ALSEA 4Q23

Alsea

EARNINGS

VIDEOCONFERENCE

FEBRUARY 27TH 2024

FORWARD-LOOKING STATEMENTS DISCLAIMER

Alsea

- 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 are generally contain words such as "believes," "expects," "may," "will," "should," "seeks," "approximately," "intends," "plans," "estimates" or "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.

- Forward-looking statements are based on current expectations and assumptions and currently available data and are neither predictions nor guarantees of future events or performance. You should not place undue reliance on forwardlooking statements, which speak only as of the date hereof. We do not undertake to update or revise any forwardlooking statements after they are made, whether as a result of new information, future events, or otherwise, except as required by applicable law. For discussion of some of the important factors that could cause these variations, please consult the "Risk Factors" section of the Company's most recent Annual Report.

- 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
RODRIGUEZ
CFO
- incoming -

Armando
TORRADO
CEO

Rafael
CONTRERAS
CFO
- outgoing -

STRONG 4Q23 RESULTS

Alsea

SALES		POSITIVE EBITDA		SSS
PRE IFRS16	POST IFRS16	PRE IFRS16	POST IFRS16	
19.9 BN PESOS	**20.1 BN PESOS**	**3.2 BN PESOS**	**4.5 BN PESOS**	**+12.1%** VS. 4Q22
↑ 7.8% VS. 4Q22	↑ 5.2% VS. 4Q22	16.0% MARGIN	22.4% MARGIN	
+1.4 BN PESOS VS. 4Q22	+1.0 BN PESOS VS. 4Q22	+0.65 BN PESOS VS. 4Q22	+1.0 BN PESOS VS. 4Q22	

DELIVERY **SHARE:** 17.7%

DELIVERY **ORDERS:** 13 MILLION

STRONG FY23 RESULTS

Alsea

SALES		POSITIVE EBITDA		SSS
PRE IFRS16	POST IFRS16	PRE IFRS16	POST IFRS16	+14.7% VS. FY22
74.7 BN PESOS	**76.2 BN PESOS**	**10.6 BN PESOS**	**16.0 BN PESOS**	OPERATING CASH FLOW
↑ 10.7% VS. FY22	↑ 10.8% VS. FY22	14.2% MARGIN	20.9% MARGIN	12.9 BN PESOS
+7.2 BN PESOS VS. FY22	+7.4 BN PESOS VS. FY22	+1.9 BN PESOS VS. FY22	+1.9 BN PESOS VS. FY22	

DELIVERY **SHARE:** 17.1%

DELIVERY **ORDERS:** 48.8 MILLION

SAME STORE SALES 4Q23

Alsea

* Including global casual dining & Vips in Spain

ALSEA GLOBAL

Alsea

Domino's		BURGER KING	chili's	Italianni's PASTA PIZZA & VINO	P.F. CHANG'S	The Cheesecake Factory	vips
1,441	1,777	425	77	76	31	7	238

VIPS	Archies	FOSTER'S HOLLYWOOD	TGI FRIDAYS	Ginos
167	29	221	13	120

4,622 RESTAURANTS

77% CORPORATE

23% FRANCHISES

13 BRANDS

12 COUTIRES

+77,500 TEAM MEMBERS

MEXICO 2,313	COLOMBIA 255	CHILE 248	ARGENTINA 250
URUGUAY 19	SPAIN 1,122	FRANCE 245	PORTUGAL 27
NETHERLANDS 101	BELGIUM 35	LUXEMBOURG 4	PARAGUAY 3

4Q23

GLOBAL LOYALTY KPIs | Q423 & FY23

Alsea

LOYALTY SALES 4Q23	3.8 BN Pesos	2.1 BN Pesos 22%	1.3 BN Pesos 24%	0.4 BN Pesos 15%
LOYALTY SALES FY23 / TENDER	14 BN Pesos	7.5 BN Pesos 21%	5.2 BN Pesos 28%	1.3 BN Pesos 13%
LOYALTY CUSTOMERS 180 days	7.4 Million	3.5 Million	2.2 Million	1.7 Million

	4Q23	FY23
TENDER	21.3%	21%
LOYALTY SALES	3.8 Bn 25.1% Vs LY	14 Bn 29.1% Vs LY
LOYALTY ORDERS	20 M 40.7% Vs LY	70 M 33.2% Vs LY

	4Q23		FY23	
	GROWTH vs. LY	TENDER	GROWTH vs. LY	TENDER
	61.1%	26.2%	62.1%	23.2%
Domino's	4.7%	31.5%	3.5%	31.4%
vips, Italiannis, club·by, Foster's Hollywood	-3.3%	15.5%	14.8%	17.5%
Burger King	93.4 %	6.1%	106%	2.3%

4Q23

Results 4Q23 | Figures do not include telephone | e-commerce transactions linked to Wow+ are includes as part of loyalty. Active customers of 90 days for Starbucks and 180 days for Domino's, Restaurants and Burger King

SUSTAINABILITY

Alsea

For the first time:

Double Materiality Assessment 2023

Most significant ESG impacts we have externally and the ESG factors that influence our Company's economic and financial performance.

