



# Earnings Call

## 1st Quarter - 2023

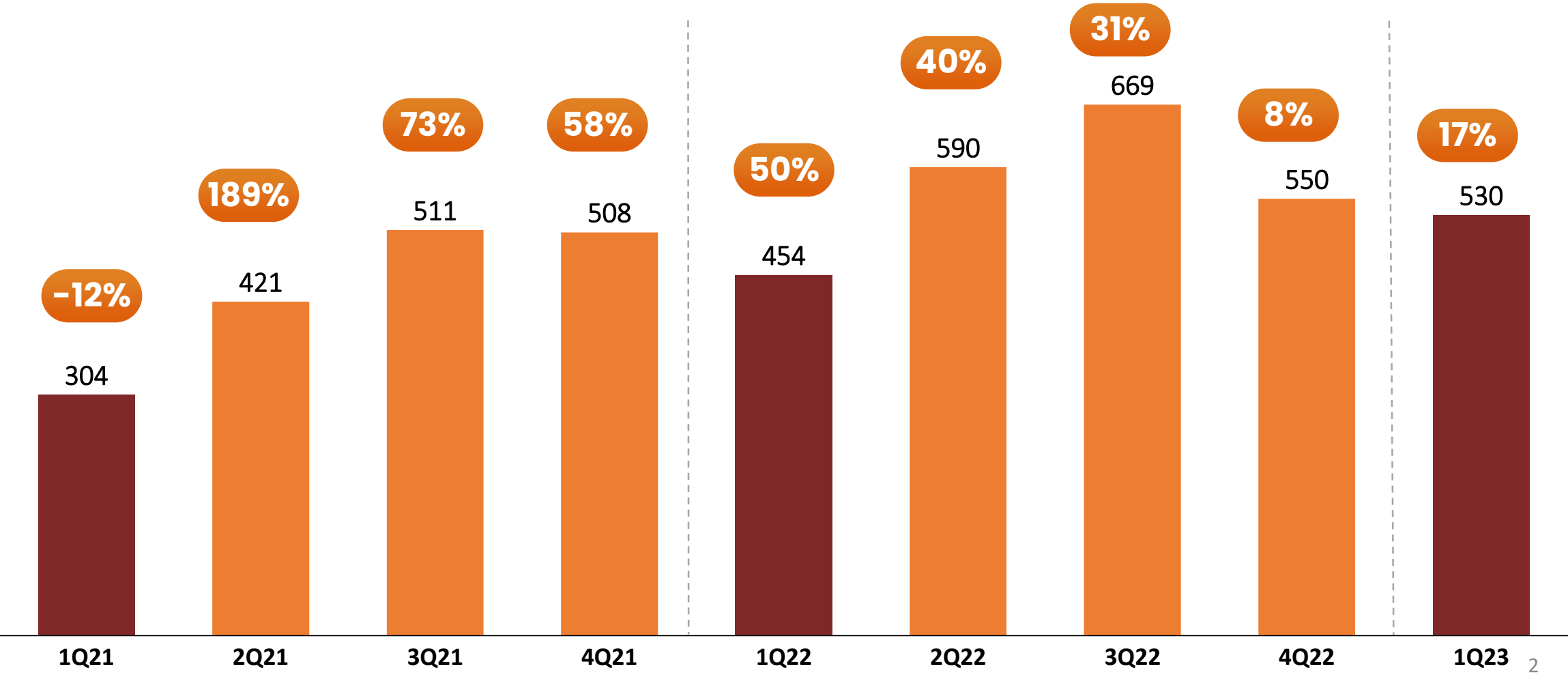
#restaurante**bomtemdono**



# Consistent execution of the strategy took IMC to the eighth consecutive quarter of evolution



Net Revenue, R\$ million



# Highlights

SSS

**+ 10.7%**  
VS 1Q22

Net Revenue

**+16.6%**  
VS 1Q22

Adjusted EBITDA

**R\$ 48.1Mi**  
+ 98% vs 1Q22

