

HIGHLIGHTS 2Q22

- 1. Operating context closer to normality**
- 2. Sales significantly above the pre-pandemic period for both brands**
- 3. Market share gains, QSR growth and consolidation of large networks**
- 4. Continuous evolution of gross margin**
- 5. Best historical EBITDA margin in 2^{nds} quarters**
- 6. Technology continues to be an important pillar in sales and profitability**

2Q22 PERFORMANCE

R\$ **883** million
Net Operating Revenue

+55%

R\$ **285** million
Digital Channels Revenue

+52%

63.6%
Gross Margin

R\$ **127** million
Adjusted EBITDA Ajustado and
margin Adjusted BITDA (14.3%)

Same Store Sales

+33%

BKB

+58%

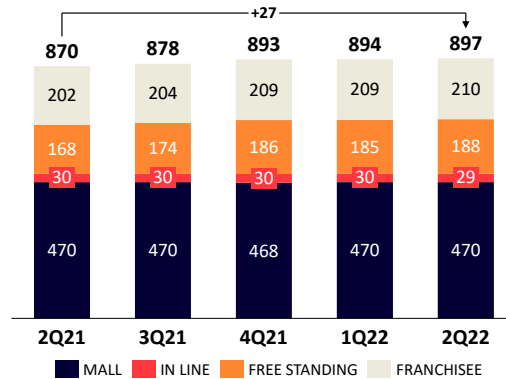
PLK

Source: ZAMP / Note 1: Following the RBI calculation methodology, it considers sales of Burger King restaurants operated by BK Brasil that have been open for more than 13 months and Popeyes restaurants open for more than 17 months compared to the same period of the previous year. Additionally, restaurants entirely closed for more than 7 consecutive days within a month are excluded from the comparable base. Note 2: Adjusted EBITDA is a non-accounting measure adopted by the Company, which corresponds to EBITDA adjusted by pre-operating expenses, expenses with mergers and acquisitions, and other expenses, which the Company's Management believes are not part of the normal course of business and/or distort any analysis of the Company's operating performance, including write off of property and equipment obsolescence, gain (from asset divestments and provisions of impairment) and (costs with stock plan).

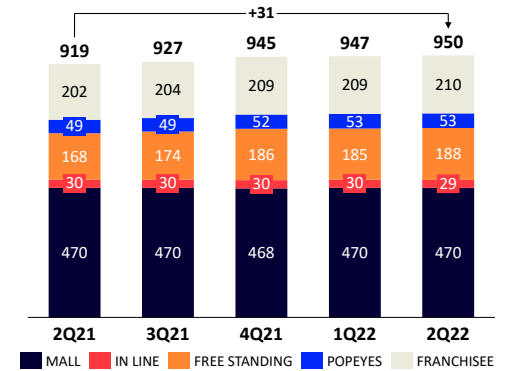
RESTAURANTS NETWORK



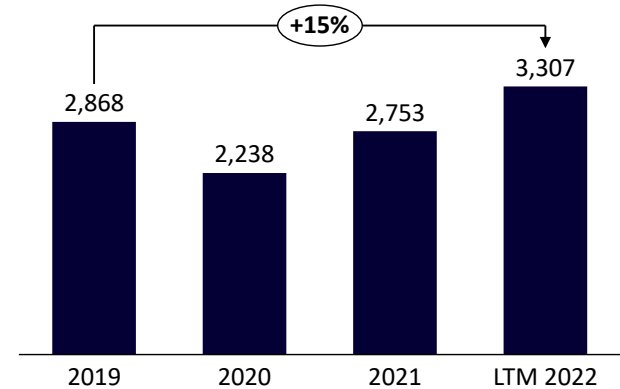
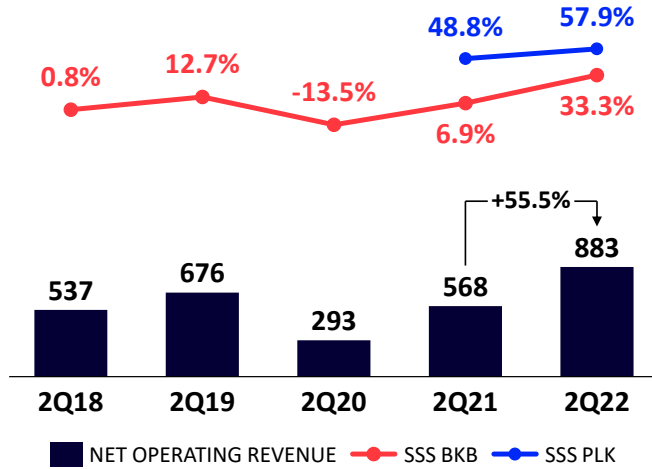
BURGER KING NETWORK
(# of restaurants)



