Earnings Release
4Q21

24.02.22

Salvador Villaseñor
ri@alsea.com.mx
+52 (55) 7583-2000

ALSEA DAY

Date and Time: Tuesday, March 1st, 2022, 8:00 am (Mexico City time)

Please RSVP (in person or online) with: nicolas.espinoza-meneses@alsea.com.mx

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Fourth Quarter and Full Year 2021 Results and Highlights

- **Alsea reported sustained sales growth for all four quarters and positive EBITDA in all regions during 2021**
- **Same-Store Sales (SSS):**

	4Q21	2021
Vs. 2020	47.4%	30.7%
Vs. 2019	10.3%	(3.4)%

- **The Company has reached dine-in restaurant sales similar to 2019 levels, while achieving home delivery sales growth of 25.2% vs. 4Q20, and reaching over 3,300 million pesos with a 20.4% share of consolidated sales**
- **EBITDA:**

	4Q21	2021
Vs. 2020	35.5%	78.0%
Vs. 2019	28.0%	(2.4)%

- **Net Profit in 4Q21 increased by 857 million pesos compared to 4Q20, and by 4,680 million pesos in 2021, compared to the previous year**
- **Successful issuance of a US$500 million bond for debt refinancing, ending 2021 with 92% of the total debt as long-term and a solid cash position**

MESSAGE FROM THE EXECUTIVE PRESIDENT

Alberto Torrado, Executive President of Alsea commented*: "Before discussing this quarter and full-year results, I would like to welcome Fernando Gonzalez Somoza as Alsea's new Chief Executive Officer. Fernando formally took over the role in January 2022, following a more than six-month operational and cultural on-boarding process as Deputy Chief Executive Officer. With over 30 years of experience in the retail industry, including 13 years as a CEO, Fernando brings a proven track record and a unique set of skills that will help Alsea achieve the strategic objectives set by the Board of Directors. The Board is confident that his innovative vision and leadership will continue to drive Alsea's sustainable growth. It has been an honor to serve as Alsea's Executive President and I will continue to support Fernando, the team and the organization as Chairman of the Board of Directors.*

Moving on to the results, we are very pleased with our fourth-quarter performance, which showed solid and sustained sales growth for the fourth consecutive quarter; combined with strong EBITDA growth, validating our commercial strategy, as well as the strength and positioning of our brands. In 4Q21, sales increased 48.1% year-on-year, and 8.7% compared to 4Q19. This solid growth was driven by customers' preference for our brands and our customer-focused vision, as well as the successful implementation of the omnichannel strategies for restaurants and home deliveries, allowing us to serve our customers whenever, wherever, and however they want.

During the fourth quarter we achieved positive EBITDA in all regions, totaling 4,274 million pesos, and our consolidated EBITDA margin increased to 25.5%. This margin increase was mainly due to sales recovery and cost and expense efficiencies, which was achieved by managing pricing strategy, a better product mix, and promotions in the face of increasing cost pressures. For full 2021, results were also outstanding, sales increased by 38.7% compared to 2020, driving the 2021 EBITDA up by 78.0% to 12,311 million pesos, with a consolidated margin of 23.1%.

Traffic trends normalized in 4Q21, food delivery sales held their place as a significant sales channel for our customers. In the fourth quarter, delivery sales reached 3.3 billion, an increase of 25.2% compared to the same period of 2020, with a 20.4% share of Alsea's consolidated sales. This quarter's results demonstrate the permanent shift to the use of this sales channel, and at the same time reaffirms the privileged position that Alsea has to capture this growing demand, confirming that delivery will continue to be important for our consumers.

In December 2021 and January 2022, Alsea, for the first time, issued two bonds in international markets, the first in for US$500 million maturing in 2026 and the second bond for $300 million euros maturing in 2027. The resulting funds were used to refinance debt, allowing us to improve our maturity profile, balance our debt portfolio, and expand our current investor base.

Regarding Environmental, Social and Governance issues, Alsea South America was recognized with an award from the Health and Food Professionals Association (APSAL, by its acronym in Spanish) in the category of "LATAM Corporate Social Responsibility", because of our energy efficiency, recycling and reusage plan of resources in our stores and Support Centers. This is the result of our efforts to make a positive impact on the region by recycling materials and reducing energy consumption.

Finally, I would like to thank all the Alsea employees for their commitment, service, and dedication, which was essential to achieving the positive results for this quarter and 2021."

February 2022

Mexico City, February 24th, 2022. 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 fourth quarter and full year 2021. 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.*

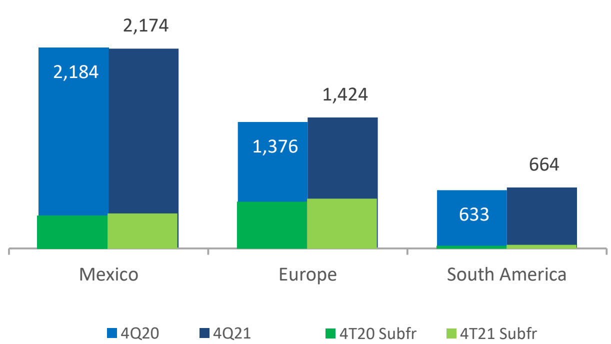
FINANCIAL HIGHLIGHTS FOR THE FOURTH QUARTER OF 2021

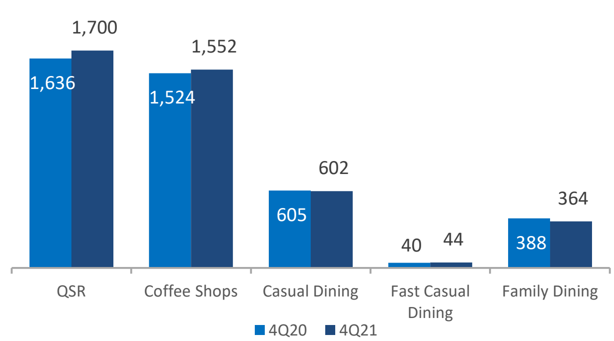
The following table provides a Condensed Financial Summary, including the margin for each line item representing net sales, as well as the percentage change for the quarter ended December 31st, 2021, compared to the same period of 2020:

	Pre-IFRS16			Post-IFRS16 + Argentinian Restatement		
	4Q21	4Q20	Var %	4Q21	4Q20	Var %
Same-Store Sales	47.4%	(25.0)%	N.A.	47.4%	(25.0)%	N.A.
Net Sales	$16,427	$11,160	47.2%	$16,732	$11,297	48.1%
Gross Profit	11,390	7,637	49.1%	11,589	7,720	50.1%
EBITDA (1)	2,446	1,503	62.8%	4,274	3,155	35.5%
EBITDA Margin	14.9%	13.5%	140 bps	25.5%	27.9%	(240) bps
Operating Income	1,516	396	282.6%	2,009	914	119.7%
Net Income	$687	$(270)	(354.5)%	$924	$67	1270.2%
Net Income Margin	4.2%	(2.4)%	660 bps	5.5%	0.6%	490 bps
ROIC	7.4%	(2.0)%	N.A.	5.4%	(0.4)%	N.A.
ROE	6.2%	(38.2)%	N.A.	9.9%	(42.4)%	N.A.
Net Debt/EBITDA	3.8x	21.6x	N.A.	3.9x	7.5x	N.A.
EPS (2)	0.65	(4.25)	N.A.	0.94	(3.87)	N.A.

