



EARNINGS RELEASE

4Q23

ZAMP



POPEYES



EARNINGS

RELEASE

ZAMP



POPEYES

4Q23

In a recovering consumer environment, ZAMP closed 2023 with 74 new operations in the country and enters 2024 with the most efficient structure to capture opportunities.



Opening of **44 restaurants**, of which **23 are company-owned** restaurants, 21 Burger King® and 2 Popeyes®, and **21 franchisees**, of which 18 are Burger King® and 3 Popeyes®. **The remodeling of 17 Burger King® restaurants were completed.**



Same-store sales were **-2.4%** for Burger King® and **+4.5%** for Popeyes®.



Digital sales (totem, delivery and app) accounted for **46% of the Company's sales** and **47% of total registered sales.**



Clube BK, the Company's loyalty program, reached **16.4 million users.**



Net Operating Revenue of R\$1.1 billion, up by +2% YoY.



Consolidated Gross Margin of 70.5%, moving up by 450 bps from 4Q22. Adjusted to this non-recurring effect, margin would be up by 24 bps vs. 4Q22.



Adjusted EBITDA of R\$227 million, up by 6% YoY.



Income totaled R\$59.3 million in 4Q23, up by 41%.



For the 2nd time, the Company was among the best companies to work for according to GPTW.



4Q23 EARNINGS CONFERENCE CALL

Conference Call – March 8, 2024 – Friday

In Portuguese with simultaneous translation into English

Time: 11h 🇧🇷 / 10h 🇺🇸

Connection link:

https://tenmeetings.com.br/ten-events/#/webinar?evento=ZAMP4T23_426



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MESSAGE FROM THE MANAGEMENT

In 2023, due to an economy still in recovery, we observed a less favorable environment for discretionary consumption in Brazil. Loss of purchasing power, especially in the preceding years, coupled with a routine not fully resumed post-pandemic, including the cinema industry and corporate traffic, led to a below-expected performance in out-of-home food consumption throughout the year.

Amidst this environment, we focused our efforts on several important fronts in driving the business forward, which will help us navigate better in the coming years. With the aim of providing more alternatives for our consumers, we launched several platforms with an excellent cost-benefit equation throughout the year and in December, we introduced a campaign offering 2 Whoppers for R\$ 25.00, which has contributed to interesting results since then. We maintained our innovative spirit and an active innovation calendar throughout the year, such as the Barbie and Nutella campaigns for BK, and NBA with Fogaça at PLK. On the restaurant experience front, we continued to explore the connection between the physical and digital worlds. We completed the remodeling of 50 restaurants during the year, transitioned to a development format called "Pavillion," which is a materially more attractive model for our consumers today, and achieved full digitalization of 84 stores. We strongly believe in the harmony of these two worlds, where technology helps increase restaurant revenue, makes us more efficient, and enhances the experience of our consumers, who will also have newer restaurants. Our digital sales reached 47% in 2023, reflecting our pioneering efforts in leveraging platforms such as the BK Club, which already has 17 million users and helps us better understand our customers, especially the most loyal ones.

With an adverse sales scenario, we focused on cost/expense structure and achieved significant results that will make the company leaner for the future. Our gross margin continues to advance consistently, such that with the smoothing of the commodities curve, we can invest even more in campaigns that will generate additional traffic. In terms of personnel, we have become increasingly efficient, due to technological advancements and the possibility of a large portion of our transactions already occurring without human interaction in service. In occupancy and utilities, we began to capture the benefit of a favorable IGPM cycle, renegotiated important rental contracts, and utilized Distributed Generation and the Free Energy Market to become more competitive in consumption. We also closed 25 restaurants in 2023 as part of our portfolio optimization strategy. Our corporate structure underwent important adjustments aimed at simplifying processes and gaining synergies implicit in our operation.

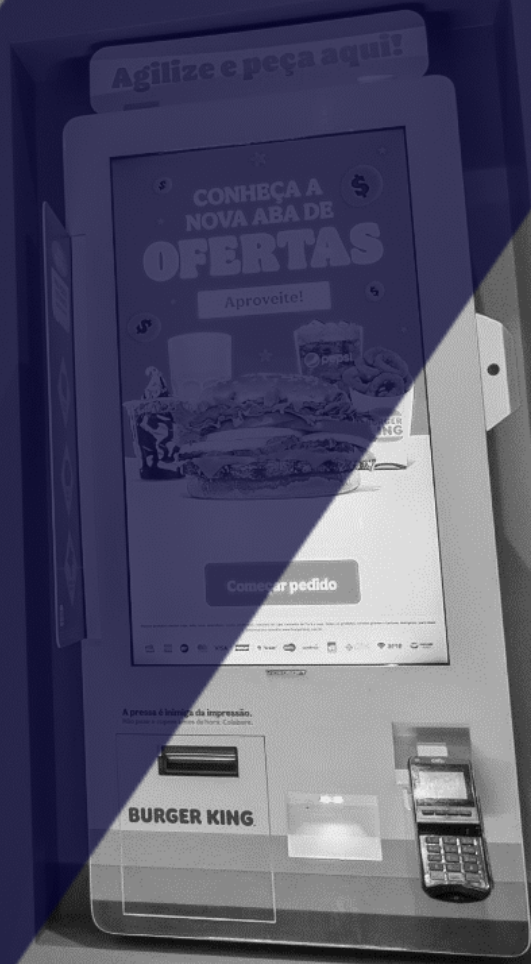
We continue to see Brazil as a landscape with many opportunities for QSR development for both our brands. Following this vision to deepen our national territory, we opened 74 operations in Brazil in 2023, including 45 Burger Kings and 29 Popeyes. For Burger King®, we remain focused on the Free Standing model, while for Popeyes®, we focus on brand maturity and expansion through Food Courts.

Thus, despite being a transitional year, the Company achieved a 5% revenue growth and +3% Adjusted EBITDA in 2023, reflecting our flexibility to adjust the business in the face of more adverse scenarios. More importantly, with these measures, we are poised to capture all growth and operational leverage opportunities that our brands can provide in 2024.

We appreciate the trust of our investors, partners, and especially our tireless team that works every day to make us the best restaurant brand operator in the world. We remain confident that we are on the right path with promising prospects for the years ahead.

ZAMP Management

PEÇA AQUI



**4Q23
HIGHLIGHTS**

FINANCIAL HIGHLIGHTS – R\$ MILLION (CONSOLIDATED)

	4Q23	4Q22	VAR%	2023	2022	VAR%
NET OPERATING REVENUE	1,074.1	1,051.5	2.1%	3,842.0	3,644.7	5.4%
ADJUSTED EBITDA	227.1	215.0	5.7%	588.2	573.1	2.6%
% OF NET OPERATING REVENUE	21.1%	20.4%	70bps	15.3%	15.7%	-40bps
EBITDA ADJUSTED EX-IFRS 16	163.9	153.8	6.6%	346.7	337.3	2.8%
% OF NET OPERATING REVENUE	15.3%	14.6%	70bps	9.0%	9.3%	-30bps
NET INCOME (LOSS)	59.3	42.0	41.3%	(97.8)	(55.8)	75.3%
NET INCOME (LOSS) EX-IFRS 16	59.3	44.0	34.7%	(86.7)	(41.4)	109.7%
GROSS DEBT EX-IFRS 16	1,116.8	1,013.6	10.2%	1,116.8	1,013.6	10.2%
NET DEBT EX-IFRS 16	680.2	494.4	37.6%	680.2	494.4	37.6%
SHAREHOLDERS' EQUITY	1,393.7	1,485.2	-6.2%	1,393.7	1,485.2	-6.2%

