



UPDATE
4Q22



OUR PRESENCE



1,370



1,661



410



78



74



31



7



249



116



39



29



224



8



13



121



17

4,447
RESTAURANTS

77%
CORPORATE
23%
FRANCHISES

17
BRANDS

+370
MILLION CLIENTS
SERVED LTM

11
COUNTRIES

+75,000
EMPLOYEES



MEXICO
2,248



COLOMBIA
239



CHILE
226



ARGENTINA
245



URUGUAY
13



SPAIN
1,098



FRANCE
218



PORTUGAL
25



NETHERLANDS
97



BELGIUM
34



LUXEMBOURG
4

ALSEA'S HISTORY



UNITS 01

500

1,000

1,862

2,714

3,195

4,447



Launch

Business Model

Expansion

Consolidation

ALSEA TODAY



																		TOTAL
Corporate	1,387	873	410	233	103	83	58	78	15	31	95	15	29	13	7	2	4	3,436
Franchises	274	497	-	16	121	38	16	-	-	-	21	24	-	-	-	-	4	1,011
Total	1,661	1,370	410	249	224	121	74	78	15	31	116	39	29	13	7	2	8	4,447



SALES per geography

49%
MEXICO

31%
EUROPE

20%
SOUTH AMERICA



EBITDA per geography pre IFRS 16

52%
MEXICO

30%
EUROPE

18%
SOUTH AMERICA

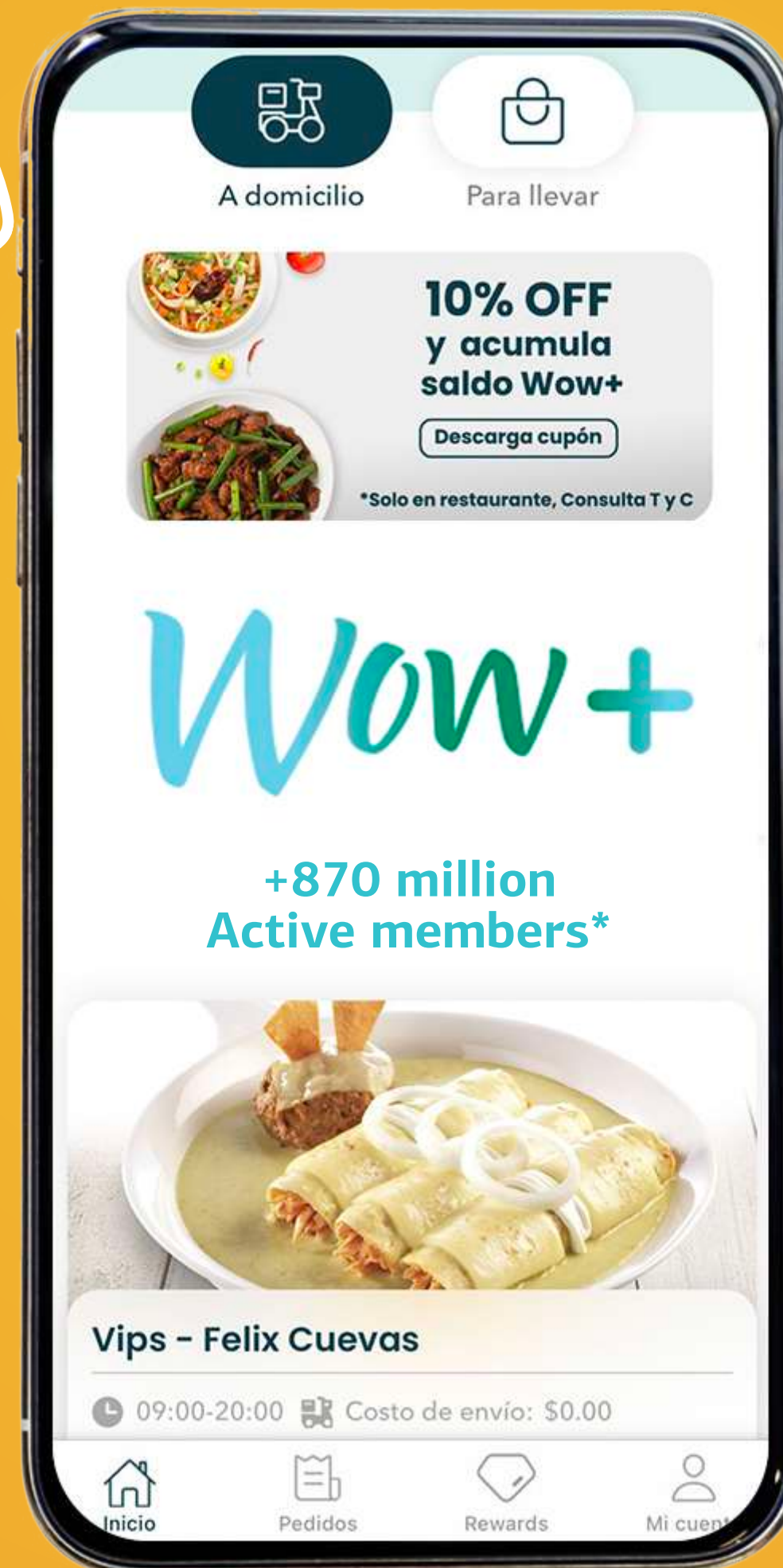


INNOVATION CONSUMER & TECHNOLOGY

MULTI-BRAND REWARDS PROGRAM

+44.7%
increase in average ticket

Alsea
Delivery
linked to
WOW rewards app



- Alsea's Digital Transformation
- Omnichannel experience



mobile
web
call center

WOW is in
~11.0%
of Alsea Mexico Sales



*active members in the last six months

INNOVATION CONSUMER & TECHNOLOGY

APPS



+6.8
million
domino's app
downloads

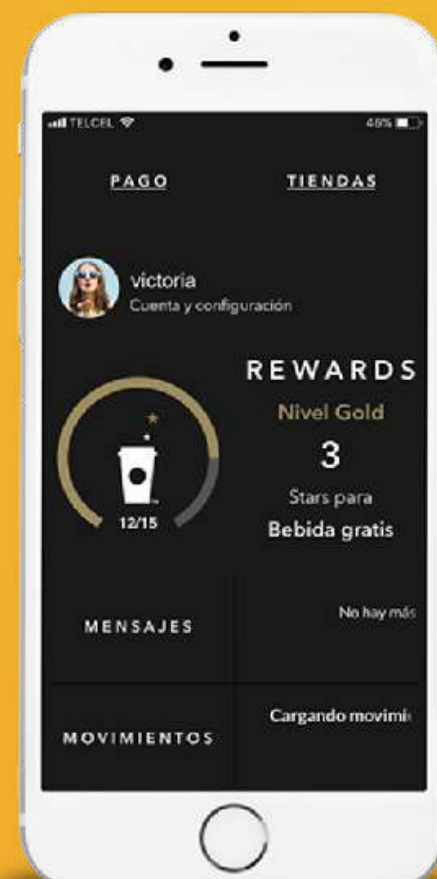


+2.3
million
starbucks rewards
members



380 k
members

470 k
members



+1.7
million
fosterianos



