Alsea

2Q26

EARNINGS VIDEOCONFERENCE

JULY 20TH 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.

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Christian Gurría

CEO

2Q26 Highlights Results

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SALES

PRE IFRS-16	POST IFRS-16
$20.9 BN PESOS	**$21.0 BN PESOS**
↓ 0.9% VS. 2Q25	**↓ 1.0%** VS. 2Q25

EBITDA

PRE IFRS-16	POST IFRS-16
$2.8 BN PESOS	**$4.2 BN PESOS**
13.5% MARGIN	20.5% MARGIN

SSS 2.6% VS 2Q25

DIGITAL TENDER

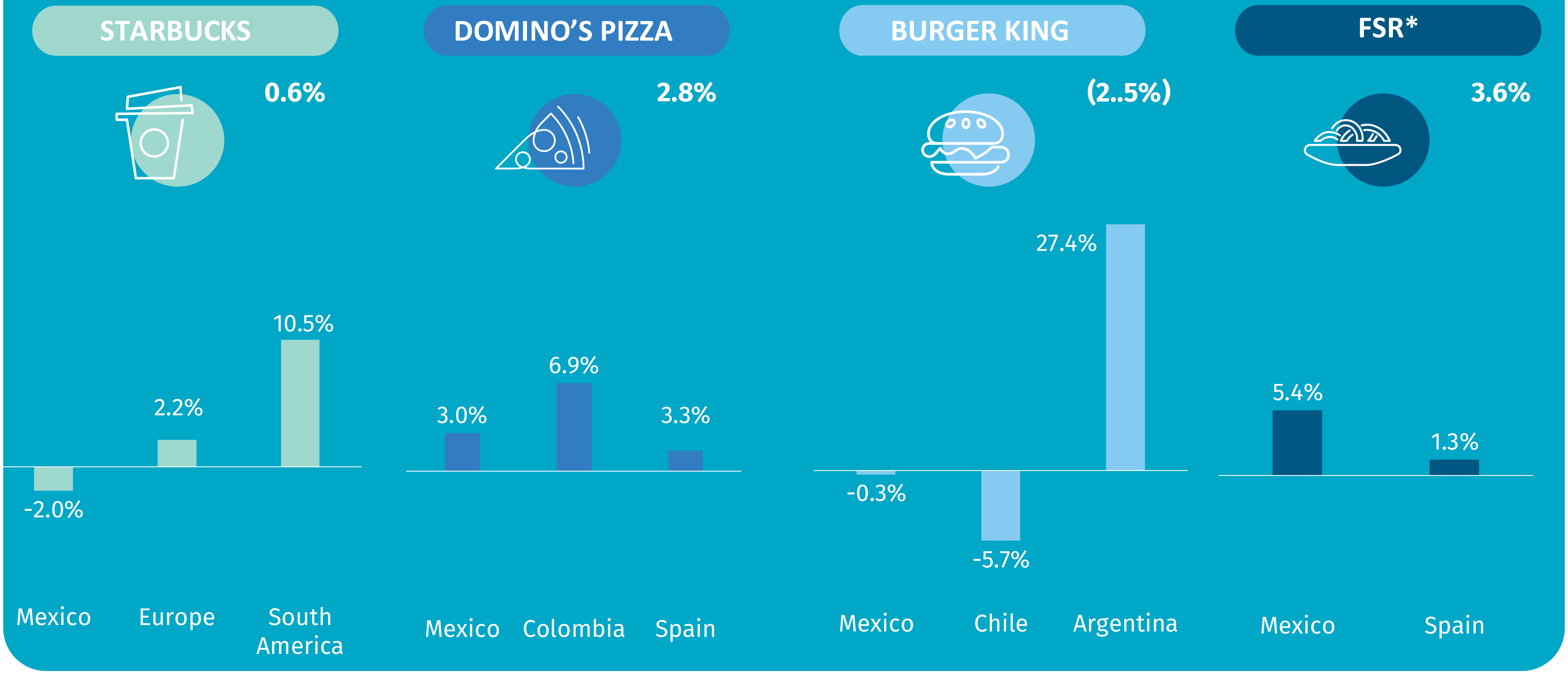
40.7%

DIGITAL ORDERS

34.7 MILLIONS




Same Stores Sales



* Full-Service Restaurants

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Domino's	Starbucks	Burger King	Chili's	Italianni's	P.F. Chang's
1,561	1,964	368	75	76	27

The Cheesecake Factory	vips	VIPS	Foster's Hollywood	Ginos
11	233	173	198	115

4,801
UNITS
77% corporate
23% franchises

3
SEGMENTS

- QSR
- Coffee Shops
- Full Service Restaurants

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BMV

+ 73,000
TEAM MEMBERS

Global Loyalty KPIs | 2Q26

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	Loyalty Sales	Mexico	Europe	South America
Loyalty Sales	$5.5 Billion	$3.1 Billion	$1.8 Billion	$0.6 Billion
Tender		28%	31%	22%
Digital Customers * 180 days	8.47 Million	4.36 Million	3.36 Million	0.75 Million

