# 2021 Evolution

- **People and Culture**
- **Results**
- **Expansion**
- **Financial Discipline**

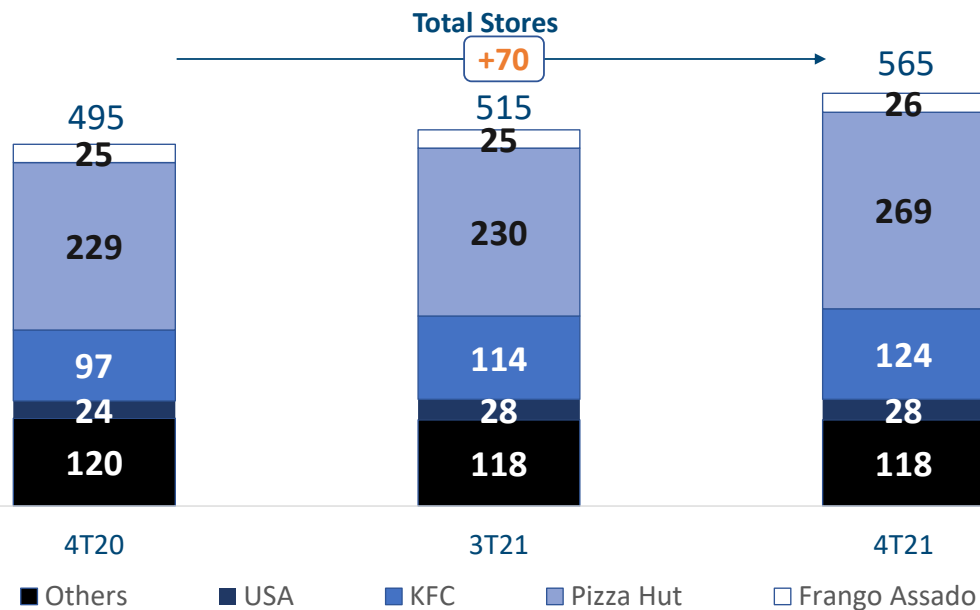


# Quarter Highlights vs. 2020

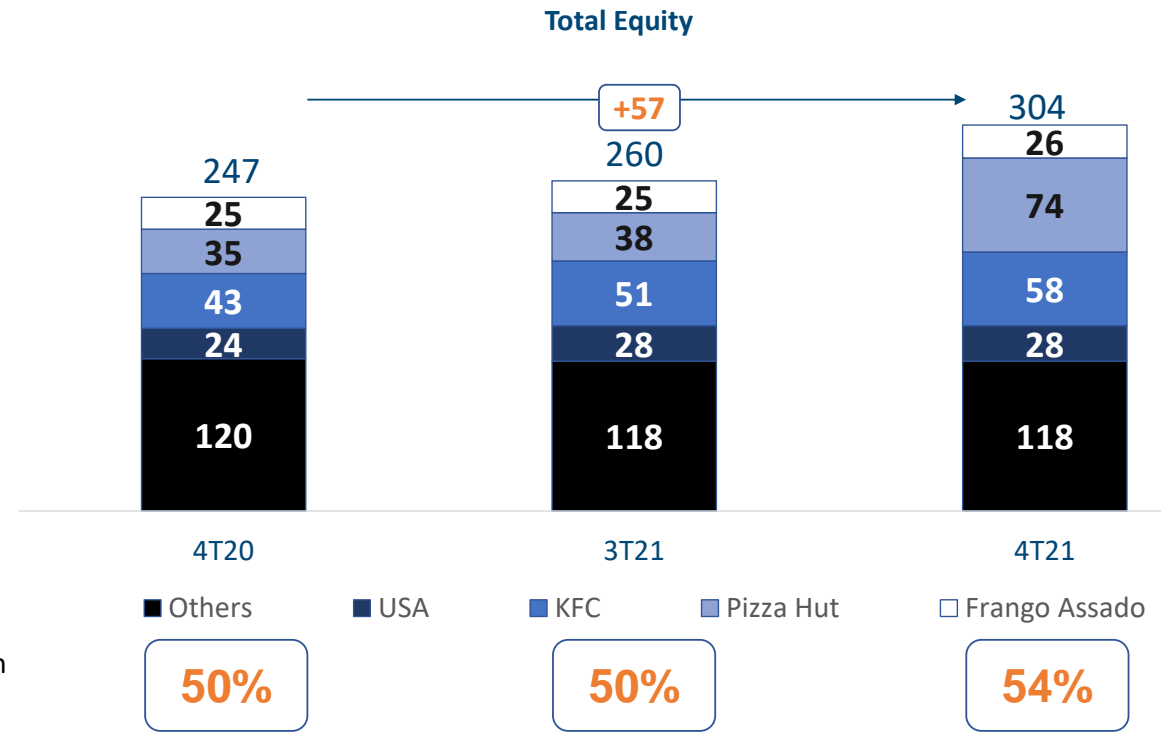
	4Q21	2021
Same-Store Sales	+50%	+58%
System Sales	765M +53%	2.5 Bi +51%
IMC Net Revenue	545M +61%	1.85 Bi +60%
EBITDA margin (%)	5.6% vs -1.2%	10.6% vs 3.1%
EBITDA	31M vs -4M	196 M vs 35M

# Total Stores vs. 4Q20

Acceleration of openings in the quarter with growth of 70 units in the year and opening of the first Frango Assado in 8 years!



