



RESULTS 2019





Agenda

- Business Evolution
- Economic Environment
- Consolidated KPI's
- Financial Statements
- Share Evolution
- Outlook 2020

Business Evolution



Business Evolution

| Who are we?

- Opened the first Pizza Hut in Portugal in 1990
- Listed in the Euronext Lisbon since 1997
- 112 franchised units and operating directly 547 equity restaurants
 - Portugal 355
 - Spain 287
 - Angola 10
 - Other Locations 7
- We have more than 11.200 employees



Business Evolution

| Mission

- Ibersol is a multi brand operator in the restaurant business with a strong foothold in Iberia and a presence in Angola

Principles:

- Quality, Food Safety and Environment
- Human Resources highly motivated and qualified
- Customer focus
- Proper Shareholder remuneration



Business Evolution

The Brands

Own

Franchised

Restaurants

Portugal



Italian restaurant

Spain



American Restaurant



Tapas



Pizza Delivery



Mediterranean Buffet

Portugal



Spain



Restaurant and Delivery

Angola



Counters



Sandwiches



Hamburger Gourmet



Sandwiches



Hamburger



Chicken Sandwiches and pieces



Hamburger



Chicken Sandwiches and pieces



Mexican Food

Concessions & Others



Catering



Travel Concessions



Travel Concessions



Travel Concessions

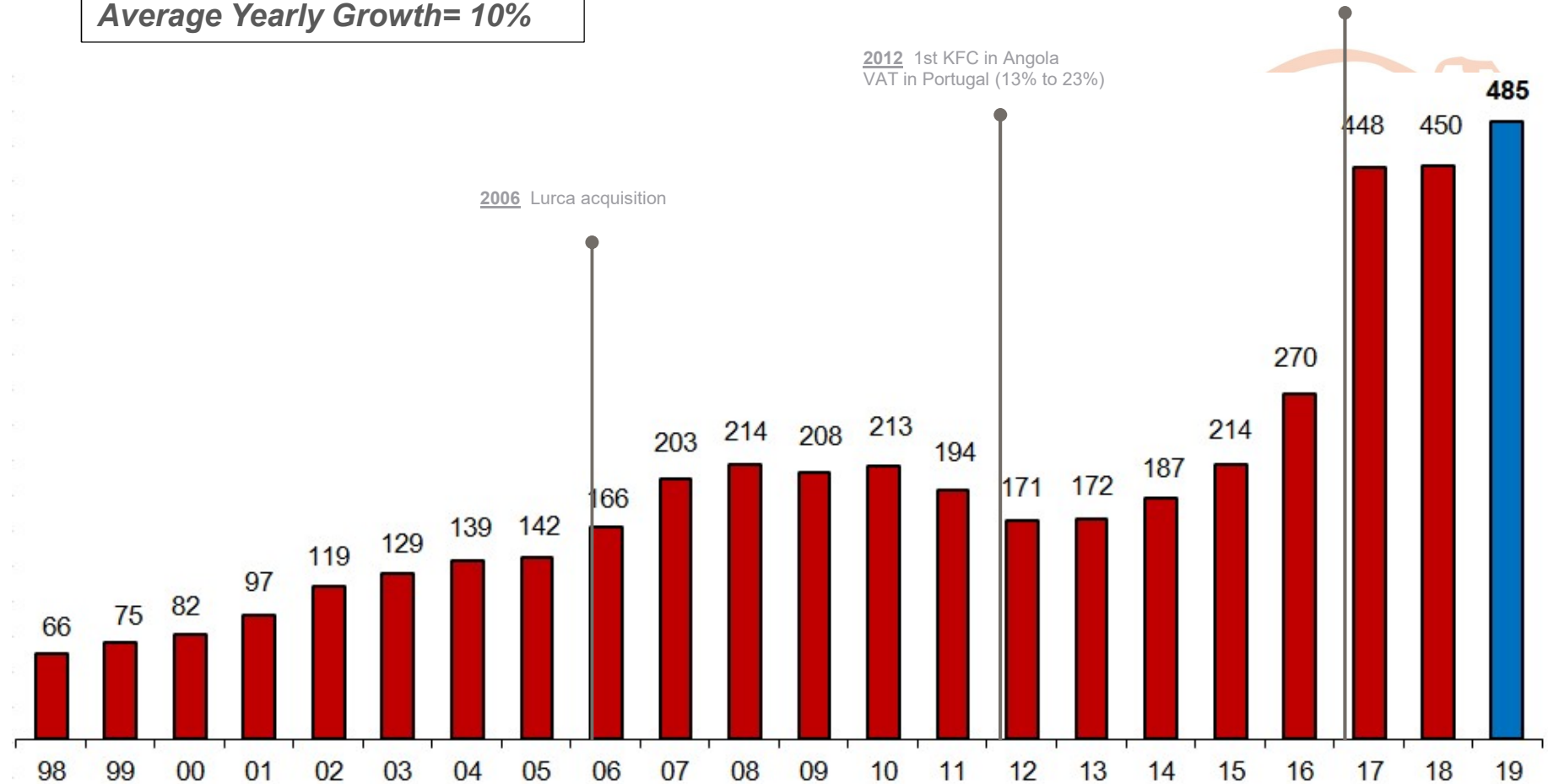


Business Evolution

Activity – Turnover Evolution (€ Mio)

