



EL PORTÓN



Alsea 



LAVACA

Our Presence

14 Brands

79% Corporate

21% Franchises

3,468
units

70,683
employees

437
millions
clients served



2,358
Mexico



555
Spain



247
Argentina



155
Colombia

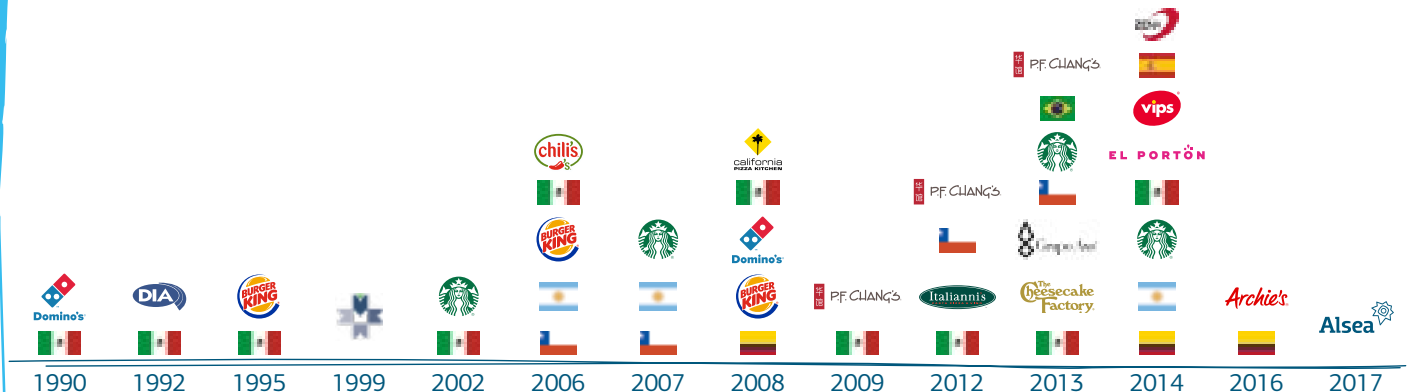


155
Chile



4
Brazil

Alsea's History



1 → 500 → 1,000 → 1,862 → 2,714 → 3,195 → 3,468

Launch

Business Model

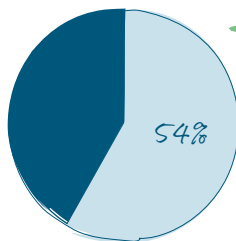
Expansion

Consolidation

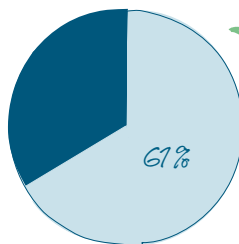
Alsea Mexico - Today

Stores	Corporate	Franchises	Total
 Domino's	438	276	714
 Starbucks	668		668
 Burger King	181	248	429
 Chili's	67		67
 California Pizza Kitchen	18	2	20
 P.F. CHANG'S	23		23
 Italianni's	81	13	94
 Vips	268	5	273
 EL PORTÓN	67		67
 The Cheesecake Factory	3		3
Total	1,814	544	2,358

Alsea Mexico

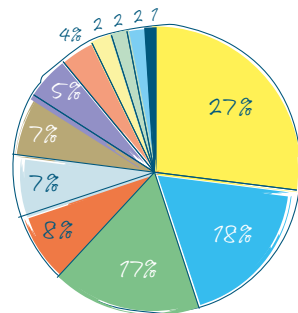


54%
Sales
Share



61%
EBITDA
Share

Employees



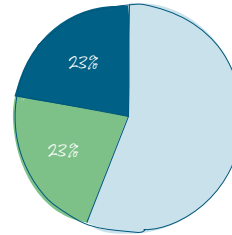
- Vips
- Domino's
- Starbucks
- Italianni's
- Burger King
- Chili's
- El Portón
- DIA
- P.F. CHANG'S
- California Pizza Kitchen
- Alsea
- The Cheesecake Factory

Alsea International - Today

Stores	Corporate	Franchises	Total
 Domino's	279	45	324
 Starbucks	262		262
 Burger King	229		229
 P.F. CHANG'S	10		10
 SANTITAS	96	133	229
 Canas y Tapas	8	9	17
LAVACA	4		4
Archie's	33		33
Total	923	187	1,110

