Earnings Release 1Q21

Alsea

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CONFERENCE CALL

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First Quarter 2021 Results and Highlights

- **84.4% of 1Q20 sales and 74.6% of 1Q19 sales reached in the first quarter of 2021**
- **Same Store Sales (SSS)* decreased by 13.3% in the first quarter vs. 1Q20**
- **Home delivery sales grew by 64.9% vs. 1Q20, exceeding 2.8 billion pesos, reaching 31.0% of consolidated sales**
- **Quarterly savings in operating and administrative expenses of 880 million pesos in the first quarter of 2021**
- **82% of 1Q20 EBITDA and 74.4% of 1Q19 EBITA reached in the first quarter of 2021 with a margin of 20%**
- **Expansion of 270 basis points in the consolidated Adjusted EBITDA margin in the first quarter vs. 1Q20**
- **The Company posted a cash balance of 3.4 billion pesos at the end of the first quarter**
- **An extension of the agreements reached during 2020 on certain financial restrictions in the credit contracts was successfully negotiated with relationship banks**

** The SSS data excludes the units that were closed due to the contingency related to COVID-19.*

MESSAGE FROM THE EXECUTIVE PRESIDENT

Alberto Torrado, Executive President of Alsea commented: “The health and well-being of our collaborators, clients and the communities in which we operate, continue to be our priority. Therefore, we adhere to the guidelines implemented by the authorities regarding social distancing measures and partial or total closures, of which there have unfortunately been many in all the geographies in which we operate.

In 2020, as a Company we proved our resilience and ability to adapt to adversity. The changes we made last year, such as reducing costs and accelerating our digital strategy, have helped us improve the Company's performance during this time of crisis. In the first quarter of this year, despite observing a recovery in consumption, revenues decreased 15.6% compared to 1Q20 when the pandemic did not largely affect our operations; unit closures due to restrictions as a result of the pandemic began on March 15, 2020 in Europe and towards the end of the same month in Latin America.

Our digital strategy has become increasingly important, and it now represents one of the pillars of our business. During the quarter, we implemented Starbucks Mobile Order and Pay and Wow +, strengthening our digital presence. Our loyalty programs continue to grow with more than 478,000 registered *Starbucks Rewards* users and approximately 690,000 active users of *Wow+*, which represents an increase of 1.3% and 6.2% respectively, compared to the end of 2020.

Home delivery has also become an integral part of our business, and we are confident that even with the reopening of restaurants, it will not lose momentum, as consumers have grown accustomed to the convenience of this service. During the first quarter of 2021, home delivery sales grew by 64.9%, compared to the first quarter of 2020.

We began to see a recovery in brands such as Starbucks, with sales growth of 1.5% versus 1Q19, even with some stores closed. Burger King is another of the brands that has shown greater resilience and strength in the face of the pandemic, with sales at 94.3% vs. 1Q19. Domino’s Pizza in Mexico continues to report solid levels of sales, growing by 10.3% compared to the sales registered in the first quarter of 2019, while the same brand in Colombia achieved an increase in sales of 43.8%. Sales have been recovering month by month, with March being the strongest month of the quarter, generating nearly 60% of Alsea’s total EBITDA for 1Q21.

Since last year, we have focused on generating operational efficiencies, through the re-negotiation of rents, the benefit derived from government support, the reduction of marketing and advertising expenses, as well as the support of master franchises, among others. Thanks to these efficiencies, we were able to generate 880 million pesos in savings during the quarter. Related to the above were the consolidation of the South American back-office in Colombia, as well as the centralization of administration for the Southern Cone in Chile, which contributed to a decrease of 1.2 and 8.2 percentage points in costs and expenses, respectively.

In the first quarter of the year, sanitary restrictions continued in all geographies in which we operate, limiting sales opportunities and capacity in most of our restaurants. In Europe, restrictions tightened again during the quarter, limiting consumption within restaurants in countries such as France and Portugal. This was coupled with the temporary closure of units in Spain due to the impact of heavy snowfall at the beginning of the year. In South America, the Domino's Pizza and Starbucks brands posted double-digit growth, despite continued contingency measures in Argentina and Chile, which increased during the quarter due to the rising number of COVID cases. In Mexico, Easter Week increased store traffic people during March, improving the sales trend compared to the first weeks of the year.

Sustainability along with adequate corporate governance are increasingly important issues for us. In relation to this, according to the General Shareholders' Meeting held on April 29th, 2021, the Board of Directors was made up of 3 related patrimonial directors, 2 independent patrimonial directors and 6 independent directors. The incorporation of Leticia Jáuregui to the Board stands out, contributing her knowledge as an expert in innovation strategies and exponential technologies. Through this appointment, the Company's Board strengthens its commitment to continue building an inclusive community, with a greater representation of women in relevant functions. Women now represent 33% of the Boards' independent members.

Additionally, as a sign of our commitment to the development of the communities where we operate, through the "Va por mi Cuenta" initiative, we inaugurated our first Food Center that operates under a sustainable model. The Center is located in Cancun, Quintana Roo, and will benefit 500 people, in addition to the more than 7,000 people who receive nutritious food daily to ensure proper physical and mental development.

Given the signs of recovery in the market, the progress in the number of vaccinations and the reduction of COVID-19 cases in Mexico and Europe in particular, we are cautiously optimistic about the outlook for the rest of 2021. Alsea is well positioned to face the new macroeconomic environment and we are ready to welcome our clients back to our full capacity as soon as sanitary restrictions allow. Today we are a more agile, efficient and competitive Company."

April, 2021

Mexico City, April 29th, 2021. Alsea, S.A.B. de C.V. (BMV: ALSEA), the leading Quick Service Restaurant (QSR), Coffee Shop, Casual Dining and Family Restaurant operator in Latin America and Europe, released its results for the first quarter 2021 today. This information is presented in nominal terms pursuant to International Financial Reporting Standards (IFRS). The comments presented in this report include the effect of IFRS 16, as well as the effect regarding restatement due to the hyperinflation in Argentina.*

FINANCIAL HIGHLIGHTS FOR THE FIRST QUARTER OF 2021

The following table provides a Condensed Financial Summary, the margin for each line item representing net sales, as well as the percentage change for the quarter ended March 31st, 2021 compared to the same period of 2020:

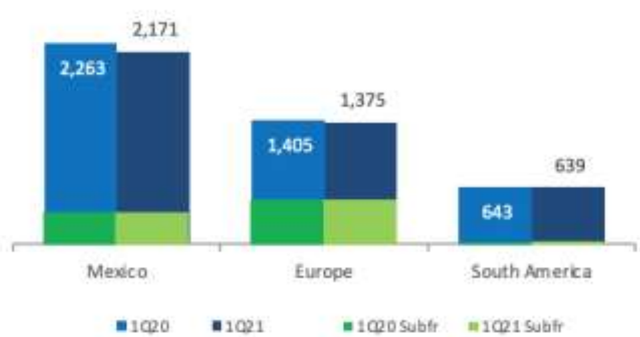
	1Q21	*1Q20*	*Var %*
Same-store sales	(13.3)%	(2.1)%	N.M.
Sales	10,212	$12,105	(15.6)%
Gross Profit	6,880	8,211	(16.2)%
EBITDA (1)	2,045	2,495	(18.0)%
EBITDA Margin	*20.0%*	*20.6%*	*(60) pp*
Operating income	38	468	(91.8)%
Net income	(469)	(390)	N.M.
Net income margin	*(4.6)%*	(3.2)%	*(140) pp*
ROIC	(0.8)%	6.0%	N.M.
ROE	(47.9)%	5.0%	N.M.
Net Debt/EBITDA	8.2x	4.3x	N.M.
EPS (2)	(4.73)	0.67	N.M.