Average Yearly Growth= 10%

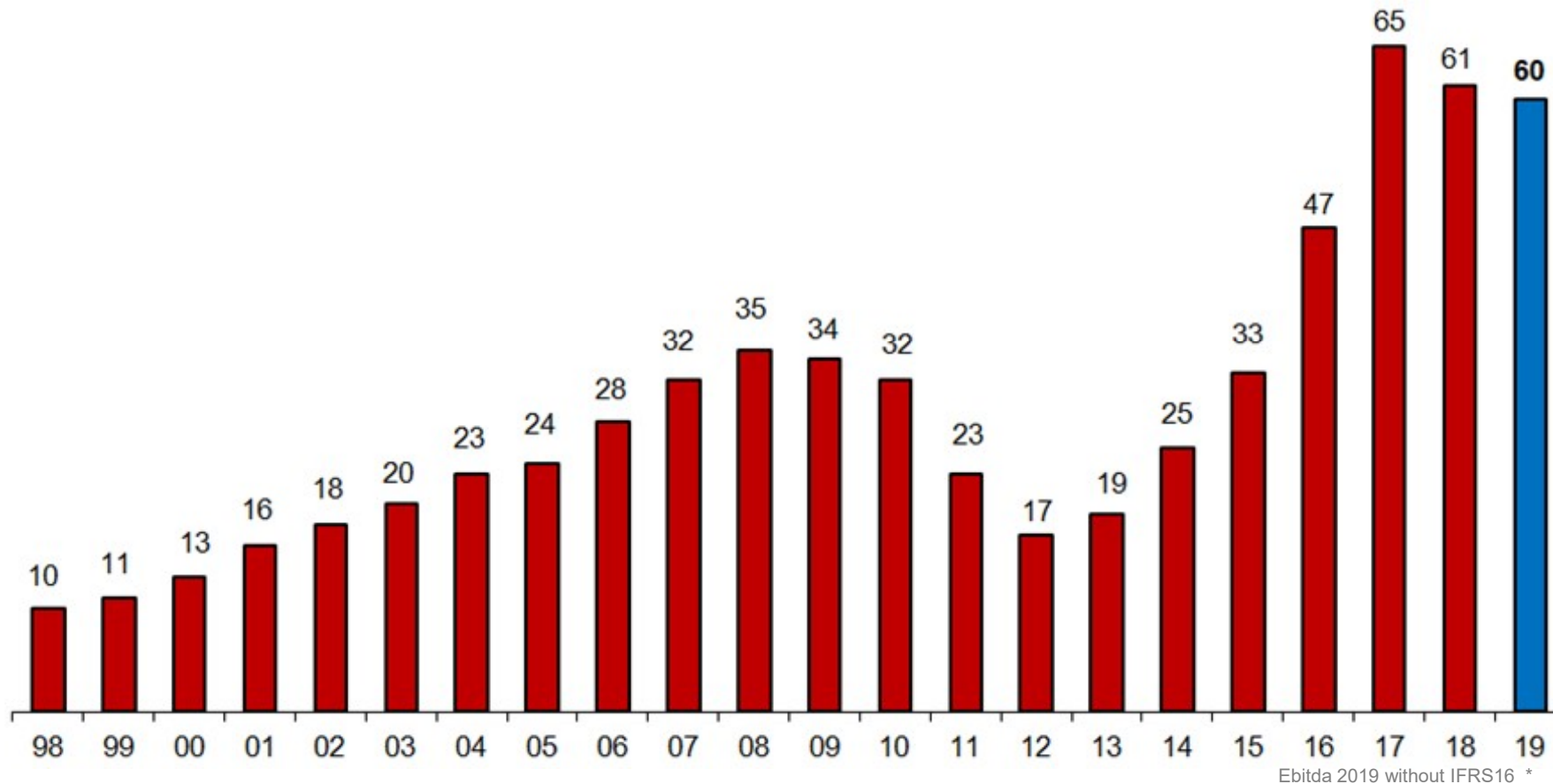
Jun 2016 VAT in Portugal (23% to 13%)
Nov 2016 EOG Acquisition



