# Alsea

## 2Q25

EARNINGS VIDEOCONFERENCE

JULY 23RD 2025

# Today's Speakers

**Federico Rodríguez**
CFO

**Christian Gurría**
CEO

# Forward-Looking Statements Disclaimer

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Certain information contained in this presentation, particularly information regarding future economic performance, finances, and; expectations and objectives of management constitutes forward-looking statements. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and generally contain words such as “believes,” “expects,” “may,” “will,” “should,” “seeks,” “approximately,” “intends,” “plans,” “estimates”, “anticipates” or similar expressions. Our forward-looking statements are subject to risks and uncertainties, which may cause actual results to differ materially from those projected or implied by the forward-looking statement.

Forward-looking statements are based on current expectations and assumptions and currently available data and are neither predictions nor guarantees of future events or performance. You should not place undue reliance on forward-looking statements, which speak only as of the date hereof. We do not undertake to update or revise any forward-looking statements after they are made, whether as a result of new information, future events, or otherwise, except as required by applicable law. For discussion of some of the important factors that could cause these variations, please consult the “Risk Factors” section of the Company’s most recent Annual Report.

Nothing in this presentation should be regarded as a representation by any person that these targets will be achieved, and the Company undertakes no duty to update its targets.

# Christian Gurría

CEO

# Strategic Priorities

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Focusing on

| | |
|---|---|
| Disciplined organic growth and brand portfolio optimization | • Prioritize expansion and innovation in top brands; scalable and high-ROI brands<br>• Strengthen customer engagement<br>• Rationalize non-core assets |
| Disciplined capital allocation | • Invest in growth and productivity with clear return thresholds<br>• Maintain strong free cash flow and healthy balance sheet |
| Build a high-performance organization | • Attract, retain and develop top talent across markets<br>• Foster agility and accountability |
| Enhance profitability | • Cost discipline, procurement efficiencies, and labor optimization |
| Advance ESG commitments | • Sustainability & governance leadership<br>• Integrate ESG into daily operations and strategic decisions |

# 2Q25 Results

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## SALES

| PRE IFRS-16 | POST IFRS-16 |
|---|---|
| **$21,351 BN PESOS** | **$21,474 BN PESOS** |
| ↑ **14.2%** VS. 2Q24 | ↑ **13.6%** VS. 2Q24 |

