Alsea 1Q24

EARNINGS VIDEOCONFERENCE

APRIL 24TH 2024

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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.

Today's Speakers

Alsea

Federico Rodríguez
CFO

Armando Torrado
CEO

Alsea

Armando Torrado

CEO

Alsea

2024 Top Priorities

Organic Growth

Operating Efficiencies

Company Digitalization

Strong 1Q24 Results

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SALES

PRE IFRS-16	POST IFRS-16
$18 BN PESOS	$18.2 BN PESOS
↑ 2.7% VS. 1Q23	↑ 3.0% VS. 1Q23
+$473 MILLION PESOS VS. 1Q23	+$537 MILLION PESOS VS. 1Q23

POSITIVE EBITDA

PRE IFRS-16	POST IFRS-16
$2.6 BN PESOS	$3.7 BN PESOS
14.3% MARGIN	20.5% MARGIN
+$284 MILLION PESOS VS. 1Q23	+$50 MILLION PESOS VS. 1Q23

Delivery Share: 16.6 %

Delivery Orders: 12.7 MILLIONS

SSS

10.1%
VS 1Q23

Same Stores Sales

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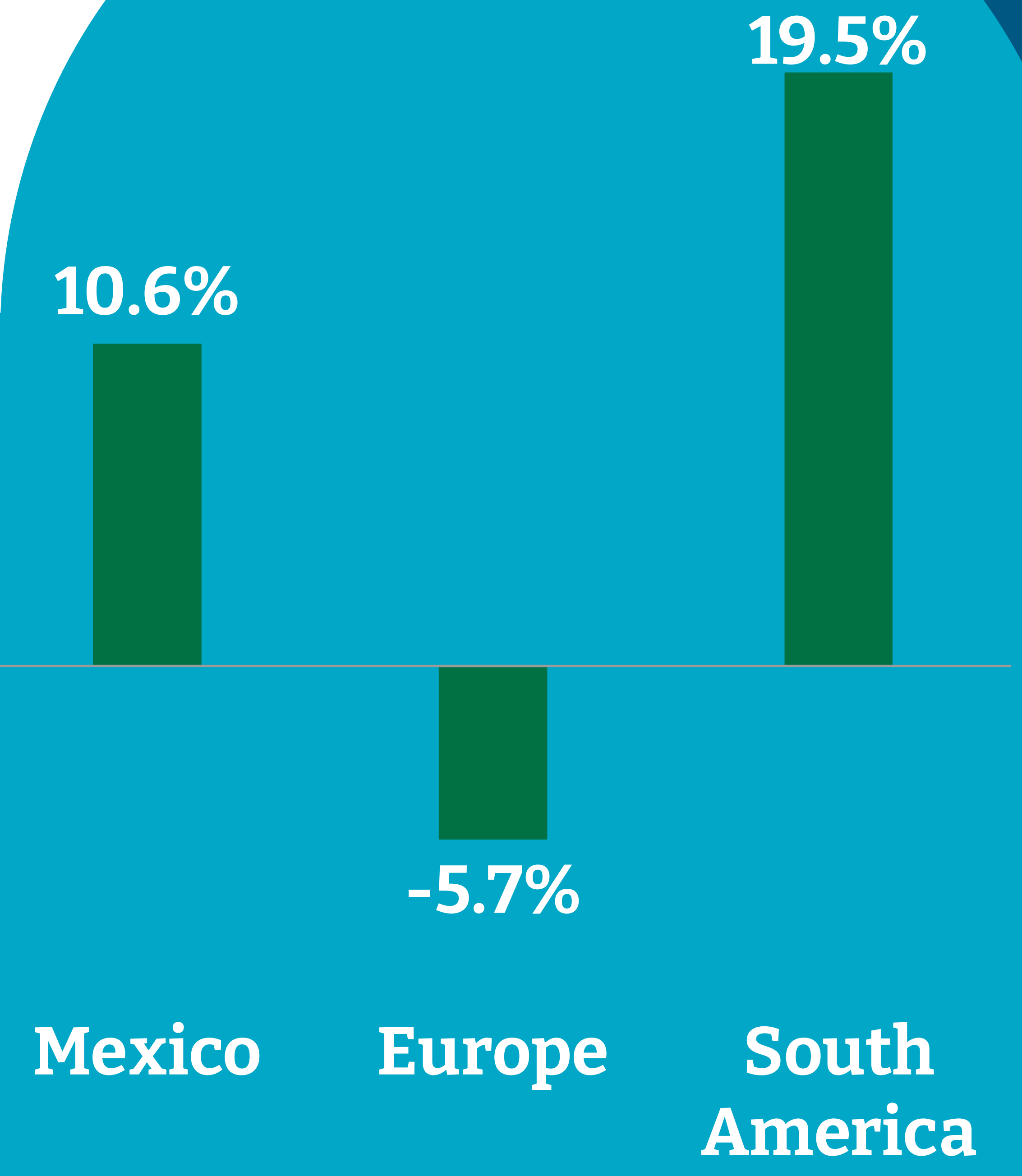
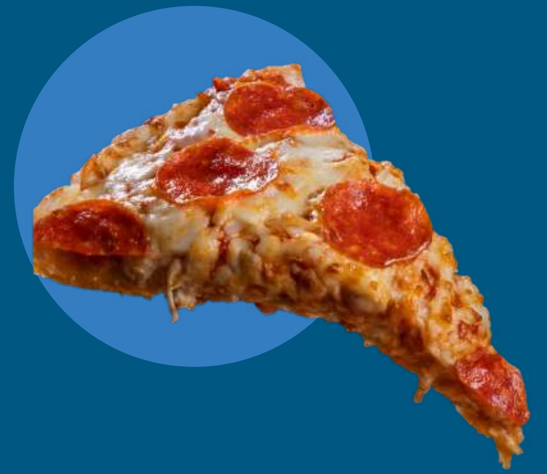
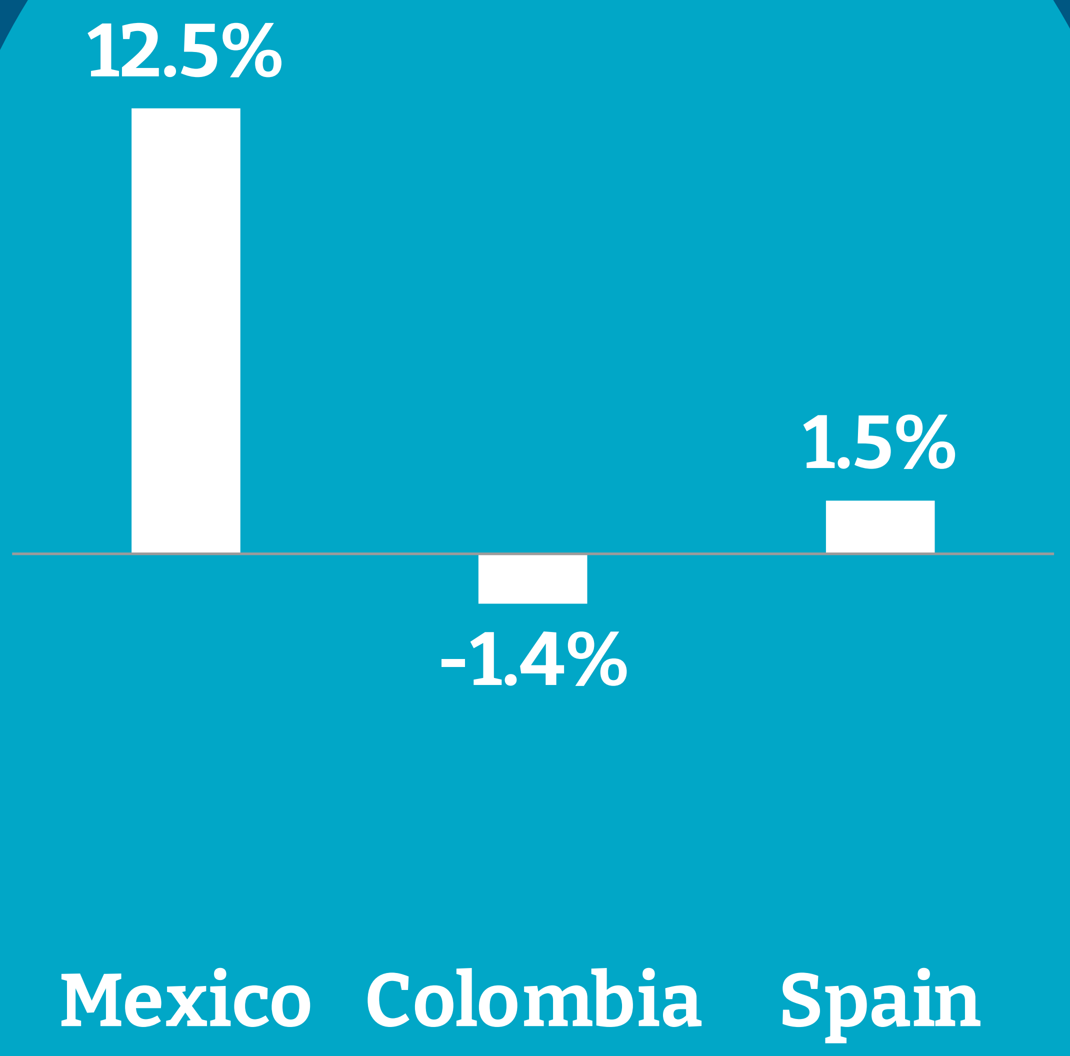
STARBUCKS

