



**imc**<sup>TM</sup>  
International Meal Company

**Restaurante bom tem dono!**

1Q24

# Earnings Release

**MEAL**  
B3 LISTED NM



**VIENA**



*Brunella*

**R A CATERING**



# IMC continues its transformation agenda and records growth of 11.8% in restaurant operations in Brazil in the first quarter of the year



**São Paulo, May 15, 2024** - International Meal Company Alimentação S.A. ("IMC") - B3: MEAL3, one of the largest multi-brand companies in the Latin American food retail industry, announces its results for the first quarter of 2024 (1Q24). Unless otherwise indicated, the information herein is presented in a consolidated manner, in millions of Brazilian reais (R\$). To better present the Company's situation and performance and for better comparison purposes, the results are proforma, excluding the operations of Olive Garden and Colombia in 1Q23.

**R\$732.9 million**

System sales<sup>1</sup>  
+4.0% above 1Q23

**R\$37.9 million**

Adjusted EBITDA  
EBITDA Margin of 7.5% (-77 bps)

**+ 4.8% / + 11.8%**

Net Revenue Growth<sup>2</sup>  
Consolidated / Brazil ex-gas stations

**+ 2.1% / +3.5%**

Same-Store Sales<sup>2</sup> (SSS)  
Consolidated / Brazil

**+40 stores**

Net opening of new stores  
Totalling 569 stores in the system

**44%**

share of the Digital Sales<sup>3</sup>  
Growth of 86.2% vs. 1Q23

**Leverage of 2.1X**

Net Debt/ EBITDA (LTM)  
Below the required covenants (3.0x)

**R\$329.9 million**

Net Debt  
Average of 47 months

## INVESTOR RELATIONS:

Alexandre Santoro – CEO

Rafael Bossolani – CFO and IR Officer

Kenny Damazio – IR Manager

## MEDIA RELATIONS

**FSB Comunicação**

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<sup>1</sup> - Sales of company-owned stores and franchises | <sup>2</sup> - in R\$, excluding gas stations | <sup>3</sup> - PH, KFC, and Frango Assado

# MESSAGE FROM MANAGEMENT

**“To be the best food service platform in Brazil.”** This vision of the future inspires and guides all our actions and daily decisions, leading us towards the strategic ambitions we aim to achieve. We are currently a platform composed of 569 stores distributed between Brazil and the USA, supported by around 12 thousand dedicated employees who roll up their sleeves, show an owner mindset, and deliver consistent results every day. We primarily operate four major systems (Frango Assado, KFC, Pizza Hut, and Margaritaville), each<sup>1</sup> with revenue of approximately R\$800 million, and great potential to create value yet to be captured.

We have dedicated the last three years to an intense transformation agenda, supported by the strategic pillars of Operational Efficiency, Digital Transformation, Financial Discipline and Expansion. The solidity and consistency of the results achieved reflect our rigorous execution capacity and, aware that evolution in these areas is a continuous process, in 2024 we began a cycle that, strategically, we call Acceleration. **Our focus will be on the continued growth of our brands and business profitability, driven by innovation and new store models. These efforts will be supported by strengthening our culture, with special emphasis on digitalization and financial discipline.**

Historically, the first quarter is less relevant for the Company given the seasonality of the business. Despite a challenging start to the year for some of our operations, we ended the quarter with net revenue of R\$506.7 million, +11.8% in Brazil (ex-gas stations) and the consolidated SSS grew 2.1% versus 1Q23. Adjusted EBITDA was R\$37.9 million and the margin for the quarter was 7.5%. Our US operations were heavily impacted by severe weather in January, resulting in the temporary closure of restaurants and a reduction in customer flow in stores. Additionally, at the end of 2023, there was an atypical concentration of new restaurant openings in our operations in Brazil, which ended up impacting the performance of these recently opened stores.

We continue to seek excellence in operations by improving standards and correcting operational deficiencies and verticalizing products with greater added value, also aiming to reduce the dispersion of performance between units and expand profitability at store level. This indicator, measured by the 4-wall margin of combined operations in Brazil, has evolved 662bps in the last two years.

In Digital Transformation, which is a priority in our company, we have made significant progress in optimizing technology in our stores and self-service services. We are also expanding our penetration in company-owned channels and expanding our loyalty and CRM program. Digital sales<sup>2</sup> grew by 86% this quarter, accounting for 44% of total revenue. Pizza Hut’s proprietary app, launched in May 2023, has already surpassed 208 thousand downloads, while Fran-GO, Frango Assado’s app, has over 290 thousand registered customers, contributing 8.0% of sales in our restaurants.

We continue to strengthen our financial position and maintain a healthy capital structure, following the significant restructuring conducted in the last few quarters. We ended 1Q24 with a total cash position of R\$203.6 million, net debt of R\$329.9 million, and a financial leverage ratio of 2.1x (net debt/EBITDA). In this context, our efforts are focused on optimizing available resources, gaining productivity, and increasing operational cash flow to finance the company’s investments.

In the last 12 months, we have expanded the system by 40 stores, mainly from the KFC and Pizza Hut brands. We maintain our focus and discipline in expansion investments, ensuring the profitability of new stores and a healthy balance between owned stores and franchises. Furthermore, we seek to develop alternative store formats and models that can accelerate our geographic presence and exceptional experiences for our customers.

We are thrilled about the new cycle that begins. We will continue to disseminate our organizational culture, invest in our team and initiatives that boost growth, promote innovation, and reinforce our commitment to our customers.

The Management

<sup>1</sup> - In 2023 | <sup>2</sup>PH, KFC, and Frango Assado

## CONSOLIDATED HIGHLIGHTS

(in R\$ million)	1Q24	1Q23	YoY
Stores	569	529	40
<b>SSS (YoY R\$)</b>	<b>2,1%</b>	<b>14,3%</b>	<b>-12bps</b>
System Total Sales	732,9	704,8	4,0%
<b>Net Revenues</b>	<b>506,7</b>	<b>494,5</b>	<b>2,5%</b>
<b>Gross Profit</b>	<b>144,9</b>	<b>141,4</b>	<b>2,5%</b>
Gross Margin (%)	28,6%	28,6%	+0bps
<b>Adjusted EBITDA</b>	<b>37,9</b>	<b>40,8</b>	<b>(7,1%)</b>
Adjusted EBITDA margin (%)	7,5%	8,2%	-77bps
<b>Free Cash Flow</b>	<b>(42,0)</b>	<b>19,1</b>	<b>na</b>
Net Debt/EBITDA LTM*	2,1x	1,8x	-0,7x

