



EARNINGS CALL 3Q24

NOVEMBER 08, 2024

ZAMP



Market Size¹
(Sales R\$ Bi)

20,0



52,1

+2.6X



Store Count

1.039



2.650

+1.6x

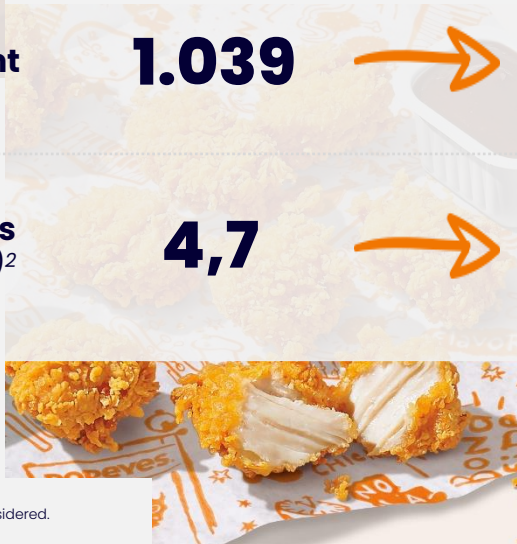
Sales
(R\$ Bi)²

4,7



6,8

+45%



HIGHLIGHTS

3Q24 vs. 3Q23

01

Net operating revenue of R\$1.12 billion, up by 18%;

02

Same Store Sales of +16.2% for Burger King® and +12.3% for Popeyes®;

03

Significant gains in market share vs. 3Q23 (+150 bps in BK and +420 bps in Popeyes), according to Crest;

04

Digital Sales accounted for 52% of total revenue, with growth of +38% vs. 3Q23;

05

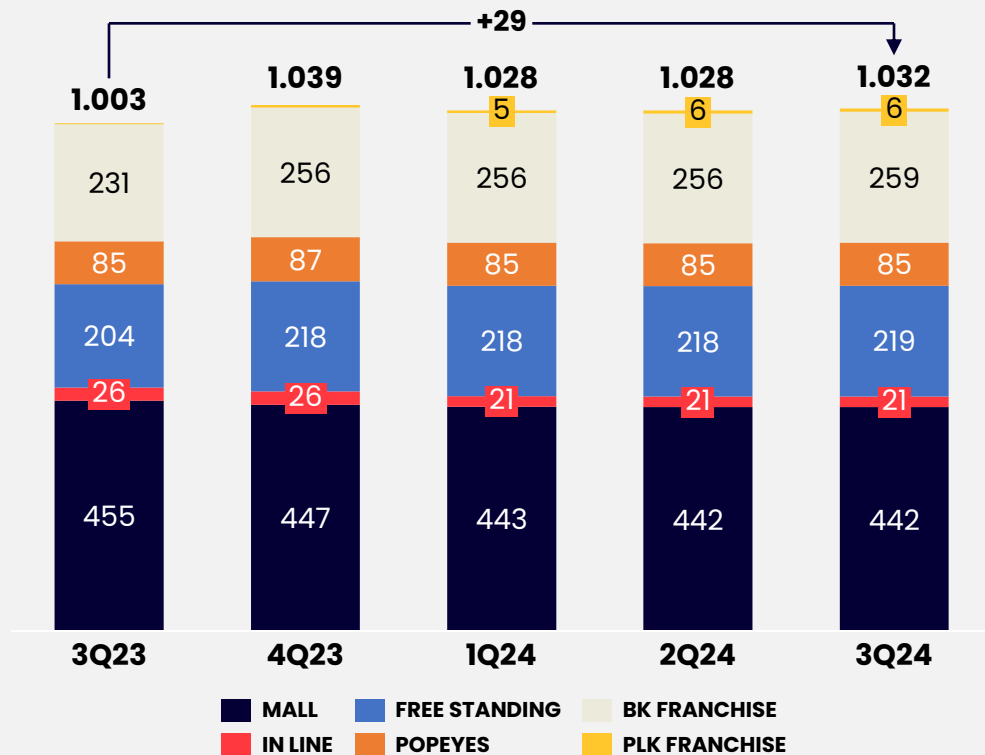
Adjusted EBITDA Ex-IFRS16 of R\$77m (+12%);