*** 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.

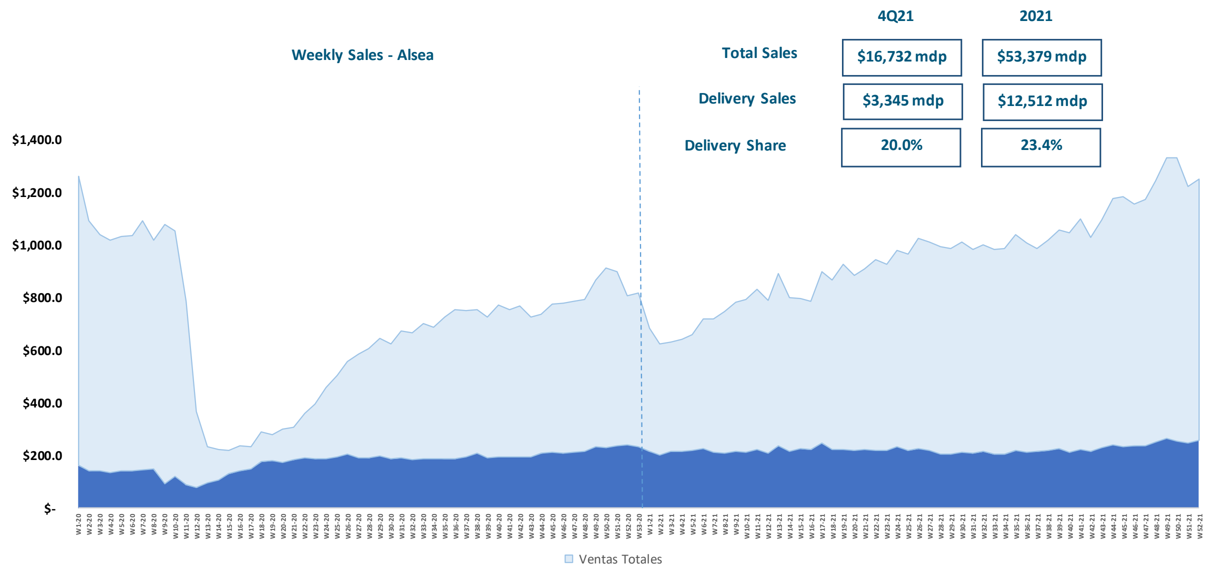
NUMBER OF UNITS*





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

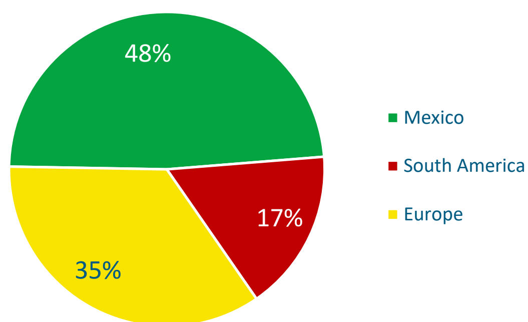
WEEKLY SALES EVOLUTION



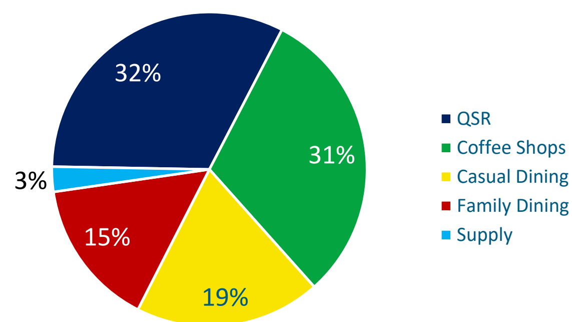
CONSOLIDATED RESULTS

SALES

SALES BY GEOGRAPHY*



SALES BY SEGMENT*



**Figures as of 4Q21*

Net Sales in the fourth quarter of 2021 **increased by 48.1% to reach 16,732 million pesos,** compared to 11,297 million pesos in the previous year. This increase is mainly explained by the recovery in consumption and mobility in the fourth quarter of 2021.

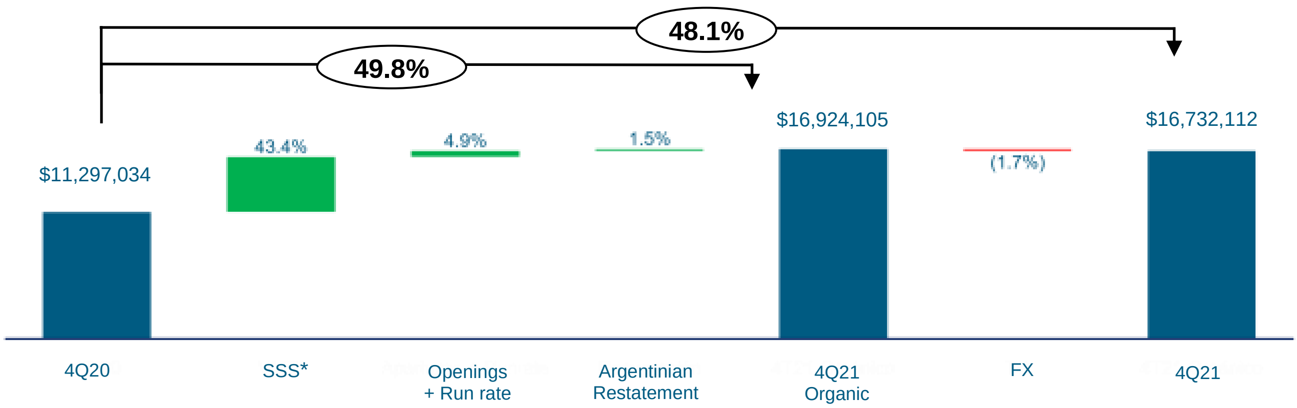
Compared to 4Q19, during the quarter net sales grew 8.7% and a same store sales growth of 10.3% was achieved.

As a result of the initiatives that Alsea had been working on prior to the pandemic, we had the necessary processes, agreements, and platforms in place to optimize sales through the new delivery sales channels. As a result, we achieved a 25.2% growth in the home delivery segment in the fourth quarter compared to 4Q20, which represents more than 3,300 million pesos, over 11.5 million orders, and a 20.4% share of Alsea's consolidated sales.

Same-store sales for the portfolio in the fourth quarter of 2021 **increased 78.4%** in **South America**, **44.5%** in **Mexico** and **38.4%** in **Europe**, compared to 4Q20.

Domino's Pizza continues to perform well, its same store sales in Mexico increased by 26.8% compared to sales reported in the fourth quarter of 2019, while sales for Domino's in Colombia increased by 45.2%. Starbucks continues to adapt well to the current circumstances, reporting a sales growth of 31.8% in Mexico, 25.3% in Chile and 60.2% in Colombia, compared to the same period of 2019. Additionally, casual food brands, which have benefitted from the increased foot traffic to their restaurants, reported average sales levels between 95% and 105% in the quarter, compared to the sales reported in the fourth quarter of 2019.

Net Sales 4Q21 vs. 4Q20



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

EBITDA

EBITDA for 4Q21 increased by 35.5% to 4,274 million pesos, with a margin of 25.5%, 2.4 percentage points lower compared to the fourth quarter of the previous year. The increase in EBITDA of 1,118 million pesos is mainly due to the significant recovery in consumption. All of Alsea's geographies reported positive EBITDA in the fourth quarter of 2021.

During the quarter, EBITDA grew 28.0% compared to the fourth quarter of 2019.

A 100 basis point cost reduction was reported in the fourth quarter of the year. This was due to a decrease in losses and improved supply chain productivity, as well as a positive effect from the business mix caused by an increase in the share of casual food and family restaurant brands. Additionally, the implementation of actions to reduce non-essential expenses for operations and corporate expenses continued, resulting in a reduction in operational expenses, compared to the fourth quarter of 2019. This was mainly supported by agreements reached, government support, and high labor productivity among all brands.

This was offset by the impairment of some of the brands for approximately 200 million pesos in the fourth quarter of 2021.

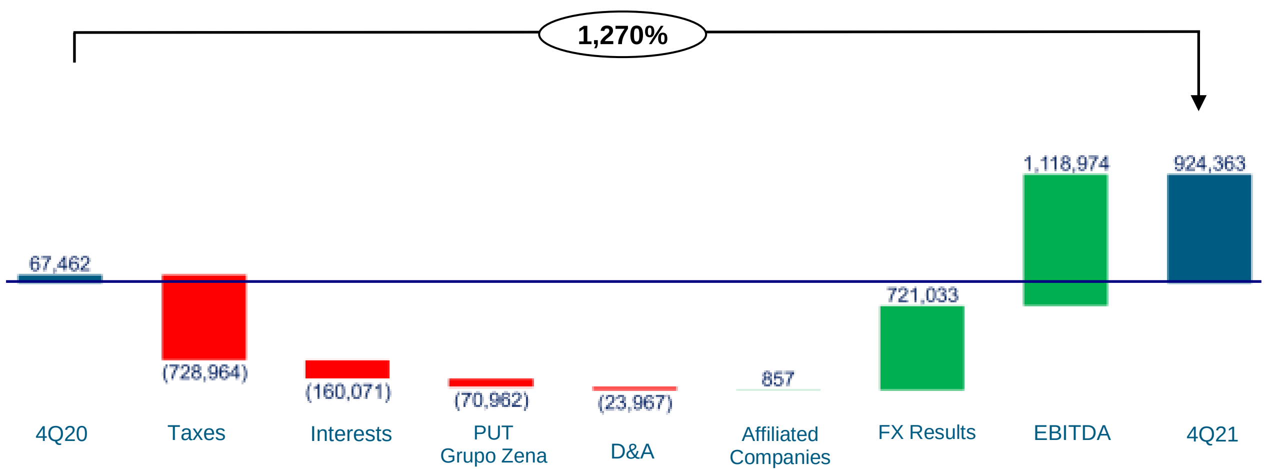
Additionally, other expenses and income recorded an impact from the provision for profit sharing for the year 2021 of approximately 80 basis points, and from the 10 million-peso impact of closing P.F. Chang's Colombia.

NET INCOME

Net income for the fourth quarter increased by 857 million pesos, compared to the same period in 2020, closing at **924 million pesos**, compared to 67 million pesos of net income reported in the fourth quarter of 2020. The increase was due to a **1,095 million pesos increase in operating income**, resulting from the recovery in sales following the easing of pandemic-related restrictive measures, as well as improved cost and expense control efficiencies.

In addition, the increase in net income was driven by a 490 million-peso reduction in the comprehensive financing result, resulting from the 721 million-peso positive variation in the foreign exchange result, which was partially offset by the 160 million-peso increase in net interest paid, coupled with the 729 million-peso increase related to income tax.

