
GRUPO MADERO

AUGUST 2022

Results Presentation 2T22

MADERO

JERONIMO
BURGER

DURSKI


ECOPARADA
MADERO

MADERO
CAFÉ

DUNDEE
CHICKEN & BURGERS

LEGNO
RISTORANTE ITALIANO
Chef Junior Durski

EMPÓRIO
MADERO

GRUPO
MADERO

MADERO AT A GLANCE

COMPANY SNAPSHOT

Our Presence in Brazil



1 vertically-integrated platform

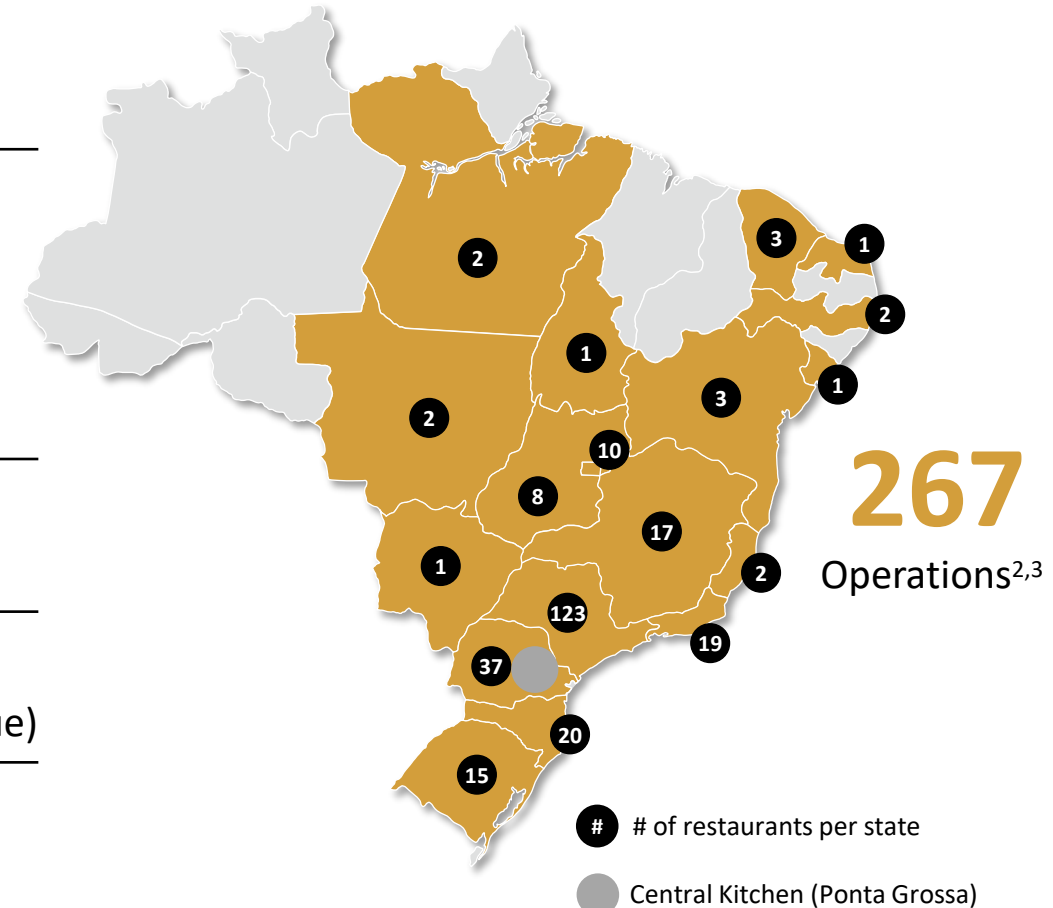
4 Businesses in one

2 Core brands: Madero and Jeronimo

24% adj. EBITDA margin_{2T22}¹

22% 2Q21 – 2Q22 YoY Growth (Net Revenue)

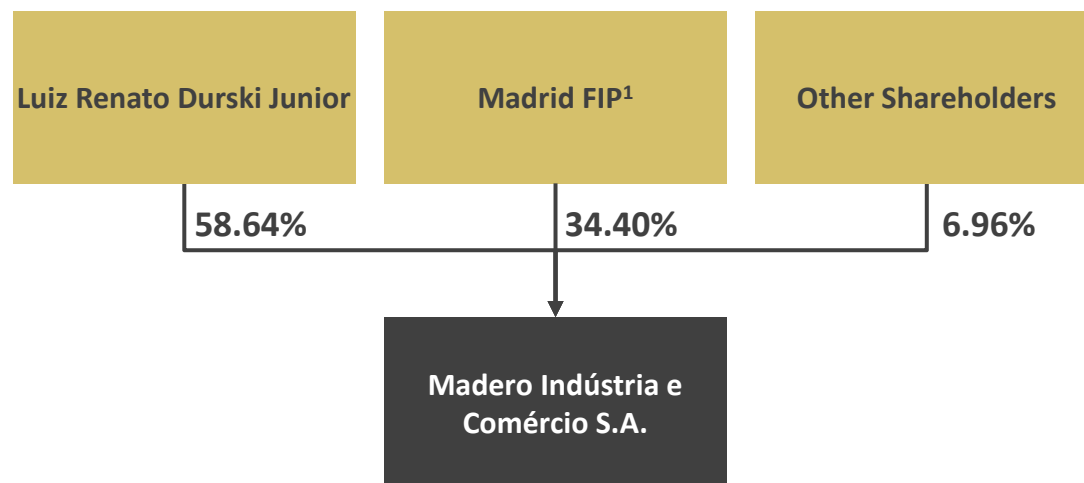
~7,000 Employees²



Notes: 1 The Adjusted EBITDA Ex-IFRS16 margin (before the IFRS16 effects), was 15.8% in 2Q22; 2 As of June 30, 2022; 3 Including 20 franchises.

