Alsea

update 3Q19

OUR PRESENCE

Domino's	1,181
Starbucks	1,534
Burger King	649
Chili's	78
P.F. Chang's	29
The Cheesecake Factory	4
Italiannis	93
vips	287
El Portón	50
Foster's Hollywood	236
Archies	31
VIPS	107
VIPS Smart	36
TGI Fridays	19
Ginos Ristorante	131

	UNITS
Mexico	2,469
Argentina	268
Colombia	168
Chile	189
Uruguay	7

	UNITS
Spain	1,071
Portugal	24
France	183
Belgium	28
Netherlands	84
Luxembourg	4

11 COUNTRIES

16 BRANDS

4,495 RESTAURANTS

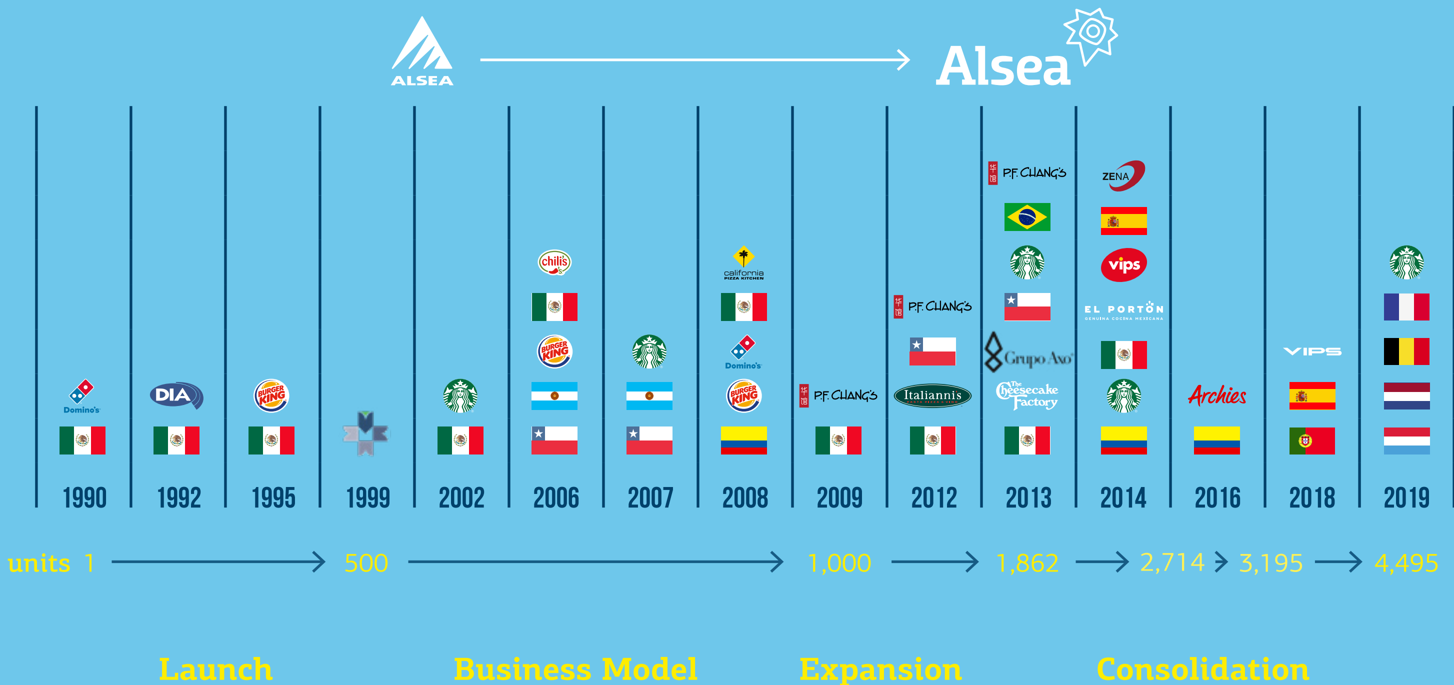
76% CORPORATE

24% FRANCHISES

+85,000 EMPLOYEES

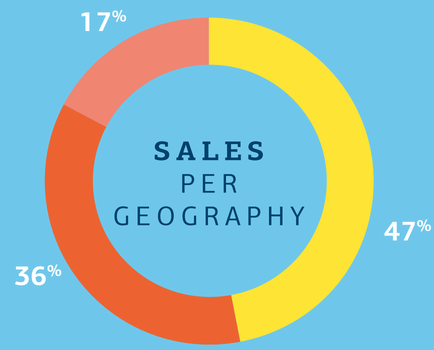
+465 MILLION CLIENTS SERVED

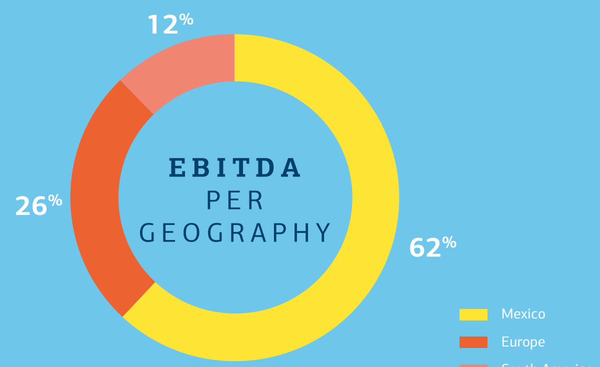
ALSEA´S
HISTORY



ALSEA TODAY

Stores	Corporate	Franchises	Total
	1,290	244	1,534
Domino's	818	363	1,181
Burger King	415	234	649
vips	281	6	287
Foster's Hollywood	101	135	236
Ginos Ristorante	97	34	131
Italiannis	79	14	93
Chili's	78		78
El Portón Genuina Cocina Mexicana	50		50
P.F. Chang's	29		29
VIPS Smart	16	20	36
Archies	3		3
TGI Fridays	10	8	18
The Cheesecake Factory	4		4
TOTAL	**3,422**	**1,073**	**4,495**



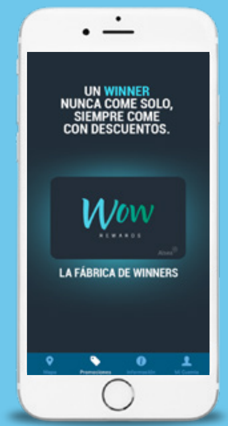


INNOVATION, CONSUMER, **TECHNOLOGY**

Multi-Brand Rewards program

35% increase IN AVERAGE TICKET

WOW IS IN **6% of Alsea** MEXICO SALES



COMING SOON

Alsea Delivery

LINKED TO
WOW REWARDS APP

mobile

web

call center

INNOVATION, CONSUMER, **TECHNOLOGY**

APPS

Domino's
+2.5 million
DOMINO´S APP DOWNLOADS

ONLINE ORDERING SHARE OF SALES
>25%

2 million
MY STARBUCKS REWARDS MEMBERS

