Alsea

3Q25

EARNINGS VIDEOCONFERENCE

OCTOBER 23RD 2025

Today's Speakers

Christian Gurría
CEO

Federico Rodríguez
CFO

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Certain information contained in this presentation, particularly information regarding future economic performance, finances, and; expectations and objectives of management constitutes forward-looking statements. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and generally contain words such as “believes,” “expects,” “may,” “will,” “should,” “seeks,” “approximately,” “intends,” “plans,” “estimates”, “anticipates” or similar expressions. Our forward-looking statements are subject to risks and uncertainties, which may cause actual results to differ materially from those projected or implied by the forward-looking statement.

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Nothing in this presentation should be regarded as a representation by any person that these targets will be achieved, and the Company undertakes no duty to update its targets.

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Christian
Gurría

CEO

Strategic Priorities

Focusing on

Disciplined organic growth

- Same-store sales growth, prioritizing traffic over price increases
- Strengthen customer experience
- Effective commercial campaigns

Optimize our brand portfolio

- Prioritize return on investment
- Scalability and growth across all brands remain a core focus
- Concentration on the brands with the greatest strategic value

Enhance profitability

- Operational excellence and highly engaged, high-performance teams
- Organic growth supported by strategic new store openings and the remodeling of key locations

Disciplined and strategic capital allocation

- Prioritize productivity initiatives
- Vertical integration and long-term sustainability
- CAPEX optimization

3Q25 Highlights Results

SALES		EBITDA	
PRE IFRS-16	POST IFRS-16	PRE IFRS-16	POST IFRS-16
$21,029 **BN PESOS**	**$21,146** **BN PESOS**	**$2,881** **BN PESOS**	**$4,428** **BN PESOS**
↑ **5.7%** VS. 3Q24	↑ **4.0%** VS. 3Q24	13.7% MARGIN	20.9% MARGIN

SSS

4.1%
VS 3Q24

DIGITAL TENDER

37.4%

DIGITAL ORDERS

35.3 MILLIONS

Same Stores Sales

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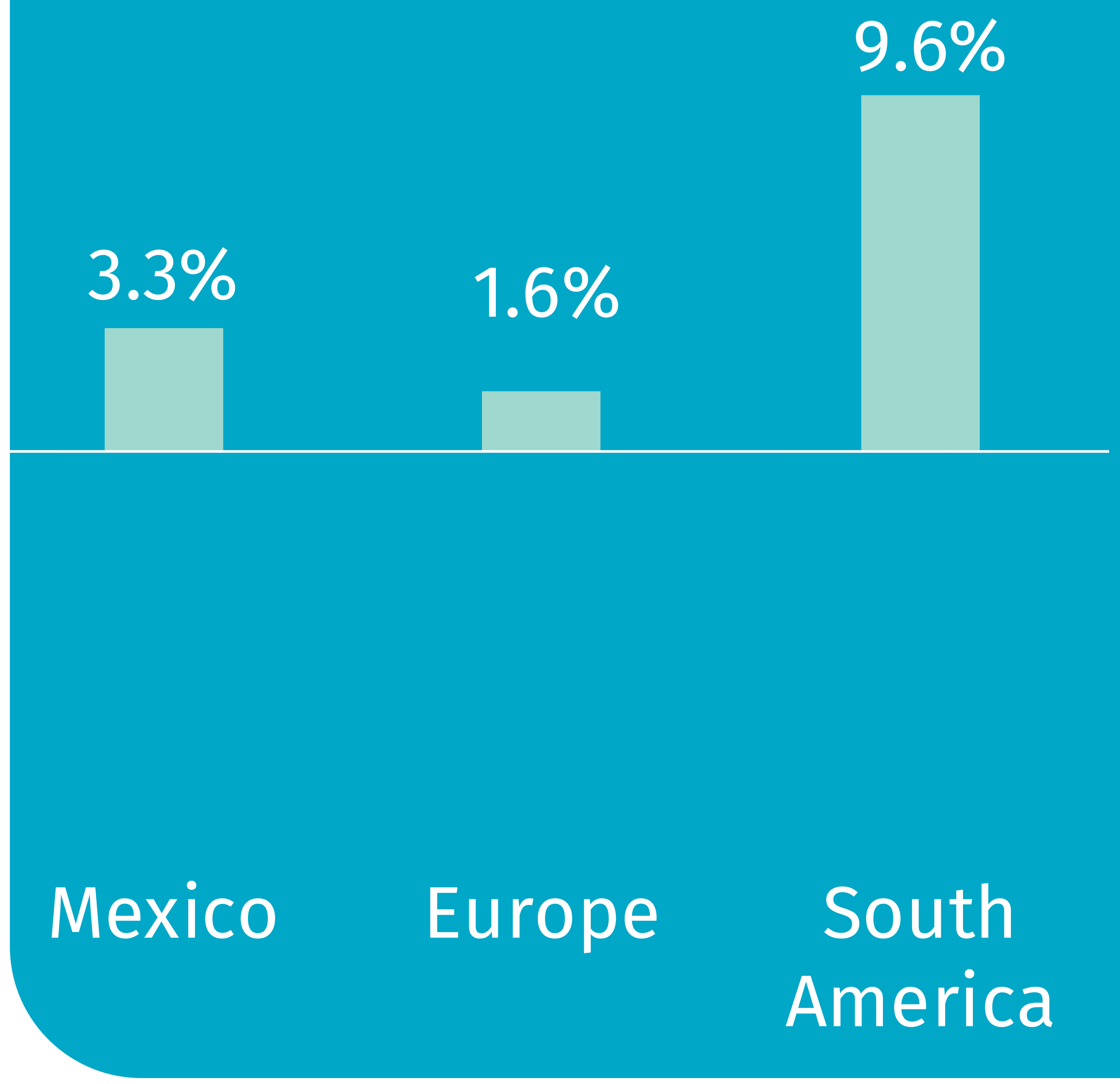
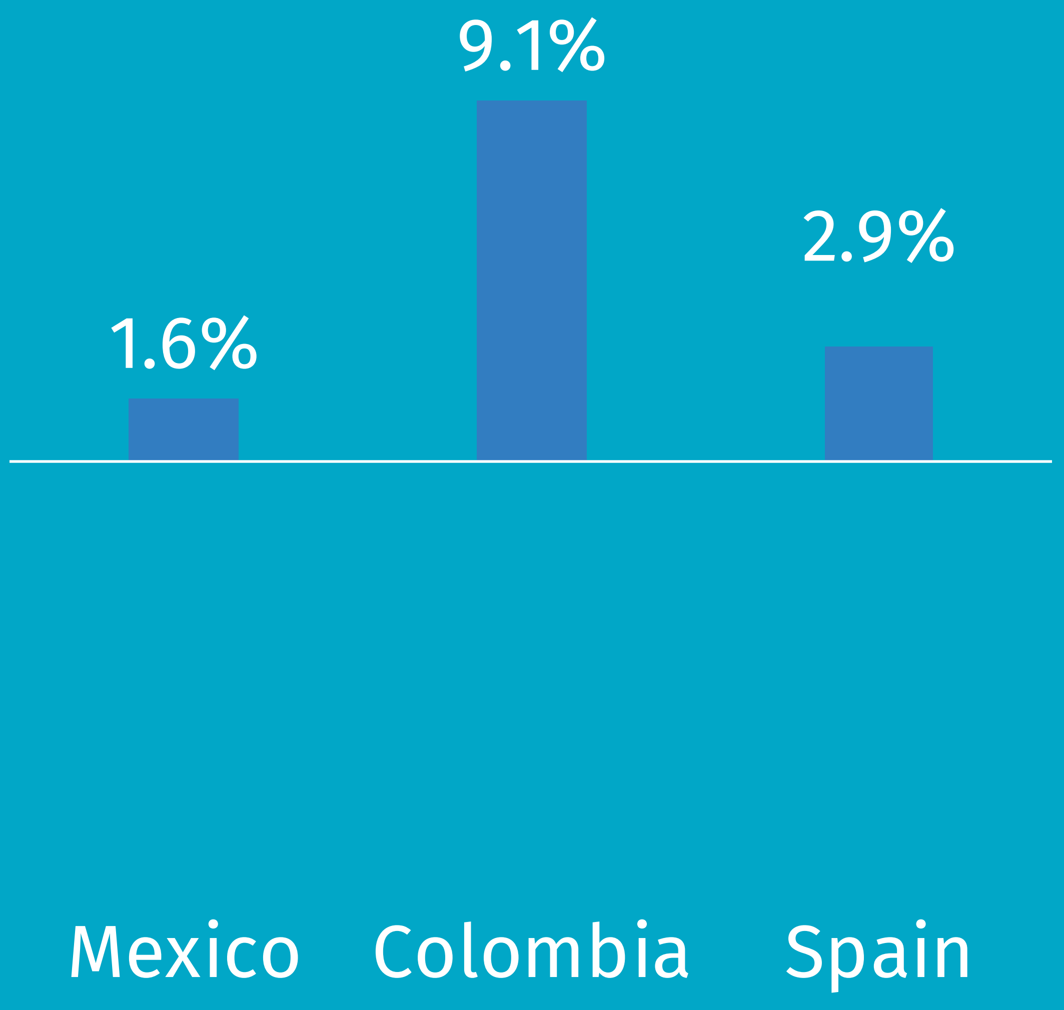
STARBUCKS