FINANCIAL HIGHLIGHTS – R\$ MILLION (BKB)

	4Q23	4Q22	VAR%	2023	2022	VAR%
NET OPERATING REVENUE	989.4	991.5	-0.2%	3,554.8	3,440.3	3.3%
GROSS PROFIT	698.7	652.3	7.1%	2,360.3	2,203.6	7.1%
GROSS MARGIN	70.6%	65.8%	480bps	66.4%	64.1%	230bps
SSS	-2.4%	13.0%	-1540bps	0.7%	21.0%	-2030bps

FINANCIAL HIGHLIGHTS – R\$ MILLION (PLK)

	4Q23	4Q22	VAR%	2023	2022	VAR%
NET OPERATING REVENUE	70.3	48.7	44.3%	237.3	162.6	45.9%
GROSS PROFIT	43.7	30.7	42.1%	146.7	101.5	44.5%
GROSS MARGIN	62.1%	63.1%	-100bps	61.8%	62.4%	-60bps
SSS	4.5%	8.1%	-360bps	5.7%	32.8%	-2710bps

OPERATIONAL HIGHLIGHTS

	4Q23	4Q22	VAR.	2023	2022	VAR.
# OF RESTAURANTS	1,039	990	49	1,039	990	49
OWNED RESTAURANTS						
# BURGER KING® OWNED RESTAURANTS BEGINNING OF PERIOD	685	690	(5)	702	736	(34)
BURGER KING® RESTAURANT OPENINGS	21	15	6	24	22	2
BURGER KING® RESTAURANT CLOSINGS	(4)	(3)	(1)	(19)	(4)	(15)
ACQUISITION / SAFE OF BURGER KING® RESTAURANT BUSINESSES	(11)	-	(11)	(16)	-	(16)
# POPEYES® OWNED RESTAURANTS BEGINNING OF PERIOD	85	54	31	63	52	11
POPEYES® RESTAURANT OPENINGS	2	9	(7)	24	11	13
# OWNED RESTAURANTS END OF PERIOD	778	765	13	778	765	13
FRANCHISEES RESTAURANTS						
# BURGER KING® FRANCHISEES RESTAURANTS BEGINNING OF PERIOD	231	214	17	225	209	16
BURGER KING® RESTAURANT OPENINGS	18	11	7	21	16	5
BURGER KING® RESTAURANT CLOSINGS	(4)	-	(4)	(6)	-	(6)
ACQUISITION / SAFE OF BURGER KING® RESTAURANT BUSINESSES	11	-	11	16	-	16
# POPEYES® FRANCHISEES RESTAURANTS BEGINNING OF PERIOD	2	-	2	-	-	-
POPEYES® RESTAURANT OPENINGS	3	-	3	5	-	5
# FRANCHISEES RESTAURANTS END OF PERIOD	261	225	36	261	225	36

SUBSEQUENT EVENTS

- (i) Voluntary withdrawal of B3 S.A. – Brasil, Bolsa, Balcão's Novo Mercado segment on January 3, 2024, after approval at the Extraordinary General Meeting;
- (ii) Acceleration of vesting periods for management compensation plans on January 3, 2024, which will have an impact of approximately R\$46.2 million (including charges owed by the Company) in the Company's 1Q24 results;
- (iii) Debenture issue – Agribusiness Receivables Certificate (CRA) totaling R\$ 700 million;
- (iv) Approval of waiver for the non-decree of early maturity of existing obligations of the 8th and 9th debentures issued, as well as the Company's bilateral bonds, result of a possible future acquisition of controlling interest;
- (v) Acquisition of the Company's controlling interest by MIC Capital Partners (Brazil Special Opportunities II) Fundo de Investimento em Participações Multiestratégia Investimento no Exterior ("Mubadala Capital"), a company that is part of the portfolio of companies, investment

funds and businesses indirectly owned, controlled or managed by Mubadala Capital LLC, as per Material Fact disclosed on February 21.

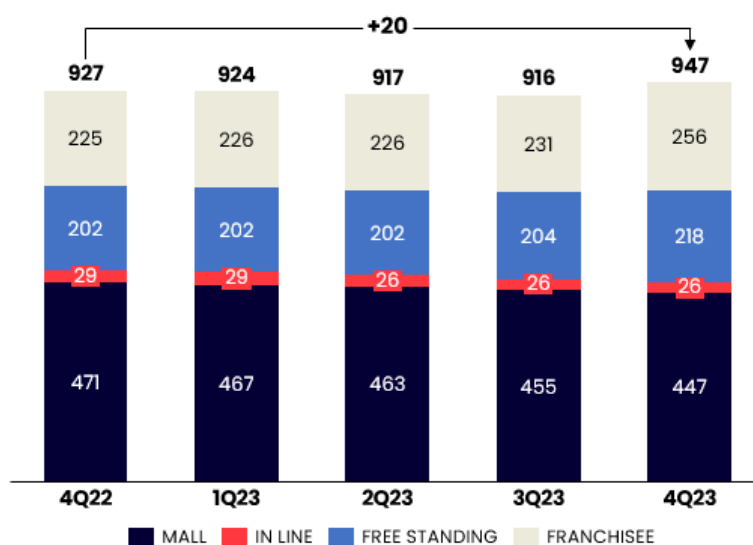
OPERATIONAL PERFORMANCE

Restaurant Chain

In 4Q23, the Company **opened 44 restaurants of Burger King® and Popeyes® brands**, 23 openings and 4 closings of company-owned restaurants, and 21 openings and 4 closings of franchisees, and in **the year 2023, the Company opened a total of 74 restaurants and closed a total of 25 restaurants**. These closings strengthen the Company's commitment to business profitability by diligently managing the portfolio in order to maximize operational results.

BURGER KING® System

In 4Q23, the Company **opened 21 company-owned Burger King® restaurants**, 16 in the **Free Standing** format and 5 in the **Food Court** format, in addition to 4 closures. Meanwhile, the brand's franchisees opened **18 restaurants** and closed 4. Therefore, the **Burger King® system ended the quarter with 947 restaurants**.



*Ghost Kitchen stores are accounted for in the "Mall" category.

Remodeling of BURGER KING® restaurants

Restaurant remodeling has proven to be an important pillar for the Company in terms of consumer journey and on-premise experience. As a result, the Company has been able to connect digital advancements with physical locations, providing a more comprehensive experience to our consumers. We have been able to find a favorable equation in this regard, as we observe a significant increase in revenue combined with cost reduction. Below are some examples of projects that reflect this transformation.



2 Pavimentos - 2020 GARDEN
100 assentos 436m2

1 Pavimento - 2023 PAVILION
86 assentos 258m2

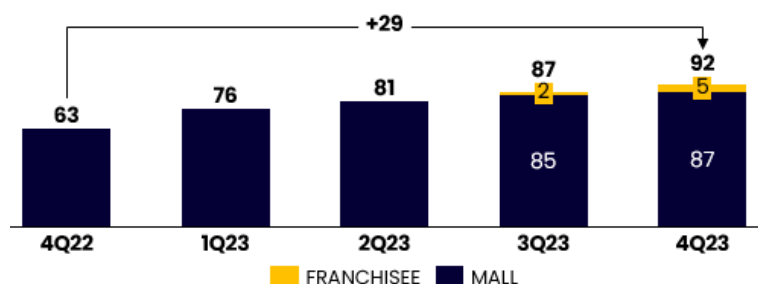


In 2023, we completed the remodeling of 50 restaurants. This will be an important lever for the coming years.