TOTAL OF COMPANY'S RESTAURANTS
(# of restaurants)



NET REVENUE AND SSS¹ (R\$ mm, %)

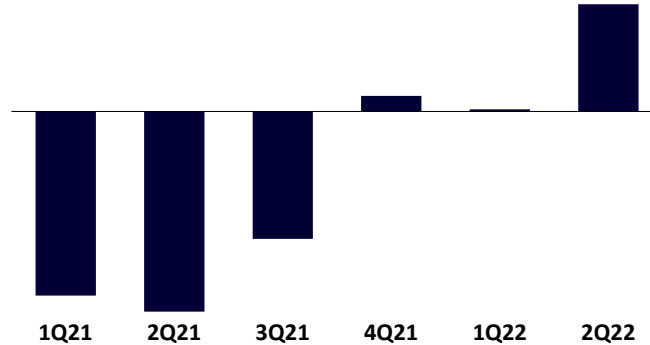


Operational context closer to normal for the first time since 1Q20

Net Operating Revenue LTM up to 15% vs. 2019



BK'S SALES



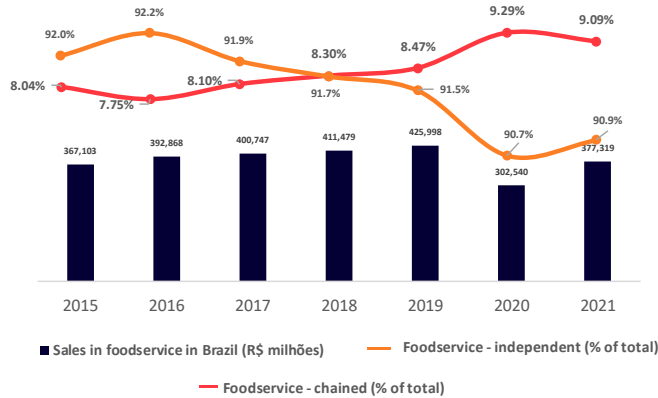
Best SSS vs. 2019 since 1Q20

The Stranger Things and Loud Invasion campaigns helped us drive sales

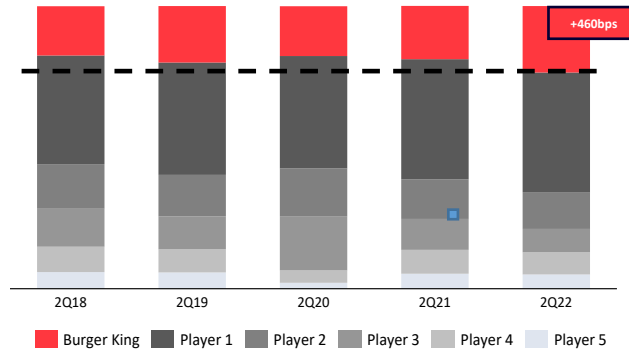
We won the world's Most Creative Brand Award at the Cannes Film Festival for the 3rd time in a row

QSR MARKET IN BRAZIL

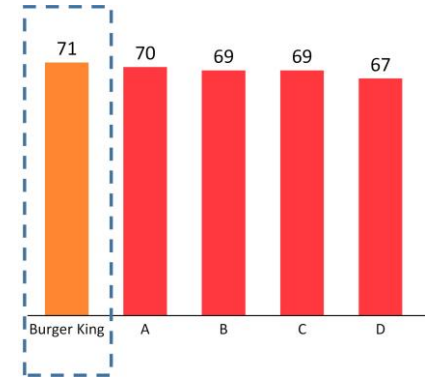
SALES IN FOODSERVICE IN BRAZIL



EVOLUTION MARKET SHARE-QSR TRAFFIC



NPS AWARDS QSR VISION

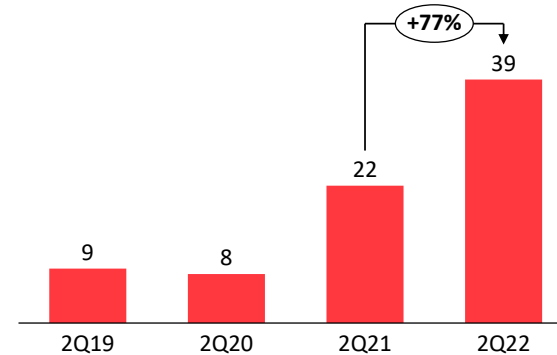


- Consolidation of the QSR market within Food Service in Brazil
 - Large networks gain share in QSR market
 - Largest historical share of BKB