## EBITDA

| PRE IFRS-16 | POST IFRS-16 |
|---|---|
| **$3,026 BN PESOS** | **$4,615 BN PESOS** |
| 14.2% MARGIN | 21.5% MARGIN |

## SSS

4.9%
VS 2Q24

## DIGITAL TENDER

38.6%

## DIGITAL ORDERS

35.3 MILLIONS




# Same Stores Sales

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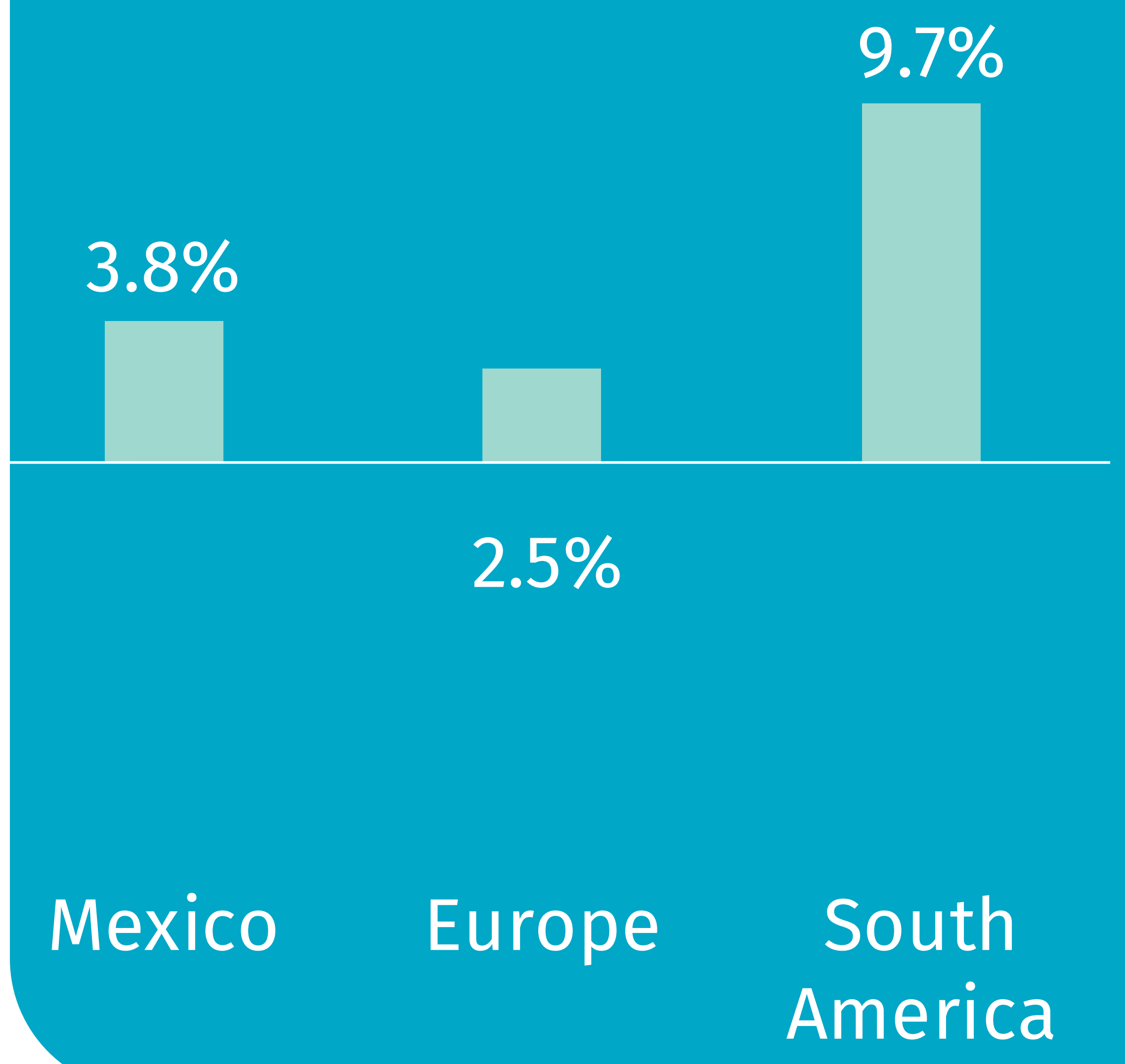
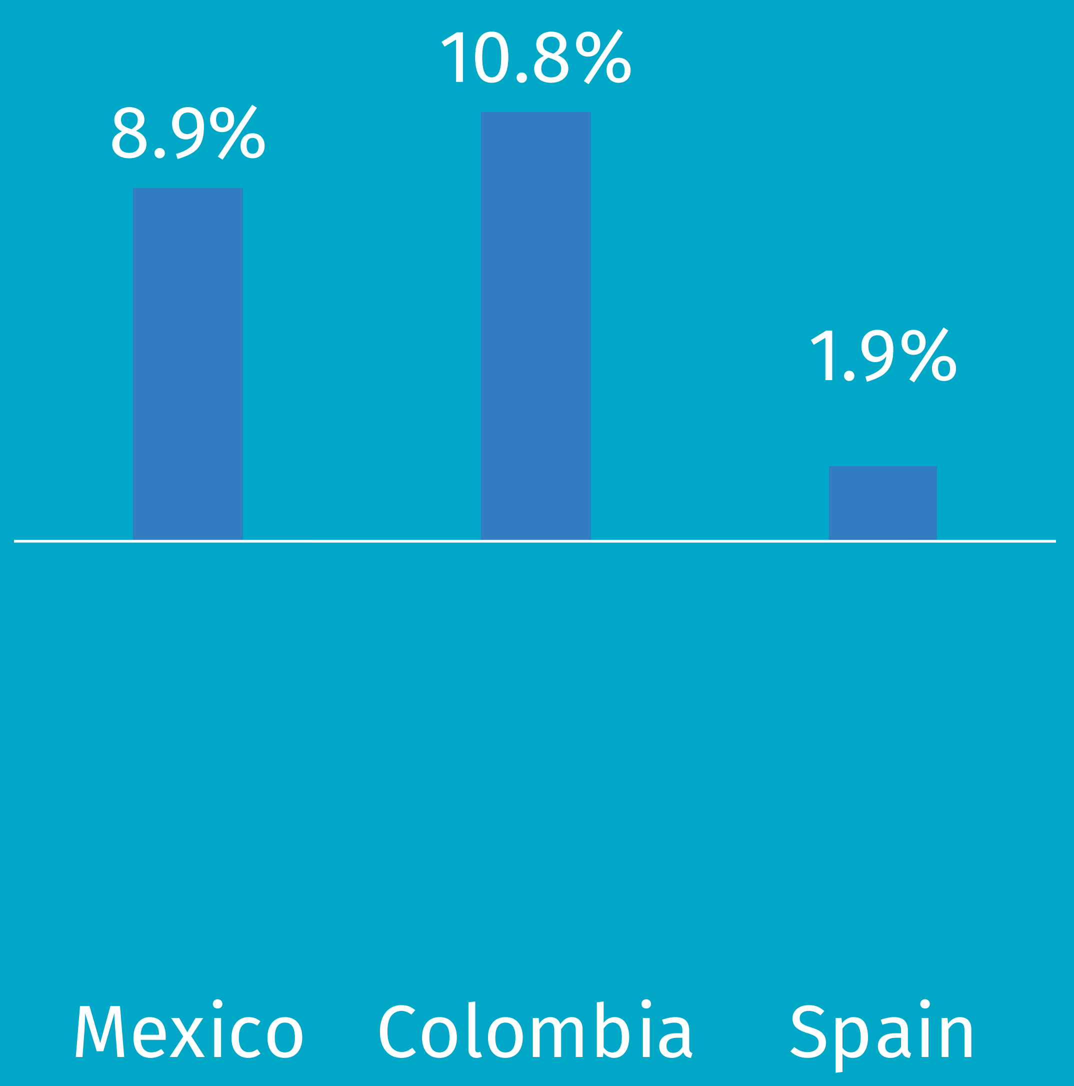
## STARBUCKS