% EBITDA Margin

**9.1%**

EBITDA/Net Debt

**1.8X**

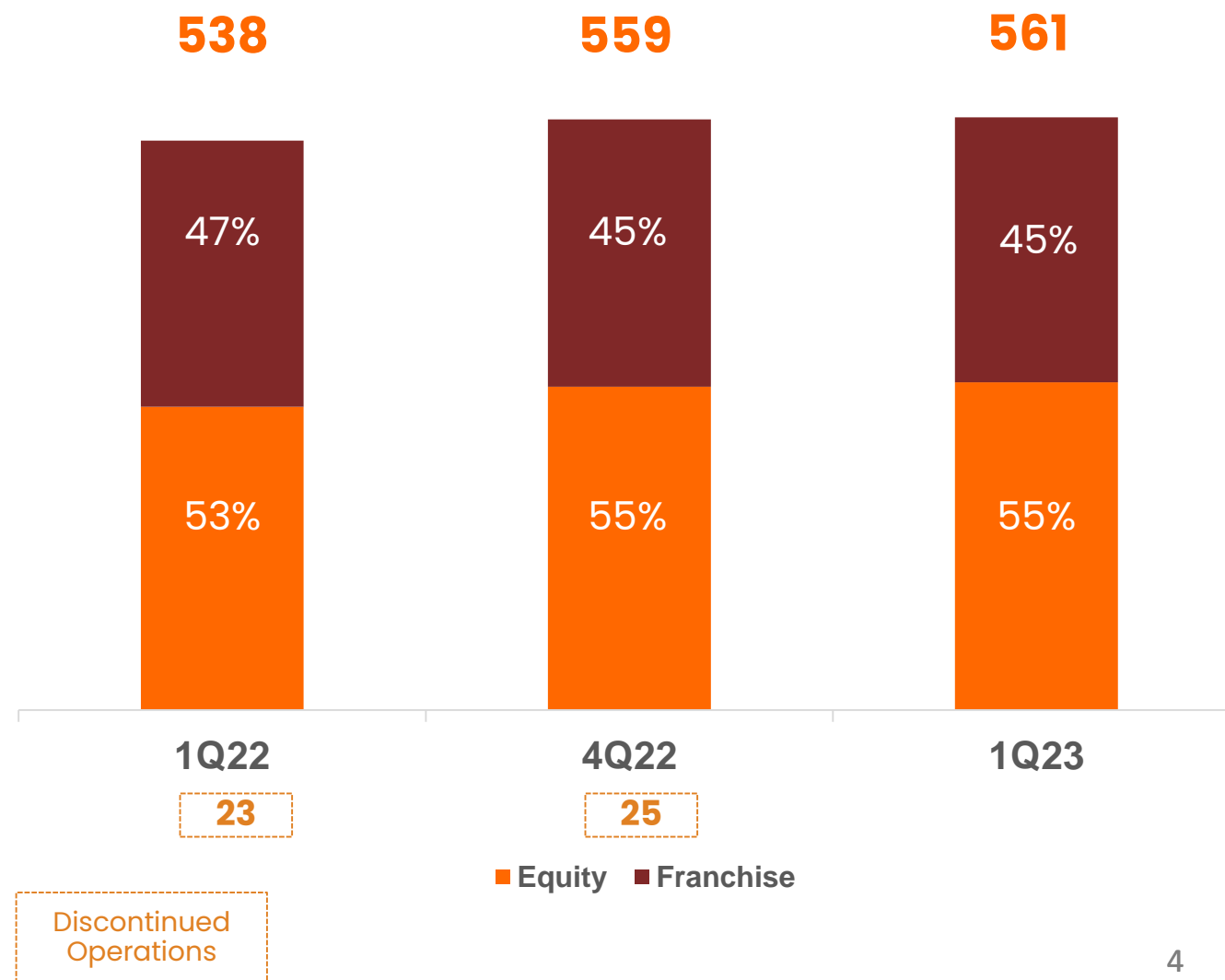


# Number of stores 1Q23

Total system

## 561 units

Equity stores participation increased from 53% to 55%





# Highlights



- SSS +11%, transactions
- Thin crust, convenience



- SSS +22%, new formats
- 5 stores 1Q, > 160 total



