

**Alsea** Day  
**2026**



## SIMULTANEOUS TRANSLATION

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**TOKEN: Alseaday2026**

# 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 generally contain words such as “believes,” “expects,” “may,” “will,” “should,” “seeks,” “approximately,” “intends,” “plans,” “estimates”, “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.

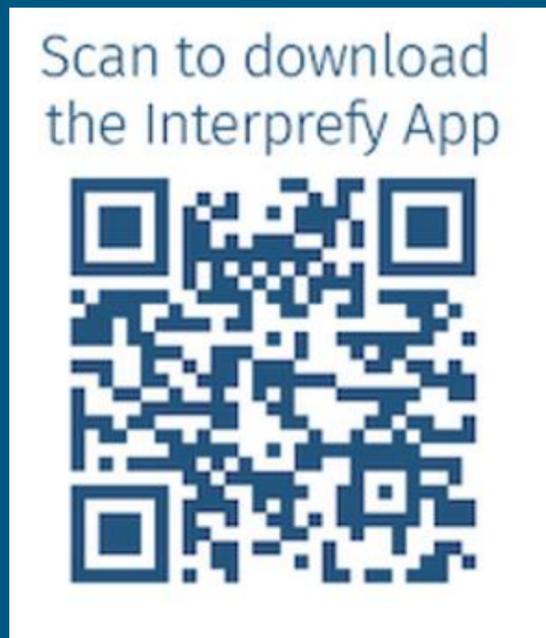
Forward-looking statements are based on current expectations and assumptions and currently available data and are neither predictions nor guarantees of future events or performance. You should not place undue reliance on forward-looking statements, which speak only as of the date hereof.

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.

All figures within this presentation are in Mexican pesos unless otherwise noted.

# Today's Agenda



Enter the event token & select "Connect"

**TOKEN: Aseaday2026**

## 09:00 - 11:00

- Asea's Overview & Strategy | Christian Gurría
- Domino's Pizza | Cosme Torrado
- Starbucks | Francisco Tosso
- Full-Service Segment | Jaime Vásquez and Paco Páez
- New Brands | Pablo De Brito
- People, Organization & Care | Cory Guajardo
- Financial Overview & Outlook | Federico Rodríguez
- Closing Remarks | Christian Gurría and Armando Torrado

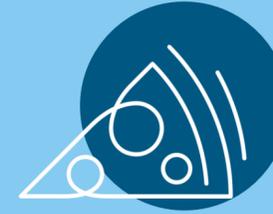
## 11:00 - 12:00

- Q&A

## 12:00 - 13:00

- Networking





Christian Gurría  
Chief Executive Officer

Alsea's Overview & Strategy

Alsea Day  
2026



**Cosme Torrado**  
Alsea Domino's Pizza  
15 years



**Jaime Vásquez**  
Full-Service Restaurants Mexico  
25 years



**Cory Guajardo**  
CHRO  
12 years



**Federico Rodríguez**  
CFO  
19 years



**Christian Gurría**  
CEO  
26 years



**Francisco Tosso**  
Alsea Starbucks  
7 years



**Paco Páez**  
Full-Service Restaurants Spain  
26 years



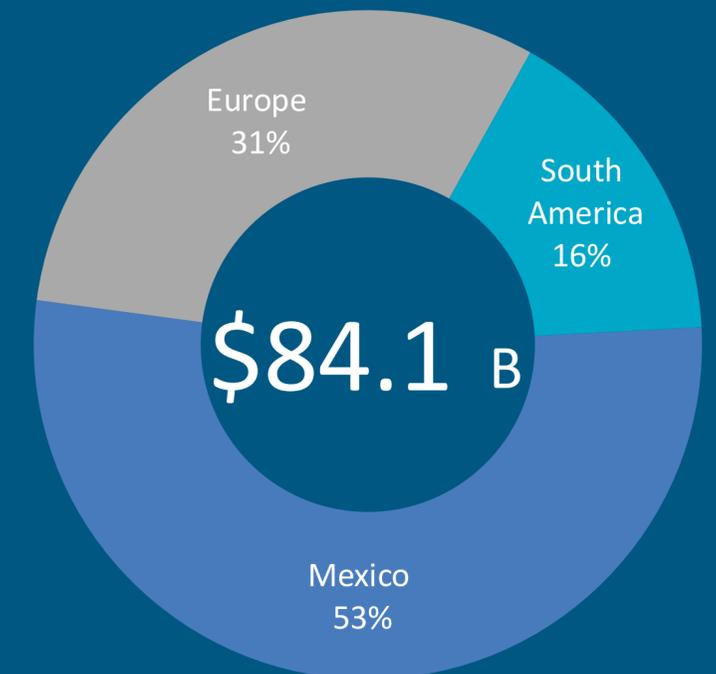
**Pablo De Brito**  
New Brands  
5 years

# WHERE WE STAND

Consistent Deliver and Growth



## Revenue by Region



4,820

Units

77% Corporate  
23% Franchises

12

Countries

13

Brands

3

Segments

460

Million  
Clients Served yearly

**Aalsea\***  
Mexican Stock  
Exchange (BMV)

1990  
Founded

\$45.2 B  
(\$2.5B usd)  
Market Cap<sup>1</sup>

\$11.9 B  
EBITDA

14.1%  
EBITDA  
Margin

2.4x  
Net Debt /  
EBITDA



+75K  
Team Members

<sup>1</sup> Market Cap as of March 13th, 2026.

Information as of December 31<sup>st</sup>, 2025. Figures in Mexican pesos and Pre-IFRS 16.

All figures within this presentation are in Mexican pesos unless otherwise noted.

# RATIONALE, ORGANIC, PROFITABLE GROWTH

Where We Are Going



Care



Build



Growth



Capitalize

TALENT | CULTURE | INNOVATION

# CARING FOR OUR PEOPLE, OUR CUSTOMERS, AND OUR RESOURCES

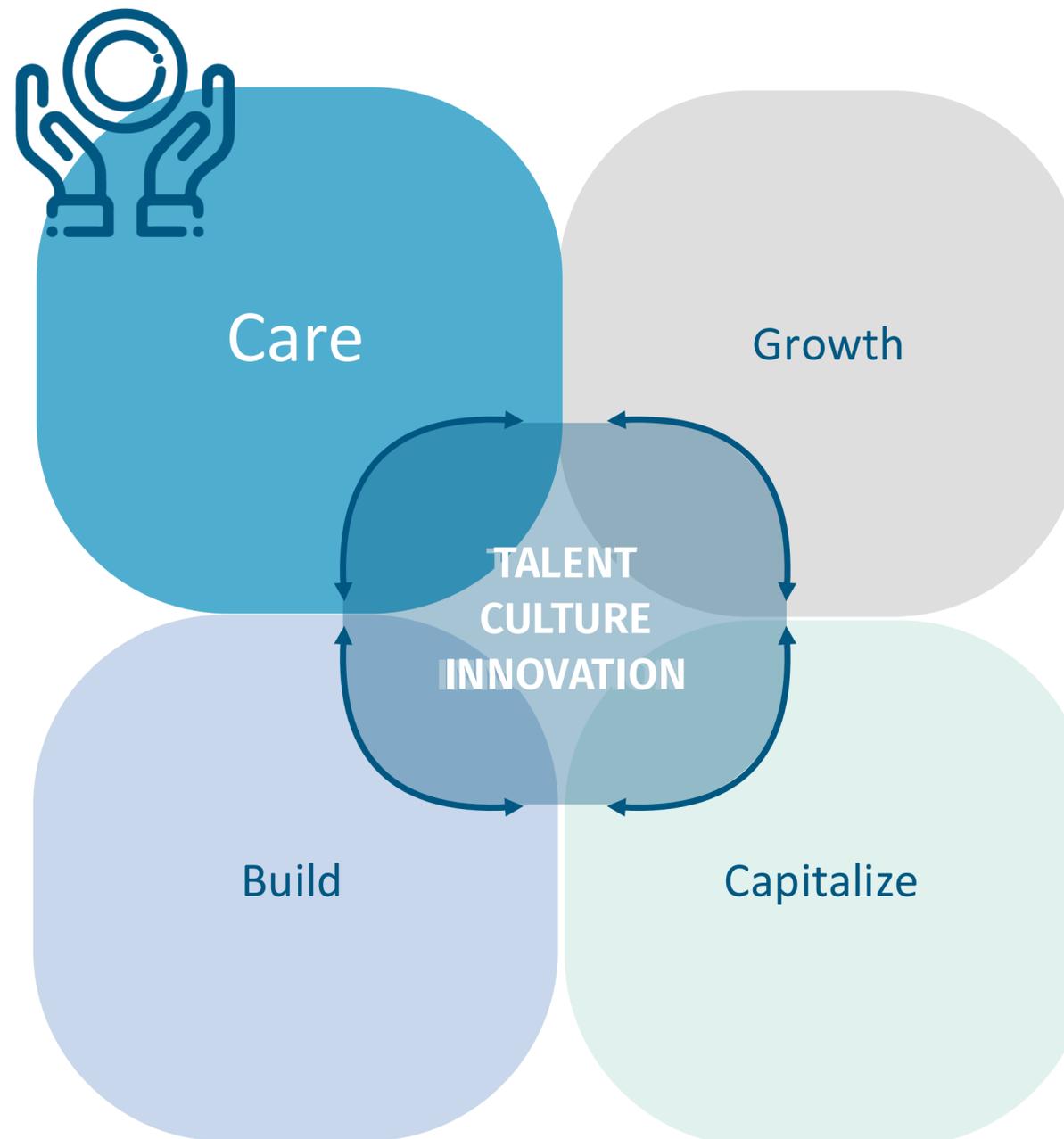
Where We Are Going



CARE

People - Customers -  
Resources

- High-impact operational talent
- Vertical Integration by Business Unit / Brands
- Deep Customer Knowledge and Understanding
- Organizational Structure Optimization
- Sustainability
- FCF and Capital Allocation



