



# Our presence

alsea  
1Q16

14  
Brands

78%  
Corporate

22%  
Franchisees

3,002 units

 2,090  
Mexico

 468  
Spain

 186  
Argentina

 136  
Colombia

 118  
Chile

 4  
Brazil



+60,000 employees



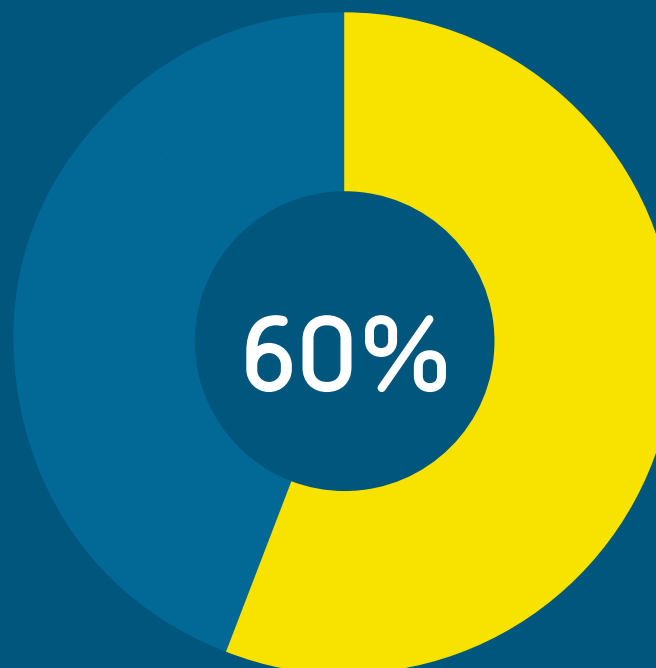
+328 millions annual clients

# Alsea Mexico-Today

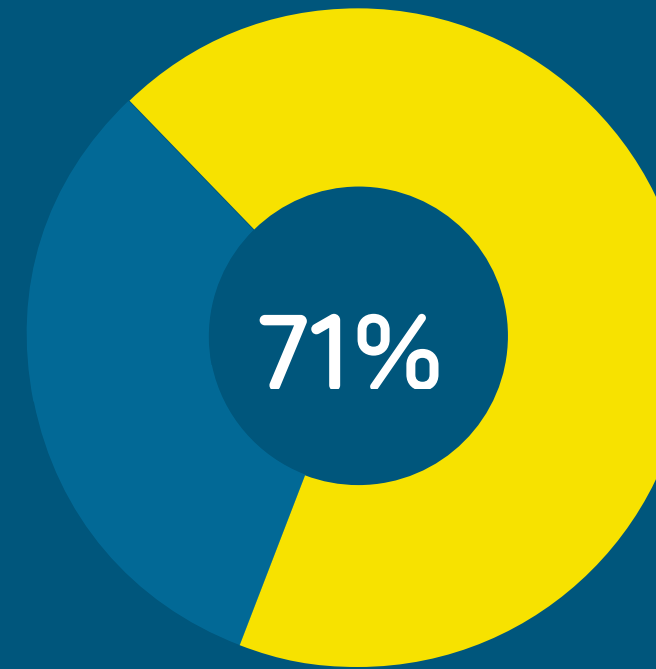
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| Stores                                                                                                          | Corporate | Franchises |
|-----------------------------------------------------------------------------------------------------------------|-----------|------------|
| <br>Domino's                   | 379       | 239        |
| <br>Starbucks                  | 526       |            |
| <br>Burger King                | 207       | 246        |
| <br>Chili's                    | 53        |            |
| <br>California Pizza Kitchen | 20        | 2          |
| <br>P.F. CHANG'S             | 22        |            |
| <br>Italiannis               | 62        | 11         |
| <br>Vips                     | 245       | 5          |
| <br>El Pasa                  | 71        |            |
| <br>The Cheesecake Factory   | 2         |            |
| TOTAL                                                                                                           | 1,587     | 503        |

## Alsea Mexico

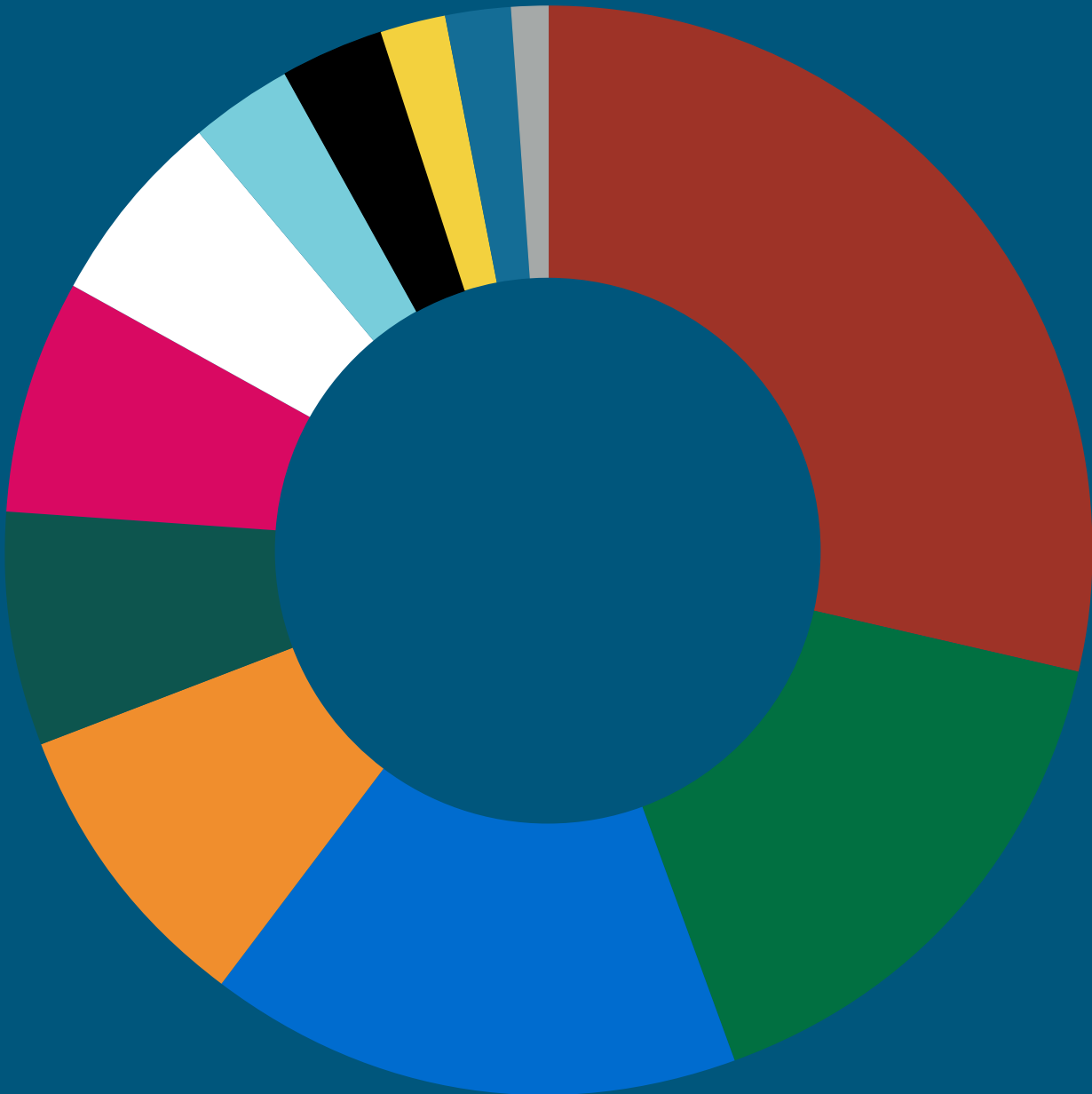


Sales Share



EBITDA Share

## Employees



|                                                                                                                   | %  |
|-------------------------------------------------------------------------------------------------------------------|----|
| <br>vips                       | 29 |
| <br>Starbucks                  | 16 |
| <br>Domino's                   | 17 |
| <br>Burger King                | 9  |
| <br>Italiannis                 | 7  |
| <br>El Pasa                  | 6  |
| <br>Chili's                  | 6  |
| <br>DIA                      | 2  |
| <br>P.F. CHANG'S             | 3  |
| <br>California Pizza Kitchen | 2  |
| <br>Alsea                    | 3  |
| <br>The Cheesecake Factory   | 1  |



# Alsea International - Today

## Stores

### Corporate

### Franchises

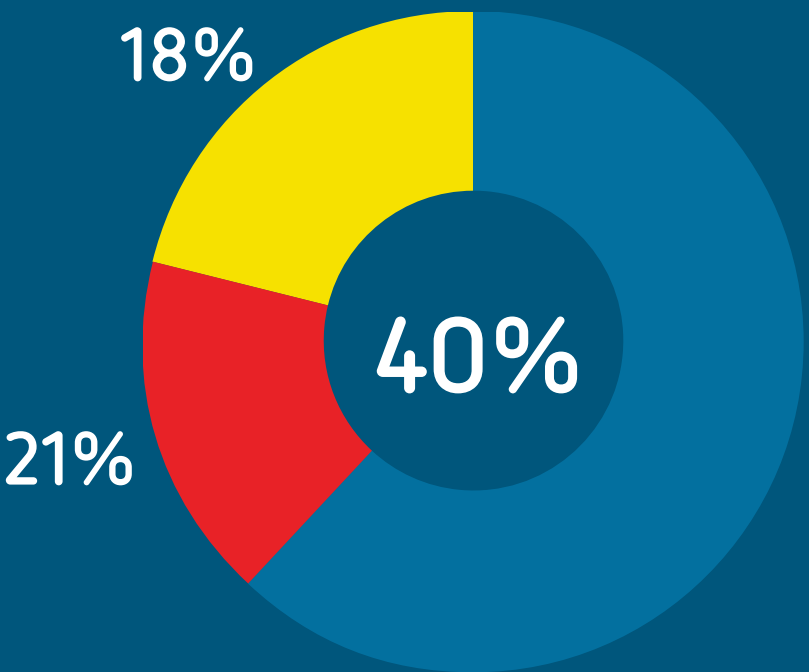
|                                                                                               |     |     |
|-----------------------------------------------------------------------------------------------|-----|-----|
| <br>Domino's | 204 | 30  |
|              | 190 |     |
|              | 199 |     |
|             | 8   |     |
|            | 85  | 125 |
|            | 6   | 11  |
|            | 11  |     |
|            | 2   |     |
|            | 41  |     |

