AD

Alsea Day

March 2017

Forward-Looking Statements

- 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 forward-looking statements, which speak only as of the date hereof. We do not undertake to update or revise any forward-looking 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.

Alsea

Speakers

Alberto Torrado

Executive Chairman

Renzo Casillo

CEO
Alsea

Diego Gaxiola

CFO
Alsea

We are Alsea...

Leading Quick Service Restaurant, Coffee Shop, Casual Dining and Family Restaurant operator in Latin America and Spain.


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	Domino's, Starbucks, Burger King, Chili's, California Pizza Kitchen, P.F. Chang's, The Cheesecake Factory, Italianni's, Vips, El Portón, Foster's Hollywood, Cañas y Tapas, LAVACA, Archie's
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; Best Talent; Best Operator; Marketing; Technology and Innovation; Synergy and Critical Mass; Sustainability

Organizational Structure

BOARD OF DIRECTORS
Chairman
Alberto Torrado

Audit Committee

Internal Audit
Mario Sanchez

Corporate Practices Committee

CEO
Renzo Casillo

Alsea Mexico
Federico Tejado

Brang Managers

Domino's

Casual Dinning

vips

- Supply Chain
- Information Technology
- Real Estate Development

CFO
Diego Gaxiola

HR
Cory Guajardo

Strategic Planning
Daniel Gonzalez

Alsea International
Fabian Gosselin

Country Managers

Brand Portfolio

Global

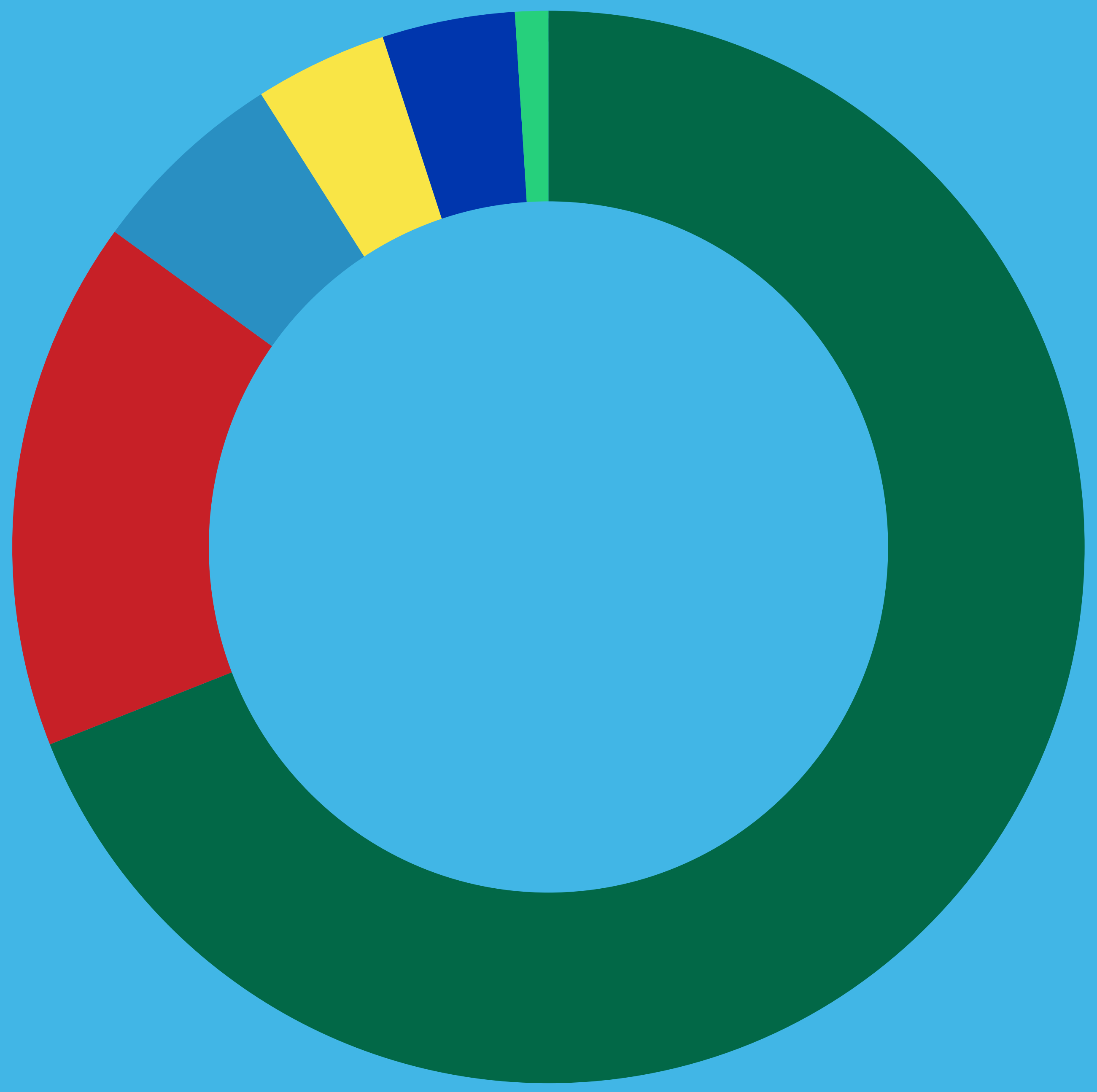
Own

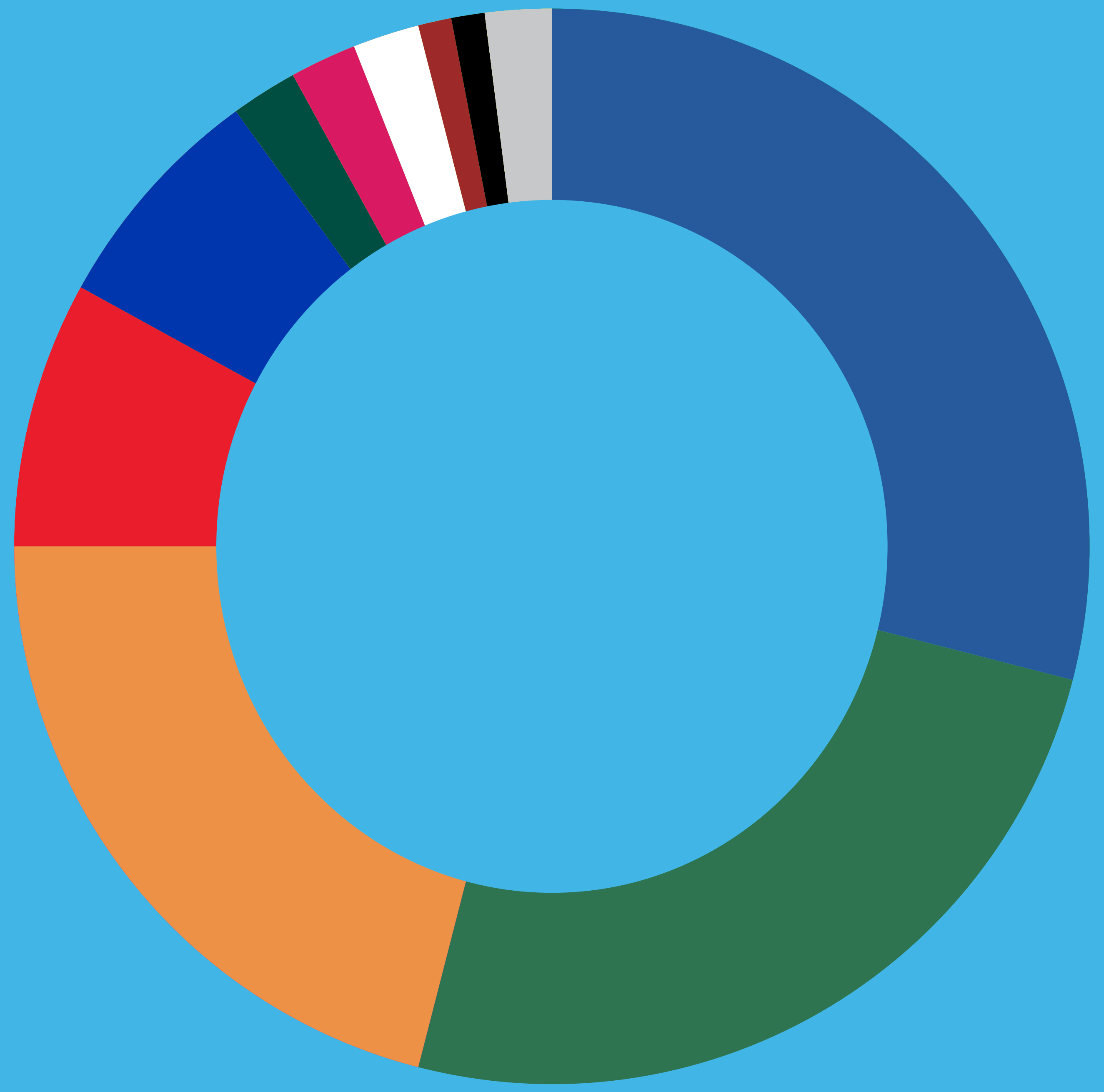
Diversified Market

Units | FY16

3,195 restaurants

	69%
	16%
	6%
	4%
	4%
	0.1%





29%	Domino's
25%	
21%	Burger King
8%	vips
7%	Foster's Hollywood
2%	Italiannis
2%	El Portón
2%	chili's
1%	Archie's
1%	P.F. Chang's
2%	Other *

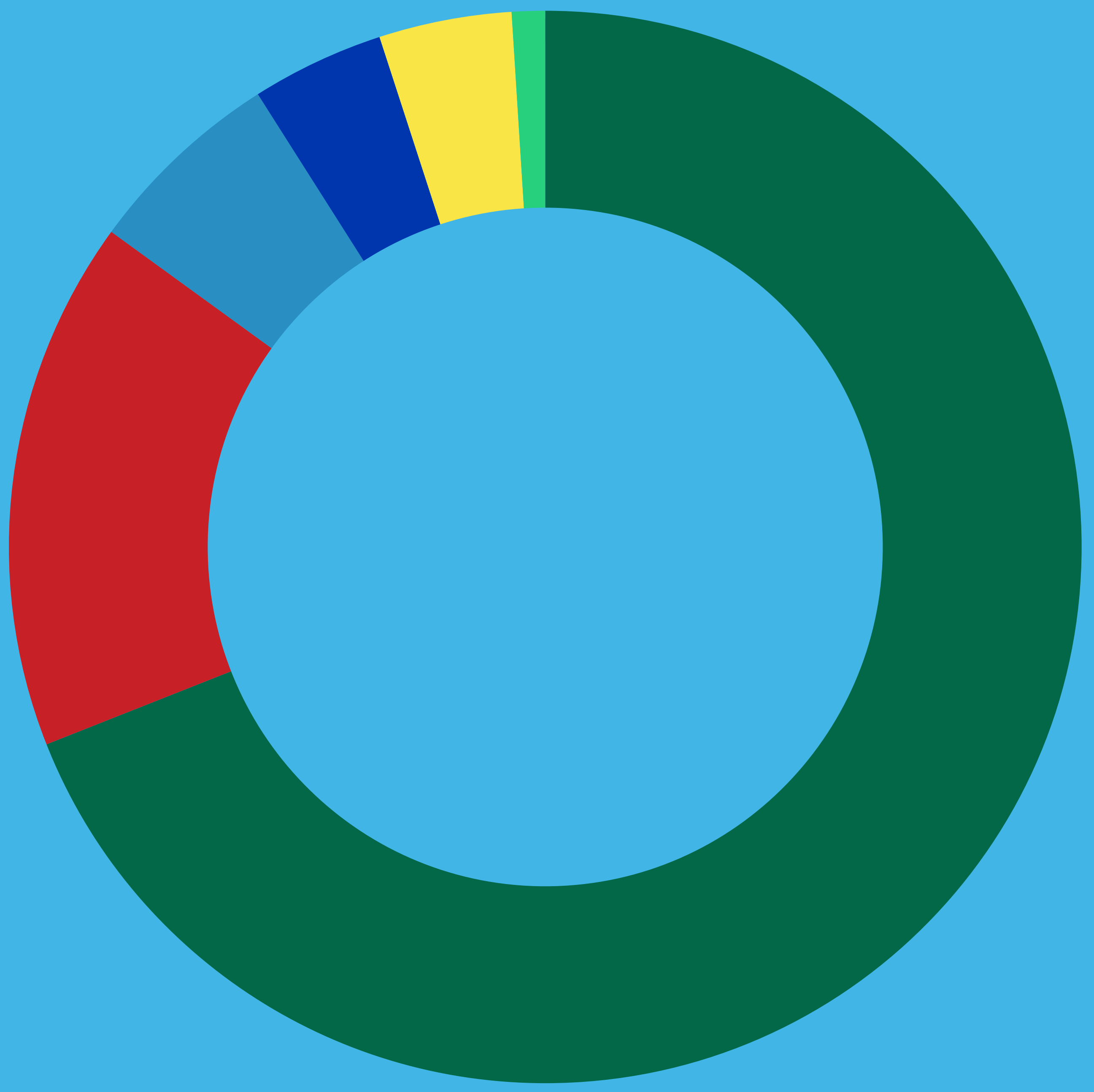
*Other includes: California Pizza Kitchen, Cañas y Tapas, LAVACA, The Cheescake Factory, Il Tempieto.


Store Growth
22% CAGR
1,422
1,858
2,784
2,954
3,195
FY12
FY13
FY14
FY15
FY16
Corporate
Subfranchises

Employees | FY16

67,340

	66%
	16%
	10%
	4%
	4%
	0%



22%	Domino's
18%	vips
18%	BURGER KING
16%	
5%	Italiannis
4%	Foster's HOLLYWOOD
4%	chili's
4%	El Portón
2%	P.F. CHANG'S
2%	Alsea
2%	Archie's
1%	california PIZZA KITCHEN
2%	*Others

*Other includes: Cañas y Tapas, LAVACA, The Cheescake Factory, Supply, Il Tempieto.