Starbucks Certified 85 Greener Stores in LATAM

va por mi cuenta
Nadie más con hambre

Annual fundraising campaign of our movement "Va por Mi Cuenta", achieved a fundraising record:

- +45 million pesos
- Daily feeding +6,000 people in
- 22 Child dining rooms

- 2 million people benefited
- + 59 million MXN pesos delivered
- in-kind donations 91 tons of food

Hurricane 'Otis'

"Va por Mi Cuenta" together with World Vision Mexico donated **4.3** million pesos, supporting **+79,800** people

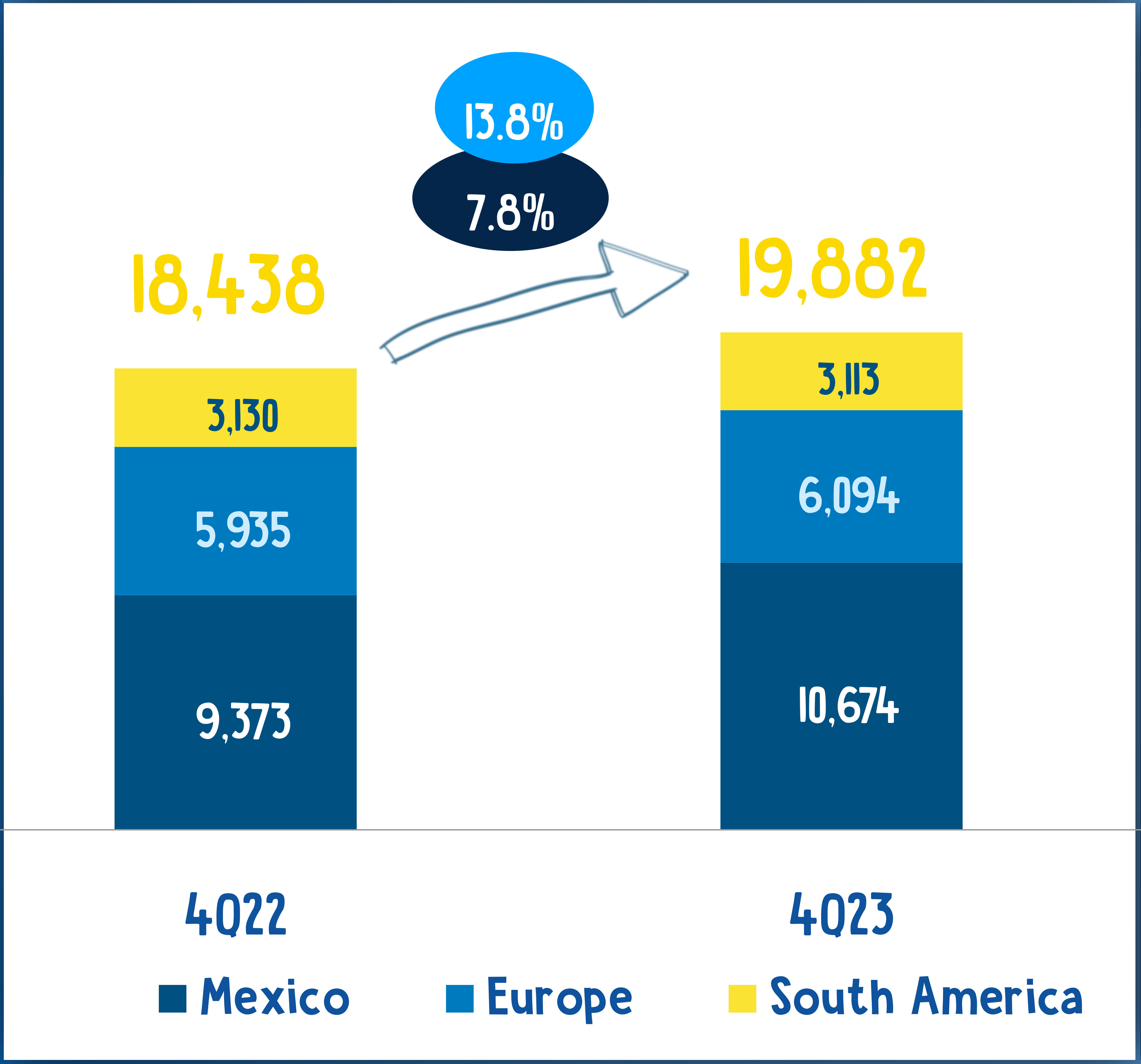
Rafael CONTRERAS

CFO

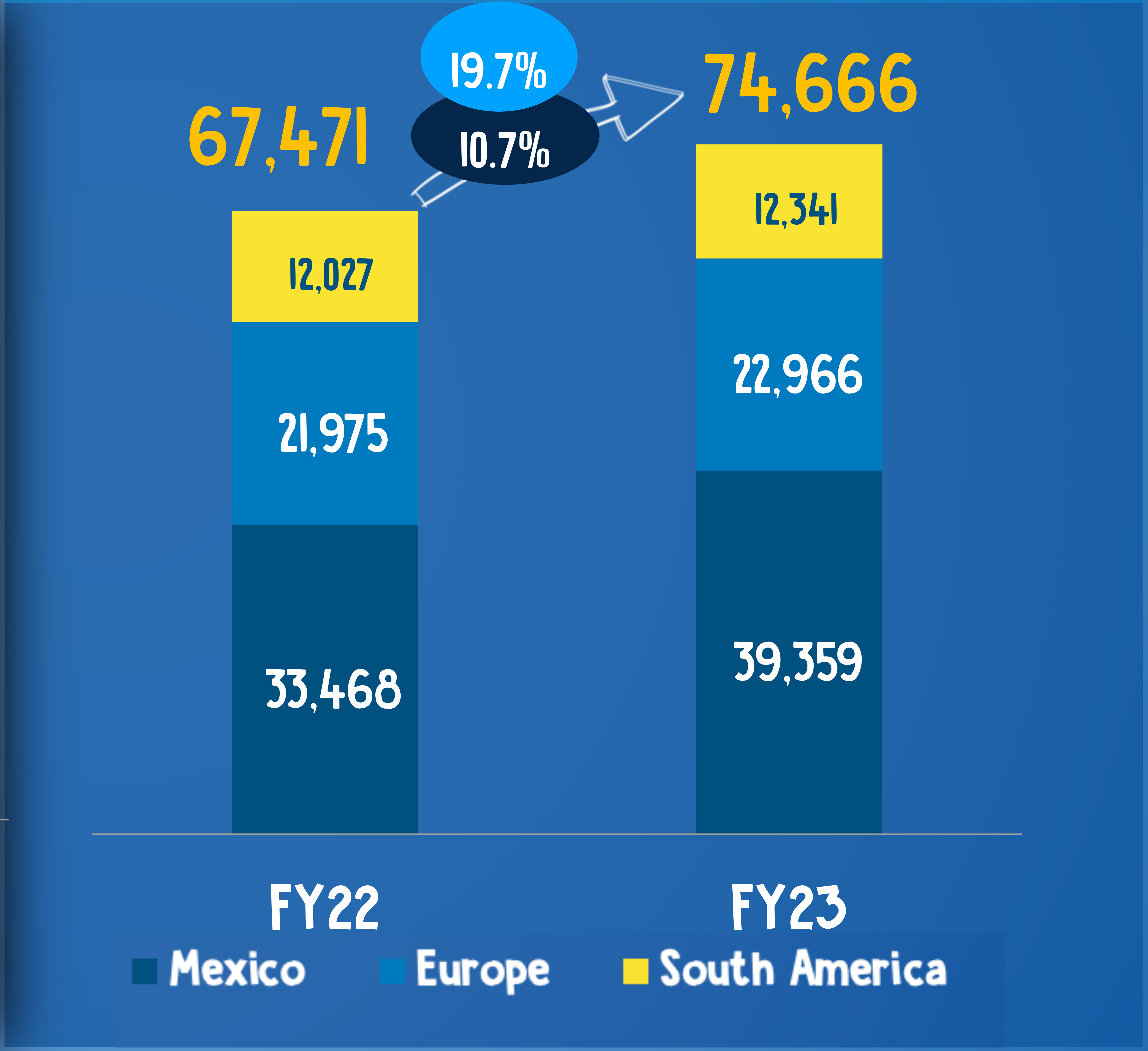
SALES **IMPROVEMENT**

Alsea

TOTAL SALES 4Q23



TOTAL SALES FY23



