Alsea
3Q24

EARNINGS VIDEOCONFERENCE

OCTOBER 23TH 2024

Today's Speakers

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CFO

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CEO

Forward-Looking Statements Disclaimer

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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.

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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

Strong 3Q24 Results

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SALES

PRE IFRS-16	POST IFRS-16
$20.3 BN PESOS	$20.7 BN PESOS
↑ 9.3% VS. 3Q23	↑ 6.5% VS. 3Q23
+$1.7 BN PESOS VS. 3Q23	+$1.2 BN PESOS VS. 3Q23

POSITIVE EBITDA

PRE IFRS-16	POST IFRS-16
$2.8 BN PESOS	$4.1 BN PESOS
14% MARGIN	20.1% MARGIN
+$243 MILLION PESOS VS. 3Q23	+$240 MILLION PESOS VS. 3Q23

SSS

7.7%
VS 3Q23

Digital Tender: 32.5%

Digital Orders: 32.2 MILLION

Same Stores Sales

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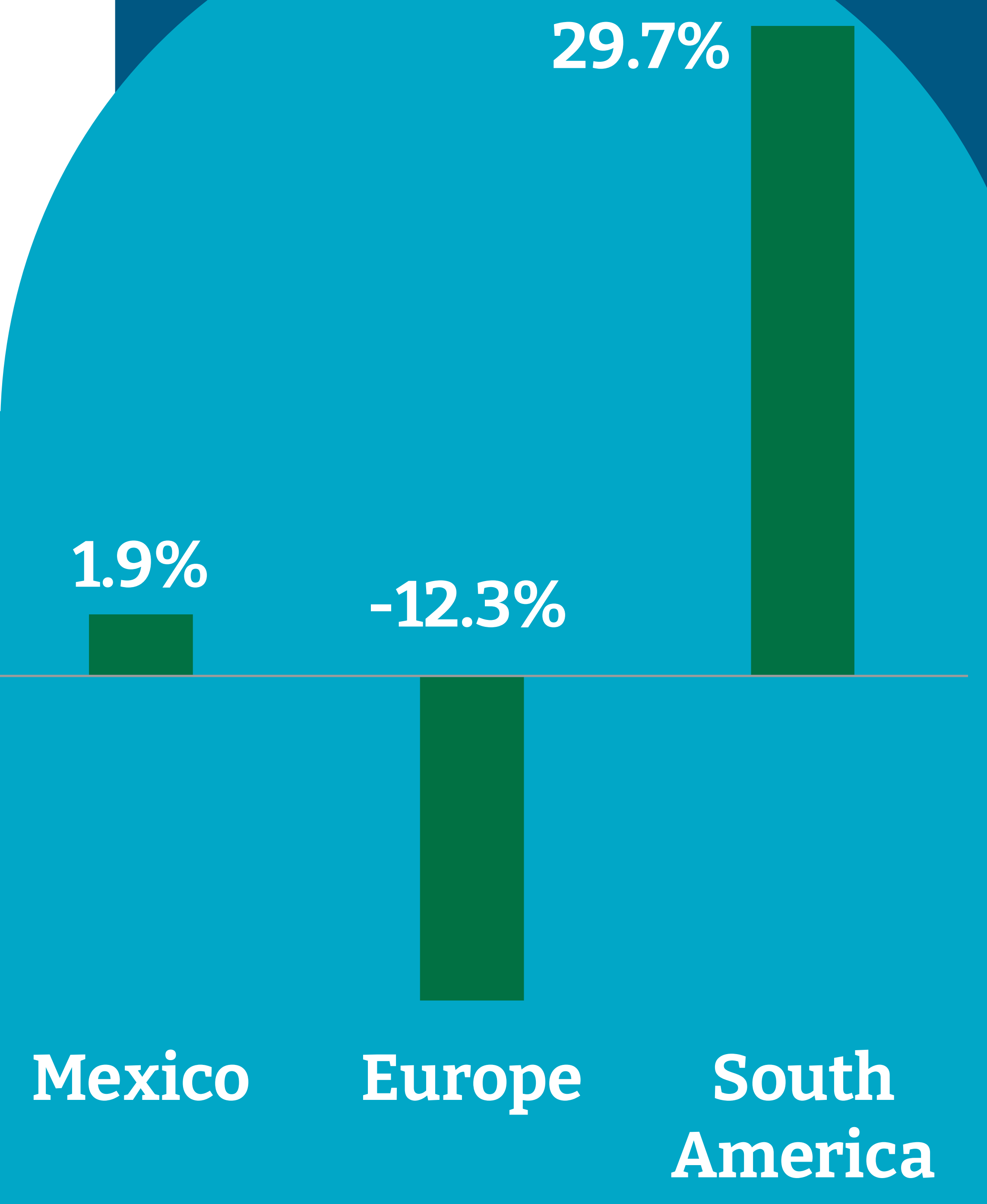
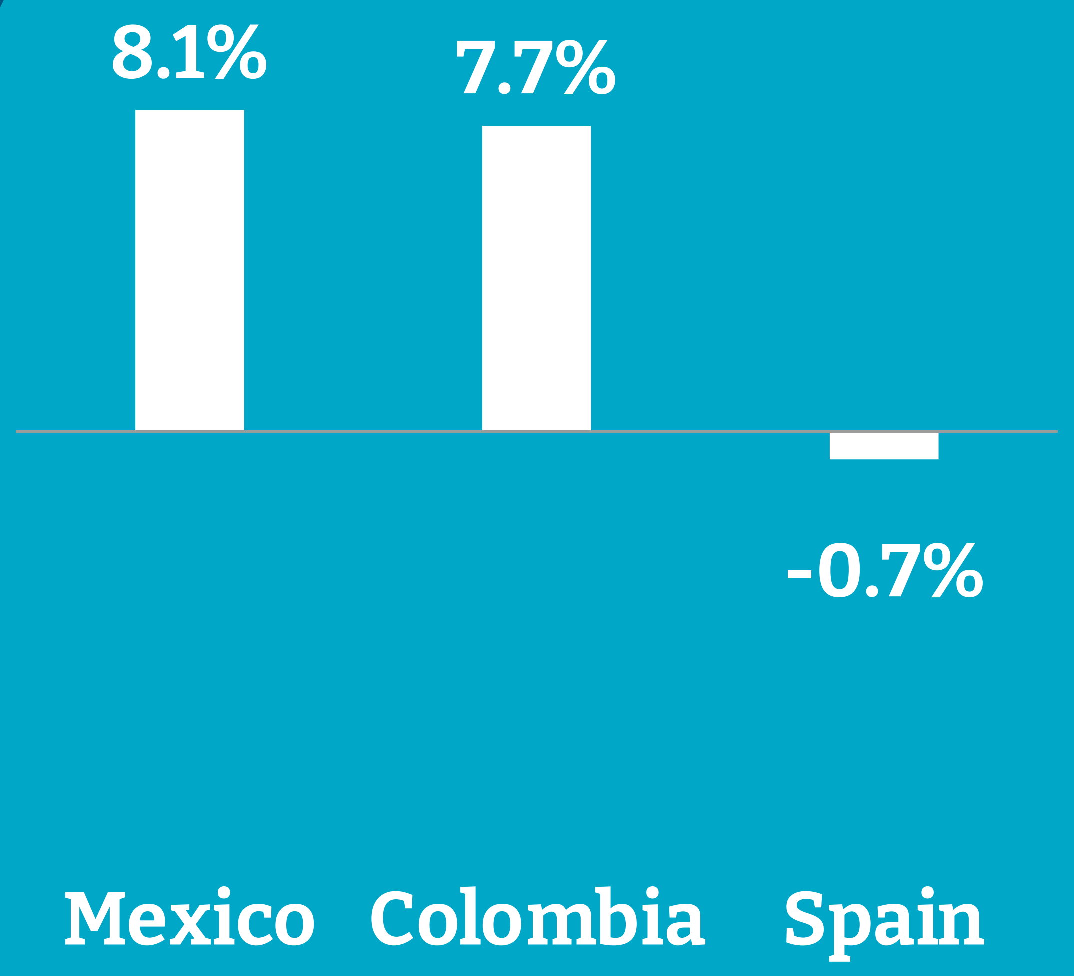
STARBUCKS	2.6%
DOMINO'S PIZZA	4.6%
BURGER KING	2.3%*
FULL-SERVICE RESTAURANTS	6.3%