3.9%



DOMINO'S PIZZA

2.7%

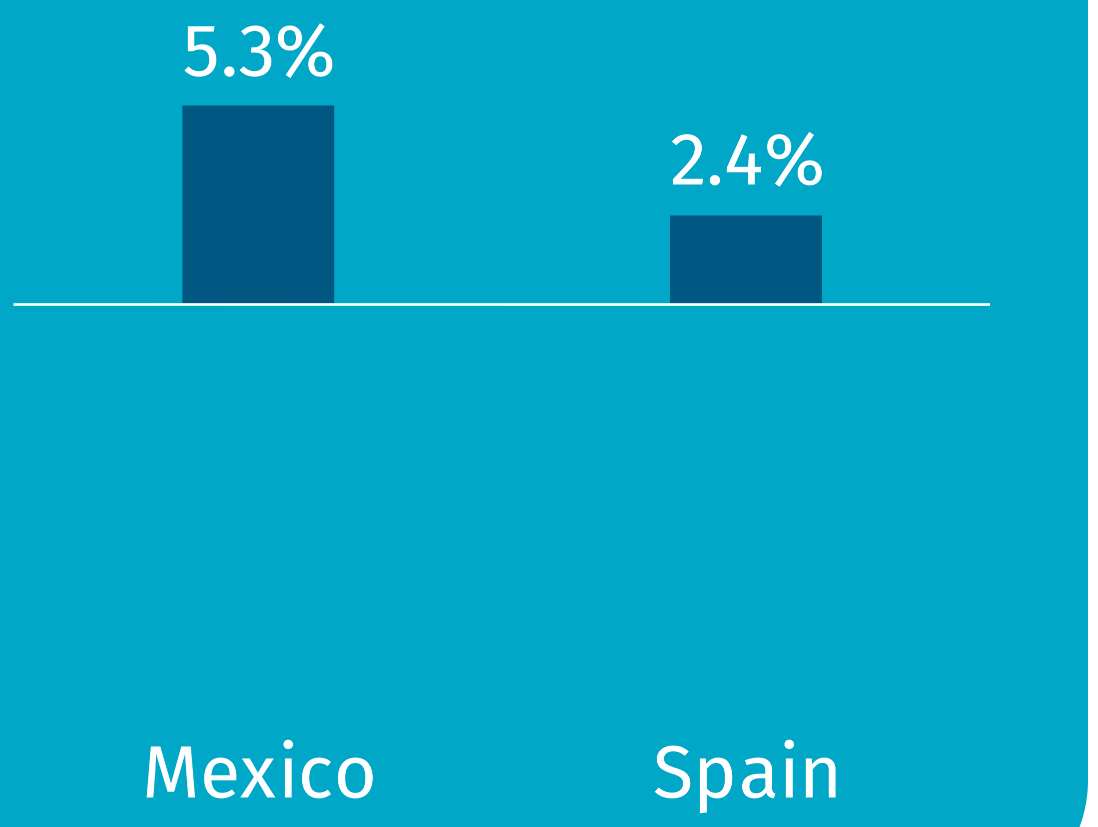


BURGER KING

-1.4%

FSR*

4.0%



* Full-Service Restaurants

Alsea Global

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Domino's	1,540
Starbucks	1,946
Burger King	376
chili's	80
Italianni's	76
P.F. Chang's	31
The Cheesecake Factory	10
vips	237
VIPS	166
Archies	28
Foster's Hollywood	205
TGI Fridays	9
Ginos	114

4,818
UNITS
77% corporate
23% franchises

3
SEGMENTS

- QSR
- Coffee Shops
- Full Service Restaurants

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BMV

117 M
CLIENTS SERVED

+ 75,000
TEAM MEMBERS

Global Loyalty KPIs

		Mexico	Europe	South America
Loyalty Sales	$5.1 Billion	$3.0 Billion	$1.7 Billion	$0.4 Billion
Tender		27%	31%	18%
Digital Customers * 180 days	+8.0 Million	4.3 Million	3.0 Million	0.8 Million

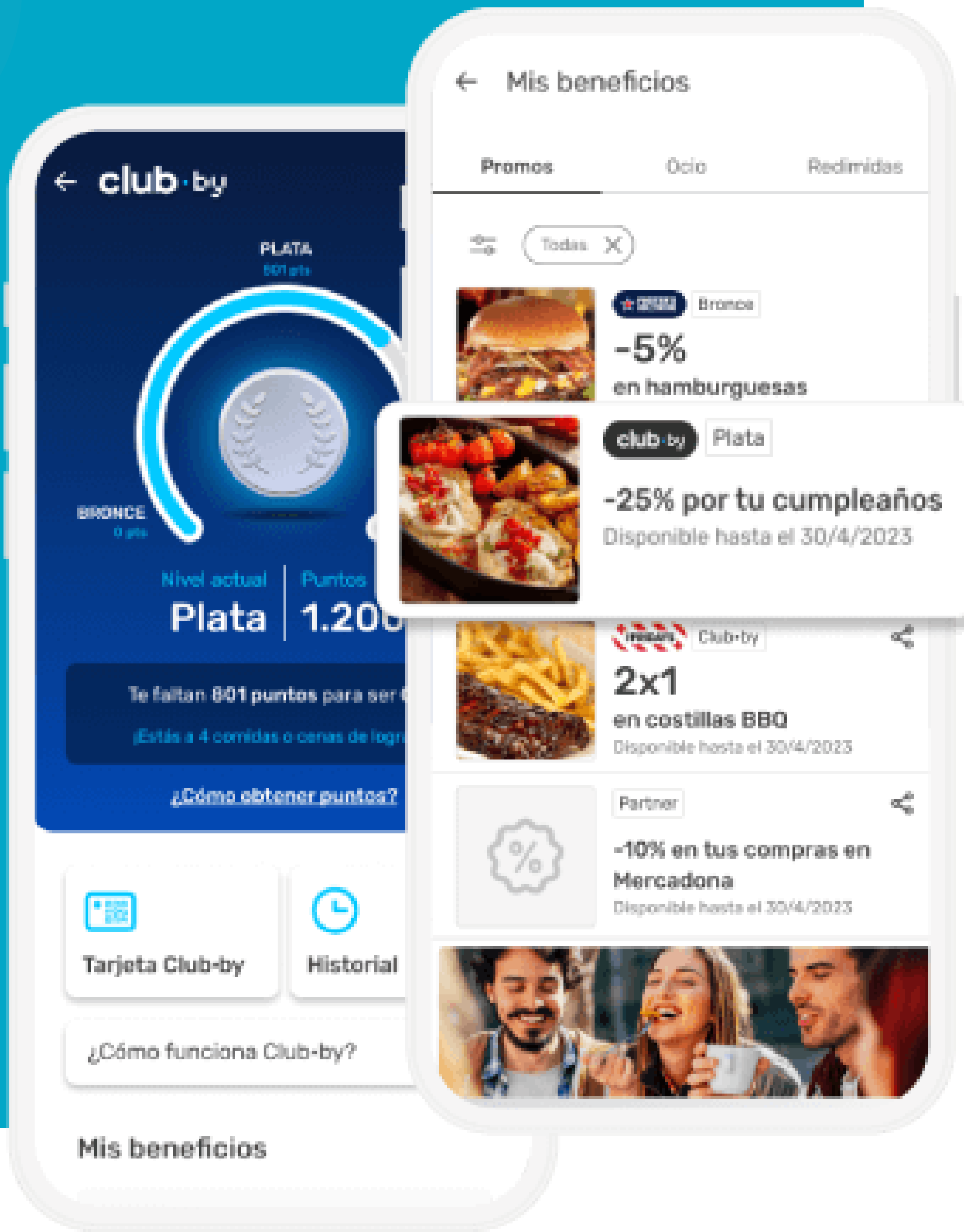
*Delivery + Loyalty

Tender
26.1%

Loyalty Sales
$5.1 BN
79% vs LY

Loyalty Orders
24.6 Million
1.9% vs LY

	Growth vs LY	Tender
Starbucks	21.7%	31.5%
Domino's	(4.9%)	28.2%
Burger King	11.3%	23.7%
Full Service Restaurants	(6.8%)	18.1%



Figures do not include telephone | e-commerce transactions linked to Wow+ are included as part of loyalty. Active customers of 90 days for Starbucks and 180 days for Domino's , Full-Service Restaurants and Burger King. [1] Overlap between delivery and loyalty.