Our People

FY16

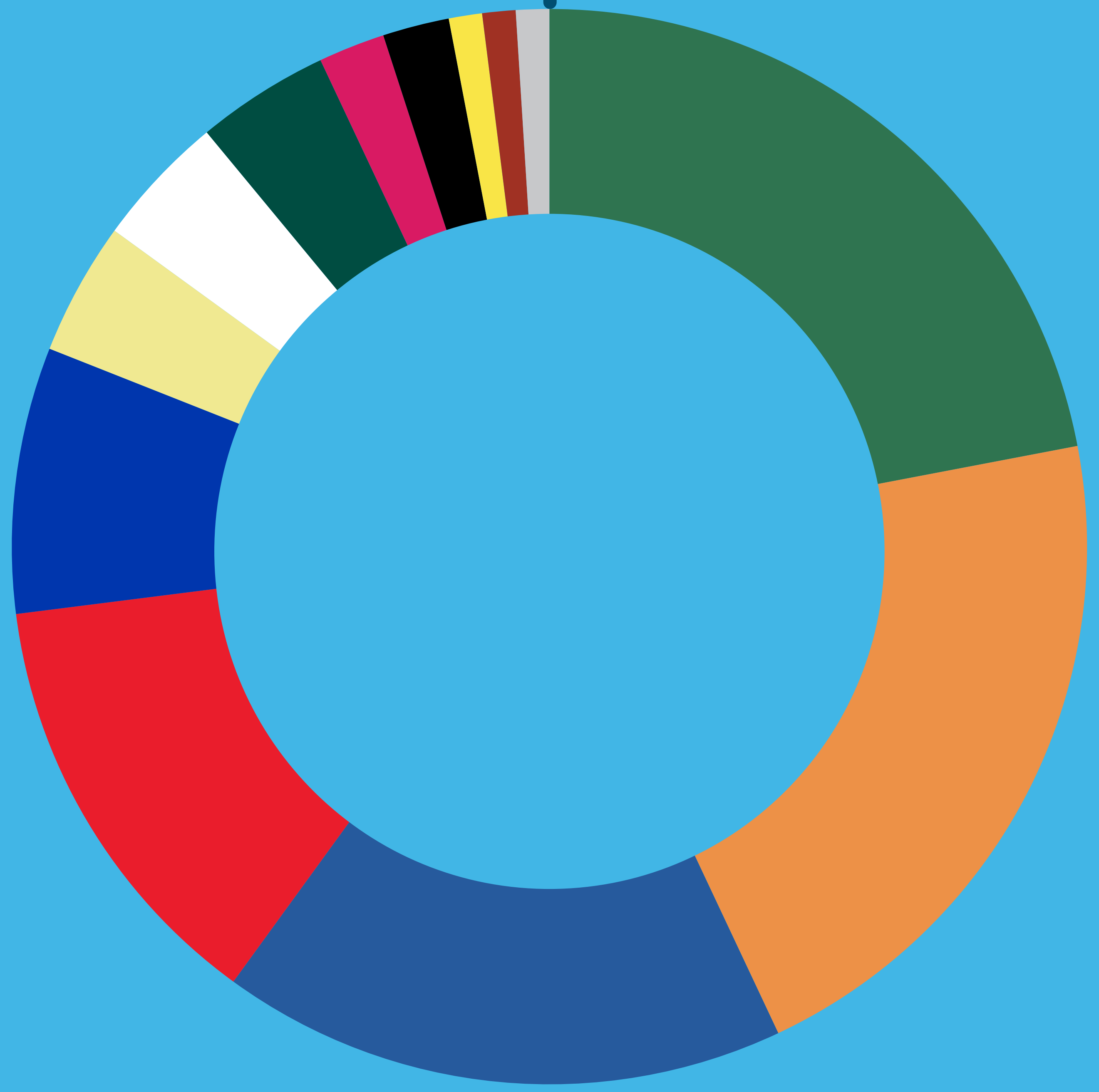
KPI	2015	2016
Turnover Rate	80%	81%
Managerial Stability	61%	56%
Managers Achieving Bonus	44%	54%
Average Training Hours*	34	37

*Per employee

Sales | FY16

37,702 million pesos

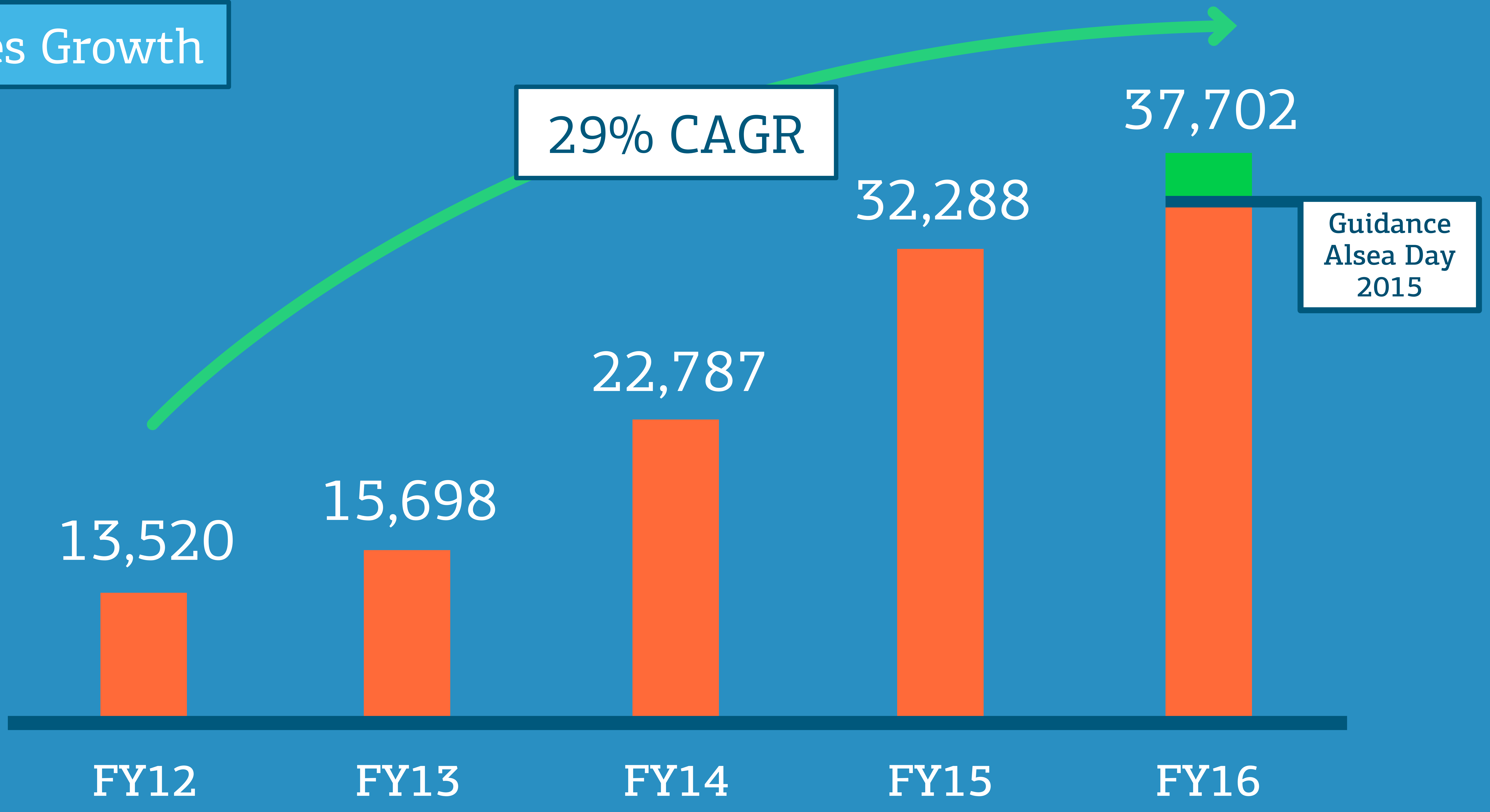
	58%
	20%
	22%



22%	
21%	BURGER KING
17%	Domino's
13%	vips
8%	Foster's Hollywood
4%	Supply
4%	chili's
4%	Italiannis
2%	El Portón
2%	P.F. CHANG'S
1%	california PIZZA KITCHEN
1%	Archie's
1%	Other *

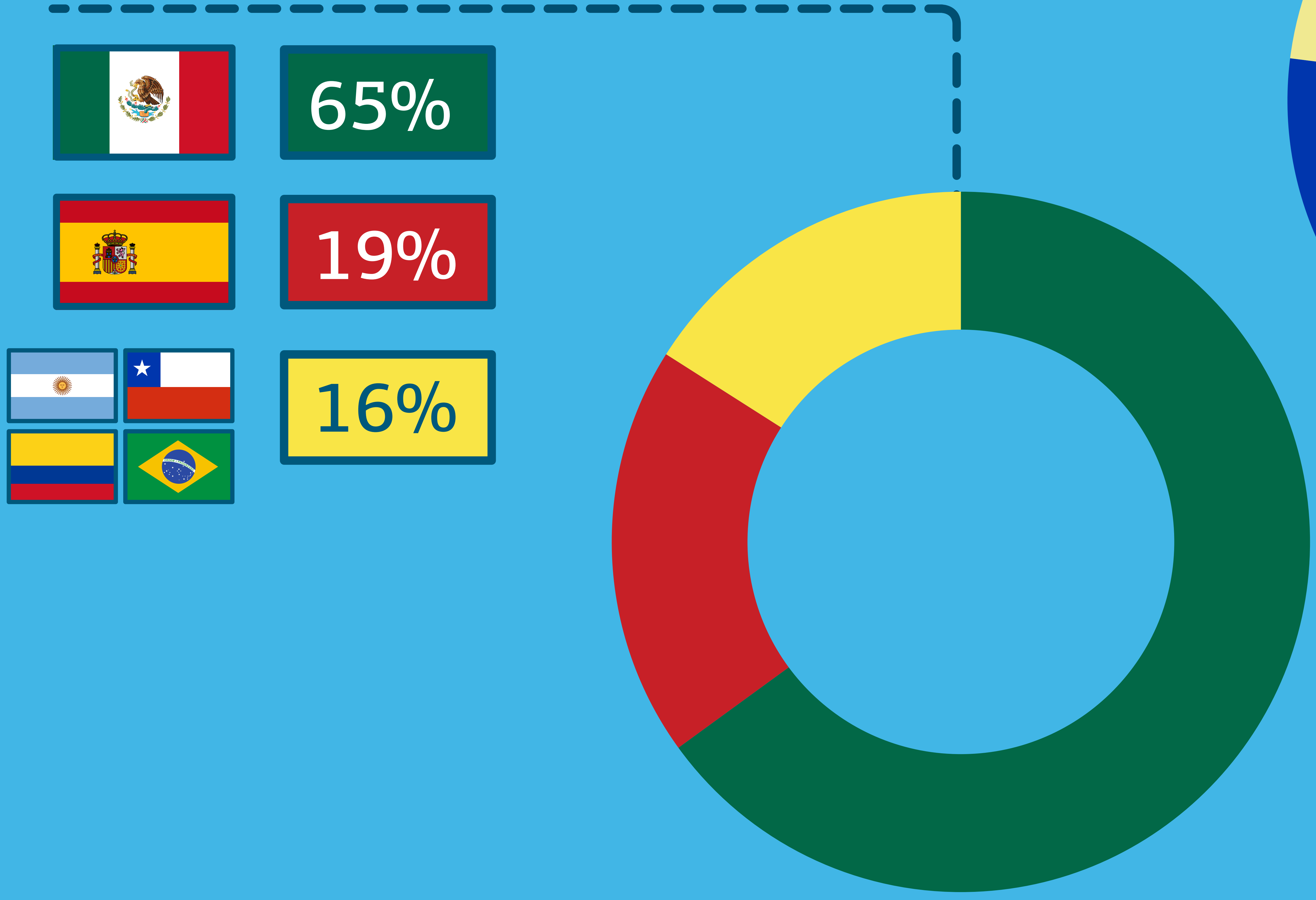
*Other includes: Cañas y Tapas, LAVACA, The Cheescake Factory, Il Tempieto.