\* Ex-IFRS 16 | Covenant Methodology

## SALES HIGHLIGHTS

(in R\$ million)	1Q24	1Q23	YoY
<b>Net Revenues</b>	<b>506,7</b>	<b>494,5</b>	<b>2,5%</b>
<b>Brazil</b>	<b>360,5</b>	<b>338,1</b>	<b>6,6%</b>
Frango Assado	162,4	164,5	(1,3%)
Restaurants & Others	82,1	77,0	6,7%
Gas Stations	80,3	87,5	(8,3%)
Airports	31,1	29,8	4,1%
PH, KFC and Others	167,0	143,8	16,2%
<b>USA</b>	<b>146,2</b>	<b>156,3</b>	<b>(6,5%)</b>

## OPERATING RESULTS - Adjusted EBITDA

(in R\$ million)	1Q24	1Q23	YoY
<b>Adjusted EBITDA</b>	<b>37,9</b>	<b>40,8</b>	<b>(7,1%)</b>
<b>Brazil</b>	<b>24,2</b>	<b>20,0</b>	<b>20,7%</b>
Frango Assado	23,5	23,3	1,0%
Airports	3,9	4,2	(9,1%)
PH, KFC and Others	19,6	19,5	0,3%
<b>G&amp;A and Others</b>	<b>(22,8)</b>	<b>(27,1)</b>	<b>(15,7%)</b>
<b>USA</b>	<b>13,7</b>	<b>20,7</b>	<b>(34,1%)</b>

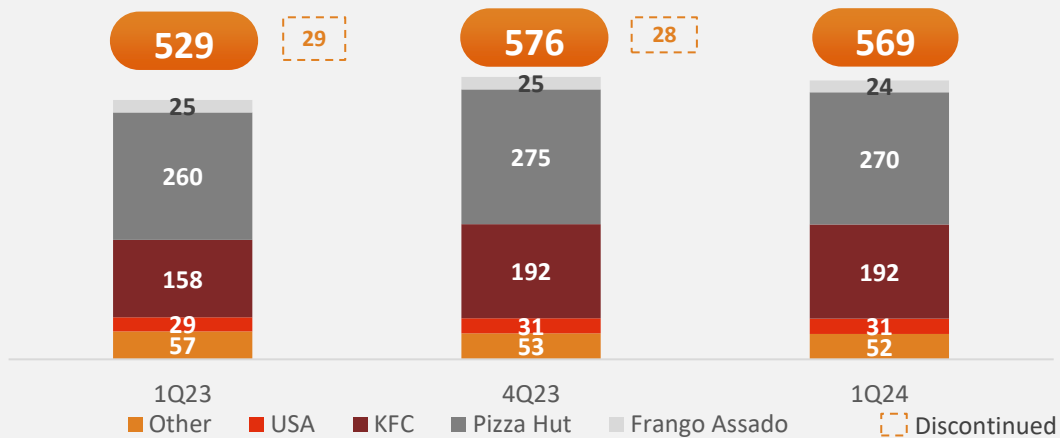
\*PH, KFC, and Others: Pizza Hut, KFC, Viena, Brunella, and Batata Inglesa

## EVOLUTION OF THE NUMBER OF STORES

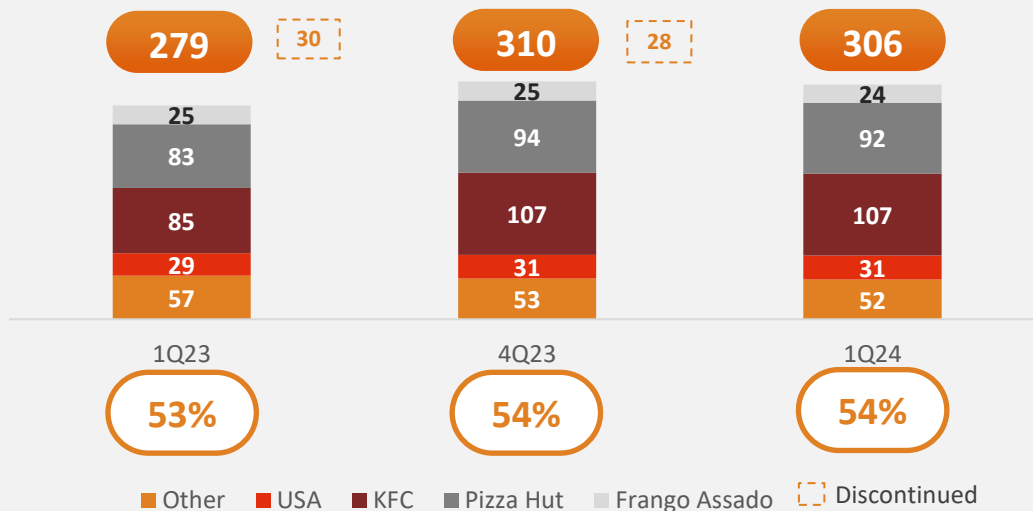
IMC ended the first quarter with 569 stores, including company-owned and franchises, in Brazil and the USA. In the last 12 months, the Company expanded 40 net units, mainly in the Pizza Hut and KFC brands. In 1Q24, we opened two stores, of which one Margaritaville and one Pizza Hut, according to our expansion plan. We also closed nine stores, of which six Pizza Hut, one Frango Assado one Viena, and one Margaritaville. Company-owned stores currently account for 54% of IMC's system.

The Company continues implementing its expansion plan with dedication and discipline, in addition to ensuring a healthy network of stores and franchisees in its system.

### Total stores



### Company Stores



Share of Company stores (%)

# RESULTS OF BRAZILIAN OPERATIONS

## FRANGO ASSADO - RESTAURANTS AND GAS STATIONS



Frango Assado focuses on capturing new customers, improving the shopping experience and product mix, developing loyalty to core products, and improving the profitability of operations.

The Frango Assado restaurant chain reported net revenue of R\$82.1 million in the quarter, up by 6.7% over 1Q23, driven by the increase in same-store sales. The flow of light vehicles on highways increased by 2.3% in the quarter, according to an ABCR report. Revenue fell by 8.3% in 1Q24 in gas stations, influenced by lower fuel prices in the market in general and the strategy to protect profitability in this unit.

Same-store sales of the restaurant chain closed the quarter at +3,1% over 1Q23, driven by increased customer flow at stores and a higher average ticket.

Adjusted EBITDA ex-IFRS16 was R\$17.9 million, up by 2.2% over 1Q23, with an 37bps increase in the margin, to 11.0%. The result was driven by an improvement in the mix of products sold, growth of operations related to food transformation productivity, labor adjustments, and gains arising from the greater efficiency of the Central Kitchen.

In the quarter, the number of downloads in our customer loyalty platform through the Fran-GO app, which has deals and discount coupons, increased by 25% over 4Q23, and the kiosks and self-checkouts reached 37% of sales in accredited stores, improving customer experience within the stores. Furthermore, Fran Clube, a loyalty program for bus drivers, has already grown by 122% in the number of redemptions compared to 1Q23.

The brand has been working to get closer to its customers by implementing practical actions. This quarter, the Company launched a program called “Chapa Quente” on Rádio Metropolitana with tips for events in the State of São Paulo, and a campaign to gather groups of travelers (classic cars, motorcycles, bicycles) at network stores, generating more traffic and awareness for the brand.