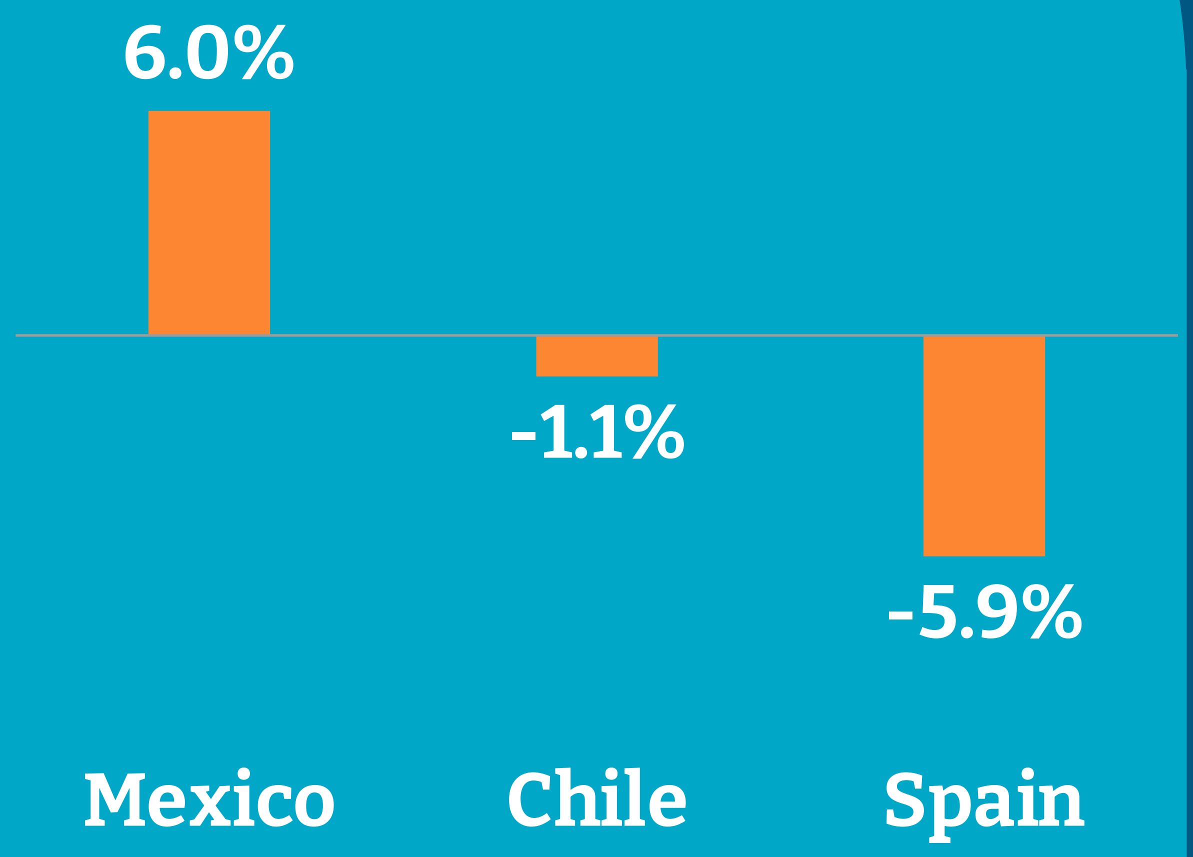




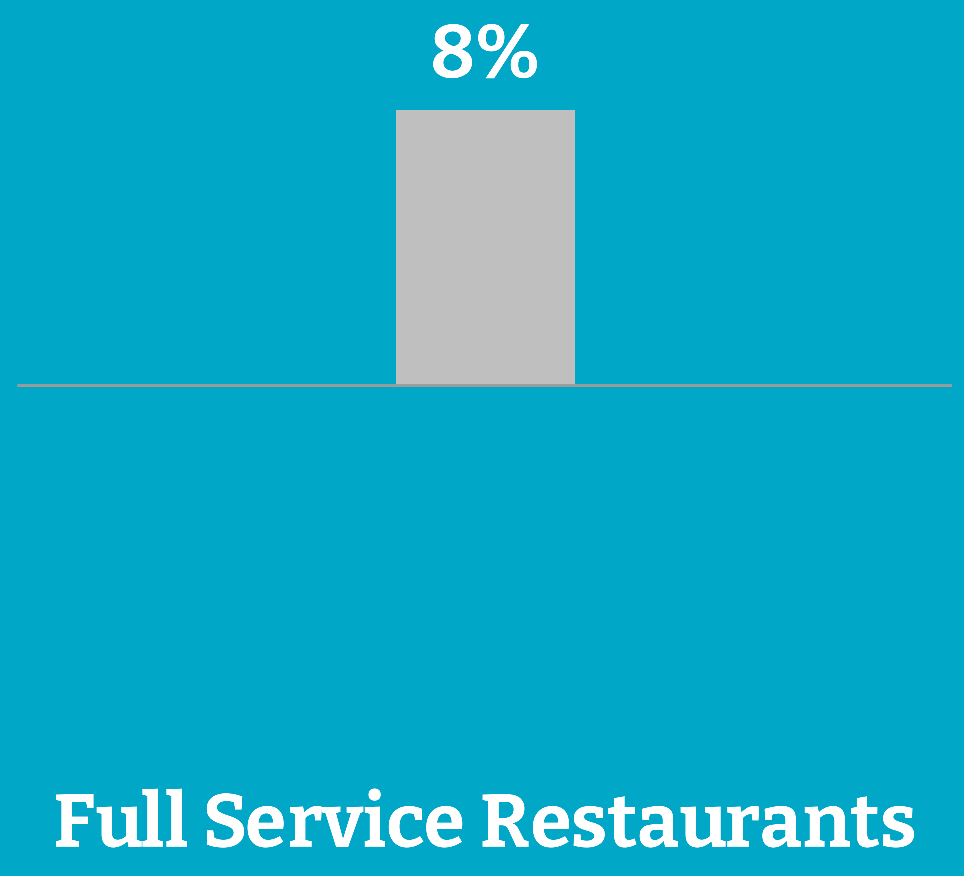
DOMINO'S PIZZA



BURGER KING



FULL SERVICE RESTAURANTS



Alsea Global

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Domino's 1,451

Starbucks 1,792

Burger King 425

Chili's 77

Italianni's 76

P.F. Chang's 31

The Cheesecake Factory 8

vips 237

VIPS 166

Archies 29

Foster's Hollywood 216

TGI Fridays 13

Ginos 120

105 M
CLIENTS SERVED

4,641
UNITS

77% corporate

23% franchises

3
SEGMENTS

QSR

Coffee Shops

Full Service Restaurants

+76,000
TEAM MEMBERS

Global Loyalty KPIs

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Digital Sales*		Mexico	Europe	South America
	$3.7 Billion	$2.1 Billion	$1.3 Billion	$0.3 Billion
	Tender	22%	26%	14%
Digital Customers 180 days	7.8 Million	3.6 Million	2.7 Million	1.5 Million

*Delivery + Loyalty

Tender
22.1%

Digital Sales
$3.7 BN — **21.7% vs. LY**

Digital Orders
20.3 Million — **29.3% vs. LY**

	Growth vs. LY	Tender
Starbucks	50.9%	27.3%
Domino's	8.4%	31.8%
Burger King	151.2%	5.5%
Full Service Restaurants	-9.4.%	15.9%

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.