CORPORATE STRUCTURE AND GOVERNANCE

SHAREHOLDING STRUCTURE



- Investment of R\$ 300 mm from Carlyle – nov/21
- Publicly-held Company register in the CVM obtained – nov/21

BOARD OF DIRECTORS ADEQUATE FOR THE NOVO MERCADO

Members	Appointment
Fernando Borges (Chairman)	Carlyle
Brandon Reid Staub	Carlyle
Junior Durski	Controller
Ariel Szwarc	Controller
Giuglio Munaretto	Controller
Hianaê Schramm	Controller
Maysa Durski	Controller
Lúcia Casasanta	Independent
Martin Arias	Independent

EXECUTIVE OFFICERS

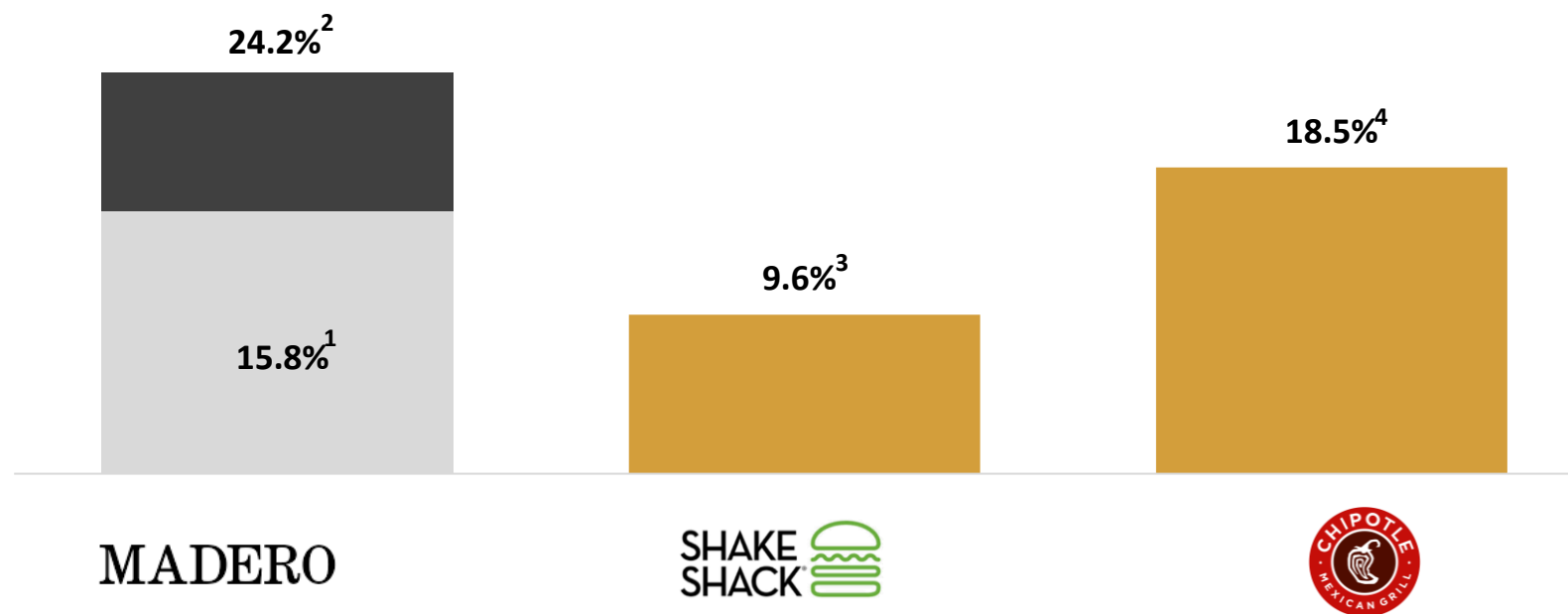
Officer	Position	Years of Experience
Junior Durski	Chief Executive Officer & Founder	41
Ariel Szwarc	Chief Financial Officer	34
Rafael Mello	Chief Operating Officer	27
Ronaldo Valverde	Chief Engineering Officer	32
Marcelo Aldenucci ²	Investor Relations Officer	17
Hianaê Schramm	Officer	22
Luiz Adriano Urbanski	Officer	26
Murillo Proença	Officer	25
Nicolas Gorguet	Officer	30

- 100% Audit Committee members are independent

Notes: 1 Madrid Fundo de Investimento em Participações Multiestratégia controlled by The Carlyle Group; 2 Effective from September 1, 2022.

ROBUST UNIT ECONOMICS DRIVE STRONG CORPORATE MARGINS

2Q22 ADJ. EBITDA MARGIN POST-IFRS 16 (%)



 Represents adjusted EBITDA margin Ex-IFRS16¹

Sources: Company management and publicly available financials

Notes: 1 Adjusted EBITDA ex-IFRS16 as reported in Company filings; 2 Adjusted EBITDA as reported in Company filings; 3 Adjusted EBITDA as reported in Shake Shack filings; 4 Adjusted EBITDA defined as operating income plus depreciation & amortization plus total non-GAAP adjustments, as reported in Chipotle filings.

MADERO OPERATES MULTIPLE DISTINCT OWNED CONCEPTS

	MADERO STEAK HOUSE	MADERO CONTAINER	JERONIMO
Description	Full-service	Fast-casual (limited service)	Fast-casual (limited service)
Number of restaurants (06/30/2022)¹	89	77	91
Formats	Streets, malls and airports	Mid-sized cities, highways and complementary presence in large cities	Streets, Track (drive-thru), highways, subway stations, airports, malls and food courts
Menu	Full menu	Reduced menu with chargrilled burger focus	Reduced menu with flattop-grilled burger focus
Avg. Restaurant Size (06/30/2022)¹	572 sqm / 165 seats	362 sqm / 102 seats	395 sqm / 103 seats
Avg. ticket (2Q22)	R\$72	R\$54	R\$30
Avg. AUV (mm) (2Q22)²	R\$8.4	R\$4.1	R\$4.2
Build-Up Capex (mm) (1H22)³	R\$5.6	R\$4.3	R\$5.2
Consolidated Adj. EBITDA Margin 2Q22⁴	24.2%		

Notes: 1 Includes franchises and excludes restaurants under other banners and Ecoparada; 2 Net Revenue in the 2Q22; 3 Defined as average CapEx to inaugurate a new restaurant in the 1H22; 4 Adjusted EBITDA margin as reported in Company filings.