(in R\$ million)	1Q24	1Q23	YoY
<b>Numer of stores</b>	<b>24</b>	<b>25</b>	<b>(1)</b>
SSS (YoY)	3,1%	22,8%	na
<b>Net Revenues</b>	<b>162,4</b>	<b>164,5</b>	<b>(1,3%)</b>
Restaurants & Others	82,1	77,0	6,7%
Gas Stations	80,3	87,5	(8,3%)
COGS	(128,8)	(131,5)	(2,1%)
<b>Gross Profit</b>	<b>33,6</b>	<b>33,0</b>	<b>1,9%</b>
<i>Gross Profit</i>	<i>20,7%</i>	<i>20,1%</i>	<i>+64bps</i>
Operating Expenses	(17,9)	(16,8)	6,3%
Store Pre-Openings	(0,1)	(0,1)	0,0%
<b>EBIT</b>	<b>15,6</b>	<b>16,1</b>	<b>(2,8%)</b>
(+) Depreciation & Amortization	7,8	7,1	9,5%
(+) Store Pre-Openings	0,1	0,1	0,0%
<b>Adjusted EBITDA</b>	<b>23,5</b>	<b>23,3</b>	<b>1,0%</b>
IFRS 16 Effect	(5,6)	(5,8)	(2,6%)
<b>EBITDA Aj. Ex-IFRS16</b>	<b>17,9</b>	<b>17,5</b>	<b>2,2%</b>
<i>Adjusted EBITDA Margin</i>	<i>11,0%</i>	<i>10,7%</i>	<i>+37bps</i>

Restaurant and Others (1Q24): considers the impact of the sale of the final inventory of Olive Garden through the Central Kitchen, with no impact in the previous year (intercompany).

# RESULTS OF BRAZILIAN OPERATIONS

## Pizza Hut, KFC, and OTHER BRANDS<sup>1</sup>


**VIENA**


The segment's net revenue was R\$167.0 million in 1Q24, up by 16.2% over 1Q23. Pizza Hut and KFC, combined, grew by 21.4% in 1Q24, mainly boosted by store expansions and higher average tickets. Same-store sales grew by 6.1% in 1Q24 over 1Q23 in Pizza Hut and by 1.2% in KFC. Adjusted EBITDA ex-IFRS16 of the operations totaled R\$10.7 million, down by 10.0% from 1Q23, with a margin of 6.4%, a decline of 186 bps. This result is mainly associated with the high concentration of openings at the end of 2023, which caused specific operational problems related to store availability and the composition of the workforce. Additionally, there was an increase in the mix of delivery versus counter sales, which pressured the gross margin, in addition to an extraordinary reversal of PDD in 1Q23 at the master franchisor, which did not occur in 1Q24.

The brands continue to innovate and create new consumption occasions to attract customers to the stores. Both brands launched new snacks: Pizza Hut introduced Melts, targeting the sandwich occasion, while KFC introduced "cubinhos", chicken breast cubes serving as a side option for meals, both bringing incremental sales to the system. Additionally, KFC reached its historical mark in brand consideration and awareness, reinforcing customer appetite for the brand.

(in R\$ million)	1Q24	1Q23	YoY
<b>Numer of stores</b>	<b>495</b>	<b>455</b>	<b>40</b>
SSS (YoY)	3,3%	16,6%	na
<b>Net Revenues</b>	<b>167,0</b>	<b>143,8</b>	<b>16,2%</b>
<b>Pizza Hut and KFC</b>	<b>139,2</b>	<b>114,7</b>	<b>21,4%</b>
<b>Others</b>	<b>27,8</b>	<b>29,0</b>	<b>-4,2%</b>
COGS	(113,4)	(95,5)	18,8%
<b>Gross Profit</b>	<b>53,7</b>	<b>48,3</b>	<b>11,1%</b>
Gross Profit	32,1%	33,6%	-148bps
Operating Expenses	(56,8)	(43,2)	31,7%
Store Pre-Openings	(0,7)	(0,9)	-20,7%
<b>EBIT</b>	<b>(3,9)</b>	<b>4,3</b>	<b>n.a</b>
(+) Depreciation & Amortization	22,8	14,4	58,4%
(+) Store Pre-Openings	0,7	0,9	-20,7%
<b>Adjusted EBITDA</b>	<b>19,6</b>	<b>19,5</b>	<b>0,3%</b>
IFRS 16 Effect	(8,9)	(7,6)	16,4%
<b>EBITDA Aj. Ex-IFRS16</b>	<b>10,7</b>	<b>11,9</b>	<b>(10,0%)</b>
Adjusted EBITDA Margin	6,4%	8,3%	-186bps

<sup>1</sup>Includes Viena, Batata Inglesa, and Brunella

# RESULTS OF BRAZILIAN OPERATIONS

## CATERING AND RETAIL AT AIRPORTS



Net revenue from the Airports segment in Brazil closed the quarter at R\$31.1 million, up by 4.1% over 1Q23, above the 3.5% increase in the number of passengers at the airports where IMC is present, according to ANAC data. Growth was impacted by the inclusion of new international air routes in the period. Same-store sales increased by 5.5% in 1Q24 over 1Q23.

The adjusted EBITDA ex-IFRS16 for the operation was R\$2.0 million in 1Q24, down by 28% from 1Q23, with a margin of 6.6%, contracting by 294bps, mainly influenced by a higher share of catering regarding Air Retail and delays in contractual price adjustments for services, impacting the gross margin. Furthermore, the unit faced higher operational costs at catering commissions due to compliance with new ANAC security rules. The Company remains focused on recovering margins, improving services, and expanding new revenue sources.

(in R\$ million)	1Q24	1Q23	YoY
<b>Numer of stores</b>	<b>19</b>	<b>20</b>	<b>(1)</b>
SSS (YoY)	5,5%	16,3%	na
<b>Net Revenues</b>	<b>31,1</b>	<b>29,8</b>	<b>4,1%</b>
COGS	(23,4)	(21,7)	7,9%
<b>Gross Profit</b>	<b>7,7</b>	<b>8,2</b>	<b>(5,9%)</b>
<i>Gross Profit</i>	<i>24,7%</i>	<i>27,4%</i>	<i>-263bps</i>
Operating Expenses	(14,0)	(12,5)	12,2%
<b>EBIT</b>	<b>(6,3)</b>	<b>(4,3)</b>	<b>46,3%</b>
(+) Depreciation & Amortization	10,2	8,6	18,9%
(+) Store Pre-Openings	0,0	0,0	0,0%
<b>Adjusted EBITDA</b>	<b>3,9</b>	<b>4,2</b>	<b>(9,1%)</b>
IFRS 16 Effect	(1,8)	(1,4)	29,1%
<b>EBITDA Aj. Ex-IFRS16</b>	<b>2,0</b>	<b>2,8</b>	<b>(28,0%)</b>
<i>Adjusted EBITDA Margin</i>	<i>6,6%</i>	<i>9,5%</i>	<i>-294bps</i>



## RESULTS OF THE U.S. OPERATIONS



Net revenue from the U.S. operations was US\$29,5 million, down by 2.0% from 1Q23 (-6.5% in BRL). Same-store sales, in constant currency, fell by 2.3% from 1Q23. The operation's result was impacted by lower sales, such as the Pigeon Forge store sold in February, as well as adverse weather conditions (winter) at the beginning of the year, which led to a significant decrease in restaurant traffic and temporary closures of some key stores.