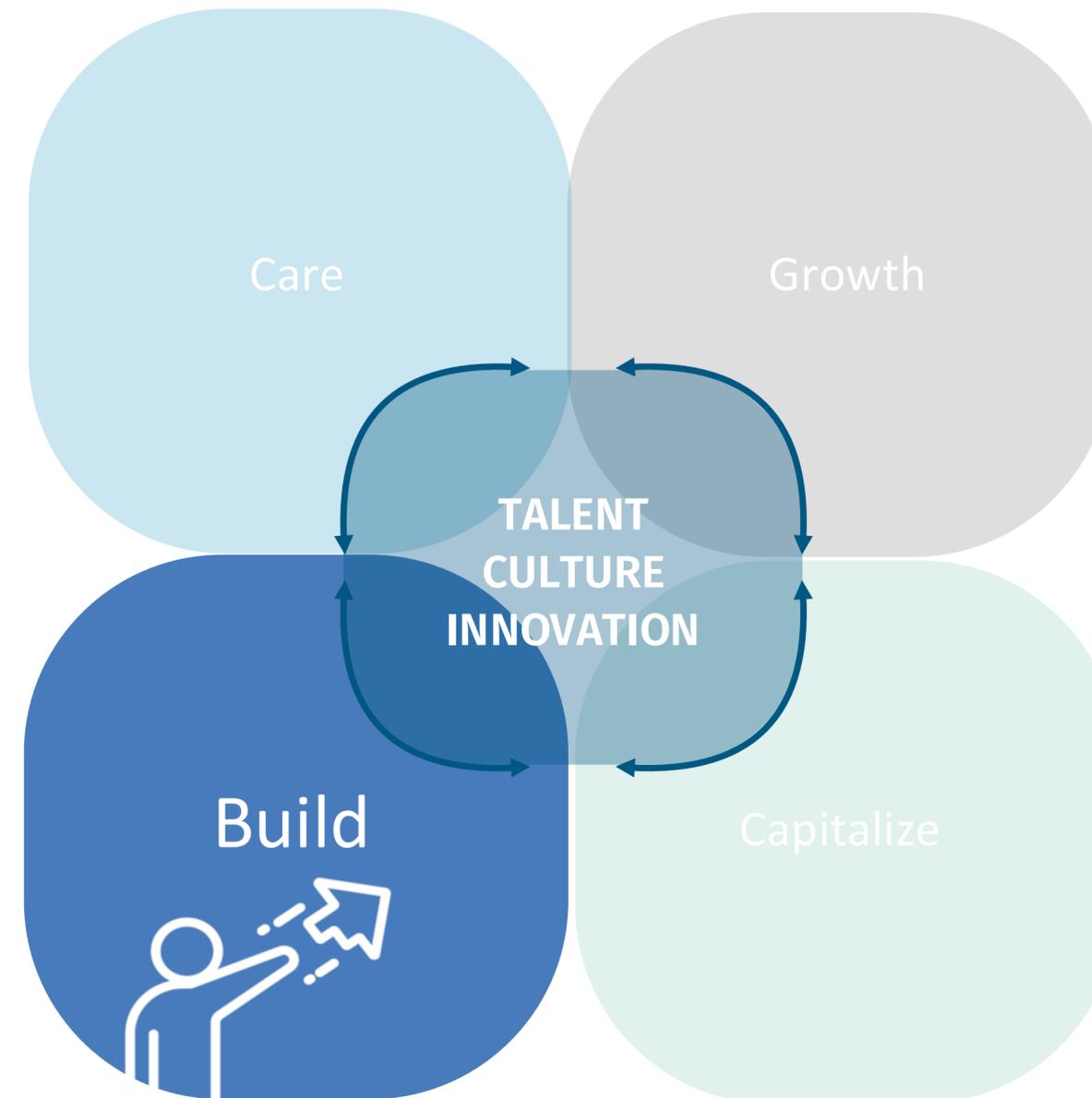
# RIGHT BRANDS. RIGHT LOCATIONS. RIGHT MARKETS.

Where We Are Going

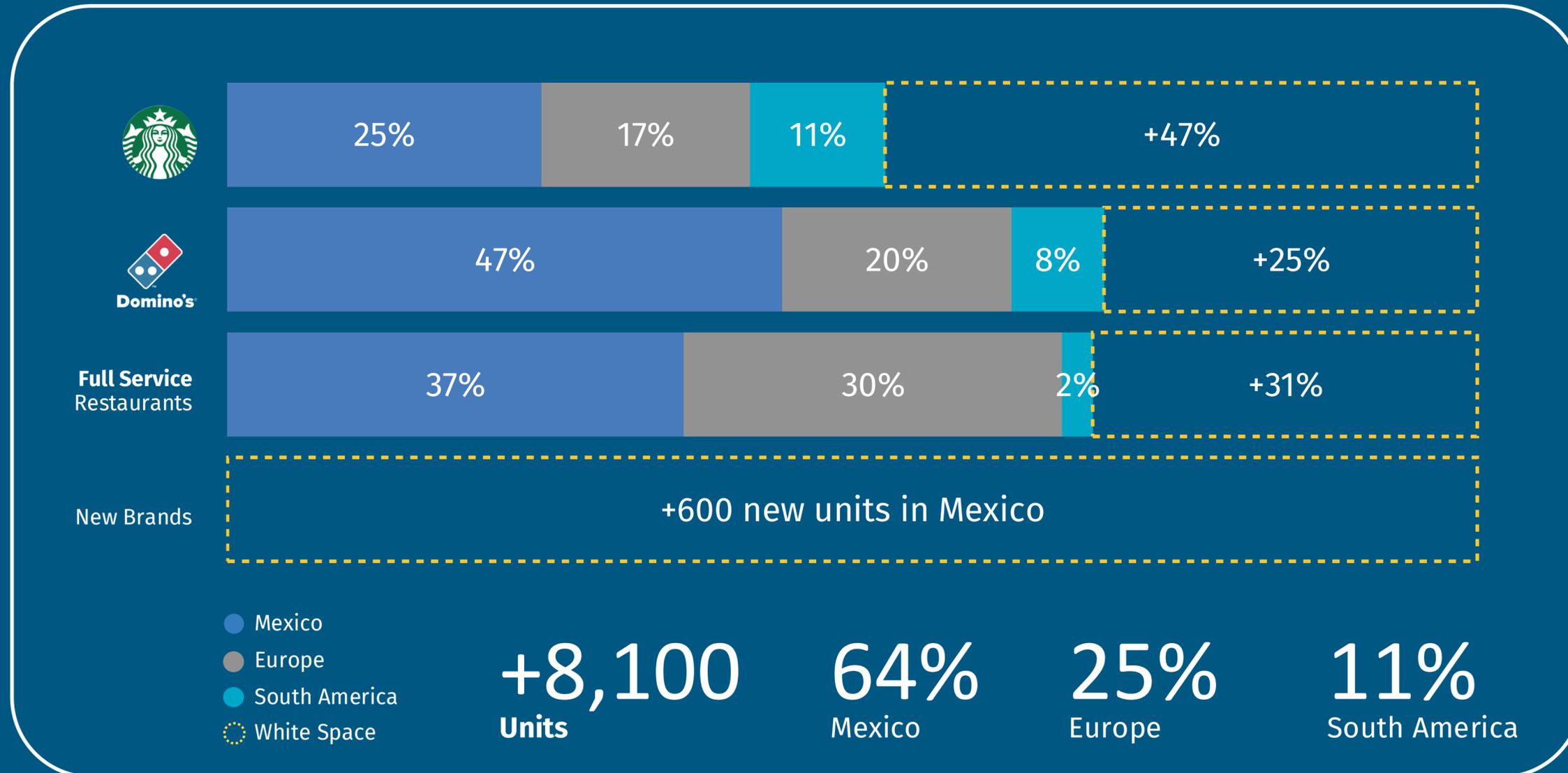
## BUILD Portfolio Optimization (Brand Leadership)



- Developing the Right Brands
- Participating in the Right Markets
- Opening in the Right Locations
- White Space Capitalization
- Expanding Market Share
- Divesting on Non-Strategic