+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



STRATEGY

4Q22



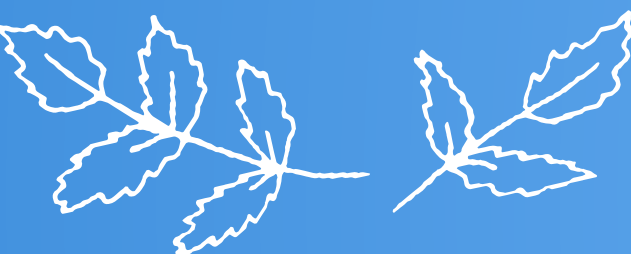
ALSEA

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

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

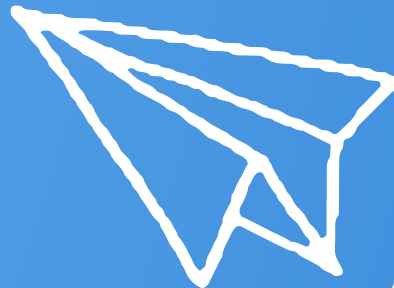
ALWAYS MAKE THE
BEST DECISION FOR
OUR CLIENTS AND
COLLABORATORS

3

INCREASE THE VALUE
POTENTIAL OF THE COMPANY

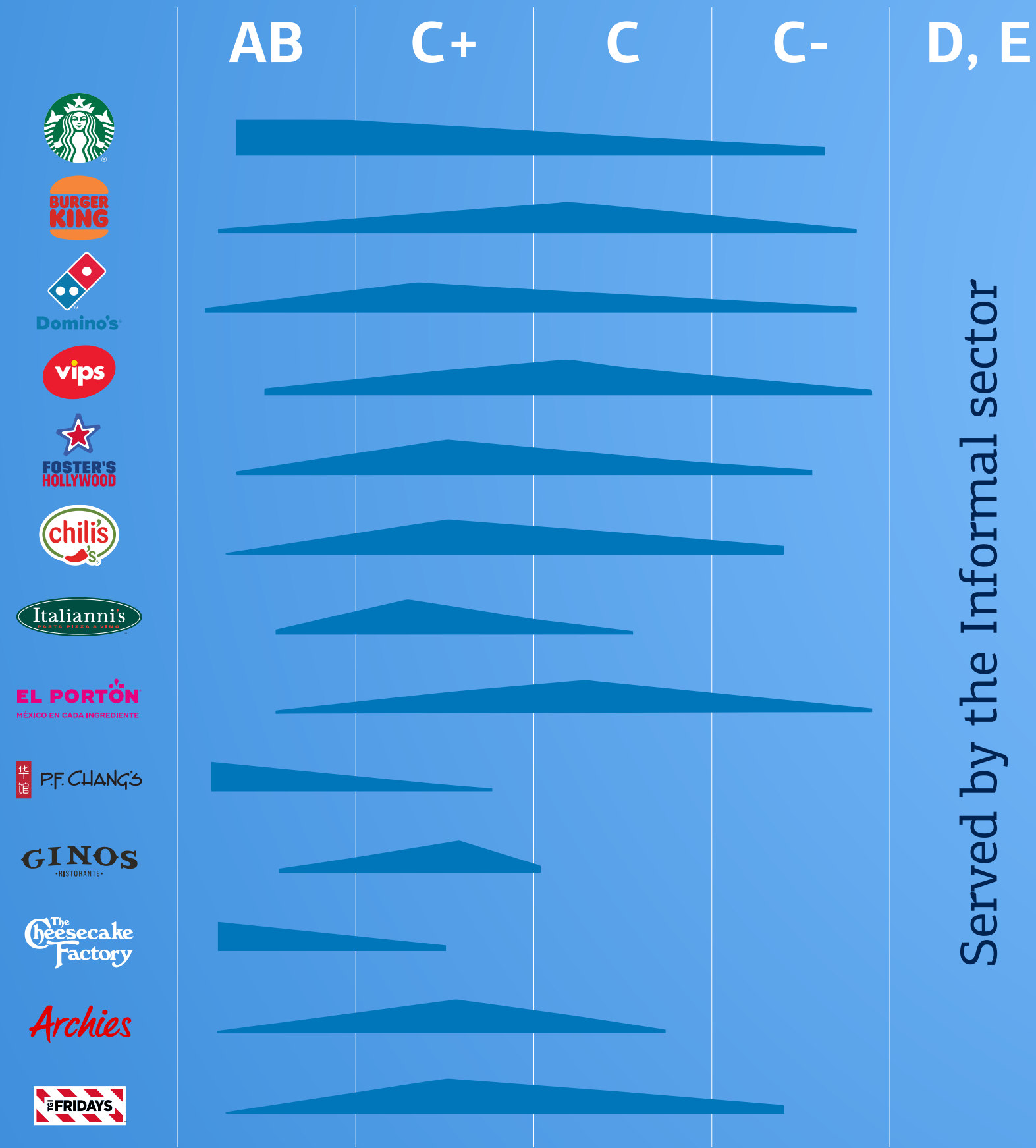
4

GENERATE VALUE FOR
ALL SHAREHOLDERS



DIVERSIFIED PORTFOLIO

POPULATION SEGMENTS



Served by the Informal sector

DAY PARTS



ACTUAL MARKET
4,447
UNITS

POPULATION
+400
MILLION

GDP USD
8,775
BILLION

CLIENTS
+370
MILLION



GROWTH STRATEGY



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



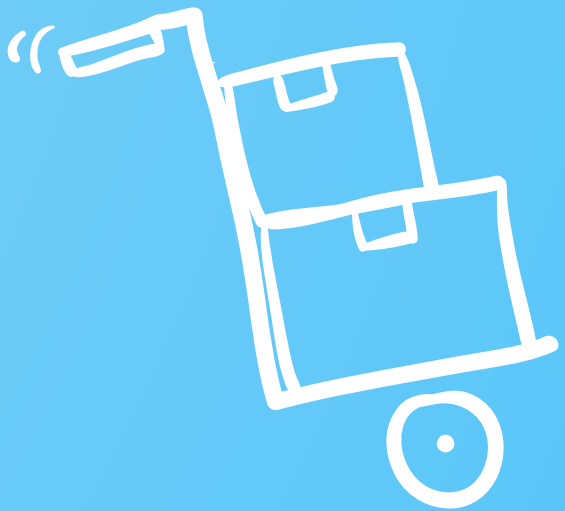
Spain

- Operation and distribution through a third party
- Almost 90 M€ bought

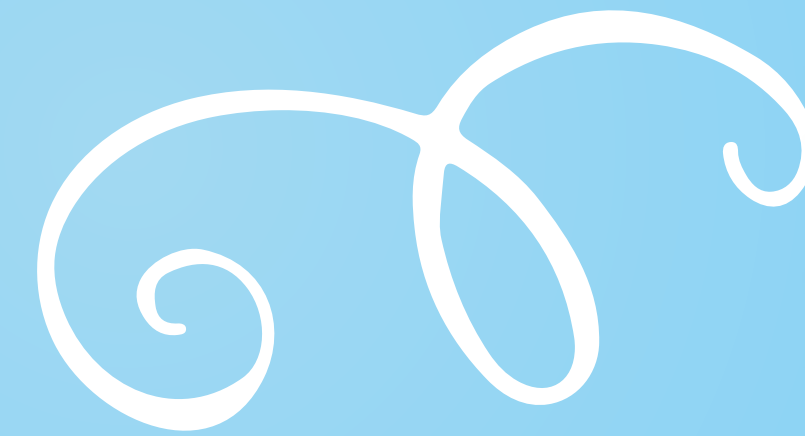


Chile

- Operation and distribution through a third party
- 1,600 SKUs



Alsea 



FINANCIALS

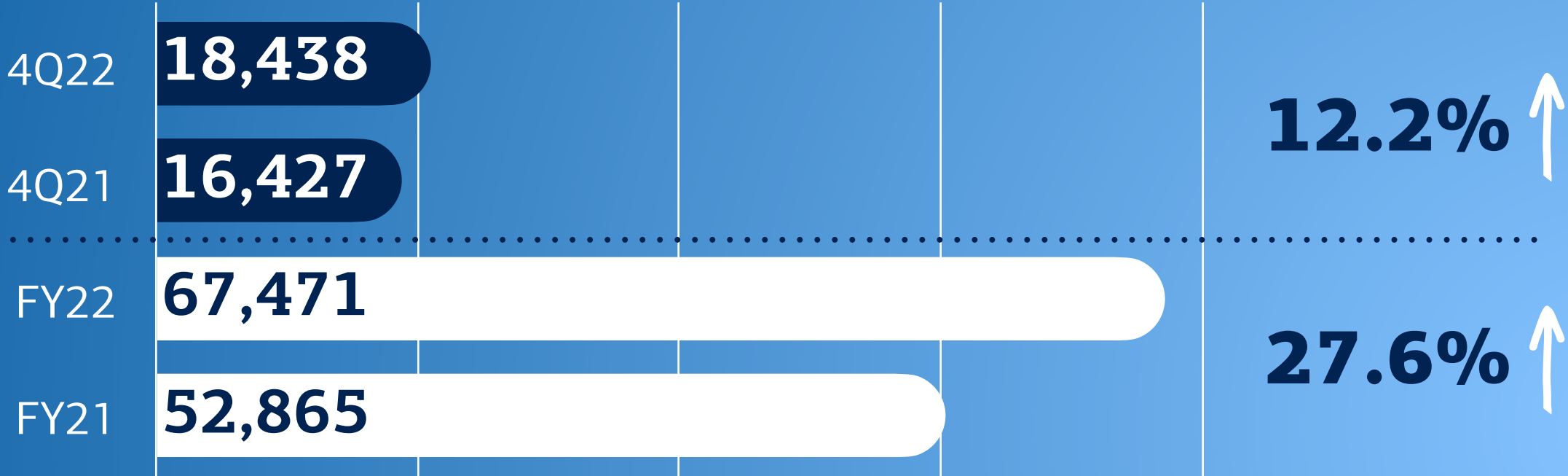
4Q22



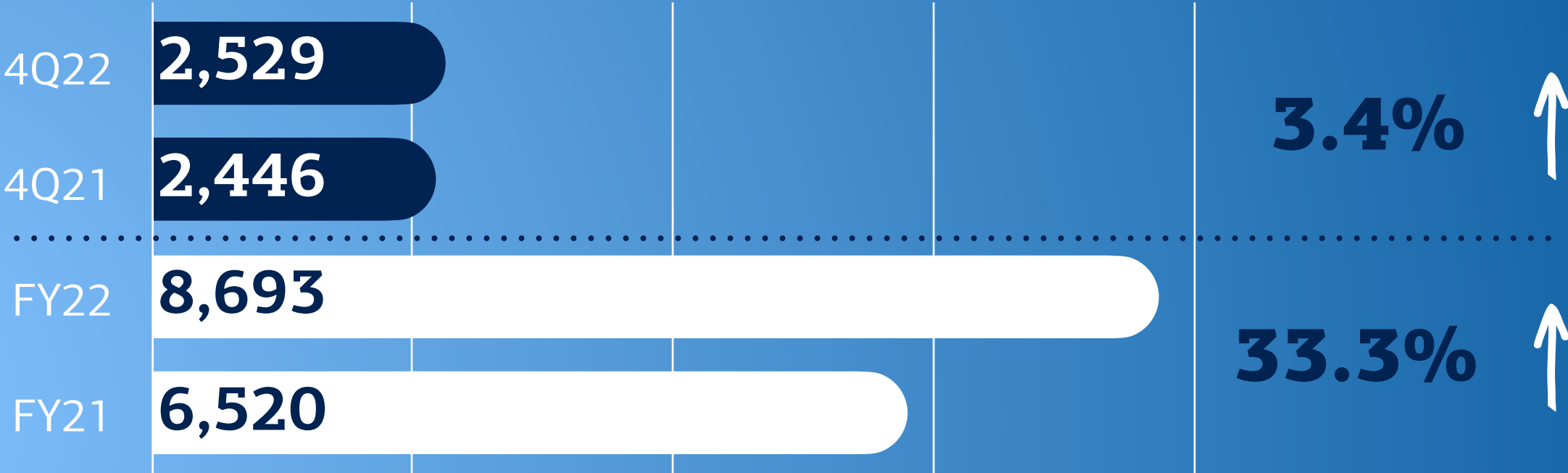
CONSOLIDATED RESULTS PRE-IFRS 16



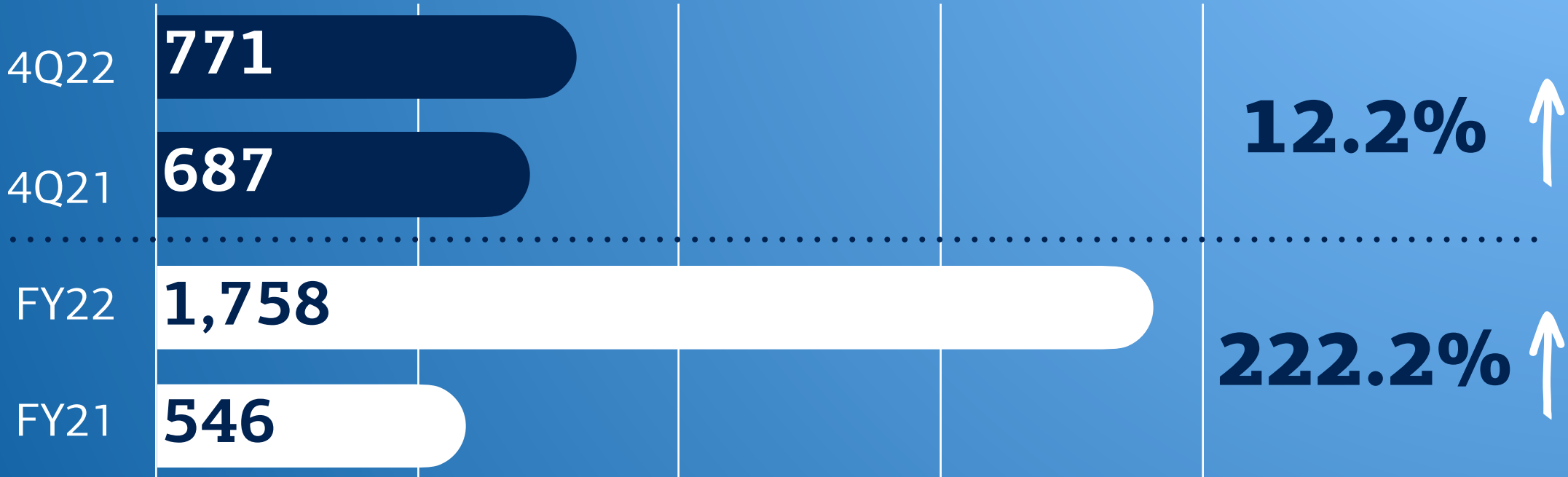
Sales



EBITDA



Net Ordinary Income

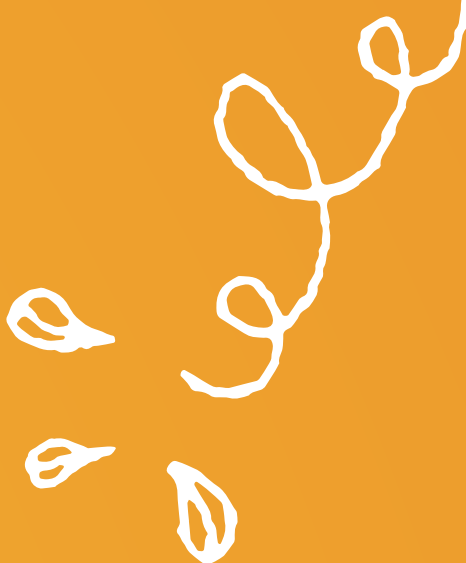


Net Debt/ EBITDA



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

CONSOLIDATED RESULTS POST-IFRS 16



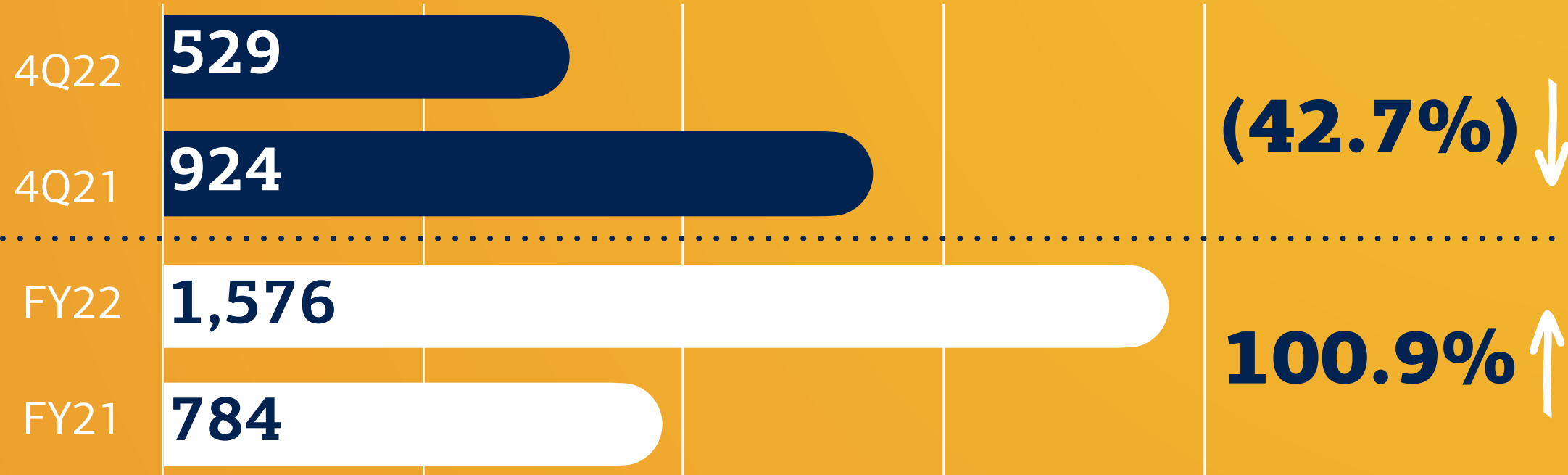
Sales



EBITDA



Net Ordinary Income



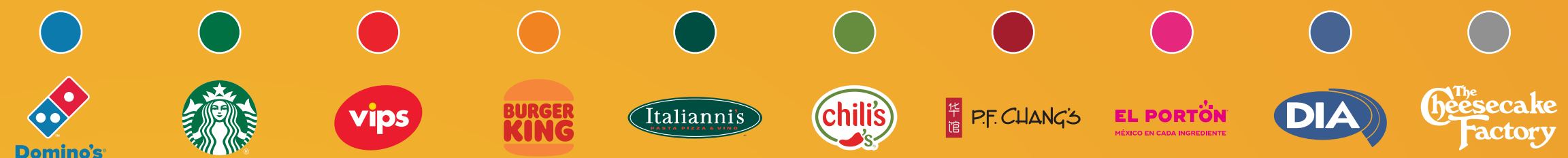
Net Debt/ EBITDA



Including the restatement due to the hyperinflation in Argentina.