Net Income 4Q21 vs. 4Q20



RESULTS BY SEGMENT FOR THE FOURTH QUARTER OF 2021

MEXICO

	Pre-IFRS 16				*Post-IFRS 16*			
Alsea Mexico	***4Q21***	***4Q20***	***Var.***	***% Var.***	***4Q21***	***4Q20***	***Var.***	***% Var.***
Number of Units	2,174	2,184	(10)	(0.5)%	2,174	2,184	(10)	(0.5)%
Same-store sales	44.5%	(21.8)%	N.A.	-	44.5%	(21.8)%	N.A.	-
Sales	7,870	5,520	$2,350	42.6%	7,870	5,520	$2,350	42.6%
Costs	2,699	1,968	$731	37.2%	2,699	1,968	$731	37.2%
Operating Expenses	3,066	2,142	$924	43.1%	2,472	1,787	$685	38.4%
Adjusted EBITDA *	2,105	1,410	$695	49.3%	2,699	1,765	$934	52.9%
*Adjusted EBITDA Margin**	*26.8%*	*25.6%*	*-*	*120 bps*	*34.3%*	*32.0%*	*-*	*230 bps*
Depreciation and Amortization	511	450	$62	13.7%	861	752	$109	14.5%
G&A and other expenses	972	501	$471	94.2%	936	333	$603	180.8%
Operating Income	622	460	$162	35.2%	902	680	$222	32.6%

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

SALES MEXICO

Alsea Mexico sales represented 47.0% of Alsea's total consolidated sales in the fourth quarter of 2021 and reported an **increase of 42.6%,** reaching 7,870 million pesos, compared to 5,520 million pesos in the same period of 2020. The result is mainly due to the recovery in consumption and increase in restaurant transactions during the quarter.

Despite the increase in restaurant consumption, a significant share of sales in the quarter continued to be home deliveries and take-out, allowing Alsea to leverage its competitive advantage of delivery strategies. Said strategies are "*Wow+*", *Domino's Online Ordering,* and agreements with the main aggregator platforms, helping the channel with sales continuity. Overall delivery accounted for 18.1% of 4Q21 sales, with more than 6.5 million orders in the quarter, totaling over 1,400 million pesos.

As previously mentioned, Burger King, Domino's Pizza and Starbucks continue to be the best performing brands in the current environment, with a 20.0%, 26.8% and 31.8% increase in sales, respectively, compared with the fourth quarter of 2019. All casual food brands reported positive same-store sales compared to 4Q19.

ADJUSTED EBITDA MEXICO

Alsea Mexico's Adjusted EBITDA represented 48.5% of the consolidated Adjusted EBITDA in the fourth quarter of 2021, closing at 2,699 million pesos compared to 1,765 million pesos in the same period of the previous year. This was mainly driven by the increase in sales, reduced labor expenses, leases, and other administrative expenses, as well as the commercial strategies implemented throughout the quarter.

This increase benefited from a 130 basis point reduction in costs as a percentage of sales, related to the business mix effect from a higher share of sales for Starbucks, casual dining, and Vips brands, as well as an improvement in the supply chain, which was partially offset by an increase in operating expenses mainly due to the effect of profit sharing, which represented 170 percentage points in the quarter compared to the fourth quarter of 2020, in addition to the increase in demand resulting in labor and leasing expenses gradually returning to their normalized sales percentage levels.

At the end of the fourth quarter, Alsea Mexico managed a total of 1,789 corporate units and 385 sub-franchise units.

EUROPE

	Pre-IFRS 16				Post-IFRS 16			
Alsea Europe	***4Q21***	***4Q20***	***Var.***	***% Var.***	***4Q21***	***4Q20***	***Var.***	***% Var.***
Number of units	1,424	1,376	48	3.5%	1,424	1,376	48	3.5%
Same-store Sales	38.4%	(34.6)%	N.A.	-	38.4%	(34.6)%	N.A.	-
Sales	5,812	4,002	$1,809	45.2%	5,812	4,002	$1,809	45.2%
Costs	1,393	1,004	$389	38.7%	1,393	1,004	$389	38.7%
Operating Expenses	2,990	2,145	$845	39.4%	2,381	1,491	$889	59.6%
Adjusted EBITDA*	1,429	854	$575	67.4%	2,038	1,507	$531	35.2%
*Adjusted EBITDA margin**	*24.6%*	*21.3%*	*-*	*330 bps*	*35.1%*	*37.6%*	*-*	*(250) bps*
Depreciation and Amortization	331	566	(235)	(41.5)%	891	1,283	(393)	(30.6)%
G&A and other expenses	373	394	(21)	(5.3)%	373	283	90	31.6%
Operating Income	724	(107)	831	N.A.	774	(60)	834	N.A.

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

SALES EUROPE

Sales for Alsea Europe represented 34.7% of the Company's consolidated sales, and are made up of the operations in Spain, Portugal, France, the Netherlands, Belgium, and Luxembourg.

Sales for this region **increased by 45.2%**, reaching 5,812 million pesos compared to the fourth quarter of 2020. This increase is related to the return to consumption in the region, even though in the final weeks of the year there was a slight slowdown due to the Omicron variant. Home delivery segment sales represented a 23.1% share of Alsea Europe's sales in 4Q21, which is over 1,340 million pesos and more than 1.8 million orders.

The Starbucks brand continued its positive performance in the region during the quarter, achieving same-store sales growth compared to 4Q20 of 83.7% in Portugal, 60.9% in Spain, and 67.4% in France.

During the fourth quarter, most restrictive measures for establishment capacity and closing times were lifted by local government orders.

Adjusted EBITDA EUROPE

Alsea Europe's adjusted EBITDA represented 36.6% of the consolidated Adjusted EBITDA in the fourth quarter of 2021, and reported **an increase of 531 million pesos**, reaching 2,038 million pesos, compared to 1,507 million pesos in the same period of 2020. This increase was generated by higher operating leverage in addition to the agreements with some strategic partners regarding the purchase of inputs and payment of royalties, as well as efficiencies in G&A, rent negotiations, and labor productivity.

At the end of the fourth quarter, Alsea Europe managed a total of 878 corporate units and 546 sub-franchise units.

SOUTH AMERICA

	Pre-IFRS 16				Post-IFRS 16 + Argentinian Restatement			
Alsea South America	***4Q21***	***4Q20***	***Var.***	***% Var.***	***4Q21***	***4Q20***	***Var.***	***% Var.***
Number of units	664	633	31	4.9%	664	633	31	4.9%
Same-store Sales	78.4%	(14.2)%	N.A.	-	78.4%	(14.2)%	N.A.	-
Sales	2,745	1,638	$1,107	67.6%	3,051	1,775	$1,276	71.9%
Costs	945	551	$394	71.6%	1,051	605	$446	73.7%
Operating Expenses	1,333	845	$488	57.7%	1,171	748	$423	56.5%
Adjusted EBITDA*	467	242	$225	93.2%	829	422	$407	96.4%
*Adjusted EBITDA Margin**	*17.0%*	*14.8%*	*-*	*220 bps*	*27.2%*	*23.8%*	*-*	*340 bps*
Depreciation and Amortization	87	90	$(3)	(3.6)%	514	206	$308	149.5%
G&A and other expenses	210	108	$102	93.9%	(17)	(78)	$60	(77.6)%
Operating Income	170	43	$127	294.8%	333	294	$39	13.2%

*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 18.2% of the Company's consolidated sales for the fourth quarter of 2021, from its operations in Argentina, Colombia, Chile, and Uruguay.

Sales for this segment **increased by 71.9%,** reaching 3,051 million pesos, compared to 1,775 in the fourth quarter of 2020. This performance is related to the increase in demand from the reduction of mobility restrictions implemented in the different geographies, economic reactivation, and government support.

At the brand level, Burger King and Starbucks in Chile increased same-store sales by 48.2% and 25.3%, respectively, compared to the same period of 2019. Domino's Pizza, Starbucks and Archie's in Colombia continue with their positive trend, reporting growth in same-store sales of 45.2%, 60.2%, and 21.1%, respectively, when compared to the same period of 2019.

Adjusted EBITDA SOUTH AMERICA

Alsea South America's adjusted EBITDA was 14.9% of the consolidated Adjusted EBITDA in the fourth quarter of 2021, and increased by **407 million pesos** compared to 4Q20, **reaching 829 million pesos**. This increase was primarily due to the reduction throughout the region in both operational and administrative expenses, which began in early 2019 in different countries of our operations in South America and was accentuated by the pandemic, and adding successful implementation of new commercial strategies.

We continue to report savings from government support, mainly in Argentina, related to labor expenses, as well as benefits in terms of efficiencies, synergies, and best practices linked to the consolidation and integration of operations in Chile, Argentina, and Uruguay. Likewise, the consolidation of Alsea South America's back-office in Colombia continues to generate savings in terms of office rent and corporate expenses.

At the end of the fourth quarter, Alsea South America managed a total of 622 corporate units and 42 sub-franchise units.

CONSOLIDATED RESULTS

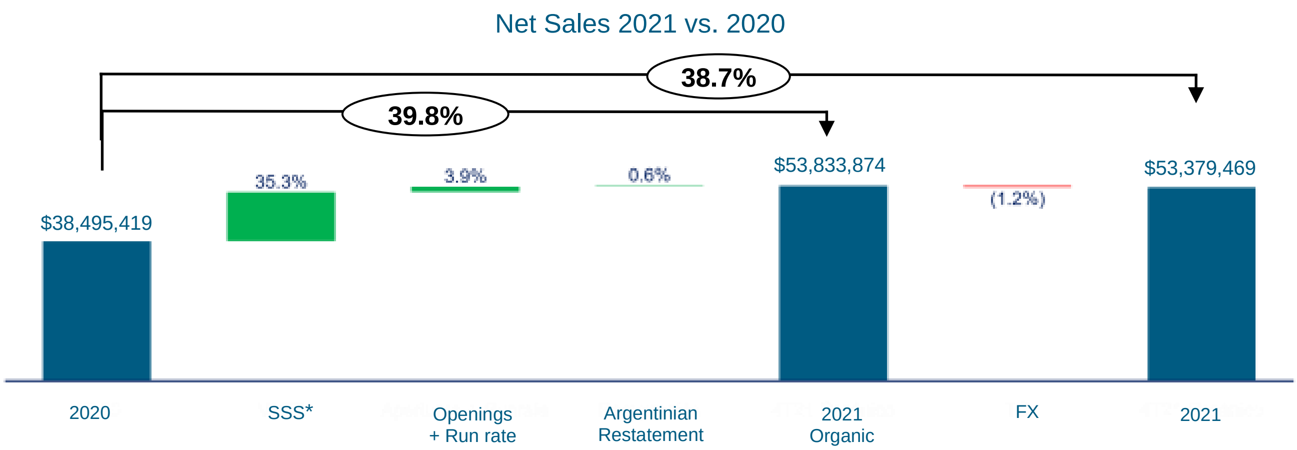
Sales

Net sales in 2021 **increased 38.7%** to **53,379 million pesos** compared to 38,495 million in the previous year. This increase is mainly due to the recovery from the pandemic-related impact on consumption, which mainly affected the first quarter of the year.