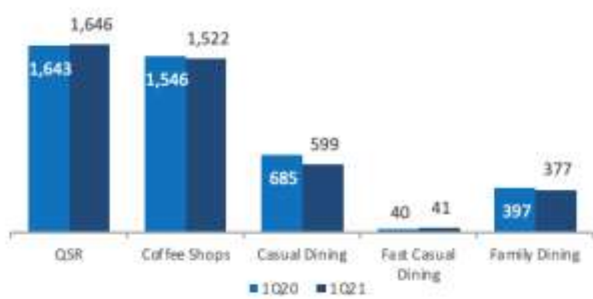
*** Figures in million pesos, except EPS**

(1) EBITDA is defined as operating income before depreciation and amortization.

(2) EPS is earnings per share for the last 12 months.

NUMBER OF UNITS*



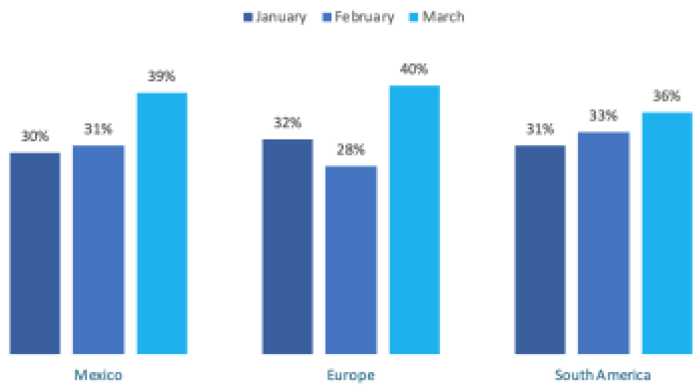


** Total Units (corporate + sub-franchises)*

EVOLUTION IN THE FACE OF COVID-19

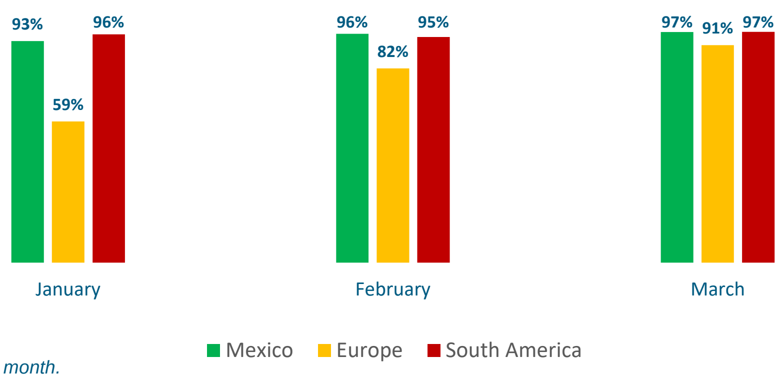
During the first quarter of the year, there was a recovery in sales each week.

SALES DISTRIBUTION PER MONTH: 1Q21



EBITDA DISTRIBUTION PER MONTH: 1Q21

CORPORATE UNITS IN OPERATION BY GEOGRAPHY DURING THE QUARTER



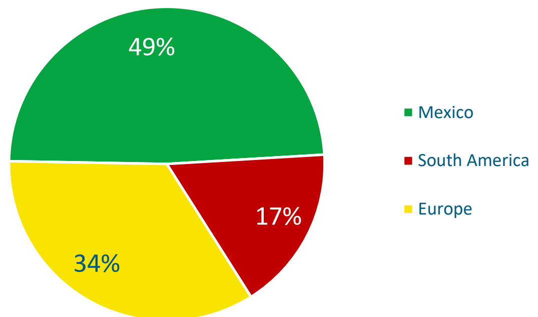
** Data as of the last day of each month.*

At the end of the first quarter, despite the restrictions implemented in some countries, approximately 91% of total units were in operation. The majority of these units were open for home delivery, over the counter take-out and on-site service for a limited capacity, among other restrictions. The remaining 9% of units remained closed.

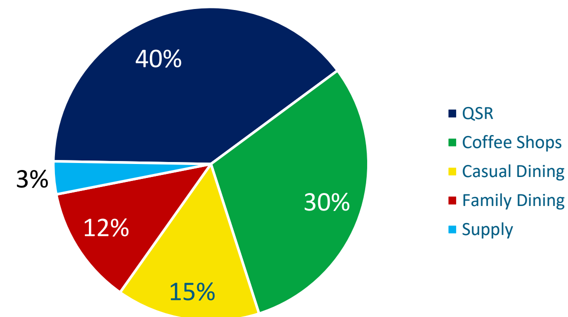
CONSOLIDATED RESULTS

SALES

SALES BY GEOGRAPHY*



SALES BY SEGMENT*



** Figures as of 1Q21*

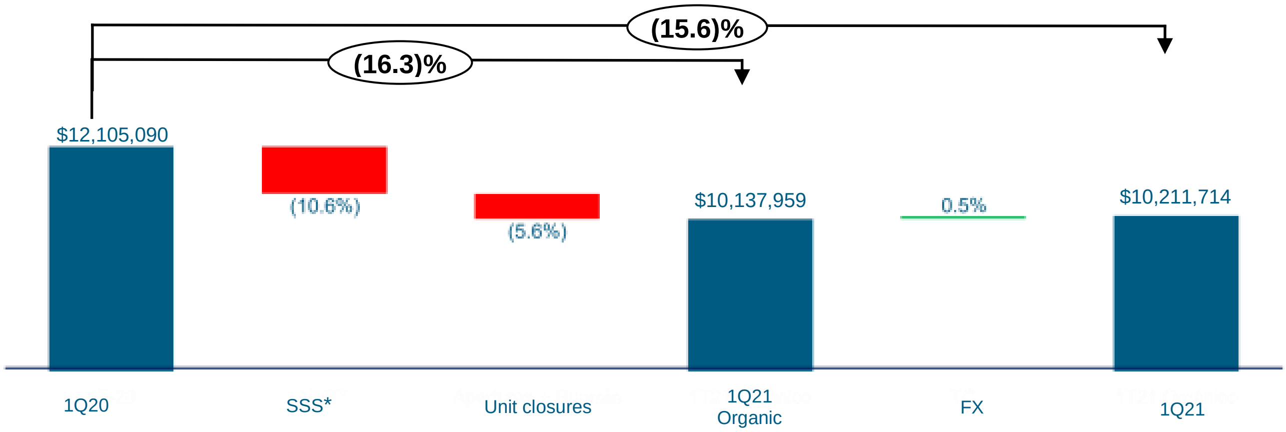
Net sales in the first quarter of 2021 **decreased by 15.6% to reach 10,212 million pesos,** compared to 12,105 million pesos in the previous year. This was mainly due to the impact of the contingency measures related to the COVID-19 pandemic, which affected both the number of units in operation, as well as consumption trends and changes in purchasing habits. Additionally, there were impacts related to the store closures (temporary and permanent), of approximately 600 million pesos in the first quarter of the year, as well as the negative effect related to the devaluation of the euro against the Mexican peso.

