

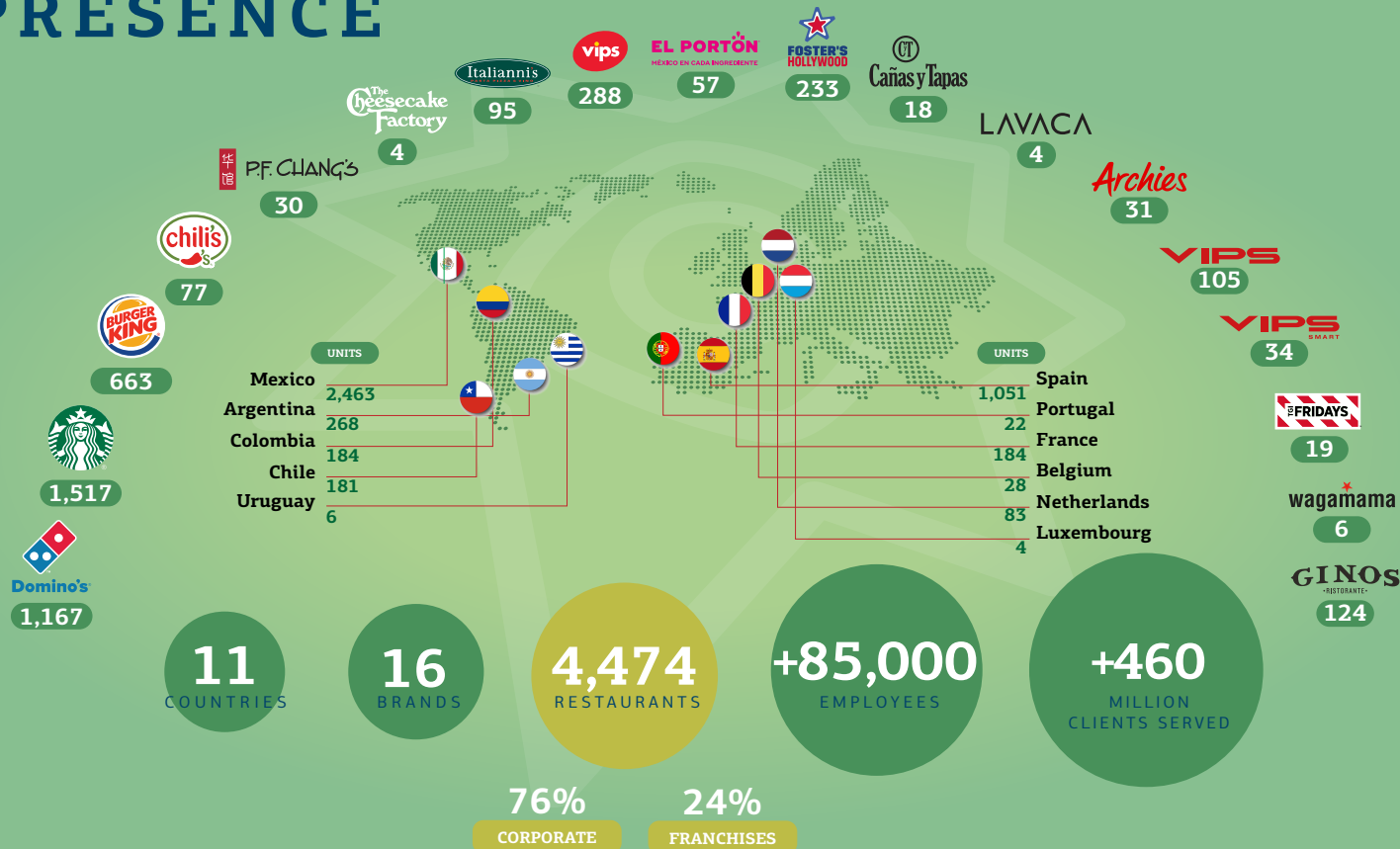


update

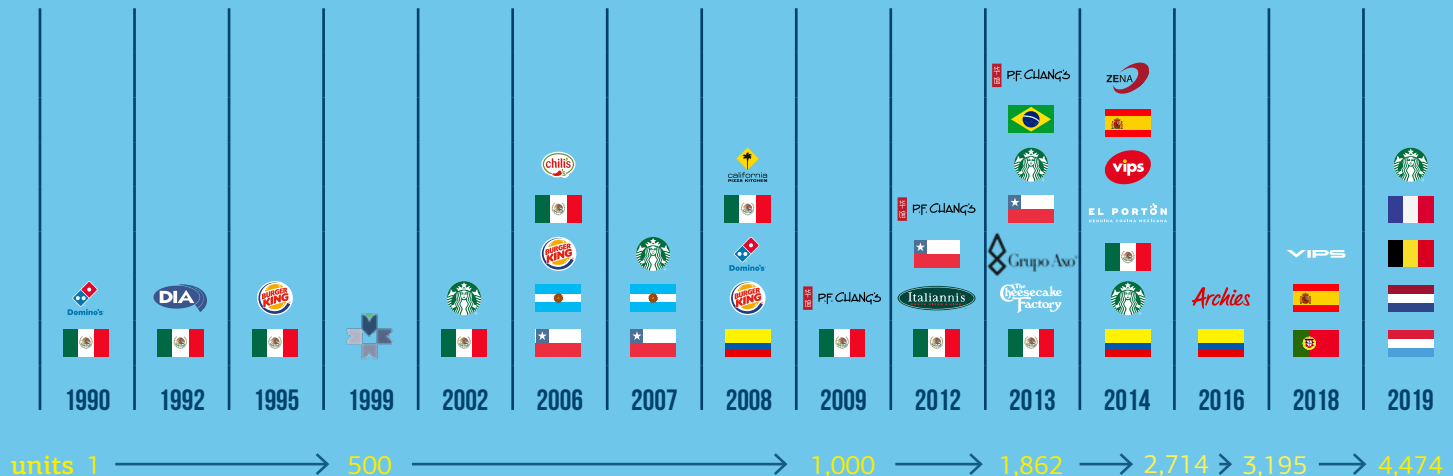
2019



OUR PRESENCE



ALSEA'S HISTORY



Launch

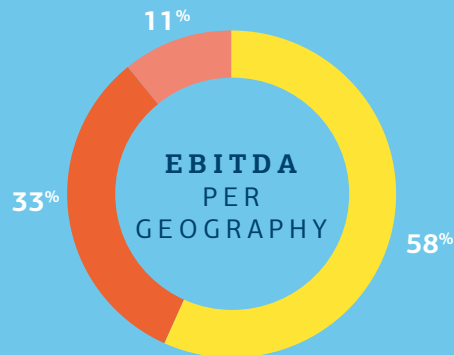
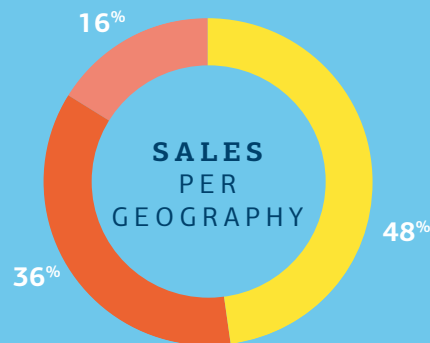
Business Model

Expansion

Consolidation

ALSEA TODAY

Stores	Corporate	Franchises	Total
	1,275	242	1,517
	814	353	1,167
	427	236	663
	372	21	393
	99	134	233
	93	31	124
	81	14	95
	77		77
	57		57
	30		30
	15	19	34
	31		31
	10	8	18
	18	1	19
			0
	6		6
	4		4
	4		4
TOTAL	3,415	1,059	4,474

