

BK BRASIL

1Q22 EARNINGS CALL

May 13, 2022



POPEYES



1. **Sales resumption**
2. **Digital Channels resilience**
3. **Consistent gross margin management**
4. **EBITDA Margin in line with pre pandemic levels**
5. **Clube BK already represents 21% of total revenues with more than 5 million users**
6. **Commitments to society**

PERFORMANCE 1Q22

R\$ **801** million

Net Operating Revenue

R\$ **258** million

Digital Channels Revenue

R\$ **101** milhões

Adjusted EBITDA and Adjusted
EBITDA Margin (12.6%)

R\$ **62** million

Operating Cash Flow

Same Store Sales

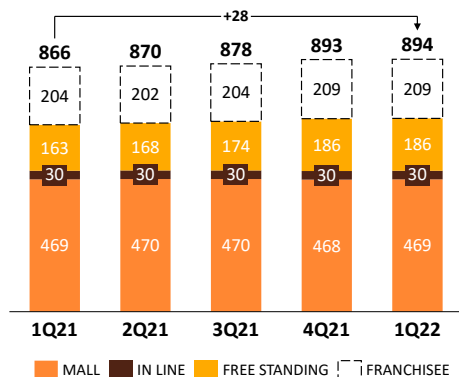
+21% **+60%**

BKB

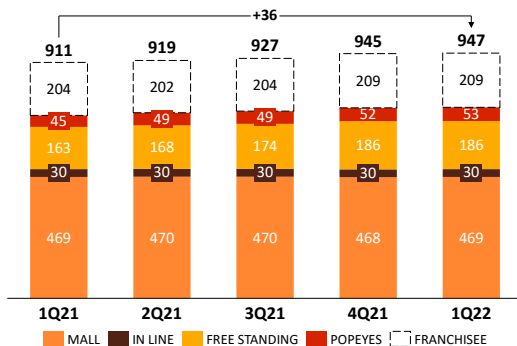
PLK

RESTAURANTS NETWORK

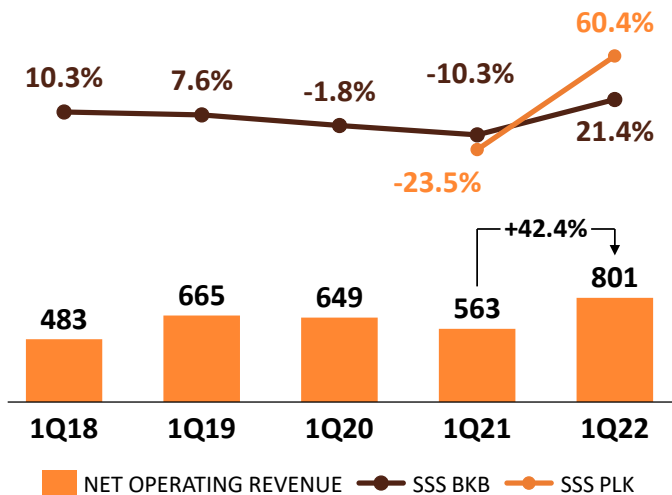
BURGER KING NETWORK (# of restaurants)



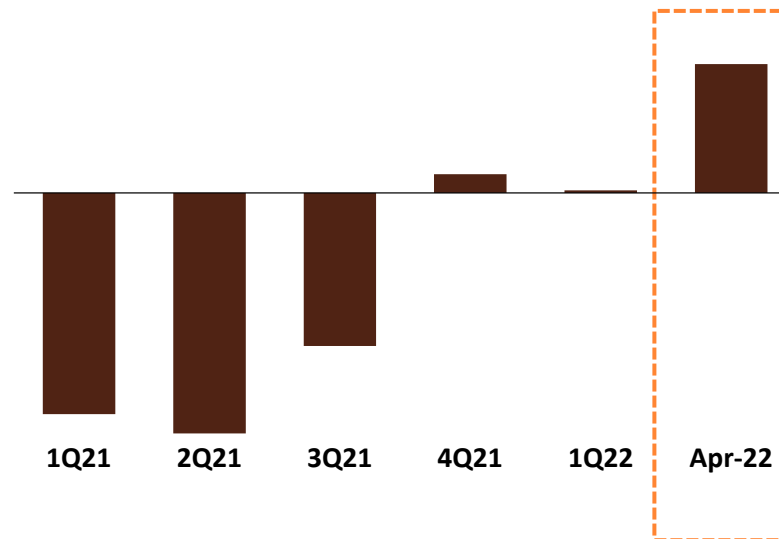
TOTAL OF COMPANY'S RESTAURANTS (# of restaurants)