As a result of the various initiatives that Alsea had been working on prior to the contingency, we had the necessary processes, agreements and platforms in place to achieve the largest possible sales through the new distance sales channels. Through these new channels, compared to 1Q20, we achieved sales growth of 64.9% in the delivery segment, amounting to almost 2,800 million pesos and representing 31.0% of Alsea's consolidated sales.

Excluding the units that did not report sales, same store sales for the portfolio for the first quarter of 2021 in **South America** increased by **4.9%**, in **Mexico decreased by 8.4%** and in **Europe decreased by 29.2%** compared to 1Q20.

Domino's Pizza continues to be a format that performs well despite and in part because of the current circumstances. Domino's Pizza sales in Mexico increased by 10.3% compared to the sales reported in the first quarter of 2019, while sales for the same brand in Colombia increased by 43.8%. Starbucks is another brand that has managed to adapt better than expected to the current circumstances, reporting a sales level of 94.3% compared to the sales reported in the same period of 2019. Additionally, causal food brands and Vips, which are highly dependent on foot traffic in their restaurants, reported sales levels between 40% and 70% of those reported by this channel prior to the pandemic, with performance in Europe being more affected compared to the operation of Latin American countries.

Net Sales 1Q21 vs. 1Q20



** The percentage contribution of SSS is the effect on the total revenue base.*

EBITDA

EBITDA for 1Q21 decreased by 18.0% compared to the first quarter of the previous year. The decrease in EBITDA of 450 million pesos is mainly due to the reduction in the generation of EBITDA from the **Alsea México** operation which was affected by the implementation of lockdown measures due to COVID-19 from mid-December 2020 onwards. This represented a contraction of 1.6 percentage points in the adjusted EBITDA margin of this segment compared to the same period of the previous year.

During the first quarter of the year, the implementation of steps to reduce non-essential operational and corporate expenses continued. This resulted in a reduction in operational expenses of 15.4% or 880 million pesos, compared to the same period of the previous year, supported primarily by the agreements reached on rent and government support and union agreements on wages and salaries.

All the geographies in which Alsea operates reported positive EBITDA in the first quarter of 2021.

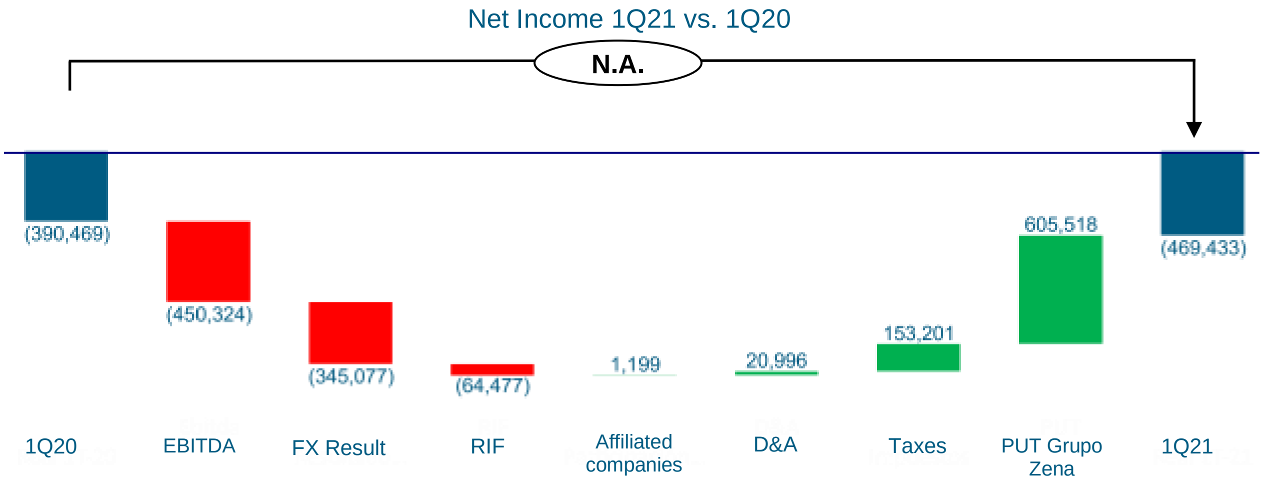
The EBITDA margin in 1Q21 contracted by 60 basis points, from 20.6% in the first quarter of 2020 **to 20.0%** during the same period of 2021**.**

At the start of the first quarter of 2021, the social distancing and capacity limitations within restaurants remained and consumption stabilized at around 75% of sales reported in the same period in 2019. However, as vaccination campaigns progress, in the current quarter we hope to see the return to consumption levels seen in the third quarter of 2020, and then to exceed that going forward.

NET INCOME / LOSS

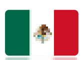
Compared to the same period in 2020, **net loss for the first quarter** increased by 79 million pesos, to reach **-469 million pesos**, compared to the -390 million pesos reported in 1Q20. The decrease in net income in the quarter was due to a **3.5 percentage point reduction in operating income** as a percentage of net sales, due to the **3.0 percentage point increase in operating expenses as a proportion of sales**, as result of lower sales due to the COVID-19 pandemic.

This decrease was partly offset by the decrease of 196 million pesos in the comprehensive financing result, primarily as a result of the favorable variation of 606 million pesos derived from a positive exchange rate effect related to the call and put option on the remaining 21.0% of Grupo Zena.



RESULTS BY SEGMENT FOR THE FIRST QUARTER OF 2021

MEXICO



Alsea Mexico	*1Q21*	*1Q20*	*Var.*	*% Var.*
Number of units	2,171	2,263	(92)	(4.1)%
Same-store sales	(8.4)%	(2.6)%	(5.8) pp	-
Sales	4,975	6,210	(1,235)	(19.9)%
Costs	1,810	2,155	(345)	(16.0)%
Operating expenses	1,733	2,171	(438)	(20.2)%
Adjusted EBITDA*	1,432	1,885	(453)	(24.0)%.
*Adjusted EBITDA margin**	*28.8%*	*30.4%*	*(1.6) pp*	-
Depreciation and Amortization	866	1,001	(135)	(13.5)%
G&A and other expenses	262	98	164	166.5%
Operating income	304	786	(482)	(61.3)%

* Adjusted EBITDA does not include administrative expenses; thus, it represents the "Store EBITDA."
** Figures in million pesos.

SALES MEXICO

Alsea Mexico sales represented 48.7% of Alsea's total consolidated sales in the first quarter of 2021. This segment posted a **decrease in sales of 19.9%,** reaching 4,975 million pesos compared to 6,210 million pesos in the same period of 2020, due to the impact of the COVID-19 pandemic. As a result of the above, sales have continued to focus primarily on home delivery and take-out, allowing Alsea to leverage its competitive advantage of having established delivery strategies such as "*Wow+*" and agreements with the main aggregators. This ensured continuity of sales through this channel, which reached a 27.3% share of 1Q21 sales.

This decrease is related to the reimplementation of opening hour restrictions in establishments in the country from mid-December when the maximum 'red light' status was reinstated. This caused a slowdown in the level of sales in the first two months of the 2021 quarter, closing the quarter with sales at 80% in comparison with the first quarter of 2019.

As previously mentioned, Domino's Pizza continues to be the best performing brand in the current environment, with a 10% increase versus the first quarter of 2019. Similarly, Starbucks increased its sales by 1.5% compared to 1Q19.