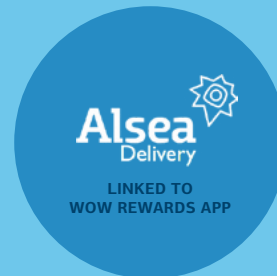


 Mexico
 Europe
 South America

INNOVATION, CONSUMER, TECHNOLOGY

Multi-Brand Rewards program

COMING SOON



mobile



web



call center

INNOVATION, CONSUMER, TECHNOLOGY

APPS




+2.5 million
DOMINO'S
APP DOWNLOADS


2 million
MY STARBUCKS
REWARDS
MEMBERS


1.4 million
FOSTER'S
HOLLYWOOD
FOSTERIANOS

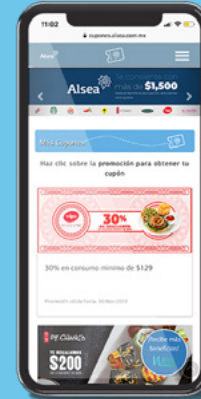

1.2 million
MEMBERS

ONLINE
ORDERING
SHARE OF SALES
>25%


246,000
ARGENTINA


304,200
CHILE

Digital Coupon



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

strategy

2Q19



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



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
Technology and Innovation

Best Talent
Synergy and Critical Mass

Best Operator
Sustainability

DIVERSIFIED PORTFOLIO

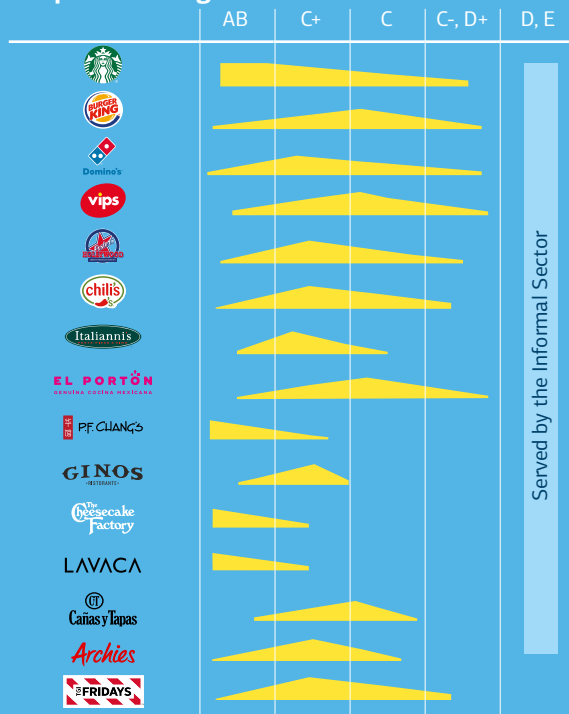
Actual Market
4,474 units

Population
+395
million