Value for money

# Destques

**FRANGO  
ASSADO**

- **SSS +23%, marins**
- **Loyalty, new experience**



New store front– Carvalho Pinto

*Jimmy Buffett's*  
**MARGARITAVILLE**

- **SSS + 7%, NYC Performance**
- **Summer Plan**



Restaurant Resort NYC

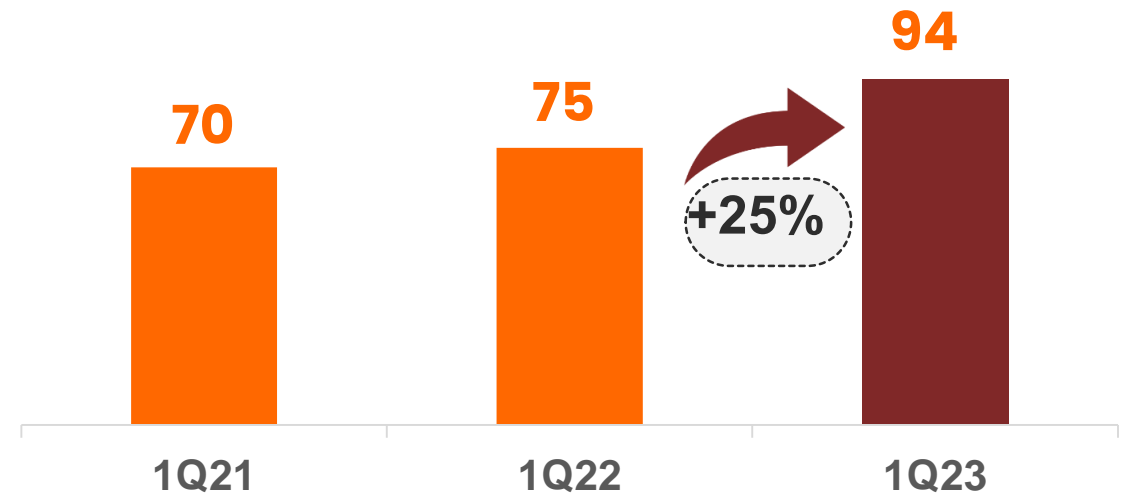


# Digital Sales

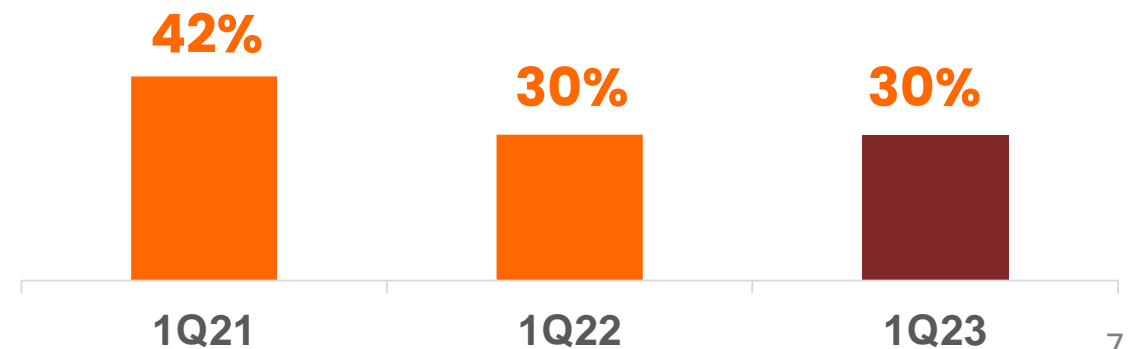