At the end of the first quarter, 97% of our restaurants reopened, although still under capacity restrictions in accordance with government regulations.

Adjusted EBITDA MEXICO

Alsea Mexico's Adjusted EBITDA represented 50.9% of the consolidated Adjusted EBITDA in the first quarter of 2021, closing at 1,432 million pesos compared to 1,885 million pesos in the same period of the previous year. This represents a decrease of 24.0%, mainly impacted by the decrease in sales, coupled with a 1.7 percentage point increase in costs due to the greater participation of the Domino's Pizza brand in the business mix.

This decrease was partially offset by the steps taken to reduce expenses and services which are not essential to the operation of the business, as well as the decrease in expenses in line with the reduction in expected demand. This reduction in demand resulted in significant savings in logistics and distribution. All of the above is despite the maximum 'red light' status being reinstated from mid-December 2020 until mid-February 2021.

As part of the cost control efforts, of the 880 million peso saving at the Alsea consolidated level during the quarter, 31.2% came from Alsea Mexico. This was mainly thanks to agreements with unions, negotiations regarding discounts on rent and cuts in advertising and corporate expenses, among other items.

At the end of the first quarter, Alsea Mexico managed a total of 1,806 corporate units and 365 sub-franchise units.

EUROPE

Alsea Europe	*1Q21*	*1Q20*	*Var.*	*% Var.*
Number of units	1,375	1,405	(30)	(2.1)%
Same-store Sales	(29.2)%	(4.8)%	(24.4) pp	-
Sales	3,492	4,150	(658)	(15.8)%
Costs	935	1,132	(197)	(17.4)%
Operating Expenses	1,542	2,093	(551)	(26.3)%
Adjusted EBITDA*	1,014	924	90	9.8%
*Adjusted EBITDA margin**	*29.0%*	*22.3%*	*6.7 pp*	-
Depreciation and Amortization	925	795	130	16.3%
G&A and other expenses	405	316	88	28.0%
Operating Income	(316)	(188)	(128)	N.M.

* Adjusted EBITDA does not include administrative expenses; thus, it represents the "Store EBITDA". **Figures in million pesos.

SALES EUROPE

Sales for Alsea Europe represented 34.2% of the Company's consolidated sales, and are made up of operations in Spain, Portugal, France, the Netherlands, Belgium, and Luxembourg.

Sales for this region **decreased by 15.8%**, to 3,492 million pesos compared to the first quarter of 2020. This decrease in sales was related to the reinstatement of lockdown measures in the region, where restrictions on capacity and opening hours were imposed upon restaurants. In addition sales were impacted by 32 unit closures and to a lesser extent by heavy snowfall in Spain at the beginning of January. The above was partially offset by the exchange rate gain of approximately 320 million pesos. The home delivery segment accounted for a 36% share of Alsea Europe sales in 1Q21.

In the first quarter, on average 77.5% of our units in Alsea Europe remained open, but subject to lockdown and opening hour restrictions implemented by the government.

Adjusted EBITDA EUROPE

Alsea Europe's adjusted EBITDA represented 36.1% of the consolidated Adjusted EBITDA in the first quarter 2021, and reported an **increase of 9.8%**, to 1,014 million pesos, compared to 924 million pesos in the same period of 2020. This increase was generated by higher operating leverage in addition to government support in terms of salaries, rent negotiations, and G&A efficiencies, among other items; which represented 52.6% of the 880 million pesos achieved in savings at the consolidated Alsea level during the quarter.

Alsea Europe continues to receive government support such as ERTE (temporary employment regulation), effective as of March 19th, 2020 in Spain, which has been extended until end of May 2021. Thanks to these support programs, we have managed to reduce labor expenses by around 24% compared to 1Q20. We currently have 20-30% of our staff enrolled in this support program in Spain.

At the end of the first quarter, Alsea Europe managed a total of 863 corporate units and 512 sub-franchise units.

SOUTH AMERICA

Alsea South America	*1Q21*	*1Q20*	*Var.*	*% Var.*
Number of units	639	643	(4)	(0.6)%
Same-store Sales	4.9%	6.8%	(1.9) pp	-
Sales	1,745	1,745	0	0%
Costs	586	607	(22)	(3.6)%
Operating Expenses	793	930	(137)	(14.7)%
Adjusted EBITDA*	366	208	158	76.2%
*Adjusted EBITDA margin**	*21.0%*	*11.9%*	*9.1 pp*	-
Depreciation and Amortization	215	231	(16)	(6.9)%
G&A and other expenses	101	107	(6)	(5.8)%
Operating Income	50	(130)	181	N.M.

*Adjusted EBITDA does not include administrative expenses; thus, it represents the “Store EBITDA”. **Figures in million pesos.

SALES SOUTH AMERICA

Alsea South America sales amounted to 17.1% of the Company's consolidated sales for the first quarter of 2021 and are made up of operations in Argentina, Colombia, Chile and Uruguay.

Sales for this segment remained at similar levels to the first quarter of 2020**,** reaching 1,745 million pesos. This performance is related to a similar evolution of restrictions implemented in the first quarter 2020 and 2021, in both years. Argentina and Chile lockdown restrictions in the region were re-instated in the last two weeks of March.

At the brand level, Burger King in Chile increased sales by 28.2% compared to the same period of 2019 and Domino's Pizza in Colombia continues its positive trend, reporting a 43.8% increase in sales compared to 1Q19.

Alsea's operation in Colombia reported sales growth of over 20% during the quarter, compared to 1Q19. This was a result of the strong penetration that our brands have in terms of home delivery.

Adjusted EBITDA SOUTH AMERICA

Alsea South America's adjusted EBITDA reached 13.0% of the consolidated Adjusted EBITDA in the first quarter 2021, and increased by 76.2% compared to 1Q20, to 366 million pesos. This increase was primarily due to the strategies focused on reducing both operational and administrative expenses, which had been implemented since the beginning of last year throughout the countries in which we operate in South America and were accentuated by the start of the pandemic.

We continue to report improvements in efficiency, synergies and best practices linked to the consolidation and integration of the operations in Chile, Argentina and Uruguay. At the same time, the entire back office operations of Alsea South America have been consolidated in Colombia, which continues to provide savings in terms of office rent and corporate expenses. As part of the effort to control expenses, of the previously mentioned 880 million pesos achieved in savings at the consolidated Alsea level during the quarter, 16.3% of these savings were achieved in Alsea South America, mainly as a result of government support, rental negotiations and efficiencies in G&A, among other items.

At the end of the first quarter Alsea South America had a total of 605 corporate units and 34 sub-franchise units.

NON-OPERATING RESULTS

All-in Cost of Financing

The all-in cost of financing for the first quarter of 2021 **closed at 658 million pesos**, which represents a loss of 196 million pesos compared to a loss of 854 million pesos in the previous year. This change is due to a favorable variation of 606 million pesos due to positive exchange rate effect related to the call and put options on the remaining 21.0% of Grupo Zena.

BALANCE SHEET

CAPEX

During the 3 months ended March 31st, 2021, **Alsea made capital investments, excluding acquisitions, for 312 million pesos**, of which 83 million pesos, equivalent to 26.6% of total investments, were allocated to:

- The opening of **10 units.**
- The **renovation and remodeling of existing units** of the different brands operated by the Company.

