Earnings Release 1Q23

27.04.23

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CONFERENCE CALL

Date and Time: Tuesday, May 2nd, 2023, 9:00 am (Mexico City time)

Register at:
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INDEX

First Quarter 2023 Results and Highlights

- **Same-Store Sales (SSS):**

	1Q23
Vs. 1Q22	23.5%

- **Total sales increased 16% in the first quarter of the year**
- **Same-Store Orders increased by 12% compared to 1Q22**
- **The Company reached over 3 billion pesos in home delivery sales, with more than 11 million orders, and a 17% share of consolidated sales during the first quarter of 2023**
- **Digital sales (E-Commerce, Aggregators, & Loyalty) represented 30% of Alsea's Total Sales, reaching 5.0 billion pesos, with a solid growth of 23% vs. the previous year**
- **EBITDA* increased 23.6% vs. 1Q22, with a margin of 13.1%**
- **At the end of the first quarter, net income* increased by 41.1%, reaching 564 million pesos**
- **The Total Debt/ EBITDA leverage ratio* reached 2.88x at the end of the quarter**
- **During 1Q23, 4.9 million shares were repurchased with the intention of canceling them**

**Excluding the effect of IFRS 16, as well as the effect related to the restatement for hyperinflation in Argentina.*

MESSAGE FROM THE CEO

Armando Torrado, Chief Executive Officer of Alsea, commented: I am pleased to share our strong results for the first quarter of 2023. Total sales in the period increased by 16% year over year to 17.5 billion pesos, demonstrating significant growth in all our regions. Additionally, EBITDA for the quarter (Pre-IFRS 16) increased by 23.6% year over year, to 2.3 billion pesos.

These positive results reflect the robust demand for our brands and the Company's operational excellence. Furthermore, even though our in-restaurant sales are increasing, our delivery sales during the quarter accounted for 17% of the overall sales, in line with the previous quarter.

With respect to our expansion strategy, in the quarter we added 20 new corporate restaurants and 8 franchises, primarily Starbucks and Domino's Pizza. We carefully assess each new potential opening to capitalize on market opportunities throughout our regions, while always prioritizing profitability.

Regarding our brands, Starbucks reported a significant 36% growth in same-store sales in the quarter, and I'm pleased to share that Alsea recently signed an agreement with Starbucks to open its first store in Paraguay. The Quick Service Restaurant (QSR) segment experienced a robust 19% growth, while the Casual Dining Segment saw a 17% increase compared to the same quarter of last year.

On March 30, 2023, we held our investor day "Alsea Day" in New York City, providing an excellent space to interact with our investors, discuss strategic initiatives, and share our 2023 guidance. In our presentation, we shared that we're reducing our team member turnover rate and utilizing Artificial Intelligence technology solutions for team member recruitment. Related to supply chain, we are boosting efficiency and reducing costs through technological advancements in trucking, manufacturing more of our ingredients in house, and strategic hedging contracts. Regarding digital initiatives, our customers with loyalty accounts spend more per transaction, visit us more frequently, and leave us with valuable data to learn how to serve them better. In line with the digital transformation strategy, we are making progress with the roll out of the Domino's CLOUD E-

Commerce Platform in Mexico and Colombia, as well as the pilot of Stars for Everyone (SFE) in Mexico, which will enable us to continue expanding and refining our brands' digital programs.

In terms of our 2023 guidance, we anticipate opening between 250 and 290 new stores, while projecting a 14% to 17% growth in same-store sales, with revenues exceeding 13%. Additionally, we expect pre-IFRS 16 EBITDA to grow by more than 15% and post-IFRS 16 EBITDA to increase by more than 10%.

To improve our performance and identify priorities in our global sustainability strategy, we updated our materiality assessment, an exercise we undertake every two years. For this update, we incorporated a double materiality approach for the first time. This assesses the most significant ESG (environmental, social, and governance) impacts we have externally (impact materiality) and the ESG factors that influence our Company's economic and financial performance, allowing us to address market demands (financial materiality).

All our ESG-related actions and plans will focus on addressing the material issues identified in this assessment: 1. Talent attraction and retention, 2. Food quality and safety, 3. Health and safety of customers and team members, 4. Equity, diversity, and inclusion, 5. Energy and emissions, and achieving our 2030 targets. We will be delivering yearly progress updates for the priority indicators we track as part of our ESG strategy. The principal findings of the materiality assessment will be incorporated into our 2022 integrated annual report, which will be available in early May on the Company's website.

To demonstrate our continued appreciation for the trust our shareholders have placed in us, the General Shareholders' Meeting this April approved the issuance of an implicit dividend by canceling 4.9 million shares.

I would like to express my gratitude to our team members for their dedication and hard work, which led to such a strong start to the year and our optimism about the Company's outlook.

We are committed to continue providing happy experiences full of flavor and generating value for our shareholders.

April 2023

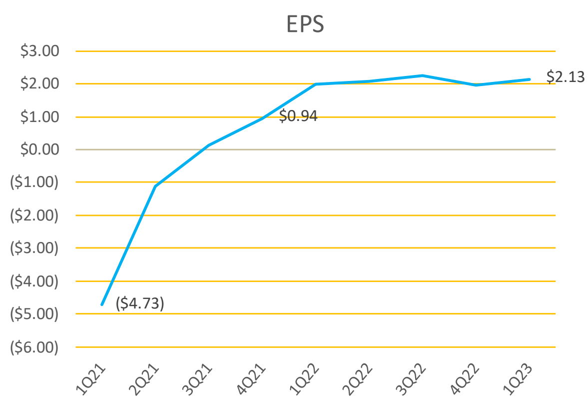
Mexico City, April 27th, 2023. Today, Alsea, S.A.B. de C.V. (BMV: ALSEA), the leading Quick Service Restaurant (QSR), Coffee Shop, Casual Dining and Family Restaurant operator in Latin America and Europe, released its results for the first quarter of 2023. This information is presented in nominal terms 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 hyperinflation in Argentina.*

FINANCIAL HIGHLIGHTS FOR THE FIRST QUARTER OF 2023

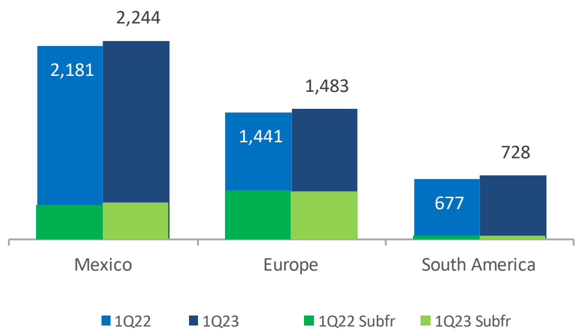
The following table provides a Financial Summary, including the margin for each line item representing net sales, as well as the percentage change for the quarter ended March 31st, 2023, compared to the same period of 2022:

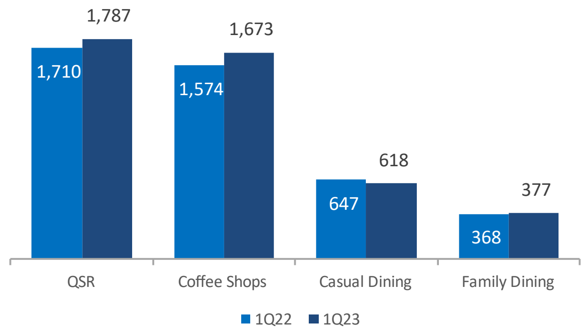
	Pre-IFRS16			*Post-IFRS16 + Argentinian Restatement*		
	1Q23	***1Q22***	***Var %***	***1Q23***	***1Q22***	***Var %***
Same-Store Sales	23.5%	47.3%	N.A.	23.5%	47.3%	N.A.
Net Sales	17,584	15,165	16.0%	17,666	15,228	16.0%
Gross Profit	11,755	10,342	13.7%	11,810	10,385	13.7%
EBITDA (1)	2,297	1,859	23.6%	3,684	3,458	6.6%
EBITDA Margin	*13.1%*	*12.3%*	80 bps	*20.9%*	*22.7%*	(180) bps
Operating Income	1,367	1,088	25.6%	1,637	1,435	14.0%
Net Income	$564	$400	41.1%	$606	$512	18.5%
Net Income Margin	*3.2%*	*2.6%*	60 bps	*3.4%*	*3.4%*	-
ROIC	14.4%	10.2%	415 bps	10.8%	8.6%	220 bps
ROE	21.3%	16.1%	522 bps	19.1%	21.8%	(270) bps
Net Debt/EBITDA	2.4x	3.2x	N.A.	3.0x	3.5x	N.A.
EPS (2)	$2.48	1.60	54.7%	$2.13	$1.60	33.2%.

*** Figures in millions of 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*



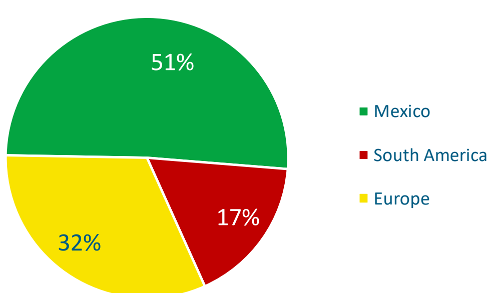


**Note: Total units (corporate + sub franchises)*

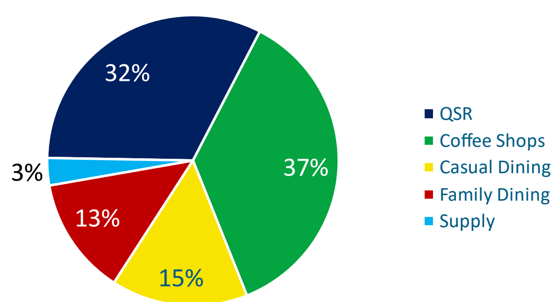
CONSOLIDATED RESULTS

SALES

SALES BY GEOGRAPHY*



SALES BY SEGMENT*



**Figures as of 1Q23, excluding restatement for hyperinflation in Argentina*

Net Sales in the first quarter of 2023 **increased by 16% to reach 17,666 million pesos,** compared to 15,228 million pesos in the same quarter of the previous year. This increase is mainly explained by the sustained recovery in consumption and mobility, as well as the implementation of successful commercial strategies and the responsible execution of pricing strategies. Excluding the exchange rate effect, net sales **increased 25.7%.**

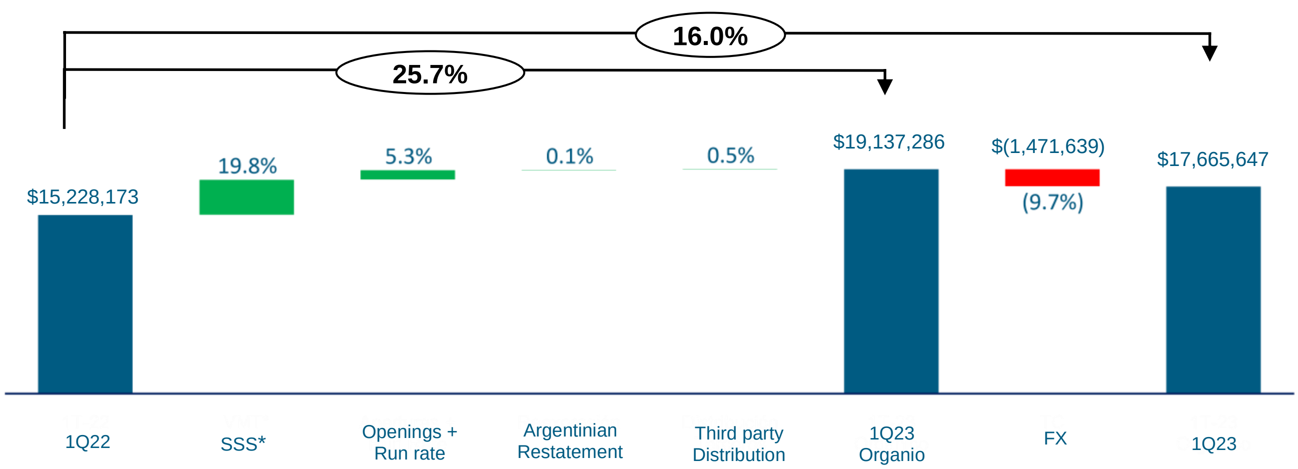
The home delivery segment's revenue exceeded 3 billion pesos, with more than 11.5 million orders, and a 17.2% share of Alsea's consolidated sales.

Consolidated same-store sales growth in the first quarter of 2023 were **23.5%,** driven by an increase in same-store orders of **12%.**

Same-store sales for the portfolio in the first quarter of 2023 **increased 58.3%** in **South America**, **18.4%** in **Mexico,** and the operations in **Europe grew by 16.2%**, compared to 1Q22.

Casual dining brands reported a solid recovery, with a 17.0% increase in same-store sales compared to the first quarter of 2022. The fast-food segment also continues with its positive performance, with same-store sales growth of 18.8%, compared to the first quarter of 2022. Starbucks continues to maintain a solid position in its segment, reporting same-store sales growth of 35.6% for the first quarter of 2023, compared to the same period of 2022.

Net Sales 1Q23 vs. 1Q22



EBITDA

Pre-IFRS16 EBITDA for 1Q23 increased by 23.6% reaching 2,297 million pesos, with a margin of **13.1%,** representing a 0.8 percentage point increase compared to the first quarter of the previous year. Excluding the foreign exchange effect, EBITDA increased by 29.7%.

The 438 million peso increase in EBITDA is mainly due to the continued recovery in consumer trends, customer preference for the Company's portfolio of brands, digital strategies, product innovation, and efficiencies achieved during the quarter, as well as an increased participation of higher-margin businesses. Despite Alsea Europe's cost increase as a result of not being able to mitigate inflation in important products, the increase in energy in Europe of more than 110% compared to the prior year's quarter, and wage increases across different regions, we were still able to achieve significant year-over-year growth.

