EARNINGS RELEASE

2Q26

zamp

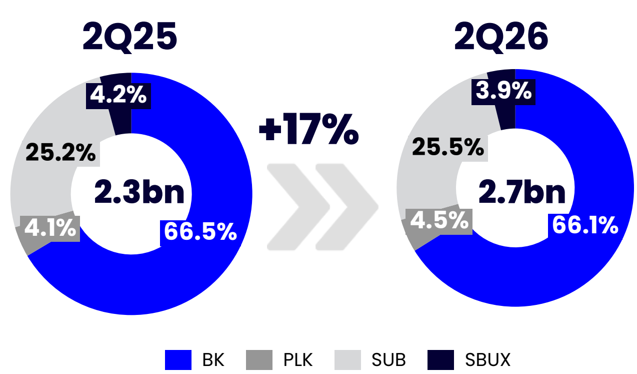
HIGHLIGHTS (2Q26 vs 2Q25)

- NET OPERATING REVENUE OF R$ 1.4 BILLION IN THE QUARTER (+8% VS. 2Q25);
- GROWTH OF 26.7% IN DIGITAL SALES (KIOSK, DELIVERY, APP), WHICH ACCOUNTED FOR 65.5% OF THE COMPANY'S RESTAURANT REVENUE.
- COMPARABLE SALES OF 5.2% FOR BURGER KING®, 15.6% FOR POPEYES®, 7.4% FOR STARBUCKS® AND 19.0% FOR SUBWAY®;
- ADJUSTED EBITDA OF R$ 185 MILLION, AN INCREASE OF 7.0% YoY;
- GROSS MARGIN OF 69.3% (+423bps VS 2Q25);
- NET DEBT REACHED R$ 1,176.5 MILLION AND LEVERAGE AT 2.5X;

ZAMP CONSOLIDATED INDICATORS

FINANCIAL HIGHLIGHTS - R$ million (CONSOLIDATED)	2Q26	2Q25	VAR%
NET OPERATING REVENUE	**1,390.1**	**1,284.0**	**8.3%**
COGS	(426.5)	(448.3)	-4.9%
% OF NET OPERATING REVENUE	*30.7%*	*34.9%*	*-423bps*
ADJUSTED EBITDA	**184.7**	**172.7**	**7.0%**
% OF NET OPERATING REVENUE	*13.3%*	*13.4%*	*-16bps*
ADJUSTED EBITDA EX-IFRS 16	**113.5**	**101.7**	**11.6%**
% OF NET OPERATING REVENUE	8.2%	7.9%	*24bps*
NET INCOME (LOSS)	(45.8)	(72.5)	36.8%
NET INCOME (LOSS) EX-IFRS 16	(44.8)	(69.9)	35.9%
GROSS DEBT	1,545.1	1,121.2	37.8%
NET DEBT (EX-IFRS 16)	**1,176.5**	**866.7**	**35.8%**
SHAREHOLDERS' EQUITY	**1,347.6**	**1,472.3**	**-8.5%**

SYSTEM-WIDE SALES[1]



With the four brands integrated into the portfolio, the Zamp ecosystem generated gross revenue of R$2.7 billion in the second quarter of 2026, an increase of 17% versus the same quarter of the previous year.

The expansion of the consolidated gross margin reflects the revenue management strategy that the Company continues to adopt in order to mitigate the impacts of inflationary pressure. In addition, the diversification of the Company's revenue, with higher service revenue arising from the continuous evolution of Subway®, contributes to additional dilution of cost of goods sold on a consolidated basis, even though this operation was already included in the comparable half-year.

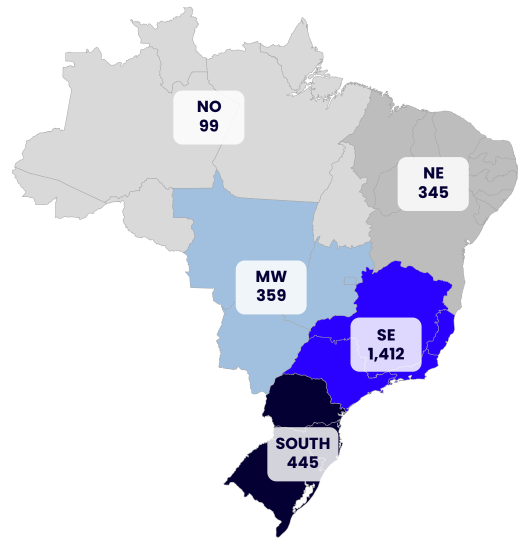
Finally, Adjusted EBITDA totaled R$ 184.7 million in the period, an increase of 7% versus the same quarter of 2025, mainly driven by revenue growth combined with a more efficient gross margin.

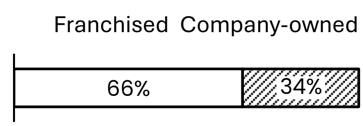
(1) System-wide gross sales: sum of sales of company-owned and franchised stores; considers the total annual amount transacted by all brands, excluding cancellations and discounts.

zamp

STORE PORTFOLIO ZAMP SYSTEM

# STORES BY BRAND (end of period)	2Q26	2Q25	VAR
BURGER KING	**986**	**958**	**28**
COMPANY-OWNED RESTAURANTS	696	684	12
FRANCHISED RESTAURANTS	290	274	16
POPEYES	**96**	**89**	**7**
COMPANY-OWNED RESTAURANTS	88	81	7
FRANCHISED RESTAURANTS	8	8	0
STARBUCKS	**112**	**114**	**-2**
COMPANY-OWNED RESTAURANTS	112	114	-2
FRANCHISED RESTAURANTS	0	0	0
SUBWAY	**1466**	**1507**	**-41**
COMPANY-OWNED RESTAURANTS	0	0	0
FRANCHISED RESTAURANTS	1466	1507	-41
ZAMP	**2660**	**2668**	**-8**
COMPANY-OWNED RESTAURANTS	896	879	17
FRANCHISED RESTAURANTS	1764	1789	-25

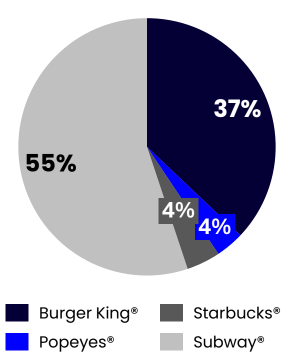




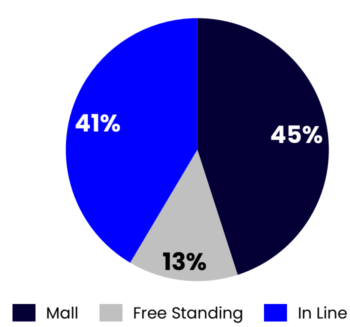
FOOTPRINT

TOTAL 2,660

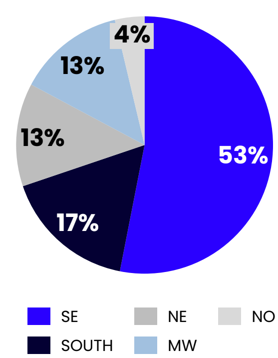
BREAKDOWN BY BRAND



BREAKDOWN BY FORMAT[1]



GEOGRAPHIC BREAKDOWN



At the end of 2Q26, Zamp had 2,660 units in operation, between company-owned and franchised stores, spread across the four brands that make up its portfolio. With a presence throughout Brazil and operations in multiple formats, the Company ensures nationwide coverage, which contributes to more assertive strategic decisions and more efficient capital management.

(1) Mall format includes Food Court, Airport, University and Ghost kitchen stores; Office stores and highway stores without drive-thru are considered In-Line.