VERTICALLY INTEGRATED PLATFORM TO MAINTAIN QUALITY AT SCALE

FOUNDATION OF OUR VERTICALLY INTEGRATED PLATFORM

Central Kitchen	Distribution and logistics	Owned brands	Restaurant management
<ul style="list-style-type: none">■ Drives quality and consistency■ Estimated capacity – 500 restaurants■ Supplies 95%+ of food served in restaurants■ Important source of cost savings	<ul style="list-style-type: none">■ Ensures quality of delivered products■ We handle 100% of logistics■ Weekly deliveries to 98.5% of restaurants■ Lower cost than outsourced solutions	<ul style="list-style-type: none">■ Guarantees focus on quality■ Centralizes all marketing efforts■ Allows us to make rapid changes and launch new brands■ No royalties paid■ New Brands: Ecopara Madero, Madero Café, Empório Madero and Dundee Chicken & Burgers	<ul style="list-style-type: none">■ Focus on quality of guest experience■ Standardized procedures for consistent restaurant processes■ 100% of expansion through Company-operated restaurants■ Proprietary technologies:<ul style="list-style-type: none">▪ Self-service kiosks▪ Delivery hub▪ Core menu▪ Grupo Madero App

ADDITIONAL CENTRALIZED SERVICES

Architecture and engineering	HR & training	Procurement and inventory management	Shared services center
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ESG INTRINSICALLY LINKED TO THE BUSINESS

ALIGNMENT WITH UN GOALS

Planet

Construction Works and Restaurants

- LEED¹ certified buildings
- System for disposal of construction works waste
- Container model reuses steel structures and contributes to saving water and electricity
- 100% vegetable oil recycling
- Ecoparada Madero – ESG on highways

Central Kitchen

- Effluent treatment station
- +93% of waste is recycled or sent for composting
- Reusable plastic boxes
- Leveraging reverse logistics



Food

Most food consumed in Company's restaurants **does not contain preservatives and/or is organic:**

- The **hamburger** does not contain **artificial preservatives**.
- **Tomatoes and lettuce** are **organic**
- The **strawberries** used in our desserts are **organic**
- **Bacon and sausages** are smoked through a **traditional process**

Ethical treatment of animals:

- By 2027, **we commit** to purchase pork **exclusively** from producers using systems in which **breeding females are free from gestation cells**
- **100% of the eggs** come from chicken producers who are committed to creating **cage-free** animals



People

- Responsible employment generation strategy **mostly focused on socially vulnerable young adults, without experience in the industry** and living in cities that are located in the interior of Brazilian states.
- **Housing and 3 daily meals, without cost** to the employees
- **Chef Junior's direct phone number** available to **100% of employees**
- Constant **training** and opportunities for **growth**
- Giving back to society through **philanthropic actions**
- **Great Place to Work (GPTW)** certified



¹ Leadership in Energy and Environmental Design.

RECENT EVENTS

NEW BRANDS EXPANSION



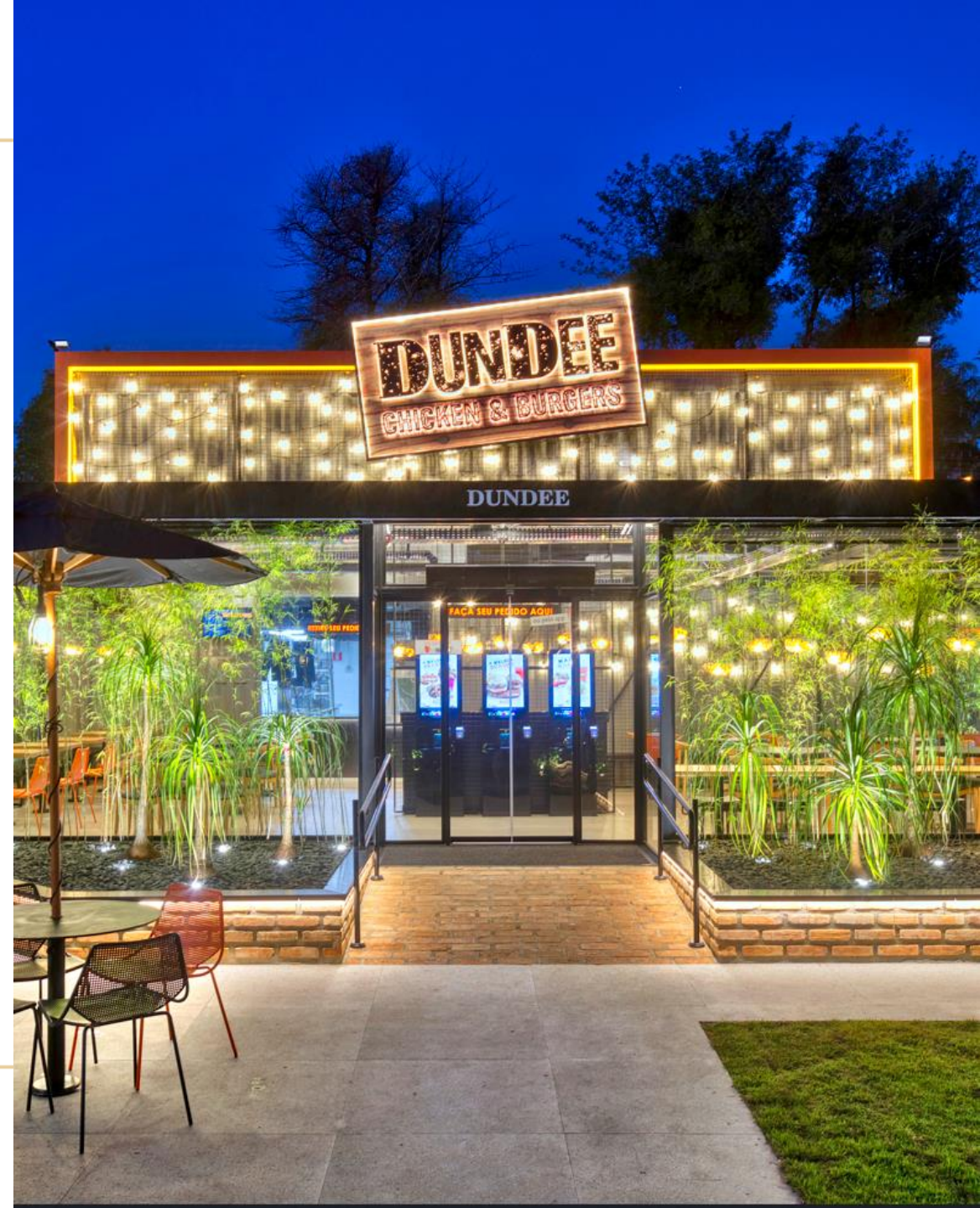
- **ESG gastronomic compaund on the road**
- Concept aimed at **high-traffic highways** – it has 4 to 7 operations, all owned by the Company
- **4-wall margin** similar to a **Steak House**
- It also offers convenience items and exclusive products in a distinguished environment.
- **ESG focused**, including **LEED Certification**
- Currently on 2 highways – **Castello Branco and Dutra**