The remaining 229 million pesos were allocated to:

- Equipment replacement (maintenance CAPEX).
- Strategic technology and process improvement projects.
- Software licenses, among others.

BANK DEBT AND FIXED-RATE BONDS

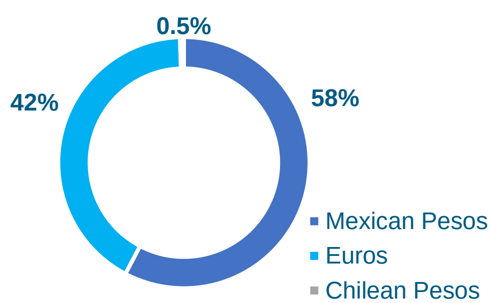
At the beginning of July 2020, Alsea reached agreements with banks to obtain a waiver regarding various terms in its credit agreements until June 30, 2021. Subsequently, on April 5th, 2021, Alsea announced the extension of the aforementioned waiver until June 30th, 2022.

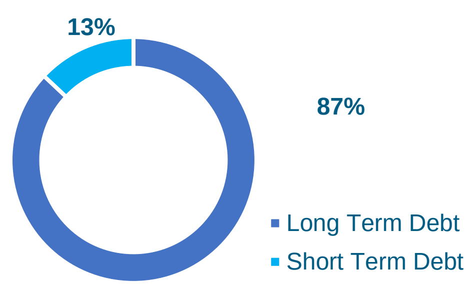
As of March 31st, 2021, Alsea had committed lines of up to 75.7 million euros to be disposed of as necessary according to the solvency of the operation in Europe.

As of March 31st, 2021, **Alsea's total debt increased by 2,159 million pesos,** closing at 32,074 million pesos compared to 29,915 million pesos in the previous year. This **increase in debt** corresponds mainly to the need for liquidity to continue operations during the COVID-19 contingency.

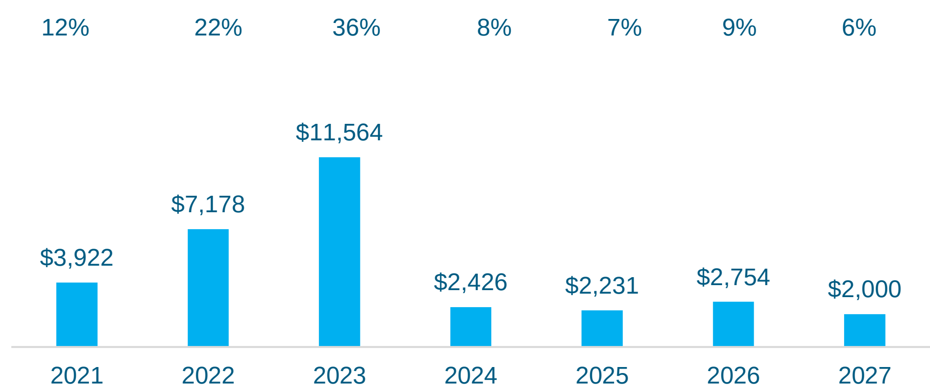
The Company's **consolidated net debt increased by 2,305 million pesos,** closing at 28,706 **million pesos** as of March 31st, 2021 compared to 26,401 million pesos at the end of 2020.

As of March 31st, 2021, total debt was comprised as follows:





The following graph shows the balance of the total debt in millions of pesos as of March 31st, 2021, as well as the maturities that are held for subsequent years:



*Figures in million pesos.

FINANCIAL RATIOS

As of March 31st, 2021, the financial ratios established in the Company's loan agreements were:

- **Total Debt to EBITDA** (last 12 months) was **8.7 times** (covenant waived until June 2022).
- **Net Debt to EBITDA** (last 12 months) was **8.2 times.**
- **EBITDA** (last 12 months) **to interest paid** (last 12 months) was **2.1 times** (waived until June 2022).
- In terms of **liquidity**, at the end of the first quarter of 2021, Alsea had **3.4 billion pesos in cash**, meeting the minimum level required of 3.0 billion pesos according to the waiver.
- The **consolidated stockholders' equity** closed at **7.3 billion pesos**, meeting the minimum level of 6.9 billion pesos according to the waiver.

KEY INFORMATION

Financial ratios	1Q21	1Q20	Var.
EBITDA(1) / Interests Paid	2.1 x	4.2 x	N.M.
Total Debt / EBITDA(1)	8.7 x	4.6 x	N.M.
Net Debt / EBITDA(1)	8.2 x	4.3 x	N.M.
ROIC (2)	(0.8)%	6.0%	N.M.
ROE (3)	(47.9)%	5.0%	N.M.

Stock Market Indicators	1Q21	1Q20	Var.
Book Value per Share	$8.17	$10.53	(22.5)%
EPS (12 months) (4)	$(4.73)	$0.67	N.M.
Shares in circulation at end of period (millions)	838.6	834.1	0.5%
Price per Share at Market Close	$30.28	$15.18	99.5%

(1) EBITDA last 12 months. For 1Q21 the last 12 months pro forma EBITDA is used excluding expenses for synergies in Alsea Europa.
(2) ROIC is defined as operating income after taxes (last 12 months) by net operating investment (total assets – cash and short-term investments – no-cost liabilities).
(3) ROE is defined as net earnings (last 12 months) over shareholders' equity.
(4) EPS is earnings per share for the last 12 months.

FINANCIAL RATIOS REFERRED TO IN CREDIT AGREEMENTS WITH FINANCIAL INSTITUTIONS

Leverage ratios including IFRS 16 and hyperinflation in Argentina	1Q21
EBITDA(1) / Interests Paid	2.3 x
Total Debt / EBITDA(1)	32.9 x
Net Debt / EBITDA(1)	29.5 x

(1) EBITDA proforma last 12 months.

The financial ratios presented in the table above were calculated based on the Company's consolidated results without considering the effects of IFRS 16 or the restatement due to hyperinflation in Argentina.

The measurement of these financial ratios is currently suspended according to the waiver agreed to by the banks with which the Company has a relationship, until June 30th, 2022.

UNITS BY BRAND

BRANDS	UNITS 1Q21		
	Corporate	Sub-franchises	Total
Domino's Pizza	815	428	1,243
Mexico	444	338	782
Spain	285	56	341
Columbia	86	34	120
Burger King	**403**		**403**
Mexico	175	-	175
Argentina	115	-	115
Spain	55	-	55
Chile	58	-	58
Quick Service Restaurants	**1,218**	**428**	**1,646**
Starbucks	**1,270**	**252**	**1,522**
Mexico	746	-	746
France	66	119	185
Spain	118	22	140
Argentina	132	-	132
Chile	136	-	136
Netherlands	15	73	88
Columbia	30	-	30
Belgium	-	31	31
Portugal	18	3	21
Uruguay	9	-	9
Luxembourg	-	4	4
Coffee Shops	**1,270**	**254**	**1,522**
Foster's Hollywood	101	127	228
Ginos	85	35	120
Spain	83	35	118
Portugal	2	-	2
Italianni's	60	17	77
El Portón	16	-	16
Chili's Grill & Bar	76	-	76
Mexico	71	-	71
Chile	5	-	5
Archie's	27	-	27
P.F. Chang's	32	-	32
Mexico	25	-	25
Columbia	4	-	4
Chile	3	-	3
TGI Fridays	13	-	13
The Cheesecake Factory	6	-	6
Corazón de Barro	2	-	2
Ole Mole	1	1	2
Casual Dining	**419**	**180**	**599**
Foster's Hollywood Street	1	1	2
Vips Smart	16	23	39
Fast Casual Dining	**17**	**24**	**41**
Vips	350	27	377
Mexico	*261*	*10*	*271*
Spain	*89*	*17*	*106*
Family Dining	**350**	**27**	**377**
ALSEA TOTAL UNITS			**4,185**
Corporate	**3,274**		
Sub-franchises		**911**	