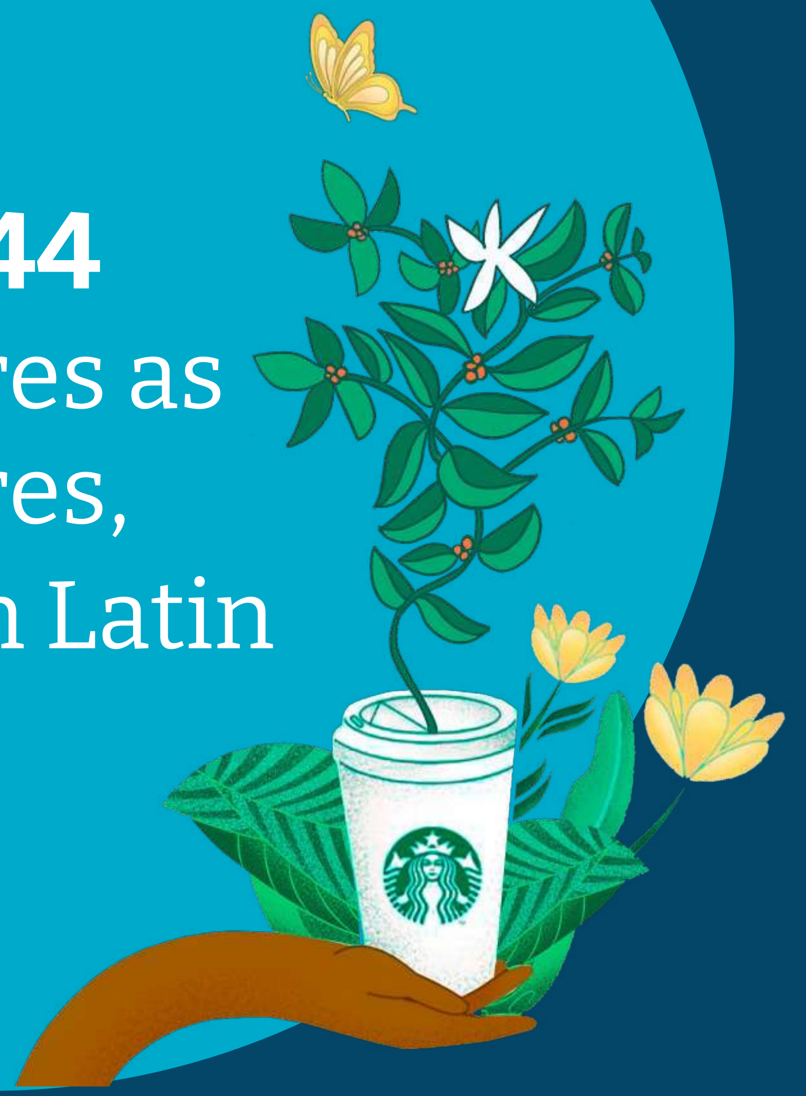
Sustainability

Fundación Alsea

- Donated over **25 million pesos**
- Benefited more than **8,000 people**

Greener Stores

Certified **+ 44** Starbucks stores as greener stores, reaching **129** in Latin America



Premio Alsea

Fundación Alsea together with World Vision Mexico launched the third edition of Premio Alsea