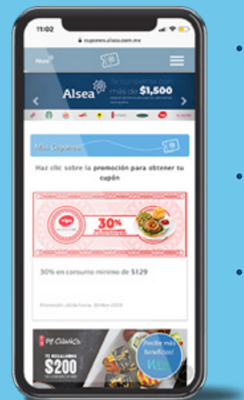
246,000
ARGENTINA

304,200
CHILE

FOSTER'S HOLLYWOOD
1.4 million
FOSTERIANOS

CLUB VIPS
1.2 million
MEMBERS

Digital Coupon



- 3x more efficient than paper coupons
- Up to 40% redemption
- Smart targeting according to customers´needs and preferences

strategy 3Q19

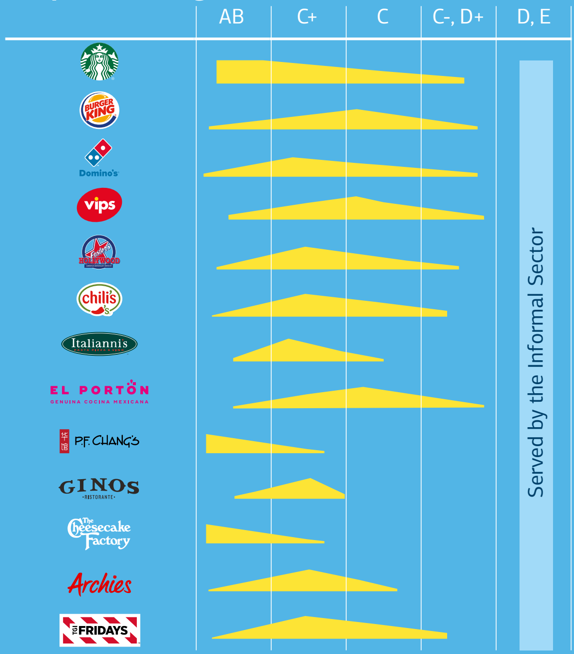
STRATEGIC **DEFINITIONS**

Purpose	Ignite people's spirit
Our Business	We focus on the operation of restaurant chains, both corporate owned and franchisees and related business models that meet the food needs of customers inside and outside of their homes.
Value Proposition	We are a company of people and for the people, committed to excellence in operation, acting with integrity and austerity. We execute with agility to deliver a surprising experience for our Clients and ensure extraordinary results, providing happiness even in the smallest details.
Our Commitment	1 Develop a world class team 2 Consolidate Key Capabilities 3 Duplicate the size of the Company every 5 years 4 Grow profitability faster than revenues
Way to win	Brand Portfolio Best Talent Best Operator Marketing Technology and Innovation Synergy and Critical Mass Sustainability
Alsea's Culture	A – Actitud Ganadora – Winning Attitude L – Liderazgo Involucrado – Engaged Leadership S – Servicio Sorprendente – Surprising Service E – Espíritu Colaborativo – Collaborative Spirit A – Atención al Detalle – Attention to Detail Focused on deep knowledge and an exceptional GUEST experience