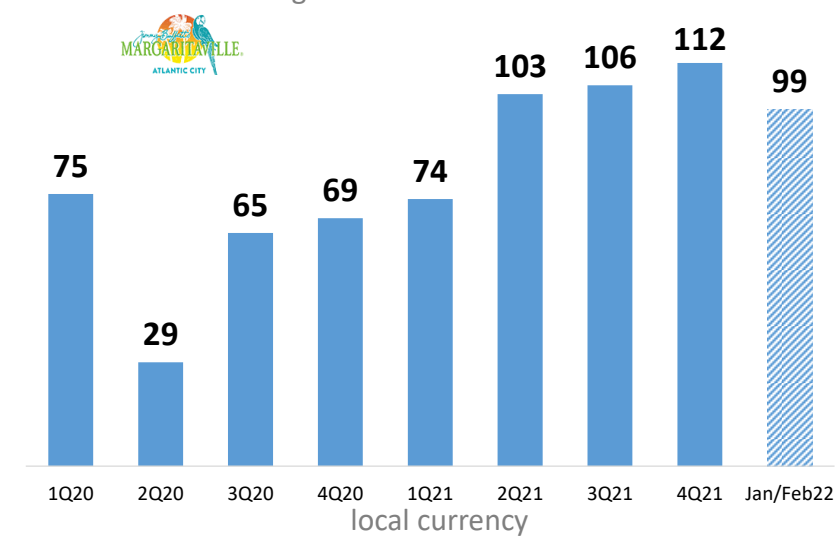
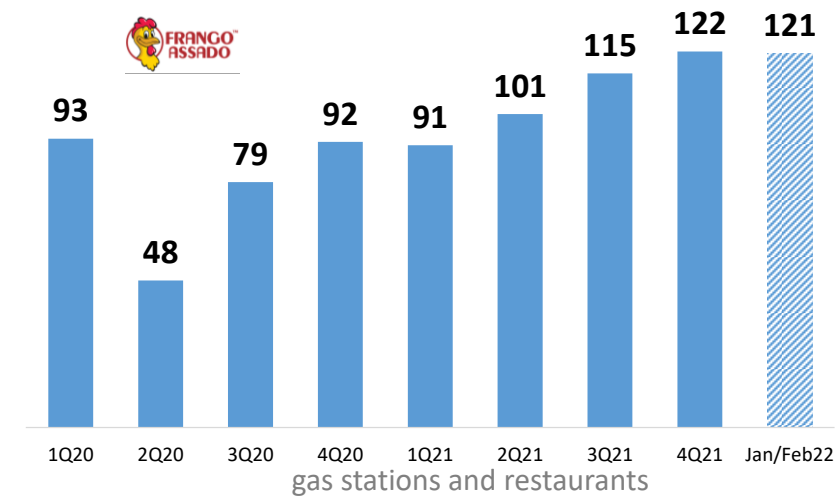
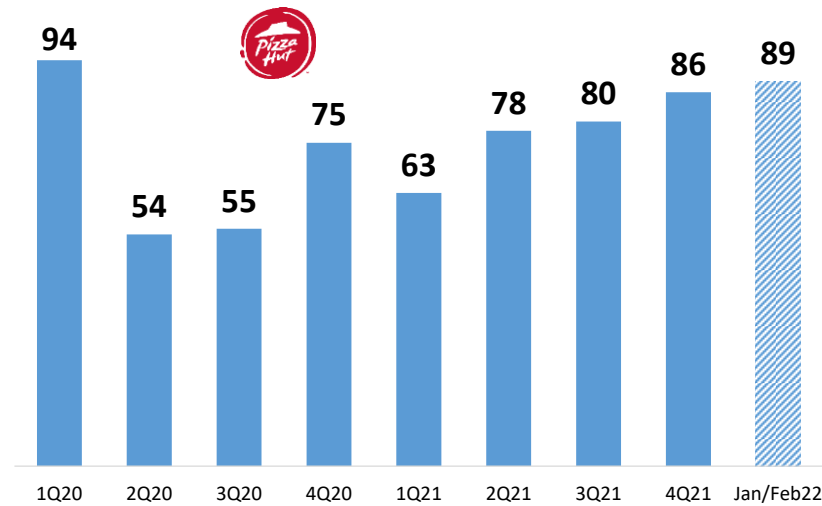