TOTAL

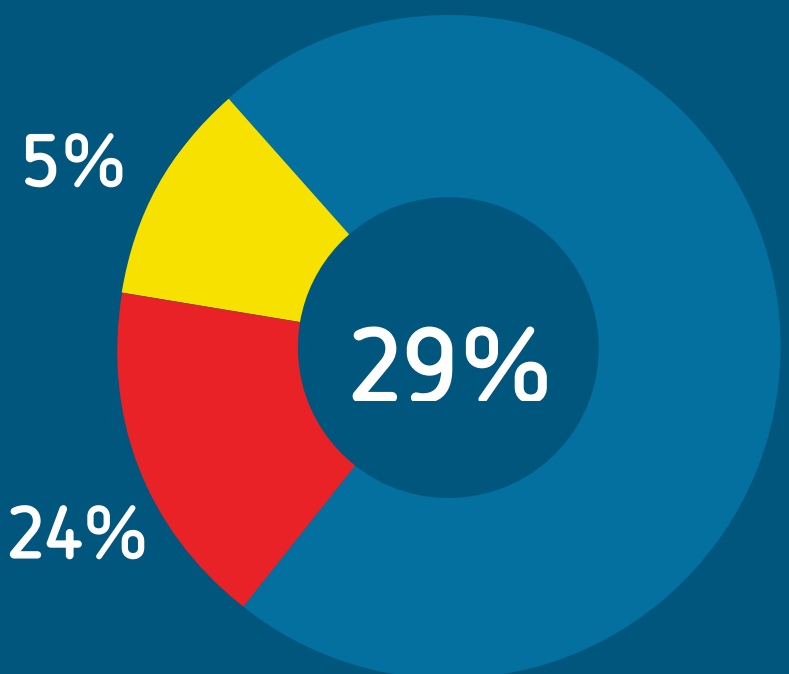
746

166

## Alsea International



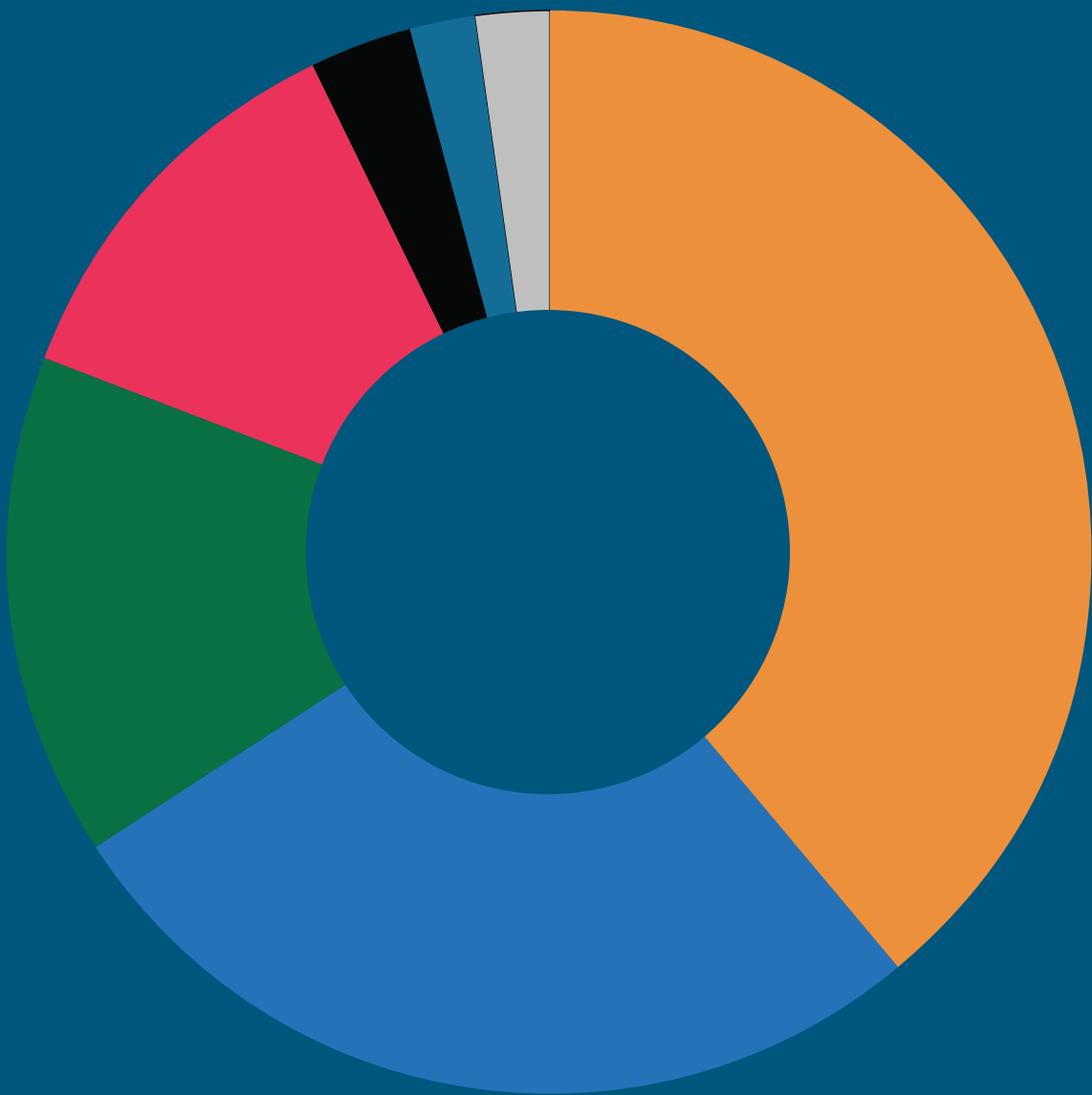
Sales Share



EBITDA Share

South America Spain

## Employees



|                                                                                       |    |
|---------------------------------------------------------------------------------------|----|
|    | 37 |
|    | 28 |
|    | 15 |
|   | 12 |
|  | 3  |
|  | 2  |
| Others *                                                                              | 2  |

\*La Vaca Argentina, Cañas y Tapas, Il Tempietto and Supply



# Recent Acquisitions Updates

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- New menu: more attractive
- Improved SSS
- Re-launch of the brand

Currently

1

Transition & Integration

2

Brand Analysis

3

Evolution



- Positive SSS trend
- 40 remodeled units -2015
- Development plan on hold

Currently

1

Improving Operation

2

Adjusting Business Model

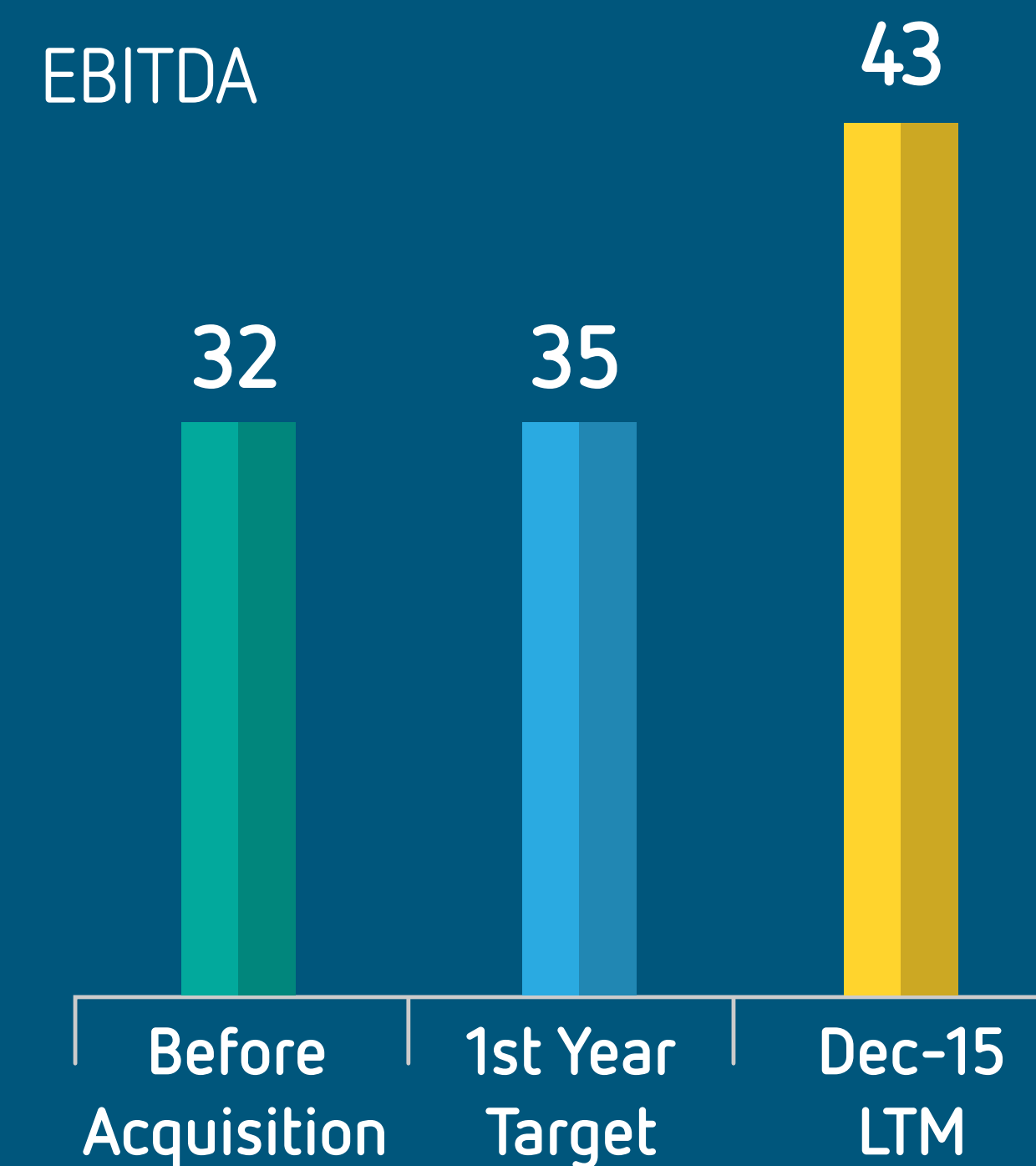
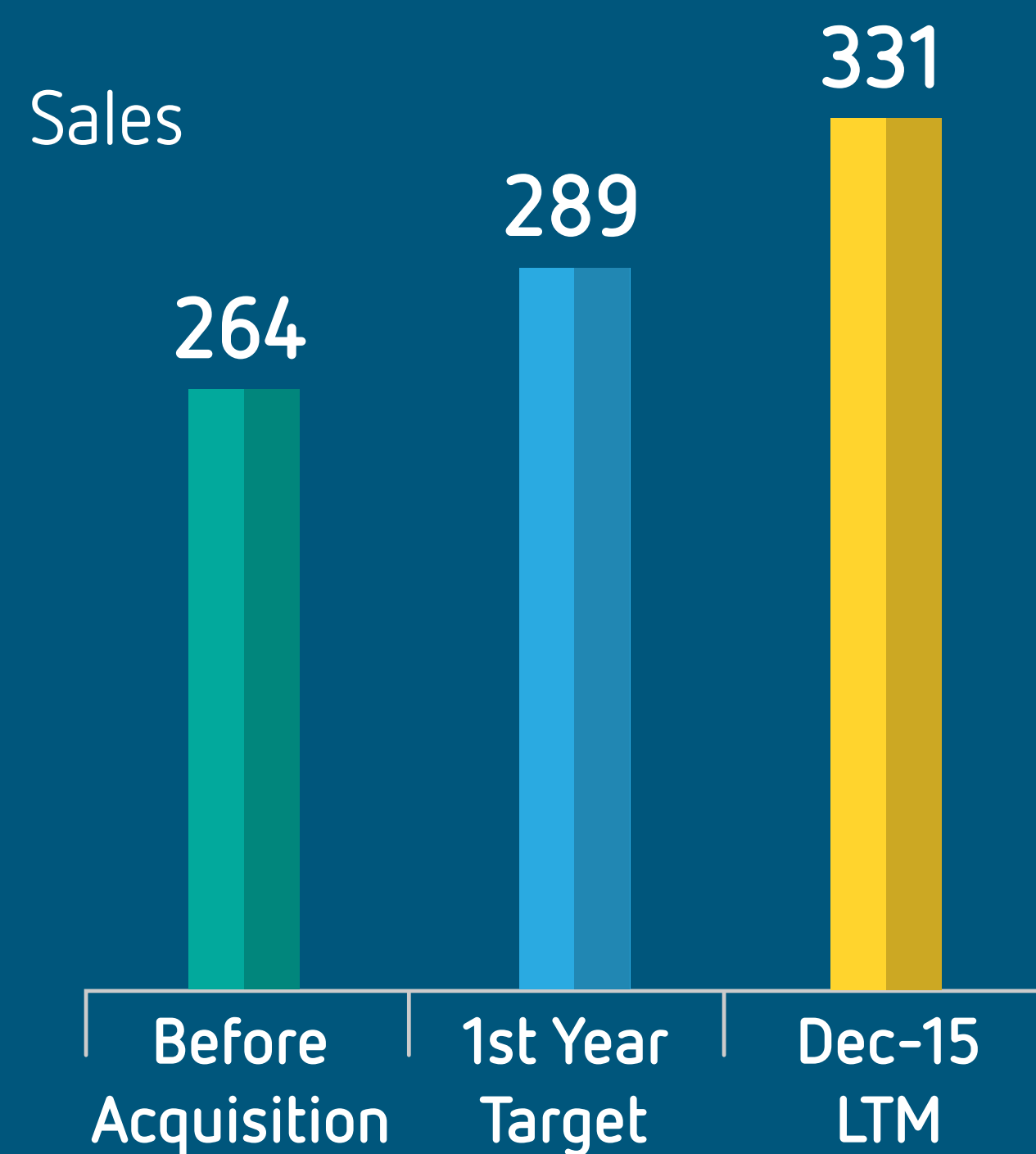
3

Growth Strategy



# Grupo Zena Acquisition

## Estimates at acquisition vs. Real



Acquisition Multiple

8.1x

Dec-15 LTM

6.2x

Free Cash Flow Dec-15 LTM

€14m

Dec-15 Net Debt / EBITDA

2.2x





Multi-brand  
rewards program

Description / Objective: **know your customer**  
Reach: **1<sup>st</sup> stage - Mexico**  
How does it work: **Gaining and Redeeming points**



APPS



# alsea 1Q16

## Strategy



# Alsea Strategic Definitions



## PURPOSE

To be the best restaurant operator, ensuring a great experience with each customer with the best portfolio and the best profitability

## OUR VALUES

Customer First

Respect and loyalty  
with our partners and  
with the company

Orientation to results

Personal excellence  
and commitment

## OUR CULTURE

"In Alsea we are dedicated to serve with passion and integrity to our customers. Having fun and innovating to ensure a great experience to each customer. We are a high efficiency and service calling team focused on achieving results"

## STRATEGIC AREAS

Customers

Employees

Synergy

Results

Corporate  
Reputation

## HOW TO WIN

Exceeds customer  
expectations  
consistently

Promotes the  
people  
development and  
has the best  
management talent  
in the industry

Provides and  
efficient and  
enabler platform  
for synergy and  
growth

Integrates and  
operates success  
brands preserving  
the essence of  
them. Ensuring a  
profitable and  
sustainable growth

Promote a culture  
with strong focus  
on growth and  
continuous learning  
and with a high  
sense of social  
responsibility



# Business Model

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## SUPPORT

Operations

Marketing

Human  
Resources

Real Estate

Finance

Supply Chain

Information  
Technology

Social  
Responsibility

## BRANDS



## COMPETITIVE ADVANTAGES

### Brands

- Diversified Portfolio
- Leading Global Brands
- Market Leading Own Brands

### Business Model

- Shared Services
- Cross Brand Synergies & Best Practices
- Economies of Scale
- Negotiating Power with Suppliers and Real Estate
- Distribution