## PH and KFC



Digital Sales  
in R\$ Million



% Share



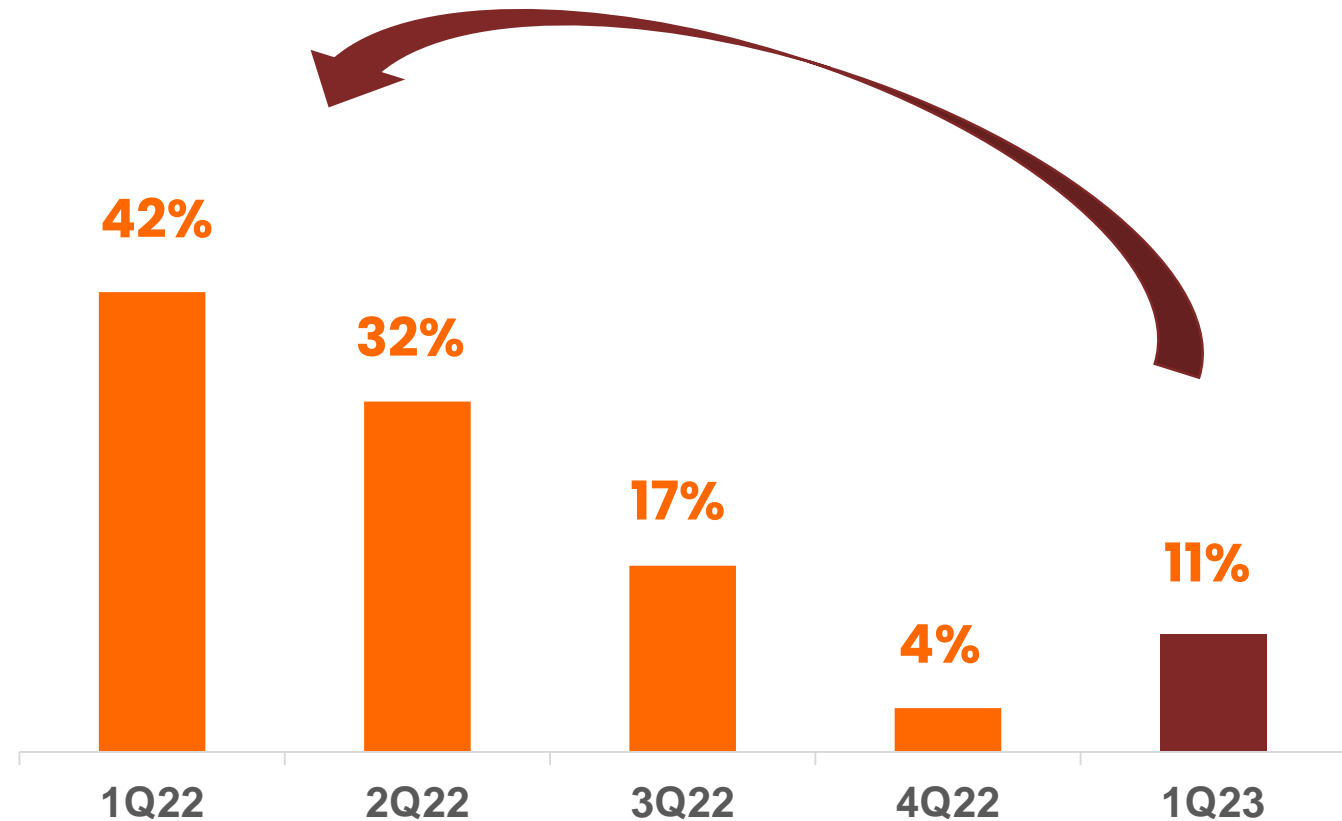
# Same Store Sales

**+11%**

vs. 2022

Growth across all brands,  
even with strong comps  
YoY

Growth vs last year



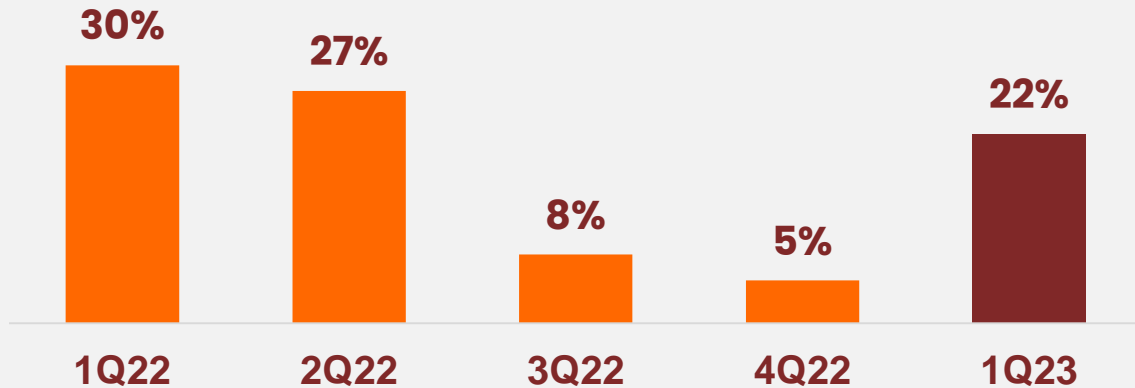
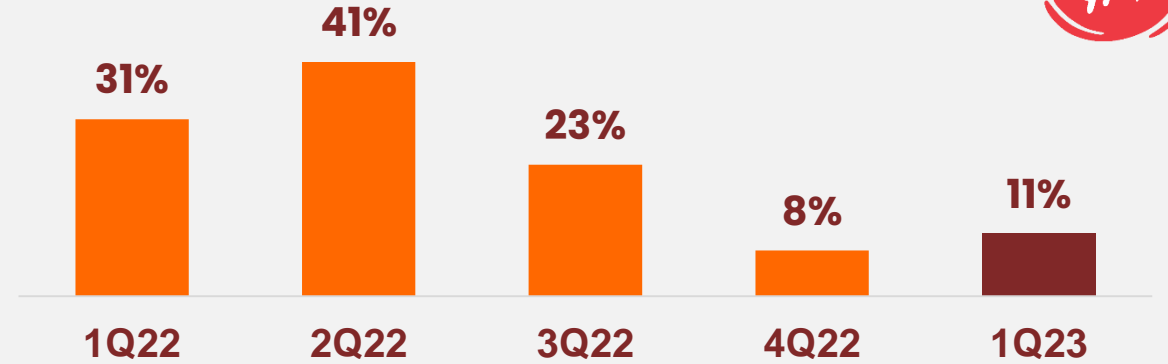
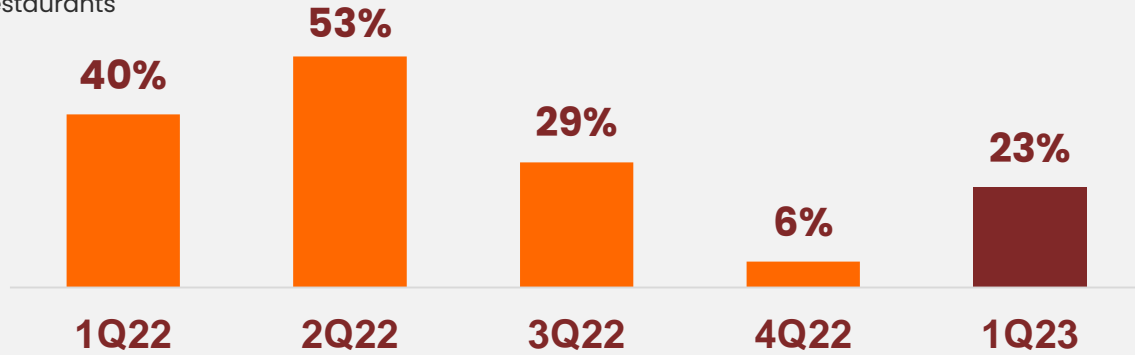