ESG

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Alsea Fundación

- 21.7 million pesos in social investment in Mexico
- Benefiting more than 14,000 people in vulnerable situation

"Every Cup Counts"

- +1 million single-use cups have been successfully avoided year to day in Mexico

ESR EMPRESA SOCIALMENTE RESPONSABLE

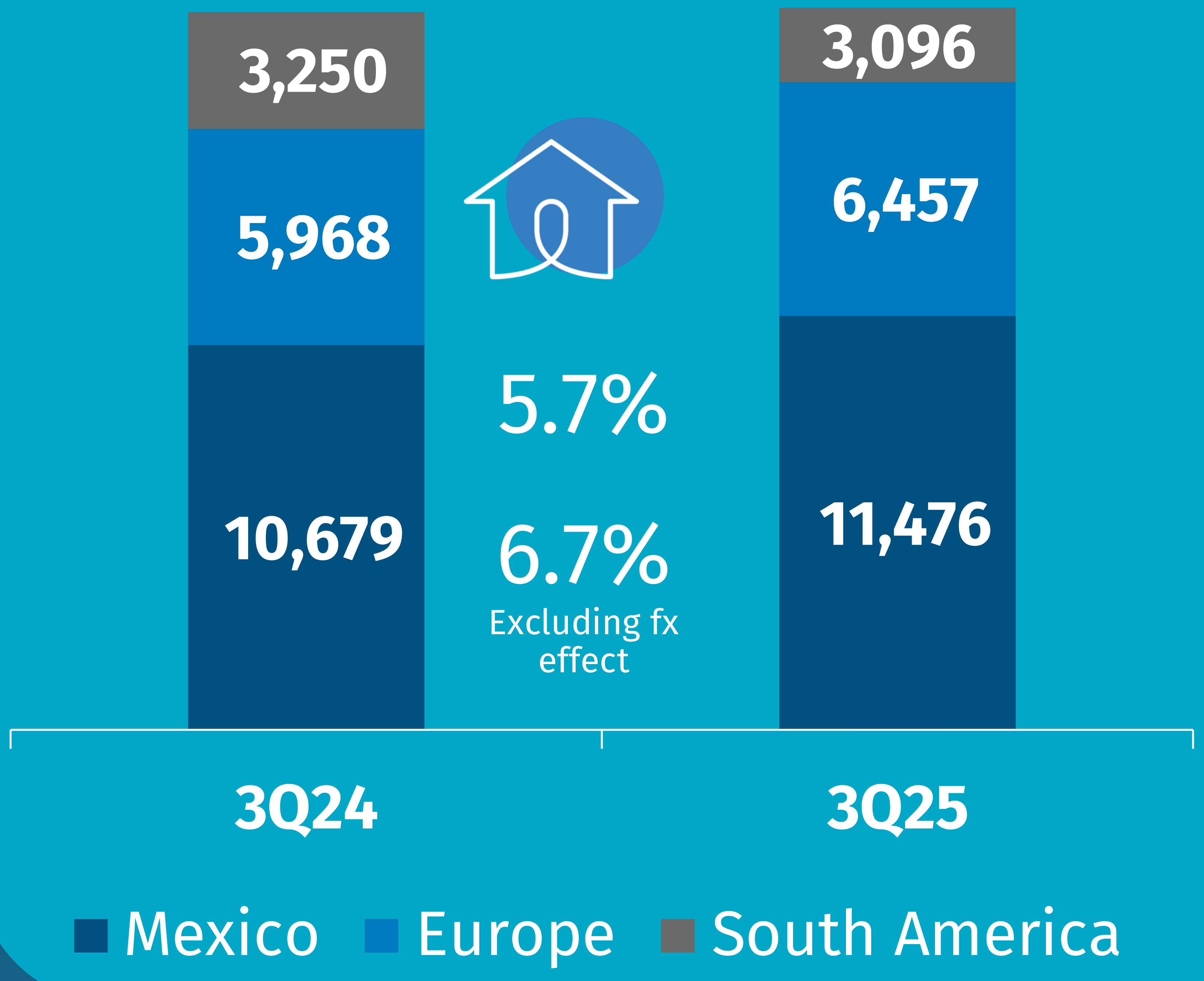
United Nations Global Compact

Federico Rodríguez

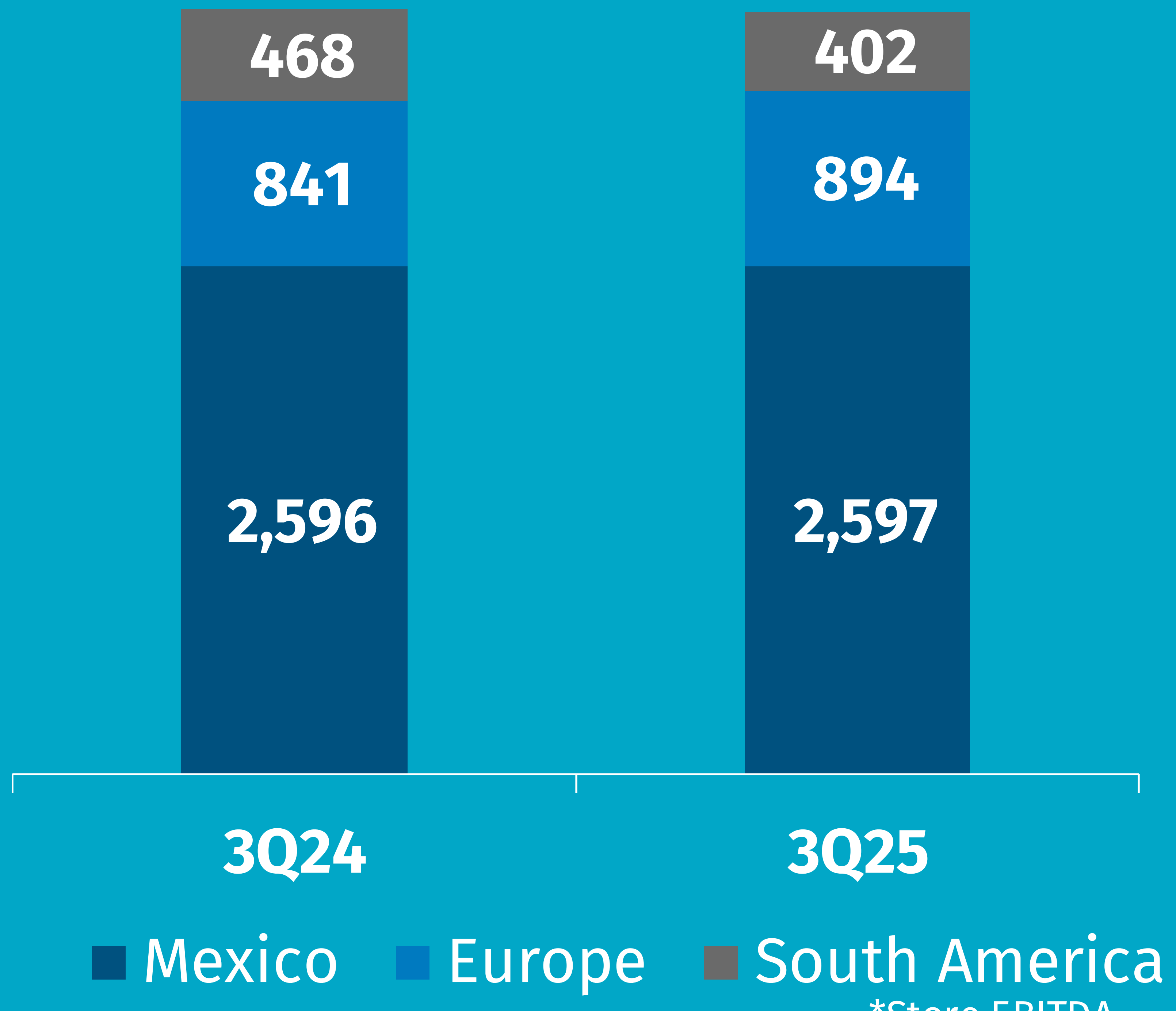
CFO

Sales Improvement