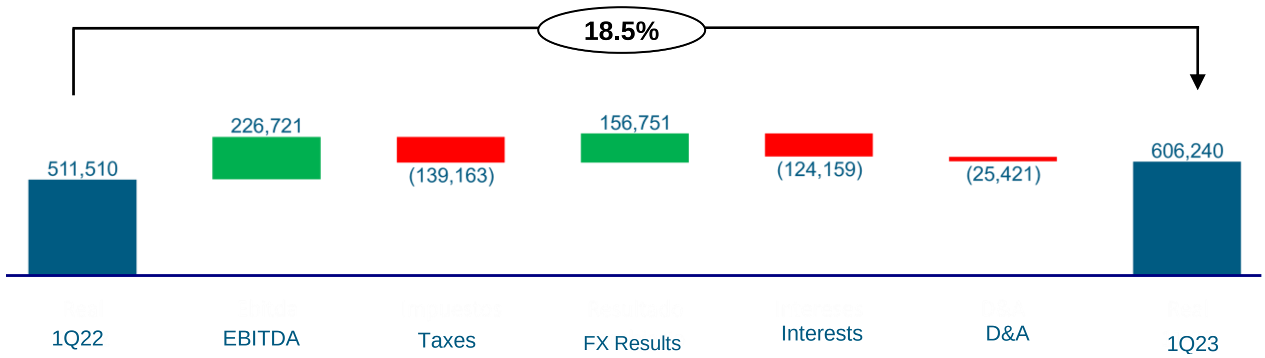
The post-IFRS16 EBITDA for 1Q23 increased 6.6% reaching 3,684 million pesos, with a margin of 20.9%, representing a contraction of 1.8 percentage points compared to the first quarter of the previous year. This contraction was mainly due to benefits obtained in the previous year in rental income and a higher participation of variable rents.

NET INCOME

Net income for the first quarter increased by 95 million pesos to **606 million pesos**, compared to 512 million pesos for the same period of the previous year. The increase was due to a **201 million peso increase in operating income**, resulting from the positive and constant trend in sales, commercial strategies, product innovation, developments in digital applications, as well as efficiencies in expense control at both the store and corporate levels.

In addition, as a result of foreign exchange fluctuations in the quarter, we realized a 157 million peso benefit, partially offset by a 124 million peso increase in net interest paid and a 139 million peso increase in taxes.

Net Income 1Q23 vs. 1Q22



RESULTS BY SEGMENT FOR THE FIRST QUARTER OF 2023

MEXICO

	Pre-IFRS 16				*Post-IFRS 16*			
Alsea Mexico	***1Q23***	***1Q22***	***Var.***	***% Var.***	***1Q23***	***1Q22***	***Var.***	***% Var.***
Number of Units	2,244	2,174	70	3.2%	2,244	2,174	70	3.2%
Same-store sales	18.4%	44.5%	N.A.	-	18.4%	44.5%	N.A.	-
Sales	8,953	7,335	1,618	22.1%	8,953	7,335	1,618	22.1%
Costs	3,190	2,590	600	23.2%	3,190	2,590	600	23.2%
Operating Expenses	3,791	3,097	694	22.4%	3,206	2,456	750	30.5%
Adjusted EBITDA *	1,972	1,648	324	19.7%	2,557	2,288	269	11.7%
*Adjusted EBITDA Margin**	*22.0%*	*22.5%*	*(50) bps*	*-*	*28.6%*	*31.2%*	*(260) bps*	*-*
Depreciation and Amortization	571	414	158	38.1%	1,038	905	133	14.7%
G&A and other expenses	395	458	(63)	(13.8%)	317	326	(9)	(2.8%)
Operating Income	1,005	776	230	29.6%	1,203	1,058	145	13.7%

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

SALES MEXICO

Alsea Mexico sales represented 50.7% of Alsea's total consolidated sales in the first quarter of 2023, an **increase of 22.1%,** reaching 8,953 million pesos, compared to 7,335 million pesos in the same period of 2022. This was mainly due to the recovery in consumption, customer preference for Company's portfolio of brands, and an increase of 12.8% in dine-in transactions during the quarter, compared to the same period of the previous year.

Despite the increase in restaurant consumption, home deliveries and take-out sales trend continues to be positive, allowing Alsea to leverage its competitive advantage of its delivery strategies such as Mobile Order & Pay and Drive-Thru, as well as the delivery channel with "Wow+", Domino's Online Ordering, and agreements with major aggregator platforms. This led to an increase of 3.8% compared to 1Q22, reaching a 16.8% share of sales in 1Q23, with over 6.4 million orders in the quarter and a revenue of more than 1,500 million pesos.

Same-store sales growth by segment increased by 32.5%, 14.4%, and 4.5% for Starbucks, Casual Dining, and Fast Food, respectively, compared to 1Q22.

Similarly, the strategies implemented in Vips contributed to a same-store sales growth of 13.5% compared to the first quarter of 2022 and a same-store orders growth of 10.4%.

PRE-IFRS 16 ADJUSTED EBITDA MEXICO

Alsea Mexico's pre-IFRS 16 Adjusted EBITDA accounted for 61.6% of the consolidated adjusted EBITDA in the first quarter, closing at 1,972 million pesos compared to 1,648 million pesos for the same period of the previous year. During the quarter, we experienced an increase in inflation and minimum wage hikes, impacts that we managed to counteract through 22% sales growth and the implementation of various strategies: menu design, a responsible pricing strategy, and workforce planning, resulting in higher profitability per team member, with a contraction of only 50 basis points at the adjusted EBITDA level and an improvement of 0.6 percentage points in operating income.

At the end of the first quarter, Alsea Mexico had a total of 1,829 corporate units and 415 sub-franchise units.

EUROPE

	Pre-IFRS 16				Post-IFRS 16			
Alsea Europe	***1Q23***	***1Q22***	***Var.***	***% Var.***	***1Q23***	***1Q22***	***Var.***	***% Var.***
Number of units	1,477	1,424	53	3.7%	1,477	1,424	53	3.7%
Same-store Sales	16.2%	38.4%	N.A.	-	16.2%	38.4%	N.A.	-
Sales	5,577	5,185	392	7.6%	5,577	5,185	392	7.6%
Costs	1,630	1,335	296	22.2%	1,630	1,335	296	22.2%
Operating Expenses	3,221	3,051	170	5.6%	2,701	2,464	237	9.6%
Adjusted EBITDA*	726	799	(73)	(9.2%)	1,246	1,386	(140)	(10.1%)
*Adjusted EBITDA margin**	*13.0%*	*15.4%*	*(240) bps*	-	*22.3%*	*26.7%*	*(440) bps*	-
Depreciation and Amortization	284	287	(4)	(1.3%)	753	827	(74)	(9.0%)
G&A and other expenses	319	353	(34)	(9.5%)	319	349	(29)	(8.4%)
Operating Income	123	159	(36)	(22.6%)	174	210	(36)	(17.3%)

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

SALES EUROPE

Sales for Alsea Europe represented 31.7% of the Company's consolidated sales, and are made up of the operations in Spain, Portugal, France, the Netherlands, Belgium, and Luxembourg.

This segment reported sales of 5,577 million pesos, representing a **7.6% increase** compared to the first quarter of 2022. This increase is related to the normalization of consumption trends in the countries in the region, customer preference for the Company's portfolio of brands, digital strategies and product innovation, and a same-store order growth of **12.4%.** Excluding the foreign exchange effect, sales increased by **23.6%.**

Home delivery segment sales represented a 17.7% share of Alsea Europe's sales in 1Q23, which was over 980 million pesos and more than 2.3 billion orders.

