Alsea

4Q25

EARNINGS VIDEOCONFERENCE

FEBRUARY 26TH 2026

Today's Speakers

Christian Gurría
CEO

Federico Rodríguez
CFO

Forward-Looking Statements Disclaimer

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

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

Christian Gurría

CEO

Strategic Priorities

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Focusing on

Disciplined organic growth	• Gradual Recovery • Brand Relevance: Strong focus on innovation and traffic generation • Digital Transformation: Key progress in digital initiatives
Optimize our brand portfolio	• Strategic Expansion: Chipotle and Raising Cane's • Portfolio Simplification: Divestment of non-core assets • Resource Concentration: Strategic focus on markets and brands with the highest growth potential
Enhance profitability	•Efficiency in Mexico: Meaningful improvements in profitability •Operational Excellence •Scalable Success: Leveraging strong returns
Disciplined and strategic capital allocation	•CAPEX Optimization: Directing capital toward initiatives and formats with consistently strong returns. •Cash Generation: Sharpened focus on cash flow

4Q25 Highlights Results

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SALES

PRE IFRS-16	POST IFRS-16
$21.7 BN PESOS	**$22.0 BN PESOS**
↑ 0.5% VS. 4Q24	**↑ 0.2%** VS. 4Q24

EBITDA

PRE IFRS-16	POST IFRS-16
$3.7 BN PESOS	**$5.2 BN PESOS**
16.8% MARGIN	23.6% MARGIN

SSS

3.3%
VS 4Q24

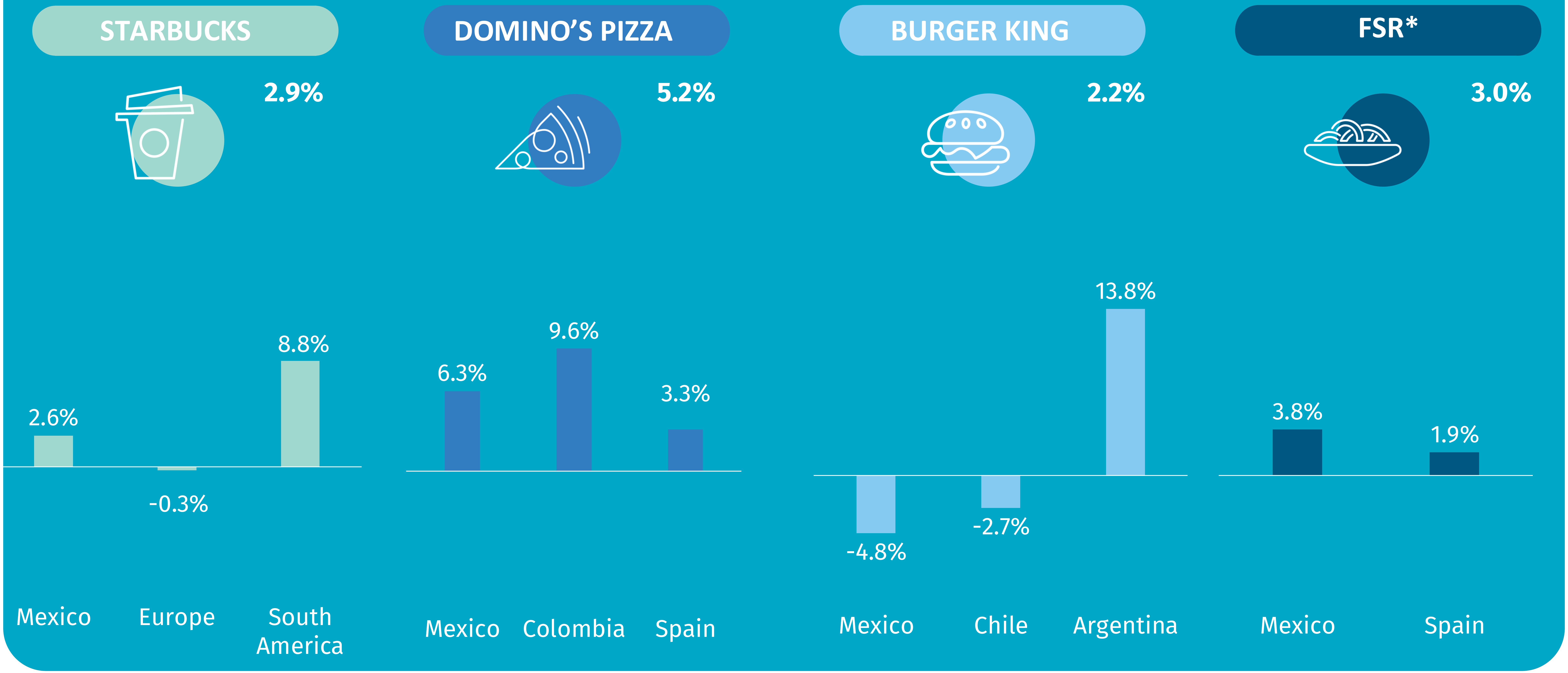
DIGITAL TENDER

39.6%

DIGITAL ORDERS

36.6 MILLIONS

Same Stores Sales



* Full-Service Restaurants

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Domino's	Starbucks	Burger King	Chili's	Italianni's	P.F. Chang's	The Cheesecake Factory	vips
1,549	1,961	370	75	76	29	10	234