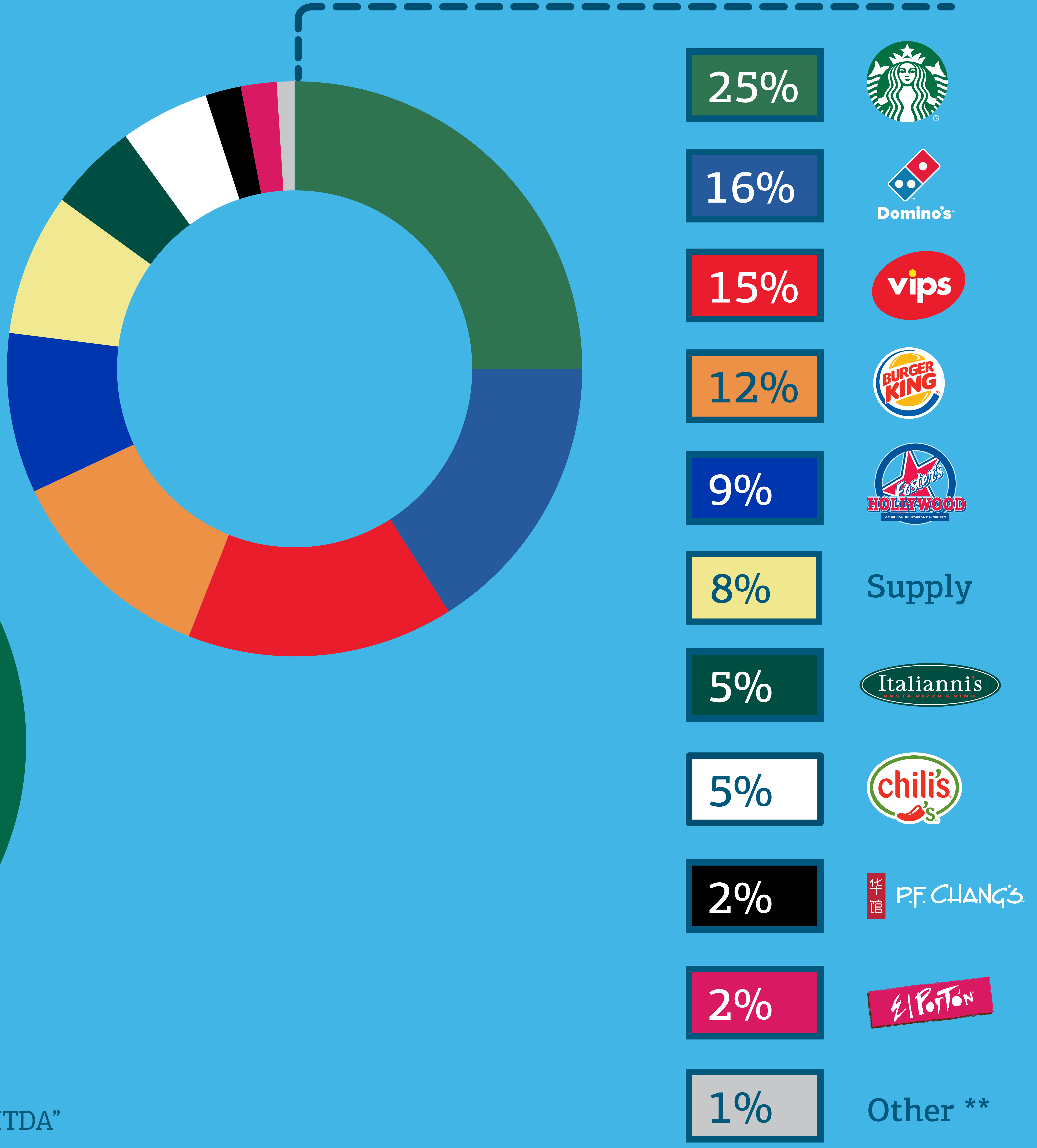
Sales Growth



Figures in million pesos

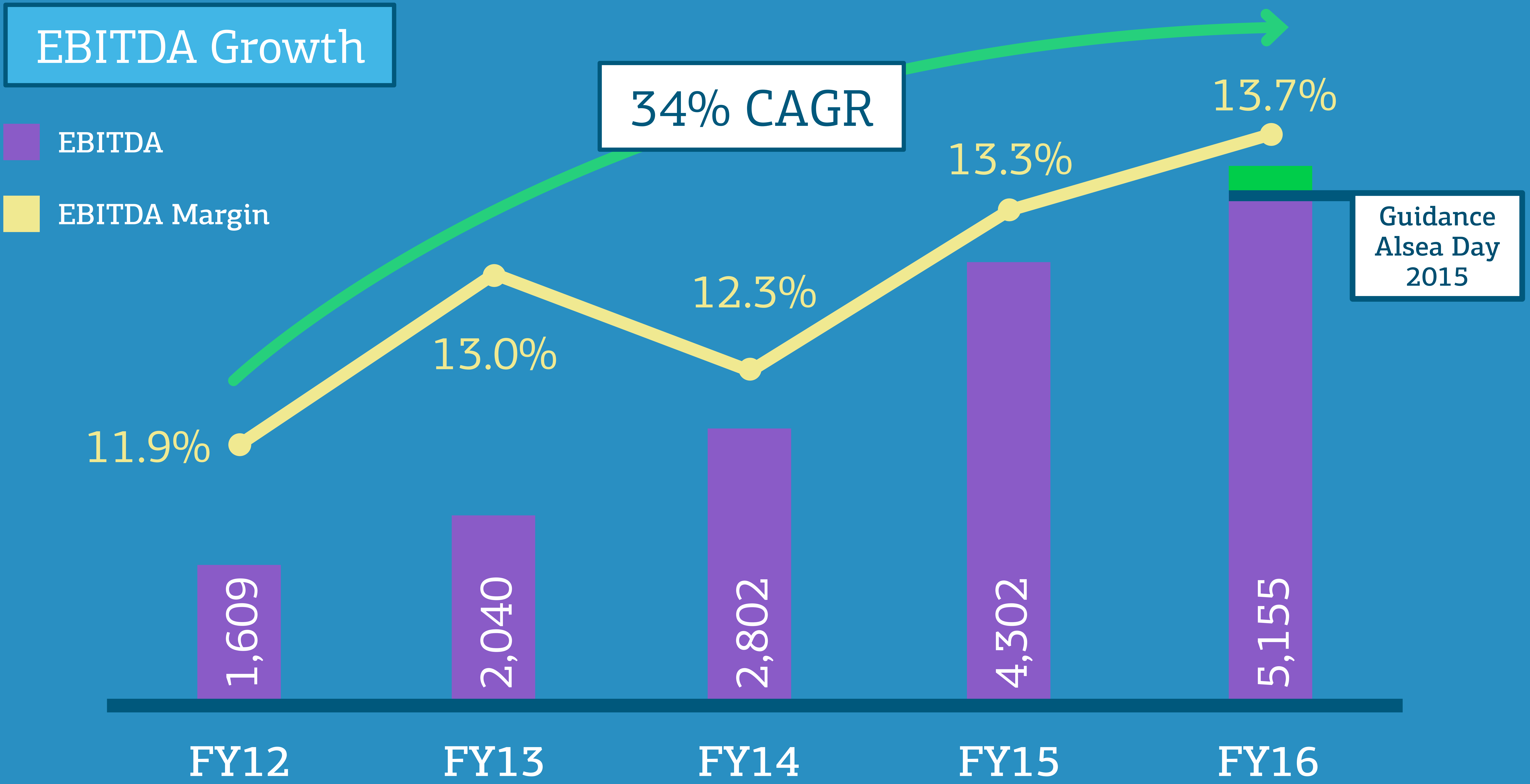
Adjusted EBITDA* | FY16



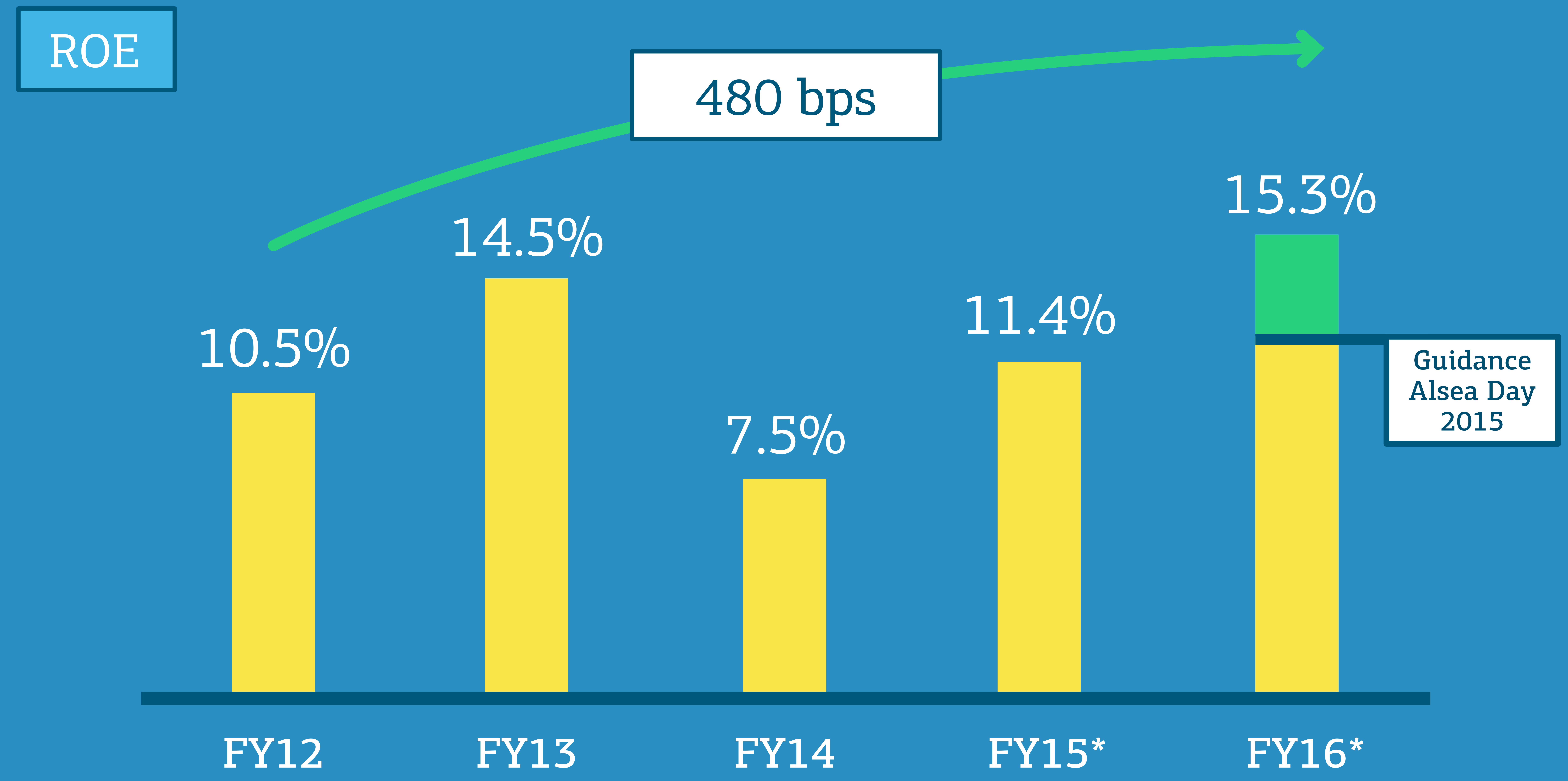


*Adjusted EBITDA does not include administrative expenses, thus it represents the "Store EBITDA"

**Other includes: California Pizza Kitchen, Archie's, Cañas y Tapas, LAVACA, The Cheescake Factory, Il Tempieto.



Figures in million pesos



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

Achievements

- Delivering results & meeting goals
- Acquisition and integration of relevant brands
- Well defined business strategy
- Technology development
- 2016:
  - *Record year in openings (158 corporate units)*
  - *Record high EBITDA Margin in the last 9 years*

Opportunities

- People Development
- Room to grow: SSS, development plan, acqusitions
- Franchising strategy
- Synergy and Critical Mass
- Technological tools development
- Sustainability

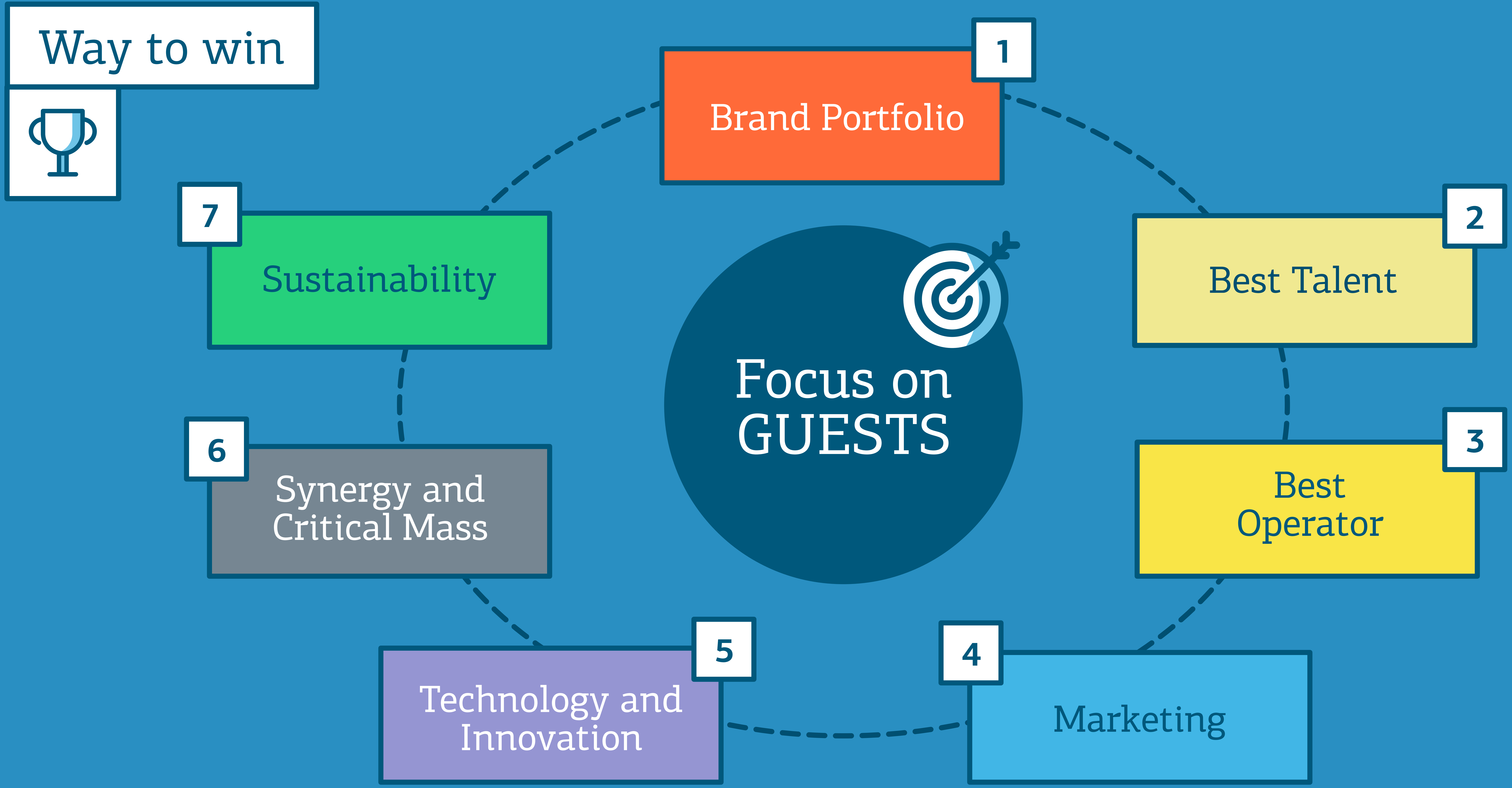
RENZO CASILLO

CEO

Way to win

Focus on GUESTS

Focused on deep knowledge and an exceptional GUEST experience


Way to win
Focus on GUESTS
1 Brand Portfolio
2 Best Talent
3 Best Operator
4 Marketing
5 Technology and Innovation
6 Synergy and Critical Mass
7 Sustainability

1

Brand Portfolio

Ensure our Growth Model,
with the appropriate portfolio.

Accelerate the Market Holding Capacity via
corporate and franchisees stores.

Identify countries, segments and brands
that complement our portfolio.

Growth Strategy

GROWTH

Organic Growth + Inorganic Growth

Organic Growth		Inorganic Growth	
+ SSS	+ Store Openings	+ Acquisitions	
+ Current Brands	+ Current Markets	+ New Brands	+ New Markets

MARGIN EXPANSION

Operating Leverage	+	Business Mix	+	Operating Efficiencies
SSS + Units		Corporate, Franchised, Sub-franchised, Brands, Segments, Geographies		Cost of Sales Pricing Strategy Expenses Synergies Best practices

Franchising Strategy

Objectives

- Brands:
- Markets:

Revenue Streams

- Royalties
- Opening Fee
- Distribution
- Production
- Technology
- Financing
- Marketing Fund

Benefits

- Profitable business model
- Market presence
- Brand top of mind
- Synergy and critical mass