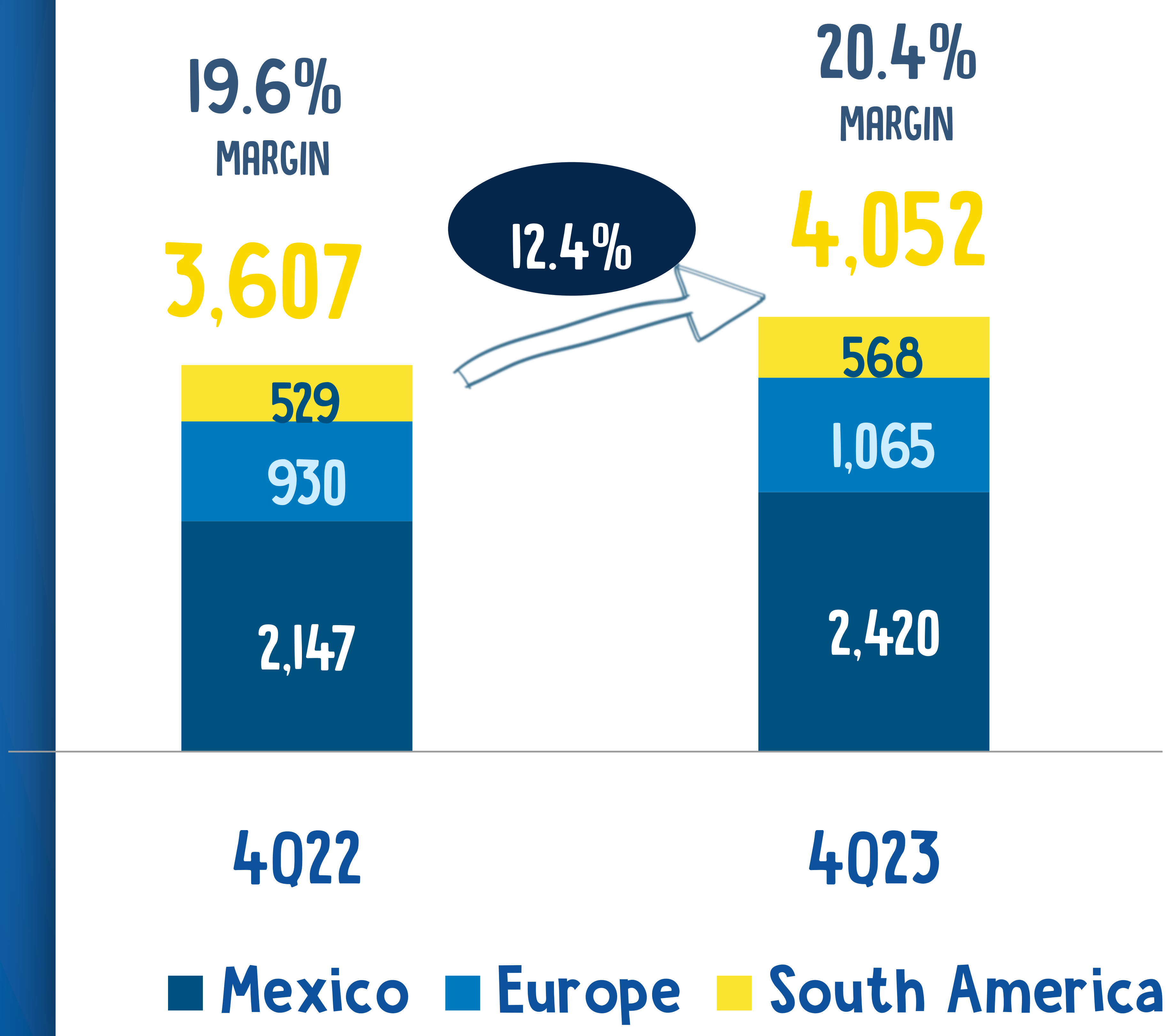
Excluding impact FX

Figures in million pesos

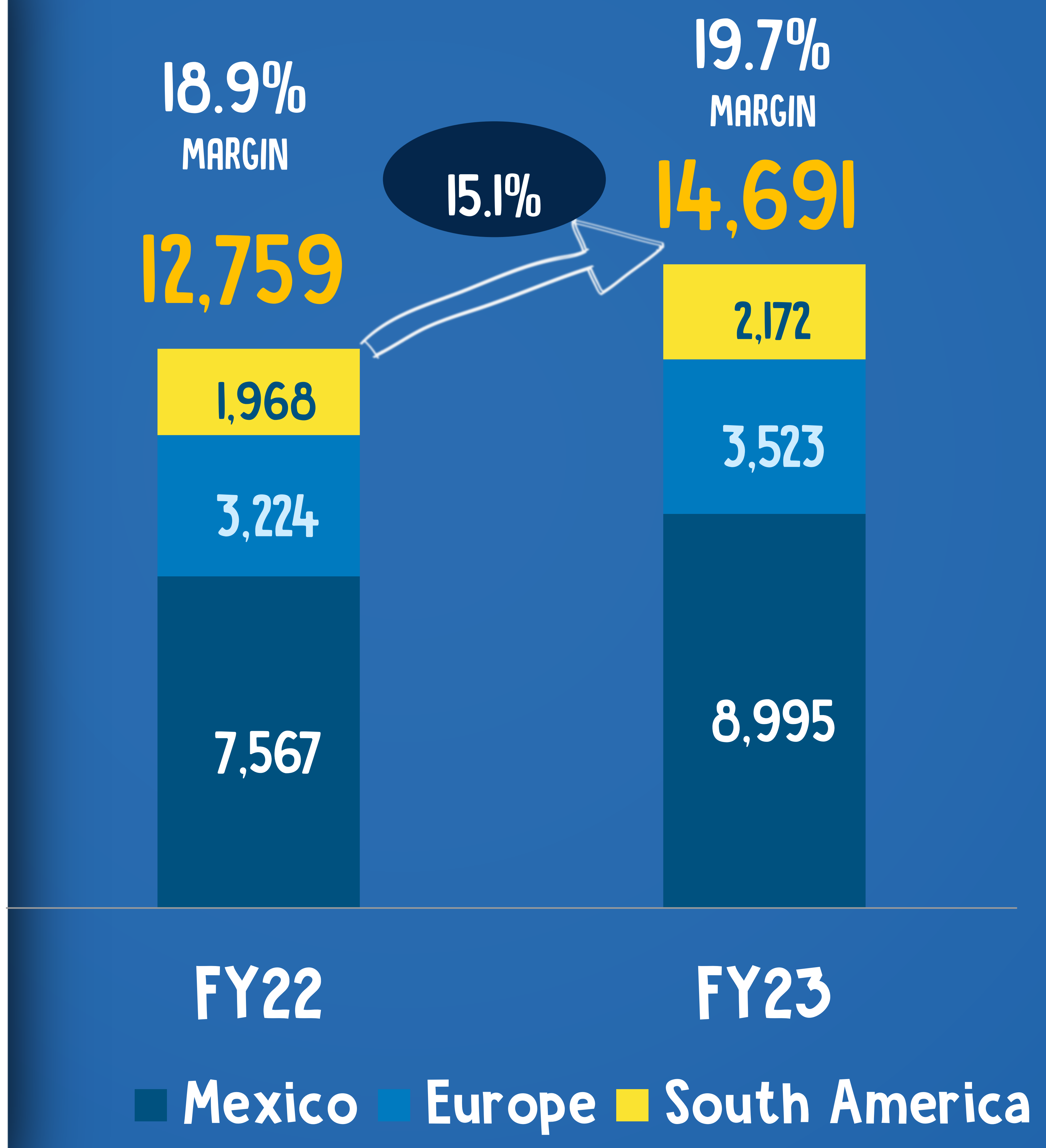
ADJUSTED EBITDA **IMPROVEMENT**

Alsea

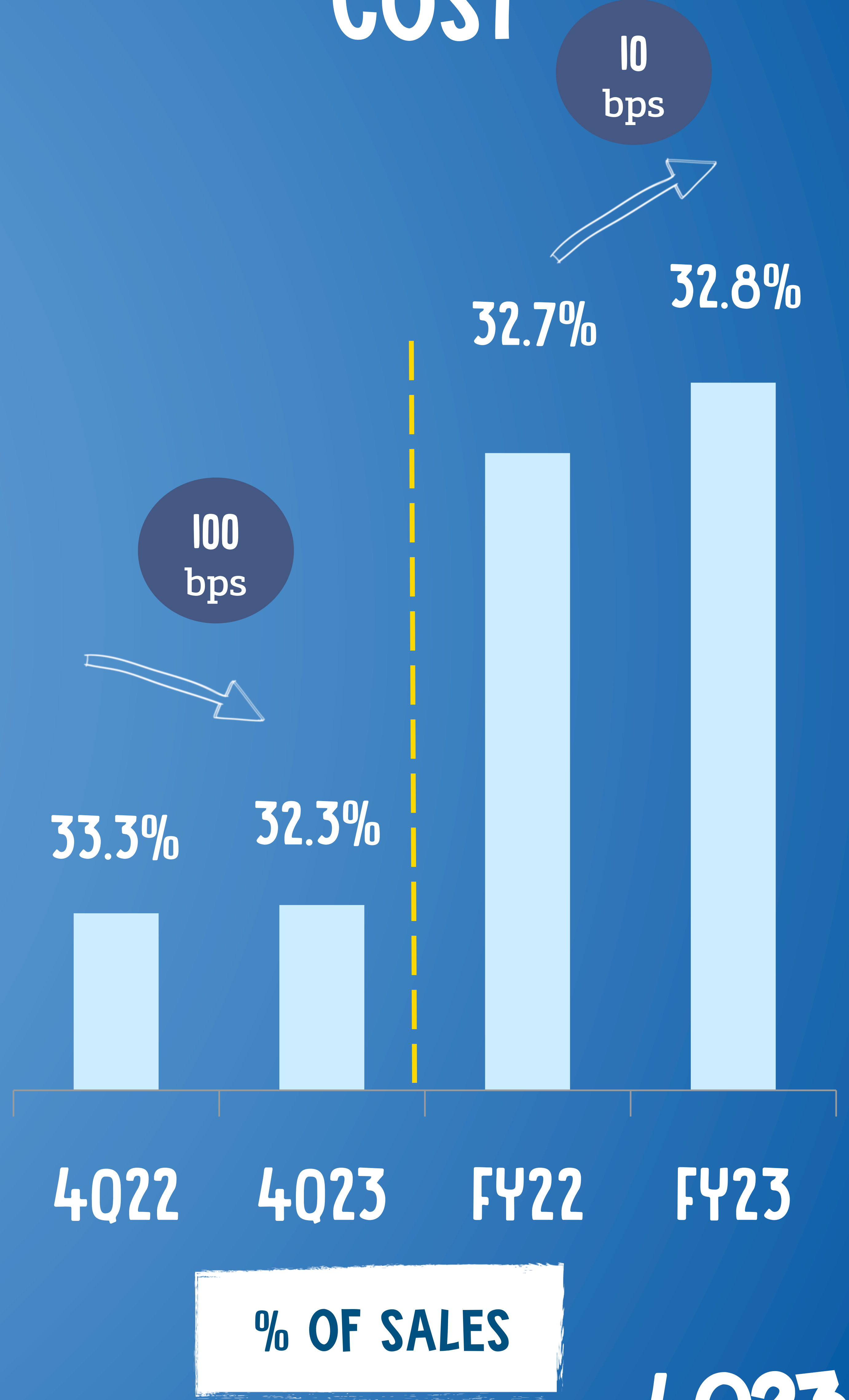
4Q23



FY23



COST



PRE IFRS16 Figures

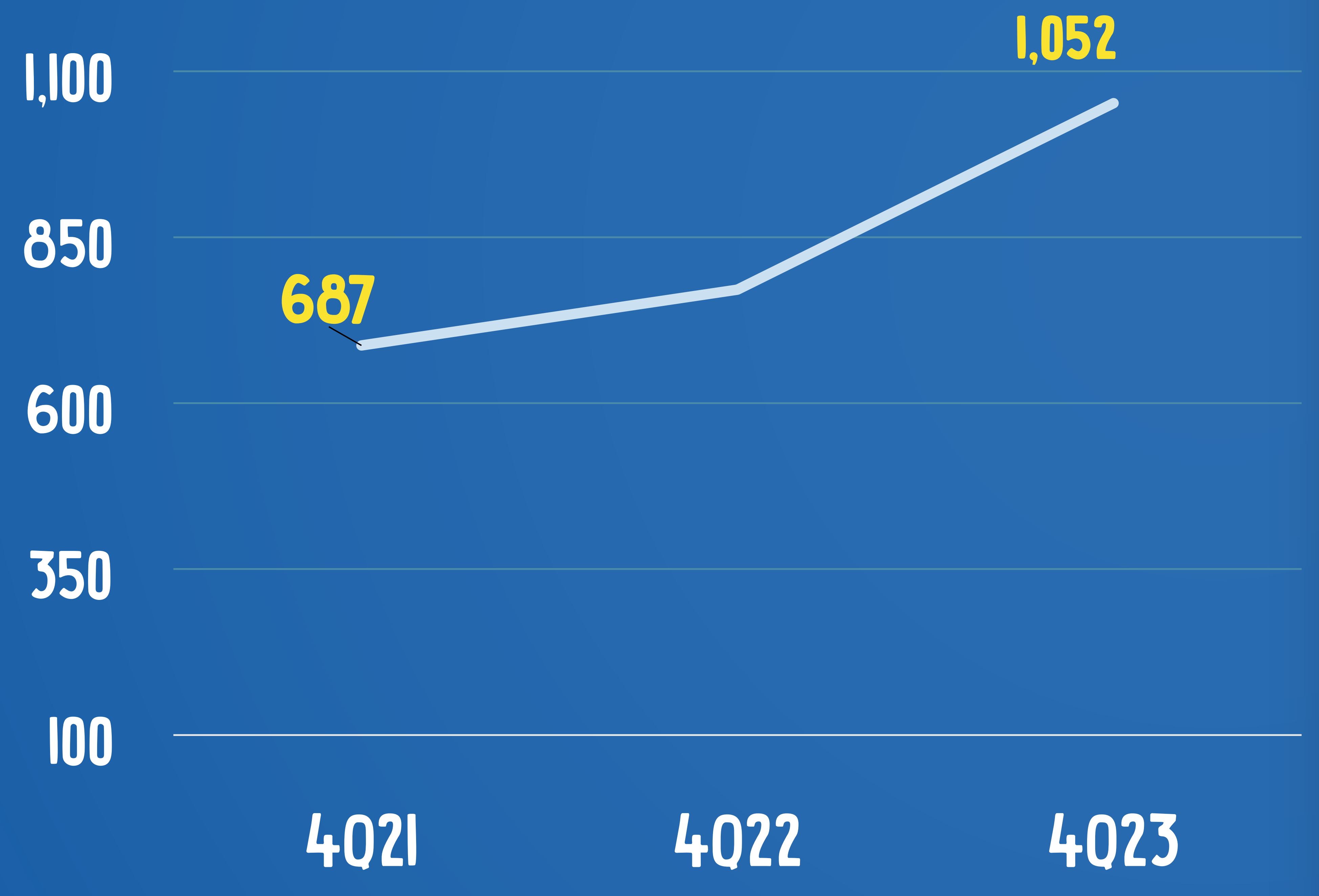
Figures in million pesos