VIPS	Archies	Foster's Hollywood	Ginos
169	28	205	114

4,820
UNITS
77% corporate
23% franchises

3
SEGMENTS

- QSR
- Coffee Shops
- Full Service Restaurants

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BMV

+ 75,000
TEAM MEMBERS

Global Loyalty KPIs | Q4 2025

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Loyalty Sales

	Total	Mexico	Europe	South America
Loyalty Sales	$5.7 Billion	$3.2 Billion	$2.0 Billion	$0.5 Billion
Tender		28%	34%	15%
Digital Customers * 180 days	8.2 Million	4.3 Million	3.1 Million	0.8 Million

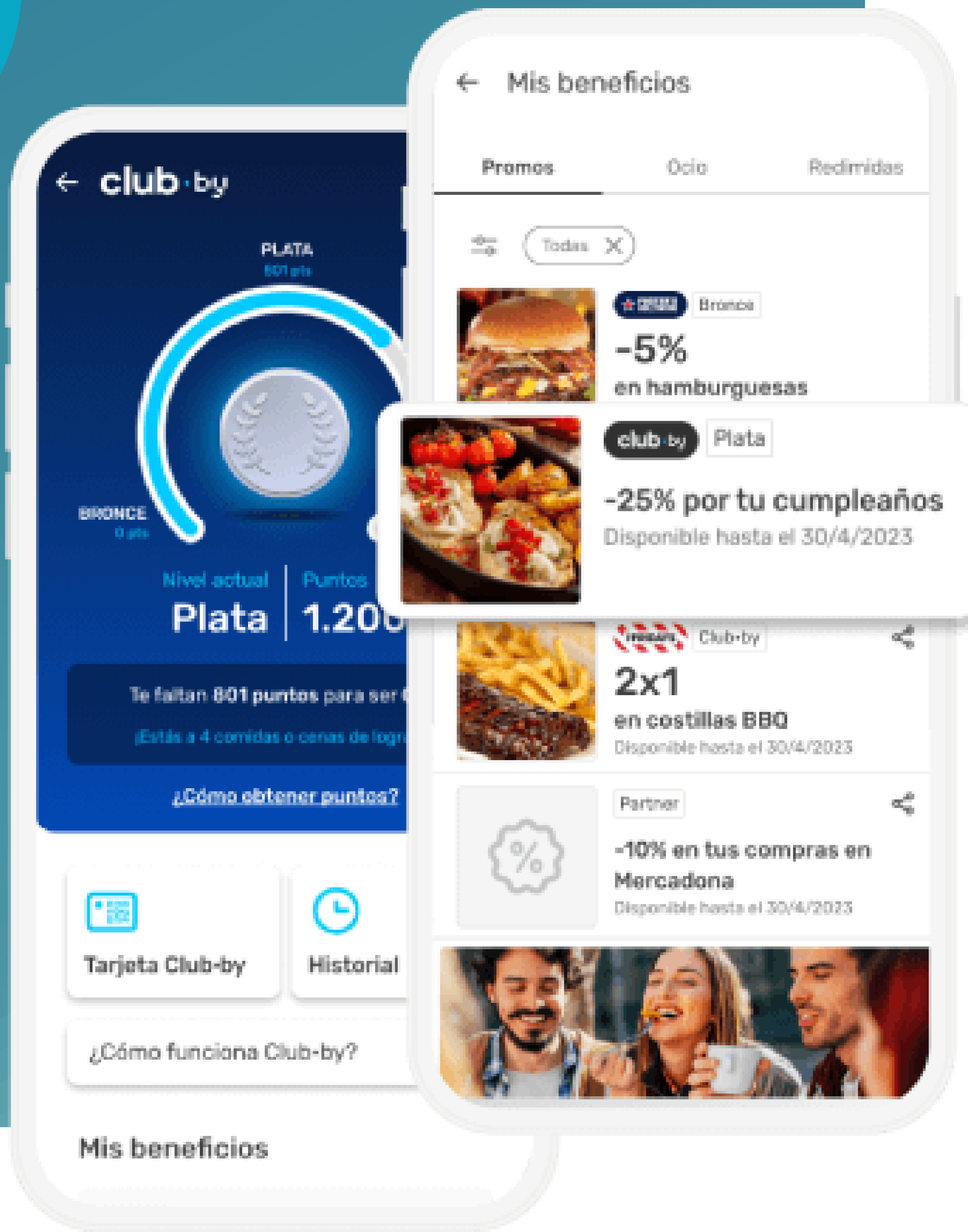
*Delivery + Loyalty

Tender
27.9%

Loyalty Sales
$5.7 BN
+12% vs LY

Loyalty Orders
26.9 Million
+7% vs LY

	Growth$ vs LY	Tender
Starbucks	19.5%	33.8%
Domino's	(0.1)%	29.0%
Burger King	9.0%	24.8%
Full Service Restaurants	7.9%	20.2%