Federico Rodríguez
CFO

Sales Improvement

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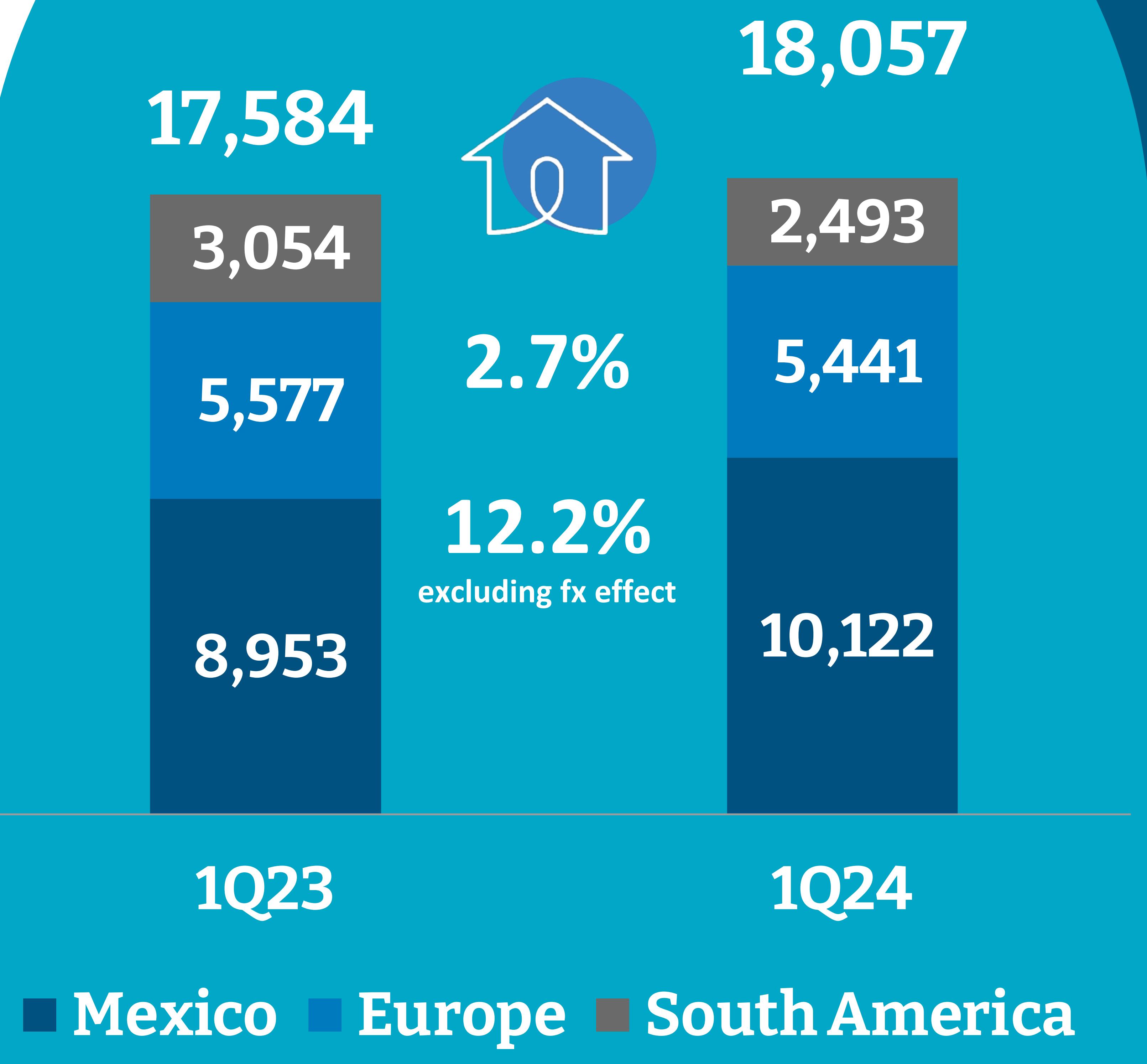
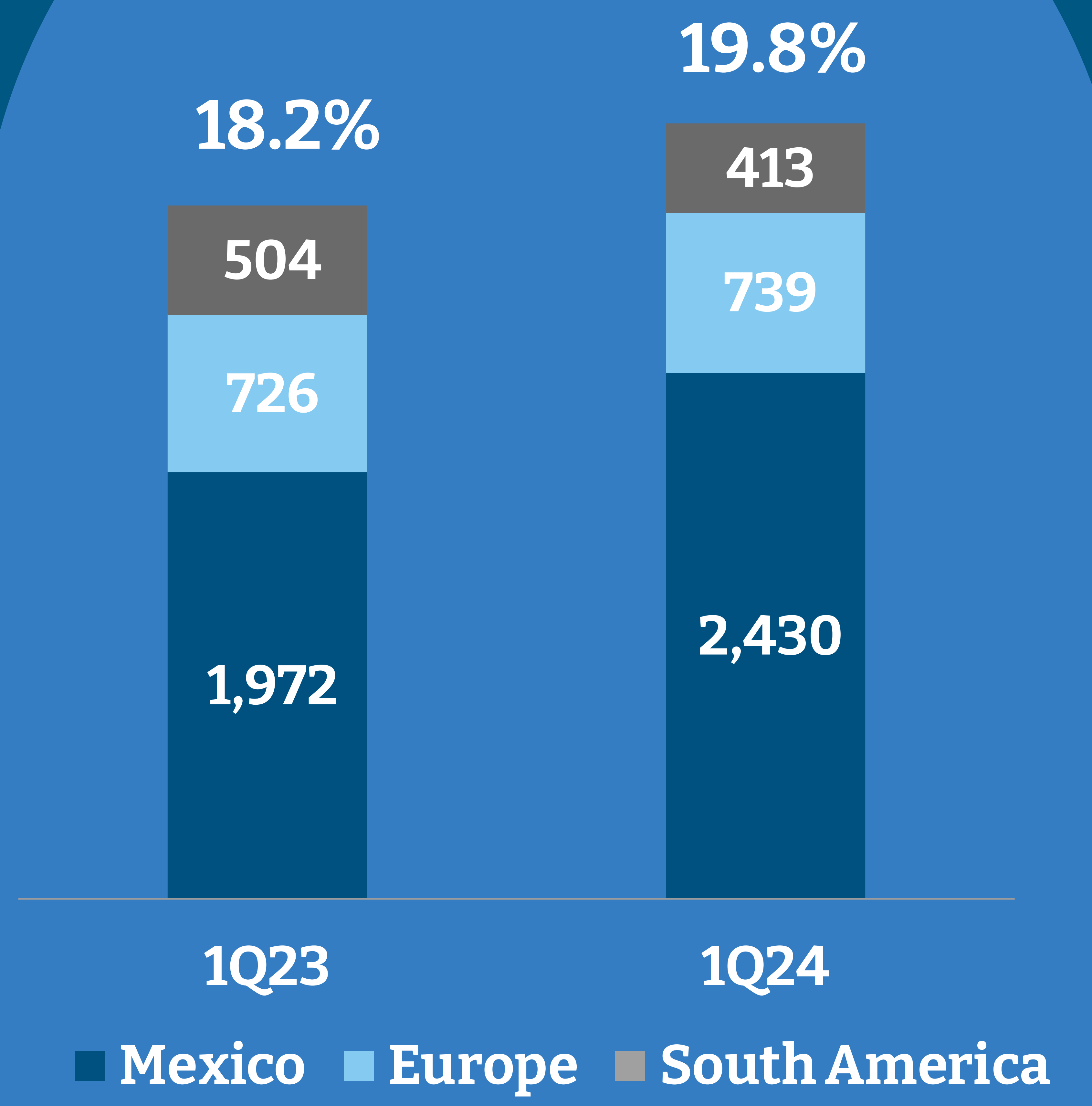
TOTAL SALES