POPEYES® System

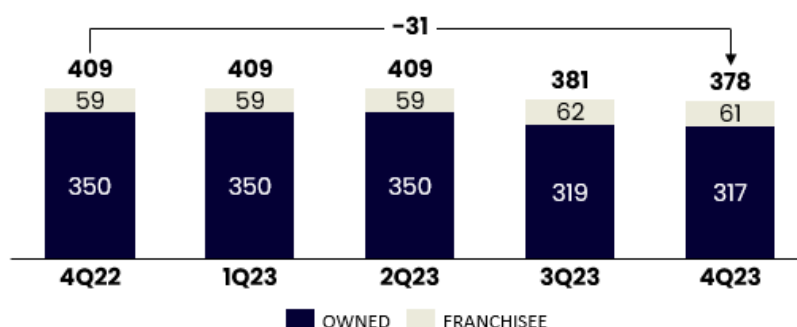
The **Popeyes®** restaurant system **ended 2023 with 92 restaurants**, opening 29 units throughout the year, **5 of them during 4Q23**. In the quarter, **3 franchises** were opened, marking the beginning of brand development by our long-term partners. We believe that these partnerships can expand our business nationwide, enabling

us to seize available opportunities.



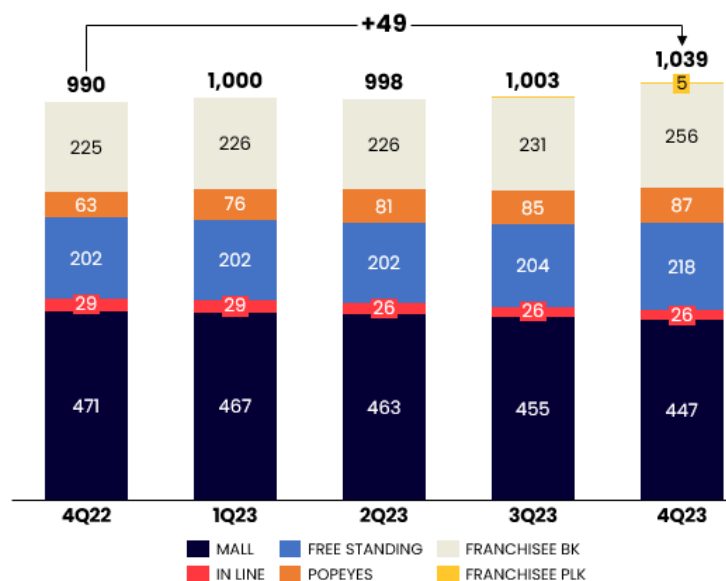
BURGER KING® dessert centers

The Burger King® system ended 4Q23 with **378 dessert centers**, in addition to the 947 restaurants; 3 units less than in 3Q23, and down by 31 units YoY. This movement strengthens the optimization of our assets' profitability.



Total restaurant chain

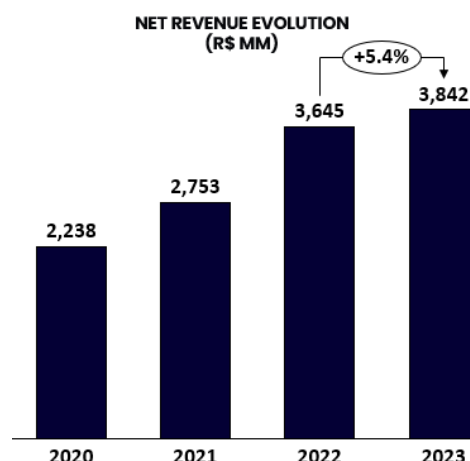
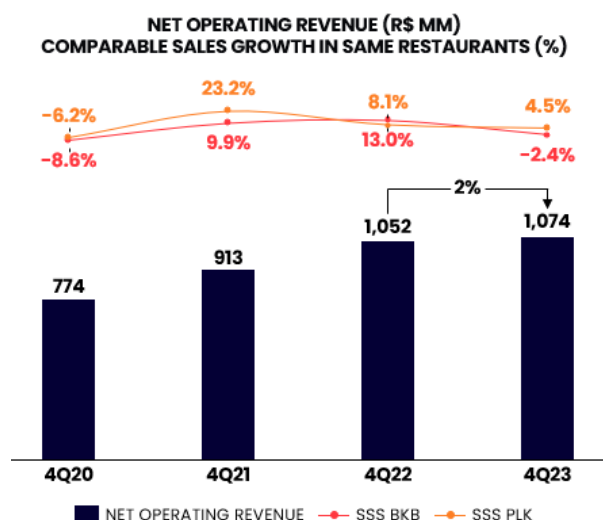
Therefore, after opening **74 new units** and closing **275 operations**, ZAMP ended 2023 with a total of **1,039 restaurants**, of which **778 are company-owned** Burger King® and Popeyes® restaurants and **261** are Burger King® and Popeyes® **franchisees**. In 2023, we completed the transfer of 16 company-owned Burger King® restaurants – an initiative that seeks a more assertive development in specific Brazilian regions, through our partners.



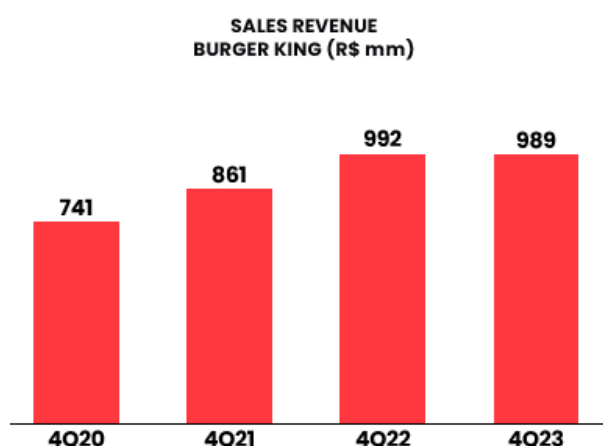
FINANCIAL PERFORMANCE

Net operating revenue

In 4Q23, the Company's net operating revenue totaled almost **R\$1.1 billion, a new quarterly record, up by 2% compared to 4Q22**. The year 2023 was a challenging one for Brazil, especially when it comes to the retail segment. With the consumer environment still recovering, the Company focused on important fronts of its commercial strategy in order to adjust the cost-benefit ratio, getting its pricing and promotions policy right, improving restaurant experience and strengthening brand/product positioning. After an unfavorable start to the quarter, with a higher comparison base specifically in October, we noted more favorable traction in November and December, already reflecting some of the quarter's important launches, such as the **"2 for R\$ 25"** for the Burger King brand and the **"5 in 1"** combo at Popeyes. As a result, we ended 2023 with total revenue 5.4% above the previous year, and SSS stood at 1% for Burger King® and 6% for Popeyes®.



Burger King® Sales Revenue



Burger King® sales revenue reached **R\$3.6 billion** in **2023**, posting, once again, **the brand's best result in Brazil**. This figure was 6% up versus 2022.

In 4Q23, Burger King® brand's **SSS stood at -2.4%**, reflecting a consumer environment still slow, as indicated by the Cielo and Stone indices – both recording lower performances, and the adjustment of some execution fronts.

Revenue from Burger King® restaurants **totaled R\$ 989 million** in 4Q23, in line with 4Q22 figures, due to the new operations opened.

In 4Q23, we held campaigns that **strengthened our commitment to strategies that create traffic, trials, visits and sales**.

In October, in collaboration with Netflix, Burger King launched a **360° campaign** for the **Round 6** tv show, with exclusive products and the great potential of Brand Experience and Social projects.



