# Investor Day 2026




New York · October 1, 2026

DISCLAIMER

# Forward-Looking Statements

This presentation contains forward-looking statements that represent our beliefs, projections and predictions about future events or our future performance. Forward-looking statements can be identified by terminology such as “may,” “will,” “would,” “could,” “should,” “expect,” “intend,” “plan,” “anticipate,” “believe,” “estimate,” “predict,” “potential,” “continue” or the negative of these terms or other similar expressions or phrases. These forward-looking statements are necessarily subjective and involve known and unknown risks, uncertainties and other important factors that could cause our actual results, performance or achievements or industry results to differ materially from any future results, performance or achievement described in or implied by such statements.

The forward-looking statements contained herein include statements about the Company’s business prospects, its ability to attract customers, its expectations for revenue and Adjusted EBITDA generation, restaurant openings and capital expenditures. These statements are subject to the general risks inherent in Arcos Dorados’ business. These expectations may or may not be realized. Some of these expectations may be based upon assumptions or judgments that prove to be incorrect. In addition, Arcos Dorados’ business and operations involve numerous risks and uncertainties, many of which are beyond the control of Arcos Dorados, which could result in Arcos Dorados’ expectations not being realized or otherwise materially affect the financial condition, results of operations and cash flows of Arcos Dorados. Additional information relating to the uncertainties affecting Arcos Dorados’ business is contained in its filings with the Securities and Exchange Commission. The forward-looking statements are made only as of the date hereof, and Arcos Dorados does not undertake any obligation to (and expressly disclaims any obligation to) update any forward-looking statements to reflect events or circumstances after the date such statements were made, or to reflect the occurrence of unanticipated events.

In addition to financial measures prepared in accordance with generally accepted accounting principles (GAAP), management analyzes business trends using a variety of performance, financial and liquidity measures, which are considered non-GAAP. This presentation contains the following non-GAAP measures: Adjusted EBITDA, Adjusted Free Cash Flow and Systemwide Sales. These measures may not provide a complete understanding of the Company’s operating results as a whole and should be reviewed in conjunction with the Company’s GAAP financial results. A reconciliation of these measures to their most directly comparable GAAP financial measures is set forth in the Appendix of this presentation.

AGENDA

# Arcos Dorados (NYSE: ARCO) — 2026 Investor Day

| | | |
|---|---|---|
| 01 | Welcome | Woods Staton — Executive Chairman |
| 02 | Today's Business | Luis Raganato — CEO<br>Mariano Tannenbaum — CFO |
| 03 | Tomorrow's Business | Santiago Blanco — Chief Marketing & Digital Officer<br>Magdalena Gonzalez Victorica — CITO |
| 04 | Growing the Business | Sebastián Magnasco — VP Development<br>Philippe de Grivel — VP Supply Chain |
| 05 | Long-Term Outlook | Luis Raganato — CEO<br>Mariano Tannenbaum — CFO |
| 06 | Questions & Answers | All presenters |

# Ready.

# Ready.
# Set.

# Ready.
# Set.
# Grow.




# Woods Staton

Executive Chairman of the Board




# Luis Raganato

CEO

BLOCK 1 · TODAY'S BUSINESS

# **Here by** *design*



# Arcos Dorados Today

**2,500+**

Restaurants across 21 markets

The largest independent McDonald's franchisee in the world

| 1,700+ | 1,900+ | 1,120+ | 400+ |
|---|---|---|---|
| Digital | McDelivery | Drive Thru | McCafé |

**#1**

Restaurant app in Latin America

**200M+**

App downloads

**120,000+**

People in the system

**Scale is the door to the new chapter.**

# Grow.

Sales.
Earnings.
Free Cash Flow.

THREE PILLARS OF FOCUS

# Defining Today, Tomorrow and How We Grow

## 01

### Today's Business

- Exceeding customer expectations in restaurants, at home and in the digital space.
- Maximizing the experience through menu, quality, service and cleanliness.

**FOUNDATIONAL ELEMENTS**

## 02

### Tomorrow's Business

- Prepare to meet the customer expectations of tomorrow.
- Maintain our leadership position long into the future.

**OPPORTUNITY AHEAD**

## 03

### Growing the Business

- Modernize and improve every aspect of the development process.
- Increase future cash flow by maximizing returns on investment.

**EFFICIENCIES & CASH FLOW GROWTH**

Investor Day 2026

# Defining Growth

Mariano Tannenbaum - CFO

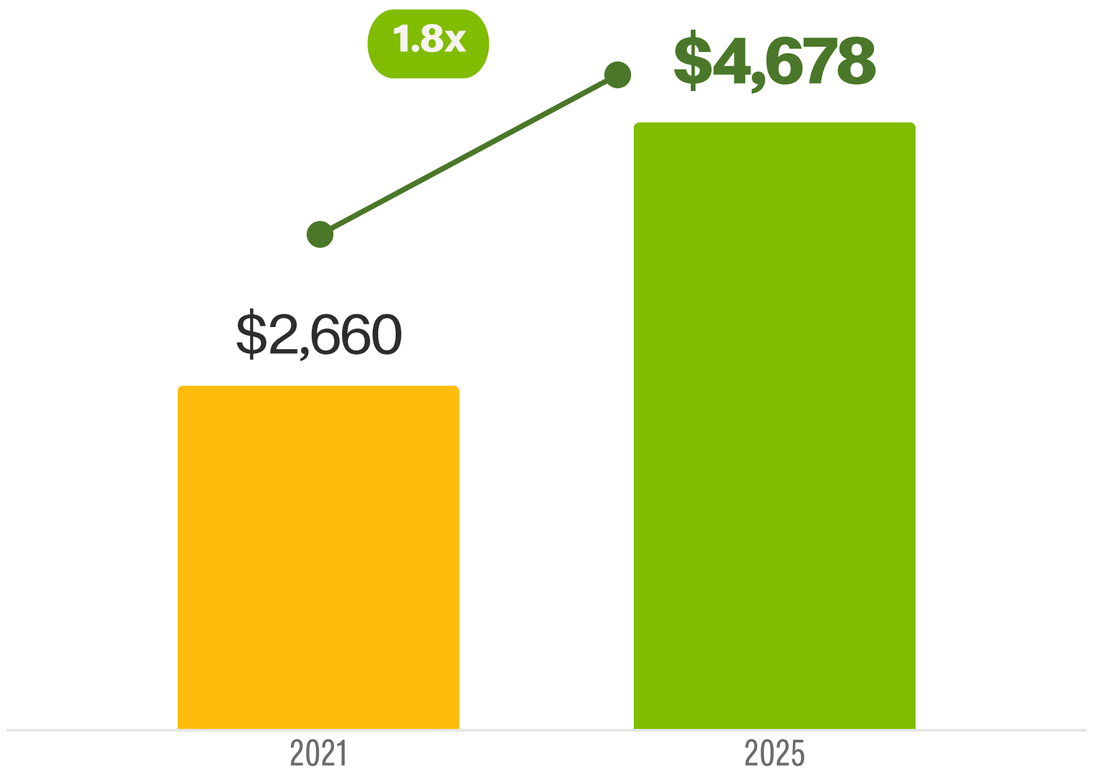


FINANCE

# Arcos Dorados Delivered Strong Sales Growth over the Last 4 Years

Strong sales growth in a challenging regional environment

Net Revenues Evolution ($M)




**Over 15%**

CAGR (2021–2025)

**+60%**

Sales per store (2025 vs 2021)

**+31%**

Traffic per store (2025 vs 2021)

**+21%**

Average check (2025 vs 2021)

FINANCE

# Business Transformation Drove Growth

## Digitalization & omnichannel ecosystem

% of Systemwide Sales

36% (2021) > **65%** (2026)

**+29 pp**

## Scaled Delivery

% of Systemwide Sales

16% (2021) > **22%** (2026)

**+6 pp**

## Market Share

Visit Share

26% (2021) > **30%** (2026)

**+4 pp**

## Accelerated Expansion

# Restaurants

2,236 (2021) > **2,572**[1] (2026)

**+440 openings**[2]

Consistent execution transformed the business for profitable growth.

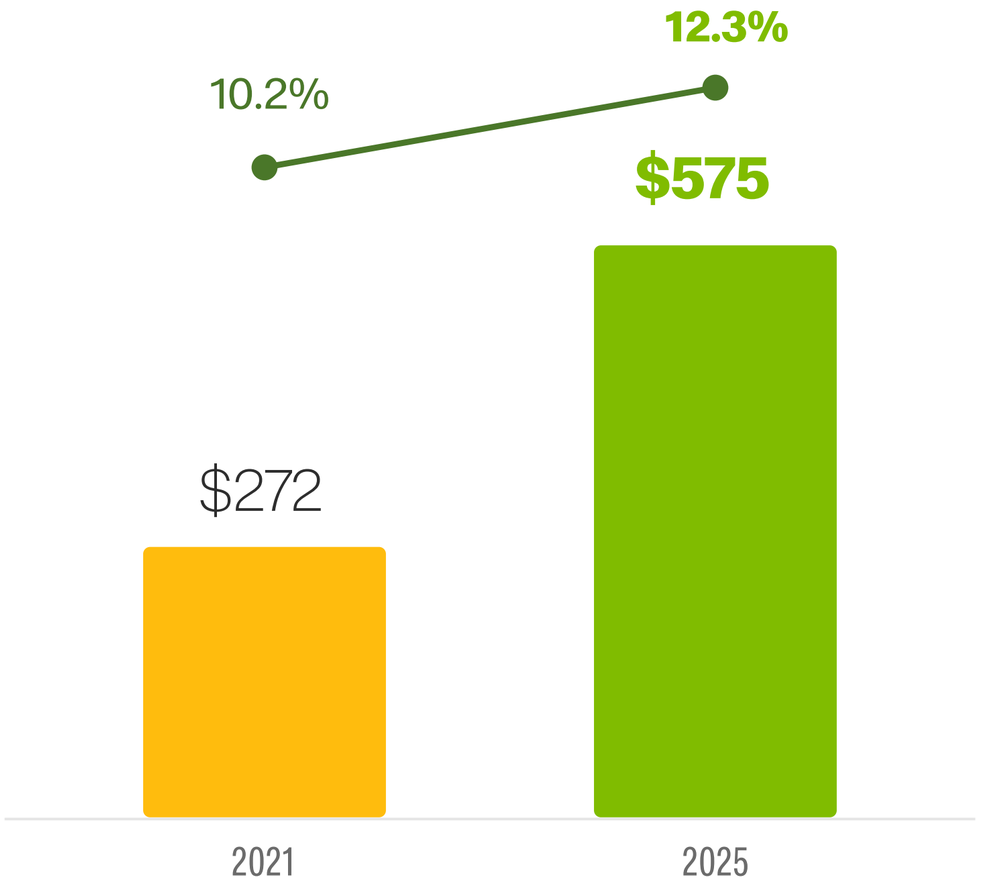
[1] [2] YTD as of September 18, 2026

FINANCE

# Arcos Dorados' Adj. EBITDA More than Doubled in the Last 4 Years

Investor Day 2026

Adj. EBITDA & Adj. EBITDA Margin ($M & % of Total Revenues)




**2.1x**
Adj. EBITDA 2025 vs 2021

**~21%**
CAGR 2021–2025

## Contribution to EBITDA Growth

**60%** Organic Sales
Sales per store grew 60%

**10%** New Stores
380 new store openings

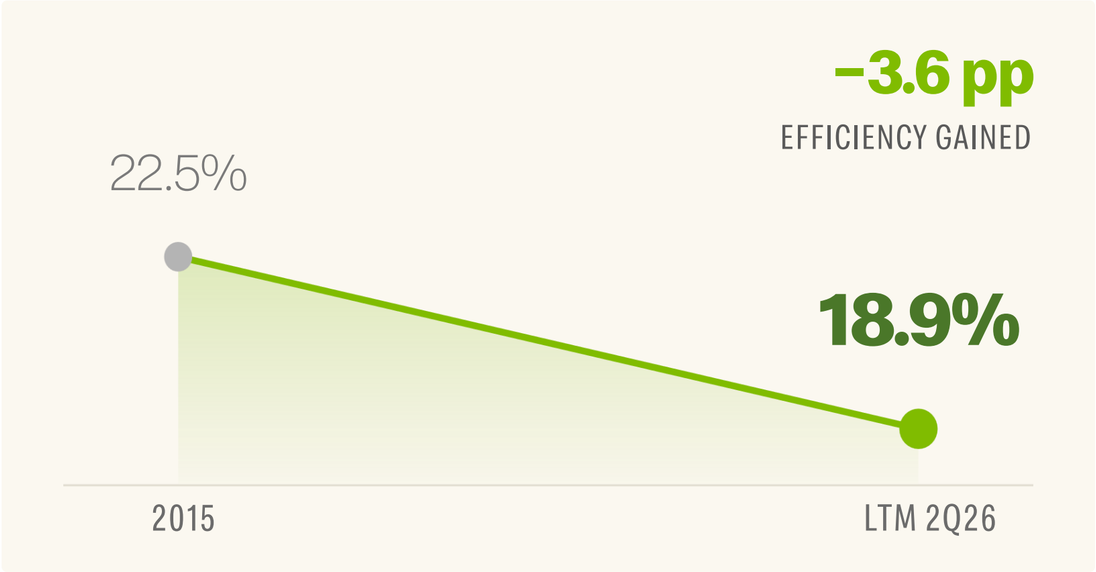
**30%** Margin Expansion
Almost doubling adj. EBITDA per store