**4.4%**




## DOMINO'S PIZZA

**6.0%**

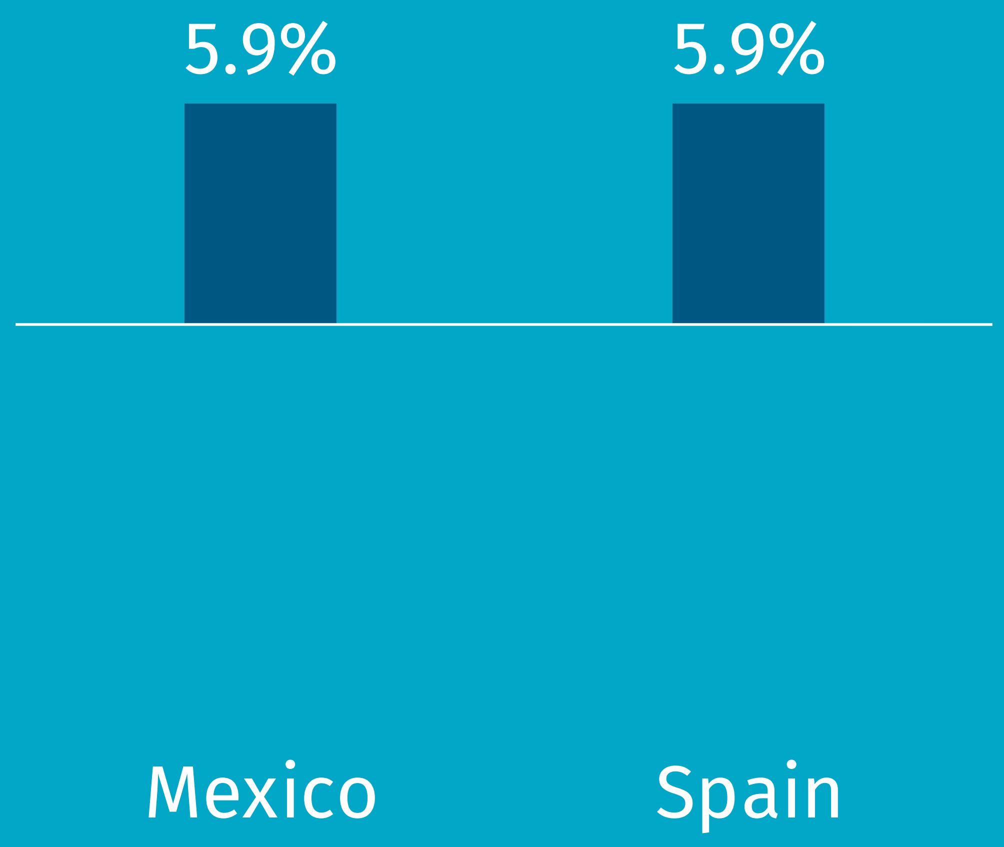



## BURGER KING

**-6.1%**


## FSR*

**5.9%**




* Full-Service Restaurants

# Alsea Global

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| | |
|---|---|
| Domino's | 1,531 |
| Starbucks | 1,930 |
| Burger King | 377 |
| Chili's | 79 |
| Italianni's | 75 |
| P.F. Chang's | 31 |
| The Cheesecake Factory | 8 |
| vips | 238 |
| VIPS | 165 |
| Archies | 28 |
| Foster's Hollywood | 207 |
| TGI Fridays | 11 |
| Ginos | 115 |

**4,795**
UNITS
77% corporate
23% franchises

**3**
SEGMENTS

- QSR
- Coffee Shops
- Full Service Restaurants

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BMV

117 M
CLIENTS SERVED

+ 75,500
TEAM MEMBERS

# Global Loyalty KPIs

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## Loyalty Sales

| | Mexico | Europe | South America |
|---|---|---|---|
| $5.4 Billion | $3.0 Billion | $1.8 Billion | $0.6 Billion |
| Tender | 27% | 31% | 18% |
| 8.0 Million | 4.3 Million | 2.7 Million | 1.0 Million |