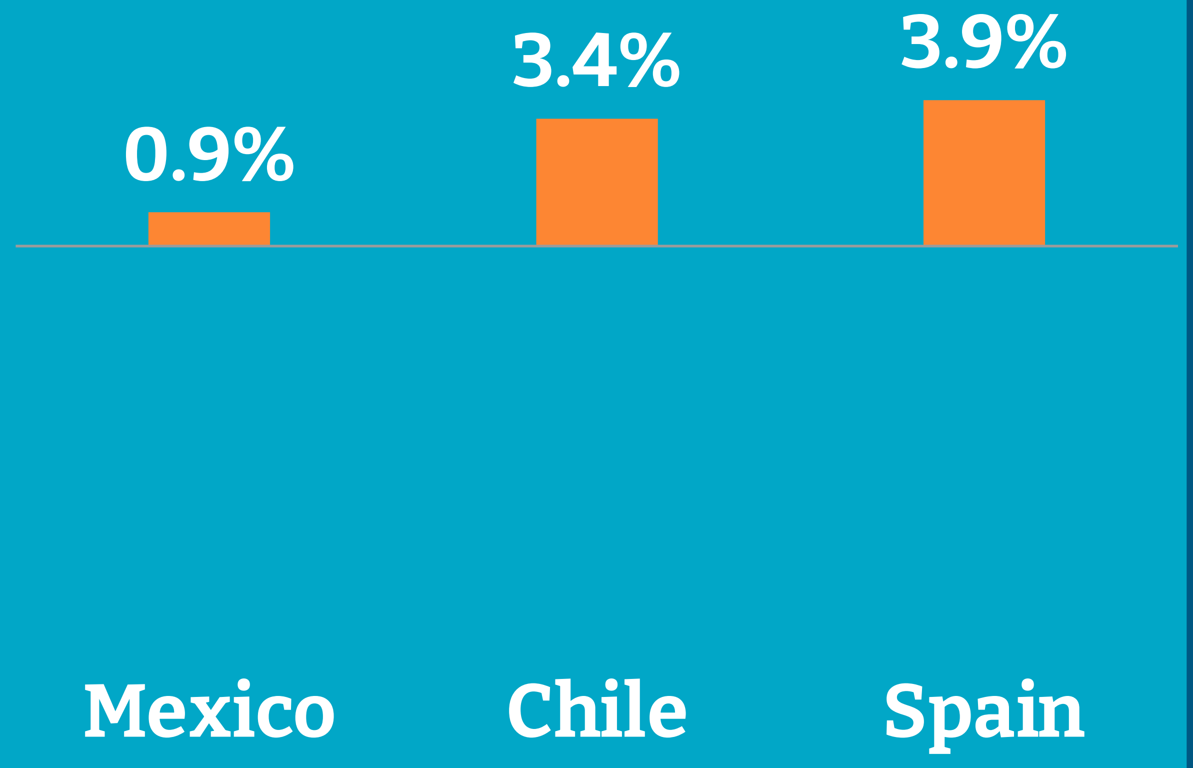
STARBUCKS



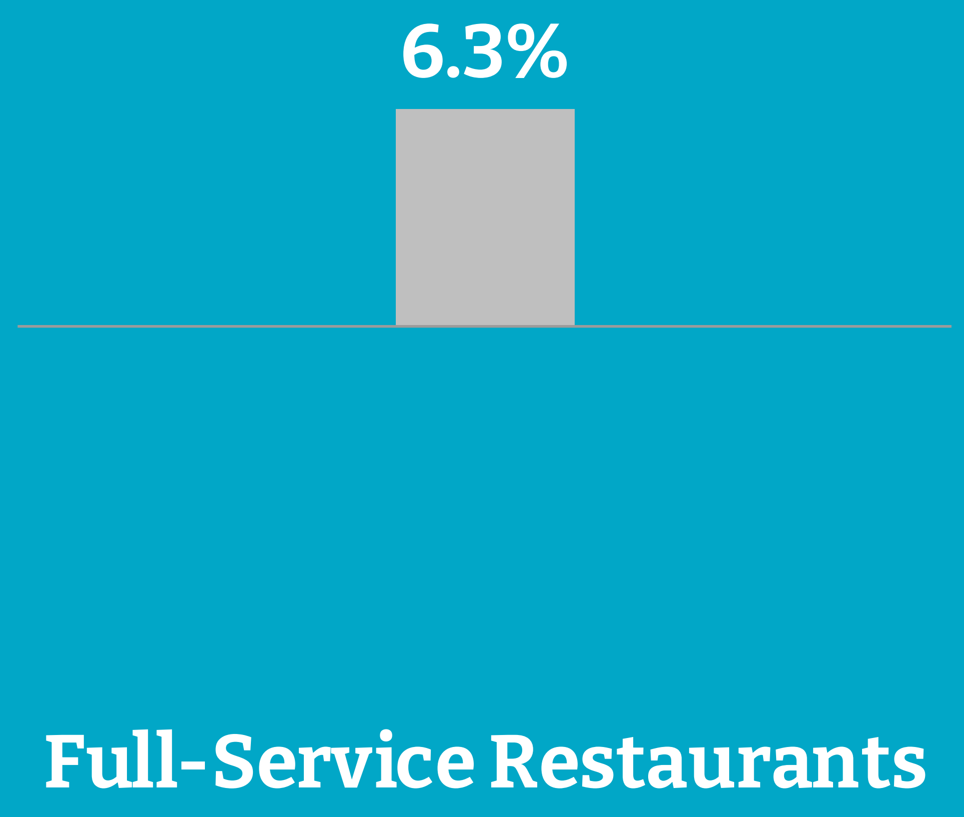
DOMINO'S PIZZA



BURGER KING



FULL-SERVICE RESTAURANTS



* excluding Argentina

Alsea Global

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Domino's	Starbucks	Burger King	Chili's	Italianni's	P.F. Chang's	The Cheesecake Factory	vips
1,480	1,858	431	78	77	32	8	237

VIPS	Archie's	Foster's Hollywood	TGI Fridays	Ginos
167	28	214	13	118

116 M
CLIENTS SERVED

4,741
UNITS

77% corporate

23% franchises

3
SEGMENTS

- QSR
- Coffee Shops
- Full Service Restaurants

+76,600
TEAM MEMBERS

49% Women

51% Men

Global Loyalty KPIs