# Same Store Sales % Growth vs last year

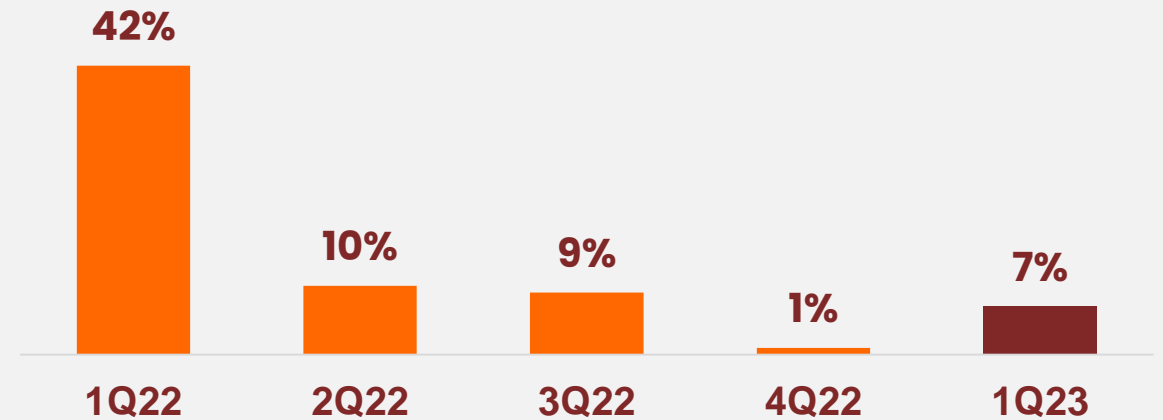


**FRANGO ASSADO**

Restaurants



*Jimmy Buffett's*  
**MARGARITAVILLE**  
In constant currency

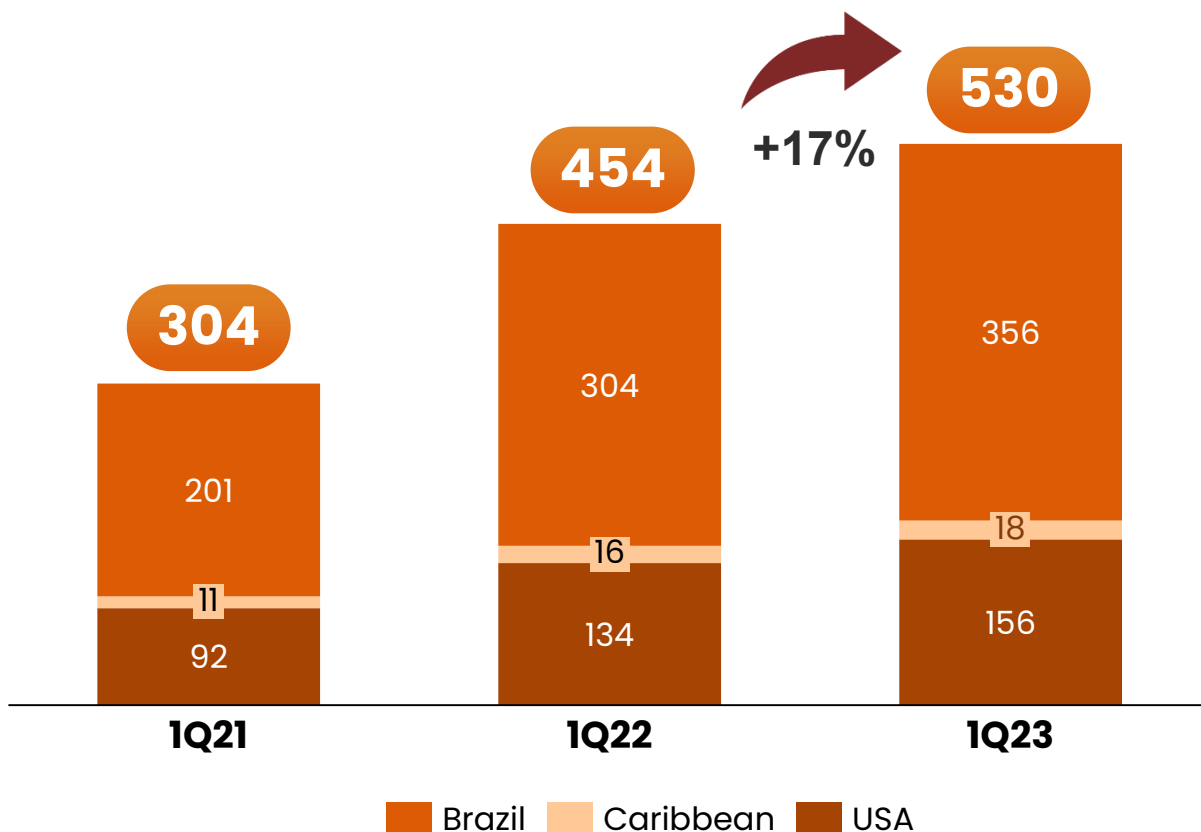


# Net Revenue (Global)

(in R\$ million)