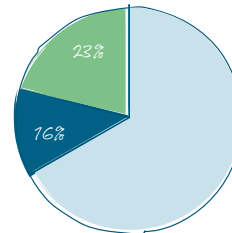
Alsea International

46%
Sales
Share

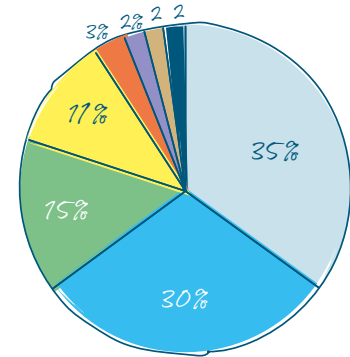


■ Spain
■ South America

39%
EBITDA
Share



Employees

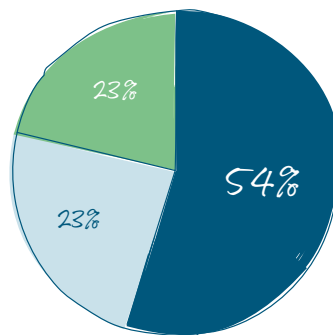


■ Burger King
■ Domino's
■ Starbucks
■ Foster's Hollywood
■ Archie's
■ P.F. CHANG'S
■ Alsea
■ Other

Alsea - Today

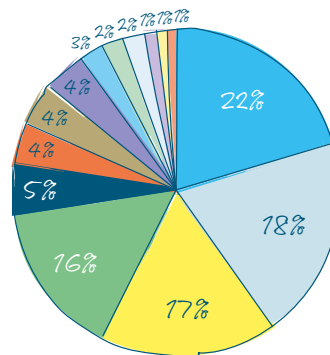
Stores	Corporate	Franchises	Total
 Domino's	717	321	1,038
 Starbucks	930		930
 Burger King	410	248	658
 Vips	268	5	273
 Italianni	96	133	229
 Chilli's	69		69
 Italianni	81	13	94
EL PORTÓN	67		67
 P.F. CHANG'S	33		33
Archie's	33		33
 California PIZZA KITCHEN	18	2	20
 The Cheesecake Factory	3		3
 Cafias y Tapas	8	9	17
LAVACA	4		4
Total	2,737	731	3,468

Sales per geography



- Mexico
- South America
- Spain

Employees



- Domino's
- Burger King
- Vips
- Starbucks
- Italianni's
- Foster's Hollywood
- Chilli's
- El Portón
- Supply
- P.F. CHANG'S
- Alsea
- Archie's
- California Pizza Kitchen
- Other

Innovation - Consumer - Technology

Multi-brand Rewards program



- Description / Objective: **know your customer**
- Reach: **1st stage - Mexico**



+1,000,000
registered users

Approximately



35% increase
in average ticket

More than



1,350
Restaurants on board

Wow is in



6% of Alsea
Mexico sales

Apps

My Starbucks Rewards
around **1.2**
Million members



Domino's App
more than **1.7**
Million downloads





Alsea 



1Q18

Strategic Definitions

Purpose	Ignite people's spirit						
Value Proposition	We are a determined community committed to excellence and integrity, we maximize synergies to deliver a surprising offer to our Guests and to make sure that our Restaurants generate extraordinary results, contributing with happiness doses even in the smallest details, to fulfill our purpose of igniting people's spirit.						
Brands	 Domino's  Italianis	 Starbucks  VIPS	 BURGER KING  EL PORTÓN	 chili's  Margarita	 california PIZZA KITCHEN  Canas y Tapas	 PF. CHANG'S  LAVACA	 The Cheesecake Factory  Archie's
Alsea's Culture	 Winning Attitude	 Engaged Leadership	 Surprising Service	 Collaborative Spirit	 Attention to Detail		
	Focused on deep knowledge and an exceptional GUEST experience						
Way to Win	Brand Portfolio	Best Talent	Best Operator	Marketing			
	Technology and Innovation	Synergy and Critical Mass	Sustainability				