### People

- Market Experience
- Skilled People

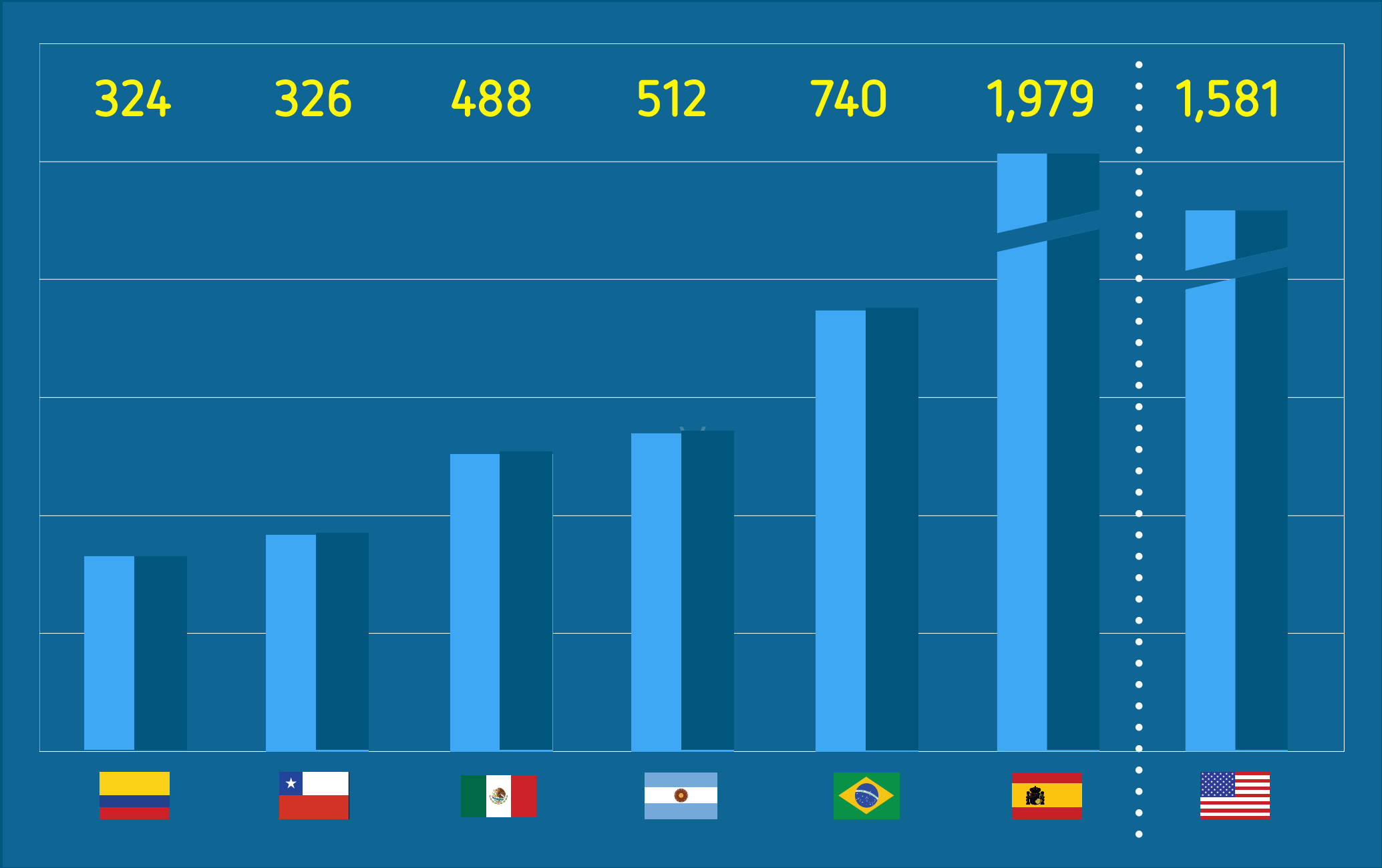
### Others

- Access to Technology
- Social Responsibility
- Corporate Governance

# Markets

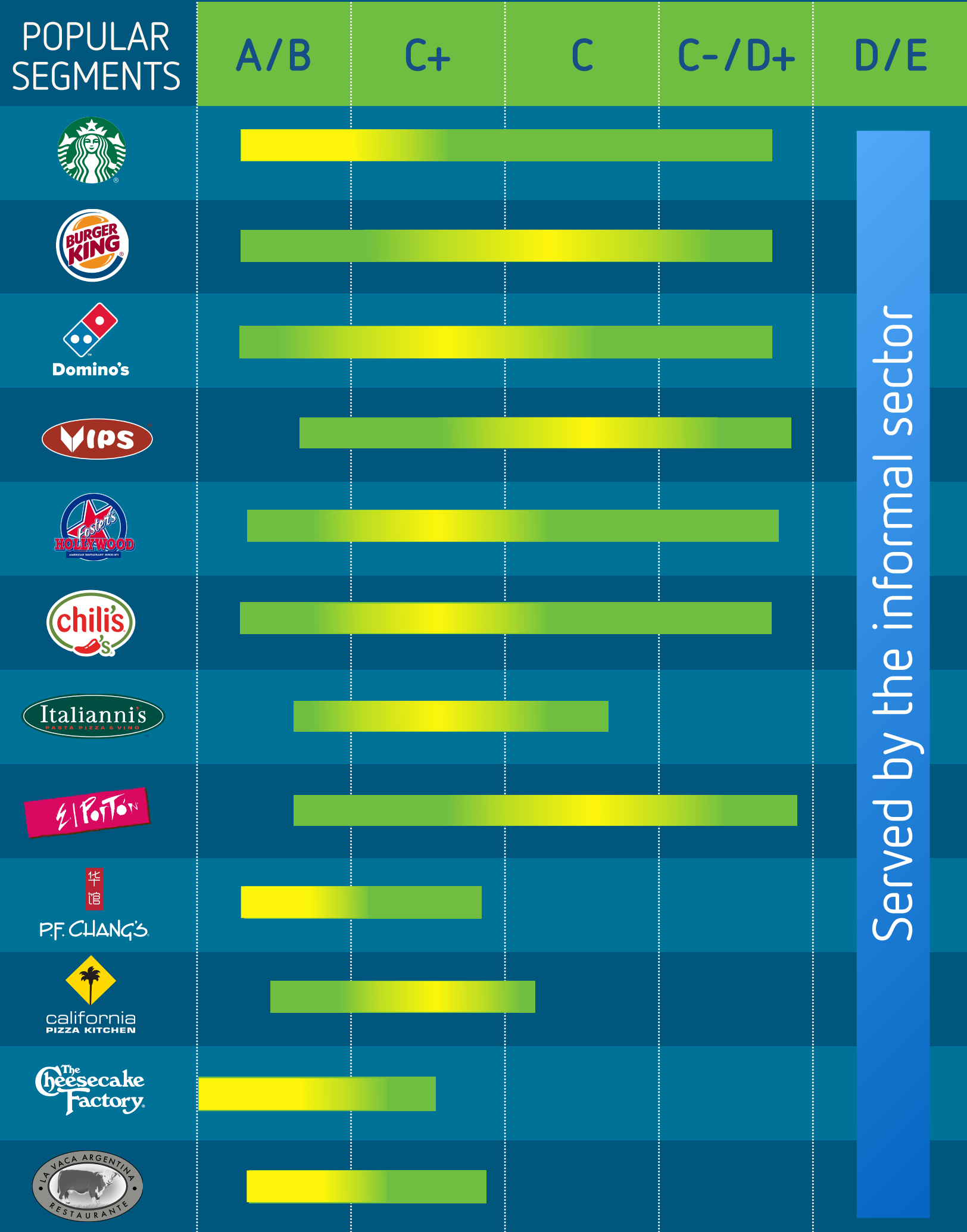


## Potencial Per-capita expense expansion\* (figures in usd)



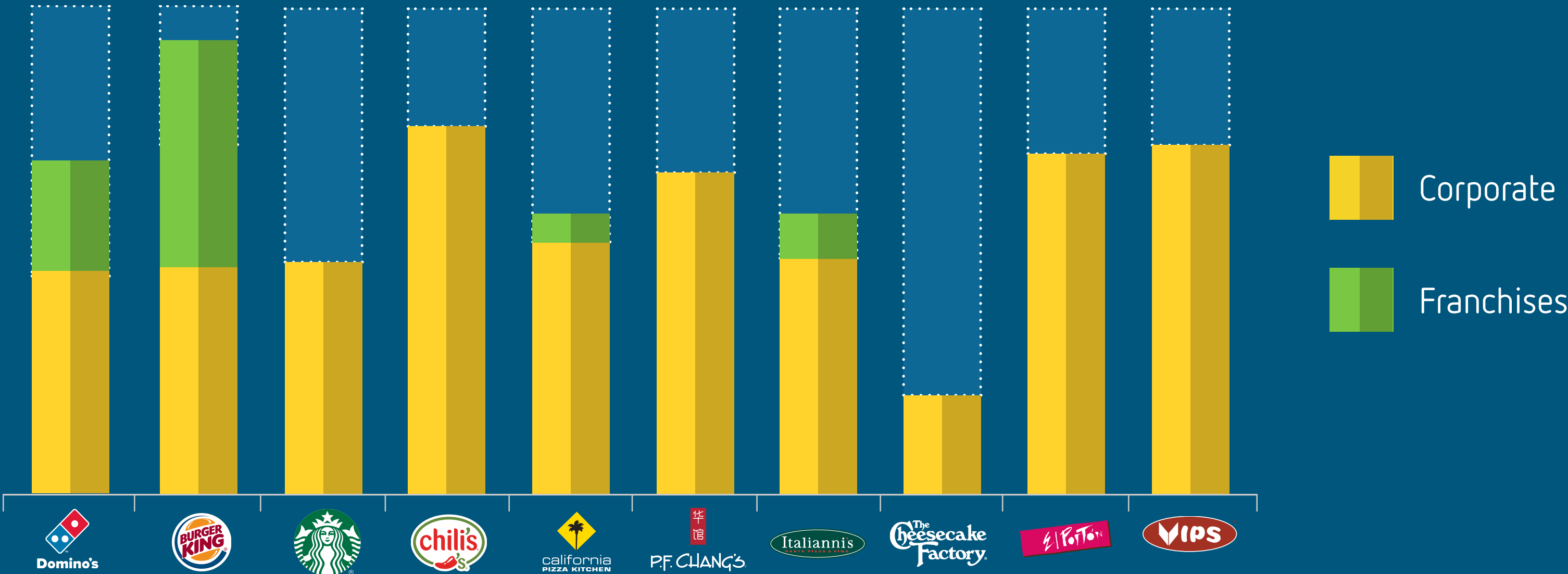
Food Service Industry

## Diversified Portfolio



\* Source Euromonitor 2014

MARKET HOLDING CAPACITY



85 - 95 OPENINGS FOR 2016

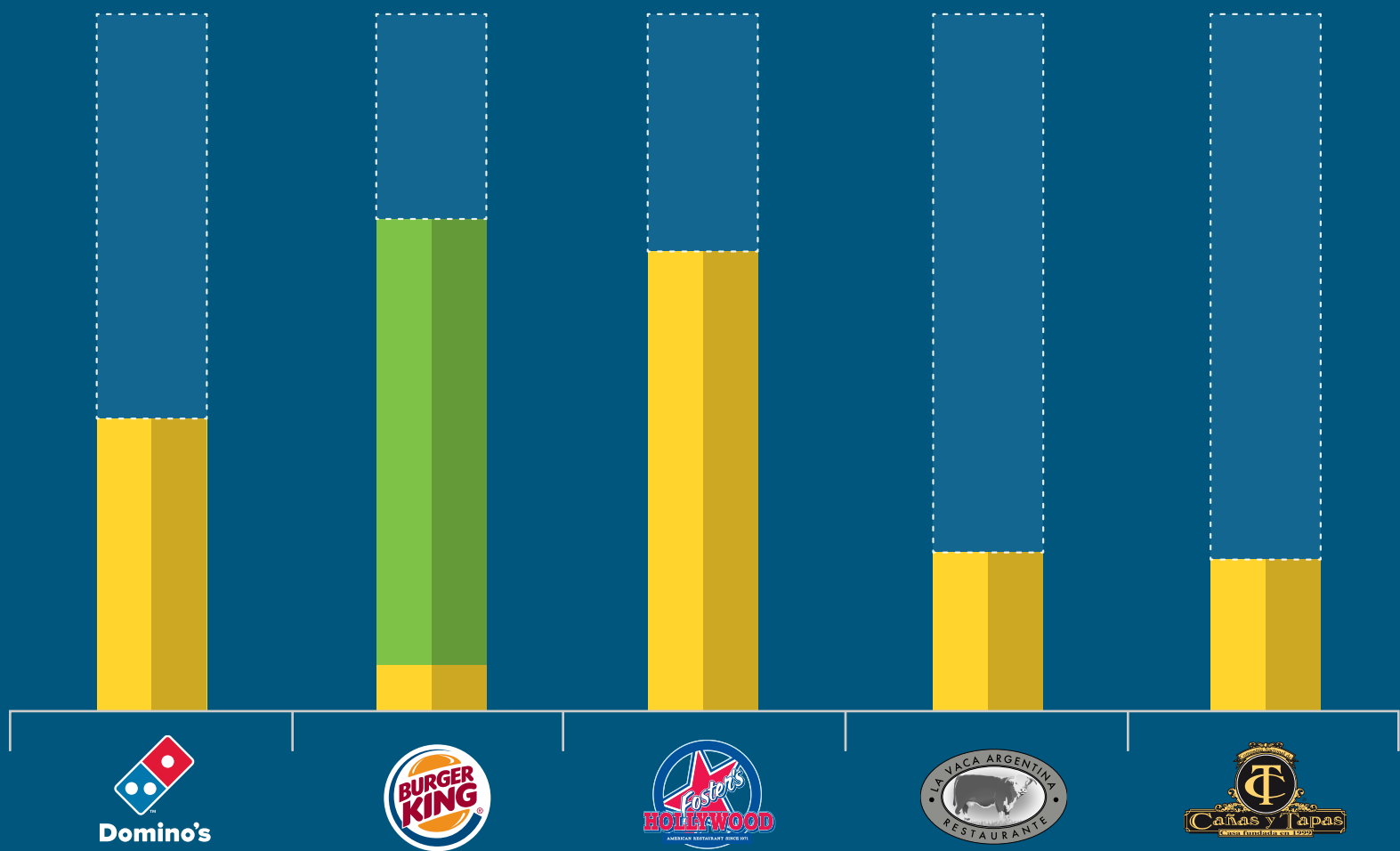
|       |         |   |         |   |   |   |       |   |   |       |
|-------|---------|---|---------|---|---|---|-------|---|---|-------|
|       |         |   |         |   |   |   |       |   |   |       |
| 2016e | 15 - 20 | - | 50 - 55 | 4 | 1 | 1 | 5 - 8 | 1 | 2 | 5 - 7 |