Highest first quarter revenue  
and positive trajectory for all  
units



**+17%** vs 1Q22

expressive performance in all brands



**+17%** vs 1Q22 (USD)

increase in traffic and pricing management

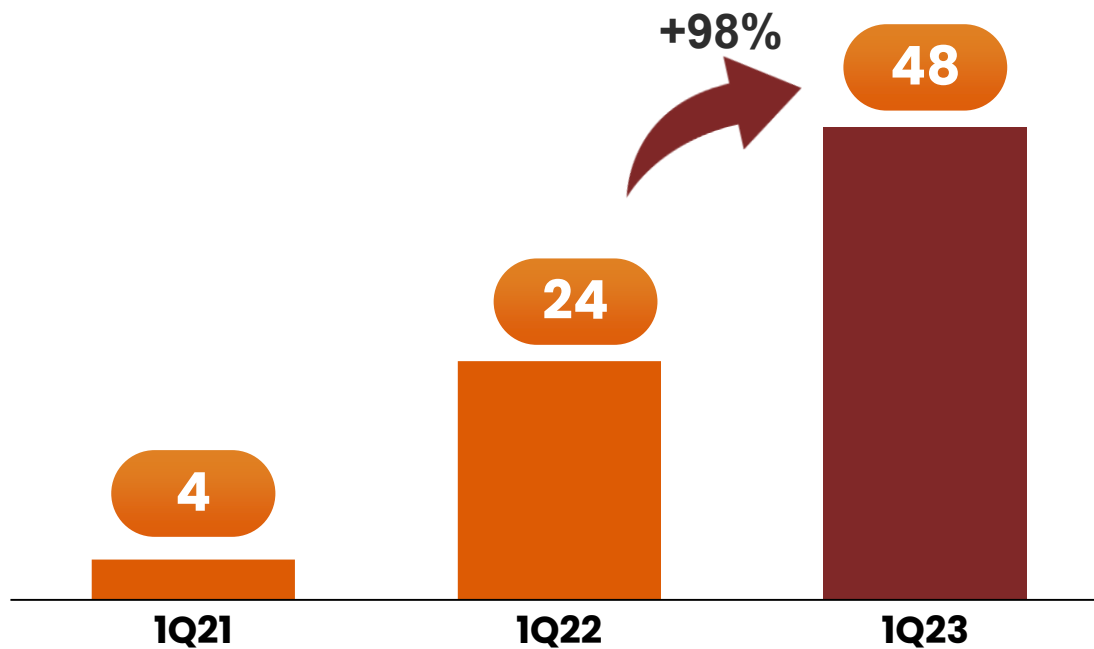


**+9%** vs 1Q22 (COL)

# Adjusted EBITDA (Global)

(in R\$ million)

**Highest EBITDA in history and positive trajectory for all units**



Operational Leverage



EBITDA Margin of 9.1%, in one of the most challenging quarters in terms of sale



Costs and expenses Efficiency



# Adjusted EBITDA (by region)

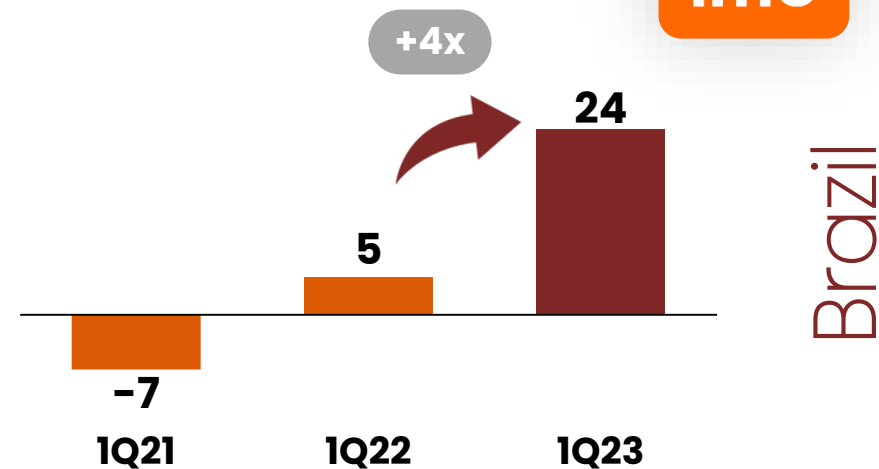


(in R\$ million)