NET OPERATING REVENUE AND SSS' (R\$ mm e %)



SSS BKB vs. 2019



Strong recovery of total sales, even with the Omicron impacts at the beginning of the quarter

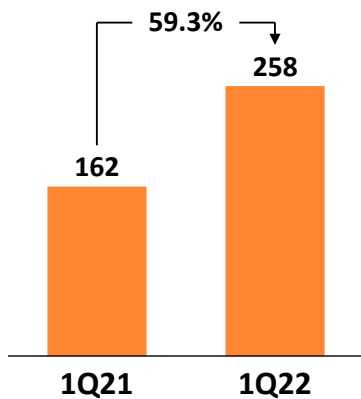
With less restrictions, SSS at another level in April

SALES DIGITALIZATION



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DIGITAL CHANNEL SALE (R\$ mm)



59.3% increase versus 1Q21, accounting for 32.6% of the Company's revenue.



DIGITAL ECOSYSTEM

CRM

- More than 30% of transactions already identified
- 12 million users registered in our CRM

APP

- Up by 369% in the Company's total sales representation versus 1Q21 and by 14% versus 4Q21

TOTEM

- 16% of Company's sale
- >500 restaurants in 1Q22

Delivery

- 14% of Company's total sales
- 70% of our operations covered by our hybrid delivery or 1P

INTELIGÊNCIA ARTIFICIAL



CRM



LOYALTY



APP



Wi-Fi



TOTEM



E-PAYMENTS



DELIVERY



DRIVE THRU



CLUBE BK

- 5 million users
- 21% of Company's total sales

E-PAYMENTS

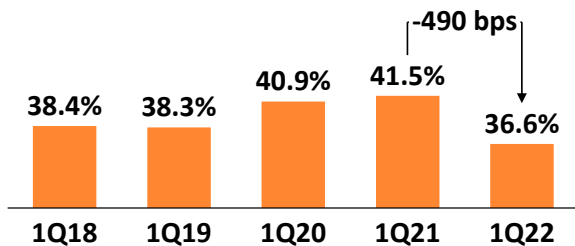
- E-Wallets (AME, PIX, RecargaPay, MercadoPago)

COGS, SELLING EXPENSES AND G&A

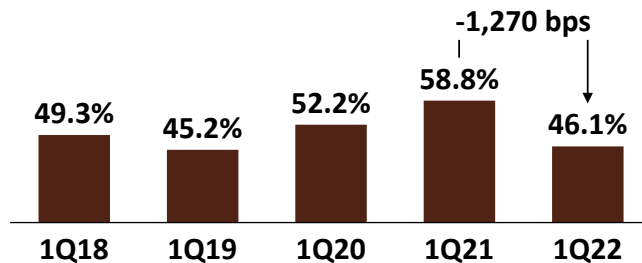


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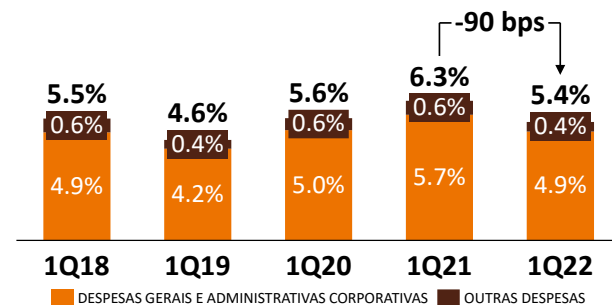
COST OF GOOD SOLD
(% of net operating revenue)



SELLING EXPENSES IN RESTAURANTS
(% of net operating revenue)



GENERAL AND ADMINISTRATIVE EXPENSES
(% of net operating revenue)