Business Evolution

Activity - Ebitda Evolution (€ Mio)

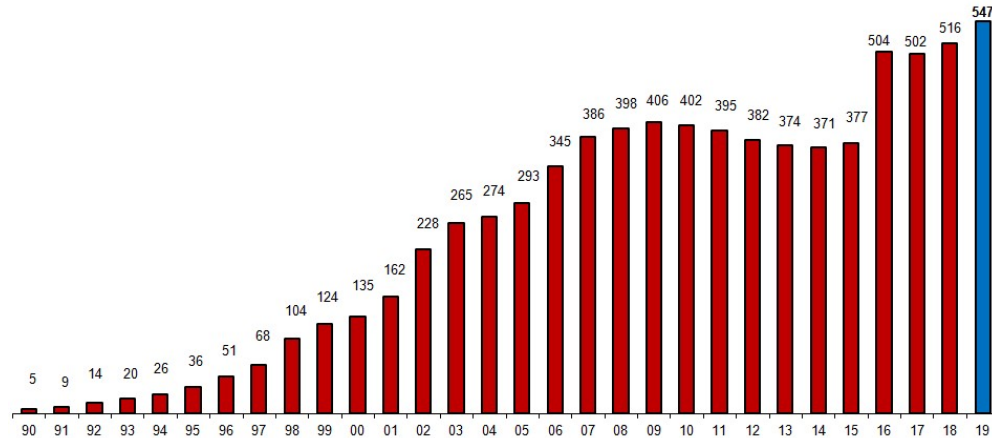
Average Yearly Growth = 9%



Business Evolution

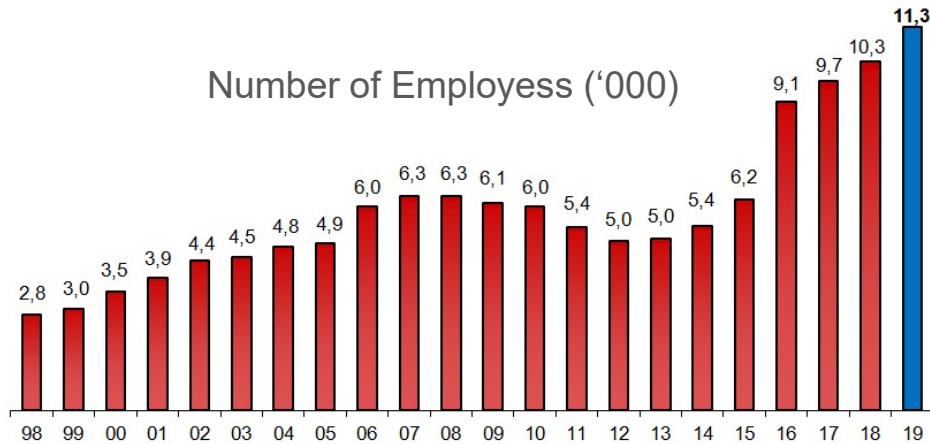
Activity

Number of Equity Restaurants (evolution)



Maintained the net increase of equity restaurants in 2019.

Number of Employees ('000)



Average yearly growth = 6,9%

Economic Environment

	PORTUGAL			SPAIN			ANGOLA		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
GDP	2,9%	2,2%	2,2%	3,1%	2,6%	1,8%	-1,1%	-2,4%	-0,8%
Unemployment Rate	8,1%	6,7%	6,7%	16,5%	14,5%	13,8%	26,6%*	26,6%*	31,8%*
Inflation Rate	1,4%	1,0%	0,3%	1,1%	1,2%	0,8%	23,7%	18,6%	16,9%

Sources: INE Portugal, INE Spain, BNAngola

* estimated

	PORTUGAL			
	1Q 19	2Q 19	3Q 19	4Q 19
GDP	1,8%	2,1%	1,9%	2,2%
Unemployment Rate	6,8%	6,3%	6,5%	6,7%
Private Consumption	2,3%	1,9%	2,7%	2,0%

In Iberia there was a slight slowdown in the levels of GDP growth to around 2%. At the level of employment, Portugal with an unemployment rate of 6.7% and Spain reducing to 13.8%.

Private consumption in Portugal, with fluctuations over the quarters, with the fourth quarter of 2019 standing at 2%.

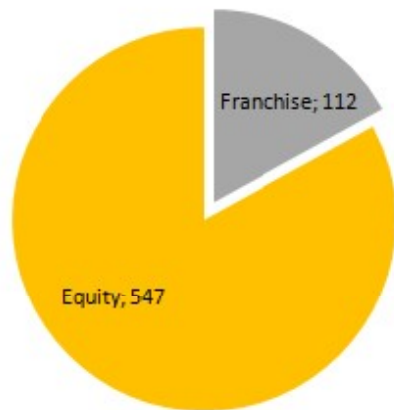
In Angola, the year of 2019 was a continuation of the recession coupled with high inflation (16.9%) and a devaluation of AKZ against the EUR (around 56%).