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

ESG

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Fundación

Movimiento Va por Mi Cuenta initiative, raised more than 50 million pesos as part of its annual fundraising initiative

Sustainable financing

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In Europe, securing a second ESG-linked tranche of up to €550 million through 2029 to accelerate emissions reduction and waste management

Global Recognition

2025 Dow Jones Sustainability Index, achieving a score 18 percentage points above the industry average

In Mexico, we further aligned our strategy by securing a sustainability-linked loan of 10.5 billion pesos, tied to KPIs focused on emissions intensity and waste reduction

Federico
Rodríguez

CFO

Sales Improvement

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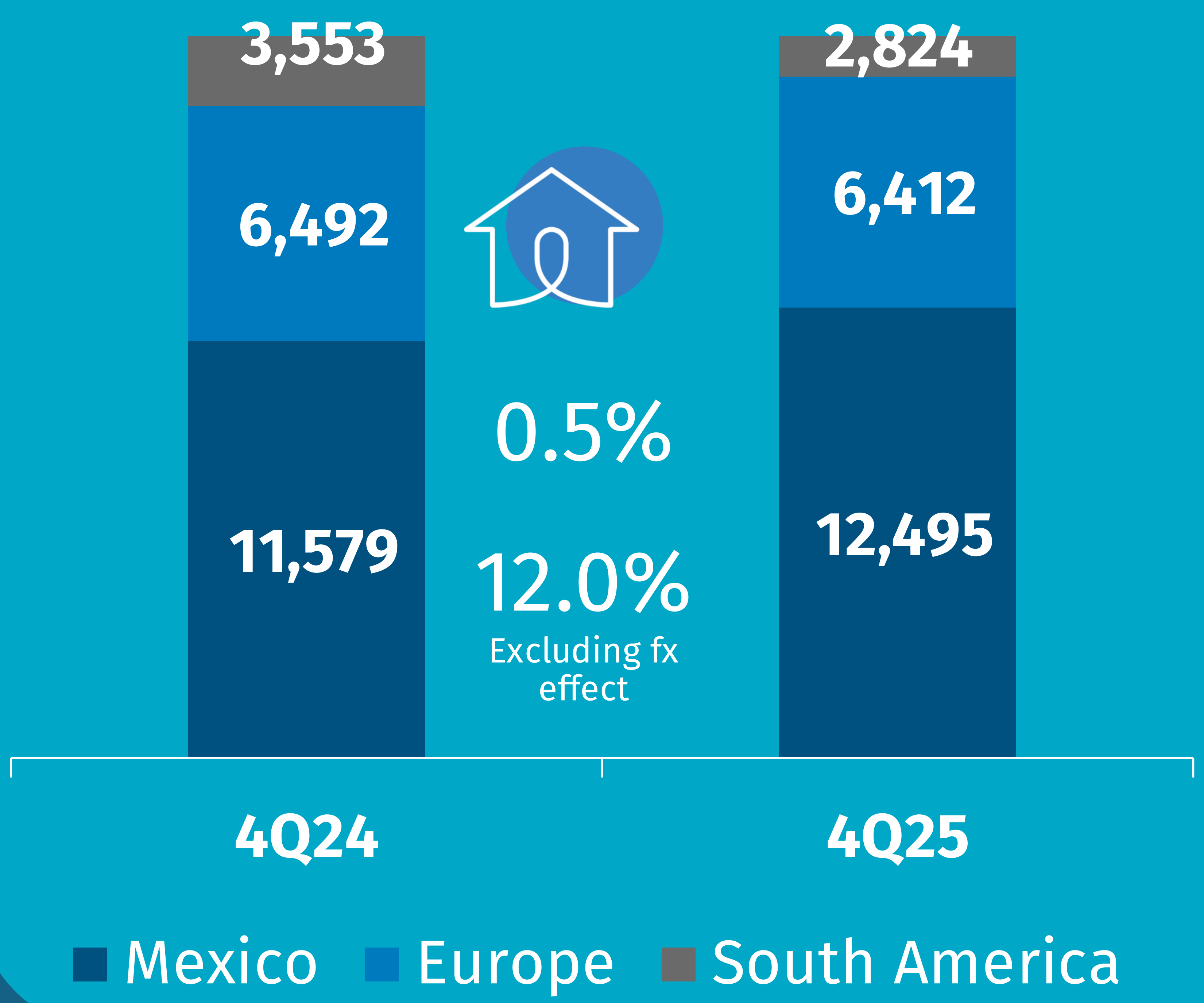
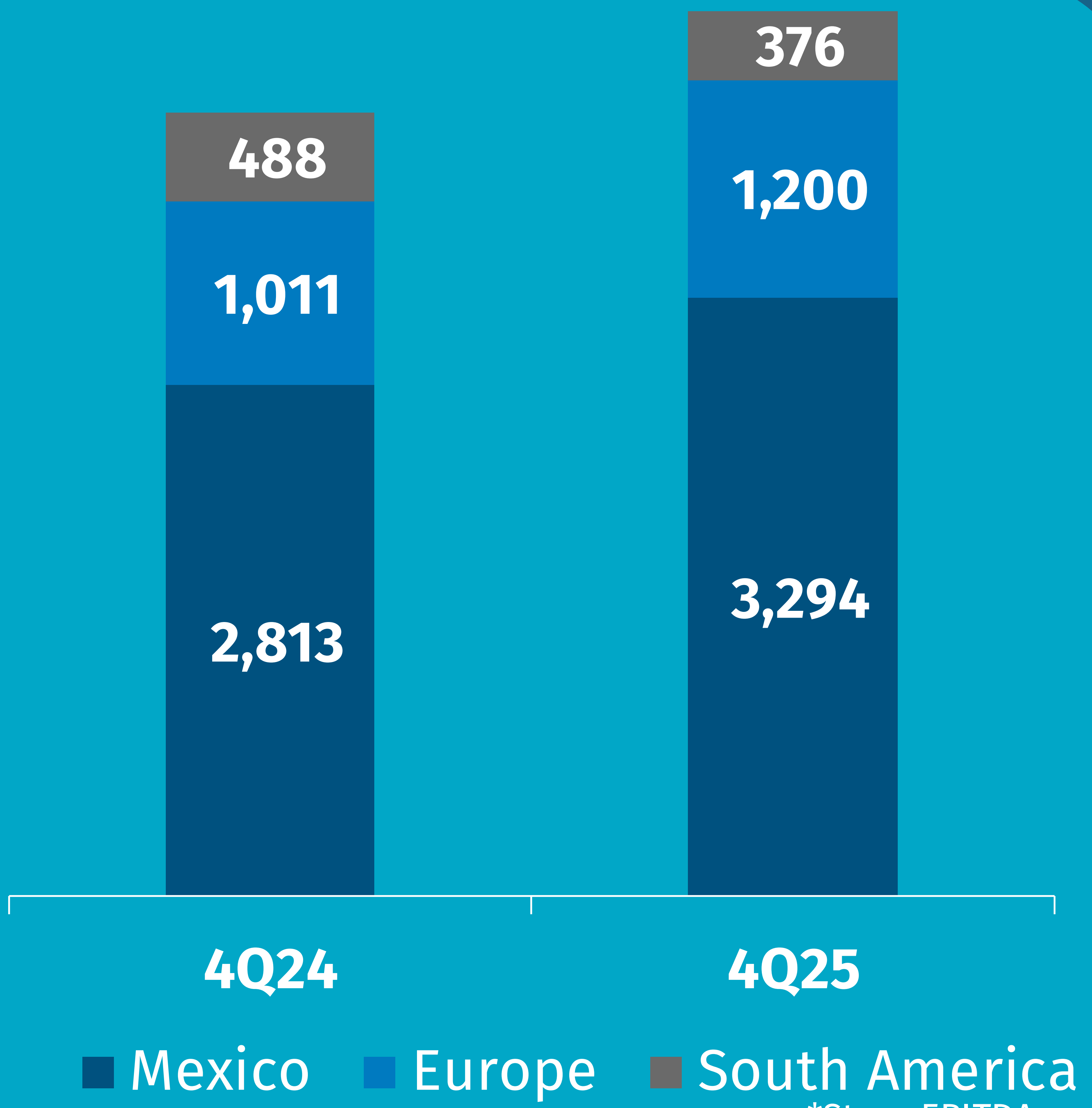
TOTAL SALES