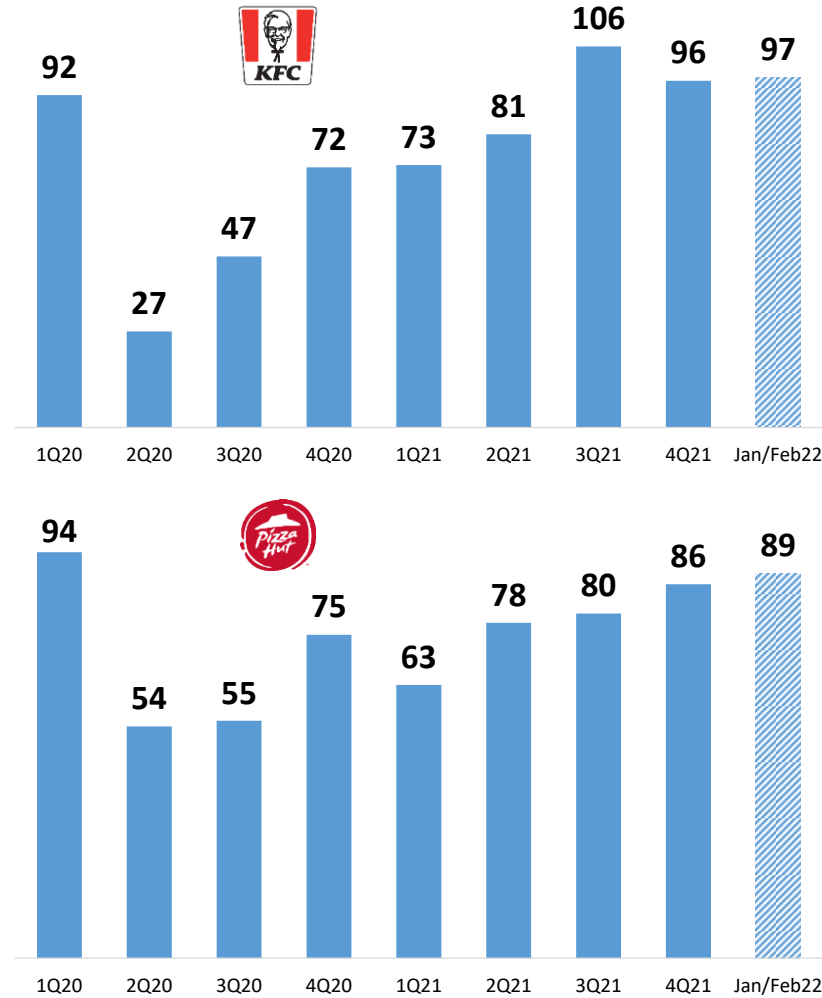
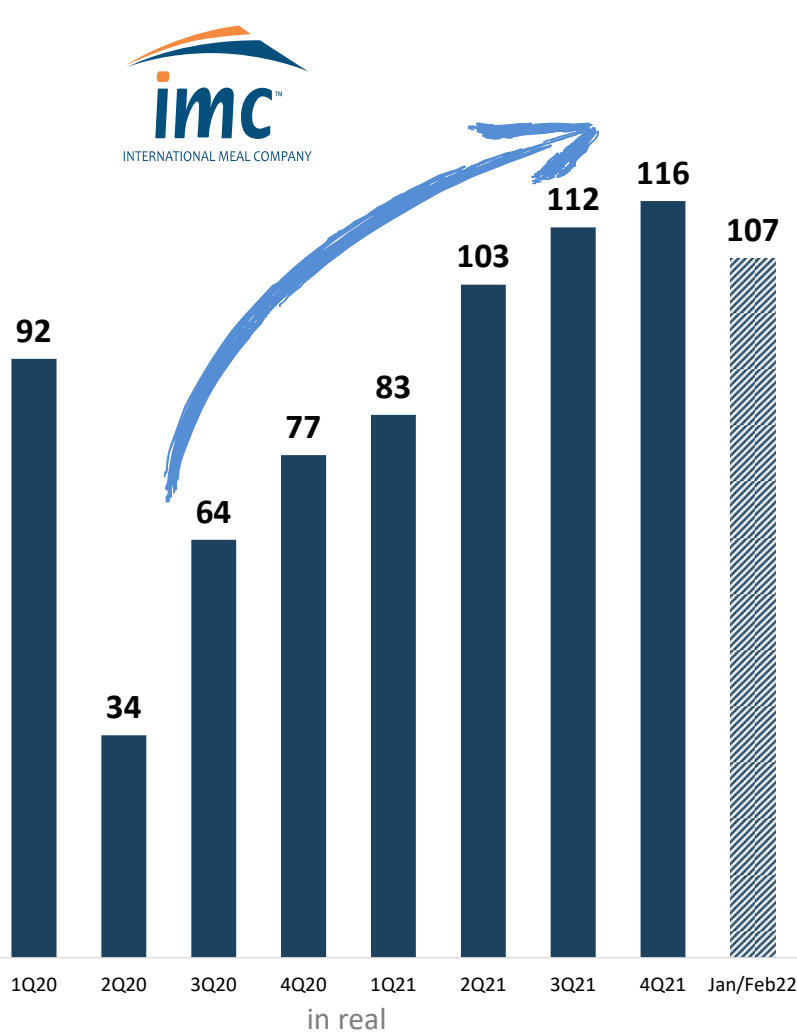
Share of own stores (%)