FINANCE

# Capturing Efficiency through Cost Discipline, Automation and AI

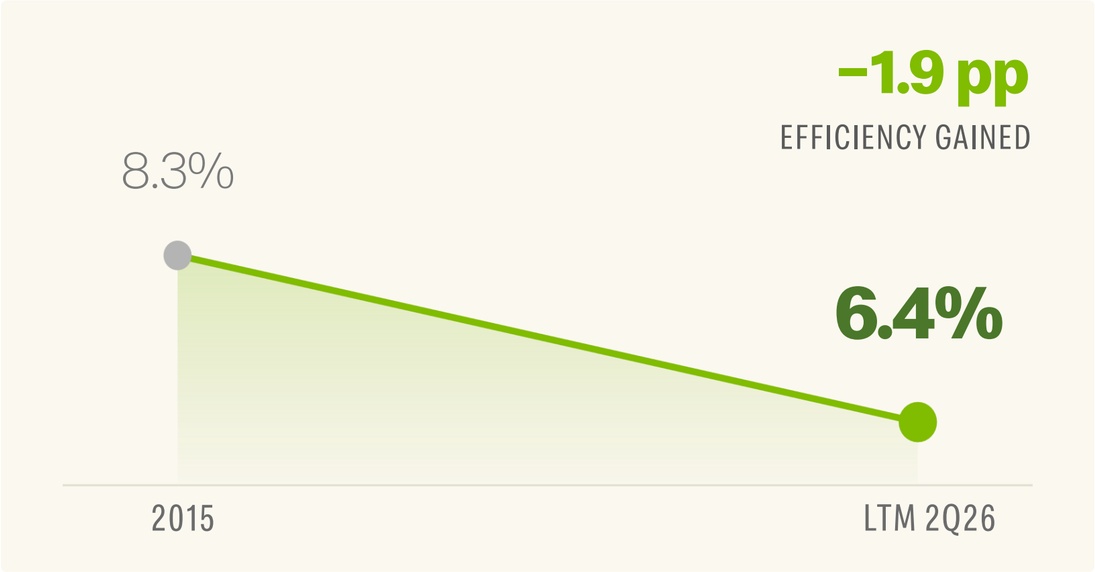
## Payroll

as a % of company-operated restaurant sales




## G&A

as a % of Revenues



FINANCE

# The Restaurant Footprint is both Bigger & Stronger

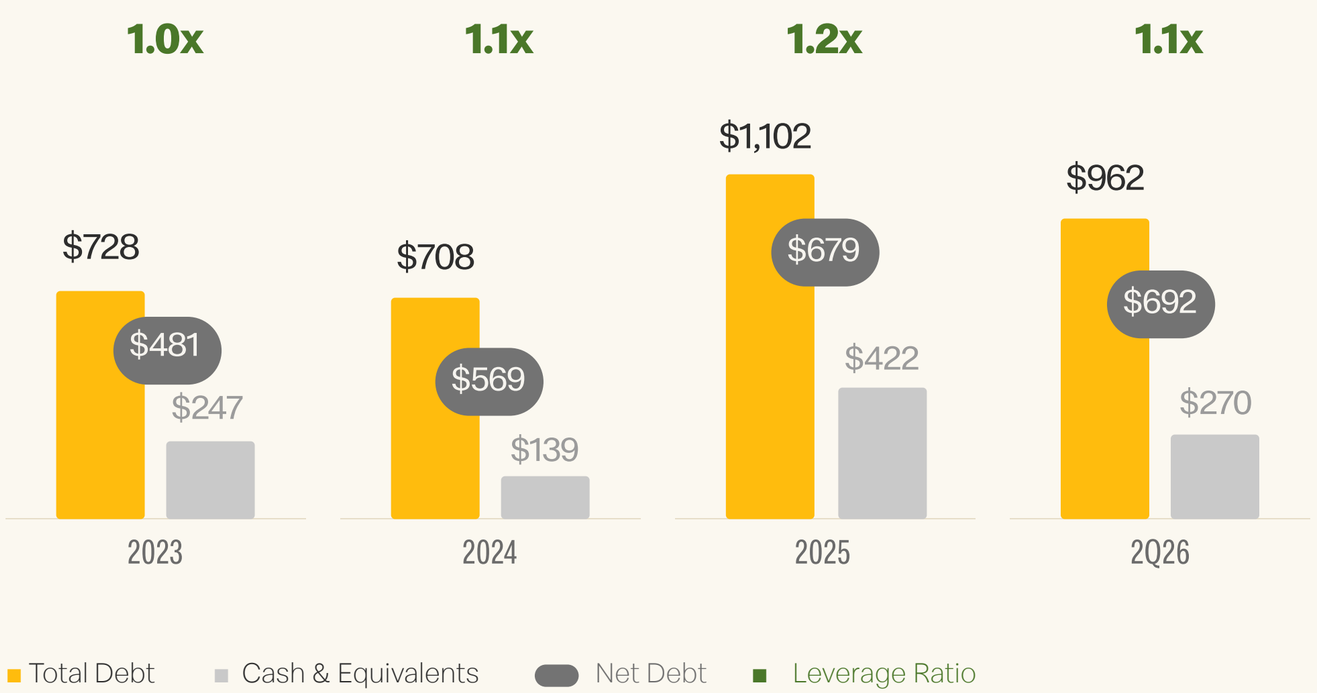
| MAIN KPIs | 2021 | LTM 2Q26 | CHANGE | |
|---|---|---|---|---|
| # Restaurants | 2,236 | **2,548** | +14% | |
| % of restaurants modernized | 36% | **77%** | +41 pp | Achieving critical mass of modernized restaurants |
| Free Standings | 48% | **55%** | +7 pp | Growth through Free Standings |
| Sales per restaurant (M, Year) | $1.5 | **$2.6** | +73% | Higher sales per restaurant |
| EBITDA per restaurant (‘000, Year) | $159 | **$320** | +101% | |

FINANCE

# Investment-Grade Balance Sheet Provides Capacity to Accelerate Growth

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## Key Debt Metrics – at period end ($ million)




## Bond Yield[1]

| | |
|---|---|
| ARCO 2032 | **6.31%** |
| US Treasury | 5.03% |
| MCD | 4.33% |

**128bps**
Spread vs US Treasury

**197bps**
Spread vs MCD

## Full Investment Grade

since 2Q25

FitchRatings

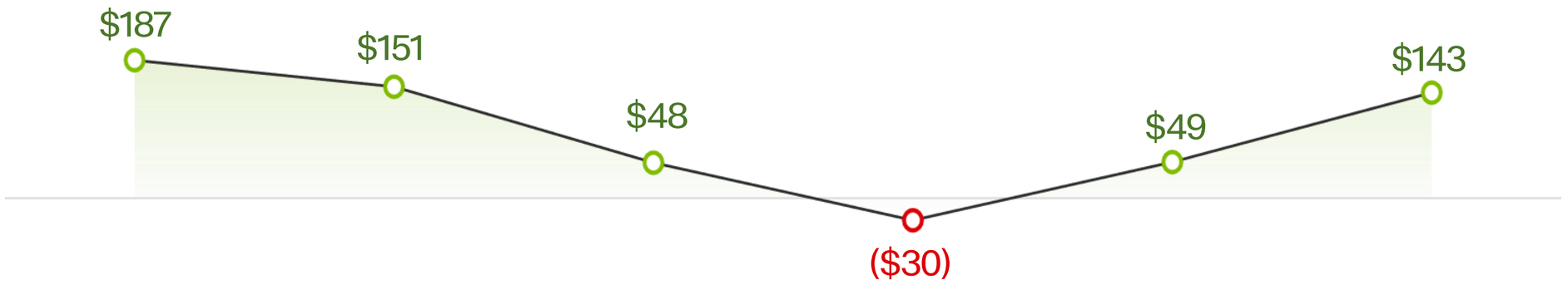
S&P Global

[1]As of September 25, 2026

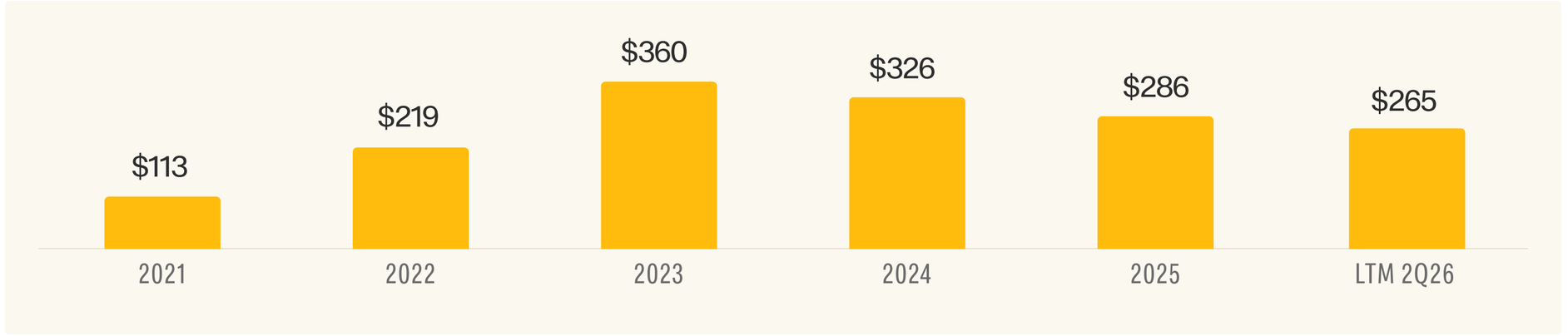
FINANCE

# Focused on Consistent Adjusted Free Cash Flow Generation

Adjusted Free Cash Flow ($M)




CAPEX ($M)




CAPEX includes property and equipment expenditures, purchases of restaurants business paid at acquisition date & proceeds from sales of property and equipment, restaurant businesses and related advances.

FINANCE

# Growth Moving Forward

## 01 Organic growth

- Omnichannel sales leveraging modernized restaurants
- Comparable sales at least in-line with inflation
- Margin opportunities through technology
- Cost and expense discipline

## 02 New store Openings

- Developing a profitable pipeline
- Capturing the opportunity
- Investment optimization
- Return on Investment

**Maximizing Free Cash Flow Generation**

FINANCE

# Arcos Dorados is well prepared to thrive in Latin America & the Caribbean

Competitive advantages to operate effectively

- Large **economies of scale** that dilute fixed costs
- **Cost-advantaged access** to capital and financing
- **Ability** to effectively implement complex regional projects and best practices
- **Experienced management team** with deep local market knowledge
- **Most loved and recognized brand** in the region

BLOCK 2 · TOMORROW'S BUSINESS

# Built for what *comes next*



Investor Day 2026

# Marketing

Santiago Blanco
Chief Marketing & Digital Officer



MARKETING

# McDonald’s Is a Perfect Fit for Latin America



**FAMILY EXPERIENCE**

A place families choose together



**CONSISTENT**

The same quality in every market




**AFFORDABLE**

Everyday value across income levels




**RESILIENT**

Demand that holds through every cycle

MARKETING

# The Game We're Playing Is Changing Fast

## Changing consumer preferences



More categories compete for consumer spending



Personalization and experience as important as price and product quality



Gen Z[1] influence dietary requirements and media fragmentation

IN THE MARKET

### Direct competition

More aggressive and reorganized

### New players

Entering the foodservice environment

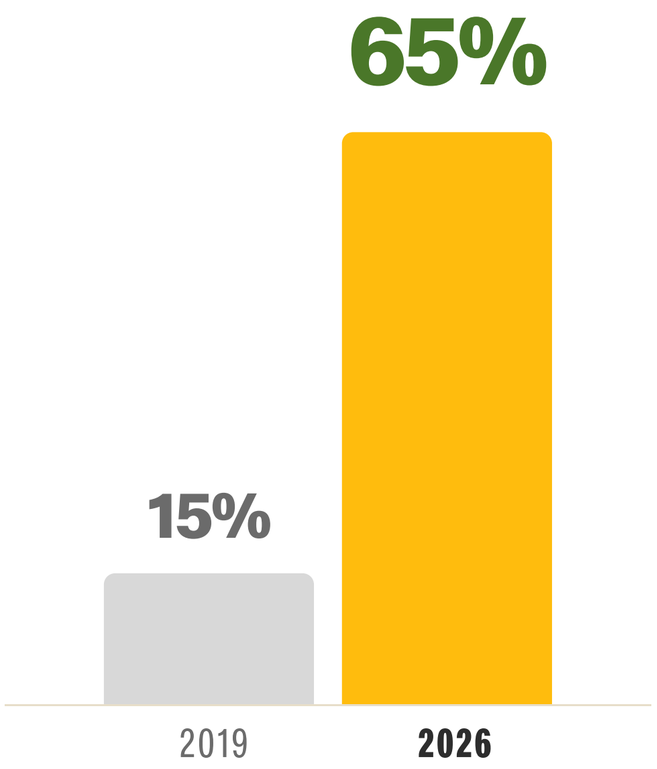
A divided wallet: more categories, more players, same consumer spending