November was marked by the launch of the **Bacon Lovers** premium platform, with two exclusive and limited sandwiches that developed an important platform for the Company focused on Average Ticket increase. In the



same month, we also launched the **Batwheels** campaign on our Children's platform, which generated **traffic and sales in our restaurants during school vacation**. Meanwhile, our growing dessert platform brought another pioneering partnership to the QSR market with the launch of exclusive **Fini candy** products, featuring two milkshakes and BK Mix.

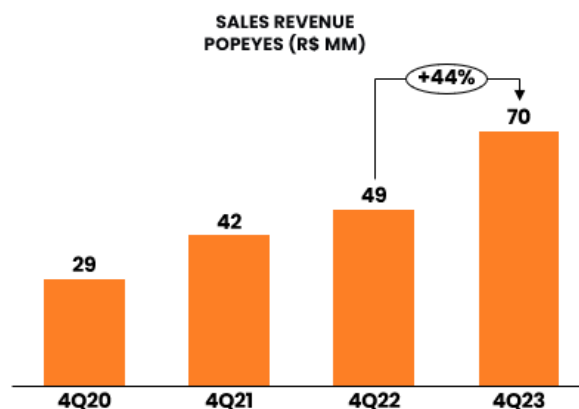
Seeking greater adherence to the "cost-benefit" dimension, an extremely important QSR feature, through products that deliver the Burger King experience, we **strengthened the "2 for R\$ 25" platform by adding the Whopper in December**. Our most iconic product enabled an important swing in the SSS trend that we have been seeing.



Popeyes® Sales Revenue

After five years on the Brazilian market, three of which have been during the pandemic, **the Popeyes brand developed significantly throughout the year, reaching new markets** by opening stores in the states of Paraná, Bahia, Minas Gerais, Pernambuco, Goiás and Paraíba, taking our products beyond the Rio-São Paulo axis, as well as starting to be operated by franchisees.

In 2023, Popeyes® reached the milestone of R\$ 237 million in sales, moving up by 46% from 2022. This growth coupled with revenue level per restaurant, enabled our operation, which was at breakeven until last year due to the pandemic, to reach positive territory, contributing to expedite the Company's operating cash generation, as an alternative avenue of growth.





Thus, in 4Q23, Popeyes® recorded sales revenue of R\$70 million, **the best quarter in the brand's history and 4,5% of SSS.**

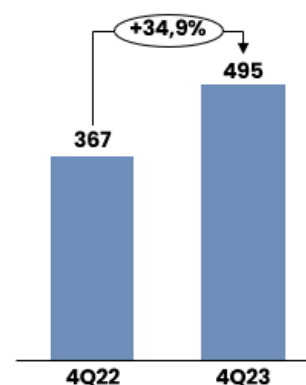
In the quarter, our calendar boosted traffic and trial levers, and included the launch of "**Popeyes Parmegiana**" (**Parmesan Popeyes**) sandwich and combo and the "5 in 1" Campaign. Our main traffic driver, the campaign brought even more people to the stores with a combo containing the brand's main SKUs, generating trials of our iconic products.

Sales Digitalization

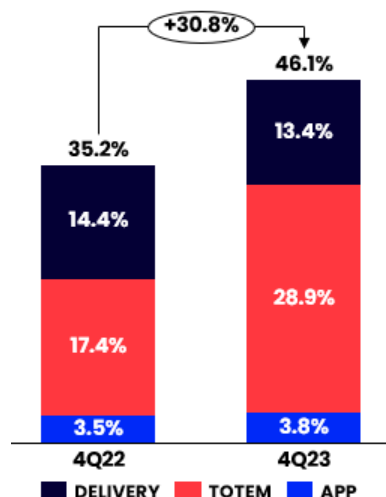
Digital sales, represented by delivery, totem and app (mobile) sales for both ZAMP brands, came to **R\$495 million in 4Q23, up by 35% year on year.**

Digital sales already account for **46% of the Company's total revenue.** This increase is mainly due to sales at self-service totems.

DIGITAL CHANNELS SALES (R\$ MM)



REPRESENTATIVITY OF DIGITAL SALES OVER TOTAL REVENUE (%)



In the quarter, we noticed a bigger share of **self-service totems in both our operations and sales results**, as these totems enable a more targeted browsing during user experience. Main results

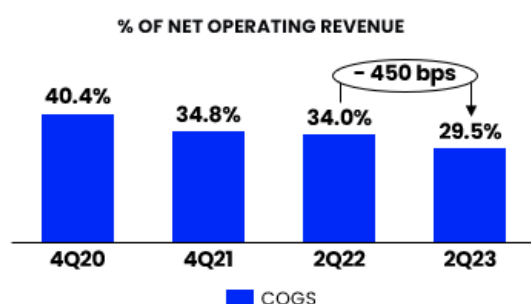
include increased average ticket due to a greater number of items on the tray, higher NPS, as well as important efficiency gains as our operation becomes lighter. In 4Q23, we also made progress in the **restaurants with 100% digital services**, reaching **84 restaurants offering this feature.**

Delivery, which is another important sales and growth lever, accounted for **13.4% of total sales** in the period. In nominal terms, delivery revenue remained stable year on year, due to price adjustments aimed at mitigating increases in aggregator costs. This is a consumer occasion that remains strong even after the pandemic and it is very important that we pursue balance between revenue and profitability.

In 2023, **registered sales reached 47% of total sales** and our CRM ended the year with **20.2 million registered users**, up by **3.5 million users year on year**, respectively, strengthening our process of knowing our customers better and more precisely executing individual and customized initiatives.

Clube BK, Burger King®'s loyalty program, and the main driver of the Company's CRM strategy, ended the year with approximately **17 million users**, moving up by **23% from 2022**. The program has directly contributed to the growth in average sales per user, as it encourages even greater frequency, especially for heavy users.

Cost of Goods Sold

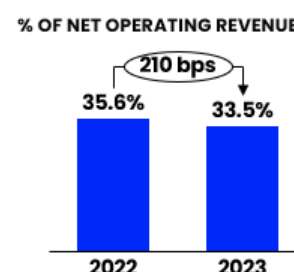


In 4Q23, cost of goods sold (COGS) was **29.5%**, down by **450 bps versus 4Q22**, with one-off tax credits effect of almost R\$45 million. **Excluding such effect, COGS was down by 24 bps YoY and by 100 bps QoQ**, which reinforces the substantial gross margin improvement recorded by the Company over the past few quarters.

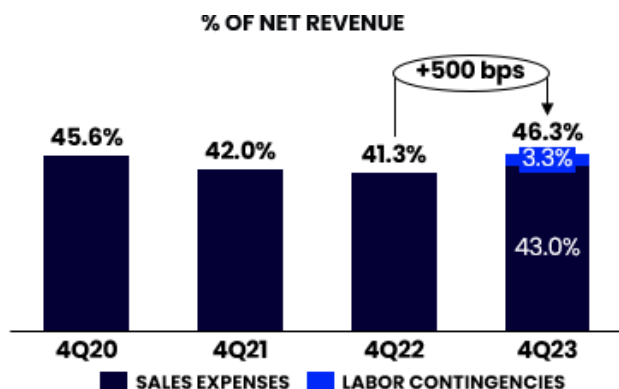
We have been able to reach such levels due to a combination of three pillars:

- i) **revenue management**;
- ii) **strategic sourcing**, by renegotiating existing contracts, entering into new long-term partnerships and, thus, achieving significant price reductions in order to keep our **costs under control, especially in a scenario when we begin to see important price drops**; and
- iii) **technology**, through data that provides enhanced knowledge on our users, we have been able to reduce our exposure to massive discounts and, therefore, be more assertive in our commercial strategy.

As can be seen in the graph on the right, COGS stood at **33.5%**, down by **210 bps** year on year, based on the initiatives mentioned above, or **34.5%** excluding the one-off effect, still below 2022 figures by **100 bps**.