Adjusted EBITDA, excluding the impact of IFRS 16, was negative by USD 0.7 million this quarter, affected by the drop in sales and the consequent operational deleveraging. It is important to highlight that, in the first quarter of 2023, a credit of USD 700 thousand was recognized relating to the Employee Retention Tax Credit (ERTC). Disregarding this credit, the operation's EBITDA was consistent with the previous year's performance.

The operation remains focused on preparing for the high season, which begins in the second quarter, by strengthening product offerings and entertainment to enhance the customer experience.

(in US\$ million)	1Q24	1Q23	YoY
<b>Numer of stores</b>	<b>31</b>	<b>29</b>	<b>2</b>
SSS (YoY)	-2,3%	6,6%	na
<b>Net Revenues</b>	<b>29,5</b>	<b>30,1</b>	<b>(2,0%)</b>
COGS	(19,4)	(18,3)	6,0%
<b>Gross Profit</b>	<b>10,1</b>	<b>11,8</b>	<b>(14,5%)</b>
<i>Gross Profit</i>	<i>34,1%</i>	<i>39,1%</i>	<i>-499bps</i>
Operating Expenses	(12,8)	(13,0)	(1,8%)
Store Pre-Openings	3,1	(0,0)	n.a
<b>EBIT</b>	<b>0,4</b>	<b>(1,3)</b>	<b>n.a</b>
(+) Depreciation & Amortization	5,5	5,4	2,3%
(+) Pre-Openings   Special Items	(3,1)	0,0	n.a
<b>Adjusted EBITDA</b>	<b>2,8</b>	<b>4,2</b>	<b>(32,2%)</b>
IFRS 16 Effect	(3,5)	(4,1)	(14,3%)
<b>EBITDA Aj. Ex-IFRS16</b>	<b>(0,7)</b>	<b>0,1</b>	<b>n.a</b>
<i>Adjusted EBITDA Margin</i>	<i>-2,4%</i>	<i>0,2%</i>	<i>-256bps</i>

# TRANSFORMATION DIGITAL

Digital sales, comprised of Pizza Hut, KFC, and Frango Assado's delivery, kiosks, and app sales, reached R\$195.8 million in the quarter, an 86.2% growth, accounting for 44.2% of the total revenue for these brands.

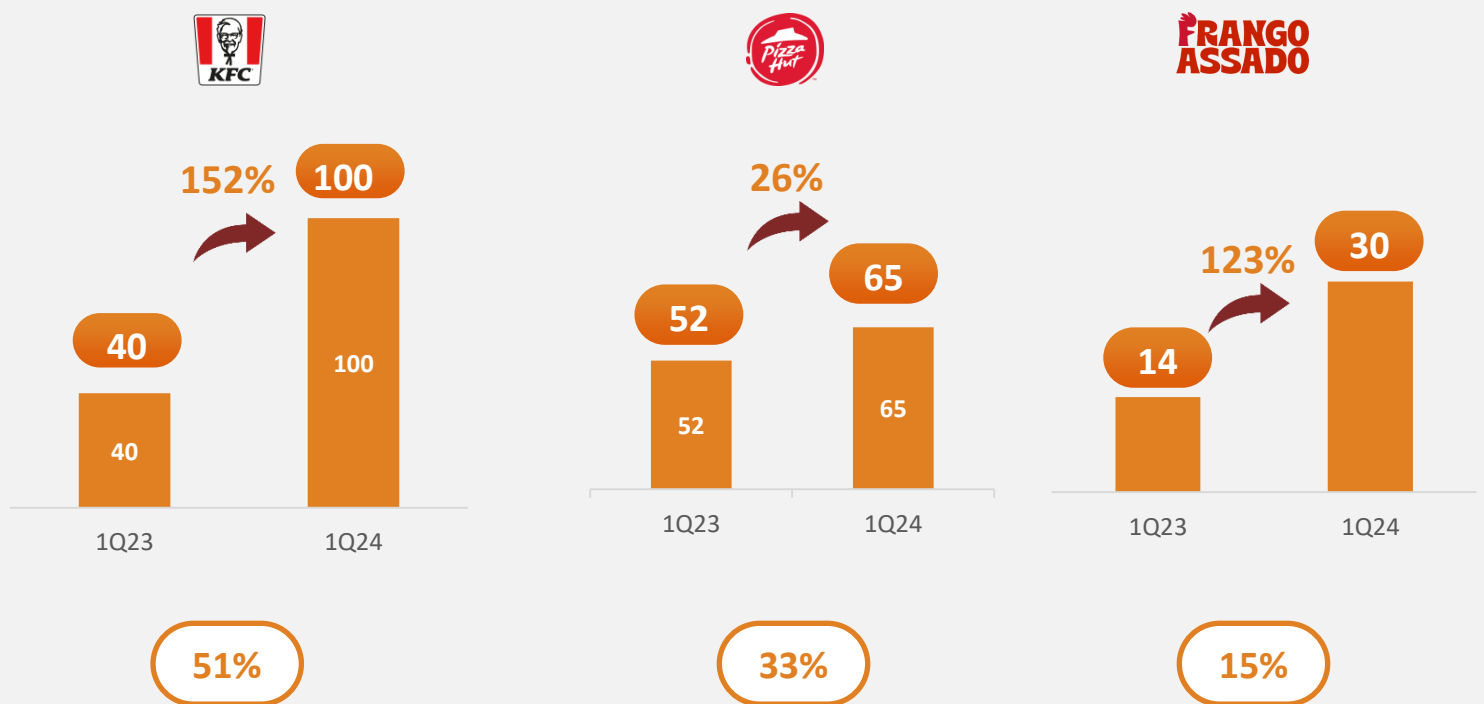
KFC's kiosks are currently present in 88% of the stores. This channel grew 8x over 1Q23 and already accounts for 42% of the brand's digital sales. The number of transactions significantly grew by 863% over 1Q23. Additionally, delivery sales via aggregators grew by 33.5% in 1Q24.

Pizza Hut's app reached over 424 thousand downloads and, with less than a year of operation, it already accounts for 11.2% of the brand's digital sales. Considering all owned channels, the brand achieved a historical sales record in March, representing a 14.7% share for the month. Sales and transactions from channels reported strong growths of 81% and 75%, respectively, over the figures reported in 1Q23. Furthermore, delivery sales via aggregators grew by 20.5% in the quarter.

