Alsea

update
4Q21

Our
PRESENCE

11 countries

17 brands

4,262 restaurants

+65,000 employees

+343 million clients served LTM

23% FRANCHISES

CORPORATE 77%

Domino's	1,300
Starbucks	1,552
Burger King	400
Chili's	76
P.F. Chang's	29
The Cheesecake Factory	6
Italianni's	76
vips	257
El Portón	15
Corazón de Barro	2
Foster's Hollywood	230
Archies	29
VIPS	107
VIPS SMART	42
OleMole	6
TGI Fridays	13
Ginos Ristorante	122

4Q21

Alsea´s History

1990 1992 1995 1999 2002 2006 2007 2008 2009 2012 2013 2014 2016 2018 2019 2021

UNITS 01 500 1,000 1,862 2,714 3,195 4,262

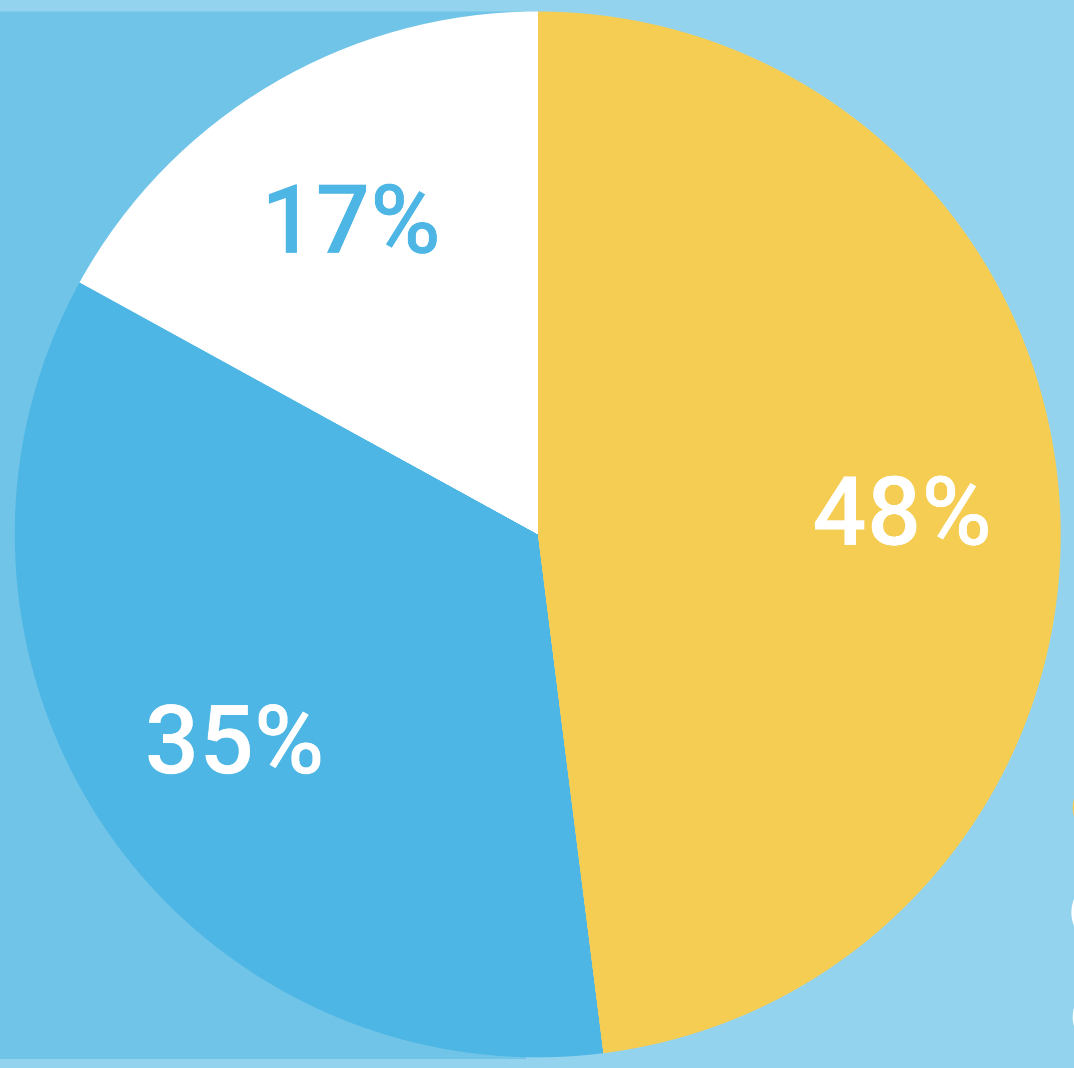
Launch **Business Model** **Expansion** **Consolidation**

4Q21

ALSEA Today

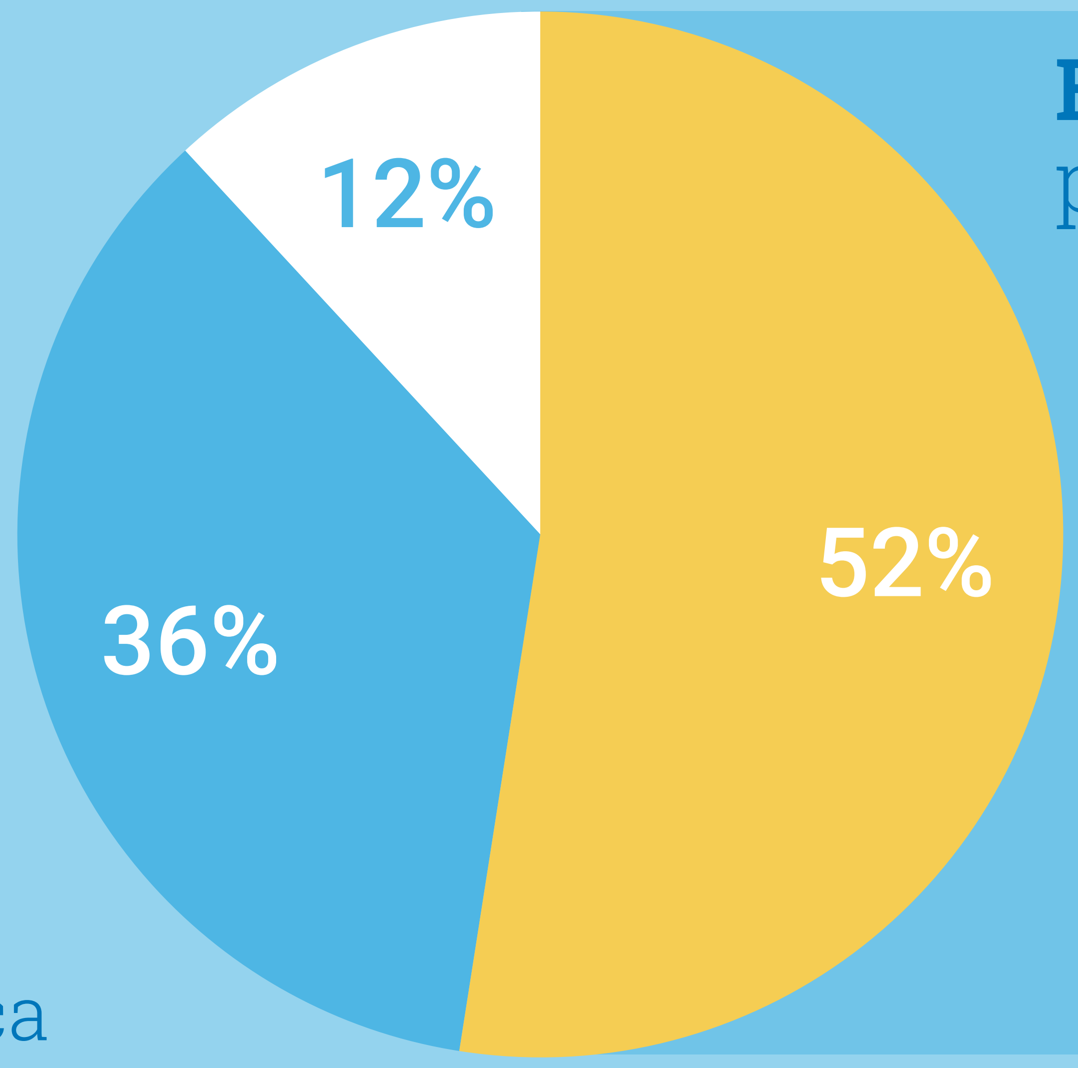
		Domino's	Burger King	vips	Foster's Hollywood	Ginos Ristorante	Italianni's	Chili's	El Portón	P.F. Chang's	VIPS	VIPS Smart	Archies	Fridays	The Cheesecake Factory	Corazón de Barro	Ole Mole	TOTAL
Corporate	1,286	838	400	243	100	82	60	76	15	29	89	17	29	13	6	2	3	3,289
Franchises	266	462	-	14	128	40	16	-	-	-	18	25	-	-	-	-	3	973
Total	**1,552**	**1,300**	**400**	**257**	**228**	**122**	**76**	**76**	**15**	**29**	**107**	**42**	**29**	**13**	**6**	**2**	**6**	**4,262**

Sales per geography



Mexico
Europe
South America

EBITDA per geography
pre IFRS 16



4Q21

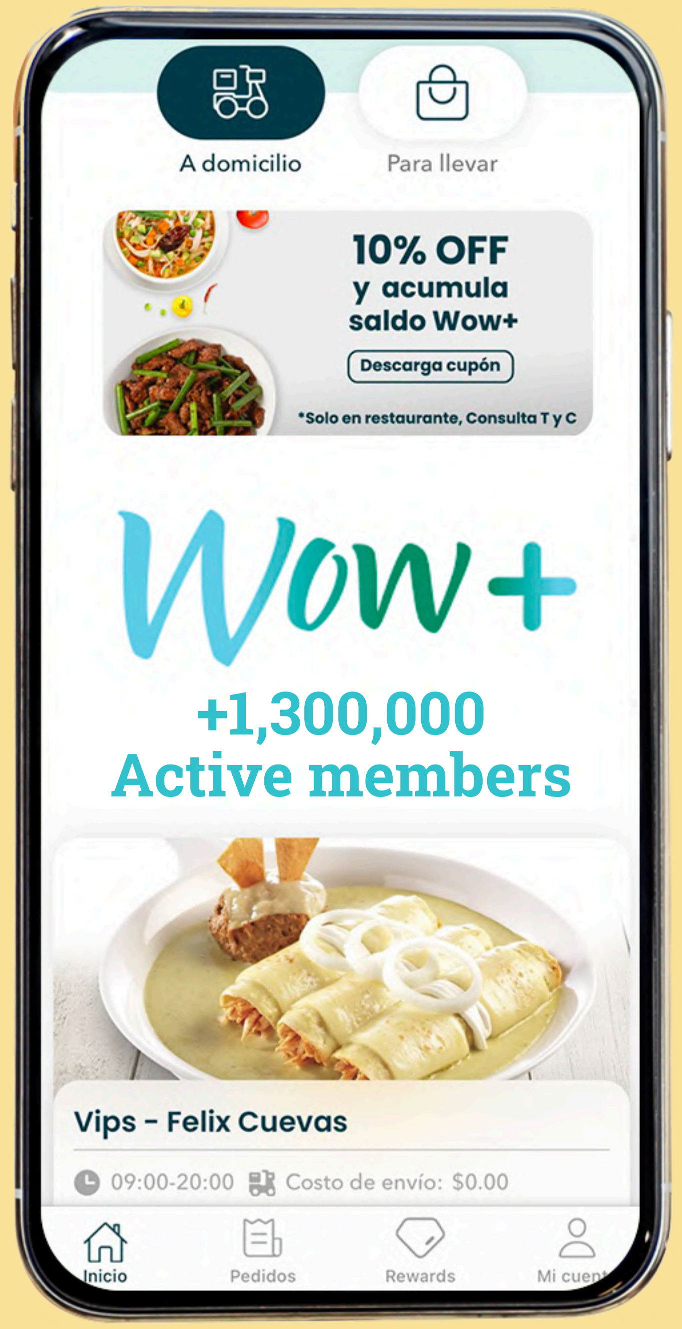
INNOVATION

Consumer & Technology

MULTI-BRAND REWARDS PROGRAM

INCREASE in average ticket

+30%



- Alsea's Digital Transformation
- Omnichannel experience

mobile web call center

WOW is in **~10.0%** of ALSEA Mexico Sales

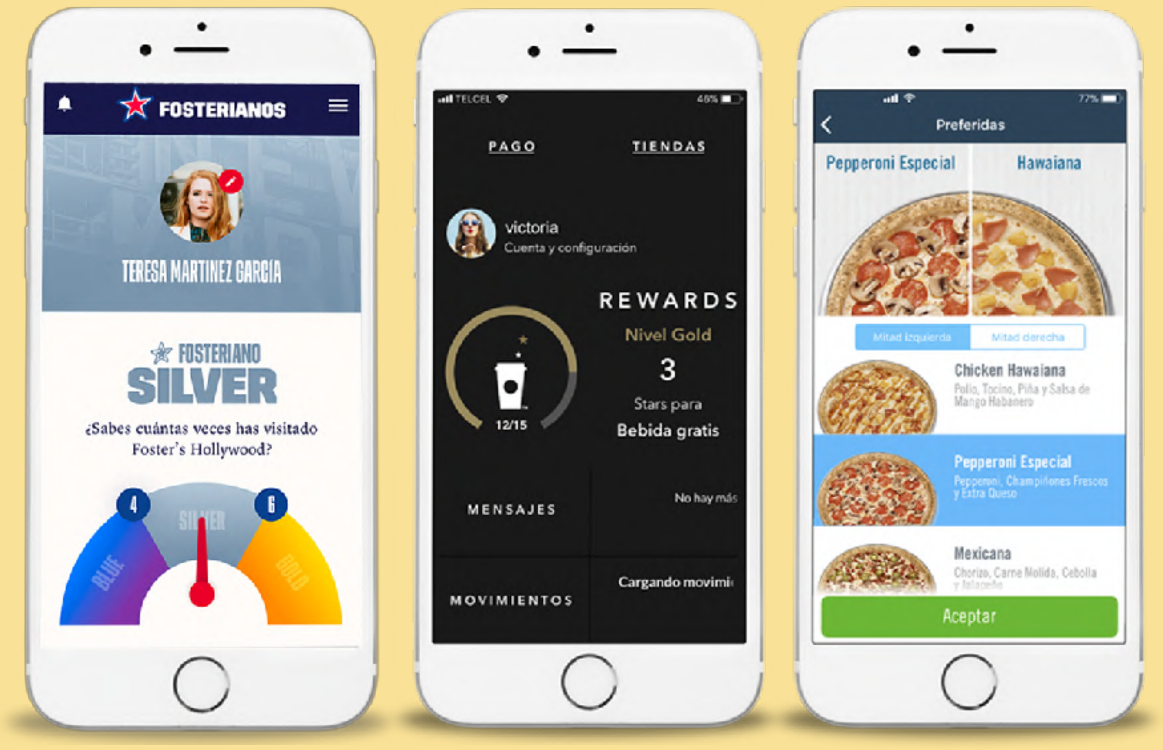
Alsea Delivery

linked to WOW rewards app

4Q21

INNOVATION
Consumer & Technology

APPS



Domino's

+6.8 MILLION
DOMINO'S APP DOWNLOADS

+2.3 MILLION
STARBUCKS REWARDS MEMBERS

+380k members

+470k members

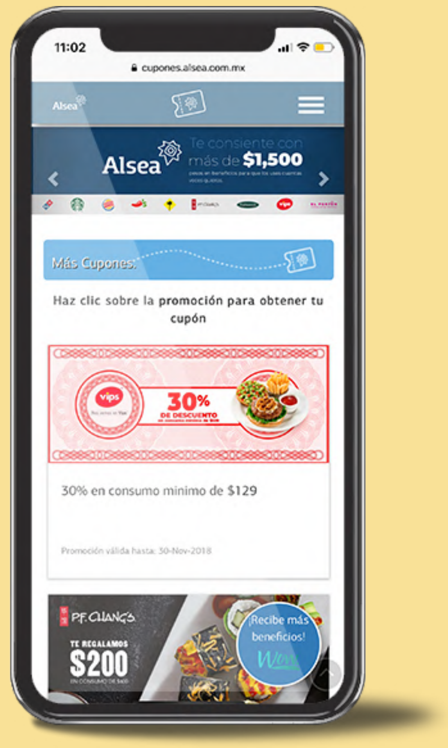
FOSTER'S HOLLYWOOD

+1.7 MILLION
FOSTERIANOS

CLUB VIPS

+2.5 MILLION
MEMBERS

DIGITAL COUPON



- 3x more efficient than paper coupons
- +45% redemption
- Smart targeting according to customers´ needs and preferences
- Evolution to an ecosystem of benefits and omni-channel promotions of our brands