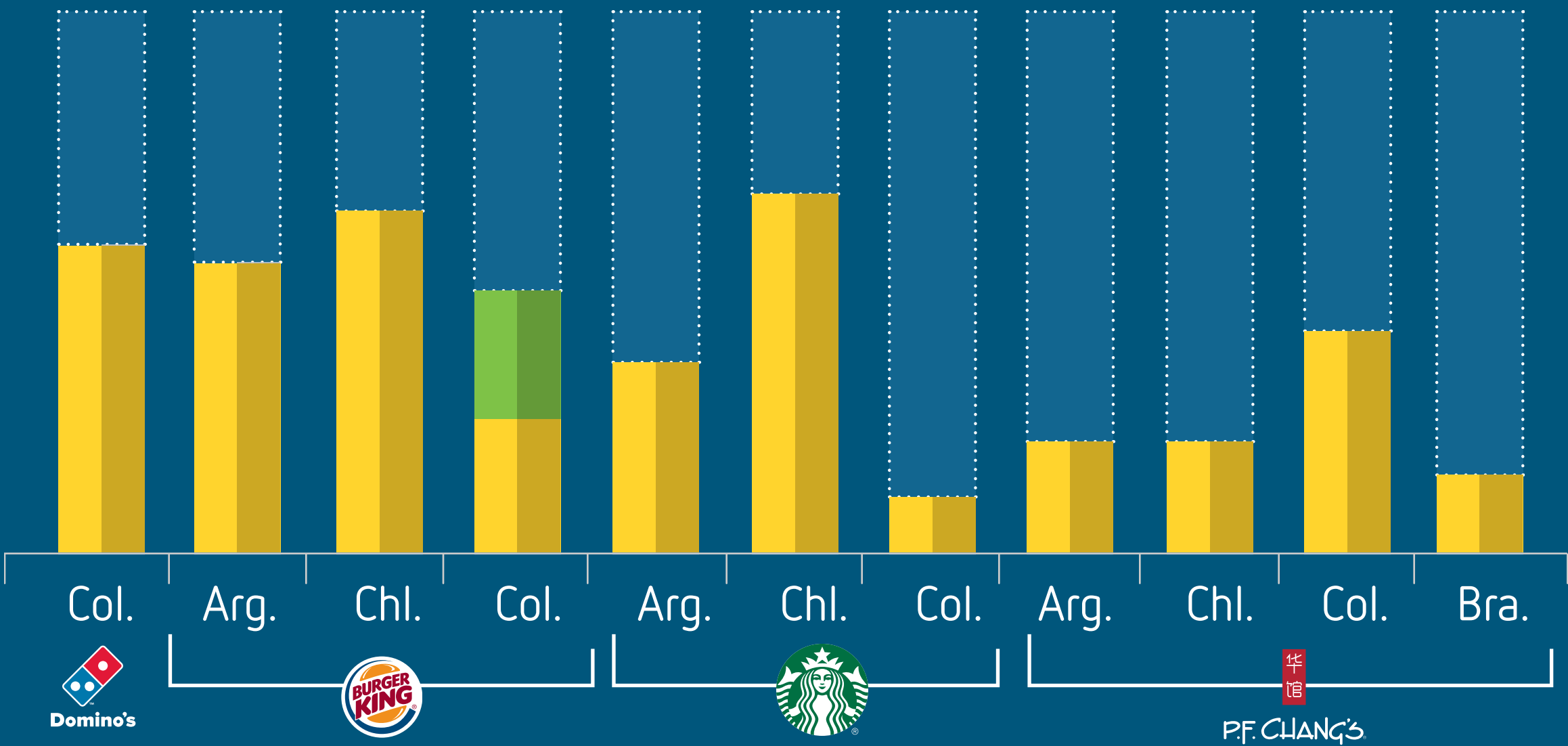
MARKET HOLDING CAPACITY



Spain



Southamerica



70 - 80 OPENINGS FOR 2016

Annual Growth by Country



2016e

15-20

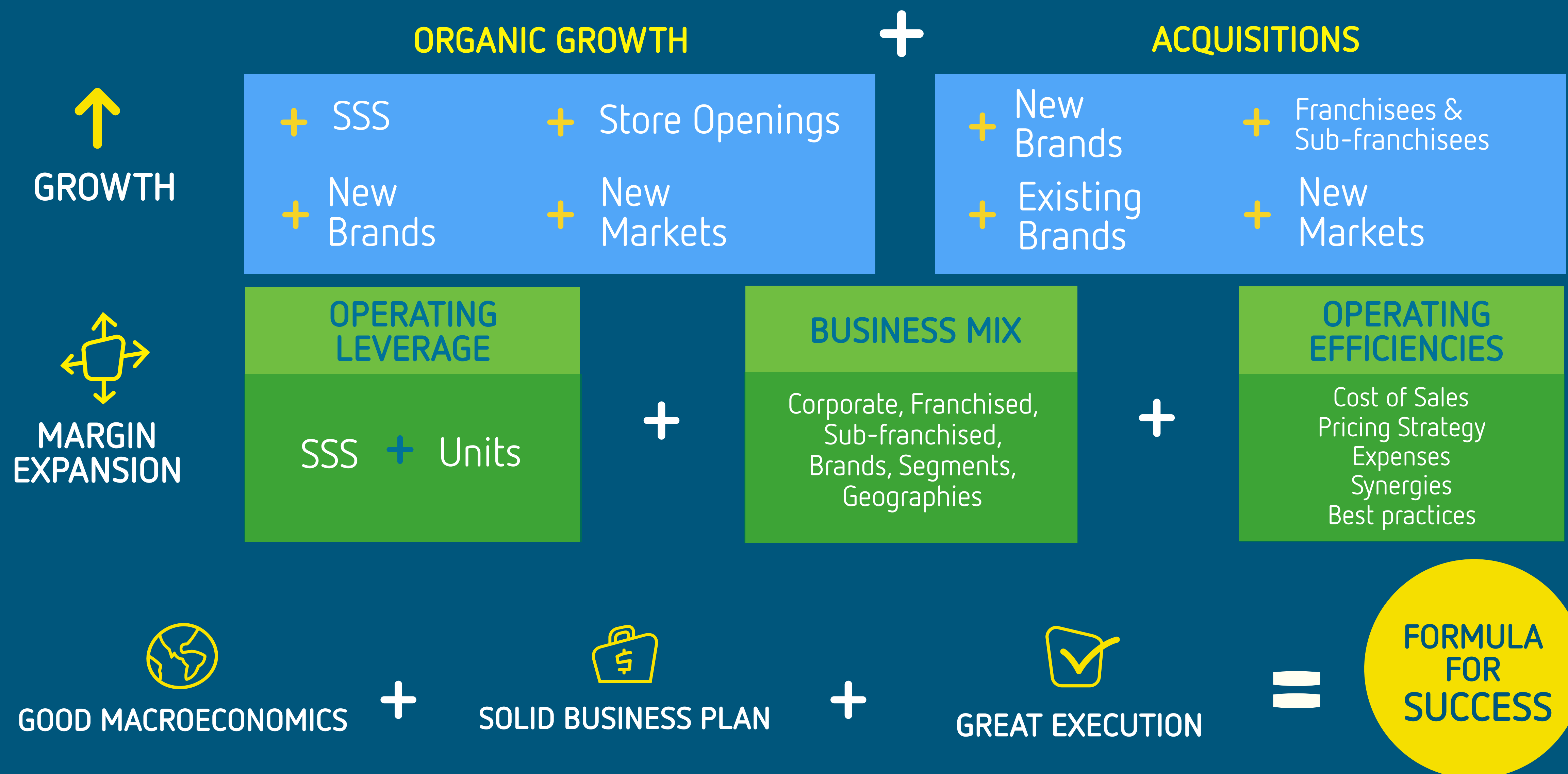
10-15

8-10

1-2

25-30

# Growth Strategy





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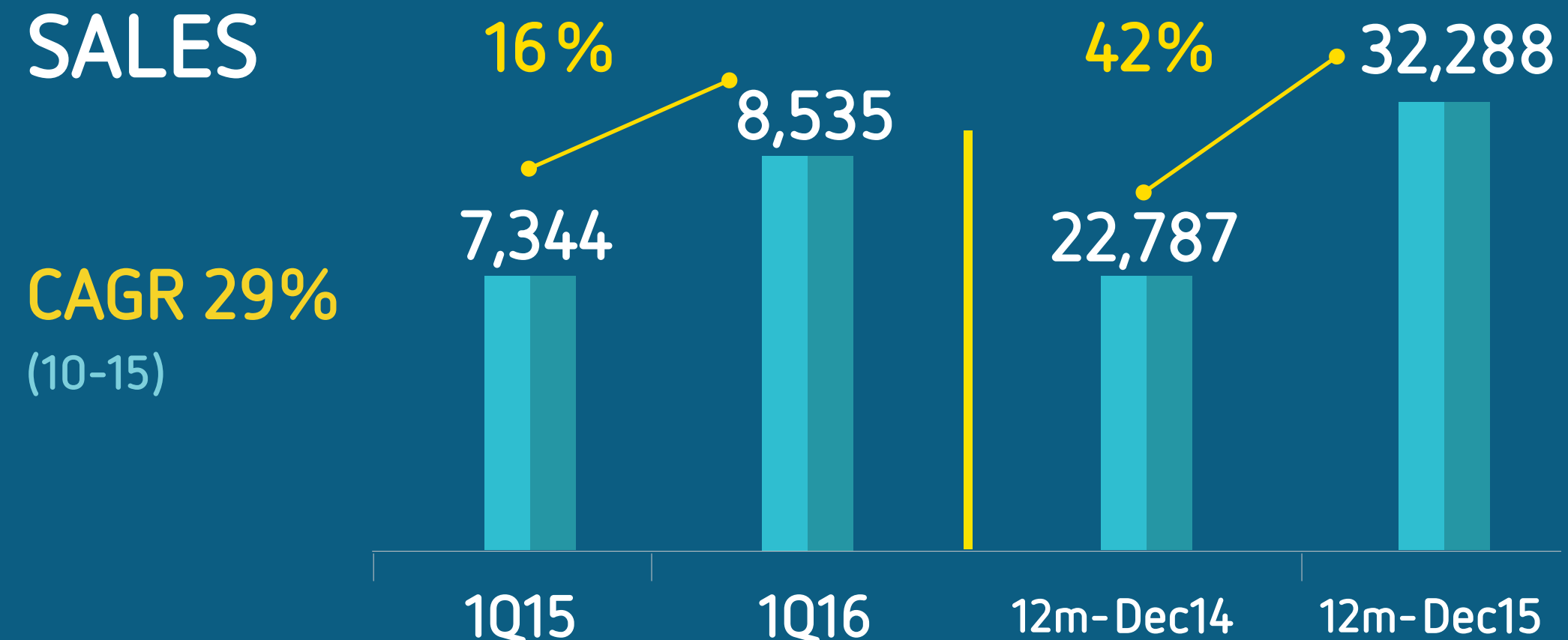
# Financials