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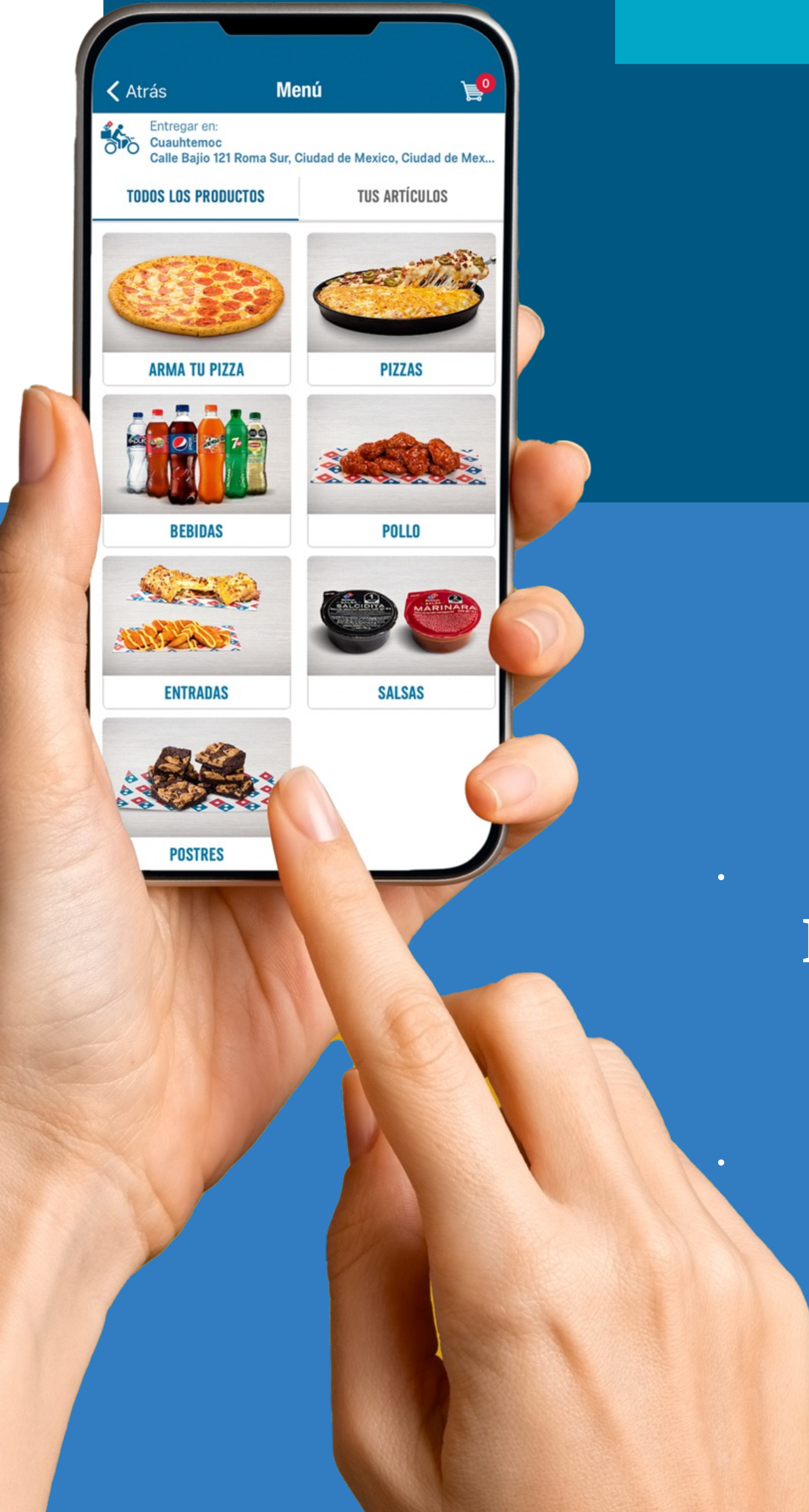
Loyalty Sales

	Total	Mexico	Europe	South America
Loyalty Sales	$4.7 Billion	$2.6 Billion	$1.5 Billion	$0.6 Billion
Tender		23%	28%	20%
	8 Million	3.8 Million	2.8 Million	1.4 Million

Digital Customers* 180 days

*Delivery + Loyalty



Tender
25.4%

Loyalty Sales
$4.7 BN — **37.6%** vs. LY

Loyalty Orders
24.1 Million — **27%** vs. LY

	Growth vs. LY	Tender
Starbucks	34.7%	29.2%
Domino's	12.1%	31.2%
Burger King	441.8%	20.1%
Full Service Restaurants	24.8%	19.3%

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. [1]Overlap between delivery and loyalty.