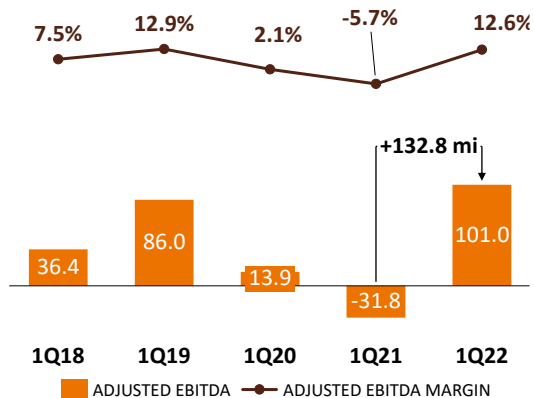


- CRM, revenue management and renegotiations allow strong recovery in gross margin
- Operating leverage in expense lines linked to digitalization strategy

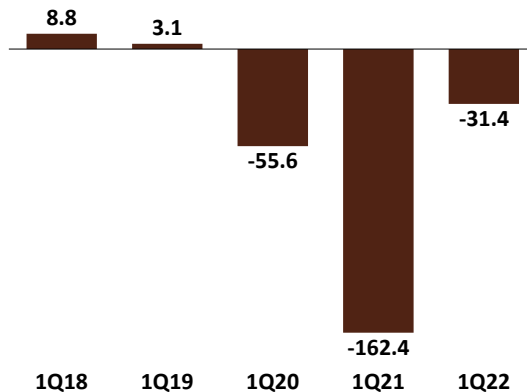


ADJUSTED EBITDA, NET INCOME AND LEVERAGE

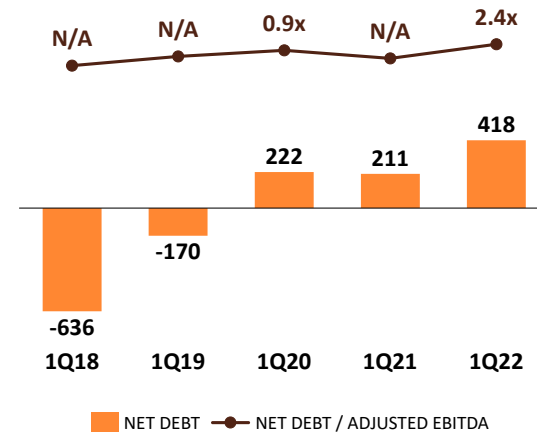
ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN (R\$ mm and %)



NET (LOSS) INCOME (R\$ mm)



NET DEBT AND LEVERAGE (R\$ mm)



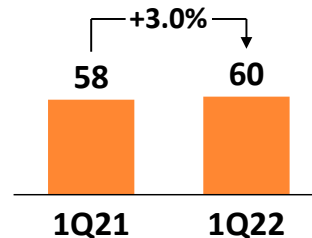
Sales recovery and better profitability contribute to the improvement of the Company's operating result
 Strong capital structure to support growth



CAPEX AND OPERATING CASH FLOW

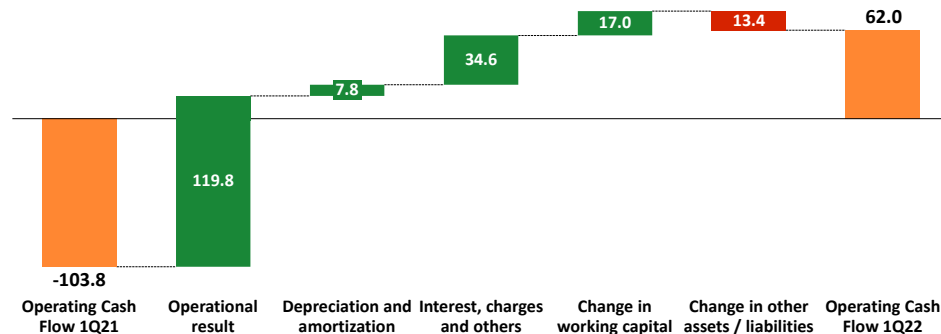


CAPEX (R\$ mm)



OPENINGS, EQUIPMENTS AND TECHNOLOGY

FLUXO DE CAIXA OPERACIONAL (R\$ mm)



Project: **Arredondar**

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arredondar
você faz a diferença

Campaign: **Votação**

**VOTA NO REALITY?
VOTE NA VIDA REAL TAMBÉM.**



[Click here](#) to watch the campaign

Campaign: **Fome de Democracia**



**Apresente seu título de eleitor e
ganhe aquele desconto exclusivo**

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1. Traffic recovery

2. Gross margin maintenance

3. Expansion of our brands



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BK

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IR

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