Alsea

strategy

4Q21

ALSEA
Strategic Definitions

Purpose

Bring happiness and experiences full of flavor

Our Business

We focus on the operation of restaurant chains, own and franchisees and related businesses that satisfy 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 do things with agility to deliver an amazing experience to our Clients and ensure extraordinary results, providing a dose of happiness even in the smallest details

Alsea's Culture

Know the CUSTOMER, know what makes him happy and do it

A — Winning Attitude
L — Engaged Leadership
S — Surprising Service
E — Collaborative Spirit
A — Attention to Detail

Way to win

Brand Portfolio
Best Talent
Best Operator
Marketing
Technology and Innovation
Synergy and Critical Mass
Sustainability

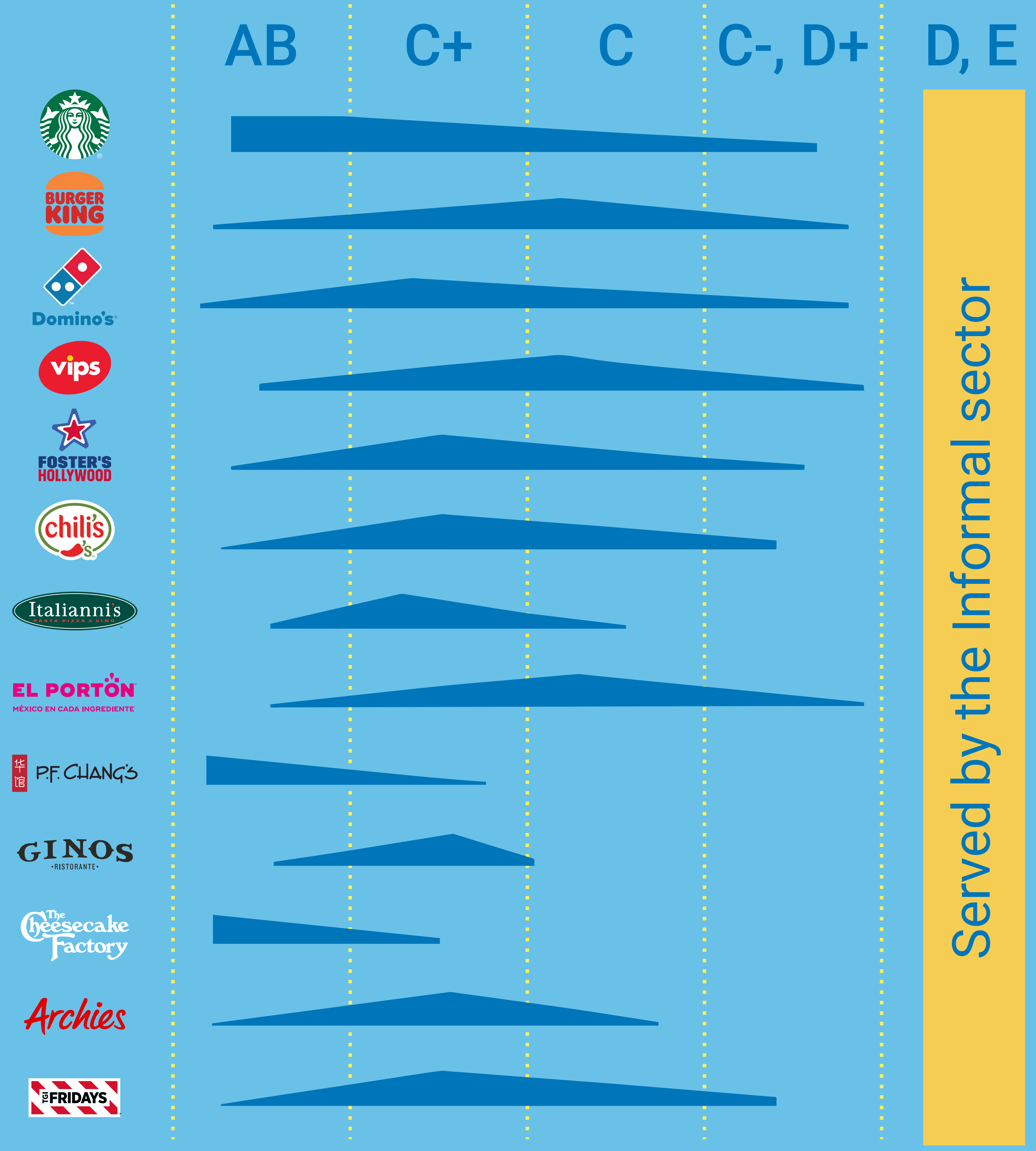
Our Commitment

1. DEVELOP A WORLD CLASS TEAM
2. ALWAYS MAKE THE BEST DECISION FOR OUR CLIENTS AND COLLABORATORS
3. INCREASE THE VALUE POTENTIAL OF THE COMPANY
4. GENERATE VALUE FOR ALL SHAREHOLDERS

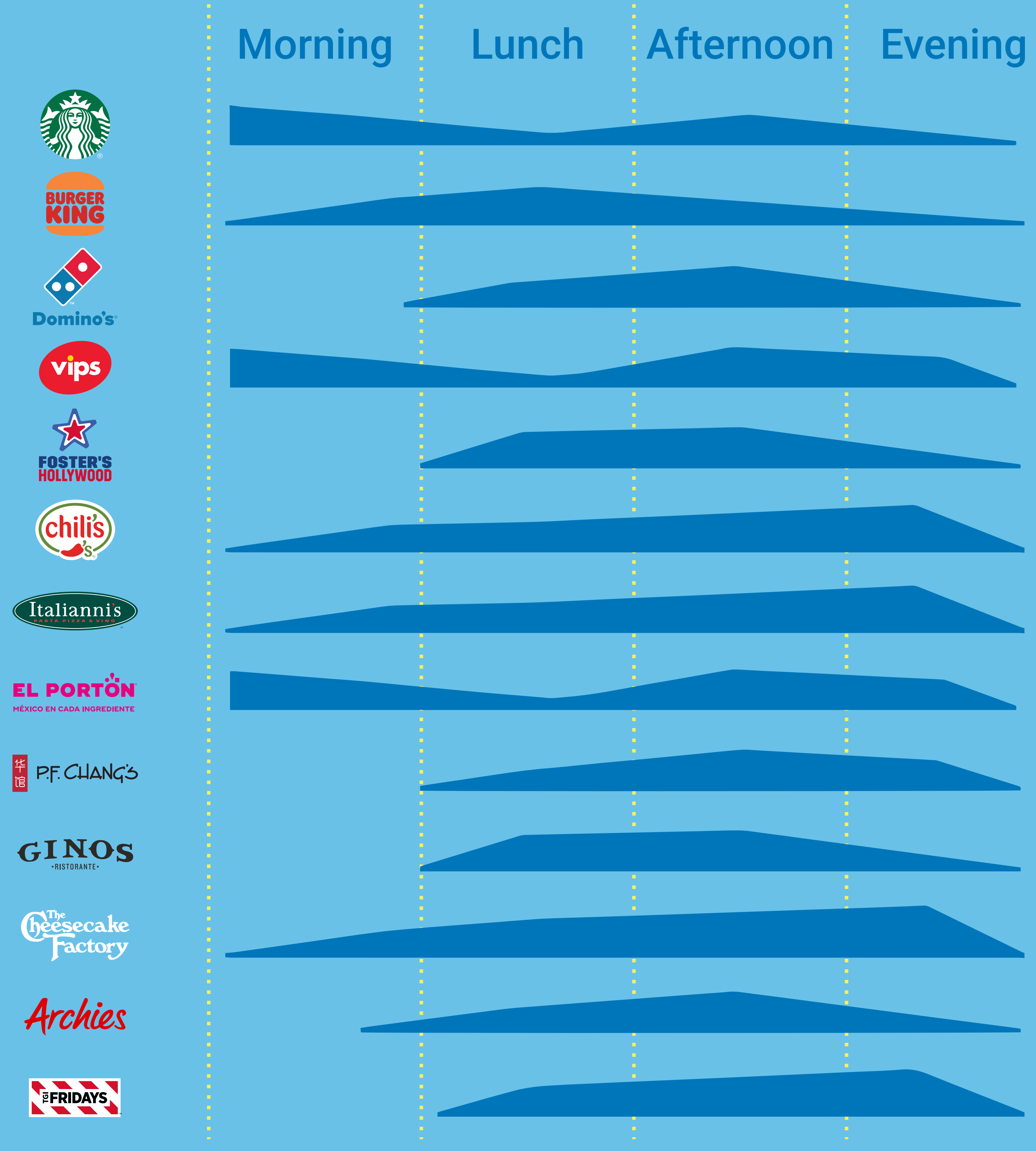
DIVERSIFIED
Portfolio

ACTUAL MARKET	POPULATION	GDP USD	CLIENTS
4,262 UNITS	+400 MILLION	8,023 BILLION	+343 MILLION

POPULATION SEGMENTS



DAY PARTS



4Q21

GROWTH
Strategy

Growth

ORGANIC GROWTH
SSS
Storage 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 EFFICIENCES
Cost of Sales
Pricing Strategy
Expenses
Synergies
Best Practices