06

Capital increase of R\$ 450 MM;

RESTAURANT CHAIN

TOTAL NUMBER OF RESTAURANTS
(# of restaurants)



REIMAGING AND NEW OPENINGS



Jacu Pêssego – SP



Rio das Ostras – RJ



Bourbon Shopping Center – SP



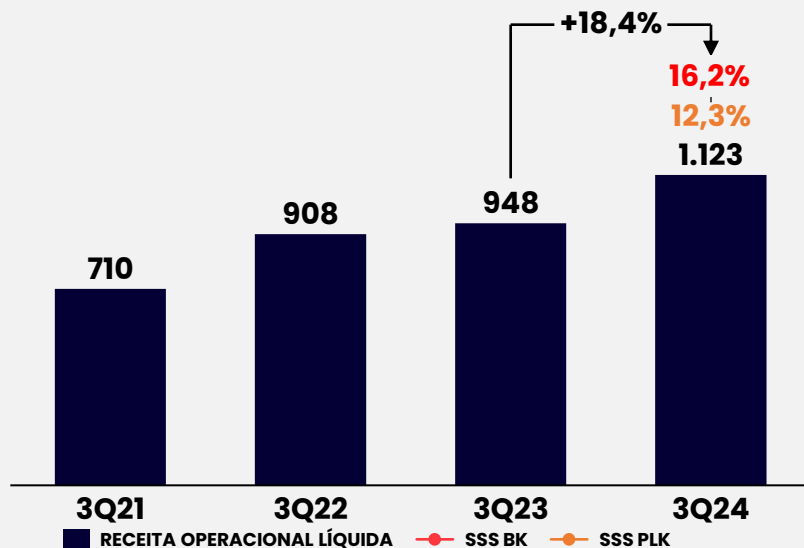
Canoas – PR



Canoas – PR

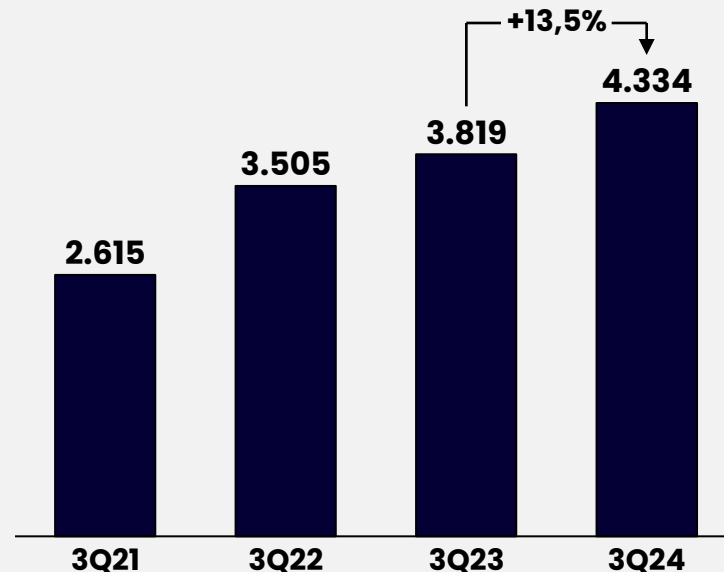
NET OPERATING REVENUE AND SSS

NET OPERATING REVENUE (R\$ MM)
SAME-RESTAURANT SALES GROWTH (SSS %)



- Revenue growth of 18.4% vs. 3Q23; and
- BK SSS +16.2% and PLK SSS +12.3%.