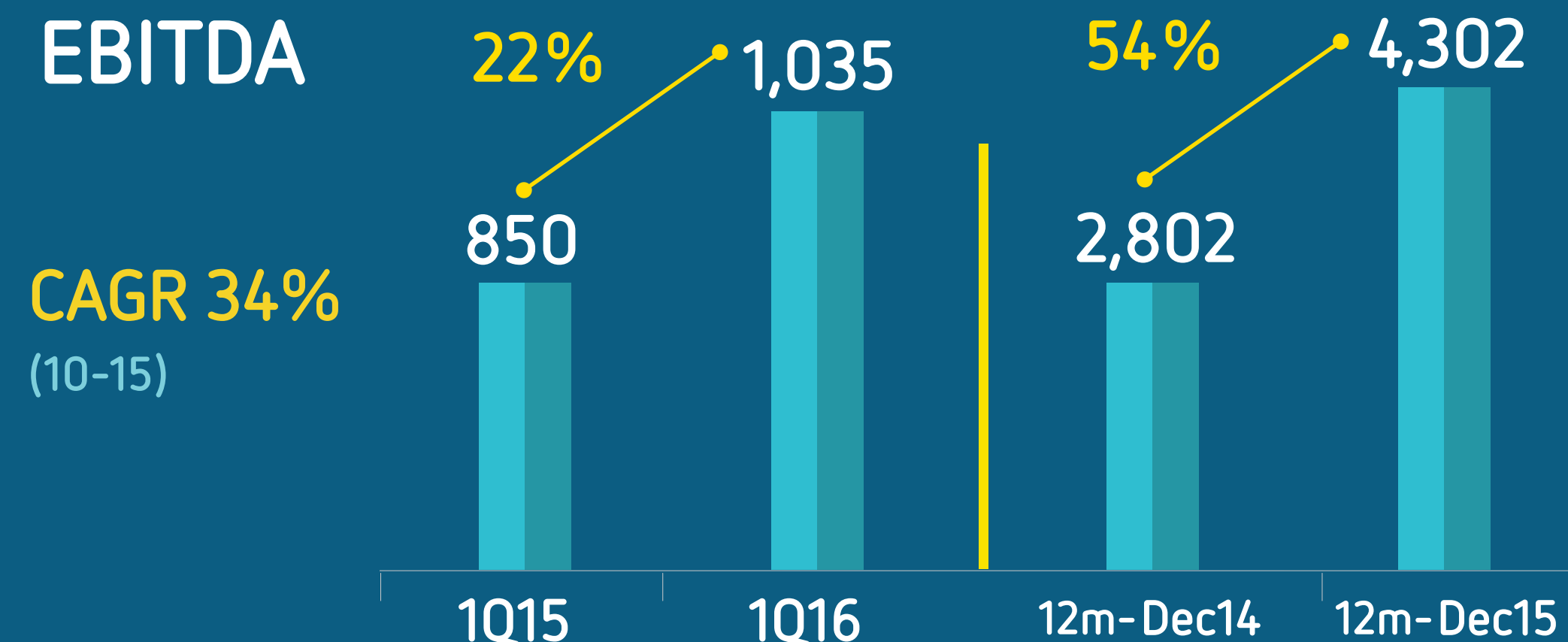
# Consolidated Results



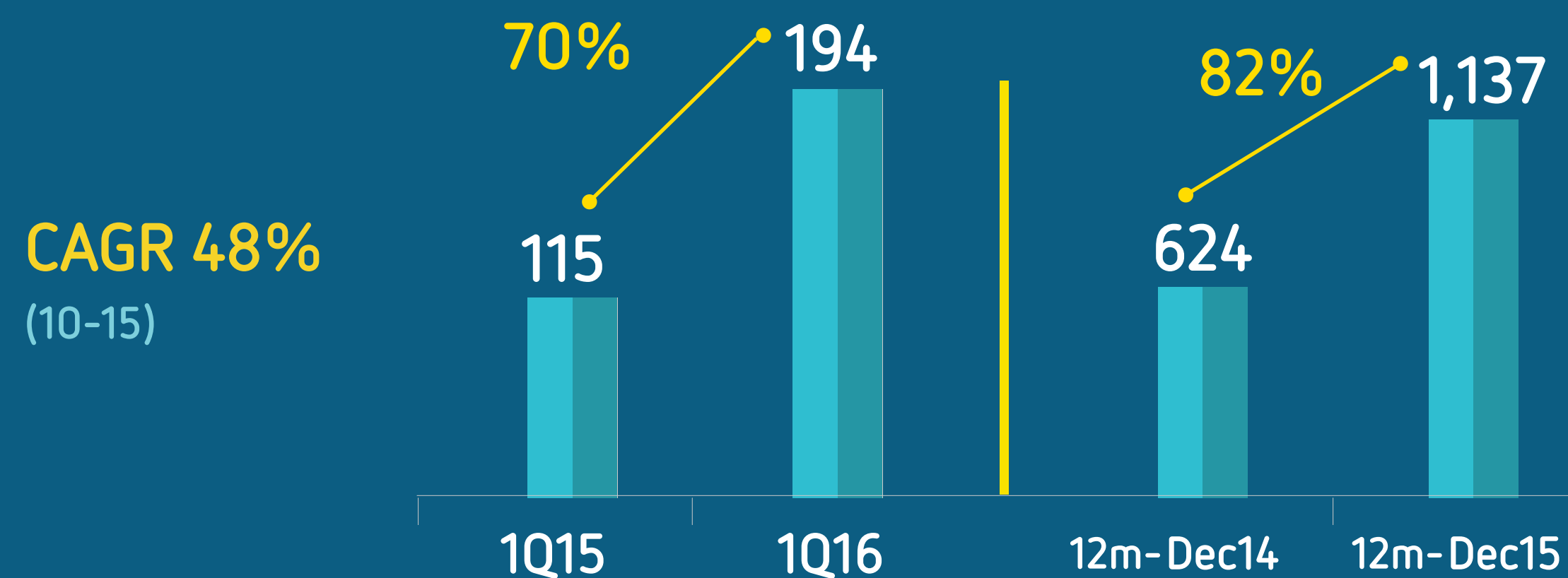
## SALES



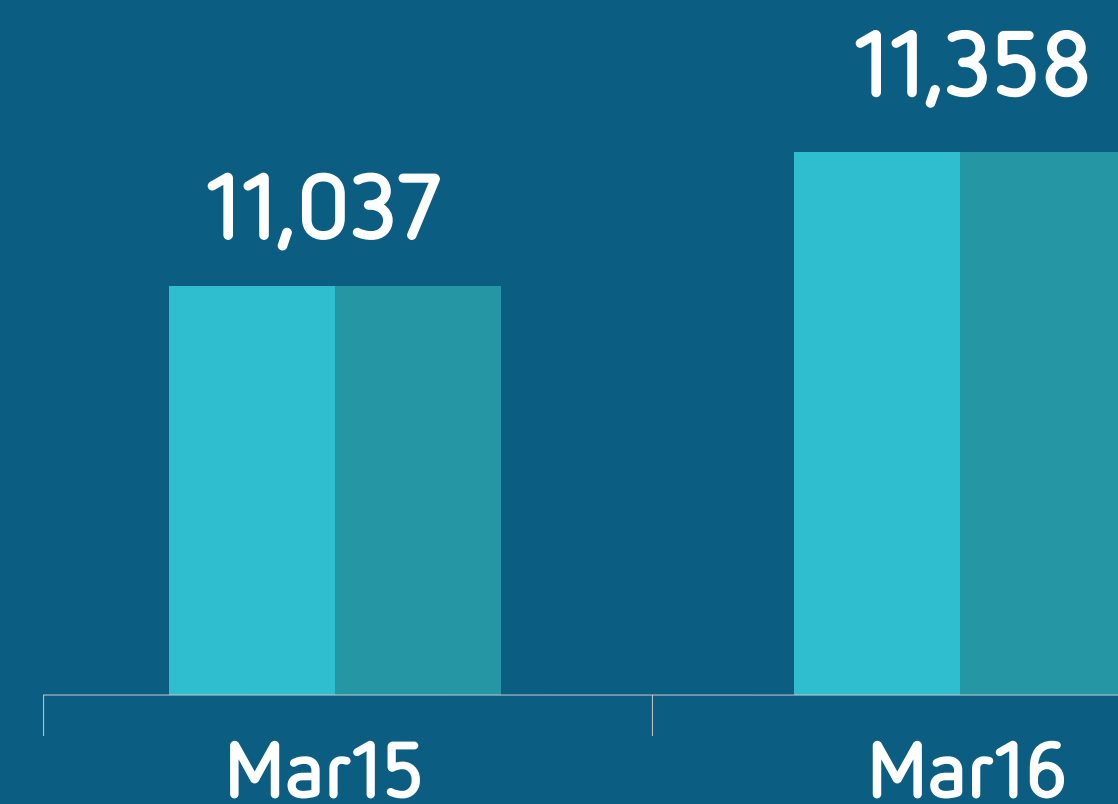
## EBITDA



## NET ORDINARY INCOME \*

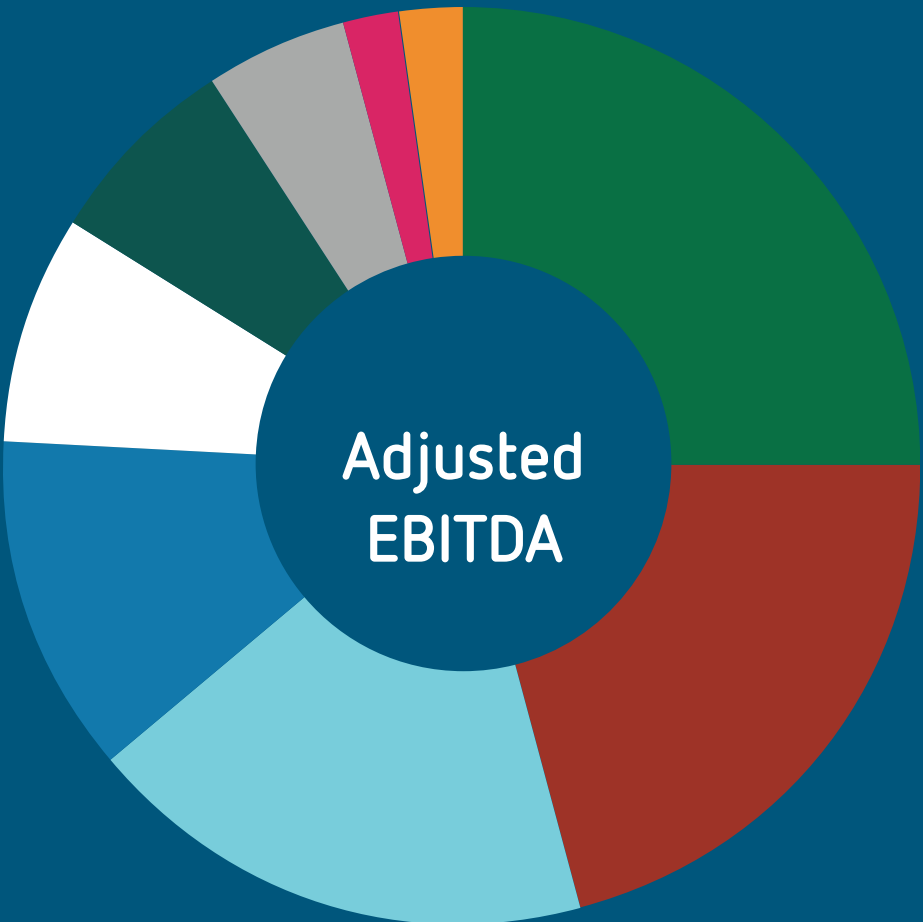
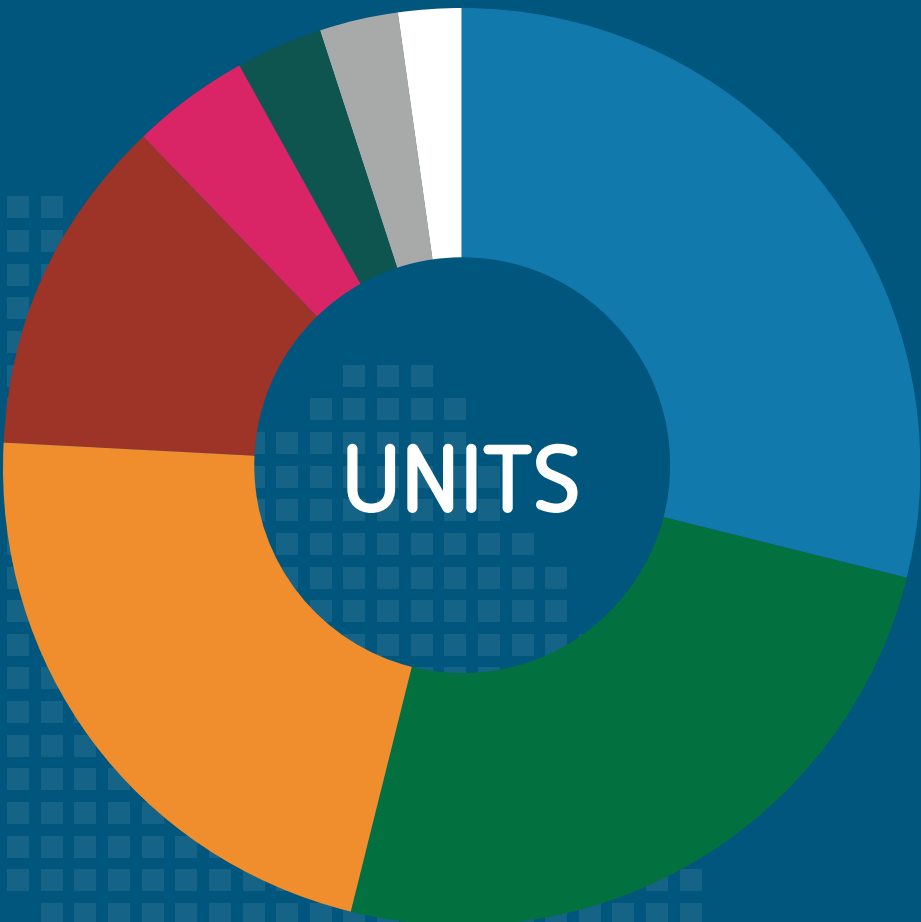


## NET DEBT

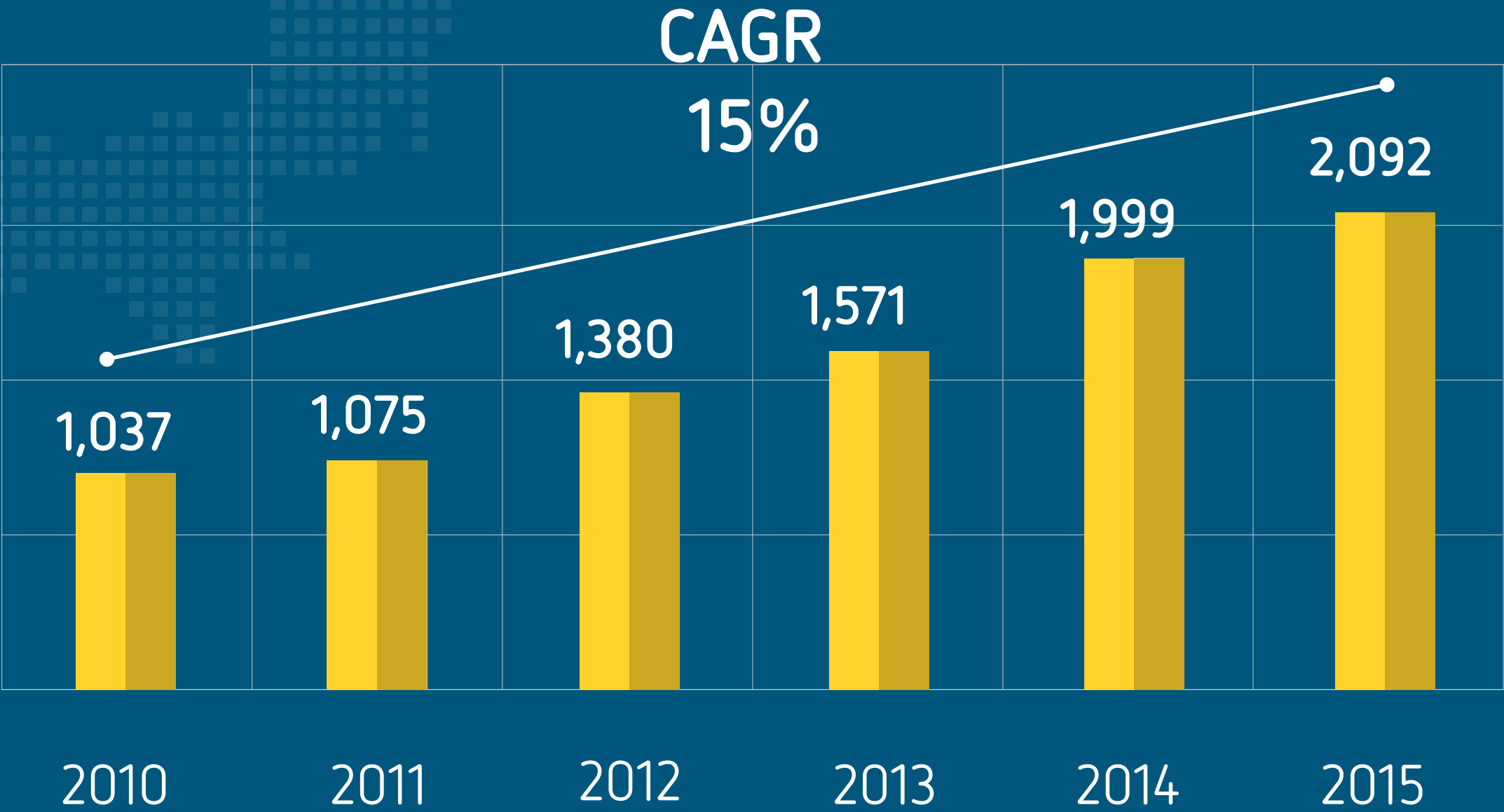


\*Excluding put/call effect

# Business Overview – Mexico



Total Stores



## RESULTS

|                 | 1Q16    | 12 M Dec/15 |
|-----------------|---------|-------------|
| SSS             | 6.2%    | 4.4%        |
| Revenues        | \$5,155 | \$19,896    |
| Adjusted EBITDA | \$1,164 | \$4,674     |
| Margin          | 22.6%   | 23.5%       |

| 1Q16   | Units % | Sales % | Adjusted EBITDA % |
|--------|---------|---------|-------------------|
|        | 25      | 26      | 28                |
|        | 12      | 23      | 22                |
|        | 30      | 14      | 13                |
|        | 22      | 8       | 2                 |
|        | 3       | 6       | 7                 |
|        | 3       | 6       | 6                 |
|        | -       | 6       | 11                |
|        | 3       | 5       | 1                 |
| Other* | 2       | 6       | 10                |