Solid Business Plan + Great Execution = FORMULA FOR SUCCESS

DISTRIBUTION
Centers

MEXICO
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

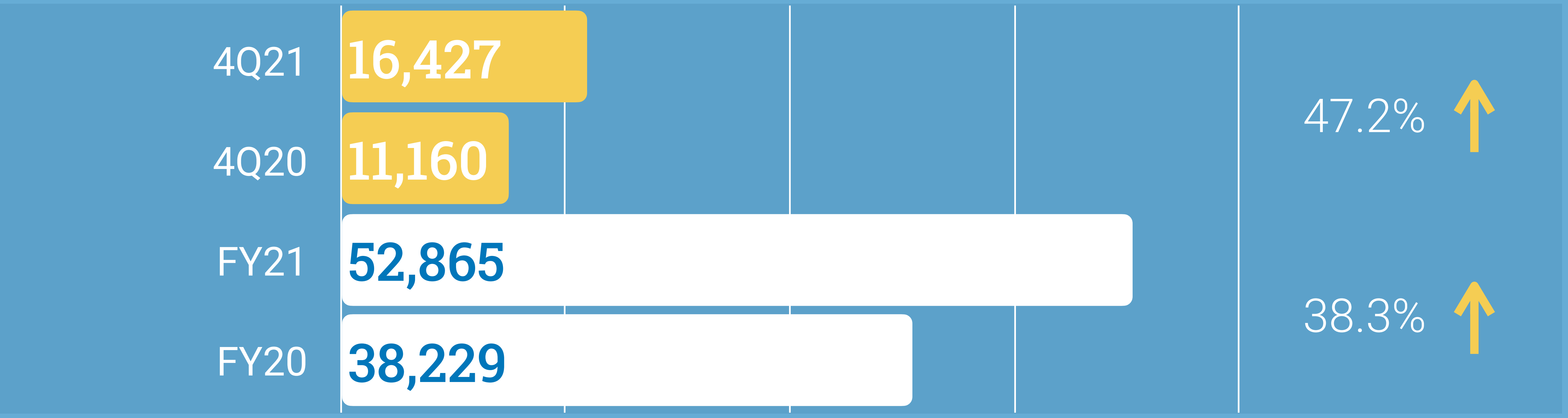
Alsea

Financials

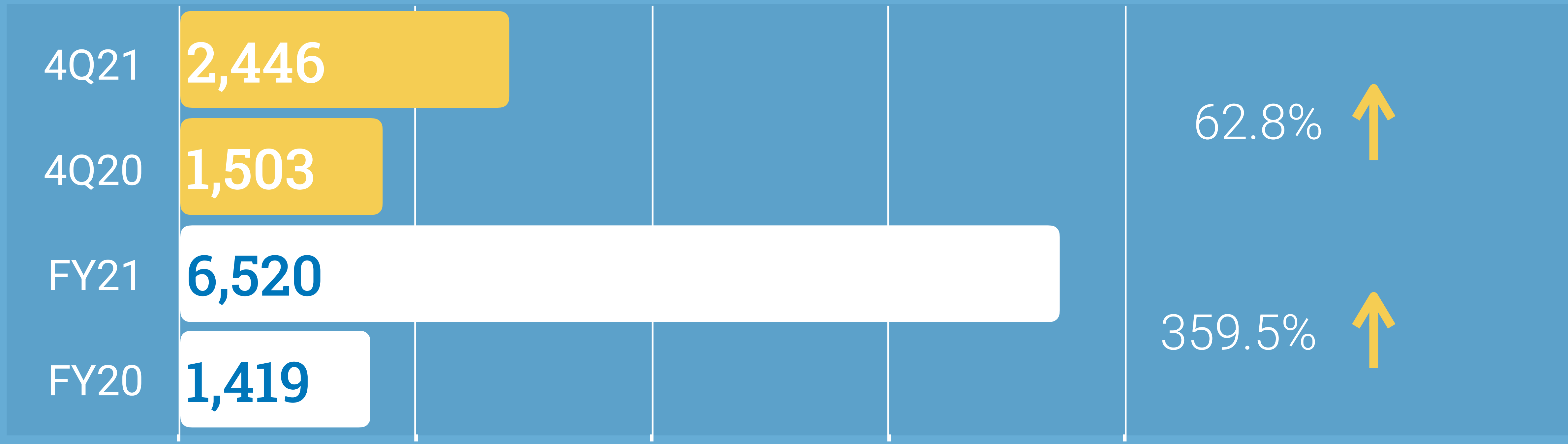
4Q21

Consolidated
Results **pre-IFRS 16**

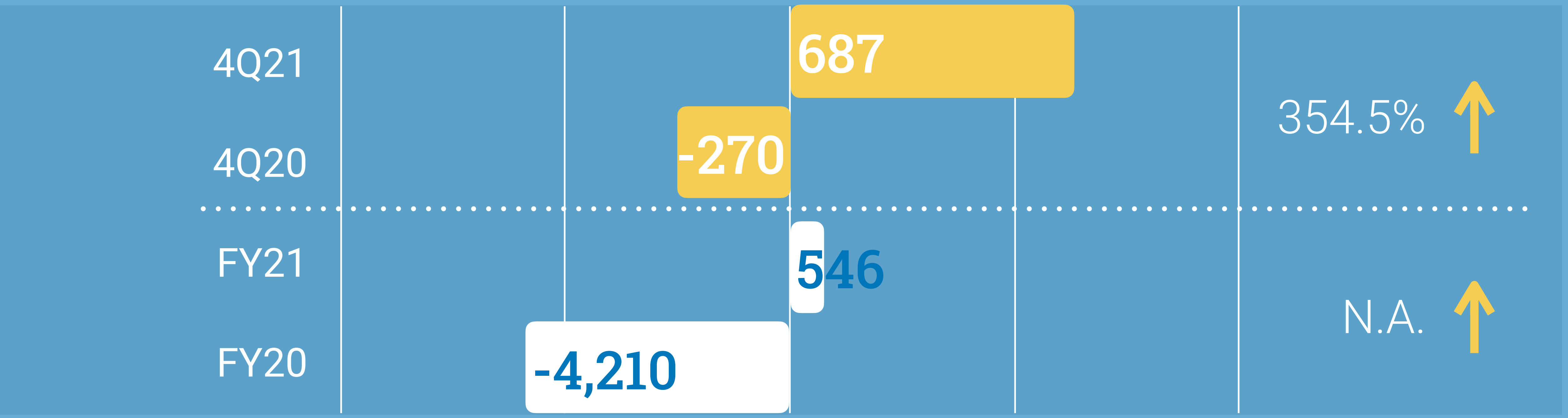
Sales



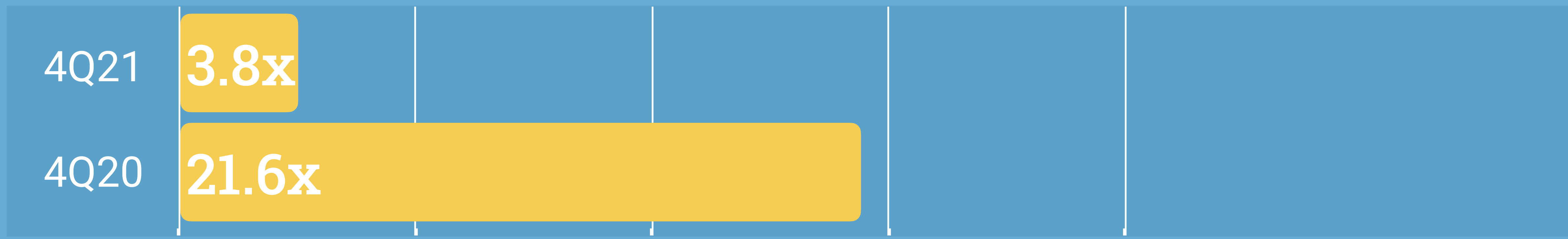
EBITDA



Net Ordinary Income



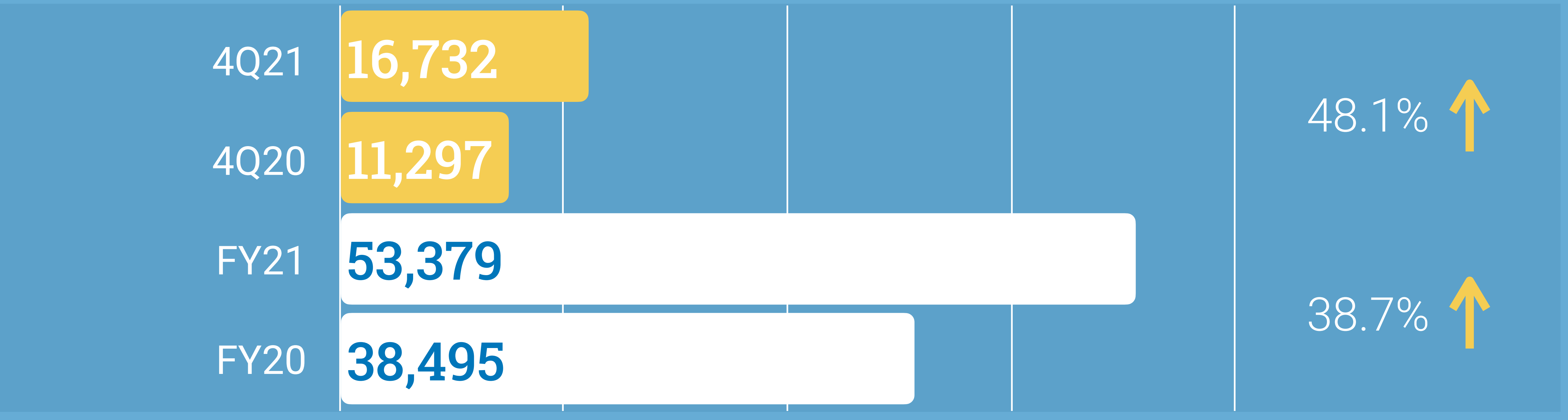
Net Debt/ EBITDA



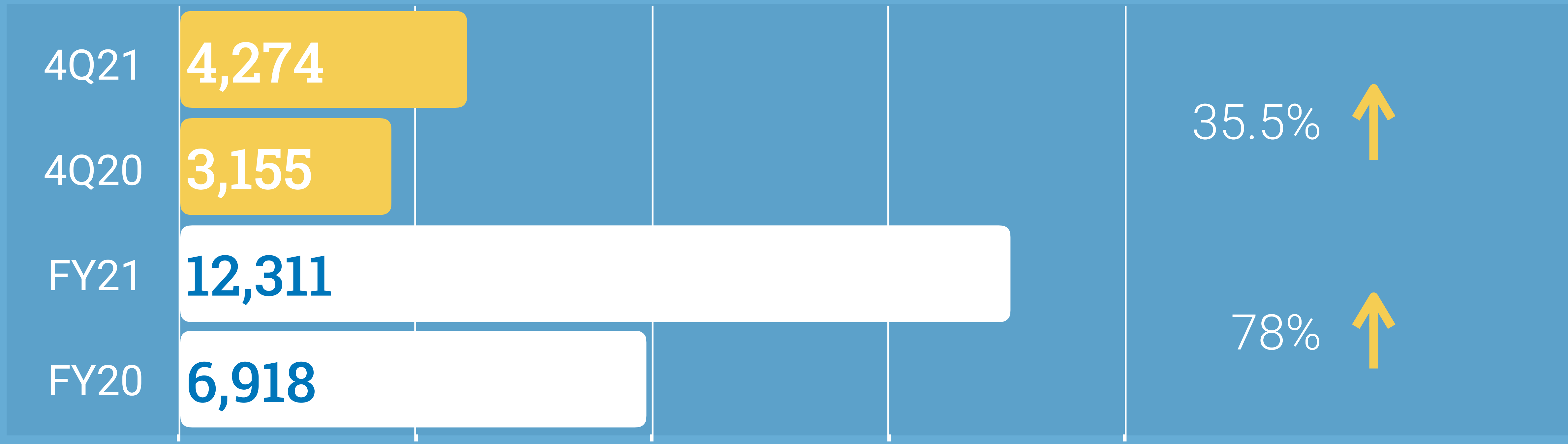
Excluding effect of IFRS 16, a well as the restatement due to the hyperinflation in Argentina.
Sales and EBITDA figures of 2020 & 2021 impacted by Covid-19.

Consolidated
Results **post-IFRS 16**

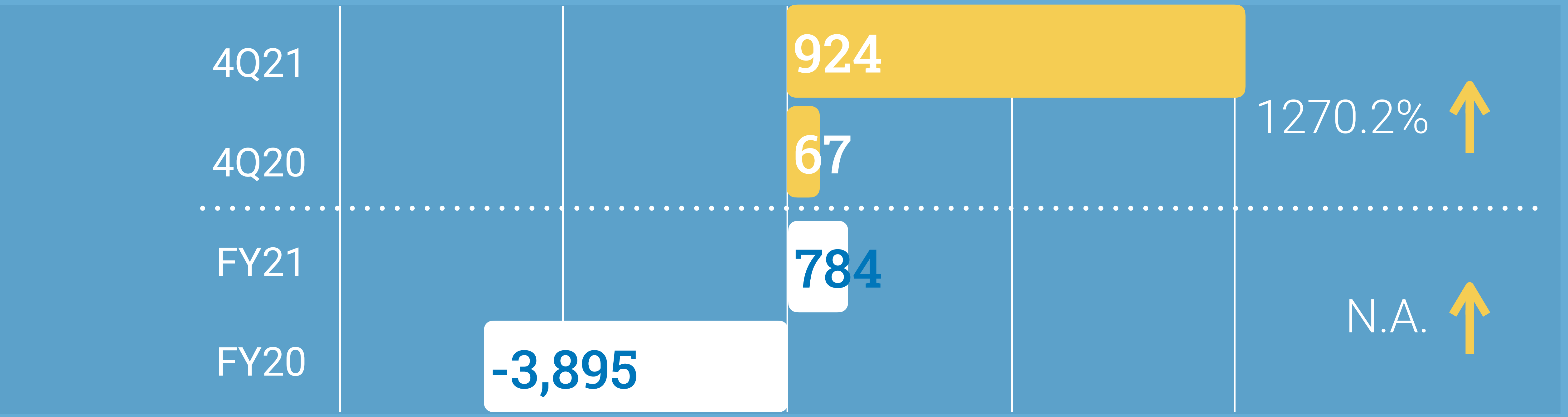
Sales



EBITDA



Net Ordinary Income

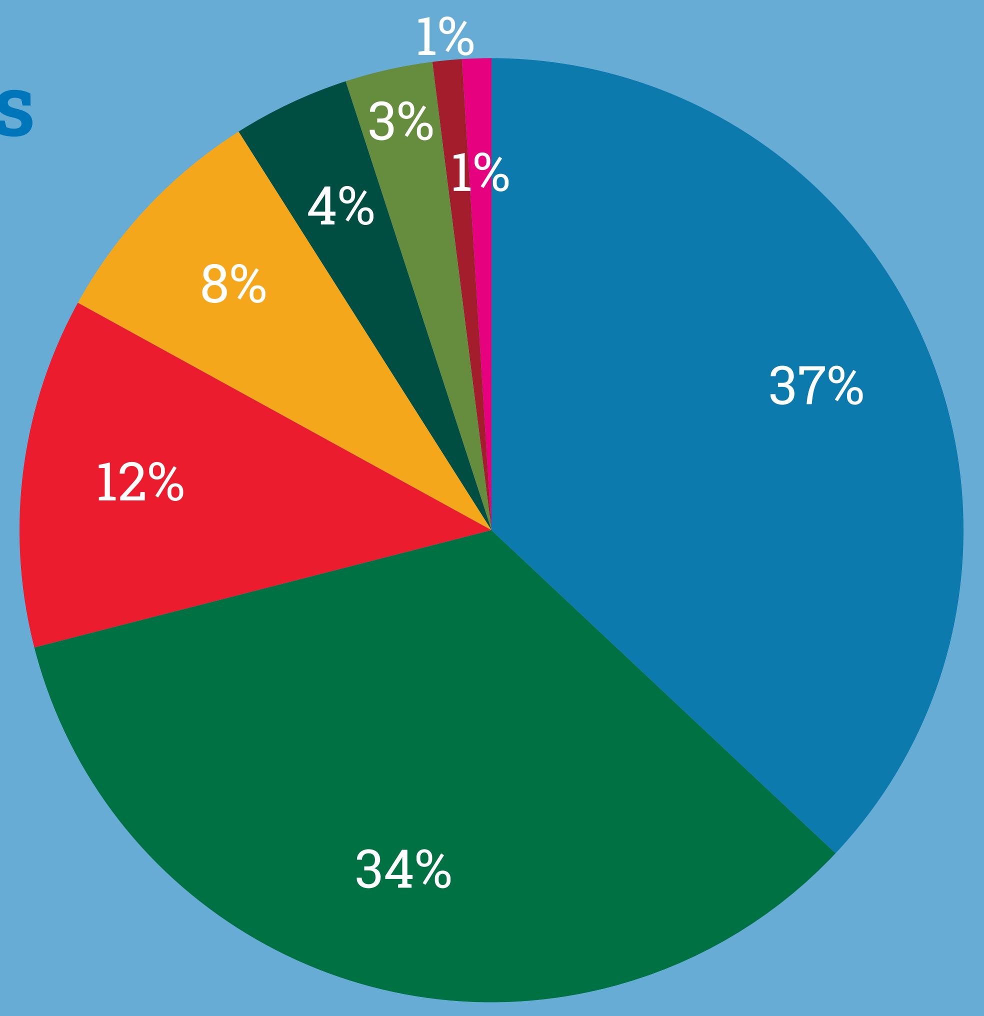


Net Debt/ EBITDA

Including the restatement due to the hyperinflation in Argentina.
Sales and EBITDA figures of 2020 & 2021 impacted by Covid-19.