The year's net sales were 91.8% of 2019 levels, and same-store sales decreased 3.4%, also compared to 2019.

The home delivery sales segment in 2021 grew 41.1% compared to 2020, which represents more than 12,500 million pesos, more than 43.1 million orders, and a 23.4% share of Alsea's consolidated sales.

In terms of same-store sales during the year, compared to 2020, the South American business portfolio **increased 63.4%**, brands in **Mexico** grew by **34.3%,** and the **European** operation presented a **12.7% increase**.



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

EBITDA

EBITDA in 2021 increased 78% to 12,311 million from 6,918 million last year. The increase in EBITDA of 5,394 million is mainly related to the significant recovery in the consumption trend throughout the year. All geographies where Alsea has a presence reported positive EBITDA at the end of 2021.

For all 2021, EBITDA was 97.6% of 2019's level.

During the year, we reported a cost improvement of 110 basis points resulting from a decrease in waste, higher productivity in the supply chain, and a positive business mix effect from the increase in the share of casual food and family restaurant brands as a result of the increase in foot traffic and mobility. Additionally, we continued to reduce non-essential operating and corporate expenses, achieving a 400 basis point reduction in operating expenses, compared to 2020, mainly because of the agreements reached in rents, government support, and higher labor productivity in all brands.

The above was offset by impacts related to store closures and brand impairment, among others, for approximately 200 million pesos in the full year 2021.

In addition, other expenses and income were impacted because of the 2021 profit sharing allocation of approximately 40 basis points, as well as an impact of approximately 248 million related to unit closures, severance payments, and the cost of social security related to the ERTE government support program in Europe.

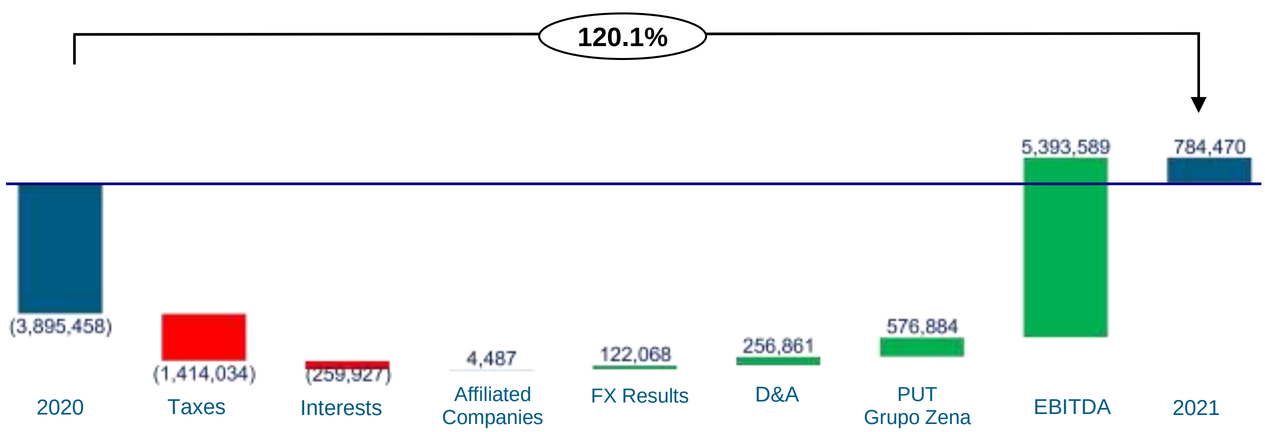
EBITDA margin increased 5.1 percentage points from 18.0% in 2020 **to 23.1% in 2021.**

NET INCOME

Net income increased 4,680 million compared to the same period of the previous year, closing at **784 million pesos**, compared to a loss of -3,985 million pesos reported at the end of 2020. This increase is mainly due to a 5,650 million increase in operating income as a result of the recovery in sales following the easing of pandemic-related restrictive measures.

Additionally, the increase in net income was driven by a 439 million peso reduction in the comprehensive financing result as a result of a 577 million peso positive variation from a favorable foreign exchange result related to the call and put options of Ps. 21.0% of Grupo Zena during the first nine months of the year, coupled with a 122 million pesos foreign exchange gain, which was partially offset by a 260 million increase in net interest paid, as well as a 1,414 million increase related to income taxes.

Net Income 2021 vs. 2020



Full Year 2021 Results by Segment

MÉXICO

	Pre-IFRS 16				Post-IFRS 16			
Alsea Mexico	***12M21***	***12M20***	***Var.***	***% Var.***	***12M21***	***12M20***	***Var.***	***% Var.***
Number of units	2,174	2,184	(10)	(0.5)%	2,174	2,184	(10)	(0.5)%
Same-store Sales	34.3%	(23.0)%	N.A.	-	34.3%	(23.0)%	N.A.	-
Sales	26,015	19,067	$6,948	36.4%	26,015	19,067	$6,948	36.4%
Costs	9,160	6,967	$2,194	31.5%	9,160	6,967	$2,194	31.5%
Operating Expenses	10,904	9,233	$1,671	18.1%	8,723	7,114	$1,609	22.6%
Adjusted EBITDA*	5,951	2,867	$3,083	107.5%	8,132	4,986	$3,145	63.1%
*Adjusted EBITDA Margin**	*22.9%*	*15.0%*	*-*	*790 bps*	*31.3%*	*26.2%*	*-*	*510 bps*
Depreciation and Amortization	1,943	2,115	($172)	(8.1)%	3,395	3,616	($222)	(6.1)%
G&A and other expenses	1,991	1,187	$804	67.7%	1,911	1,020	$892	87.4%
Operating Income	2,017	(435)	$2,452	N.A.	2,825	350	$2,475	706.7%

*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 2021 and reported an **increase of 36.4%,** reaching 26,015 million pesos, compared to 19,067 million pesos in the same period of 2020. The result is mainly due to the recovery in consumption and increase in restaurant transactions during the quarter.

Despite the increase in restaurant consumption, a significant share of sales in the year continued to be home deliveries and take-out, allowing Alsea to leverage its competitive advantage of delivery strategies such as "*Wow+,*" *Domino's Online Ordering,* and agreements with the main aggregator platforms, helping the channel with sales continuity. Overall delivery accounted for 20.3% of 2021 sales, with more than 24.9 million orders in the year, totaling over 5,280 million pesos.

As previously mentioned, Domino's Pizza, Starbucks and Burger King continue to be the best performing brands in the current environment, with a 20.9%, 18.6% and 10.0% increase in sales versus 2019.

ADJUSTED EBITDA MEXICO

Alsea Mexico's Adjusted EBITDA increased 63.1% in 2021, closing at 8,132 million pesos compared to 4,986 million pesos in the same period of the previous year. This was mainly driven by the increase in sales, reduced labor expenses, leases, and other administrative expenses, as well as the commercial strategies implemented throughout the year.

This increase benefited from a 130-basis point reduction in costs as a percentage of sales, related to the business mix effect from a higher share of sales for Starbucks, casual dining, and Vips brands. Additionally, there was an improvement in the supply chain, which was partially offset by an increase in operating expenses compared to 2020, as a result of the increase in demand starting in the second quarter of the year, as labor and leasing expenses gradually returned to their normalized sales percentage levels.

In addition, other income and expenses were impacted from the 2021 profit sharing provision by approximately 76 basis points during the year.

At end of 2021, Alsea Mexico had a total of 1,789 corporate units and 385 sub-franchise units.

EUROPE

	Pre-IFRS 16				Post-IFRS 16			
Alsea Europe	***12M21***	***12M20***	***Var.***	***% Var.***	***12M21***	***12M20***	***Var.***	***% Var.***
Number of units	1,424	1,376	48	3.5%	1,424	1,376	48	3.5%
Same-store Sales	12.7%	(24.4)%	N.A.	-	12.7%	(24.4)%	N.A.	-
Sales	18,414	13,861	$4,553	32.9%	18,414	13,861	$4,553	32.9%
Costs	4,560	3,539	$1,020	28.8%	4,560	3,539	$1,020	28.8%
Operating Expenses	10,432	9,134	$1,298	14.2%	7,966	6,774	$1,192	17.6%
Adjusted EBITDA*	3,423	1,187	$2,235	188.3%	5,889	3,548	$2,341	66.0%
*Adjusted EBITDA Margin**	*18.6%*	*8.6%*	*-*	*1000 bps*	*32.0%*	*25.6%*	*-*	*640 bps*
Depreciation and Amortization	1,358	1,636	($278)	(17.0)%	3,627	3,804	($177)	(4.7)%
G&A and other expenses	1,553	1,289	$264	20.5%	1,542	1,178	$364	30.9%
Operating Income	511	(1,738)	$2,249	N.A.	720	(1,435)	$2,154	N.A.