Frango Assado's loyalty app, Fran-GO, already has over 426 thousand downloads and 290 thousand registered customers, accounting for 7.0% of sales in restaurants. This channel experienced a 190% revenue growth compared to 1Q23. Self-checkout kiosks, an important lever to enhance in-store customer experience, have been growing. In 1Q24, sales growth came to 123% compared to 1Q23, also increasing the number of transactions by 131%.

## Digital Sales

In R\$ million



## COMMENTS ON IMC'S PERFORMANCE

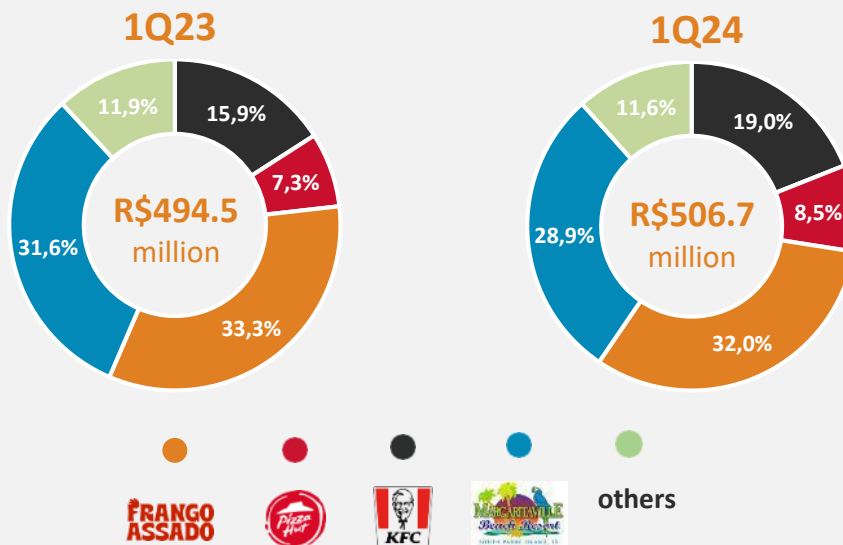
Total system sales, which consider revenues from own stores and franchises, grew by 4.0% in 1Q24 vs. 1Q23, totaling R\$732.9 million in the quarter.

The Company's consolidated net revenue was R\$506.7 million in 1Q24, up by 2.5% over 1Q23. Excluding the negative effect of exchange variation, growth was 3.9% in the quarter. The result was mainly boosted by same-store sales growth, of 2.1% in 1Q24, excluding gas stations.

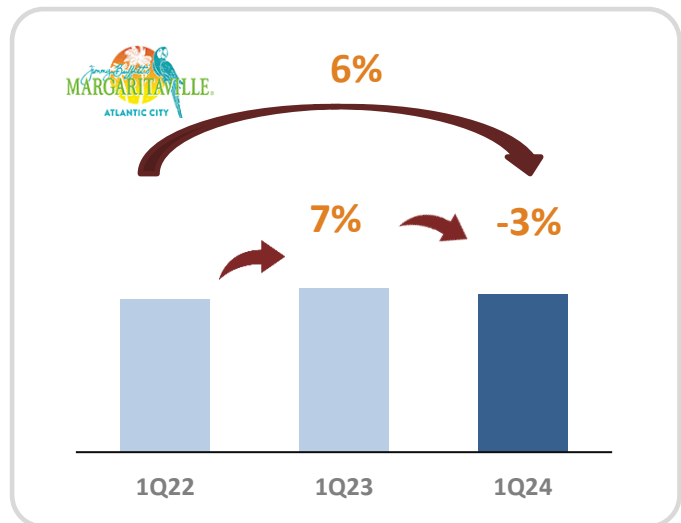
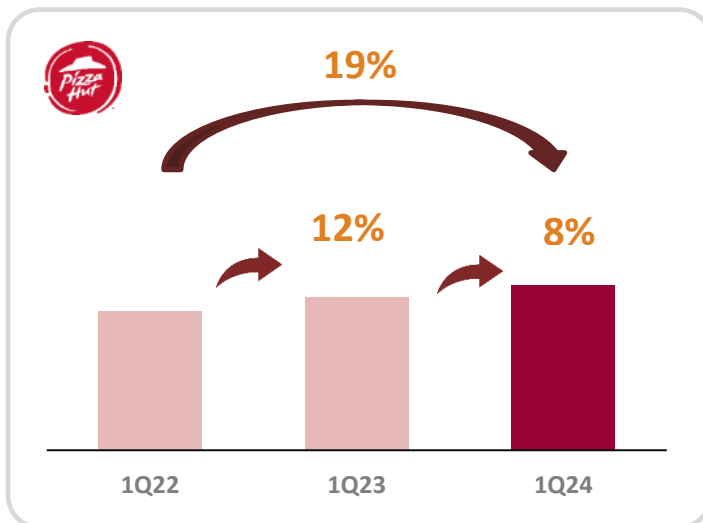
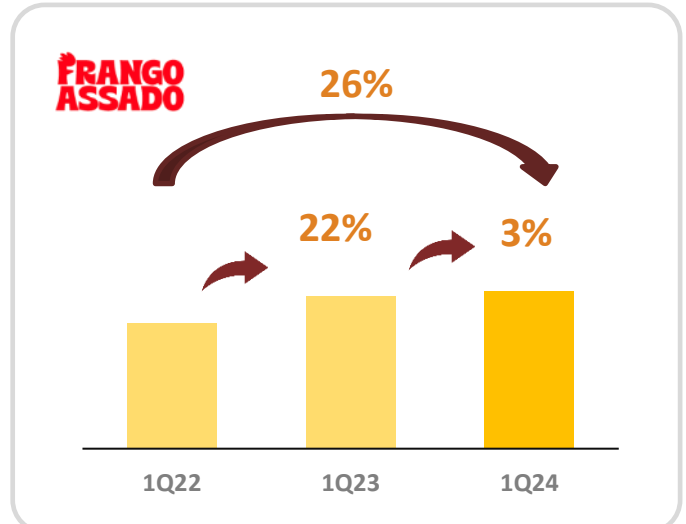
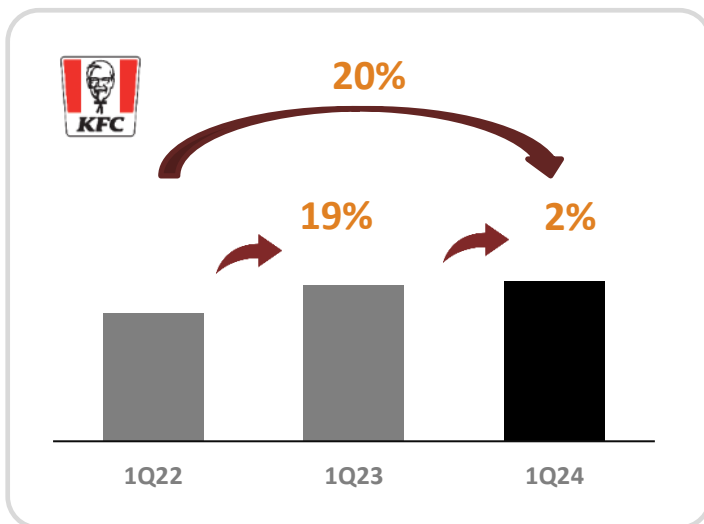
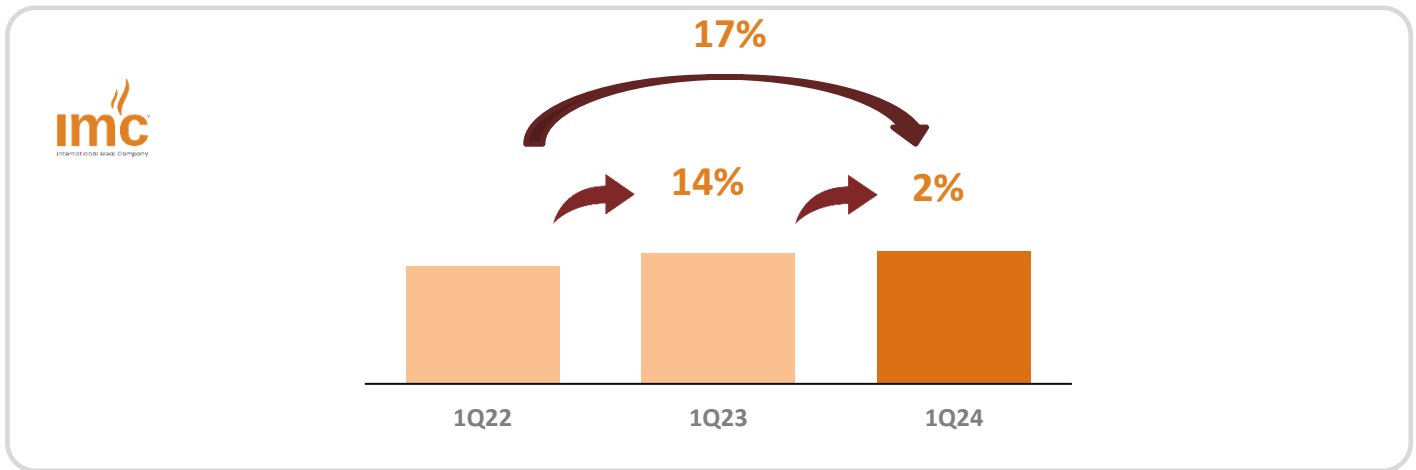
In Brazil, net revenue was R\$360.5 million in the quarter, up by 6.6% over 1Q23. Excluding gas stations, the growth was 12.0% in the quarter. Same-store sales in Brazil grew by 3.5% in 1Q24, boosted by efficient price management, traffic improvement in highway stores, and higher customer tickets in virtually all the Company's brands.