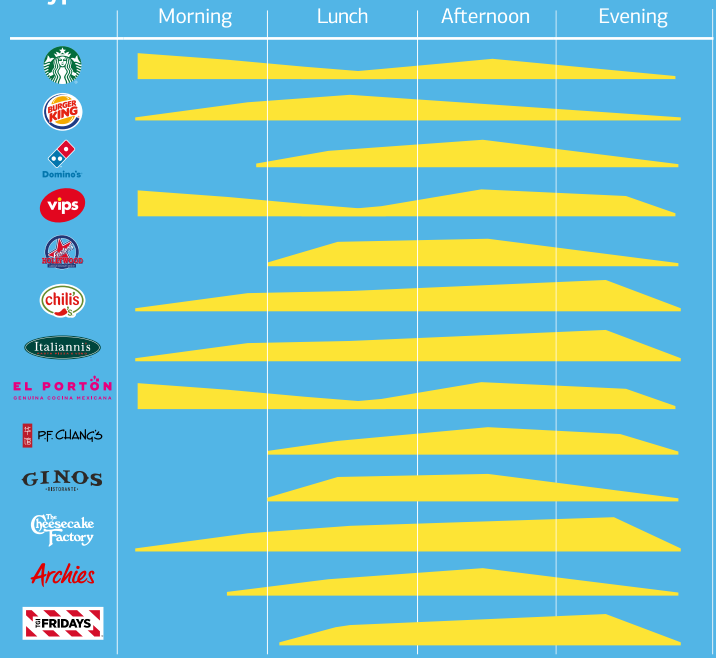
DIVERSIFIED **PORTFOLIO**

Actual Market	Population	GDP USD	
4,495 units	+395 million	8,360 billion	>465 million clients served as of June 19 LTM