Same-store sales growth by segment increased by 27.2%, 17.5%, and 6.8% for Starbucks, Casual Dining, and Fast Food, respectively, compared to 1Q22.

Vips had a robust increase in same-store sales, with a growth of 21.2% compared to the same period of last year, supported by product innovation strategies.

PRE-IFRS 16 ADJUSTED EBITDA EUROPE

Alsea Europe's pre-IFRS 16 Adjusted EBITDA represented 22.7% of the consolidated Adjusted EBITDA in the first quarter of 2023. Management results in the region reached a 4% growth in EBITDA.

At a consolidated basis, we reached an adjusted EBITDA of 726 million pesos, a decrease of 73 million pesos versus the same quarter of the previous year, because of a foreign exchange conversion effect.

The impacts of the increase in raw material costs, the rise in energy prices, and the increase in minimum wage compared to the same period of the previous year were partially offset by price increases, value strategies, and cost controls.

At the end of the first quarter, Alsea Europe managed a total of 932 corporate units and 545 sub-franchise units.

SOUTH AMERICA

	Pre-IFRS 16				Post-IFRS 16 + Argentinian Restatement			
Alsea South America	***1Q23***	***1Q22***	***Var.***	***% Var.***	***1Q23***	***1Q22***	***Var.***	***% Var.***
Number of units	728	664	64	9.6%	728	664	64	9.6%
Same-store Sales	58.3%	53.5%	N.A.	-	58.3%	53.5%	N.A.	-
Sales	3,054	2,645	408	15.4%	3,135	2,708	427	15.8%
Costs	1,008	898	110	12.3%	1,035	918	116	12.6%
Operating Expenses	1,542	1,368	174	12.7%	1,391	1,194	196	16.4%
Adjusted EBITDA*	504	379	124	32.8%	710	596	114	19.2%
*Adjusted EBITDA Margin**	*16.5%*	*14.3%*	*220 bps*	-	*22.6%*	*22.0%*	*60 bps*	-
Depreciation and Amortization	76	70	6	8.2%	258	291	(33)	(11.4%)
G&A and other expenses	189	155	34	22.0%	193	138	55	39.5%
Operating Income	239	154	85	55.0%	260	167	93	55.5%

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

SALES SOUTH AMERICA

Alsea South America sales made up 17.7% of the Company's consolidated sales for the first quarter of 2023, from its operations in Argentina, Colombia, Chile, and Uruguay.

Sales for this segment **increased by 15.8%,** reaching 3,135 million pesos, compared to 2,708 million in the first quarter of 2022. This increase is mainly related to the growth in orders of 9.7%, coupled with customer preference for the Company's portfolio of brands, technological innovation, and the introduction of new products to the portfolio. Home delivery sales increased 40.0% compared to 1Q22, reaching a 17.4% share of Alsea South America's sales in 1Q23. Excluding the foreign exchange effect, sales increased by **45.5%.**

At the brand level, Starbucks and Burger King in Chile increased same-store sales by 28.0% and 12.3%, respectively, compared to the same period of 2022. Starbucks and Archie's in Colombia continue with their growth trends, reporting same-store sales growth of 24.8%, and 10.4%, respectively, compared to the same period of 2022.

PRE-IFRS 16 ADJUSTED EBITDA SOUTH AMERICA

Alsea South America's pre-IFRS Adjusted EBITDA was 15.7% of consolidated Adjusted EBITDA in the first quarter of 2023, **and increased by 124 million pesos** compared to 1Q22, reaching **504 million pesos**. This increase was primarily due to a rise in sales, commercial and pricing strategies that improved costs, as well as a reduction in operating expenses across our South American operations, resulting in a 2.0 percentage point improvement in operating income.

We continue to report savings in terms of efficiencies, synergies, and best practices linked to the consolidation and integration of operations in Chile, Argentina, and Uruguay.

At the end of the first quarter, Alsea South America managed a total of 680 corporate units and 48 sub-franchise units.

NON-OPERATING RESULTS

All-in Cost of Financing

The all-in cost of financing for the first quarter of 2023 reached **682 million pesos**, a decrease of 33 million pesos compared to the 715 million pesos in the previous year. This increase was mainly due to a foreign exchange fluctuation gain of 157 million pesos, partially offset by an increase of 124 million pesos in net interest paid and an increase of 139 million pesos in taxes.

BALANCE SHEET

CAPEX

During the three months ended on March 31st, 2023, **Alsea made capital investments of 602 million pesos**, of which 465 million pesos, equivalent to 77.1% of total investments, were allocated to:

- The opening of **20 units** in the first quarter of the year
- The **renovation and remodeling** of existing units of the different brands operated by the Company
- Equipment replacement (maintenance CAPEX)

The remaining 138 million pesos were allocated to:

- Strategic technology and process improvement projects
- Software licenses, etc.

Regarding inventory, we stockpiled 350 million pesos of cheese to take advantage of lower costs compared to the previous year. We now have product available in Mexico until September 2023 and in Colombia until December 2023.

BANK DEBT, SECURITIES

As of March 31st, 2023, Alsea had committed credit lines of up to 29.9 million euros to be used as necessary according to the needs of the operation in Europe. In addition, Alsea has 30 million euros in revolving credits.

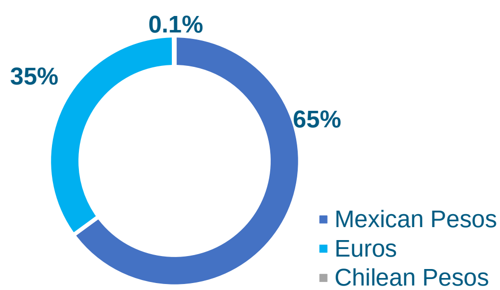
As of March 31st, 2023, **Alsea's total debt,** including leases under IFRS16, **decreased by 6,934 million pesos**, closing at 46,707 million pesos compared to 53,641 million pesos in the previous year. Excluding the effect of IFRS 16, Alsea's total debt decreased by 3,260 million pesos, to close at 26,322 million pesos compared to 29,582 million pesos on the same date last year.

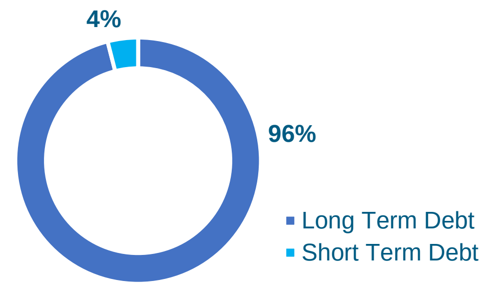
The **decrease in debt corresponds primarily** to the devaluation of the euro against the Mexican peso, combined with amortizations for an amount of 86 million pesos corresponding to the period.

The Company's **consolidated net debt,** including leases due to IFRS16, **decreased 6,332 million pesos,** closing at 42,238 million pesos as of March 31st, 2023, compared to the 48,570 million pesos on the same date of 2022.

Excluding the effect of IFRS16, Alsea's net debt decreased by 2,659 million pesos, to close at 21,853 million pesos, compared to 24,512 million pesos on the same date last year.