UNITS BY COUNTRY

MEXICO	2,171	SPAIN	1,044	ARGENTINA	247	CHILE	202
FRANCE	185	COLUMBIA	181	NETHERLANDS	88	BELGIUM	31
PORTUGAL	23	URUGUAY	9	LUXEMBOURG	4		

ANALYST COVERAGE

INSTITUTION	ANALYST	RECOMMENDATION
ACTINVER	JUAN ENRIQUE PONCE	HOLD
BANK OF AMERICA MERRILL LYNCH	ROBERT E. FORD AGUILAR	SELL
BANORTE-IXE	VALENTÍN MENDOZA BALDERAS	BUY
BARCLAYS	BENJAMIN M. THEURER	BUY
BBVA BANCOMER	MIGUEL ULLOA SUÁREZ	SELL
BRADESCO	RICHARD CATHCART	HOLD
BTG PACTUAL	ÁLVARO GARCÍA	HOLD
BX+	MARISOL HUERTA	BUY
CITI	SERGIO MATSUMOTO	HOLD
CREDIT SUISSE	VANESSA QUIROGA	BUY
GOLDMAN SACHS	THIAGO BORTOLUCI	SELL
GRUPO BURSÁTIL MEXICANO	LUIS RODRIGO WILLARD	UNDER REVIEW
HSBC	RAVI JAIN	HOLD
INTERCAM	ALEJANDRA MARCOS	HOLD
INVEX	GISELLE MOJICA	SELL
ITAU BBA	JOAQUÍN LEY	HOLD
J.P. MORGAN	IAN LUKETIC	SELL
MONEX	JOSE ROBERTO SOLANO	BUY
SANTANDER	ALAN ALANÍS	BUY
SCOTIABANK	RODRIGO ECHAGARAY	HOLD
UBS	RODRIGO ALCÁNTARA	HOLD
MORGAN STANLEY	JAVIER MARTÍNEZ DE OLCOZ	BUY
VECTOR	MARCELA MUÑOZ	HOLD
PUNTO CASA DE BOLSA	CRISTINA MORALES	BUY

This press release contains certain forward-looking information regarding the Company's results and outlook. However, actual results may vary materially from these estimates. Information on future events contained in this release should be read jointly with the risk summary in the Annual Report. That information, as well as future reports made by the Company or any of its representatives, whether verbally or in writing, may vary significantly from actual results. These projections and estimates, which are prepared in reference to a determined date, should not be taken as fact. The Company is in no way liable for updating or revising any of these projections and estimates, whether as a result of new information, future events or other associated events.

Reclassifications - The financial statements as of December 31st, 2019, include certain reclassifications to the financial statements which do not have a material effect on the statement of financial position, they are presented purely for comparative purposes.

The Company's shares are traded on the Mexican Stock Exchange under the ticker ALSEA*.

Rafael Contreras Grosskelwing
Chief Financial Officer
Phone: (5255) 7583-2750 | ri@alsea.com.mx

RELEVANT EVENTS 1Q21

- Alsea successfully held the Ordinary General Shareholders' Meeting on April 29, 2021. The General Meeting approved the integration of the new Board of Directors, which is made up of:

BOARD OF DIRECTORS

NAME	JOB TITLE	CATEGORY
Alberto Torrado Martínez	Chairman	Patrimonial Related
Cosme Alberto Torrado Martínez	Member	Patrimonial Related
Armando Torrado Martínez	Member	Patrimonial Related
Federico Tejado Bárcena	Member	Independent Patrimonial
Fabián Gerardo Gosselin Castro	Member	Independent Patrimonial
Leon Kraig Eskenazi	Member	Independent
Adriana María Noreña Sekulist	Member	Independent
Carlos Vicente Salazar Lomelín	Member	Independent
Alfredo Sánchez Torrado	Member	Independent
Luis Carlos Ferezin	Member	Independent
Leticia Mariana Jáuregui Casanueva	Member	Independent

- On April 5, 2021, Alsea announced its successful negotiation regarding the extension of the agreements reached during 2020 on its credit agreements. Alsea has negotiated with all its relationship banks, to extend the suspension of the calculation of certain covenants in their credit contracts (primarily those related to the gross leverage ratio and the interest coverage ratio), effective from April 1st, 2021 until June 30th, 2022. This puts Alsea in a stronger position to continue facing the impact of the COVID-19 pandemic and to ensure the continuity of its priority strategic projects, the operation of its restaurants in optimal conditions, as well as the continued organic growth of the company.

EARNINGS CONFERENCE CALL 1Q21

The conference call will be held on **Friday, April 30th, 2021, at 09:00 a.m. (Mexico City time)**, it will be held in English and will have a question and answer session.

To join the call, please dial in five minutes before the scheduled time at:

Mexico: (55) 4123.2120
United States: 1 888.441.1447
Europe: (+44) 20.3514.2364

Access code: 1433#

After the replay period is over, the conference call will be available on our website: www.alsea.com.mx in the "investors" section.

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT
AS OF MARCH 31st, 2021 AND 2020
(In thousands of nominal pesos)

	March 31st, 2021		March 31st, 2020	
ASSETS				
Current assets:				
Cash and short-term investments	3,367,770	4.1%	3,513,773	4.1%
Clients	1,176,341	1.4%	969,485	1.1%
Other accounts and documents receivable	499,319	0.6%	778,973	0.9%
Inventory	1,539,345	1.9%	2,049,672	2.4%
Taxes recoverable	1,045,860	1.3%	560,979	0.7%
Other current assets	640,491	0.8%	740,632	0.9%
Assets held for sale	-	-	51,336	0.1%
Current assets	8,269,126	10.0%	8,664,850	10.2%
Investments in shares of associated companies	92,599	0.1%	87,410	0.1%
Store equipment, improvements to leased units, and property, net	15,514,760	18.8%	18,309,967	21.6%
Right of use assets non-executable	24,029,966	29.1%	24,554,098	28.9%
Brand use rights, pre-operations, other intangible assets, net	28,553,613	34.5%	28,972,520	34.1%
Deferred Income Tax	4,763,405	5.8%	3,466,056	4.1%
Other Assets	1,439,760	1.7%	816,995	1.0%
Total Assets	**82,663,230**	**100.0%**	**84,871,896**	**100%**
LIABILITIES				
Short term:				
Providers	3,384,354	4.1%	3,065,731	3.6%
Taxes payable	541,793	0.7%	434,844	0.5%
Other accounts payable	5,789,427	7.0%	6,383,535	7.5%
Lease liability non-executable	4,382,005	5.3%	8,519,571	10.0%
Other short-term liabilities	2,661,495	3.2%	2,870,470	3.4%
Bank loans	4,199,971	5.1%	2,043,538	2.4%
Short-term liabilities	20,959,046	25.4%	23,317,689	27.5%
Long term:				
Bank loans	19,894,121	24.1%	19,895,825	23.4%
Commercial papers	7,979,998	9.7%	7,975,879	9.4%
Deferred taxes - net	3,913,734	4.7%	4,349,262	5.1%
Lease liability non-executable	21,479,150	26.0%	17,987,005	21.2%
Other long-term liabilities	1,177,328	1.4%	618,704	0.7%
Long-term liabilities	54,444,331	65.9%	50,826,675	59.9%
Total Liabilities	**75,403,376**	**91.2%**	**74,144,364**	**87.4%**
SHAREHOLDERS' EQUITY				
Minority interest	1,156,106	1.4%	1,941,527	2.3%
Majority interest:				
Sharesholders' equity	478,749	0.6%	477,239	0.6%
Net premium in share placement	8,676,827	10.5%	8,625,720	10.2%
Accumulated income	(1,083,481)	(1.3%)	1,132,073	1.3%
Income during the year	(312,108)	(0.4%)	(279,979)	(0.3%)
Exchange rate effects from foreign entities	(1,656,239)	(2.0%)	(1,169,048)	(1.4%)
Majority interest	**6,103,748**	**7.4%**	**8,786,005**	**10.4%**
Total Shareholders' Equity	**7,259,854**	**8.8%**	**10,727,532**	**12.6%**
Total Liabilities and Shareholders' Equity	**82,663,230**	**100.0%**	**84,871,896**	**100.0%**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT FOR THE THREE MONTHS ENDED MARCH 31st, 2021 AND 2020
(In thousands of nominal pesos)