Population Segments



Dayparts



GROWTH STRATEGY

Growth

Organic Growth
SSS
Store Openings
New Brands
New Markets

\+

Acquisitions
New Brands
Franchises & Sub-franchises
Existing Brands
New Markets

Margin Expansions

Operating Leverage
SSS
Units

\+

Business Mix
Corporate
Franchised
Sub-franchised
Brands
Segments
Geographies

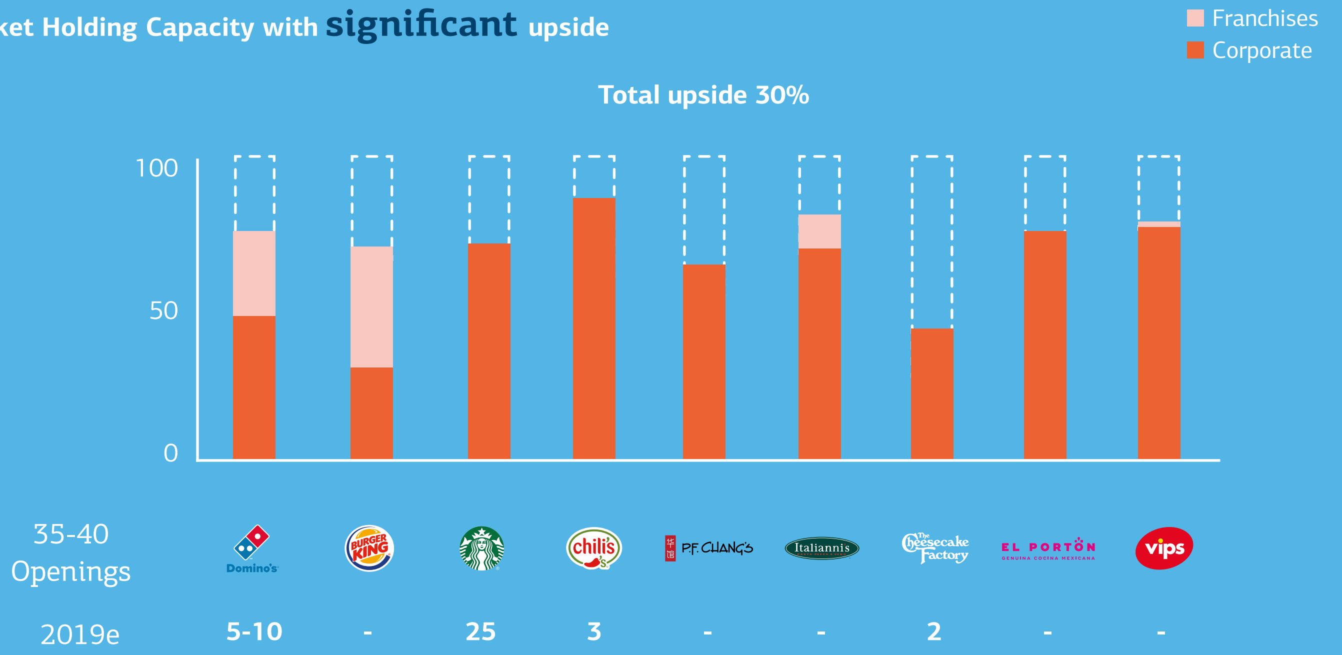
\+

Operating Efficiencies
Cost of Sales
Pricing Strategy,
Expenses
Synergies
Best Practices