BURGER KING®
BURGER KING

BURGER KING®

PORTFOLIO

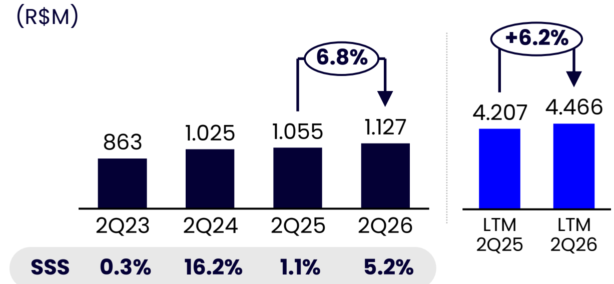
Burger King® ended the quarter with 986 restaurants in operation, from which 696 company-owned units — after the opening of 2 new stores and the closure of 1 store — and 290 franchised, with 3 store openings, a net increase of 28 units in the period versus the same quarter of 2025.

OPERATING HIGHLIGHTS	2Q26	2Q25	VAR.
# TOTAL RESTAURANTS	**986**	**958**	**28**
COMPANY-OWNED RESTAURANTS			
# COMPANY-OWNED RESTAURANTS BEGINNING OF PERIOD	695	685	10
NEW RESTAURANT OPENINGS	2	-	2
RESTAURANT CLOSURES	(1)	(1)	-
RESTAURANT ACQUISITIONS / TRANSFERS	-	-	-
# COMPANY-OWNED RESTAURANTS END OF PERIOD	**696**	**684**	**12**
FRANCHISED RESTAURANTS			
# FRANCHISED RESTAURANTS BEGINNING OF PERIOD	287	274	13
NEW RESTAURANT OPENINGS	3	-	3
RESTAURANT CLOSURES	-	-	-
RESTAURANT ACQUISITIONS / TRANSFERS	-	-	-
# FRANCHISED RESTAURANTS END OF PERIOD	**290**	**274**	**16**

RESTAURANT SALES

Burger King® closed another quarter with growth in restaurant sales, reaching more than R$ 1.1 billion in net sales – growth of 6.8% versus 2Q25. On a last-12-month basis, revenue totaled R$ 4.5 billion, an increase of 6.2% versus the same period of the previous year. In the quarter, the brand posted SSS of 5.2%, improving 410bps vs 2Q25.

Net Restaurant Sales
(R$M)



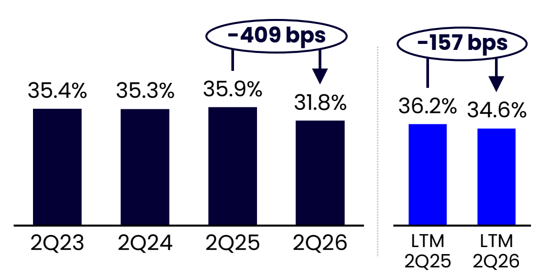
CAMPAIGNS

Continuing the objective of expanding the premium portfolio as a margin-accretion driver, Burger King® launched the Kings Fraldinha, reinforcing The Kings platform and bringing superiority to the portfolio. In desserts, the quarter saw the relaunch of BK Mix Nutella®, strengthening collaborations with well-known brands that had already proved successful in previous editions. On the kids platform, the quarter was mainly marked by the Toy Story campaign, leveraging the cinema with the release of Toy Story 5.

GROSS MARGIN

Burger King ended the quarter with a gross margin of 68.2%, an increase of 409bps versus 2Q25. This result shows the consistency and effectiveness of the margin recovery strategy adopted over the last quarters, through revenue management, mitigating inflationary pressure on costs. On a last-12-month basis, gross margin ended up 157bps, evidencing commercial discipline and efficiency in operational management.

Cost of Goods Sold
(% Net Restaurant Sales)



POPEYES®

POPEYES®

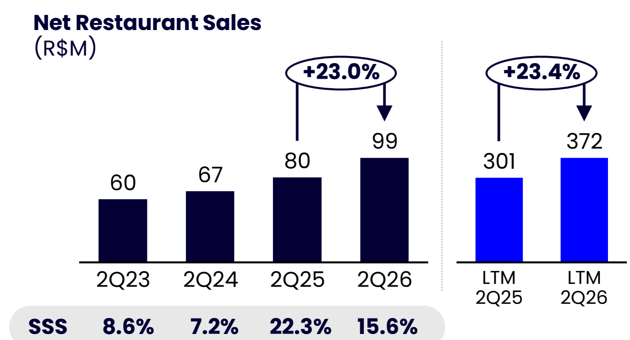
PORTFOLIO

Popeyes® ended the quarter with 96 restaurants in operation – 88 company-owned units and 8 franchised – with one company-owned store opening in the period. The consistent evolution in sales and the brand's current unit economics level give us confidence to resume expansion, as already started in 2025.

OPERATING HIGHLIGHTS	2Q26	2Q25	VAR.
# TOTAL RESTAURANTS	**96**	**89**	**7**
COMPANY-OWNED RESTAURANTS			
# COMPANY-OWNED RESTAURANTS BEGINNING OF PERIOD	87	81	6
NEW RESTAURANT OPENINGS	1	-	1
RESTAURANT CLOSURES	-	-	-
# COMPANY-OWNED RESTAURANTS END OF PERIOD	**88**	**81**	**7**
FRANCHISED RESTAURANTS			
NEW RESTAURANT OPENINGS	-	-	-
RESTAURANT CLOSURES	-	-	-
# FRANCHISED RESTAURANTS END OF PERIOD	**8**	**8**	**-**

RESTAURANT SALES

Popeyes® posted net revenue of R$ 99 million in the quarter, representing growth of 23.0% versus the same period of the previous year. On a last-12-month basis, revenue reached R$ 372 million, an increase of 23.4% versus the comparable period.
The brand completed another quarter of double-digit growth, reinforcing the solidity of its performance and the consistency of its execution in the market. The result evidences its ability to sustain the brand's new level of recognition, with traffic driven by the successful and enduring "Molhão" strategy.

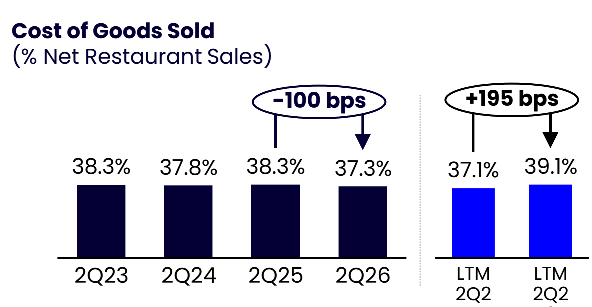


CAMPAIGNS

With a focus on innovation as a driver of traffic and brand awareness, Popeyes introduced thw Pop Churros with doce de leite or chocolate, reactivating dessert options on the menu. In addition, reinforcing the "Molhão" platform, the brand launched the new Soul White BBQ sauce.

GROSS MARGIN

Popeyes ended the quarter with a gross margin of 62.7%, an increase of 100bps versus the comparable period of 2025, reflecting the product mix review, which allows for a better price and margin equation, in addition to the normalization of the supply chain, On a last-12-month basis, there was a decrease of 195 bps, ending the period with a gross margin of 60.9%, still reflecting the one-off cost increase that impacted last quarter.




STARBUCKS®

STARBUCKS®

PORTFOLIO

Starbucks® ended the quarter with 112 restaurants in operation, with two openings and one closure of company-owned stores in the period.