Digital Customers * 180 days

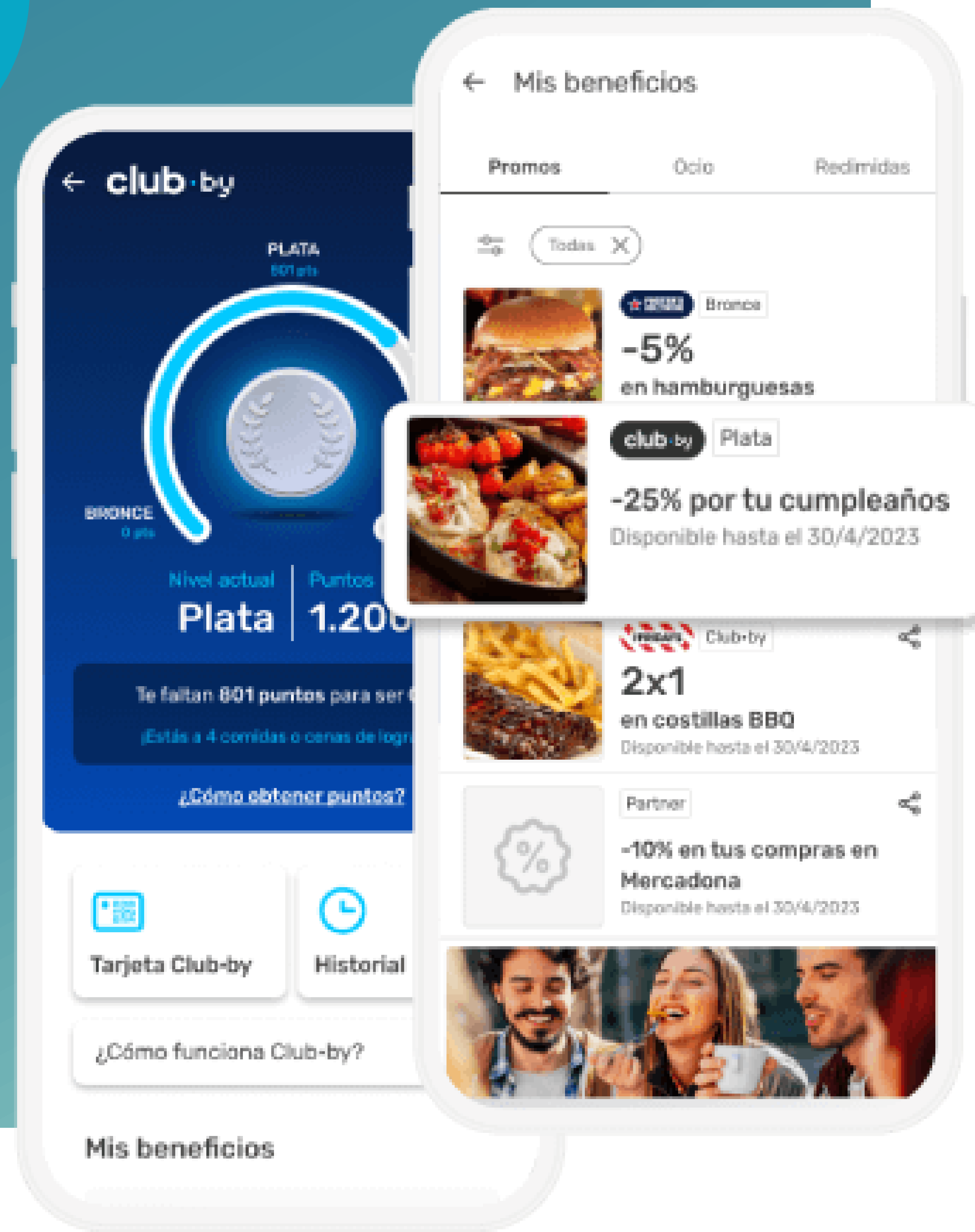
*Delivery + Loyalty

Tender
26.8%

Loyalty Sales
$5.4 BN
21.6% vs LY

Loyalty Orders
25.6 Million
15.8% vs LY

| | Growth vs LY | Tender |
|---|---|---|
| Starbucks | 26.9% | 31.2% |
| Domino's | 4.9% | 30.1% |
| Burger King | 26.3% | 27.7% |
| Full Service Restaurants | (2.7%) | 18.3% |




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

Alsea Fundación

- 24.4 million pesos in social investment in México
- Benefiting more than 97,500 people in vulnerable situation

"Every Cup Counts"