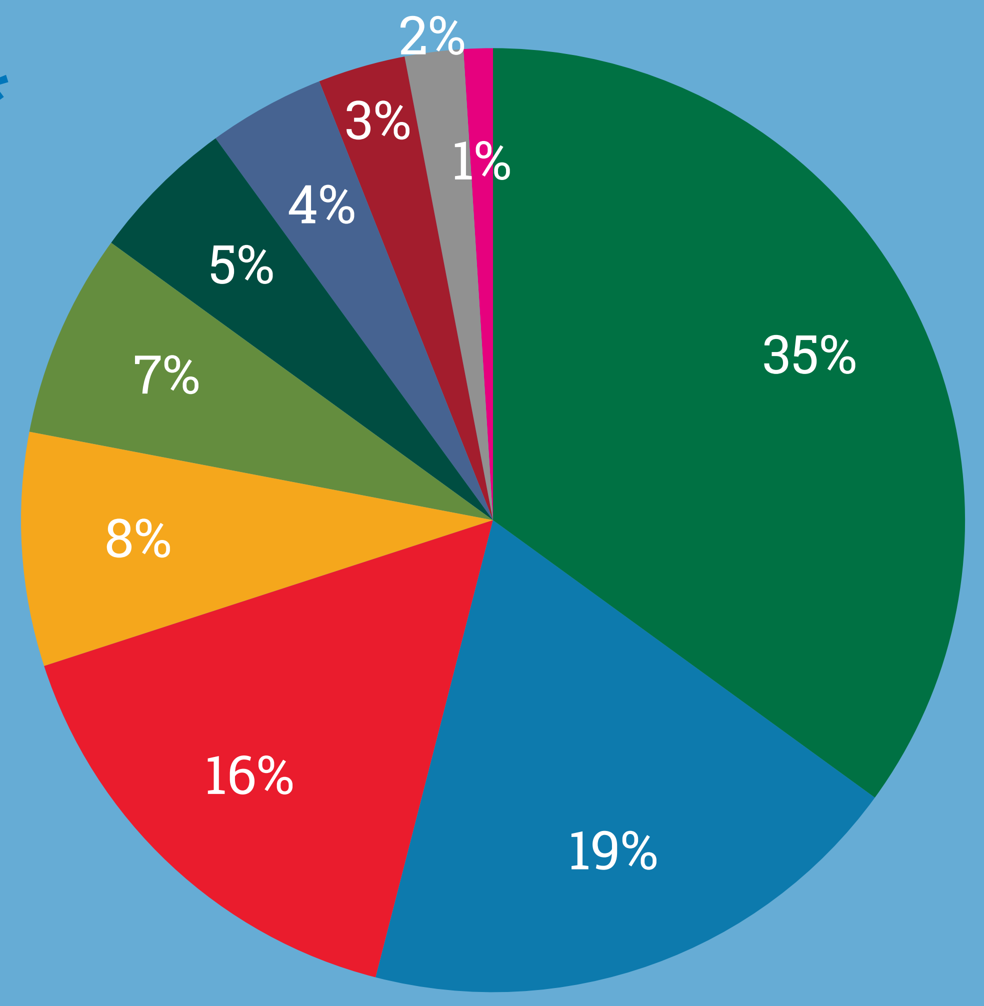
Business Overview Mexico

Units



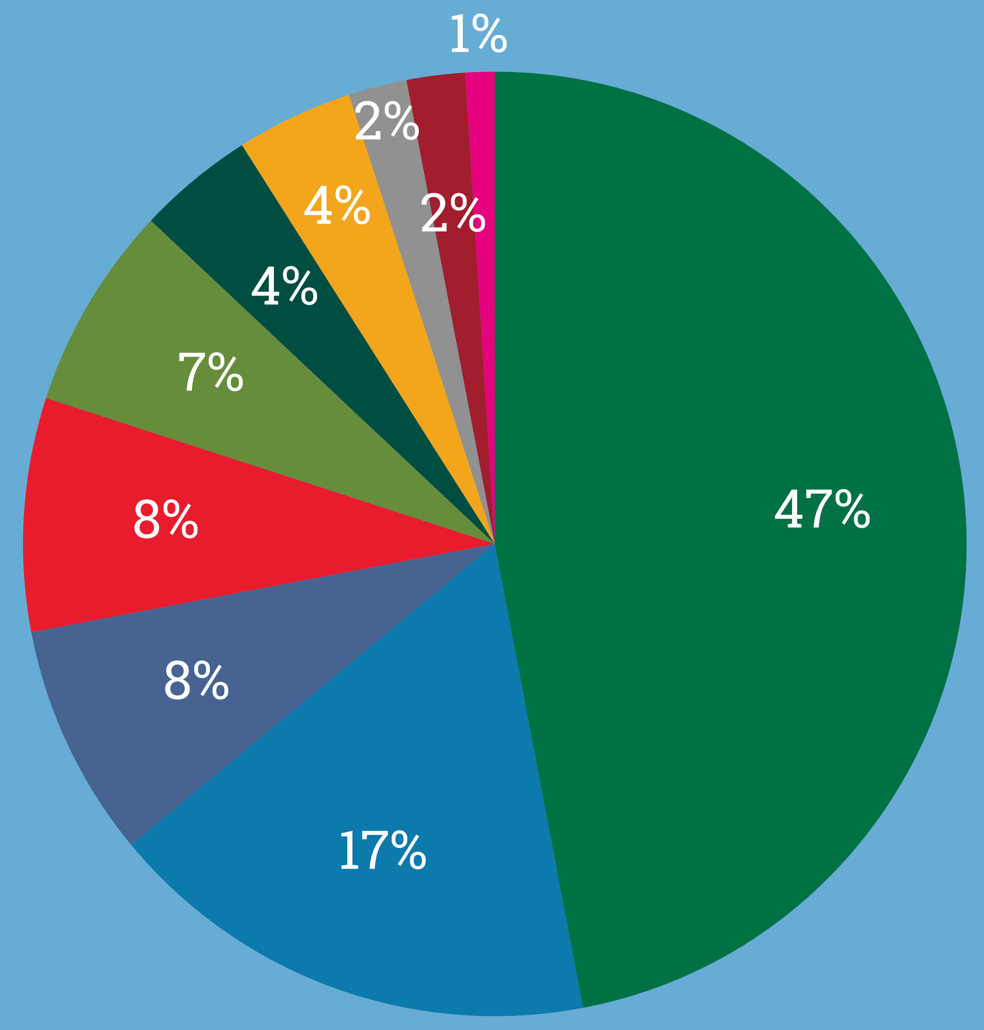
82% Corporate **18%** Franchises

Sales*



Adjusted EBITDA*

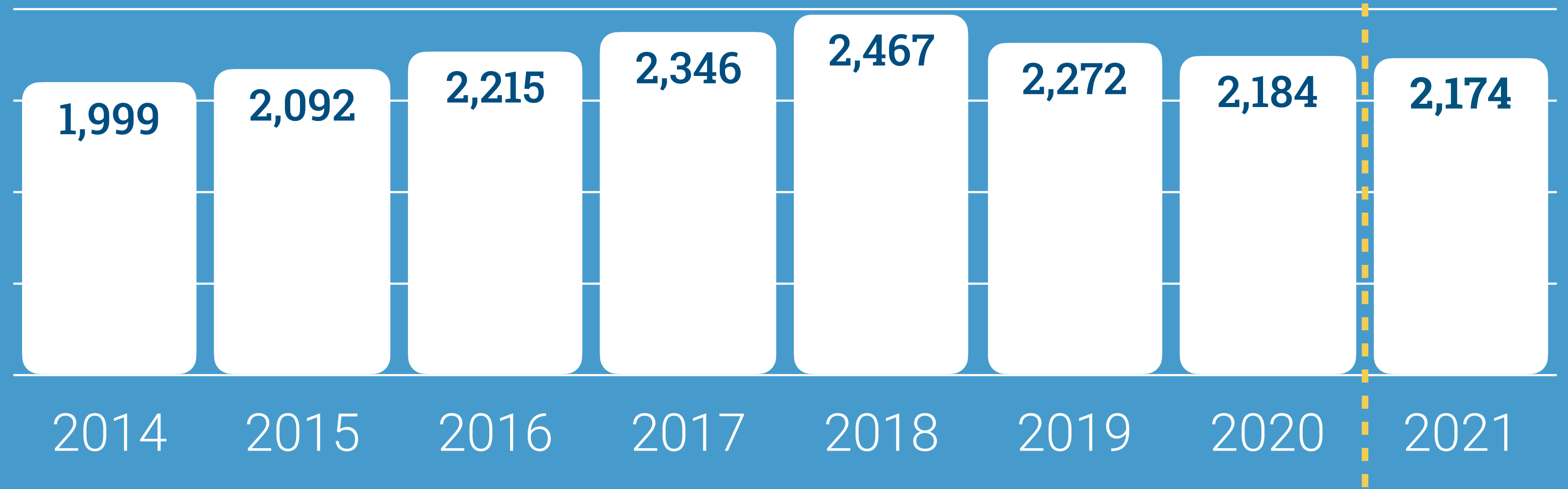
Pre IFRS 16



Results

	Pre-IFRS 16		Post-IFRS 16	
	4Q21	FY21	4Q21	FY21
SSS	44.5%	34.3%	44.5%	34.3%
Revenues	7,870	26,015	7,870	26,015
Adjusted EBITDA	2,105	5,951	2,699	8,132
Margin	26.8%	22.9%	34.3%	31.3%

Total Stores



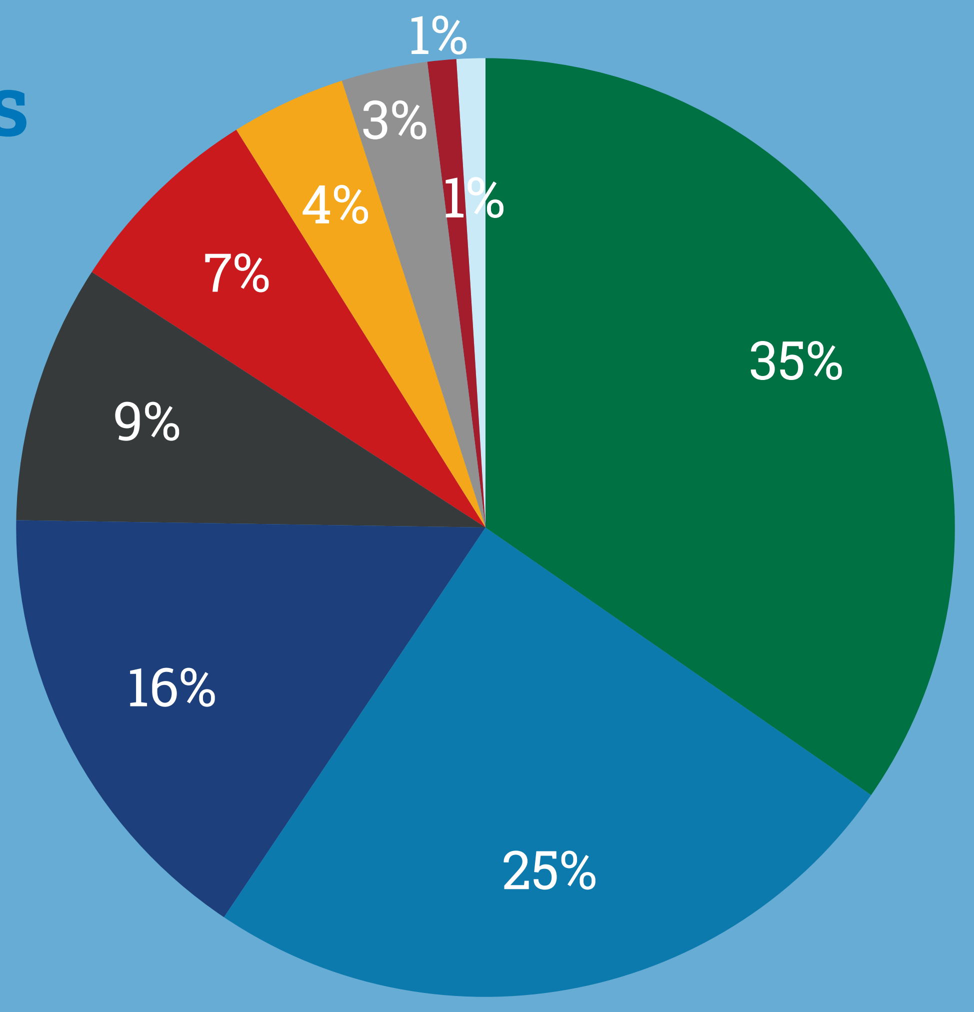
Adjusted EBITDA and Revenues figures in million pesos.

*Quarterly share figures for sales and Adjusted EBITDA.