# STRONG MARKET HOLDING CAPACITY AND EXPANSION POTENTIAL, ALIGNED WITH OUR DISCIPLINED ORGANIC GROWTH STRATEGY

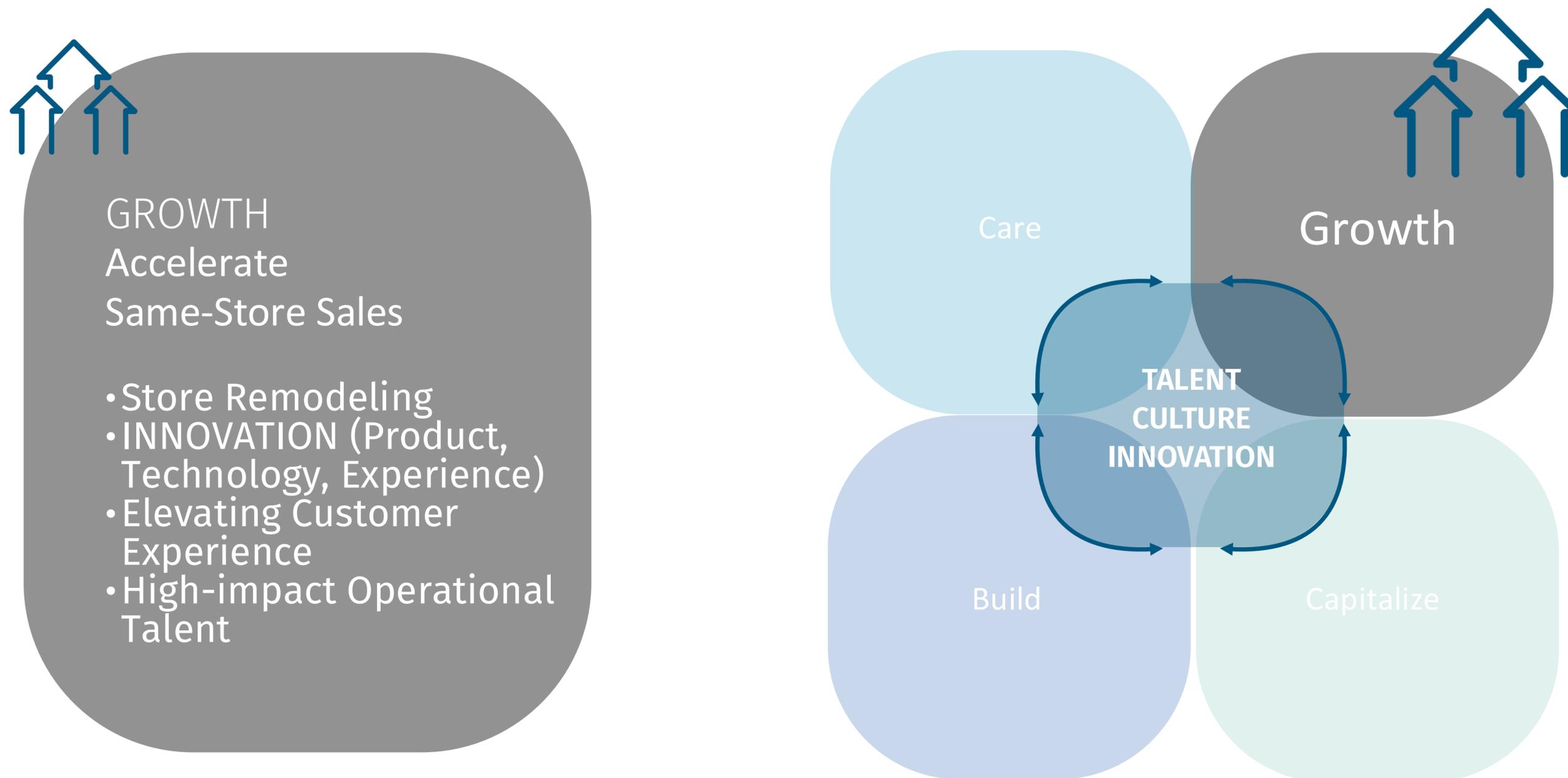


**+3,400 units**  
Alsea white space

- Mexico**  
~2,150
- Europe**  
~850
- South America**  
~400

# DRIVING HIGHER TRAFFIC ACROSS OUR EXISTING STORE BASE +4,800

Where We Are Going



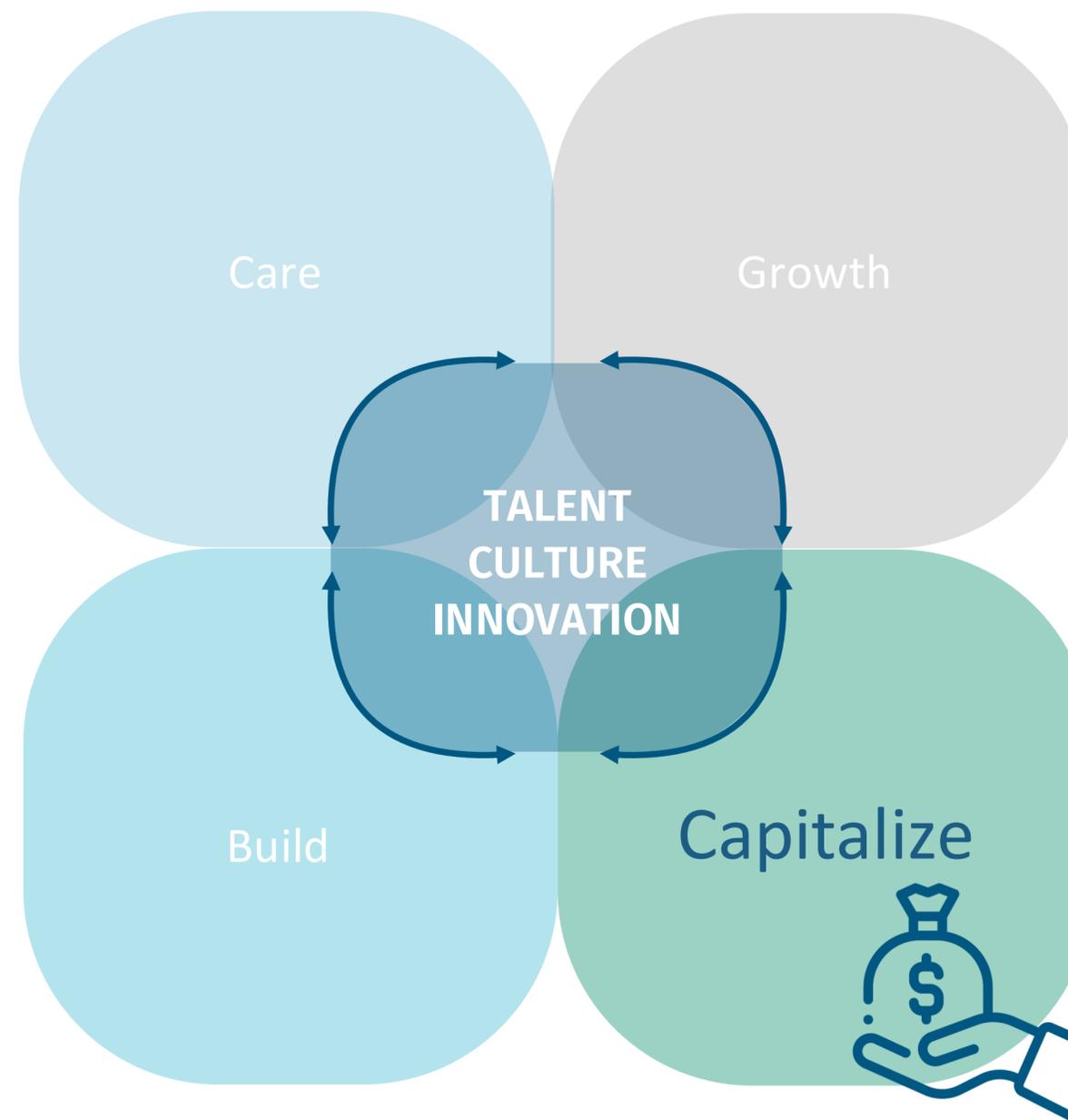
# MAXIMIZING RETURNS ON OUR EXISTING ASSET BASE

Where We Are Going



**CAPITALIZE**  
Expand Margins  
& Earnings

- Same Store Sale Growth
- Maximizing Capacity Utilization of Our Manufacturing Centers
- Portfolio Optimization
- Organizational Structure Optimization

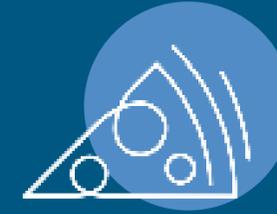


# CLEAR ROADMAP FOR ALSEA'S NEXT GROWTH PHASE

Focused Disciplined Expansion

Operational Excellence

Sustained Value Creation for Our Shareholders



# Cosme Torrado

Alsea Domino's Pizza



Alsea <sup>Day</sup>  
2026

# THIRD LARGEST DOMINO'S OPERATOR WORLDWIDE

Where We Stand



**1,549**  
Units

949 Corporate (61%)  
601 Franchises (39%)

**92 M**  
Clients Served

**983**  
Units

**55 M**  
Clients Served

**59%**  
Revenue



**163**  
Units

**10 M**  
Clients Served

**7%**  
Revenue



**403**  
Units

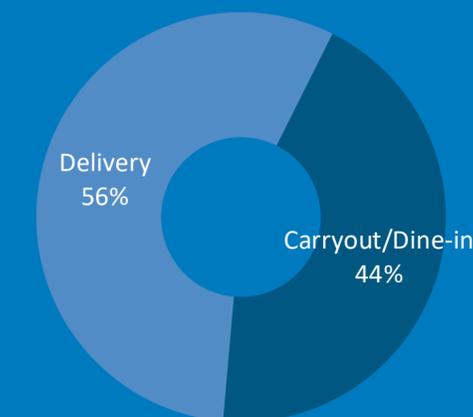
**27 M**  
Clients Served

**34%**  
Revenue

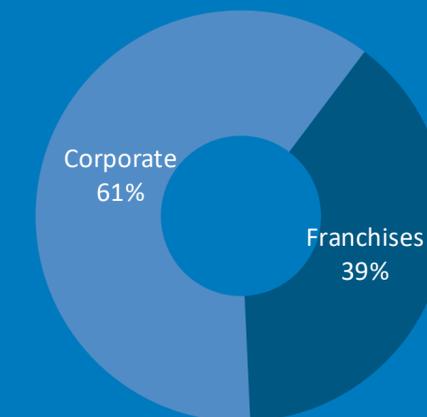
## Store Format



## Sales by Channel



## Store Owner



# LEADING THE RACE - ONE DELIVERY AT A TIME

Winning the Moment

## Diversified Sales Mix

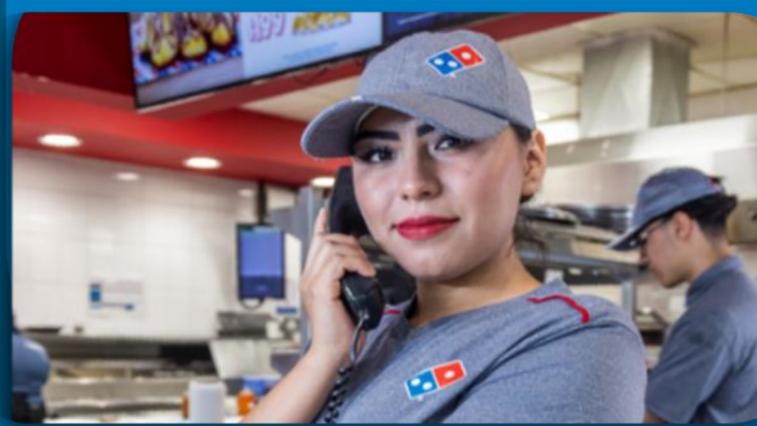
- In-Store
- Phone
- Online Orders
- Aggregators



**47%**  
**Digital Tender**

## Scalable Digital Ecosystem

**3.8** Million Active Digital Users



**42%**  
**CVR\***

## Distinctive Product Portfolio

- New recipe launches
- Improved dough platform
- Protein-forward products
- Seasonal / LTO calendar



**9%**  
**WOI\***

# THE FUTURE OF PIZZA IS HERE

Where We Are Going



## Long-Term Objective

- Reach 2,000 stores by 2030
- Balanced mix of company-owned & franchised locations

## Growth & Performance

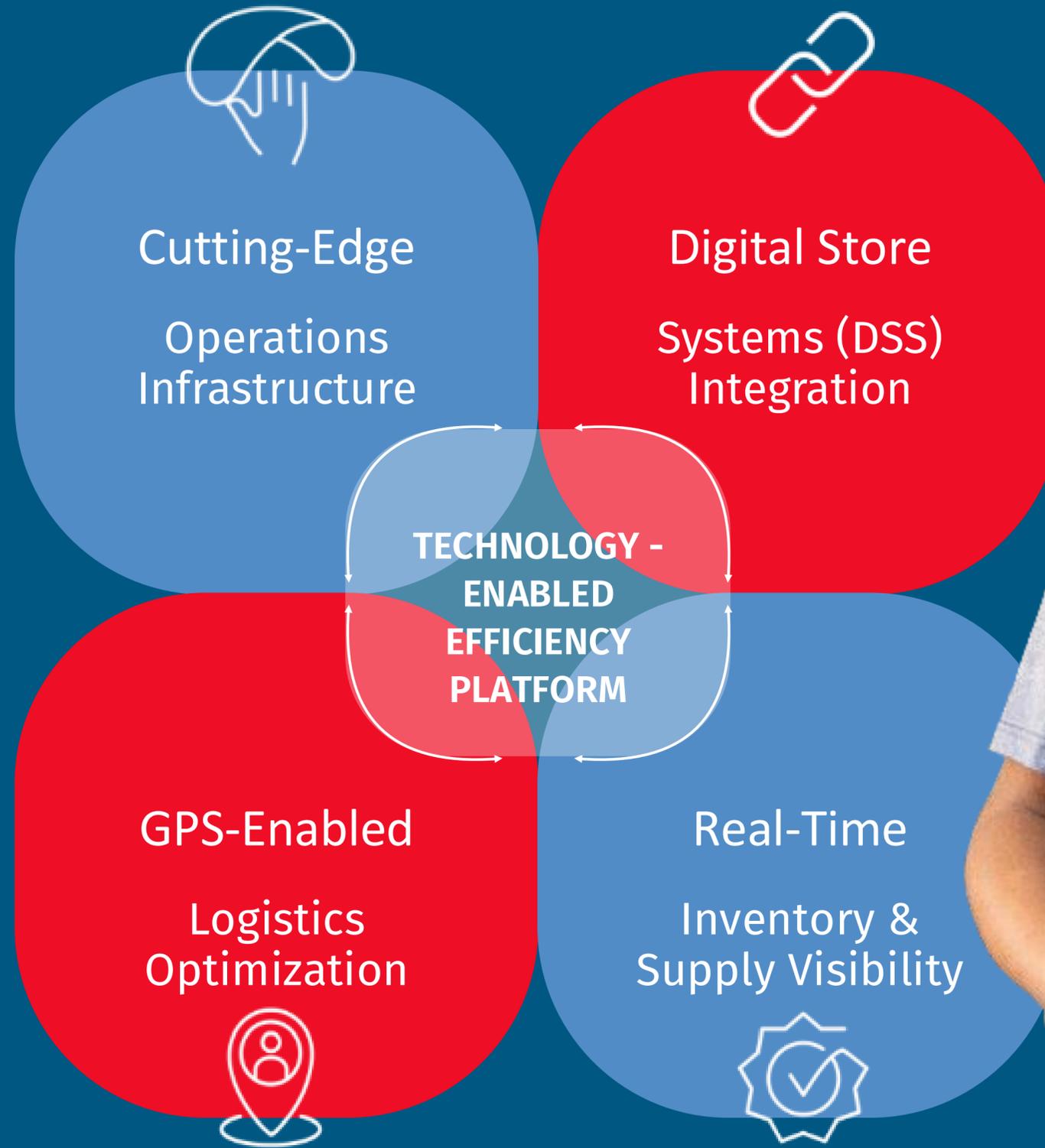
- Sustainable CAGR of ~5% – 7%
- ~\$75K usd EBITDA per franchised store