People

- Global turnover rate: **60%**
- **28%** of women in leadership positions
- **+2,100** team members from **priority attention groups**

ESG & People

Renewable Energy

- Installed more than **600** solar panels in our support centers, stores, and factories in Spain.
- **-343** tons of CO_2 emissions

Fundación Alsea, A.C.

Donated **10 million pesos** to Save The Children & provided over **200,000 nutritious meals** during the quarter

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Federico
Rodríguez
CFO

Sales Improvement

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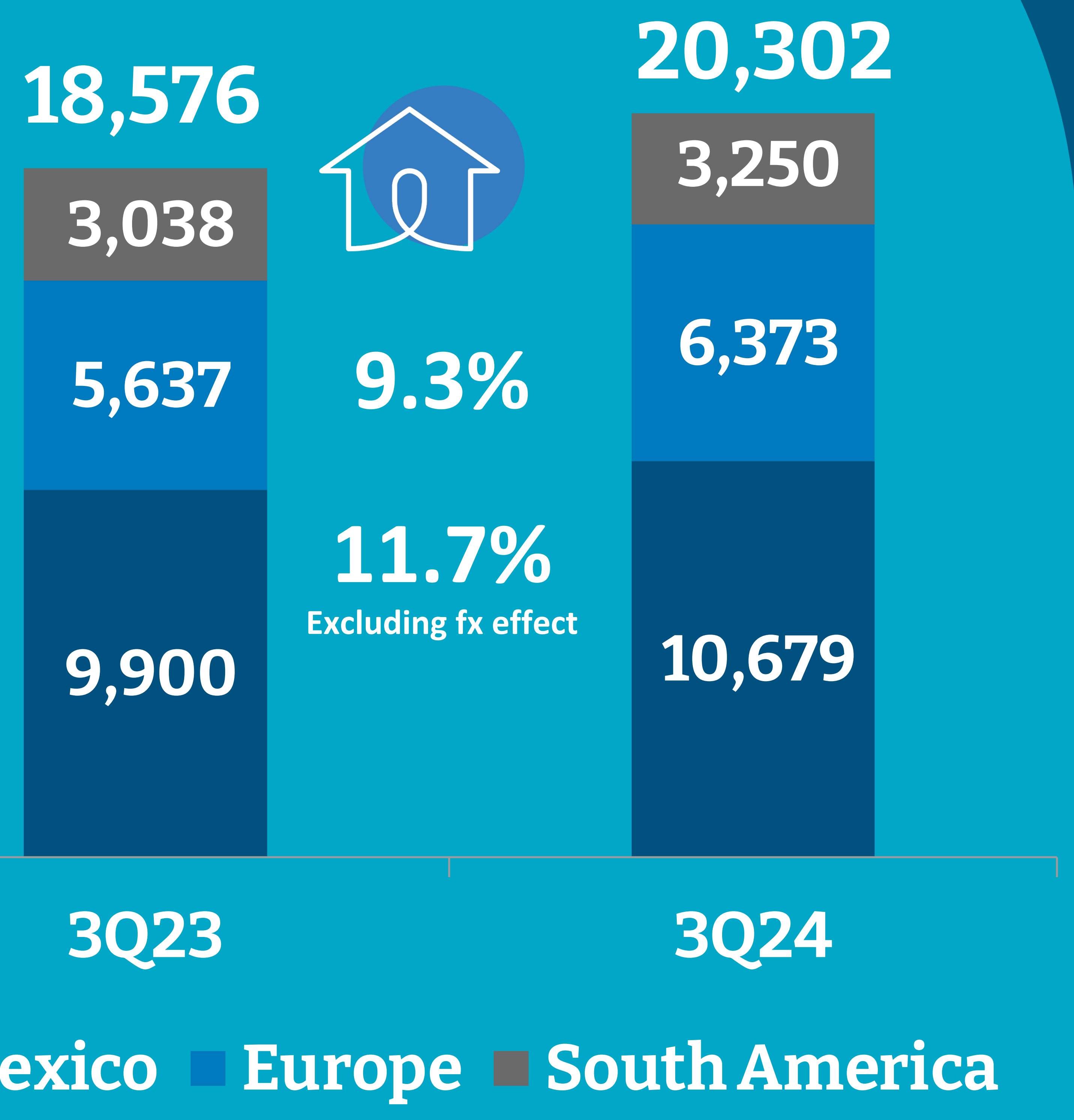
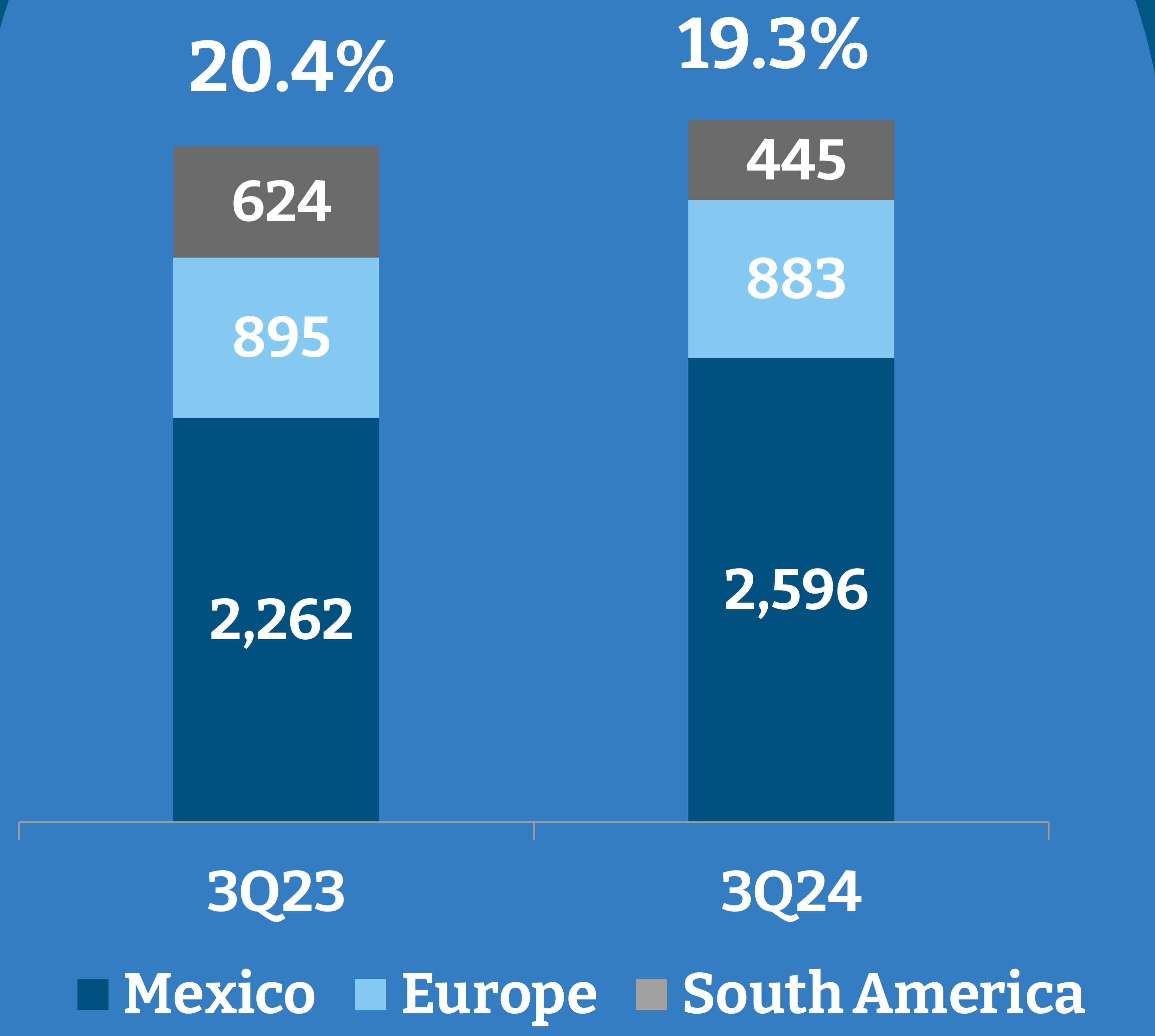
TOTAL SALES