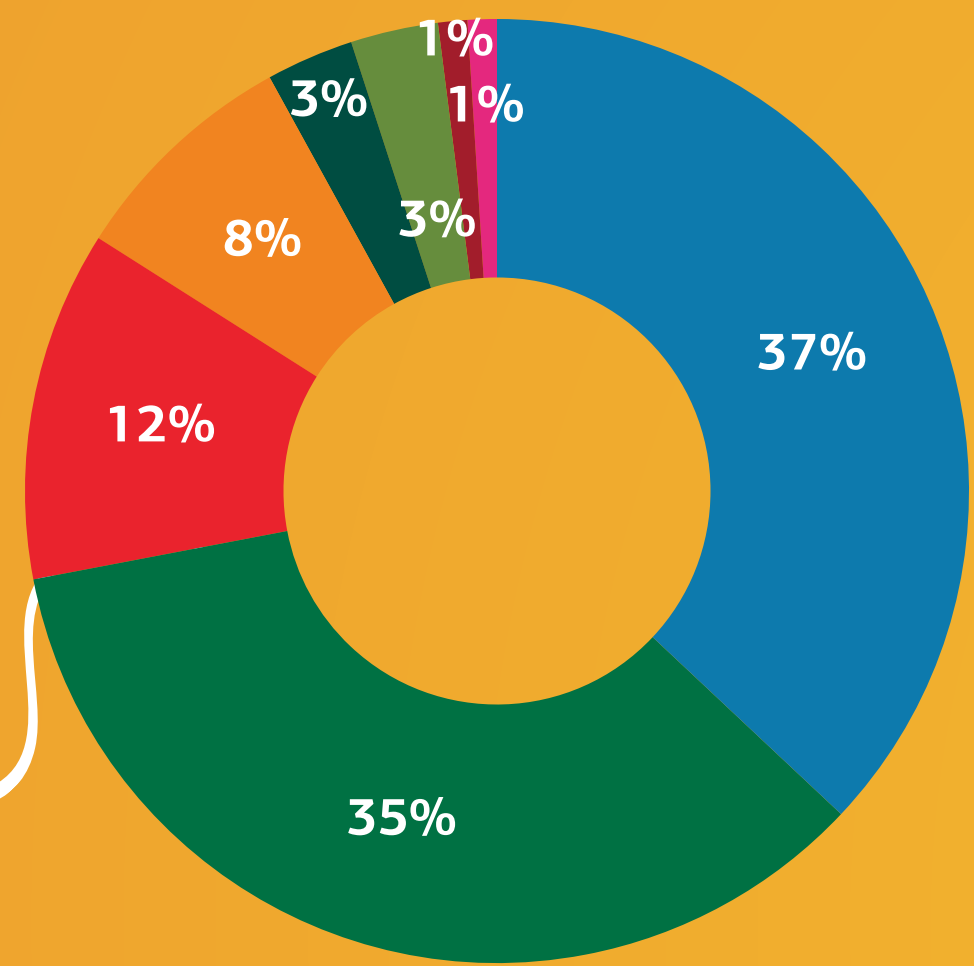


BUSINESS OVERVIEW MEXICO

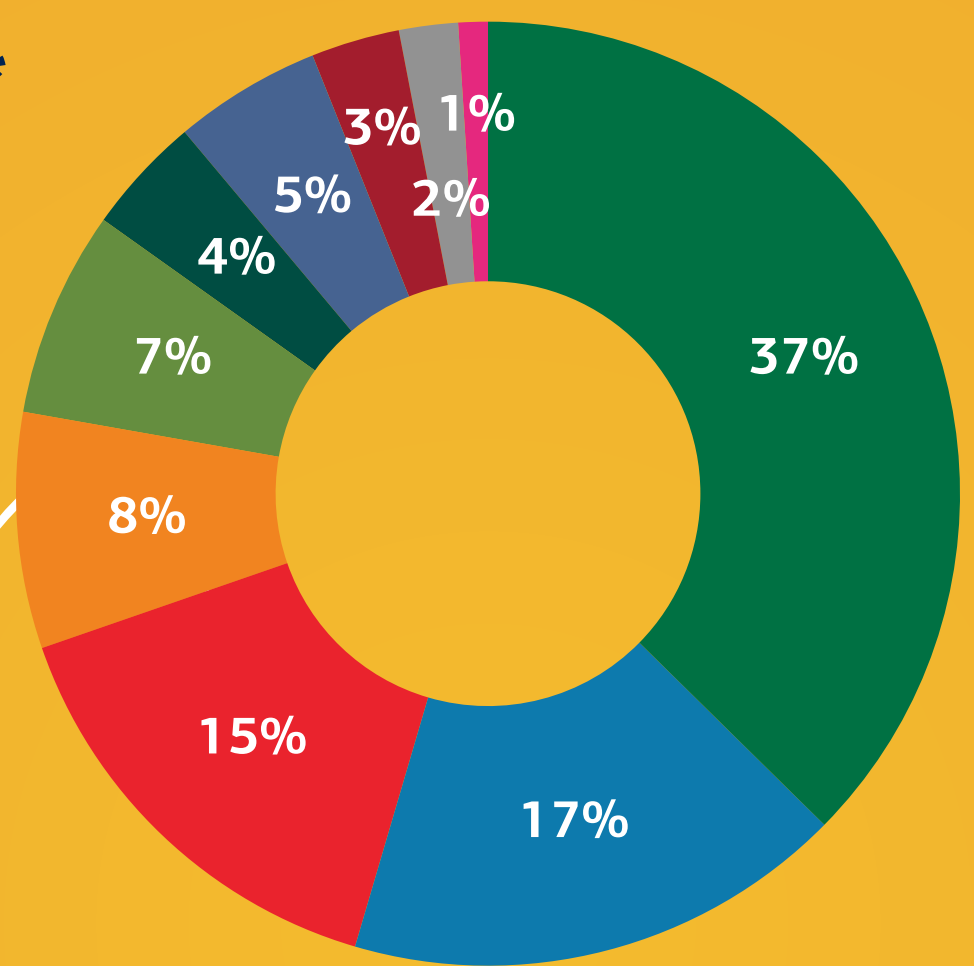


UNITS

82%
CORPORATE
18%
FRANCHISES

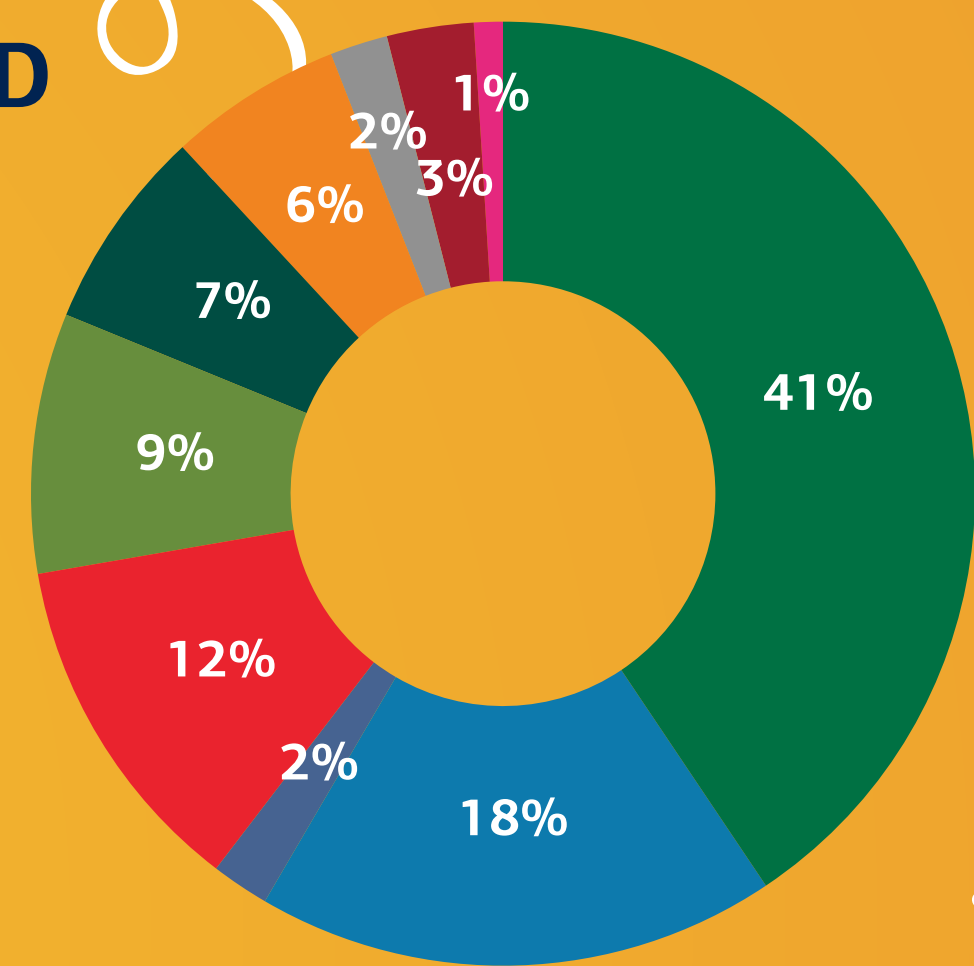


SALES*



ADJUSTED EBITDA*

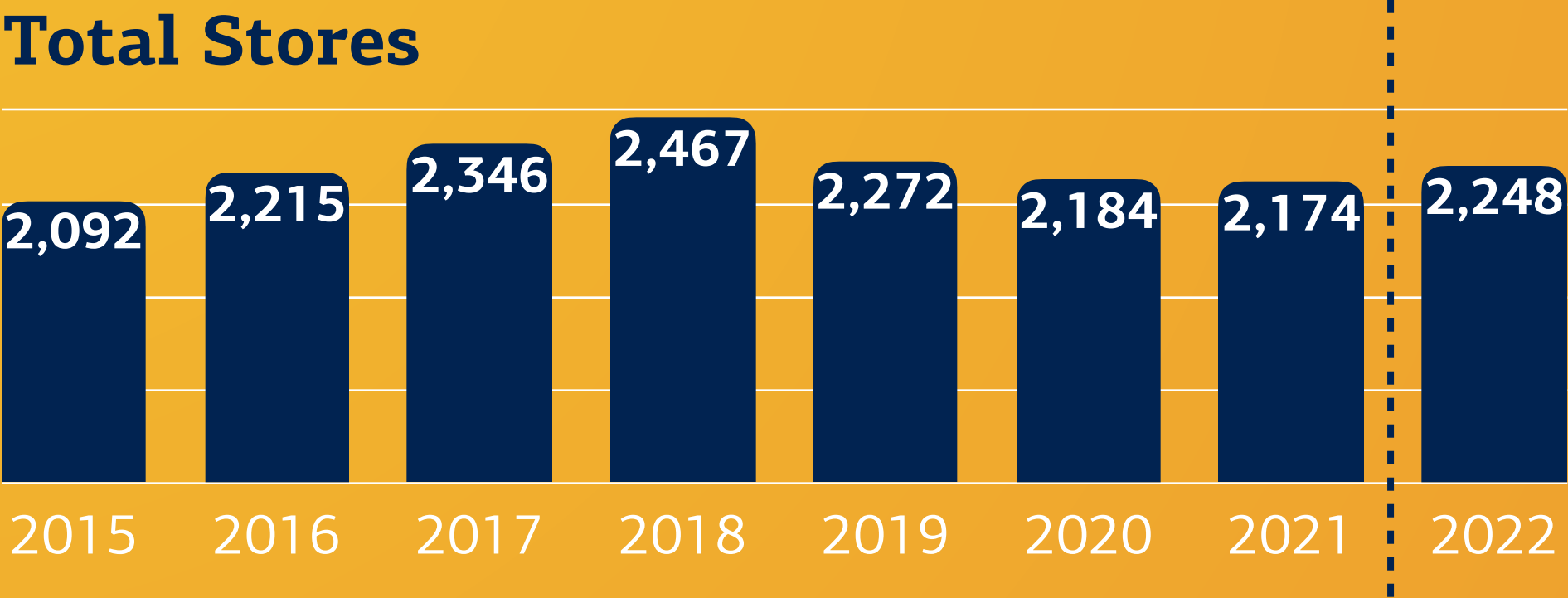
Pre IFRS 16



Results

Results	Pre-IFRS 16		Post-IFRS 16	