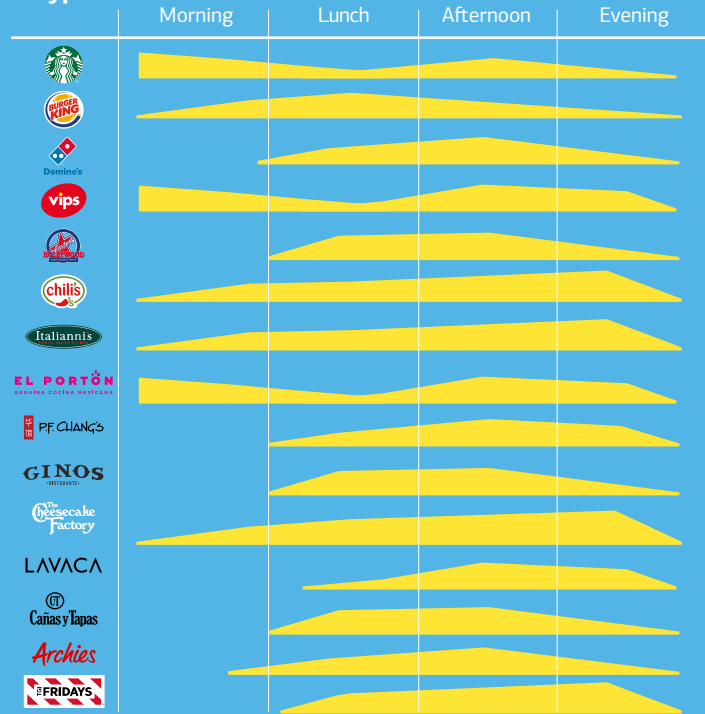
GDP USD
8,361
billion

>460
million clients
served as of June 19 LTM

Population Segments



Dayparts



GROWTH STRATEGY



Growth



Margin Expansions

Organic Growth

SSS
Store Openings
New Brands
New Markets



Acquisitions

New Brands
Franchises & Sub-franchises
Existing Brands
New Markets

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



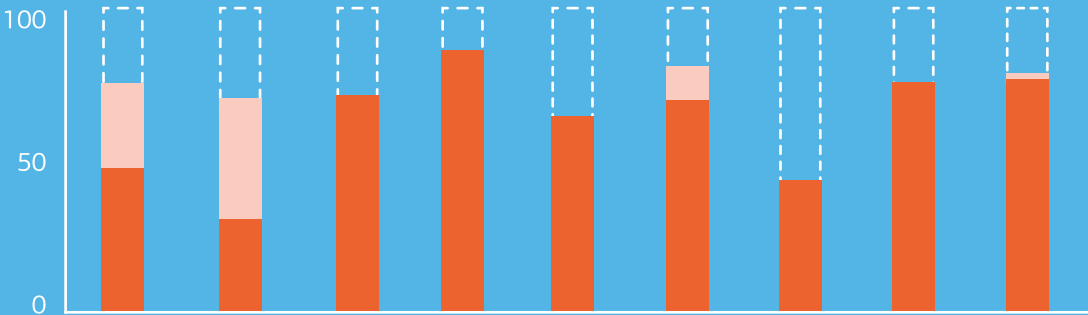
Formula
for Success

MEXICO STRATEGY

Market Holding Capacity with **significant** upside

Franchises
Corporate

Total upside 30%



35-40
Openings

2019e



5-10



-



25



3



-



-



2



-

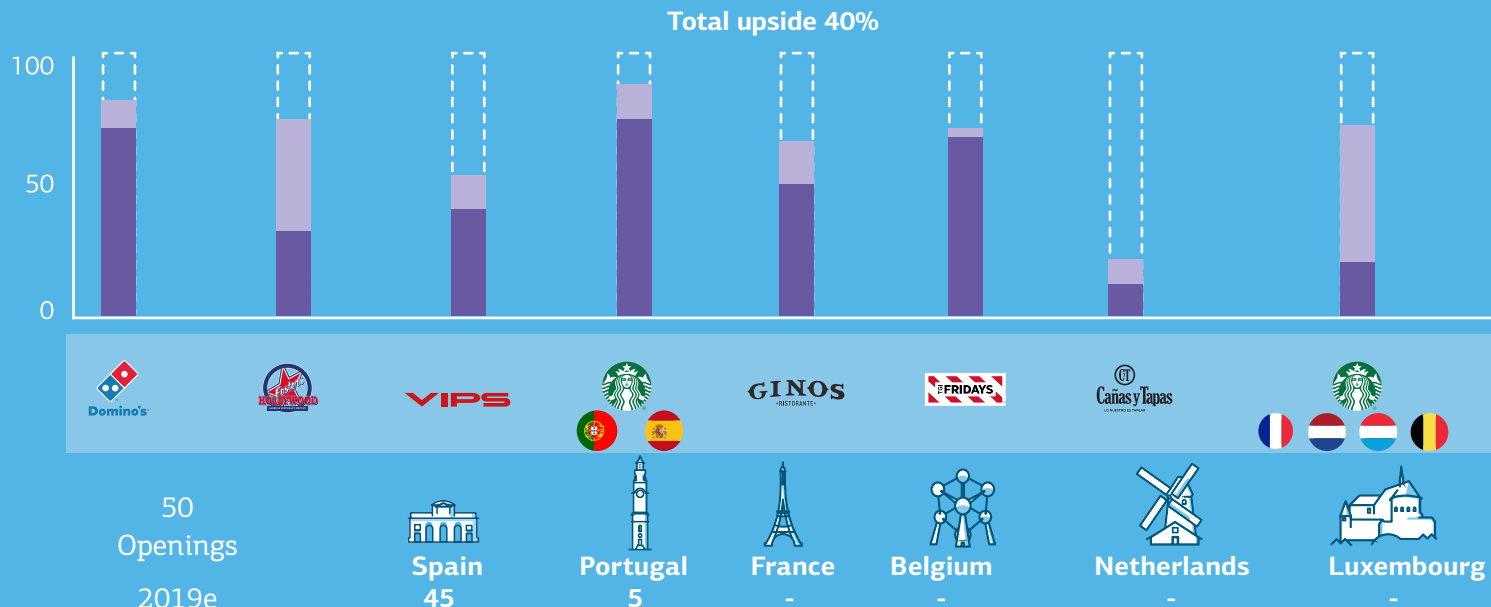


-

EUROPE STRATEGY

Market Holding Capacity with **significant** upside

Franchises
Corporate



SOUTH AMERICA STRATEGY

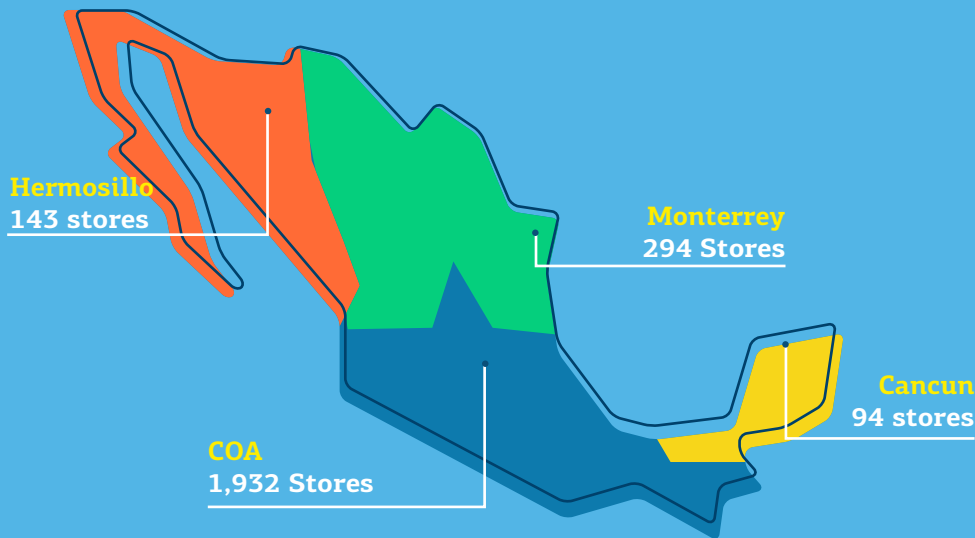
Market Holding Capacity with **significant** upside