OPERATING HIGHLIGHTS	2Q26	2Q25	VAR.	2026	2025	VAR.
# TOTAL RESTAURANTS	**112**	**114**	**(2)**	**112**	**112**	**-**
COMPANY-OWNED RESTAURANTS						
# COMPANY-OWNED RESTAURANTS BEGINNING OF PERIOD	111	114	(3)	112	114	(2)
NEW RESTAURANT OPENINGS	2	-	2	2	2	-
RESTAURANT CLOSURES	(1)	-	(1)	(2)	(4)	2
# COMPANY-OWNED RESTAURANTS END OF PERIOD	**112**	**114**	**(2)**	**112**	**112**	**-**

RESTAURANT SALES

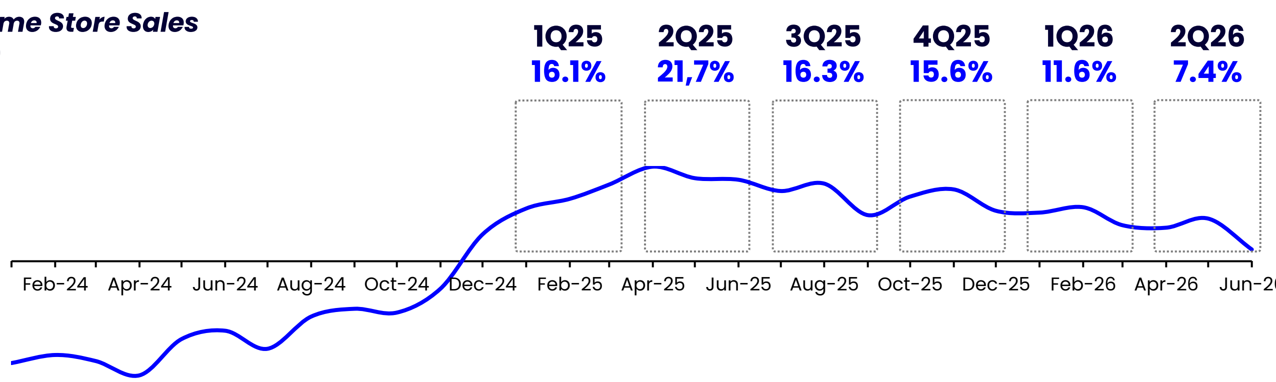
After more than a year leading the Starbucks® operation in Brazil, the Company continues to capture important growth results from the initiatives to turn around the operation, combined with a strategic menu review, marketing investments and the refurbishment of the store base. The brand ended another quarter with significant SSS growth, an increase of 7.4% versus 2Q25. Net restaurant sales totaled R$ 97 million in the period, a reduction of R$ 15 million versus the same quarter of the previous year. However, this decline is explained by the fact that the 2025 figures cover the months from March to June, as previously disclosed.

CAMPAIGNS

The quarter featured a series of iconic campaigns and launches aligned with the main global trends. In this regard, the highlight was the partnership with the movie The Devil Wears Prada 2, bringing a beverage for each character and boosting sales with activations in cinemas and the brand's main stores.

In addition, addressing the protein trend, Starbucks launched five beverages with the new Protein Cold Foam, which delivers more than 19 grams of protein per serving. Innovations such as these, in addition to generating store traffic, spark customer curiosity and increase engagement with the brand.

Same Store Sales
(%)




SUBWAY®

SUBWAY®

PORTFOLIO

Subway® ended the quarter with 1,466 restaurants in operation, with nine openings and one closure of franchised restaurants in the period.

OPERATING HIGHLIGHTS	2Q26	2Q25	VAR.	2026	2025	VAR.
# TOTAL RESTAURANTS	**1,466**	**1,507**	**(41)**	**1,466**	**1,453**	**13**
FRANCHISED RESTAURANTS						
# FRANCHISED RESTAURANTS BEGINNING OF PERIOD	1,458	1,518	(60)	1,453	1,531	(78)
NEW RESTAURANT OPENINGS	9	5	4	18	30	(12)
RESTAURANT CLOSURES	(1)	(16)	15	(5)	(108)	103
# FRANCHISED RESTAURANTS END OF PERIOD	**1,466**	**1,507**	**(41)**	**1,466**	**1,453**	**13**

RESTAURANT SALES

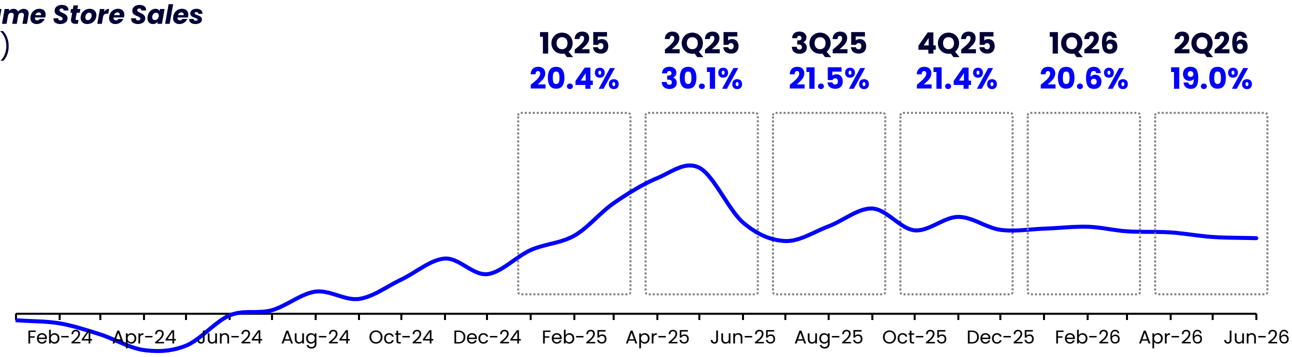
The Company has been advancing consistently in the repositioning of the Subway® brand in Brazil, which has been positively reflected in its results. Same store sales (SSS) maintained the trend of significant growth, reaching 19% in 2Q26. With this performance, the Subway® system totaled R$ 681 million in gross sales in the quarter.

In the quarter, 9 new units were opened and 1 operation was discontinued, all franchisee-operated, totaling 1,466 restaurants at the end of the period.

CAMPAIGNS

The Company remains consistent in its strategy of making efficient marketing investments and bringing menu innovations, increasing sales and generating value for the franchisee ecosystem. In this regard, the quarter featured the relaunch of the classic Sub Almôndegas, meeting countless consumer requests. Also, continuing the functionality platform, we relaunched the Subway Salad, reinforcing a low-calorie, practical and healthy option, aiming to attract new consumers and increase traffic. Finally, reinforcing the indulgence and dessert platform, the brand launched the Cookie filled with brigadeiro, made with Leite Moça, in partnership with Nestlé.

Same Store Sales
(%)



BURGER KING

POPEYES EST. 1972 CHICKEN

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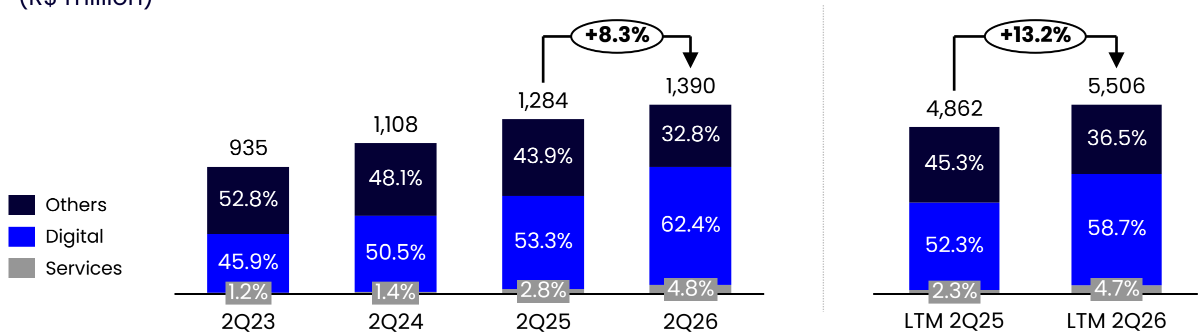
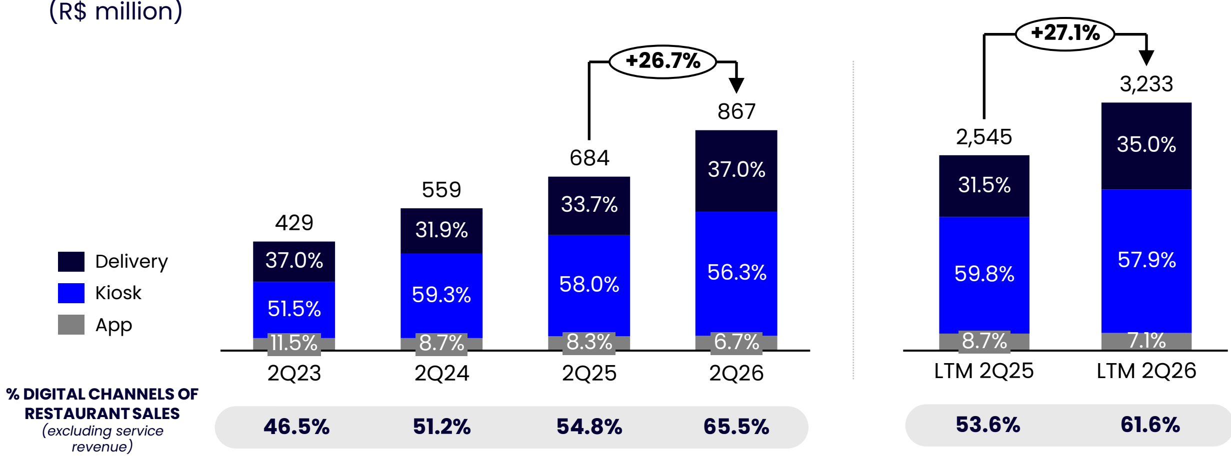
NET REVENUE