NEW BRANDS EXPANSION



- Operation focused on **bucket fried chicken and burgers**
- Excelent product for **drive thru** and *delivery*
- 4 operations with excellent results – **profitability even better than Jeronimo**
- Running **roll out** of **Dundee's fried chicken** introduction on **Jeronimo** network in 2H22



NEW ITALIAN MENU

LEGNO
— RISTORANTE ITALIANO —
Chef Junior Durski

- Served on **Madero Steak House**
- Products fully integrated into **restaurant kitchens**
- Important source of **additional revenue** and **dilution of fixed expenses**
- **Roll out** fully implemented in the South region. To be completed in the rest of Brazil in the second half of 2022

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MADERO

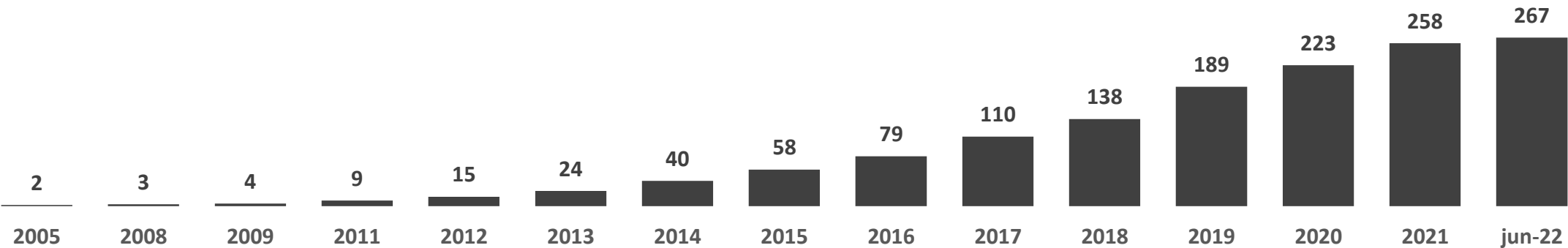


GRUPO
MADERO

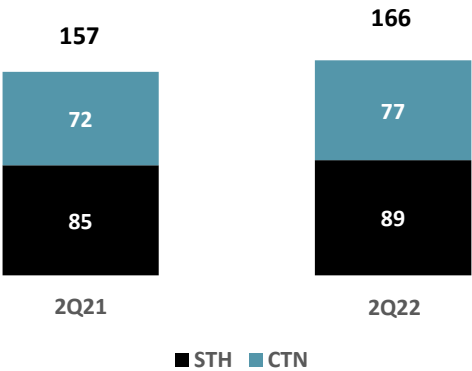
RESULTS

RESTAURANT NETWORK EVOLUTION

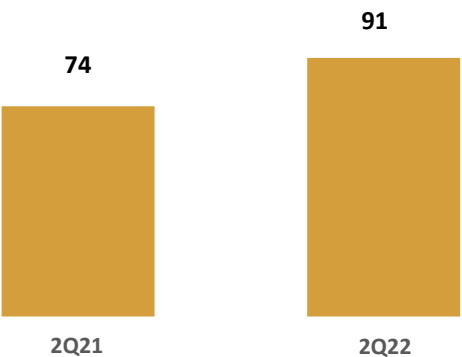
TOTAL NUMBER OF OPERATIONS¹



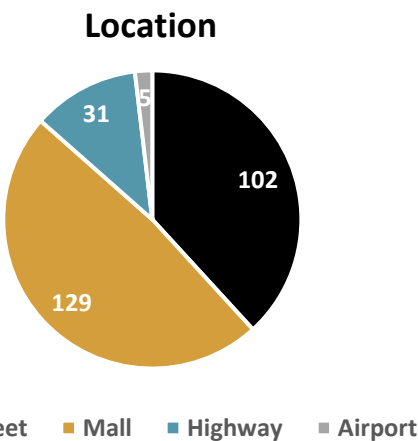
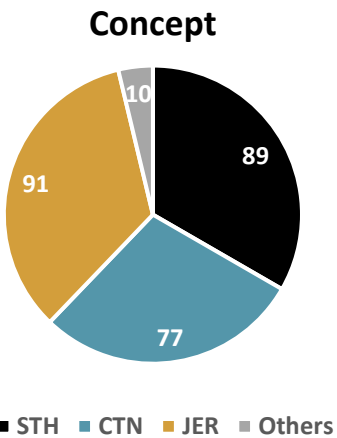
MADERO¹ (#)



JERONIMO¹ (#)