NET INCOME **EVOLUTION**

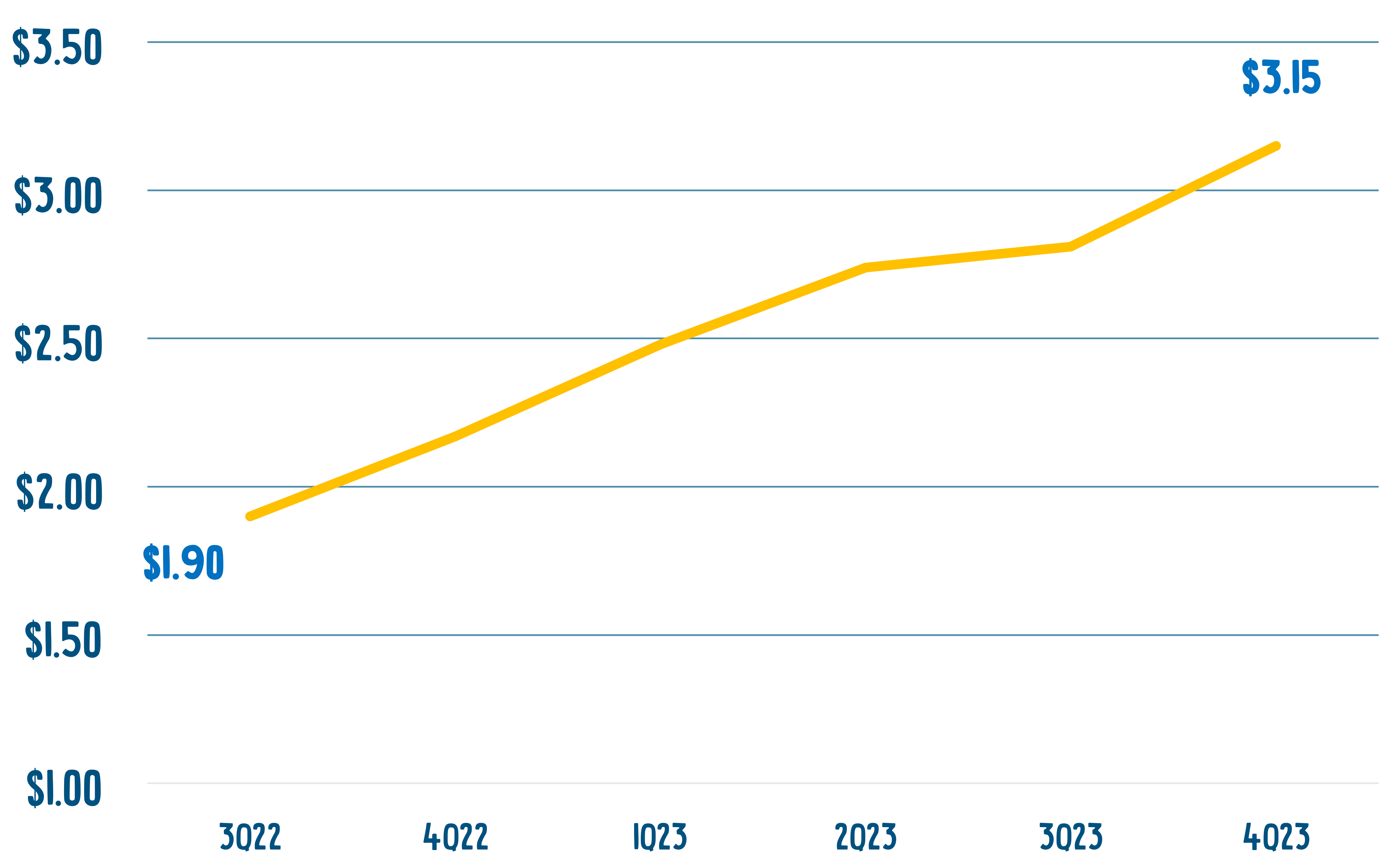
PRE IFRS16 Figures

Alsea

NET INCOME



EPS



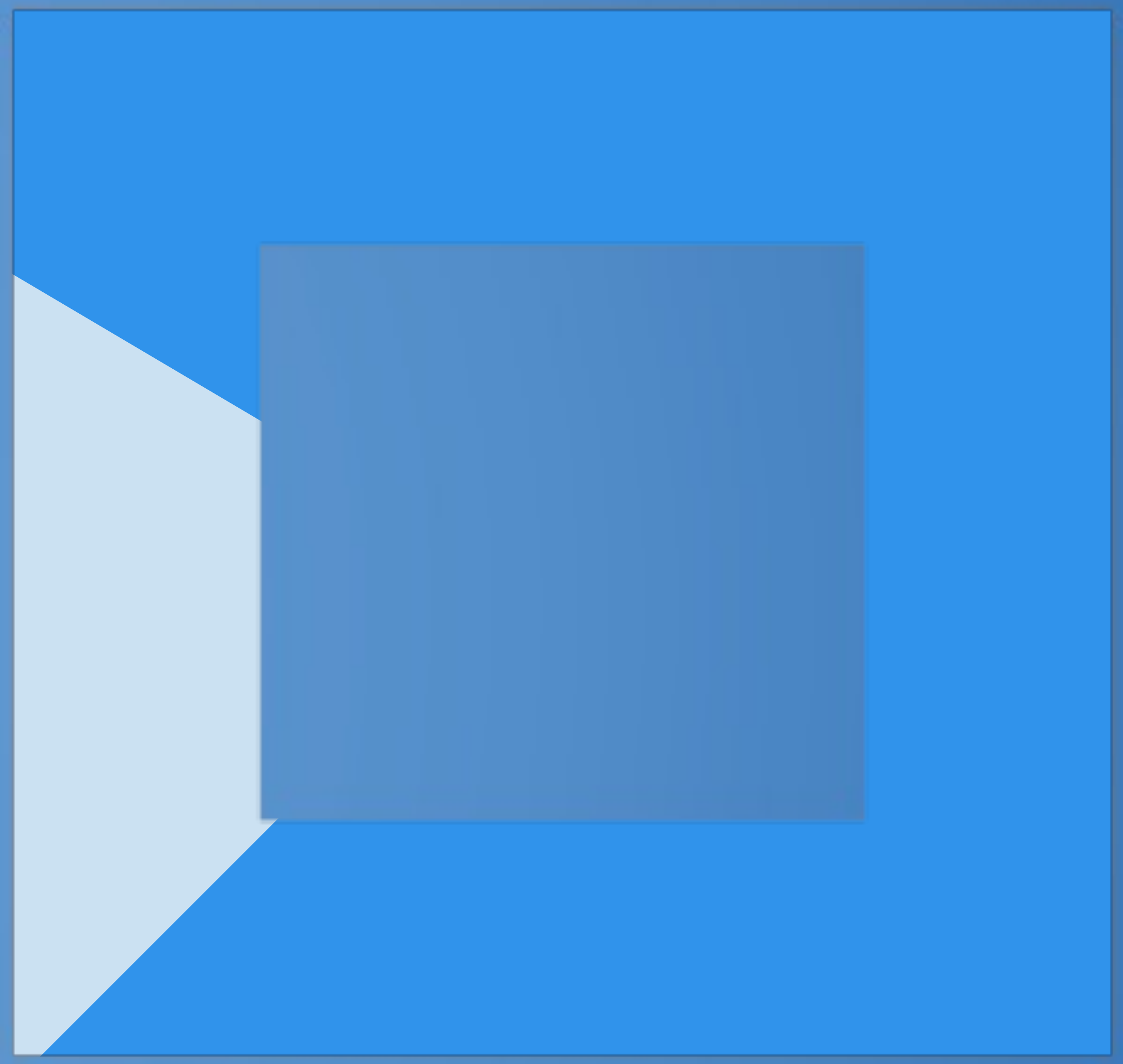
CAPEX YTD

Alsea

4.7

Billion pesos

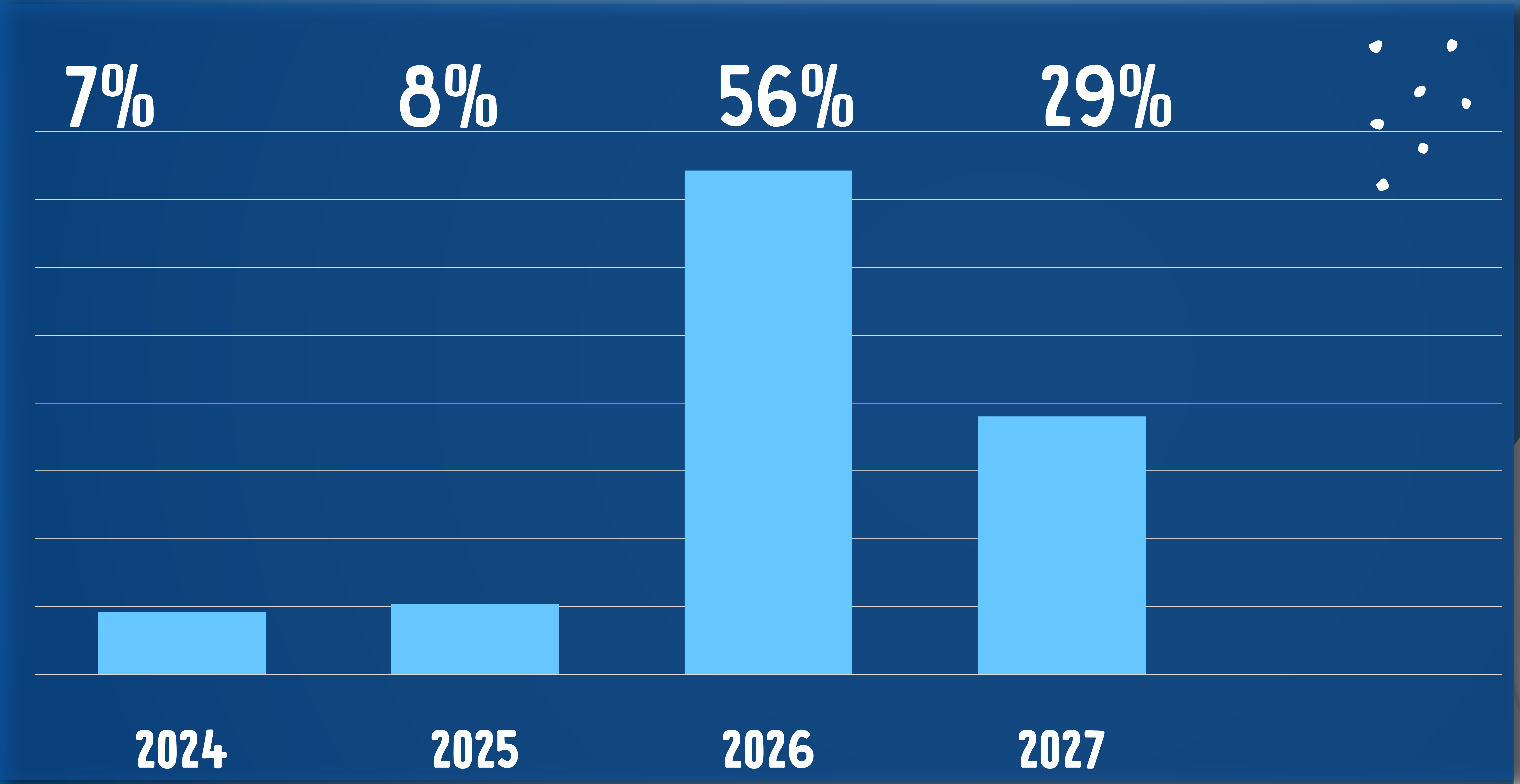
OPENINGS



184 Corporate Openings

DEBT MATURITY PROFILE

Alsea



Total Debt:

$26,120
million pesos

pre-IFRS16