Total Net Operating Revenue[1]
(R$ million)



The Company reached net operating revenue of R$ 1.4 billion in the second quarter of 2026, an increase of 8% versus the same period of the previous year. The last 12 months posted a result of R$ 5.5 billion, growth of 13.2%.

Restaurant Digital Sales
(R$ million)



Continuing the strategy of connecting the physical and digital experience in our restaurants, the Company delivered another quarter of progress in digital channels, including delivery, app and self-service kiosks, which accounted for 65.5% of total revenue, adding up to R$ 867 million in sales – growth of 26.7% versus 2Q25.

The delivery channel continues to gain relevance, accounting for 37.0% of the Company's digital sales, an increase of 39% versus the same period of the previous year. In addition, kiosks grew 23% year over year, representing 56.3% of total digital sales.

(1) Service revenue reported separately from 2024 onwards given the relevance of the line with the addition of Subway® to the portfolio.

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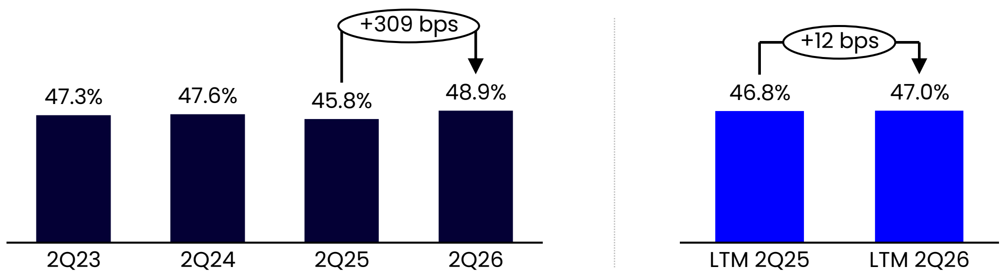
SG&A

SELLING EXPENSES

In 2Q26, restaurant selling expenses, excluding depreciation and amortization and the effects of pre-operating expenses, accounted for 48.9% of net revenue, an increase of 309 bps versus the same period of the previous year, which was marked by temporarily low staff availability in stores. This increase is mainly due to the normalization of staff availability, combined with the higher investment the Company has been making in personnel, maintenance and in-store service expenses in order to continue the strategy of offering a better customer experience.

% Net Operating Revenue



Selling Expenses Breakdown

(R$ million)	2Q26	2Q25	VAR %	2Q26 %NOR	2Q25 %NOR
NET OPERATING REVENUE	**1,390.1**	**1,284.0**	**8.3%**	**100%**	**100%**
TOTAL SELLING EXPENSES	**(794.2)**	**(711.4)**	**-11.6%**	**-57.1%**	**-55.4%**
PERSONNEL EXPENSES	(294.9)	(238.6)	-23.6%	-21.2%	-18.6%
ROYALTIES AND MARKETING	(166.3)	(192.1)	13.4%	-12.0%	-15.0%
OCCUPANCY AND UTILITIES EXPENSES	(99.0)	(94.4)	-4.9%	-7.1%	-7.3%
PRE-OPERATING EXPENSES	(1.2)	(0.1)	-1220.2%	-0.1%	0.0%
DEPRECIATION AND AMORTIZATION	(113.1)	(123.1)	8.1%	-8.1%	-9.6%
OTHER SELLING EXPENSES	(119.7)	(63.2)	-89.5%	-8.6%	-4.9%
TOTAL SELLING EXPENSES EX-PRE-OPER. AND DEP./AMORT.	**(679.8)**	**(588.3)**	**-15.6%**	**-48.9%**	**-45.8%**

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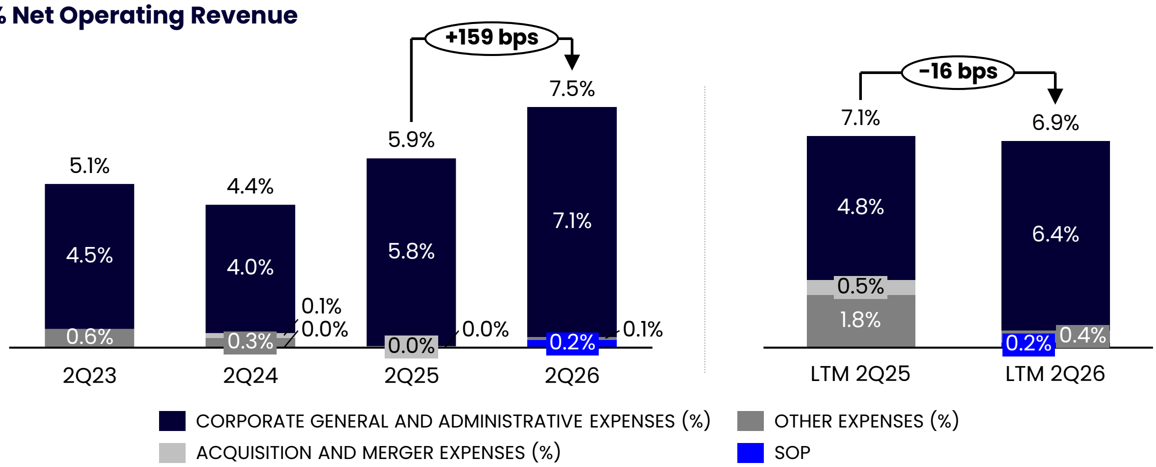
SG&A

GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative expenses, excluding depreciation and amortization, accounted for 7.5% of net operating revenue in the quarter, an increase of 159 bps versus 2Q25, resulting from higher investment in the corporate structure with the objective of strengthening the teams and supporting the growth of the brands. Also, on a non-recurring basis, the company closed operations and wrote off fixed assets, which is natural to the business.

On a last-12-month basis, general and administrative expenses represented 6.9% of revenue, a decrease of 16 bps year over year, mainly reflecting the reduction in expenses associated with the transition of the new brands incurred in the prior period, offset by the increase in the corporate structure.

% Net Operating Revenue



General and Administrative Expenses Breakdown

(R$ million)	2Q26	2Q25	VAR %	2Q26 %NOR	2Q25 %NOR
NET OPERATING REVENUE	**1,390.1**	**1,284.0**	**8.3%**	**100%**	**100%**
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	**(120.7)**	**(103.1)**	**-17.0%**	**-8.7%**	**-8.0%**
GENERAL AND ADMINISTRATIVE EXPENSES	(99.1)	(74.8)	-32.5%	-7.1%	-5.8%
MERGER AND ACQUISITION EXPENSES	-	(0.5)	100.0%	0.0%	0.0%
DEPRECIATION AND AMORTIZATION	(16.9)	(27.7)	38.9%	-1.2%	-2.2%
NET RESULT ON WRITE-OFF OF FIXED ASSETS, IMPAIRMENT AND SALE OF STORES	(1.3)	(0.1)	-2505.9%	-0.1%	0.0%
STOCK PLAN COST	(3.3)	-	-	-0.2%	0.0%
TOTAL GENERAL AND ADM. EXPENSES EX-DEPR. AND AMORT.	**(103.7)**	**(75.4)**	**-37.6%**	**-7.5%**	**-5.9%**

EBITDA AND NET INCOME

ADJUSTED EBITDA (with IFRS 16)
(R$ million)

The Company's Adjusted EBITDA totaled R$ 184.7 million in the second quarter, representing an increase of 7% year over year. EBITDA margin reached 13.3%, 0.2p.p. below the same period of the previous year.