	4Q22	FY22	4Q22	FY22
SSS	16.0%	26.5%	16.0%	26.5%
Revenues	9,373	33,468	9,373	33,468
Adjusted EBITDA	2,147	7,567	2,546	9,841
Margin	22.9%	22.6%	27.2%	29.4%

Total Stores



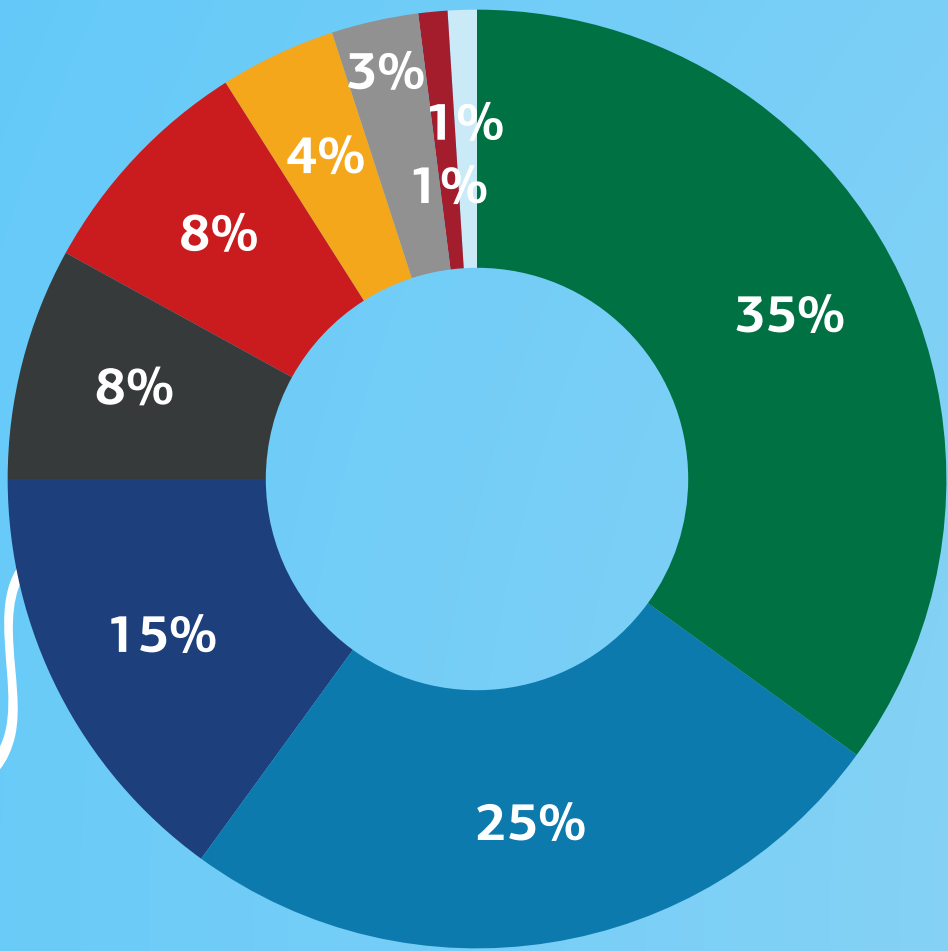
Adjusted EBITDA and Revenues figures in million pesos.

*Quarterly share figures for sales and Adjusted EBITDA.