## Expansion Opportunity

- ~25% white space in current markets, providing runway for efficient growth

# EVERY SLICE COUNTS

Creating What's Next





# THE EFFICIENCY OF A PERFECT OPERATION

Delivering Value with Purpose

## Domino's Cloud: An Enterprise-Grade Platform

U.S.-proven, reliable infrastructure  
enabling seamless growth

Intuitive  
Front-End  
Experience

Ease of  
Operations/  
User  
Friendliness

Reliability/  
Smooth Order  
Flow



# SPEED THAT SERVES, TECHNOLOGY THAT CONNECTS

Protecting Our Essence



## People & Talent: Driving Operational Excellence

Training & Development

Competitive Compensation & Benefits

Leadership Stability



Improving Team Performance



Retaining Top Talent



Strengthening Management

Turnover Rate  
74%

Manager Stability  
50%

# OUR PATH TO GROWTH AND PROFITABILITY

Three Key Takeaways

More  
Stores



More  
Sales



More  
Profit





Francisco Tosso

Alea Starbucks



Alea <sup>Day</sup>  
2026

# GLOBAL SCALE

Leadership Position Within Starbucks

## Starbucks in the World

#1

Coffeehouse  
Company in the  
World

90

Current  
Global  
Markets

\$37.2 B usd

Global Retail  
Sales (2025)

+41 k

Global  
Stores

+400 k

Partners

20 B

Customer Served

#2

Starbucks  
Operator in the  
World

12

Current  
Global  
Markets

\$1.7 B usd

Global Retail  
Sales (2025)

+2 k

Stores

+23 k

Partners

+200 M

Customer Served



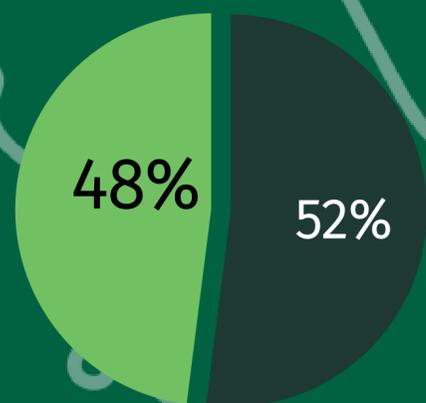
# REGIONAL BUSINESS STRUCTURE

Balanced Portfolio With Significant Runway For Expansion

## Mexico



935  
Stores



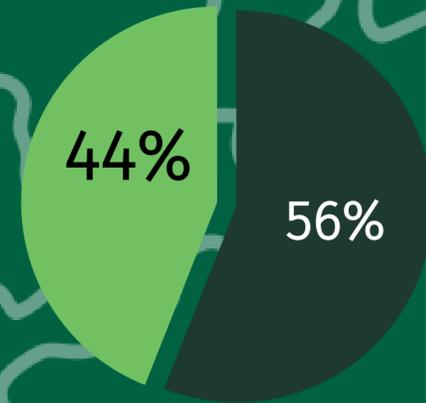
62%

REVENUE  
Participation

## Europe

625  
Stores

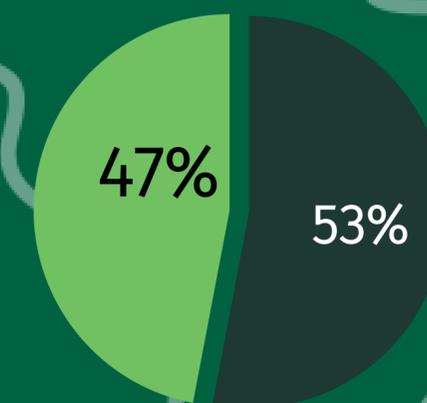
336 Corporate  
289 Franchises



23%

## South America

401  
Stores



15%

Penetration

White Space

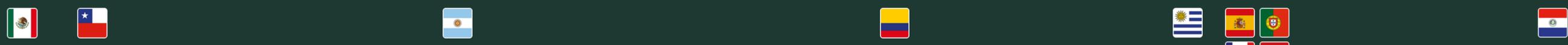
# 23 YEARS OF SUSTAINED AND DISCIPLINED VALUE CREATION

Proven Track Record

### Revenue Growth

# 23.4%

'02-'26 CAGR



■ Mexico ■ South America ■ Europe

# ALSEA STARBUCKS STRATEGY

Four Pillars Driving Sustainable Growth & Profitability



## Partner

Become the **best employer** in the industry



## Customer

Be the **most trusted** and loved coffee brand by market



## Growth

Drive the **strongest growth** in high-return markets



## Profitability

Be a more **efficient** and **synergistic** company year over year



Care



Build



Growth



Capitalize

# CLEAR EBITDA ACCELERATION THROUGH STRONG EXECUTION

## Strategic Plan

### Partner

- Operational Simplicity
- High-impact operators
- Partner Journey

KPI

**eNPS Starbucks**

### Customer

- In-Store Experience
- Digital Experience
- Brand Equity

KPI

**Brand Sentiment**

### Growth

- Revenue Growth Management
- Store Portfolio Mgmt
- Innovation Drivers

KPI

**Same Store Orders**

### Profitability

- Control & Performance
- Data-Driven
- Organizational Efficiency

KPI

**EBITDA**

# INNOVATION AS A COMPETITIVE ADVANTAGE

Strengthening Our Strategy and Long-Term Growth

## Distinctive Product Portfolio

Beverage, Food & Merchandise

Design-led products driving quality and brand differentiation

**14%**  
**WOI\***

## The Third Place

Stores

Evolving store design and remodeling to strengthen community connection and elevate the experience

**1.5**  
**Renovations vs**  
**New Stores**

## Technology & Data

Digital Experience

Enhancing digital experience through Starbucks Rewards, digital channels and analytics

**41%**  
**Digital Tender**

Disciplined Growth

Accelerating EBITDA

Sustainable Value Creation

A CLEAR PATH TO LONG-TERM VALUE CREATION



# Jaime Vásquez

Full-Service Restaurants  
(FSR) Mexico



P.F. CHANG'S

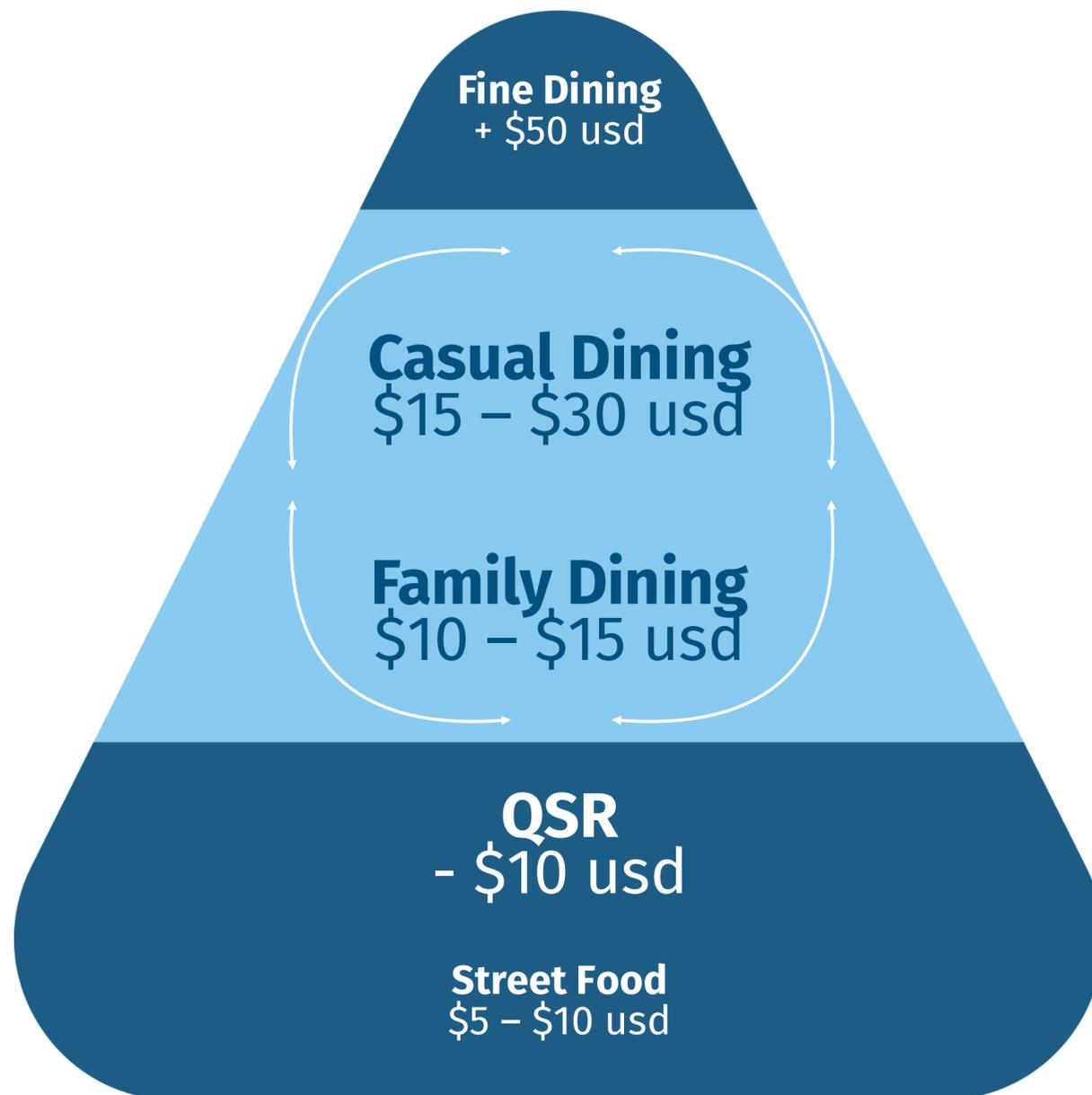


Alsea Day  
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# A \$67B MARKET WITH STRONG GROWTH OPPORTUNITY