Franchises
Corporate



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
Warehouse

1,761
Refrigerated

5,463
Frozen



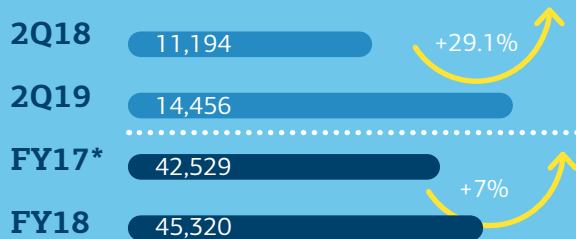
financials

2Q19



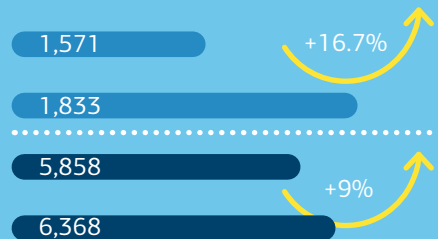
CONSOLIDATED RESULTS

SALES CAGR 24% ('13 - '18)

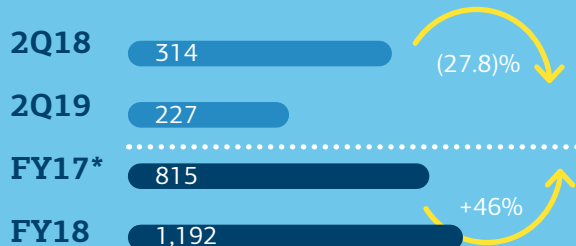


Sales in 2018 impacted by FX effect from ARS
Sales growth would have been 12%

EBITDA⁽²⁾ CAGR 26% ('13 - '18)



NET ORDINARY INCOME



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

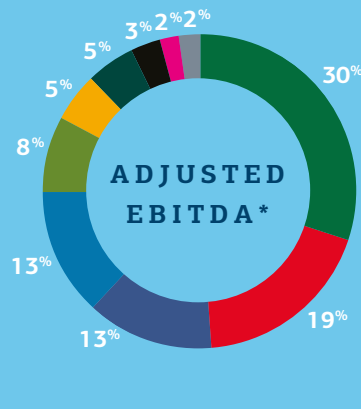
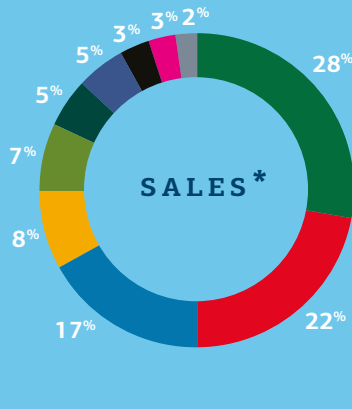
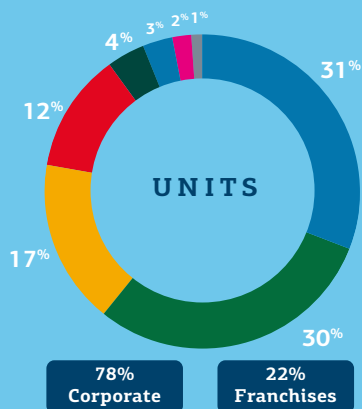
Sales, EBITDA and Net Ordinary Income figures in million pesos