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

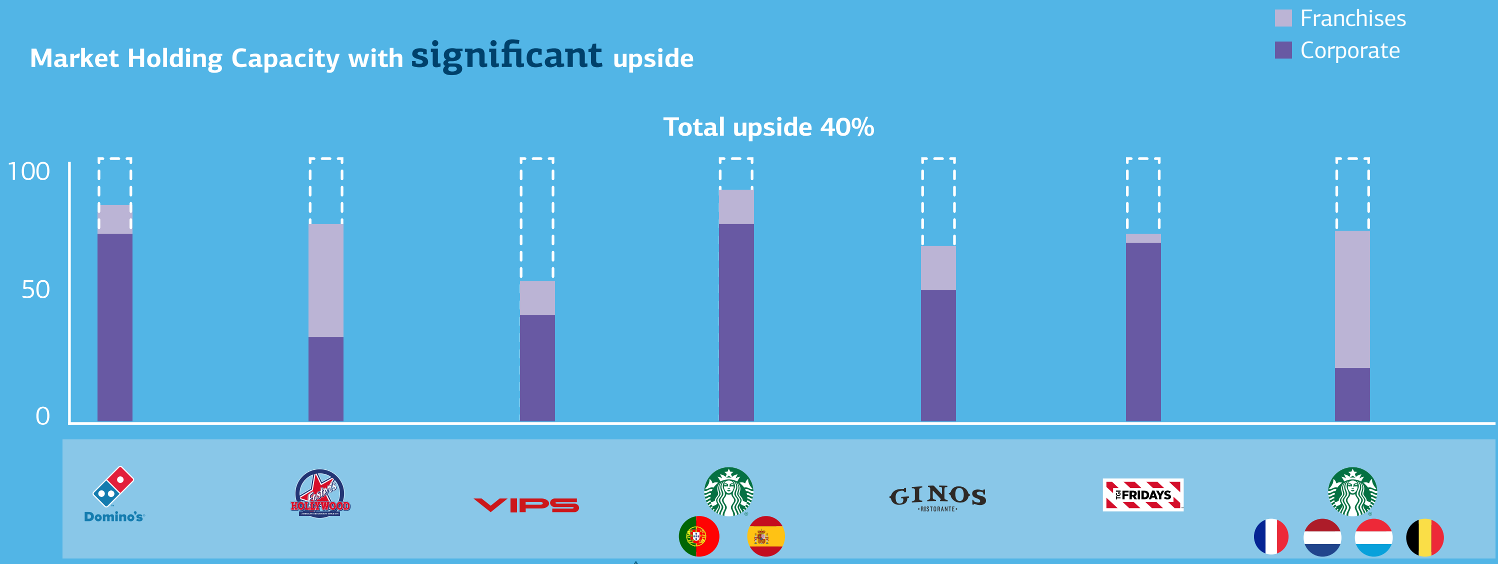
MEXICO **STRATEGY**

Market Holding Capacity with significant upside



EUROPE
STRATEGY

Market Holding Capacity with **significant** upside



50
Openings
2019e

Spain
45

Portugal
5

France
-

Belgium
-

Netherlands
-

Luxembourg
-

SOUTH AMERICA **STRATEGY**

Market Holding Capacity with **significant** upside

Available Market Opportunity 59%

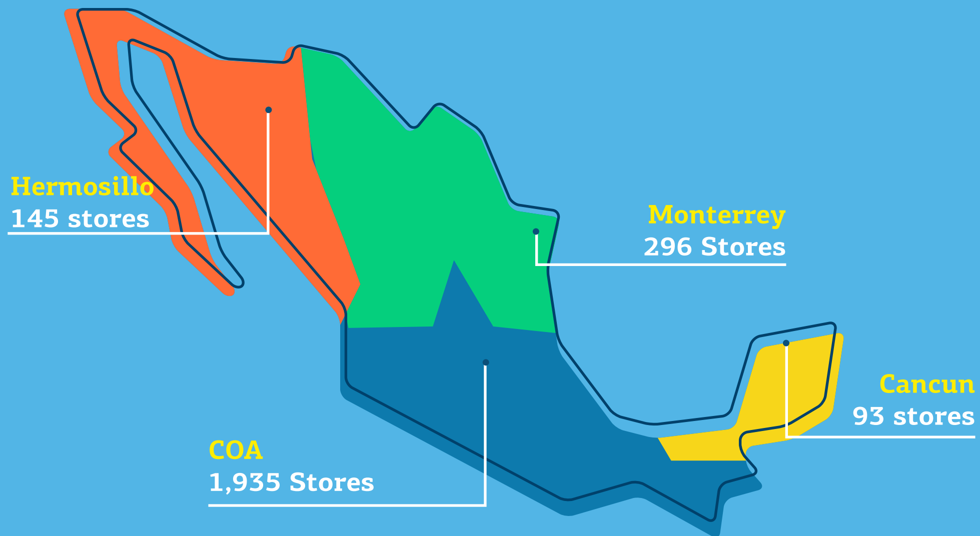
35 - 40 Openings

2019e

Argentina	Chile	Colombia	Uruguay
10	25-30	-	5

DISTRIBUTION CENTERS

México
4 distribution centers



Supply chain model varies in region

Argentina
- Operation and distribution through a third party
- +300 suppliers
- +1,300 SKUs

Colombia
- Hybrid model of distribution (mix between own and third party resources
- +4,000 SKUs

Spain
- Operation and distribution through a third party
- Almost 90 M€ bought

Chile
- Operation and distribution through a third party
- 1,600 SKUs

ALSEA OPERATION **CENTER**

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

17, 228
Rack position

10,004	1,761	5,463
Warehouse	Refrigerated	Frozen

financials 3Q19

CONSOLIDATED RESULTS

SALES CAGR 24% ('13 - '18)

3Q18	11,086	+29.3%
3Q19	14,336	
FY17*	42,529	+7%
FY18	45,320	

Sales in 2018 impacted by FX effect from ARS
Sales growth would have been 12%

EBITDA(2) CAGR 26% ('13 - '18)

3Q18	1,523	+25.7%
3Q19	1,915	
FY17*	5,858	+9%
FY18	6,368	

NET ORDINARY INCOME

3Q18	311	(14.3%)
3Q19	267	
FY17*	815	+46%
FY18	1,192	

NET DEBT / EBITDA

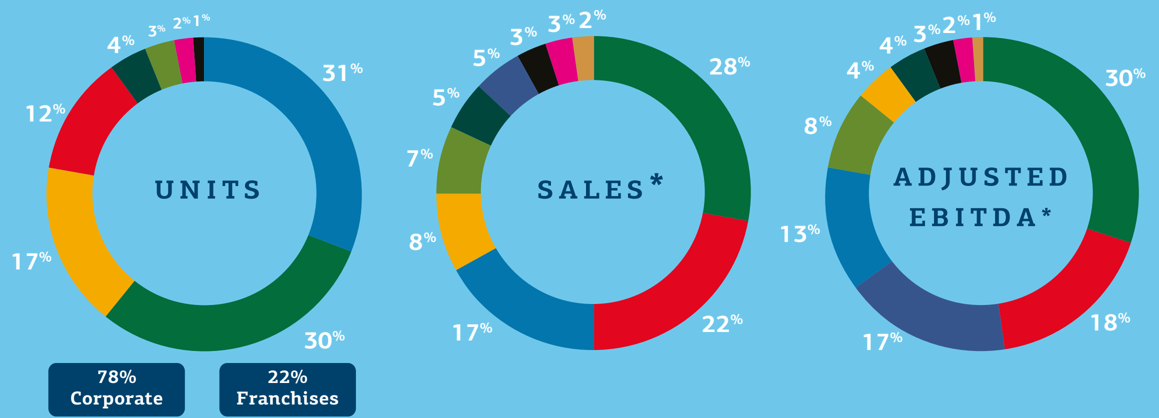
3Q18	2.1 x
3Q19	3.3 x

Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina

Sales, EBITDA and Net Ordinary Income figures in million pesos

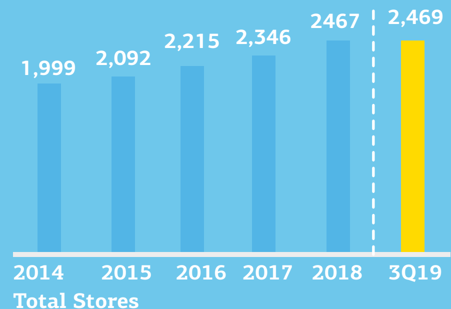
*2018 EBITDA and Net income figures exclude the sale of Grupo Axo