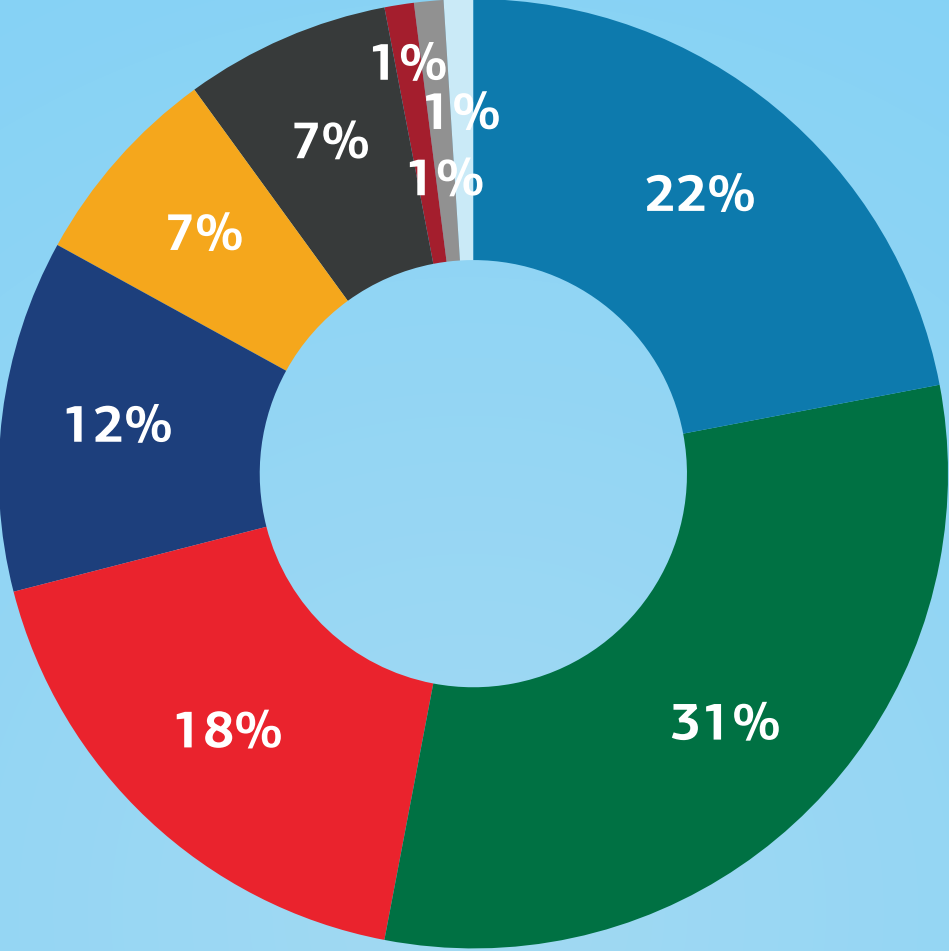
BUSINESS OVERVIEW EUROPE

UNITS

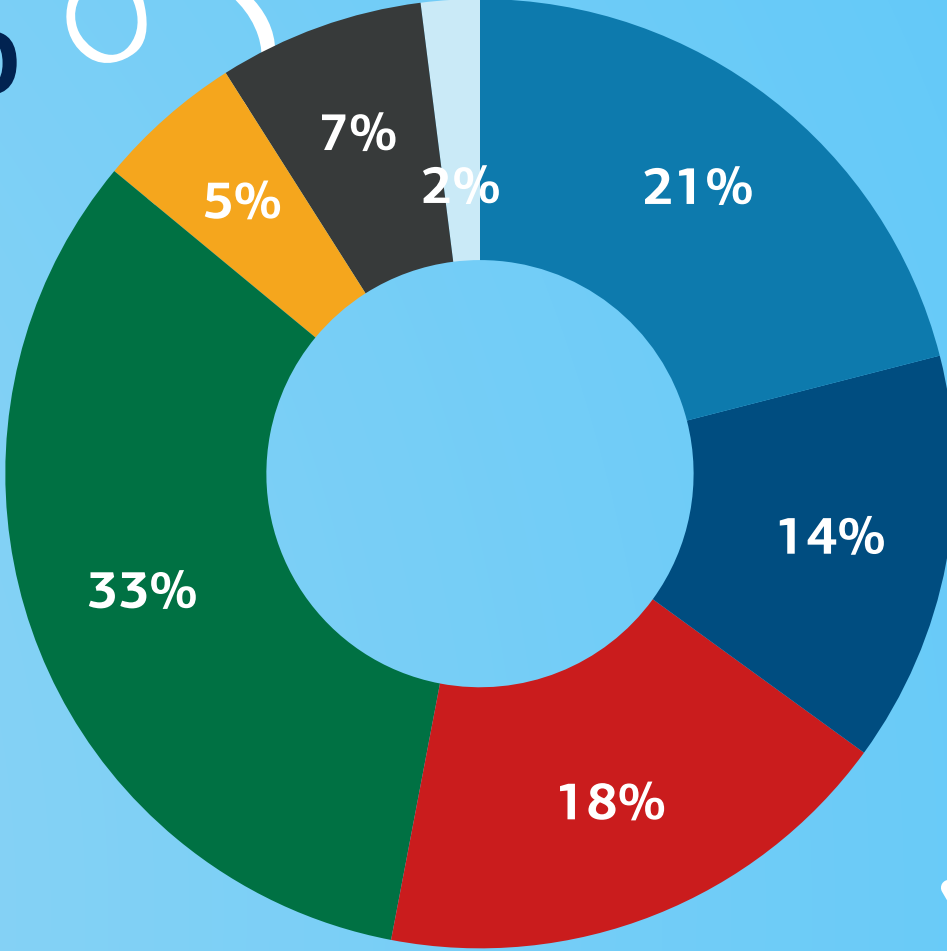
62%
CORPORATE
38%
FRANCHISES



SALES*



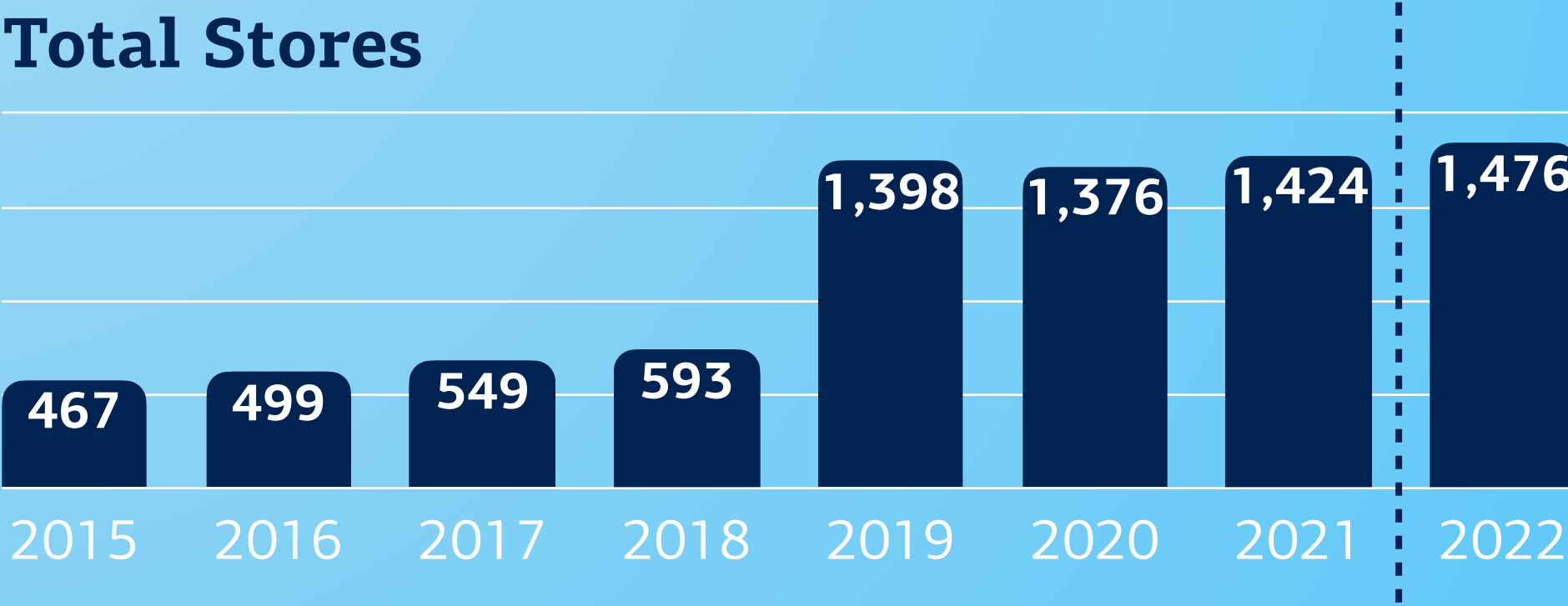
ADJUSTED EBITDA* Pre IFRS 16



Results

Results	Pre-IFRS 16		Post-IFRS 16	
	4Q22	FY22	4Q22	FY22
SSS	16.2%	32.0%	16.2%	32.0%
Revenues	5,935	21,975	5,935	21,975
Adjusted EBITDA	930	3,224	1,442	5,401
Margin	15.7%	14.7%	24.3%	24.6%

Total Stores



Adjusted EBITDA and Revenues figures in million pesos.

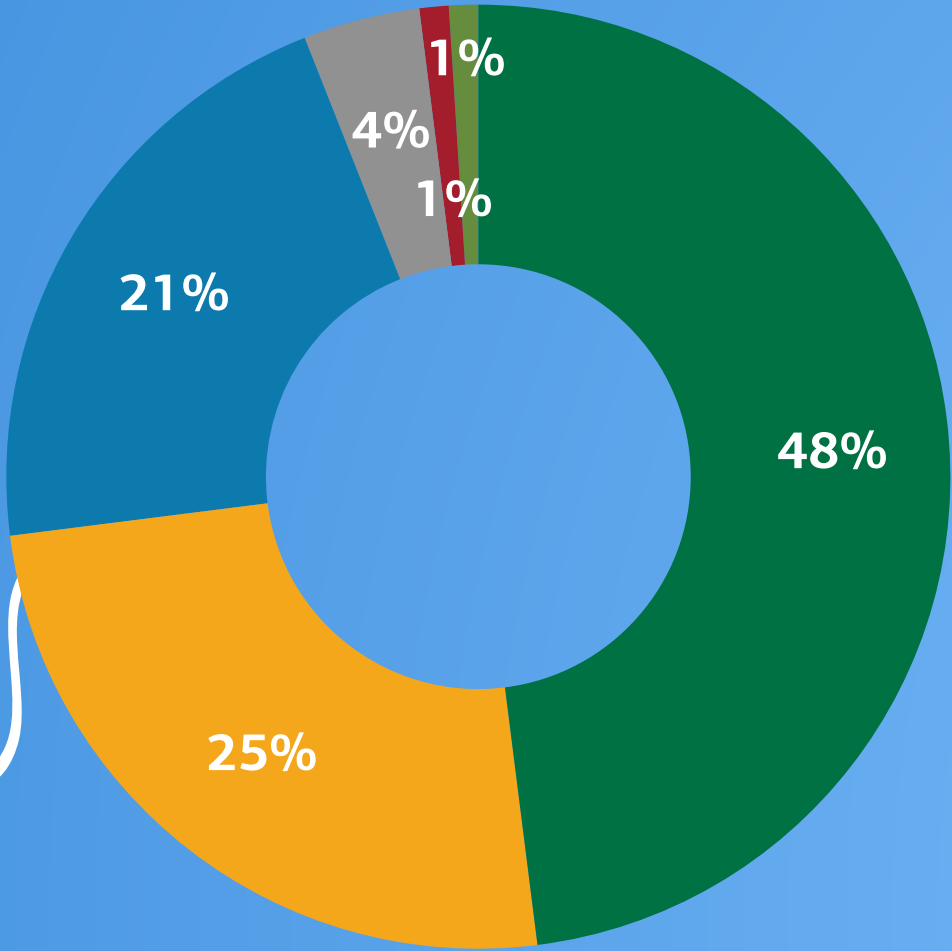
*Quarterly share figures for sales and Adjusted EBITDA.