*2017 EBITDA and Net income figures exclude the sale of Grupo Axo

NET DEBT / EBITDA

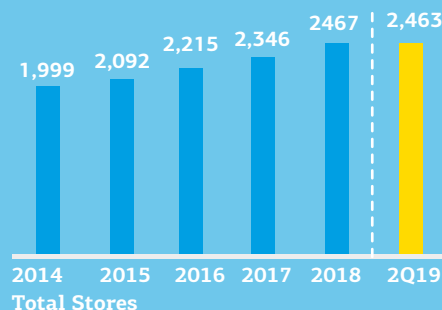


BUSINESS OVERVIEW MEXICO



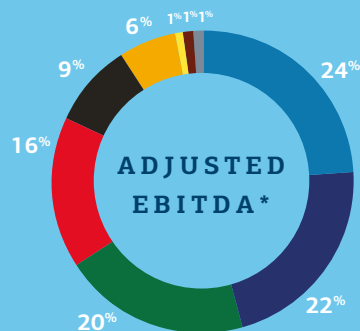
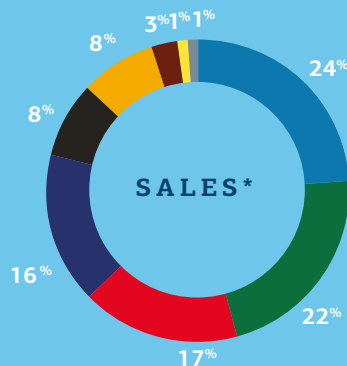
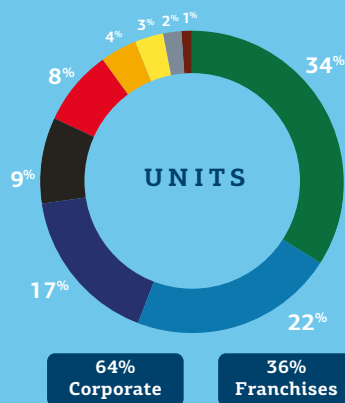
Results	2Q19	FY18
SSS	6.3%	4.0%
Revenues	\$6,899	\$25,462
Adjusted EBITDA	\$1,673	\$5,901
Margin	24.3%	23.2%

Adjusted EBITDA and Revenues figures in million pesos.
2Q19 - Excluding effect of IFRS 16.



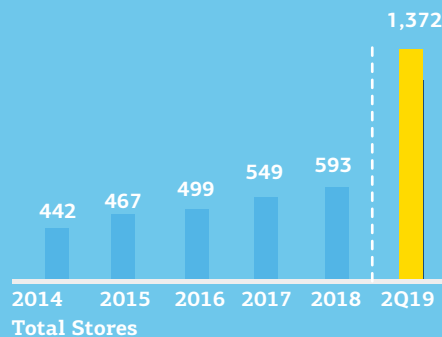
* Quarterly share figures for sales and Adjusted EBITDA
**The Cheesecake Factory, California Pizza Kitchen

BUSINESS OVERVIEW EUROPE



Results	2Q19	FY18(Zena)
SSS	5.3%	1.1%
Revenues	\$5,242	\$9,862
Adjusted EBITDA	\$865	\$1,916
Margin	16.5%	19.4%

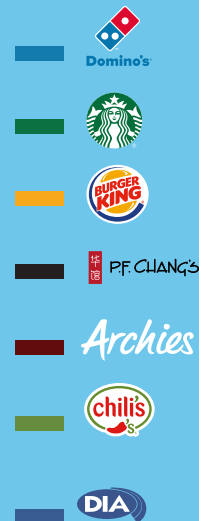
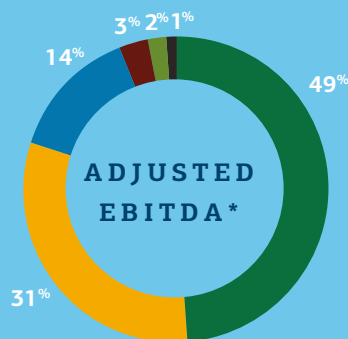
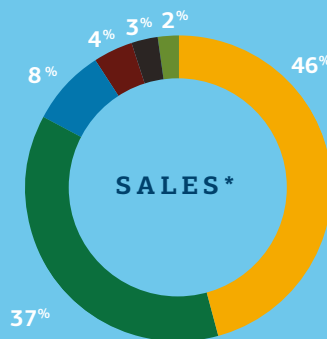
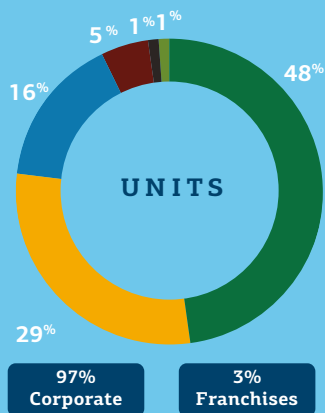
Adjusted EBITDA and Revenues figures in million pesos.
2Q19 - Excluding effect of IFRS 16.



* Quarterly share figures for sales and Adjusted EBITDA

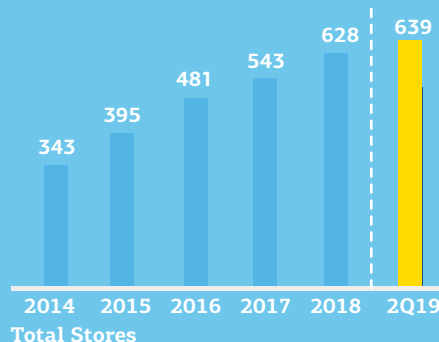
** LAVACA , Cañas y Tapas, Wagamama, BSF.