# Same-Store Sales vs. 2019

with SSS +16% vs. 4Q19 e +51% vs. 4Q20





# Global Revenue

(in R\$million)



**Highest revenue in IMC history**, 32% up on 2019, and 61% up on 2020



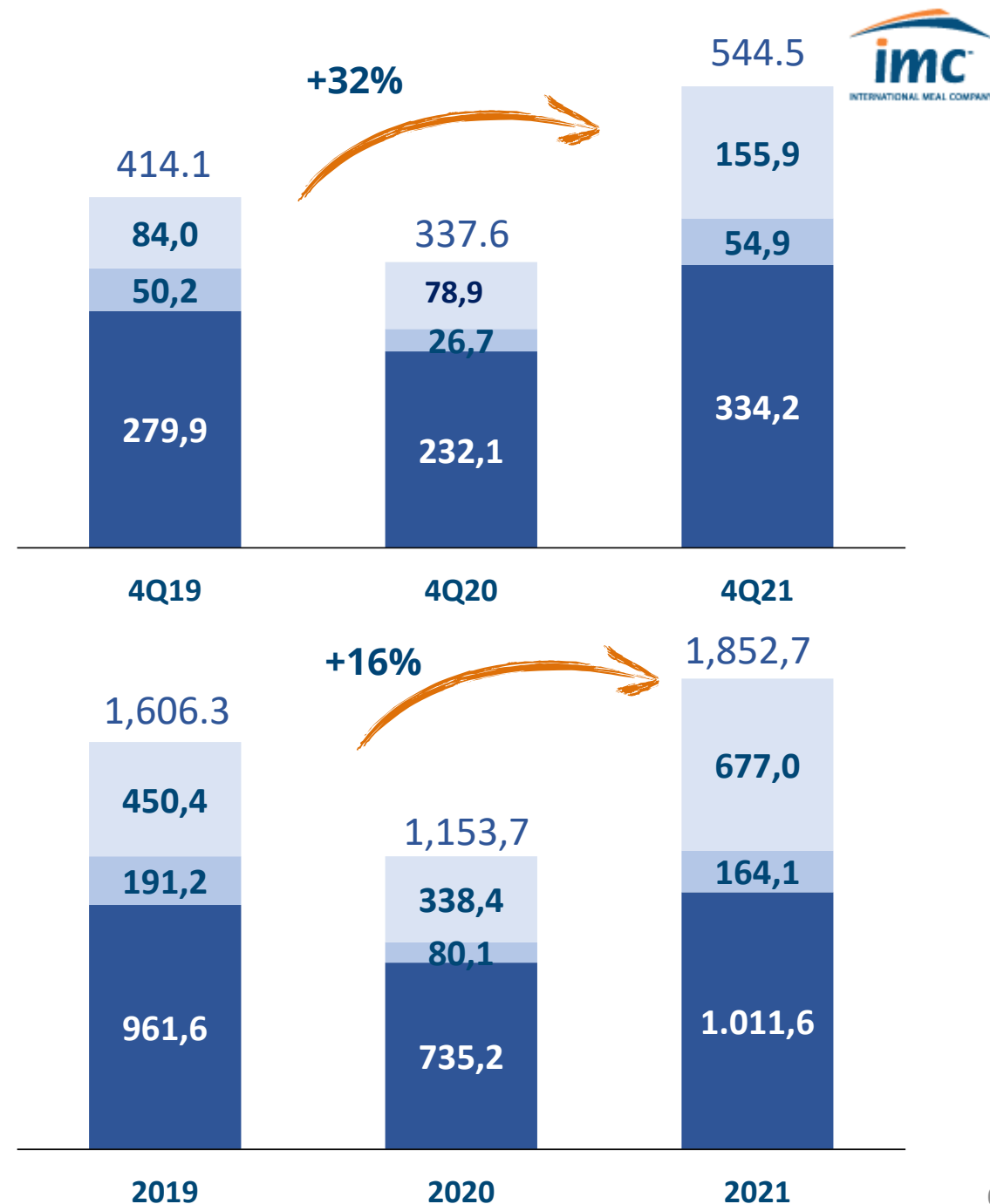
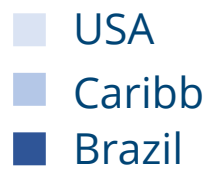
**Brazil: 38% above 2020**, with highlights for KFC and Frango Assado



**US: 2x 2020**, with growth in store traffic, profitability, and expansion to NY



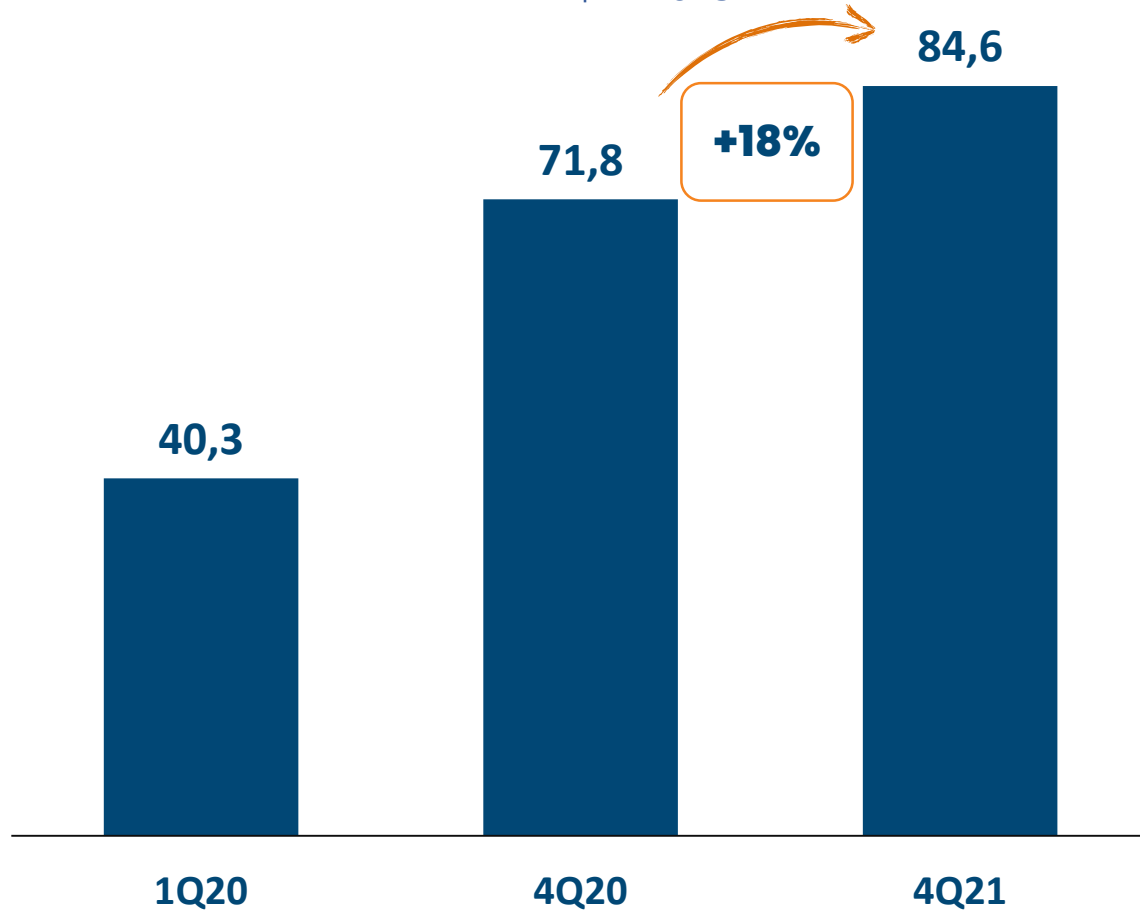
**Caribbean: 2x 2020**, recovery of flows at airports, even with a decrease in catering