** BSF.

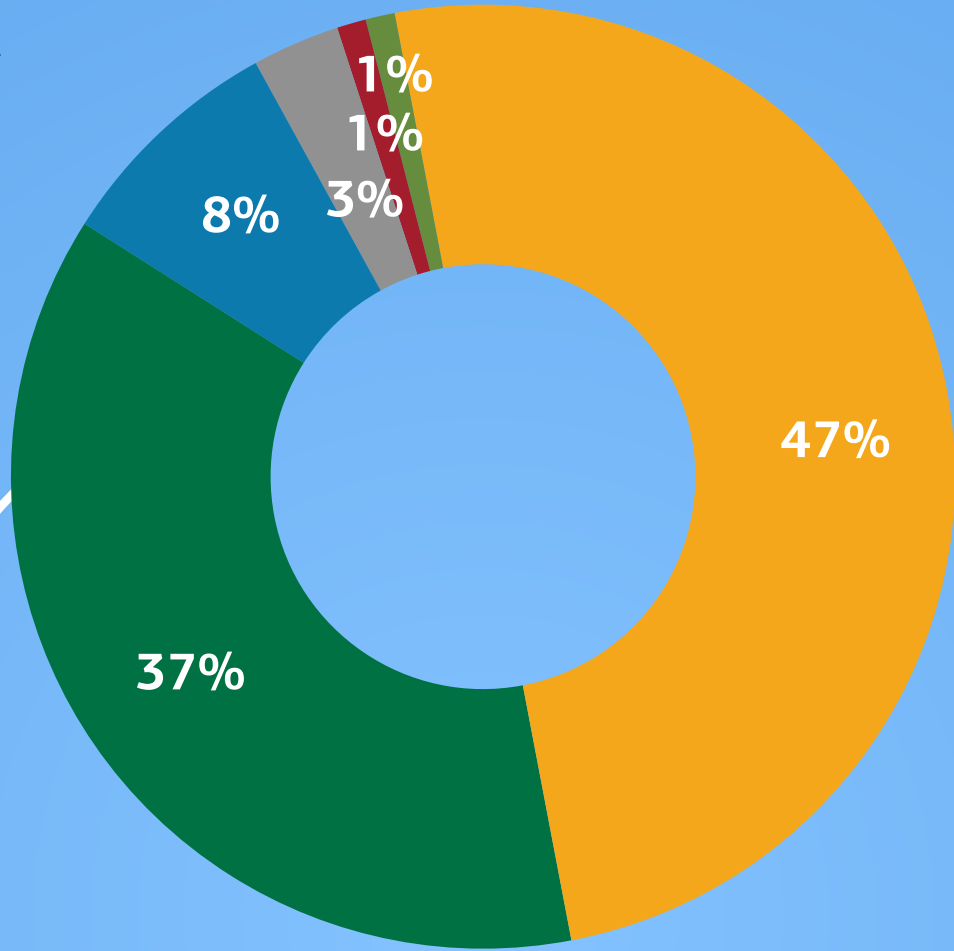
BUSINESS OVERVIEW SOUTH AMERICA

UNITS

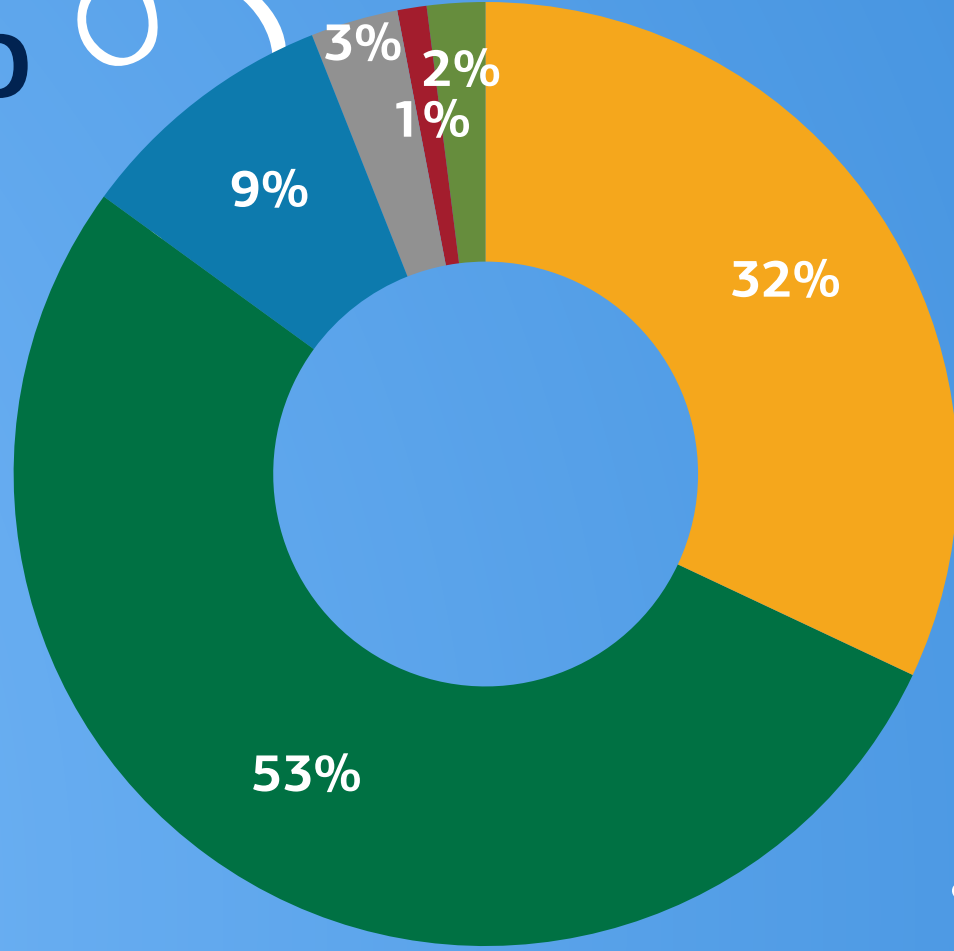
93%
CORPORATE
7%
FRANCHISES



SALES*



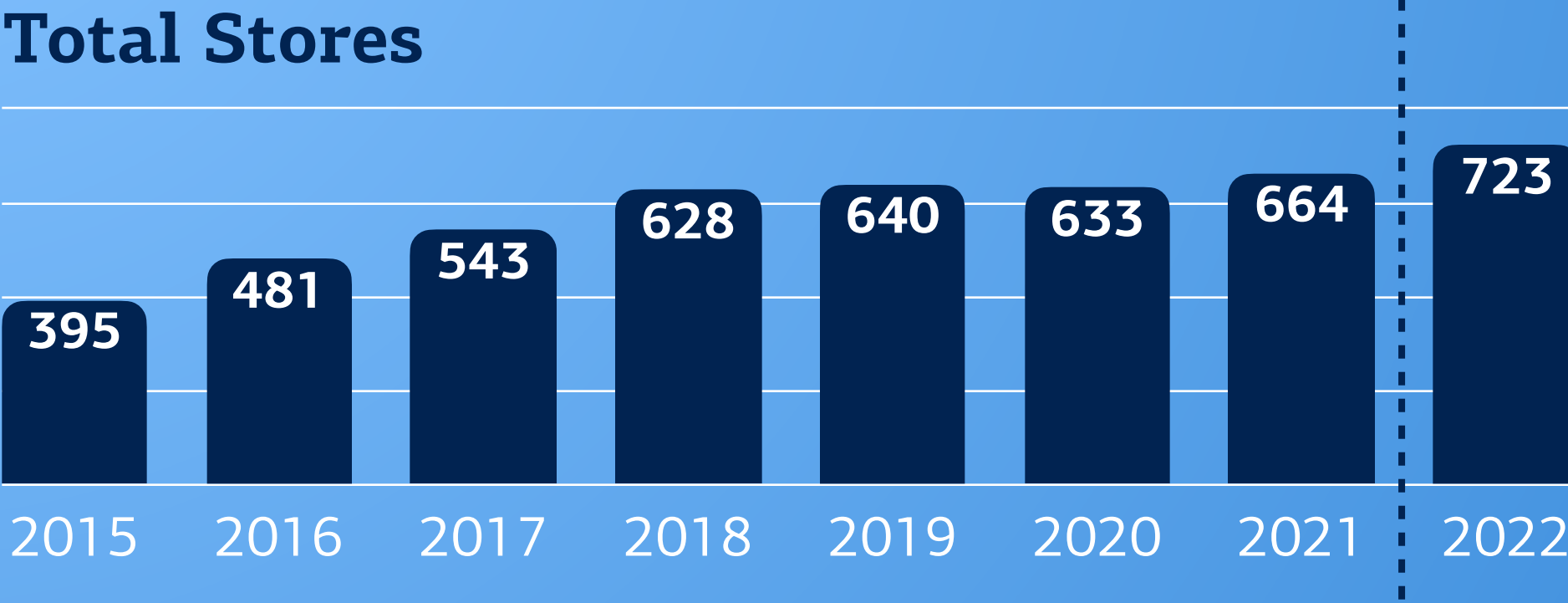
ADJUSTED EBITDA* Pre IFRS 16



Results

Results	Pre-IFRS 16		Post-IFRS 16	
	4Q22	FY22	4Q22	FY22
SSS	53.5%	70.3%	53.5%	70.3%
Revenues	3,130	12,027	3,838	13,388
Adjusted EBITDA	529	1,968	899	3,032
Margin	16.9%	16.4%	23.4%	22.6%

Total Stores



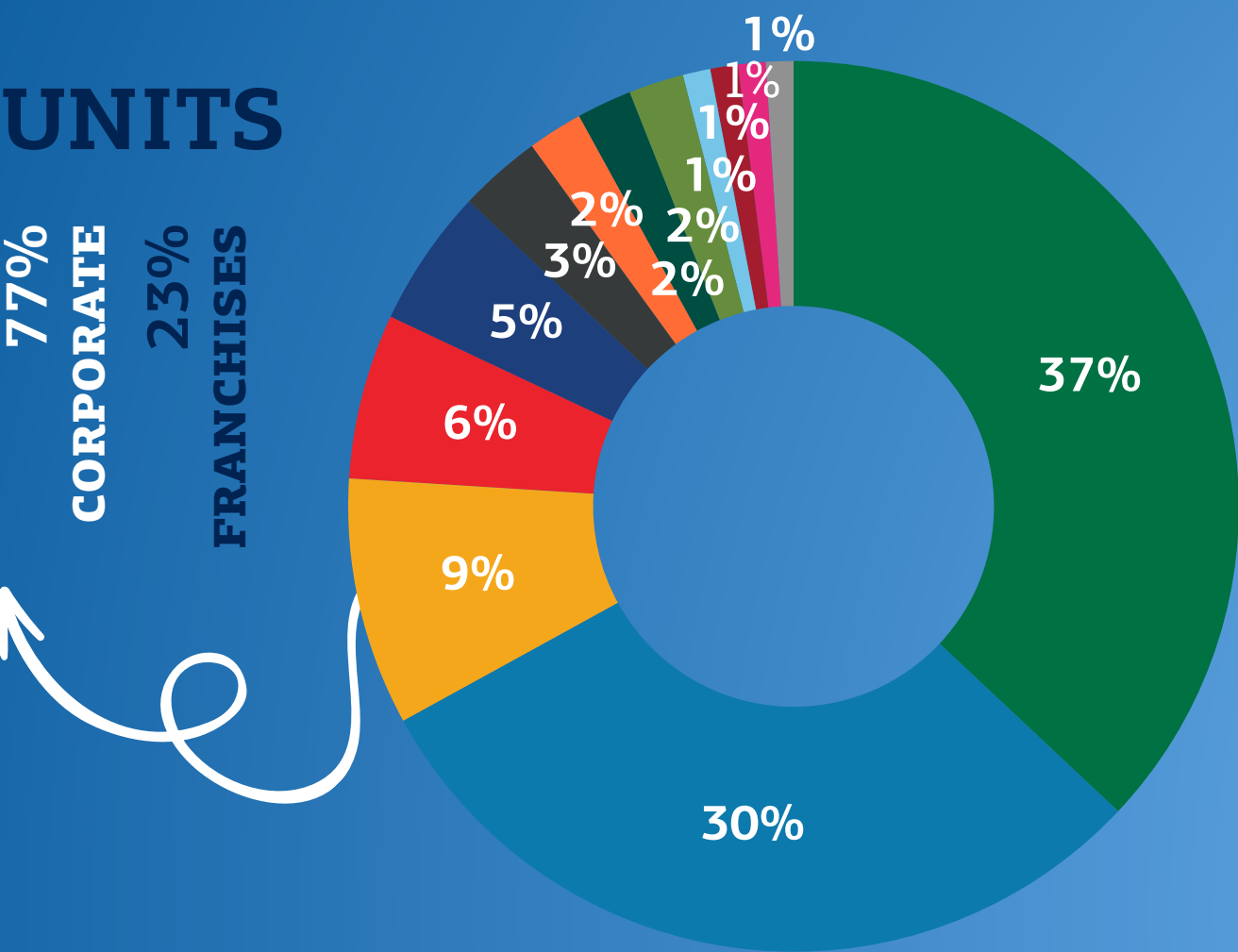
Adjusted EBITDA and Revenues figures in million pesos.