BUSINESS
OVERVIEW MEXICO



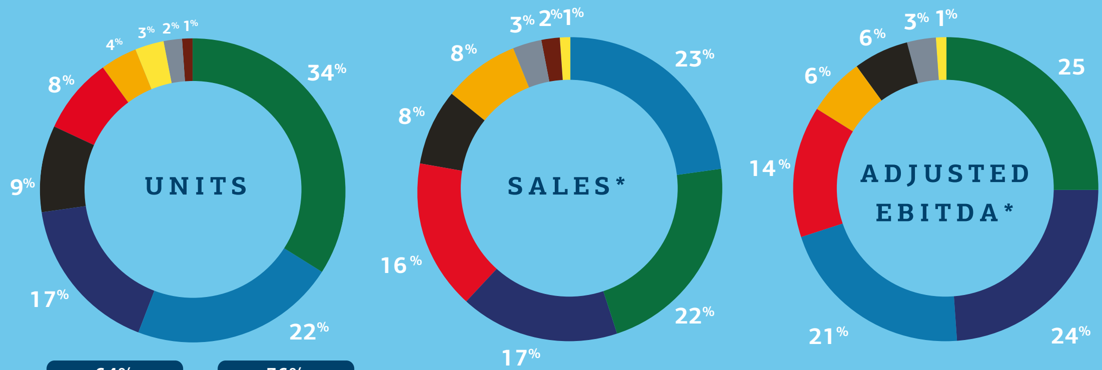
Results	3Q19	FY18
SSS	3.6%	4.0%
Revenues	$6,680	$25,462
Adjusted EBITDA	$1,526	$5,901
Margin	22.9%	23.2%

Adjusted EBITDA and Revenues figures in million pesos.
3Q19 - Excluding effect of IFRS 16.



* Quarterly share figures for sales and Adjusted EBITDA

BUSINESS
OVERVIEW EUROPE



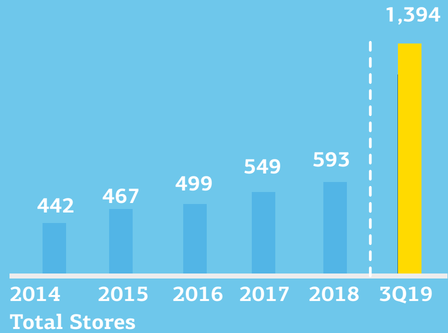
64% Corporate

36% Franchises

Other**

Results	3Q19	FY18(Zena)
SSS	2.6%	1.1%
Revenues	$5,241	$9,862
Adjusted EBITDA	$801	$1,916
Margin	15.3%	19.4%

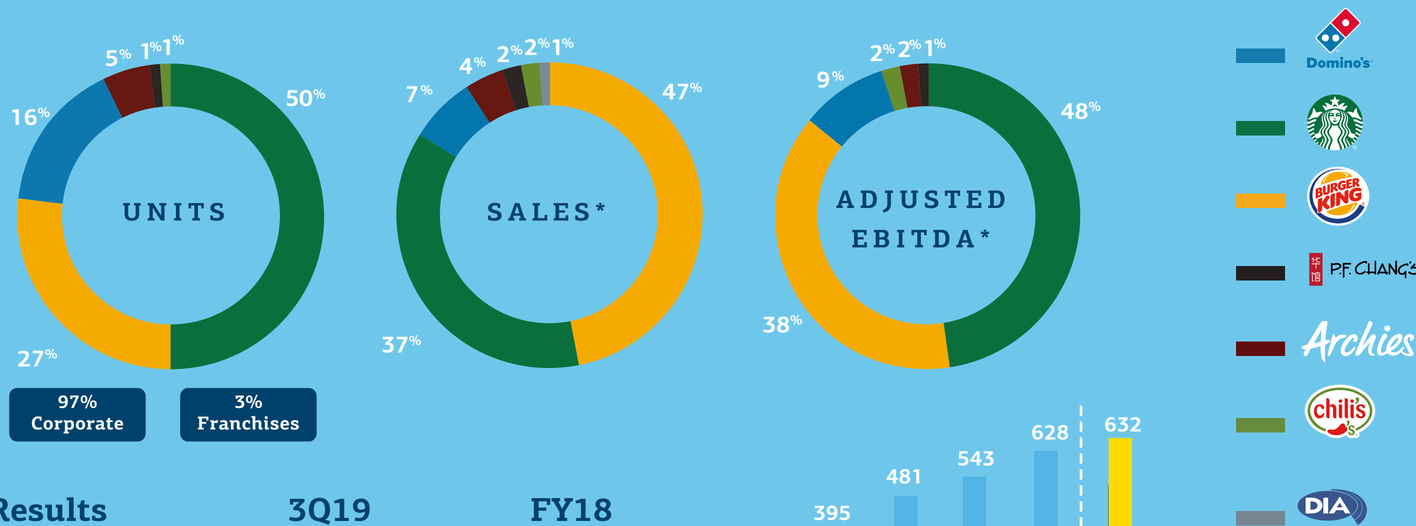
Adjusted EBITDA and Revenues figures in million pesos.
3Q19 - Excluding effect of IFRS 16.