Markets

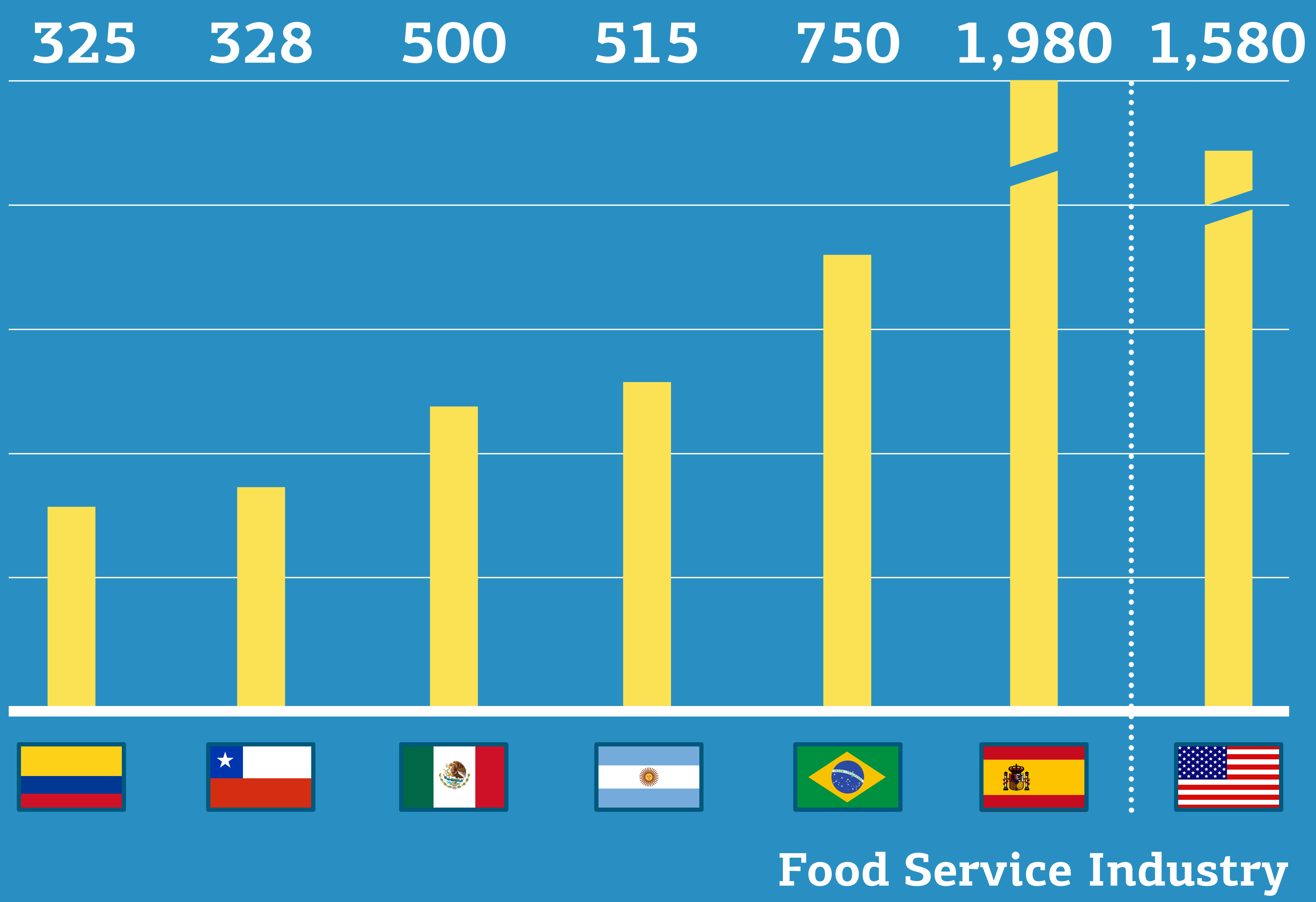
Actual Market
3,195
units

+415
Million Clients served as of Dec 16 LTM

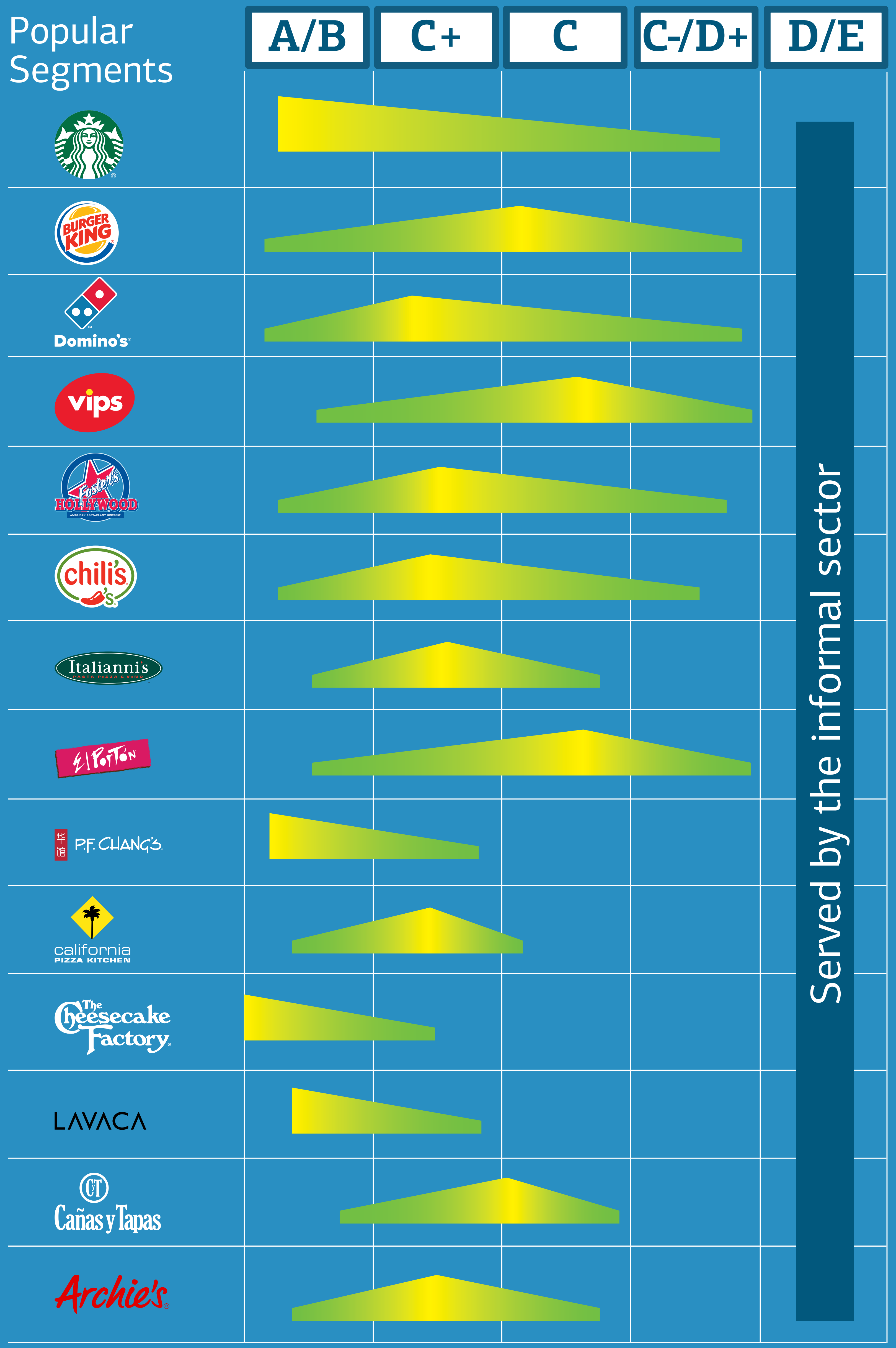
Population
482
million

GDP USD
5,136
billion

Potencial Per-Capita spending expansion
(Figures in usd)



Diversified Portfolio

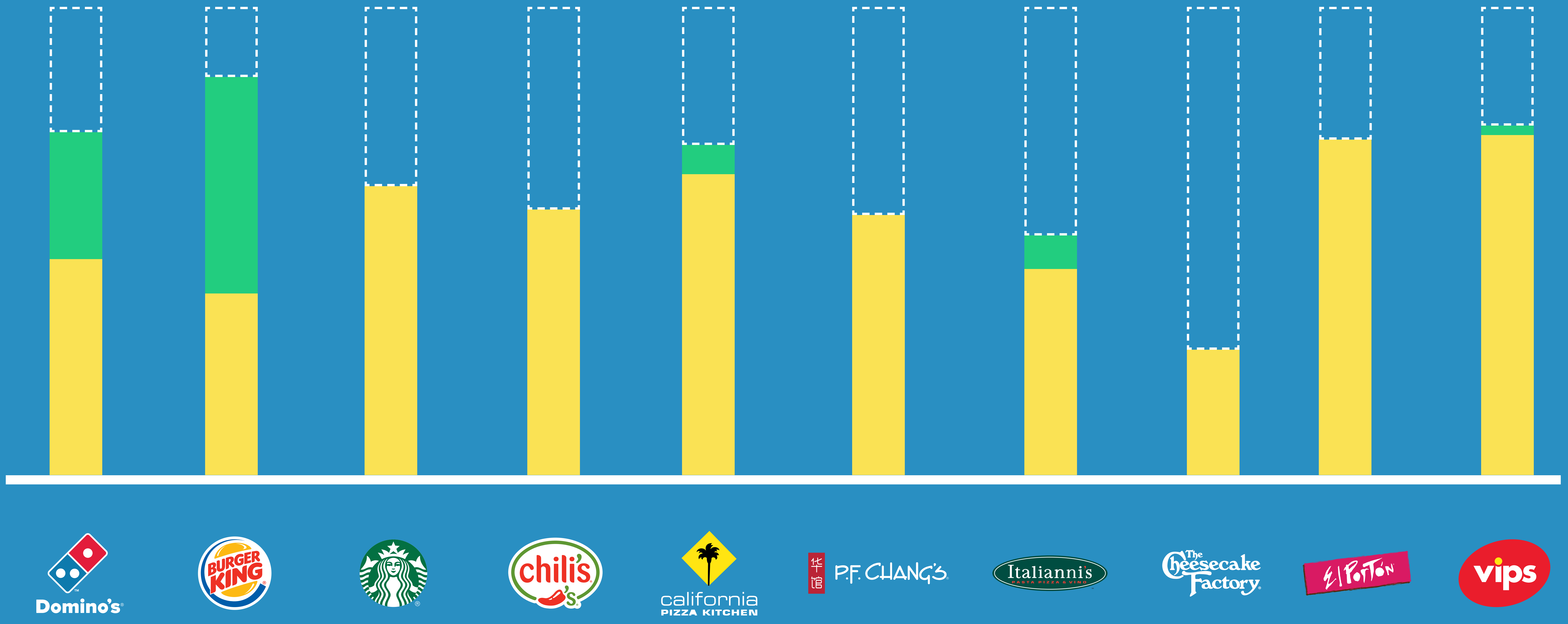


Market Holding Capacity

Mexico

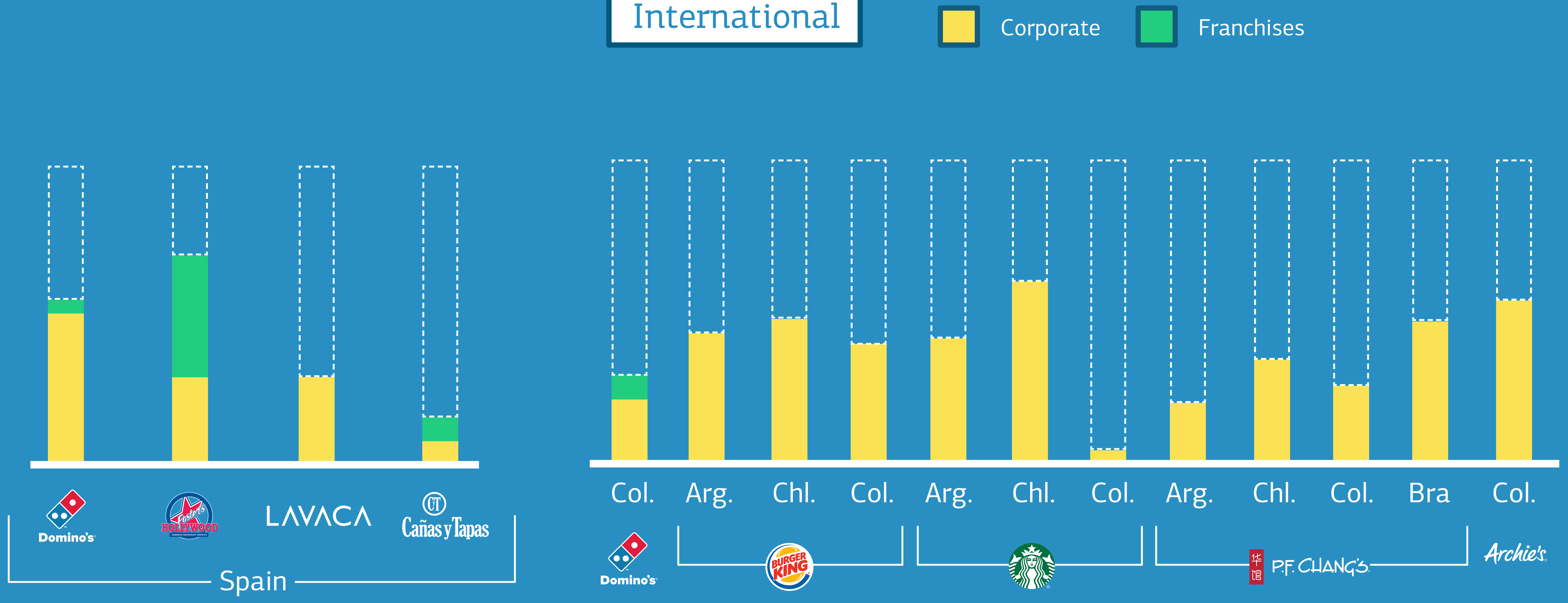
Corporate

Franchises



Market Holding Capacity

International



2 Best Talent

Continue to strengthen Alsea Culture.

Create new compensation models
to attract and retain the best talent.

Launch academies to institutionalize knowledge in:
operations, marketing, procurement and real estate.

Manager Owner

What it means to be a "Manager Owner"?

Take care of your store as if it were **your home**

Take care of your team as if it were **your family**

Take care of your client as the **Guest he is**

Winning results are compensated appropriately


2
Best Talent
Best Talent
Focus on our people
Store Managers
• Higher Productivity
• Growth in SSS
• EBITDA Margin Expansion
• Gain Market Share
• Training academies
• Better compensation scheme
• Employee career plan
• Attract, retain, motivate and engage the best talent
• Variable compensation plans to align incentives and drive results
Investment in people today
=
Payback reflected in future results

3 Best Operator

Drive traffic by constantly redefining and improving our GUEST's experience.

Benchmark and optimize productivity and GUEST statisfaction metrics.

Optimize and expand the supervision process and tracking system of restaurants.

How to be the best operator

Best People — 67,340 Employees

Best Store — Maintenance = Approx. 20% of Total CAPEX

Best Service — Guest experience tracking / accountability

Best Experience — Be an extension of our Guests' home


Enlace
Cloud
Reports
3
Best Operator
Direct Boss
Formats
Activity
PDF
PNG
DOC
JPEG
XLS
Evidence upload
KPI
District Manager
GPS
Regional Director
Support Areas
enlace
Feedback + Interaction = continuous improvement
Help our brands reach its full potential

4 Marketing

- To be the company with the best Guest, market and competition knowledge.
- Build the best loyalty programs and analytical skills.
- Have a center of expertise that adds value to our brands.

Right equipment and tools

Well-Timed and Reliable Information

Improve Strategy

Business Intelligence

Spot New Opportunities

Decision-Making Support

Loyalty Programs

Wow

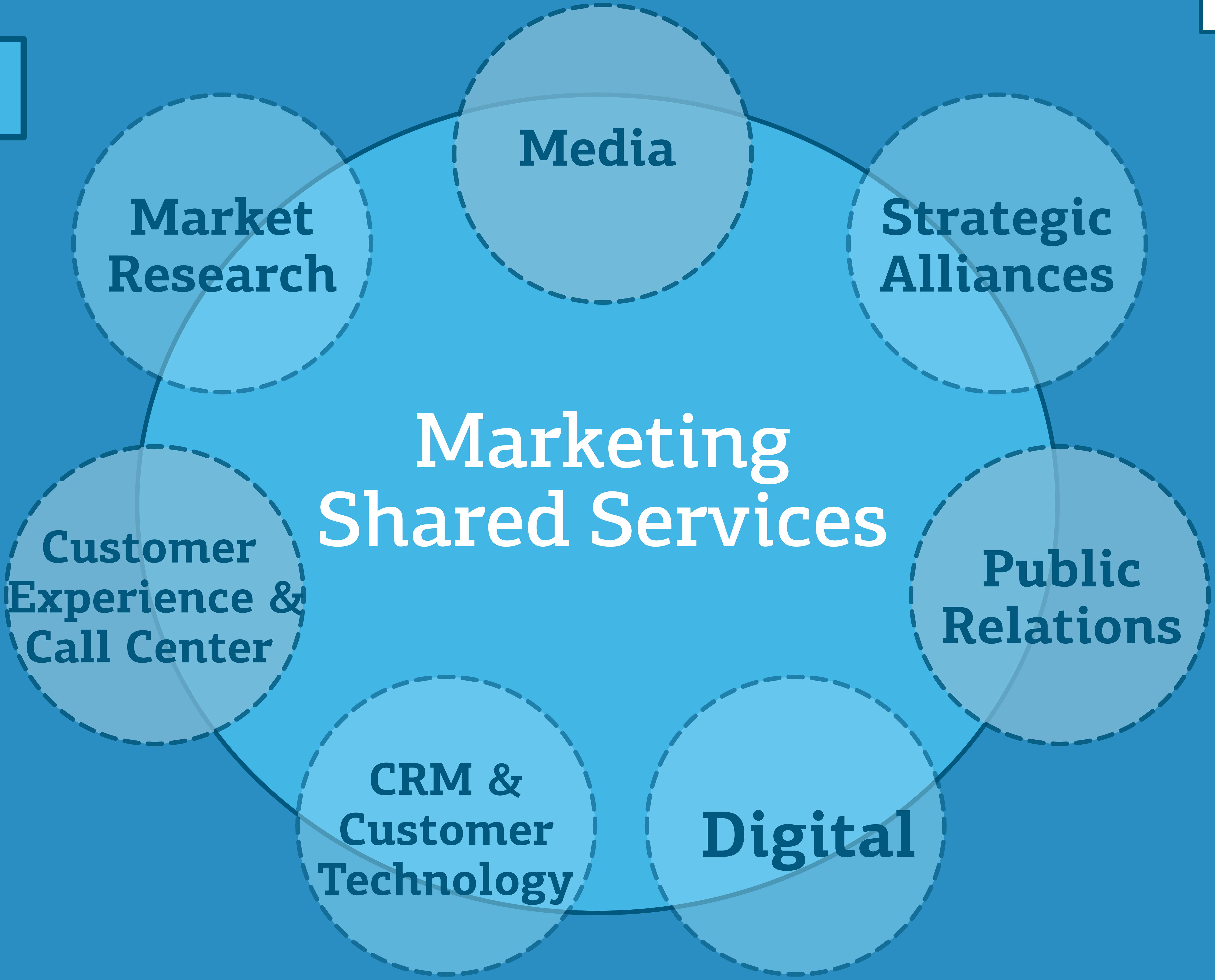
+580,000
Users

Almost **1,300**
Restaurants on board

Approx. 30%
Increase in
average ticket

Wow is in 6%
of Alsea Mexico Sales

Marketing


Marketing
Shared Services
Media
Market
Research
Strategic
Alliances
Customer
Experience &
Call Center
Public
Relations
CRM &
Customer
Technology
Digital