Business
Overview Europe

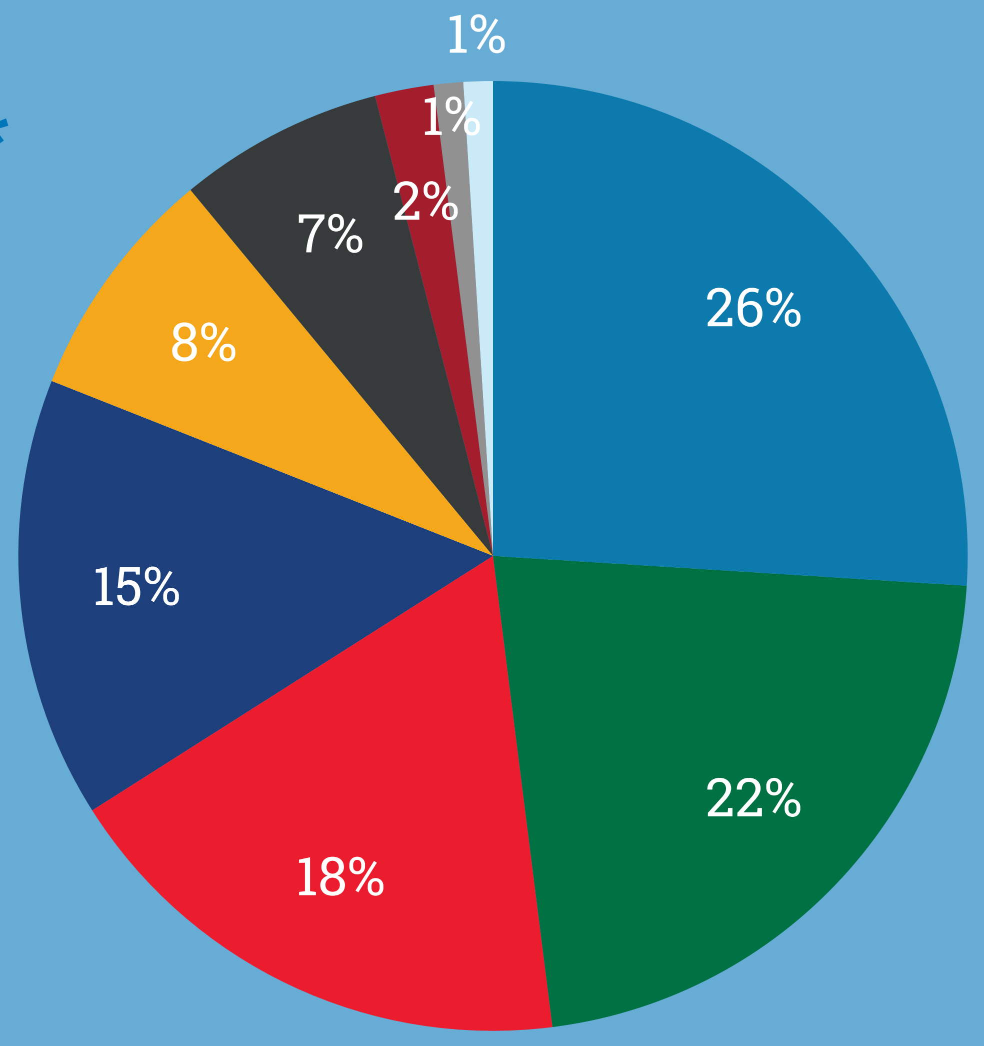
Other**

Units

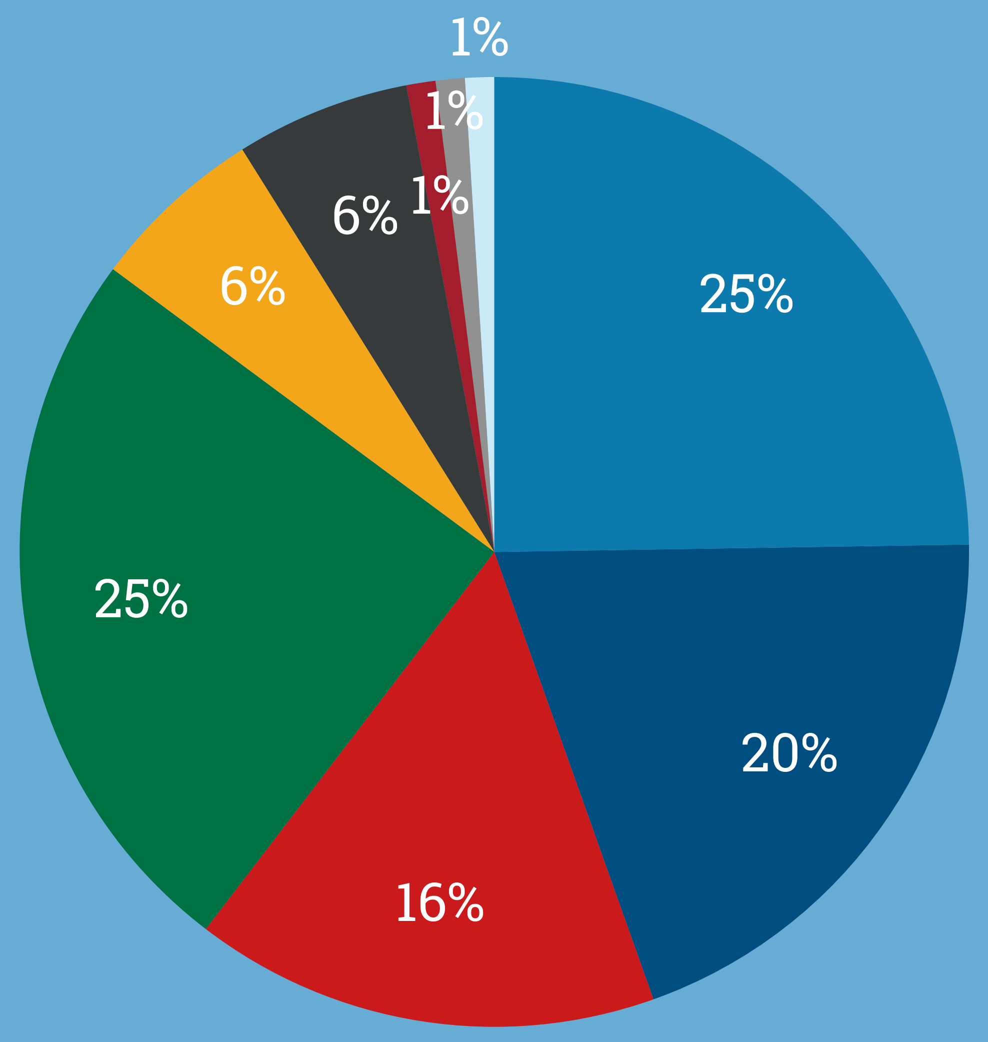


62% Corporate **38%** Franchises

Sales*

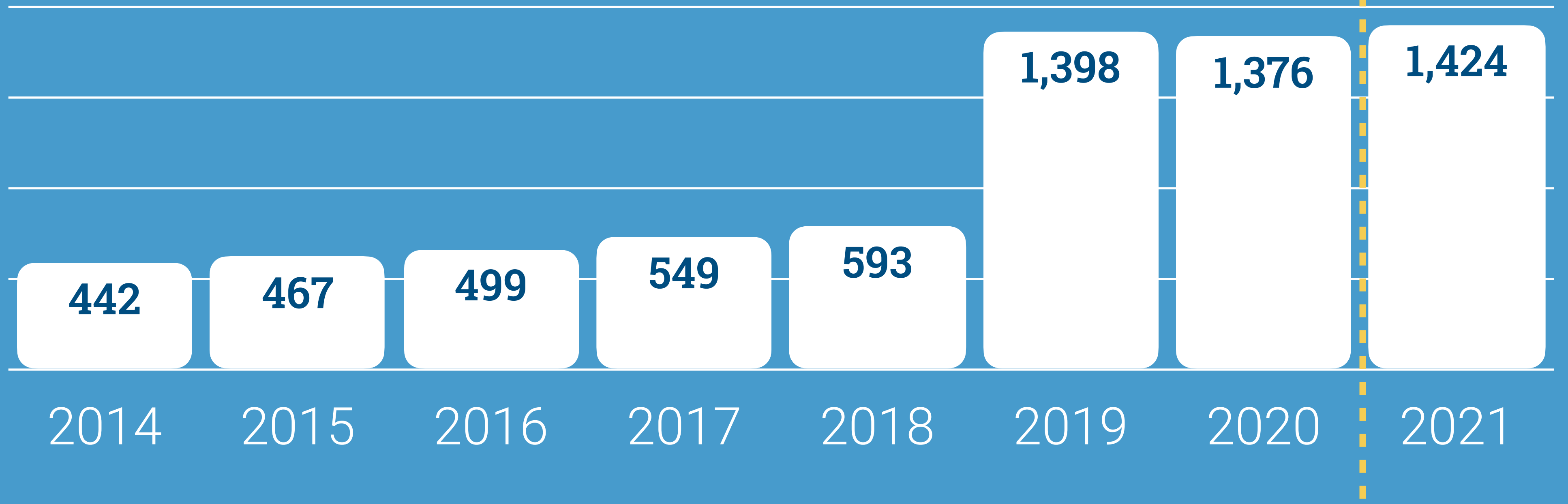


Adjusted EBITDA*
Pre IFRS 16



Results	Pre-IFRS 16		Post-IFRS 16	
	4Q21	FY21	4Q21	FY21
SSS	38.4%	12.7%	38.4%	12.7%
Revenues	5,812	18,414	5,812	18,414
Adjusted EBITDA	1,429	3,423	2,038	5,889
Margin	24.6%	18.6%	35.1%	32.0%

Total Stores

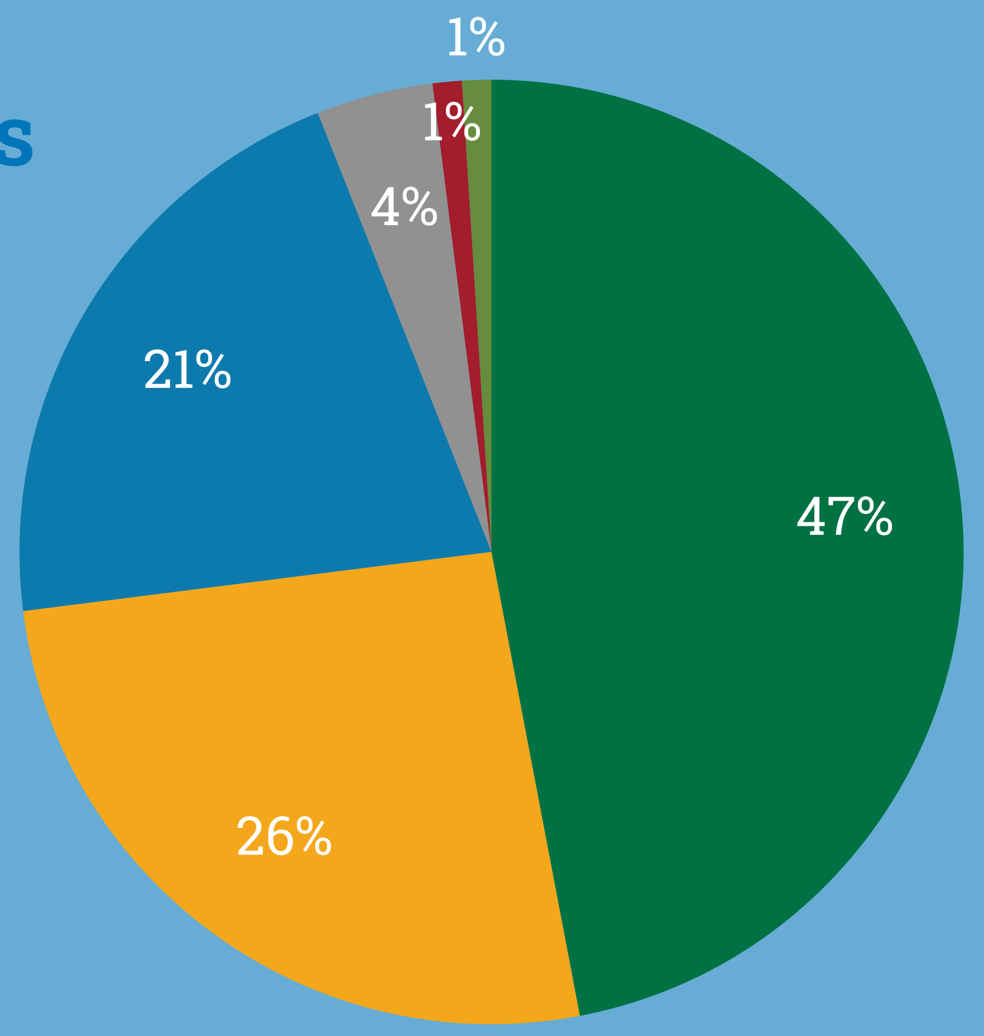


Adjusted EBITDA and Revenues figures in million pesos.

*Quarterly share figures for sales and Adjusted EBITDA.
** BSF.