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

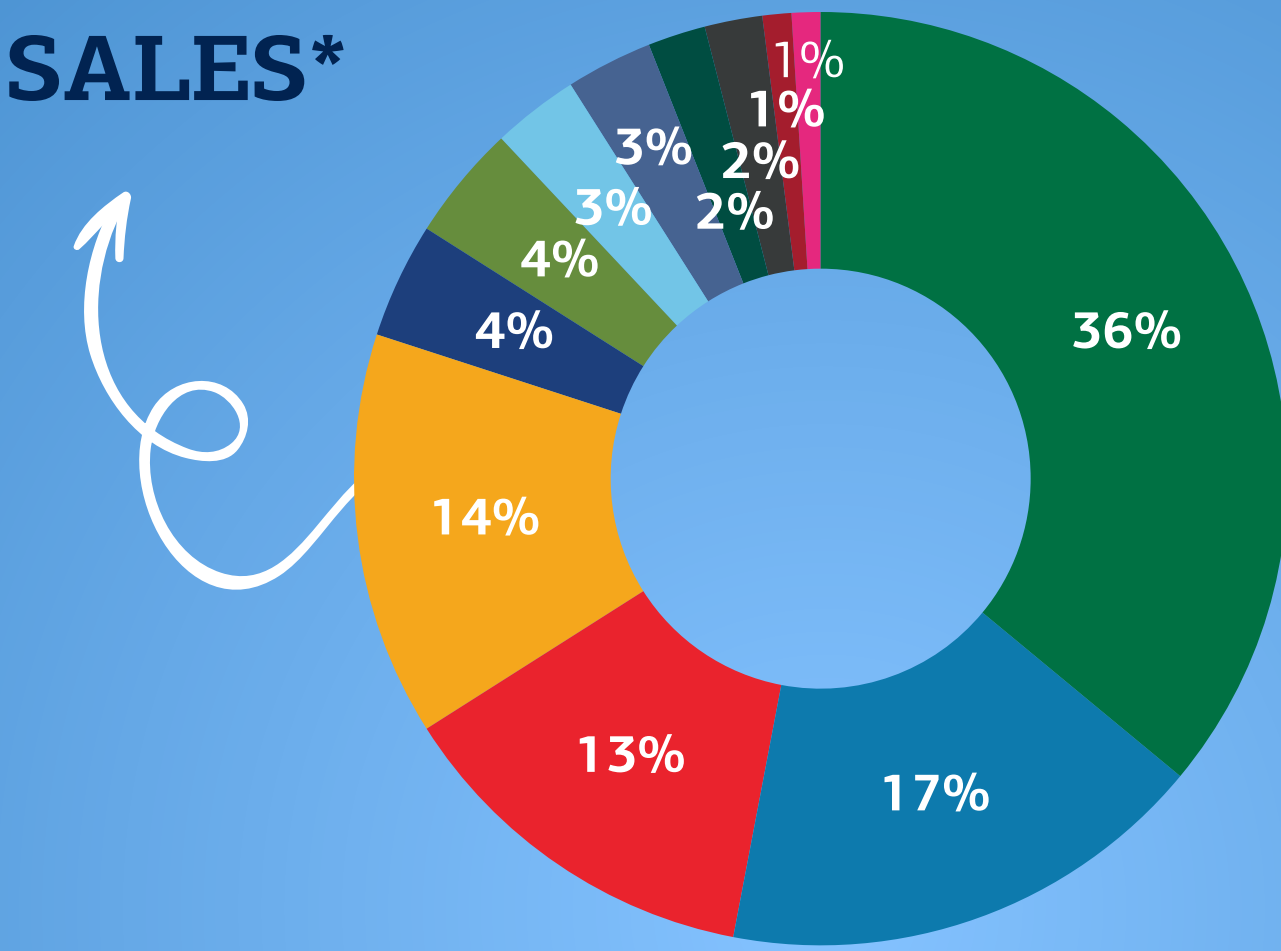
BUSINESS OVERVIEW ALSEA



UNITS

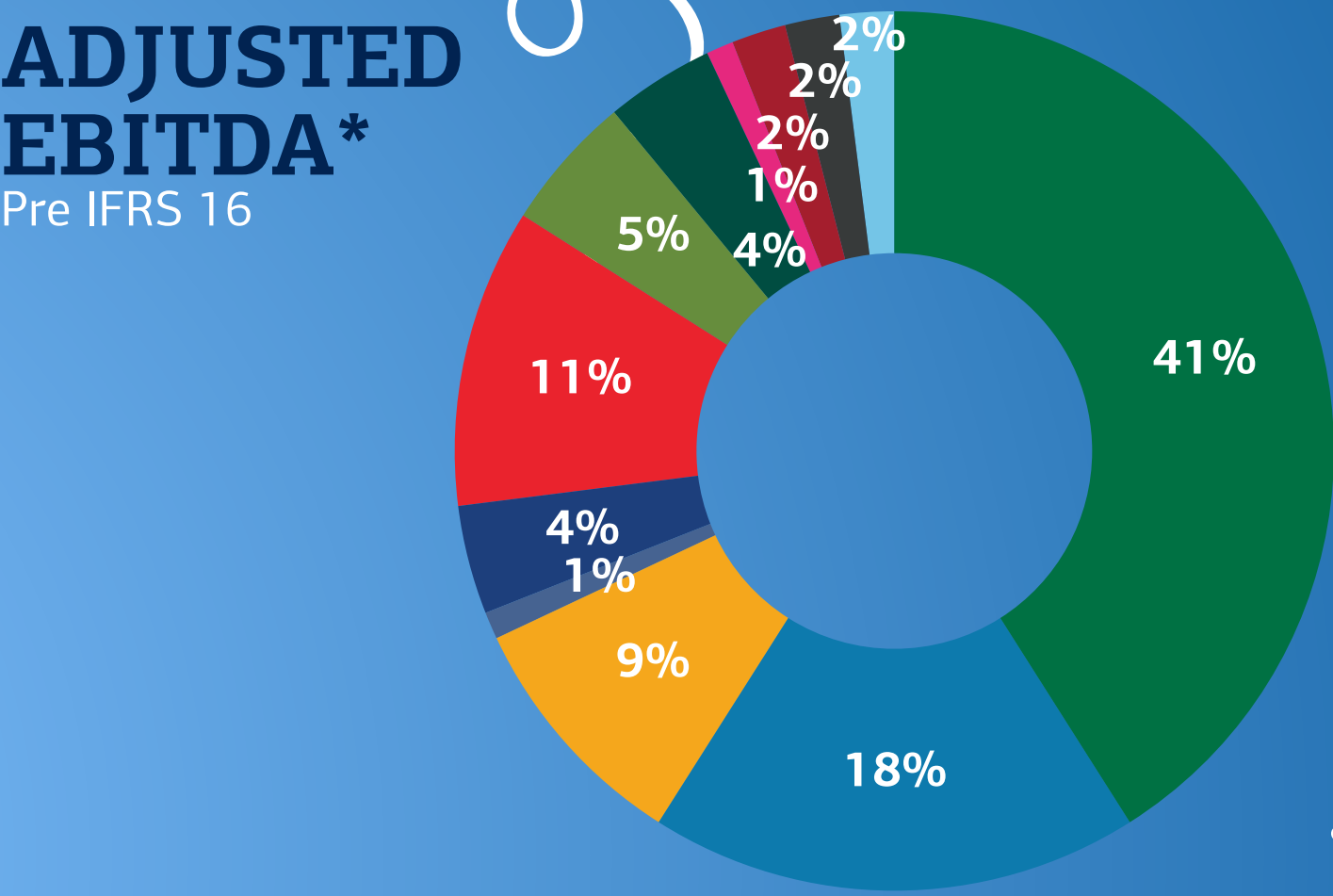


SALES*



ADJUSTED EBITDA*

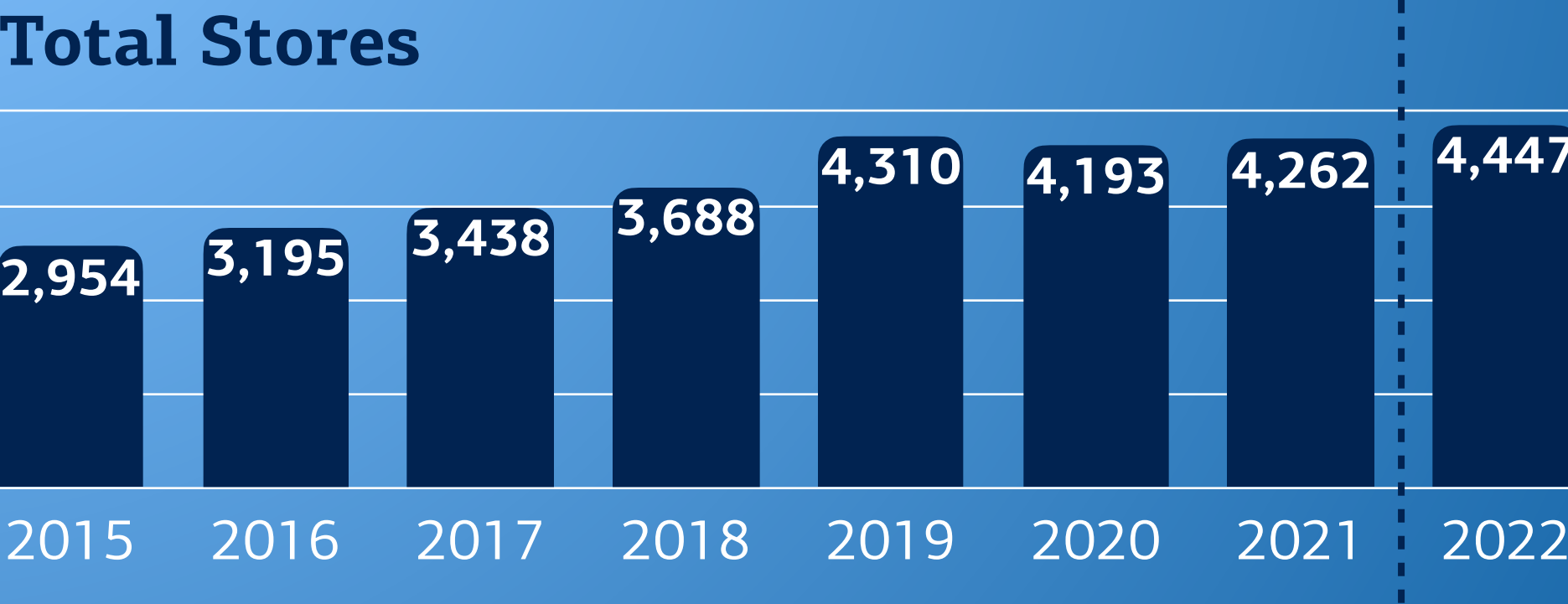
Pre IFRS 16



Results

Results	Pre-IFRS 16		Post-IFRS 16	
	4Q22	FY22	4Q22	FY22
SSS	21.5%	24.8%	21.5%	34.8%
Revenues	18,438	67,471	19,146	68,831
Adjusted EBITDA	3,607	12,759	4,886	18,274
Margin	19.6%	18.9%	25.5%	26.5%

Total Stores



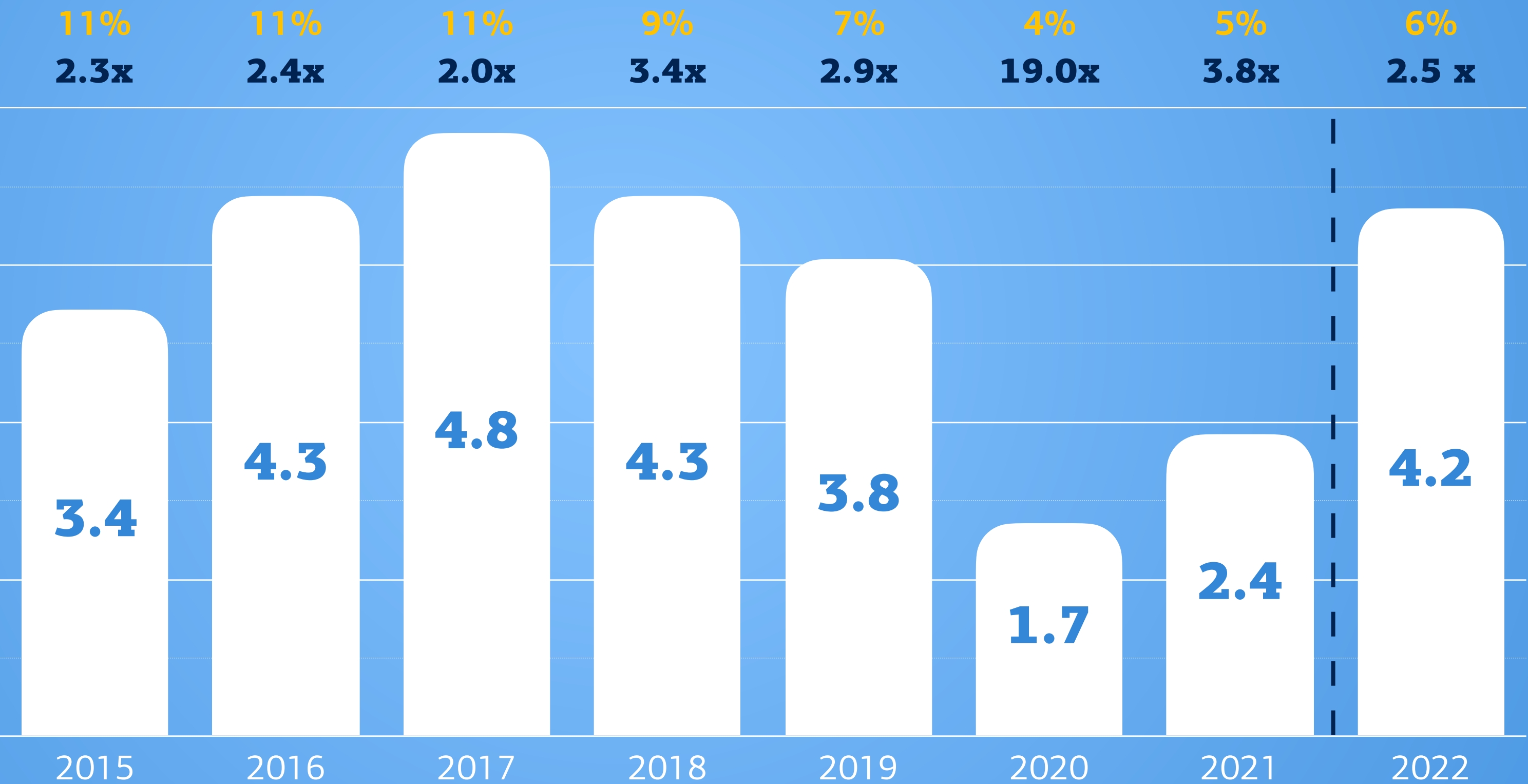
EBITDA and Revenues figures in million pesos.

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

** Archies, The Cheesecake Factory, Vips Smart, Fridays.

LEVERAGE AND CAPEX

- CAPEX as percentage of sales
- Net Debt/EBITDA (pre-IFRS16)
- CAPEX (excluding acquisitions)



Figures in million pesos.