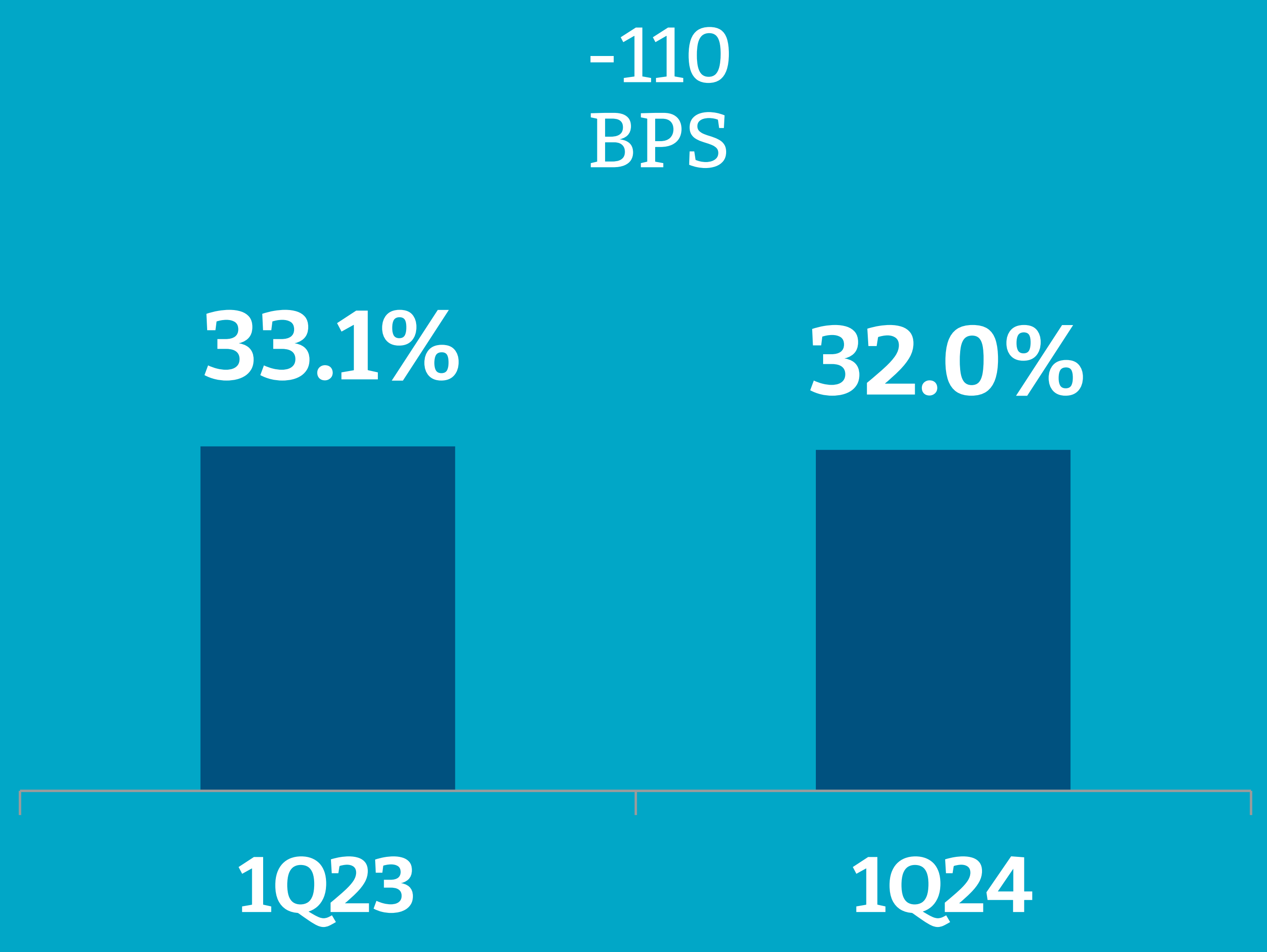


ADJUSTED EBITDA*



* Store EBITDA

COST



% Cost of sale

Net Income Evolution

