

Alsea 1Q25

EARNINGS VIDEOCONFERENCE
APRIL 30TH 2025



Today's *Speakers*



Federico Rodríguez
CFO



Armando Torrado
CEO



Christian Gurría
Upcoming CEO

Forward-Looking Statements Disclaimer



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.



**Armando
Torrado**
CEO



1Q25 Results



SALES

EBITDA

PRE IFRS-16	POST IFRS-16	PRE IFRS-16	POST IFRS-16
\$19,998 BN PESOS	\$20,033 BN PESOS	\$2,336 BN PESOS	\$3,834 BN PESOS
↑ 12.8% VS. 1Q24	↑ 12.1% VS. 1Q24	11.7% MARGIN	19.1% MARGIN
+\$2,276 BN PESOS VS. 1Q24	+\$2,164 BN PESOS VS. 1Q24	(\$234) MILLION PESOS VS. 1Q24	(\$17) MILLION PESOS VS. 1Q24

SSS



5.1%
VS 1Q24

DIGITAL TENDER

38.7%

DIGITAL ORDERS

33.7 MILLIONS



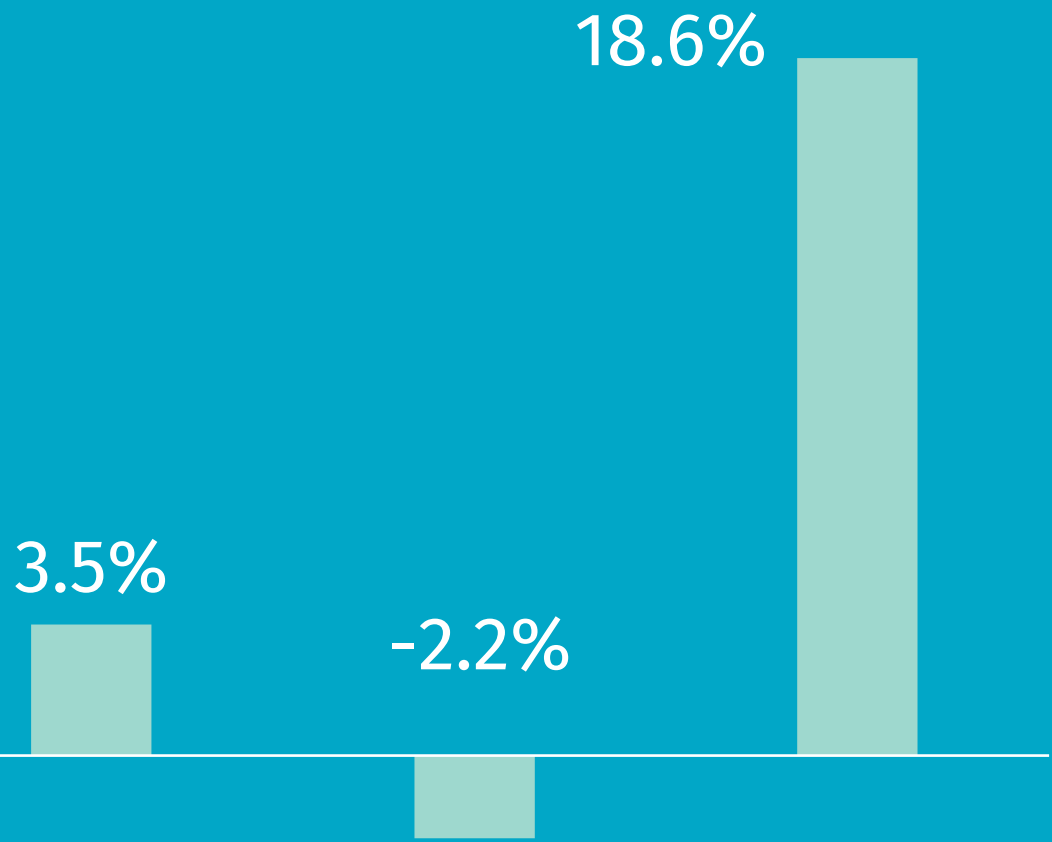
Same Stores Sales



STARBUCKS

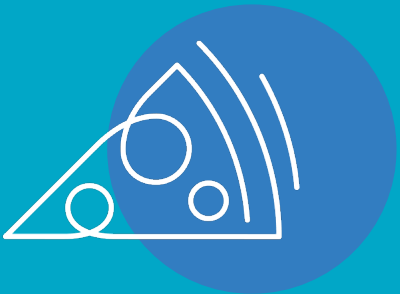


4.7%

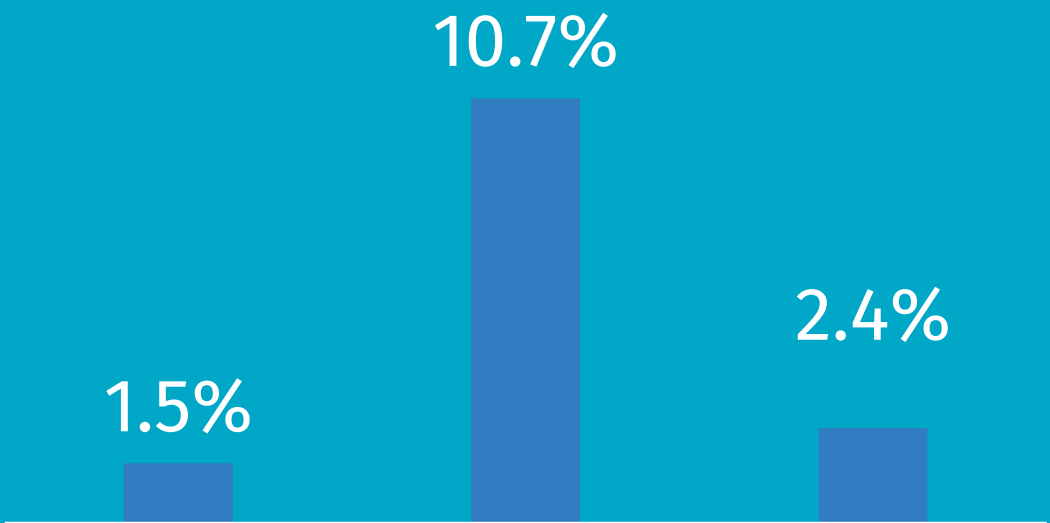


Mexico Europe South America

DOMINO'S PIZZA

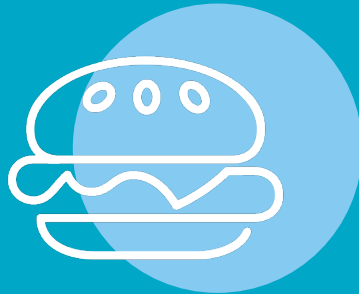


2.6%

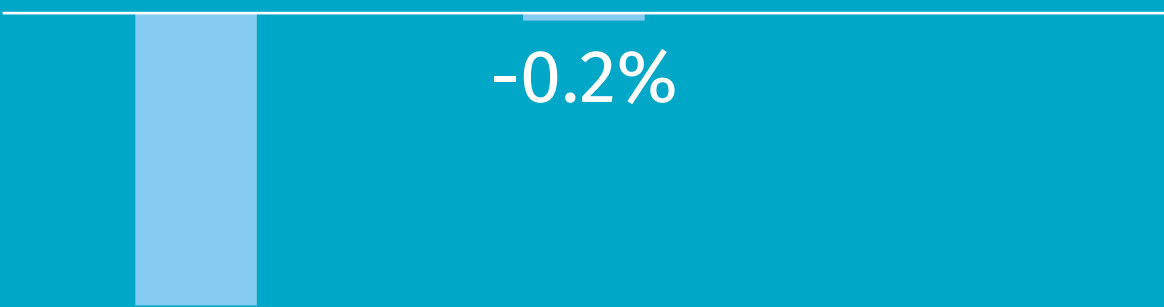


Mexico Colombia Spain

BURGER KING



-4.8%

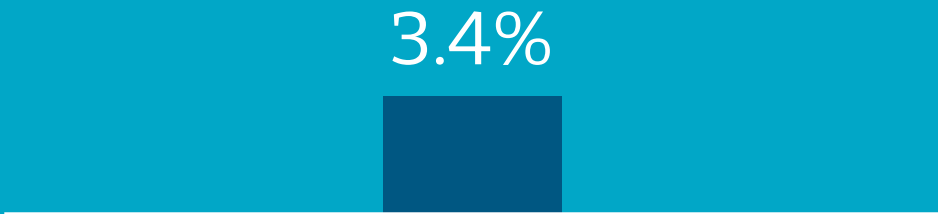


Mexico Chile

FSR*



3.4%



Full-Service Restaurants

* Full-Service Restaurants

Alsea Global



Domino's
1,526

1,923

379

78

75

32

8

239



4,795

UNITS

77% corporate
23% franchises

166

28

212

12

117



3
SEGMENTS

QSR

Coffee Shops

Full Service
Restaurants

Alsea*
BMV

111 M
CLIENTS SERVED



\$19,998
MDP SALES



+ 75,300
TEAM MEMBERS