Markets

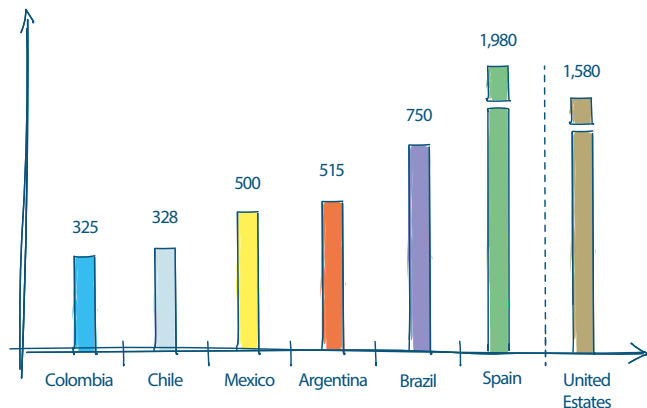
Actual Market
3,468
units

Population
496
million

GDP USD
5,150
billion

437
million
Clients
*served as of
Dec 77 LTM*

Per-Capita Expense | Food Service Industry (Figures in usd)



Diversified Portfolio

Popular Segments	A/B	C+	C	C-/D+	D/E
Starbucks					
McDonald's					
Domino's					
vips					
Chili's					
Italianni's					
EL PORTÓN					
PF CHANG'S					
california pizza kitchen					
The Cheesecake Factory					
LAVACA					
CañasyTapas					
Archie's					

Served by the informal sector

Growth Strategy



Growth

Organic Growth

+

Acquisitions

- SSS
- Store Openings
- New Brands
- New Markets
- New Brands
- Franchises & Sub-franchises
- Existing Brands
- New Markets



Margin expansions

Operating Leverage

+

Business Mix

+

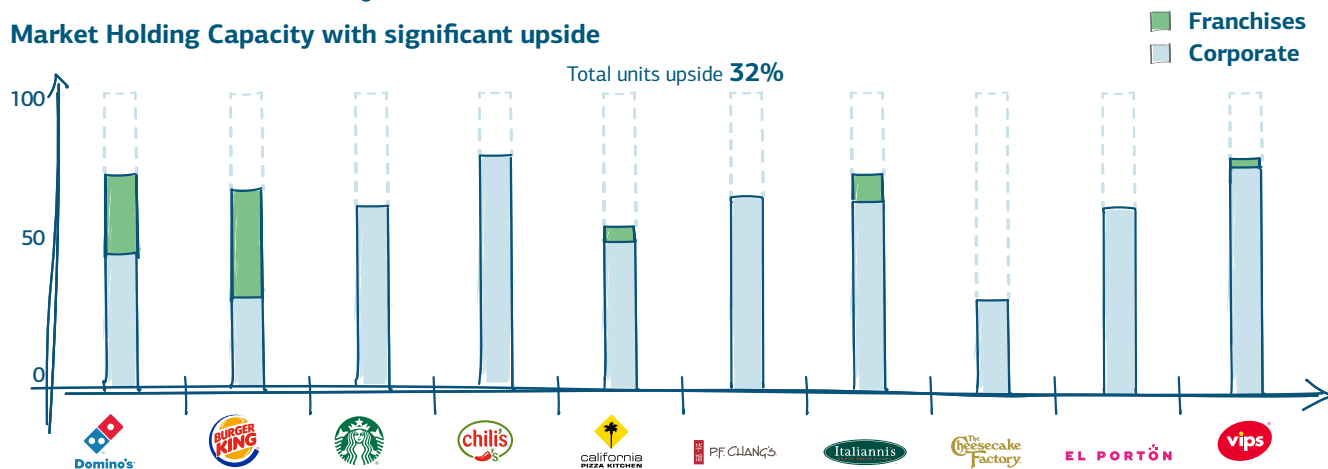
Operating Efficiencies

- SSS
- Units
- Corporate
- Franchised
- Sub-franchised
- Brands
- Segments
- Geographies
- Cost of Sales
- Pricing Strategy
- Expenses
- Synergies
- Best practices