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

SALES EUROPE

Sales for Alsea Europe represented 36.5% of the Company's consolidated sales, and are made up of the operations in Spain, Portugal, France, the Netherlands, Belgium, and Luxembourg.

Sales for this region **increased by 32.9%**, reaching 18,414 million pesos compared to the 13,861 million of 2020. This increase is related to the announcement of the end of the pandemic state of emergency, which allowed the easing of restrictive measures and the subsequent normalization of consumption trends in the countries of the region throughout the year. Home delivery segment sales reached a 27.0% share of Alsea Europe's sales in 2021, which represents more than 4,960 million pesos and over 6.73 million orders.

The Starbucks brand continued its positive performance in the region during the quarter, achieving same-store sales growth compared to 2020 of 52.0% in Portugal, 28.9% in Spain and 27.4% in France.

During 2021, most of the restrictive measures in terms of establishment capacity and closing times were lifted by local governments.

Adjusted EBITDA EUROPE

Alsea Europe's adjusted EBITDA reported **an increase of 66.0% reaching 5,889 million pesos**, compared to 3,548 million pesos in 2020. This increase was generated by higher operating leverage in addition to the agreements with some strategic partners regarding the purchase of inputs and payment of royalties, as well as efficiencies in G&A, rent negotiations, and labor productivity.

During the year, Alsea Europe obtained governmental support such as the ERTE (temporary layoff plan), which was effective as of March 19, 2020 in Spain, and was extended until the end of June 2021. Thanks to these support programs, labor costs were reduced. During the year, we had approximately 30% of our workforce in the support program in Spain in the first quarter, and by the third quarter it was down to only 2%.

At the end of the year, Alsea Europe managed a total of 878 corporate units and 546 sub-franchise units.

SOUTH AMERICA

	Pre-IFRS 16				Post-IFRS 16 + Argentinian Restatement			
Alsea South America	***12M21***	***12M20***	***Var%***	***% Var.***	***12M21***	***12M20***	***Var%***	***% Var.***
Number of units	664	633	31	5%	664	633	31	4.9%
Same-store Sales	63.4%	(20.1)%	N.A.	-	63.4%	(20.1)%	N.A.	-
Sales	8,436	5,302	$3,135	59.1%	8,950	5,568	$3,383	60.8%
Costs	2,855	1,883	$972	51.6%	3,033	1,988	$1,045	52.5%
Operating Expenses	4,323	3,122	$1,202	38.5%	3,822	2,719	$1,103	40.6%
Adjusted EBITDA*	1,258	297	$961	323.6%	2,095	860	$1,235	143.6%
*Adjusted EBITDA Margin**	*14.9%*	*5.6%*	*-*	*930 bps*	*23.4%*	*15.5%*	*-*	*790 bps*
Depreciation and Amortization	316	406	($90)	(22.2)%	1,157	1,015	$142	14.0%
G&A and other expenses	568	457	$111	24.2%	351	279	$72	25.8%
Operating Income	375	(566)	$941	N.A.	588	(433)	$1,021	N.A.

*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 16.8% of the Company's consolidated sales for 2021 and at the end of the period we had a total of 622 corporate units and 42 sub-franchise units. **This segment reported an increase in sales of 60.8%**, reaching 8,950 million pesos compared to 5,568 million pesos in 2020.

This positive performance for the year is related to the easing of restrictions implemented in the different geographies, driven by the economic reactivation in the region and governmental support in Chile, which increased demand. This growth was partially offset by the reinstatement of certain contingency measures implemented in Argentina and Chile since the end of the first quarter and part of the second quarter, as well as the impact related to the social unrest in Colombia during the month of May.

At the brand level, Burger King in Chile increased same-store sales by 15.5% compared to 2019, as did Domino's Pizza, Starbucks, and Archie's in Colombia which reported a positive trend during the year, recording same-store sales growth of 36.1%, 40.0% and 4.5% versus 2019, respectively.

Adjusted EBITDA SOUTH AMERICA

Alsea South America's adjusted EBITDA at the end of 2021 increased 143.6% to 2,095 million pesos, compared to 860 million pesos in 2019. This increase was primarily due to the reduction throughout the region in both operational and administrative expenses, which began in early 2019 in several countries from our South America operations, and was accentuated by the pandemic, as well as an improvement in costs as a percentage of sales of 1.8 percentage points compared to 2020, related to the successful implementation of new commercial strategies.

During the year we reported significant savings from government support, mainly in Argentina, related to labor expenses, as well as benefits in terms of efficiencies, synergies, and best practices linked to the consolidation and integration of operations in Chile, Argentina, and Uruguay. Similarly, the consolidation of Alsea South America's back-office in Colombia continues to generate savings in office rent and corporate expenses.

At the end of the year, Alsea South America managed a total of 622 corporate units and 42 sub-franchise units.

NON-OPERATING RESULTS

All-in Cost of Financing

The all-in cost of financing for 2021 **closed at 3,135 million pesos**, a decrease of 439 million pesos compared to the 3,574 million pesos in the previous year. This reduction is mainly due to the positive 577 million peso variation derived from a favorable exchange rate effect related to the 21.0% put and call options of Grupo Zena during the first 9 months of the year, which was exercised on October 1, 2021, along with the positive effect of the 122 million pesos variation resulting in an exchange gain of 111 million pesos for the year, related to the variation in the exchange rate of the dollar against the Mexican peso, which was partially offset by the 260 million pesos increase in net interest paid.

BALANCE SHEET

CAPEX

During the twelve months ended on December 31st, 2021, **Alsea made capital investments, excluding acquisitions, of 2,442.9 million pesos**, of which 750.4 million pesos, equivalent to 30.7% of total investments, were allocated to:

- The opening of **84 units**
- The **renovation and remodeling** of existing units of the different brands operated by the Company

The remaining 1,692.5 million pesos were allocated to:

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

Additionally, as a result of the acquisition of 10.5% of Alsea Europe, a decrease in liabilities of 1,429 million pesos was reported.

BANK DEBT AND FIXED-RATE BONDS

On December 13th, the Company issued senior notes for US$500 million (five hundred million US dollars), at an interest rate of 7.750% per year payable semi-annually (the "2026 Notes") and with the option of partial or full liquidation beginning December 14th, 2023.

On January 21st, 2022, the Company issued senior notes of €300 million (three hundred million euros), at an annual interest rate of 5.500%, issued through its subsidiary Food Service Project, S.A. and guaranteed by Alsea (the "Euro 2027 Notes") and with a partial or full liquidation option beginning January 21st, 2024.

The net proceeds of both issuances were used to refinance the Company's debt through an operation consisting of the prepayment of certain debt of Alsea and its subsidiaries, as well as to pay fees and expenses related to the same placements.

As of December 31st ,2021, Alsea had committed credit lines of up to 68.2 million euros to be used as necessary according to the needs of the operation in Europe.

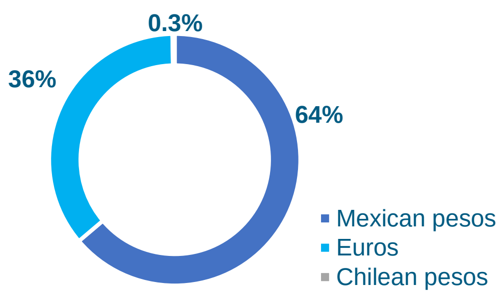
As of December 31st, 2021, **Alsea's total debt,** including leases under IFRS16, **decreased 2,020 million pesos**, closing at 55,492 million pesos compared to 57,512 million pesos in the previous year. This **decrease in debt** corresponds mainly to a positive revaluation of the exchange rate of the Euro against the Mexican peso for approximately 524 million pesos, as well as to a prepayment of debt from the syndicated loan related to the acquisition of Grupo Vips in Spain, for 504 million pesos and the prepayment of capital leases for 297 million pesos.

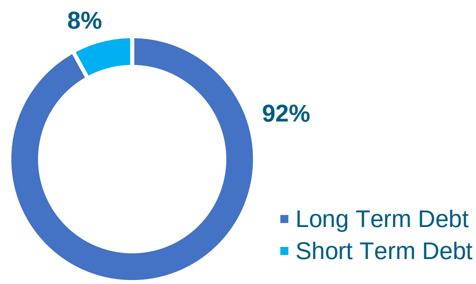
Excluding the effect of IFRS16, Alsea's total debt decreased 483 million pesos, to close at 31,729 million pesos compared to 32,212 million pesos on the same date last year.

The Company's **consolidated net debt,** including leases due to IFRS16, **decreased 4,981 million pesos,** closing at 48,599 million pesos as of December 31st, compared to the 53,580 million pesos on the same date last year.

Excluding the effect of IFRS16, Alsea's net debt decreased by 3,444 million pesos to close at 24,836 million pesos, compared to 28,280 million pesos at the same date last year.