Global Loyalty KPIs



Loyalty Sales

\$5.2
Billion

Mexico
\$2.8
Billion

Europe
\$1.8
Billion

South America
\$0.7
Billion

Tender
8.2
Million

28%

4.2
Million

21%

2.8
Million

19%

1.2
Million

Digital Customers *
180 days

*Delivery + Loyalty

Tender
27.4%

Loyalty Sales

\$5.2 BN

21.6%
vs LY

Loyalty Orders

25.3 Million

15.8%
vs LY

Growth vs LY

Tender



28.2%

30.7%



13.3%

32.9%



82%

27.7%

Full Service Restaurants



(.05%)

19.2%



Figures do not include telephone | e-commerce transactions linked to Wow+ are included as part of loyalty. Active customers of 90 days for Starbucks and 180 days for Domino's , Full-Service Restaurants and Burger King. ¹Overlap between delivery and loyalty.



Fundación Alsea

- 13 million pesos in social investment in México
- benefiting more than 80,000 people in vulnerable situations.

Double Materiality Assessment

- For the second time
- Most significant ESG impacts we have externally and the ESG factors that influence our Company's economic and financial performance



Renewable Energy

- Installed more than **580** solar panels in our support centers, stores, and factories in Spain.
- **-345** tons of CO₂ emissions

to hear your opinion
continue creating a **positive**
together.

Sustainability Survey 2025

Take a few minutes to complete this short survey and help us define our sustainability priorities.

Thank you
for being part of the change!