Solid
Business Plan + **Great**
Execution = **Formula**
for Success

Mexico Strategy

Market Holding Capacity with significant upside



100-110

Openings

2018e



30-35



-



50-55



5-7



1



1



2-5



-



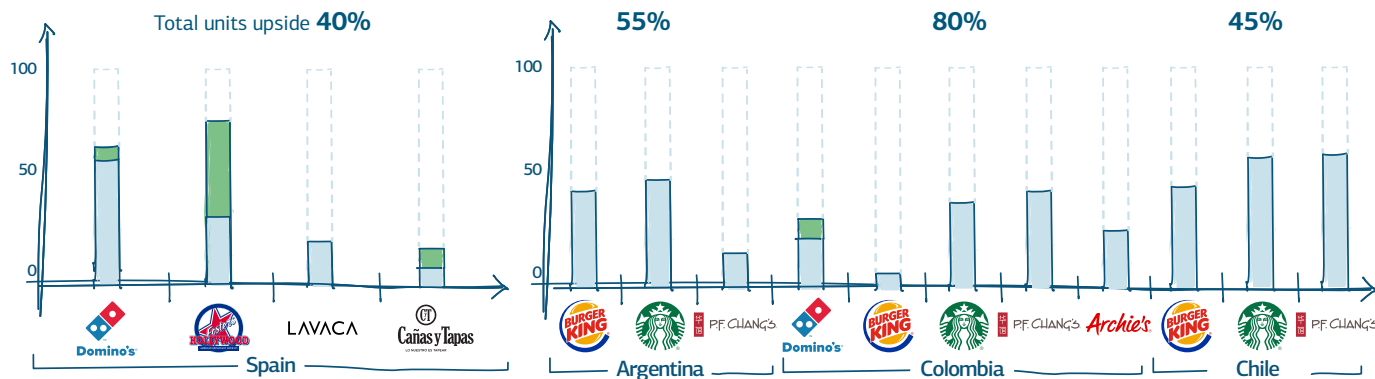
2



12-15

International Strategy

Market Holding Capacity with significant upside



90-100

Openings

2018e



Argentina



Chile



Colombia



Brazil



Spain

20-25

15-20

12-15

1

35-40

4 Delivery Distribution Centers in Mexico



Note: Does not include the distribution centers for Burger King (448 stores).

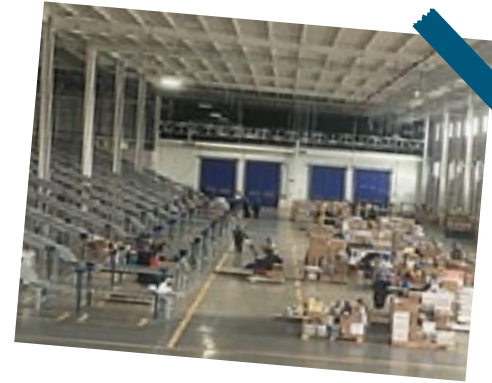
Alsea Operations Center (COA)

Centralized operation in Mexico City and surroundings

Warehouses + Bakery + Commissary + Mass production + Offices



Total Land
74,500 m²
with 46,000 m² built
+50 docks



17,228
Rack position

10,004
Warehouse

1,761
Refrigerated

5,463
Frozen



Alsea 

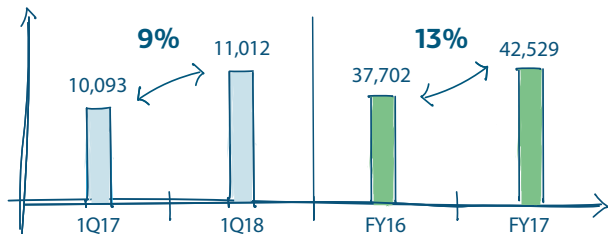


1Q18

Consolidated Results

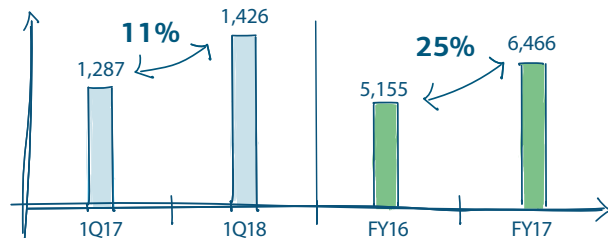
Sales

CAGR 28% ('13-'17)