Selling Expenses



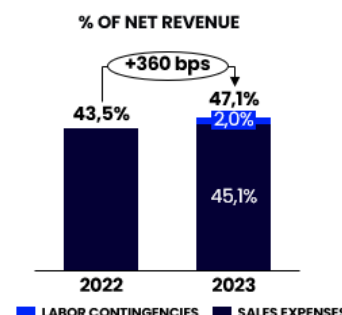
In a consumption environment that was less accelerated than anticipated, the Company mobilized throughout the year 2023 to implement significant cost-saving initiatives, particularly concerning fixed costs.

As a result, we concentrated our efforts on digitalization to become increasingly efficient in personnel management. In occupancy, we saw a

better scenario, albeit not fully priced in yet, with the smoothing of the IGPM, which will benefit us mainly in 2024, and contract renegotiations. Additionally, we continued to advance in utility fronts with initiatives such as Free Market, Telemetry, and Distributed Generation.

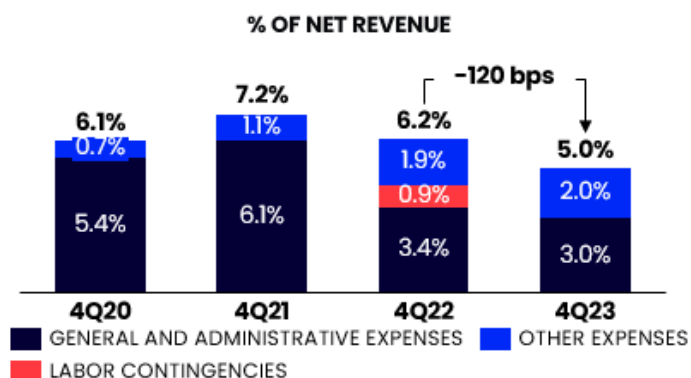
Contrary to these efficiency gains, in this quarter, there were significant effects that interfered with the growth of expenses compared to the previous year. The migration of Labor Contingencies, as we have disclosed in previous quarters, began to be included in "Sales Expenses" from 2023. This inclusion led to an impact of 330 bps on operating revenue, of which 190 bps were one-off with the aim of updating our estimate of labor contingencies. Excluding this effect, Sales Expenses grew by 6.4% in the period, 169 bps versus 4Q22, with part of this growth stemming from new restaurants (23 owned in the period) and partial inflationary adjustment of expenses, notably the national minimum wage, which increased by approximately 7% during the period and affects a significant portion of the Company's employee base.

As a result, in the year 2023, sales expenses represented **47.1% of the Company's operating net revenue**, an increase of **360 bps**, of which **200 bps** were due to Labor Contingencies being included in this expense category, leaving a growth of **160 bps** due to operational leverage and new stores still maturing.



Total General and Administrative Expenses

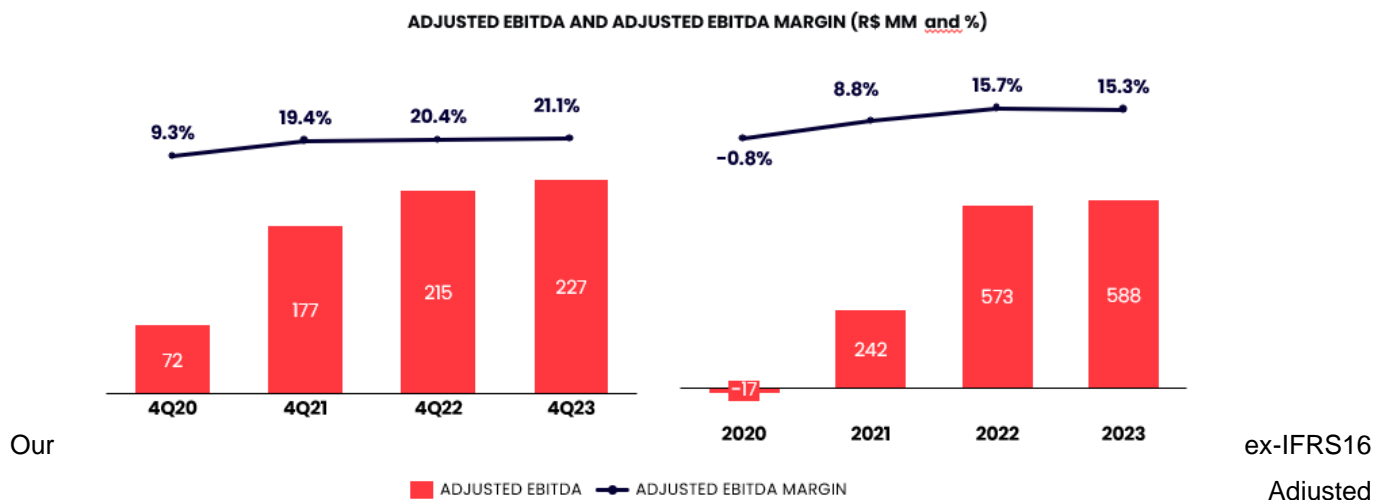
General and administrative expenses, excluding depreciation and amortization, totaled **5.0% of net revenue in the quarter**, a **decrease of 120 bps compared to 4Q22**. Part of this decrease occurred due to the reclassification of Labor Contingencies to "Sales Expenses," and part stemmed from significant efficiency adjustments we implemented throughout 2023, aiming to simplify processes, structures, and make the Company leaner moving forward.



Adjusted EBITDA

The Company's adjusted EBITDA came to **R\$227 million** in 4Q23, moving up by **R\$12 million** from 4Q22, or a **5.7% YoY increase**. Adjusted EBITDA margin stood at **21.1%**, 70 bps higher than the margin recorded in 4Q22.

In 2023, **ZAMP recorded the highest Adjusted EBITDA in its history**, totaling **R\$588 million**, up by **3%** versus 2022.



Our Adjusted EBITDA, came to **R\$163.9 million** by the end of 4Q23, an **increase of almost 7% YoY** and margin stood at 9.0%.