Deadline February 7







Federico
Rodríguez
CFO



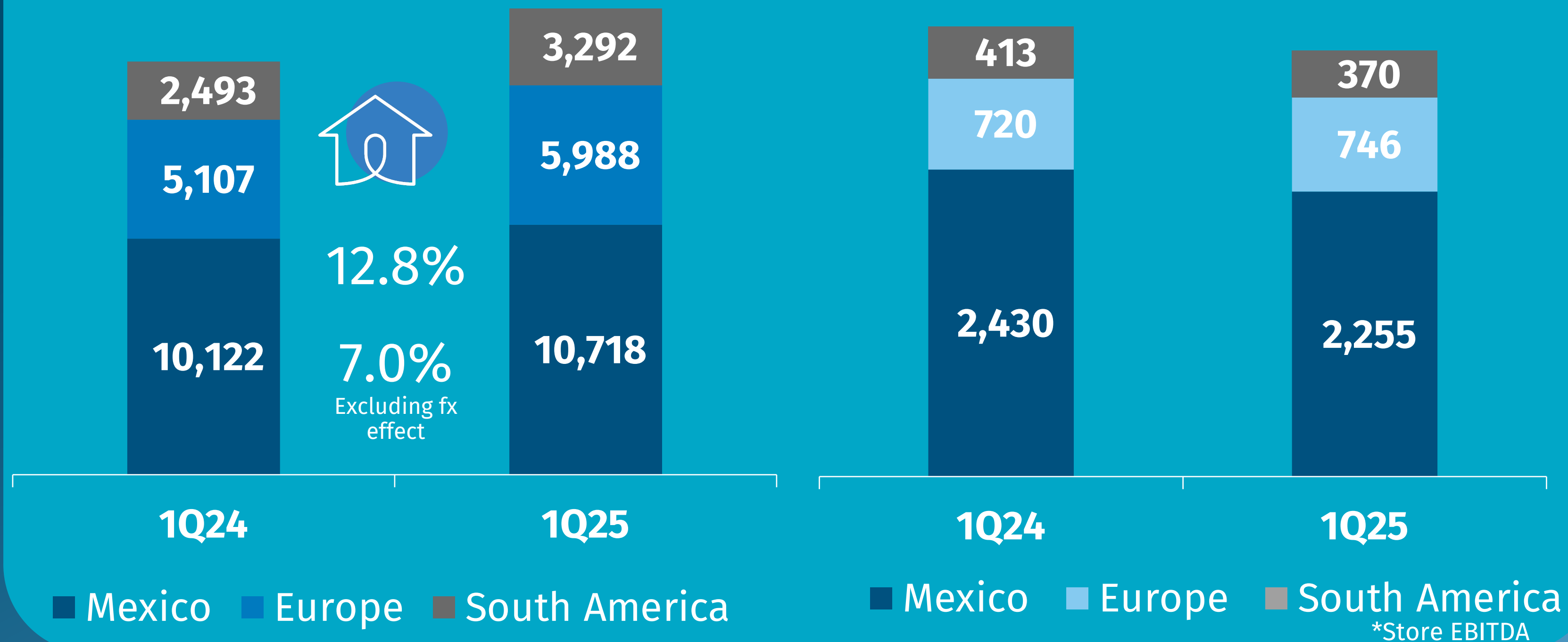
Sales Improvement



TOTAL SALES

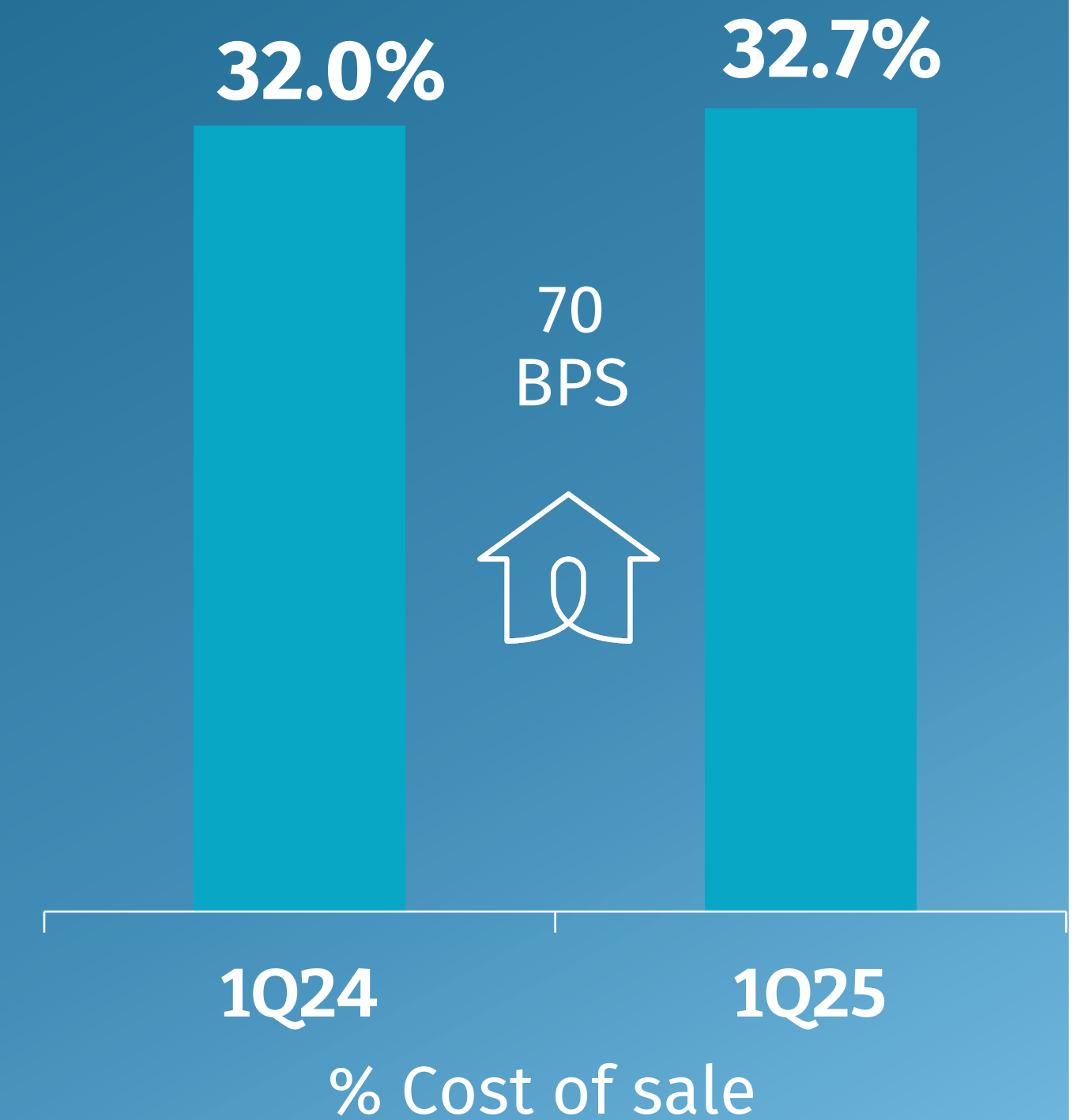