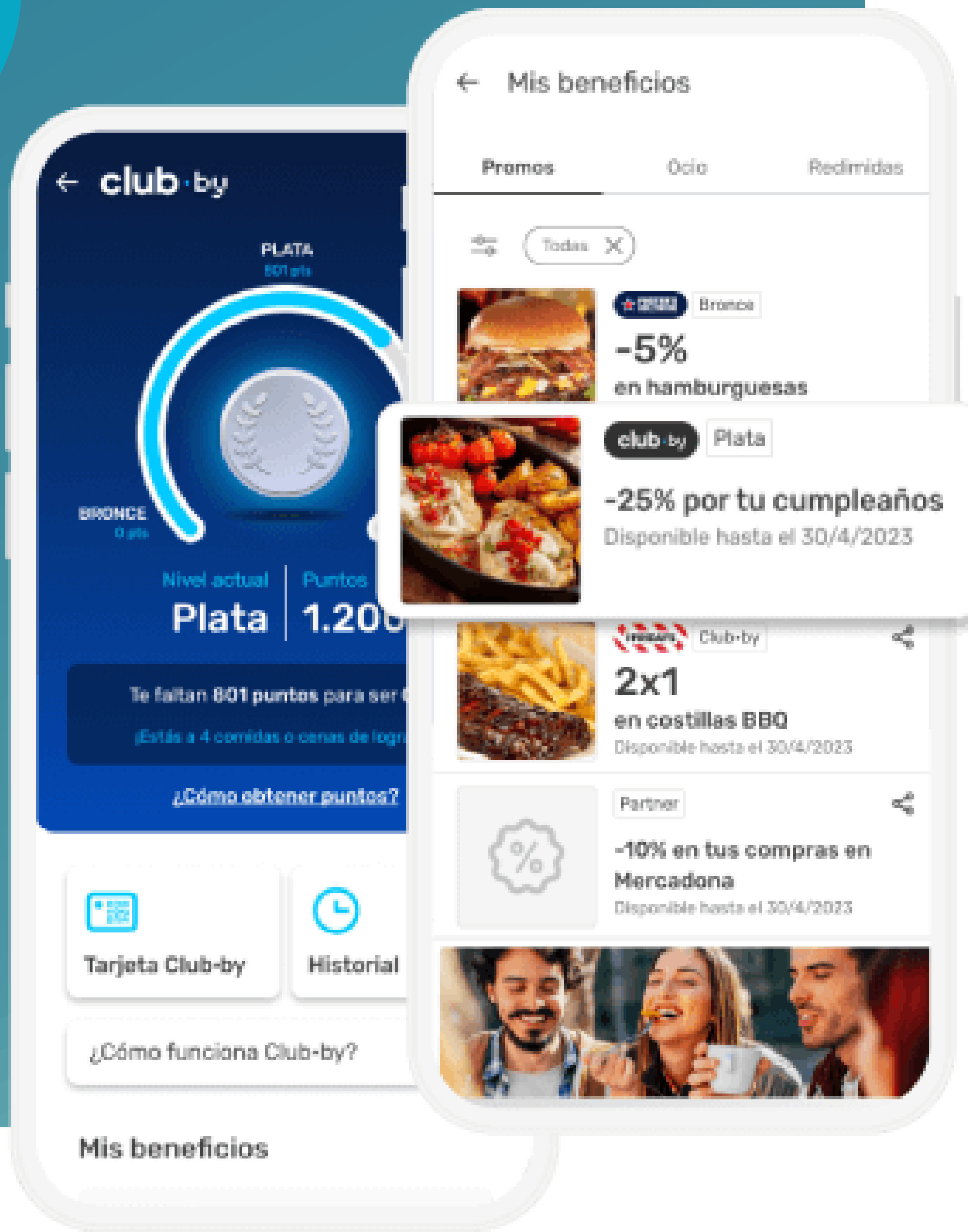
*Delivery + Loyalty

Tender
27.9%

Loyalty Sales
$5.5 BN
+8% vs LY

Loyalty Orders
24.3 Million
-5% vs LY

	Growth$ vs LY	Tender
Starbucks	7.5%	32.2%
Domino's	6.7%	31.3%
Burger King	8.6%	29.4%
Full Service Restaurants	8.7%	18.9%



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

Donated +53 million pesos, delivered +490K meals, benefited +16K people, and raised +€100K in Europe through Producto con Corazón