		Three months ended March 31st, 2021			Three months ended March 31st, 2020	
Net sales	$	10,211,714	100%	$	12,105,090	100%
Cost of sales		3,331,228	32.6%		3,894,375	32.2%
Gross Income		**6,880,486**	**67.4%**		**8,210,715**	**67.8%**
Operating expenses		4,835,758	47.4%		5,715,664	47.2%
Depreciation and amortization		2,006,486	19.6%		2,027,482	16.7%
Operating Income		**38,242**	**0.4%**		**467,569**	**3.9%**
All-in cost of financing:						
Interest paid – net		780,233	7.6%		715,756	5.9%
Changes in reasonable value Financial Liabilities		(39,911)	(0.4%)		565,607	4.7%
Exchange rate loss / (income)		(82,249)	(0.8%)		(427,326)	(3.5%)
		658,073	6.4%		854,037	7.1%
Participation in associated companies' results		(157)	-		(1,356)	-
Income before Taxes		**(619,988)**	**(6.1%)**		**(387,824)**	**(3.2%)**
Tax on earnings		(150,555)	(1.5%)		2,645	-
Consolidated Net Income		**(469,433)**	**(4.6%)**		**(390,469)**	**(3.2%)**
Non-controlling stake		(157,325)	(1.5%)		(110,490)	(0.9%)
Controlling Stake	**$**	**(312,108)**	**(3.1%)**	**$**	**(279,979)**	**(2.3%)**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT BY SEGMENT FOR THE THREE MONTHS ENDED MARCH 31st, 2021
(In thousands of nominal pesos)

MEXICO		Three months ended March 31st, 2021			Three months ended March 31st, 2020	
Net sales	$	4,974,937	100%	$	6,210,274	100%
Operating expenses		1,994,706	40.1%		2,268,864	36.5%
Depreciation and amortization		866,100	17.4%		1,001,072	16.1%
Operating Income		**303,916**	**6.1%**		**785,623**	**12.7%**
All-in cost of financing		435,155	8.7%		717,470	11.6%
Income before Taxes	**$**	**(131,396)**	**(2.6%)**	**$**	**67,894**	**1.1%**

EUROPE		Three months ended March 31st, 2021			Three months ended March 31st, 2020	
Net sales	$	3,492,022	100%	$	4,149,628	100%
Operating expenses		1,946,972	55.8%		2,409,469	58.1%
Depreciation and amortization		925,385	26.5%		795,372	19.2%
Operating Income		**(315,773)**	**(9.0%)**		**(187,631)**	**(4.5%)**
All-in cost of financing		194,839	5.6%		109,464	2.6%
Income before Taxes	**$**	**(510,612)**	**(14.6)%**	**$**	**(297,095)**	**(7.2)%**

SOUTH AMERICA		Three months ended March 31st, 2021			Three months ended March 31st, 2020	
Net sales	$	1,744,755	100%	$	1,745,188	100%
Operating expenses		894,080	51.2%		1,037,331	59.4%
Depreciation and amortization		215,001	12.3%		231,038	13.2%
Operating Income		**50,099**	**2.9%**		**(130,423)**	**(7.5%)**
All-in cost of financing		32,508	1.9%		27,103	1.6%
Income before Taxes	**$**	**17,591**	**1.0%**	**$**	**(158,623)**	**(9.1)%**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT BY SEGMENT FOR THE THREE MONTHS ENDED MARCH 31st, 2021
(In thousands of nominal pesos)

	March 31st, 2021	March 31st, 2020
Operational activities:		
Consolidated result before income tax	**$ (619,988)**	**$ (387,824)**
Items related to investment activities:		
Brand depreciation and amortization	924,751	1,029,412
Financial lease depreciation	1,081,735	998,070
Retirement of fixed assets	312,516	219,039
Otras ítems	(39,755)	563,667
Total	**1,659,259**	**2,422,364**
Clients	(21,496)	146,028
Inventory	66,827	(121,550)
Suppliers	81,054	(369,834)
Taxes payable	(307,965)	(428,995)
Other assets and other liabilities	(292,923)	(685,811)
Total	**(474,503)**	**(1,460,162)**
Net cash flow from operating activities	**1,184,756**	**962,202**
Investment activities		
Store equipment, improvements to leased units, and property, net	(276,077)	(434,793)
Brand, capital gain and operational right-to-use	(36,137)	(174,902)
Net cash flow from investment activities	**(312,215)**	**(609,695)**
Cash flow from financing activities	**872,541**	**352,507**
Financing activities		
Bank credits and loan repayments, net	(7,955)	2,042,899
Financial leasing	(1,148,024)	(998,070)
Minority interest	-	90,454
Sale (Repurchase) of shares	-	(126,462)
Other items	(17,015)	-
Net cash flow from financing activities	**(1,172,994)**	**1,008,821**
Increase (decrease) cash, net	**(300,452)**	**1,361,328**
Adjustments to cash flow due to exchange rate variations	(264,187)	(472,944)
Cash at the start of the period	3,932,409	2,625,389
Cash at the end of the period	**$ 3,367,770**	**$ 3,513,773**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT
AS OF MARCH 31st, 2021
(In thousands of nominal pesos)