ADJUSTED EBITDA*



Figures in Million pesos

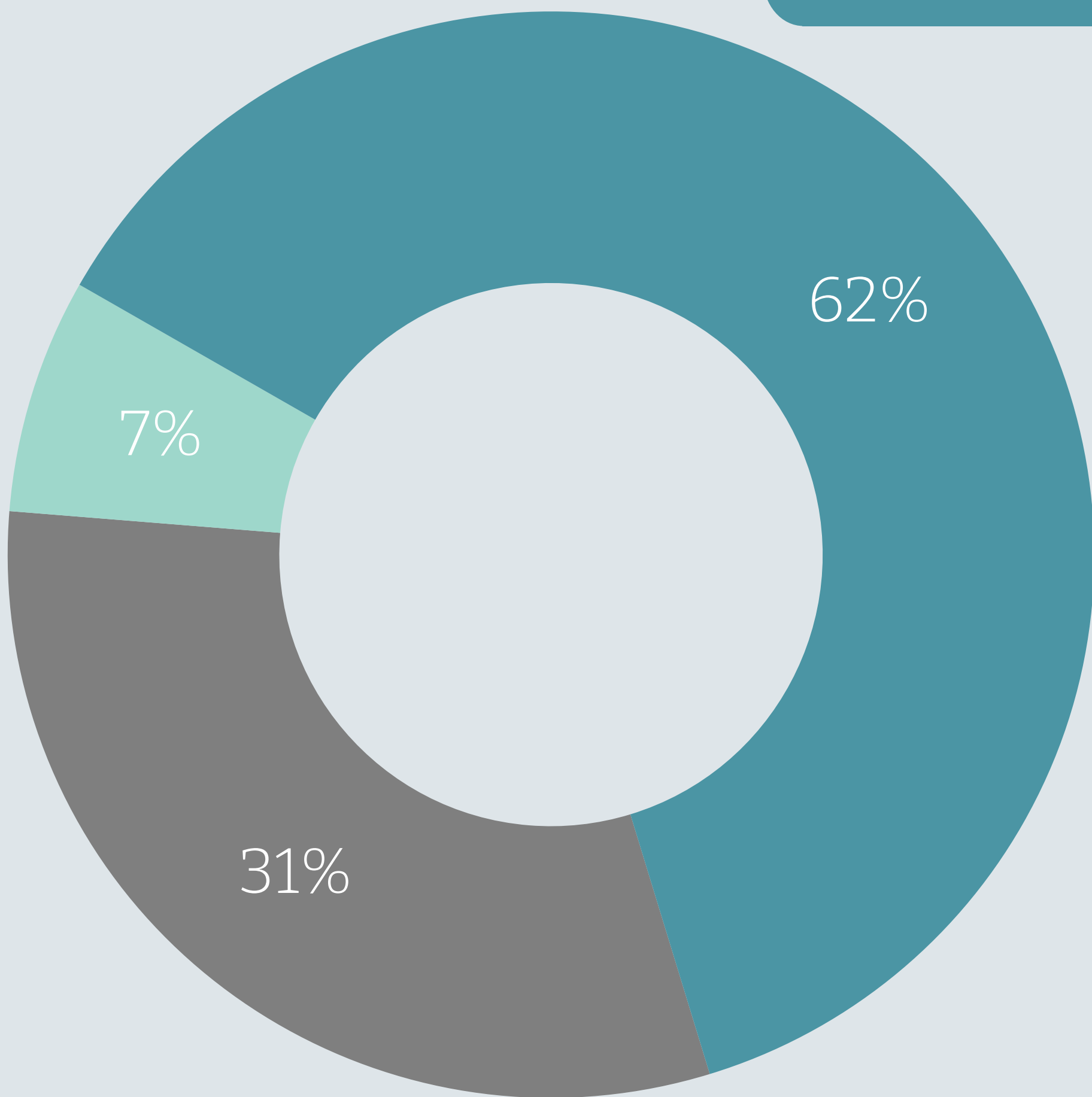
COST



Capex YTD

South America

Mexico