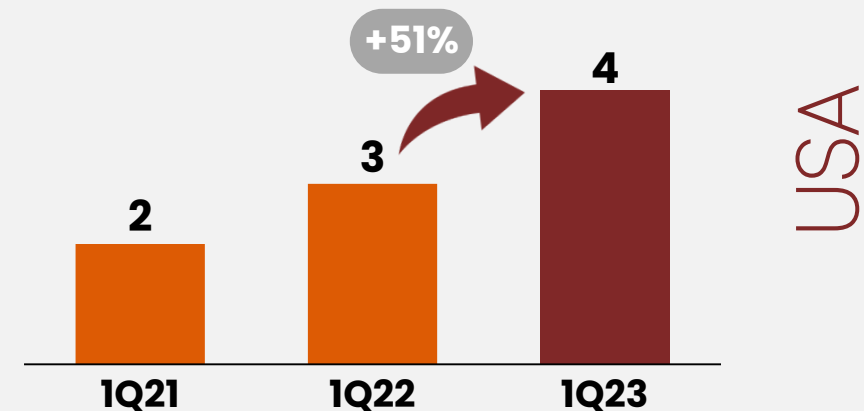
- Operational leverage
- Strengthening of strategic areas

In (R\$ MM)



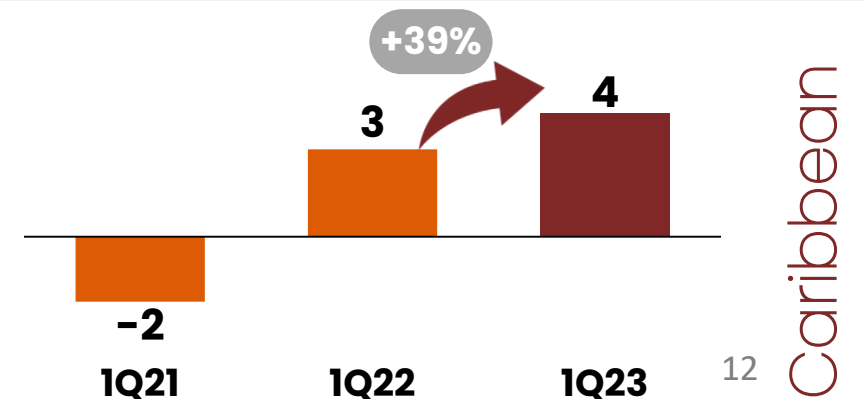
- Better margins even with low volume
- Preparation for Summer

Em dólar  
(US\$ MM)



- Catering/ Airports
- Strong Management control

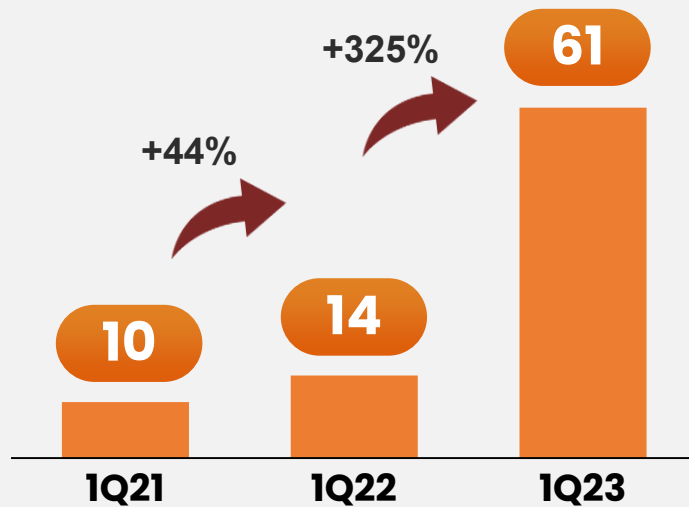
In (R\$ MM)



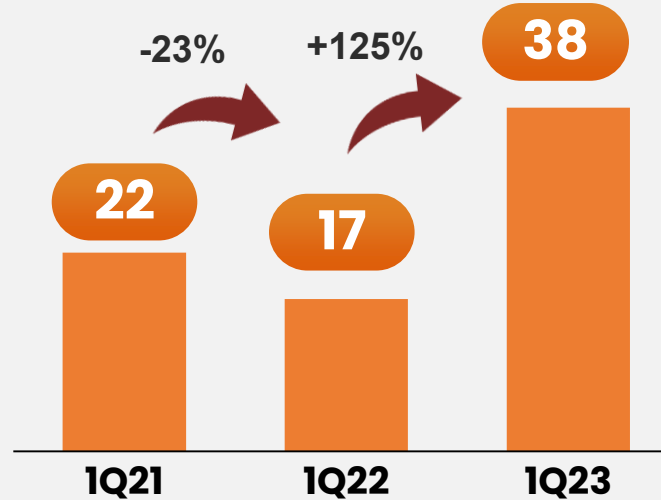
# Financial Results

(in R\$ million)