# Delivery performance

## Sales by Total System Delivery\*

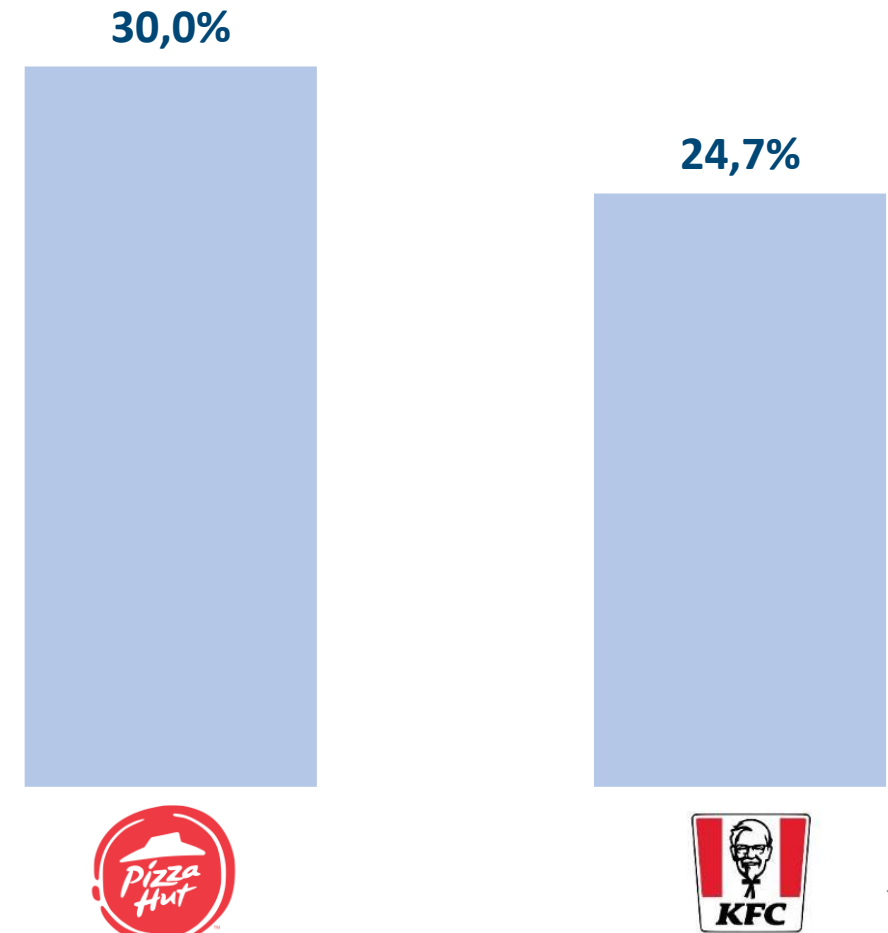
in R\$millions



\* Excluding delivery fee

## Delivery share in 4Q21

in %



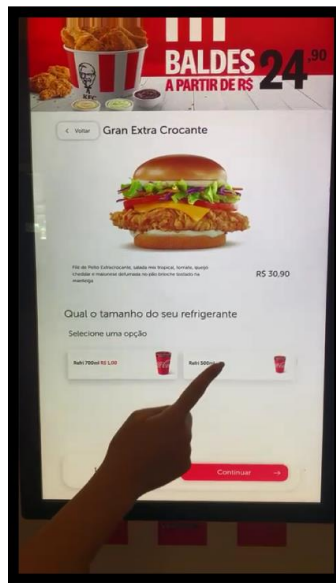


# Digital Transformation

## 1. Digital sales



sales by  
Whatsapp



Digital  
Kiosk

## 2. Own Delivery Platforms



Lançamento

- 48% growth in sales on own app
- Exclusive promotions offer

## 3. CRM and Coupons



- Growth of the CRM Base by 1 million customers
- Expanding the offer of digital coupons.