Strengthened sustainability culture

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Engaged +400 employees through an interactive ESG and Sustainable Development Goals awareness experience

Advanced ESG & climate resilience

Published our 25th Integrated Annual Report and completed a climate risk assessment covering 3,600+ sites (73% of our portfolio)

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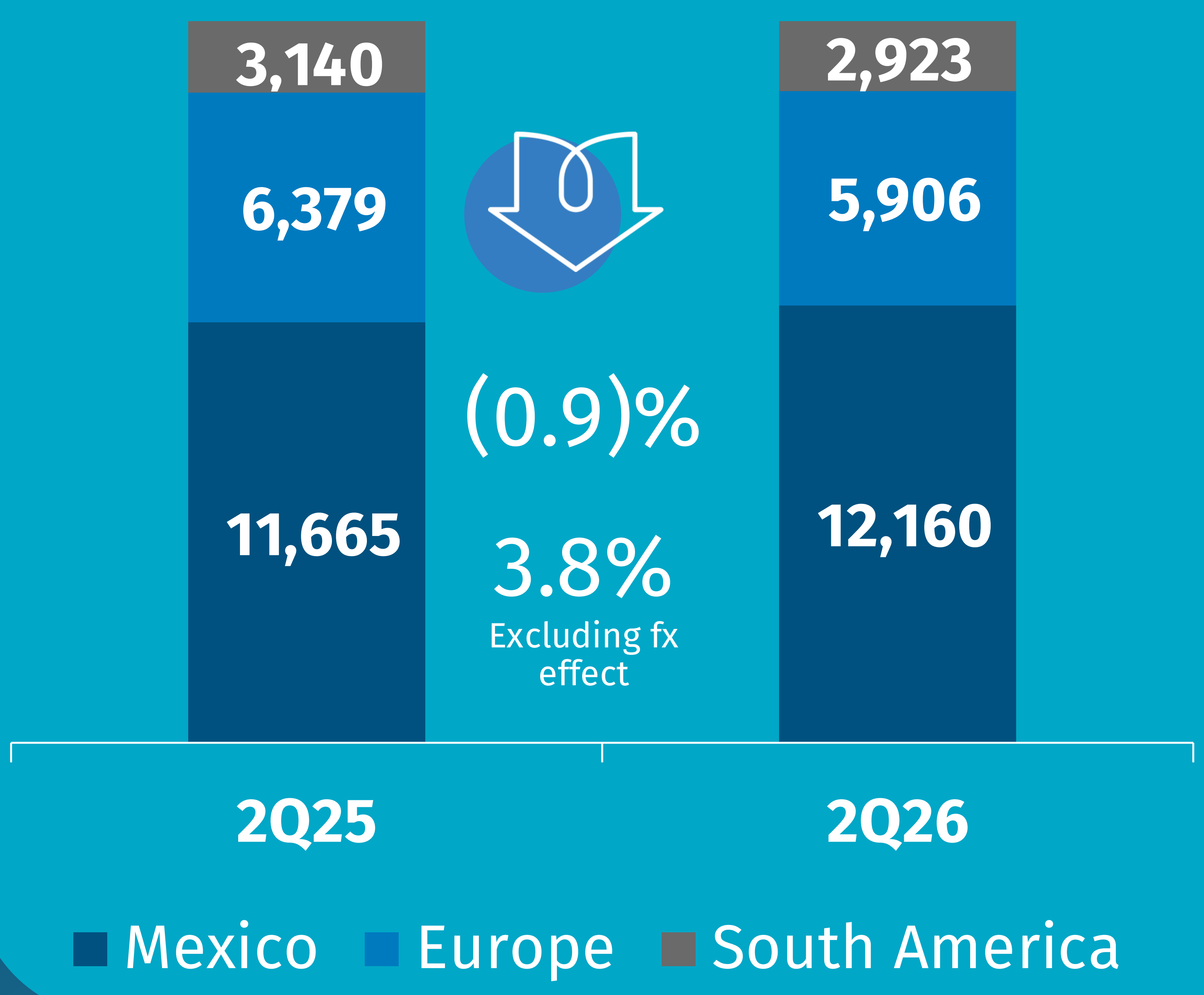
Federico Rodríguez