DEBT PROFILE



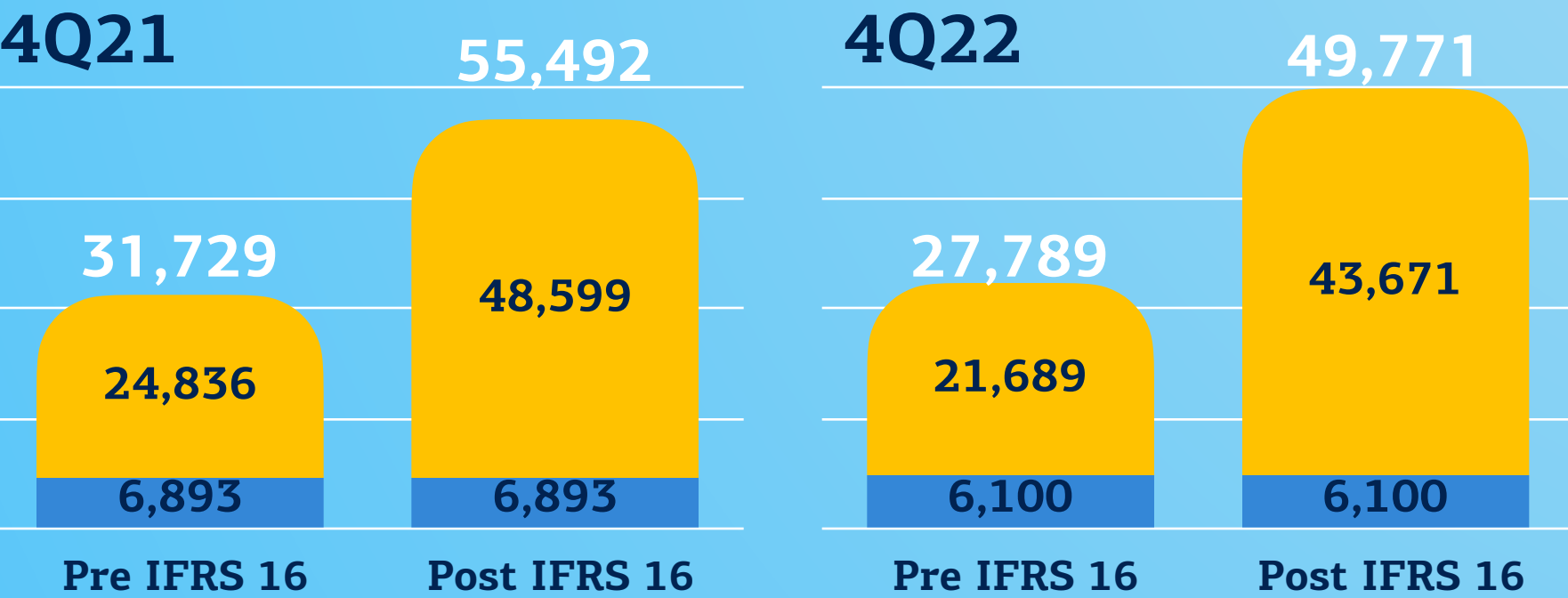
Capital structure	Pre IFRS 16		Post IFRS 16	
	4Q22	4Q21	4Q22	4Q21
Net Debt / EBITDA	2.5 x	3.8 x	3.1 x	3.9 x
EBITDA/ Interest Paid	3.0 x*	3.0 x	4.1 x	3.2 x

*Excluding credit card comissions the ratio is 3.5x

	Rate
Mexican Peso	11.85%
Euros	5.61%
Chilean Pesos	3.48%

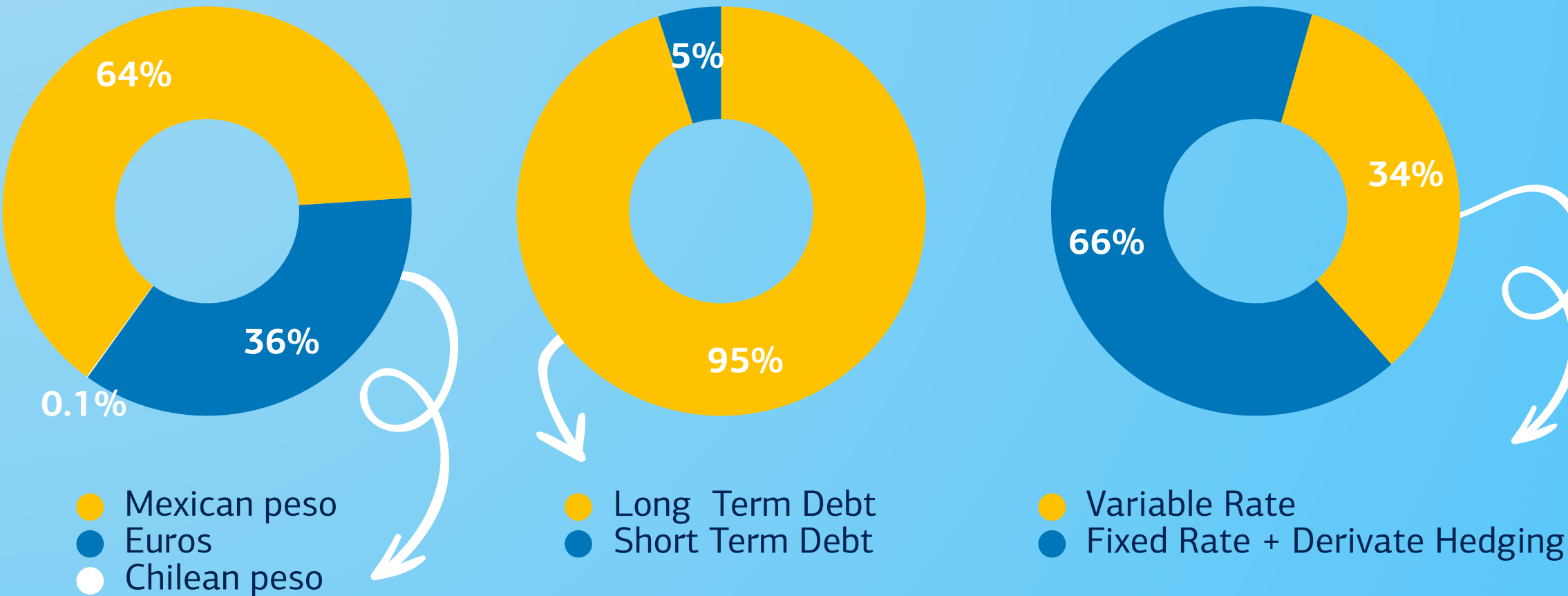
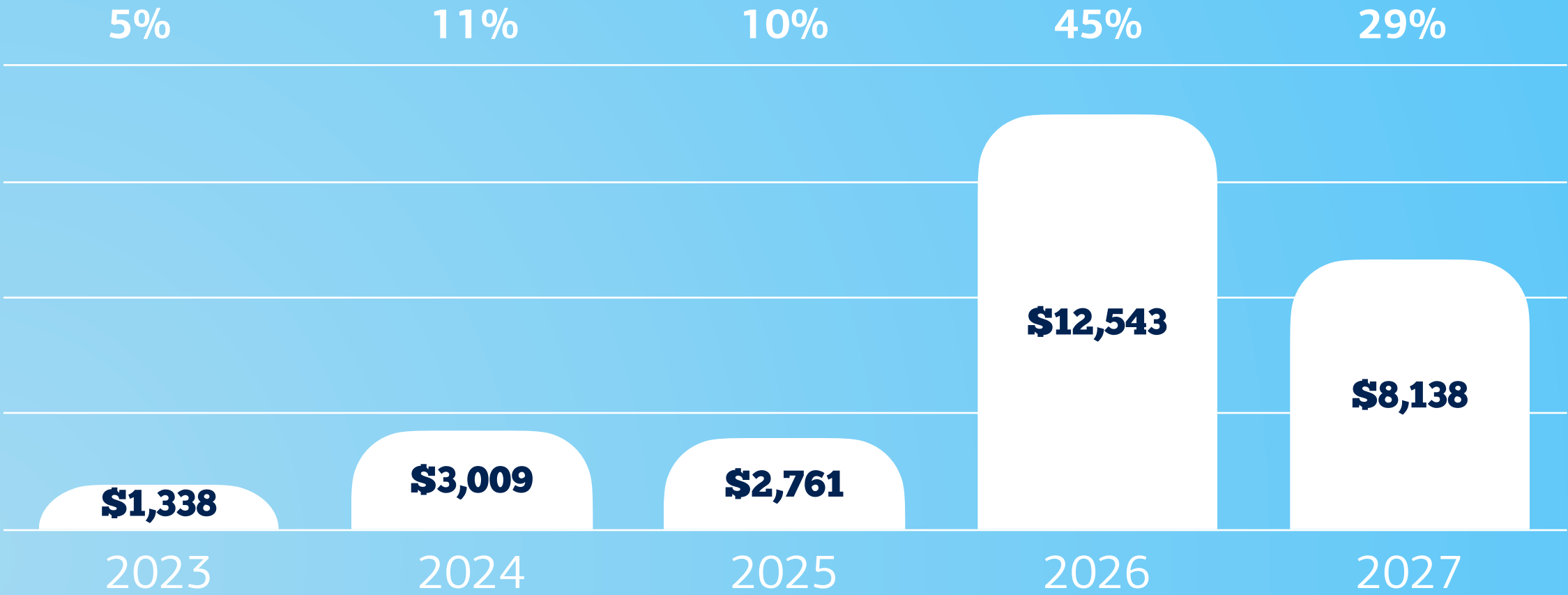
	4Q22	Main Banks	4Q22
Bond Debt	82%	Bancomext	5%
Bank Debt	18%	Santander	2%

Duration 3.87 years



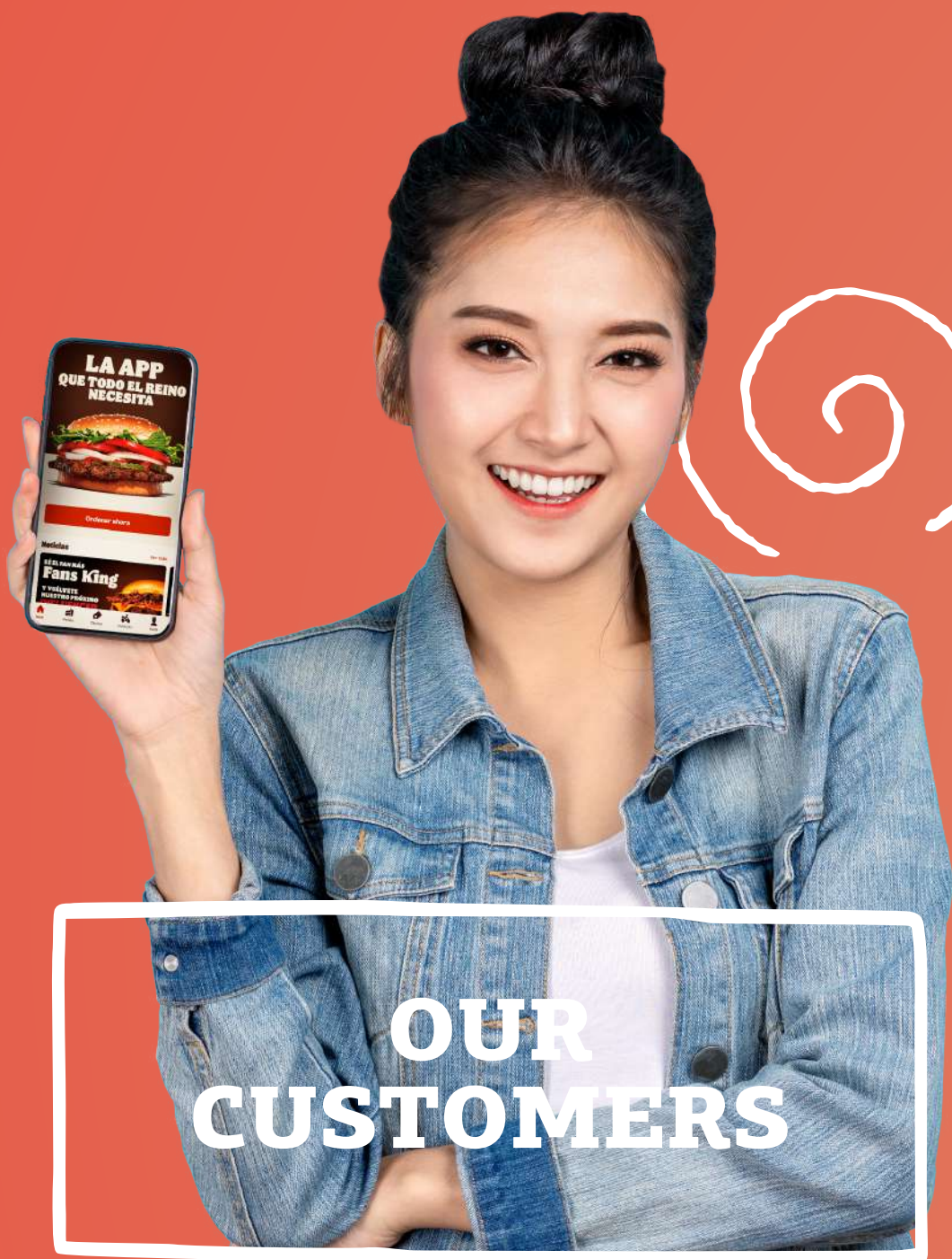
Cash Net debt Total debt

Debt Maturity



Figures in million pesos.

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 **487,000** parcels delivered to more than **6,000** people during the quarter¹
 - **+1,835,905** people benefited, thanks to the donation of **70,500** kg of nourishment through food banks and other institutions¹
 - “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 2022

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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 forward looking statements, whether as a result of new information, future events or otherwise.