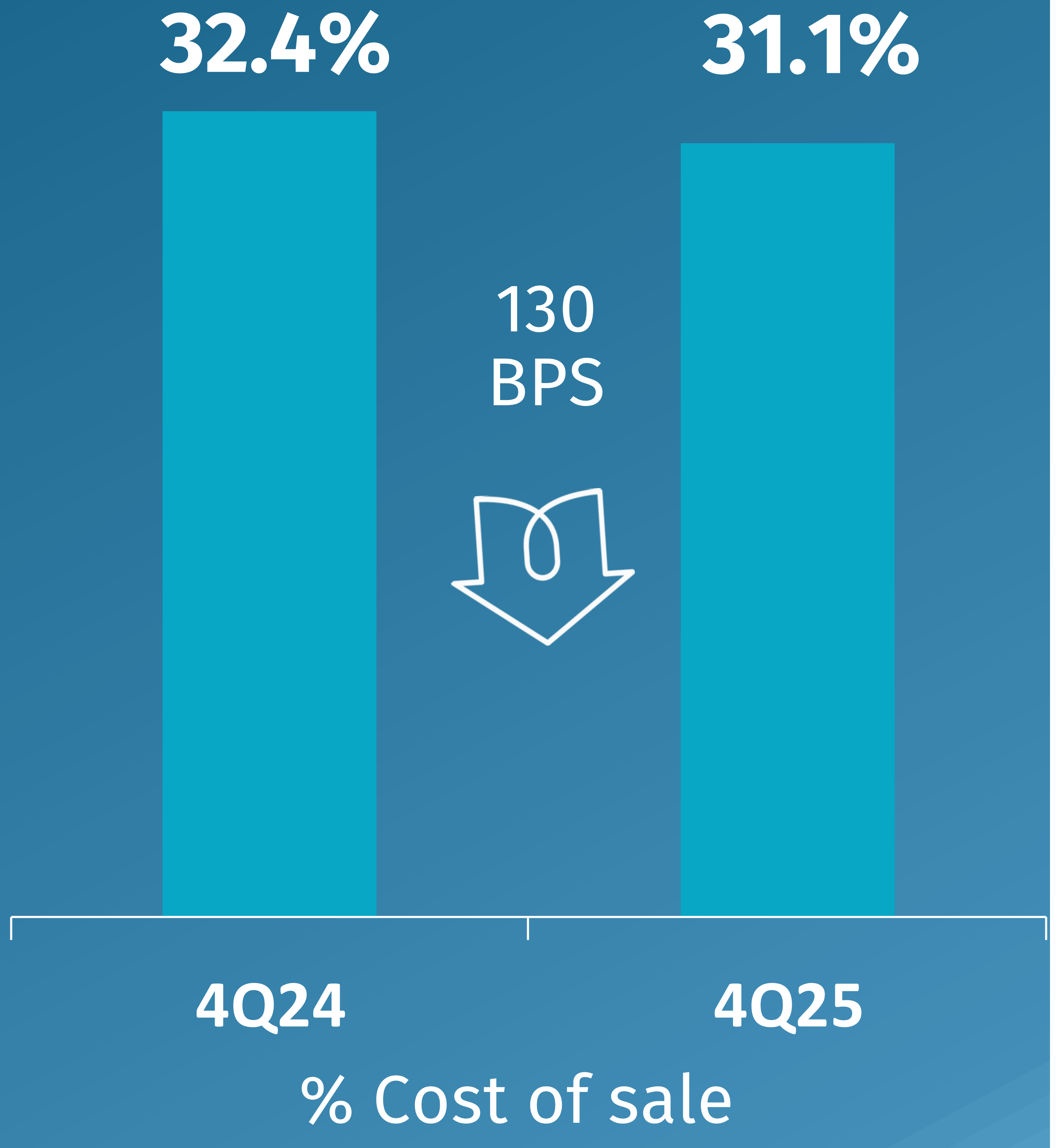


ADJUSTED EBITDA*



*Store EBITDA

COST



Figures in Million pesos