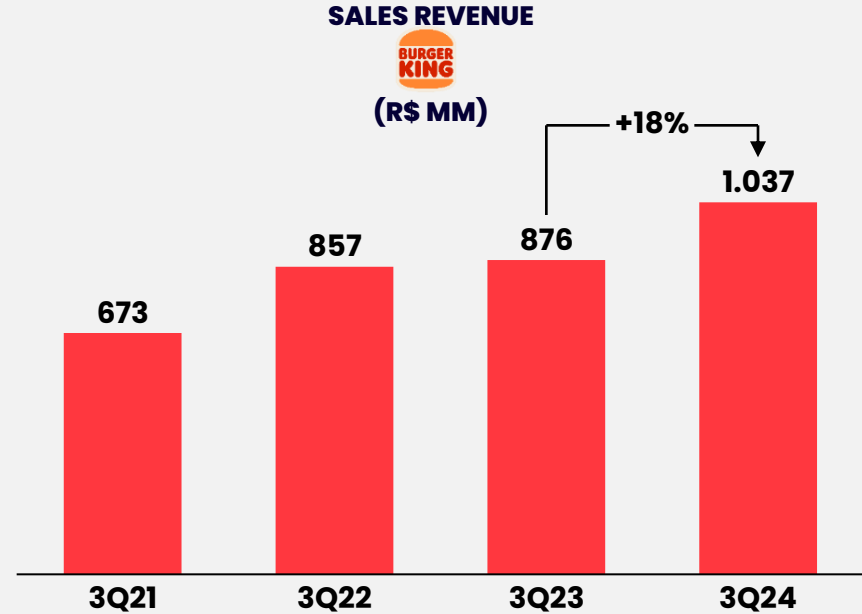
EVOLUTION OF LTM NET REVENUE
(R\$ MM)



- Growth of 13.5% in LTM vs. 3Q23.



BK RESTAURANT SALES



- Sales revenue in 3Q24 reached R\$1.04 billion with SSS of +16.2%; and
- Important commercial levers accelerated the quarter's result, which was mainly made up of strong traffic growth;

BURGER KING 3Q24 CAMPAIGNS

NÃO TEM DEBATE.



2 'WHOPPER'
POR R\$25
& CONFIRMA!