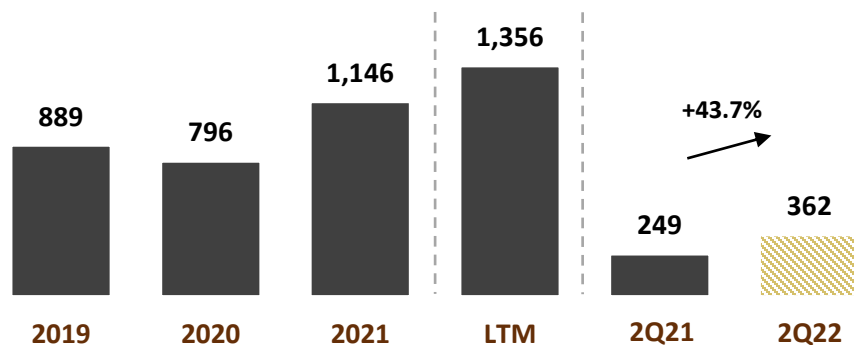


MIX 2Q22¹

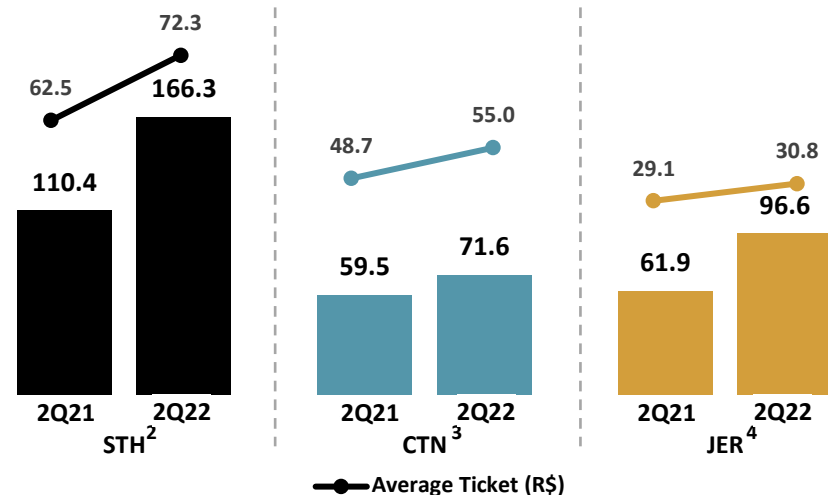


SALES GROWTH

TOTAL NET REVENUE (R\$ mm)

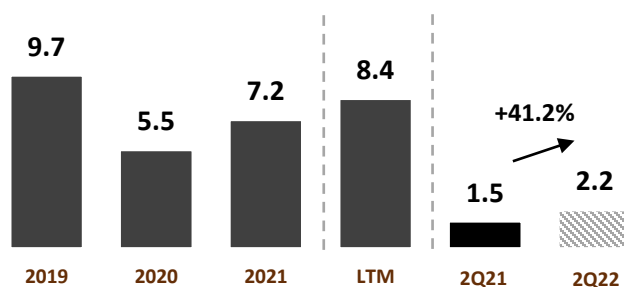


REVENUE BY CONCEPT (R\$ mm)

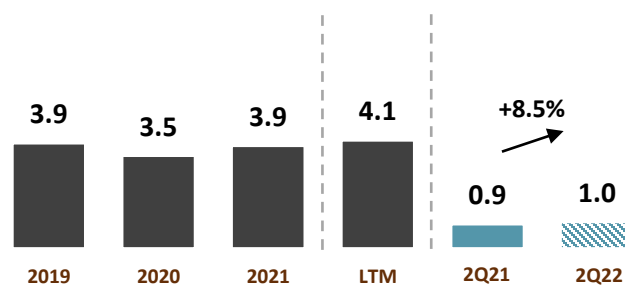


AUV (R\$ mm)¹

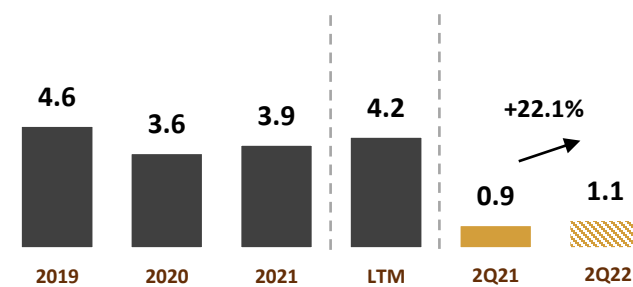
MADERO STH



MADERO CTN



JERONIMO

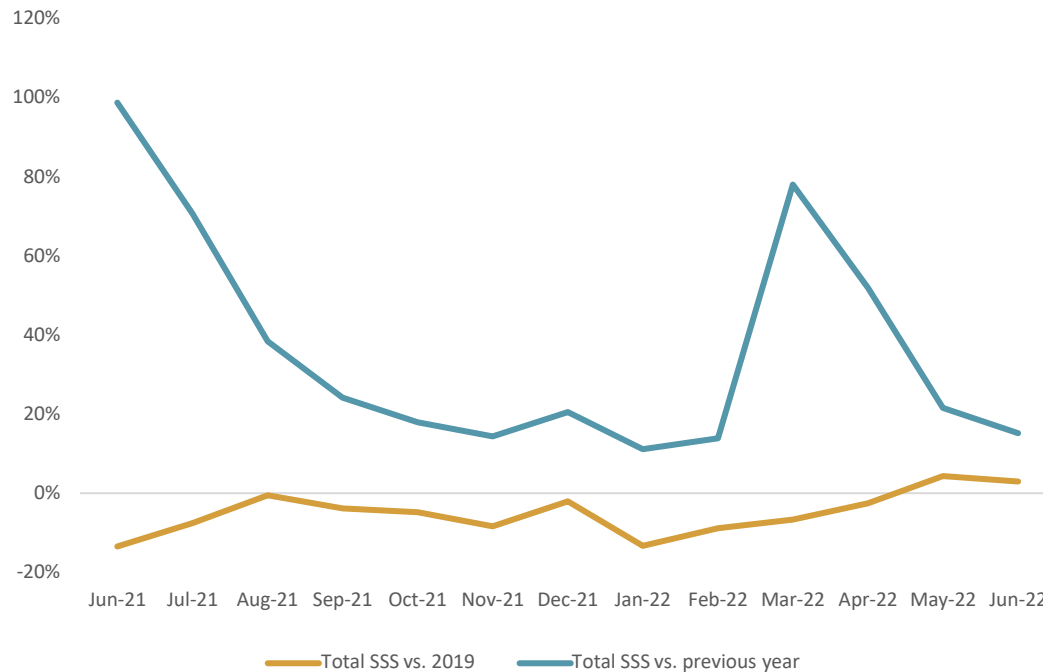


Notes: 1 Average annual Net Revenue per unit; 2 Madero Steak House; 3 Madero Container; 4 Jeronimo.