## FULL-SERVICE RESTAURANTS

### Average Ticket Breakdown Foodservice Industry



# ALSEA IS THE LARGEST FULL-SERVICE RESTAURANT OPERATOR IN MEXICO

## Where We Stand



American Food

75

11

Italian Food

76

Asian Food

28

Family Dining

234

+50  
Cities

376  
Corporate

48  
Franchises



### FSR Mexico National Coverage

Synergy · Footprint · Critical Mass

50 million clients

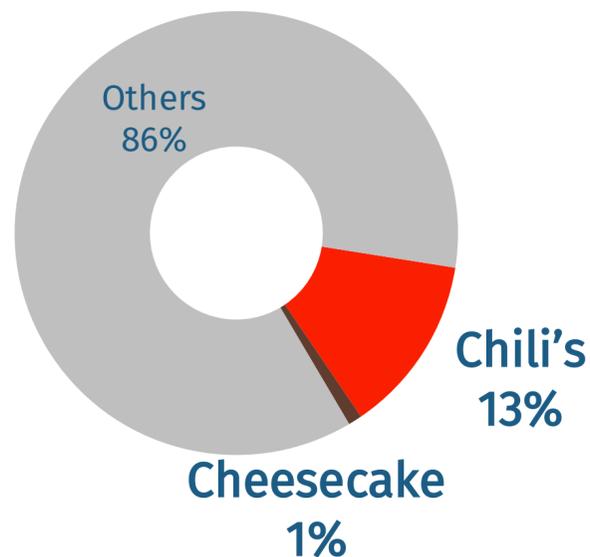
424 Restaurants

12k team members

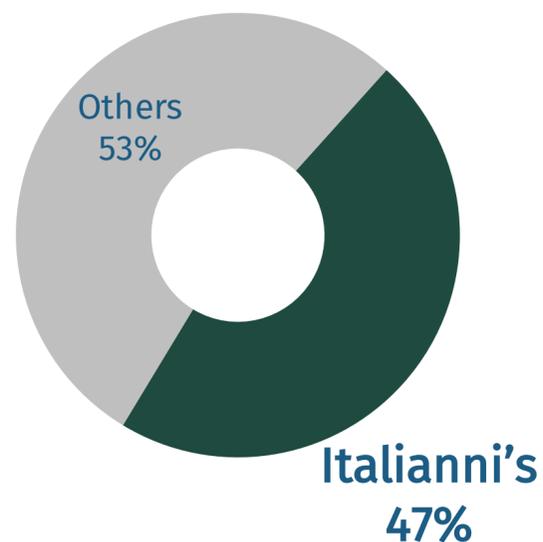
# STRONG BRANDS WITH EXPANSION RUNWAY

4 Key Categories

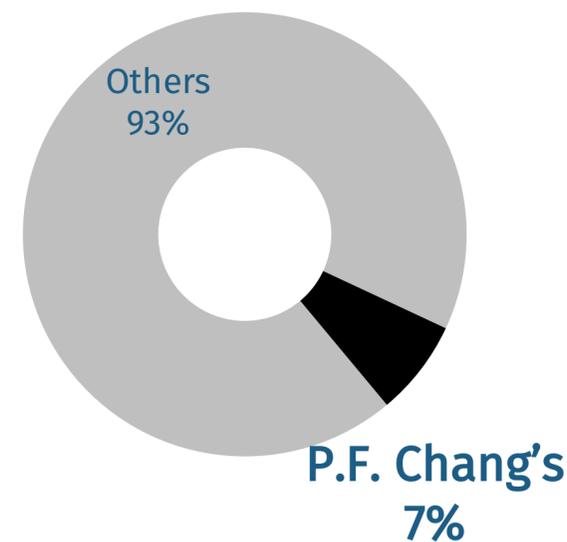
## American Food



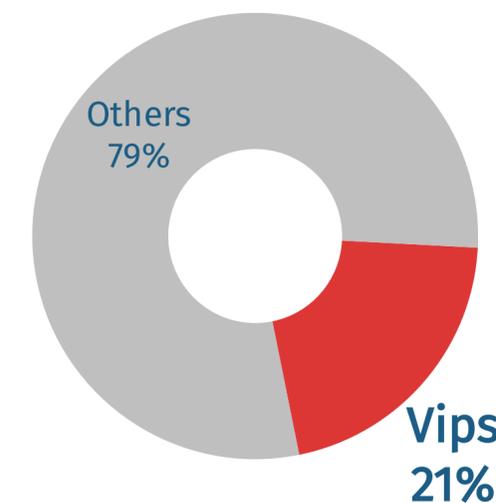
## Italian Food



## Asian Food



## Family Dining



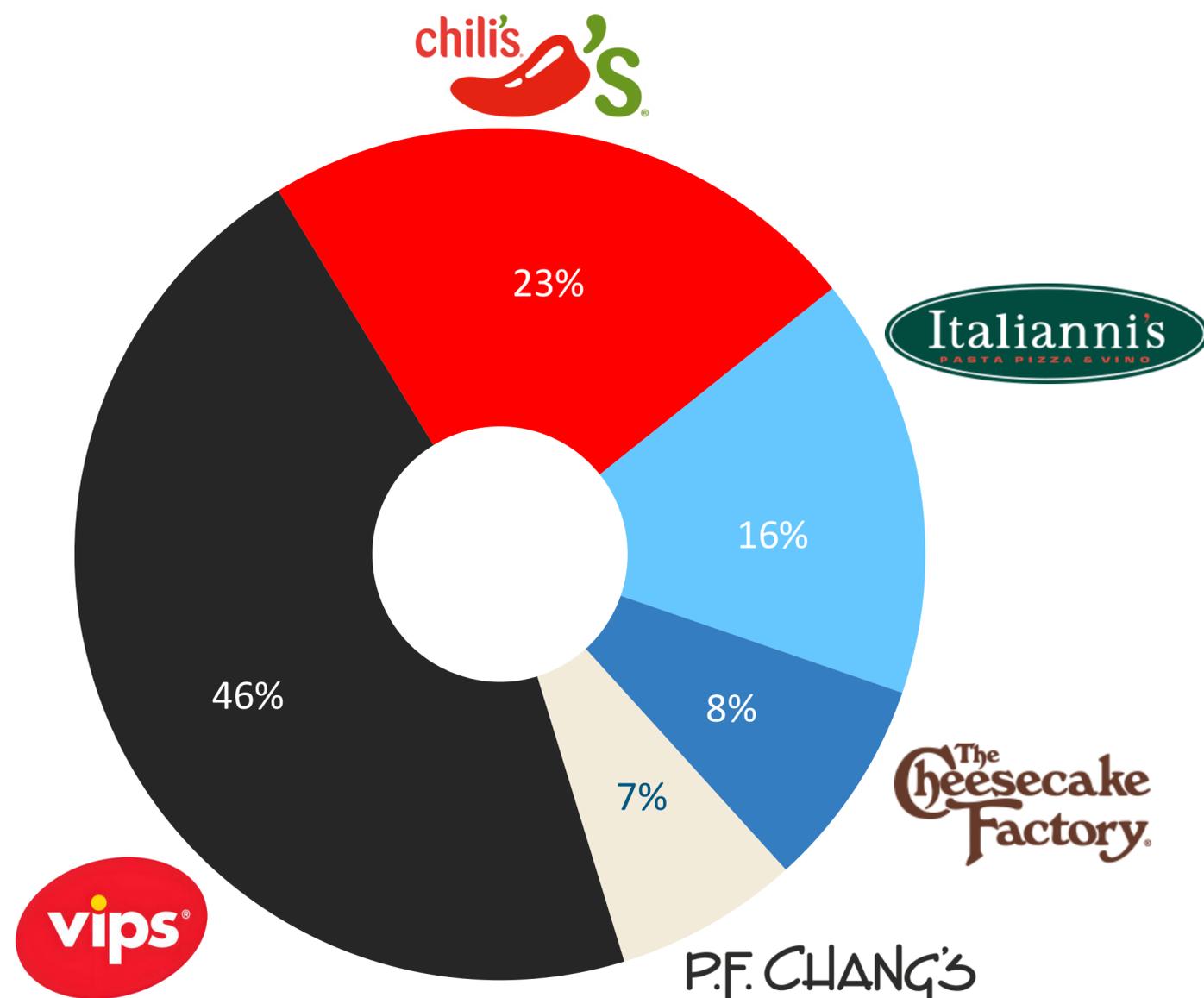
#1 in all categories

White Space  
+40% Units / 66% Sales



# A DISCIPLINED STRATEGY TO DRIVE GROWTH

We Have a Solid and Diversified Portfolio



## Growth Strategy

Portfolio Diversification

Driving Traffic & SSS

Operational Agility

Strong Value Offerings



# CAPITAL-EFFICIENT GROWTH

Via Remodeling And Franchises

45  
Remodeled  
Restaurants per  
year

15%-20%  
Sales  
Growth from  
Remodeling

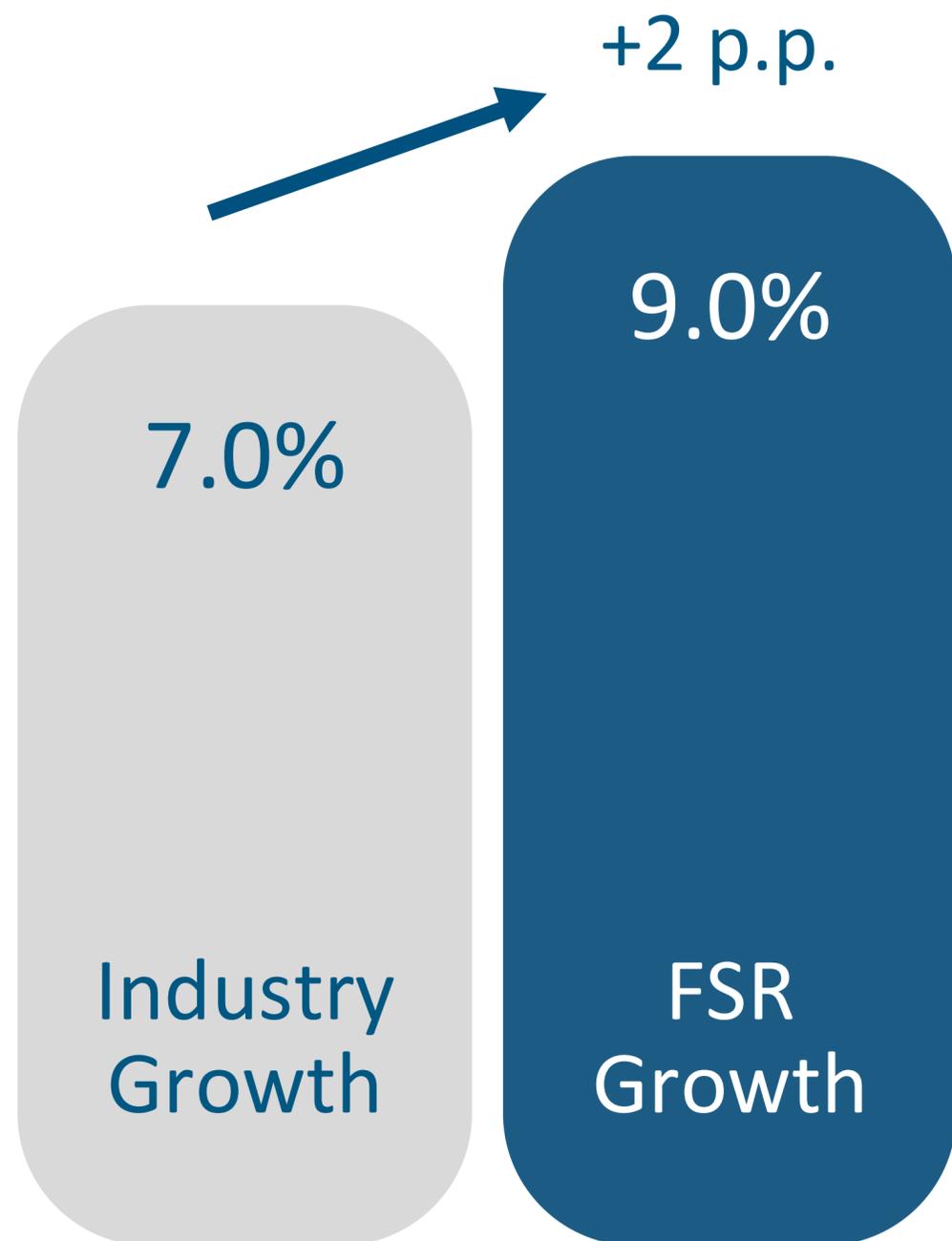
48  
Franchise Model

+20%  
4W EBITDA



# GROWING FASTER THAN THE INDUSTRY

Capitalize on the Industry Momentum

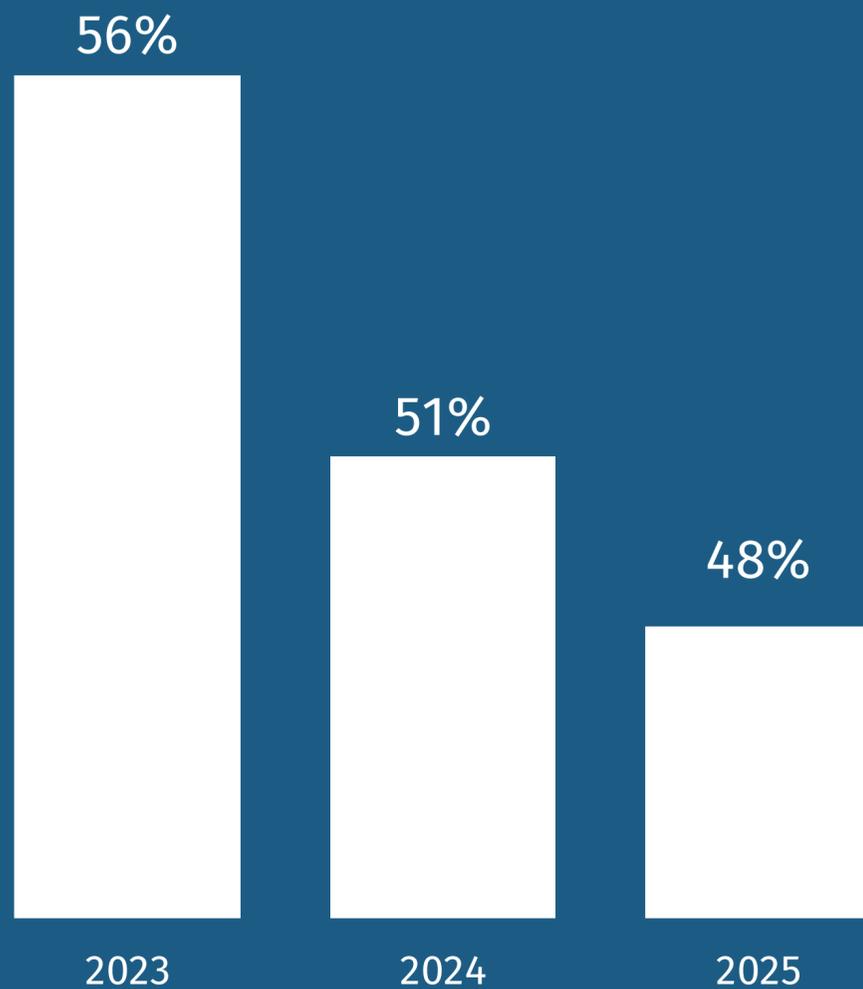


# OUR PEOPLE ARE OUR COMPETITIVE ADVANTAGE

Savoring Excellence: Passion for Detail in Every Restaurant



## Turnover



eNPS: employee Net Promoter Score

71.8  
eNPS

~2.5x  
Competitive  
Manager Salary  
vs. Industry



# FOUR BUILDING BLOCKS OF OUR STRATEGY

**Customer Centric  
Decisions**



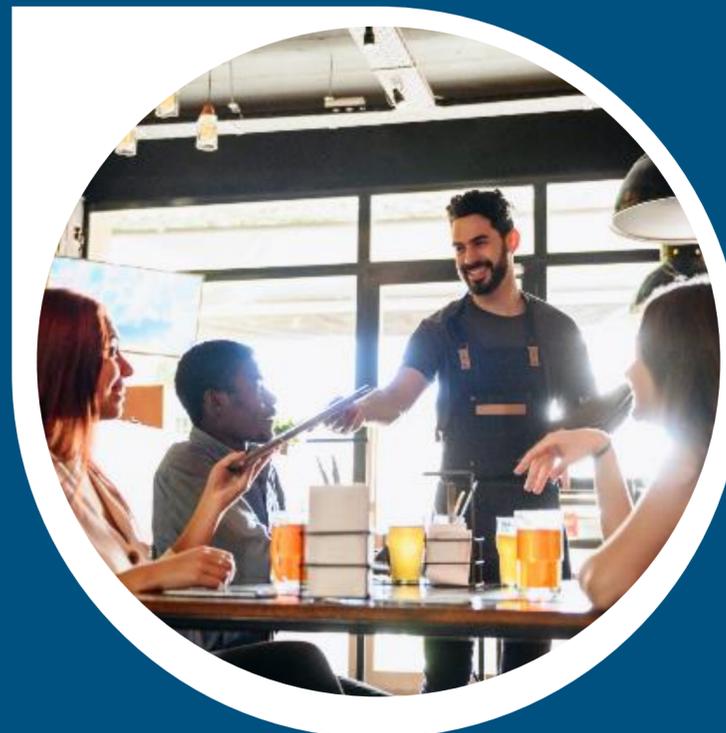
**Growth Driven by  
New Guests**



**Operational  
Excellence**



**Our People**





# CLEAR PATH TO GROWTH

Via Remodeling And Franchises



Strong Brands

National Scale

Disciplined Strategy for Growth



Paco Páez

Full-Service Restaurants (FSR)  
Spain

VIPS

★ FOSTER'S  
HOLLYWOOD

*Ginos*

Alsea <sup>Day</sup>  
2026

# A LARGE AND GROWING FSR OPPORTUNITY IN SPAIN

- Spain - 4th largest global foodservice market
- Organized industry - 33% market share<sup>2</sup>
- Organized industry - growing 73% vs 4% independent<sup>4</sup>



## Foodservice Restaurants<sup>1</sup>

€**43,523** Million

## Chain Foodservice<sup>3</sup>

€**14,427** Million

Represent  
**33%**

## Chain FSR<sup>3</sup>

€**2,717** Million

Represent  
**19%**

## Alsea FSR

Total Market  
**1.5%**

<sup>1</sup> Source: Euromonitor Total Dollar Value FY2025 Foodservice (Chain + Independent)

<sup>2</sup> Source: Circana Foodservice Market 2025 vs 2020. Chain vs Independent value growth.

<sup>3</sup> Source: Circana Chain Foodservice Euro Value Sales FY 2025