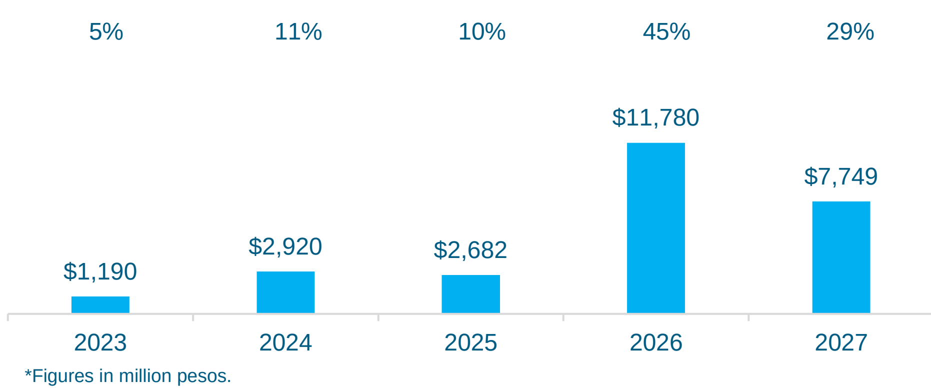
As of March 31st, 2023, the total debt (excluding IFRS16) was as follows:





**Note: Stock debt in U.S. dollars is hedged through an exchange rate derivative and is therefore considered as part of debt in Mexican pesos.*

The following graph shows the balance of the total debt (excluding IFRS16) in millions of pesos as of March 31st, 2023, as well as the maturities that are held for subsequent years:



FINANCIAL RATIOS

As of March 31st, 2023, the financial ratios were:

- **Total Debt to EBITDA** (last 12 months) was **3.3 times.**
- **Net Debt to EBITDA** (last 12 months) was **3.0 times.**
- **EBITDA** (last 12 months) **to interest paid** (last 12 months) was **3.9 times.**
- In terms of **liquidity**, at the end of the first quarter of 2023, Alsea reported **4.5 billion pesos in cash**.
- The **consolidated stockholders' equity** *(Pre-IFRS 16)* closed at **8.5 billion pesos**

KEY INFORMATION

Financial ratios	1Q23	1Q22	Var.
EBITDA(1) / Interests Paid	3.9x	3.3 x	N.A.
Total Debt / EBITDA(1)	3.3 x	3.9 x	N.A.
Net Debt / EBITDA(1)	3.0 x	3.5 x	N.A.
ROIC (2)	10.8%	8.6%	*220 bps*
ROE (3)	19.1%	21.8%	(270) *bps*

Stock Market Indicators	1Q23	1Q22	Var.
Book Value per Share	$9.29	$9.91	11.2%
EPS (12 months) (4)	$2.13	$1.60	33.2%
Shares in circulation at end of period (millions)	815.1	838.2	(2.8%)
Price per Share at Market Close	$43.16	$49.86	(13.4%)

(1) EBITDA last 12 months
(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 excluding IFRS 16 and restatement of hyperinflation in Argentina	1Q23
EBITDA(1) / Interests Paid	3.4 x
Total Debt / EBITDA(1)	2.9 x
Net Debt / EBITDA(1)	2.4 x

(1) EBITDA 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 nor the restatement due to hyperinflation in Argentina.

ALSEA DAY SUMMARY

On March 30th, we hosted our analyst and investor day "Alsea Day". Below is a brief summary:

Alsea Culture
Ways to win

- Have the Best Talent
- Operational Excellence
- Digital Transformation and
- Cutting-Edge Marketing
- Portfolio Growth and Profitability
- Innovation
- Sustainability

= Maximizing Alsea's value

Our Commitment

1.- Developing the best team
2.- Always making the best decisions for our customers and team members
3.- Increasing the Company's potential to create value
4.- Maximizing value for our shareholders

Strategic Business Model

Key Strategies

- **People Capability**

Attract, retain, develop, and engage top talent
  - Compensation
  - Work flexibility
  - Develop internal talent
  - Increase team member retention

Objective: Make our team members feel valued through culture, our values, and personal development.

- **Commercial & Digital Capability**

  Digital transformation and cutting-edge marketing
  - Personalized Marketing
  - Data = Analytics and Insights
  - Pricing & Revenue Management
  - Accelerate CRM & Loyalty strategy
  - Digital and Omnichannel

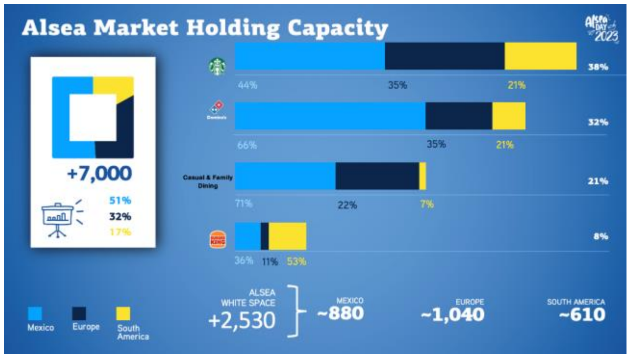
Objective: Commercial strategies focused on our clients and customer experience

- **Operational Capability**

  Constantly improve customer experience (operational excellence)
  - Continuous improvement of operational performance
  - Evolve the Guest Experience
  - Increase Customer Satisfaction

Objective: Provide the best hospitality, food and ambiance, emphasizing that every customer is important.

- **Management Capability**
  Increase portfolio profitability
  - Portfolio Management (Brands & Geographies)
  - Increase the participation of franchisees
  - *Market Holding Capacity* for the upcoming years



Objective: CapEx allocation to the brands and geographies

Human Resources

- A team that sets its eyes on the future and make sure they get there.
- Recruiting the best managers to increase sales
- Aligning the management team with key performance indicators (KPIs) that drive the Company forward and reflect the development of capabilities.

Digital

Data: Analytics & Insights
"Focused Analytics & Insights addressing Alsea´s top value cases"

- Pricing & Revenue Management
  Sophistication of Pricing and Revenue Management
  - Price list Optimization & Tiering
  - Elasticity Analysis
  - Product & Channel Segmentation
  - Competition Benchmark
  - Price Study (Conjoint)
  - Maximize Sales and GP

- Customer & Digital Analytics
  Move from Transaction to Relations.
  Customer Segmentation & Personalization increases consumption frequency by 2x and reduces churn.
  - RFM Segmentation
  - Consumer Preferences & Moments
  - Customer Journeys
  - Personalized Experience:
    By Product
    By Communication
    By Promotions

*To view the complete presentation, please visit the following link: https://www.alsea.net/uploads/en/documents/general_documents/alsea_day_2023.pdf