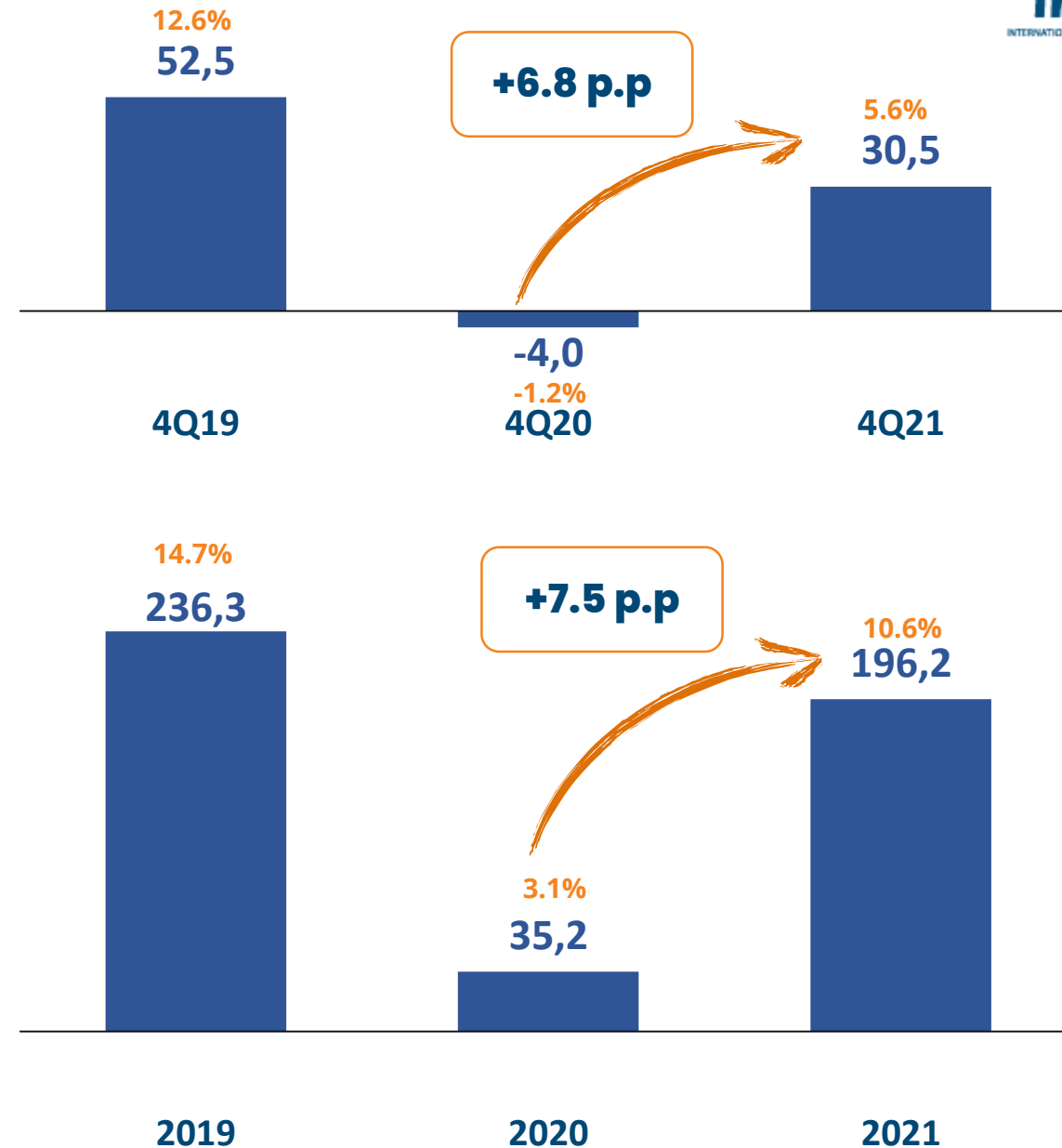




# Adjusted EBITDA

(in R\$million)

- EBITDA of R\$30.5 million compared to a loss of R\$ -4.0 million in 4Q20
- EBITDA growth in the year multiplied by more than 5X
- Revenue growth and improved operating margin for brands and segments
- Expansion of 7.5 p.p. in EBITDA margin, reaching 10.6% in the year