	March 31st, 2021		Re-expression Argentina	IFRS 16	March 31st, 2021	
ASSETS						
Current assets:						
Cash and short-term investments	3,367,770	5.7%	-	-	3,367,770	4.1%
Clients	1,176,341	2.0%	-	-	1,176,341	1.4%
Other accounts and documents receivable	499,319	0.8%	-	-	499,319	0.6%
Inventory	1,539,345	2.6%	-	-	1,539,345	1.9%
Taxes recoverable	1,045,860	1.8%	-	-	1,045,860	1.3%
Other current assets	640,491	1.1%	-	-	640,491	0.8%
Assets held for sale	-	-	-	-	-	-
Current assets	8,269,126	14.0%	-	-	8,269,126	10.0%
Investments in shares of associated companies	92,599	0.2%	-	-	92,599	0.1%
Store equipment, improvements to leased locales, and property, net	16,028,417	27.1%	236,871	(750,528)	15,514,760	18.8%
Right of use assets non-executable	-	-	-	24,029,966	24,029,966	29.1%
Brand use rights, pre-operations, other intangible assets, net	28,507,154	48.2%	46,459	-	28,553,613	34.5%
Deferred Income Tax	4,763,405	8.1%	-	-	4,763,405	5.8%
Other Assets	1,439,760	2.4%	-	-	1,439,760	1.7%
Total Assets	**59,100,462**	**100%**	**283,330**	**23,279,438**	**82,663,230**	**100.0%**
LIABILITIES						
Short term:						
Providers	3,384,354	5.7%	-	-	3,384,354	4.1%
Taxes payable	541,793	0.9%	-	-	541,793	0.7%
Other accounts payable	6,425,359	10.9%	-	(635,932)	5,789,427	7.0%
Lease liability non-executable	-	-	-	4,382,005	4,382,005	5.3%
Other short-term liabilities	2,661,495	4.5%	-		2,661,495	3.2%
Bank loans	4,199,971	7.1%	-		4,199,971	5.1%
Short-term liabilities	17,212,973	29.1%	-	3,746,073	20,959,046	25.4%
Long term:						
Bank loans	19,894,121	33.7%	-	-	19,894,121	24.1%
Commercial papers	7,979,998	13.5%	-	-	7,979,998	9.7%
Deferred taxes - net	3,904,315	6.6%	9,419	-	3,913,734	4.7%
Lease liability non-executable	-	-	-	21,479,150	21,479,150	26.0%
Other long-term liabilities	1,430,778	2.4%	-	(253,450)	1,177,328	1.4%
Long-term liabilities	33,209,212	56.2%	9,419	21,225,700	54,444,331	65.9%
Total Liabilities	**50,422,184**	**85.3%**	**9,419**	**24,971,773**	**75,403,376**	**91.2%**
SHAREHOLDERS' EQUITY						
Minority interest	1,156,106	2.0%	-	-	1,156,106	1.4%
Majority interest:			-	-		
Capital	478,749	0.8%	-	-	478,749	0.6%
Net premium in share placement	8,676,827	14.7%	-	-	8,676,827	10.5%
Accumulated income	363,294	0.6%	296,935	(1,743,710)	(1,083,481)	(1.3%)
Income during the year	(329,378)	(0.6%)	(23,024)	40,294	(312,108)	(0.4%)
Exchange rate effects from foreign entities	(1,667,320)	(2.8%)	-	11,081	(1,656,239)	(2.0%)
Majority interest	**7,552,172**	**12.7%**	**273,911**	**(1,692,335)**	**6,103,748**	**7.4%**
Total Shareholders' Equity	**8,678,278**	**14.7%**	**273,911**	**(1,692,335)**	**7,259,854**	**8.8%**
Total Liabilities and Shareholders' Equity	**59,100,462**	**100%**	**283,330**	**22,279,438**	**82,663,230**	**100.0%**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT FOR THE THREE MONTHS ENDED MARCH 31st, 2021
(In thousands of nominal pesos)

		Three months ended March 31st, 2021			Re-expression Argentina	IFRS 16		Three months ended March 31st, 2021	
Net sales	$	10,199,784	100%	$	11,930	-	$	10,211,714	100%
Cost of sales		3,327,149	32.6%		4,079	-		3,331,228	32.6%
Gross Income		**6,872,635**	**67.4%**		**7,851**	**-**		**6,880,486**	**67.4%**
Operating expenses		6,182,076	60.6%		7,737	(1,354,055)		4,835,758	47.4%
Depreciation and amortization		897,122	8.8%		27,629	1,081,735		2,006,486	19.6%
Operating Income		**(206,563)**	**(2.0%)**		**(27,515)**	**272,320**		**38,242**	**0.4%**
All-in cost of financing:									
Interest paid – net		548,269	5.4%		(62)	232,026		780,233	7.6%
Changes in reasonable value Financial Liabilities		(39,911)	(0.4%)		-	-		(39,911)	(0.4%)
Exchange rate loss / (income)		(77,820)	(0.8%)		(4,429)	-		(82,249)	(0.8%)
		430,538	4.2%		(4,491)	232,026		658,073	6.4%
Participation in associated companies' results		(157)	-		-	-		(157)	-
Income before Taxes		**(637,258)**	**(6.2%)**		**(23,024)**	**40,294**		**(619,988)**	**(6.1%)**
Tax on earnings		(150,555)	(1.5%)		-	-		(150,555)	(1.5%)
Consolidated Net Income		(486,703)	(4.8%)		**(23,024)**	**40,294**		**(469,433)**	**(4.6%)**
Non-controlling stake		(157,325)	(1.5%)		-	-		(157,325)	(1.5%)
Controlling Stake	**$**	**(329,378)**	**(3.2%)**	**$**	**(23,024)**	**40,294**	**$**	**(312,108)**	**(3.1%)**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT BY SEGMENT FOR THE THREE MONTHS ENDED MARCH 31st, 2021
(In thousands of nominal pesos)

MEXICO		Three months ended March 31st, 2021		IFRS 16		Three months ended March 31st, 2021	
Net sales	$	4,974,937	100%	-	$	4,974,937	100%
Expenses		2,551,083	51.3%	(556,377)		1,994,706	40.1%
Depreciation and amortization		481,359	9.7%	384,741		866,100	17.4%
Operating Income		**132,280**	**2.7%**	**171,636**		**303,916**	**6.1%**
All-in cost of financing		299,284	**6.0%**	135,871		435,155	8.7%
Net Income before taxes	**$**	**(167,161)**	**(3.4%)**	**35,765**	**$**	**(131,396)**	**(2.6%)**

EUROPE		Three months ended March 31st, 2021		IFRS 16		Three months ended March 31st, 2021	
Net sales	$	3,492,022	100%	-	$	3,492,022	100%
Expenses		2,587,898	74.1%	(640,926)		1,946,972	55.8%
Depreciation and amortization		337,604	9.7%	587,781		925,385	26.5%
Operating Income		**(368,918)**	**(10.6%)**	**53,145**		**(315,773)**	**(9.0%)**
All-in cost of financing		137,945	4.0%	56,894		194,839	5.6%
Net Income before taxes	**$**	**(506,863)**	**(14.5)%**	**(3,749)**	**$**	**(510,612)**	**(14.6)%**

SOUTH AMERICA		Three months ended March 31st, 2021		Re-expression	IFRS 16		Three months ended March 31st, 2021	
Net sales	$	1,732,825	100%	11,930	-	$	1,744,755	100%
Expenses		1,043,095	60.2%	7,737	(156,752)		894,080	51.2%
Depreciation and amortization		78,159	4.5%	27,629	109,213		215,001	12.3%
Operating Income		**30,075**	**1.7%**	**(27,515)**	**47,539**		**50,099**	**2.9%**
All-in cost of financing		(6,691)	(0.4%)	(62)	39,261		32,508	1.9%
Net Income before taxes	**$**	**36,766**	**2.1%**	**(27,453)**	**8,278**	**$**	**17,591**	**1.0%**