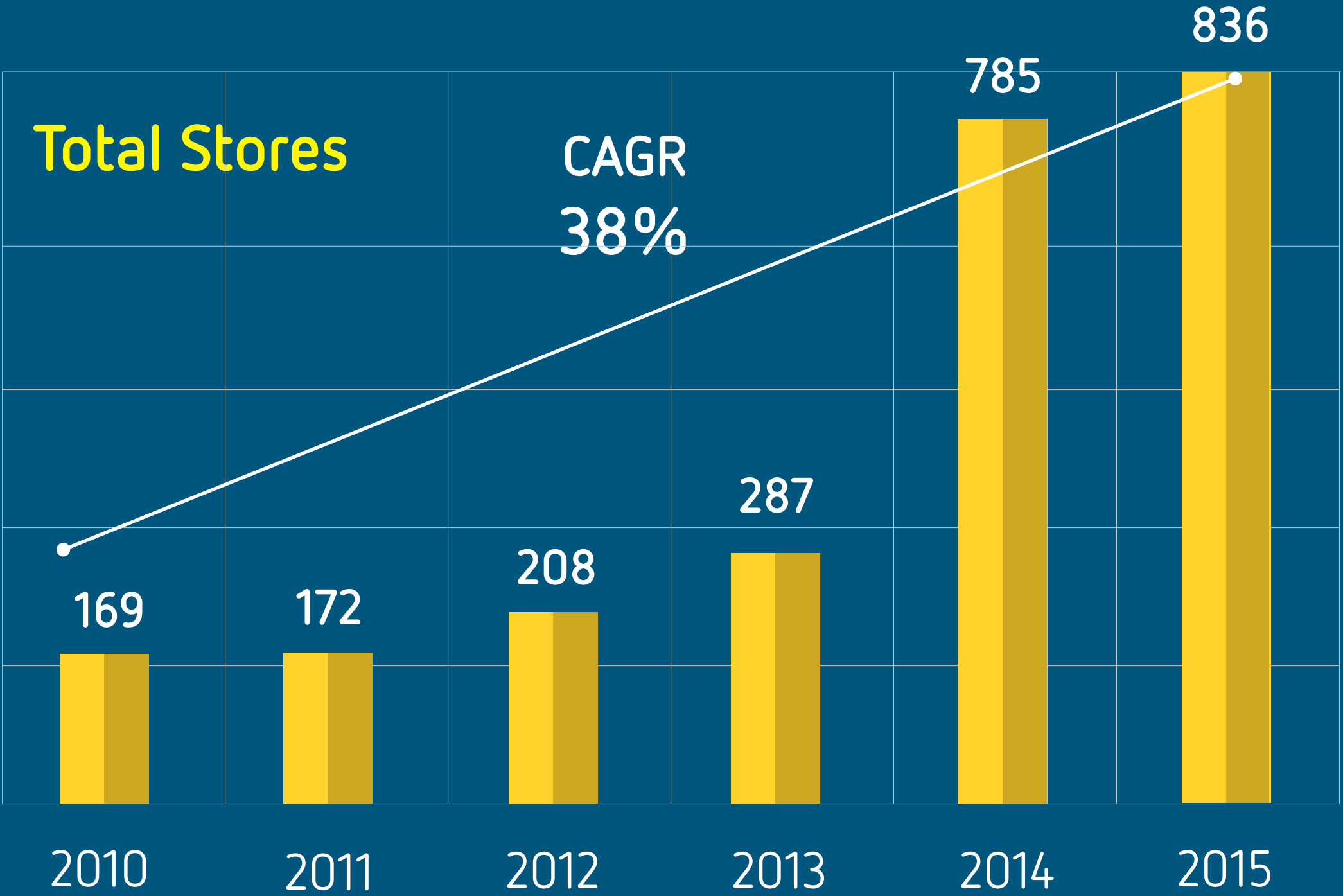
# Business Overview – International



| 1Q16     | Units<br>% | Sales<br>% | Adjusted<br>EBITDA<br>% |
|----------|------------|------------|-------------------------|
|          | 22         | 36         | 23                      |
|          | 21         | 16         | 19                      |
|          | 23         | 20         | 30                      |
|          | 26         | 22         | 24                      |
|          | 1          | 2          | 1                       |
| LAVACA   | 1          | 1          | -1                      |
|          | 2          | 1          | 1                       |
|          | 0          | 0.4        | 0.2                     |
| Archie's | 4          | -          | -                       |
| Others   | 0          | 2          | 3                       |

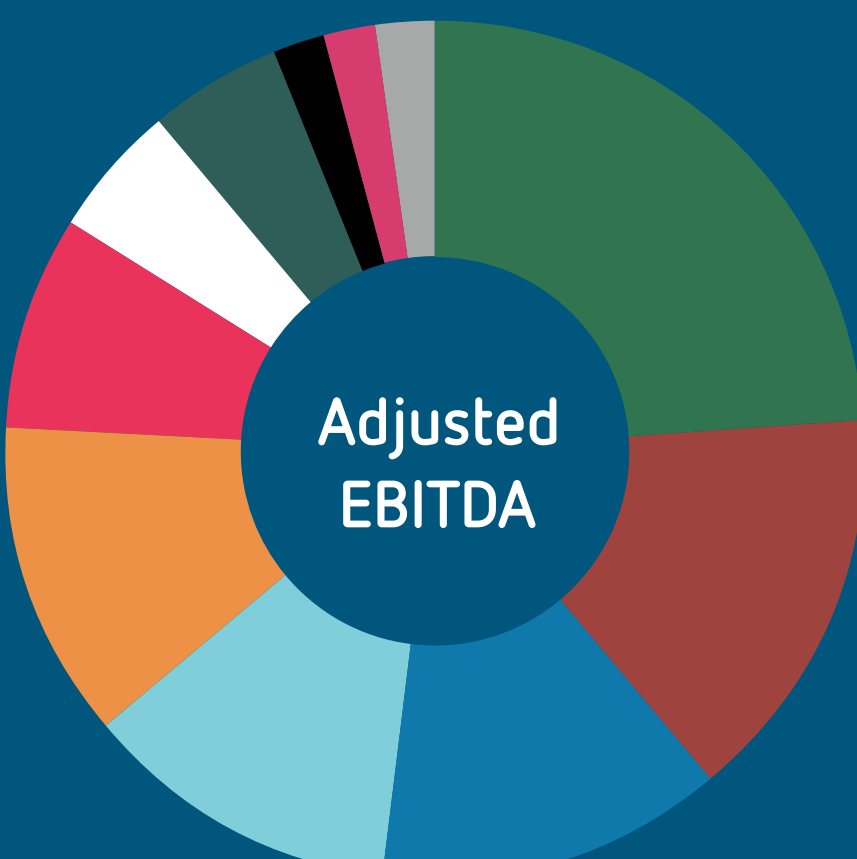
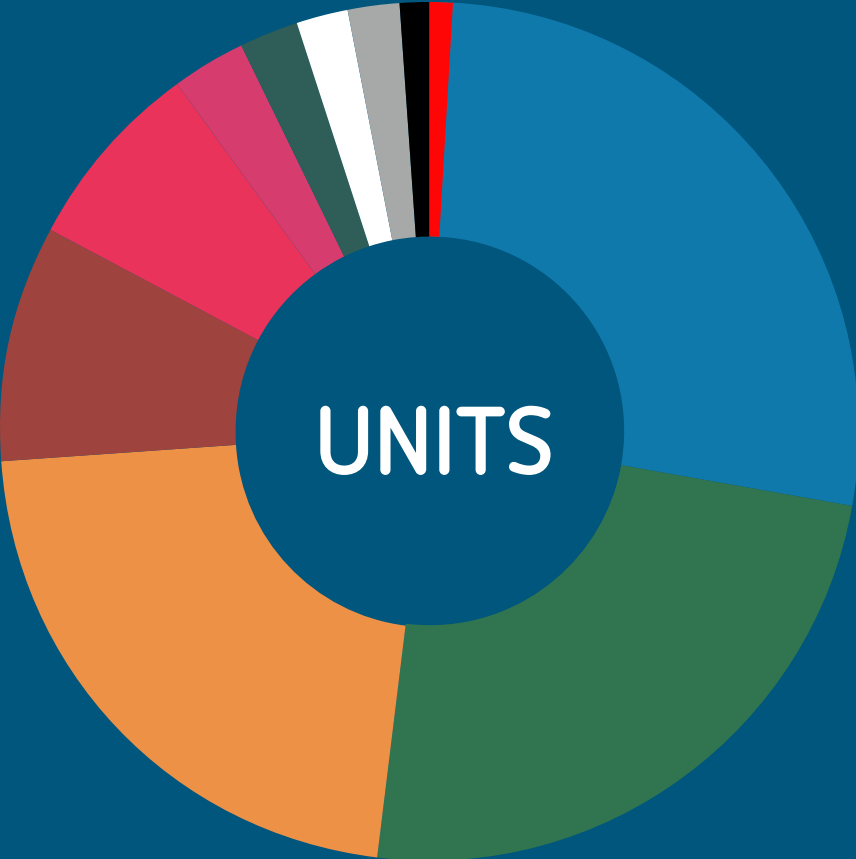
## RESULTS

|                 | 1Q16    | 12 Mo. Dec/15 |
|-----------------|---------|---------------|
| SSS             | 16.6%   | 21.5%         |
| Revenues        | \$3,380 | \$12,392      |
| Adjusted EBITDA | \$557   | \$2,103       |
| Margin          | 16.5%   | 17.0%         |

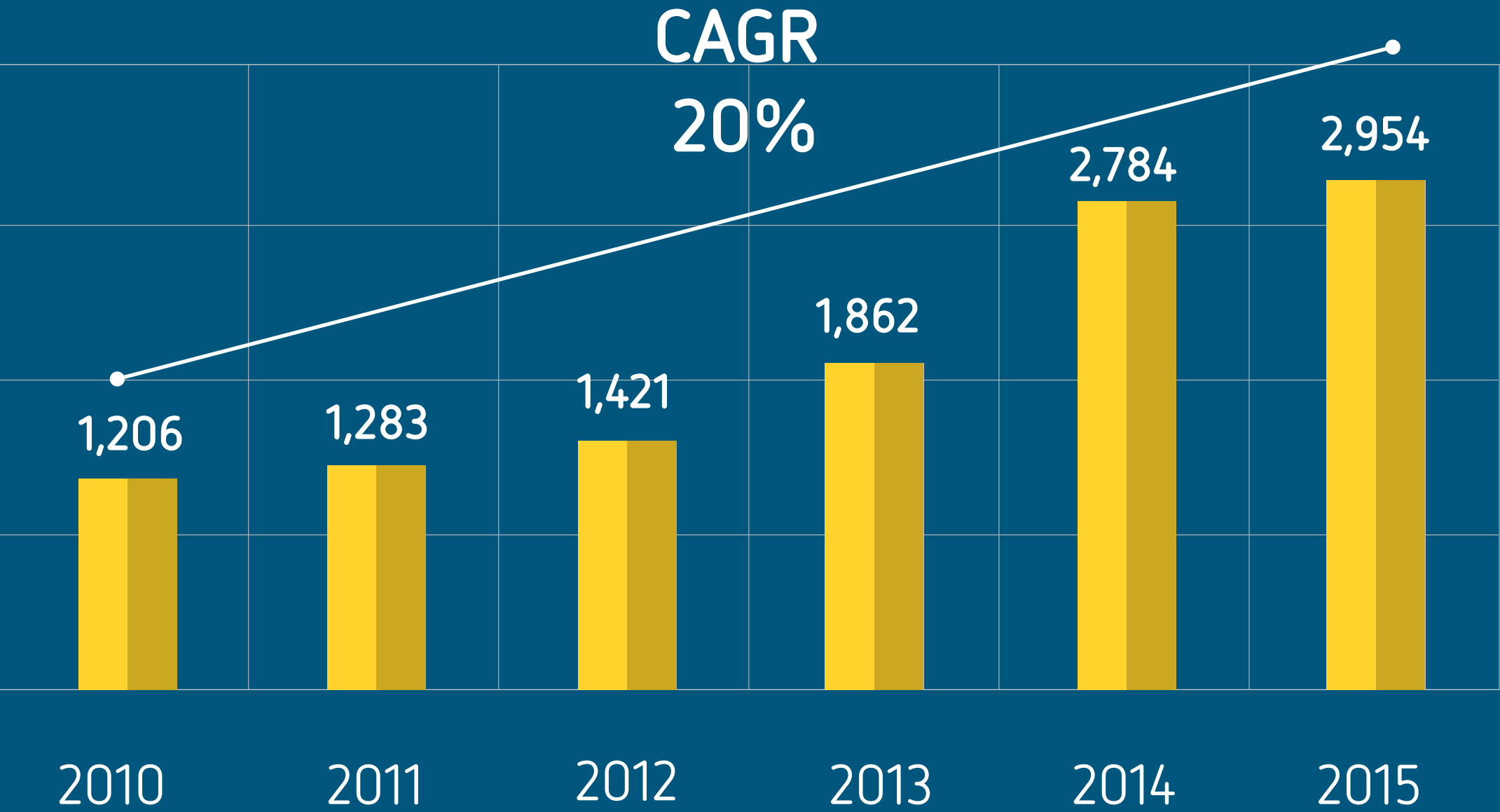




# Business Overview – Alsea



Total Stores



RESULTS

|                 | 1Q16    | 12 Mo. Dec/15 |
|-----------------|---------|---------------|
| SSS             | 10.1%   | 9.3%          |
| Revenues        | \$8,535 | \$32,288      |
| Adjusted EBITDA | \$1,721 | \$6,831       |
| Margin          | 20.2%   | 21.2%         |

| 1Q16    | Units % | Sales % | Adjusted EBITDA % |
|---------|---------|---------|-------------------|
|         | 24      | 22      | 25                |
|         | 22      | 19      | 9                 |
|         | 28      | 18      | 16                |
|         | 8       | 14      | 15                |
|         | 7       | 8       | 10                |
|         | 2       | 4       | 5                 |
|         | 2       | 4       | 4                 |
|         | -       | 1       | 7                 |
|         | 2       | 3       | 2                 |
|         | 1       | 2       | 2                 |
|         | 1       | -       | -                 |
| Other * | 3       | 5       | 5                 |