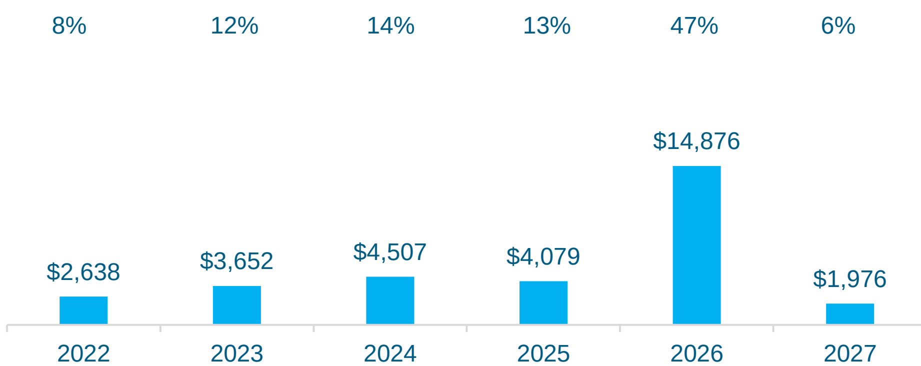
As of December 31st, 2021, the total debt (excluding IFRS16) was as follows:





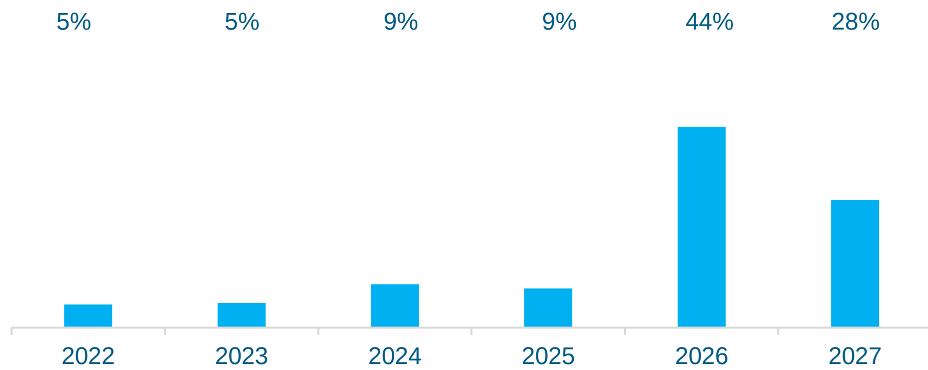
**Note: Stock debt in U.S. dollars is hedged through an exchange rate derivative and is therefore considered as part of debt in Mexican pesos.*

The following graph shows the balance of the total debt (excluding IFRS16) in millions of pesos as of December 31st, 2021, as well as the maturities that are held for subsequent years:



*Figures in million pesos.

The following graph shows the balance of the total debt (excluding IFRS16) *Pro forma* in millions of pesos as of January 31st, 2022, as well as the maturities that are held for subsequent years, considering the €300 million senior notes issued in January 2022:



*Figures in million pesos.

FINANCIAL RATIOS

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

- **Total Debt to EBITDA** (last 12 months) was **4.5 times.**
- **Net Debt to EBITDA** (last 12 months) was **3.9 times.**
- **EBITDA** (last 12 months) **to interest paid** (last 12 months) was **3.2 times.**
- In terms of **liquidity**, at the end of 2021, Alsea had **6.9 billion pesos in cash**, meeting the minimum level required of 2.2 billion pesos according to the waiver by the banks.
- The **consolidated stockholders' equity** (Pre-IFRS 16) closed at 9.0 **billion pesos**.

KEY INFORMATION

Financial ratios	4Q21	4Q20	Var.
EBITDA(1) / Interests Paid	3.2 x	2.3 x	N.A.
Total Debt / EBITDA(1)	4.5 x	8.1 x	N.A.
Net Debt / EBITDA(1)	3.9 x	7.5 x	N.A.
ROIC (2)	5.4%	(0.4)%	N.A.
ROE (3)	9.9%	(42.2)%	N.A

Stock Market Indicators	4Q21	4Q20	Var.
Book Value per Share	$9.11	$7.52	21.1%
EPS (12 months) (4)	$0.94	$(3.87)	N.A.
Shares in circulation at end of period (millions)	838.6	838.5	-
Price per Share at Market Close	$37.95	$25.89	46.6%

(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	4Q21
EBITDA(1) / Interests Paid	3.0 x
Total Debt / EBITDA(1)	4.9 x
Net Debt / EBITDA(1)	3.8 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 or the restatement due to hyperinflation in Argentina.

UNITS BY BRAND

BRANDS	UNITS 4Q21		
	Corporate	Sub-franchises	Total
Domino's Pizza	838	462	1,300
Mexico	447	355	802
Spain	292	65	357
Colombia	99	42	141
Burger King	400	-	400
Mexico	173	-	173
Argentina	115	-	115
Spain	55	-	55
Chile	57	-	57
Quick Service Restaurants	**1,238**	**462**	**1,700**
Starbucks	1,286	266	1,552
Mexico	746	-	746
France	71	130	201
Spain	120	22	142
Argentina	131	-	131
Chile	136	-	136
Netherlands	16	74	90
Colombia	37	-	37
Belgium	-	33	33
Portugal	19	3	22
Uruguay	10	-	10
Luxembourg	-	4	4
Coffee Shops	**1,286**	**266**	**1,552**
Foster's Hollywood	100	128	228
Ginos	82	40	122
Spain	*80*	*40*	*120*
Portugal	*2*	-	*2*
Italianni's	60	16	76
El Portón	15	-	15
Chili's Grill & Bar	76	-	76
Mexico	*71*	-	*71*
Chile	*5*	-	*5*
Archie's	29	-	29
P.F. Chang's	29	-	29
Mexico	*26*	-	*26*
Chile	*3*	-	*3*
TGI Fridays	13	-	13
The Cheesecake Factory	6	-	6
Corazón de Barro	2	-	2
Ole Mole	3	3	6
Comida Casual	**415**	**187**	**602**
Foster's Hollywood Street	**1**	**1**	**2**
Vips Smart	**17**	**25**	**42**
Casual Dining	**18**	**26**	**44**
Vips	332	32	364
Mexico	*243*	*14*	*257*
Spain	*89*	*18*	*107*
Family Dining	**332**	**32**	**364**
ALSEA TOTAL UNITS			**4,262**
Corporate	**3,289**		
Sub-franchises		**973**	

UNITS BY COUNTRY

MEXICO	2,174	SPAIN	1,072	ARGENTINA	246	CHILE	201
FRANCE	201	COLOMBIA	207	NETHERLANDS	90	BELGIUM	33
PORTUGAL	24	URUGUAY	10	LUXEMBOURG	4		

ANALYST COVERAGE

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

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 4Q21

- On January 21st, 2022, Alsea, S.A.B. de C.V. (BMV: ALSEA*) “Alsea”, the leading operator of quick service restaurants, coffee shops, casual and family dining establishments in Latin America and Europe, announces that on Friday, January 21st, the settlement and closing of its €300 million (three hundred million Euros) Senior Notes due 2027, at a 5.500%% coupon per annum issued by its subsidiary Food Service Project, S.A. and guaranteed by Alsea (the “Euro Notes 2027), with a partial or full settlement option as of January 21st, 2024.
- On December 20th, 2021, Alsea, S.A.B. de C.V. (BMV: ALSEA*) "Alsea", announces that it signed a contract for 10 years 1 (with the right to be renewed) with Domino's Pizza International Franchising Inc. to operate and develop in exclusivity Domino's Pizza stores in Uruguay. This agreement represents Alsea's expansion into a new South American market with this brand, with the plan to open and operate at least 24 units within the next 10 years.
- On December 14th, 2021, Alsea, S.A.B. de C.V. (BMV: ALSEA*) "Alsea", announces that on Monday, December 13th, the settlement and closing of its US$500 million (five hundred million U.S. dollars) Senior Notes. Due 2026, at a 7.750% coupon. per annum payable on a semi-annual basis (the “Senior Notes 2026”) and with a partial or full liquidation option beginning on December 14, 2023.
- On October 1st, 2021, Alsea, S.A.B. de C.V. (BMV: ALSEA *) “Alsea” together with Alia Capital Partners and Bain Capital Credit, a leading global credit specialist, have agreed to invest in a minority stake of 21.1% in Food Service Project, S.A. (Alsea Europe). The transaction highlights the Company's current recovery and the attractive growth outlook in the European market. After the investment is made, Alsea will own 76.8% of Alsea Europe, (previously was 66.2%), Bain Capital Credit will have an indirect participation of 10.5%, and existing minority shareholders will have 12.7%.

ALSEA DAY 2022

We will hold our Investor and Analyst Day on **March 1st, 2022 at 11 Madison Avenue, 10010, New York at 9:00 a.m. EST** (8:00am Mexico City time), where we will also discuss the Company's fourth quarter and full year 2021 results. The Alsea Day will replace, for this quarter, the earnings conference call. The event will be conducted in English and will include a question and answer session.

Please RSVP attendance in person or online at nicolas.espinoza-meneses@alsea.com.mx.