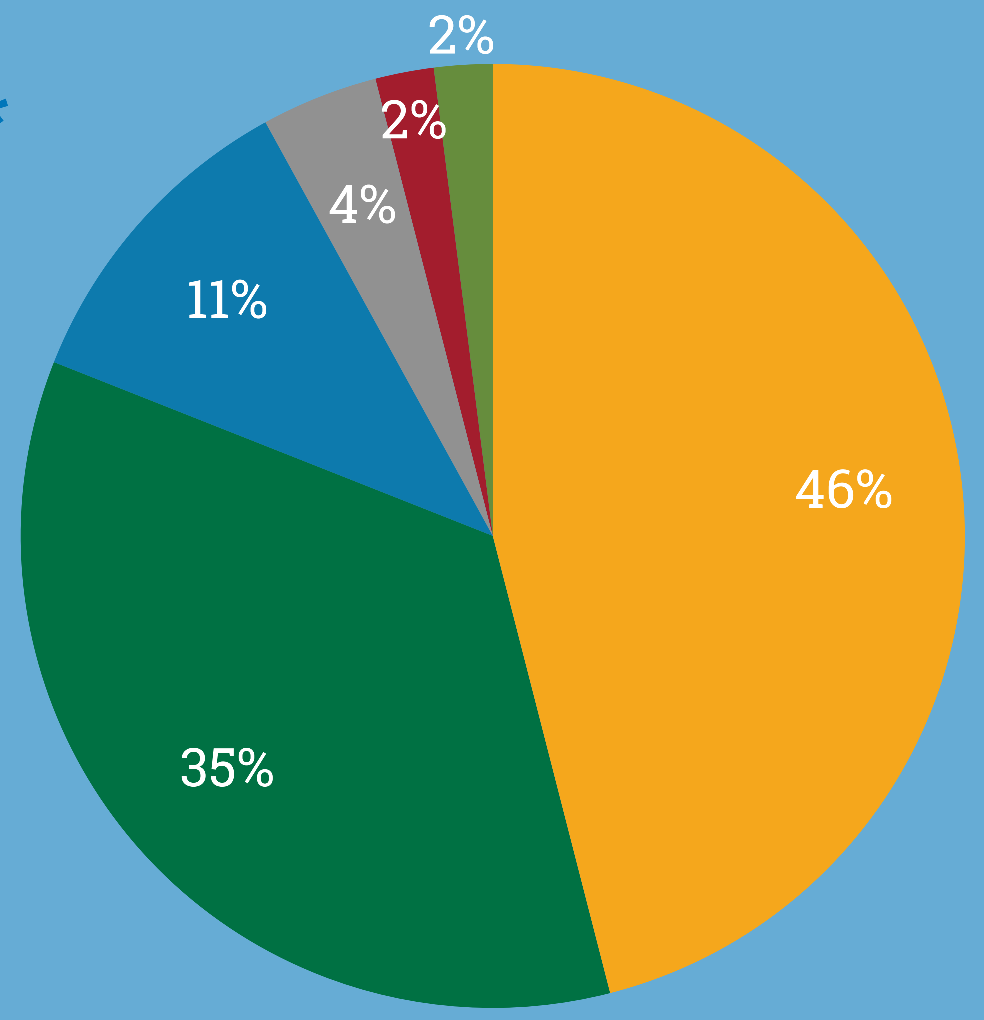
Business
Overview South America

Units

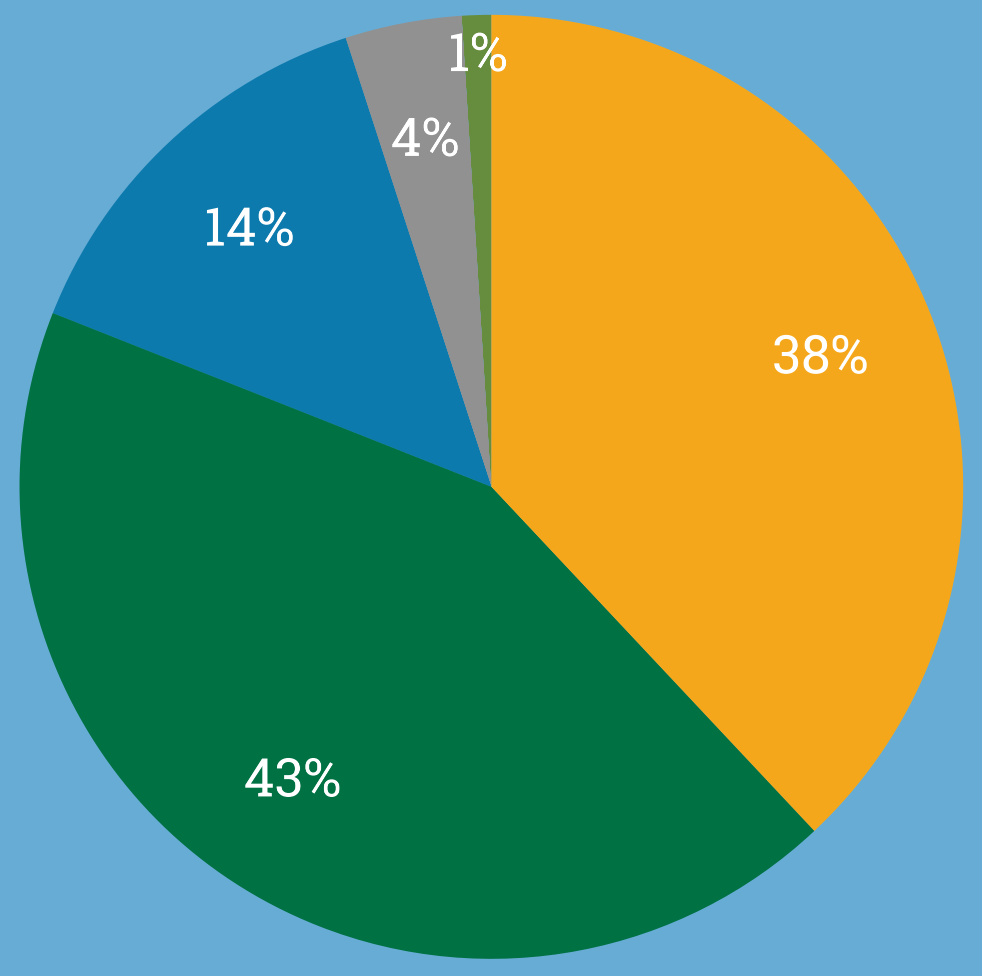


94% Corporate **6%** Franchises

Sales*

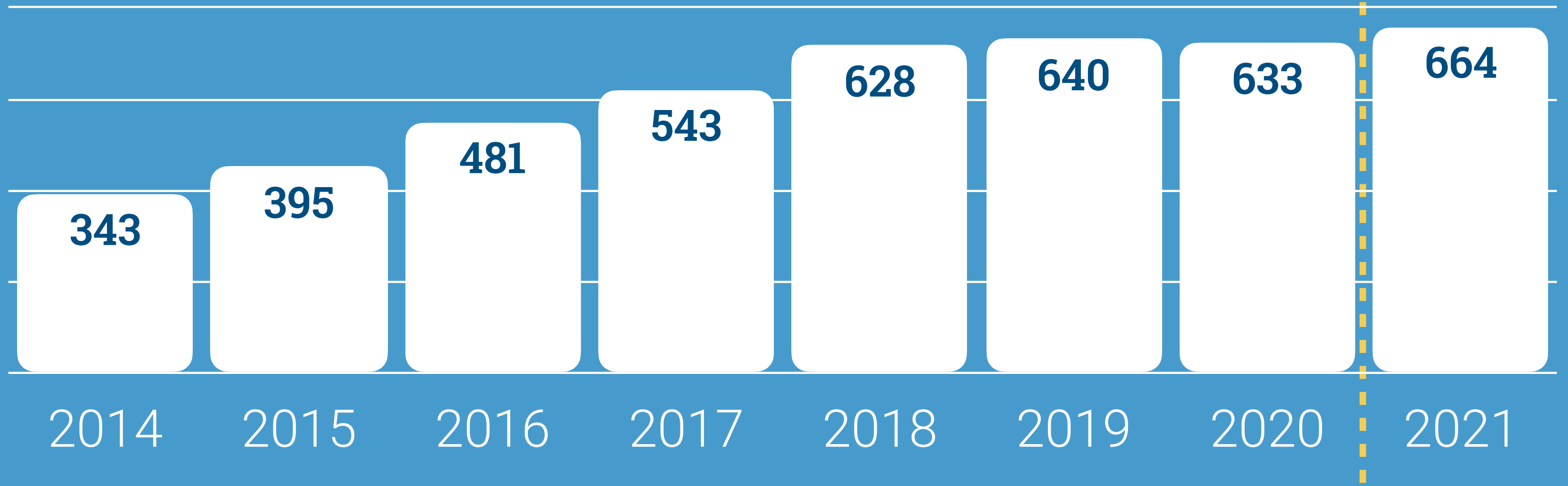


Adjusted EBITDA*
Pre IFRS 16



Results	Pre-IFRS 16		Post-IFRS 16	
	4Q21	FY21	4Q21	FY21
SSS	78.4%	63.4%	78.4%	63.4%
Revenues	2,745	8,436	3,051	8,950
Adjusted EBITDA	467	1,258	829	2,095
Margin	17.0%	14.9%	27.2%	23.4%

Total Stores



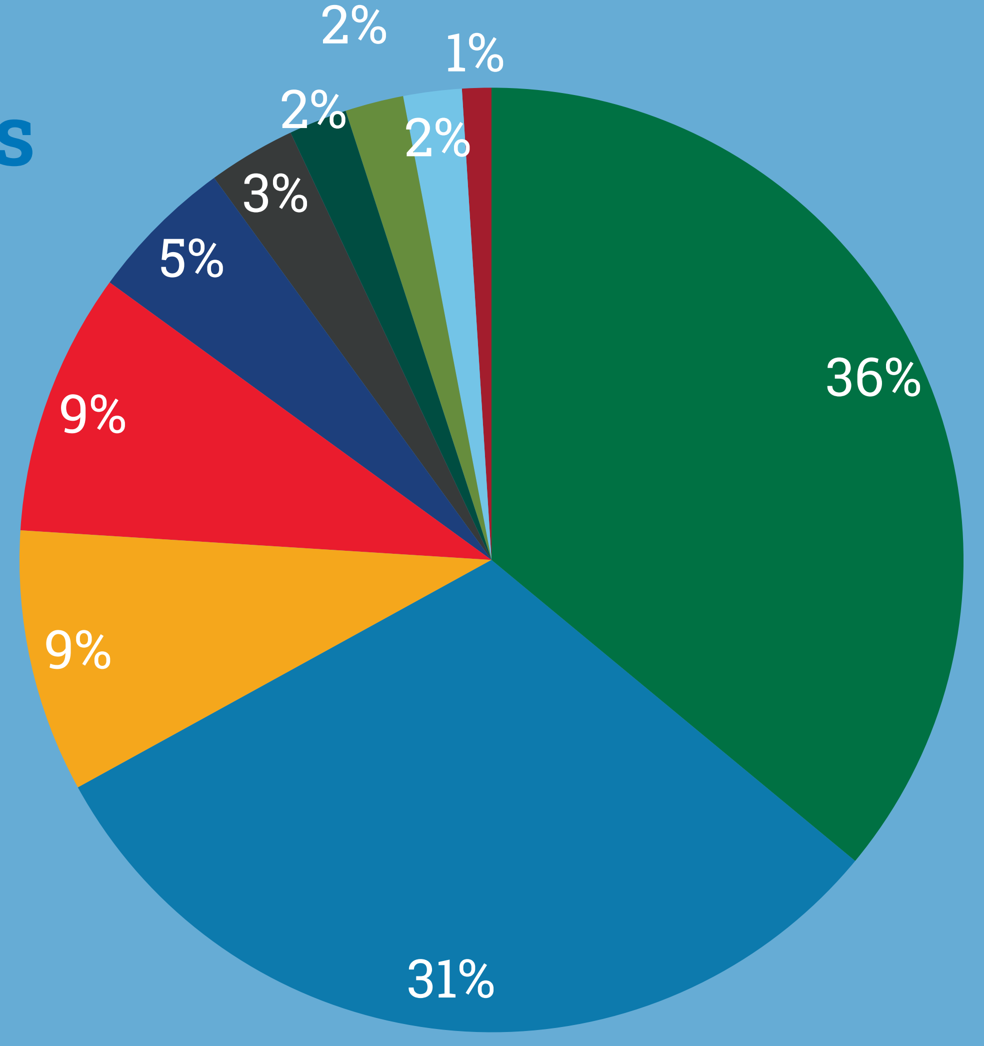
Adjusted EBITDA and Revenues figures in million pesos.

*Quarterly share figures for sales and Adjusted EBITDA. Excluding the restatement due to the hyperinflation in Argentina.