Figures in Million pesos

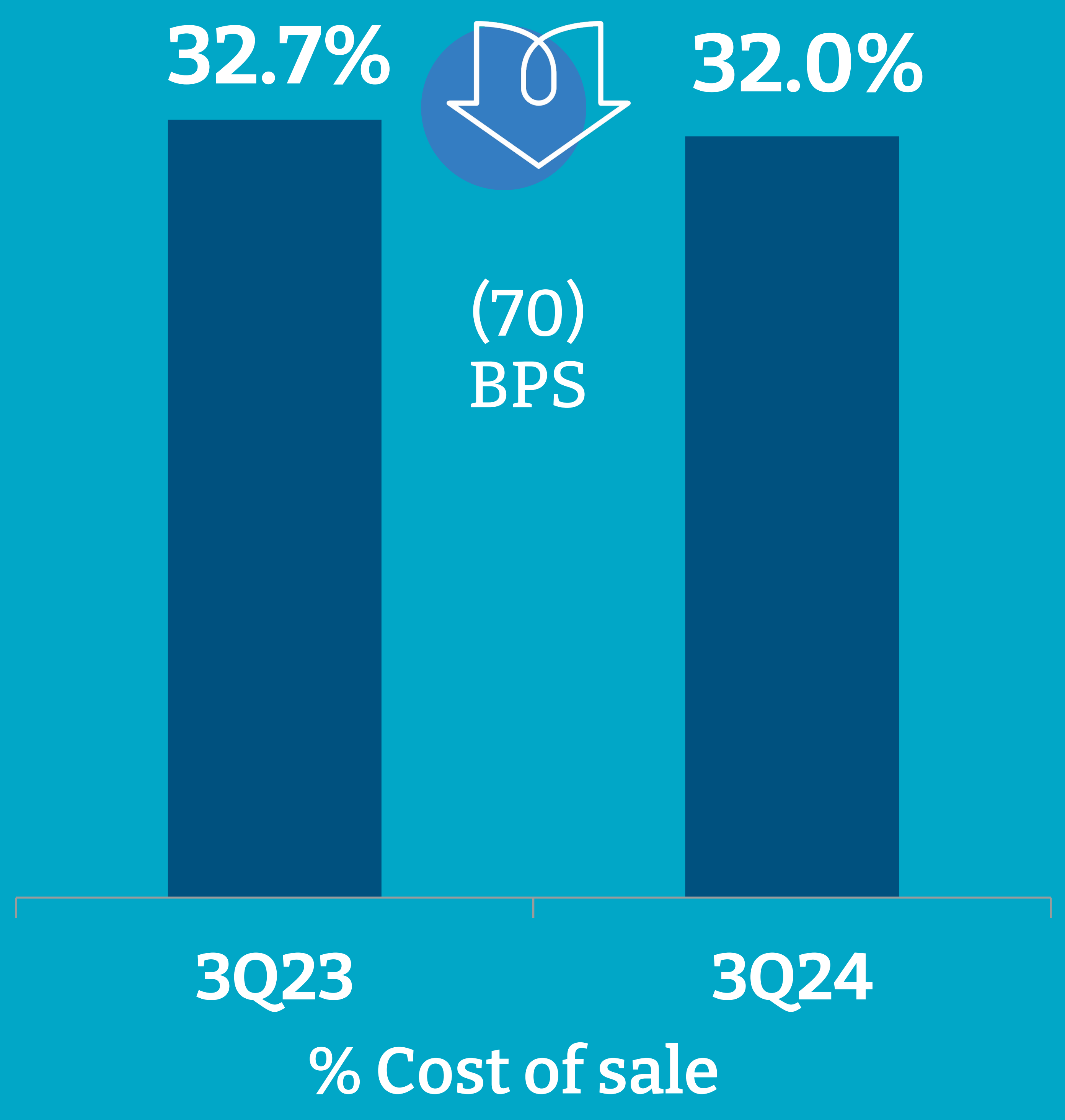
ADJUSTED EBITDA*



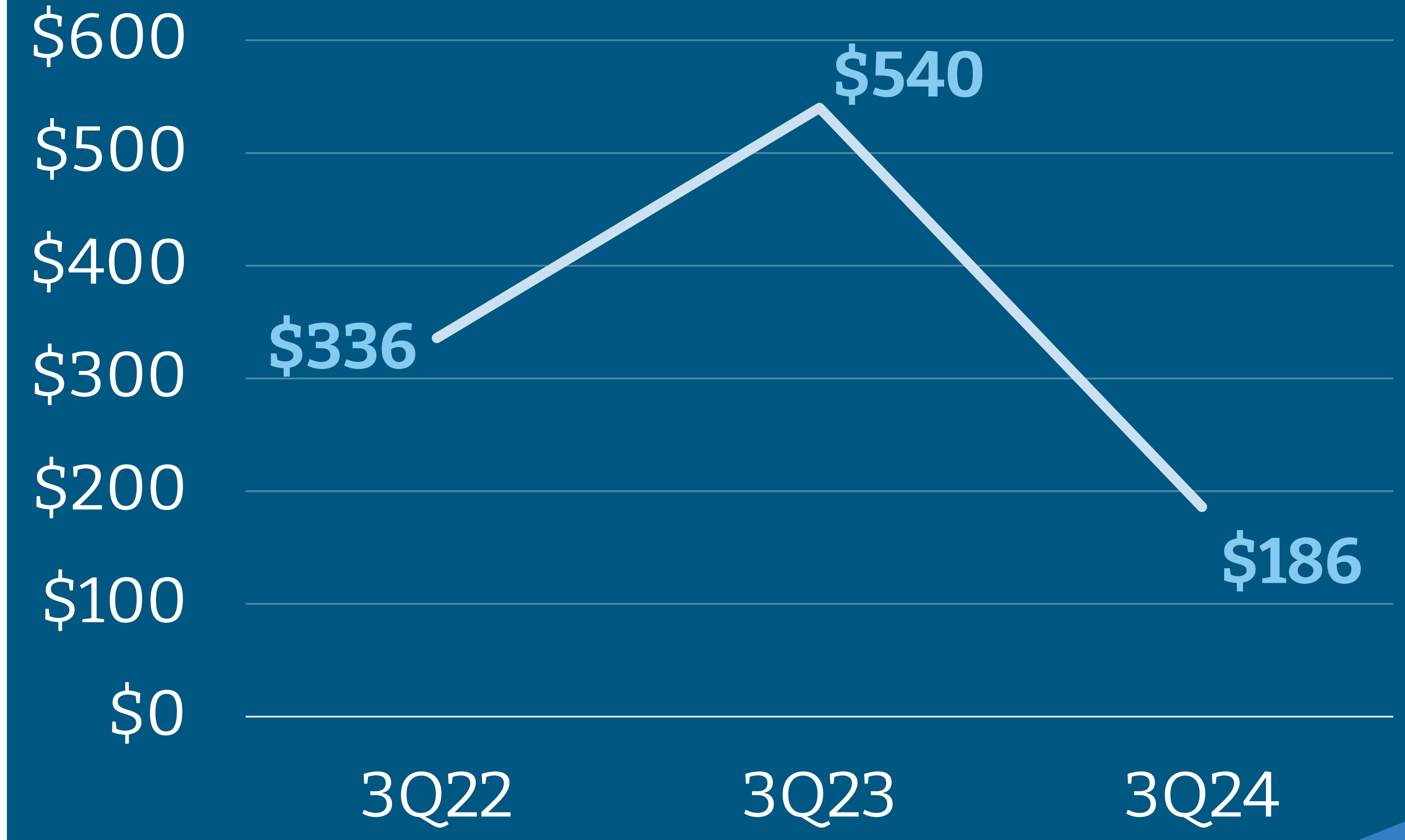
*Store EBITDA