Adjusted EBITDA (R$ M and % | with IFRS 16)	2Q26	2Q25	2Q25 VS 2Q26
Income (loss) for the period	**(45.8)**	**(72.5)**	**37%**
(+) Net financial result	86.4	94.5	-8%
(+) Depreciation and amortization	130.0	150.8	-14%
(+/-) Income tax and social contribution	8.2	(0.7)	1212%
EBITDA	**178.8**	**172.0**	**4%**
EBITDA Margin	*12.9%*	*13.4%*	*-0.53pp*
(+) Other expenses*	1.3	0.1	2506%
(+) Share purchase option plan costs (stock option)	3.3	0.0	0%
(+) Acquisition and merger expenses	0.0	0.5	-100%
(+) Pre-operating expenses	1.2	0.1	1220%
Adjusted EBITDA	**184.7**	**172.7**	**7%**
Adjusted EBITDA Margin	*13.3%*	*13.4%*	-0.16pp

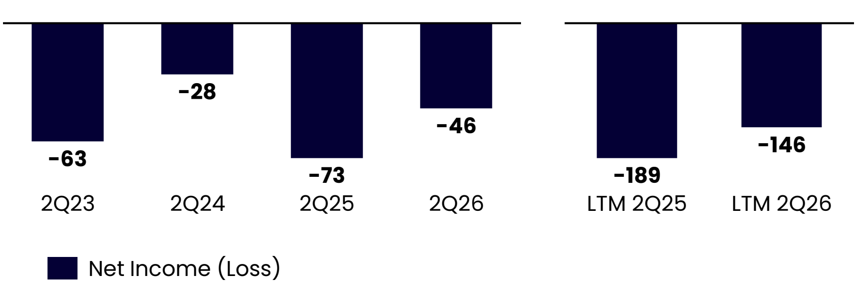
* Includes write-offs of fixed assets (loss event, obsolescence, result on the sale of assets and impairment).

ADJUSTED EBITDA (ex-IFRS 16)
(R$ million)

Adjusted EBITDA (R$ M and % | with IFRS 16)	2Q26	2Q25	2Q25 VS 2Q26
Effects of IFRS16 accounting	(71.2)	(71.0)	0%
Adjusted EBITDA excluding IFRS16 effects	**113.5**	**101.7**	**12%**
Adjusted EBITDA Margin excluding IFRS16 effects	*8.2%*	*7.9%*	*0.2pp*

On an ex-IFRS basis, the Company posted Adjusted EBITDA of R$ 113.5 million in the quarter, growth of 12% versus the same period of the previous year. EBITDA margin advanced 0.2p.p., ending the period at 8.2%.

NET INCOME (LOSS)
(R$ million)



The Company posted a loss of R$ 46 million in the second quarter of 2026, an improvement of R$ 27 million versus the same period of 2025. On a last-12-month basis, the improvement was R$ 43 million, with a loss of R$ 146 million.

DEBT

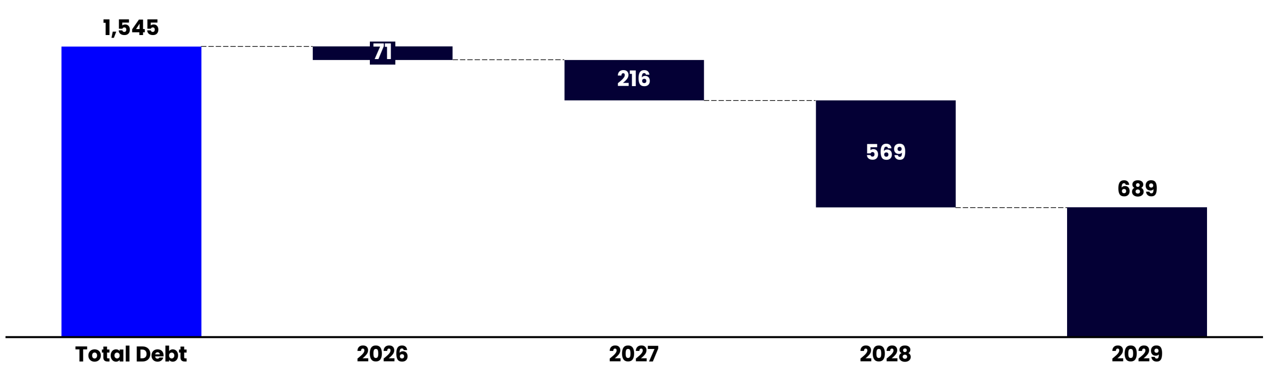
TOTAL DEBT

The Company ended the second quarter of 2026 with net debt of R$ 1,176.5 million and leverage of 2.5x, excluding the impacts of IFRS 16. In the period, R$ 211 million of debt was amortized, totaling R$ 243 million in the last 12 months.

Net Debt	2Q23	2Q24	2Q25	2Q26
Loans and Financing	**1,163.5**	**1,569.4**	**1,121.2**	**1,545.1**
Current	127.1	454.4	252.8	266.8
Non-current	1,036.4	1,115.0	868.4	1,278.3
Cash and cash equivalents and financial investments	**428.6**	**688.8**	**254.6**	**368.5**
Cash and cash equivalents and investments (current)	428.6	688.3	254.1	368.5
Financial investments (non-current)	0.0	0.5	0.5	0.0
Net Debt	**734.9**	**880.6**	**866.7**	**1,176.5**
ADJUSTED EBITDA ex IFRS 16 (12M)	**339.6**	**393.7**	**346.8**	**466.8**
Net Debt/ Total Adjusted EBITDA (12M)	*2.2x*	*2.2x*	*2.5x*	*2.5x*

Debt Amortization Schedule[1]

(R$ million)



% TOTAL	4.6%	14.0%	36.8%	44.6%

(1) Debt does not include the SWAP MTM balance, which is broken out in a separate account on the balance sheet.

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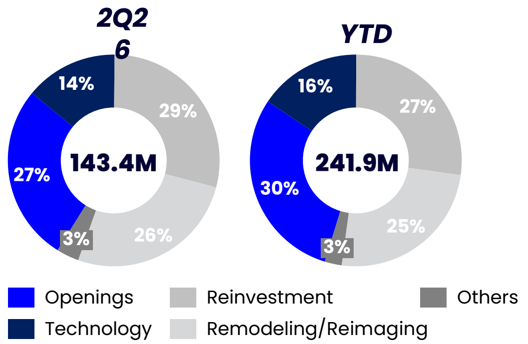
CAPEX AND CASH FLOW

CAPEX

(R$ million) Amounts include capitalization of interest.



In the quarter, the Company's investments totaled R$143.4 million. CAPEX was mostly allocated to the anticipation of store reinvestments, with the objective of leaving the store base prepared for the demand of the second half of 2026, followed by the store openings planned for the year. In addition, we advanced in remodeling and reimaging projects, aimed at improving the customer experience, in line with the strategic positioning plan of Burger King and Starbucks.