Consolidated KPI's Results 2019



Consolidated KPI'S

2019 Activity

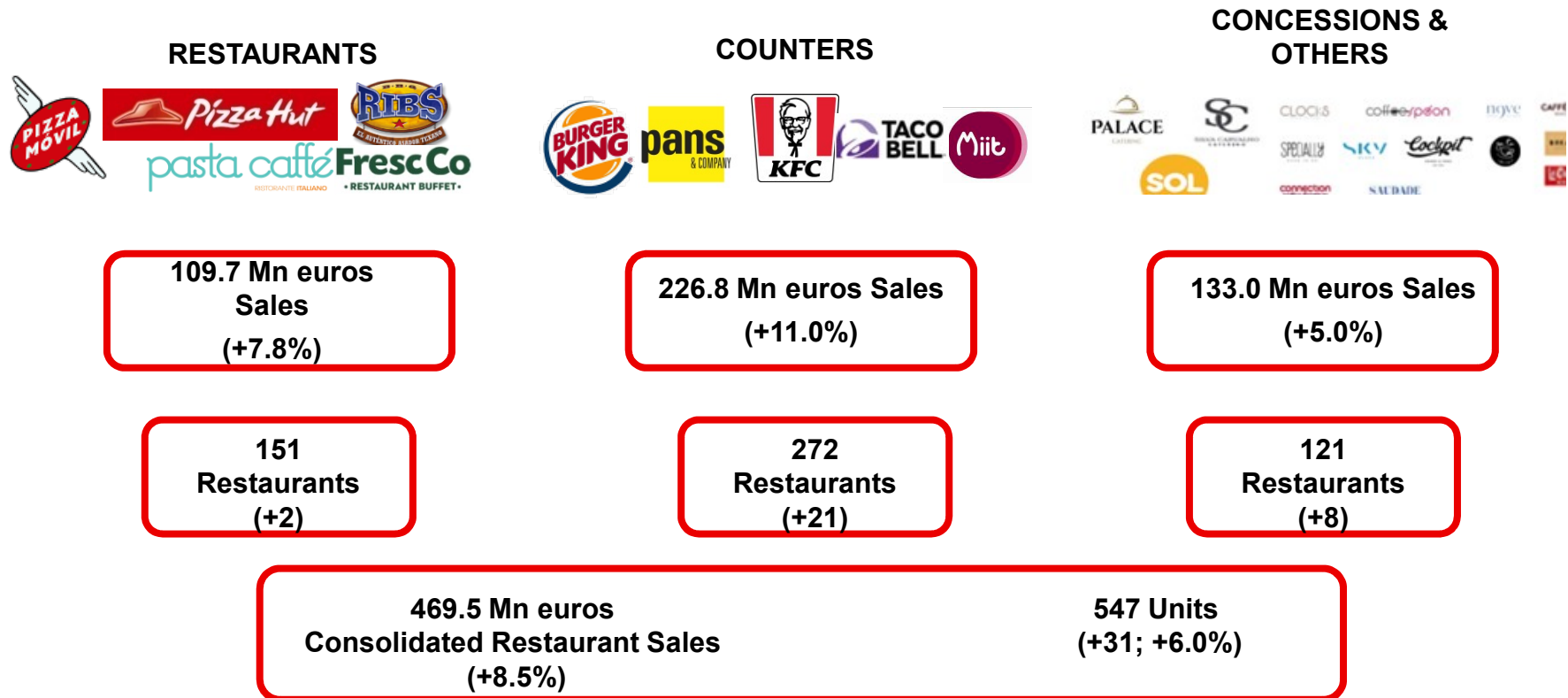


N° of Restaurants	2018	Openings	Transfer	Closures	2019
	31-Dec				31/Dec
PORTUGAL	332	23	0	0	354
Equity Restaurants	331	23	0	0	354
Pizza Hut	95	3			98
Okilo+MIIT+Ribs	4				4
Pans+Roulotte	46		-1		45
Burger King	87	14			101
KFC	27	3			30
Pasta Caffé	7		-1		6
Quiosques	8				8
Taco Bell	0		2		2
Coffee Shops	27				27
Catering	7	3			10
Concessions & Other	23				23
Franchise Restaurants	1				1
SPAIN	292	16		21	287
Equity Restaurants	175	15		7	183
Pizza Móvil	28			5	23
Pizza Hut	5				5
Burger King	35	2			37
Pans	35	2		2	35
Ribs	10	5			15
FrescCo	3				3
KFC	0	1			1
Concessions	59	5			64
Franchise Restaurants	117	1		14	104
Pizza Móvil	15			3	12
Pans	52	1		1	52
Ribs	27			5	22
FrescCo	7			2	5
SantaMaria	16			3	13
ANGOLA	10				10
KFC	9				9
Pizza Hut	1				1
Other Locations - Franchise	7	2		2	7
Pans	7	2		2	7
Total Equity Restaurants	516	38	0	7	547
Total Franchise Restaurants	125	3	0	16	112
TOTAL	641	41	0	23	659

At the end of the year Ibersol operated 354 equity restaurants in Portugal, 183 in Spain and 10 in Angola.