* Quarterly share figures for sales and Adjusted EBITDA

** Wagamama, Cañas y Tapas, BSF

BUSINESS
OVERVIEW SOUTH AMERICA

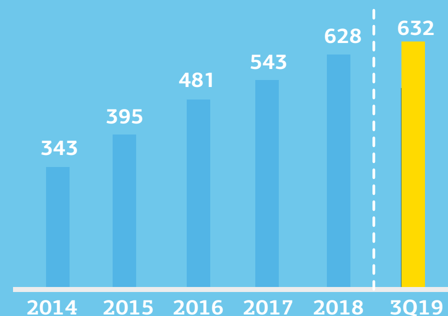


97% Corporate

3% Franchises

Results	3Q19	FY18
SSS	18.6%	11.5%
Revenues	$2,415	$9,996
Adjusted EBITDA	$388	$1,403
Margin	16.1%	14.0%

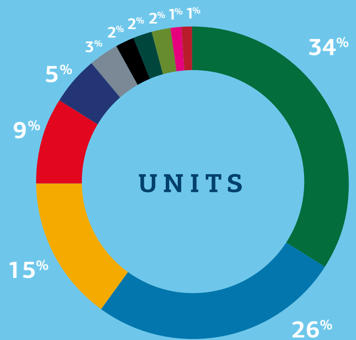
Adjusted EBITDA and Revenues figures in million pesos.
3Q19 - Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina



Total Stores

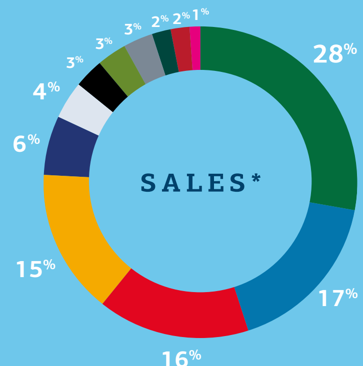
* Quarterly share figures for sales and Adjusted EBITDA

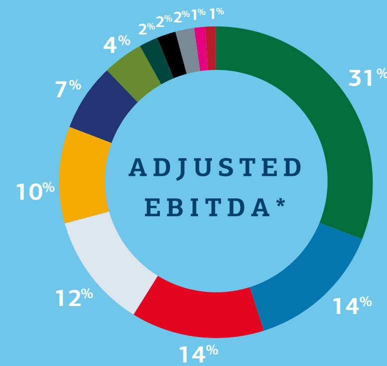
BUSINESS OVERVIEW ALSEA



76% Corporate

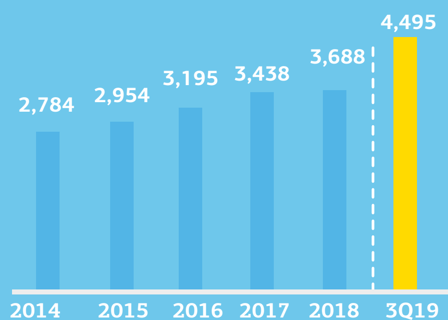
24% Franchises





Results	3Q19	FY18
SSS	6.3%	4.9%
Revenues	$14,336	$45,320
EBITDA	$1,915	$6,368
Margin	13.4%	14.1%

EBITDA and Revenues figures in million pesos.
3Q19 - Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina



Total Stores

Other**

* Quarterly share figures for sales and Adjusted EBITDA
** Archies, The Cheesecake Factory, Kitchen, Vips Smart, Fridays.

DEBT
PROFILE

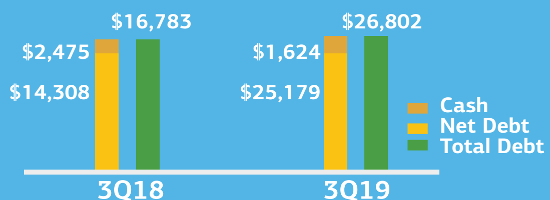
Capital structure	3Q19	3Q18
Net Debt / EBITDA	3.3x	2.1x
EBITDA / Interest Paid	3.7x	4.7x