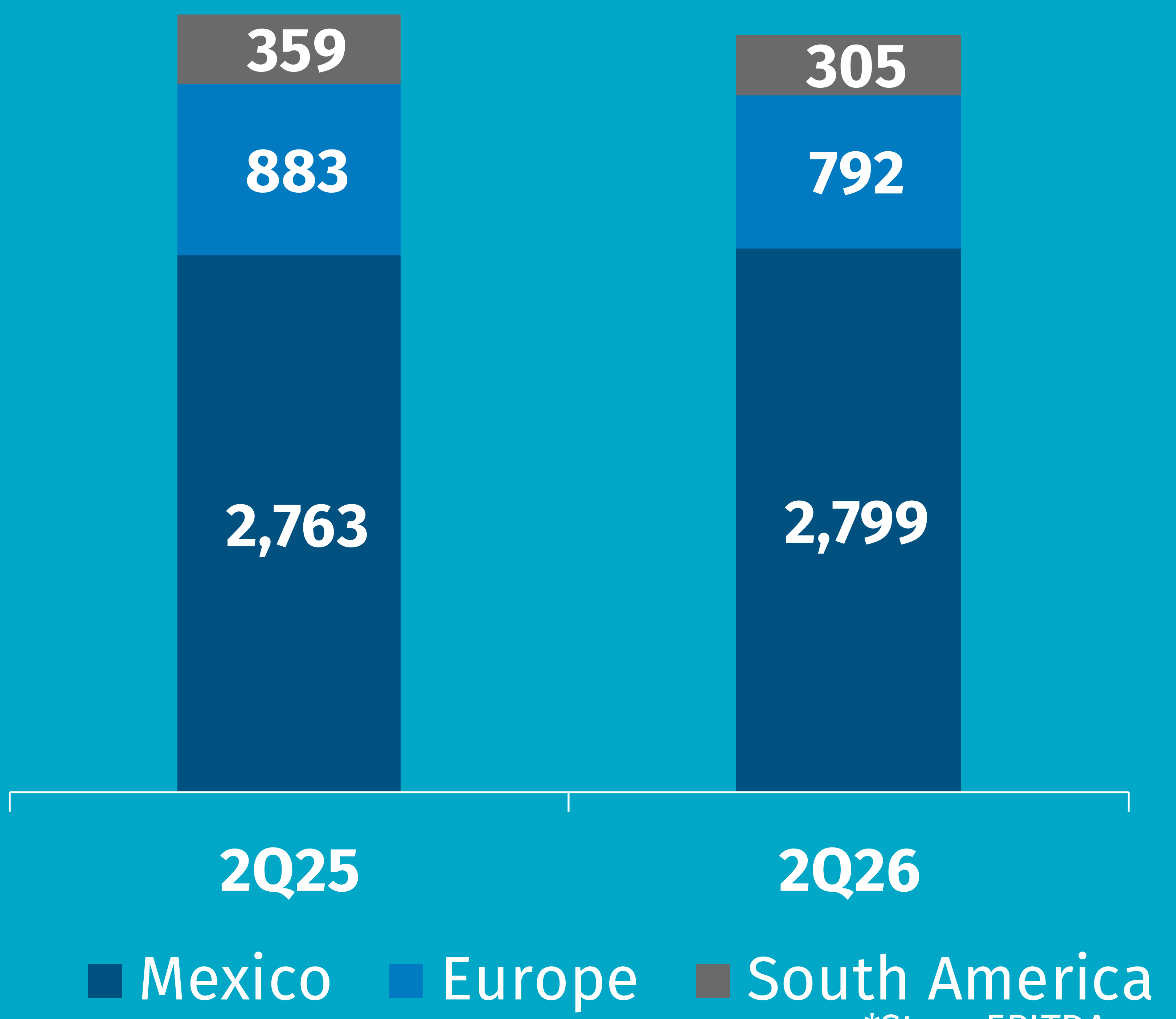
CFO

Sales Improvement

TOTAL SALES

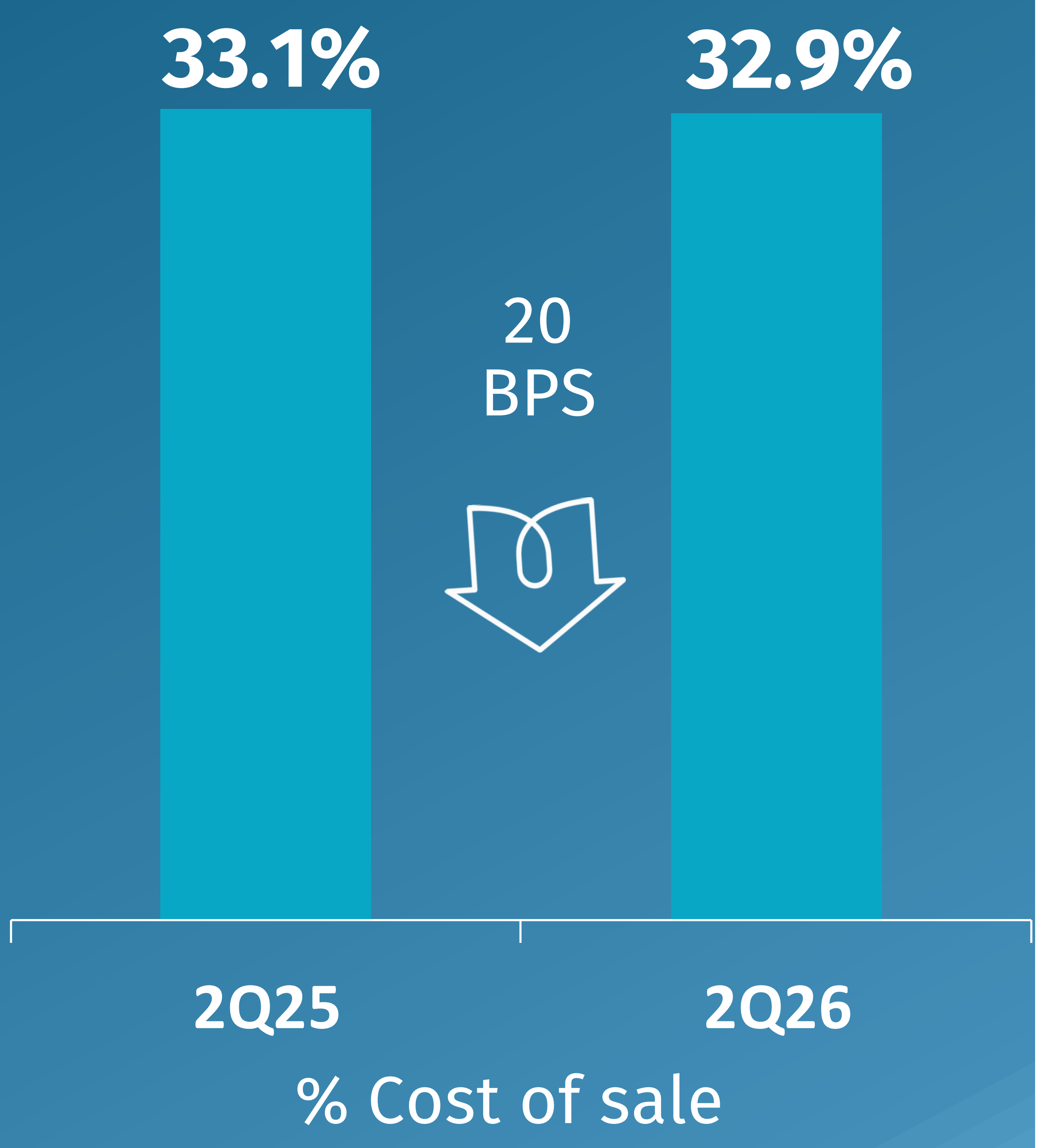


ADJUSTED EBITDA*



*Store EBITDA

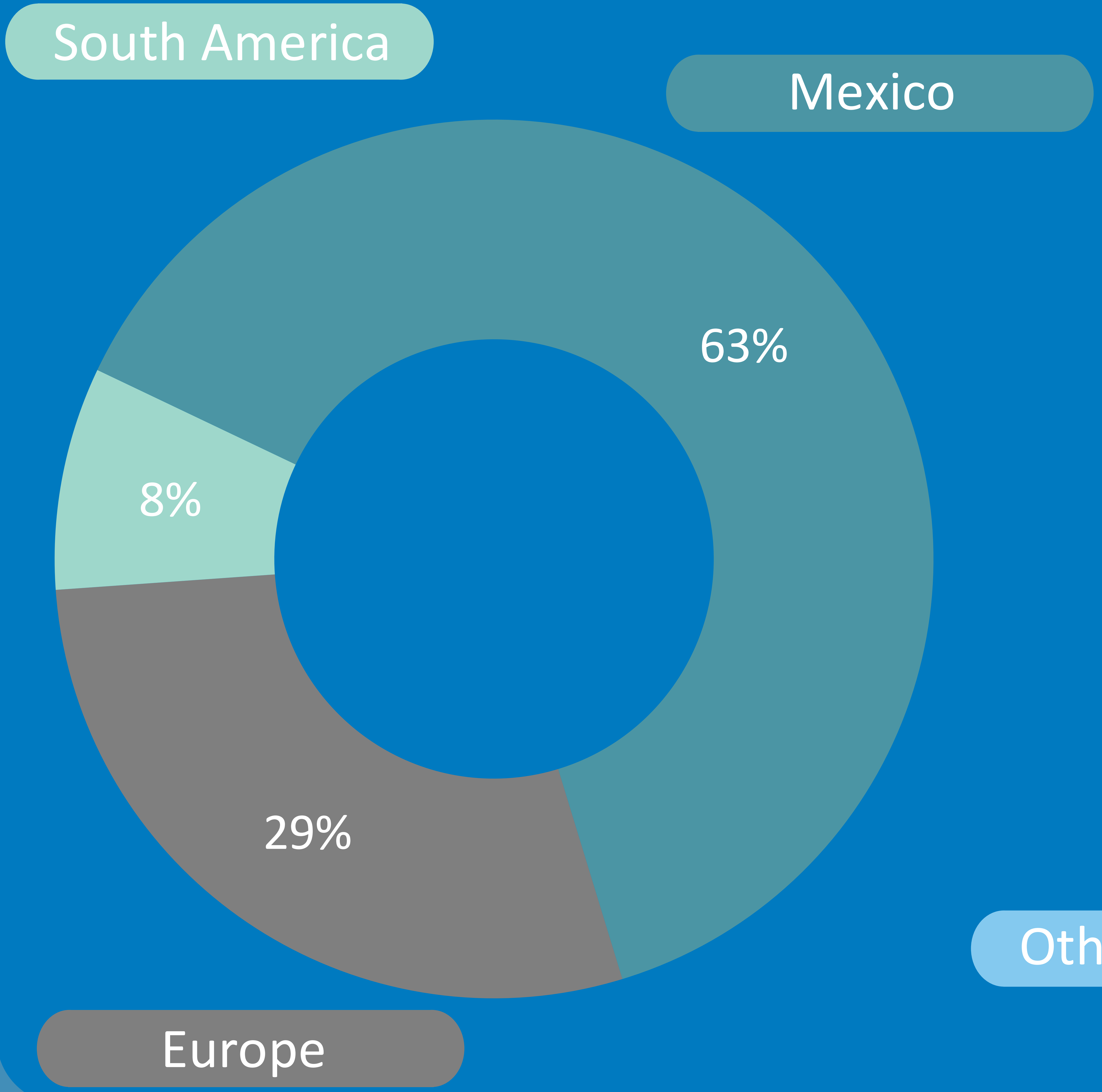