ALL CONCEPTS ON PATH TO OUTPERFORM 2019 REVENUES

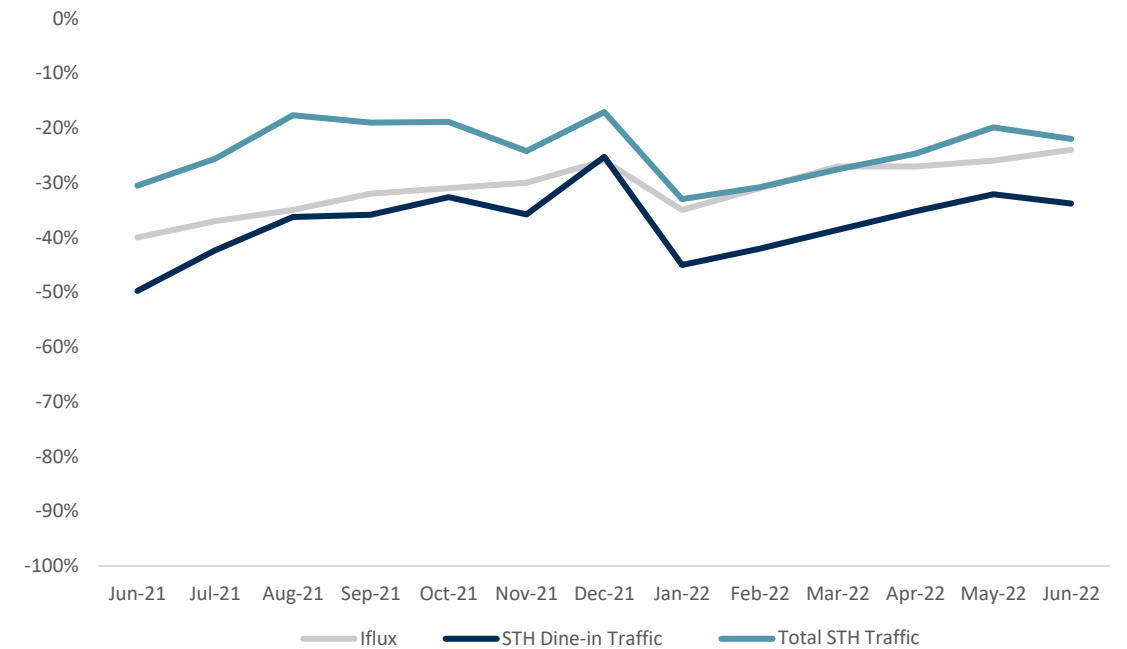
MONTHLY SSS EVOLUTION PER CONCEPT (% comparisons vs. previous year)

Total SSS¹



Traffic²

Madero STH vs. Shopping Centers³

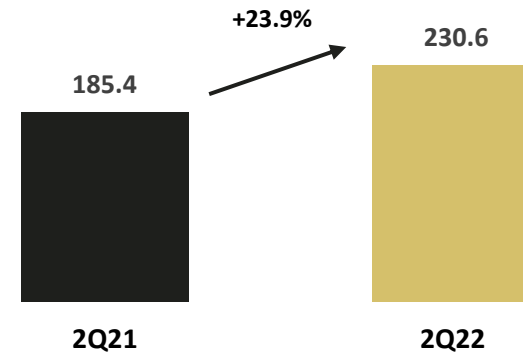


Notas: 1 We include a restaurant in our comparable restaurant base for purposes of calculating Same Store Sales growth following the 12th full month of operations, thereby excluding sales from restaurants that have been operating for less than 12 months; 2 All comparisons are with 2019; 3 Flow Indicator in Shopping Centers (Iflux).

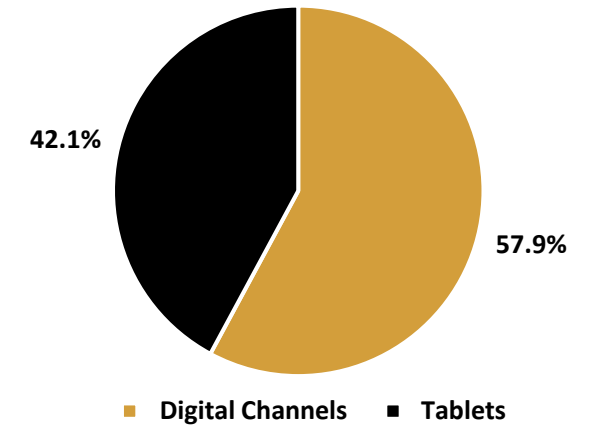


DELIVERY AND DIGITAL CHANNELS – 2Q22

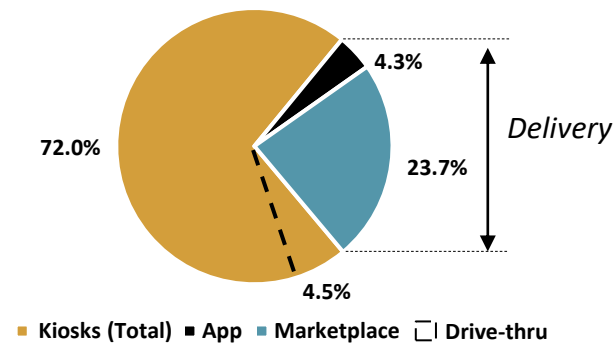
DIGITAL CHANNELS REVENUE (R\$mm)