[1] Gen Z today are 13 to 28 y/o

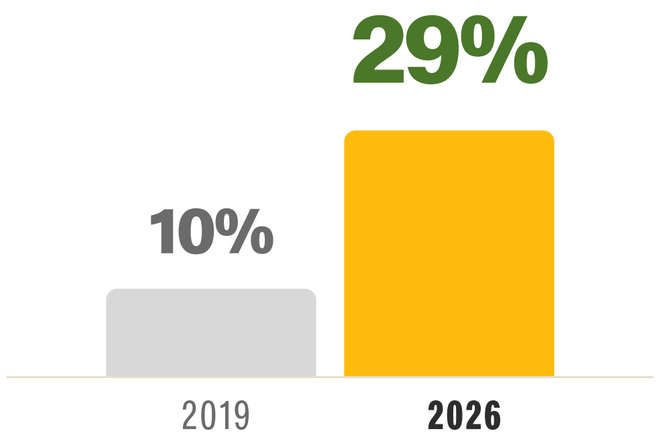
MARKETING

# Rapidly Transforming Our Business to Unlock More Value

% of systemwide sales by channel · 2019 → 1H26




Digital Sales




Identified Sales

## Main Sales Channels 3 → 6

**3** TRADITIONAL · 2019

- Front Counter
- Drive Thru
- Dessert Center

**+3** DIGITAL · ADDED BY 2026

- Kiosk
- McDelivery
- Mobile Order

# A Powerful Global Brand, a Trusted Local Brand



## One of the world’s most recognized brands

The Golden Arches in more than 100 countries




## Landmark restaurants in the heart of our cities

In Brazil customers gave McDonald’s the nickname “Méqui”

MARKETING

# We Have a Clear and Consistent Strategy to Grow Our Business

| | VISIT DRIVERS | | BUSINESS DRIVERS |
|---|---|---|---|
| 01 | **Brand Trust** | → | Long-term brand equity |
| 02 | **Brand Affinity & Family** | → | Higher frequency, higher ticket |
| 03 | **Deliciousness (Taste & Quality)** | → | Attract new customers and repeat visits, higher gross margins |
| 04 | **Value & Affordability** | → | Higher frequency |
| 05 | **Digital, Ease & Convenience** | → | Brand equity, long-term volume growth |

MARKETING

# Our Recipe for Building Trust Is Simple and Compelling







**01** The best experience for families

**02** Transparency about our food

**03** Quality employment for young people

# VIDEO 01




**We fuel organic growth by meeting our Fans**
*where they are*, **with what they love**

# VIDEO 02

MARKETING

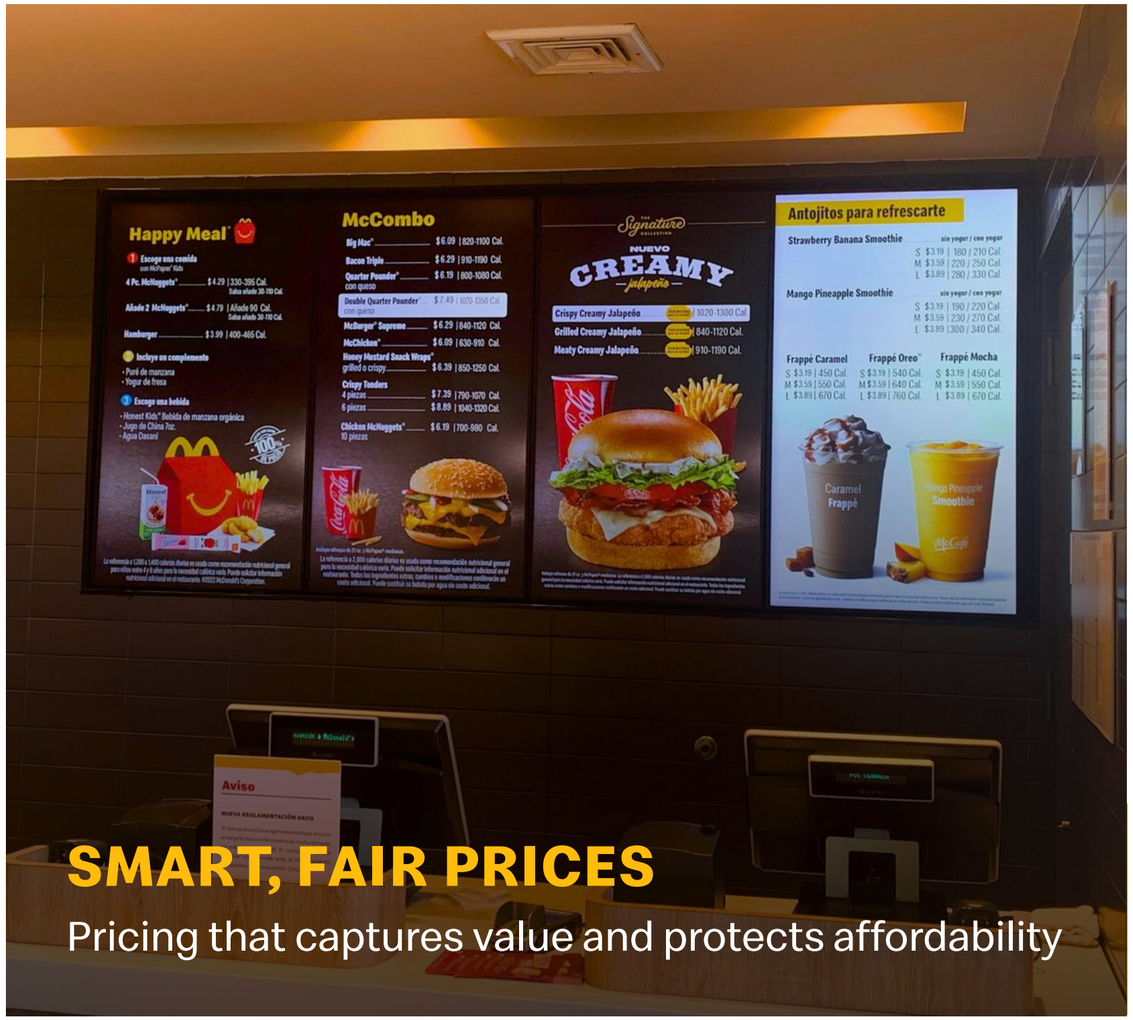
# Menu Innovations Bring New Customers and Drive Frequency



MARKETING · REVENUE GROWTH MANAGEMENT

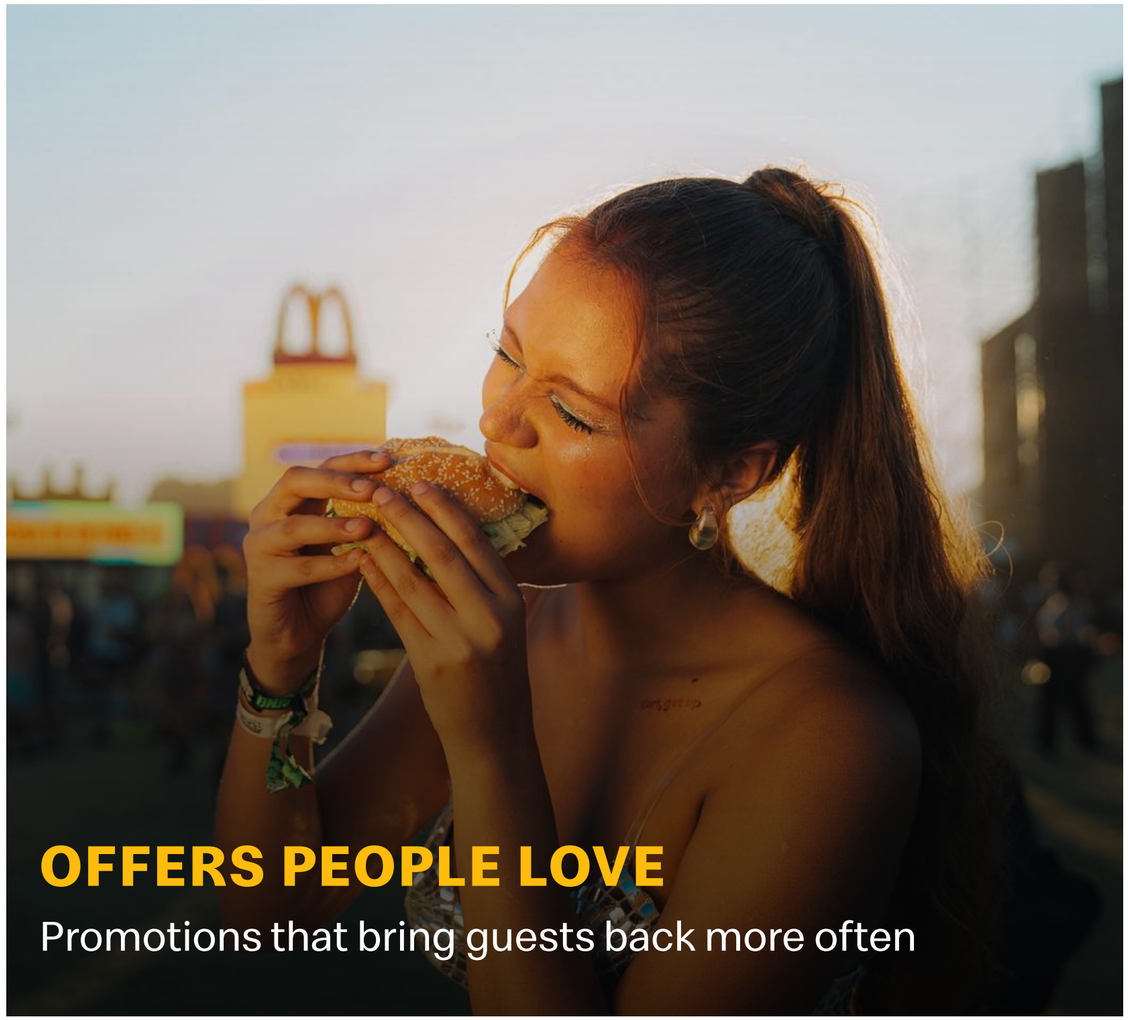
# Growing Margins Without Losing the Customer

Every visit counts




## SMART, FAIR PRICES

Pricing that captures value and protects affordability



## OFFERS PEOPLE LOVE

Promotions that bring guests back more often

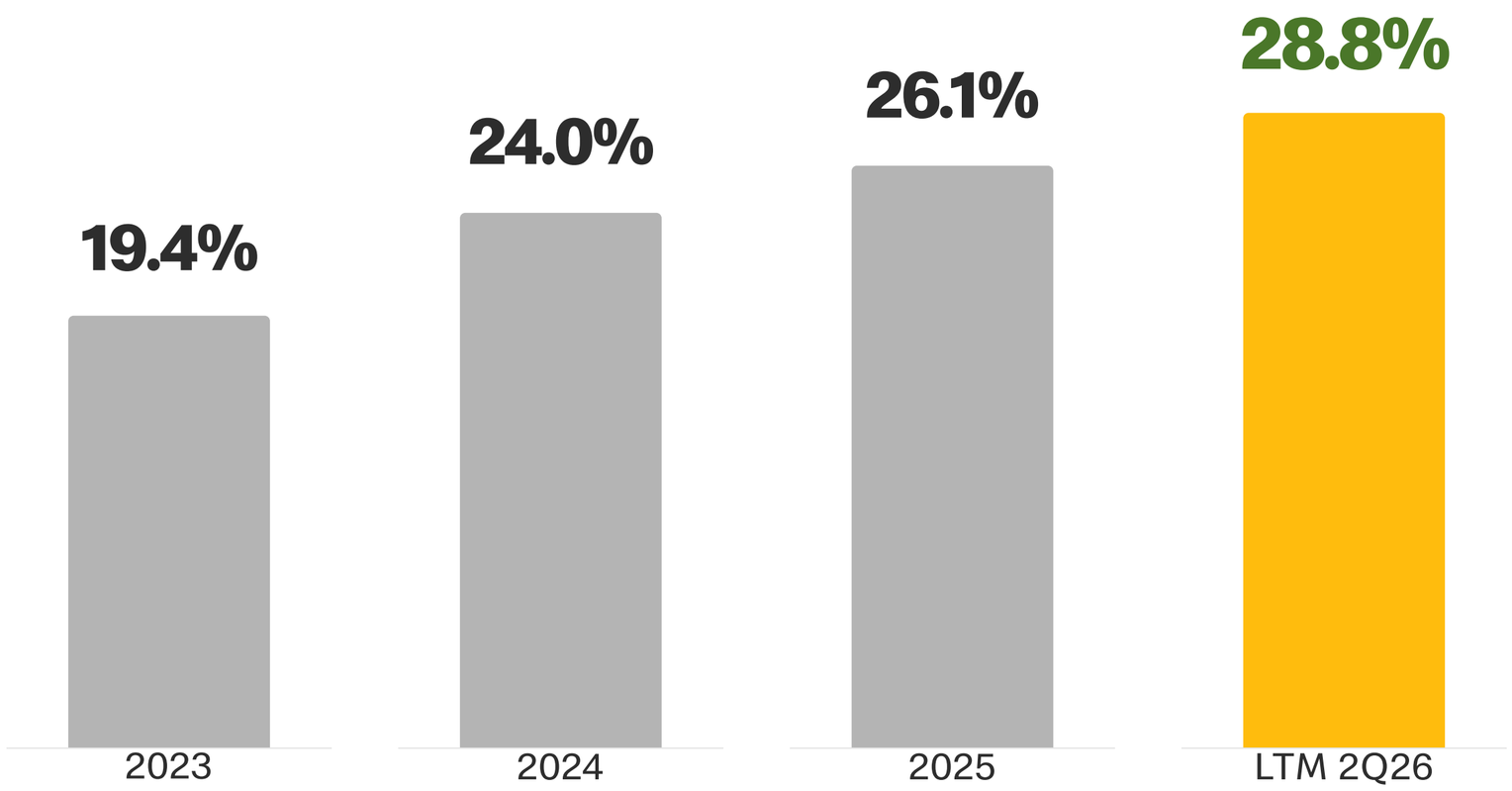
# VIDEO 03

MARKETING · DIGITAL

# A Growing Share of Sales Comes from Identified Customers

App-identified sales

Identified sales penetration, % of systemwide sales




More identified customers enable greater **personalization, loyalty and frequency**.