<sup>4</sup> Source: Circana Chain Foodservice Euro Value Sales FY 2025 vs 2019

# BEST-IN-CLASS PORTFOLIO OF LEADING PROPRIETARY BRANDS

## The Power of Alsea FSR

### VIPS

Modern all-day eatery

### FOSTER'S HOLLYWOOD

Fun American all-day restaurant

### Ginos

Creative Italian restaurant



Units

488

300 Corporate  
188 Franchises

169

119 Corporate  
59 Franchises

205

102 Corporate  
103 Franchises

118

81 Corporate  
37 Franchises



Million Customers served

42.9

22.1

14.5

6.2

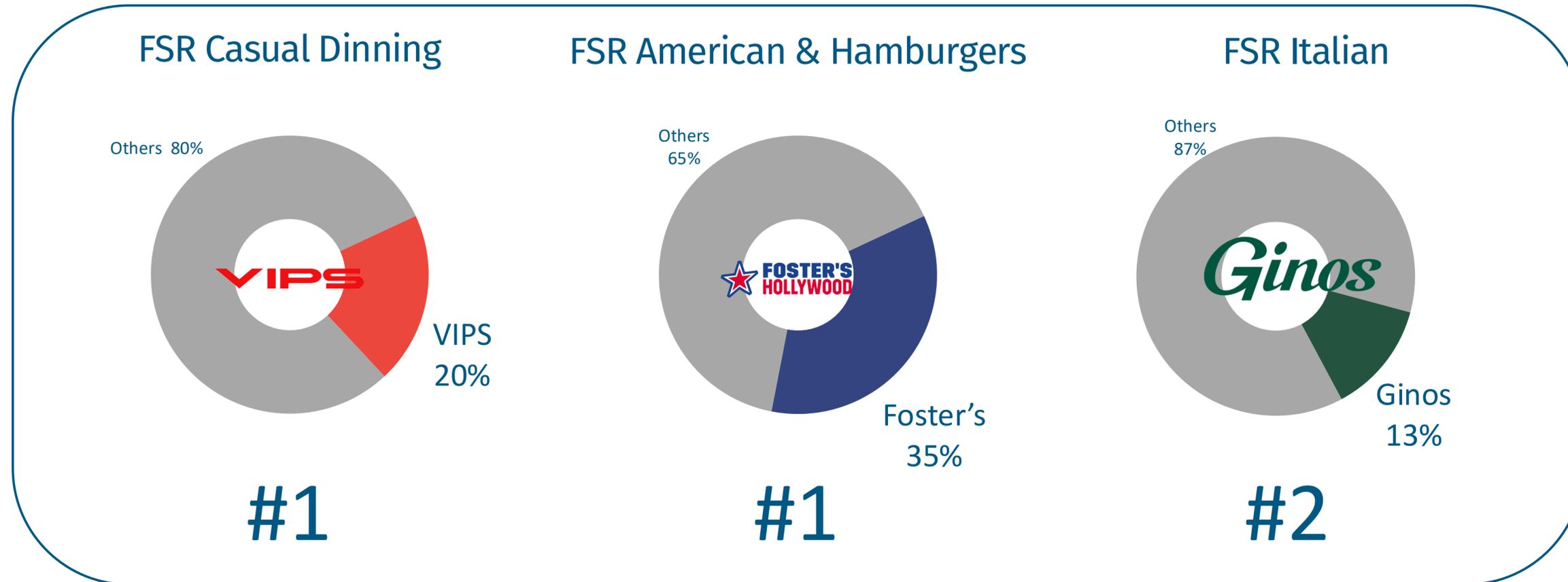


Team members

+9,300



# LEADING BRANDS WITH A CLEAR PATH FOR GROWTH



## Next 5 years

Organic Growth Opportunity  
**+115 new restaurants**  
**25%**

Sales Growth Opportunity  
**+45%**

# UNLOCKING GROWTH THROUGH FOUR STRATEGIC PILLARS

## Growth



Driven by new consumer acquisition

SSO

## Capitalize



Maximizing footprint returns

EBITDA Growth

## Build



Build momentum by digital & data analytics

Digital Sales Tender

## Care



People. Customer. Resources

Customer NPS - eNPS

# ACCELERATING GROWTH THROUGH CUSTOMER AND DIGITAL EXPANSION

## Growth driven by new customer acquisition



- Consumer understanding and R&D
- Product Innovation – 15% sales
- Communication as a competitive advantage

SSO

## Build momentum by digital & data



- Digital journey orchestration
- Boost delivery and takeaway channel
- ClubBy loyalty program - 35% sales

Digital Sales Tender



# MAXIMIZING RETURNS THROUGH DISCIPLINED EXPANSION AND OPERATIONAL EXCELLENCE



## Capitalize footprint to maximize returns



- Right openings & Remodeling strategy (+7%)
- Franchises accelerating growth
- Format innovation

EBITDA Growth

## Care by protecting operations



- One operating model, three FSR brands
- High-Impact Operators
- Own Core Production & Optimized Supply Chain

Customer NPS - eNPS

**Spain: a growing market opportunity**

**Leading brands with a balanced portfolio**

**A clear and disciplined growth strategy**

**“The Power of Alsea Full-Service Restaurants”**



# Pablo de Brito

New Brands



Alsea <sup>Day</sup>  
**2026**



# RIGHT BRANDS AND RIGHT GEOGRAPHIES

Leveraging Alsea Scale to Launch Two Globally Recognized Brands



## CHIPOTLE

Healthy Fast Casual with 11.5% CAGR representing 1.3B usd in Mexico

	Mexico
Potential Restaurants	+200
Potential Revenue	+ 390M usd



Fastest growing QSR segment in Mexico with 3.5B usd (~30% of QSR)

	Mexico
Potential Restaurants	+400
Potential Revenue	+ 1B usd



# BRINGING A GLOBALLY ICONIC BRAND INTO AN UNTAPPED CATEGORY

## Chipotle

### Scale & Brand Leadership

Limited Regional Competitors. Chipotle: **\$11.9B** revenue, 4,000 stores, strong Mexican **ABC** recognition.