5

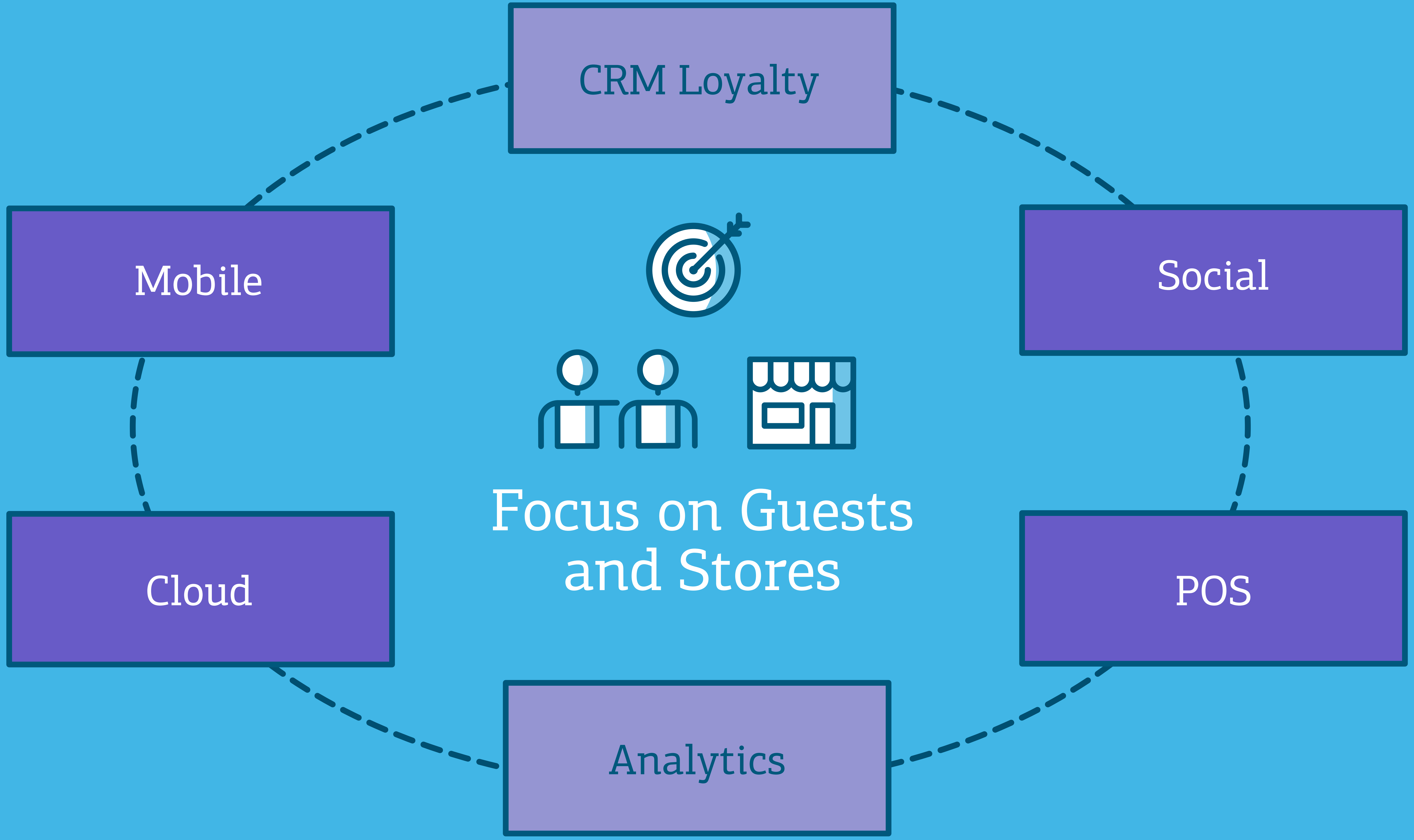
Technology and innovation

Provide our restaurants with technology, ensuring the best operation and GUEST's experience.

Be the leader in mobile and digital strategies.

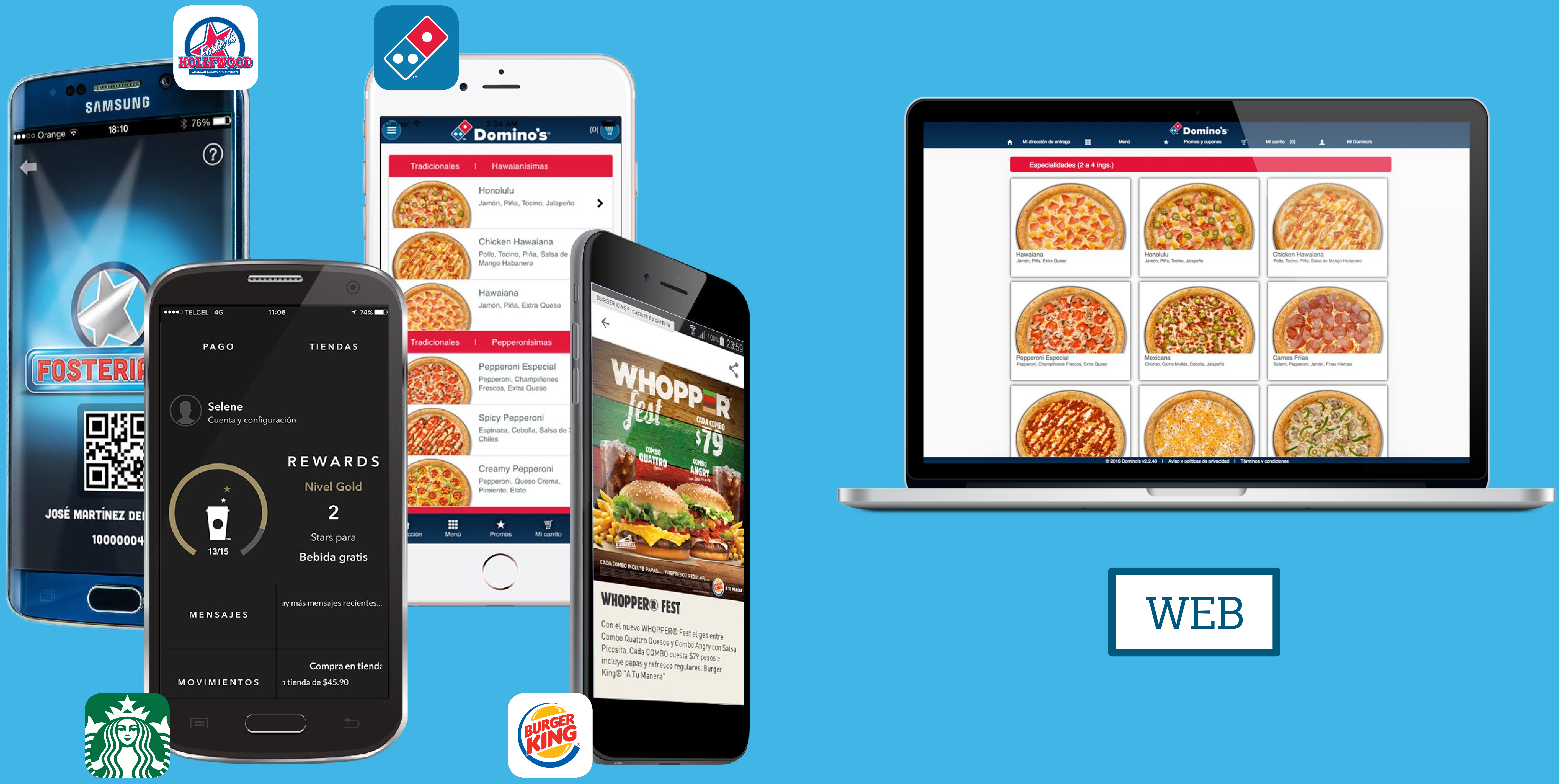
Develop systems that optimize and simplify the managment and support of our restaurants.

Technological Advantages



Mobile Apps & Web Platforms

APPS



WEB

6 Synergy and Critical Mass

- Consolidate Alsea’s synergies and infrastructure as a competitive advantage for the brands.
- Implement a global and consistent sharing of best practices.
- Build superior procurement skills to optimize purchases between brands and countries.

Powered by Alsea

Marketing

Real Estate

Operations

Commercial Strategy

Talent Development

Supply Chain

Technology for Guests

Synergy and Critical Mass

Financial Capacity

7 Sustainability

To reaffirm our commitment to provide food safety in the most vulnerable communities.

Consolidate the four pillars of our strategy.

To be recognized as the favorite neighbor of the communities where we participate.

Four Pillars

DIEGO GAXIOLA
CFO

Goals Check 2016

	Initial 2016 guidance	VS	FY16	
SALES	Mid-teens		16.8%	✓

Goals Check 2016

	Initial 2016 guidance	VS	FY16	
SALES	Mid-teens		16.8%	✓
EBITDA	High-teens		19.8%	✓
EBITDA margin expansion	40-50 bps		40bps	✓

Goals Check 2016

	Initial 2016 guidance	VS	FY16	
SALES	Mid-teens		16.8%	✓
EBITDA	High-teens		19.8%	✓
EBITDA margin expansion	40-50 bps		40bps	✓
Dividends	$0.5 pesos per share		$0.77	✓
Adjusted EPS*	$1.50		$ 1.68	✓

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

Goals Check 2016

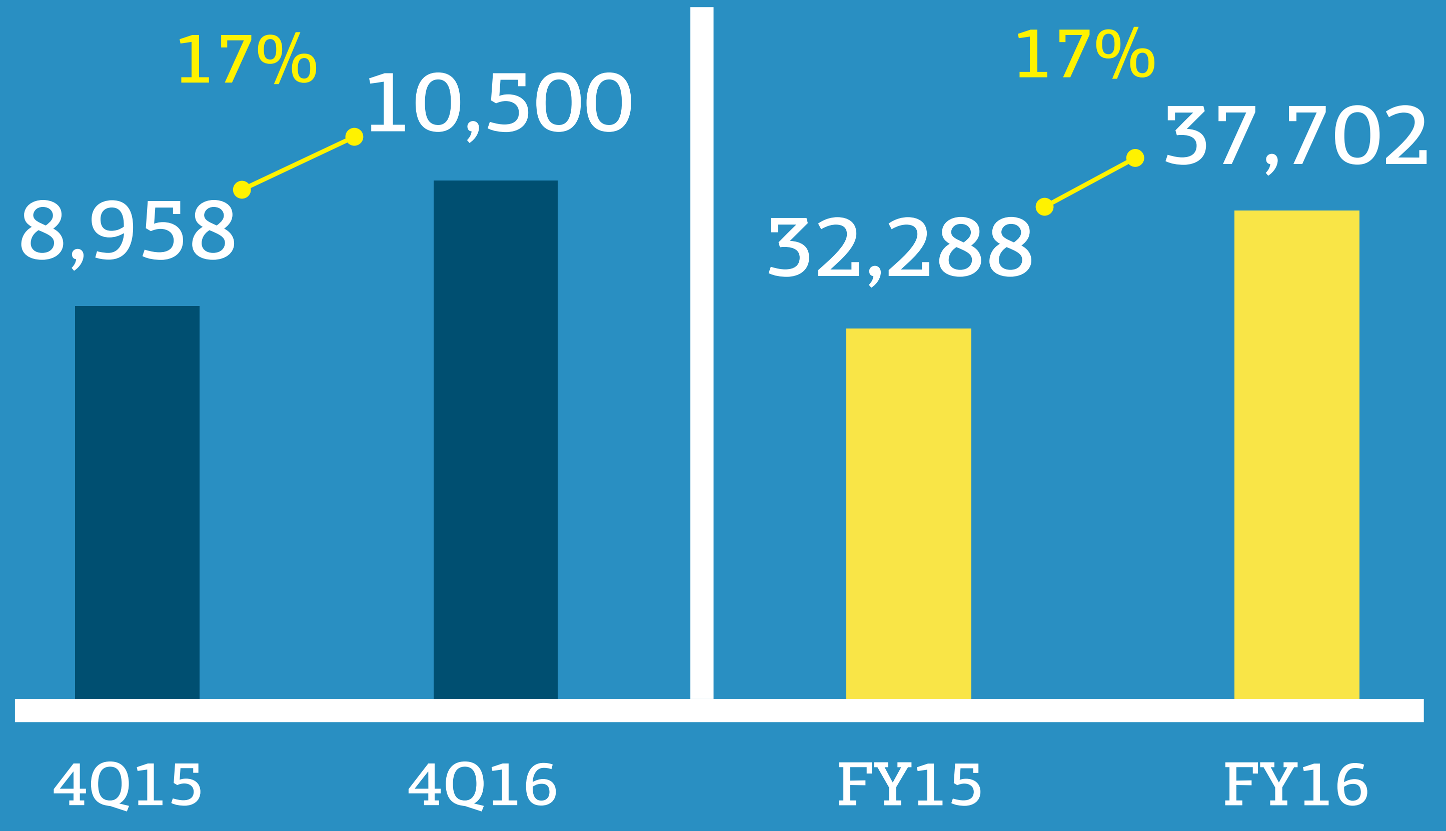
	Initial 2016 guidance	VS FY16	
SALES	Mid-teens	16.8%	✓
EBITDA	High-teens	19.8%	✓
EBITDA margin expansion	40-50 bps	40bps	✓
Dividends	$0.5 pesos per share	$0.77	✓
Adjusted EPS*	$1.50	$ 1.68	✓
ROIC	ROIC > WACC	>100bps	✓
ROE*	> 12%	15%	✓