COST

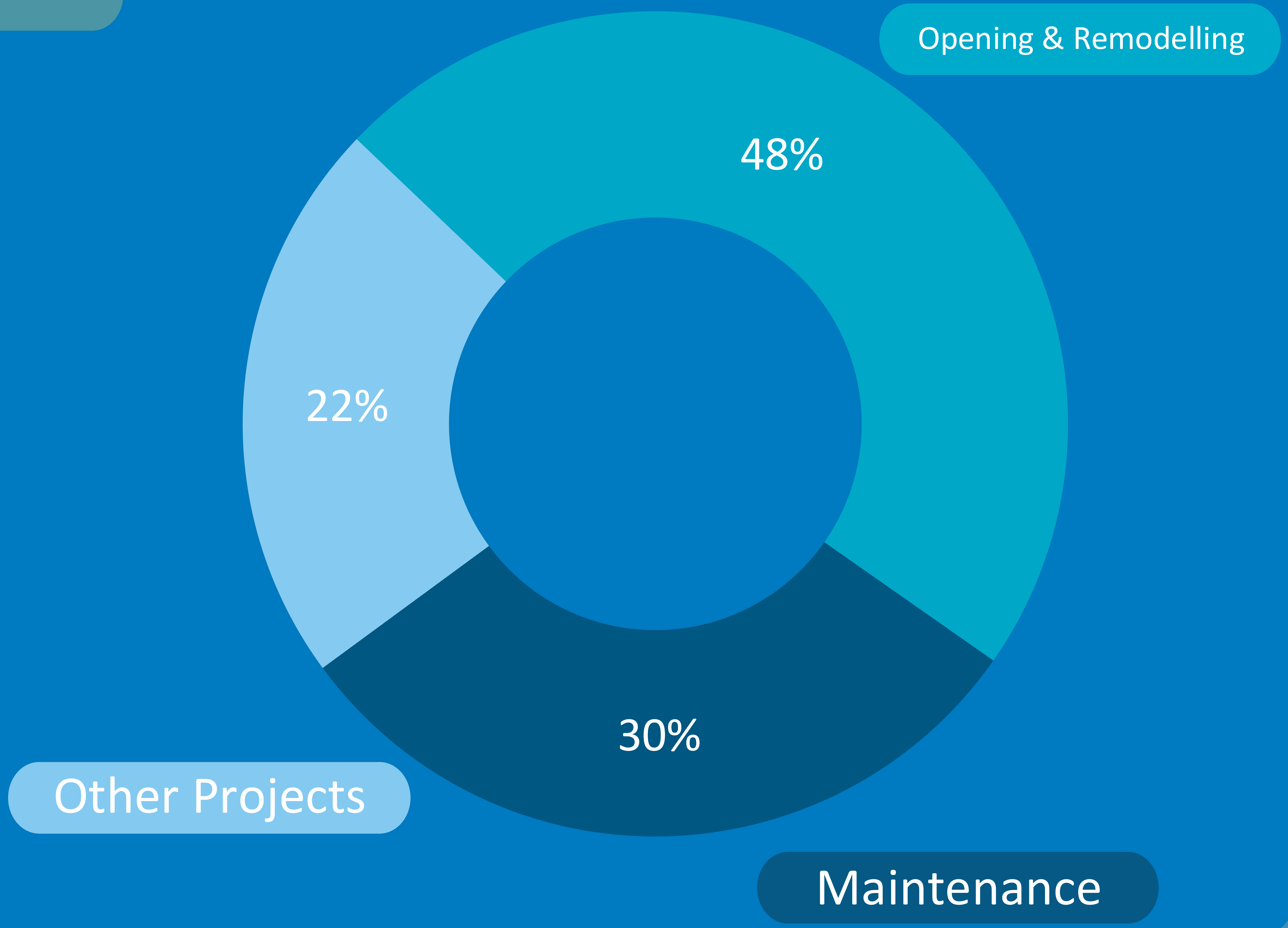


Figures in Million pesos

Capex 2025

1,840
Million pesos





Debt Profile

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