- +379K single-use cups have been successfully avoided

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ESG

Empresa Socialmente Responsable

United Nations Global Compact

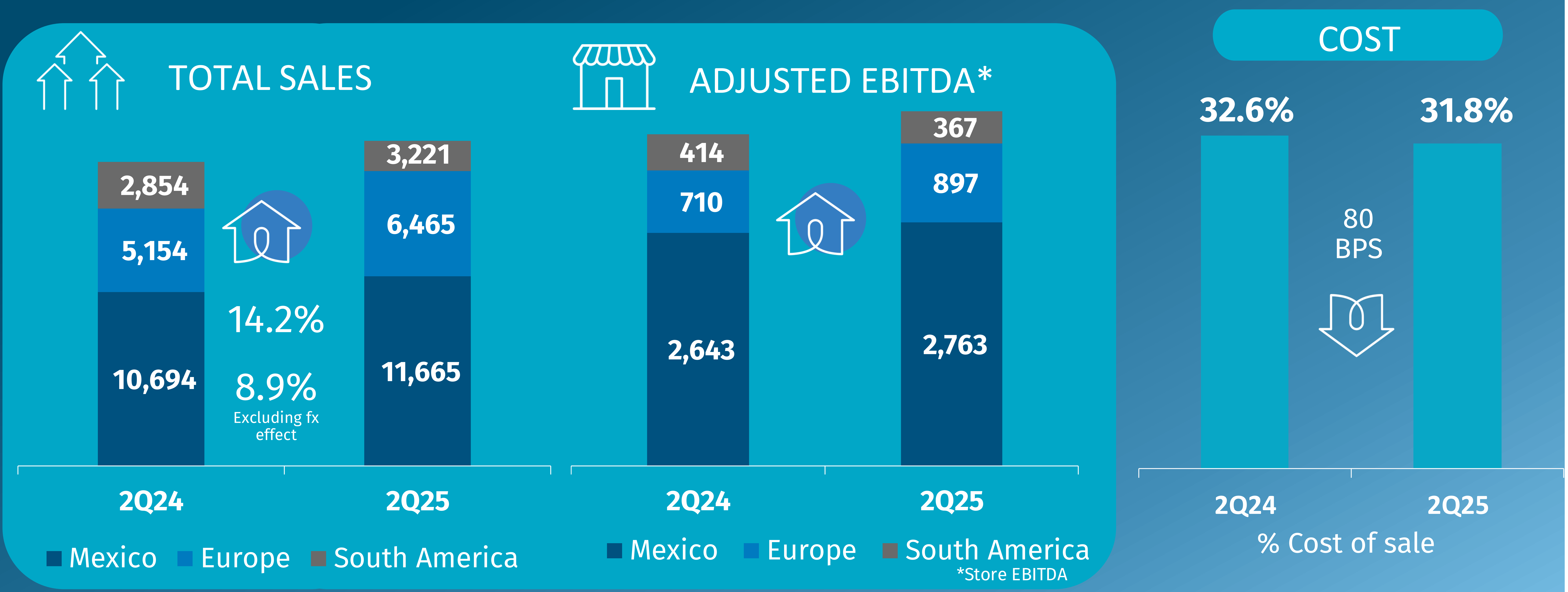
Full Service Restaurants

- 149 units in Mexico City are operating a distribution and return plan for recyclable plastic packaging used in delivery and takeout