In the USA, net revenue came to R\$146.2 million, down by 6.5% from 1Q23, considering the negative exchange variation with the appreciation of the Brazilian real in the period. In local currency, revenue fell by 2.0% in 1Q24, while same-store sales decreased by 2.3%, reflecting a period of low seasonality and temporary closure of stores because of weather-related factors.

### Share of Sales by Brand



## Same-Store Sales Growth vs. the previous year (SSS)<sup>1</sup>



<sup>1</sup>- Ex-Gas Stations

EBITDA was R\$51.2 million in 1Q24, growth of 27.4%, positively influenced by the accounting gain of R\$16.9 million from the sale of the store in Pigeon Forge, USA, at the beginning of the year. Adjusted EBITDA was R\$37.9 million in 1Q24, a drop of 7.1%, with a margin of 7.5%, a reduction of 77bps. The 1Q23 result considers the positive impact of R\$4.0 million related to the ERTC (Employee Retention Tax Credit). Excluding this effect, adjusted EBITDA grew 3% with the margin in line vs. the previous year. This improvement in results is mainly due to G&A control and cost management.

Adjusted EBITDA in Brazil grew 20.7% vs. 1Q23 and reached R\$24.2 million, with a margin of 4.8%. This result was driven by the evolution of revenue in all restaurant operations, in addition to the efficiency in cost management mentioned above. Adjusted EBITDA in the USA was R\$13.7 million.

The improvement in EBITDA together with the reduction in financial costs related to the lower level of debt at a lower cost, contributed to the company reducing its loss by 51.3% in the period, to R\$27.9 million vs. R\$57.3 million in 1Q23.

(R\$ million)	1Q24	1Q23	YoY
<b>NET INCOME (LOSS)</b>	<b>(27,9)</b>	<b>(57,3)</b>	<b>(51,3%)</b>
Discontinued Operation Income <sup>6</sup>	0,0	6,0	(100,0%)
<b>NET INCOME (LOSS) Disc Operation</b>	<b>(27,9)</b>	<b>(63,3)</b>	<b>(55,9%)</b>
(+) Income Taxes	(12,2)	9,0	na
(+) Net Financial Result	23,6	37,4	(36,7%)
(+) D&A	67,6	57,1	18,5%
<b>EBITDA</b>	<b>51,2</b>	<b>40,2</b>	<b>27,4%</b>
(+) Special Items	(14,0)	(0,3)	4669,1%
(+) Pre-Opening Expenses	0,7	0,9	(20,5%)
<b>Adjusted EBITDA</b>	<b>37,9</b>	<b>40,8</b>	<b>(7,1%)</b>
<i>EBITDA / Net Revenues</i>	<i>10,1%</i>	<i>8,1%</i>	<i>+197bps</i>
<i>Adjusted EBITDA / Net Revenues</i>	<i>7,5%</i>	<i>8,2%</i>	<i>-77bps</i>

\* Ops. Divestments correspond to the results of Colombia and Olive Garden in 1Q23

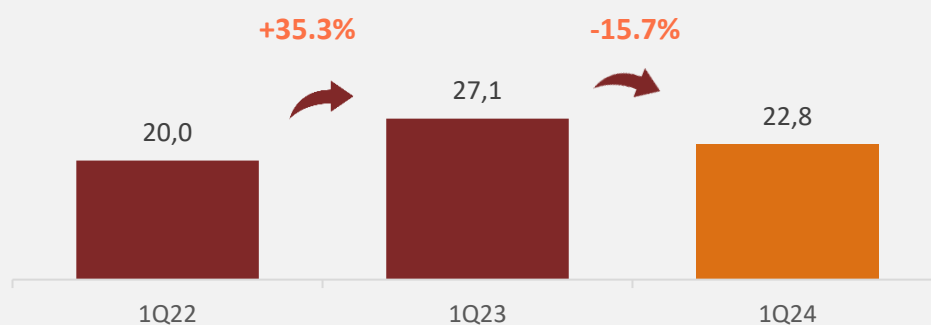
## GENERAL AND ADMINISTRATIVE EXPENSES - BRAZIL

IMC closed the quarter with General and Administrative Expenses and other operating results of R\$22.8 million, compared to R\$27.1, a 15.7% reduction. This result was mainly impacted by the control of general costs and reduction in expenses related to personnel.