After the event date, the videoconference 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 DECEMBER 31ST, 2021 AND 2020
(In thousands of nominal pesos)

	December 31st, 2021		December 31st, 2020	
ASSETS				
Current assets:				
Cash and short-term investments	6,893,433	8.3%	3,932,409	4.7%
Clients	1,227,408	1.5%	1,172,262	1.4%
Other accounts and documents receivable	524,119	0.6%	448,513	0.5%
Inventory	2,009,258	2.4%	1,617,570	1.9%
Tax recoverable	355,293	0.4%	1,274,055	1.5%
Other current assets	735,606	0.9%	629,853	0.8%
Current Assets	11,745,117	14.2%	9,074,662	10.9%
Investments in shares of associated companies	131,867	0.2%	90,110	0.1%
Store equipment, improvements to leased property, and furniture, net	15,277,931	18.4%	15,879,780	19.0%
Non-executable right of use asset	22,274,256	26.8%	23,423,275	28.1%
Brand use rights, capital gains and pre-operations, net	27,796,564	33.5%	28,816,687	34.5%
Deferred IRS	4,968,996	6.0%	4,665,412	5.6%
Other assets	782,831	0.9%	1,488,014	1.8%
Total Assets	**82,977,562**	100.0%	**83,437,940**	100.0%
LIABILITIES				
Short-term:				
Providers	3,979,237	4.8%	3,280,028	3.9%
Tax payable	635,355	0.8%	660,841	0.8%
Other accounts payable	7,971,397	9.6%	6,776,407	8.1%
Non-executable short-term lease liabilities	4,415,950	5.3%	4,207,633	5.0%
Other short-term liabilities	1,272,474	1.5%	2,701,407	3.2%
Bank loans	4,465,993	5.4%	4,838,775	5.8%
Debt Instruments	-	0.0%	-	0.0%
Short-term liabilities	22,740,406	27.4%	22,465,091	26.9%
Long term:				
Bank loans	9,184,746	11.1%	19,394,279	23.2%
Debt instruments	18,078,340	21.8%	7,979,149	9.6%
Deferred tax, net	3,710,272	4.5%	4,364,054	5.2%
Non-executable lease liabilities	19,347,324	23.3%	21,092,417	25.3%
Other long-term liabilities	1,242,385	1.5%	509,106	0.6%
Long-term liabilities:	51,563,067	62.1%	53,339,005	63.9%
Total Liabilities	**74,303,473**	89.5%	**75,804,096**	90.9%
SHAREHOLDERS' EQUITY				
Minority interest	1,034,923	1.2%	1,330,446	1.6%
Majority interest:				
Capital stock	478,749	0.6%	478,749	0.6%
Net premium in share placement	8,676,827	10.5%	8,625,720	10.3%
Retained earnings	36,424	0.0%	2,055,297	2.5%
Earnings for the period	835,130	1.0%	(3,235,576)	(3.9)%
Exchange rate effects from foreign entities	(2,387,964)	(2.9)%	(1,620,792)	(1.9)%
Majority interest	7,639,166	9.2%	6,303,398	7.6%
Total Shareholders' Equity	8,674,089	10.5%	7,633,844	9.1%
Total Liabilities and Shareholders' Equity	**82,977,562**	100.0%	**83,437,940**	100.0%

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

		Three months ended December 31st, 2021			Three months ended December 31st, 2020	
Net sales	$	16,732,112	100%	$	11,297,034	100%
Cost of sales		5,142,631	30.7%		3,576,862	31.7%
Gross Income		**11,589,481**	**69.3%**		**7,720,172**	**68.3%**
Operating expenses		7,315,297	43.7%		4,564,962	40.4%
Depreciation and amortization		2,264,764	13.5%		2,240,797	19.8%
Operating Income		**2,009,420**	**12.0%**		**914,413**	**8.1%**
All-in cost of financing:						
Interest paid – net		940,809	5.6%		780,738	6.9%
Changes in reasonable value Financial Liabilities		(45,359)	(0.3)%		(116,321)	(1.0)%
Exchange rate loss/gain		(46,573)	(0.3)%		674,460	6.0%
		848,877	5.1%		1,338,877	11.9%
Participation in associated companies' results		1,097	-		240	-
Pre-Tax Income		**1,161,640**	**6.9%**		**(424,224)**	**(3.8)%**
Tax on earnings		237,277	1.4%		(491,687)	(4.4)%
Consolidated Net Income		**924,363**	**5.5%**		**67,462**	**0.6%**
Non-controlling stake		89,154	0.5%		(48,999)	(0.4)%
Controlling Stake	**$**	**835,209**	**5.0%**	**$**	**116,461**	**1.0%**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS BY SEGMENT FOR THE THREE MONTHS ENDED DECEMBER 31ST, 2021 AND 2020
(In thousands of nominal pesos)

MEXICO	Three months ended December 31st, 2021			Three months ended December 31st, 2020		
Net sales	$	7,870,032	100%	$	5,519,795	100%
Operating expenses		3,408,505	43.3%		2,120,314	38.4%
Depreciation and amortization		860,688	10.9%		751,556	13.6%
Operating Income		**901,886**	**11.5%**		**680,132**	**12.3%**
All-in cost of financing		665,567	**8.5%**		1,129,603	**20.5%**
Pre-Tax Income	**$**	**237,416**	**3.0%**	**$**	**(449,231)**	**(8.1)%**

EUROPE	Three months ended December 31st, 2021			Three months ended December 31st, 2020		
Net sales	$	5,811,578	100%	$	4,002,440	100%
Operating expenses		2,753,771	47.4%		1,774,855	44.3%
Depreciation and amortization		890,531	15.3%		1,283,413	32.1%
Operating Income		**774,375**	**13.3%**		**(59,951)**	**(1.5)%**
All-in cost of financing		207,314	3.6%		96,666	2.4%
Pre-Tax Income	**$**	**567,061**	**9.8%**	**$**	**(156,617)**	**(3.9)%**

SOUTH AMERICA	Three months ended December 31st, 2021			Three months ended December 31st, 2020		
Net sales	$	3,050,502	100%	$	1,774,799	100%
Operating expenses		1,153,021	37.8%		669,794	37.7%
Depreciation and amortization		513,545	16.8%		205,828	11.6%
Operating Income		**333,159**	**10.9%**		**294,232**	**16.6%**
All-in cost of financing		(24,004)	(0.8)%		112,608	6.3%
Pre-Tax Income	**$**	**357,163**	**11.7%**	**$**	**181,624**	**10.2%**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED INCOME STATEMENTS FOR THE TWELVE MONTHS
ENDED DECEMBER 31ST, 2021 AND 2020
(In thousands of nominal pesos)

	Twelve months ended December 31st, 2021		Twelve months ended December 31st, 2020	
Net sales	$ 53,379,469	100%	$ 38,495,419	100%
Cost of sales	16,753,061	31.4%	12,494,229	32.5%
Gross Income	**36,626,408**	**68.6%**	**26,001,190**	**67.5%**
Operating expenses	24,315,139	45.6%	19,083,510	49.6%
Depreciation and amortization	8,178,329	15.3%	8,435,190	21.9%
Operating Income	**4,132,940**	**7.7%**	**(1,517,510)**	**(3.9)%**
All-in cost of financing:				
Interest paid – net	3,366,451	6.3%	3,106,524	8.1%
Changes in reasonable value Financial Liabilities	(120,340)	(0.2)%	456,544	1.2%
Exchange rate loss/gain	(110,746)	(0.2)%	11,322	0.0%
	3,135,365	5.9%	3,574,390	9.3%
Participation in associated companies' results	1,840	0.0%	(2,647)	0.0%
Pre-Tax Income	**999,415**	**1.9%**	**(5,094,547)**	**(13.2)%**
Tax on earnings	214,946	0.4%	(1,199,088)	(3.1)%
Consolidated Net Income	**784,470**	**1.5%**	**(3,895,458)**	**(10.1)%**
Non-controlling stake	(50,660)	(0.1)%	(659,884)	(1.7)%
Controlling Stake	**$ 835,130**	**1.6%**	**$ (3,235,574)**	**(8.4)%**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED CASH FLOW STATEMENTS FOR THE TWELVE MONTHS
ENDED DECEMBER 31ST, 2021 AND 2020
(In thousands of nominal pesos)

	December 31st, 2021	December 31st, 2020
Operating activities:		
Consolidated result before income taxes	**$ 999,415**	**(5,094,547)**
Items related to investment activities:		
Depreciation and amortization of brands	3,506,527	4,353,364
Depreciation for financial leasing	4,671,802	4,081,826
Write-down of fixed assets	1,010,389	1,037,592
Other items	(240,102)	399,190
Total	**9,948,031**	**4,777,426**
Clients	(127,977)	(101,314)
Inventory	(461,157)	204,932
Providers	942,663	567,976
Tax payable	111,562	286,397
Other assets and other liabilities	1,298,738	(3,436,849)
Total	**1,763,830**	**(2,478,858)**
Net cash flow from operating activities	**11,711,861**	**2,298,568**
Investment activities		
Store equipment, improvements to leased properties, and furniture	(2,313,511)	(1,329,959)
Brand use rights, capital gains and pre-operations, net	(370,268)	(443,772)
Net cash flow from investment activities	141,992	(6,187)
	(2,541,786)	**(1,779,918)**
Cash receivable from financing activities		
	9,170,074	**518,650**
Financing activities		
Bank credits and loan payments, net	(9,982,587)	5,347,344
Securities credits, net	10,257,850	-
Financial leasing	(5,738,455)	(4,310,041)
Minority interest	(1,315,547)	-
Sale (repurchase) of shares	-	4,485
Non-controlling stake	(244,863)	-
Other items	-	28,766
Net cash flow from financing activities	**(7,023,602)**	**1,070,553**
Increase (decrease) net of cash	**2,146,472**	**1,589,203**
Adjustments to cash flow due to exchange rate variations	814,551	-225,566
Cash at the beginning of the period	3,932,409	2,568,771
Cash at the end of the period	**6,893,433**	**3,932,409**