ADJUSTED OPERATING CASH FLOW (ex-IFRS 16)

(R$ million)

Adjusted Cash Flow (ex-IFRS 16)	2Q26	2Q25	2Q26 vs 2Q25
CONSOLIDATED EBITDA (as reported)	**178.8**	**172.0**	**6.8**
ITEMS BETWEEN EBITDA AND CASH GENERATED FROM OPERATIONS	75.3	35.1	40.3
CASH GENERATED FROM OPERATIONS	**254.2**	**207.1**	**47.1**
WORKING CAPITAL CHANGES	**(129.3)**	**(125.8)**	**(3.5)**
TRADE ACCOUNTS RECEIVABLE, NET	(37.7)	(30.4)	(7.4)
INVENTORIES	(16.4)	(1.2)	(15.2)
SUPPLIERS AND RENTS PAYABLE	29.4	(7.8)	37.1
PAYROLL AND SOCIAL CHARGES	(44.4)	(14.9)	(29.5)
RECOVERABLE TAXES	(60.1)	(71.6)	11.5
INTEREST PAID ON LOANS AND FINANCING	**(39.2)**	**(25.9)**	**(13.3)**
INTEREST PAID ON LEASE LIABILITIES	**(6.4)**	**(8.4)**	**2.0**
OTHER CHANGES IN ASSETS AND LIABILITIES	**(93.8)**	**(13.4)**	**(80.4)**
OPERATING CASH FLOW (as reported)	**(14.5)**	**33.5**	**(48.0)**
(-) IFRS 16	(64.8)	(62.5)	(2.2)
(-) INTEREST PAID ON LOANS AND FINANCING	39.2	25.9	13.3
(-) CAPITALIZED INTEREST	-	-	-
(-) DERIVATIVES PAYMENTS	-	-	-
(-) MARKETABLE SECURITIES	(4.9)	(1.2)	(3.7)
(-) INTEREST ON CONTINGENCIES	15.8	15.8	(0.0)
ADJUSTED OPERATING CASH FLOW	**(29.3)**	**11.5**	**(40.8)**
INVESTING CASH FLOW (as reported)	**(178.6)**	**96.8**	**(275.4)**
(+) CAPITALIZED INTEREST	-	-	-
(-) MARKETABLE SECURITIES	35.2	(185.4)	220.7
ADJUSTED INVESTING CASH FLOW	**(143.4)**	**(88.6)**	**(54.7)**
ADJUSTED FREE CASH FLOW	**(172.6)**	**(77.1)**	**(95.5)**
FINANCING CASH FLOW (as reported)	**218.4**	**(73.6)**	**292.0**
(+) INCOME FROM FINANCIAL INVESTMENTS	13.7	8.9	4.7
(+) DERIVATIVES PAYMENTS	-	-	-
(+) INTEREST ON CONTINGENCIES	(15.8)	(15.8)	0.0
(+) IFRS 16	64.8	62.5	2.2
(+) INTEREST PAID ON LOANS AND FINANCING	(39.2)	(25.9)	(13.3)
ADJUSTED FINANCING CASH FLOW	**241.9**	**(43.8)**	**285.7**
OPENING CASH BALANCE	299.3	375.5	(76.2)
CLOSING CASH BALANCE	368.5	254.6	114.0
INCREASE (DECREASE) IN CASH	**69.2**	**(121.0)**	**190.2**

In 2Q26, the Company posted adjusted operating cash generation of -R$29.3 million, a reduction of R$40.8 million versus 2Q25. This result stems from an increase in payroll and charges expenses and in inventories, in addition to an increase in prepaid expenses and interest payments.

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RELATIONSHIP WITH INDEPENDENT AUDITORS

In compliance with CVM Resolution no. 162/2022, the Company informs that up to June 30th, 2026, the independent auditor PricewaterhouseCoopers Auditores Independentes Ltda. (PwC) did not provide services in addition to those contracted for external audit services.

The Company adopts as a formal procedure the consultation of the independent auditors in order to ensure that the provision of other services does not affect their independence and the objectivity required for the performance of independent audit services. The Company's policy on the engagement of independent auditor services ensures that there is no conflict of interest, loss of independence or objectivity.

In engaging these services, the policies adopted by the Company are based on the principles that preserve the auditor's independence. In accordance with internationally accepted standards, these principles are: (a) the auditor must not audit its own work; (b) the auditor must not perform management functions at its client; and (c) the auditor must not legally represent its clients' interests."

Executive Board - ZAMP S.A.

DEFINITIONS

App: Feature that covers orders placed in advance through the app for in-store pickup;

CRM: Customer Relationship Management – tool for managing the flow of information captured from customers;

Delivery: Delivery of the order to a destination predefined by the customer;

Drive-thru: Format that allows customers to place orders without leaving their cars;

Adjusted EBITDA: a non-accounting measure prepared by the Company, corresponding to EBITDA adjusted for pre-operating expenses, acquisition and merger expenses and other expenses that, in the view of the Company's Management, are not part of the normal operations of the business and/or distort the analysis of the Company's operating performance, including: (i) write-offs of fixed assets (casualties, obsolescence, result on the sale of assets and impairment provisions); and (ii) stock plan costs;

Store models: (i) Free standings: Street stores with a drive-thru; (ii) Mall: Stores located in shopping malls, hypermarkets and airport terminals, bus terminals, ghost kitchen; (iii) In-line: Stores with direct access to public streets, with indoor dining rooms with tables and seating and on highways without drive-thru, office stores;

NRG: Net Restaurants Growth;

NPS: Net Promoter Score;

Transfers: Sale of company-owned restaurants to franchisees;

Self ordering kiosks: Self-service kiosk;

OPA: Public Share Offering;

Comparable sales at the same restaurants or Same Store Sales (SSS): Following RBI's calculation methodology, it considers sales of Burger King® restaurants operated by Zamp open for at least 13 months, and Popeyes® restaurants open for at least 17 months. For Starbucks® open for at least 13 months and Subway® restaurants open for at least 13 months, versus the same period of the previous year. In addition, restaurants closed for more than 7 consecutive days within a month are excluded from the comparable base, as are cancellations and discounts;

TSA: Transition Services Agreement;

PMI: Post-Merger Integration.

APPENDIX

CONSOLIDATED INCOME STATEMENT (IFRS-16)

2Q26 and 2Q25
(R$ Million)

	2Q26	2Q25	VAR %
NET OPERATING REVENUE	**1,390.1**	**1,284.0**	**8.3%**
GROSS SALES REVENUE	1,582.5	1,439.9	9.9%
DEDUCTIONS FROM SALES REVENUE	(259.6)	(192.1)	-35.1%
GROSS SERVICE REVENUE	76.4	41.5	84.2%
DEDUCTIONS FROM SERVICE REVENUE	(9.2)	(5.3)	-74.1%
COST OF GOODS SOLD	**(426.5)**	**(448.3)**	**4.9%**
GROSS PROFIT	**963.6**	**835.7**	**15.3%**
TOTAL SELLING EXPENSES	**(794.2)**	**(711.4)**	**-11.6%**
PERSONNEL EXPENSES	(294.9)	(238.6)	-23.6%
ROYALTIES AND MARKETING	(166.3)	(192.1)	13.4%
OCCUPANCY AND UTILITIES EXPENSES	(99.0)	(94.4)	-4.9%
PRE-OPERATING EXPENSES	(1.2)	(0.1)	-1220.2%
DEPRECIATION AND AMORTIZATION	(113.1)	(123.1)	8.1%
OTHER SELLING EXPENSES	(119.7)	(63.2)	-89.5%
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	**(120.7)**	**(102.3)**	**-17.9%**
GENERAL AND ADMINISTRATIVE EXPENSES	(99.1)	(74.0)	-33.9%
ACQUISITION AND MERGER EXPENSES	-	(0.5)	100.0%
DEPRECIATION AND AMORTIZATION	(16.9)	(27.7)	38.9%
NET RESULT ON WRITE-OFF OF FIXED ASSETS, IMPAIRMENT AND SALE OF STORES	(1.3)	(0.1)	-2505.9%
STOCK PLAN COST	(3.3)	-	-
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES EX-DEPR. AND AMORT.	**(103.7)**	**(74.6)**	**-39.1%**
OPERATING INCOME BEFORE FINANCIAL RESULT	**48.8**	**22.0**	**121.8%**
FINANCIAL RESULT	**(86.4)**	**(94.5)**	**8.5%**
FINANCIAL EXPENSES	(104.1)	(104.7)	0.5%
FINANCIAL INCOME	17.7	10.2	72.9%
RESULT BEFORE INCOME TAX AND SOCIAL CONTRIBUTION	**(37.6)**	**(72.4)**	**48.1%**
INCOME TAX AND SOCIAL CONTRIBUTION	**(8.2)**	**(0.1)**	**-12906.3%**
DEFERRED TAXES	(8.2)	(0.1)	-12906.3%
NET INCOME (LOSS) FOR THE PERIOD	**(45.8)**	**(72.5)**	**36.8%**