TOTAL SALES

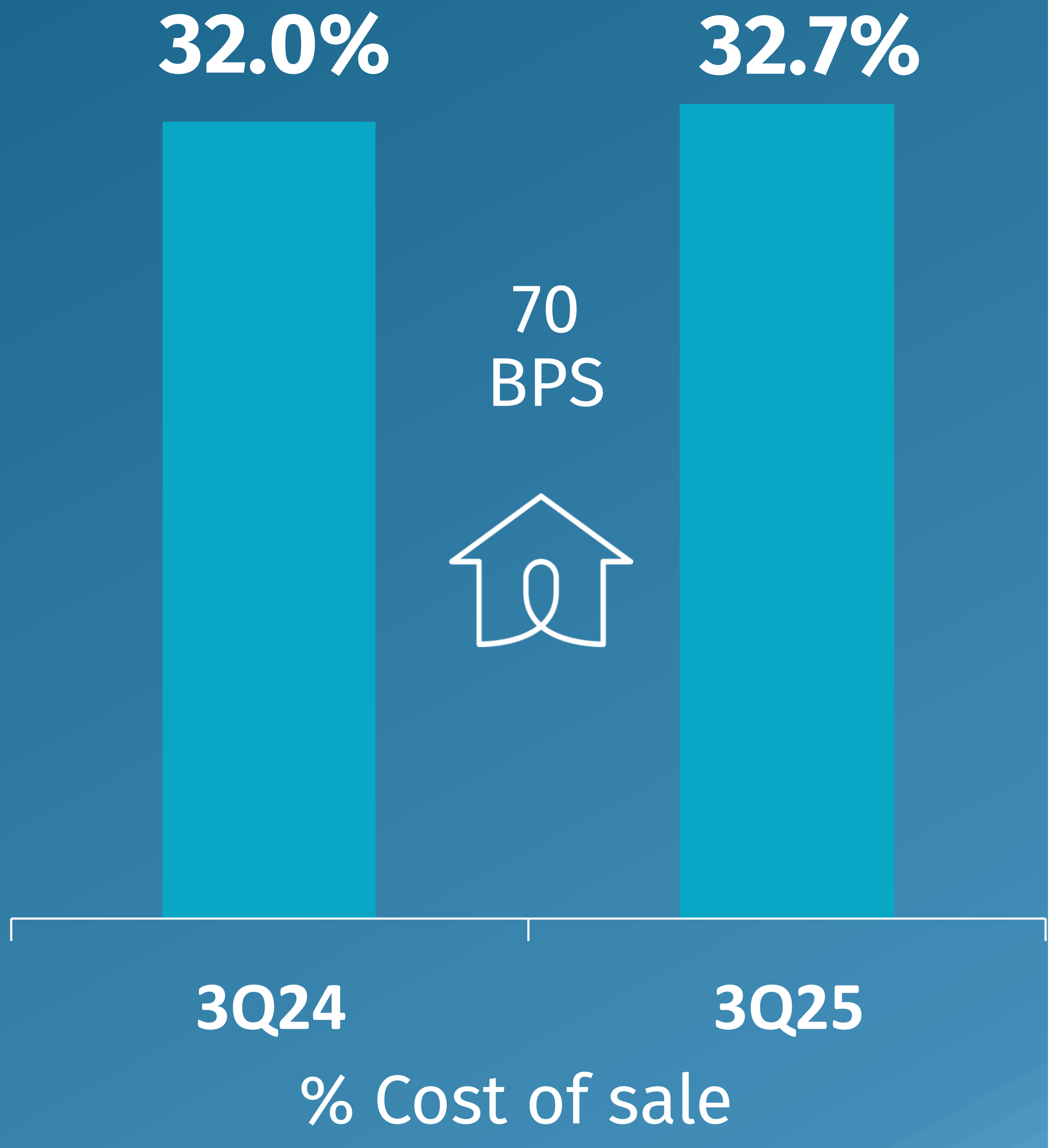


ADJUSTED EBITDA*



*Store EBITDA

COST



Figures in Million pesos

Capex YTD

3.8
BN pesos

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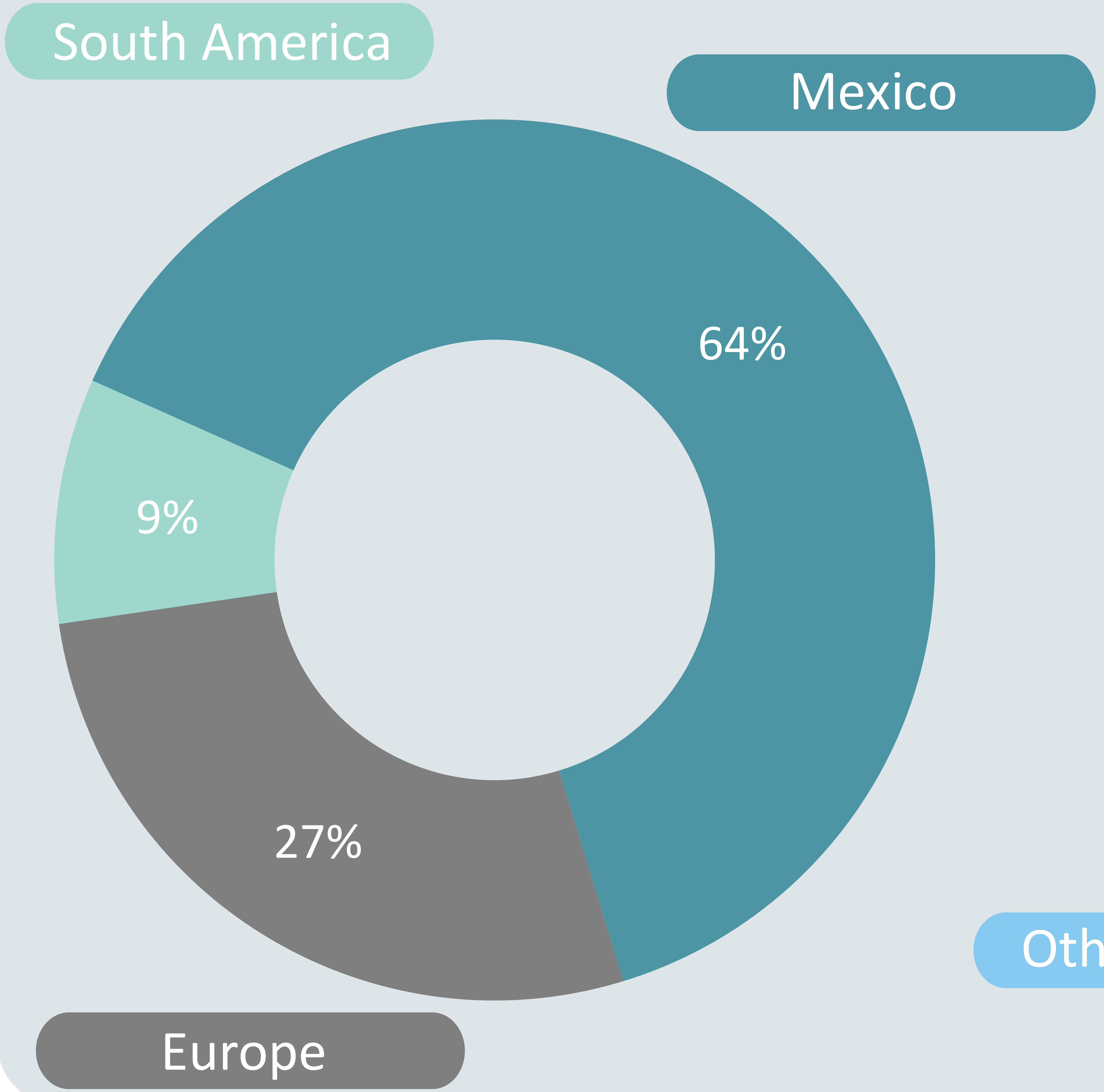