Figures in Million pesos

COST

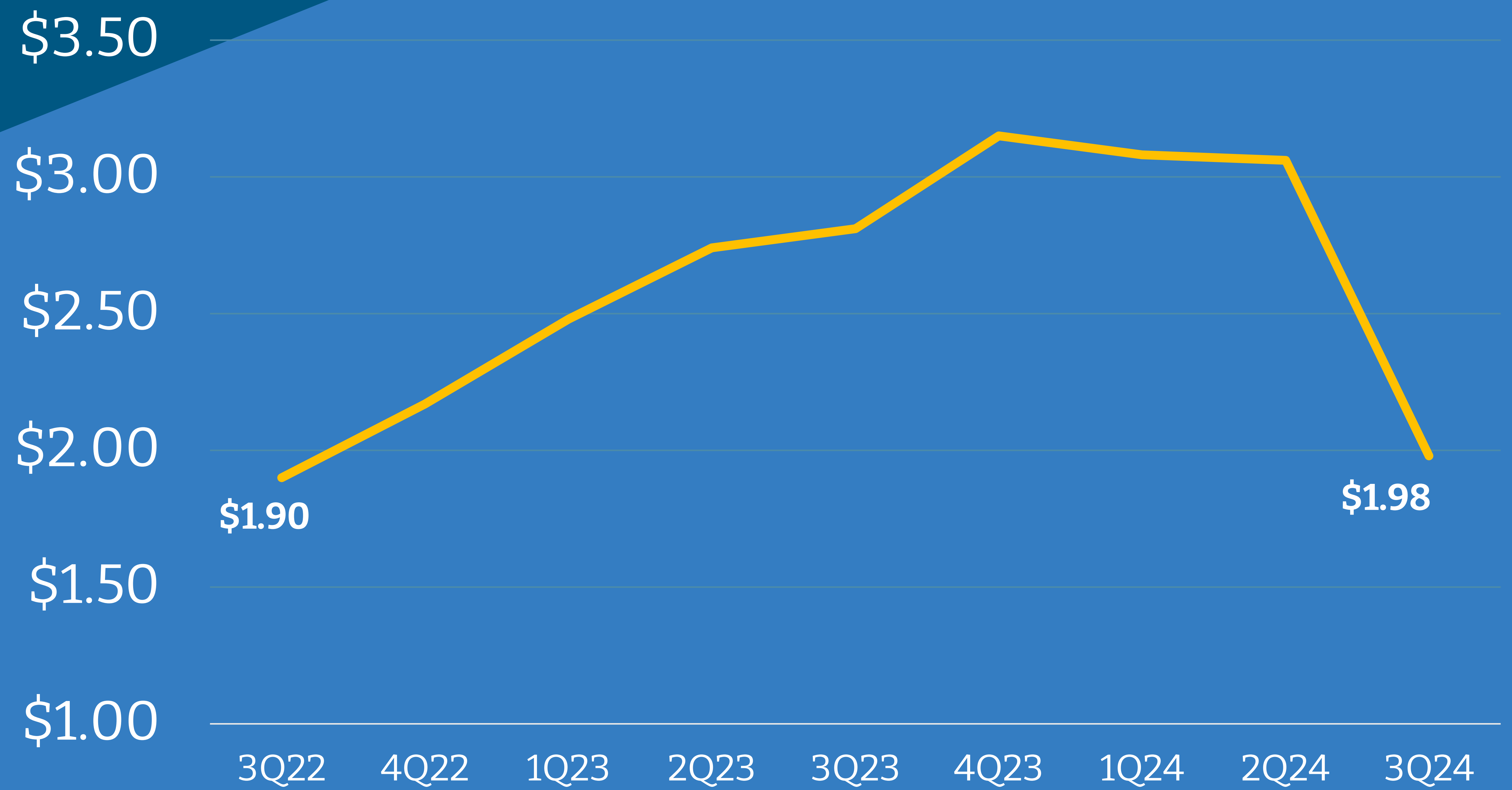


Net Income Evolution

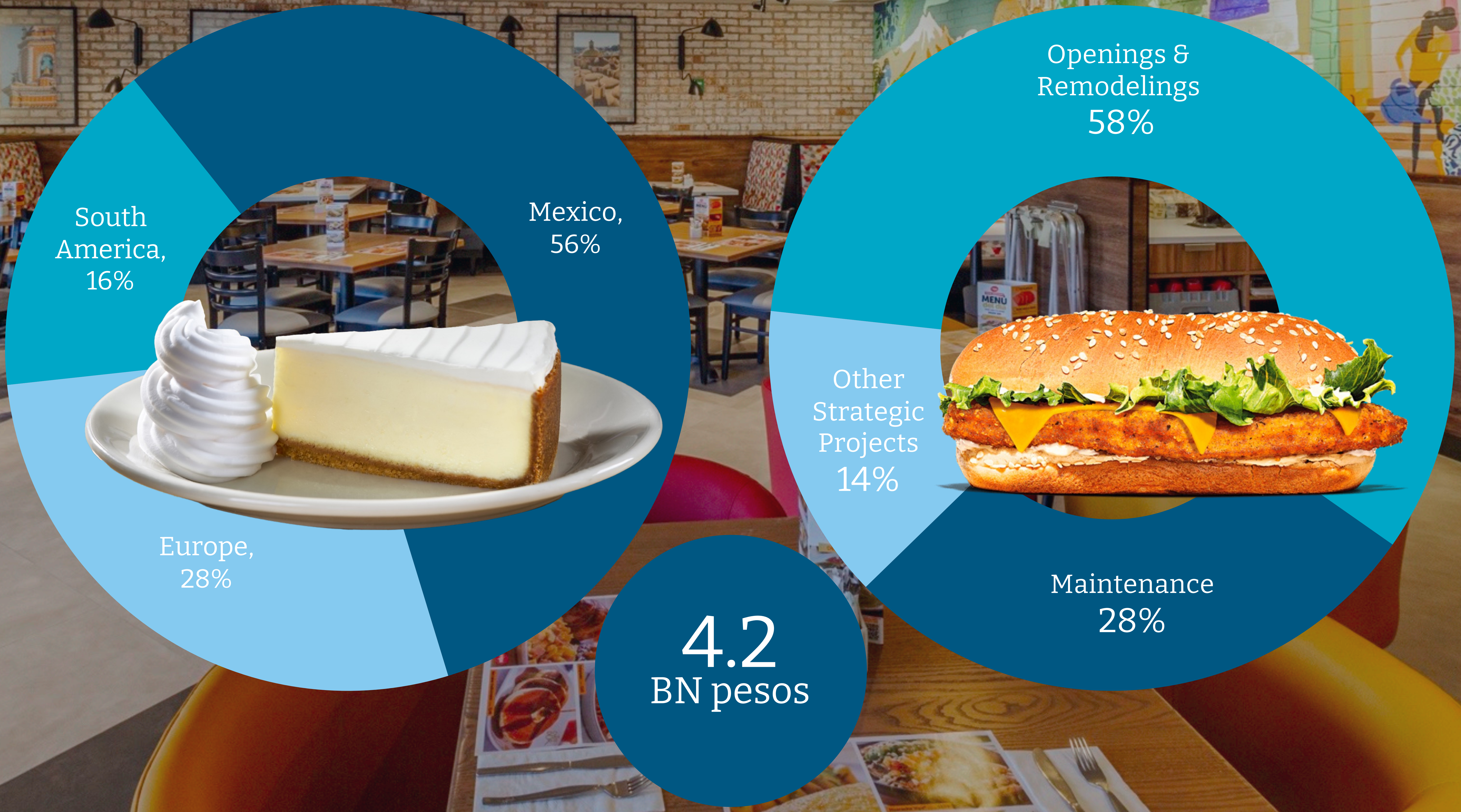


Net Income

EPS



Capex YTD



South America, 16%
Mexico, 56%
Europe, 28%
4.2
BN pesos
Openings & Remodelings 58%
Other Strategic Projects 14%
Maintenance 28%