Consolidated KPI'S

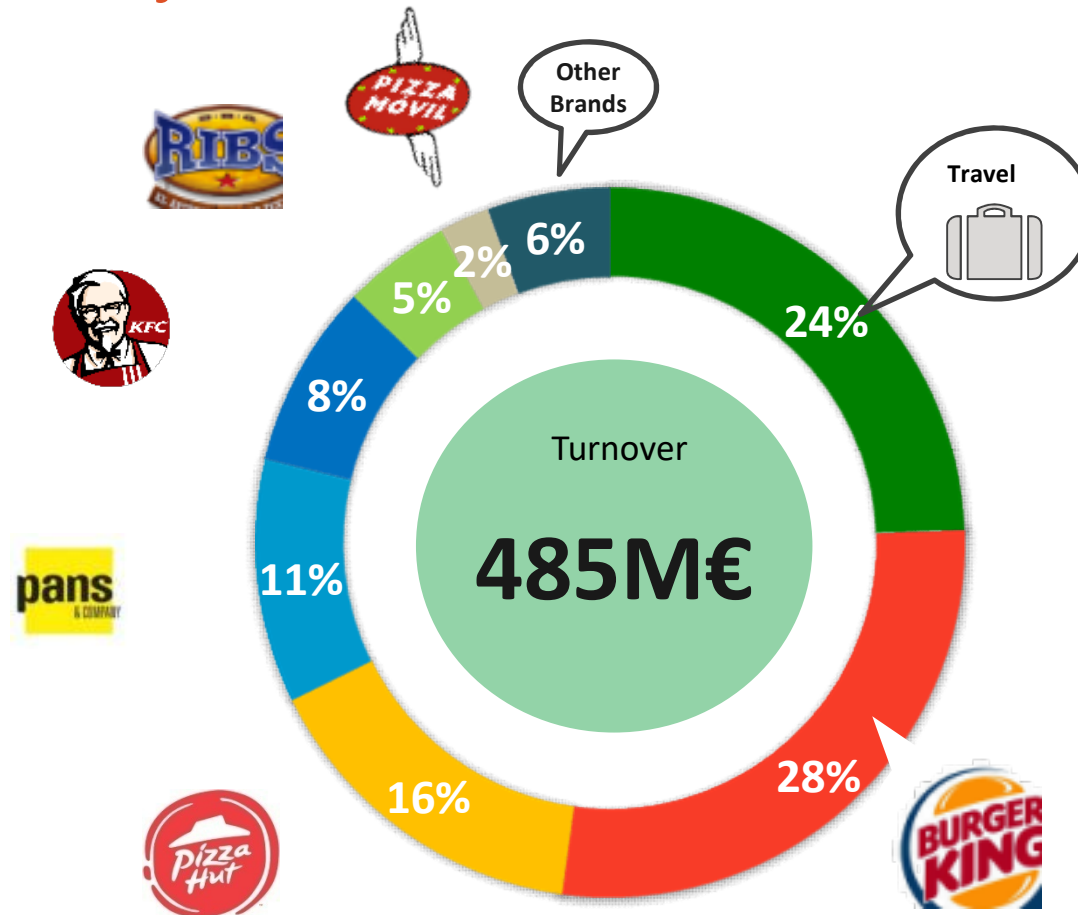
| 2019 Activity – equity restaurants



Positive evolution of the Iberian market benefiting from the effect of new units opening at the end of 2018, which allowed to minimize two relevant negative impacts: i) reduction of activity, in euros, in Angola ii) operation under provisional formats during the remodeling period of new concessions in Spain.

Consolidated KPI'S

2019 Activity - Turnover



Consolidated KPI'S

| Relevant Facts

Economic Environment

- In Iberia, remained the private consumption growth. In Angola, activity was once again penalized by the recession and currency devaluation.

Portfolio Readjustment

- We ensure the conversion of all units of new concessions in Spain to their final concept and guarantee the quality levels required in the operations of several new brands. In Portugal, we started operating 2 Taco Bell restaurants.