Business Overview Alsea

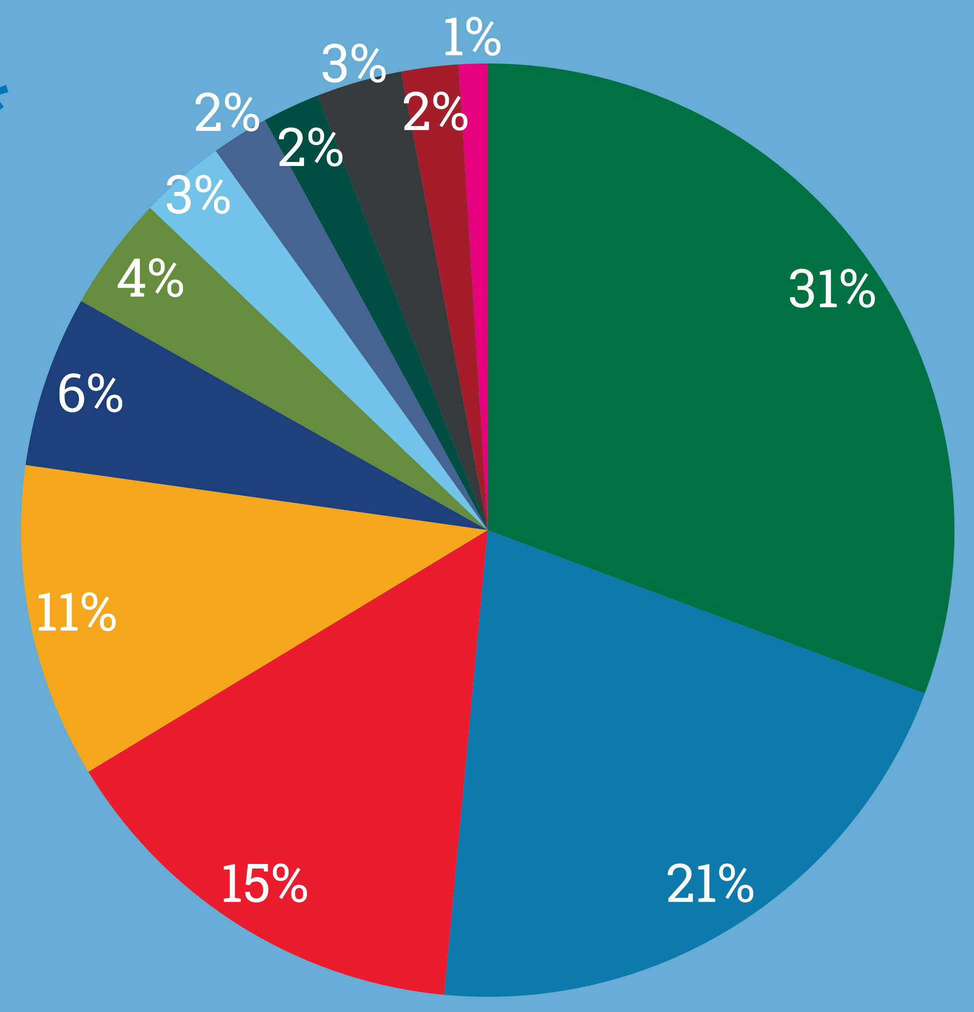
Other**

Units



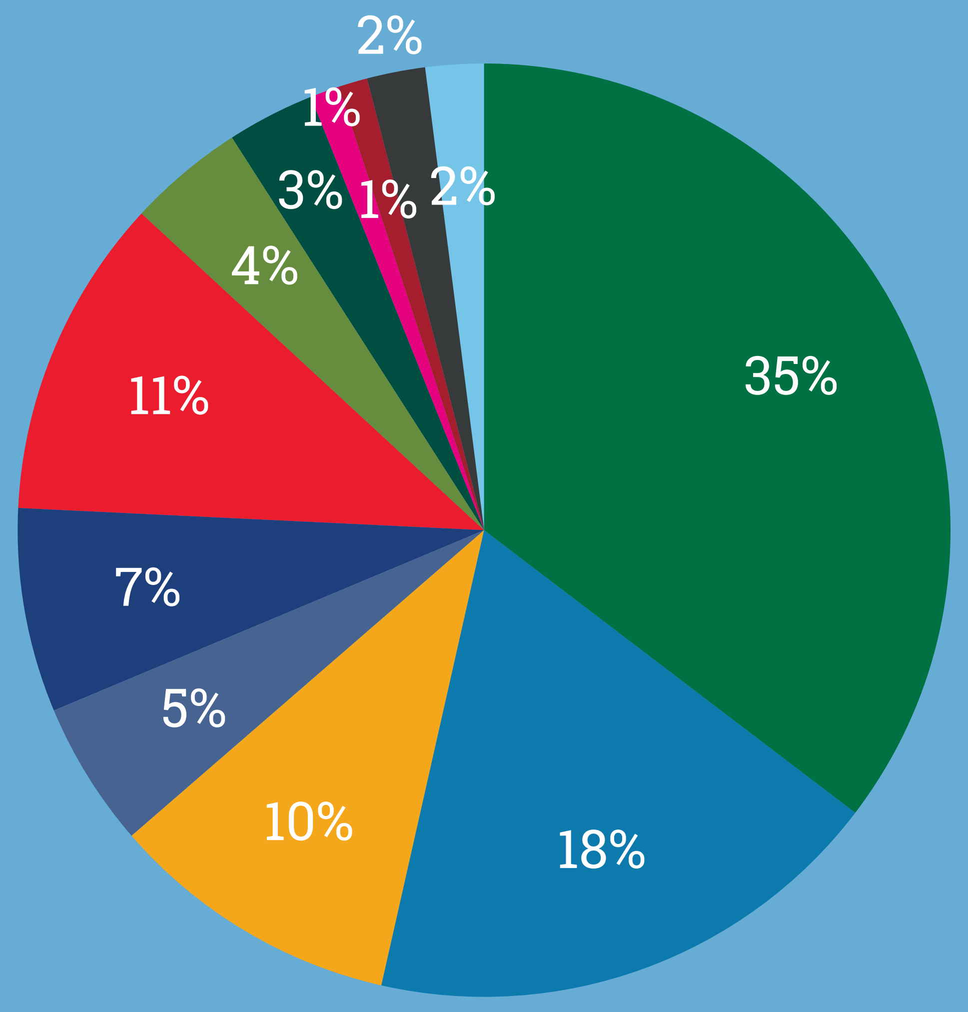
77% Corporate **23%** Franchises

Sales*



Adjusted EBITDA*

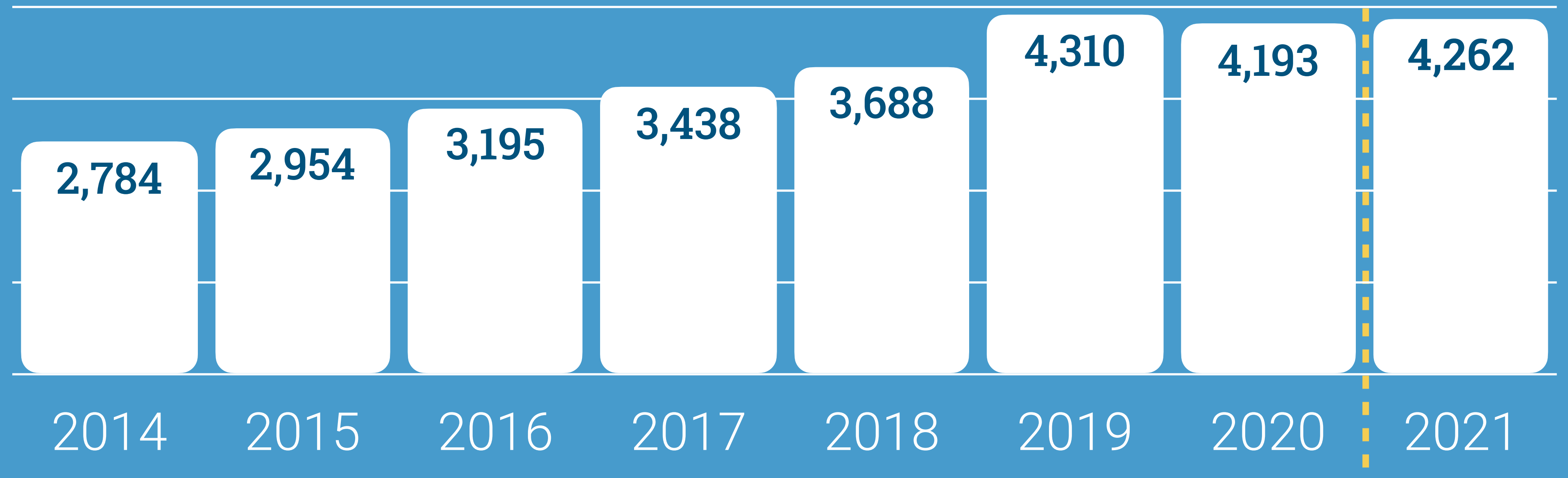
Pre IFRS 16



Results

Results	Pre-IFRS 16		Post-IFRS 16	
	4Q21	FY21	4Q21	FY21
SSS	47.4%	30.7%	47.4%	30.7%
Revenues	16,427	52,865	16,732	53,379
Adjusted EBITDA	4,002	10,632	5,566	16,115
Margin	24.4%	20.1%	33.3%	30.2%

Total Stores

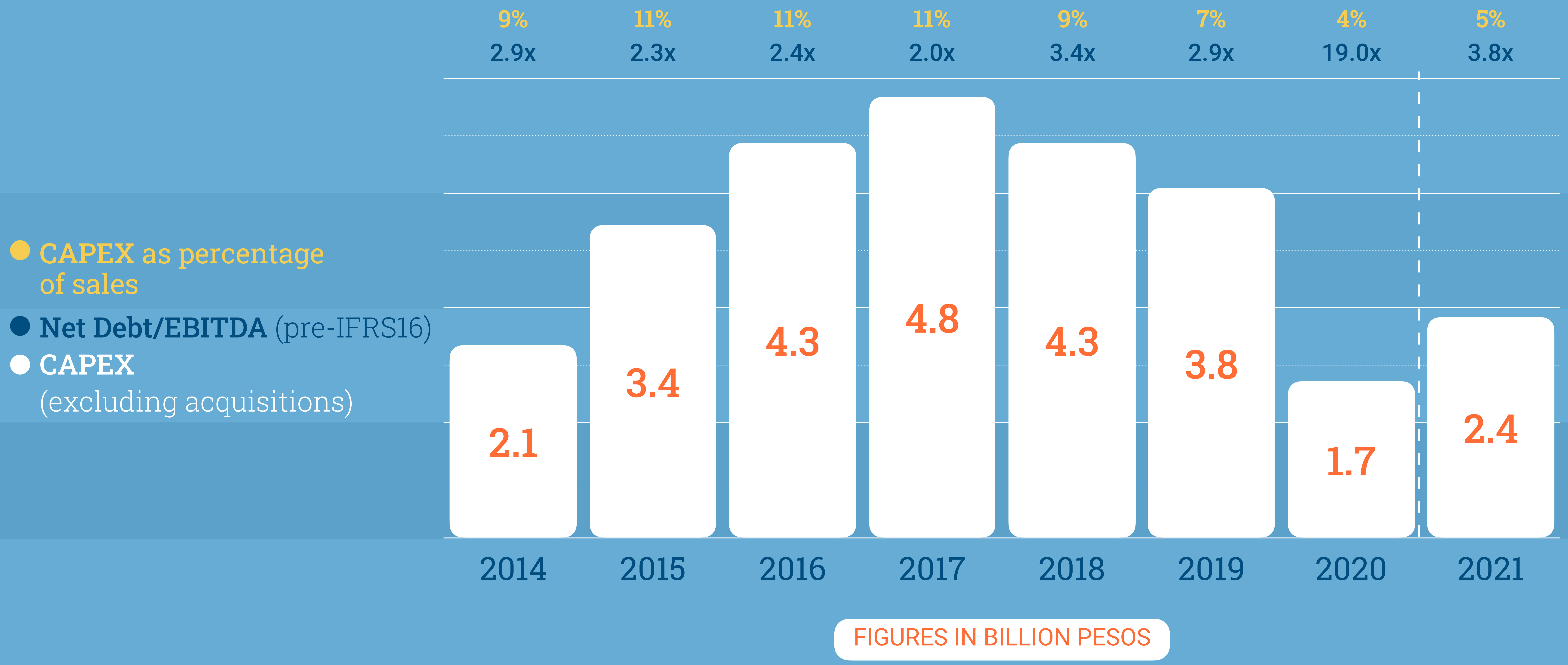


*Quarterly share figures for sales and Adjusted EBITDA. Excluding the restatement due to the hyperinflation in Argentina.
** Archies, The Cheesecake Factory, Vips Smart, Fridays.

EBITDA and Revenues figures in million pesos.

4Q21

Leverage
and CAPEX



DEBT Profile

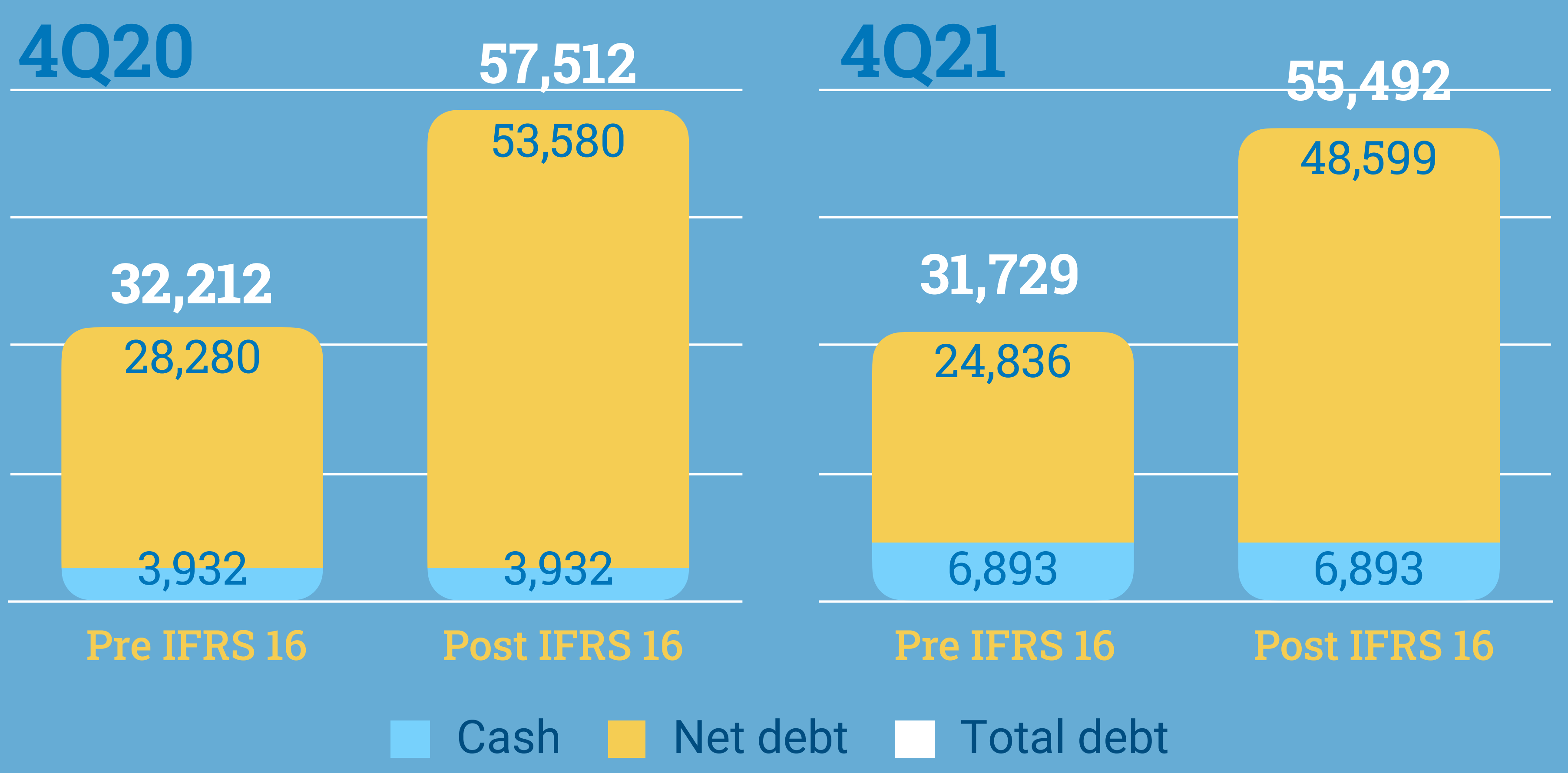
Capital structure	Pre IFRS 16 4Q21	Pre IFRS 16 4Q20	Post IFRS 16 4Q21	Post IFRS 16 4Q20
Net Debt / EBITDA	3.8 x	19.0 x	3.9 x	7.5 x
EBITDA/ Interest Paid	3.8 x	0.7 x	3.2 x	2.3 x

	Rate
Mexican Peso	9.50%
Euros	2.05%
Chilean Pesos	4.10%

	4Q21
Bond Debt	57%
Bank Debt	43%

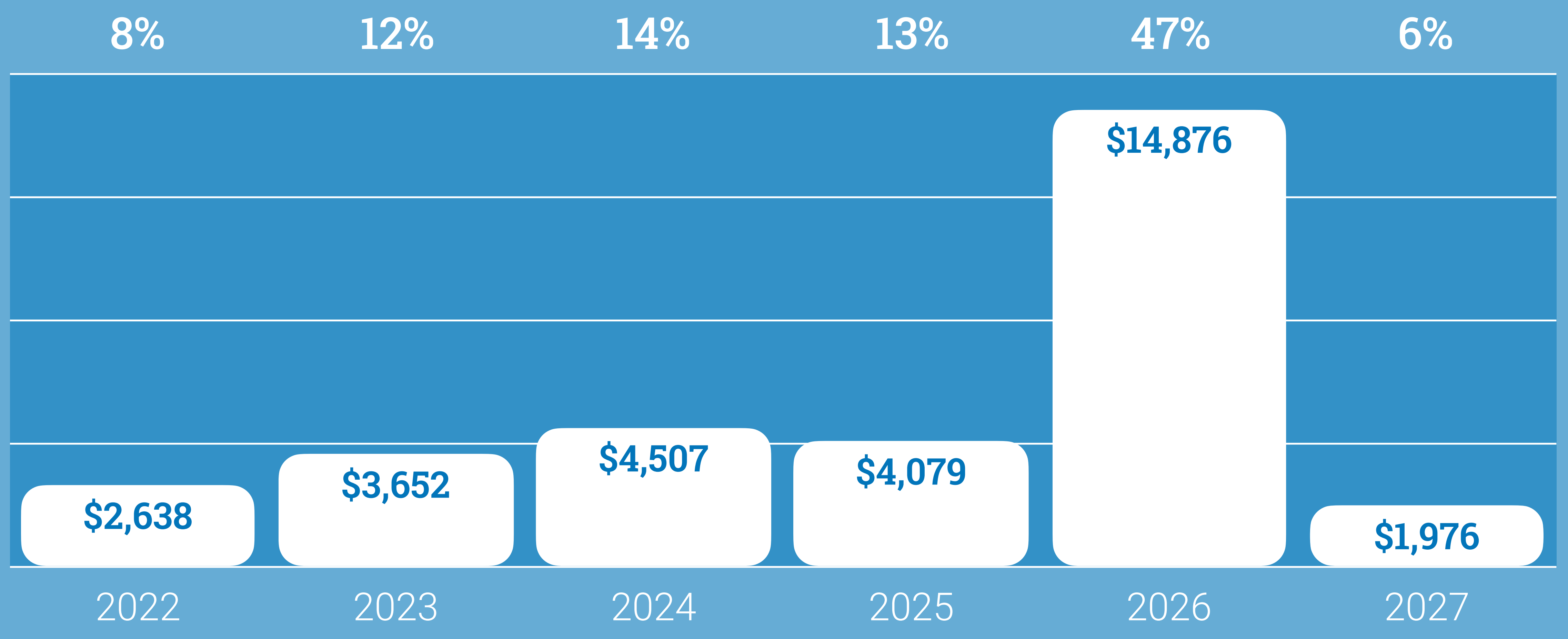
Duration 3.8 years

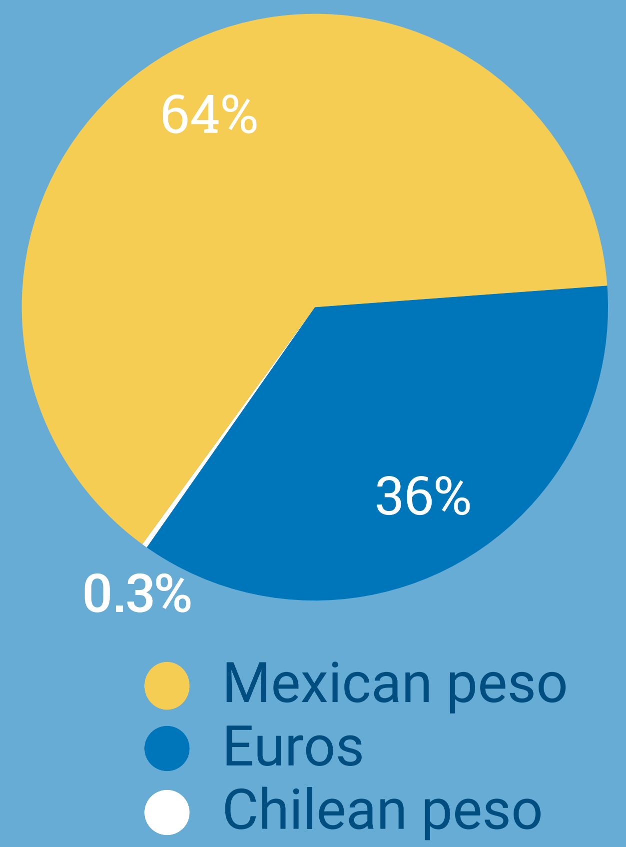
Main Banks	4Q21
Santander	6%
BBVA	5%
Bancomext	5%
ING	4%