FINANCIAL **RATIOS**

	4Q23
Total Debt / EBITDA	2.5X
Net Debt / EBITDA	1.9X
EBITDA / Interest Paid	4.2X

62% MEXICAN PESOS

38% EUROS

The financial ratios presented in the table above were calculated without considering the effects of IFRS 16 nor the restatement due to hyperinflation in Argentina.

ALSEA DAY 24

Alsea

Program

8:30 AM – 9:00 AM	Registration
9:00 AM – 11:00 AM	Conference
Agenda • Chief Executive Officer • Chief Financial Officer • Commercial and Business Development • Starbucks • Domino's • Casual Dining	Mexican Stock Exchange Offices Paseo de la Reforma No. 255
11:00 AM – 12:00 PM	Q&A session
12:00 PM – 12:15PM	Transfer to P.F. Chang's Reforma 222
12:15 PM – 02:00 PM	Lunch & Cocktail at P.F. Chang's
02:00 PM – 03:00 PM	Transportation to Operation Center, Tlalnepark II km 27.5 Carretera Lago de Guadalupe, Col. San Pedro Barrientos Tlalnepantla de Baz
03:00 PM – 04:00 PM	Guided visit to Operation Center
4:00 PM – 5:00 PM	Return to Mexican Stock Exchange offices

Q&A