UNITS BY BRAND

BRANDS	UNITS 1Q23		
	Corporate	Sub franchises	Total
Domino's Pizza	879	497	1376
Mexico	*462*	*383*	*845*
Spain	*310*	*66*	*376*
Uruguay	*1*	*-*	*1*
Colombia	*106*	*48*	*154*
Burger King	411	-	411
Mexico	*174*	*-*	*174*
Argentina	*114*	*-*	*114*
Spain	*55*	*-*	*55*
Chile	*68*	*-*	*68*
Quick Service Restaurants	**1,290**	**497**	**1,787**
Starbucks	1394	279	1673
Mexico	*785*	*-*	*785*
France	*84*	*137*	*221*
Spain	*130*	*24*	*154*
Argentina	*131*	*-*	*131*
Chile	*154*	*-*	*154*
Netherlands	*22*	*76*	*98*
Colombia	*57*	*-*	*57*
Belgium	*-*	*34*	*34*
Portugal	*19*	*4*	*23*
Uruguay	*12*	*-*	*12*
Luxembourg	*-*	*4*	*4*
Coffee Shops	**1394**	**279**	**1673**
Foster's Hollywood	104	117	221
Ginos	83	37	120
Spain	*81*	*37*	*118*
Portugal	*2*	*-*	*2*
Italianni's	58	16	74
El Portón	15	-	15
Chili's Grill & Bar	75	-	75
Mexico	*70*	*-*	*70*
Chile	*5*	*-*	*5*
Archie's	29	-	29
P.F. Chang's	31	-	31
Mexico	*28*	*-*	*28*
Chile	*3*	*-*	*3*
TGI Fridays	13	-	13
The Cheesecake Factory	7	-	7
Corazón de Barro	2	-	2
Ole Mole	4	3	7
Casual Dining	**421**	**173**	**594**
Vips Smart	-	24	24
Fast Casual Dining	**-**	**24**	**24**
Vips	338	39	377
Mexico	*228*	*16*	*244*
Spain	*110*	*23*	*133*
Family Dining	**338**	**39**	**377**
ALSEA TOTAL UNITS			**4,455**
Corporate	**3,443**		
Sub-franchises		**1,012**	

UNITS BY COUNTRY

MEXICO	**2,244**	**SPAIN**	**1,101**	**ARGENTINA**	**245**	**CHILE**	**230**
FRANCE	**221**	**COLOMBIA**	**240**	**NETHERLANDS**	**98**	**BELGIUM**	**34**
PORTUGAL	**25**	**URUGUAY**	**13**	**LUXEMBOURG**	**4**		

ANALYST COVERAGE

INSTITUTION	ANALYST	RECOMMENDATION
ACTINVER	VALENTIN MENDOZA BALDERAS	HOLD
BANK OF AMERICA MERRILL LYNCH	ROBERT E. FORD AGUILAR	SELL
BANORTE-IXE	CARLOS HERNANDEZ GARCIA	BUY
BARCLAYS	BENJAMIN M. THEURER	HOLD
BBVA BANCOMER	MIGUEL ULLOA SUAREZ	BUY
BRADESCO	FELIPE CASSIMIRO	HOLD
BTG PACTUAL	ALVARO GARCÍA	BUY
CITI	SERGIO MATSUMOTO	BUY
GOLDMAN SACHS	THIAGO BORTOLUCI	SELL
GRUPO BURSÁTIL MEXICANO	LUIS RODRIGO WILLARD	BUY
BX+	MARISOL HUERTA	BUY
HSBC	TBD	TBD
INTERCAM	RICHARD HORBACH	HOLD
ITAU BBA	JOAQUÍN LEY	BUY
J.P. MORGAN	ULISES ARGOTE	HOLD
MONEX	JOSE ROBERTO SOLANO	BUY
SANTANDER	ALAN ALANIS	BUY
SCOTIABANK	HECTOR MAYA	HOLD
UBS	RODRIGO ALCÁNTARA	BUY
VECTOR	MARCELA MUÑOZ	BUY
MORGAN STANLEY	JAVIER MARTINEZ DE OLCOZ	BUY
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. This 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.

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 1Q23

- On February 1st, 2023, Alsea, S.A.B. de C.V. (BMV: ALSEA*) informed that at the Ordinary and Extraordinary General Shareholders' Meeting of Alsea S.A.B. de C.V. held on January 27th, 2023, Christine Kenna and Gabriela Garza were elected to join Alsea's Board of Directors.

- On March 31, 2023, Alsea, S.A.B. de C.V. (BMV: ALSEA*), presented its estimates for the year 2023.

Alsea: Guidance 2023

CAPEX	Approximately 5.5 billion pesos	
Unit Openings - Corporate	Between 180 and 200	
Unit Openings - Sub-franchise	Between 70 and 90	
Total Unit Openings	Between 250 and 290	
Sales Growth	>13%	
	Pre-IFRS16	**Post-IFRS16**
EBITDA Growth	>15%	>10%
EBITDA Margin	>13%	>20%
Gross Debt / EBITDA	~2.8x	~3.3x

* *EBITDA is defined as operating profit before depreciation and amortization.*

EARNINGS CONFERENCE CALL 1Q23

The video conference to discuss the Company's results will be held on **Monday, May 2nd, 2023, at 09:00 am Mexico City time (11:00 am EST).** It will be held in English and will have a question and answer session.

To participate, please register at the following link: https://alseareportederesultados.com/

After the event date, the videoconference 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 BALANCE SHEET STATEMENTS
AS OF MARCH 31ST, 2023 AND 2022
(In thousands of nominal pesos)

	March 31st, 2023		March 31st, 2022	
ASSETS				
Current assets:				
Cash and short-term investments	4,468,974	5.8%	5,070,472	6.2%
Clients	1,223,828	1.6%	1,091,593	1.3%
Other accounts and documents receivable	1,060,852	1.4%	599,327	0.7%
Inventory	2,812,510	3.7%	2,080,968	2.6%
Tax recoverable	363,999	0.5%	387,838	0.5%
Other current assets	1,142,467	1.5%	1,015,346	1.2%
Affiliates and related parties	33,438	0.1%	-	-
Current Assets	11,106,068	14.4%	10,245,544	12.6%
Investments in shares of associated companies	165,188	0.2%	133,704	0.2%
Store equipment, improvements to leased property, and furniture, net	14,933,612	19.4%	15,589,303	19.2%
Non-executable right of use asset	19,063,554	24.7%	22,737,466	28.0%
Brand use rights, capital gains and pre-operations, net	25,683,412	33.3%	27,115,331	33.3%
Deferred IRS	5,235,237	6.8%	4,801,082	5.9%
Other assets	842,525	1.1%	699,288	0.9%
Total Assets	**77,029,596**	100.0%	**81,321,718**	100.0%
LIABILITIES				
Short-term:				
Providers	4,755,642	6.2%	3,925,881	4.8%
Tax payable	466,859	0.6%	458,405	0.6%
Other accounts payable	10,589,586	13.7%	7,961,878	9.8%
Non-executable short-term lease liabilities	-	-	4,811,656	5.9%
Other short-term liabilities	-	-	-	-
Bank loans	1,255,385	1.6%	989,063	1.2%
Debt Instruments	-	-	-	-
Short-term liabilities	17,067,472	22.2%	18,146,883	22.3%
Long term:				
Bank loans	3,340,589	4.3%	5,295,559	6.5%
Debt instruments	21,725,902	28.2%	23,297,613	28.6%
Deferred tax, net	3,681,848	4.8%	3,448,813	4.2%
Non-executable lease liabilities	20,384,778	26.5%	19,246,623	23.7%
Other long-term liabilities	2,301,014	3.0%	2,599,647	3.2%
Affiliates and related parties	-	-	-	-
Long-term liabilities:	51,434,131	66.8%	53,888,255	66.3%
Total Liabilities	**68,501,603**	88.9%	**72,035,138**	88.6%
SHAREHOLDERS' EQUITY				
Minority interest	957,446	1.2%	1,025,500	1.3%
Majority interest:				
Capital stock	478,749	0.6%	478,554	0.6%
Net premium in share placement	8,675,410	11.3%	8,676,827	10.7%
Retained earnings	(2,171,839)	(2.8%)	(1,419,742)	(1.7%)
Earnings for the period	588,227	0.8%	525,441	0.6%
Majority interest	7,570,547	9.8%	8,261,080	10.2%
Total Shareholders'	8,527,993	11.1%	9,286,580	11.4%
Total Liabilities and Shareholders'	**77,029,596**	100.0%	**81,321,718**	100.0%