\* The Cheesecake Factory, California Pizza Kitchen, La Vaca Argentina, Il Tempietto, Cañas & Tapas

Adjusted EBITDA and revenues figures in thousand pesos



# Debt Profile

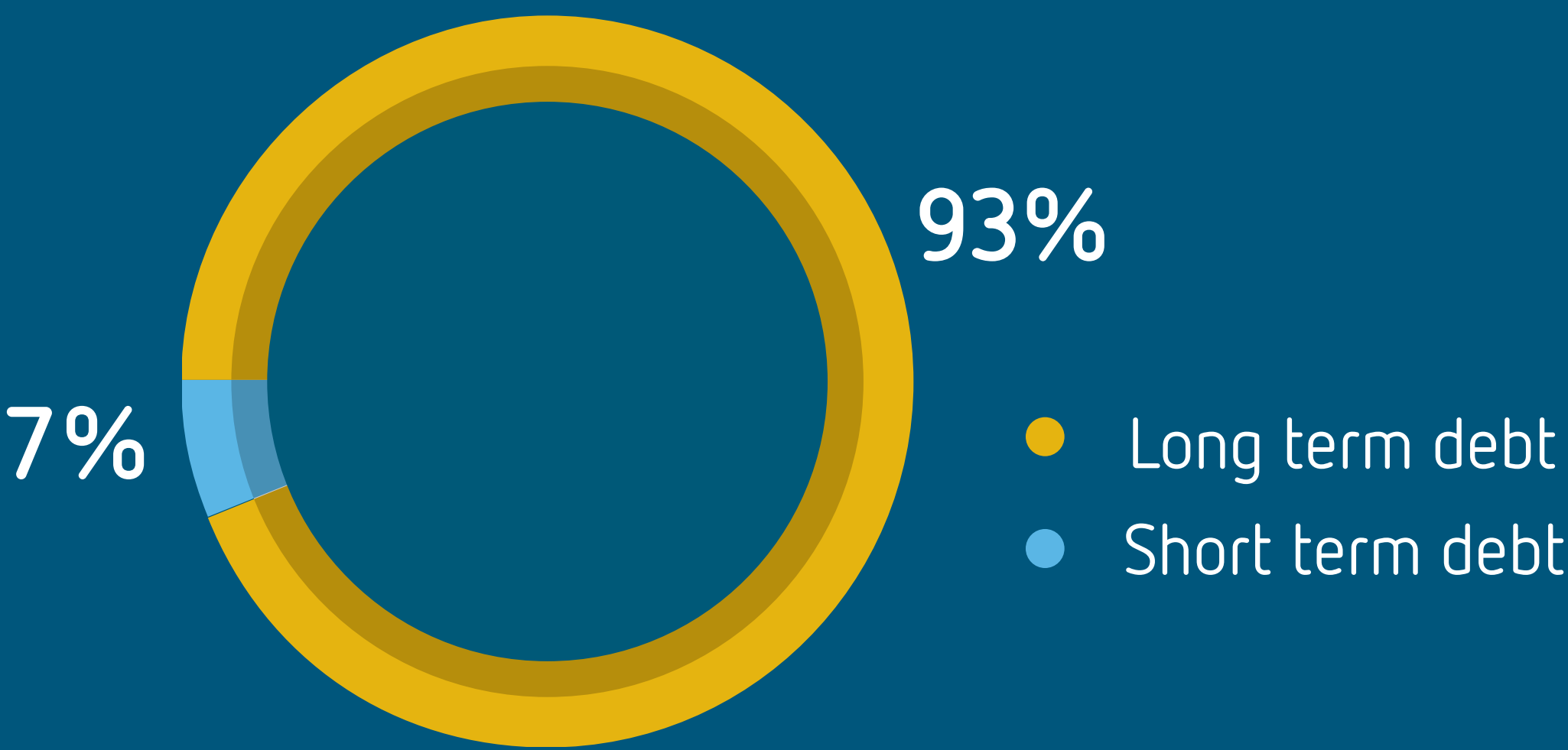
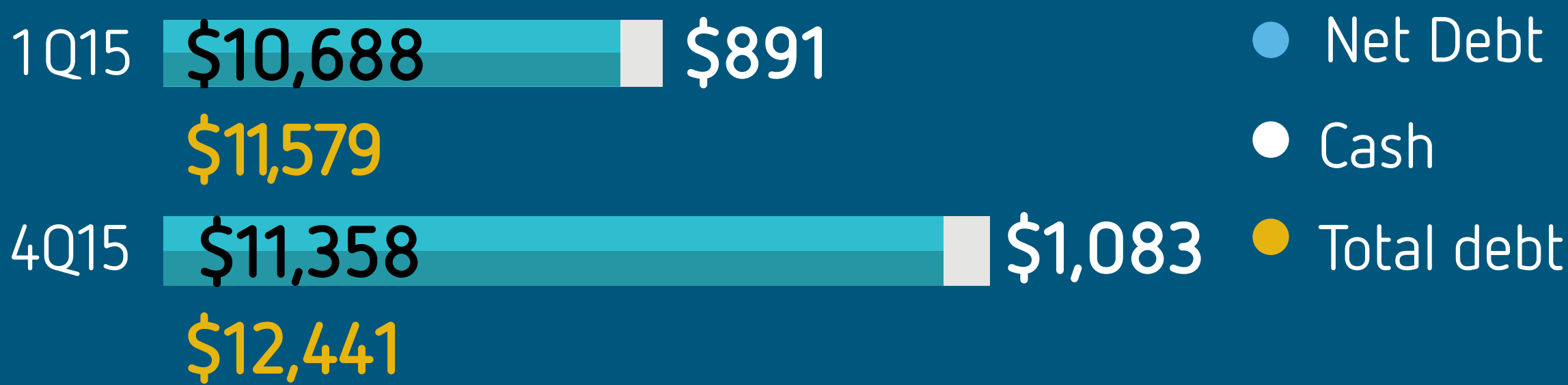
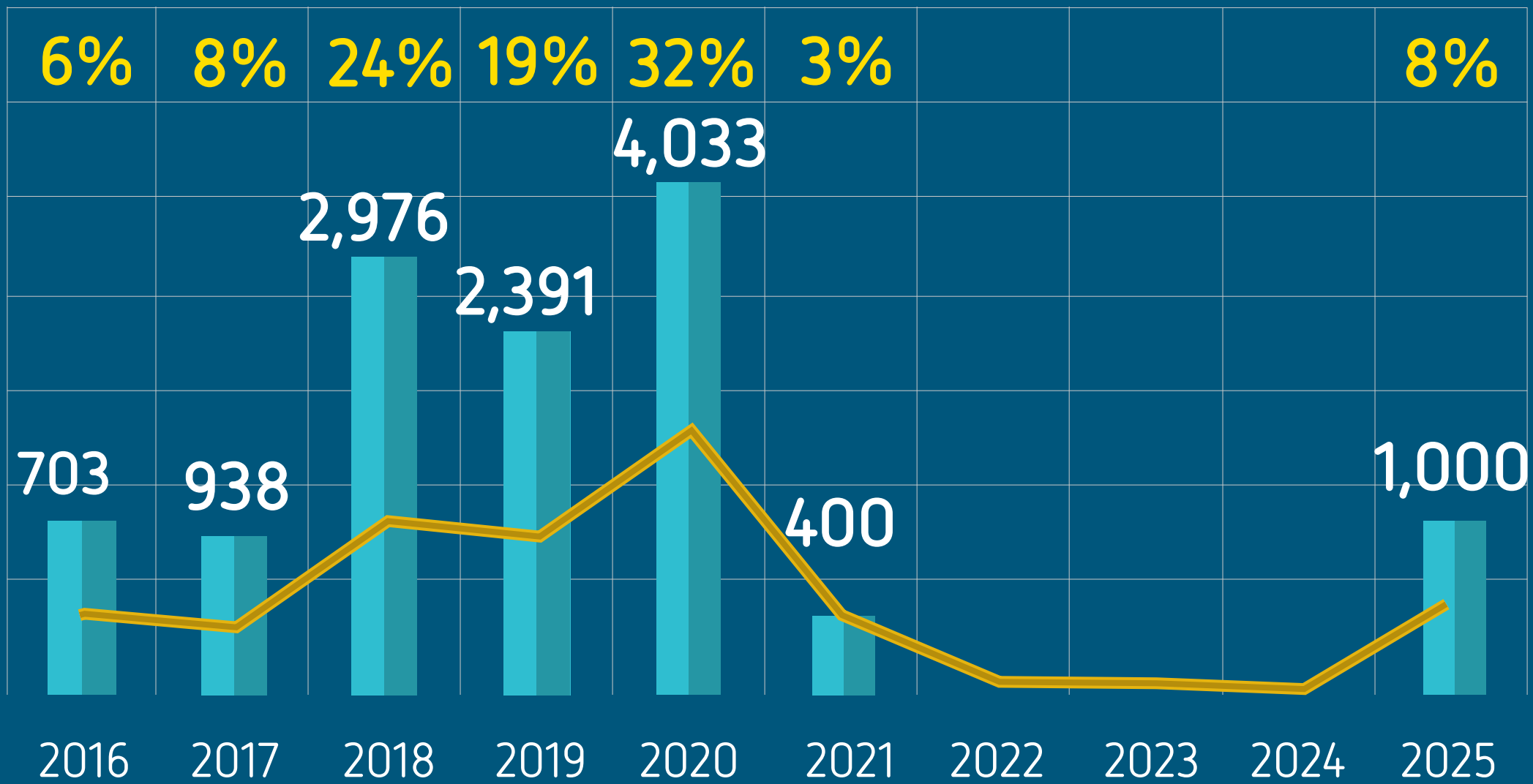


| Capital structure    | 1Q16 | 1Q15 | Average cost |
|----------------------|------|------|--------------|
| Net Debt/EBITDA      | 2.5x | 3.0x | peso: 5.0%   |
| EBITDA/Interest Paid | 6.4x | 5.8x | euro: 2.0%   |

| Debt structure 1Q16 |     |
|---------------------|-----|
| Bond Debt           | 52% |
| Bank Debt           | 48% |

| Main banks      |     |
|-----------------|-----|
| Scotiabank      | 18% |
| Bank of America | 8%  |
| Bank of Tokio   | 3%  |