Average cost	9.37%
Peso	9.27%
Euro	1.25%

Debt structure	3Q19
Bond Debt	30%
Bank Debt	70%

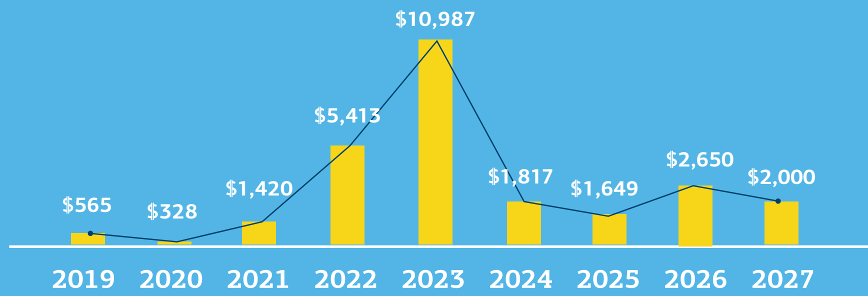
Duration 4.5 years

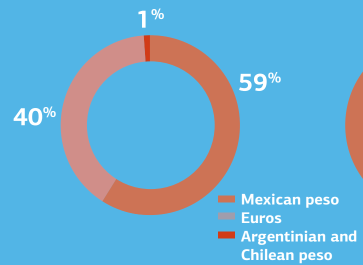
Main banks	
Santander	11%
Scotiabank	9%
BBVA	7%
Bank of America	7%

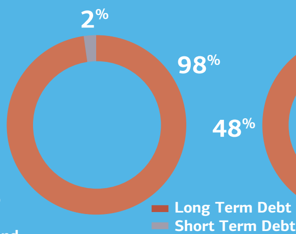


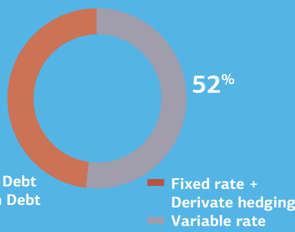
Figures in million pesos

Debt Maturity







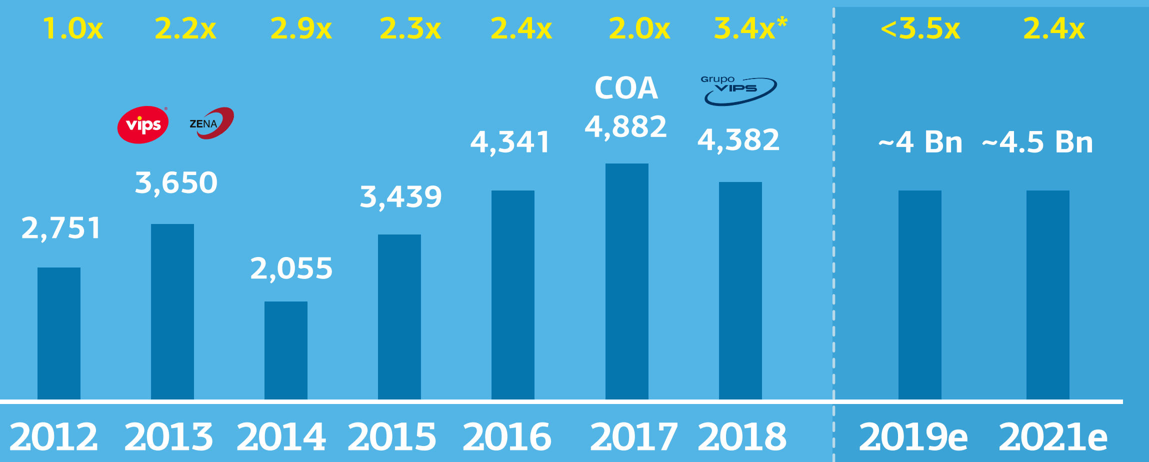


LEVERAGE
AND CAPEX

CAPEX
(excluding acquisitions)

Net Debt / EBITDA

Figures in
million pesos



* EBITDA Pro-forma including acquisitions LTM

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

GUIDANCE 2019

Alsea

Total openings 180 - 200

Top Line Growth

Revenues
Close to 30% Growth

SSS
Mid Single Digit

120-130
Corporate

60-70
sub- franchises

EBITDA
Mid-teens Growth

EBITDA Growth

Close to

13%

EBITDA margin

Capex*
~4 Bn

****Net Debt / EBITDA**
<3.5x

*Excluding acquisitions.
**Excluding IFRS 16 and divestiture projects.

GUIDANCE 2019-2022

Alsea

Top Line Growth

Organic growth ~6%

Revenues
CAGR* ~ 15%

SSS
>Mid Single Digit

EBITDA
CAGR* >16.5%

EBITDA Growth

Close to

15%

EBITDA margin

13.5%
ROIC

16%
ROE

Dividends**
$3.90 per share

EPS
CAGR* > 25%

*4-year compound annual growth rate.
**Cumulate 4 years.

INVESTOR **INFORMATION**

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