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

Consolidated Results

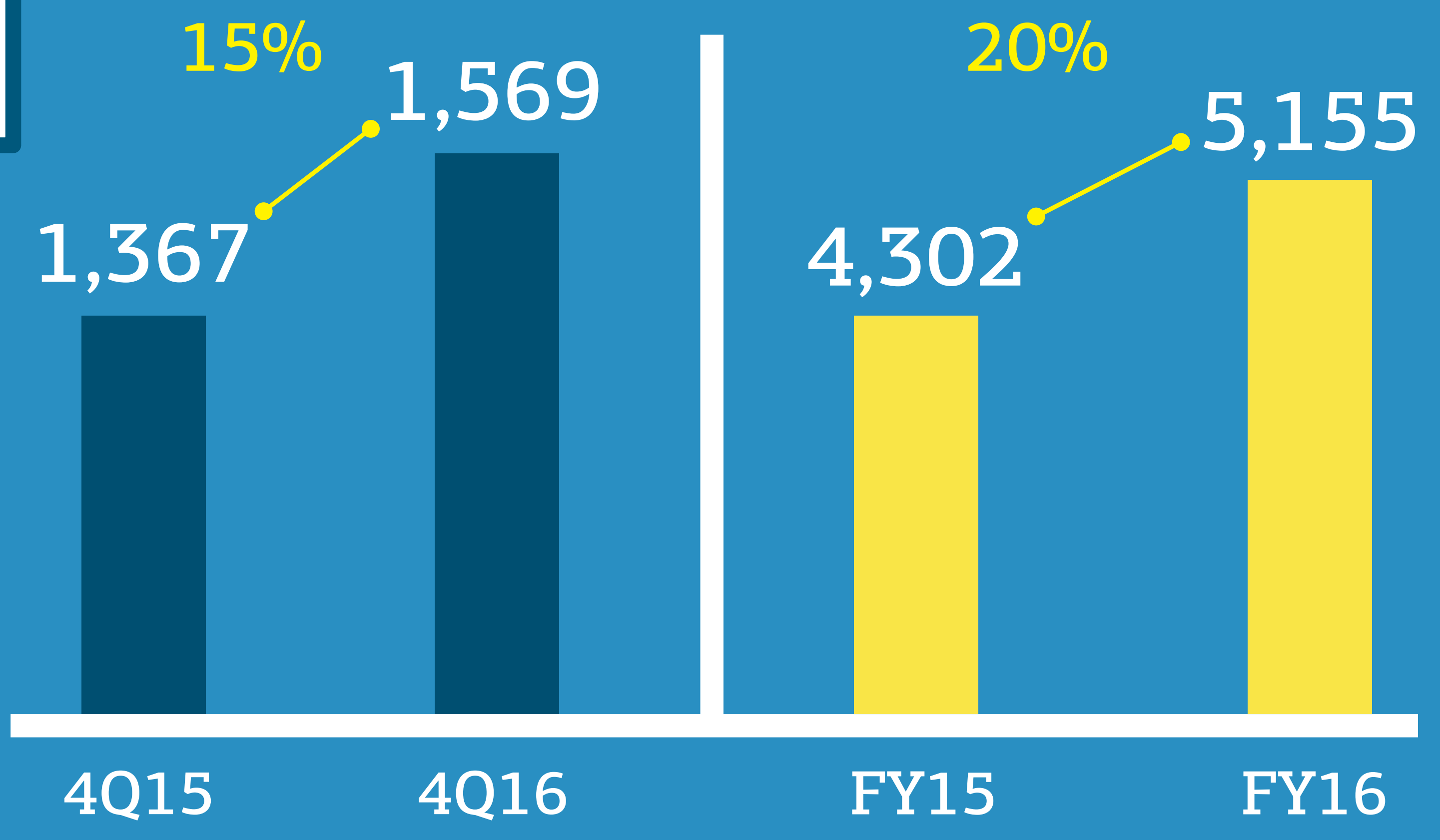
Sales

CAGR 29%
(12 - 16)



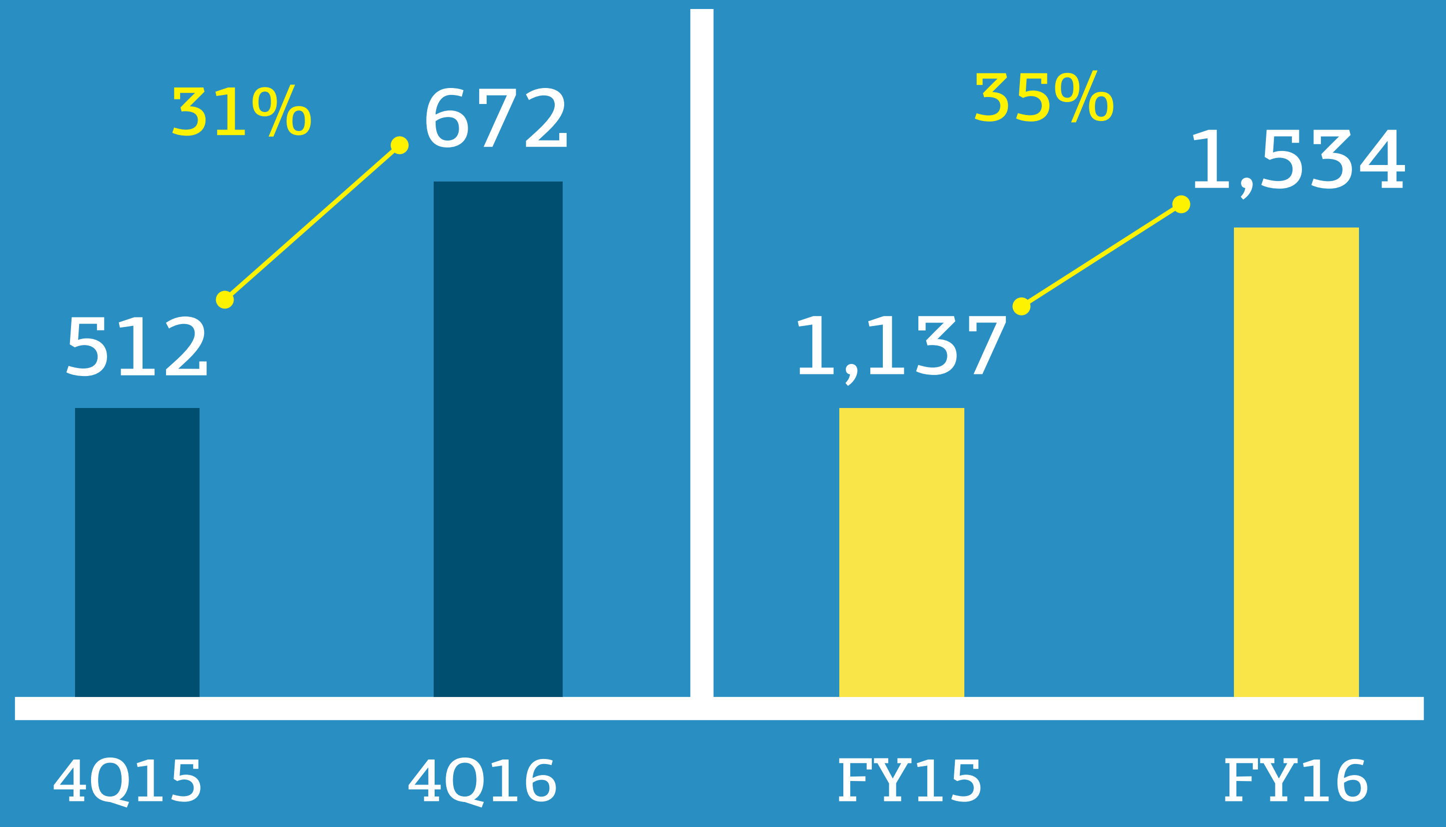
EBITDA

CAGR 34%
(12 - 16)

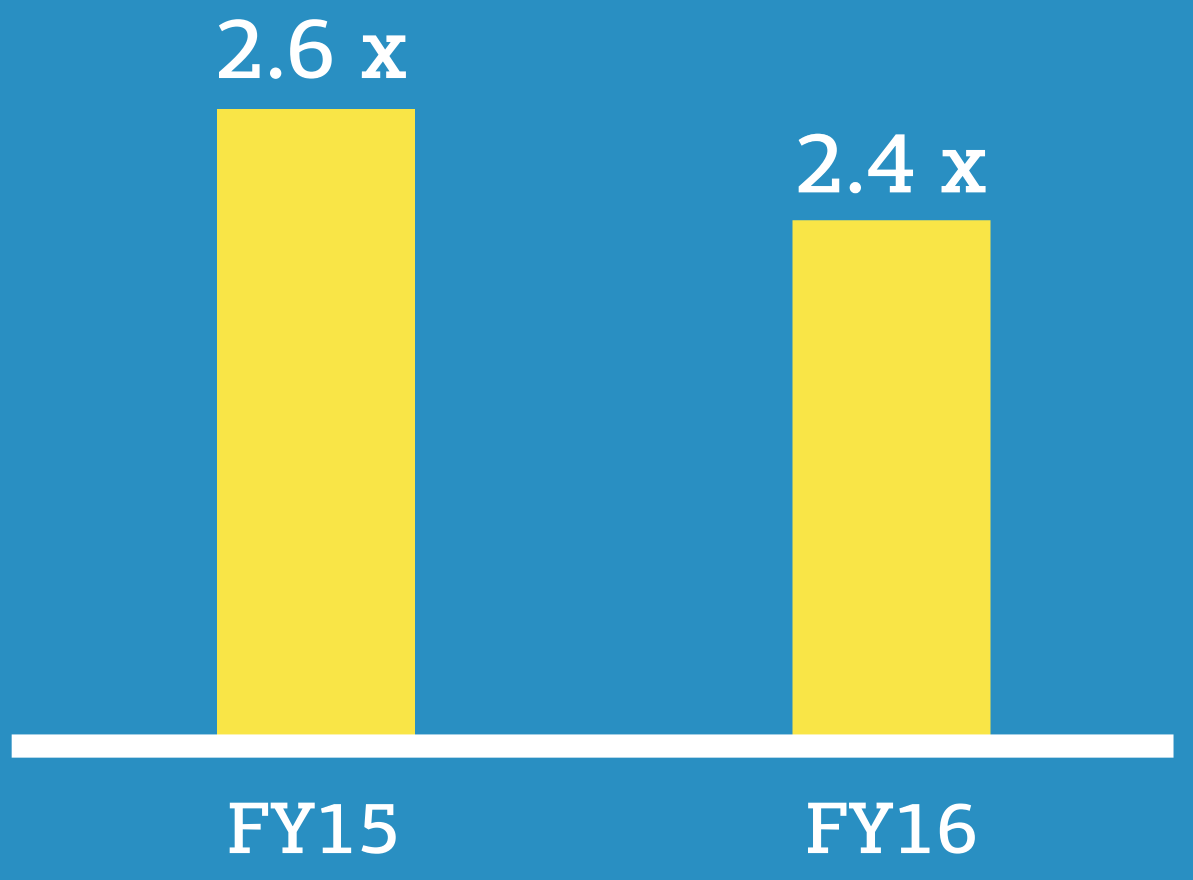


Net Ordinary Income *

CAGR 48%
(12 - 16)