### Distinctive Value Proposition

Real ingredients: fresh, responsibly sourced, no artificial flavors or preservatives.

### Affordable Pricing

Competitive pricing with traditional QSR at \$150-\$200MX, aligned with ABC segment.

### Tangible value

500–600g per serving vs. ~200g average in QSR, reinforcing strong value perception.

### Customized Fast Casual Service

“Build your own” with fresh Mexican ingredients, served personalized in 2 minutes.

# ENTERING THE LARGEST QSR PROTEIN CATEGORY WITH A PREMIUM BRAND

Raising Cane's

## Massive Chicken Market Opportunity

Mexico ranks #5 globally in chicken consumption (36kg per capita; 48%+ of meat consumption)

## Fast-Growing Fried Chicken Category

Fried chicken is the fastest-growing QSR segment, representing a \$3.5B market opportunity.

## White Space for Premium Brand

Highly concentrated market with one dominant player and limited premium chain penetration.

## Proven Category Leader

Fastest-growing chain and #3 chicken brand in the U.S., validating strong category momentum.

## Best-in-Class Economics & Scalable Model

~\$6.5M AUV, supported by a focused menu, 2.5-min service, and strong community connection.

# WHY ALSEA IS UNIQUELY POSITIONED TO WIN

Launch in Monterrey 2026, Mexico City 2027 & National Roll Out 2028

## White Space

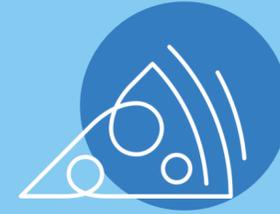
- Large & Scalable Opportunity
- High Growth Category
- Limited Competitors

## Strong Brands

- Proven consumer demand
- Strong Unit Economics
- Leading Brands

## Alsea Scale

- Prime Real State access
- Digital & Brand Capabilities
- Supply Chain & Procurement



Cory Guajardo  
Human Resources

People, Organization & Care

Aalsea <sup>Day</sup>  
2026

# PEOPLE STRATEGY ALIGNED WITH ALSEA'S STRATEGY

Developing Talent To Drive Business Growth

Through HR, we drive **profitable business growth** by developing **high-impact teams** within an **agile, people-centric, and effective organization**



## GROWTH

High-Impact Operators  
caring for our people, our customers, and our business



## BUILD

Key Position Succession Planning  
with profiles that drive high performance for both people and the business



## CAPITALIZE

Productivity & Efficiency  
to enable structured and scalable growth  
Alsea **Smart Work**  
enabling our stores to operate in a collaborative, aligned, and effective way



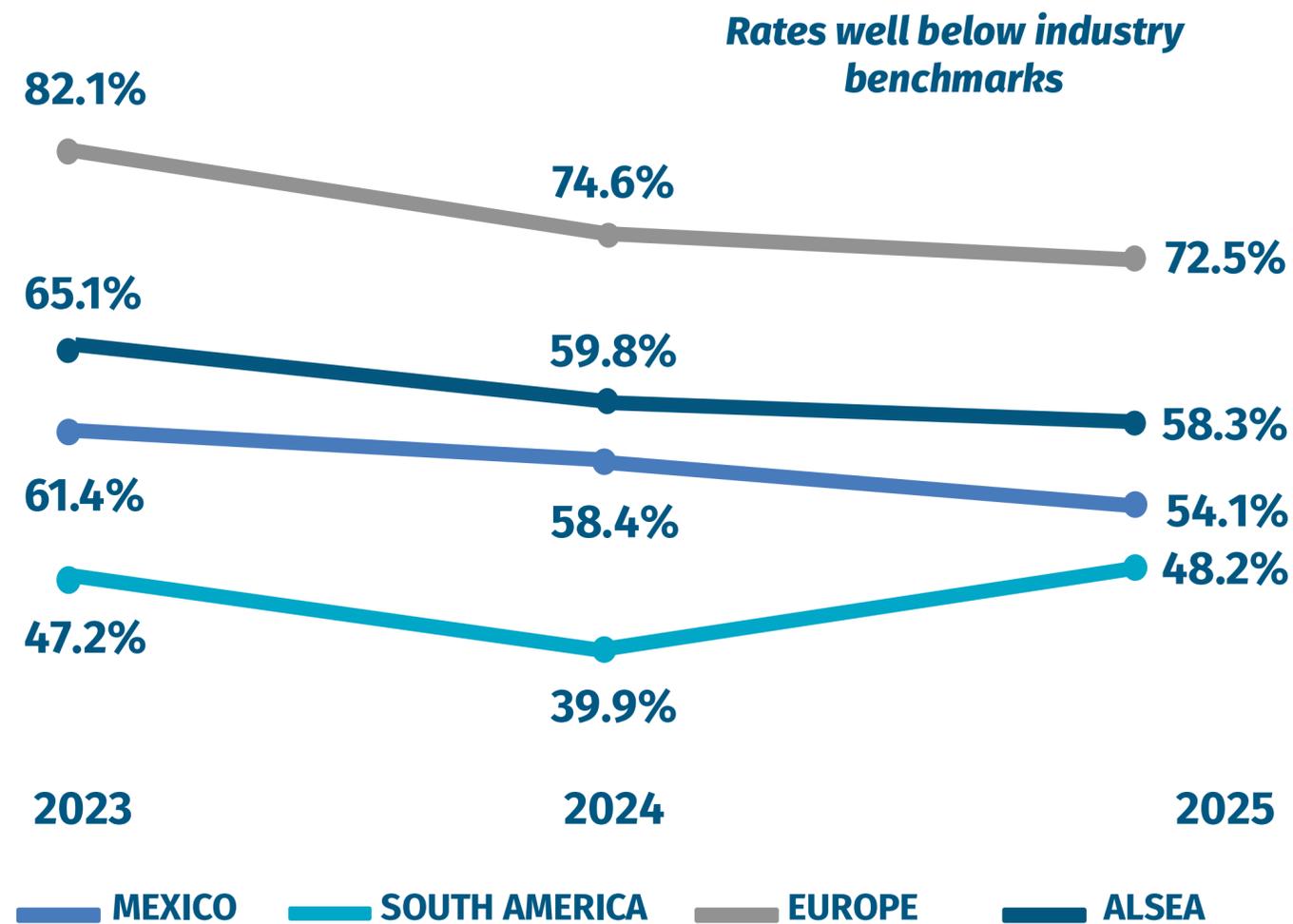
## CARE

People Experience  
to build skilled, motivated, and high-performing teams that deliver superior service

# DELIVERING A LEADING PEOPLE EXPERIENCE FOR +75K TEAM MEMBERS

An Effective Workforce Model At Scale, Leveraging Predictive Analytics To Improve People Decisions

## Continuous Reduction in Employee Turnover



## Sustained Engagement

4.19  
2023

4.19  
2024

4.15  
2025

eNPS  
55.7

6,210  
Promotions  
in 2025  
53% Women

84%  
SM roles filled with  
internal talent

How Good Are the  
Jobs We Offer?

88.7%  
Happy

88.2%  
Proud

# HIGH-IMPACT FRONTLINE LEADERSHIP IS A KEY DIFFERENTIATOR

+4,000 Operators At The Core Of Execution Excellence

**3,567**

Store Managers

**366**

District Managers

**51**

Regional Directors

Average  
Tenure

**3**

Years

In the position

Average  
Tenure

**11**

Years

In the company

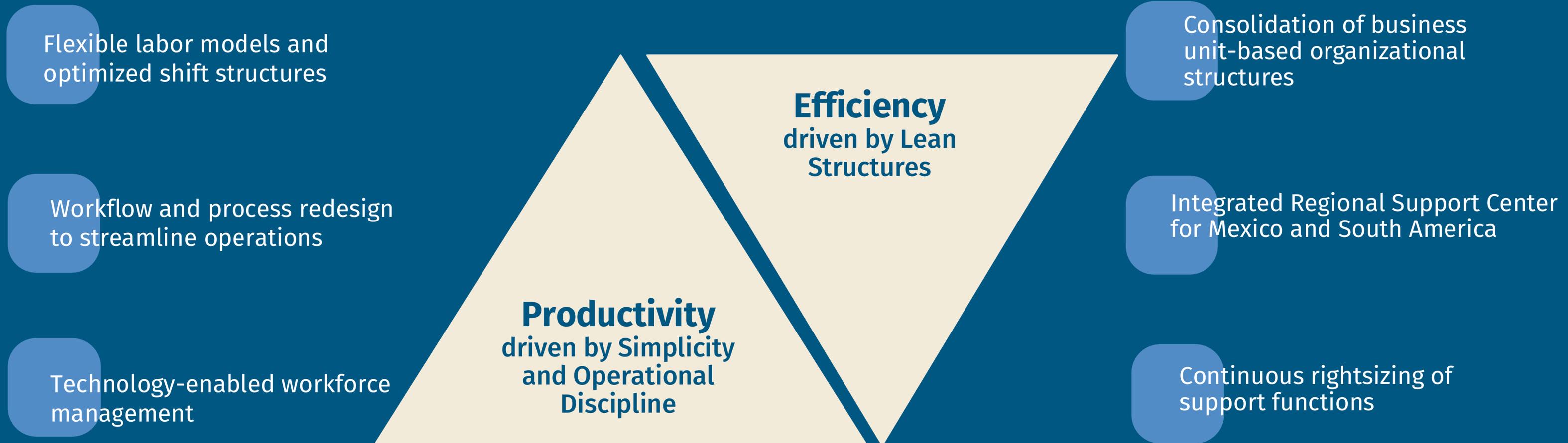
## High-Impact Operators Across the Organization



% scoring  $\geq 90$  in Annual Performance Review, tracked on a multi-year basis. Currently measured in Mexico; rollout to other markets underway.