MARKETING · DIGITAL

# The Region's Largest Loyalty Program Is Deepening Customer Engagement

**36M+** members

**24%** of sales in loyalty markets

**94%** of stores operate our loyalty program

## 2-Year Identified Customer Performance

**+18%** Total identified customers

**+12%** Visit frequency

**+45%** Customer lifetime value

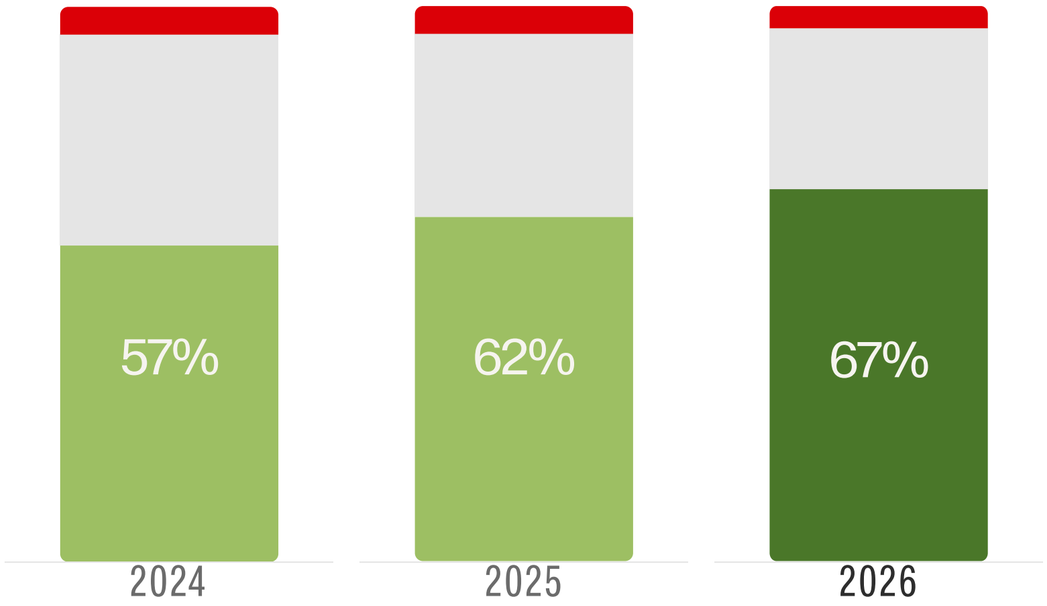
# **Our growth strategy is already** *delivering measurable impact*



MARKETING · RESULTS

# McDonald’s Brand in Latin America Shows Solid Improvement in Overall Impression

Consumer ratings for McDonald’s reputation · % of consumers




High (6+7) Neutral (3+4+5) Low (1+2)

Source: Kantar Mercaplan · Reputation Tracker LatAm, 8,000 cases
Markets: Brazil, Argentina, Mexico, Panama, Puerto Rico, Costa Rica, Chile and Colombia.



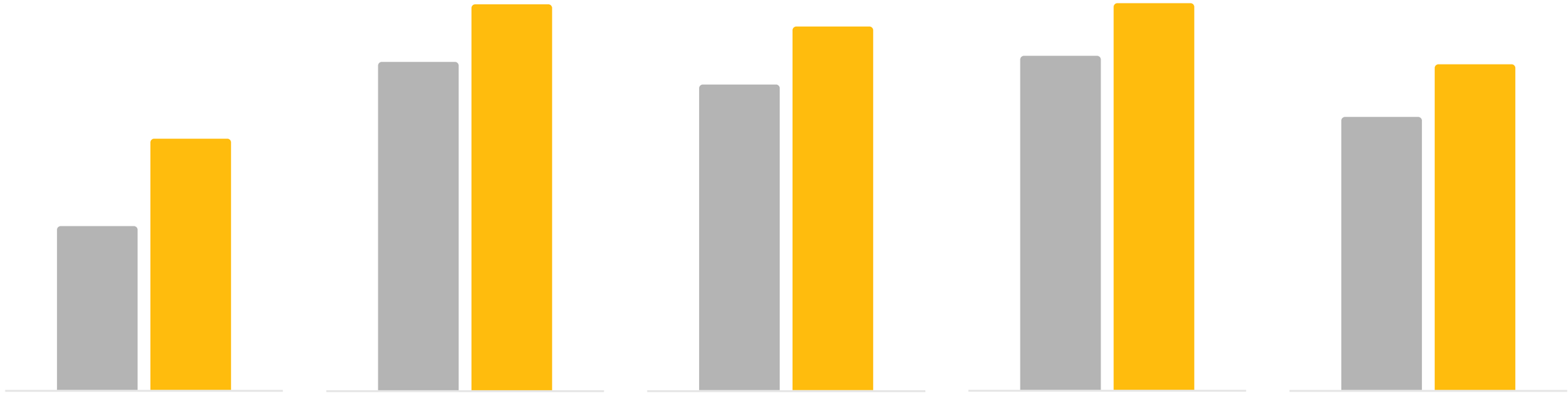

## Trust is built in the field

Local producers, responsible sourcing and community impact across 21 markets

# Stronger Brand Equity Is Translating across Key Consumer Perceptions

2021 2026 YTD

Brand equity, % of consumers



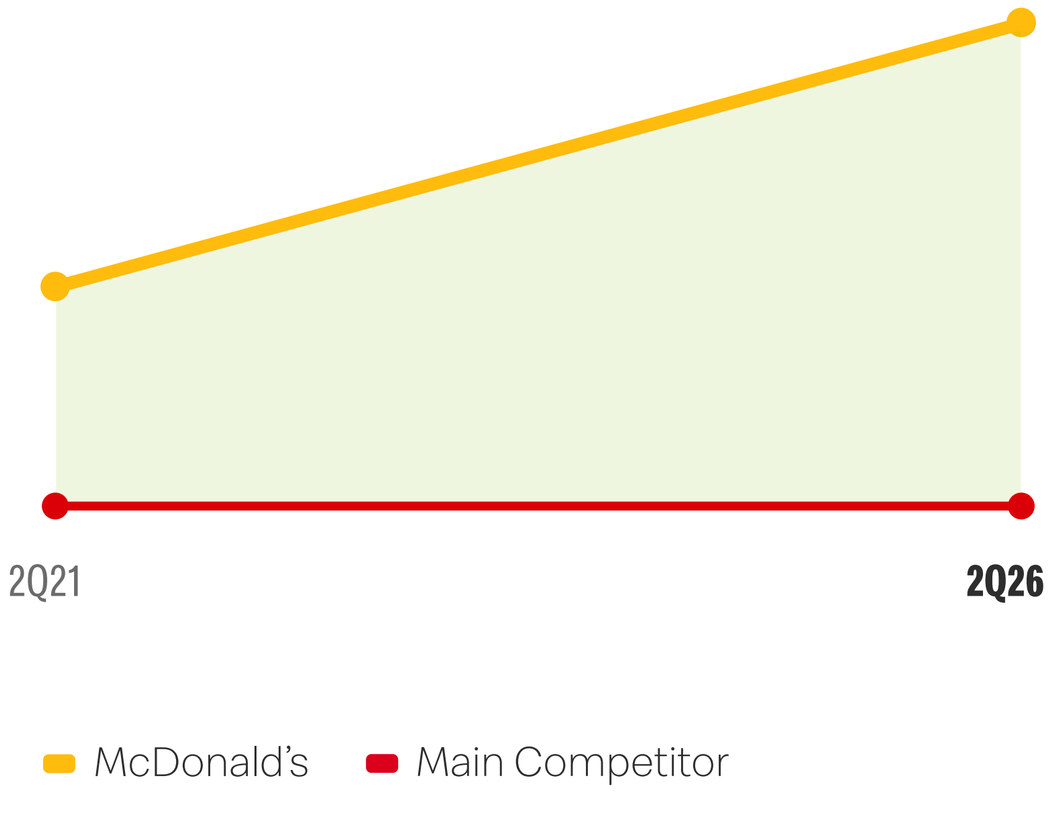
| +11.5 pp | +7.5 pp | +7.6 pp | +6.9 pp | +6.9 pp |
|---|---|---|---|---|
| Has great tasting chicken | Is great for coffee | Value for money | Brand for someone like me | Food I feel good about my kids eating |

Source: KANTAR — HOT

MARKETING · RESULTS

# Brand Preference: Widening the Gap with Key Competitors

Brand preference, % of consumers · 2Q21 vs. 2Q26




THE GAP

5.0 pp → **10.6 pp**

2Q21 2Q26

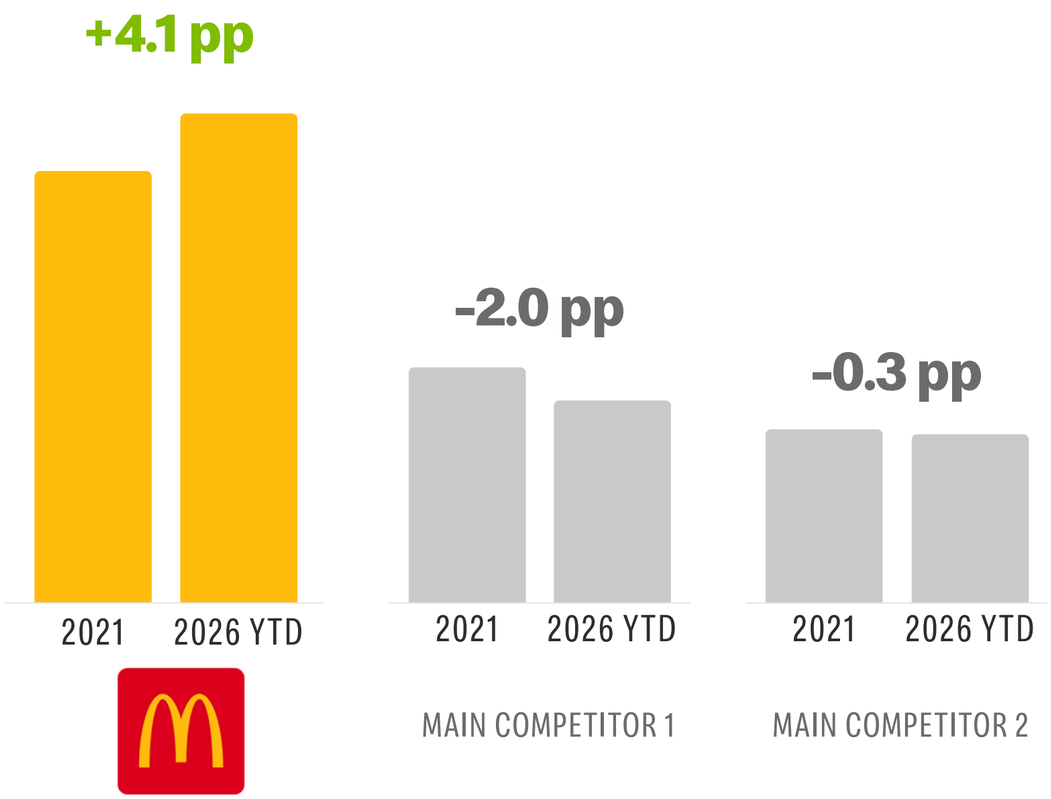
McDonald's preference rose **+5.6 pp** while the main competitor stayed **flat**.