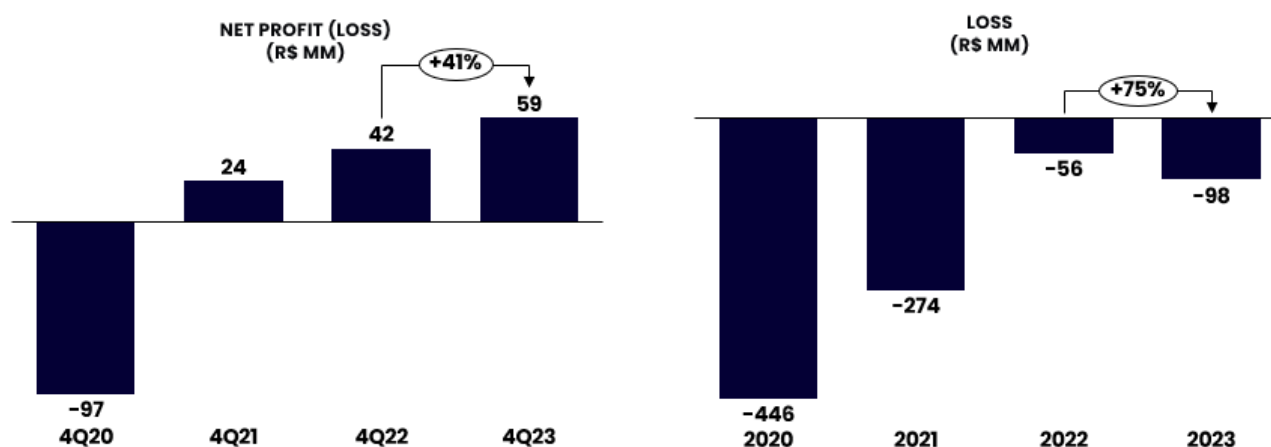
ex-IFRS16

Adjusted

EBITDA - R\$ MILLION	4Q23	4Q22	VAR %	4Q23 (ex-IFRS 16)	4Q22 (ex-IFRS 16)	VAR %
NET INCOME (LOSS) FOR THE PERIOD	59.3	42.0	-41.2%	59.3	44.0	34.8%
(+) FINANCIAL INCOME (LOSS)	39.6	44.2	-10.4%	(10.7)	22.3	-148.0%
(+) DEPRECIATION AND AMORTIZATION	113.5	103.3	9.9%	113.5	60.9	86.4%
(+/-) INCOME TAX AND SOCIAL CONTRIBUTION	(13.1)	(4.5)	191.1%	(13.1)	(3.4)	285.3%
EBITDA	199.3	185.0	7.7%	149.0	123.8	20.4%
EBITDA MARGIN	18.6%	17.6%	100bps	13.9%	11.8%	210bps
(+) OTHERS EXPENSES	16.9	14.6	15.8%	16.9	14.6	15.8%
(+) COST OF STOCK OPTION PLAN	4.9	5.2	-5.8%	4.9	5.2	-5.8%
(+) PRE-OPERATING EXPENSES	6.0	10.2	-41.2%	6.0	10.2	-41.2%
ADJUSTED EBITDA	227.1	215.0	5.7%	163.9	153.8	6.6%
ADJUSTED EBITDA MARGIN	21.1%	20.4%	70bps	15.3%	14.6%	70bps

Net income (loss)

In 4Q23, the Company recorded net income of **R\$59 million, up by 41% versus 4Q22**. In 2023, ZAMP recorded **net loss of R\$98 million, moving up R\$42 million from 2022**, of which R\$35 million refers to the increase in Financial Result due to higher interest rates throughout the year, combined with the R\$185.8 million increase in the Company's net debt.

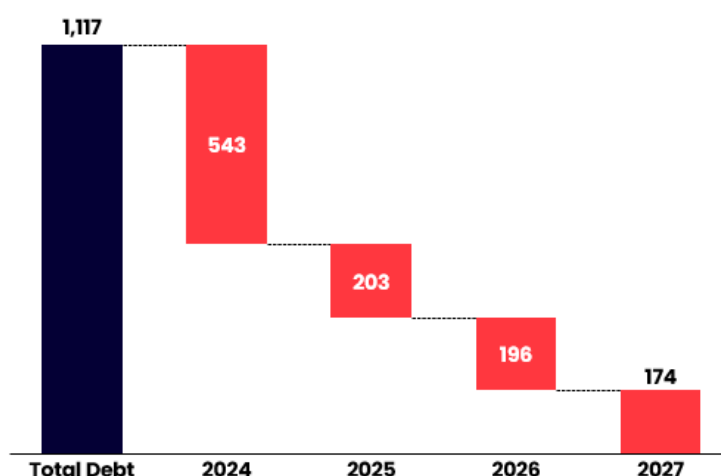


Total debt

In a less favorable Operating Cash Generation scenario, the Company adjusted its investment pace and ended the period with net debt of **R\$ 680.2 million and leverage ratio of 2.0x (ex-IFRS 16)**. The Company is a recurring bond issuer and has just completed the settlement of the R\$700 million funding via the issuance of

Agribusiness Receivables Certificate (CRA) on February 29th. This amount will be used to roll over its debts maturing in 2024.

DEBT AMORTIZATION TIMETABLE (R\$ MM)



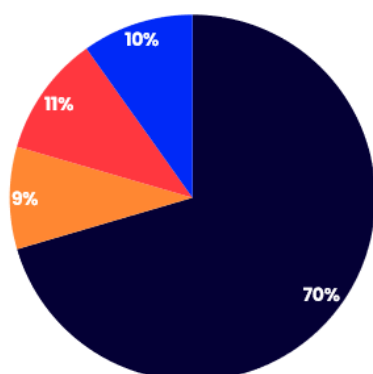
NET DEBT – R\$ MILLION

	DEC/23	DEC/22	VAR %
LOANS AND FINANCINGS	1,116.8	1,013.6	10.2%
CURRENT	543.4	149.5	263.5%
NON-CURRENT	573.5	864.1	-33.6%
CASH AND CASH EQUIVALENTS AND MARKETABLE SECURITIES	436.6	519.1	-15.9%
CASH AND CASH EQUIVALENTS AND MARKETABLE SECURITIES (CURRENT)	436.6	519.1	-15.9%
NET DEBT EX IFRS 16	680.2	494.4	37.6%
ADJUSTED EBITDA EX IFRS 16 (12M)	346.7	337.3	2.8%
NET DEBT / TOTAL ADJUSTED EBITDA (12M)	2.0x	1.5x	0,5x

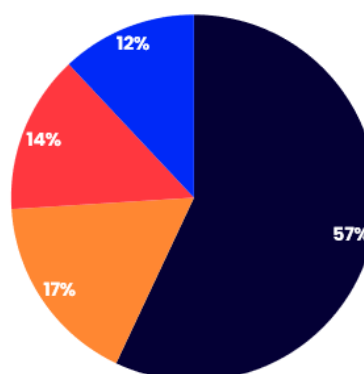
Investments (CAPEX)

In 4Q23, the Company's investments totaled **R\$117.4 million**, down by R\$35.6 million versus 4Q22. In 2023, investments totaled **R\$376.1 million**, **5.7% higher than in 2022**, mainly stemming from new investments in remodeling; the expansion plan, with the opening units during the year; our investments in technology and the maintenance of our restaurant portfolio.

CAPEX 4Q23



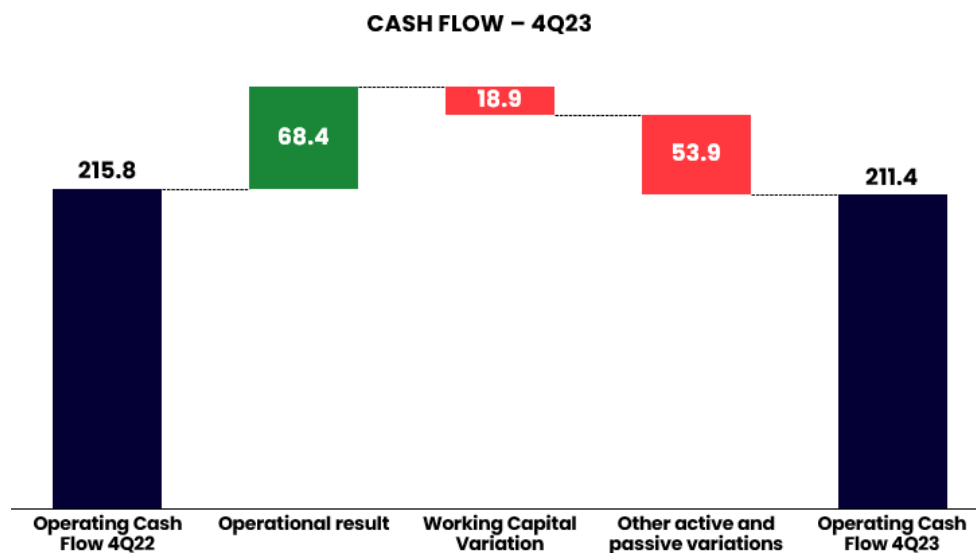
CAPEX 2023



■ OPENINGS ■ MAINTENANCE ■ TECH ■ OTHERS

Operating cash flow

In **4Q23**, the Company's operating cash generation was **R\$211.4 million** versus **R\$215.8 million in 4Q22**. Despite a R\$68.4 million improvement in operating cash generation, this positive effect was mitigated by working capital effects amounting to R\$18.9 million and other changes to assets and liabilities, mainly related to higher Recoverable Taxes as a result of tax credits available from past periods, leading to a difference of **R\$4.4 million** versus 4Q22.