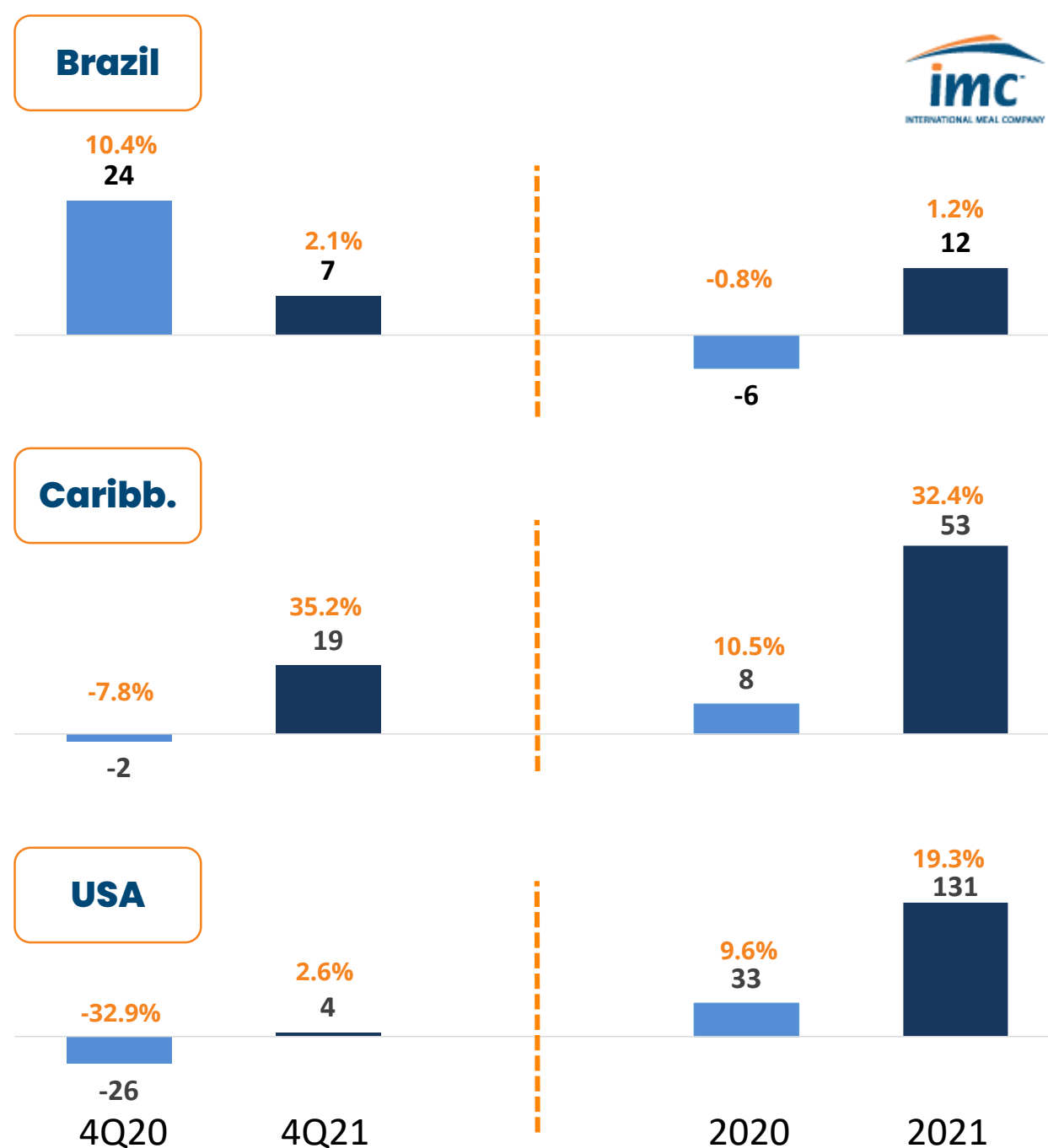




# EBITDA by Region

(in R\$million)

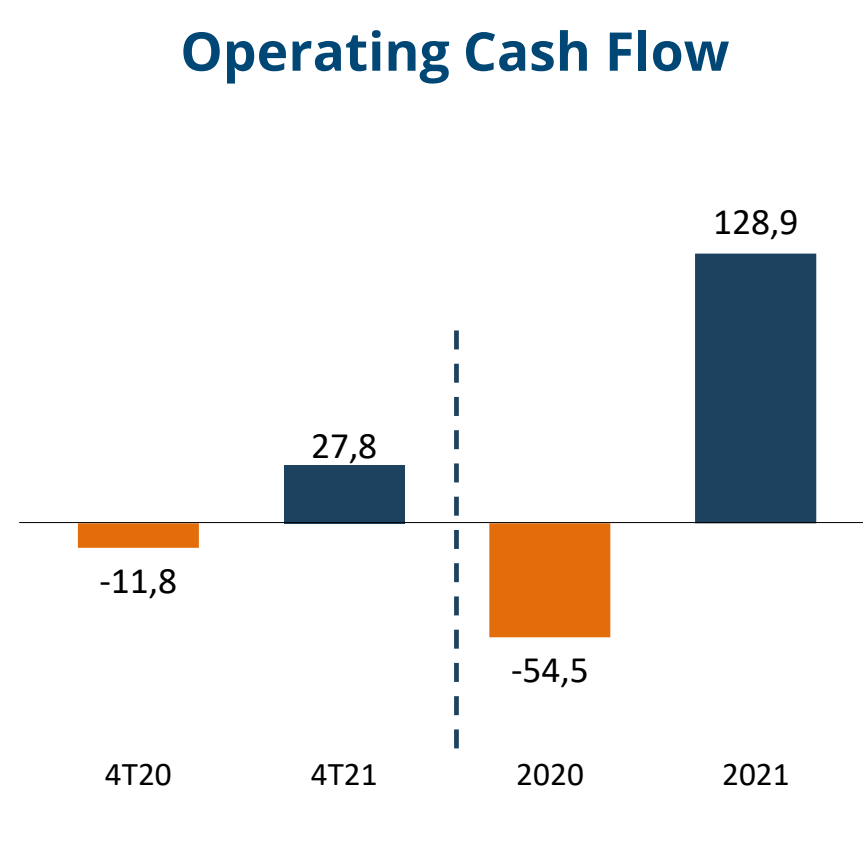
- Brazil: Operating results in line with 4Q20 and EBITDA expansion in the year
- G&A: Operation resumption, strengthening of strategic areas and non-recurring items in 4Q20
- Caribbean and USA: Reversal of the negative result
- Sales growth and efficient management of costs and expenses with operating leverage