Source: Kantar · Main competitor is the aggregate of the main competitor in every market

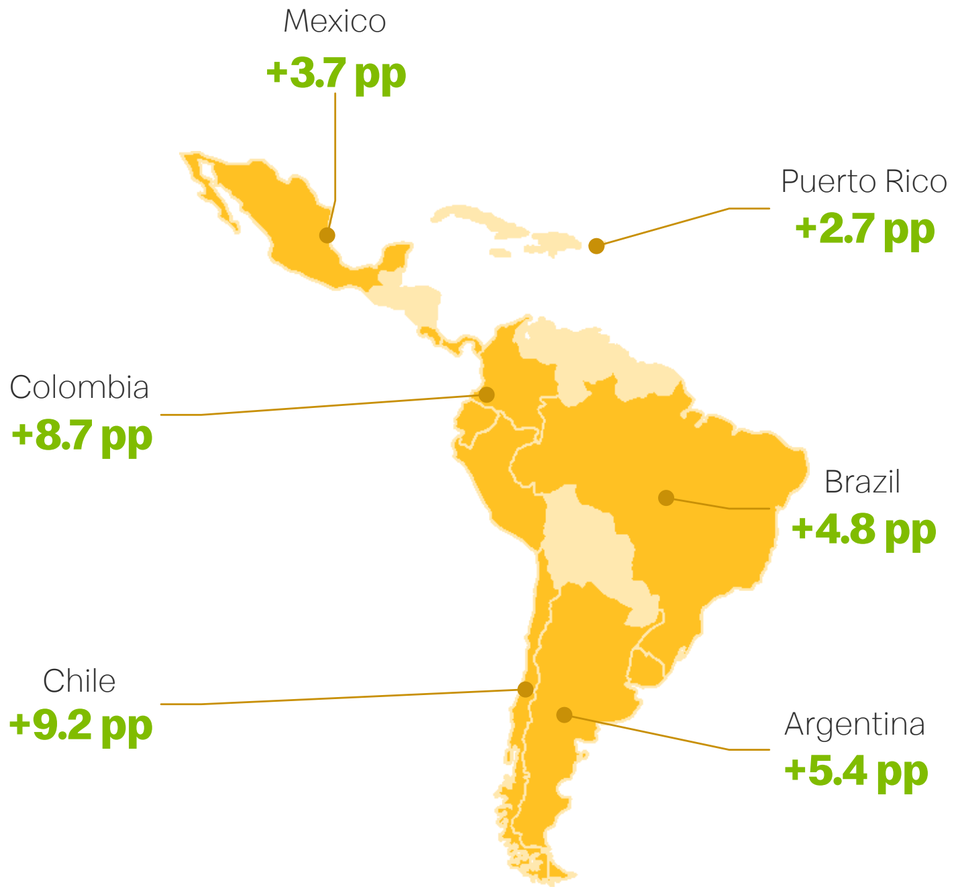
MARKETING · RESULTS

# Visit Share Reached Record Highs and Continues to Outperform

LatAm Visit Share · 2021 vs. 2026 YTD (%)




SHARE GAINS ACROSS KEY MARKETS · 2021–2026 YTD




Source: IPSOS — HOT 2021–2026 YTD

# **A stronger brand and deeper customer engagement** *unlock new growth* **opportunities**



# Winning in Chicken Is a System-Wide Ambition, and Our Iconic Equities Are at the Center of the Push

## Familiar Icons



McNuggets



McChicken

GLOBAL CORE

## Emerging Icon



McCrispy

EMERGING CORE – McCRISPY PLATFORM

## New Spaces



McCrispy Strips

**THE OPPORTUNITY** Higher margins | High category growth, low penetration | Perfect fit with current capabilities

# Crafted Beverages: a Billion-Dollar Opportunity with Attractive Margins



# Turning Relationships into Growth

**5x** higher **Customer Lifetime Value** from loyalty members

- Loyalty builds brand affinity, making McDonald's the first choice more often.
- Our next growth frontier is expanding rewards **beyond the app, and nonfood items.**



# The Next Growth Engines Are Already in Motion

**01** Brand strength at record highs

Equity, preference and visit share all up since 2021

**02** Revenue growth management

Turning brand strength into profitable growth

**03** New growth engines

Chicken and crafted beverages: higher margins, high growth

# Now is the time to Grow

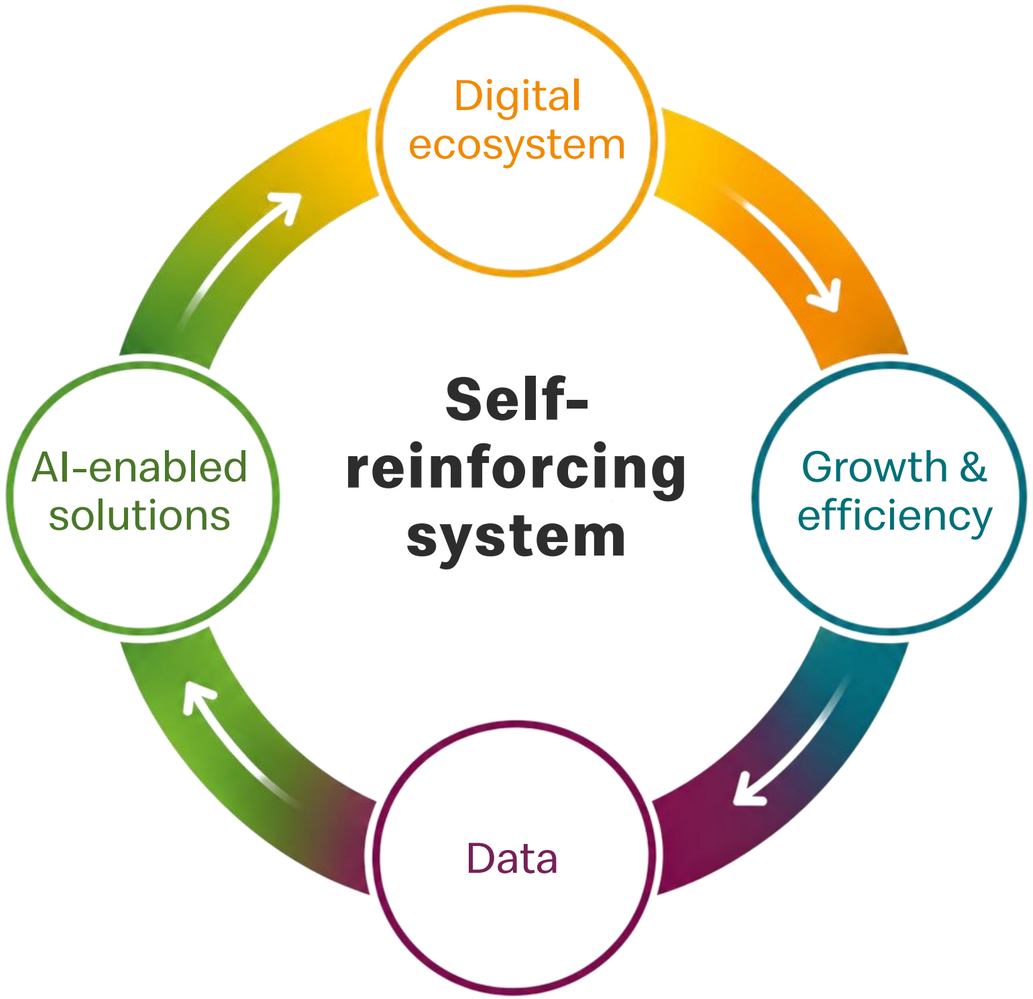
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# Innovation & Technology

Magdalena Gonzalez Victorica
Chief Innovation & Technology Officer



# Our Digital Ecosystem Creates a Self-Reinforcing Advantage




## CUSTOMER EXPERIENCE

- Phygital, omnichannel model
- Proprietary mobile app
- First-party customer data

## ENTERPRISE PLATFORM

- Standardized core processes
- Common technologies
- Single source of truth

INNOVATION & TECHNOLOGY

# Our Digital Ecosystem Is Scaling across Markets, Customers and Channels

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## REGIONAL INFRASTRUCTURE

**21**

markets on a unified technology and data platform

### APP PENETRATION

**6%+**

of LatAm's population has the McDonald's app

>

### LOYALTY ROLLOUT

**94%**

of stores operate our loyalty program

>

### REGISTERED LOYALTY MEMBERS

**36M+**

registered loyalty members - August 2026

>

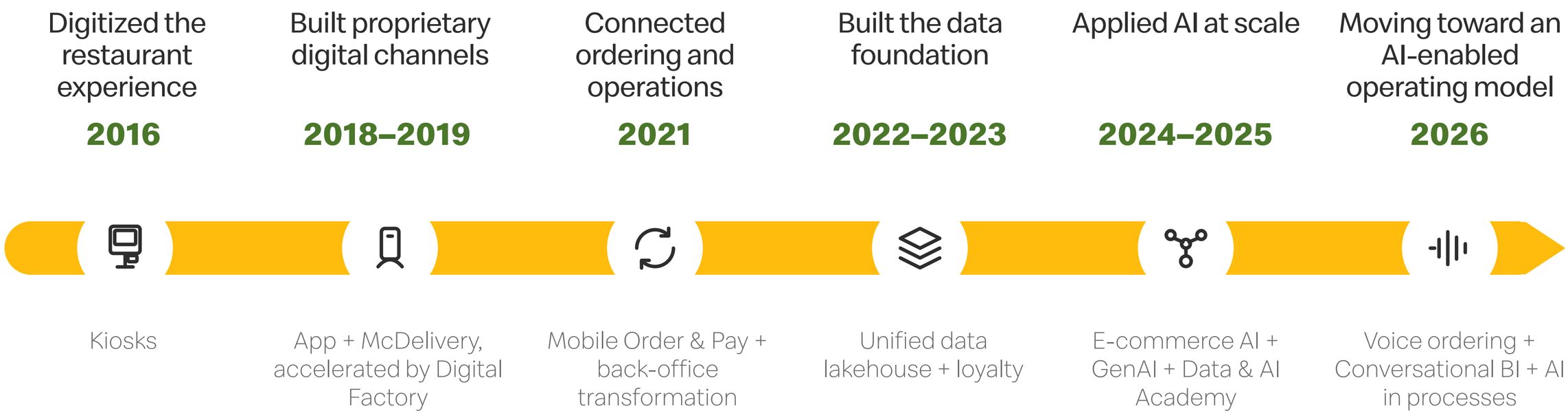
### ENGAGEMENT (CUSTOMERS)

**14M+**

customers choose McDonald's at least once per quarter

INNOVATION & TECHNOLOGY

# We Moved Early to Build the Digital and AI Capabilities Now Embedded across the Business



INNOVATION & TECHNOLOGY

# Our Proprietary App Drives Engagement, Data and Growth

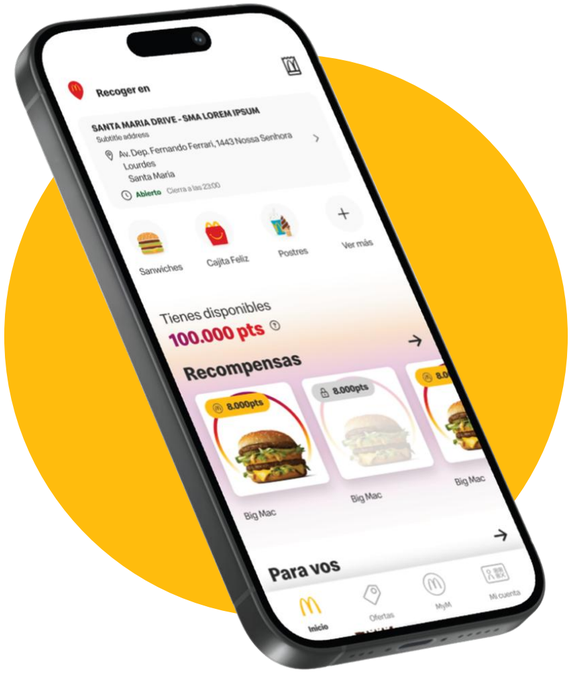
## ENGAGEMENT

**19M+**

monthly active users

**4.7/5**

app rating




## GROWTH

**28%**

of sales through the app — Loyalty, MOP and Own Delivery drive frequency

## DATA

**#1 App**

Most Downloaded QSR in LatAm

**200M+**

annual transactions

# We Replaced Fragmented Local Systems with One Scalable Regional Platform

## 2019

### Fragmented local systems





## 2026

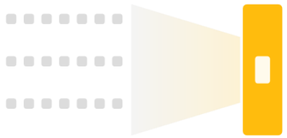
### Unified regional platform across 21 markets

Enabling efficiencies through integrated regional systems:

- Restaurant technology
- Back office
- E-commerce
- Data & AI at scale

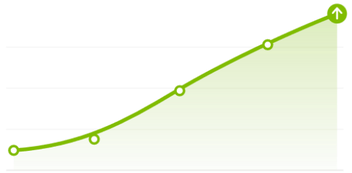
INNOVATION & TECHNOLOGY

# Our Data & AI Strategy Focuses on Three Value-Creating Priorities



## Centralize the data foundation

- One source of truth across 21 markets



## Turn data into business value

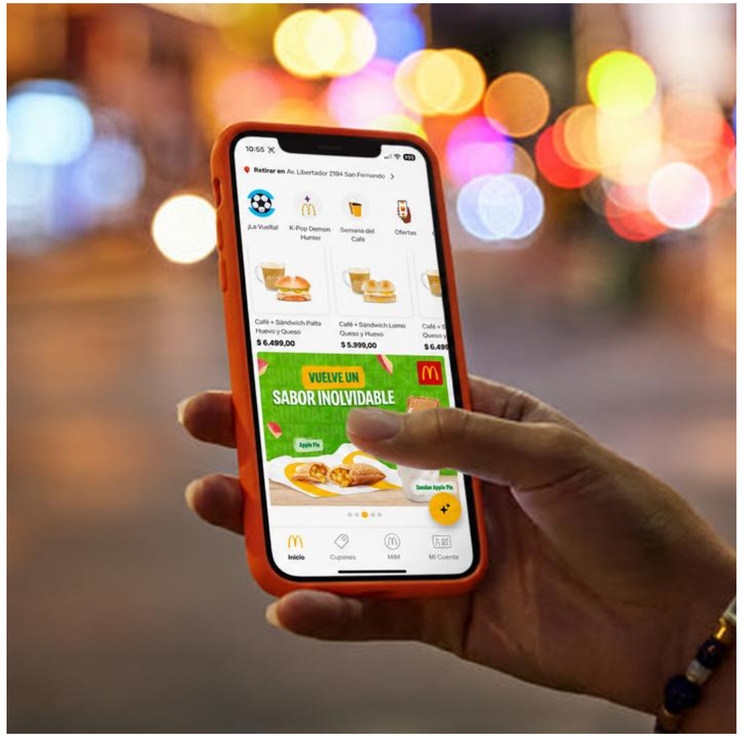
- Personalization
- Forecasting
- Inventory & labor optimization



## Redesign how work gets done

- AI-enabled workflows
- Decision support
- Human + AI collaboration

# Strategic Autonomy Accelerates Innovation



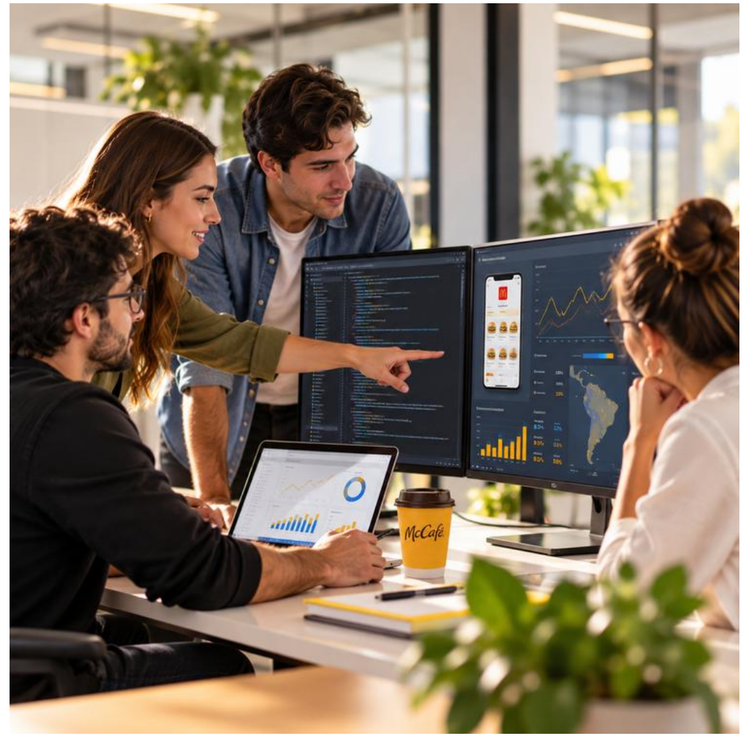

## Proprietary Technology

Own platforms and digital capabilities
**Speed** = Faster execution




## Proprietary Data

Unified data foundation across markets
**Intelligence** = Better decisions




## Proprietary Capabilities

In-house product, engineering, data & AI talent
**Flexibility** = Faster adaptation

**More control over what we build, how fast we move and how well we adapt**

# Innovation Is the Engine for the Next Phase of Growth

## 01 Strengthen the core

### Sell better

- AI-powered promotions
- Personalization

**Revenue growth**

### Operate better

- Integrated technology
- Automation

**Productivity gains + enhanced CX**

### Decide better

- AI-powered analytics
- Opex optimization
- Real estate intelligence

**Margin expansion**

+

## 02 Create new sources of value

- Adjacent opportunities
- Emerging technologies

**New revenue streams**

**AI SERVES AS A KEY MULTIPLIER**

# VIDEO 04

# We've Come a Long Way Weaving a Self-Reinforcing Digital System Into the Business

We control the critical assets to increase speed, flexibility and make innovation a key engine of growth.

**01** Self-reinforcing system

Digital, data and AI reinforce one another

**02** Strategic autonomy

We own the technology, the data and the talent

**03** Innovation as a growth engine

Strengthening the core and creating new value

# Now is the time to Grow

# 15-Minute Break




We'll be right back with
**Growing the Business**.

BLOCK 3 · GROWING THE BUSINESS

# Where growth *gets built*



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# Development

Sebastián Magnasco - VP



DEVELOPMENT - OPENINGS

# Scaling Growth through Smarter Development

Openings are accelerating, with a more disciplined development model.

**102** openings in **2025**

Brazil 64 Chile 14 Mexico 9 Argentina 5 Panama 3 Costa Rica 3 Colombia 1 Ecuador 1 Uruguay 1 Peru 1

**60** openings **2026 YTD**

Brazil 38 Chile 9 Mexico 5 Argentina 4 Panama 2 Ecuador 1 Costa Rica 1












2026 YTD as of September 18, 2026

DEVELOPMENT · BUSINESS ENVIRONMENT

# LatAm Remains Structurally Underpenetrated, Creating a Long Development Runway

Investor Day 2026

## Density well below mature markets

| | stores / 100k pop. | market maturity (years) |
|---|---|---|
| **United States** | **4.0** | 71 |
| Puerto Rico | 2.9 | 59 |
| Martinique | 2.9 | 35 |
| Guadalupe | 2.4 | 34 |
| Panama | 1.8 | 54 |
| Costa Rica | 1.5 | 56 |
| Uruguay | 1.0 | 35 |
| French Guyana | 1.0 | 26 |
| Chile | 0.6 | 36 |
| Brazil | 0.6 | 47 |
| Argentina | 0.5 | 40 |
| Mexico | 0.3 | 41 |
| Trinidad | 0.3 | 15 |
| Venezuela | 0.3 | 41 |
| Colombi | 0.1 | 31 |
| Peru | 0.1 | 30 |
| **Arcos Dorados avg.** | **0.4** | |

Mature benchmark (U.S.) · AD Mature markets · AD developing markets

Information as of 2024YE · Population source: World Bank

**10x**

lower density than the U.S. — 0.4 vs. 4.0 stores per 100k

**1.6**

benchmark: our own mature markets (Costa Rica, Panama)

**6,000+**

restaurant opportunities

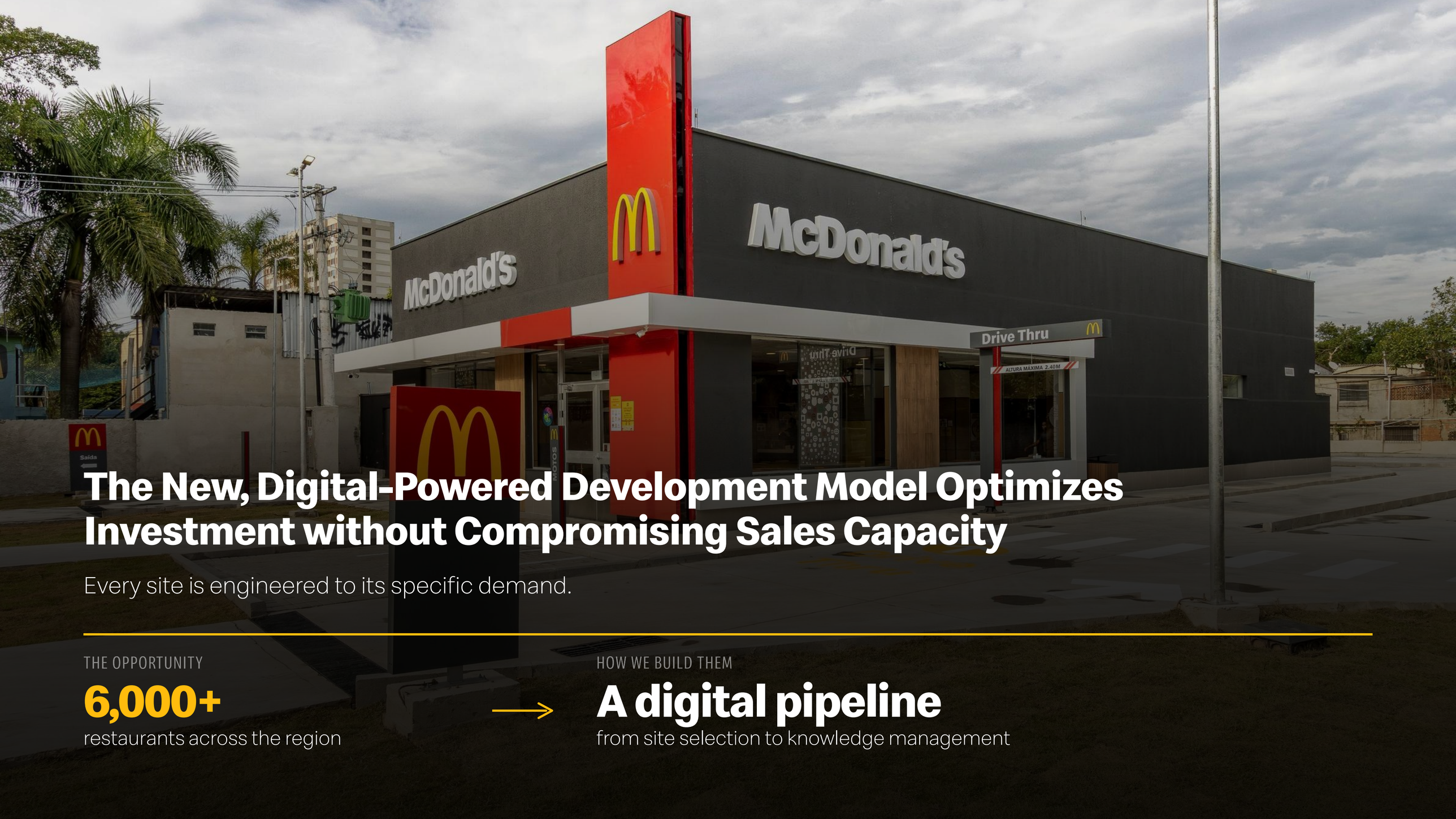
| | |
|---|---|
| Brazil | **3,000+** |
| Mexico | **2,000+** |
| Argentina | **700+** |
| Chile | **300+** |

# Our Development Model Evolved from Standardized Expansion to Precision Growth

| STANDARDIZED EXPANSION | | PRECISION GROWTH |
|---|---|---|
| Standard formats | → | Tailor-made formats to match demand |
| Fast replication under supply constraints | → | AI-driven demand modeling by site |
| Maximum omnichannel capacity in every unit | → | Right-sized assets, investment and returns |

STRUCTURAL CHANGES SINCE 2023

- Higher inflation, costs & competition
- More selective consumer spending
- AI transforming decision-making




# The New, Digital-Powered Development Model Optimizes Investment without Compromising Sales Capacity

Every site is engineered to its specific demand.

THE OPPORTUNITY

**6,000+**

restaurants across the region

→

HOW WE BUILD THEM

**A digital pipeline**

from site selection to knowledge management

# Digital Tools Improve Every Step of the Development Pipeline

| STEP 01 | STEP 02 | STEP 03 | STEP 04 |
|---|---|---|---|
| **Identify sites** | **Forecast demand** | **Approve business case** | **Design, build & track** |
| • 1,800+ georeferenced opportunities<br>• AI gap analysis | • Evaluations in minutes, not days<br>• Accuracy and demand granularity | • 100% of new business cases on the digital platform since November 2024 | • Forecasting demand in 15-minute intervals<br>• Optimized footprint, preserving capacity |
| From high-level areas to precise locations | From expert judgment to machine learning precision | From spreadsheets to integrated systems | From one-size-fits-all to demand-based right sizing |

DEVELOPMENT · THE NEW MODEL

# Translating Demand Intelligence into Targeted Design

Restaurant layouts now respond to 15-minute demand by channel and daypart, not average-site assumptions.