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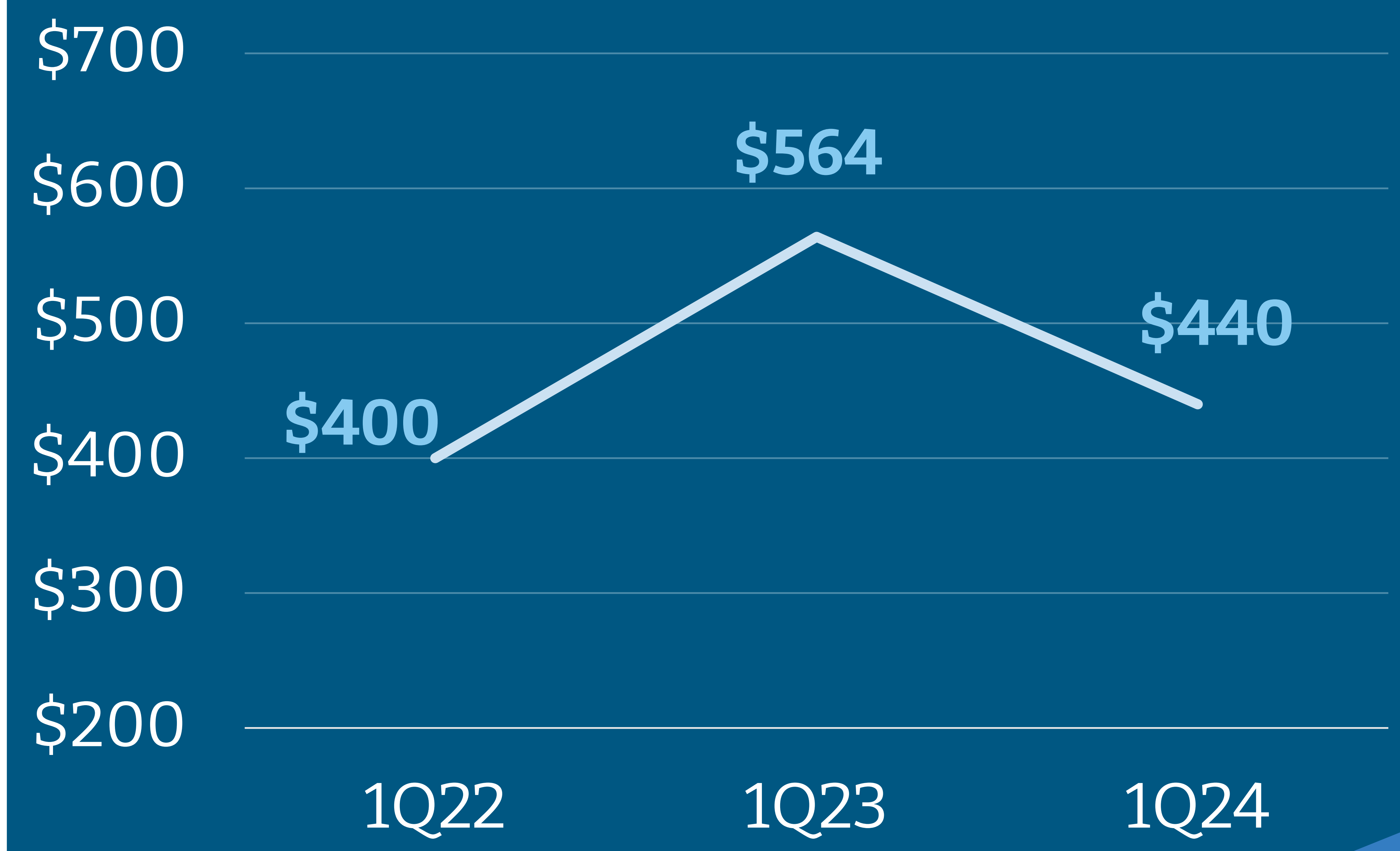
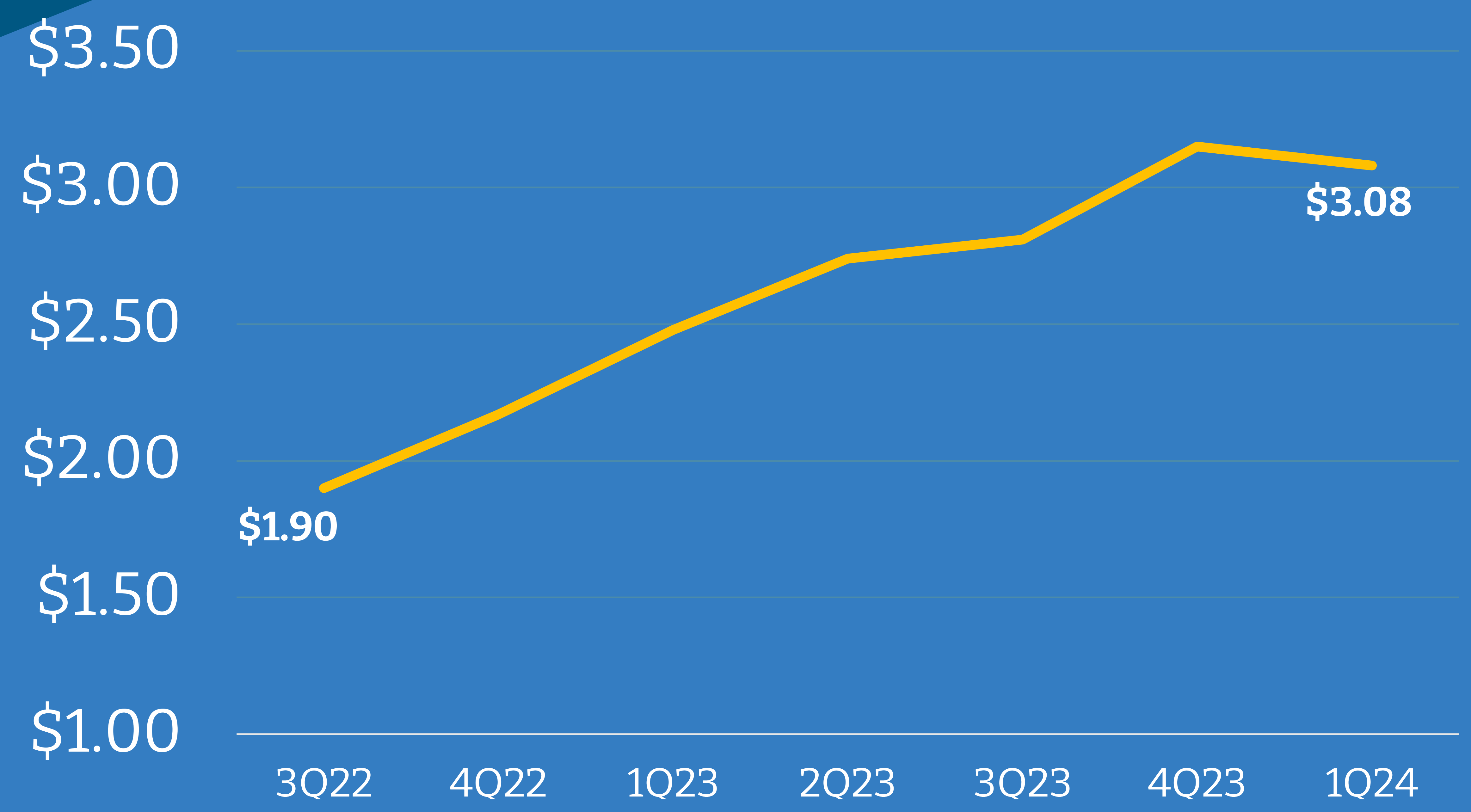