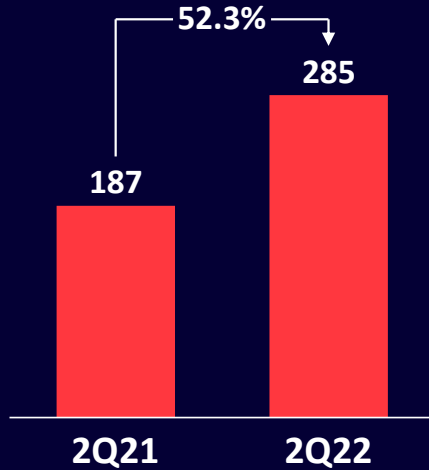
PLK'S SALES **POPEYES**

EVOLUTION SALES REVENUE (R\$ mm)



- Popeyes continues to expand its presence in the chicken QSR segment significantly
- Annualized quarter revenue per store already takes the brand to an ARS of approximately R \$ 3 mm / year

SALES DIGITALIZATION



52.3% increase versus 2021, accounting for 32.6% of the Company's revenue.



DIGITAL ECOSYSTEM

**1.****CRM**

- We reached 36% of the total transactions identified
- 13.2 million registered users in our CRM

**2.****APP**

- 432% increase in total Cia sales vs. 2Q21

**3.****TOTEM**

- 16.5% of Cia sales.
- >500 restaurants in 2Q22

**4.****DELIVERY**

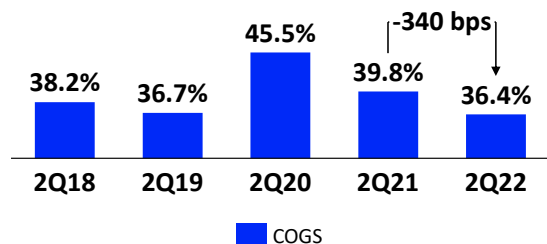
- 13% of total Company's sales
- ~70% of our operations covered by our hybrid or 1p delivery

**5.****CLUBE BK**

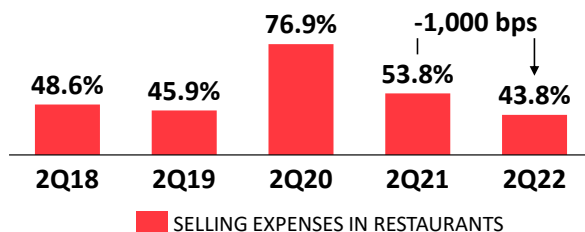
- 7.0 million users
- 28% of total Company's sale

COGS AND SG&A

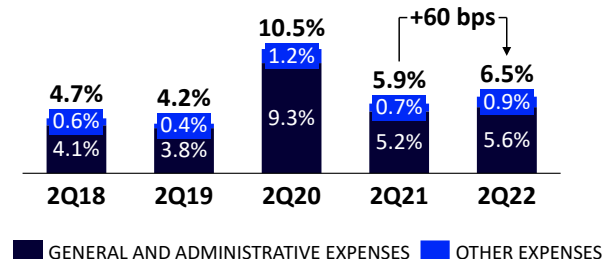
COST OF GOOD SOLD
(% of net operating revenue)



SELLING EXPENSES IN RESTAURANTS
(% of net operating revenue)



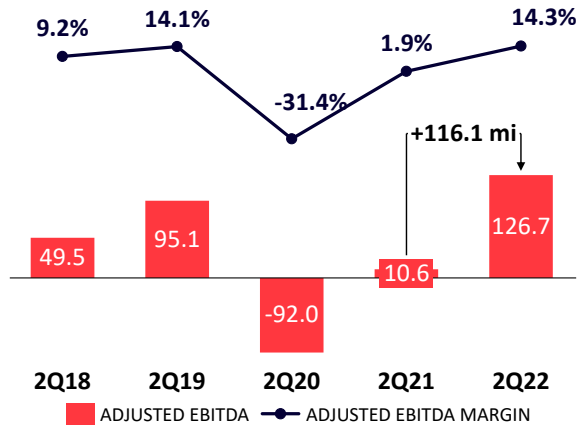
GENERAL AND ADMINISTRATIVE EXPENSES
(% of net operating revenue)