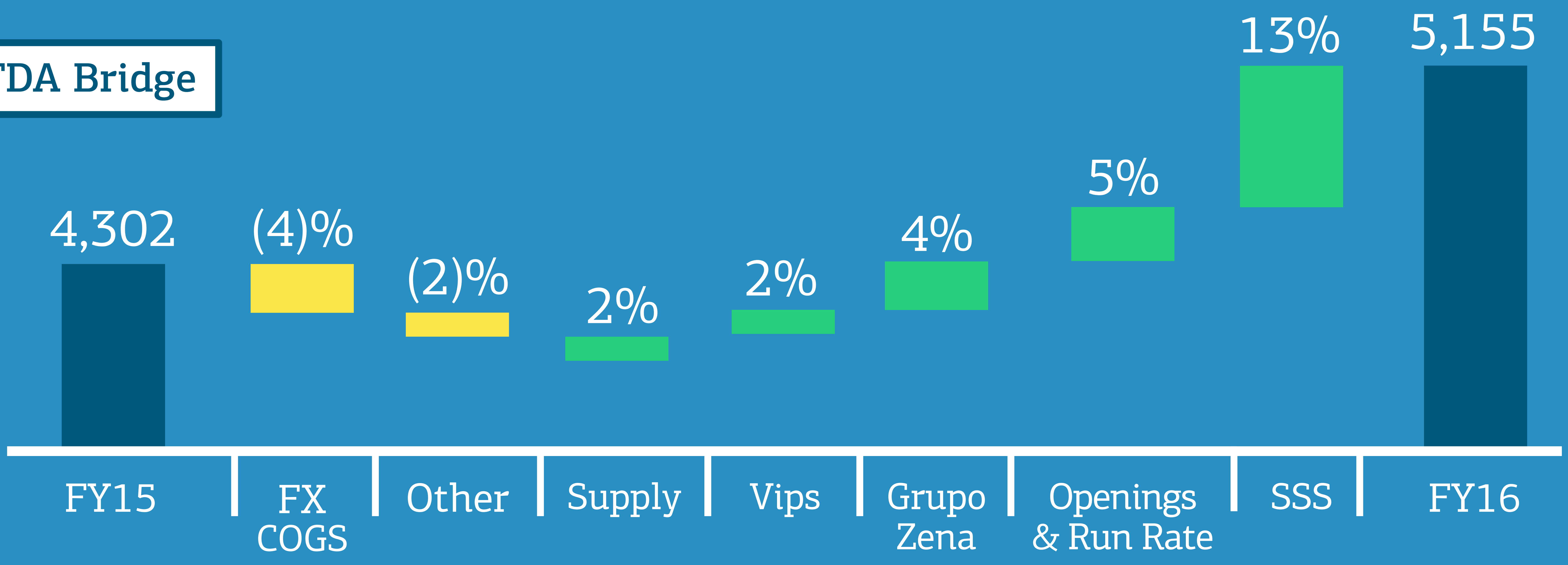
Net Debt / EBITDA

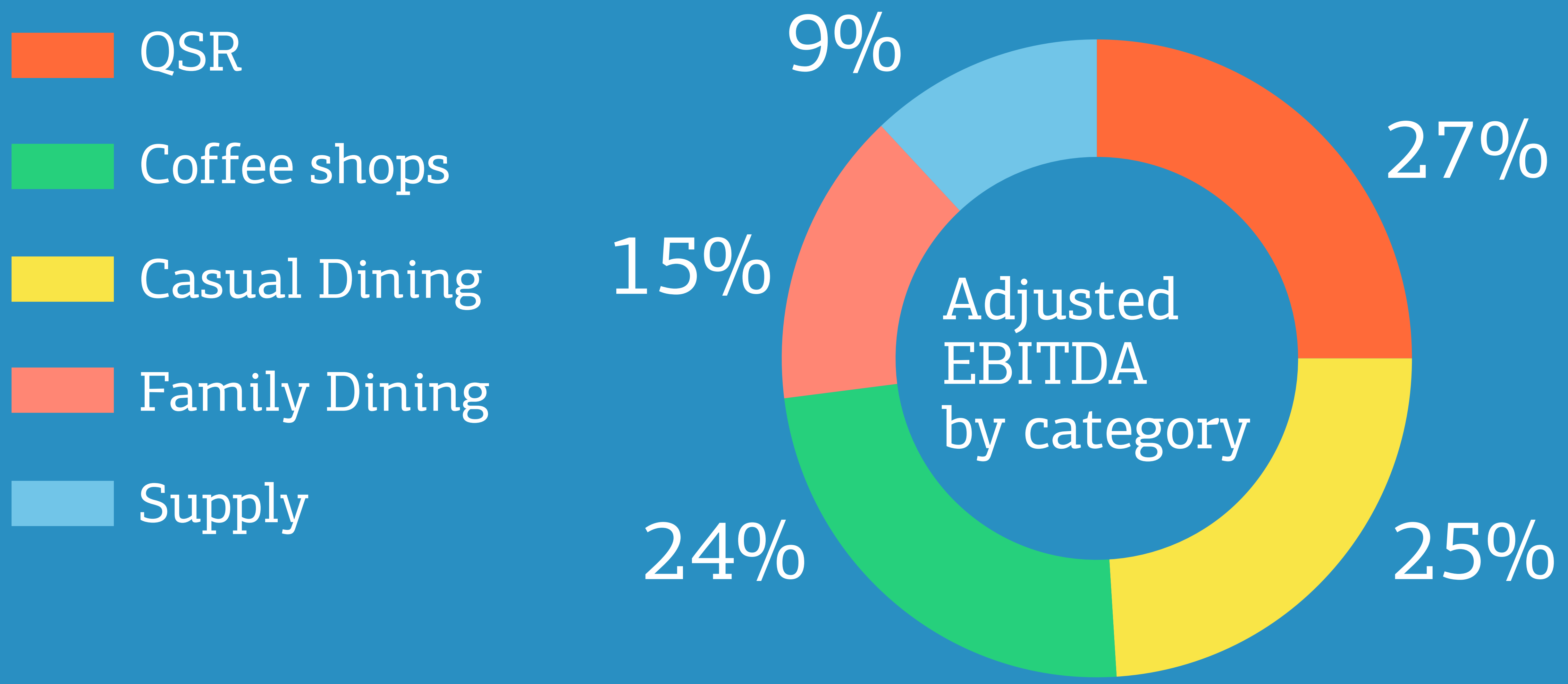


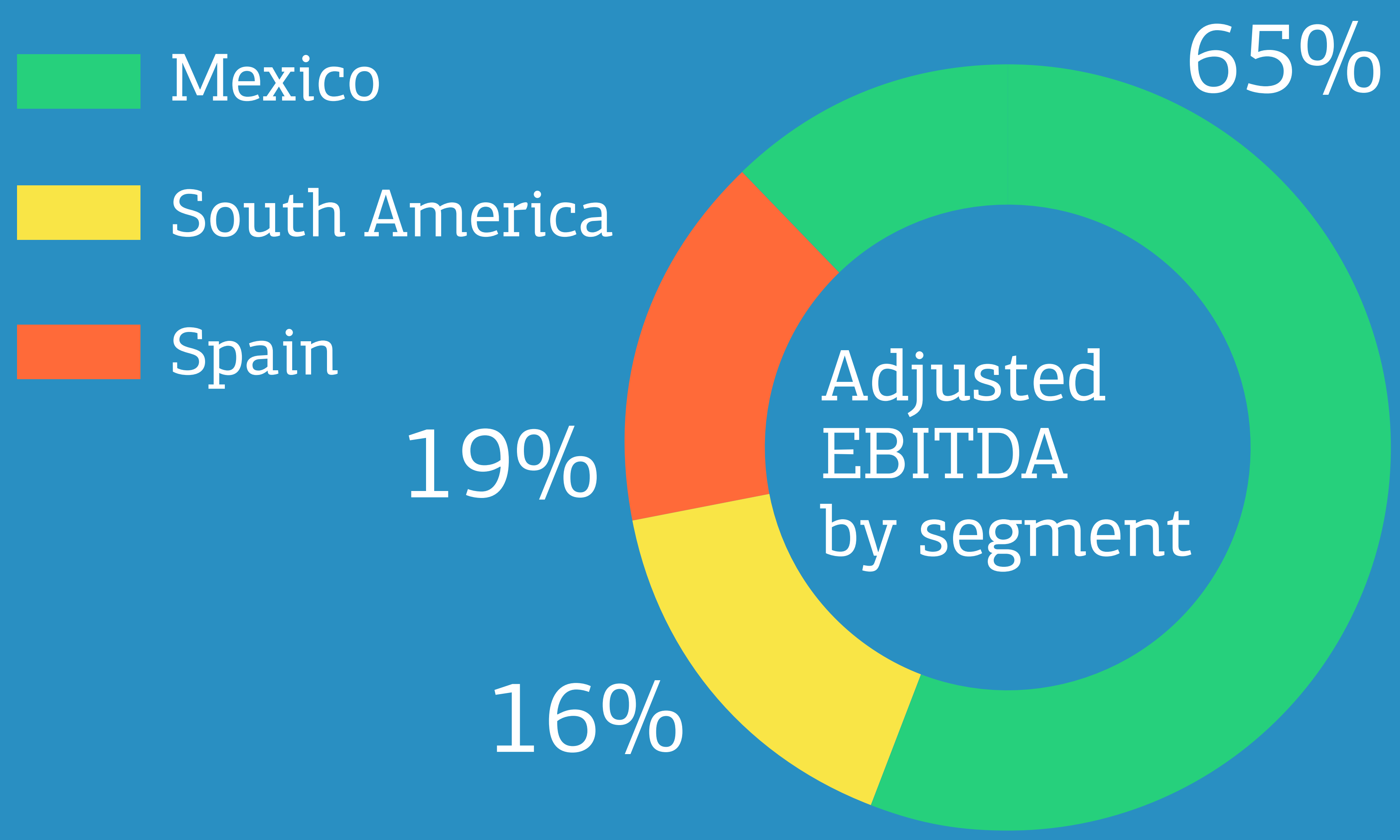
*Excluding put/call effect

Sales, EBITDA and Net Ordinary Income figures in million pesos

EBITDA Bridge

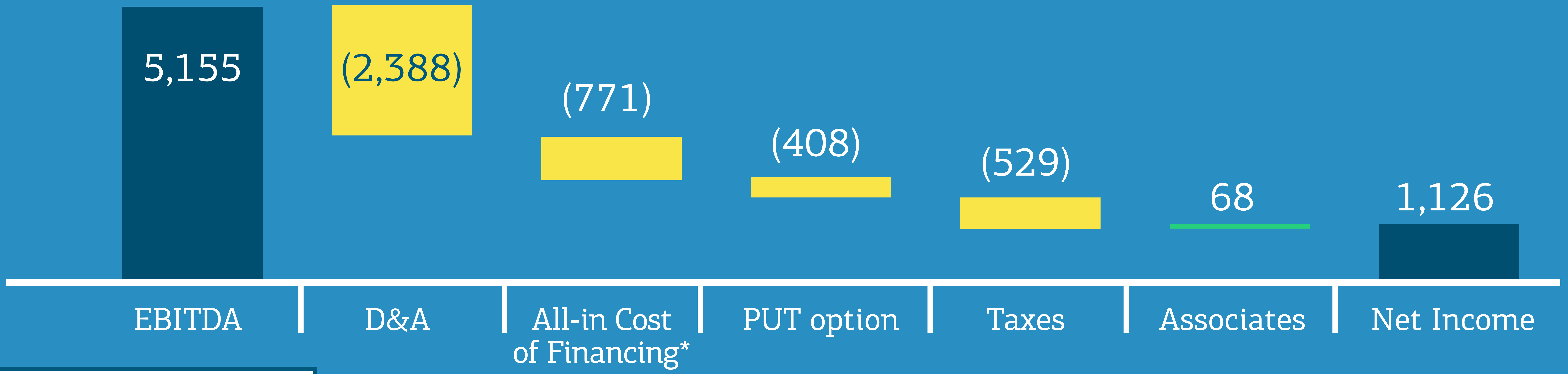




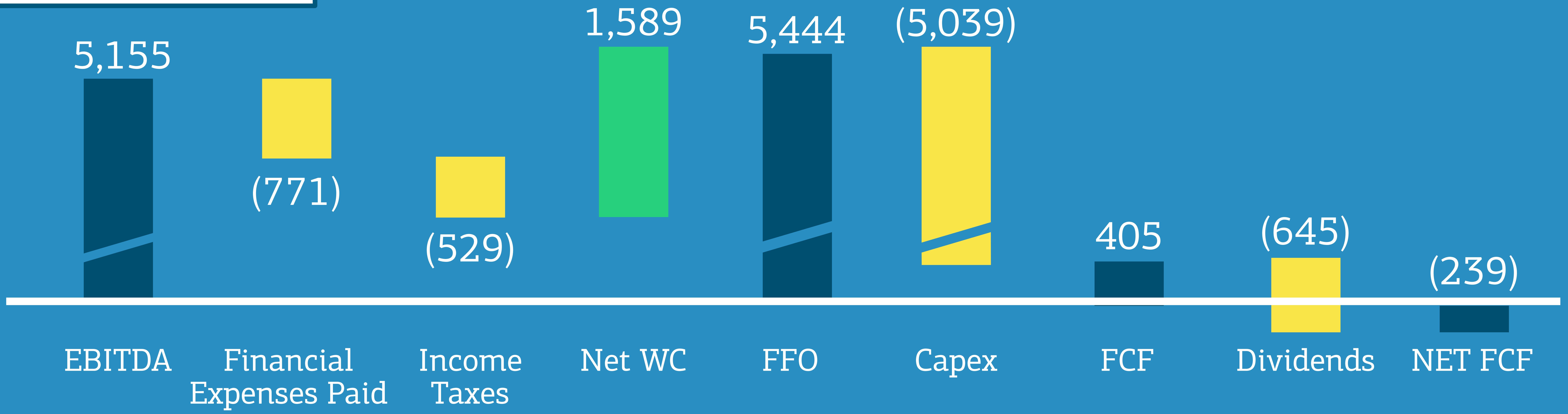


Figures in million pesos

EBITDA to Net Income | FY16



Free Cash Flow | FY16



Figures in million pesos

*Excluding put option

Debt profile

Capital structure

	4Q16	4Q15
Net Debt / EBITDA	2.4x	2.6x
EBITDA / Interest Paid	5.8x	6.1x

Avarage cost

peso: 6.8%

euro: 2.0%

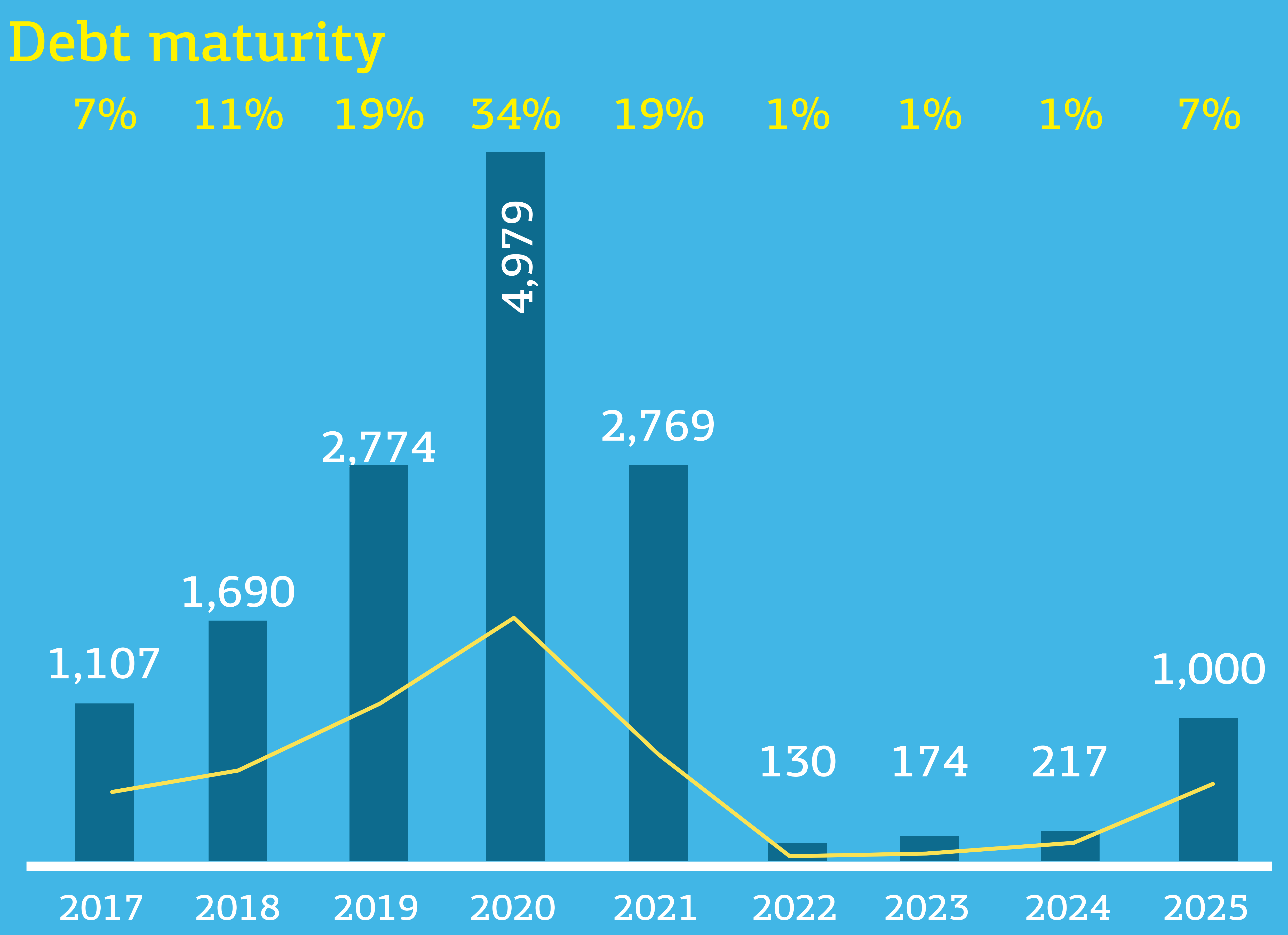
Debt structure 4Q16

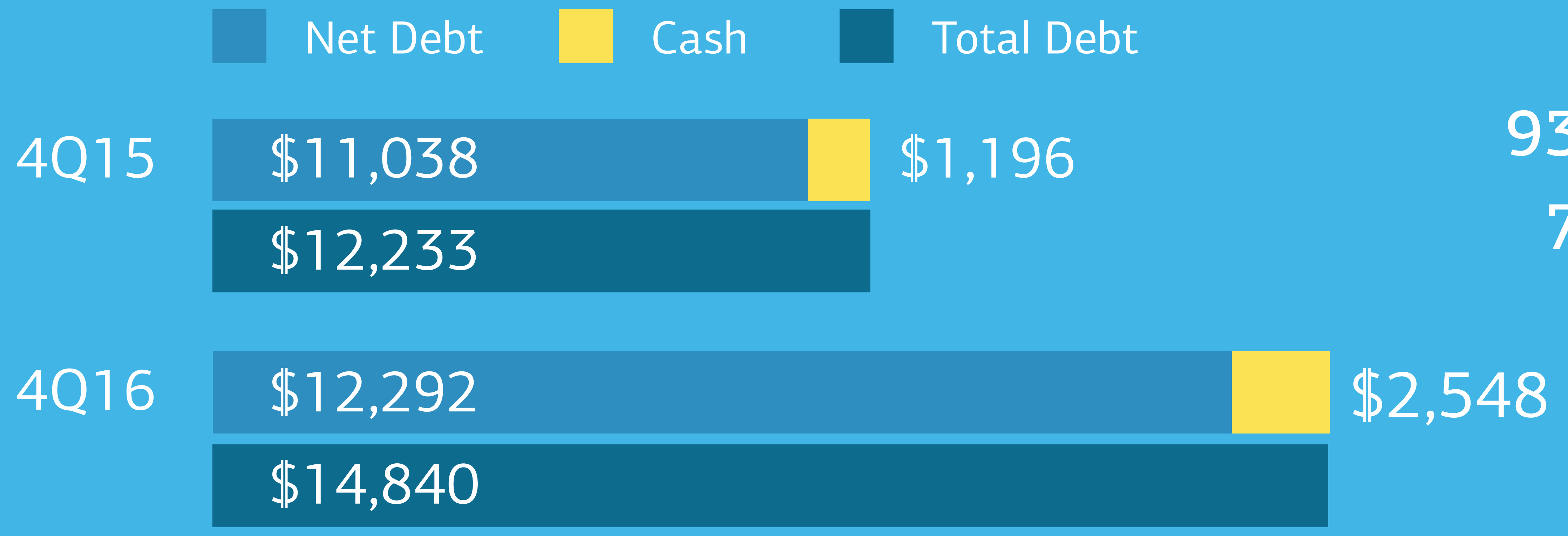
Bond Debt	27%
Bank Debt	73%

Main banks

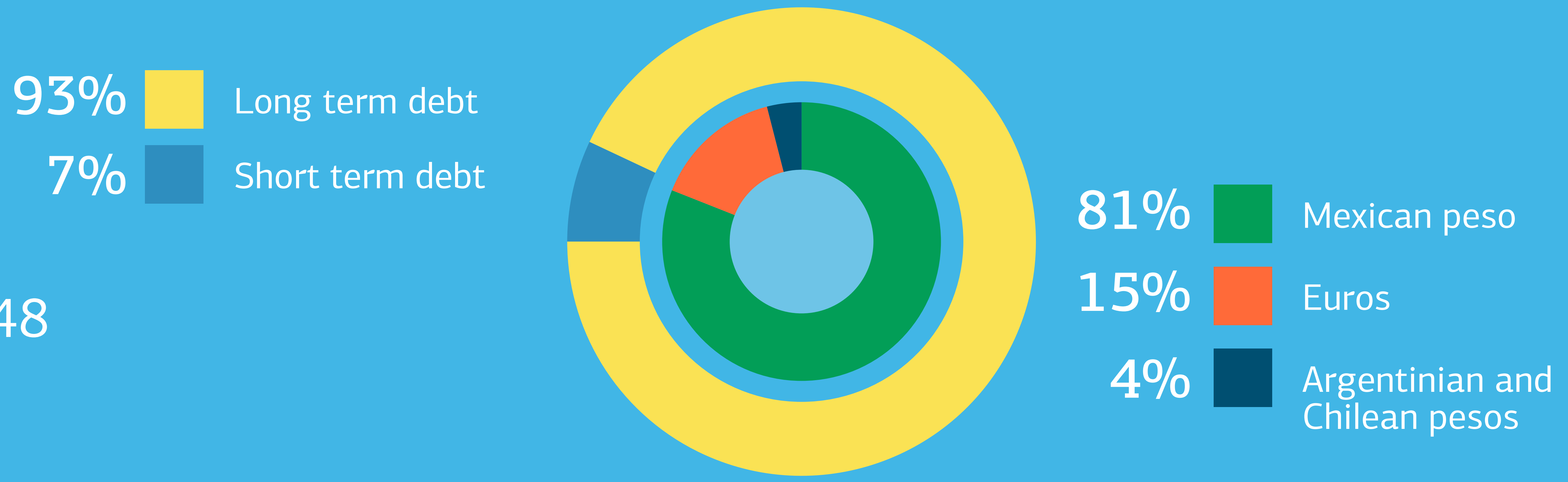
Bank of America	20%
Scotiabank	13%
Bank of Tokio	7%

Duration 3.7 years





Figures in million pesos



Guidance 2017

TOP LINE GROWTH

Between
220 - 250
Total openings

170 - 190
corporate
+
50 - 60
sub-franchisees

Mid Single Digit
SSS

Low to Mid Double Digit Growth
Revenues

EBITDA GROWTH

Flat EBITDA margin vs. 2016

Low to Mid Double Digit Growth
EBITDA

4 - 4.5BN
CAPEX*

2.2x - 2.4x
Net debt / EBITDA

Alsea

*Excluding acquisitions, includes the new Alsea Operations Center ("COA"), as well as the new HQ in Mexico City.