Focus on the Operations

- A bet on the employees, engine of the success of Ibersol Group, through continuous training programs and career development programs.

Financial Statements Results 2019



* Audit under conclusion

Financial Statements

As a result of applying the new accounting standard on leases (IFRS16) since 1st of January 2019, the group decided to adopt for the modified retrospective method in the consolidated accounts, according to which there is no restatement of historical data. For comparative purposes and since there are no changes in the way Ibersol evaluates the operating performance of its business, we do not consider the application of IFRS16:

PROFIT & LOSS ACCOUNT	2019		2019 without/ IFRS16		2018		Var.
	€ Mn	%	€ Mn	%	€ Mn	%	%
	Turnover	485,4		485,4		450,1	
<i>Sales in Restaurants</i>	469,5		469,5		432,8		8,5%
<i>Gross Margin</i>	368,1	75,8%	368,1	75,8%	341,3	75,8%	7,8%
<i>Costs of Labour</i>	152,0	31,3%	152,0	31,3%	137,1	30,5%	10,8%
<i>External supplies and services</i>	105,0	21,6%	164,4	33,9%	149,9	33,3%	9,7%
<i>Other Operating Income</i>	13,3	2,7%	13,3	2,7%	9,9	2,2%	34,0%
<i>Other Operating Costs</i>	4,8	1,0%	4,8	1,0%	3,1	0,7%	54,6%
EBITDA	119,5	24,6%	60,1	12,4%	61,0	13,6%	-1,5%

- ✓ Consolidated EBITDA (without IFRS16) reached 60.1 million euros **-1.5% vs 2018**
- ✓ Increase in personal costs, due to salary increases and lower efficiency in the transition period of the new concessions.
- ✓ External supplies and services (without IFRS16) increase, essentially results from the contractual conditions of the new concessions in Spain and the cost of home delivery fees;

Financial Statements

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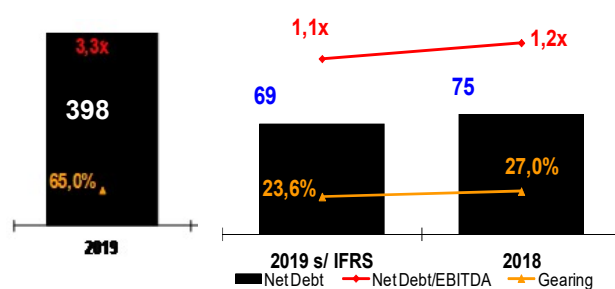
PROFIT & LOSS ACCOUNT	2019		2019 without/ IFRS16		2018		Var.
	€ Mn	%	€ Mn	%	€ Mn	%	%
	EBITDA	119,5	24,6%	60,1	12,4%	61,0	13,6%
<i>Depreciations</i>	86,6	17,8%	32,1	6,6%	29,8	6,6%	7,8%
EBIT	32,9	6,8%	28,0	5,8%	31,3	6,9%	-10,3%
<i>Financial Results</i>	20,7	4,3%	3,2	0,7%	3,0	0,7%	7,2%
<i>Gains & Losses (Subsidiaries/Capital participacion/Net monetary position)</i>	0,1	0,0%	0,1	0,0%	0,8	0,2%	-87,7%
Profit before taxes	12,3	2,5%	24,9	5,1%	29,1	6,5%	-14,5%
<i>Taxes</i>	-5,3	-1,1%	-2,2	-0,5%	4,1	0,9%	-154,3%
Net Profit	17,6	3,6%	27,1	5,6%	25,1	5,6%	8,2%

- ✓ Consolidated Financial Results (without IFRS16) reached 3.2 million euros **+7.2% vs 2018**
- ✓ Taxes (without IFRS16) reduction, results from the reversal of the provision set up in previous years (€3.2M).
- ✓ Consolidated net profit (without IFRS16) of 27.1 million euros **+8.2% vs 2018**

Financial Statements

BALANCE SHEET	2019	2019 without/ IFRS16	2018	Var. %
€ Mn				
Net Assets	774	465	444	4,6%
Intangible Assets	124	124	127	-2,0%
Tangible Assets	217	229	201	13,9%
Rights of Use (RoU)	322			
Others	111	111	116	-4,2%
Equity	214	224	203	10,1%
Group Share	197	197	178	10,4%
Net Result	18	27	25	8,4%
Liabilities	560	241	241	0,0%
Loans	121	132	132	0,1%
Liability for rentals	340	0	0	
Other Currents	92	100	95	5,1%
Other Non-Currents	6	9	14	-34,4%
Capex	58	58	39	
Interests Ratio	5,9x	21x	18x	