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS FOR THE THREE MONTHS ENDED MARCH 31ST, 2023 AND 2022
(In thousands of nominal pesos)

		Three months ended March 31st, 2023			Three months ended March 31st, 2022	
Net sales	$	17,665,647	100%	$	15,228,173	100%
Cost of sales		5,855,163	33.1%		4,843,263	31.8%
Gross Income		**11,810,484**	**66.9%**		**10,384,910**	**68.2%**
*Rent**		241,757	1.4%		(31,463)	(0.2%)
Operating expenses		8,126,078	46.0%		6,927,224	45.5%
Depreciation and amortization		2,047,867	11.6%		2,022,446	13.3%
Operating Income		**1,636,540**	**9.3%**		**1,435,239**	**9.4%**
All-in cost of financing:						
Interest paid – net		1,035,074	5.9%		910,915	6.0%
Changes in reasonable value Financial Liabilities		-	-		-	-
Exchange rate loss/gain		(352,476)	(2.0%)		-195,725	-1.3%
		682,598	3.9%		715,190	4.7%
Participation in associated companies' results		-	-		-	-
Pre-Tax Income		**953,942**	**5.4%**		**720,049**	**4.7%**
Tax on earnings		347,702	2.0%		208,539	1.4%
Consolidated Net Income		**606,240**	**3.4%**		**511,510**	**3.4%**
Non-controlling stake		18,014	0.1%		(13,931)	(0.1%)
Controlling Stake	**$**	**588,226**	**3.3%**	**$**	**525,441**	**3.5%**

***Rent is included in Expenses**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS BY SEGMENT FOR THE THREE MONTHS ENDED MARCH 31ST, 2023 AND 2022
(In thousands of nominal pesos)

MEXICO		Three months ended March 31st, 2023			Three months ended March 31st, 2022	
Net sales	$	8,953,453	100%	$	7,335,134	100%
*Rent**		180,524	2.0%		15,080	0.2%
Operating expenses		3,522,781	39.3%		2,782,461	37.9%
Depreciation and amortization		1,037,550	11.6%		904,569	12.3%
Operating Income		**1,202,683**	**13.4%**		**1,057,785**	**14.4%**
All-in cost of financing		462,433	5.2%		434,756	5.9%
Pre-Tax Income	**$**	**740,250**	**8.3%**	**$**	**623,029**	**8.5%**

EUROPE		Three months ended March 31st, 2023			Three months ended March 31st, 2022	
Net sales	$	5,577,018	100%	$	5,184,561	100%
*Rent**		(52,206)	(0.9%)		(107,194)	(2.1%)
Operating expenses		3,020,024	54.2%		2,812,428	54.2%
Depreciation and amortization		752,714	13.5%		827,165	16.0%
Operating Income		**174,076**	**3.1%**		**210,436**	**4.1%**
All-in cost of financing		221,873	4.0%		225,973	4.4%
Pre-Tax Income	**$**	**(47,797)**	**(0.9%)**	**$**	**(15,537)**	**(0.3%)**

SOUTH AMERICA		Three months ended March 31st, 2023			Three months ended March 31st, 2022	
Net sales	$	3,135,176	100%	$	2,708,478	100%
*Rent**		113,440	3.6%		60,651	2.2%
Operating expenses		1,583,273	50.5%		1,332,336	49.2%
Depreciation and amortization		257,603	8.2%		290,712	10.7%
Operating Income		**259,780**	**8.3%**		**167,018**	**6.2%**
All-in cost of financing		(1,708)	(0.1%)		54,461	2.0%
Pre-Tax Income	**$**	**261,488**	**8.3%**	**$**	**112,557**	**4.2%**

***Rent is included in Expenses**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED CASH FLOW STATEMENTS FOR THE THREE MONTHS ENDED MARCH 31ST, 2023 AND 2022
(In thousands of nominal pesos)

		March 31st, 2023	March 31st, 2022
Operating activities:			
Consolidated result before income taxes	$	**953,942**	**720,049**
Items related to investment activities:			
Depreciation and amortization of brands		975,604	809,755
Depreciation for financial leasing		1,072,263	1,212,691
Write-down of fixed assets		29,180	(141,365)
Other items		-	-
Total		**3,030,988**	**2,601,131**
Clients		(310,875)	93,584
Inventory		(391,834)	(99,302)
Providers		185,255	138,309
Tax payable		(254,799)	-
Other assets and other liabilities		(301,985)	(1,605,178)
Total		**(1,074,238)**	**(1,472,587)**
Net cash flow from operating activities		**1,956,750**	**1,128,544**
Investment activities			
Store equipment, improvements to leased properties, and furniture		(559,617)	(640,199)
Brand use rights, capital gains and pre-operations, net		(42,785)	(71,626)
Subsidiary contribution		-	-
Acquisition or disposal of investments in associated companies		-	-
Net cash flow from investment activities		**(602,401)**	**(711,825)**
Cash receivable from financing activities		**1,354,349**	**416,720**
Financing activities			
Bank credits and loan payments, net		(81,103)	(7,013,604)
Securities credits, net		-	5,854,473
Financial leasing		(1,074,682)	(1,438,731)
Minority interest		-	-
Sale (repurchase) of shares		(202,350)	-
Non-controlling stake		(11,578)	4,509
Other items		-	-
Net cash flow from financing activities		**(1,369,713)**	**(2,593,353)**
Increase (decrease) net of cash		**(15,364)**	**(2,176,634)**
Adjustments to cash flow due to exchange rate variations		(1,602,477)	353,672
Cash at the beginning of the period		6,086,817	6,893,433
Cash at the end of the period	$	**4,468,976**	**5,070,472**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEET STATEMENT
AS OF MARCH 31ST, 2023
(In thousands of nominal pesos)