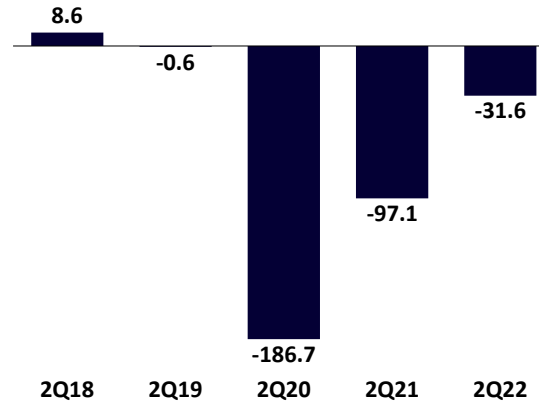
- Record gross margin in 2^{nds} quarters (main pillars: revenue management, strategic sourcing and data)
- - Strong operational efficiency with sales growth

ADJUSTED EBITDA, NET INCOME AND LEVERAGE

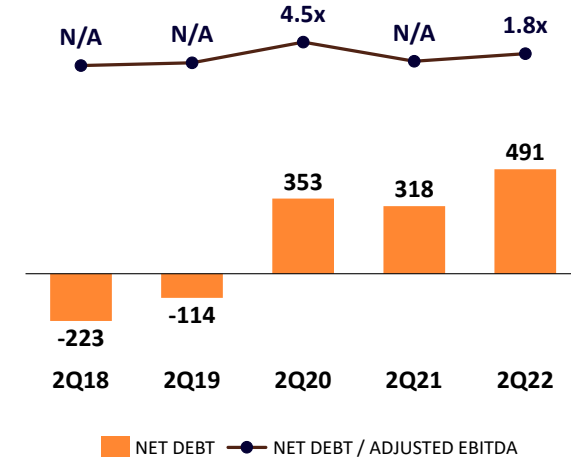
ADJUSTED EBITDA¹ AND ADJUSTED EBITDA MARGIN (R\$ mm and %)



NET (LOSS) INCOME (R\$ mm)



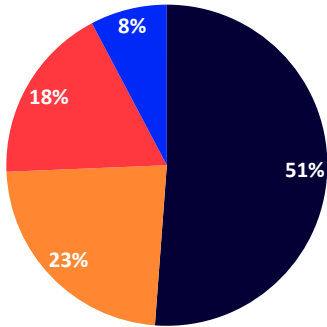
NET DEBT AND LEVERAGE (R\$ mm)



- Traffic recovery, resumption of sales, digital transformation and evolution of gross margin led Cia to the historical record of EBITDA in 2^{nds} quarters
- Accelerated deleveraging and strong capital structure

CAPEX AND OPERATING CASH FLOW

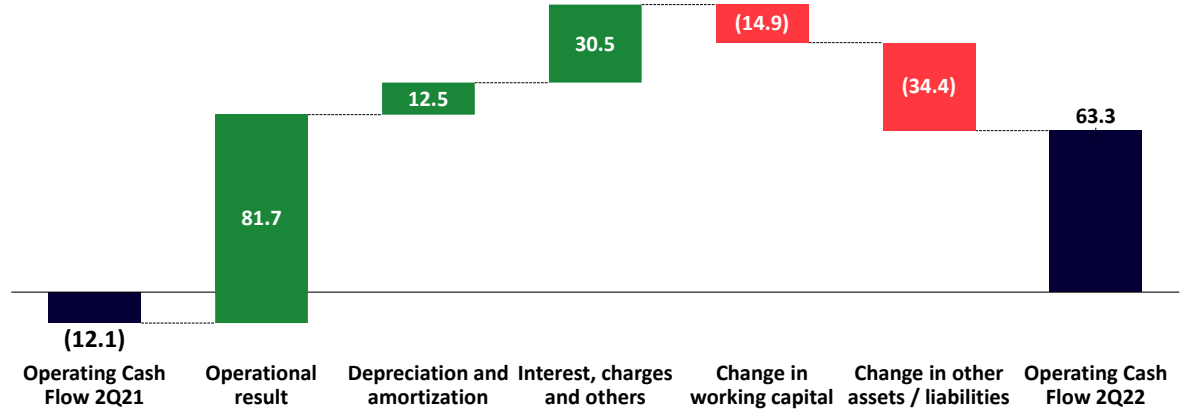
CAPEX (%)



■ OPENINGS
 ■ MAINTENANCE
 ■ TECH
 ■ OTHERS

Total CAPEX - R\$ 75 million

OPERATING CASH FLOW (R\$ mm)



WHAT'S NEXT?

Strong restaurant growth across both our brands

Technology as a sales and profitability lever

Operational efficiency

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IR

IR TEAM

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