Capex 2025

5.1
BN pesos

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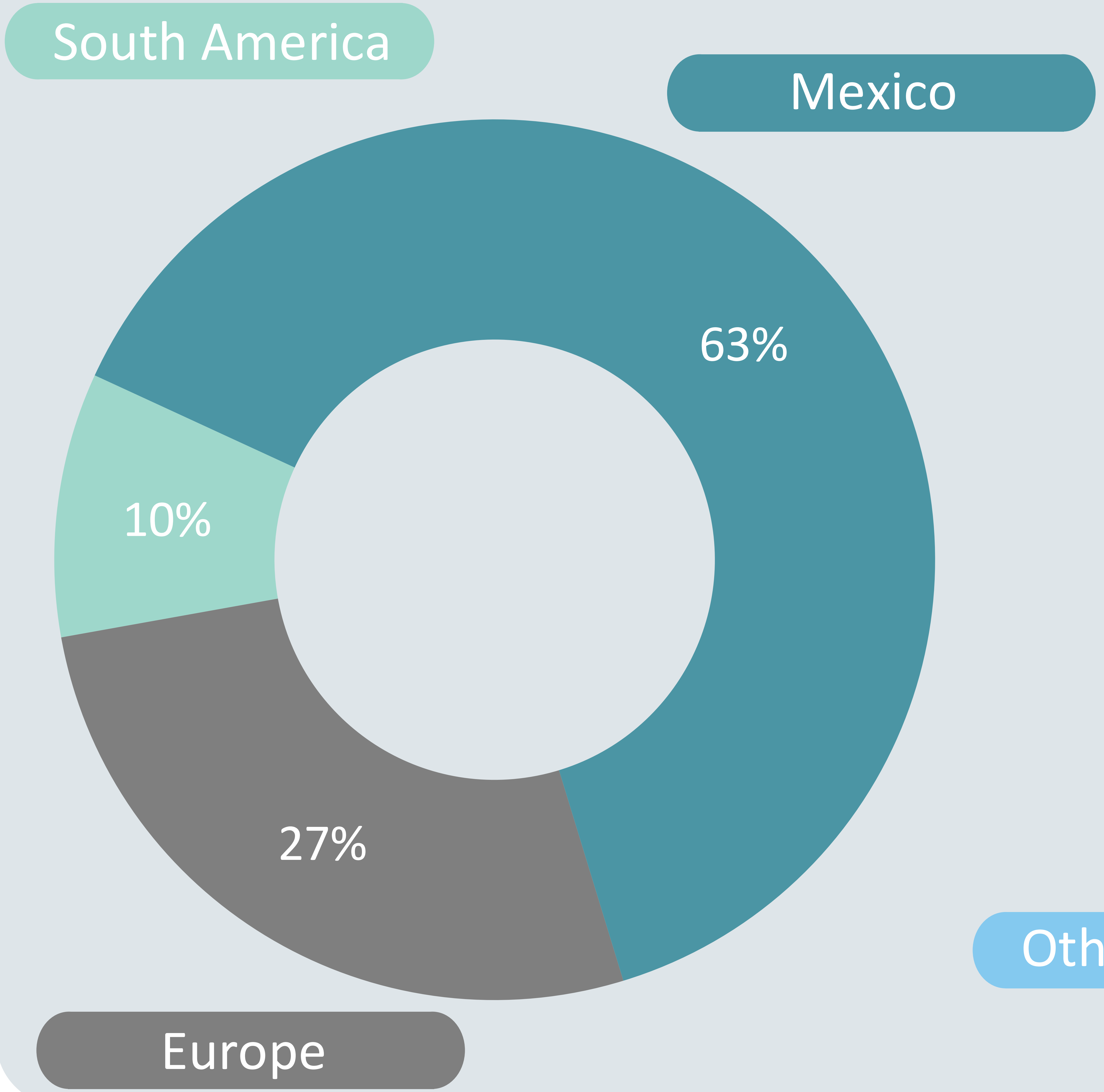