ALSEA, S.A.B. DE C.V. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEET STATEMENT
AS OF DECEMBER 31ST, 2021
(In thousands of nominal pesos)

	December 31st, 2021		Argentinian Restatement	IFRS 16	December 31st, 2021	
ASSETS						
Current assets:						
Cash and short-term investments	6,893,433	11.5%			6,893,433	8.3%
Clients	1,227,408	2.0%			1,227,408	1.5%
Other accounts and documents receivable	524,119	0.9%			524,119	0.6%
Inventory	2,009,258	3.3%			2,009,258	2.4%
Tax recoverable	355,293	0.6%			355,293	0.4%
Other current assets	735,606	1.2%			735,606	0.9%
Current Assets	11,745,117	19.5%			11,745,117	14.2%
Investments in shares of associated companies	131,867	0.2%			131,867	0.2%
Store equipment, improvements to leased property, and furniture, net	14,826,312	24.7%	922,146	(470,527)	15,277,931	18.4%
Non-executable right of use assets	-	-	-	22,274,256	22,274,256	26.8%
Brand use rights, capital gains and pre-operations, net	27,640,946	46.0%	155,618		27,796,564	33.5%
Deferred ISR	4,968,996	8.3%			4,968,996	6.0%
Other assets	782,831	1.3%			782,831	0.9%
Total Assets	**60,096,069**	100.0%	**1,077,764**	**21,803,729**	**82,977,562**	100.0%
LIABILITIES						
Short-term:						
Providers	3,979,237	6.6%			3,979,237	4.8%
Tax payable	635,355	1.1%	-		635,355	0.8%
Other accounts payable	8,262,782	13.7%		(291,385)	7,971,397	9.6%
Non-executable short-term lease liabilities	-	0.0%		4,415,950	4,415,950	5.3%
Other short-term liabilities	1,272,474	2.1%			1,272,474	1.5%
Bank loans	4,465,993	7.4%			4,465,993	5.4%
Debt Instruments	-	0.0%			-	0.0%
Short-term liabilities	18,615,841	31.0%	-	4,124,565	22,740,406	27.4%
Long-term:						
Bank Credits	9,184,746	15.3%			9,184,746	11.1%
Securities Credits	18,078,340	30.1%			18,078,340	21.8%
Deferred tax, net	3,671,434	6.1%	38,838		3,710,272	4.5%
Non-executable leasing liabilities	-	-		19,347,324	19,347,324	23.3%
Other long-term liabilities	1,513,595	2.5%		(271,210)	1,242,385	1.5%
Long-term liabilities	32,448,115	54.0%	38,838	19,076,114	51,563,067	62.1%
Total Liabilities	**51,063,956**	85.0%	**38,838**	**23,200,679**	**74,303,473**	89.5%
SHAREHOLDERS' EQUITY						
Minority interest	1,034,923	1.7%			1,034,923	1.2%
Majority interest						
Capital stock	478,749	0.8%			478,749	0.6%
Net premium in share placement	8,676,827	14.4%			8,676,827	10.5%
Retained earnings	661,401	1.1%	1,147,288	(1,772,265)	36,424	-
Earnings for the period	596,249	1.0%	(108,362)	347,243	835,130	1.0%
Exchange rate effects from foreign entities	(2,416,036)	(4.0)%		28,072	(2,387,964)	(2.9)%
Majority interest	7,997,190	13.3%	1,038,926	(1,396,950)	7,639,166	9.2%
Total Shareholders' Equity	9,032,113	15.0%	1,038,926	(1,396,950)	8,674,089	10.5%
Total Liabilities and Shareholders' Equity	**60,096,069**	100.0%	**1,077,764**	**21,803,729**	**82,977,562**	100.0%

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

	Three months ended December 31st, 2021		Argentinian Restatement	IFRS 16	Three months ended December 31st, 2021	
Net sales	$ 16,426,674	100%	$ 305,438		$ 16,732,112	100%
Cost of sales	5,036,808	30.7%	105,823	-	5,142,631	30.7%
Gross Income	**11,389,866**	**69.3%**	**199,615**	**-**	**11,589,481**	**69.3%**
Operating expenses	8,943,441	54.4%	187,101	(1,815,245)	7,315,297	43.7%
Depreciation and amortization	929,929	5.7%	30,867	1,303,968	2,264,764	13.5%
Operating Income	**1,516,496**	**9.2%**	**(18,353)**	**511,277**	**2,009,420**	**12.0%**
All-in cost of financing:						
Interest paid – net	693,402	4.2%	(2,581)	249,988	940,809	5.9%
Changes in reasonable value Financial Liabilities	(45,359)	(0.3)%	-	-	(45,359)	(0.3)%
Exchange rate loss/income	(53,034)	(0.3)%	6,461	-	(46,573)	(0.3)%
	595,009	3.6%	3,880	249,988	848,877	5.1%
Participation in associated companies' results	1,097	-	-	-	1,097	-
Pre-Tax Income	**922,584**	**5.6%**	**(22,233)**	**261,289**	**1,161,640**	**6.9%**
Tax on earnings	235,791	1.4%	1,486	-	237,277	1.4%
Consolidated Net Income	**686,793**	**4.2%**	**(23,719)**	**261,289**	**924,363**	**5.5%**
Non-controlling stake	89,154	0.5%	-	-	89,154	0.5%
Controlling Stake	**$ 597,639**	**3.6%**	**$ (23,719)**	**261,289**	**$ 835,209**	**5.0%**

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

MEXICO		Three months ended December 31st, 2021		IFRS 16		Three months ended December 31st, 2021	
Net sales	$	7,870,032	100%	-	$	7,870,032	100%
Operating expenses		4,037,745	51.3%	(629,240)		3,408,505	43.3%
Depreciation and amortization		511,265	6.5%	349,423		860,688	10.9%
Operating Income		**622,069**	**7.9%**	**279,817**		**901,886**	**11.5%**
All-in cost of financing		435,262	5.5%	5.5%		665,567	9.0%
Pre-Tax Income	$	**187,904**	**2.4%**	**49,512**	$	**237,416**	**3.0%**

EUROPE		Three months ended December 31st, 2021		IFRS 16		Three months ended December 31st, 2021	
Net sales	$	5,811,578	100%	-	$	5,811,578	100%
Operating expenses		3,362,965	57.9%	(609,194)		2,753,771	47.4%
Depreciation and amortization		331,422	5.7%	559,109		890,531	15.3%
Operating Income		**724,290**	**12.5%**	**50,085**		**774,375**	**13.3%**
All-in cost of financing		151,524	2.6%	2.6%		207,314	3.6%
Pre-Tax Income	$	**572,766**	**9.9%**	**(5,705)**	$	**567,061**	**9.8%**

SOUTH AMERICA		Three months ended December 31st, 2021		Argentinian Restatement	IFRS 16		Three months ended December 31st, 2021	
Net sales	$	2,745,064	100%	305,438	-	$	3,050,502	100%
Operating expenses		1,542,731	56.2%	187,101	(576,811)		1,153,021	37.8%
Depreciation and amortization		87,242	3.2%	30,867	395,436		513,545	16.8%
Operating Income		**170,137**	**6.2%**	**(18,353)**	**181,375**		**333,159**	**10.9%**
All-in cost of financing		8,223	0.3%	3,880	(36,107)		(24,004)	(0.8)%
Pre-Tax Income	$	**161,914**	**5.9%**	**(22,233)**	**217,482**	$	**357,163**	**11.7%**

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

	Twelve months ended December 31st, 2021		Argentinian Restatement	IFRS 16	Twelve months ended December 31st, 2021	
Net sales	$ 52,865,390	100%	$ 514,079	-	$ 53,379,469	100%
Cost of sales	16,574,722	31.4%	178,339	-	16,753,061	31.4%
Gross Income	**36,290,668**	**68.6%**	**335,740**	**-**	**36,626,408**	**68.6%**
Operating expenses	29,770,721	56.3%	319,400	(5,774,982)	24,315,139	45.6%
Depreciation and amortization	3,616,431	6.8%	123,614	4,438,284	8,178,329	15.3%
Operating Income	**2,903,516**	**5.5%**	**(107,274)**	**1,336,698**	**4,132,940**	**7.7%**
All-in cost of financing:						
Interest paid – net	2,380,992	4.5%	(3,996)	989,455	3,366,451	6.3%
Changes in reasonable value of Financial Liabilities	(120,340)	(0.2)%	-	-	(120,340)	(0.2)%
Exchange rate loss/income	(114,344)	(0.2)%	3,598	-	(110,746)	(0.2)%
	2,146,308	4.1%	(398)	989,455	3,135,365	5.9%
Participation in associated companies' results	1,840	0.0%	-	-	1,840	0.0%
Pre-Tax Income	**759,048**	**1.4%**	**(106,876)**	**347,243**	**999,415**	**1.9%**
Tax on earnings	213,460	0.4%	1,486	-	214,946	0.4%
Consolidated Net Income	**545,589**	**1.0%**	**(108,362)**	**347,243**	**784,470**	**1.5%**
Non-controlling stake	(50,660)	(0.1)%	-	-	(50,660)	(0.1)%
Controlling Stake	**$ 596,249**	**1.1%**	**$ (108,362)**	**347,243**	**$ 835,130**	**1.6%**