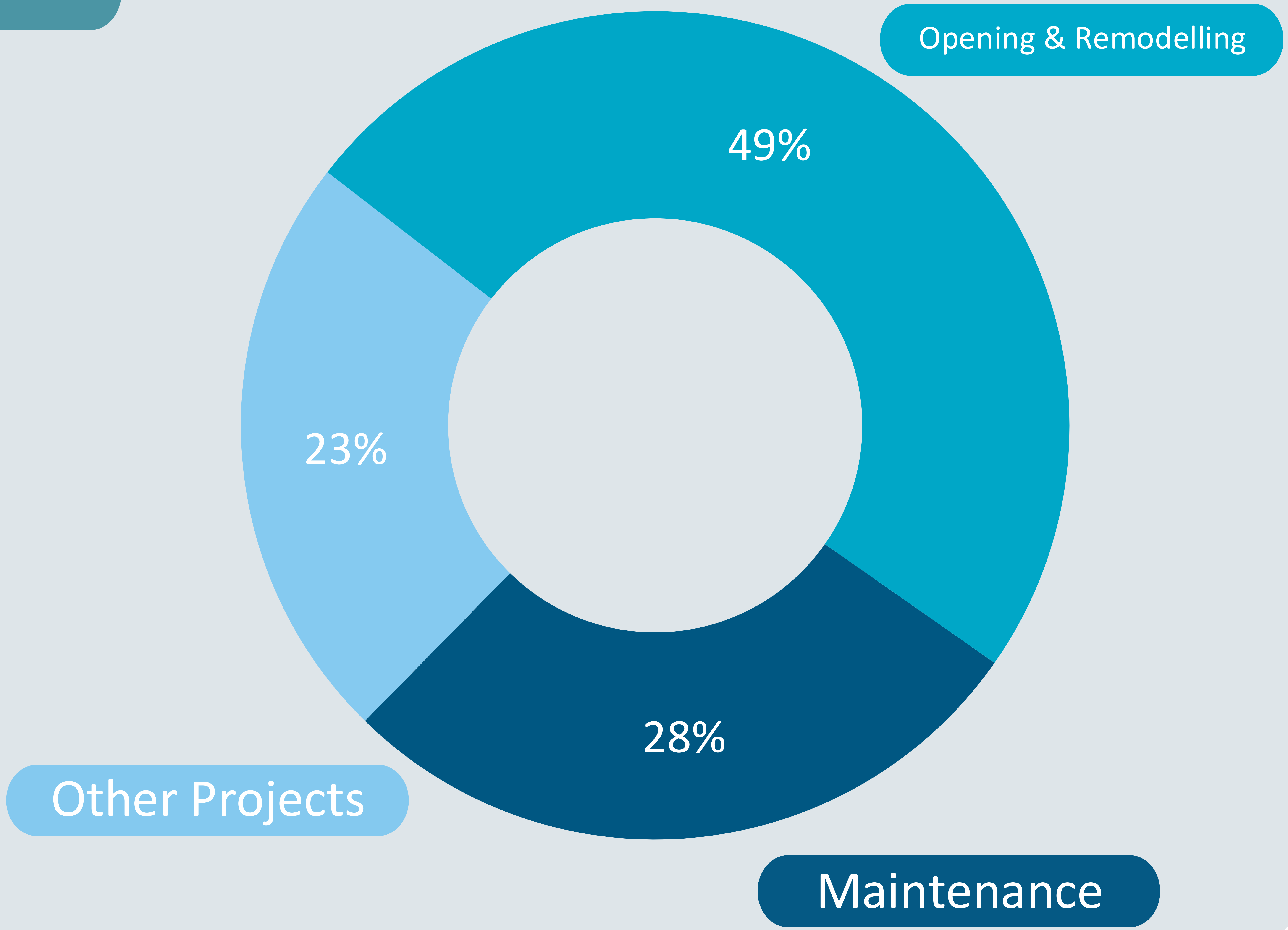

Debt Profile

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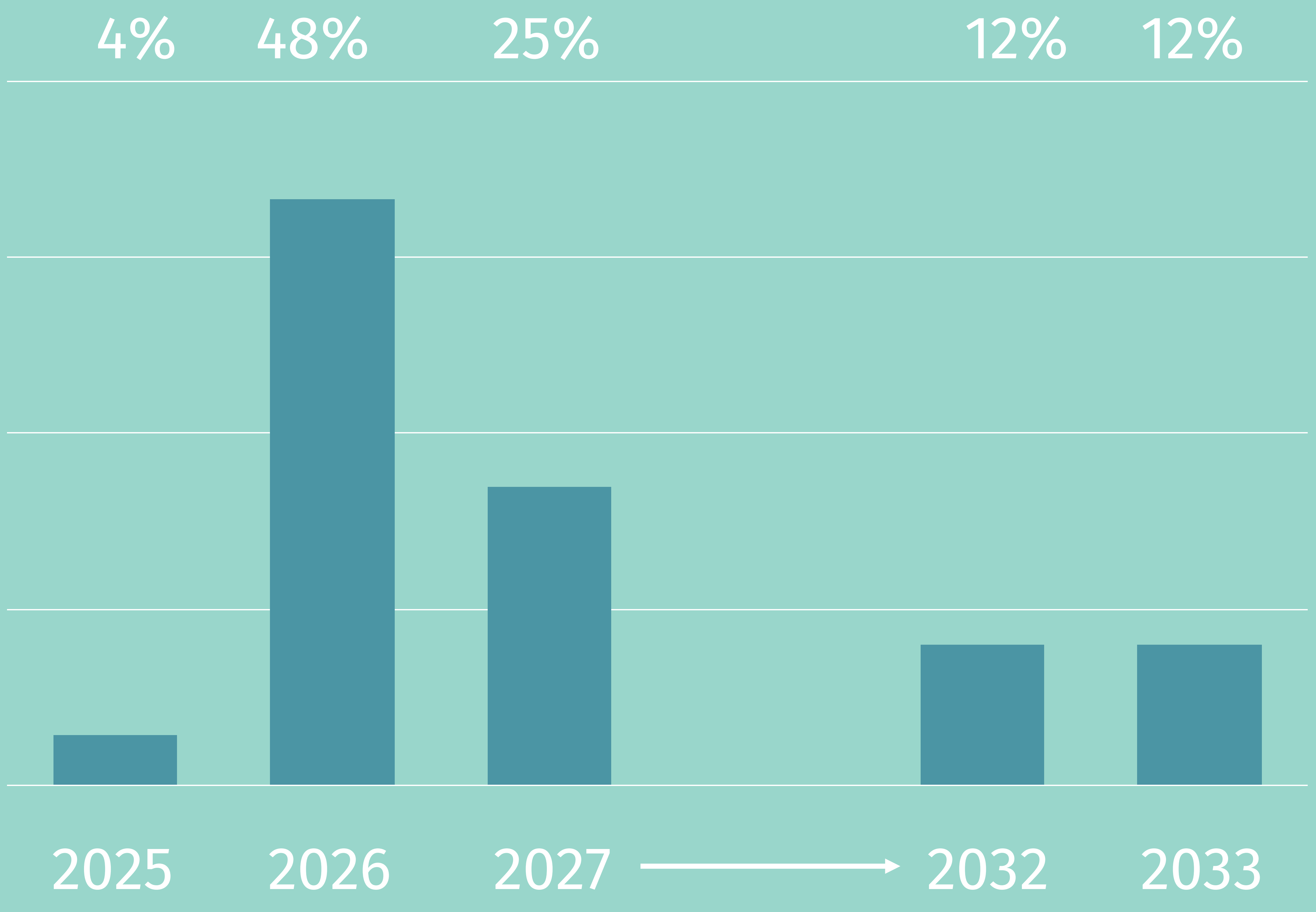
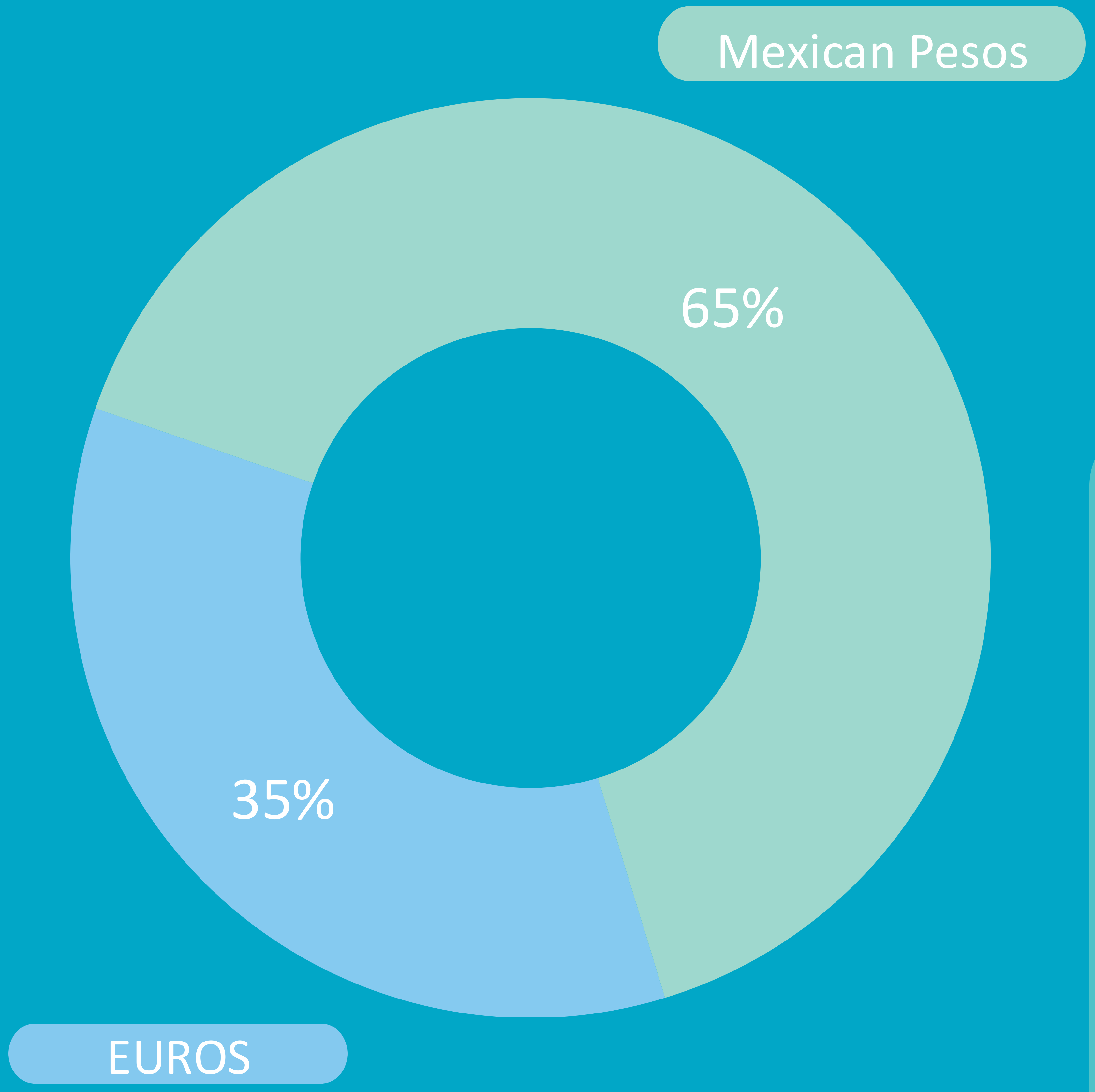
Total Debt

34.5
BN Pesos





	3Q25
Total Debt / EBITDA	2.9X
Net Debt / EBITDA	2.6X

2025 Guidance **Adjustment**

Top Line Growth

Openings

180 - 220

CAPEX

~ $6

billion pesos

SSS

Mid-single digit

REVENUE

High-single Digit
VS
Low double digit

PRE IFRS 16

Low-single digit
EBITDA Growth

VS

Mid-single digit
EBITDA Growth

2.6-2.8x
Net Debt/EBITDA

POST IFRS 16

Low-single digit
EBITDA Growth

3.0-3.2x
Net Debt/EBITDA

☐ Adjusted figures

Domino's

BURGER KING

chili's

P.F. CHANG'S

Italiannis

The Cheesecake Factory

vips

FOSTER'S HOLLYWOOD

Ginos

Q&A