Debt Profile

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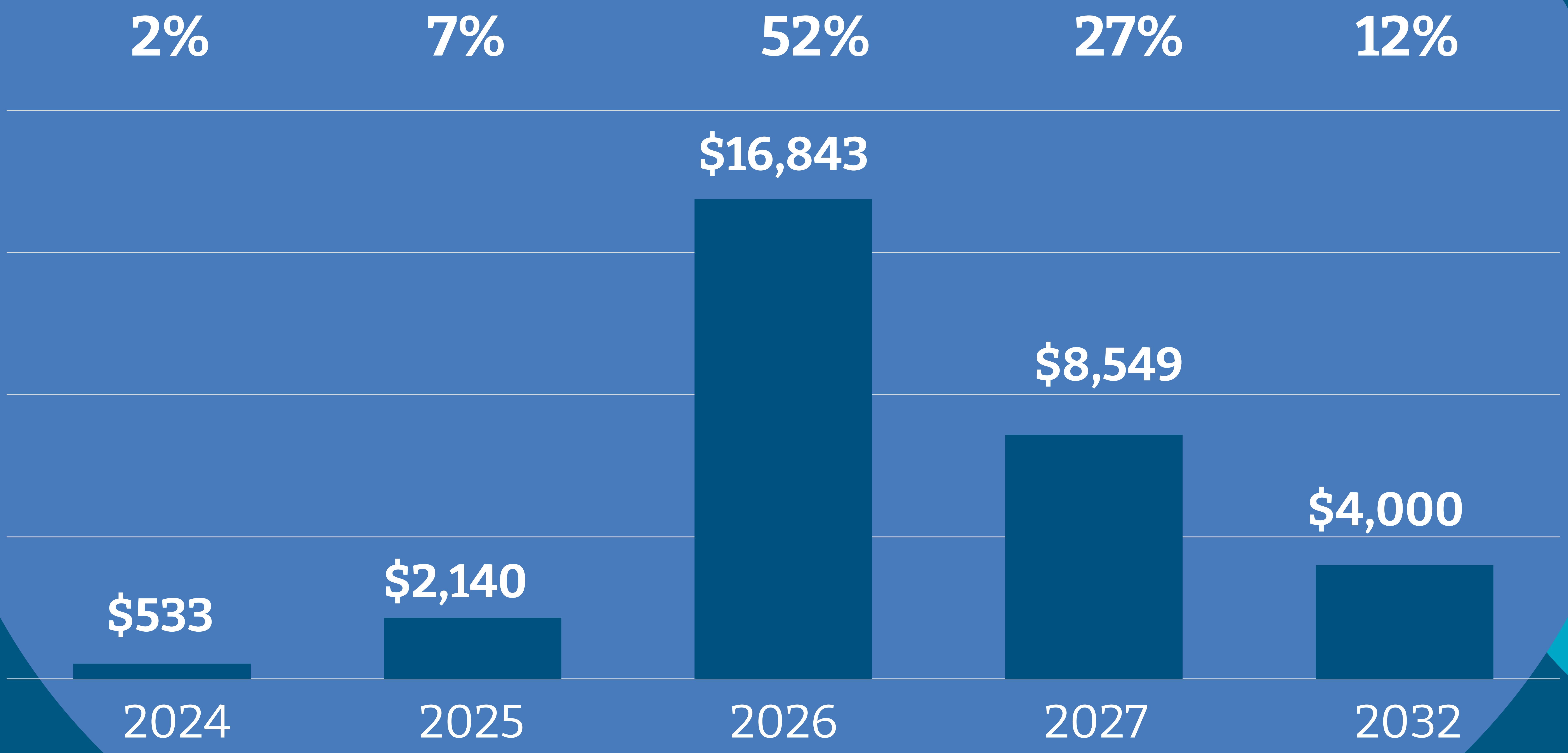

Total Debt:

32.0
BN pesos

Debt Information

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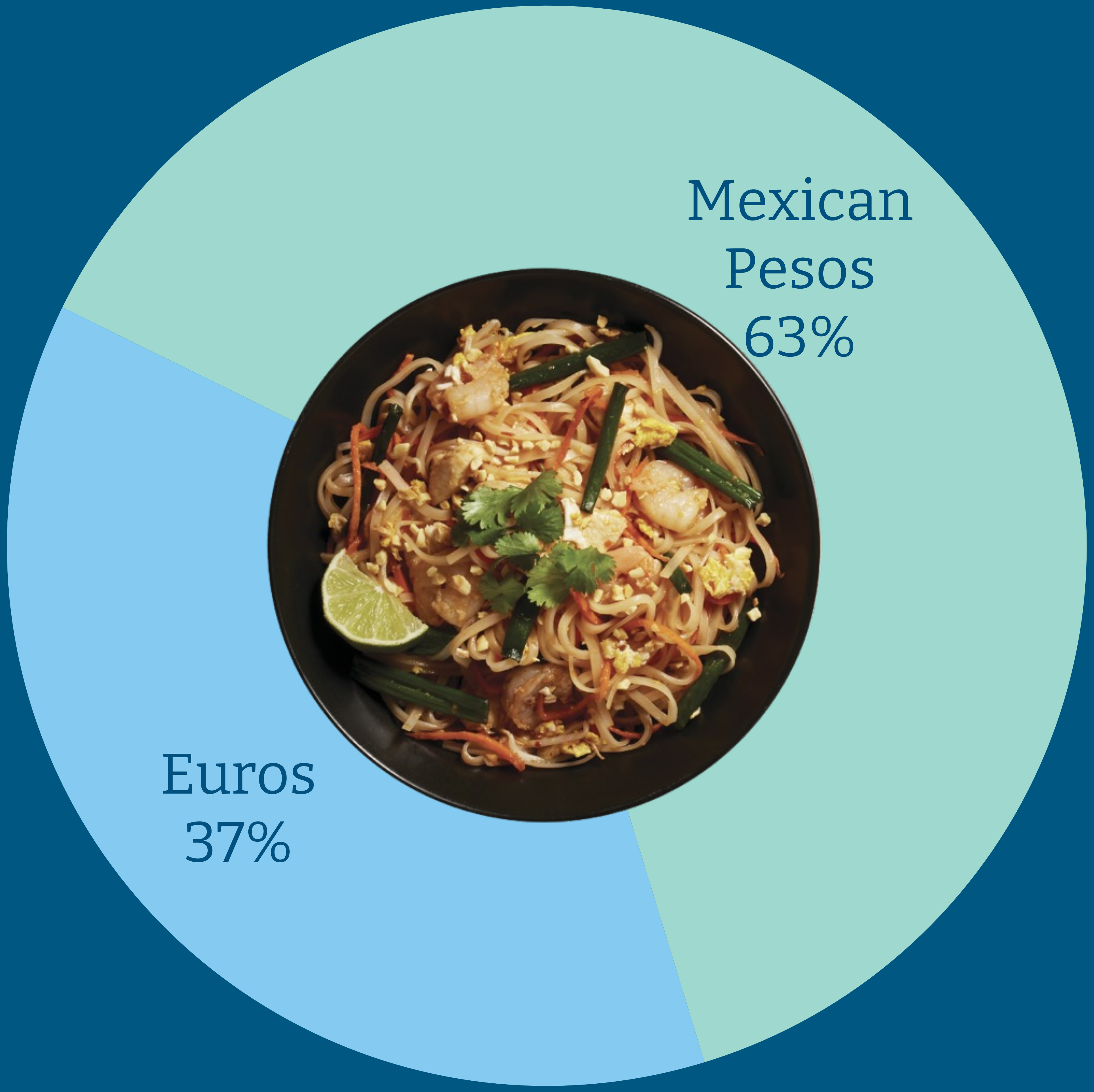
Debt Currency Breakdown



	3Q24
Total Debt / EBITDA	2.8X
Net Debt / EBITDA	2.4X

Q&A