Election campaign



Chicken Fries



Father's Day



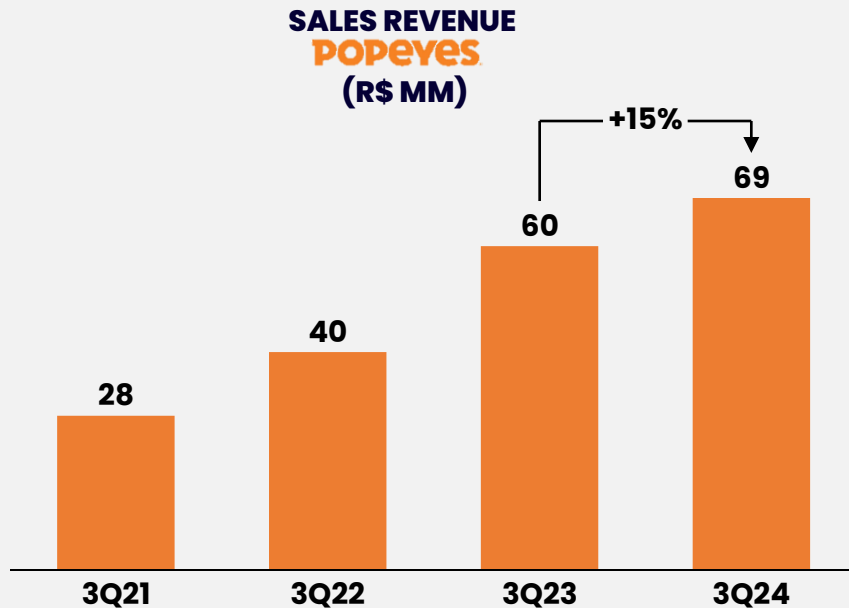
Kids Platform



Desserts Platform



PLK RESTAURANT SALES



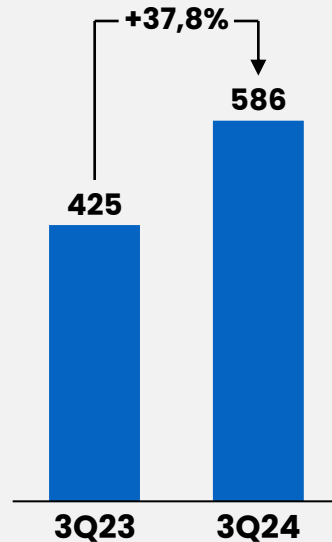
- Sales revenue of R\$69 million, up 15% on 3Q23 and SSS of +12.3%;



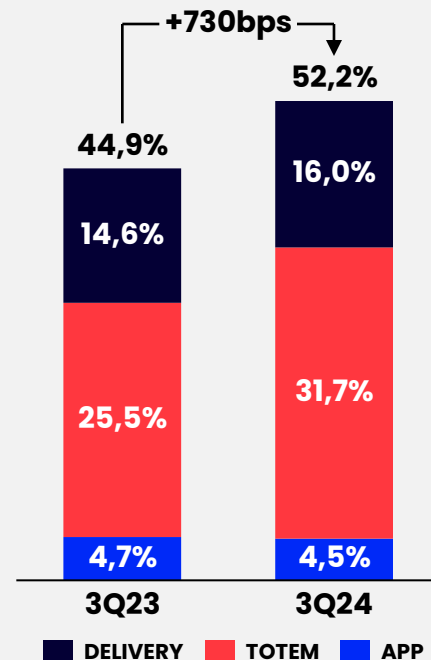


DIGITAL SALES

DIGITAL CHANNEL SALES
(R\$ MM)



GROWTH AND SHARE (%) OF DIGITAL
SALES IN TOTAL REVENUE



DIGITAL ECOSYSTEM



CRM

- **We achieved approximately 52% of identified sales;**



APP

- **4.6% of total sales.**



TOTEM

- **31.7% of the Company's total revenue;** and
- **Growth of approximately 6 p.p. in the channel's representativeness vs. 3Q23**



DELIVERY

- The channel accounted for 16.0% of the Company's total sales, an increase of **130 bps YoY.**
- **29% growth** in nominal terms

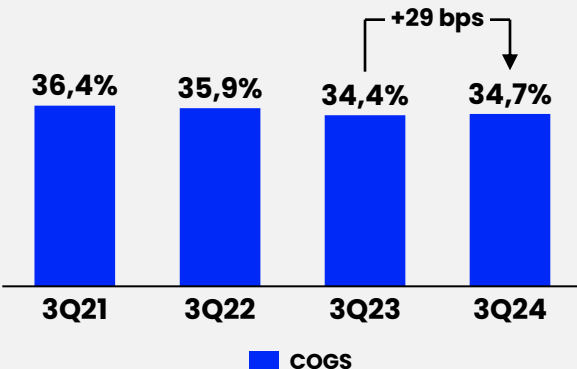


CLUB BK

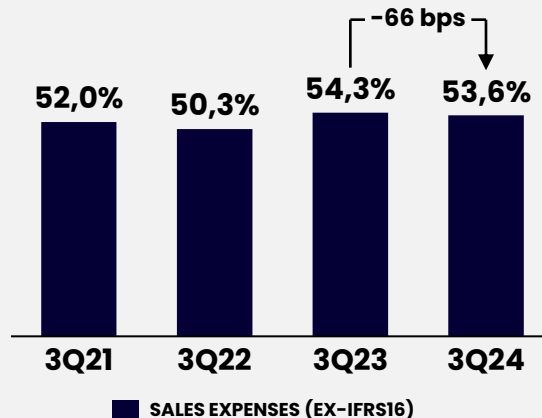
- **19 million** subscribers to our loyalty program; and
- **+27% vs 3Q23.**