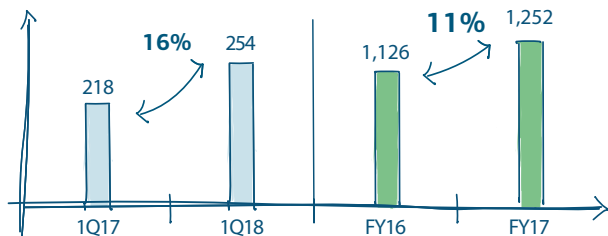
EBITDA

CAGR 33% ('13-'17)

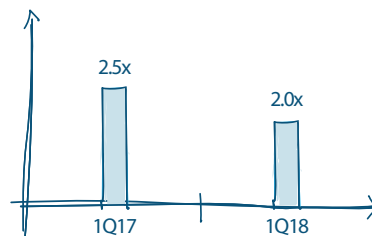


Net Ordinary Income

CAGR 17% ('13-'17)

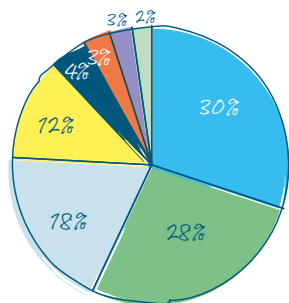


Net Debt / EBITDA

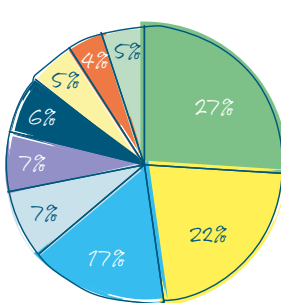


Sales, EBITDA and Net Ordinary Income figures in million pesos

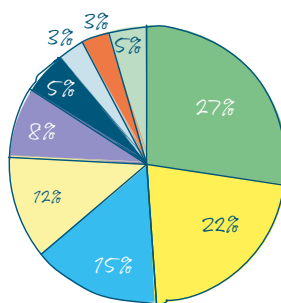
Business Overview - Mexico



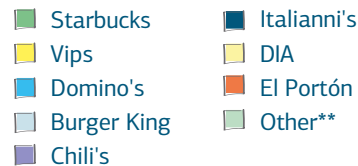
Units



Sales*



Adjusted EBITDA*

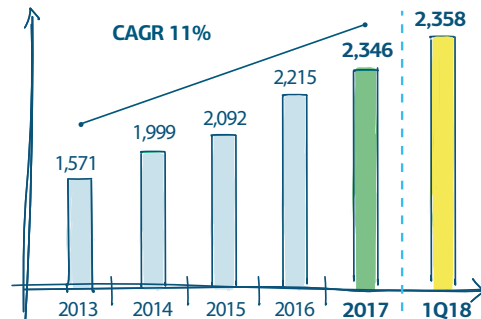


*Quarterly share figures for sales and Adjusted EBITDA
 **P.F. Chang's, The Cheesecake Factory, California Pizza Kitchen

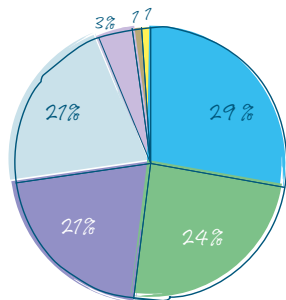
Results	1Q18	12m Dec17
SSS	7.1%	3.1%
Revenues	\$5,997	\$23,676
Adjusted EBITDA	\$1,365	\$5,608
Margin	22.8%	23.7%