Investor Day 2026

## 01 Forecast demand

15-minute demand forecasting by channel and daypart.
Bottlenecks and idle capacity identified before design starts.

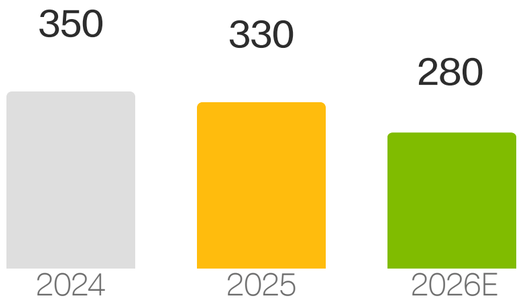
## 02 Tailor the asset

Targeted equipment levels for fries, grills and fryers.
Smaller footprint with a simpler kitchen layout.

## 03 Deploy faster

More scalable formats for different corridors and demand profiles.
Faster rollout without compromising sales capacity.

FREESTANDING FOOTPRINT · AVG. M²




**–20%** projected average area vs. 2024 peak

Seat mix shifting from 100+ seats to 80 and 60-seat formats

THE TAKEAWAY **Lower CAPEX and footprint without sacrificing sales capacity**

# Digital Tools Accelerate and Optimize Execution

## From 2D Plans to Digital Twin Models

### Today | One Smart 3D Model

A single 3D model of the whole restaurant, connected end to end.



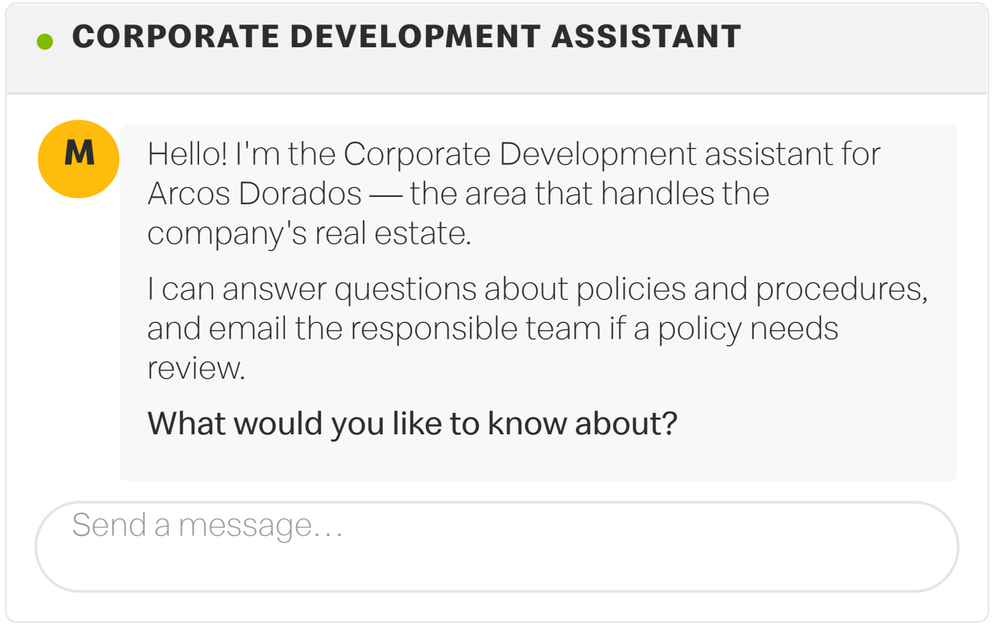
**Faster to Build**
Designs ready in days, not weeks

**One Shared View**
Everyone works from the same live model

**Fewer Mistakes**
Conflicts caught on screen, before building

**Lower Cost**
Precise quantities cut waste and investment

## AI agents turn development know-how into scalable institutional intelligence

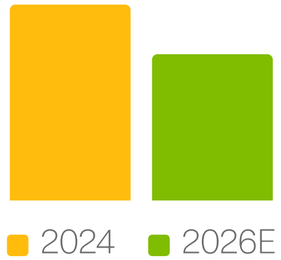



- 24/7 access to procedures and best practices
- Faster onboarding and time-to-productivity
- Less dependency on individual expertise

# Investing Better. Growing Faster.

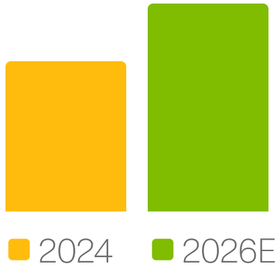
Investment efficiencies and stronger new restaurant performance are driving higher returns, creating additional capacity to accelerate future growth.

**-15% to -20%**

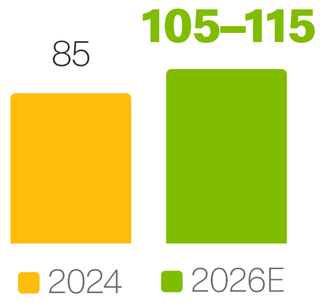



Avg. Investment

**+3 pp to +5 pp**




ROI Y1




# Openings

## CONTRIBUTION TO SAVINGS

- Right-sizing equipment (15-min demand granularity)
- Smaller footprint where demand permits
- Regional sourcing (PlayPlace, furniture, IT)
- Modular construction + material optimization
- Other

*"Stronger returns fuel faster growth"*

# Flexible Sourcing Provides Speed and Efficiency without Compromising Brand Standards

LOCALIZATION & REGIONAL SOURCING

Equipment designed and produced closer to where we build

**–60%**

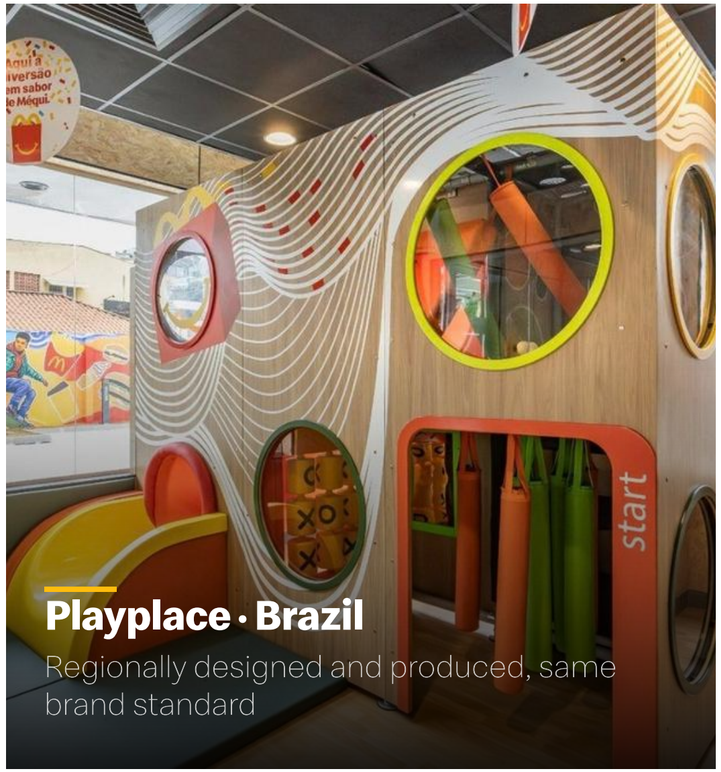
on selected localized equipment lines

**21**

equipment lines localized to date — 4 more in the pipeline for 2026–28

LOCALIZATION MIX · BRAZIL STANDARD RESTAURANT




**Playplace · Brazil**

Regionally designed and produced, same brand standard

THE TAKEAWAY

**Lower CAPEX per store and better capital allocation**

# VIDEO 06

DEVELOPMENT · CLOSING

# We Rebuilt How We Develop Restaurants Into a Structurally Transformed Model

We invest less per store, open faster and turn every dollar of capex into more growth.

**01** A bigger opportunity

Advantages and technology expand the long-term runway

**02** More resilient cash flow

Better processes and targeted capital allocation

**03** Ready to scale

Lower capex and a shorter cycle from opportunity to opening

# Now is the time to Grow

Investor Day 2026

# Supply Chain

Philippe de Grivel - VP



SUPPLY CHAIN · TODAY

# A Scaled Regional Platform Gives Arcos Dorados Greater Control over Cost, Availability and Quality

Investor Day 2026

**$2.6bn** Annual spend under management



**74%** Direct (F&P)

**15%** Indirect

**7%** Logistics

**4%** Toy

**85%** of spend sourced local & regional



**70%** Local

**15%** Regional (LatAm)

**15%** Extra-zone*

**26**

Distribution Centers

~20K deliveries/month · 60M+ cases/year

**~900**

Suppliers

480 Food & Paper + 420 Indirect · 640K+ tons/year

(*) Extra-zone imports mainly for Puerto Rico and the Caribbean markets.