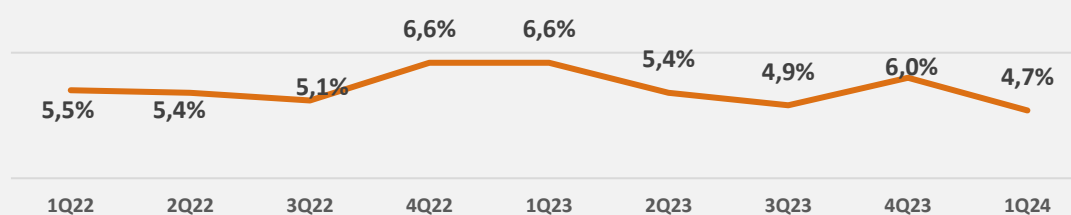
G&A expenses accounted for 4.7% of consolidated net revenues in 1Q24, a reduction of 145bps, despite the Company's investments in structuring projects, the reinforcement of strategic areas, and the strengthening of technology systems.

Other operating income and expenses were positive at R\$0.6 million in 1Q24 compared to R\$2.9 million in 1Q23.

### G&A (R\$ million)



### G&A on Revenue (% on global revenue)



(in R\$ million)	1Q24	1Q23	YoY
<b>G&amp;A and Others</b>	<b>(22,8)</b>	<b>(27,1)</b>	<b>(15,7%)</b>
G&A	(23,4)	(30,0)	(22,0%)
Others	0,6	2,9	(80,0%)

## EBITDA RECONCILIATION - EX-IFRS 16

(in R\$ million)	1Q24	1Q23	YoY
<b>EBITDA</b>	<b>51,2</b>	<b>40,2</b>	<b>27,4%</b>
(+) Special Items	(14,0)	(0,3)	4669,1%
Special items - Other	(14,0)	(0,3)	27,4%
Special items - impairment	0,0	0,0	(5,0%)
(+) Pre-Opening Expenses	0,7	0,9	(20,5%)
<b>Adjusted EBITDA</b>	<b>37,9</b>	<b>40,8</b>	<b>(7,1%)</b>
IFRS effects	(33,7)	(35,5)	(5,0%)
<b>Adjusted EBITDA Ex-IFRS16</b>	<b>4,2</b>	<b>5,3</b>	<b>(21,2%)</b>

## INVESTMENT ACTIVITIES

The Company invested R\$39.9 million in the quarter, of which R\$25.6 million for expansion projects and R\$14.3 million for maintenance, renovations, and others. The pace of investments is directly linked to the Company's operational and financial performance, ensuring financial discipline to shape the future of IMC.

CAPEX (in R\$ million)	1Q24	1Q23	YoY
Total Expansion Investments	25,6	26,8	<b>-4,3%</b>
Total Maintenance Investments	14,3	10,6	<b>34,7%</b>
<b>Total CAPEX Investments</b>	<b>39,9</b>	<b>37,4</b>	<b>6,8%</b>

## CASH GENERATION

Operating cash represented a consumption of R\$2.1 million, mainly due to the temporal effect on the extension of terms with suppliers implemented at the end of 2023, which negatively impacted variations in operational assets and liabilities. Investments were 7% above the previous year, due to the store opening schedule. Cash effect of R\$25 million related to the receipt of ERTC in the USA in 1Q23.

(in R\$ million)	1Q23	1Q22	YoY
<b>Adjusted EBITDA</b>	<b>51,8</b>	<b>40,8</b>	<b>27,2%</b>
(-) Fees and taxes	0,0	0,3	(100,0%)
(-) Store Pre-openings	(0,7)	(0,9)	(20,5%)
(-) Variation in operating assets and liabilities and Others	(53,3)	16,3	n.a
<b>Free Cash Flow</b>	<b>(2,1)</b>	<b>56,5</b>	<b>n.a</b>
(-) Capex	(39,9)	(37,4)	6,8%
<b>Free Cash Flow</b>	<b>(42,0)</b>	<b>19,1</b>	<b>n.a</b>

\* Pro Forma does not consider restricted cash investments

## NET DEBT

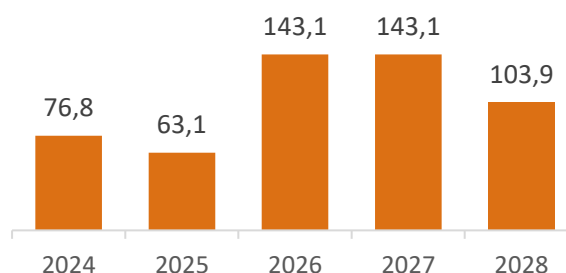
The Company ended 1Q24 with a total cash position of R\$203.6 million and net debt of R\$326.3 million. The leverage ratio stood at 2.1x (LTM EBITDA, ex-IFRS16). The Company remains focused on growing and investing with financial discipline.

R\$ million	1Q23	% total	4Q23	% total	1Q23	% total
Short Term	76,7	14%	76,9	15%	113,7	22%
Long Term	453,2	86%	452,7	85%	392,0	78%
<b>Total Debt</b>	<b>529,9</b>	<b>100%</b>	<b>529,6</b>	<b>100%</b>	<b>505,7</b>	<b>100%</b>
(-) Cash	(203,6)	-	(234,1)	-	(205,5)	-
<b>Net Debt</b>	<b>326,3</b>	-	<b>295,4</b>	-	<b>300,1</b>	-
<b>Leverage (ex-IFRS16)</b>	<b>2,1x</b>	-	<b>2,0x</b>	-	<b>1,8x</b>	-

### Debt by Index (R\$ million)

Instrument	Index	Debt in March/2024
Debênture MEAL13	CDI + 3,60% a.a.	201,0
Debênture MEAL14	CDI + 4,20% a.a.	214,0
Debênture MEAL15	CDI + 4,20% a.a.	62,3
4131	CDI + 2,45% a.a.	52,1
Outros		0,5
<b>Total (R\$):</b>	<b>~ CDI + 3,8%</b>	<b>529,9</b>

### Amortization Schedule (R\$ million)



## SUBSEQUENT EVENTS

**Corporate Restructuring:** On April 01, the Executive Board of International Meal Company Alimentação S.A. approved the corporate restructuring of Viena Restaurantes and RA Catering do Brasil.

**Rio Grande do Sul:** At the beginning of May 2024, the State of Rio Grande do Sul was impacted by a high volume of rain, making this the biggest climate tragedy ever recorded in the State's history. At this critical moment, the Company is providing full support to employees located in that region through reception and psychological support, active monitoring of employees, in addition to financial resources.