BUSINESS OVERVIEW SOUTH AMERICA



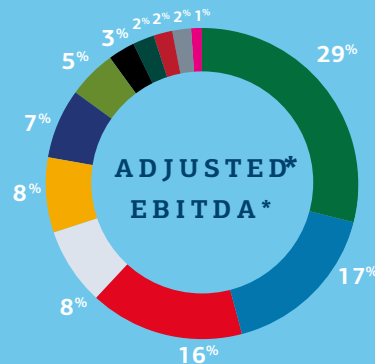
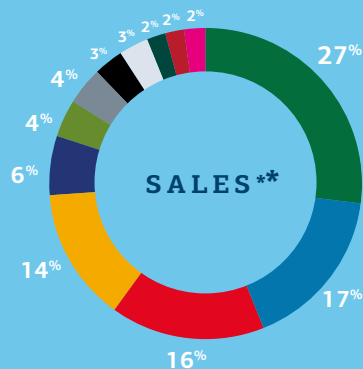
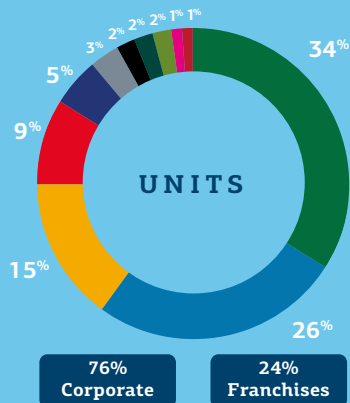
Results	2Q19	FY18
SSS	16.4%	11.5%
Revenues	\$2,316	\$9,996
Adjusted EBITDA	\$314	\$1,403
Margin	13.6%	14.0%

Adjusted EBITDA and Revenues figures in million pesos.
 2Q19 - Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina



* Quarterly share figures for sales and Adjusted EBITDA

BUSINESS OVERVIEW ALSEA

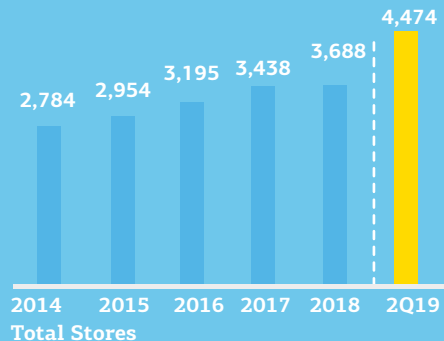


Results

	2Q19	FY18
SSS	8.0%	4.9%
Revenues	\$14,456	\$45,320
EBITDA	\$1,833	\$6,368
Margin	12.7%	14.1%

EBITDA and Revenues figures in million pesos.

2Q19 - Excluding effect of IFRS 16, as well as the restatement due to the hyperinflation in Argentina



* Quarterly share figures for sales and Adjusted EBITDA

** Archies, The Cheesecake Factory, California Pizza Kitchen, Cañas y Tapas, LAVACA, Vips Smart, Fridays and Wagamama

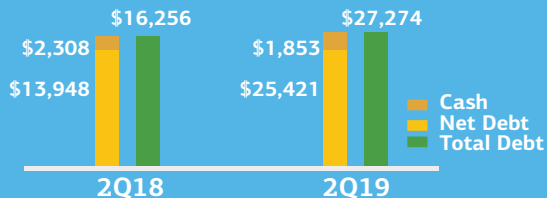
DEBT PROFILE

Capital structure	2Q19	2Q18
Net Debt / EBITDA	3.5x	2.1x
EBITDA / Interest Paid	3.9x	4.9x

Average cost 9.58%

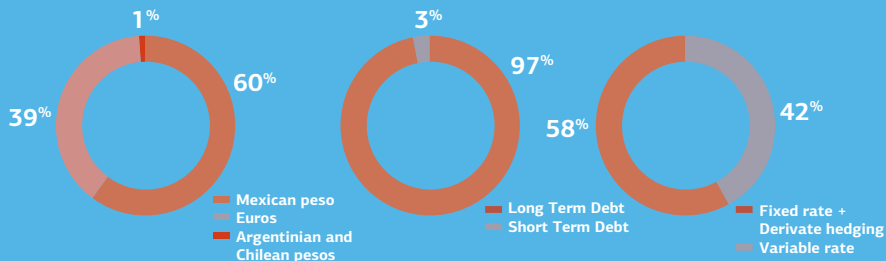
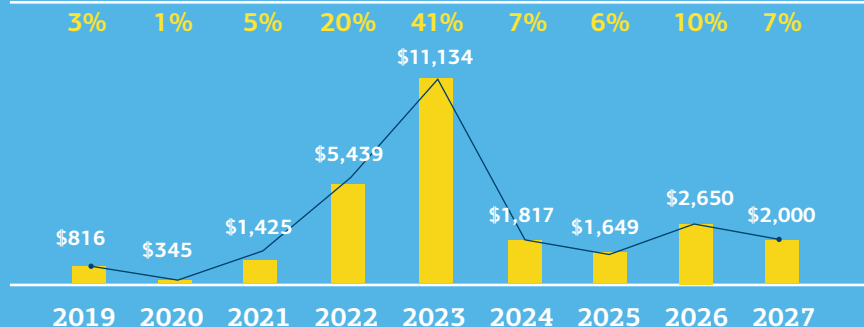
Peso	9.48%
Euro	1.50%