COGS AND SG&A

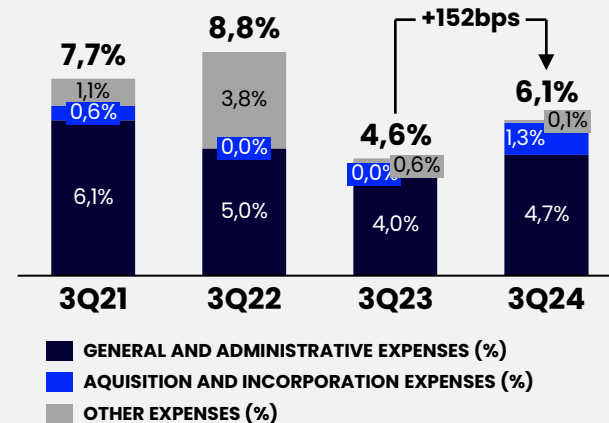
COST OF GOODS SOLD
(% of net operating revenue)



SALES EXPENSES IN RESTAURANTS - EX-IFRS16
(% of net operating revenue)



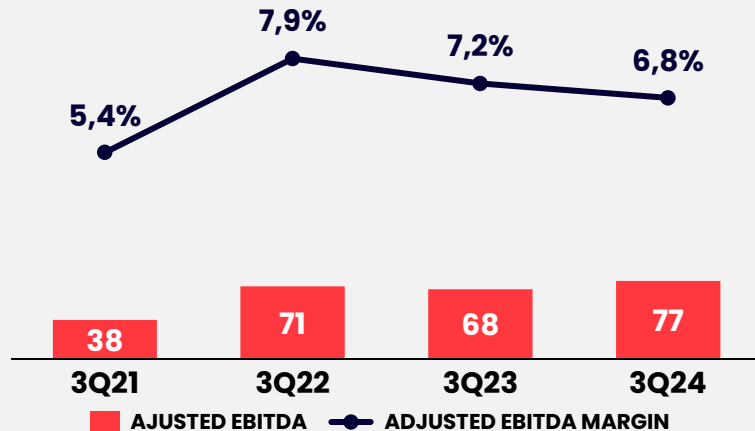
GENERAL AND ADMINISTRATIVE EXPENSES
(% of net operating revenue)



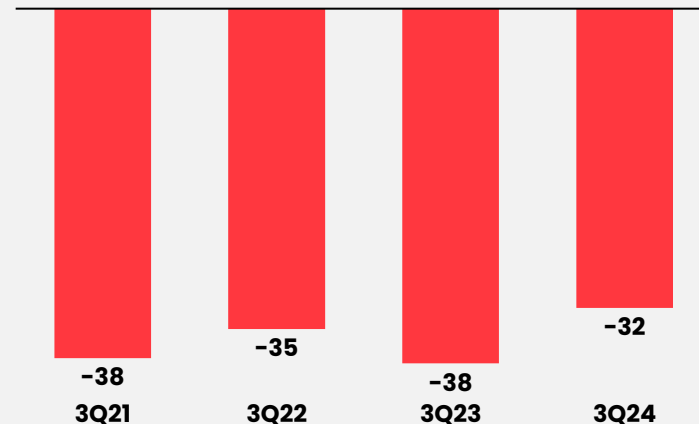
- Marginal increase of 29 bps in CMV compared to 3Q23 with the acceleration of promotional campaigns;
- In restaurant expenses, there was an improvement of 66 bps (vs. 3Q23) brought about mainly by operating leverage in occupancy and utilities; and
- Increase in G&A due to one-off M&A expenses.