Adjusted EBITDA and Revenues figures in million pesos

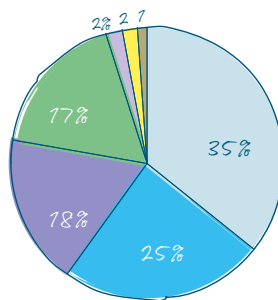
Total Stores



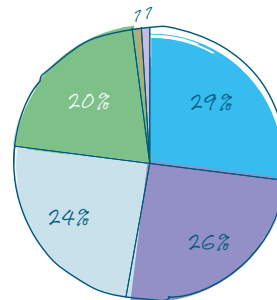
Business Overview - International



Units



Sales*



Adjusted EBITDA*

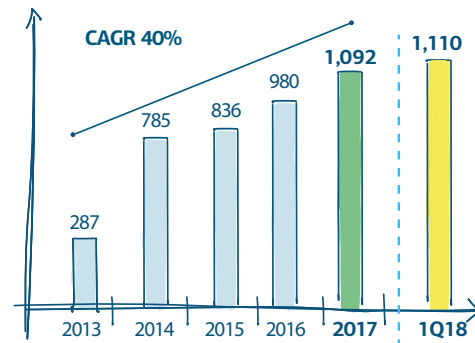


*Quarterly share figures for sales and Adjusted EBITDA

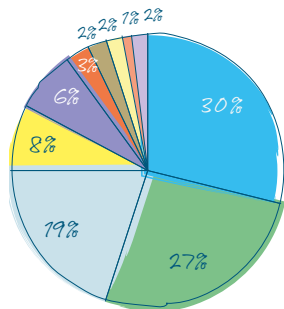
Results	1Q18	12m Dec17
SSS	6.7%	11.4%
Revenues	\$5,015	\$18,853
Adjusted EBITDA	\$832	\$3,383
Margin	16.6%	17.9%

Adjusted EBITDA and Revenues figures in million pesos

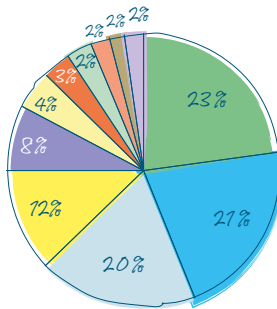
Total Stores



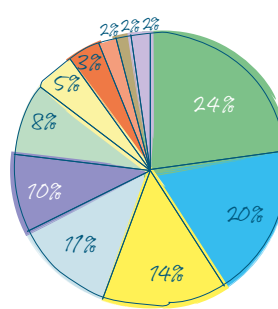
Business Overview - Alsea



Units



Sales*



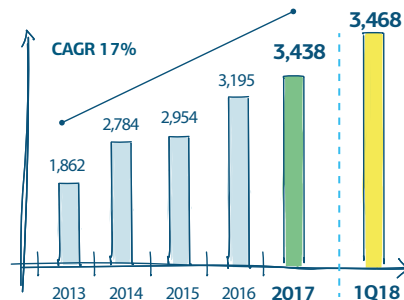
Adjusted EBITDA*



*Quarterly share figures for sales and Adjusted EBITDA

**Archie's, The Cheesecake Factory, California Pizza Kitchen, Cañas y Tapas, LAVACA

Total Stores



Results	1Q18	12m Dec17
SSS	6.9%	6.6%
Revenues	\$11,012	\$42,529
EBITDA	\$1,426	\$6,466
Margin	13.0%	15.2%

EBITDA and Revenues figures in million pesos

Debt Profile

Capital structure 1Q18 1Q17

Net Debt / EBITDA	2.0x	2.5x
EBITDA / Interest Paid	4.9x	5.4x

Average cost 8.63%

Peso:	8.52%
Euro:	1.89%

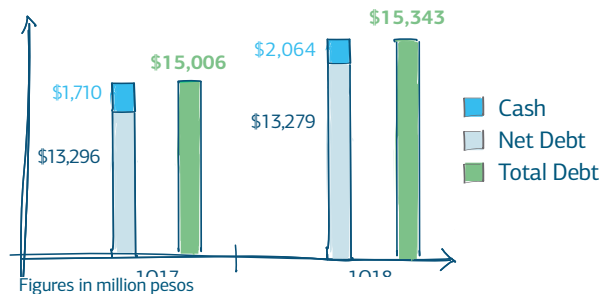
Debt structure 1Q18

Bond Debt	45%
Bank Debt	55%

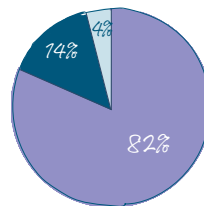
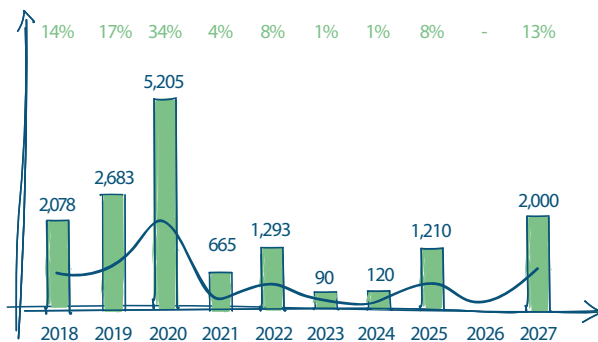
Main banks