EX-IFRS 16

2Q26 and 2Q25
(R$ Million)

	2Q26	2Q25	VAR %
NET OPERATING REVENUE	**1,390.1**	**1,284.0**	**8.3%**
GROSS SALES REVENUE	1,582.5	1,439.9	9.9%
DEDUCTIONS FROM SALES REVENUE	(259.6)	(192.1)	-35.1%
GROSS SERVICE REVENUE	76.4	41.5	84.2%
DEDUCTIONS FROM SERVICE REVENUE	(9.2)	(5.3)	-74.1%
COST OF GOODS SOLD	**(426.5)**	**(448.3)**	**4.9%**
GROSS PROFIT	**963.6**	**835.7**	**15.3%**
TOTAL SELLING EXPENSES	**(814.2)**	**(730.9)**	**-11.4%**
PERSONNEL EXPENSES	(294.9)	(238.6)	-23.6%
ROYALTIES AND MARKETING	(166.3)	(192.1)	13.4%
OCCUPANCY AND UTILITIES EXPENSES	(169.2)	(163.9)	-3.3%
PRE-OPERATING EXPENSES	(1.2)	(0.1)	-1220.2%
DEPRECIATION AND AMORTIZATION	(62.9)	(73.0)	13.9%
OTHER SELLING EXPENSES	(119.7)	(63.2)	-89.5%
TOTAL GENERAL AND ADMINISTRATIVE EXPENSES	**(121.0)**	**(102.6)**	**-17.9%**
GENERAL AND ADMINISTRATIVE EXPENSES	(100.1)	(75.0)	-33.5%
ACQUISITION AND MERGER EXPENSES	-	(0.5)	100.0%
DEPRECIATION AND AMORTIZATION	(16.2)	(27.0)	39.9%
NET RESULT ON WRITE-OFF OF FIXED ASSETS, IMPAIRMENT AND SALE OF STORES	(1.3)	(0.1)	-2505.9%
STOCK PLAN COST	(3.3)	-	-
OPERATING INCOME BEFORE FINANCIAL RESULT	**28.5**	**2.3**	**1157.5%**
FINANCIAL RESULT	**(64.6)**	**(70.7)**	**8.7%**
FINANCIAL EXPENSES	(82.2)	(80.9)	-1.6%
FINANCIAL INCOME	17.7	10.2	72.9%
RESULT BEFORE INCOME TAX AND SOCIAL CONTRIBUTION	**(36.0)**	**(68.4)**	**47.3%**
INCOME TAX AND SOCIAL CONTRIBUTION	**(8.7)**	**(1.4)**	**-510.5%**
DEFERRED TAXES	(8.7)	(1.4)	-510.5%
NET INCOME (LOSS) FOR THE PERIOD	**(44.8)**	**(69.9)**	**35.9%**

APPENDIX

BALANCE SHEET

2Q26 vs. 4Q25
(R$ Million)

	06/31/2026	12/31/2025	VAR R$	VAR %
ASSETS				
CURRENT ASSETS				
CASH AND CASH EQUIVALENTS	135.7	208.3	(72.6)	-35%
MARKETABLE SECURITIES	232.9	369.7	(136.8)	-37%
ACCOUNTS RECEIVABLE	284.1	266.4	17.6	7%
DERIVATIVE FINANCIAL INSTRUMENTS	11.7	6.8	5.0	74%
INVENTORIES	248.8	172.2	76.6	44%
RECOVERABLE TAXES	208.9	118.3	90.6	77%
OTHER RECEIVABLES AND PREPAID EXPENSES	95.0	62.1	33.0	53%
TOTAL CURRENT ASSETS	**1,217.1**	**1,203.7**	**13.4**	**1%**
NON-CURRENT ASSETS				
MARKETABLE SECURITIES	-	0.5	(0.5)	-100%
RECOVERABLE TAXES	475.9	470.1	5.7	1%
JUDICIAL DEPOSITS	60.1	53.7	6.5	12%
DEFERRED INCOME TAX AND SOCIAL CONTRIBUTION	5.8	3.1	2.7	89%
OTHER RECEIVABLES	24.3	27.8	(3.5)	-13%
LEASES	749.2	768.3	(19.0)	-2%
PROPERTY, PLANT AND EQUIPMENT	1,438.3	1,368.8	69.5	5%
INTANGIBLE ASSETS	798.2	813.8	(15.6)	-2%
TOTAL NON-CURRENT ASSETS	**3,551.8**	**3,506.0**	**45.9**	**1%**
TOTAL ASSETS	**4,769.0**	**4,709.7**	**59.3**	**1%**
			-	-
	30/06/2026	**31/12/2025**	**VAR R$**	**VAR %**
LIABILITIES	**3,421.4**	**3,209.1**	**212.3**	**7%**
CURRENT LIABILITIES				
SUPPLIERS	386.7	483.6	(96.9)	-20%
PAYROLL AND SOCIAL CHARGES	213.9	197.8	16.0	8%
LOANS AND FINANCING	266.8	284.7	(17.9)	-6%
LEASE LIABILITIES	210.0	221.5	(11.6)	-5%
CORPORATE OBLIGATIONS	77.2	79.8	(2.6)	-3%
TAX OBLIGATIONS	40.6	31.2	9.4	30%
DEFERRED REVENUE	26.9	28.5	(1.7)	-6%
DERIVATIVE FINANCIAL INSTRUMENTS	7.4	8.7	(1.2)	-14%
OTHER PAYABLES	43.8	44.8	(1.0)	-2%
TOTAL CURRENT LIABILITIES	**1,273.1**	**1,380.6**	**(107.4)**	**-8%**
NON-CURRENT LIABILITIES				
LOANS AND FINANCING	1,278.3	972.8	305.5	31%
PROVISION FOR LEGAL CLAIMS	86.9	71.1	15.8	22%
TAX OBLIGATIONS	16.9	11.3	5.7	50%
DEFERRED REVENUE	17.0	25.8	(8.7)	-34%
LEASE LIABILITIES	674.3	678.3	(4.0)	-1%
DEFERRED INCOME TAX AND SOCIAL CONTRIBUTION	23.7	36.4	(12.7)	-35%
DERIVATIVE FINANCIAL INSTRUMENTS	51.0	30.8	20.2	66%
OTHER PAYABLES	-	2.1	(2.1)	-100%
TOTAL NON-CURRENT LIABILITIES	**2,148.2**	**1,828.5**	**319.7**	**17%**
SHAREHOLDERS' EQUITY				
SHARE CAPITAL	1,911.1	1,911.1	-	0%
CAPITAL RESERVES AND STOCK OPTION PLAN	716.6	711.8	4.8	1%
TREASURY SHARES	(54.9)	(54.7)	(0.2)	0%
OTHER COMPREHENSIVE INCOME	(33.6)	(30.7)	(2.9)	-9%
ACCUMULATED PROFIT (LOSS)	(1,036.9)	(929.7)	(107.1)	-12%
INCOME FOR THE YEAR	(154.7)	(107.1)	(47.5)	-44%
TOTAL SHAREHOLDERS' EQUITY	**1,347.6**	**1,500.6**	**(153.0)**	**-10%**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**4,769.0**	**4,709.7**	**59.3**	**1%**

APPENDIX

CASH FLOW

2Q26 and 2Q25
(R$ Million)