ADJUSTED EBITDA AND NET PROFIT

**ADJUSTED EBITDA (EX - IFRS) AND
ADJUSTED EBITDA MARGIN (R\$M and %)**

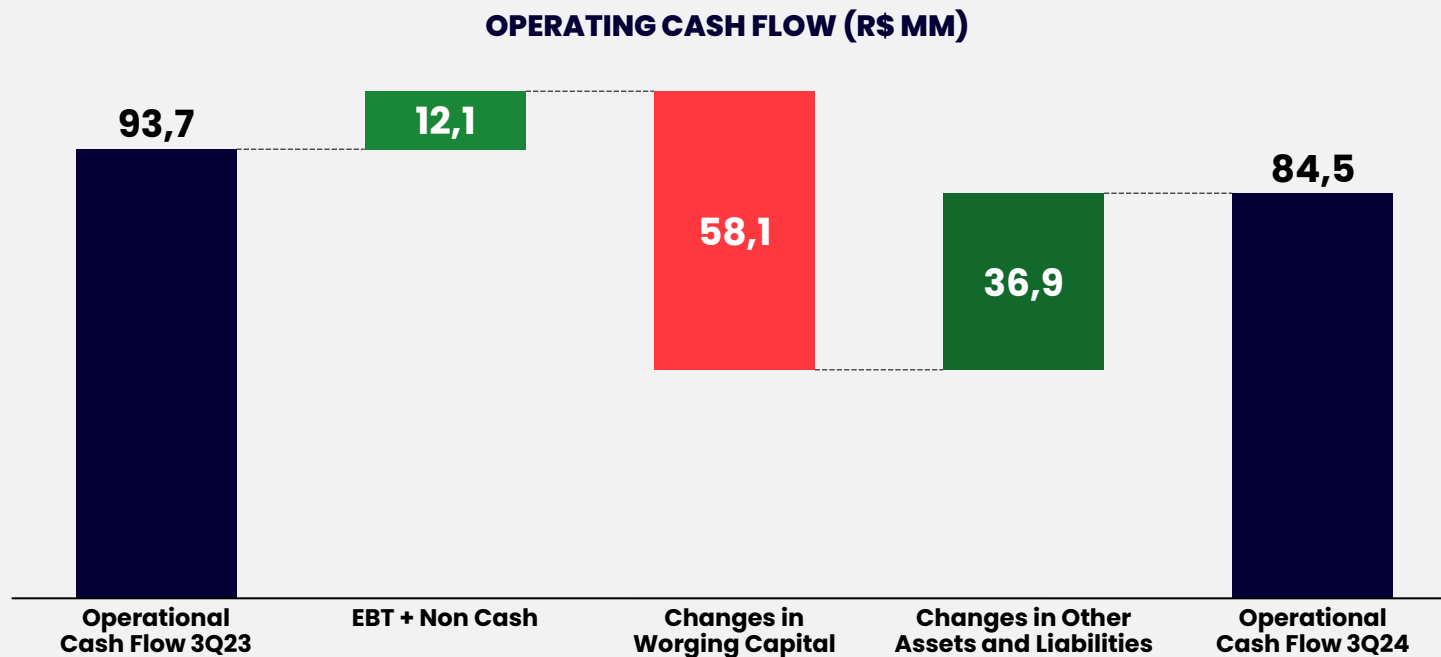


NET PROFIT (R\$ MM)



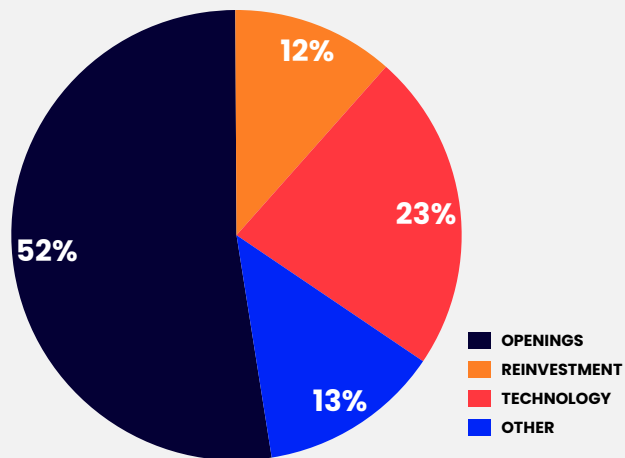
- The company's Adjusted EBITDA (EX-IFRS) reached R\$76.7 million in 3Q24, an increase of 12.2% vs. 3Q23 due to the strong sales performance;
- Loss of R\$32 million, a reduction of 15.6% vs. 3Q23.