Scotiabank	8%
Bank of America	7%
Bank of Tokyo	7%

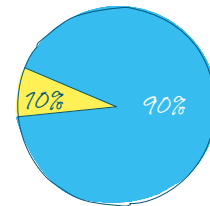
Duration 4.1 years



Debt maturity

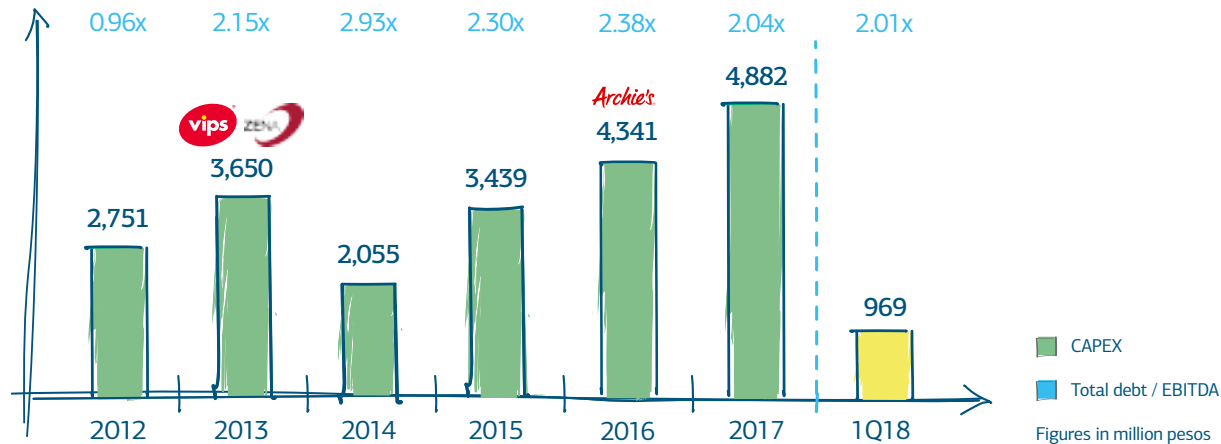


Mexican peso
 Euros
 Argentinian and Chilean pesos



Long term debt
 Short term debt

Leverage & CAPEX



Note: Alsea has managed to successfully complete the acquisition of new brands in its portfolio, improving its leverage level over time.

Guidance 2018



Top line
Growth

Between
240-270
Total openings

190-210
corporate

+

50-60
sub-franchisees

SSS

Mid to High
Single Digit

Revenues

Low to Mid
Double Digit Growth

EBITDA
Growth

EBITDA
Low to Mid
Double Digit
Growth

Slightly above
14%

EBITDA margin

~4 - 4.5 Bn
CAPEX*

2.2x - 2.4x
Net debt/EBITDA

*Excluding acquisitions..

Five Year Goals

	2018e	2022e
Sales	Low to mid double digit growth	CAGR* > 15%
EBITDA	Low to mid double digit growth	CAGR* = High-teens
EBITDA margin expansion	Slightly above 14%	>15%
Dividends	>\$0.70 pesos per share	Acum >\$ 5.50 pesos per share
Adjusted EPS*	\$1.70	CAGR* >25%
ROIC	13%	>20%
ROE	12%	Low 20's

*5 - Year Compound Annual Growth Rate

Investor Information

Salvador Villaseñor / IR
ri@alsea.com.mx
Phone: +52 (55) 7583-2000

Headquarters

Alsea, S.A.B. de C.V.

Av. Revolución #1267 – 21st. Floor
Corporate Tower
Col. Los Alpes, Del. Alvaro Obregón
Zip Code 01040, Mexico City
Phone: +52 (55) 7583-2000



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