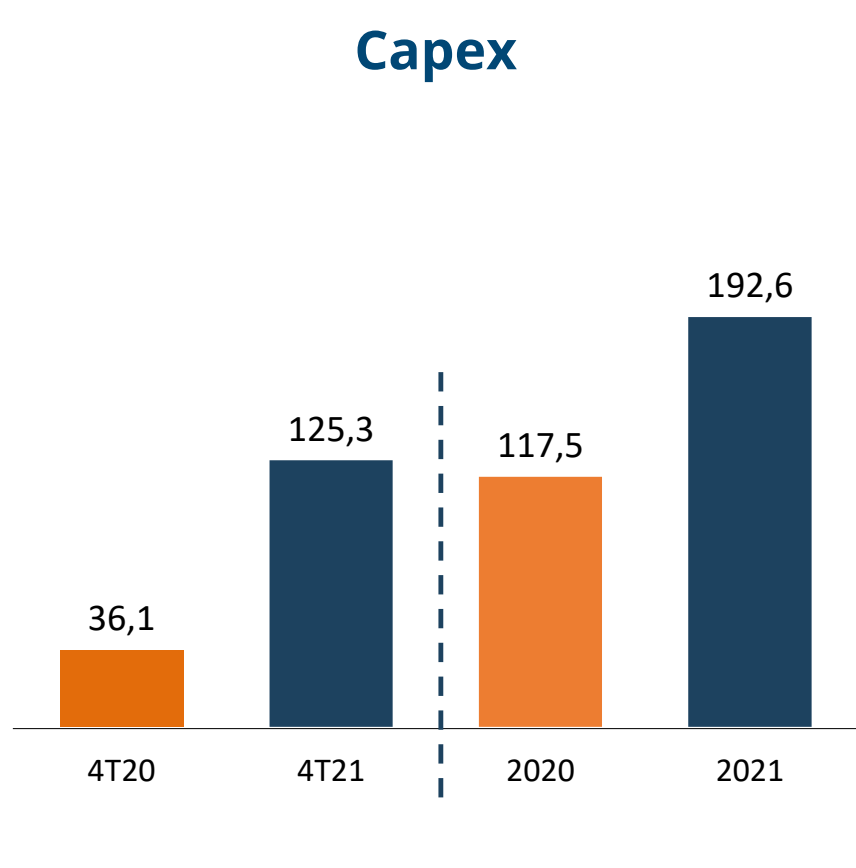
# Cash Flow, Capex and Debt

(in R\$million)

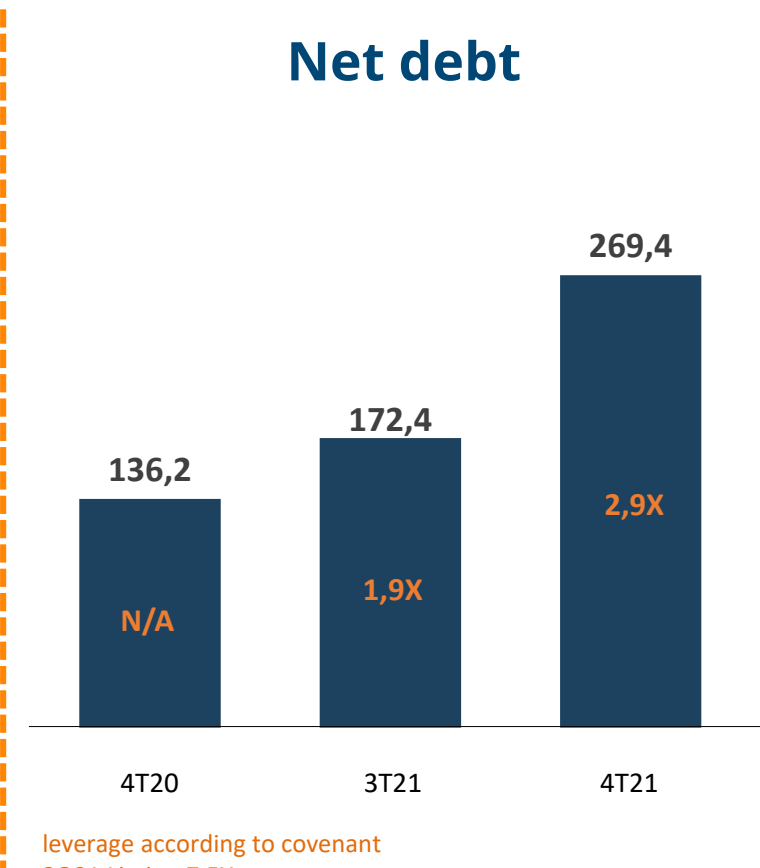
## Operating Cash Flow



## Capex



## Net debt



leverage according to covenant  
3Q21 Limit = 7.5X  
4Q21 Limit = 5X

# Priorities

- **People and Culture**
- **Digital Transformation**
- **Our Brands**
- **Increase in Profitability**
- **Expansion and Financial Discipline**





# Obrigado!



31/03/2022