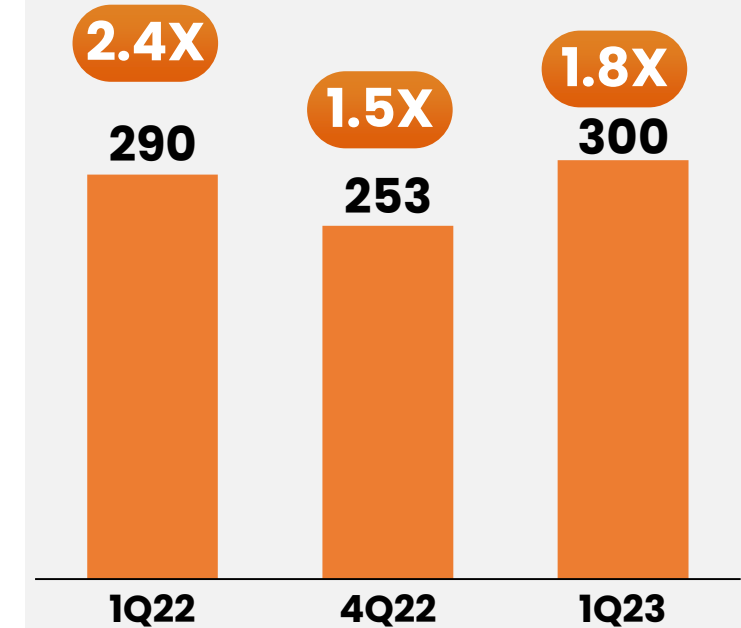
## Operational Cash Flow



## CAPEX



## Leverage/ Net Debt\*

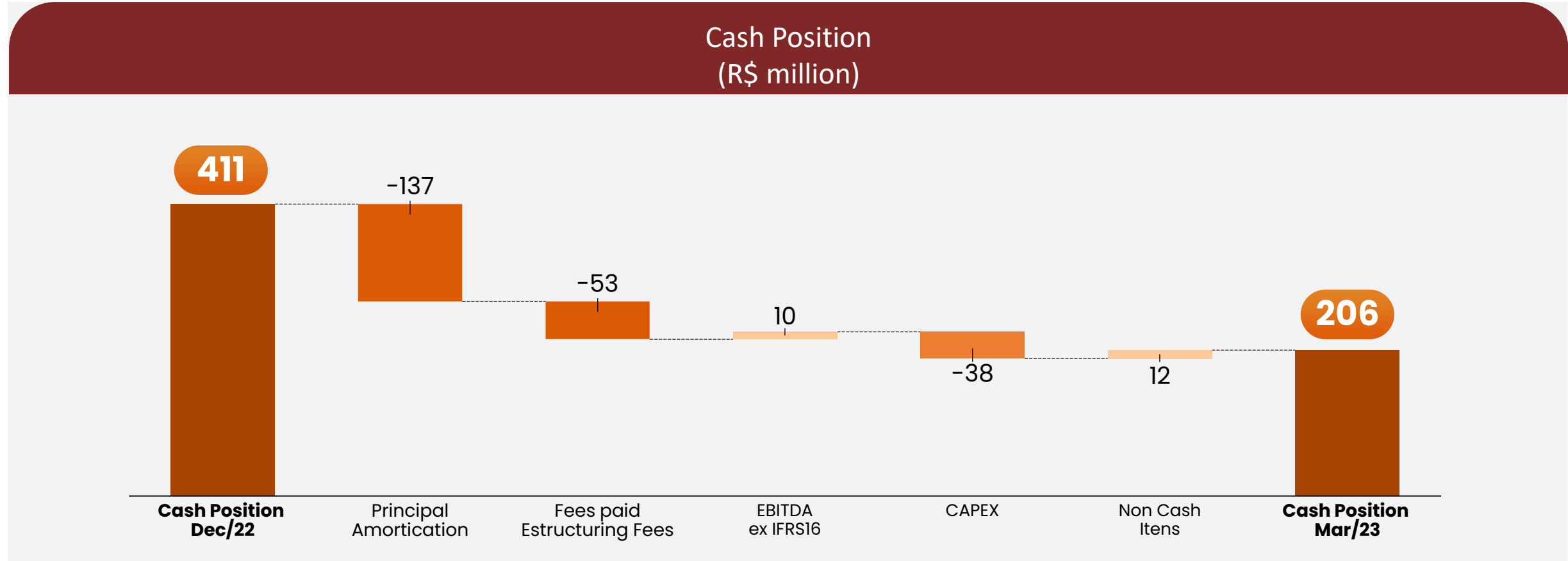


\*Covenants Methodology

# Cash Flow



(in R\$ million)



Operational Result



Debt Reduction



Cash Management



# Priorities

- **Operational Efficiency**
- **Digital Transformation**
- **Business Simplification**
- **Financial Discipline**
- **Expansion on strategic brands**



**Thank you!**