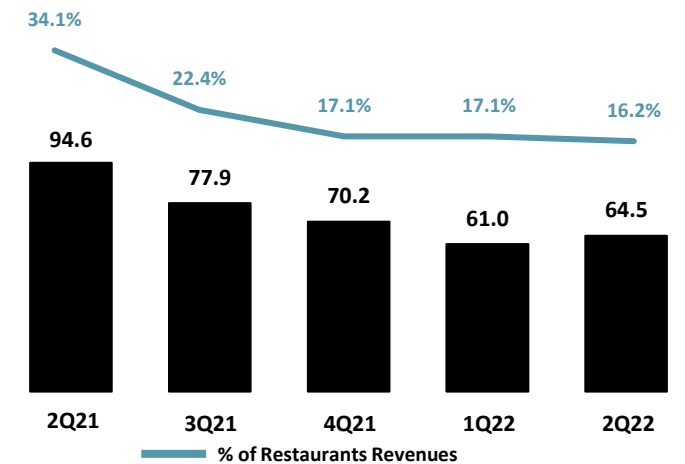
% PARTICIPATION ON RESTAURANTS REVENUE



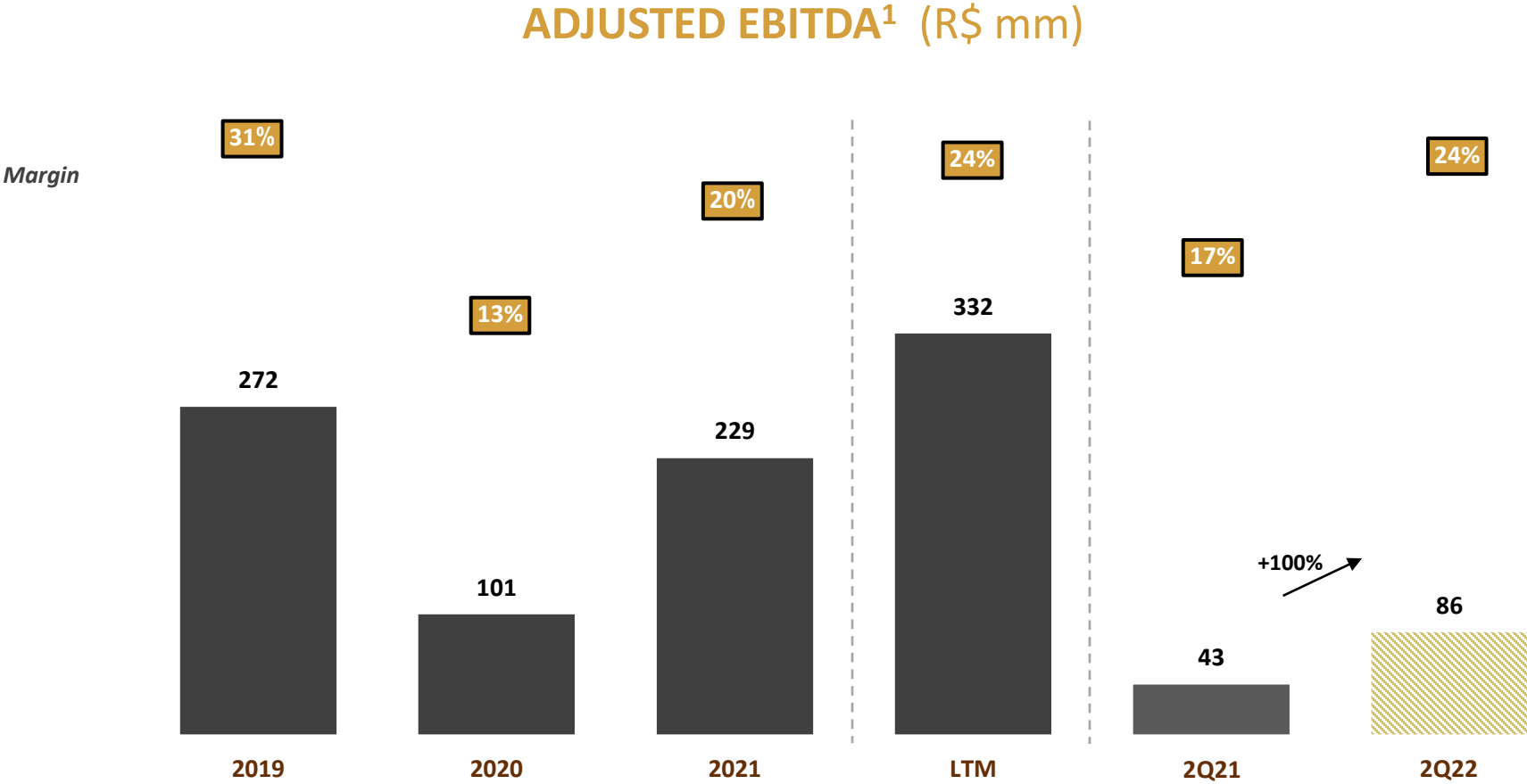
DIGITAL REVENUE BY CHANNEL (%)



DELIVERY REVENUES EVOLUTION (R\$, %)



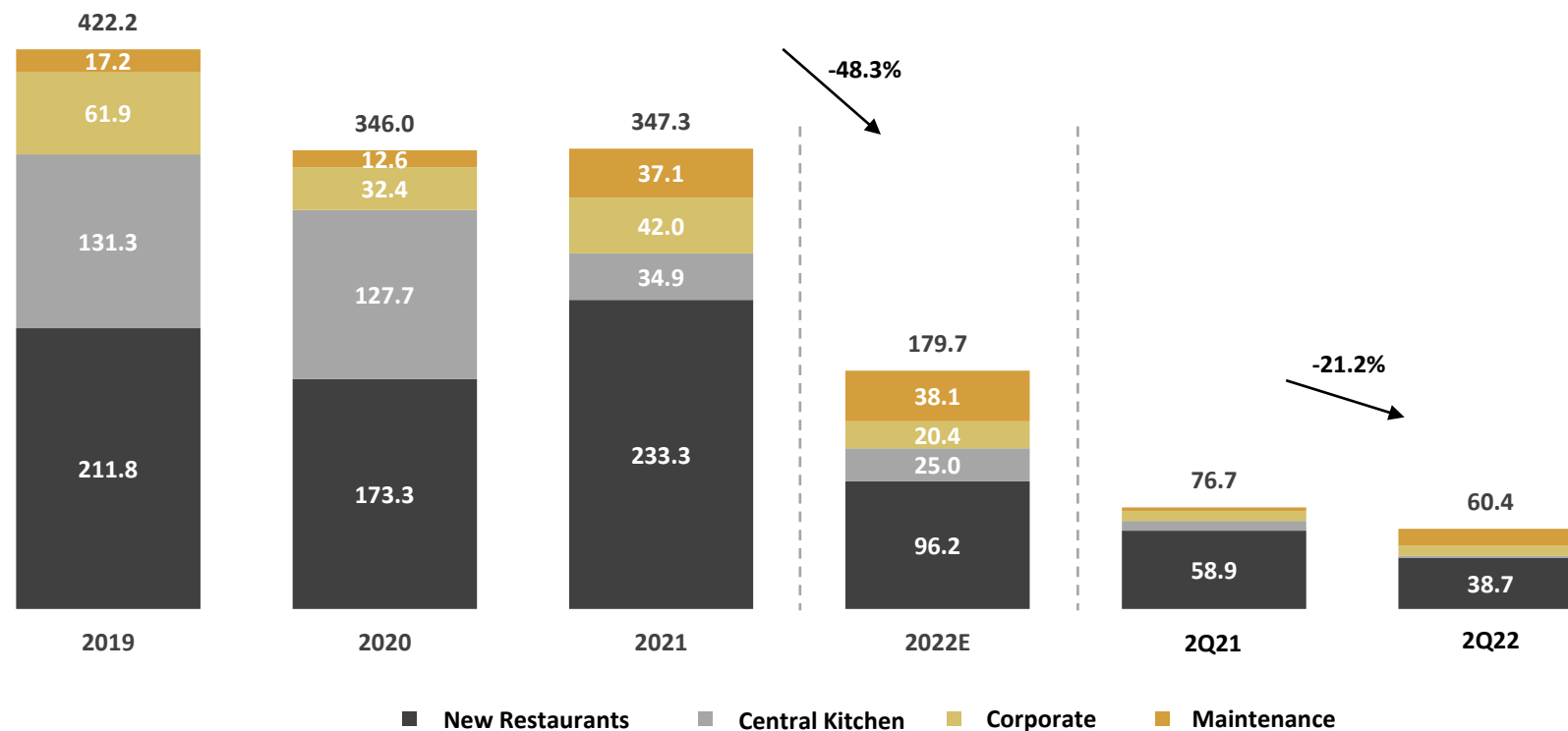
PROFITABILITY GETTING BACK TO PRE-PANDEMIC LEVEL