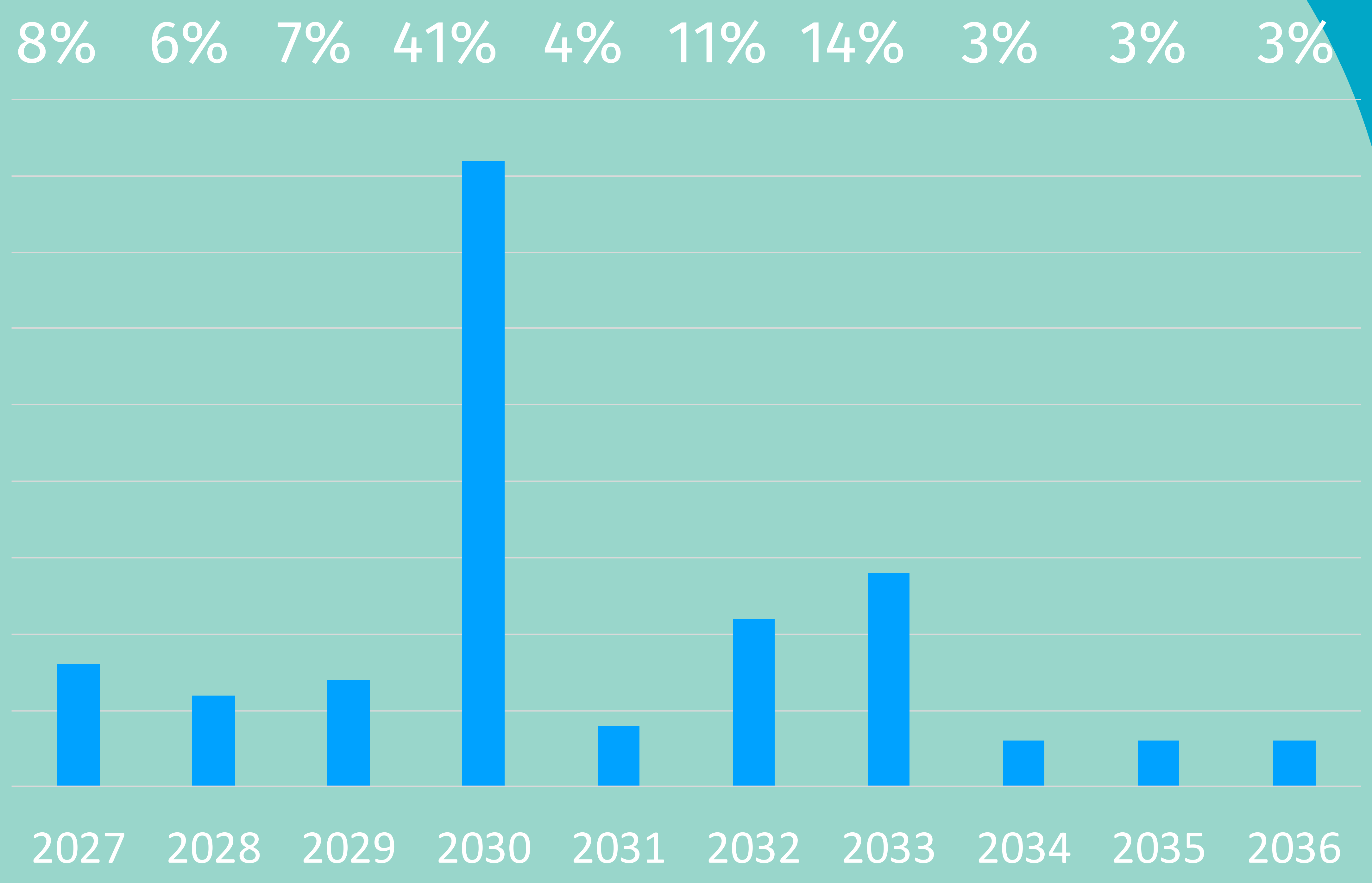
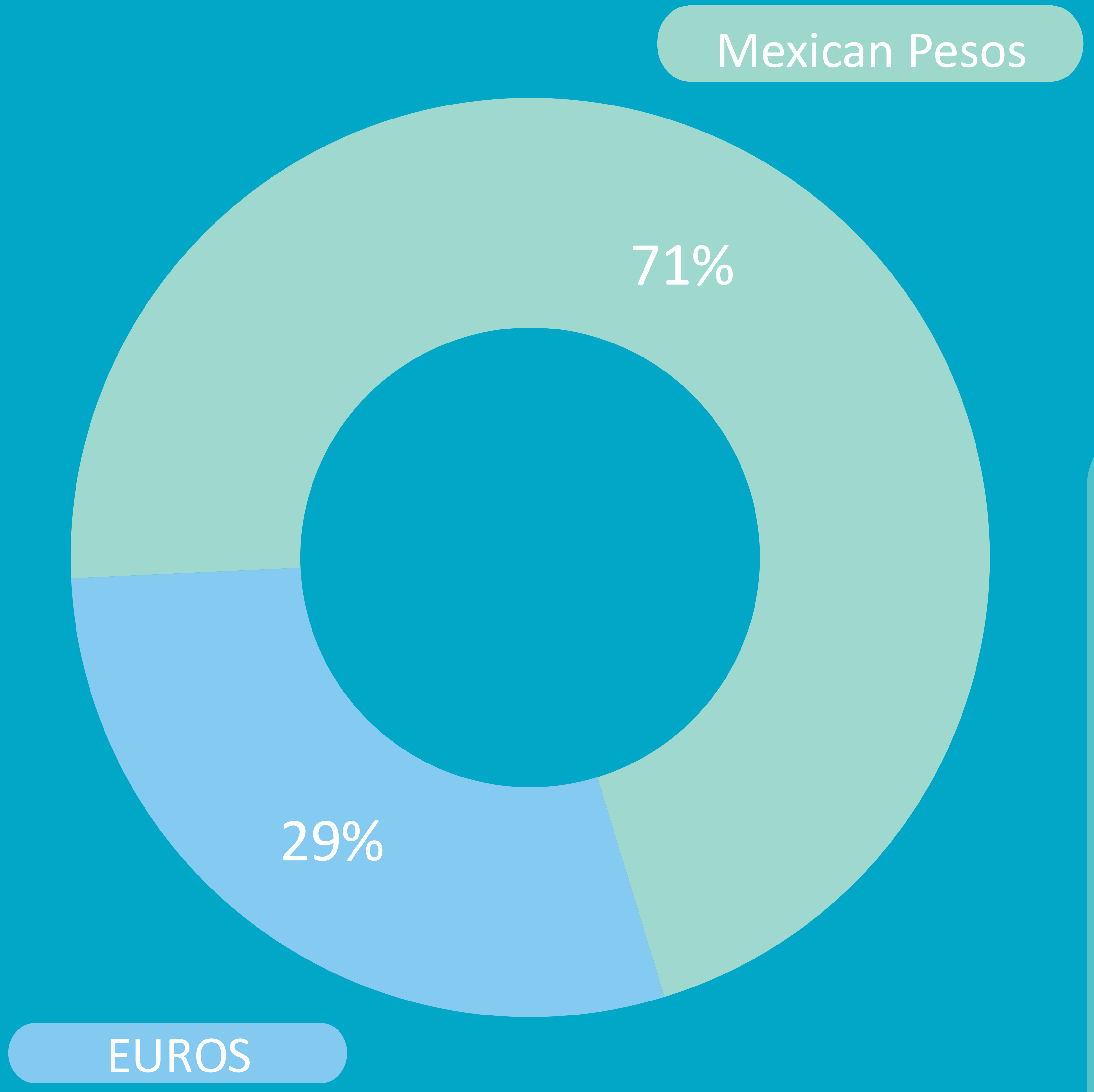
Total Debt

33.9
BN Pesos





	2Q26
Total Debt / EBITDA	2.8X
Net Debt / EBITDA	2.5X

2026 Guidance **Adjustment**

GUIDANCE 2026

Store Openings

180 - 220
Openings

130 - 150 Corporate
~60 Franchises

CAPEX

~$5.5B

SSS

Low single digit

Revenue Growth

Low-single digit

VS

Mid-single digit

PRE IFRS16

Low-single digit
EBITDA Growth

VS

Mid-single digit
EBITDA Growth

POST IFRS16

Low single digit
EBITDA Growth

Q&A