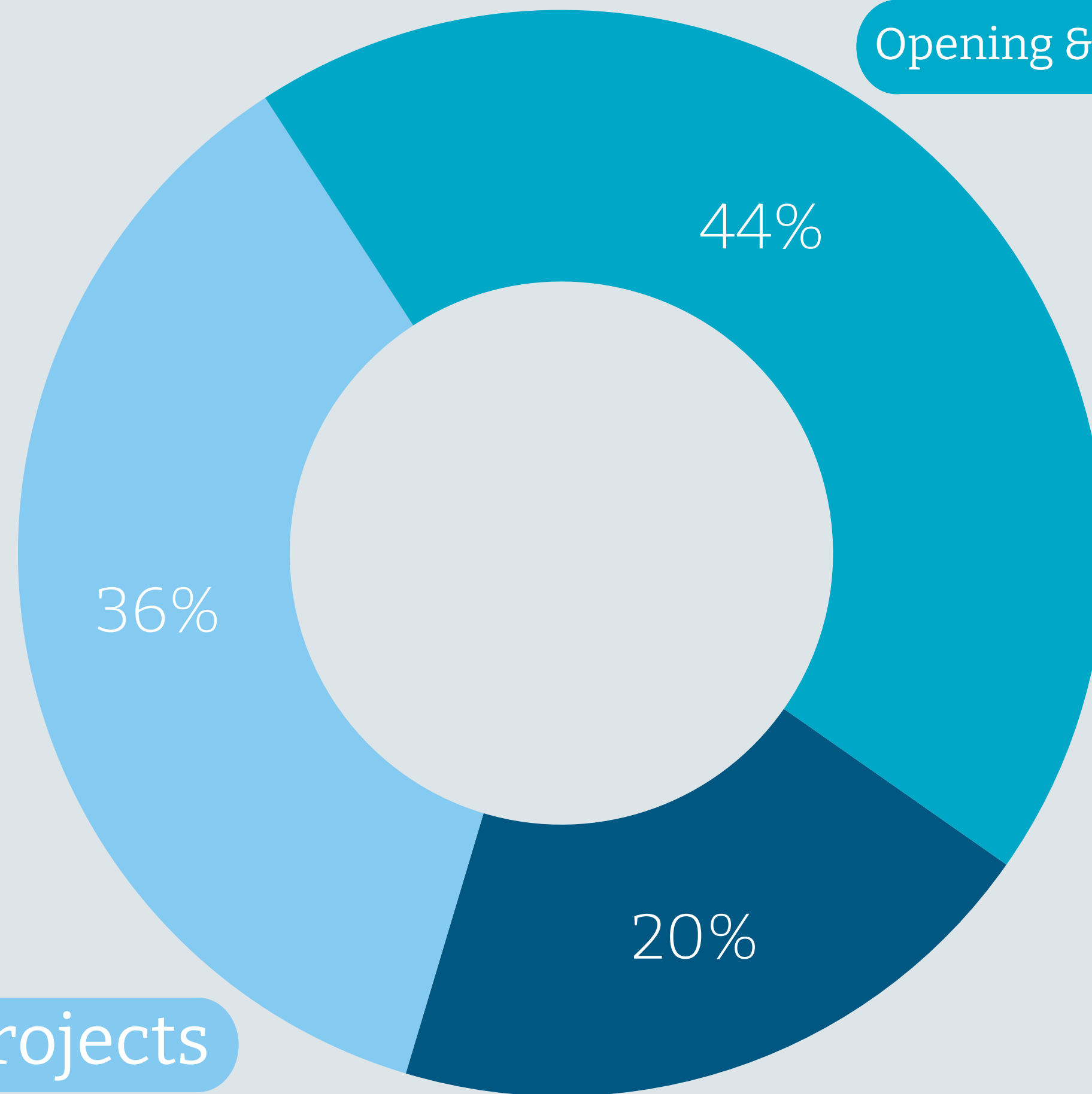


Europe

1.1
BN pesos



Opening & Remodelling



Other Projects

Maintenance

Debt Profile



Total Debt

34.3
BN Pesos

6%

57%

25%

12%

2025

2026

2027

2032

Mexican Pesos

64%

36%

EUROS



Total Debt /
EBITDA

1Q25

3.1X

Net Debt /
EBITDA

2.9X

Q&A



P.F. CHANG'S.



Ginos