# Federico Rodríguez

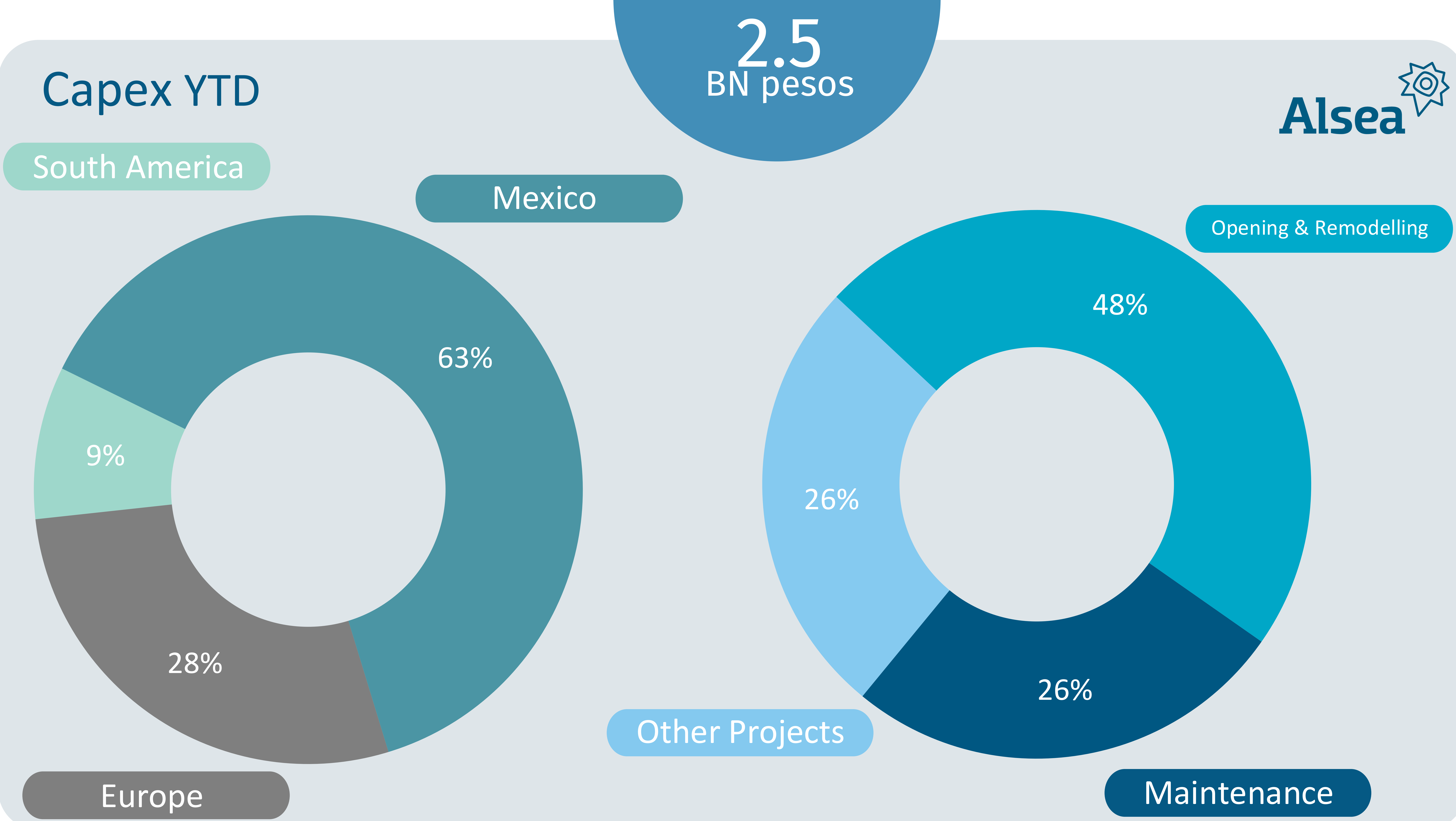
CFO

# Sales Improvement




Figures in Million pesos

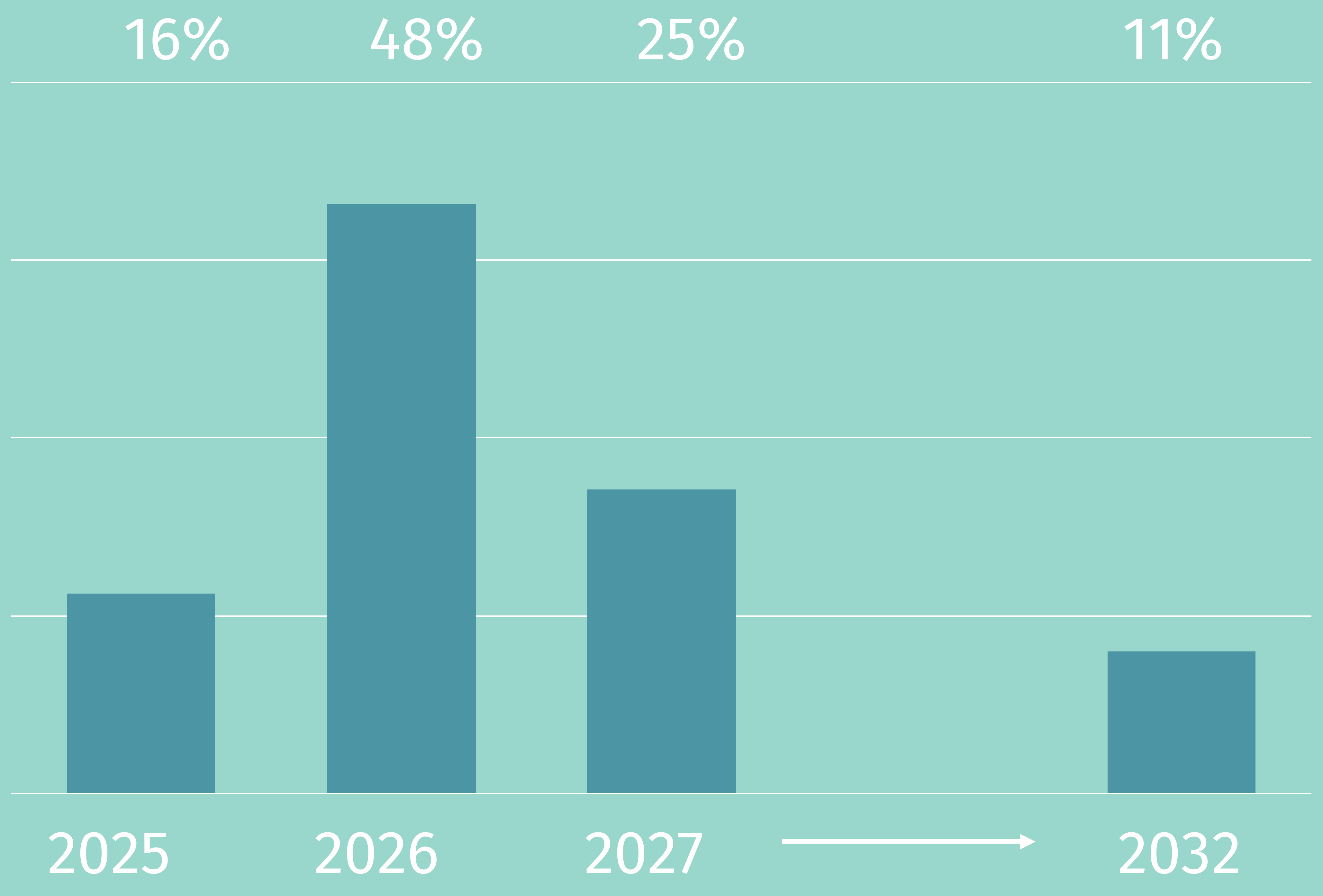
# Capex YTD

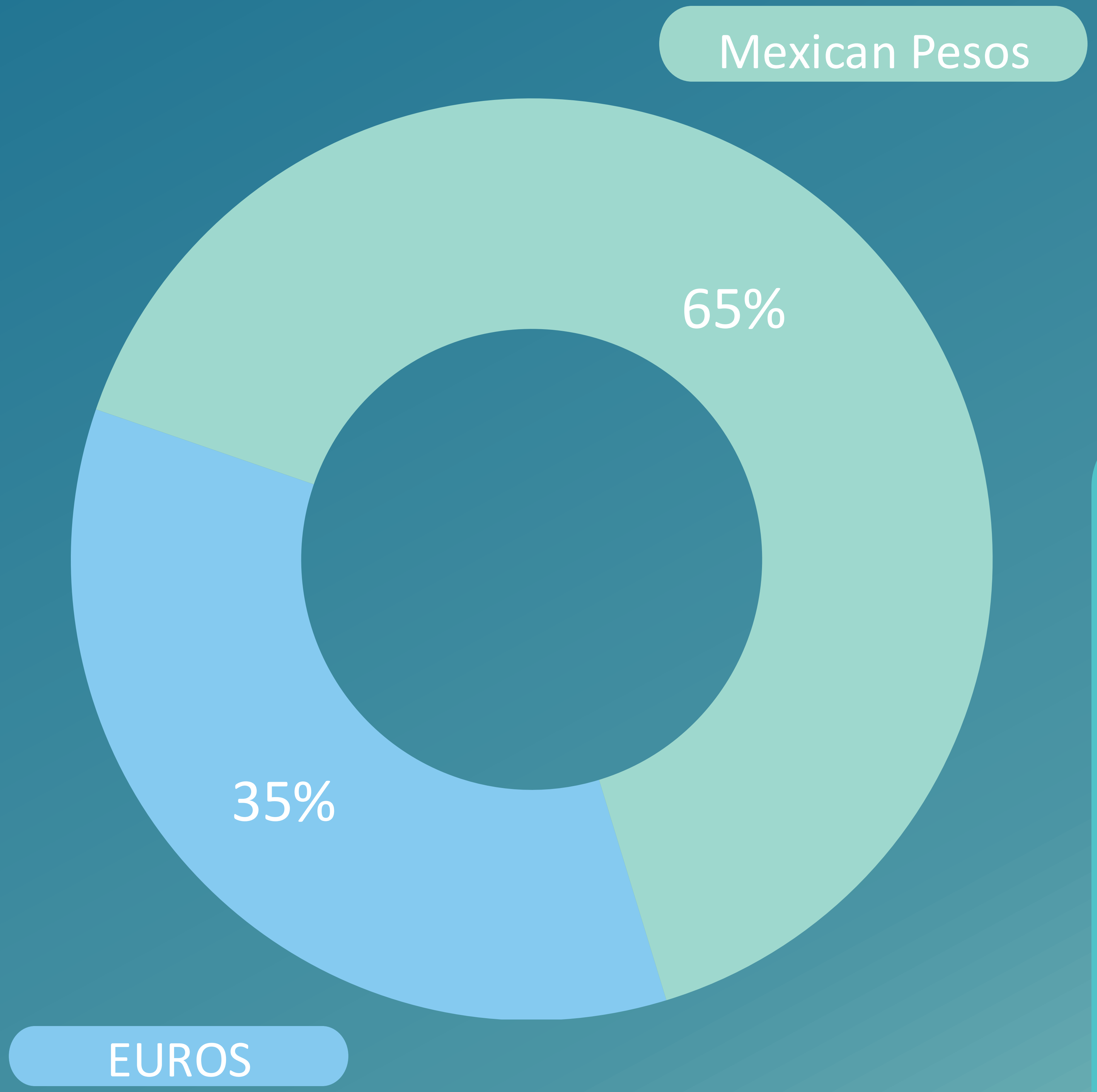

2.5
BN pesos
South America
Mexico
Europe
63%
9%
28%
Opening & Remodelling
Other Projects
Maintenance
48%
26%
26%

# Debt Profile

Total Debt

34.3
BN Pesos




| | 2Q25 |
|---|---|
| **Total Debt / EBITDA** | 3.0X |
| **Net Debt / EBITDA** | 2.7X |

# Q&A