Five year goals

	2017e	2021e	VS 2020e
SALES	**Low to mid double digit**	**CAGR* > 15%**	**=**

*5 - year Compound Annual Growth Rate

Five year goals

	2017e	2021e	VS 2020e
SALES	Low to mid double digit	CAGR* > 15%	=
EBITDA	Low to mid double digit	CAGR* = High-teens	=
EBITDA margin expansion	Flat vs. 2016	>15%	=

*5 - year Compound Annual Growth Rate

Five year goals

	2017e	2021e	VS 2020e
SALES	Low to mid double digit	CAGR** > 15%	=
EBITDA	Low to mid double digit	CAGR** = High-teens	=
EBITDA margin expansion	Flat vs. 2016	>15%	=
Dividends	>$0.70 pesos per share	Acum >$ 5.50 pesos per share	↑
Adjusted EPS*	$1.70	CAGR** >25%	=

*Without considering any effects from the Put / Call Options. **5 - year Compound Annual Growth Rate

Five year goals

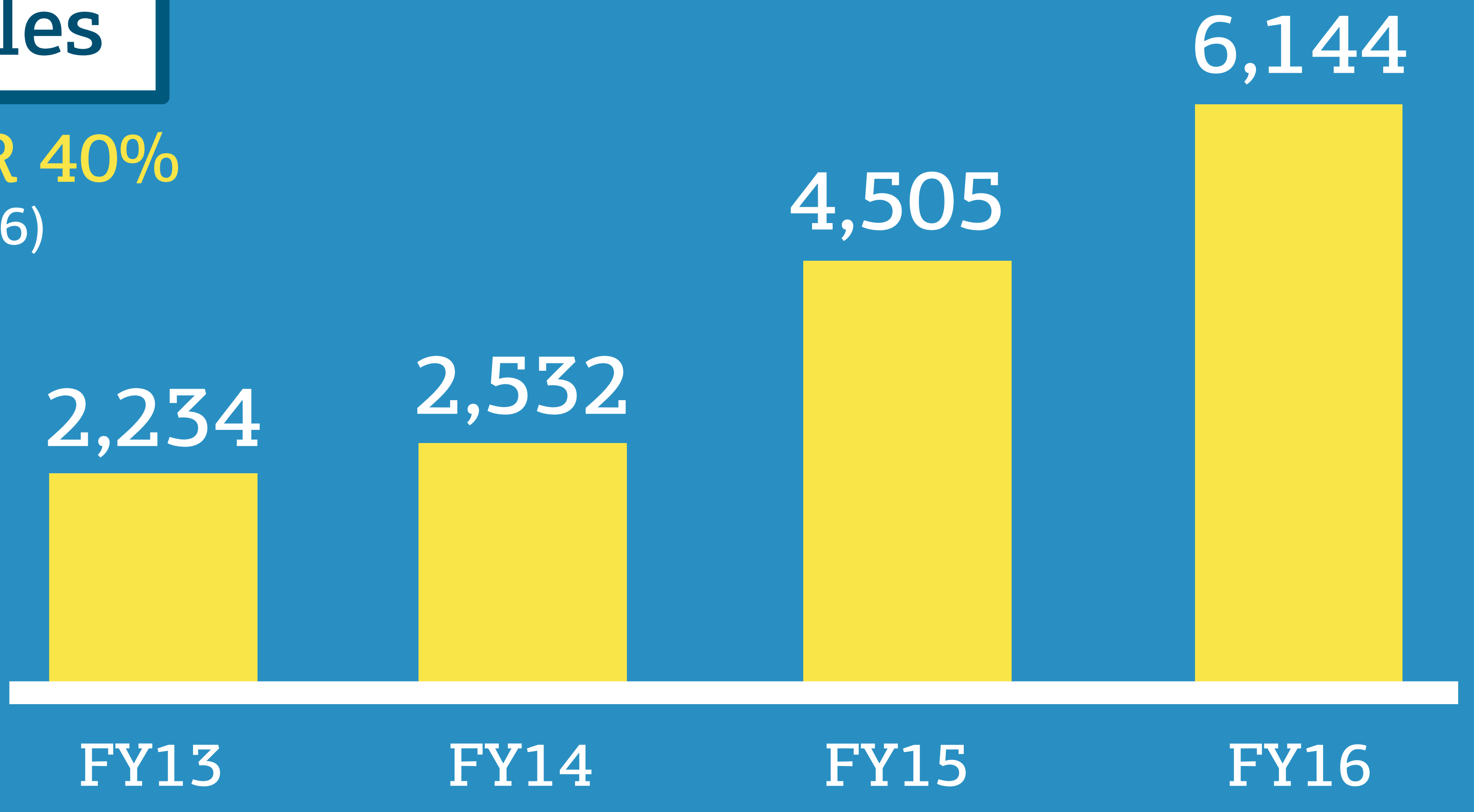
	2017e	2021e	VS 2020e
SALES	Low to mid double digit	CAGR** > 15%	=
EBITDA	Low to mid double digit	CAGR** = High-teens	=
EBITDA margin expansion	Flat vs. 2016	>15%	=
Dividends	>$0.70 pesos per share	Acum >$ 5.50 pesos per share	↑
Adjusted EPS*	$1.70	CAGR** >25%	=
ROIC	11%	>20%	=
ROE*	14%	Low 20's	↑

*Without considering any effects from the Put / Call Options. **5 - year Compound Annual Growth Rate

Grupo Axo | Performance

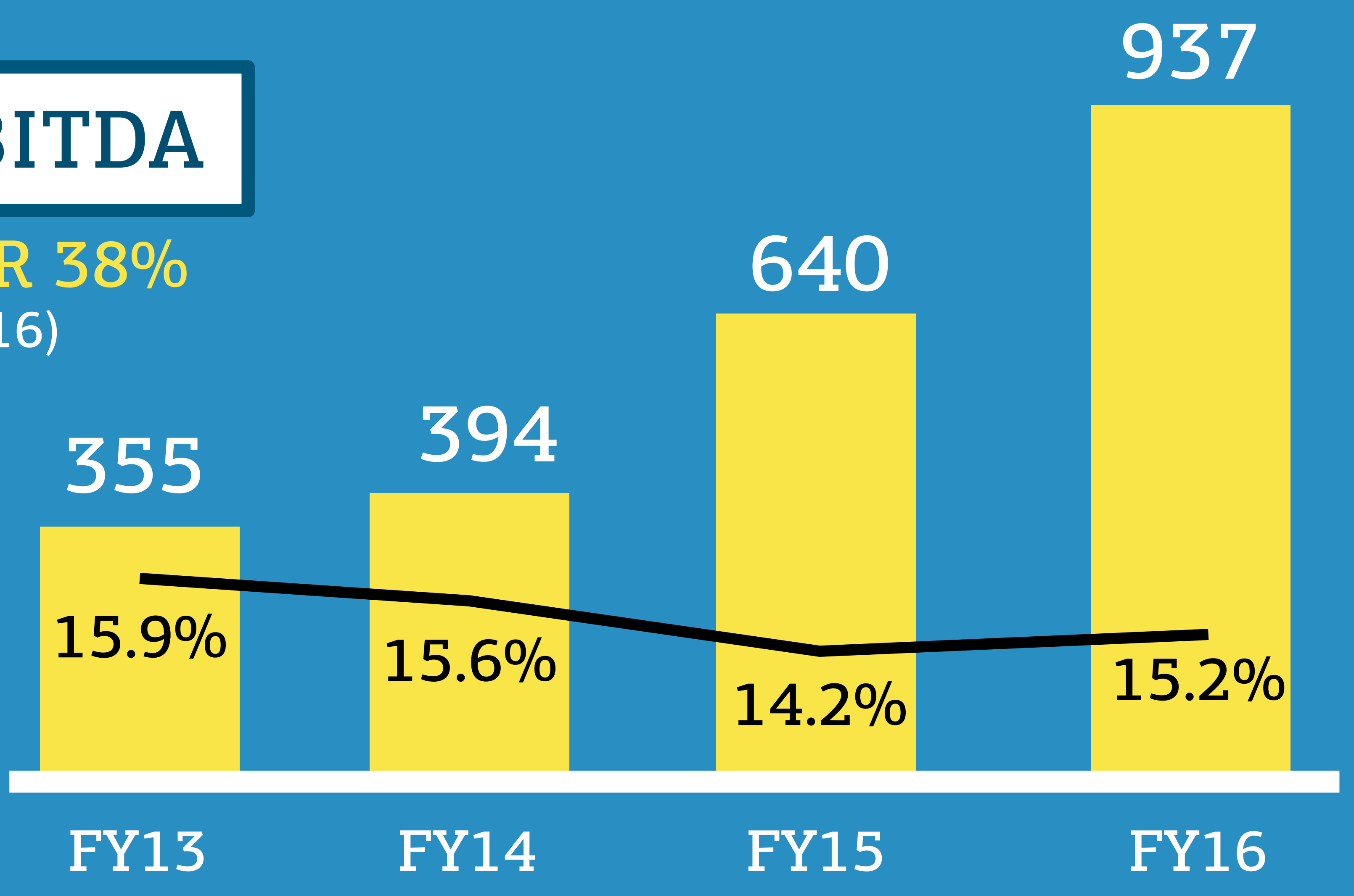
Sales

CAGR 40%
(13 - 16)



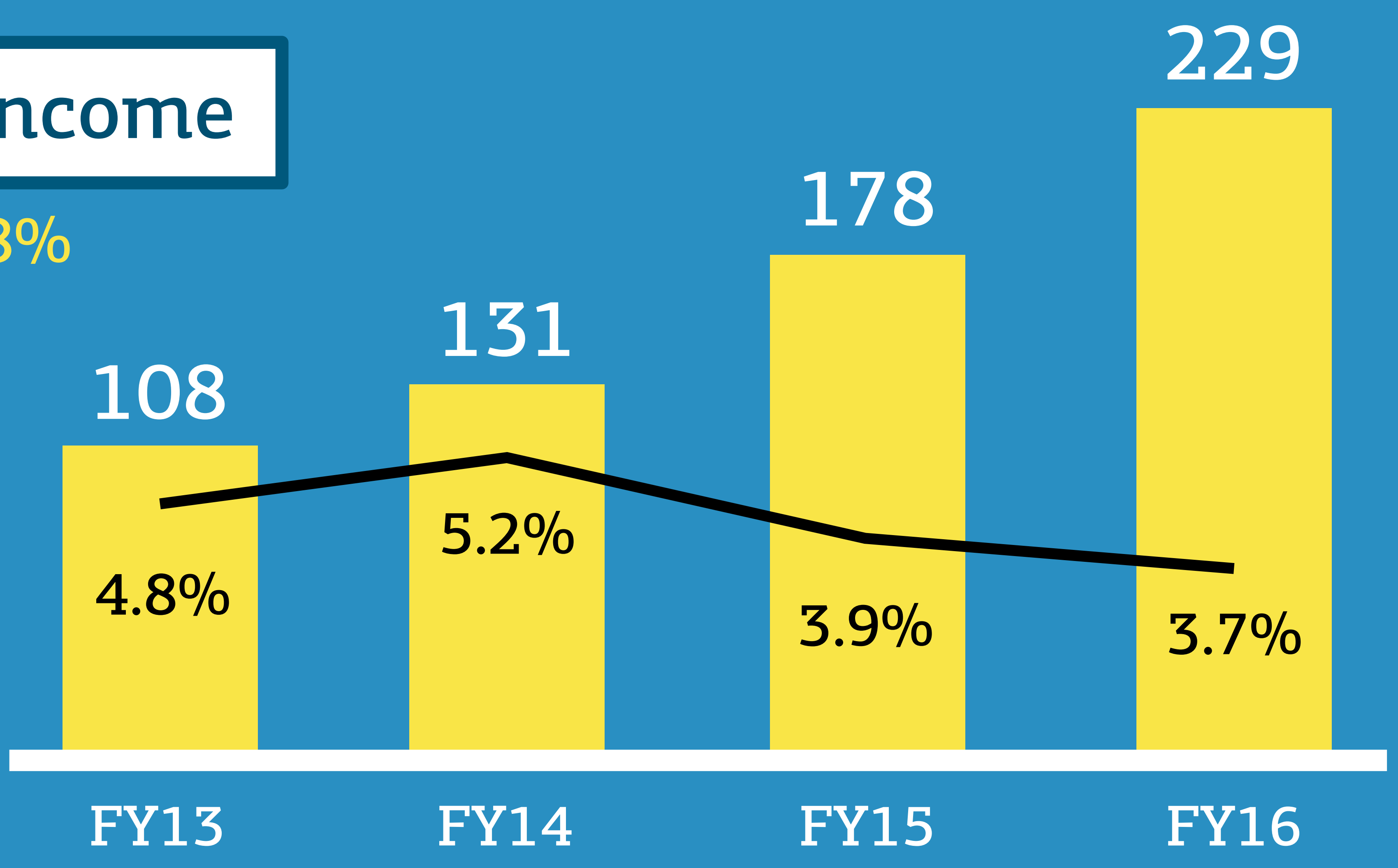
EBITDA

CAGR 38%
(13 - 16)



Net Income

CAGR 28%
(13 - 16)



Figures in million pesos

Winning with Alsea

- Strong, Relevant, Leading Brands
- High Growth Industry
- Experienced Executive Team
- Leading Restaurant Operator
- Strategic Partner for Global Brands
- Solid Financial Position
- Shared Services Business Model
- Proven Track Record
- Institutional Corporate Governance

We are
Alsea...

Leading Quick Service Restaurant, Coffee Shop, Casual Dining and Family Restaurant operator in Latin America and Spain.