DEFINITIONS

- **App:** Functionality that considers orders previously placed on the app for store pick-up.
- **CRM:** Customer Relationship Management – management tool for customer information flow;
- **Delivery:** When an order is delivered to a location determined by the customer;
- **Drive Thru:** Allow customers to place their orders without leaving their cars.
- **Dessert Centers:** Dessert point of sale.
- **Adjusted EBITDA:** 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: (i) write-offs of property and equipment (damages, obsolescence, gain (loss) from asset divestment and provisions for impairment); and (ii) stock option costs;
- **Store models:** (i) Free-standing: Street stores that offer drive-thru tracks; (ii) Mall: Stores located in shopping malls, supermarkets and airports/bus terminals; (iii) In line: Stores with direct access to public roads, which offer internal rooms with tables and seats
- **NRG:** Net Restaurant Growth
- **NPS:** Net Promoter Score;
- **Transfers:** Sale of own restaurants to franchises;
- **Self-ordering kiosks:** Self-service totems;
- **TO:** Tender Offer. All results refer to BK's own operation, except Net Restaurant Growth (NGR); and
- **Same-Store Sales (SSS)** According to RBI calculation methodology, SSS consider sales of Burger King restaurants operated by BK Brasil that have been open for more than 13 months and Popeyes restaurants opened for more than 17 months compared to the same period in the previous year. Additionally, restaurants closed for more than 7 consecutive days within a month are excluded from the comparison base.

ATTACHMENTS

CONSOLIDATED INCOME STATEMENT – 4Q23 and 2023 (R\$ MILLION)

	4Q23	4Q22	VAR %	2023	2022	VAR%
NET OPERATING REVENUE	1,074.0	1,051.5	2.1%	3,841.9	3,644.7	5.4%
GROSS REVENUE FROM SALES	1,179.4	1,140.7	3.4%	4,196.4	3,944.9	6.4%
GROSS REVENUE FROM SALES DEDUCTIONS	(119.7)	(100.5)	19.1%	(404.3)	(342.0)	18.2%
GROSS REVENUE FROM SERVICES	15.9	12.7	25.2%	55.9	46.9	19.2%
GROSS REVENUE FROM SERVICES DEDUCTIONS	(1.6)	(1.4)	14.3%	(6.1)	(5.1)	19.6%
COST OF GOOD SOLD	(317.3)	(357.2)	-11.2%	(1,285.2)	(1,297.8)	-1.0%
GROSS PROFIT	756.7	694.3	9.0%	2,556.7	2,346.9	8.9%
TOTAL SELLING EXPENSES	(609.4)	(542.0)	12.4%	(2,228.9)	(1,987.4)	12.2%
PERSONNEL EXPENSES	(202.9)	(154.7)	31.2%	(715.5)	(603.8)	18.5%
ROYALTIES	(91.7)	(100.3)	-8.6%	(375.2)	(363.5)	3.2%
EXPENSES ON OCCUPANCY AND UTILITIES	(78.9)	(76.0)	3.8%	(296.0)	(288.5)	2.6%
PRE-OPERATING EXPENSES	(6.0)	(10.2)	-41.2%	(13.3)	(14.1)	-5.7%
DEPRECIATION AND AMORTIZATION	(105.7)	(97.4)	8.5%	(405.5)	(386.7)	4.9%
OTHER SELLING EXPENSES	(124.2)	(103.4)	20.1%	(423.4)	(330.8)	28.0%
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	(61.5)	(70.6)	-12.9%	(228.7)	(262.8)	-13.0%
GENERAL AND ADMINISTRATIVE EXPENSES	(31.9)	(44.9)	-29.0%	(158.5)	(187.2)	-15.3%
DEPRECIATION AND AMORTIZATION	(7.8)	(5.9)	32.2%	(35.0)	(19.0)	84.2%
GAIN (LOSS) FROM WRITE-OFF OF PROPERTY, EQUIPMENT AND IMPAIRMENT	(16.9)	(14.6)	15.8%	(20.0)	(21.8)	-8.3%
COST OF STOCK OPTION PLAN	(4.9)	(5.2)	-5.8%	(15.2)	(34.8)	-56.3%
PROFIT (LOSS) BEFORE FINANCIAL INCOME	85.8	81.7	5.0%	99.1	96.7	2.5%
FINANCIAL RESULTS	(39.6)	(44.2)	-10.3%	(178.9)	(143.9)	24.3%
FINANCIAL EXPENSES	(50.3)	(61.3)	-17.9%	(235.0)	(210.0)	11.9%
FINANCIAL INCOME	10.7	17.1	-37.4%	56.1	66.1	-15.1%
PROFIT (LOSS) BEFORE INCOME TAX AND SOCIAL CONTRIBUTION	46.2	37.5	23.1%	(79.8)	(47.2)	69.0%
INCOME TAX AND SOCIAL CONTRIBUTION	13.1	4.5	191.1%	(18.2)	(8.6)	111.6%
DEFERRED	13.1	4.5	191.1%	(18.2)	(8.6)	111.6%
NET INCOME (LOSS) FOR THE PERIOD	59.3	42.0	41.1%	(98.0)	(55.8)	75.6%

CONSOLIDATED INCOME STATEMENT – 4Q23 and 2023 | ex-IFRS 16 (R\$ MILLION)

	4Q23	4Q22	VAR %	2023	2022	VAR%
NET OPERATING REVENUE	1,074.0	1,051.5	2.1%	3,841.9	3,644.7	5.4%
GROSS REVENUE FROM SALES	1,179.4	1,140.7	3.4%	4,196.4	3,944.9	6.4%
GROSS REVENUE FROM SALES DEDUCTIONS	(119.7)	(100.5)	19.1%	(404.3)	(342.0)	18.2%
GROSS REVENUE FROM SERVICES	15.9	12.7	25.2%	55.9	46.9	19.2%
GROSS REVENUE FROM SERVICES DEDUCTIONS	(1.6)	(1.4)	14.3%	(6.1)	(5.1)	19.6%
COST OF GOOD SOLD	(317.3)	(357.2)	-11.2%	(1,285.2)	(1,297.8)	-1.0%
GROSS PROFIT	756.7	694.3	9.0%	2,556.7	2,346.9	8.9%
TOTAL SELLING EXPENSES	(630.2)	(560.6)	12.4%	(2,299.6)	(2,051.8)	12.1%
PERSONNEL EXPENSES	(202.9)	(154.7)	31.2%	(715.5)	(603.8)	18.5%
ROYALTIES	(91.7)	(100.3)	-8.6%	(375.2)	(363.5)	3.2%
EXPENSES ON OCCUPANCY AND UTILITIES	(141.5)	(136.4)	3.7%	(534.8)	(521.5)	2.6%
PRE-OPERATING EXPENSES	(6.0)	(10.2)	-41.2%	(13.3)	(14.1)	-5.7%
DEPRECIATION AND AMORTIZATION	(63.9)	(55.6)	14.9%	(237.5)	(218.2)	8.8%
OTHER SELLING EXPENSES	(124.2)	(103.4)	20.1%	(423.3)	(330.7)	28.0%
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	(61.7)	(70.8)	-12.9%	(229.5)	(263.7)	-13.0%
GENERAL AND ADMINISTRATIVE EXPENSES	(32.6)	(45.7)	-28.7%	(161.3)	(190.1)	-15.1%
DEPRECIATION AND AMORTIZATION	(7.4)	(5.4)	37.0%	(33.1)	(17.0)	94.7%
GAIN (LOSS) FROM WRITE-OFF OF PROPERTY, EQUIPMENT AND IMPAIRMENT	(16.8)	(14.5)	15.9%	(19.9)	(21.8)	-8.7%
COST OF STOCK OPTION PLAN	(4.9)	(5.2)	-5.8%	(15.2)	(34.8)	-56.3%
PROFIT (LOSS) BEFORE FINANCIAL INCOME	64.8	62.9	3.0%	27.6	31.4	-12.1%
FINANCIAL RESULTS	(18.6)	(22.3)	-16.7%	(90.4)	(56.6)	59.8%
FINANCIAL EXPENSES	(29.3)	(39.4)	-25.7%	(146.5)	(122.7)	19.4%
FINANCIAL INCOME	10.7	17.1	-37.4%	56.1	66.1	-15.1%
PROFIT (LOSS) BEFORE INCOME TAX AND SOCIAL CONTRIBUTION	46.2	40.6	13.8%	(62.8)	(25.2)	149.4%
INCOME TAX AND SOCIAL CONTRIBUTION	13.1	3.4	285.3%	(23.9)	(16.1)	48.4%
DEFERRED	13.1	3.4	285.3%	(23.9)	(16.1)	48.4%
NET INCOME (LOSS) FOR THE PERIOD	59.3	44.0	34.8%	(86.7)	(41.3)	110.0%