The Company has 16 stores, including franchises and own stores, in addition to the Catering operation located in the State and, at this time, 14 stores and the Catering operation were affected. The Company continues to monitor the status of its operations on a daily basis and, from the point of view of financial information, is still evaluating the possible impacts.





# EXHIBITS



## CONSOLIDATED INCOME STATEMENT:

(R\$ thousand)	1Q24	1Q23	YoY
<b>NET REVENUE</b>	<b>506.699</b>	<b>494.471</b>	<b>2,5%</b>
<b>COST OF SALES AND SERVICES</b>	<b>(361.771)</b>	<b>(353.057)</b>	<b>2,5%</b>
<b>GROSS PROFIT</b>	<b>144.928</b>	<b>141.414</b>	<b>2,5%</b>
<i>Gross Margin</i>	<i>28,6%</i>	<i>28,6%</i>	<i>0,0 p.p.</i>
<b>OPERATING INCOME (EXPENSES)</b>			
Sales, general and administrative expenses	(188.885)	(171.184)	10,3%
Equity income	2.557	2.116	20,8%
Other operating expenses	24.943	11.486	na
<b>EARNINGS BEFORE FINANCIAL RESULT</b>	<b>(16.458)</b>	<b>(16.168)</b>	<b>na</b>
Net financial expenses	(23.637)	(37.280)	-36,6%
<b>EARNINGS BEFORE TAXES</b>	<b>(40.095)</b>	<b>(53.448)</b>	<b>na</b>
Income Taxes	12.216	(8.427)	na
<b>NET PROFIT (LOSS) CONTINUED OPERATIONS</b>	<b>(27.880)</b>	<b>(61.875)</b>	<b>na</b>
<i>Net Margin</i>	<i>-5,5%</i>	<i>-12,5%</i>	<i>7,0 p.p.</i>
Profit (Loss) Discontinued Operations	0	4.615	na
<b>NET PROFIT (LOSS)</b>	<b>(27.880)</b>	<b>(57.260)</b>	<b>na</b>
<i>Net Margin</i>	<i>-5,5%</i>	<i>-11,6%</i>	<i>6,1 p.p.</i>

## CONSOLIDATED BALANCE SHEET:

(R\$ thousand)	1Q24	1Q23
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	198.348	180.733
Financial Investments	5.109	7.603
Accounts receivable	100.548	101.398
Inventories	50.902	59.996
Other current assets	129.275	114.837
<b>Total current assets</b>	<b>484.182</b>	<b>464.567</b>
<b>NONCURRENT ASSETS</b>		
Financial investments	6.906	17.174
Deferred income taxes	59.151	81.795
Other noncurrent assets	101.516	87.406
Property and equipment	505.450	468.505
Intangible	909.951	995.683
Property Use Right Asset	591.366	573.049
<b>Total noncurrent assets</b>	<b>2.174.340</b>	<b>2.223.612</b>
<b>TOTAL ASSETS</b>	<b>2.658.522</b>	<b>2.688.179</b>
<b>LIABILITIES AND EQUITY</b>		
<b>CURRENT LIABILITIES</b>		
Trade accounts payable	167.129	183.863
Loans, financing and acquisitions' payables	76.656	113.680
Salaries and social charges	80.571	83.604
Lease Liabilities	100.316	89.809
Other current liabilities	41.701	86.147
<b>Total current liabilities</b>	<b>466.373</b>	<b>557.102</b>
<b>NONCURRENT LIABILITIES</b>		
Loans, financing and acquisitions' payables	453.198	391.976
Provision for labor, civil and tax disputes	117.241	104.842
Deferred income tax and social contribution LP	40.229	35.731
Lease Liabilities	535.896	519.284
Other noncurrent liabilities	39.420	17.272
<b>Total noncurrent liabilities</b>	<b>1.185.984</b>	<b>1.069.106</b>
<b>EQUITY</b>		
Capital	1.154.462	1.154.462
Capital Reserves	349.993	349.993
Reserve for stock option plan	41.762	40.029
Treasury	(5.551)	(5.551)
Accumulated losses	(598.262)	(545.646)
Other comprehensive income	63.761	68.684
<b>Total equity</b>	<b>1.006.165</b>	<b>1.061.971</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>2.658.522</b>	<b>2.688.179</b>

## CASH FLOW:

(R\$ thousand)	1Q24	1Q23	YoY
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Profit/ Loss of continuing operations	(27.880)	(61.875)	-54,9%
Profit/ Loss from discontinued operations	0	4.615	n/a
<b>Profit/ Loss for the quarter</b>	<b>(27.880)</b>	<b>(57.260)</b>	<b>-51,3%</b>
Depreciation and amortization	67.639	56.713	19,3%
Interest expenses / acquisition	27.607	34.654	-20,3%
Provisions and others	(11.870)	(1.797)	560,6%
Accounts Receivable	5.397	19.156	-71,8%
Inventory	2.789	(3.661)	n/a
Suppliers	(59.942)	(8.927)	571,5%
Changes in operating assets and liabilities	(7.308)	21.957	n/a
<b>Cash generated from operations</b>	<b>(3.568)</b>	<b>60.834</b>	<b>n/a</b>
Income tax paid	0	301	-100,0%
Dividends received	1.444	0	n/a
Interest paid on lease liabilities	(8.036)	(8.581)	-6,3%
Interest paid	(15.156)	(43.020)	-64,8%
Net cash used in discontinued operations	0	(1.132)	-100,0%
<b>Net cash generated by operating activities</b>	<b>(25.316)</b>	<b>8.402</b>	<b>n/a</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Redemption of (investment in) financial investments	(159)	101.367	n/a
Disposal of discontinued operations	64.796	0	n/a
Additions to intangible assets	(39.896)	(37.371)	6,8%
Cash from investment from discontinued op.	0	(495)	n/a
<b>Net cash used in investing activities</b>	<b>24.741</b>	<b>63.501</b>	<b>-61,0%</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>			
Dividend Payments	-	(3.504)	n/a
Amortization on lease liabilities	(28.375)	(33.366)	-15,0%
New loans	-	242.400	n/a
Payment of loans	(3.953)	(378.612)	-99,0%
Net cash from discontinued op.	-	(1.614)	n/a
<b>Net cash used in financing activities</b>	<b>(32.328)</b>	<b>(174.696)</b>	<b>-81,5%</b>
EFFECT OF EXCHANGE RATE VARIATIONS	2.091	(1.729)	-220,9%
<b>NET INCREASE (DECREASE) FOR THE PERIOD</b>	<b>(30.812)</b>	<b>(104.522)</b>	<b>-70,5%</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF PERIOD</b>	<b>229.159</b>	<b>285.255</b>	<b>-19,7%</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF PERIOD</b>	<b>198.347</b>	<b>180.733</b>	<b>9,7%</b>



**Thank you!**