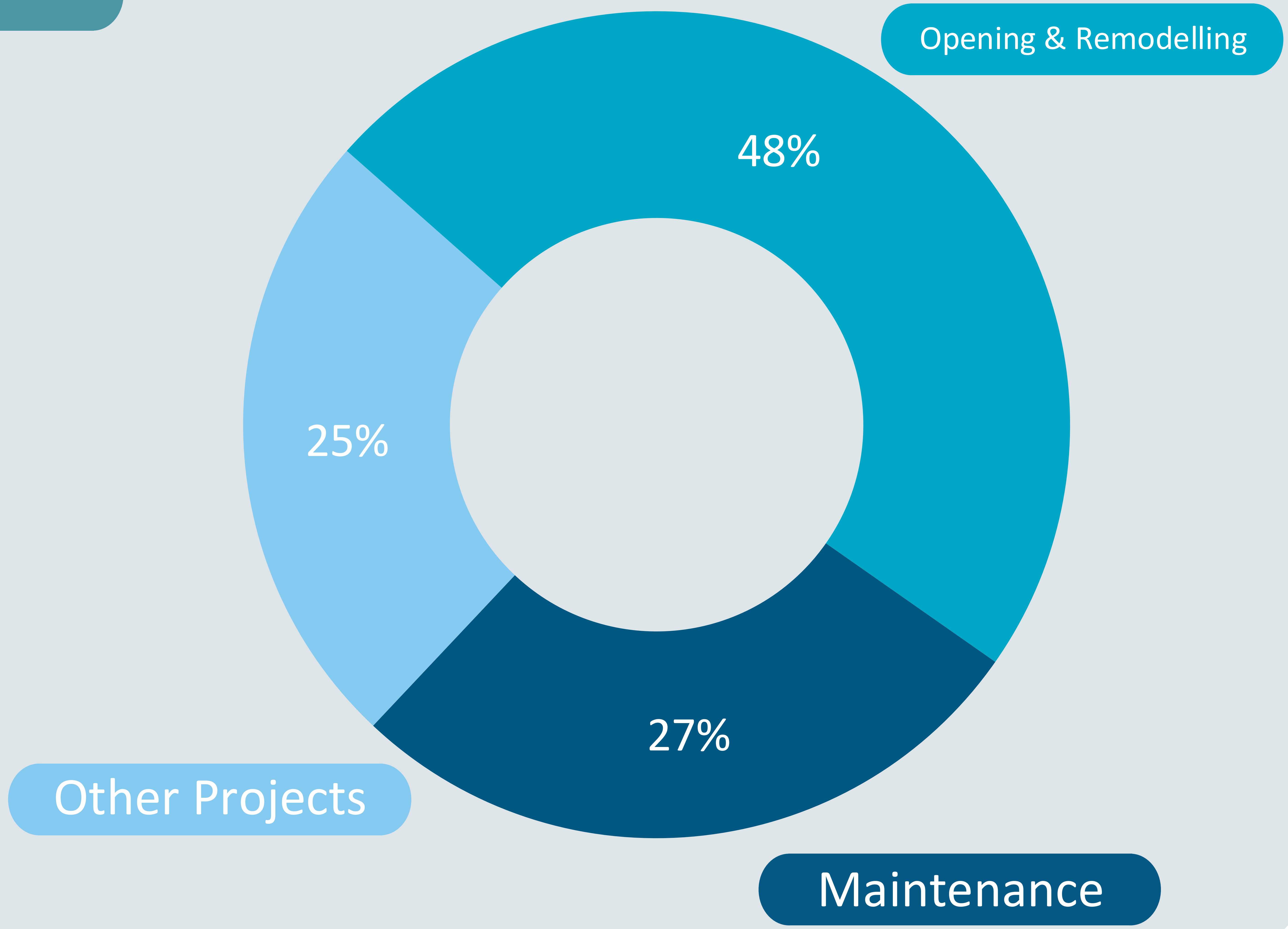

Debt Profile

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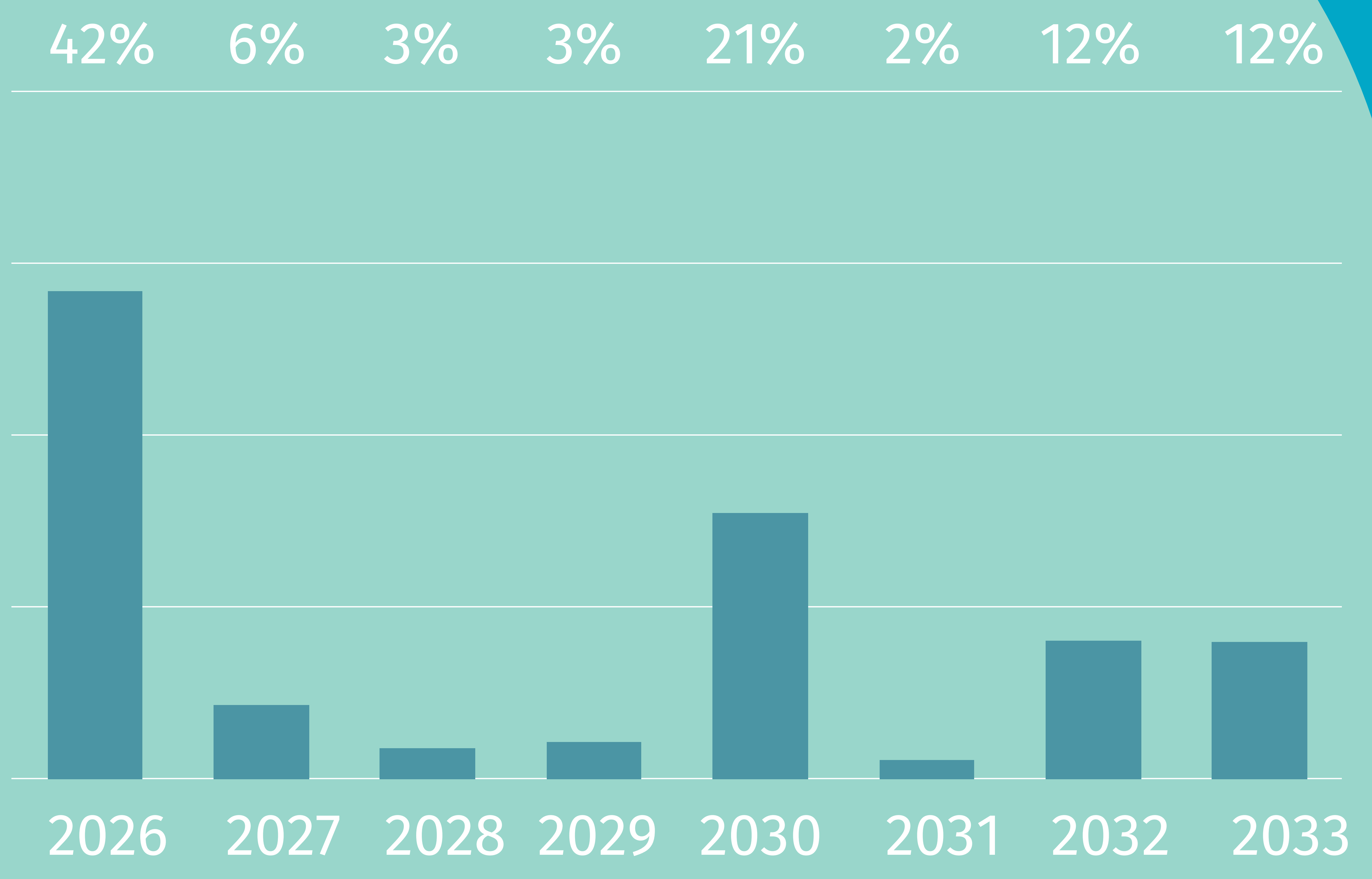