Debt structure	2Q19	Main banks
Bond Debt	29%	Santander 15%
Bank Debt	71%	Scotiabank 15%
		BBVA 10%
		Bank of America 10%
Duration 4.5 years		

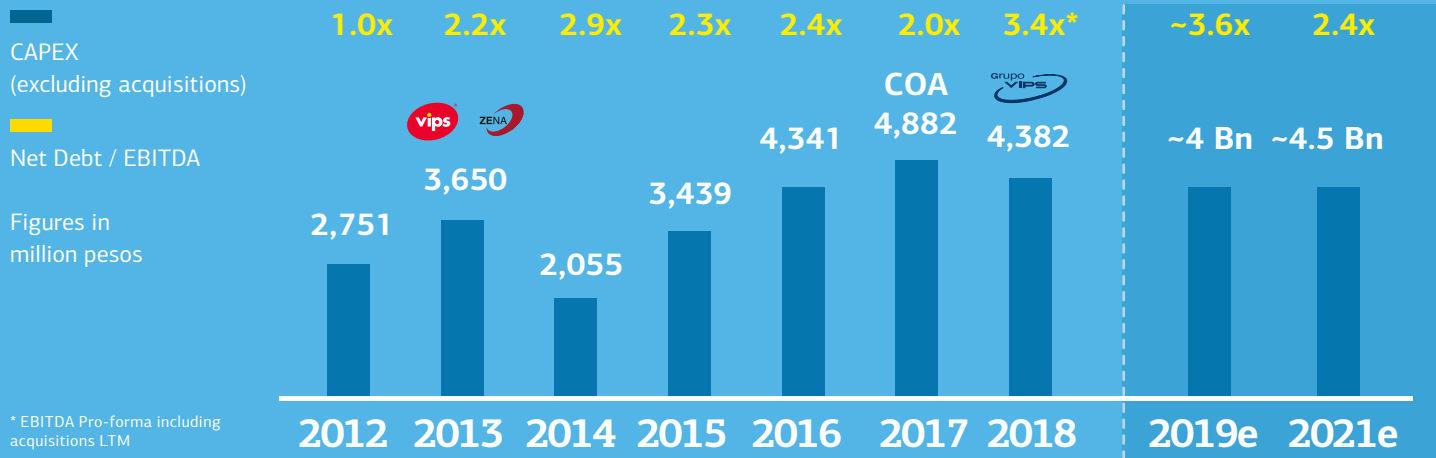


Figures in million pesos

Debt Maturity



LEVERAGE AND CAPEX



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

GUIDANCE 2019



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

Close to

13%

EBITDA margin

EBITDA
Growth

Capex*
~4 Bn

****Net Debt / EBITDA**
~3.6x

*Excluding acquisitions.

**Excluding IFRS 16 and divestiture projects.

GUIDANCE 2019-2022



Organic growth ~6%

Top Line Growth

Revenues
CAGR* ~ 15%

SSS
>Mid Single Digit

13.5%
ROIC

16%
ROE

EBITDA
Growth

EBITDA
CAGR* >16.5%

Close to

15%

EBITDA margin

Dividends**
\$3.90 per share

EPS
CAGR* > 25%

*4-year compound annual growth rate.

**Cumulate 4 years.

INVESTOR INFORMATION

Salvador Villaseñor

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

The slides of this presentation, contains forward-looking statements regarding the Company's results and prospects. Actual results could differ materially from these statements. The forward-looking statements in this press release should be read in conjunction with the factors described in the risks summary in the Company's annual report, which, among others, could cause actual results to differ materially from those contained in forward-looking statements made in this press release and in oral statements made by authorized officers of the Company. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of their dates. The Company undertakes no obligation to publicly update or revise any forwardlooking statements, whether as a result of new information, future events or otherwise.