- ✓ Assets (without IFRS16) increase of 4.6% and liabilities (without IFRS16) at the same level of 2018.
- ✓ Investment achieved € 58 Mn with € 15 Mn in refurbishments and € 38 Mn in expansion;
- ✓ Net debt (without IFRS16) decreased € 6 Mn to € 69 Mn
- ✓ Gearing decreased to 23.6% (27% in 2018)



Share Evolution

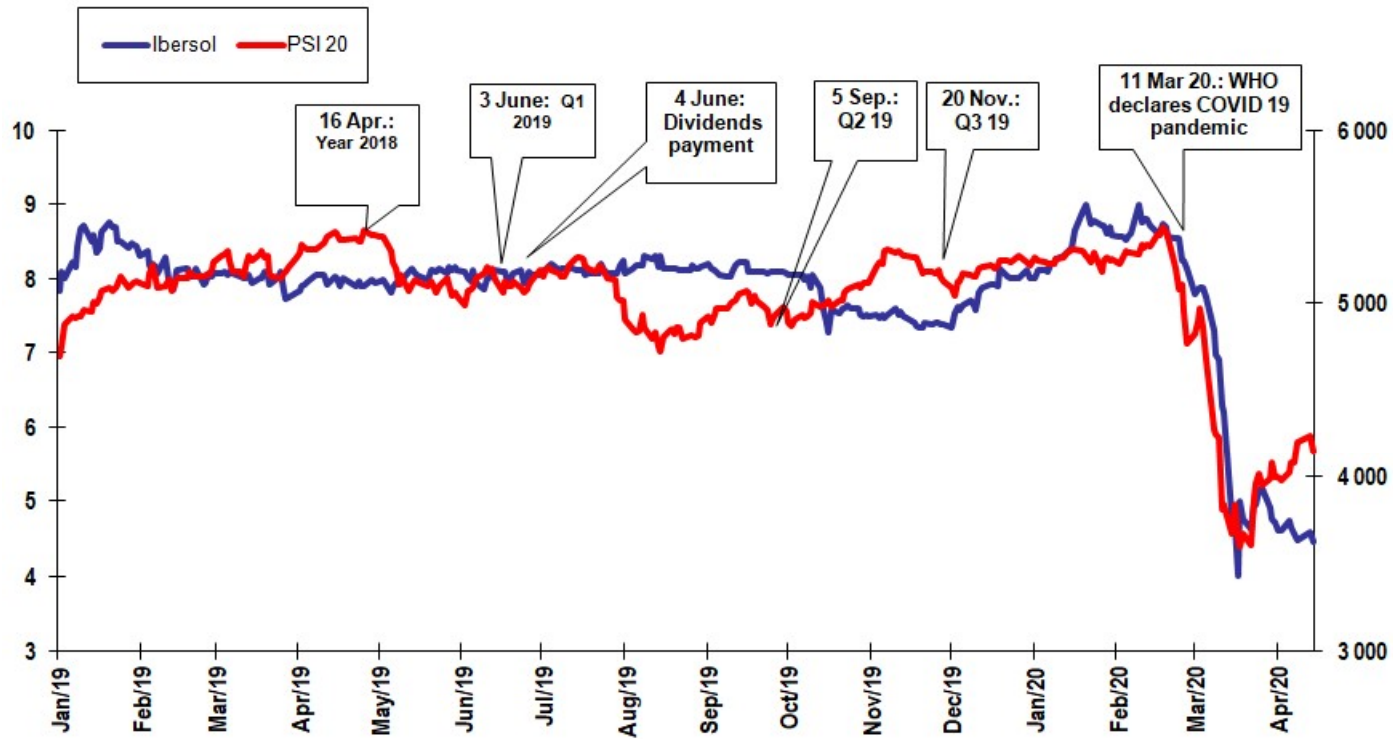


Share Evolution 2019

Stocks Statistics IBERSOL, SGPS, S.A. - YTD December 2019				
<i>(Values in EUR)</i>				
Total shares	36 000 000	Lowest price (17 Oct. 19)	7,26	
Free Float	32 400 019	Highest price (21 Jan. 19)	8,76	
Treasury stock	3 599 981	10,0%	Average quotation	7,81
Stock Market Capitalization (30 Sep 19)	288 000 000	Opening price (2 Jan 19)	7,82	
Average transactions 2019	10 478	Closing price (31 Dec. 19)	8,00	
Average transactions 2018	12 374	Share price variation	2,3%	
		PSI-20 variation	11,1%	

Price per share increased 2.3%. PSI-20 index increased 11.1%.