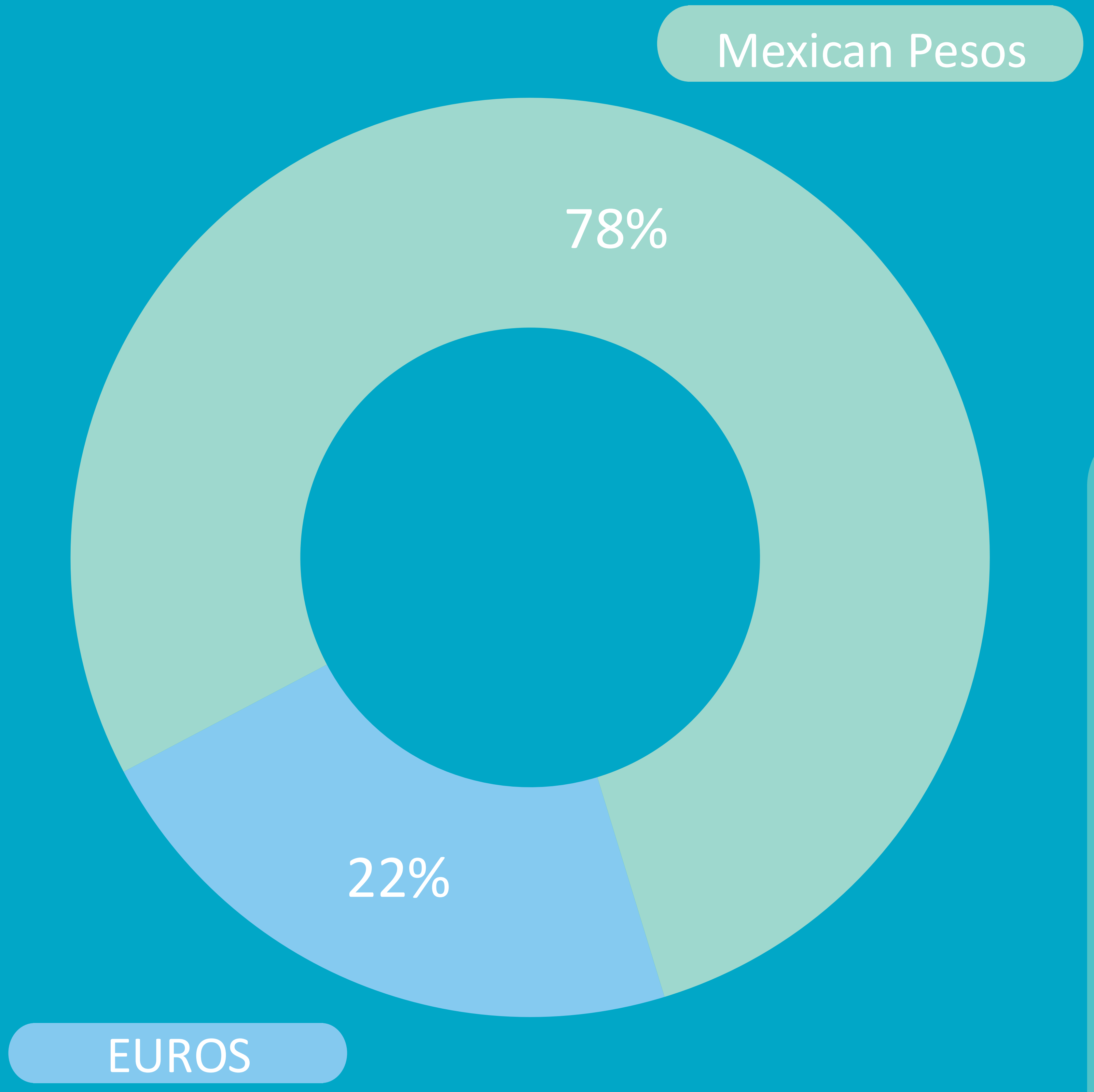
Total Debt

33.9
BN Pesos





	4Q25
Total Debt / EBITDA	2.8X
Net Debt / EBITDA	2.5X

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Q&A