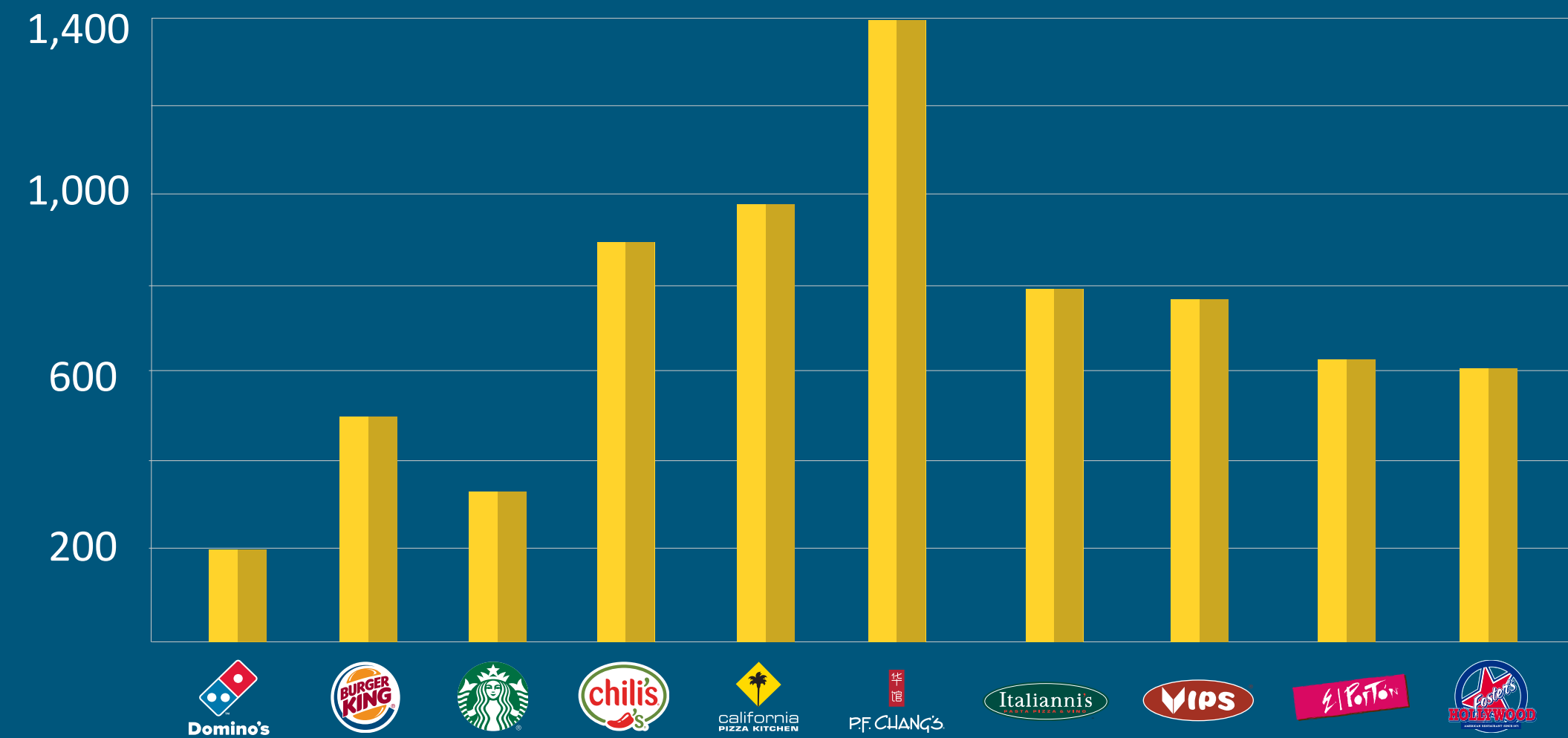
Debt maturity



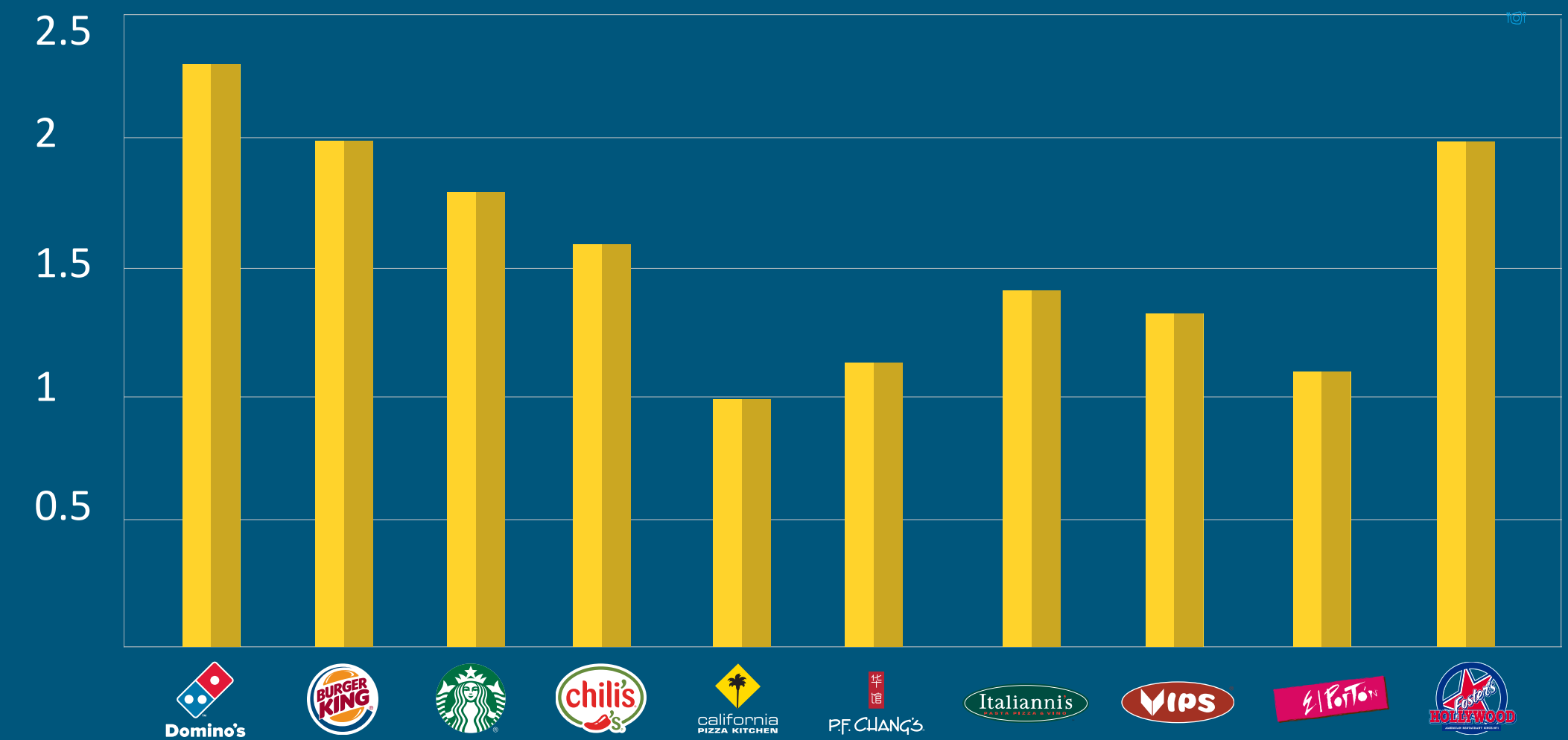
# Store Economics Avg. LTM

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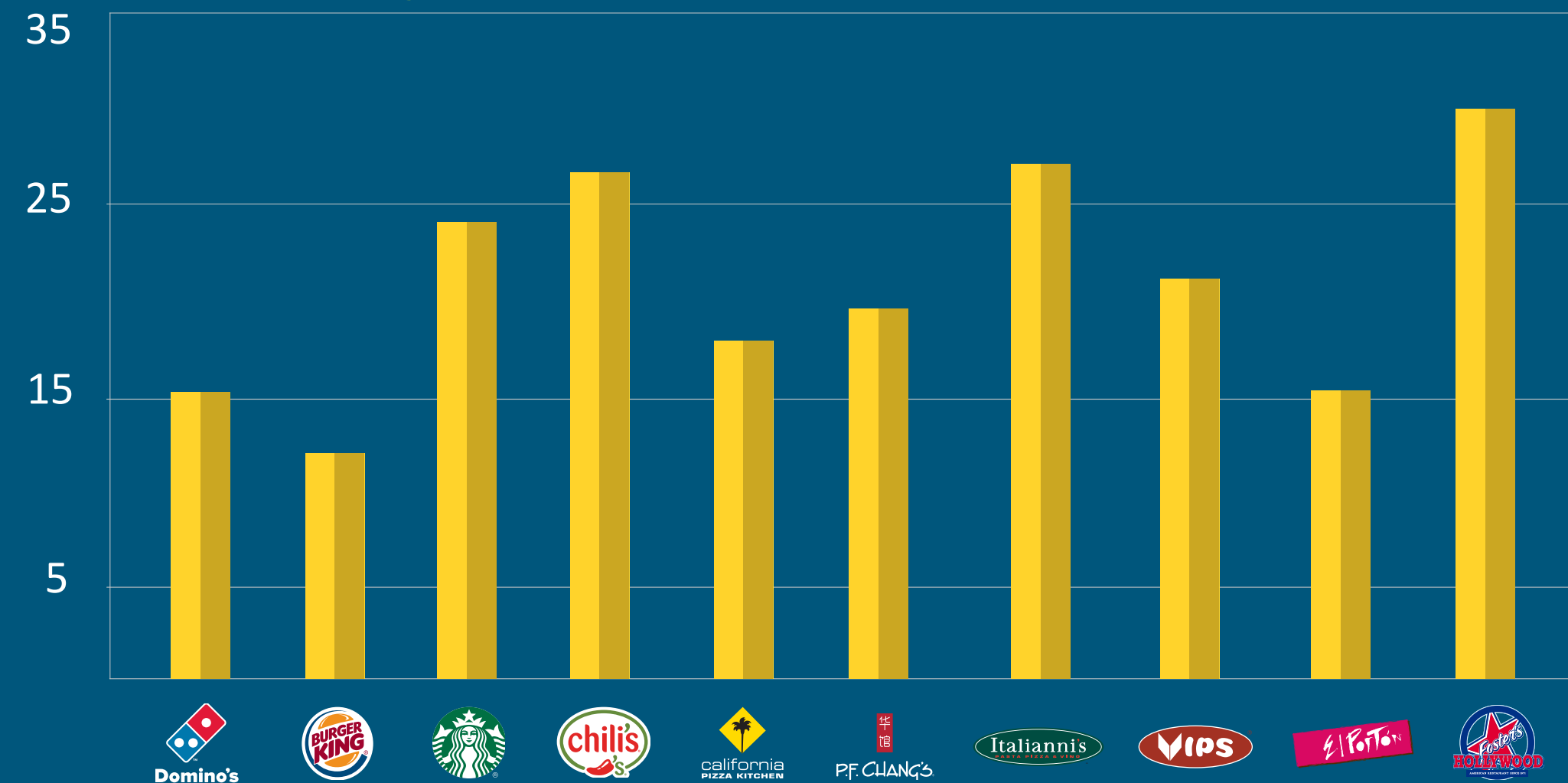
Average Investment (000's USD)



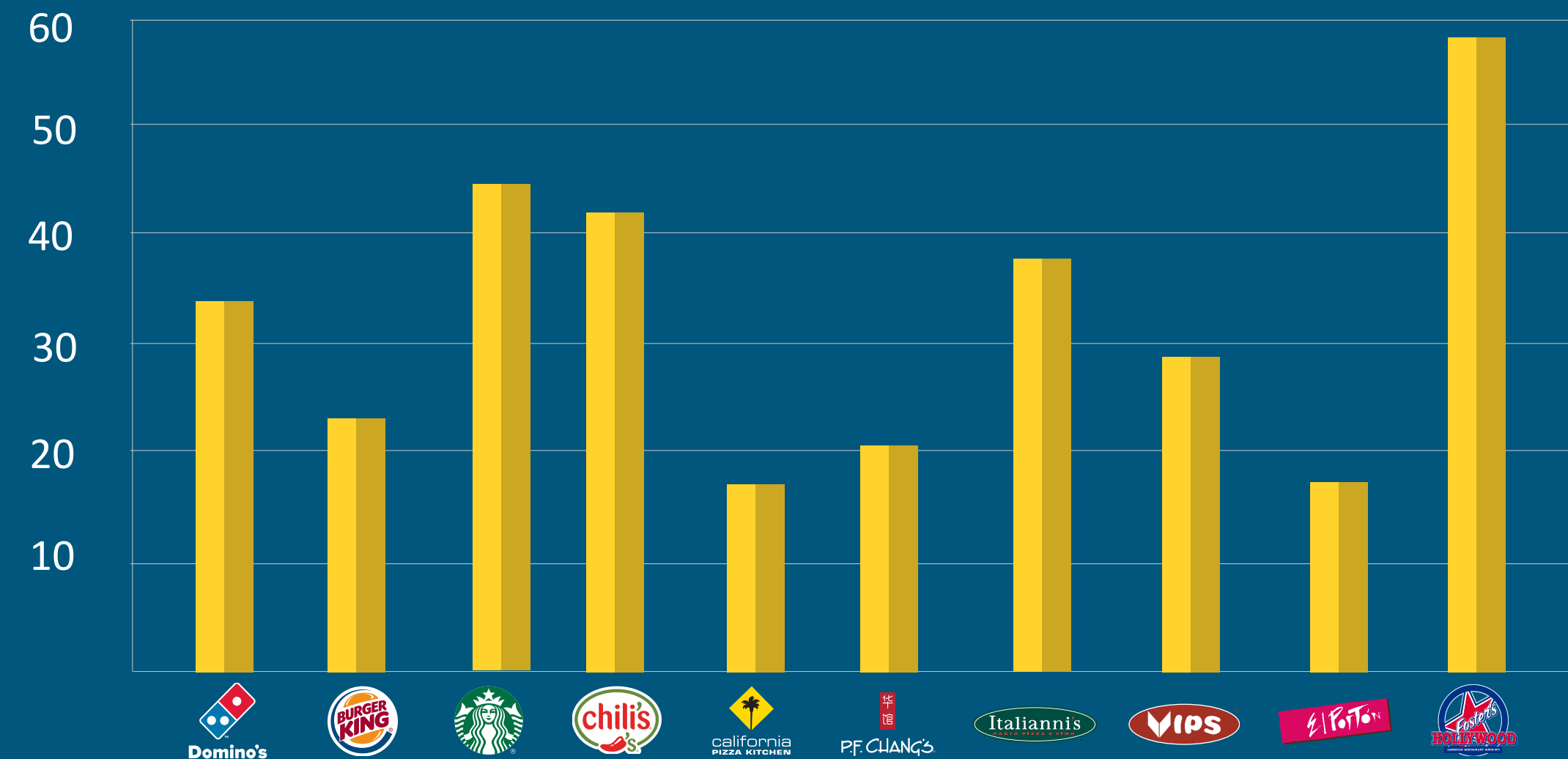
Annual Revenues / Investment



EBITDA Margin - Store Level



ROI - Store Level <sup>(1)</sup>



Top line  
growth

Between  
155-175  
openings

Mid to High  
Single Digit  
SSS

=

Mid teens  
Growth  
Revenues

EBITDA  
growth

EBITDA  
margin expansion  
~20 to 30bps

5bn pesos

Alsea 

3.0-3.2 bn  
CAPEX\*

< 2.5x  
Net debt / EBITDA

\* Excluding acquisitions



# Five Year Goals




## FUTURE TARGETS

|                         | 2016e                  | 2020e                       |
|-------------------------|------------------------|-----------------------------|
| SALES                   | Mid-teens              | CAGR > 15%                  |
| EBITDA                  | High-teens             | CAGR = High-teens           |
| EBITDA margin expansion | 20 - 30 bps            | > 15%                       |
| Dividends               | \$ 0.5 pesos per share | Acum > \$ 5 pesos per share |
| Adjusted EPS *          | \$ 1.50                | CAGR > 25%                  |
| ROIC                    | ROIC > WACC            | > 20%                       |
| ROE                     | > 12%                  | > 20%                       |

\*Without considering any effects from the Put / Call Options.



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