Note: 1 Adjusted EBITDA as reported by the Company.

HISTORIC INVESTMENTS

CAPEX EVOLUTION (R\$mm)



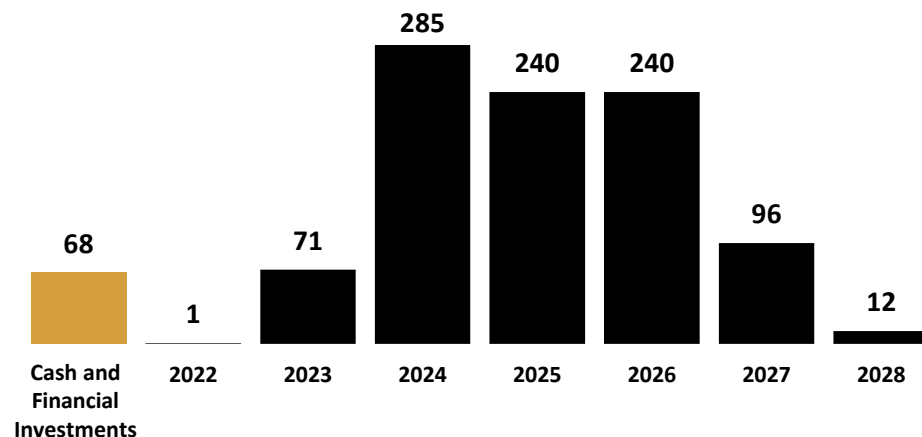
**In 2022, investments are estimated at R\$179.7 mm, mostly for expansion.
In the year, 20 operations should be opened¹, resulting in 277 units by the end of the year.**

Note: 1 Investments subject to cash availability and variations.

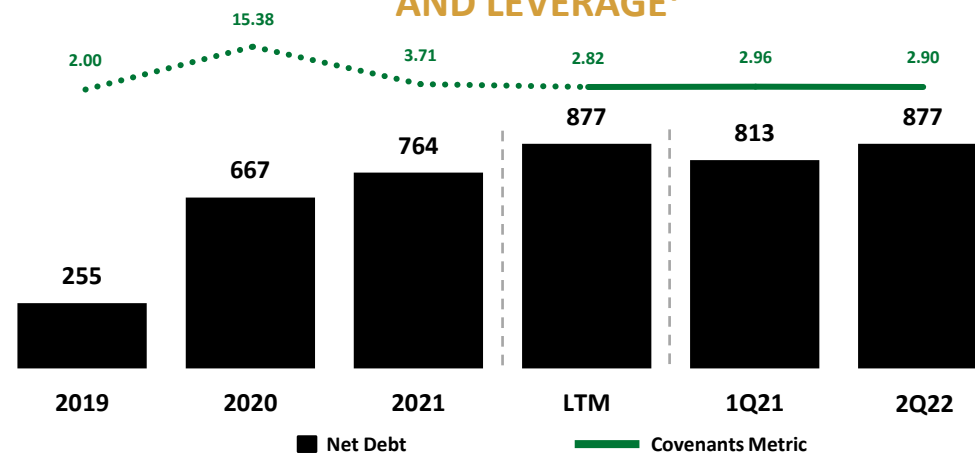
INDEBTEDNESS OVERVIEW

INDEBTEDNESS OVERVIEW (as of 06/30/2022)

AMORTIZATION SCHEDULE (R\$ mm)



NET FINANCIAL DEBT (R\$ mm) AND LEVERAGE¹



FINANCIAL INSTRUMENT BREAKDOWN (R\$ mm)

Financial Instrument by Type	Balance in 06/30/2022	Cost (per year)
Working Capital, CDC and CDCA	373.8	CDI+7.09%
Debentures	108.1	CDI+7.18%
CRA (1st Series)	186.2	IPCA+9.17%
CRA (2nd Series)	275.9	CDI+3.5%
Others	0.6	13.0%
Total Gross Debt	944.9	% of total
Short-term	4	0.4%
Long-term	941	99.6%
Cash and Financial Investments	68	
Net Debt	877	

Average term: ~3.5 years

Notes: 1 Leverage defined as Net Debt divided by the accounting EBITDA realized until the period and annualized, as reported by the Company. Annualized EBITDA defined as accumulated EBITDA, realized up to a given month, divided by the number of accumulated months, and multiplied by the total number of months in the year (12).

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DISCLAIMER

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