OPERATING CASH FLOW



- Reduction of 9.8% vs. 3Q23 with a one-off worsening in the working capital line due to the build-up of inventories for the most important period of the year in a scenario of strongly growing sales;
- There was no structural change in the company's financial cycle.

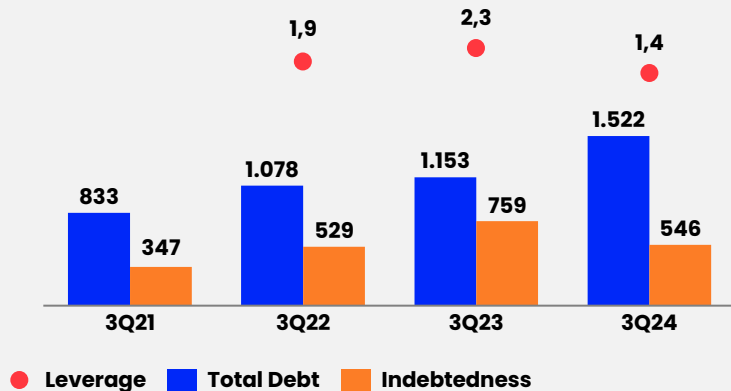
CAPEX 3Q24



The company's total investments amounted to R\$97.1 million, an increase of R\$8.8 million compared to 3Q23, mainly driven by remodels and new stores in the Pavillion format

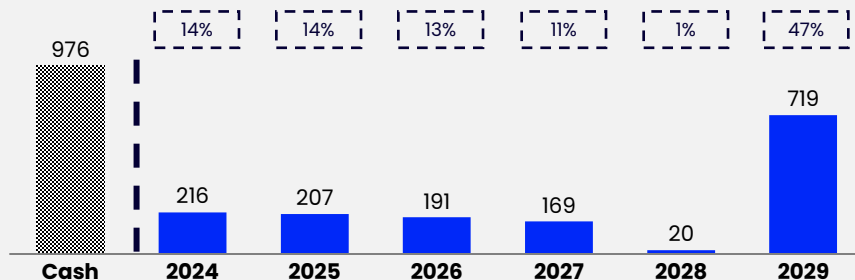


NET DEBT AND LEVERAGE (R\$ MM, adjusted EBITDA¹)



- R\$1.522 billion gross debt, or R\$546 million net and 1.4x leverage (net debt/EBITDA);
- In 3Q24, the Capital Increase of R\$450M contributed to adapting the capital structure to the future growth plan

DEBT STRUCTURE (R\$ MM; % of Total Debt)



PRIORITIZATIONS

01

SALES AND TRAFFIC

02

RESTAURANT EXPERIENCE

03

OPERATIONAL EFFICIENCY

04

SUBWAY AND STARBUCKS
INTEGRATION

05

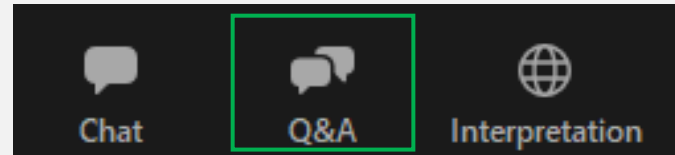
GROWTH





QUESTIONS AND ANSWERS

To ask **questions**, please send them via the "Q&A" icon at the **bottom of your screen**. By default, your name will be announced so that you can ask your question live. At this point, a prompt to activate your microphone will appear on the screen.





A WORLD FITS **ON OUR TABLE.**

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