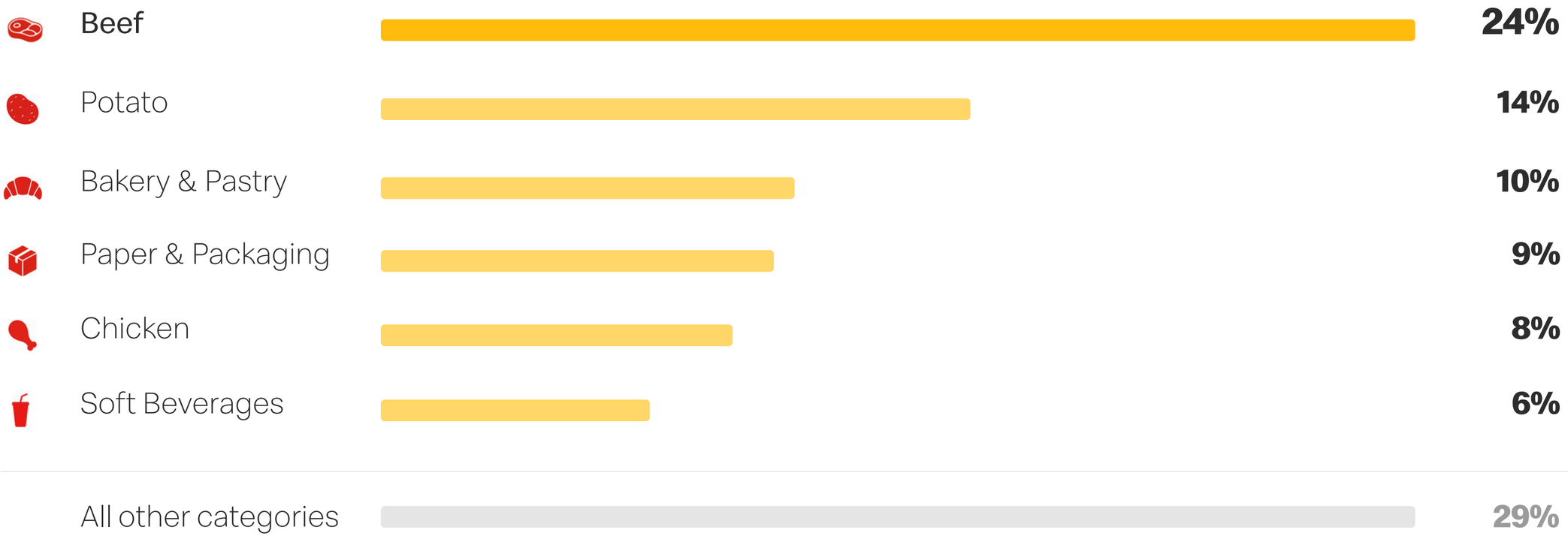
SUPPLY CHAIN · TODAY

# Food & Paper Is Our Largest Spend Pool

**$1.9bn+**

Food & Paper spend

The single largest cost pool we manage across 21 markets



SUPPLY CHAIN · BEEF

# Beef Is Our Largest Input Category

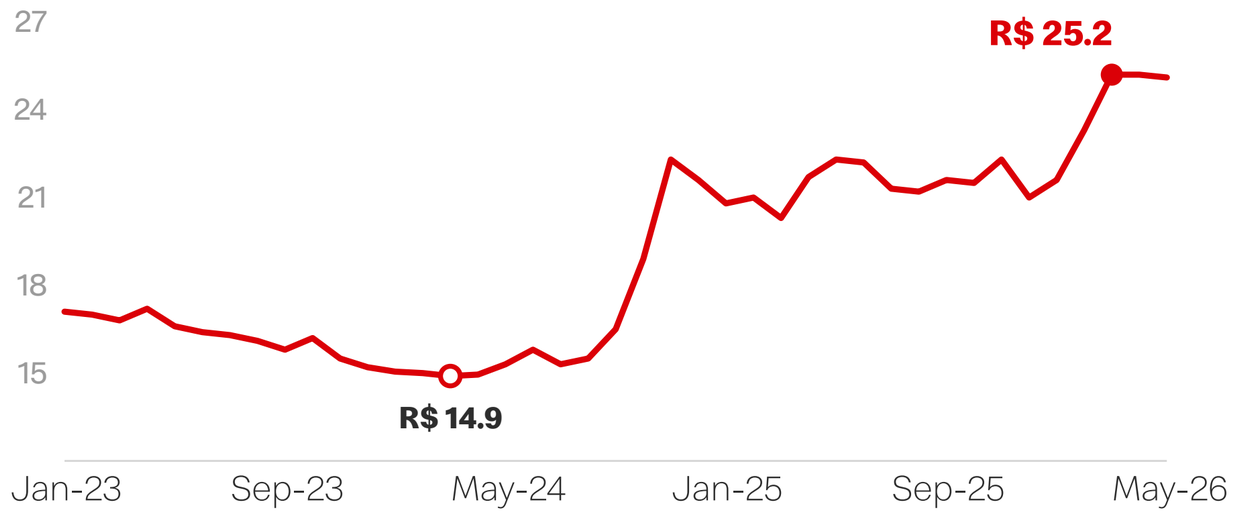
**24%**
of F&P spend
#1 category

**~$440M**
last 12 months ·
~76,700 tons

**80%+**
of beef cost moves with
the market

**Brazil beef reference price**

R$ / kg · Jan-23 to May-26




*Source: Intercarnes.*

**+69%** since the mid-2024 low — in under two years

## WHY PRICES ARE RISING

- Structural offer constraints
- China demand rising
- Brazil price gap closing

**Upward price pressure**

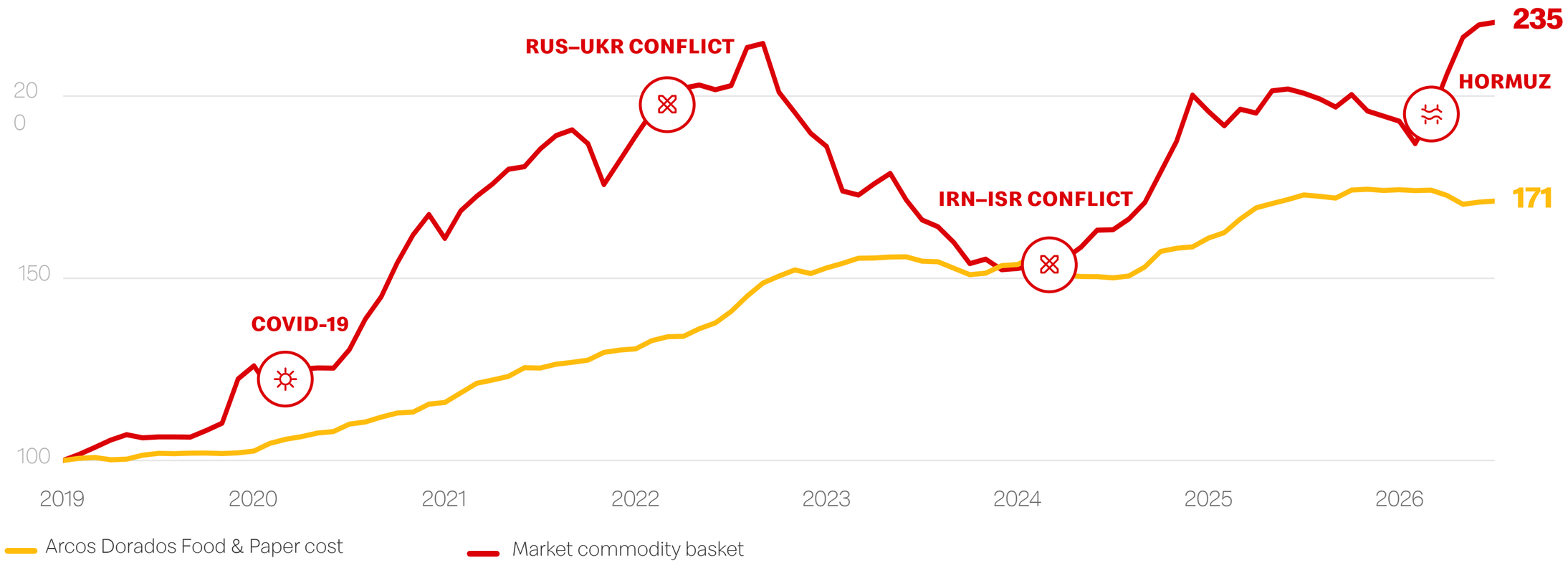
Only large QSR operator in Latin America sourcing certified, deforestation-free beef.

**FROM FARM TO BIG MAC** Farmer → Meat packer → Grinder → Distribution Center → Restaurant → Guest

# Volatility Is the Operating Baseline in Arcos Dorados' Environment

What we actually pay vs. raw material prices (local currency, 2019 = 100)

Jan-19 → Jun-26 · monthly



SUPPLY CHAIN · VALUE

# Supply Chain Creates Value across Five Pillars

## Growth

Supplies expansion and new openings at scale

TODAY'S FOCUS

## Resilience

Protects sales and margins against disruption and volatility

- Long-term strategic supplier partnerships
- Multi-sourcing and supply base diversification
- Hedging for commodity cost volatility

**KPIs**

Service level (on time, in full)

Product availability

## Margin Improvement

Reduces cost-to-serve and improves restaurant profitability

- Category management and co-innovation
- Specification and packaging redesign
- Logistics flow optimization

**KPIs**

Cost savings & avoidance

Purchase price variance vs. indicators

## Digital Transformation

Improves decision quality, speed and automation

- AI-enabled demand forecasting
- Demand planning automation
- Digital procurement (incl. P2P)

**KPIs**

Forecast accuracy — out of stocks

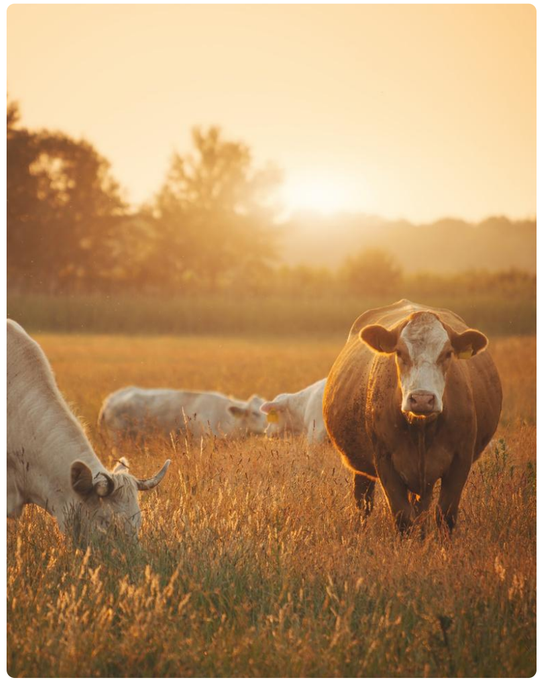
Inventory turns

## Sustainability & Compliance

Responsible sourcing and regulatory compliance across markets

SUPPLY CHAIN · VALUE

# Ambition for the Next 3–5 Years: Margin Improvement and Resilience Powered by Technology



## 01

Managing beef volatility



## 02

Advanced risk management practices




## 03

Best in class, AI-enabled supply and demand planning



## 04

“Zero touch” supply chain solutions

SUPPLY CHAIN · VALUE

# How We Reduce the Impact of Beef Volatility

## Maintain and develop a regional beef sourcing network for raw material and finished product

Multiple qualified suppliers across markets keep supply available and negotiation competitive.

## Develop flexibility to import & export raw material and finished product within the region

Having export permits in place for finished product to capitalize on grinders with access to cheaper material and/or production costs and/or tax

## Manage risk on raw material pricing

Pricing protocols, commercial agreements and hedging practices in place with vendors





SUPPLY CHAIN · VALUE

# Zero-Touch Replenishment: an Integrated, Automated, Responsive Supply Chain

Investor Day 2026

Connecting restaurant demand, distribution planning and supplier readiness.

### 03 PLANNING

Best-in-class tech-enabled demand & supply planning to maximize sales and minimize end-to-end costs.

### 04 OPERATIONS

“Zero touch” solutions in restaurants to maximize sales, customer service and labor productivity.

Restaurant demand → Distribution planning → Supplier readiness

## 3–5 YEAR AMBITION

**Restaurants**
Maximize sales availability & simplify execution

**Distribution Centers**
More productivity & cost efficiency

**Suppliers**
Better forecast & planning reliability

**System**
Higher margin & lower working capital

SUPPLY CHAIN · VALUE

# Five KPIs Track the Strategic Value Supply Delivers

KPI and strategic value demonstrated.

| | | |
|---|---|---|
| 01 | EBITDA contribution | Margin expansion and cost competitiveness |
| 02 | Inflation mitigation | Protection against commodity, FX, labor and logistics volatility |
| 03 | Product availability | Revenue protection and customer experience |
| 04 | Working capital efficiency | Cash generation and capital productivity |
| 05 | Resilience & Sustainability | Reduces earnings volatility and enhances credentials with key stakeholders |

# We Built a Regional Platform That Turns Scale into Leverage Over Cost, Availability and Quality

21 markets, $2.6bn of spend and a supplier network we shaped ourselves.

01 Balancing cost and resilience

02 Technology as the enabler

03 Value generator and protector

# Now is the time to Grow




# Final Thoughts

FINAL THOUGHTS

# Creating Value through Cash Generation

## Comparable Sales Growth

Driving market share gains while protecting profitability

## EBITDA & EBITDA Margin

Ensure cost discipline and margin expansion

## Return on Investment

Disciplined capital allocation focused on maximizing returns

## Adjusted Free Cash Flow

Driving cash generation and shareholder returns

Adjusted Free Cash Flow defined as Adjusted Net Cash from Operating Activities (excluding interests) - CAPEX.

FINAL THOUGHTS

# Long-Term Ambition

| | OPENINGS | CAPEX |
|---|---|---|
| 2026 | **105 – 115** | **$275 – 325M** |
| From 2027 to 2030 | **550 – 600** | **$1.3 – 1.5bn** |

Prioritizing higher-return investments

Revenue Growth **Mid to high single digits**

Adj. EBITDA Growth **High single to low double digits**

Macro-neutral

ARCOS DORADOS · INVESTOR DAY 2026

# Questions & Answers






# Thank you!

Investor Day 2026

APPENDIX

# Adj. EBITDA Reconciliation

| (In thousands of U.S. dollars) | 2021 | 2022 | 2023 | 2024 | 2025 | LTM 2Q26 |
|---|---|---|---|---|---|---|
| Net income attributable to Arcos Dorados Holdings Inc. | 45,486 | 140,343 | 181,274 | 148,759 | 212,116 | 256,745 |
| Net income attributable to non-controlling interests | 367 | 577 | 1,141 | 620 | 468 | 401 |
| Income tax expense, net | 31,933 | 85,476 | 95,702 | 109,903 | 128,728 | 147,500 |
| Other non-operating expenses, net | (2,185) | 287 | 1,238 | 3,873 | 1,484 | 992 |
| Foreign currency exchange results | 9,189 | (16,501) | (10,774) | 15,063 | 4,859 | (13,021) |
| Gain from derivative instruments | 5,183 | 10,490 | 13,183 | (941) | 3,078 | (2,861) |
| Net interest expense and other financing results | 49,546 | 43,750 | 32,275 | 47,238 | 13,660 | 2,426 |
| Depreciation and amortization | 120,394 | 119,777 | 149,268 | 177,354 | 197,257 | 211,734 |
| Operating charges excluded from EBITDA computation | 11,845 | 2,365 | 8,997 | (1,769) | 13,559 | 14,731 |
| **Adjusted EBITDA** | **271,758** | **386,564** | **472,304** | **500,100** | **575,209** | **618,647** |

APPENDIX

# Adj. Free Cash Flow Reconciliation

| (In thousands of U.S. dollars) | 2021 | 2022 | 2023 | 2024 | 2025 | LTM 2Q26 |
|---|---|---|---|---|---|---|
| **Net cash provided by operating activities** | **258,044** | **345,437** | **381,965** | **266,847** | **296,344** | **362,135** |
| Interest paid | 52,578 | 56,370 | 47,510 | 52,004 | 59,352 | 68,973 |
| Interest collected | (10,220) | (31,871) | (22,325) | (23,118) | (20,985) | (22,703) |
| **Adjusted net cash provided by operating activities** | **300,402** | **369,936** | **407,150** | **295,733** | **334,711** | **408,405** |
| Property and equipment expenditures | (114,999) | (217,115) | (360,097) | (327,636) | (281,350) | (263,076) |
| Purchases of restaurant business paid at acquisition date | (185) | (4,800) | (2,081) | (6,083) | (7,057) | (7,082) |
| Proceeds from sales of property and equipment, restaurant businesses and related advances | 1,987 | 2,714 | 2,540 | 8,210 | 2,569 | 5,137 |
| **Adjusted Free Cash Flow** | **187,205** | **150,735** | **47,512** | **(29,776)** | **48,873** | **143,384** |