	March 31st, 2023		Argentinian Restatement	IFRS 16	March 31st, 2023	
ASSETS						
Current assets:						
Cash and short-term investments	4,468,974	7.8%	-	-	4,468,974	5.8%
Clients	1,223,828	2.1%	-	-	1,223,828	1.6%
Other accounts and documents receivable	1,060,852	1.9%	-	-	1,060,852	1.4%
Inventory	2,812,510	4.9%	-	-	2,812,510	3.7%
Tax recoverable	363,999	0.6%	-	-	363,999	0.5%
Other current assets	1,142,467	2.0%	-	-	1,142,467	1.5%
Affiliates and related parties	33,438	0.1%	-	-	33,438	0.1%
Current Assets	11,106,068	19.5%	-	-	11,106,068	14.4%
Investments in shares of associated companies	165,188	0.3%	-	-	165,188	0.2%
Store equipment, improvements to leased property, and furniture, net	14,074,207	24.7%	859,405	-	14,933,612	19.4%
Non-executable right of use assets	-	-	-	19,063,554	19,063,554	24.7%
Brand use rights, capital gains and pre-operations, net	25,560,627	44.9%	122,785	-	25,683,412	33.3%
Deferred ISR	5,235,237	9.2%	-	-	5,235,237	6.8%
Other assets	842,525	1.5%	-	-	842,525	1.1%
Total Assets	**56,983,852**	100.0%	**982,190**	**19,063,554**	**77,029,596**	100.0%
LIABILITIES						
Short-term:						
Providers	4,755,642	8.3%	-	-	4,755,642	6.2%
Tax payable	466,859	0.8%	-	-	466,859	0.6%
Other accounts payable	10,589,586	18.6%	-	-	10,589,586	13.7%
Non-executable short-term lease liabilities	-	-	-	-	-	-
Other short-term liabilities	-	-	-	-	-	-
Bank loans	1,255,385	2.2%	-	-	1,255,385	1.6%
Debt Instruments	-	-	-	-	-	-
Short-term liabilities	17,067,472	30.0%	-	-	17,067,472	22.2%
Long-term:			-	-		
Bank Credits	3,340,589	5.9%	-	-	3,340,589	4.3%
Securities Credits	21,725,902	38.1%	-	-	21,725,902	28.2%
Deferred tax, net	3,652,837	6.4%	-	29,011	3,681,848	4.8%
Non-executable leasing liabilities	-	-	-	20,384,778	20,384,778	26.5%
Other long-term liabilities	2,301,014	4.0%	-	-	2,301,014	3.0%
Affiliates and related parties	-	-	-	-	-	-
Long-term liabilities	31,020,342	54.4%	-	20,413,789	51,434,131	66.8%
Total Liabilities	**48,087,814**	84.4%	**-**	**20,413,789**	**68,501,603**	88.9%
SHAREHOLDERS' EQUITY						
Minority interest	957,446	1.7%	-	-	957,446	1.2%
Majority interest						
Capital stock	478,749	0.8%	-	-	478,749	0.6%
Net premium in share placement	8,675,410	15.2%	-	-	8,675,410	11.3%
Retained earnings	(1,761,841)	(3.1%)	992,037	(1,402,035)	(2,171,839)	(2.8%)
Earnings for the period	546,274	1.0%	(9,847)	51,800	588,227	0.8%
Majority interest	7,938,592	13.9%	982,190	(1,350,235)	7,570,547	9.8%
Total Shareholders' Equity	8,896,038	15.6%	982,190	(1,350,235)	8,527,993	11.1%
Total Liabilities and Shareholders' Equity	**56,983,852**	100.0%	**982,190**	**19,063,554**	**77,029,596**	100.0%

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENT FOR THE THREE MONTHS ENDED MARCH 31ST, 2023
(In thousands of nominal pesos)

		Three months ended March 31st, 2023		Argentinian Restatement	IFRS 16		Three months ended March 31st, 2023	
Net sales	$	17,584,114	100%	81,533	-	$	17,665,647	100%
Cost of sales		5,828,765	33.1%	26,398	-		5,855,163	33.1%
Gross Income		**11,755,349**	**66.9%**	**55,135**	**-**		**11,810,484**	**66.9%**
*Rent**		1,543,328	8.8%	-	(1,301,571)		241,757	1.4%
Operating expenses		9,457,892	53.8%	48,149	(1,379,963)		8,126,078	46.0%
Depreciation and amortization		930,852	5.3%	44,752	1,072,263		2,047,867	11.6%
Operating Income		**1,366,605**	**7.8%**	**(37,766)**	**307,700**		**1,636,540**	**9.3%**
All-in cost of financing:								
Interest paid – net		812,758	4.6%	(4,573)	226,889		1,035,074	5.9%
Changes in reasonable value Financial Liabilities		-	-	-	-		-	-
Exchange rate loss/income		(326,890)	(1.9%)	(25,587)	-		(352,476)	(2.0%)
		485,868	2.8%	(30,160)	226,889		682,598	3.9%
Participation in associated companies' results		-	-	-	-		-	-
Pre-Tax Income		**880,737**	**5.0%**	**(7,606)**	**80,811**		**953,942**	**5.4%**
Tax on earnings		316,449	1.8%	2,241	29,011		347,702	2.0%
Consolidated Net Income		**564,287**	**3.2%**	**(9,847)**	**51,800**		**606,240**	**3.4%**
Non-controlling stake		18,014	0.1%	-	-		18,014	0.1%
Controlling Stake	**$**	**546,274**	**3.1%**	**(9,847)**	**51,800**	**$**	**588,226**	**3.3%**

***Rent is included in Expenses**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS BY SEGMENT FOR THE THREE MONTHS ENDED MARCH 31ST, 2023
(In thousands of nominal pesos)

MEXICO		Three months ended March 31st, 2023		IFRS 16	Three months ended March 31st, 2023	
Net sales	$	8,953,453	100%	-	8,953,453	100%
*Rent**		765,885	8.6%	(585,361)	180,524	2.0%
Operating expenses		4,186,534	46.8%	(663,753)	3,522,781	39.3%
Depreciation and amortization		571,324	6.4%	466,226	1,037,550	11.6%
Operating Income		**1,005,156**	**11.2%**	**197,527**	**1,202,683**	**13.4%**
All-in cost of financing		354,281	4.0%	108,152	462,433	5.2%
Pre-Tax Income	**$**	**650,875**	**7.3%**	**89,375**	**740,250**	**8.3%**

EUROPE		Three months ended March 31st, 2023		IFRS 16	Three months ended March 31st, 2023	
Net sales	$	5,577,018	100%	-	5,577,018	100%
*Rent**		468,240	8.4%	(520,446)	(52,206)	(0.9%)
Operating expenses		3,540,470	63.5%	(520,446)	3,020,024	54.2%
Depreciation and amortization		283,571	5.1%	469,143	752,714	13.5%
Operating Income		**122,773**	**2.2%**	**51,303**	**174,076**	**3.1%**
All-in cost of financing		161,341	2.9%	60,532	221,873	4.0%
Pre-Tax Income	**$**	**(38,568)**	**(0.7%)**	**(9,229)**	**(47,797)**	**(0.9%)**

SOUTH AMERICA		Three months ended March 31st, 2023		Argentinian Restatement	IFRS 16	Three months ended March 31st, 2023	
Net sales	$	3,053,643	100%	81,533	-	3,135,176	100%
*Rent**		309,204	10.1%	-	(195,764)	113,440	3.6%
Operating expenses		1,730,888	56.7%	48,149	(195,764)	1,583,273	50.5%
Depreciation and amortization		75,957	2.5%	44,752	136,894	257,603	8.2%
Operating Income		**238,676**	**7.8%**	**(37,766)**	**58,870**	**259,780**	**8.3%**
All-in cost of financing		(29,754)	(1.0%)	(30,160)	58,205	(1,708)	(0.1%)
Pre-Tax Income	**$**	**268,430**	**8.8%**	**(7,606)**	**665**	**261,488**	**8.3%**

***Rent is included in Expenses**