CONSOLIDATED BALANCE SHEET – 2023 (R\$ MILLION)

	2023	2022
ASSETS	4,117.5	4,131.0
CURRENT ASSETS		
CASH AND CASH EQUIVALENTS	81.3	45.5
MARKETABLE SECURITIES	355.3	473.7
TRADE RECEIVABLES	213.7	222.6
INVENTORIES	161.1	175.6
RECOVERABLE TAXES	52.9	50.8
OTHER RECEIVABLES AND ADVANCES PAID	37.7	33.9
TOTAL CURRENT ASSETS	902.1	1,002.0
NON-CURRENT ASSETS		
RECOVERABLE TAXES	227.2	149.5
JUDICIAL DEPOSITS	42.9	45.9
LONG-TERM RECEIVABLES	12.4	18.6
LEASE	795.1	843.7
PROPERTY AND EQUIPMENT	1,378.7	1,332.3
INTANGIBLE ASSETS	759.1	738.9
TOTAL NON-CURRENT ASSETS	3,215.4	3,128.9
TOTAL ASSETS	4,117.5	4,131.0
	2023	2022
LIABILITIES	2,723.8	2,645.8
CURRENT LIABILITIES		
TRADE PAYABLES	357.5	364.6
PAYROLL AND SOCIAL CHARGES	121.7	139.2
LOANS AND FINANCING	543.4	149.5
LEASING LIABILITIES	181.2	171.9
CORPORATE PAYABLES	30.9	24.1
TAXES PAYABLE	30.7	33.6
DEFERRED REVENUE, NET	13.4	19.9
OTHER PAYABLES	28.0	34.3
TOTAL CURRENT LIABILITIES	1,306.7	937.1
NON-CURRENT LIABILITIES		
LOANS AND FINANCING	573.5	864.1
PROVISION FOR LEGAL CLAIMS	44.0	21.8
TAXES PAYABLE	4.3	4.5
DEFERRED REVENUE, NET	4.8	4.7
LEASING LIABILITIES	734.6	775.7
DEFERRED INCOME TAX AND SOCIAL CONTRIBUTION	56.0	37.8
TOTAL NON-CURRENT LIABILITIES	1,417.1	1,708.7
EQUITY		
CAPITAL	1,461.1	1,461.1
CAPITAL RESERVES AND STOCK OPTIONS PLAN	733.3	728.4
TREASURY SHARES	(62.3)	(63.7)
OTHER COMPREHENSIVE INCOME	(0.0)	-
RETAINED EARNINGS (ACCUMULATED LOSSES)	(738.4)	(640.6)
TOTAL EQUITY	1,393.7	1,485.2
TOTAL LIABILITIES AND EQUITY	4,117.5	4,131.0

CONSOLIDATED CASH FLOW – 4Q23 and 2023 (R\$ MILLION)

	4Q23	4Q22	2023	2022
CASH FLOW FROM OPERATING ACTIVITIES	211.4	215.8	356.9	435.1
CASH GENERATED BY OPERATING ACTIVITIES	286.0	217.6	712.2	658.8
EARNINGS (LOSS) BEFORE INCOME TAX AND SOCIAL CONTRIBUTION	46.2	37.5	(79.6)	(47.1)
DEPRECIATION AND AMORTIZATION OF PROPERTY AND EQUIPMENT AND INTANGIBLE ASSETS	71.4	60.9	270.6	235.3
LEASING AMORTIZATION	42.2	42.4	169.9	170.4
INTEREST, CHARGES, EXCHANGE DIFFERENCES AND MONETARY VARIATIONS	48.3	45.7	197.8	174.3
OTHERS	78.0	31.1	153.6	125.9
CHANGES IN ASSETS AND LIABILITIES	(74.6)	(1.9)	(355.3)	(223.7)
TRADE RECEIVABLES, NET	(40.9)	(43.7)	3.0	(80.7)
INVENTORIES	(9.1)	5.8	14.4	(31.4)
RECOVERABLE TAXES	(49.0)	1.8	(79.8)	(21.0)
PREPAYMENTS	2.4	(1.6)	5.4	(0.5)
TRADE AND RENTAL PAYABLES	107.3	116.2	12.5	98.9
AGREEMENT WITH SUPPLIERS	-	12.0	(18.5)	10.1
PAYROLL AND SOCIAL CHARGES	(21.1)	(31.9)	(43.0)	(14.9)
PAYMENT OF INTEREST ON LOANS AND FINANCINGS	(68.4)	(61.0)	(157.7)	(118.8)
OTHERS CHANGES IN ASSETS AND LIABILITIES	4.3	0.5	(91.6)	(65.3)
NET CASH USED IN INVESTING ACTIVITIES	(86.9)	(74.8)	(207.2)	(441.0)
PURCHASES OF PROPERTY AND EQUIPMENT	(113.6)	(144.4)	(312.0)	(328.4)
PURCHASES OF INTANGIBLE ASSETS	(3.9)	(1.1)	(64.1)	(27.3)
REDEMPTIONS (INVESTMENTS) IN SECURITIES AND SECURITIES	30.5	70.8	168.8	(85.2)
NET CASH USED IN FINANCING ACTIVITIES	(60.5)	(113.7)	(113.8)	(60.2)
PURCHASE OF SHARES FOR TREASURY	-	(17.1)	-	(53.9)
RAISING OF LOANS AND FINANCINGS (PRINCIPAL)	-	-	225.0	350.0
COSTS ON RAISING LOAN	-	-	(1.3)	(4.0)
PAYMENT OF LOANS AND FINANCINGS (PRINCIPAL)	(3.8)	(41.3)	(120.9)	(140.4)
LEASING LIABILITIES PAYMENT	(56.7)	(55.2)	(216.6)	(211.9)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	81.3	27.3	35.8	(66.1)
OPENING BALANCE OF CASH AND CASH EQUIVALENTS	17.3	18.1	45.5	111.6
CLOSING BALANCE OF CASH AND CASH EQUIVALENTS	63.9	45.5	81.3	45.5

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