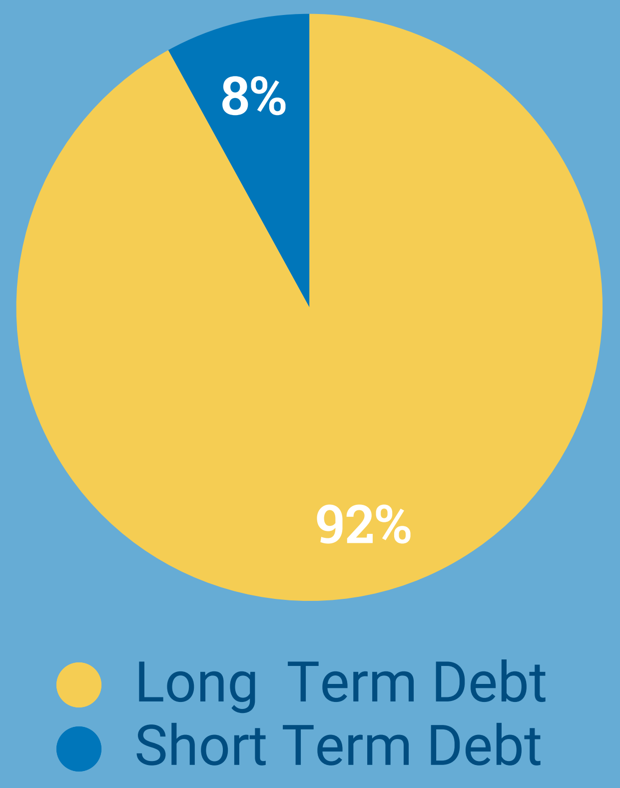


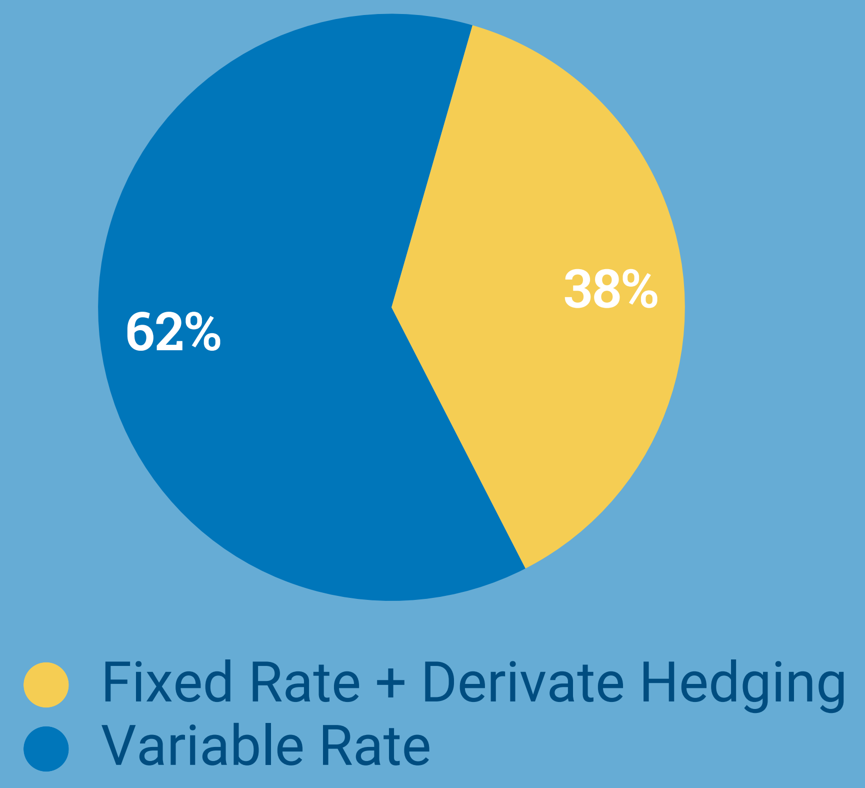
FIGURES IN MILLION PESOS

Debt Maturity









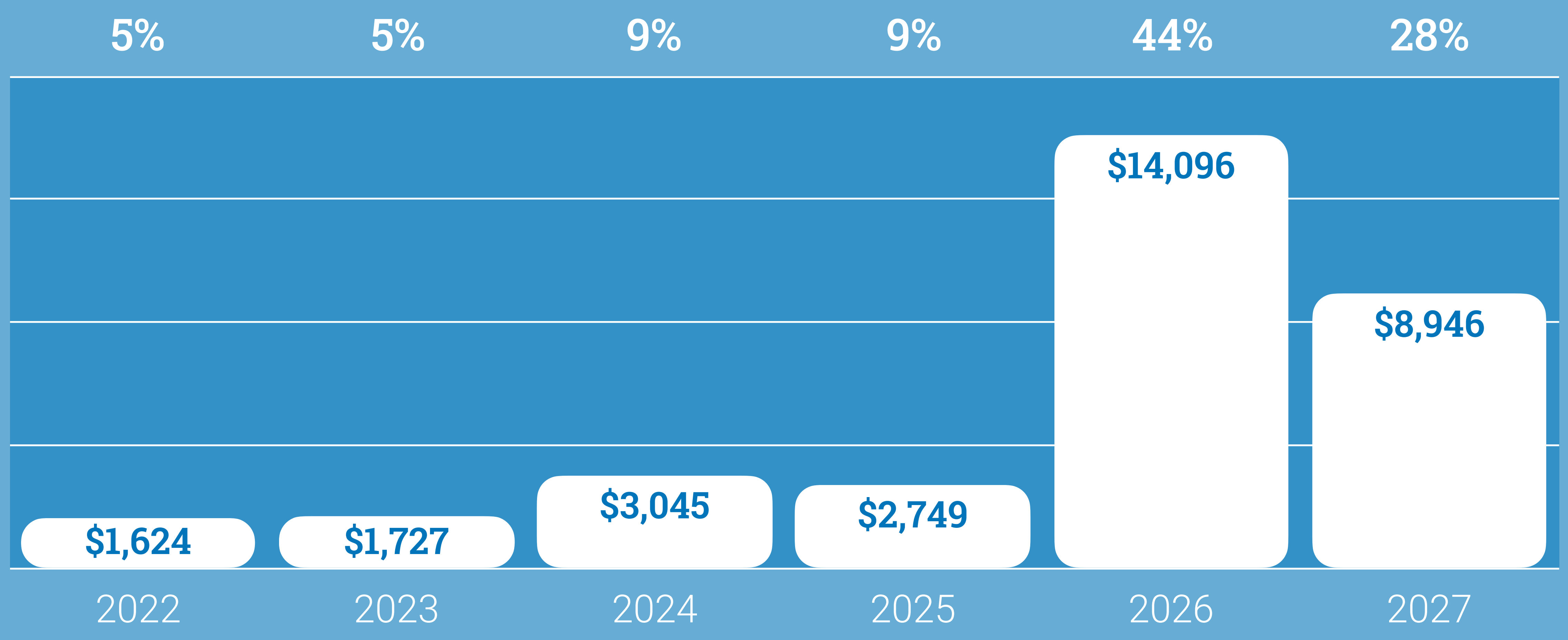
DEBT
Profile / January 2022

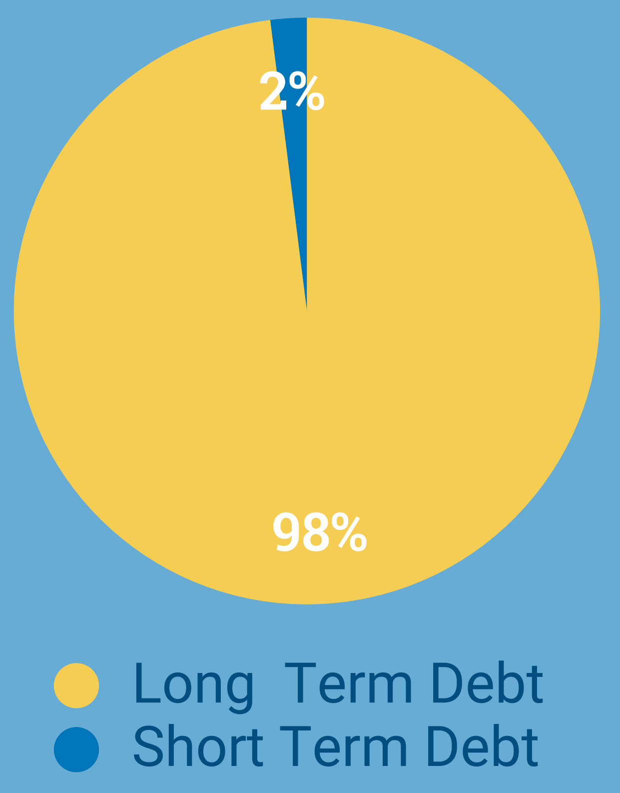
Debt Structure
Pre IFRS:

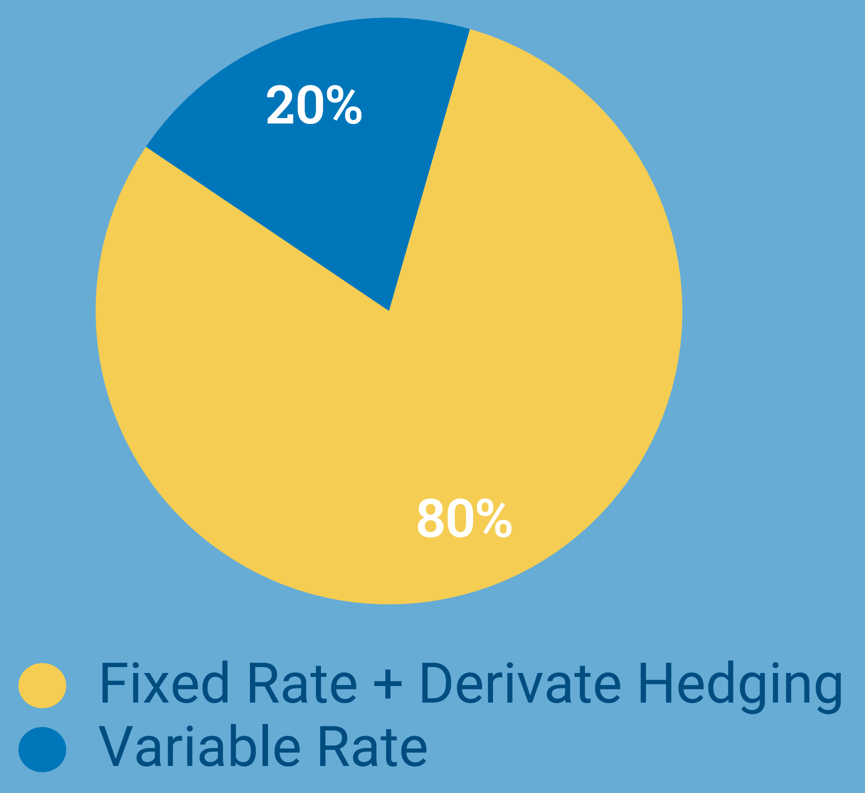
	Breakdown	Rate
Mexican Pesos	62.2%*	9.08%
Euros	37.5%	4.27%
Chilean Pesos	0.3%	4.10%

Duration 4.24 years

Debt Maturities







FIGURES IN MILLION PESOS
*MEXICAN PESOS DEBT INCLUDES USD BOND ISSUANCE

Ensure the Safety, Health and Well-Being of Our Customers, Employees and Communities

OUR CUSTOMERS

Our commitment is that we will implement the highest standard of sanitary and hygiene protocols

- Enhanced cleaning measures
- Sanitary filters to all employees and customers
- Use of mouth and face covers by all employees
- Precautionary daily sanitizations across all regions

OUR EMPLOYEES

Full support for the health and safety of our employees and comprehensive care to those impacted by Covid-19

- Continuous reinforcement of preventive measures
- Application of internal Covid screening test and safeguard guidelines
- Internal campaign for vaccination
- Employee support
- Non-retail remote work
- Safe work facilities

OUR COMMUNITIES

Dedicated to serving our communities constructively through the lens of our mission and values

- “It´s on me” movement donated 764,637 food parcels delivered to 6,883 people[1]
- +264,000 people benefited, thanks to the donation of 133,500 kg of nourishment through food banks and other institutions[1]
- “Va por nuestros Héroes” initiative active during emergency scenarios

Alsea is taking a number of actions to protect the health and well-being of customers, employees and communities by maintaining maximum employment and controlling the spread of Covid-19 in accordance with expert and local public health authorities' guidance

Notes:
[1]. December, 2021.

ALSEA

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