# SUSTAINING PROFITABILITY UNDER LABOR COST PRESSURE

Consistent Growth In TPLH; G&A Reduction From 6.3% To 5.4% In The Last 6 Years



# BUILDING RESULTS FROM THE BOTTOM UP

Performance And Incentives Aligned With Financial Outcomes And Shareholder Value

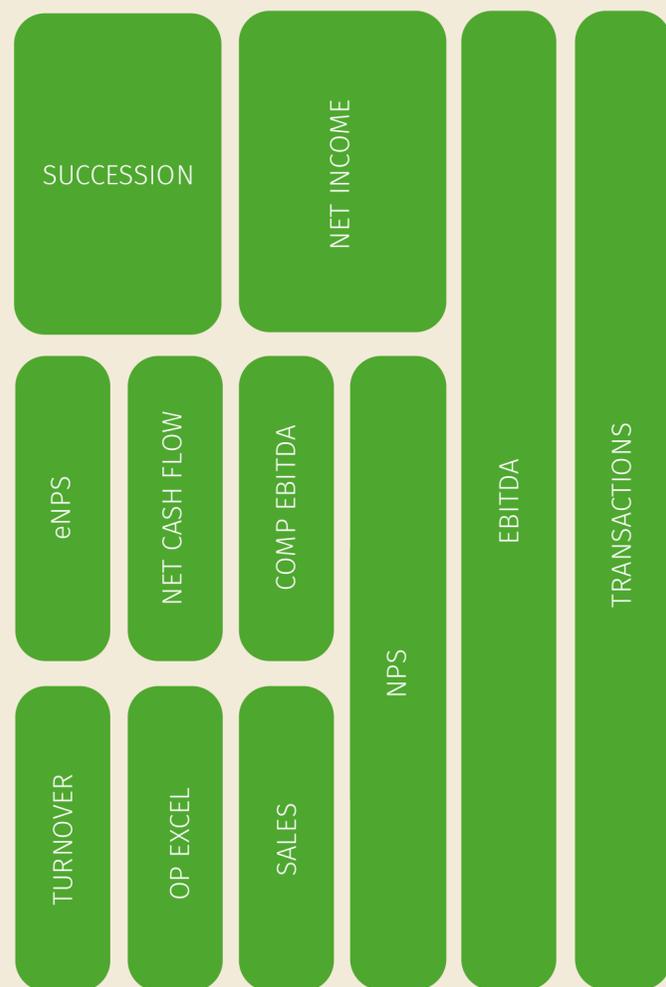
## Long Term Performance / Incentives

103% EBITDA  
+  
Free Cash Flow  
Earnings Per Share

Eligibility: Top Key Positions

105% Store EBITDA  
Profit Sharing Bonus of 20%  
for High-Impact Operators

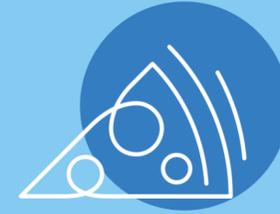
## Short Term Performance / Incentives



CEO

Brand Managing Directors  
Brand Teams

Store Manager  
District Manager



Federico Rodriguez  
Chief Financial and Administrative  
Officer

Financial Overview & Outlook

Aalsea <sup>Day</sup>  
2026

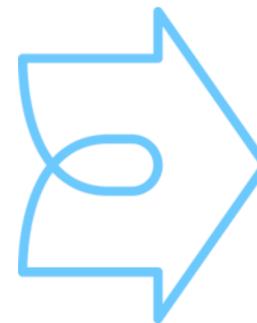
# EVOLVING OUR ESSENCE

ENSURING TRUST THROUGH CONSISTENCY AND TRANSPARENCY

## Capital Deployment Priorities

- Disciplined organic growth
- Reinvest in our business
- Return cash through dividends and share buybacks
- Balance sheet flexibility

Strong Shareholder Returns



**Setting Alsea Up for  
Long-Term Growth**

Excess Capital

Total Shareholder Return  
Over the Long Term

# WINNING THE MOMENT

## FUELING THE MOMENTUM FOR LONG-TERM EXPANSION

### GUIDANCE 2026

#### Store Openings

# 180 - 220

Openings

130 - 150 Corporate  
~60 Franchises

#### CAPEX

# ~\$5.5B

SSS

# 4% - 6%

#### Revenue Growth

# 5% - 7%

#### PRE IFRS16

# 6% - 8%

EBITDA Growth

# ~2.3x

Net Debt/EBITDA

# ≥14.1%

EBITDA Margin

# 13% - 15%

ROIC



#### POST IFRS16

# 6% - 8%

EBITDA Growth

# ~2.7x

Net Debt/EBITDA

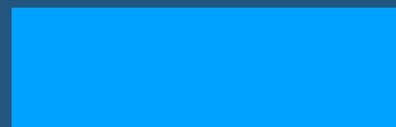
# ≥21.4%

EBITDA Margin

# DELIVERING VALUE WITH PURPOSE

A STRONGER BALANCE SHEET WITH LOWER REFINANCING RISK AND ENHANCED FINANCIAL FLEXIBILITY

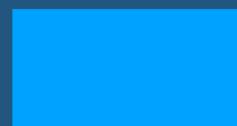
91%  
Long-Term



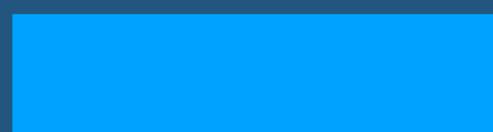
9%  
Short-Term



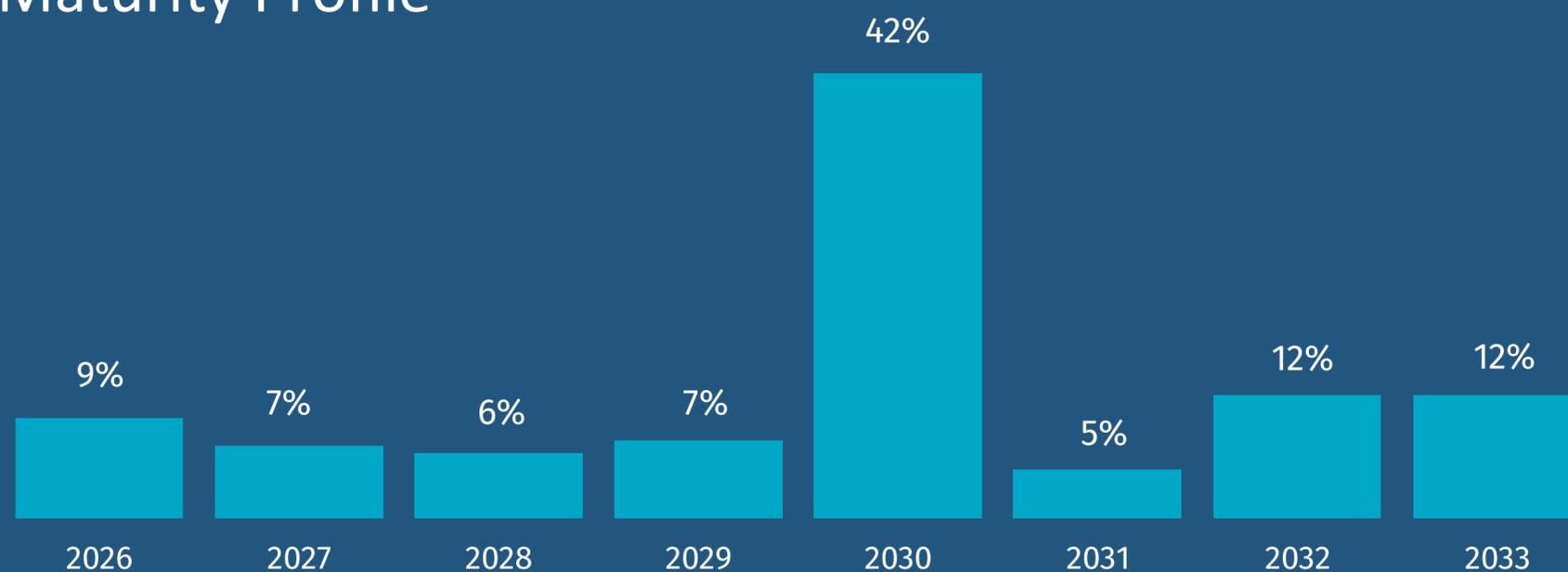
32%  
EUR



68%  
MXN



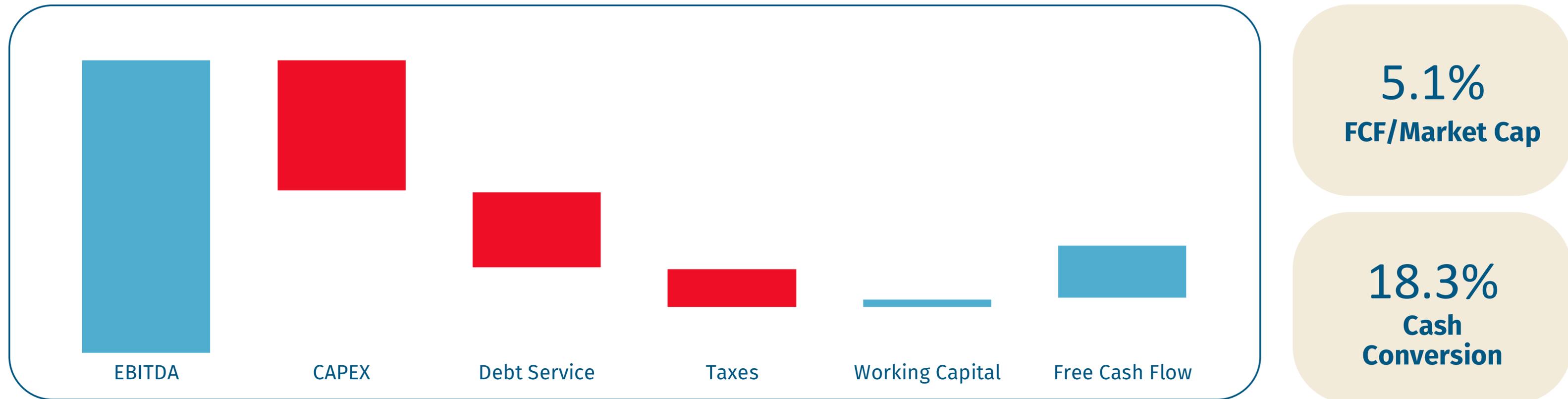
## Maturity Profile



- **Improved maturity profile** with an average debt life of 4.6 years
- **Net leverage reduced** to 2.4x
- **Enhanced financial flexibility**
- **Average cost of debt:** ~9% MXN and ~4.3% EUR

# CASH FLOW EVOLUTION

DELIVERING ON OUR PROMISES



Growing free cash flow expands reinvestment optionality, strengthens the balance sheet, and underpins sustainable total shareholder returns over the long term

**Stronger Cash Flows, Stronger Returns**

**A Discipline Growth Is Reflected In A More Predictable Value**

**The Cash Driven Momentum Fuels Asea To The Next Chapter**



Christian Gurría  
Chief Executive Officer

Closing Remarks

Aalsea <sup>Day</sup>  
2026

# WHY INVEST?



**Trusted operator with a proven track record** of delivering value to global brands, clients, franchisees and collaborators



**Effectively managing a resilient and adaptable portfolio of leading brands** to achieve economies of scale, target high-potential white spaces, and leverage category growth opportunities



**Committed to innovation, digital transformation and operational excellence** as key drivers of long-term profitable growth, enabling customer engagement and maximizing customer lifetime value



**A strong balance sheet, resulting from consistent cash flow generation and prudent debt management,** allowing delivery of sustained long-term value to shareholders



Armando Torrado  
Chairman

Aalsea <sup>Day</sup>  
2026

# BOARD GOVERNANCE PRIORITIES

Protect and Strengthen Our Brands

Deliver Sustainable Long-Term Results

Maintain Strong Corporate Governance

Ensure an Experienced and Effective Board



Q&A