	2Q26	2Q25	VAR R$	VAR %	6M26	6M25	VAR R$	VAR %
NET CASH FROM OPERATING ACTIVITIES	**(14.5)**	**33.5**	**(48.0)**	**-143%**	**(130.5)**	**(67.0)**	**(63.5)**	**-95%**
CASH GENERATED FROM OPERATIONS	**254.2**	**207.1**	**47.1**	**23%**	**423.0**	**373.5**	**49.5**	**13%**
INCOME (LOSS) BEFORE INCOME TAX AND SOCIAL CONTRIBUTION	(37.6)	(72.4)	34.8	48%	(142.5)	(122.1)	(20.5)	-17%
DEPRECIATION AND AMORTIZATION OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS	79.1	100.0	(20.9)	-21%	160.9	177.2	(16.3)	-9%
AMORTIZATION OF LEASES	50.9	50.7	0.2	0%	101.5	98.2	3.4	3%
INTEREST, CHARGES, FOREIGN EXCHANGE AND MONETARY VARIATION	87.7	61.1	26.6	44%	162.2	103.4	58.8	57%
OTHERS	74.1	67.6	6.4	10%	140.8	116.8	24.1	21%
BONUS PROVISIONS	22.1	14.7	7.4	51%	46.2	32.0	14.3	45%
PROVISION FOR LEGAL CLAIMS	42.0	49.6	(7.5)	-15%	70.4	79.5	(9.1)	-11%
REVERSAL OF PROVISION FOR INVENTORY OBSOLESCENCE	(0.2)	1.8	(2.0)	-112%	(0.6)	2.3	(2.8)	-126%
RESULT ON WRITE-OFF OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS	1.3	0.1	1.2	1178%	5.0	0.7	4.3	646%
ALLOWANCE FOR DOUBTFUL ACCOUNTS AND WRITE-OFF OF NON-FINANCIAL ASSETS	5.5	1.5	4.0	273%	9.2	2.4	6.7	274%
STOCK PLAN COST	3.3	-	3.3	-	10.7	-	10.7	-
CHANGES IN ASSETS AND LIABILITIES	**(268.7)**	**(173.5)**	**(95.1)**	**-55%**	**(553.5)**	**(440.5)**	**(113.0)**	**-26%**
WORKING CAPITAL CHANGE	**(129.3)**	**(125.8)**	**(3.5)**	**-3%**	**(304.7)**	**(254.4)**	**(50.3)**	**-20%**
TRADE ACCOUNTS RECEIVABLE, NET	(37.7)	(30.4)	(7.4)	-24%	(26.8)	(24.6)	(2.2)	-9%
INVENTORIES	(16.4)	(1.2)	(15.2)	-1256%	(76.0)	(32.0)	(44.1)	-138%
SUPPLIERS AND RENTS PAYABLE	33.6	(6.4)	40.1	622%	(70.2)	(81.0)	10.8	13%
SUPPLIER FINANCE ARRANGEMENTS	(4.3)	(1.3)	(2.9)	-224%	(4.5)	(2.7)	(1.8)	-65%
PAYROLL AND SOCIAL CHARGES	(44.4)	(14.9)	(29.5)	-197%	(35.0)	(4.4)	(30.6)	-703%
RECOVERABLE TAXES	(60.1)	(71.6)	11.5	16%	(92.2)	(109.8)	17.5	16%
INTEREST PAID ON LOANS AND FINANCING	**(39.2)**	**(25.9)**	**(13.3)**	**-51%**	**(82.9)**	**(76.9)**	**(6.0)**	**-8%**
INTEREST PAID ON LEASE LIABILITIES	**(6.4)**	**(8.4)**	**2.0**	**24%**	**(13.5)**	**(14.5)**	**0.9**	**6%**
OTHER CHANGES IN ASSETS AND LIABILITIES	**(93.8)**	**(13.4)**	**(80.4)**	**-601%**	**(152.3)**	**(94.7)**	**(57.6)**	**-61%**
CORPORATE OBLIGATIONS	8.1	13.1	(5.0)	-38%	(2.6)	5.7	(8.3)	-145%
LEGAL CLAIMS	(55.5)	(27.1)	(28.4)	-105%	(83.8)	(61.9)	(21.9)	*-35%*
TAX OBLIGATIONS	3.4	(1.6)	5.1	313%	(8.1)	(5.9)	(2.2)	*-36%*
INCOME TAX AND SOCIAL CONTRIBUTION PAID	(3.5)	-	(3.5)	-	(8.6)	(1.1)	(7.5)	*-693%*
NET DEFERRED RESULT	(5.7)	0.2	(5.9)	-3162%	(10.4)	1.5	(11.9)	*-807%*
PREPAID EXPENSES	(35.7)	7.3	(43.0)	-586%	(36.0)	(25.9)	(10.1)	*-39%*
OTHER PAYABLES	(4.9)	(5.3)	0.4	7%	(2.8)	(7.1)	4.2	*60%*
NET CASH FROM INVESTING ACTIVITIES	**(178.6)**	**96.8**	**(275.4)**	**-284%**	**(86.1)**	**401.6**	**(487.7)**	**-121%**
ACQUISITION OF PROPERTY, PLANT AND EQUIPMENT	(129.8)	(60.1)	(69.7)	-116%	(227.7)	(112.3)	(115.4)	-103%
ACQUISITION OF INTANGIBLE ASSETS	(13.6)	(1.1)	(12.5)	-1127%	(14.3)	(3.5)	(10.8)	-309%
AMOUNT PAID ON ACQUISITION OF INVESTMENTS	-	(27.4)	27.4	100%	-	(27.4)	27.4	100%
INVESTMENTS IN AND REDEMPTIONS OF MARKETABLE SECURITIES	(35.2)	185.4	(220.7)	-119%	155.9	544.8	(388.9)	-71%
NET CASH FROM FINANCING ACTIVITIES	**218.4**	**(73.6)**	**292.0**	**397%**	**144.0**	**(305.8)**	**449.7**	**147%**
PURCHASE OF TREASURY SHARES	(0.2)	-	(0.2)	-	(0.2)	-	(0.2)	-
PROCEEDS FROM LOANS AND FINANCING (PRINCIPAL)	500.0	-	500.0	-	500.0	-	500.0	-
COSTS ON LOAN FUNDING	(5.5)	-	(5.5)	-	(5.534)	-	(5.5)	-
REPAYMENT OF LOANS AND FINANCING (PRINCIPAL)	(211.1)	(11.1)	(200.1)	-1810%	(222.2)	(182.7)	(39.5)	-22%
PAYMENTS OF LEASE LIABILITIES	(64.8)	(62.5)	(2.2)	-4%	(128.1)	(123.1)	(5.0)	-4%
INCREASE (DECREASE) IN CASH AND EQUIVALENTS	**25.3**	**56.8**	**(31.5)**	**-55%**	**(72.6)**	**28.8**	**(101.4)**	**-352%**
OPENING BALANCE OF CASH AND EQUIVALENTS	110.4	20.3	90.1	444%	208.3	48.3	160.0	332%
CLOSING BALANCE OF CASH AND EQUIVALENTS	135.7	77.1	58.6	76%	135.7	77.1	58.6	76%

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APPENDIX

STORE FORMAT

Total Formats	BK		PLK		SBUX		SUB		ZAMP		VAR.
	2Q26	2Q25	2Q26	2Q25	2Q26	2Q25	2Q26	2Q25	2Q26	2Q25	VAR.
Company-owned											
Mall[1]	436	435	88	81	90	95	0	0	614	611	**3**
Free Standing	242	230	0	0	3	3	0	0	245	233	**12**
In Line	18	19	0	0	19	16	0	0	37	35	**2**
Franchised											
Franchisee	290	274	8	8	0	0	1466	1507	1764	1789	**-25**
Total	**986**	**958**	**96**	**89**	**112**	**114**	**1466**	**1507**	**2660**	**2668**	**-8**

(1) The Mall format includes Food Court, Airport, University and Ghost kitchen stores; Office stores and highway stores without drive-thru are considered In-Line.

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BURGER KING

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