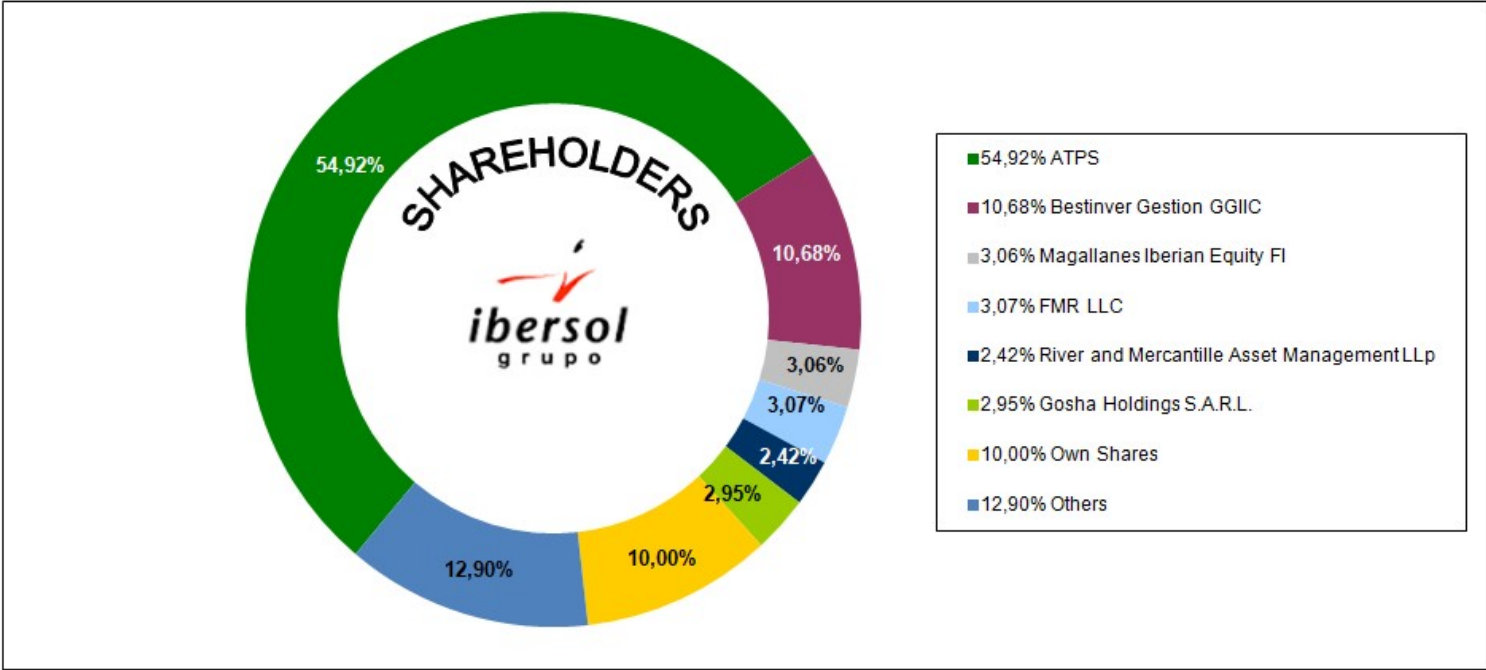
Share Evolution



March 11, 2020: WHO declares COVID19 outbreak a Pandemic

Shareholders

Current shareholder structure



OUTLOOK 2020

- ✓ 2020 will be affected by an unprecedented crisis on a global scale, triggered by the Covid 19 pandemic;
- ✓ IMF forecasts, point to a recession of 8% of GDP in Portugal and Spain, with a slow and partial recovery in the following years, namely in business areas that depend on traffic, as well as airports and shopping malls;
- ✓ At the end of March, Ibersol Group closed about 75% of its restaurants, restricting operations during this state of emergency to 127 restaurants, located in Portugal, limited to delivery and take-away services;
- ✓ In this context and given the impacts that have been felt since the middle of March, Ibersol implemented a set of measures at the level of prevention/contingency plans and activated available mechanisms to minimize the negative impacts for the group and its employees;
- ✓ It is still premature, at this stage, to predict the behavior of consumers when the circulation restrictions are lifted and the consequent evolution of turnover, in order to quantify the magnitude of this crisis impact. We will try to adjust costs to the evolution of demand in order to make our operation more profitable, until the process of GDP growth to recent levels;
- ✓ To reinforce the financial structure, in the first quarter the group has contracted finance of 30 million euros. It is negotiating the rescheduling of the debt due in 2020 and the contracting of additional lines.
- ✓ In 2020, five new restaurants have already opened and the rest of the expansion program will be adjusted to the evolution of the new environment.

Before printing this document think about the environment. Thanks!

At Ibersol Group we recognize the importance of protecting the environment and ensuring the sustainable development of the Group's business.

It has always been our concern to promote environmental management practices, sensitizing all who work with us, as well as our customers. In this way we have been reducing our ecological footprint and helping to preserve the planet, which is our home.



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