Net Income

EPS




Capex YTD
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South America, 11%
Mexico, 57%
Europe, 32%
Openings & Remodelings, 62%
Other strategic projects, 15%
Maintenance, 23%
$939
Million pesos

Debt Profile

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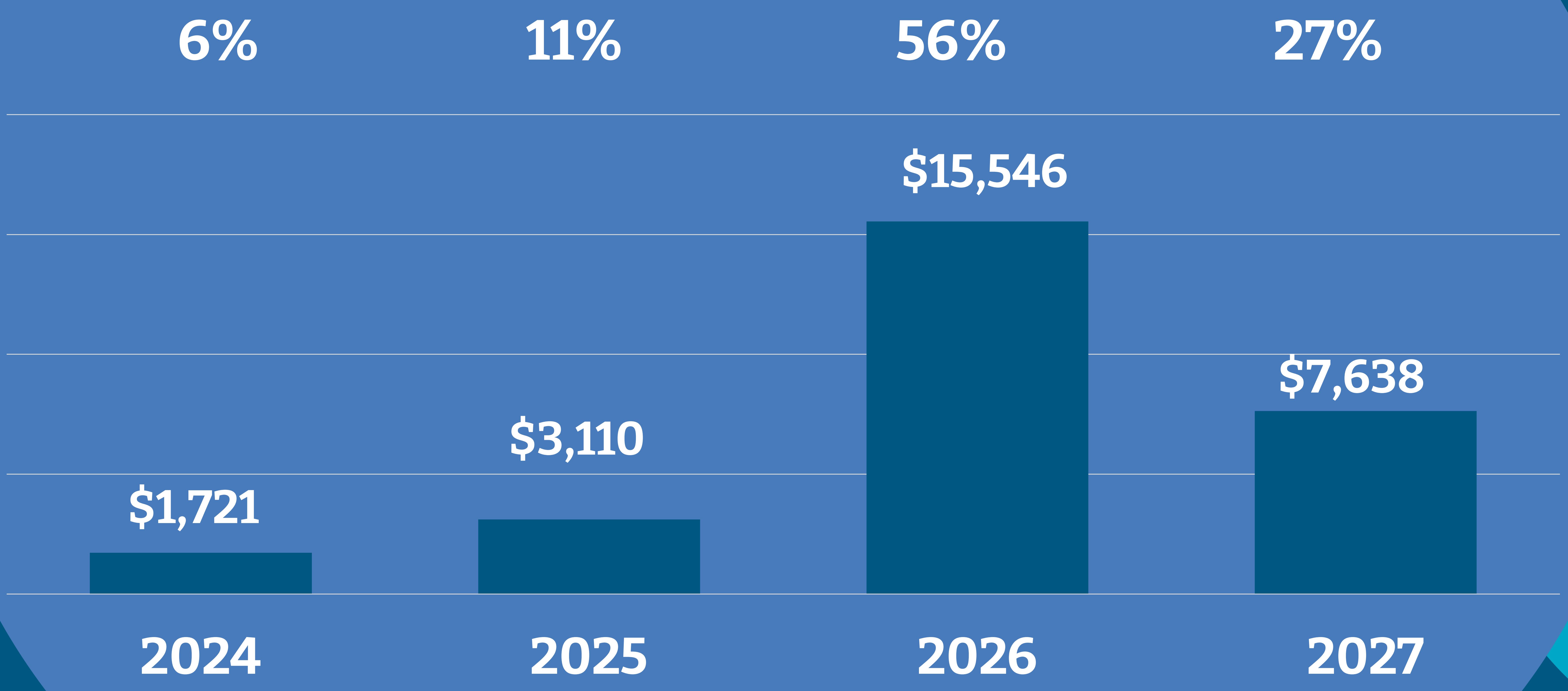
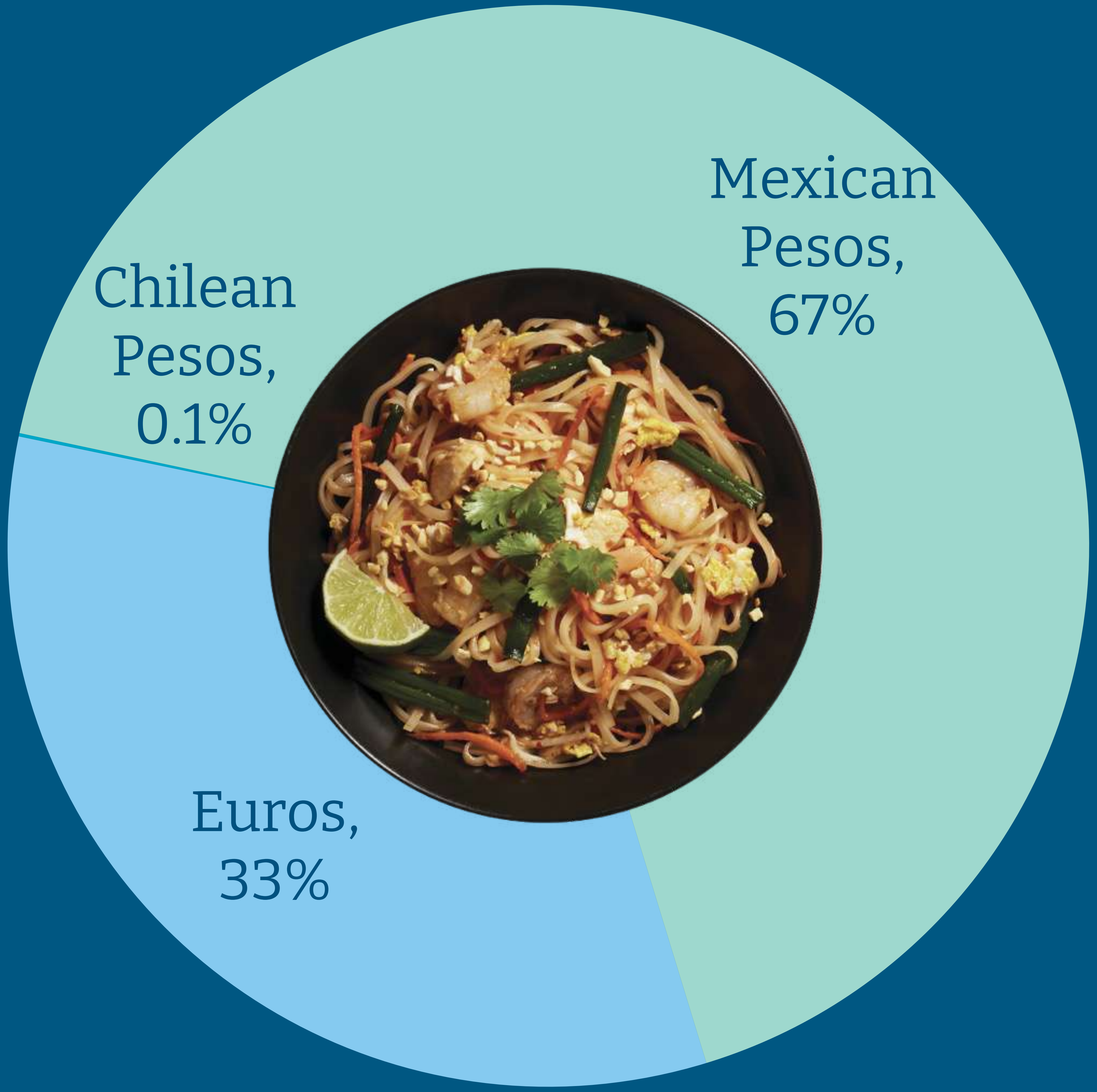


Total Debt:

$28,015

Million pesos

Financial Ratios



	1Q24
Total Debt / EBITDA	2.6X
Net Debt / EBITDA	2.0x

2024 **Guidance**

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Top Line Growth

Openings

250 - 300

180-230 Corporate

~70 Franchises

CAPEX

$6 billion pesos

SSS

7%-9%

Revenues

>10%

PRE IFRS 16

>11% EBITDA Growth

≥14.2% EBITDA Margin

~2.5x Gross Debt/EBITDA

28%-29% ROE

POST IFRS 16

>10% EBITDA Growth

≥20.9% EBITDA Margin

~2.9x Gross Debt/EBITDA

30%-31% ROE

Q&A